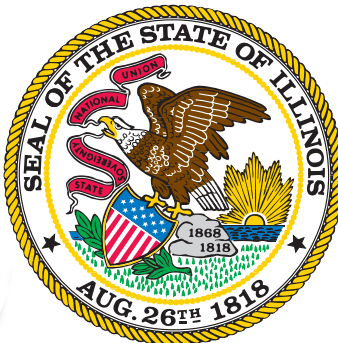




State of Illinois
Illinois Department of Central Management Services

STATE OF ILLINOIS 2018

African American Employment Plan



Respectfully submitted to the Illinois General Assembly
by Central Management Services



OFFICE OF THE GOVERNOR

207 STATE HOUSE
SPRINGFIELD, ILLINOIS 62706

BRUCE RAUNER
GOVERNOR

Dear Member of the Illinois General Assembly:

The enclosed 2018 African-American Employment Plan evaluates the African-American representation within the State's workforce through a transparent and comprehensive presentation of demographic data. We are pleased that the data reflect far richer African-American diversity within the State's workforce than within the available labor market and the general population (by 62%). This remains true throughout the employee life-cycle and at supervisory, technical, professional, and managerial levels.

The State of Illinois provides the highest value to taxpayers when the workforce that powers State government is diverse and inclusive. Companies that capitalize upon the science behind diversity and inclusion are able to leverage their differences to better fulfill their organizational missions and become leaders in their industries. I have instructed my administration to explore opportunities to apply diversity and inclusion strategies in the State's workforce to better reflect the growing diversity within our State and strengthen our ability to represent and serve the people of Illinois.

For meaningful and sustainable change, State agencies must implement creative and effective internal mechanisms that provide structural support for their diversity efforts. Many have already begun. For example, almost 30% of agencies have designated a liaison to foster relationships within the African-American community, and over 60% of those liaisons are executive staff members. Many agencies offer diversity and unconscious bias training to Human Resources staff, Ruman interviewers, and other decision-makers in the employment selection process. This 2018 African-American Employment Plan offers additional examples and recommendations, and highlights current agency best practices.

I wish to thank my African-American Employment Plan Advisory Council for their hard work and I invite agency representatives, elected officials, and members of the general public to attend Council meetings to discuss and exchange approaches to diversity.

Together we will create a more prosperous Illinois where everyone has the opportunity to succeed.

Sincerely,

A handwritten signature in black ink that reads "Bruce Rauner".

Bruce Rauner
Governor, State of Illinois



ILLINOIS

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Tim McDevitt, Acting Director

Bruce Rauner, Governor

Dear Member of the Illinois General Assembly:

We are pleased to present the enclosed 2018 African-American Employment Plan. As you will note, African-American representation within the State's workforce is 62% greater than in Illinois' labor market. This rich representation remains consistent throughout the employee life-cycle and at supervisory, technical, professional, and managerial levels.

One of Governor Bruce Rauner's first initiatives upon entering office was to direct his administration to fortify efforts to augment the diversity within the State's workforce. Governor Rauner recognizes that the infusion of diversity and inclusion is scientifically proven to improve our workforce, our government, and our ability to serve the people of Illinois.

This year, under the direction of Governor Bruce Rauner, we leveraged the principles of diversity and inclusion to establish a framework within which to evaluate the State's workforce diversity efforts. First, we comprehensively examine African-American representation within the State's workforce at State-wide and agency levels and throughout the employee lifecycle.

Next, we focus on agencies' internal structural mechanisms designed to support, contribute to, and advance their workforce diversity efforts. Many State agencies have begun implementing internal procedures that complement and strengthen their diversity efforts. In this 2018 African-American Employment Plan, we highlight agency best practices and offer goals and recommendations for agencies' consideration.

We believe these actions will not only bolster our current diversity efforts, but also help sustain them. We look forward to your feedback and suggestions. Through the unified efforts of State agencies, legislators, the African-American Employment Plan Advisory Council, the general public, and our other stakeholders, we can become a leader in the nation for harnessing the tremendous benefits of diversity and inclusion for the benefit of our employees, our State, and our citizens.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim McDevitt", is written over a faint, larger signature.

Tim McDevitt
Acting Director



ILLINOIS

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Tim McDevitt, Acting Director

Bruce Rauner, Governor

As state employees,

we are all part of a team of public servants

working for our fellow citizens

Governor Bruce Rauner¹

¹ [Office of the Governor website, "Team Illinois".](#)

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2018 African-American Employment Plan

EXECUTIVE SUMMARY

The State of Illinois is committed to cultivating our workforce through diversity and inclusion strategies. The benefits of diversity and inclusion in the workplace are staggering and well established. Statistical results verify with high confidence that 87% of the time diverse and inclusive business teams drive decision-making twice as fast with half the meetings and arrive at more valuable decisions. Businesses that embrace and embed diversity and inclusion principles into their cultures transform into leaders of their industries. Companies that do not actively pursue workforce diversity not only fail to lead, they lag.

As employee engagement and productivity rises, so does the ability of the organization to fulfill its mission. This is particularly important in the public sector where the State's mission involves outstanding service to the people of Illinois.

The State of Illinois has begun to develop diversity and inclusion strategies in our workforce. This 2018 African-American Employment Plan explains the reasons behind the success of diversity and inclusion and provides a framework in which to evaluate our diversity program.

First, we examine diversity statistics regarding the State's workforce by reviewing the representation of African-Americans in the State's workforce from application through departure from various angles: within the State's workforce, within various organizational levels in the workforce, and within State agencies.

African-Americans are represented within the State's workforce at significantly higher levels (62%) than in Illinois' available labor market. This remains true throughout the employee life-cycle and at supervisory, technical, professional, and managerial levels.

Next, we evaluate the structural mechanisms agencies have implemented that support, promote, and reinforce their diversity efforts. We found that many agencies have already designed practices and approaches that welcome diversity and eliminate potential barriers to employment unrelated to job qualifications. For example, almost 30% of agencies have designated a liaison to foster relationships within the African-American community, and over 60% of those liaisons are executive staff members. Many agencies offer diversity and unconscious bias training to Human Resources staff, Human Resources interviewers and other decision-makers in the employment selection process.

This Employment Plan highlights agency best practices and offers goals and recommendations for agencies' consideration.

