



State of Illinois  
Department of Central Management Services

# HISPANIC/LATINX

## FY2020 Employment Plan Report



July 1, 2019 – June 30, 2020



# Purpose of this Report

This report serves as the annual plan to increase the number of Hispanic/Latinx persons employed by state agencies; including supervisory, technical, professional and managerial levels.

In accordance with 20 ILCS 405/405-120et seq, the Illinois Department of Central Management Services submits the following report to the Illinois General Assembly on or before February 1, 2021.

Author's Note: For the purpose of this report, CMS will refer to the Hispanic population as Hispanic/Latinx. It is important that the agency reflects the most up-to-date, inclusive language when referring to diverse populations.



# Letter from Janel L. Forde, CMS Director

To the Esteemed Members of the General Assembly:

Diversity, equity and inclusion continues to be a pinnacle opportunity for growth in all areas of state government. This sentiment is even more present and true now than ever before. Illinois has an opportunity and a responsibility to ensure that people's government is indeed a reflection of the rich, diverse populations who make up this great state of Illinois.

The latest State employment insights show that the percentage of total Hispanic/Latinx employees in Illinois State government has increased slightly from FY19 to FY20, from 6.5% (2,940) to about 7% (3,193). There is work that should and will be done. Another important trend revealed through data, specifically among Hispanic/Latinx personnel, is the increase in Latinas who accounted for more than half of the new hires in FY20. These are just a few insights that are included in this report as well as a detailed breakdown of Hispanic/Latinx representation by agency.

This year, CMS became more engaged with members of the Hispanic Employment Plan Advisory Council. I hosted a virtual session with the chairs of each council, including Chair Sanabria, to learn more about their work in our communities and their vision as members on these councils. The Councils have been good partners and we look forward to continuing the partnership and learning from their leadership to help us with our hiring goals and initiatives in increasing the Hispanic/Latinx representation in our government's workforce. I'd like to thank all of the Hispanic Employment Plan Advisory Council members for their passionate commitment to the State and contributions to this report.

Calendar year 2020, proved to be unconventional. Coronavirus/COVID-19 briefly apprehended business operations, however, the state responded in a resilient way. In-person job fairs and interviews went virtual. Most of the state's employees began working remotely and started adjusting to a new normal. CMS took some important steps to make sure we were able to remain connected to our agency partners. As a result, CMS launched, in July, a Statewide Recruitment Call for all agency recruiters and/or human resources personnel. The monthly, virtual calls are a way for CMS to not only share information about the ever-changing hiring processes, but also talk about challenges and seek assistance for their respective diversity recruitment efforts.

The Illinois Department of Central Management Services stands firm and committed to ensuring that our personnel operations are equitable. We look forward to working more closely with you as we endeavor on this journey to fostering an inclusive and diverse working environment at the State.

A handwritten signature in black ink that reads "Janel Forde". The signature is fluid and cursive, with the first name "Janel" and last name "Forde" clearly distinguishable.

Sincerely,  
Janel L. Forde  
Director, Illinois Department of Central Management Services

# Contents

- I. Executive Summary/Key Takeaways**
- II. New Hires, Senior Hires and Hires by Agency**
  - a. FY20 New Hires and Overall Data
  - b. Survey Responses
  - c. Excerpt from Bilingual Needs and Bilingual Pay Report
  - d. Action Steps for FY21
- III. Hiring Reform Update**
- IV. Hispanic Employment Plan Council**
  - a. Council Members
- V. Governing Authority**
- VI. Data Sourcing, Methodology and Appendix**



# I. Executive Summary and Key Takeaways

Ensuring that Illinois' workforce reflects its unique, diverse populace Diversity, equity and inclusion remains paramount and of priority execution to the Illinois Department of Central Management Services (CMS).

Since last year's Employment Plans were filed, the State has made progress with initiatives connected to enhancing the hiring process and human capital management (HCM system). The implementation has occurred in phases. Currently, CMS has dramatically improved the hiring process time with cycles averaging just 45 days, compared to the pre-reform averages of 330 or more. The goal is to move forward to full implementation over the course of 2021 as HCM brings Success Factors online. This hiring reform process is transforming our process from a paper exchange to an electronic process. This change provides CMS with real time data tracking capabilities that will allow for the opportunity to be more strategic, timelier and intentional in our diverse recruiting and outreach efforts moving forward.

CMS continues to partner with the Hispanic/Latinx Employment Plan Council members. The council has been an integral part in developing a recruitment strategy for 2021 that will help the State be a better option for Hispanic/Latinx job seekers.