2018 African-American Employment Plan

GOVERNING AUTHORITY

I. Governor Rauner's Mandate to Enrich the Diversity of the State's Workforce

This 2018 African-American Employment Plan represents Governor Bruce Rauner's:

unwavering commitment to building a workforce that truly reflects the incredible diversity of Illinois ... through sustained efforts ... to create a more inclusive and representative state workforce to ensure Illinois remains a leader in diverse employment practices and serves as an example for all Illinois employers.²

II. Legal Obligations to Enrich the Diversity of the State's Workforce

The African-American Employment Plan Act requires the Department of Central Management Services (CMS) to develop and implement plans, in consultation with the African-American Employment Plan Advisory Council and other subject matter experts, to increase the number of African-American State employees and to increase the number of African-American State employees in supervisory, technical, professional, and managerial positions.³

The African-American Employment Plan Act also compels:

- tracking hiring practices and promotions of African Americans employed by State agencies
- increasing the number of African American State employees who are promoted, and
- searching for barriers faced by African Americans who seek employment or promotional opportunities in State government⁴

This 2018 African-American Employment Plan includes recommendations for ways to increase the number of African-American State employees, the number of African-American State employees who are promoted, and the number of African-American State employees in supervisory, technical, professional, and managerial positions; and tracks hiring and promotion practices of African-American employees.

² [2017 African-American Employment Plan](#), Governor Rauner Correspondence.

³ [African-American Employment Plan Act](#), 20 ILCS 30/5(a).

⁴ *Id.*, at §25.

2018 African-American Employment Plan

2018 AFRICAN-AMERICAN EMPLOYMENT PLAN DATA SOURCES

This 2018 African-American Employment Plan draws data from (a) computer-generated employment-related data and (b) agency responses to the 2018 African-American Employment Plan Survey.

I. Computer-Generated Data from State Employment Databases

The Department of Central Management Services (CMS) administers the State's merit employment system in accordance with the Personnel Code,⁵ and current collective bargaining agreements.⁶ Employment data cited in this 2018 African-American Employment Plan derive from CMS unless otherwise noted.

II. Survey Data from State Agencies' Responses to 2018 African-American Employment Plan Survey⁷

A. Statutory Authority for 2018 African-American Employment Plan Survey

The Department of Central Management Services is statutorily designated to develop the African-American Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their activities to implement the Employment Plan. To retrieve these annual reports, CMS sends State agencies an annual African-American Employment Plan Survey to gather the necessary data. CMS has jurisdiction over employees in positions covered by the Personnel Code ("coded positions").⁸

B. Voluntary Participation in 2018 African-American Employment Plan Survey

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

C. Distribution of 2018 African-American Employment Plan Survey

The 2018 African-American Employment Plan Survey was disseminated to 50 State agency heads, EEO Officers, Workforce Diversity staff, human resources staff, and others plus the four agencies which elected to voluntarily participate online via Survey Monkey from December 1, 2017 through December 15, 2017. Extensions to submit survey responses were granted through January 9, 2018.

⁵ [Personnel Code](#), 20 ILCS 415/3 and 4.

⁶ [CMS' website, Bureau of Personnel](#).

⁷ Survey data is based on actual survey responses.

⁸ [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405/405-120, 121, 125.

2018 African-American Employment Plan

INTRODUCTION

I. Illinois Proudly Embraces Workforce Diversity

One of Governor Rauner's first initiatives upon entering office was to direct his administration to fortify efforts to augment the diversity within the State's workforce. Compelling new scientific research validates his actions in a remarkable way.

II. Compelling Research Affirms Illinois' Workforce Diversity Efforts

Augmenting and leveraging diversity among State employees is scientifically proven to improve our workforce, our government, and our ability to serve the people of Illinois.

Statistical results verify with "high confidence" that 87% of the time diverse and inclusive business teams drive decision-making twice as fast with half the meetings and arrive at more valuable decisions.⁹ Decades of statistical research by organizational scientists, psychologists, sociologists, economists, and demographers demonstrates that diversity and inclusion initiatives dramatically improve problem-solving, decision-making, and innovation,¹⁰ even in non-work settings.¹¹

Businesses that are diverse and inclusive are industry leaders who are better able to accomplish their mission.¹² Conversely, companies that do not to actively pursue workforce diversity not only fail to lead, they lag.¹³

III. Diversity and Inclusion Benefits All of Us

Diversity and inclusion benefits everyone, regardless of race, ethnicity, or organizational level. Employees become more engaged and motivated to fully exercise their skills and talents, which sparks a more high-functioning organization in a better position to accomplish its goals.¹⁴

⁹ [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." \(White Paper, September 2017\).](#)

¹⁰ [Scientific American, "How Diversity Makes Us Smarter: Being Around People Who Are Different From Us Makes Us More Creative, More Diligent and Harder-working," \(October 2014\).](#)

¹¹ 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.](#)

¹² [McKinsey & Company, "Why Diversity Matters," \(January 2015\).](#)

¹³ [Id.](#)

¹⁴ [Cloverpop; U.S. Department of Veterans Affairs, Office of Diversity and Inclusion, "Diversity and Inclusion Strategic Plan: Fiscal Years 2017-2020".](#)

The success of diversity and inclusion can be attributed to biochemistry. The simple act of diversifying a group improves the quality of its work.¹⁵ 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.”¹⁶ Collective brainstorming sessions become more valuable and lead to a more useful outcome, provided the environment invites various viewpoints.¹⁷ Inclusion – welcoming difference – is essential to activate and leverage diversity to yield these benefits.¹⁸

IV. Diversity is the Means to Galvanize State Government

In the public sector, workforce diversity and inclusion are even more pertinent given our responsibilities to the people of Illinois to be transparent, accountable, ethical, and motivated. Diversity and inclusion can help us retain our position as a leader in the nation with amplified abilities to fulfill Governor Rauner’s intention of creating a more prosperous state which delivers higher value to its taxpayers.¹⁹

V. The State’s Population and Workforce Demographics are Growing Together

The State of Illinois is richly diverse. Following the population boom of people of color by over 850,000 between 2000 and 2010, more than a third (35%) of Illinois residents are either African-American, Hispanic, or Asian-American.²⁰

People of color will soon become the majority, as has happened in California, Hawaii, Nevada, New Mexico, and Texas.²¹ As of 2012, a majority of babies born in the U.S. were people of color.²² In Illinois, as of 2011, almost 50% of the population under 1 years of age were people of color.²³

¹⁵ [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).

¹⁶ *Id.*

¹⁷ [Harvard Business Review, “How Diversity Can Drive Innovation,”](#) (December 2013).

¹⁸ [Cloverpop.](#)

¹⁹ [State of Illinois website, “About the Governor”.](#)

²⁰ [Census Viewer, “Population of Illinois: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts”.](#)

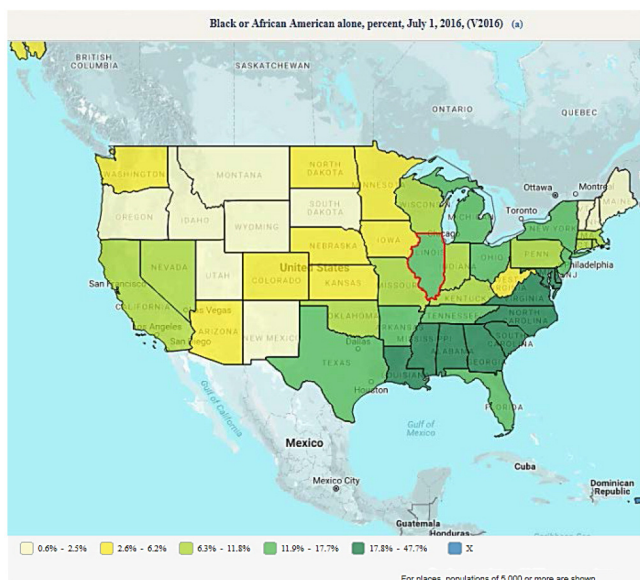
²¹ [World Population Review, Illinois Population, \(January 2018\).](#)

²² [Governing the States and Localities, “A State by State Look at Growing Minority Populations”](#) (June 2015).

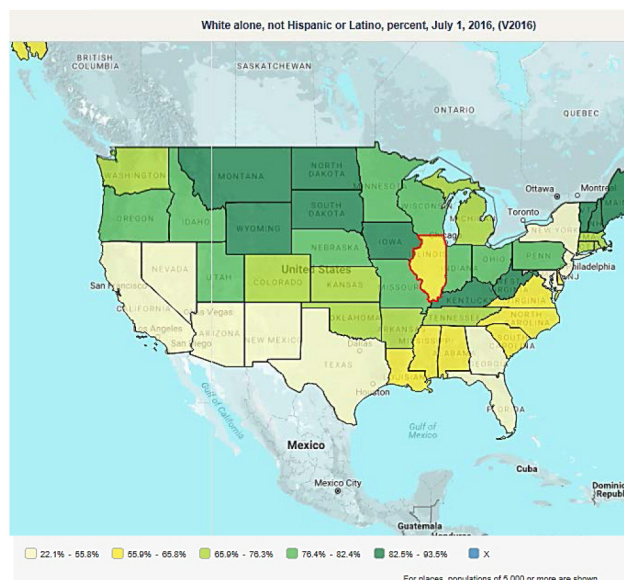
²³ [World Population Review, Illinois Population, \(January 2018\).](#)

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

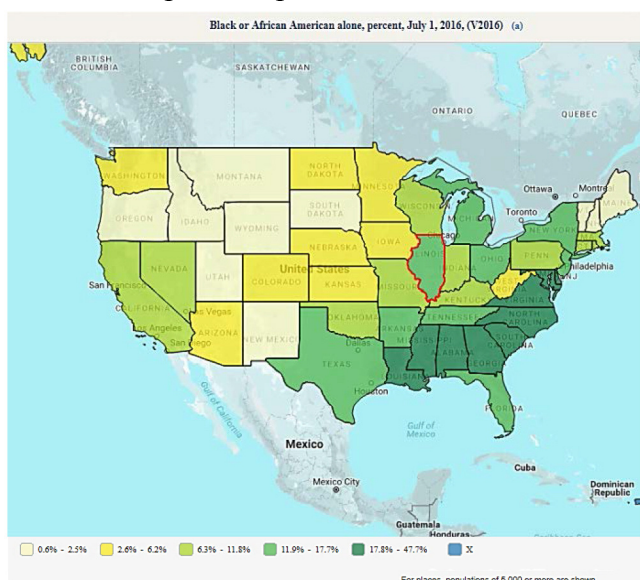
Illinois African-American Population: 14.7%²⁴



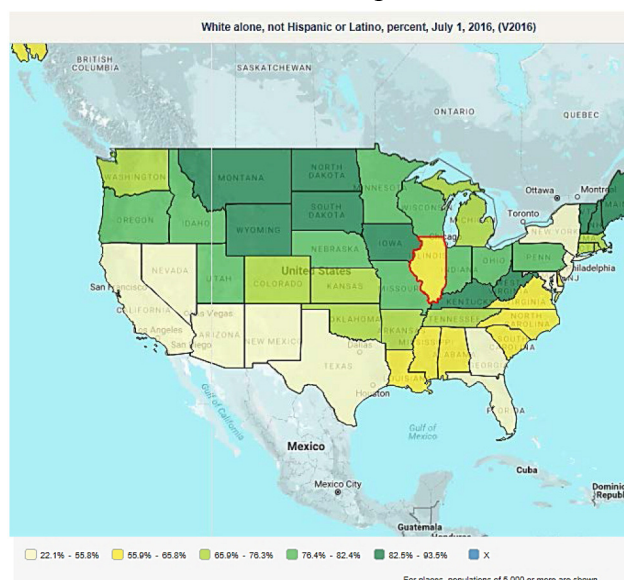
Illinois Caucasian Population: 61.7%²⁵



Illinois Hispanic Population: 17.0%²⁶



Illinois Asian-American Population: 5.5%²⁷



Illinois is laying the groundwork so our workforce and our population's demographics evolve concurrently.

²⁴ [U.S. Census Bureau, Quick Facts: Illinois, Population Estimates, July 1, 2017, Black or African-American.](#)

²⁵ [Id, Caucasian, not Hispanic or Latino.](#)

²⁶ [Id, Hispanic or Latino.](#)

²⁷ [Id, Asian-American.](#)

2018 African-American Employment Plan

EVALUATION OF THE DIVERSITY OF THE STATE'S WORKFORCE

Diversity and inclusion strategies should be comprehensive, evidence-driven, flexible, and tailored to the specific organization. This 2018 African-American Employment Plan focuses on workforce diversity;²⁸ specifically, (a) African-American representation within the State's workforce at state-wide and agency levels and throughout the employee lifecycle, and (b) agencies' internal structural mechanisms designed to support, contribute to, and advance their workforce diversity efforts.

I. African-American Representation in the State's Workforce

Evaluating the depth and breadth of African-American representation within the State's workforce offers a significant (though limited) demonstration of workforce diversity.²⁹

This section of the 2018 State of Illinois African-American Employment Plan reviews the representation of African-Americans from application through departure: within the applicant pool, during qualifications testing, among new hires, within the coded State workforce, at supervisory, technical, professional, and managerial levels, among the promotional applicant pool, during promotional qualifications testing, among promotions, among departures, and among interns.

Representation is viewed from the perspective of the State, individual State agencies, "large" agencies (with 1,000 or more employees), and "small" agencies (with fewer than 1,000 employees).

II. Structural Support for Diversity Efforts

Because diversity and inclusion initiatives are unable to sustain themselves on their own, they must be fueled by internal mechanisms that reinforce and promote these efforts to ensure prioritization, optimal results, and sustainability.

Internal structural support for diversity efforts can take many forms. For purposes of this 2018 African-American Employment Plan, structural support will be evaluated through efforts (a) to ensure everyone has full access to the State's workforce by eliminating barriers unrelated to employment, and (b) to establish internal procedures that complement and invigorate their workforce diversity initiatives.³⁰

A. Ensuring Full Access to the State's Workforce

One of Governor Rauner's priorities is to serve Illinois through a government that is fully accessible to and representative of its public. Workforces, however, are commonly plagued with

²⁸ Future African-American Employment Plans are expected to review inclusion strategies after agencies have had the opportunity to experiment.