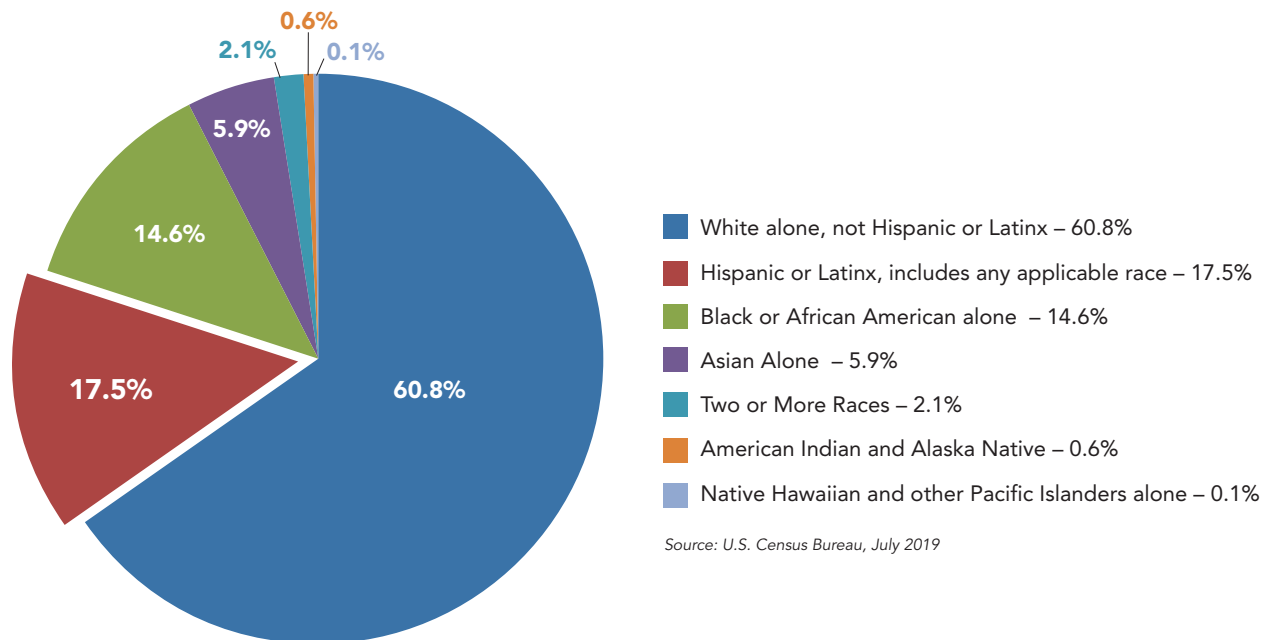
Whereas the State still has an opportunity to make significant advancement in hiring Hispanic/Latinx employees, below are a few insights from the FY2020 report data:

- Women made up more than half of the Hispanic/Latinx new hires
- The percentage of total Hispanic/Latinx employees increased slightly from FY19 to FY20, from 6.5% (2,940) to about 7% (3,193).
- There is a considerable need for more connections and partnerships with Hispanic/Latinx advocacy and career development groups throughout the state to not only increase awareness about State jobs but also create and build relationships.

Even with updated processes and systems which are currently in place, CMS recognizes that there is still a disparity in hiring and the representation of Illinoisans in the Hispanic/Latinx communities statewide. This employment plan will offer a look into the state's current hiring landscape and identify opportunities and solutions that will help in continuing this administration and CMS' commitment to ensuring that this state's government workforce is reflective of the rich diversity of the people it serves. It will identify the next steps and the important relationships that are needed to improve hiring for Hispanic/Latinx Illinoisans.

## II. New Hires, Senior Hires and Hires by Agency

As the people function operating engine of the State, CMS' role in ensuring that Illinois' workforce reflects its diverse population and offers the appropriate resources for millions of Illinoisans is imperative. Hence, reaching, informing and connecting with diverse qualified candidates, only strengthens the unit of the more than 44,000 people who make up the State's workforce.



### Illinois Hispanic/Latinx Population to State Government Workforce Parity Still Shows a Large Gap, but Trends in Opportunity

The latest Illinois population trends from the U.S. Census offers important context to better understand the State's focus on diversifying its career opportunities. In 2019, Illinois reported an overall population total of about 12.6 million. That was a decrease of roughly 48,000 people from the year prior in 2018 (12.7 million total), a difference of -0.9%.<sup>1</sup>

While the overall population decreased, diverse population groups continued to experience growth. The chart above illustrates the diverse population groups represented in the State. The Illinois Hispanic/Latinx population is 17.5%. The State strives to achieve representation parity within its workforce, however, there is still a critical opportunity to reach this goal. The latest State employment insights show that the percentage of total Hispanic/Latinx employees in Illinois State government has increased slightly from FY19 to FY20, from 6.5% (2,940) to about 7% (3,193). When comparing that to white employees at the State, the disparity is apparent. White employees still make up the majority of the state employees at 69%. This percentage remained steady from FY19 (31,052) to FY20 (32,089), with a slight increase of employee representation of 1,037 new employees during that time period.