²⁹ Inclusion strategies are necessary to leverage diversity.

³⁰ Many examples of structural support for diversity efforts will overlap between these two categories.

hidden barriers to employment that are unrelated to job qualifications.³¹ 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.

1. Broad Employment Outreach

Employment outreach is crucial. It shapes the applicant pool and seals its diversity. Broad, strategic outreach effectuates and expedites our diversity goals of attracting a richly diverse and highly-qualified group of candidates to integrate into our workforce and help us continue and improve our excellent service to the people of Illinois.

Widespread outreach is especially important to Illinois government because it gives us the opportunity to notify our public about the idiosyncrasies of our employment selection process (e.g., the importance of securing a place on our open competitive eligibility list before a job is posted, the nature and format of our Rutan³² structured interview process, etc.) to prevent these selection mechanisms from excluding highly qualified candidates for reasons unrelated to job performance.

2. 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.

3. 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. A vital component of our mission to verify that access to State employment is as open and unobstructed as possible without compromising job qualifications is to guarantee that every qualified candidate has an equal opportunity to get selected for employment interviews.

4. Embedding Sensitivity to Diversity among Employment Selection Decision-Makers

An advantage of the State’s structured Rutan 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.

³¹ [University of North Carolina Kenan-Flagler Business School, “The Real Effects of Unconscious Bias in the Workplace,” Horace McCormick, Program Director, UNC Executive Development \(2015\).](#)

³² 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.

Diversity training can be a successful way of refreshing the benefits of diversity as well elevating awareness of the unconscious biases that exist within all of us, influence our decisions, and could hinder the employment selection process.³³

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 (e.g., Human Resources personnel) produces varying perspectives that challenge assumptions embedded in the status quo and minimizes “group-think.”³⁴ 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.

B. Internal Procedures to Complement and Invigorate Diversity Efforts

Diversity strategies require a holistic approach. What follows are five examples that reflect an organization’s commitment to diversity and supplement their diversity efforts.

1. Engagement of Senior Leadership

The single most effective technique for successful execution of diversity and inclusion is when it is visibly prioritized by the organization’s leadership.³⁵ Without leadership’s active support and engagement, diversity initiatives will fail.

2. Dedicating Resources towards Advancing Diversity Goals

Dedicating resources to diversity and inclusion reflects priority and enables success.

a. Budget Allocation

Dedicated resources often take the form of a budget allocation, and the African-American Employment Plan Act requires each agency to report their African-American employment budget allocations as part of their annual reports on their African-American workforce diversity strategies.³⁶ 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.

³³ 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 \(2015\).](#)

³⁴ “Group-think” occurs when the desire for harmony prevents critical evaluation of alternative viewpoints. *See*, [“Grouphink,” Merriam-Webster.com \(updated March 6, 2018\).](#)

³⁵ [U.S. Office of Personnel Management, Office of Diversity and Inclusion, “Governmentwide Inclusive Diversity Strategic Plan” \(July 2016\).](#)

³⁶ [The African-American Employment Plan Act](#), 20 ILCS 30/20(b).

b. Dedicated Liaisons to African-American Communities

Designating liaisons expands our outreach deeper into Illinois' communities, thereby increasing our chances of attracting the best qualified candidates with diverse backgrounds.

c. 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, awareness, and idea generation, increasing the likelihood that the diversity program will be feasible, agency-tailored, sustainable, and successful.

3. 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.

2018 African-American Employment Plan

AFRICAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE DATA

This section of the 2018 African-American Employment Plan tracks the hiring and promotion practices of African-Americans as well as the representation of African-Americans employed by the State in all positions and at supervisory, technical, professional, and managerial levels, pursuant to the African-American Employment Plan Act.

I. African-Americans Represent 13% of the Available Labor and 21% of the State's Workforce

The representation of African-Americans in the State's workforce should be comparable to the representation of African-Americans in the relevant available labor market.³⁷

State employees work in every Illinois county except two: Gallatin and Edwards, which have minimal African-American representation in the available labor market and the general population (0-1%).

The chart below contains available labor market, State employee, and general population data by Illinois county. On aggregate, African-Americans constitute a significantly higher proportion of the State's workforce than in the available labor market or the general population.

African-American Representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Labor Market ³⁸			Coded State Employees			General population ³⁹		
	Total	# African-American	% African-American	Total	# African-American	% African-American	Total	# African-American	% African-American
Adams	34,782	891	3%	614	29	5%	67,103	2,331	3%
Alexander	2,788	901	32%	17	13	76%	8,238	2,915	35%
Bond	8,080	357	4%	13	0	0%	17,768	1,080	6%
Boone	27,368	601	2%	7	0	0%	54,165	1,064	2%
Brown	2,931	40	1%	410	6	1%	6,937	1,280	18%

³⁷ 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"](#) Appendix A.

³⁸ [Illinois Department of Employment Security, Economic Information and Analysis Division, Workforce Availability Information.](#)

³⁹ [US Census Bureau, 2010 Census Data.](#)

African-American Representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Labor Market ³⁸			Coded State Employees			General population ³⁹		
	Total	# African-American	% African-American	Total	# African-American	% African-American	Total	# African-American	% African-American
Bureau	17,539	58	0%	49	0	0%	34,978	212	1%
Calhoun	2,358	1	0%	22	0	0%	5,089	7	0%
Carroll	7,475	72	1%	15	0	0%	15,387	123	1%
Cass	6,759	248	4%	23	0	0%	13,642	419	3%
Champaign	108,763	12,790	12%	319	47	15%	201,081	24,946	12%
Christian	16,024	47	0%	280	6	2%	34,800	495	1%
Clark	8,119	10	0%	19	0	0%	16,335	48	0%
Clay	6,719	23	0%	9	0	0%	13,815	47	0%
Clinton	20,241	196	1%	952	68	7%	37,762	1,338	4%
Coles	27,620	993	4%	122	1	1%	53,873	2,067	4%
Cook	2,760,232	581,853	21%	8,904	4,696	53%	5,194,675	1,287,767	25%
Crawford	8,976	18	0%	289	2	1%	19,817	934	5%
Cumberland	5,324	2	0%	17	0	0%	11,048	38	0%
DeKalb	57,605	3,747	7%	83	10	12%	105,160	6,732	6%
De Witt	8,736	8	0%	32	1	3%	16,561	87	1%
Douglas	10,023	22	0%	22	2	9%	19,980	58	0%
DuPage	515,903	23,903	5%	548	164	30%	916,924	42,346	5%
Edgar	8,640	18	0%	34	0	0%	18,576	64	0%
Edwards	3,235	20	1%				6,721	30	0%
Effingham	18,381	27	0%	108	1	1%	34,242	79	0%
Fayette	9,979	0	0%	408	4	1%	22,140	980	4%
Ford	6,763	20	0%	19	0	0%	14,081	85	1%
Franklin	17,241	55	0%	119	1	1%	39,561	123	0%
Fulton	16,896	140	1%	383	4	1%	37,069	1,269	3%
Gallatin	2,465	3	0%				5,589	12	0%
Greene	6,564	0	0%	10	0	0%	13,886	119	1%
Grundy	25,920	308	1%	30	0	0%	50,063	605	1%
Hamilton	3,789	7	0%	6	0	0%	8,457	31	0%
Hancock	9,227	5	0%	13	0	0%	19,104	52	0%
Hardin	1,823	0	0%	7	0	0%	4,320	13	0%
Henderson	3,602	4	0%	9	0	0%	7,331	15	0%

African-American Representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Labor Market ³⁸			Coded State Employees			General population ³⁹		
	Total	# African-American	% African-American	Total	# African-American	% African-American	Total	# African-American	% African-American
Henry	25,002	267	1%	213	7	3%	50,486	796	2%
Iroquois	14,634	118	1%	29	1	3%	29,718	233	1%
Jackson	28,593	4,131	14%	146	9	6%	60,218	8,589	14%
Jasper	4,964	23	0%	19	0	0%	9,698	11	0%
Jefferson	18,207	1,065	6%	514	17	3%	38,827	3,251	8%
Jersey	11,505	52	0%	159	22	14%	22,985	93	0%
Jo Daviess	11,637	24	0%	13	0	0%	22,678	107	0%
Johnson	4,731	21	0%	749	20	3%	12,582	1,006	8%
Kane	276,540	14,308	5%	1,498	406	27%	515,269	29,422	6%
Kankakee	55,221	6,723	12%	1,614	799	50%	113,449	17,187	15%
Kendall	65,176	4,503	7%	21	0	0%	114,736	6,585	6%
Knox	23,183	1,232	5%	396	18	5%	52,919	3,810	7%
Lake	368,176	23,682	6%	727	373	51%	703,462	49,033	7%
LaSalle	57,063	661	1%	841	34	4%	113,924	2,186	2%
Lawrence	4,468	42	1%	422	5	1%	16,833	1,608	10%
Lee	16,796	251	1%	968	55	6%	36,031	1,735	5%
Livingston	17,031	71	0%	1,092	92	8%	38,950	1,915	5%
Logan	11,769	424	4%	832	63	8%	30,305	2,285	8%
Macon	54,495	7,567	14%	443	103	23%	32,612	1,642	5%
Macoupin	23,344	159	1%	45	1	2%	308,760	3,283	1%
Madison	137,210	9,786	7%	672	139	21%	169,572	12,426	7%
Marion	18,868	649	3%	58	3	5%	110,768	18,027	16%
Marshall	6,044	50	1%	22	0	0%	47,765	359	1%
Mason	6,843	73	1%	49	0	0%	269,282	21,235	8%
Massac	6,380	392	6%	36	3	8%	39,437	1,557	4%
McDonough	15,756	766	5%	45	1	2%	12,640	44	0%
McHenry	170,982	1,966	1%	93	3	3%	14,666	54	0%
McLean	96,111	6,930	7%	170	20	12%	15,429	904	6%

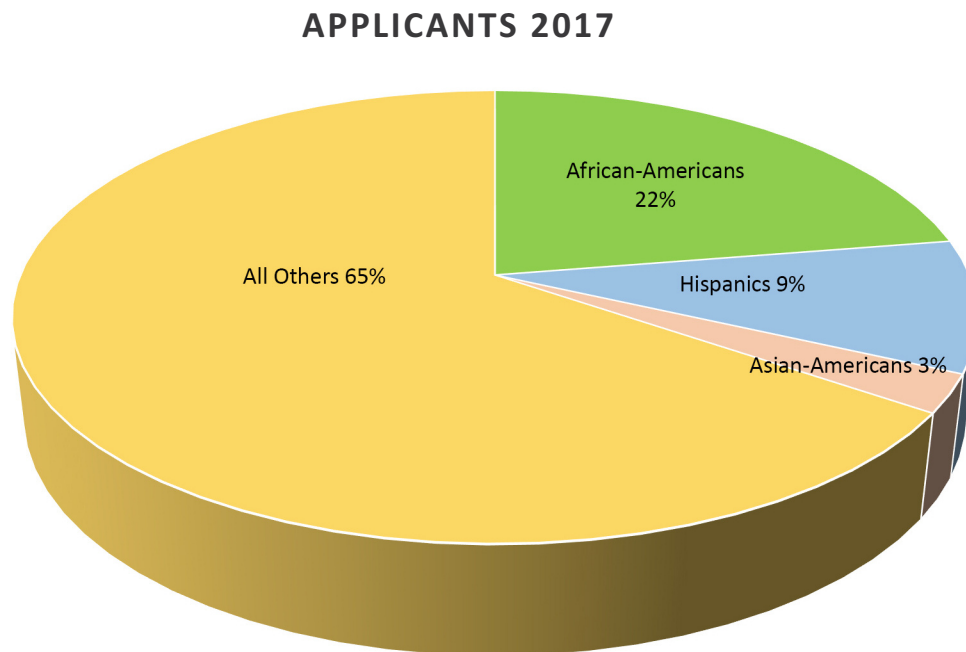
African-American Representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Labor Market ³⁸			Coded State Employees			General population ³⁹		
	Total	# African-American	% African-American	Total	# African-American	% African-American	Total	# African-American	% African-American
Menard	6,628	71	1%	15	0	0%	12,705	76	1%
Mercer	8,065	16	0%	10	0	0%	16,434	47	0%
Monroe	18,050	97	1%	23	0	0%	32,957	69	0%
Montgomery	10,153	73	1%	497	4	1%	30,104	952	3%
Morgan	17,540	874	5%	810	24	3%	35,547	2,122	6%
Moultrie	7,321	14	0%	14	0	0%	14,846	41	0%
Ogle	27,160	287	1%	43	1	2%	53,497	483	1%
Peoria	93,759	13,976	15%	484	71	15%	186,494	33,030	18%
Perry	9,036	220	2%	544	14	3%	22,350	1,866	8%
Piatt	9,024	33	0%	13	0	0%	16,729	58	0%
Pike	7,627	14	0%	30	1	3%	16,430	275	2%
Pope	1,633	48	3%	5	0	0%	4,470	269	6%
Pulaski	2,309	759	33%	15	7	47%	6,161	1,994	32%
Putnam	3,138	0	0%	5	0	0%	6,006	32	1%
Randolph	14,685	693	5%	1,490	44	3%	33,476	3,263	10%
Richland	7,735	23	0%	49	2	4%	16,233	78	0%
Rock Island	74,277	5,829	8%	497	34	7%	147,546	13,289	9%
Saline	11,314	347	3%	291	16	5%	24,913	995	4%
Sangamon	104,365	11,540	11%	8,870	705	8%	197,465	23,335	12%
Schuyler	3,233	41	1%	239	14	6%	7,544	243	3%
Scott	2,617	0	0%	5	0	0%	5,355	9	0%
Shelby	10,547	46	0%	16	0	0%	22,363	50	0%
Stark	2,769	5	0%	18	0	0%	5,994	28	0%
St. Clair	127,881	32,374	25%	676	245	36%	270,056	82,302	30%
Stephenson	24,246	2,119	9%	68	10	15%	47,711	4,275	9%
Tazewell	68,654	529	1%	136	5	4%	135,394	1,374	1%
Union	7,890	120	2%	720	92	13%	17,808	156	1%
Vermilion	36,417	4,093	11%	433	25	6%	81,625	10,571	13%
Wabash	6,028	69	1%	24	0	0%	11,947	77	1%
Warren	8,887	206	2%	34	0	0%	17,707	303	2%
Washington	7,612	29	0%	18	0	0%	14,716	101	1%