<sup>1</sup>Source: US Census, July 1, 2019: <https://www.census.gov/quickfacts/IL>



During FY20, 8.4% (352) of new hires processed identified as Hispanic/Latinx. The Illinois workforce participation rate or the measure of an economy's active workforce for Hispanic/Latinx Illinoisans is 70.1%, compared to 65.1% for White Illinoisans.<sup>2\*</sup>

### Latina Employees Majority of New Hispanic/Latinx Hires in FY20

In FY20, Latina employees increased slightly compared to FY19. As of the end of FY20, 58% (3,193) of Hispanic/Latinx state employees were women, compared to 59% (2,940). Latinas also made up more than half of new Hispanic/Latinx hires for FY20.

### Hispanic/Latinx Veteran Hires Have Opportunity for Growth

As of the end of FY20, 11% (351) of Hispanic/Latinx State employees were veterans, compared to 17% of other State employees. This number has decreased slightly from FY19, when 11% (323) of Hispanic/Latinx employees were veterans. During FY20, 7% (24) of new Hispanic/Latinx hires were veterans, slightly lower than the new non-Hispanic/Latinx veteran hires which were 11%.

### Representation of Hispanic/Latinx FY20 New Hires by Agency

Chart is organized in ascending order by number of Hispanic/Latinx new hires. Full chart is included in the appendix.

AGENCY	NUMBER OF NEW HISPANIC/LATINX EMPLOYEES (FY20)	TOTAL AGENCY NEW HIRES (FY20)	% OF NEW HIRES (HISPANIC/LATINX)
Human Services	197	1,603	12%
Corrections	46	981	5%
Children and Family Services	33	259	13%
Healthcare and Family Services	12	177	7%
Public Health	8	62	13%
Employment Security	7	55	13%
Juvenile Justice	6	83	7%
Commerce and Economic Opportunity	6	31	19%
Revenue	6	102	6%
Lottery	4	17	24%
Central Management Services	3	68	4%

<sup>2</sup>Source: Women and Minorities in the Illinois Labor Force: 2020 Progress Report: [https://www2.illinois.gov/ides/IDES%20Forms%20and%20Publications/Women\\_and\\_minorities\\_2020.pdf](https://www2.illinois.gov/ides/IDES%20Forms%20and%20Publications/Women_and_minorities_2020.pdf). Report is based on 2019 data from the US Bureau of Labor Statistics.

\*Note that in most federal reporting, Hispanic and Latino ethnicity percentages apply to multiple races while many other ethnicities are "race alone." For example, the "White, alone" Illinois population percent is 76.8% and the "White alone, non-Hispanic or Latino" Illinois population is 60.8%.

## Hispanic/Latinx Representation Among Senior Hires Shows Significant Opportunity for an Increase

CMS recognizes the lack of representation of Hispanic/Latinx employees, who are in senior leadership positions, and realizes this is a primary focus for improvement. The Hispanic Employment Plan Council views this as the most significant opportunity for improvement for the State as the representation of reflected in senior leadership will benefit ongoing and future recruiting efforts.

As of the end of CY2020, there were 157 Hispanic/Latinx Public Service Administrators (PSA) and Senior Public Service Administrators (SPSA). The group represented 5.8% of total PSAs and SPSAs, which is the second largest diverse group of these hires represented.<sup>3</sup>

During FY20, 6% (21) of new Hispanic/Latinx hires processed were senior level. These are defined as senior policy advisors and those exempt positions which are appointed by the Governor. The chart below shows a breakdown of the Hispanic/Latinx senior hires by agency.

### Representation of Hispanic/Latinx Senior Hires by Agency (FY20)

Note: Chart is arranged in ascending order with the largest number of Hispanic/Latinx representation by Agency.

AGENCY	# OF HISPANIC/LATINX SENIOR HIRES	# OF NON-HISPANIC/LATINX SENIOR HIRES	% OF HISPANIC/LATINX HIRES TO NON-HISPANIC/LATINX
Human Services	5	22	23%
Commerce & Economic Opportunity	3	15	20%
Public Health	3	6	50%
Labor	2	7	29%
Financial & Professional Regulation	1	14	7%
Children & Family Services	1	11	9%
Central Management Services	1	10	10%
Insurance	1	9	11%
Employment Security	1	5	20%
Law Enforcement Standard Board	1	2	50%
Gaming Board	1	1	100%

<sup>3</sup>Note: These are code-covered merit compensation positions as of 12/23/2020. These numbers do not include exempt-at-will or bargaining unit employees.



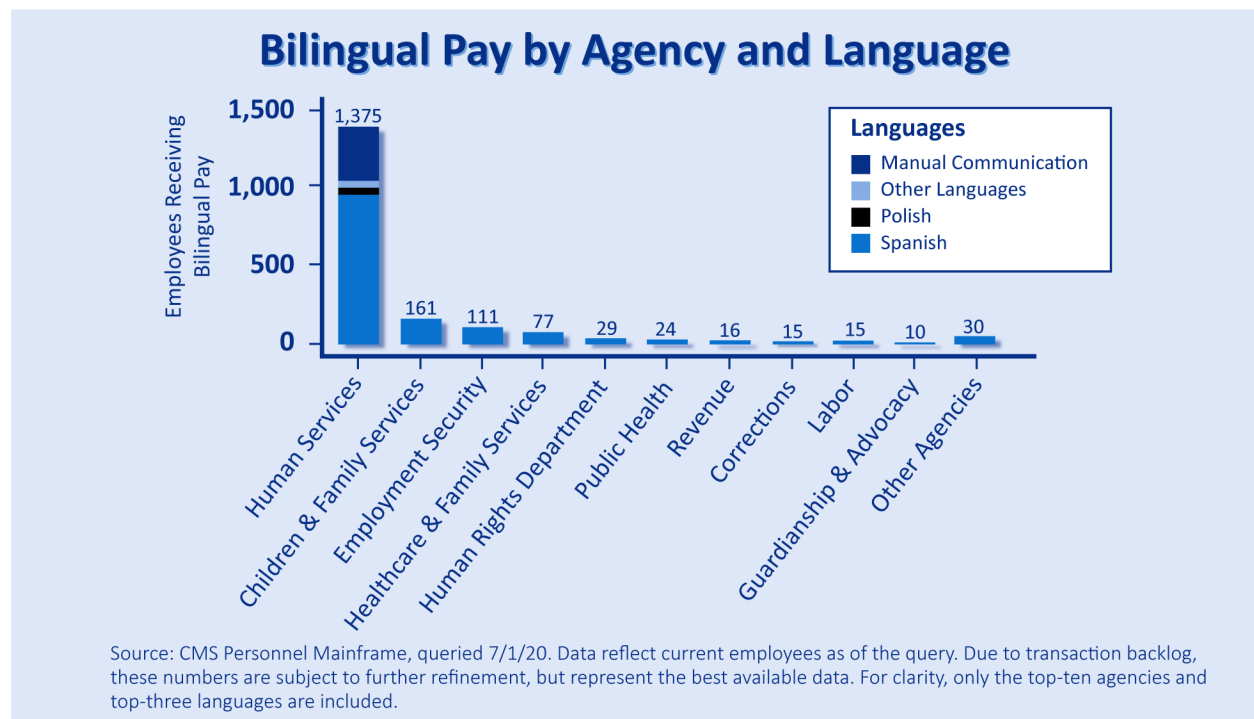
**The following agencies, boards and commissions did not report Hispanic/Latinx senior representation:**

Aging	Liquor Control Commission
Civil Service Commission	Military Affairs
Commerce Commission	Pollution Control Board
Criminal Justice Authority	Prisoner Review Board
Development Disabilities Council	Property Tax Appeal
Emergency Management Agency	State Fire Marshal
Illinois Torture Inquiry Relief Commission	State Retirement Systems
Labor Relations Board	Worker's Compensation Commission
Lincoln Presidential Library and Museum	

**Bilingual Needs and Bilingual Pay**

The purpose of the Bilingual Needs and Bilingual Pay Report (BNPR) is to first analyze the current communication barriers that exist for residents who do not speak English or have limited English Proficiency (LEP) and how that is creating challenges in obtaining state government services and career opportunities. With full transparency, this report also provides a status update on the progress of state agencies in eliminating any of the barriers that have been identified. CMS is moving forward with our agency partners to analyze the data presented in this report to more effectively leverage the tools and resources available to state government in a valiant effort to address these barriers.

The below chart is an excerpt of the BNPR and shows, by agency, the number of employees by language who are receiving bilingual pay. Bilingual pay is guided by the AFSCME collective bargaining agreement (CBA), providing employees utilizing bilingual skills to serve the public, additional compensation. Under the current CBA, bilingual pay is set at \$100 per month or 5% of an employee's base salary, whichever is higher. As of the end of FY20 (June 30), 72% or 1,367 Hispanic/Latinx code-cover employees received the bilingual pay supplement, the most of all races and ethnicities. The total number employees receiving the pay supplement was 1,897.



To read the full report, [FY20 Bilingual Needs and Bilingual Pay Report](#)

## Agency Survey Responses

As part of the annual employment plans, CMS includes survey responses from agencies on a variety of topics ranging from recruitment and hiring to employee professional development. When asked if there is a liaison responsible for Hispanic recruitment, nine agencies answered “yes.” When asked how many Hispanic/Latinx employees have the authority over interviews, six responded “yes.” When asked if there were Hispanic/Latinx employees who are responsible for creating policies, 16 replied “yes.”

A sample of some of the other survey questions are included below.

QUESTION	HISPANIC/LATINX	TOTAL	PERCENT
How many employees in your agency were certified by CMS to conduct structured interviews as of June 30, 2020?	228	4,788	4.8%
How many employees in your agency received tuition reimbursement in FY20?	109	3,224	3.4%
How many paid interns did your agency hire during FY20?	15	247	6.1%
How many interns did your agency hire during FY20 who worked in exchange for educational credit?	16	141	11.3%
How many interns did your agency hire during FY20 who were unpaid and did not work in exchange for educational credit?	8	54	14.8%
How many structured interview panels were convened during FY20?	314	7,325	4.3%

## Community Involvement and Human Resources

CMS recognizes there is a prime opportunity to strengthen to work with agencies to strengthen the State’s relationship with Hispanic/Latinx advocacy and career development organizations in the state. When asked about these relationships 14 state agencies responded saying yes they did have these relationships and 25 responded no. Thirteen Agencies reported having staff with authority oriented toward Hispanic or Latino recruitment and 16 with authority oriented to Hispanic or Latino policy creation.