African-American Representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Labor Market ³⁸			Coded State Employees			General population ³⁹		
	Total	# African-American	% African-American	Total	# African-American	% African-American	Total	# African-American	% African-American
Wayne	7,948	19	0%	16	0	0%	16,760	42	0%
White	6,686	12	0%	17	0	0%	14,665	56	0%
Whiteside	28,644	437	2%	130	4	3%	58,498	781	1%
Will	361,651	38,561	11%	1,737	815	47%	677,560	75,743	11%
Williamson	31,428	968	3%	262	9	3%	66,357	2,540	4%
Winnebago	148,195	16,196	11%	459	70	15%	295,266	36,108	12%
Woodford	19,971	81	0%	21	1	5%	38,664	187	0%
TOTAL	6,694,742	844,143	13%	44,532	9,462	21%	12,830,632	1,866,414	15%

II. African-American Representation During Application Process

A. African-American Representation in the Applicant Pool

CMS received 82,321 applications for coded positions in calendar year 2017. Of those, 18,487 (22%) were submitted by African-Americans.



B. African-American Pass Rate for Open Competitive Eligibility Tests

All applicants took an open competitive eligibility test. African-Americans comprised 21% (12,665) of the population that passed the test. The pass rate for the total applicant pool was 72%; the pass rate for African-American applicants was 69%.

	PASS/FAIL TEST							TOTAL APPS
	PASSED TEST			FAILED TEST			APPS	
	PASS	% TOTAL Passed Test	% African-Americans Passed Test	FAILED	% TOTAL Failed Test	% African-Americans Failed Test		
African-Americans	12,665	21%	69%	5,822	25%	31%	18,487	22%
Non-African-Americans	46,647	79%	73%	17,187	75%	27%	63,834	78%
	59,312			23,009			82,321	

C. African-American Representation among Passing Grades

African-Americans received 18% (4,165) of the A grades on the open competitive eligibility test during 2017. Thirty-nine percent of the total population who passed the test received an A grade. Thirty-three percent of the African-American population who passed the test received an A grade.

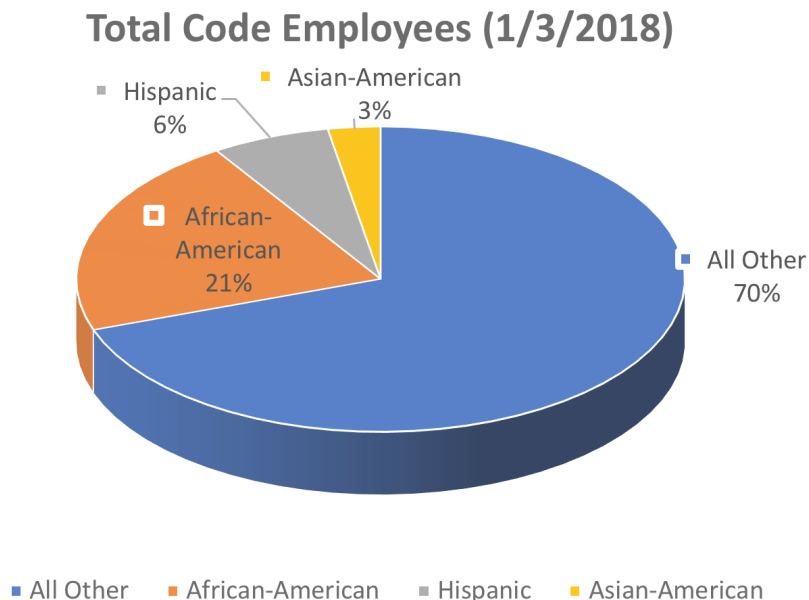
African-Americans received 21% (4,972) of the B grades on the open competitive eligibility test during 2017. Forty percent of the total population who passed the test received a B grade. Thirty-nine percent of the African-American population who passed the test received a B grade.

African-Americans received 29% (3,538) of the C grades on the open competitive eligibility test during 2017. Twenty-one percent of the total population who passed the test received a C grade. Twenty-eight percent of the African-American population who passed the test received a C grade.

	TEST GRADE								
	GRADE A			GRADE B			GRADE C		
	% African-Americans on A Grade List	% TOTAL Passed Test A Grade	% African-Americans Passed Test A Grade	% African-Americans on B Grade List	% TOTAL Passed Test B Grade	% African-Americans Passed Test B Grade	% African-Americans on C Grade List	% TOTAL Passed Test C Grade	% African-Americans Passed Test C Grade
African-Americans	4,165 18%		33%	4,972 21%		39%	3,538 29%		28%
Non-African-Americans	18,854 82%		40%	19,030 79%		41%	8,763 71%		19%
	23,019	39%		24,002	40%		12,291	21%	

III. African-American Representation within the State's Workforce

As of 1/3/2018, there were 44,639 employees in coded positions in the State's workforce, 21% (9,491) of whom were African-American.



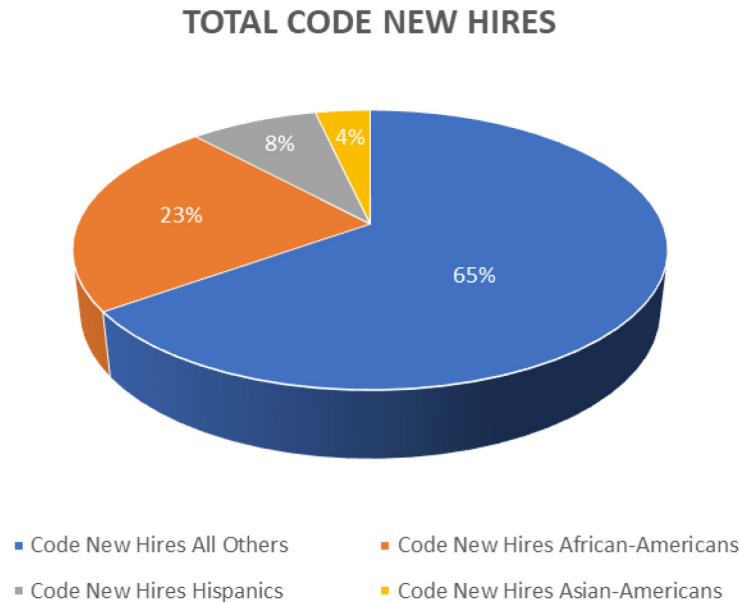
The chart below reflects the African-American representation within all coded agencies. Overall, African-Americans comprise 21% (9,491) of the current coded 44,639 employees.