Relative to the population of Hispanic/Latinx employees, agencies reported underrepresentation for those certified to conduct interviews and serving on structured interview panels. Agencies reported equivalent or overrepresentation of Hispanic or Latino employees whose responsibilities regularly include employment outreach and recruitment.

CMS' responsibility in recruitment is to align with Hispanic/Latinx community partners, advocacy groups—strengthening the State's relationships among these groups. Earlier in FY2020, CMS participated in recruitment and professional development two events presented by the Illinois Hispanic Association for State Employees; and multiple hiring events across the state by partnering with the Illinois Department of Employment Security (IDES).

During the second half of FY2020, CMS had to pivot plans for this year's community engagement due to the global coronavirus pandemic. Engagement sessions were mostly virtual beginning in March 2020. Also, later in calendar year 2020, CMS continued its partnership with IDES and participated in virtual recruitment and career counseling sessions with Mujeres Latinas en Acción (Chicago), established CMS internship program with Chicago State University and continued its relationship with sourcing interns from the University of Springfield. Nineteen Hispanic/Latinx potential candidates connected with CMS staff for further information about state employment after their initial engagements.

CMS also began building a social media presence on the career networking and professional development platform, LinkedIn. During Hispanic Heritage Month (September 15 – October 15), CMS used its #WhyIllinoisGov campaign to feature a few Hispanic/Latinx employees who volunteered to share pride in their heritage and reasons why they chose to work for the State. This was the first time CMS launched this type of campaign to commemorate the national recognition and celebration of Hispanic/Latinx culture.





## Employment Pipelines and Professional Development


Again, relative to the population of Hispanic or Latino employees working for the State of Illinois, Agencies reported an underrepresentation of employees receiving tuition reimbursement. Hispanic or Latino interns were also underrepresented on an aggregate basis and overrepresented among in unpaid internships and those receiving educational credit.


### Suggested Action Items for FY21 Improvement


- **Recruitment:** CMS will work with the Hispanic/Latinx Employment Plan council to establish a strategic in CY Q1 2021 which will focus on recruitment, hiring and retention of Hispanic/Latinx candidates. This plan will be heavily focused on potential community partnerships with Hispanic/Latinx groups within the state and include a calendar of events that will help organize and track engagements throughout the year.
  - Outreach continues to be a strong area of opportunity for CMS to engage and better provide a tangible action plan.
  - CMS will share formal plans and strategies with other agencies to help assist in these recruitment efforts. This should serve as a guide on Hispanic/Latinx employment.
- **Hiring:** CMS will address the overall hiring process but will need to ensure that more interview panels are inclusive of Hispanic/Latinx employees. This will also be addressed in a formal strategic plan for recruitment and hiring.
- **Measurement and Tracking:** CMS will continue to find ways to update its current tracking system/process for recruitment engagements and career counseling interactions. The desired goal is to strategically assess the process and pay close attention to opportunities for shifting recruitment priorities that are more effective for Hispanic and Latinx outreach.
- **Agency Partnerships and Guidance:** CMS has established a monthly Statewide Agency meeting which provides a consistent connection point for CMS to engage with the HR and Recruitment professionals of each agency. During these calls, CMS leads discussions about diverse recruitment, agencies share best practices and are transparent about challenges they have experienced. CMS hopes these sessions continues to driver further conversation and action that will assist in aiding the hiring and recruitment strategies for agencies, statewide.
- **Internships:** Creating a pipeline to funnel great talent for State jobs can start with a strong internship foundation. The State currently has one paid internship opportunity partnership with the University of Springfield called the Graduate Public Service Internship program. CMS can begin research into expanding this program with other State schools, with guidance from Employment Plan Councils and internal partners in an effort to increase reach for diverse candidates for this program
  - **Other Internships:** Other agencies, including, CMS have unpaid internship opportunities which do allow students the opportunity to receive academic credit for their work. CMS will work to provide a guide or structure on this internship process in an effort to provide more structure to the program across all agencies who participate.
- **Retention:** CMS will work to organize an internal focus group of current Hispanic/Latinx State employees in FY21 to listen to experiences and suggestions on the resources needed to support current Hispanic/Latinx employees (e.g. retention, professional and career development, etc.)


## III. Hiring Reform Update and Implementation


### The Reformed Hiring Process


 Reduce paper and utilize an online application process


 Improve transparency & visibility

 Reduce opportunities for bias

 Decrease hiring time (35 - 45 days)

 Align candidates more closely to positions

 Increase the number of qualified & diverse candidates

 Improve collaboration between CMS and agencies

Under the Pritzker administration, hiring reform became a priority. The new hiring reform process has gone through multiple pilot operations and trainings.

This process is a much-needed tool for the State to modernize hiring and attract diverse candidates. Along with ensuring the hiring process not only put the State in a position to expand candidate searches, but also addresses a dated system which did not prove to be an efficient process for the hiring of diverse candidates. The graphic above describes, at a high-level, the priority issues addressed in the new hiring reform process. In order for the State of Illinois to begin achieving parity in hiring diverse candidates, a focus on equity also became apparent.

With a newer, electronic process on the way, CMS must make sure there is special attention placed to reach those communities which still experience a digital divide—with little to no access to broadband services. In the case of the Hispanic/Latinx community, CMS will outline an action item further in this report that will help illustrate the attention that will be given to this issue.

Job postings in the new hiring process are now available on more than 60 websites. Even the job descriptions have been reevaluated and feature more descriptive titles, addressing the frequent use of internal jargon that was not as familiar with external audiences. In addition to updated titles, bulleted descriptions help better summarize open vacancies and align candidates more closely to these positions. Another important part of the hiring process focused on the significant reduction of time allotted to the process. Before the implementation of the new hiring process, an average hiring cycle took upwards of more than 100 days to complete. Now, that time has decreased to an average of 45 days.

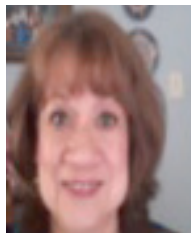
## IV. Hispanic Employment Plan Council

CMS is required per the [Civil Administrative Code](#)<sup>4</sup>, to partner and work with Governor-appointed subject matter experts, who make up the Hispanic Employment Plan Council<sup>5</sup>, to examine and assist in providing solutions for the following:

- the prevalence and impact of Hispanic/Latinx state employees
- the barriers faced by Hispanic/Latinx candidates who seek employment or promotional opportunities in state government
- additional professional development, education and training opportunities that could be offered to foster the employment and promotion of Hispanic/Latinx employees in state government.



**Roberto Sanabria (Council Chair)** has led diversity and inclusion efforts for the past 15 years. He served as the deputy director of affirmative action at DCFS, the director of university outreach and equal employment at Northeastern Illinois University, and the director of equal employment and access at Northwestern University and is currently the Senior Director of Human Resources and Equity at The Puerto Rican Cultural Center of Chicago (PRCC). Roberto has a bachelor's degree in Spanish from The University of Illinois Urbana-Champaign, a master's degree and a doctorate in adult education from Northern Illinois University and National-Louis University respectively.



**Guadalupe J. Preston (Council Vice Chair)** is the current Executive Director for St. Joseph Services, a grass roots non- profit on the west side of Chicago. Guadalupe has worked in communities of need all of her career. Her previous work includes: Regional Director of the SER entities in Illinois, Division Manager for Catholic Charities of Chicago, Public Service Administrator for IDHS in the Employment and Training Division, overseeing the Office of Latino Relations for IDPA, Staff Attorney for MALDEF and Staff Attorney with LAFC. Guadalupe has a B.A. in History/Political Science from Northwestern University, J.D. from Loyola University of Chicago, an M.S. in Public Services Management from DePaul University.



**Roberto Sepúlveda** is a Consultant and an HR Professional who has focused his efforts on increasing diversity and inclusion in the corporate world as well as increasing diversity in government and politics. His career has included diversity roles with Sara Lee Corp. and the Hispanic Alliance for Career Enhancement (HACE). An active figure in his community, he has served on the board of directors of the West Cook YMCA, the Triton College Community Advisory Committee and the Maywood Rotary Club. He currently serves on the Board of Directors of Centro de Informacion. A native of Melrose Park, IL, Mr. Sepúlveda earned his MBA in 2010 from Dominican University's Brennan School of Business (River Forest).

<sup>4</sup>[Civil Administrative Code](#), 20 ILCS 405-120

<sup>5</sup>[Hispanic and Asian American Employment Plan Councils](#), 20 ILCS 405/405 - 121





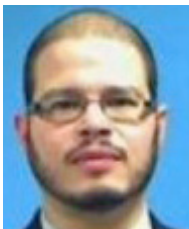
**Ana Guajardo Carrillo** is a veteran, respected community leader and the co-founder and executive director of a community organization based in South Chicago who has spent much of her personal and professional career organizing on the Southeast Side of Chicago and the South Suburbs. She currently serves as a board member of the Alliance for the Southeast (ASE) and recently helped co-found the Illinois Worker Cooperative Alliance and has worked as a community organizer with the Illinois Coalition for Immigrant and Refugee Rights (ICIRR). In 2008, Ana co-founded Centro de Trabajadores Unidos with a group of Southeast Side residents and workers and became the first Executive Director of the organization. Ana served in the Illinois National Guard for 7.5 years. She holds a B.A. in Political Science from Chicago State University and an M.A. in Public Policy from the University of Minnesota, Hubert H. Humphrey Institute.