AFRICAN-AMERICAN REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	African-American TOTAL #	TOTAL #	% African-American
A LINCOLN PRES LIB&MUS	2	62	3%
AGING	13	133	10%
AGRICULTURE	23	324	7%
ARTS COUNCIL	2	11	18%
CAPITAL DEVELOPMENT BD	5	32	16%
CENTRAL MANAGEMENT SVCS	75	854	9%
CHILDREN & FAMILY SVCS	1,032	2,554	40%
CIVIL SERVICE COMMISSION	0	4	0%
COMM & ECON OPPORTUNITY	36	240	15%
COMMERCE COMMISSION	5	59	8%
CORRECTIONS	1,363	12,021	11%
CRIMINAL JUSTICE AUTH	10	42	24%
DEAF&HARD OF HEARING COM	0	4	0%
DEV DISABILITIES COUNCIL	1	6	17%
EMERGENCY MGMT AGENCY	5	66	8%
EMPLOYMENT SECURITY	310	1,046	30%
ENVIRONMENTAL PROTECTION	45	622	7%
FIN & PROF REG	67	367	18%
GAMING BOARD	18	143	13%
GUARDIANSHIP & ADVOCACY	35	102	34%
HEALTHCARE & FAMILY SRV	295	1,633	18%
HUMAN RIGHTS COMMISSION	7	14	50%
HUMAN RIGHTS DEPARTMENT	44	122	36%
HUMAN SERVICES	4,608	12,774	36%
IL TORTURE INQRY RLF COM	1	2	50%
INDEPENDENT TAX TRIBUNAL	0	1	0%
INNOVATION & TECHNOLOGY	117	1,240	9%
INSURANCE	21	209	10%

AFRICAN-AMERICAN REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	African-American TOTAL #	TOTAL #	% African-American
INVESTMENT BOARD	2	4	50%
JUVENILE JUSTICE	349	931	37%
LABOR	11	74	15%
LABOR REL BD EDUCATIONAL	1	10	10%
LABOR RELATIONS BD ILL	2	13	15%
LAW ENF TRNG&STANDARD BD	1	23	4%
LOTTERY	19	140	14%
MILITARY AFFAIRS	13	129	10%
NATURAL RESOURCES	28	1,126	2%
POLLUTION CONTROL BOARD	2	16	13%
PRISONER REVIEW BOARD	3	16	19%
PROPERTY TAX APPEAL BD	1	32	3%
PUBLIC HEALTH	165	1,098	15%
RACING BOARD	2	2	100%
REVENUE	204	1,353	15%
STATE FIRE MARSHAL	8	125	6%
STATE POLICE	109	912	12%
STATE POLICE MERIT BOARD	1	7	14%
STATE RETIREMENT SYSTEMS	6	92	7%
TRANSPORTATION	201	2,483	8%
VETERANS AFFAIRS	190	1,248	15%
WORKERS COMPENSATION COM	33	118	28%
STATE WIDE TOTALS:	9,491	44,639	21%

IV. African-American Representation among New Hires

In 2017, the State hired 4,435 new employees for coded positions. Of those hired, 23% (1,020) were African-American.



Agency new hires of African-Americans, Hispanics, and Asian-Americans are reflected in the chart below, along with the proportion of African-Americans in this pool.

AGENCY	African-American, Hispanic, and Asian-American New Hires		
	TOTAL # African-American, Hispanic, and Asian-American New Hires	# African-American	% African-American
AGING	1	0	0%
AGRICULTURE	4	3	75%
CENTRAL MANAGEMENT SVCS	8	7	88%
CHILDREN & FAMILY SVCS	139	110	79%
COMM & ECON OPPORTUNITY	5	3	60%
CORRECTIONS	182	103	57%
CRIMINAL JUSTICE AUTH	1	1	100%
EMPLOYMENT SECURITY	47	21	45%

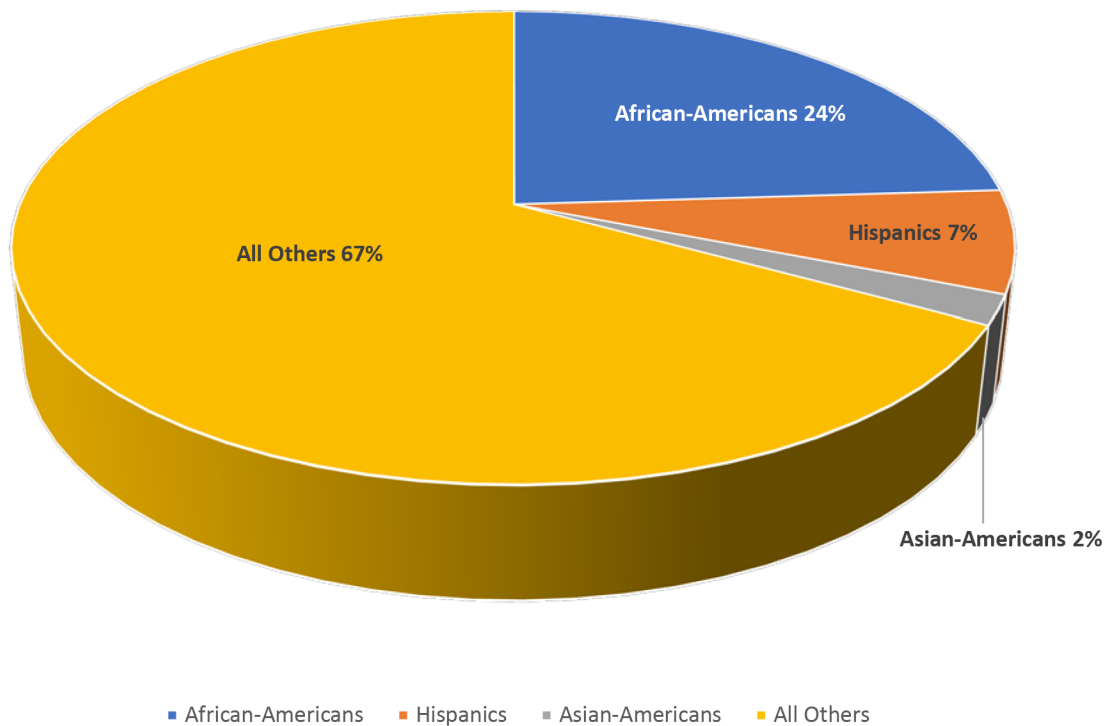
AGENCY	African-American, Hispanic, and Asian-American New Hires		
	TOTAL # African- American, Hispanic, and Asian- American New Hires	# African- American	% African- American
ENVIRONMENTAL PROTECTION	1	0	0%
FIN & PROF REG	10	4	40%
GUARDIANSHIP & ADVOCACY	1	1	100%
HEALTHCARE & FAMILY SRV	32	18	56%
HISTORIC PRESERVATION	2	0	0%
HUMAN RIGHTS DEPARTMENT	14	8	57%
HUMAN SERVICES	831	571	69%
INSURANCE	5	3	60%
INVESTMENT BOARD	1	0	0%
JUVENILE JUSTICE	79	56	71%
LABOR	5	0	0%
LOTTERY	8	5	63%
MILITARY AFFAIRS	2	1	50%
NATURAL RESOURCES	5	5	100%
PUBLIC HEALTH	28	16	57%
REVENUE	57	32	56%
STATE FIRE MARSHAL	1	0	0%
STATE POLICE	10	6	60%
STATE RETIREMENT SYSTEMS	4	3	75%
TRANSPORTATION	11	8	73%
VETERANS AFFAIRS	48	33	69%
WORKERS COMPENSATION COM	4	2	50%
TOTAL	1,546	1,020	66%