**Jose M. Muñoz** is a social impact strategist with over 20 years of executive management, government affairs and public relations experience. Currently, Jose serves as Executive Director at La Casa Norte (LCN). In August of 2019 Jose was appointed by Mayor Lori Lightfoot and unanimously approved by Chicago's City Council to serve as a Commissioner of the Chicago Park District. Jose has also served in the Illinois Governor's Office as Chief Marketing Officer, where he led the statewide rollout of the health insurance marketplace's public education campaign. Jose's work was recognized nationally for engaging "hard to reach" groups (ethnic minorities, millennials, etc.,). Jose also served as Deputy Commissioner for the City of Chicago's Department of Public Health (CDPH) and has led the national launch of New Futuro, a social enterprise that reached over a million Latinos. Jose graduated summa cum laude from Chicago State University's College of Business with a bachelor's degree in business administration.



**Patricia Mota, MPA** currently serves as the President & CEO for the Hispanic Alliance for Career Enhancement (HACE), leading strategy, fundraising & development, leadership programs, and expanding impact on a national scale. Patricia leads with a diverse industry background, from co-founding a nonprofit, leading in community affairs for local government, marketing for corporate utilities company, to administration in higher education, to circling back to nonprofit at HACE as a Director in 2010, Sr. Director 2012, then CEO in 2015. Patricia has a strong history of serving the community and was most recently appointed as a commissioner on the Illinois Hispanic Employment Plan Council and named Crain's Business Chicago Top 25 Most Powerful Latinos. Patricia earned a double Bachelor of Arts degree from Indiana University- Bloomington in Spanish and Communication & Culture and a Master's in Public Affairs (MPA) in Public Management from Indiana University's School of Public & Environmental Affairs (SPEA)-Indianapolis. Patricia is also a certified leadership coach, Insights Discovery© licensed.



**Christian Roldan Santos** has been working in Higher Education for over 15 years. Christian has been an instructor at 4-year private institutions, 4-year public and Community College. Christian has also served as an Academic Adviser and a Research Adviser for Summer Research Programs for Undergraduate Students. His different roles in Higher Education have provided different perspectives that he uses in his teaching and outreach to the community, particularly in issues related to underrepresented minorities and community involvement. Christian has earned his M.S. in Mathematics from the University of Iowa and his B.S. in Mathematics from the University of Puerto Rico - Mayaguez.



**Dr. Layla Suleiman González** has an extensive background in navigating complex intergovernmental, community, and philanthropic relationships and is deeply committed to inclusion, leadership development, stakeholder engagement, education, health and human services. Layla is currently the Director of the Human Services Program at Loyola University Chicago. Previously, Layla has worked at DePaul University as Assistant Professor, Department of Education Policy Studies and Research and Aunt Martha's Youth Service Center as Chief Strategy and Innovation Officer. Layla earned her Juris Doctorate and a Certificate from DePaul University College of Law; she also has a Ph.D. in Psychology and Bachelor of Science in Applied Psychology from the Loyola University Chicago



# V. Governing Authority

## Civil Administrative Code

<https://www.ilga.gov/legislation/ilcs/ilcs5.asp?ActID=235&ChapterID=5>

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/Latinx Employment plan survey to gather the necessary data.

Agency survey responses include metrics as representation in top leadership positions, interview panel diversity, diversity of human resources staff, and career development participating rates.





# VI. Data Sourcing, Methodology and Appendix

## Representation of Hispanic/Latinx New Hires by Agency (Full Graph)

Note: Chart is arranged in ascending order with the largest number of Hispanic/Latinx representation by agency.

AGENCY	NUMBER OF NEW HISPANIC/LATINX EMPLOYEES (FY20)	TOTAL AGENCY NEW HIRES (FY20)	% OF NEW HIRES (FY20)
Human Services	197	1,602	12%
Corrections	46	981	5%
Children and Family Services	33	259	13%
Healthcare and Family Services	12	177	7%
Public Health	8	62	13%
Employment Security	7	55	13%
Juvenile Justice	6	83	7%
Commerce and Economic Opportunity	6	31	19%
Revenue	6	102	6%
Lottery	4	17	24%
Central Management Services	3	68	4%
Environmental Protection	3	45	7%
Labor	3	14	21%
State Police	3	34	9%
Veterans Affairs	3	120	3%
Human Rights	2	6	33%
Natural Resources	2	120	2%
Transportation	2	113	2%
Agriculture	1	26	4%
Financial & Professional Regulation	1	45	2%
Gaming Board	1	6	17%
Law Enforcement Training & Standards Board	1	2	.5%
Insurance	1	23	4%
Innovation & Technology	1	60	2%
Lincoln Presidential Library and Museum	0	16	0%
Aging	0	6	0%

AGENCY	NUMBER OF NEW HISPANIC/LATINX EMPLOYEES (FY20)	TOTAL AGENCY NEW HIRES (FY20)	% OF NEW HIRES (FY20)
Civil Service Commission	0	1	0%
Commerce Commission	0	5	0%
Criminal Justice Authority	0	3	0%
Development Disabilities Council	0	2	0%
Emergency Management Agency	0	9	0%
Guardianship and Advocacy	0	1	0%
Illinois Torture Inquiry Commission	0	2	0%
Labor Relations Board	0	2	0%
Liquor Control Commission	0	4	0%
Military Affairs	0	6	0%
Pollution Control Board	0	2	0%
Prisoner Review Board	0	6	0%
Property Tax Appeal Board	0	2	0%
State Fire Marshal	0	19	0%
State Retirement Systems	0	11	0%
Workers Compensation Commission	0	1	0%

### Representation of Total Hispanic/Latinx Hires in FY20 by Agency (Full Graph)

Note: Chart is arranged in ascending order with the largest number of Hispanic/Latinx representation by agency.

AGENCY	TOTAL NUMBER OF HISPANIC/LATINX	TOTAL AGENCY EMPLOYEES	% TOTAL AGENCY EMPLOYEES (HISPANIC/LATINX)
Human Services	1,359	11,583	10.5%
Corrections	493	12,340	3.8%
Children and Family Services	240	2,349	9.2%
Transportation	217	3,529	5.7%
Employment Security	194	847	18.6%
Healthcare and Family Services	125	1,413	8.1%
Juvenile Justice	67	822	7.5%
Public Health	62	1,058	5.5%
Revenue	50	1,337	3.6%
Veterans Affairs	46	1,146	3.8%
State Police	45	889	4.8%

AGENCY	TOTAL NUMBER OF HISPANIC/ LATINX	TOTAL AGENCY EMPLOYEES	% TOTAL AGENCY EMPLOYEES (HISPANIC/LATINX)
Financial and Professional Regulation	33	352	8.5%
Human Rights Department	32	80	28.5%
Central Management Services	29	832	3.3%
Innovation and Technology	23	1,071	2.1%
Aging	16	118	11.9%
Gaming Board	16	139	10.3%
Commerce and Economic Opportunity	15	214	6.5%
Environmental Protection	15	579	2.5%
Lottery	15	132	10.2%
Natural Resources	14	1,145	1.2%
Agriculture	11	298	3.5%
Guardianship & Advocacy	11	90	10.8%
Worker's Compensation Commission	9	103	8%
Insurance	6	195	2.9%
Human Rights Commission	5	13	27.7%
Arts Council	4	10	28.5%
Criminal Justice Authority	4	45	8.1%
Military Affairs	4	125	3.1%
State Fire Marshal	3	139	2.1%
Commerce Commission	2	52	3.7%
Law Enforcement Training and Enforcement Board	2	21	8.6%
Property Tax Appeal Board	2	38	5.0%
State Retirement Systems	2	95	2%
Lincoln Presidential Library and Museum	1	83	1.1%
Labor Relations Board (Educational)	1	7	12.5%
Prisoner Review Board	1	25	3.8%
Racing Board	1	2	33.3%

Source: CMS Data Analysis, July 1, 2019 – June 30, 2020



The following agencies did not report Hispanic/Latinx Employee representation:

- Capital Development Board
- Civil Service Commission
- Deaf and Hard of Hearing Commission
- Developmental Disabilities Council
- Emergency Management Agency
- Illinois Torture Inquiry Relief Commission
- Independent Tax Tribunal
- Investment Board
- Labor Relations Board
- Pollution Control Board
- State Police Merit Board

## Methodology

Data included in the Employment Summary, Leadership, Gender, and Veteran sections of the below document are sourced from data collected on employee statistics and hiring statistics. Notes on these data sets immediately follow. Data on community liaisons, interviewing, and internships are sourced from the Employment Plan Survey of State of Illinois Agencies.

Regarding current employee statistics, data on Fiscal Year employees of the State of Illinois are based on a snapshot query of current employees as of July 1 of the year in question. Employee race and ethnicity is self-identified from a mutually exclusive list of possible races and ethnicities. While the process is being reformed, individuals in these data sets were not given the opportunity to identify with more than one race or ethnicity.

Regarding hiring statistics, these data include only those individuals whose hiring meet the Bureau of Personnel's New Hiring Criteria and whose hiring was processed during FY20. Given transaction processing times, these data do not always match with those who were hired during the year. This methodology was chosen to allow for better year-over-year analysis and may not match agency-level statistics on hiring during the same period. Hires for senior roles are defined as those roles where the employee status is "F" and the position exempt code is "1" or "3."

## Contact Information

Rebecca K. Roussell  
Deputy Director, Diversity & Inclusion  
Illinois Department of Central Management Services  
[Rebecca.roussell@illinois.gov](mailto:Rebecca.roussell@illinois.gov)

Mark Mahoney  
Chief Administrative Officer  
Illinois Department of Central Management Services  
[mark.mahoney@illinois.gov](mailto:mark.mahoney@illinois.gov)