V. Representation of African-Americans During the Promotional Process

A. Representation of African-Americans in the Promotional Applicant Pool

In calendar year 2017, there were 32,645 employees who submitted an application for promotion. Of those, 24% (7,924) were submitted by African-Americans.

PROMOTIONAL APPLICANTS 2017



B. African-American Pass Rate for Promotional Eligibility Tests

Every employee who submitted an application for promotion took a promotional test to get onto the eligibility list. African-Americans comprised 23% (4,868) of the population that passed the promotional test. The pass rate for the total promotional applicant pool was 65%; the pass rate for African-American promotional applicants was 61%.

	PASS/FAIL TEST								TOTAL APPS	
	PASSED TEST				FAILED TEST				PROMO APPS	
	PASS	% TOTAL Passed Test	% African-Americans Passed Test	FAILED	% TOTAL Failed Test	% African-Americans Failed Test				
African-Americans	4,868	23%	65%	61%	3,056	27%	35%	39%	7,924	24%
Non-African-Americans	16,259	77%		66%	8,462	73%		34%	24,721	76%
21,127			11,518			32,645				

C. Representation of African-Americans among Passing Grades

African-Americans received 23% (4,868) of the A grades on the promotional eligibility test during 2017. Eighty-five percent of the total population who passed the promotional test received an A grade. Eighty-five percent of the African-American population who passed the promotional test received an A grade.

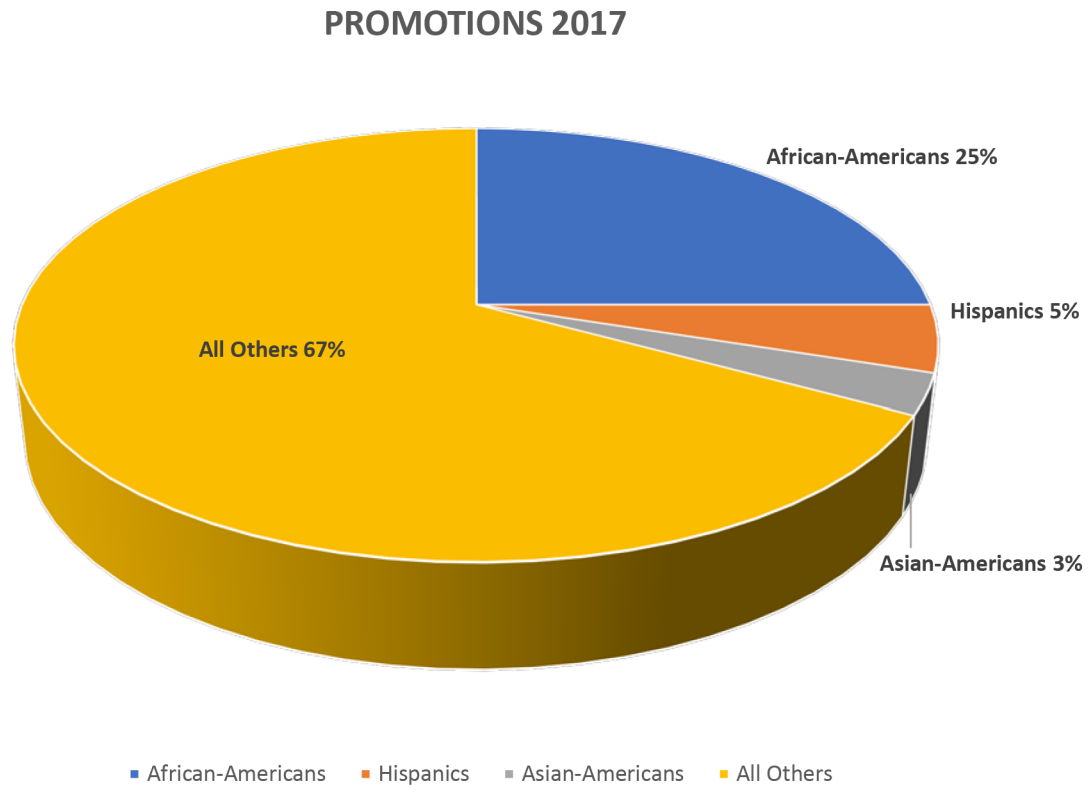
African-Americans received 23% (681) of the B grades on the promotional eligibility test during 2017. Fourteen percent of the total population who passed the promotional test received a B grade. Fourteen percent of the African-American population who passed the promotional test received a B grade.

African-Americans received 41% of the C grades on the promotional eligibility test during 2017. Zero percent of the total population who passed the test received a C grade. One percent of the African-American population who passed the promotional test received a C grade.

PROMOTIONS											
	TEST GRADE										
	GRADE A			GRADE B			GRADE C				
	% African-Americans on A Grade List	% TOTAL Passed Test A Grade	% African-Americans Passed Test A Grade	% African-Americans on B Grade List	% TOTAL Passed Test B Grade	% African-Americans Passed Test B Grade	% African-Americans on C Grade List	% TOTAL Passed Test C Grade	% African-Americans Passed Test C Grade		
African-Americans	4,159	23%	85%	681	23%	14%	28	41%	0%	1%	
Non-African-Americans	13,899	77%		85%	2,320		77%	40		59%	0%
	18,058			3,001			68				

VI. Representation of African-Americans among Promotions

In 2017, the State promoted 5,047 coded employees; 25% (1,237) were African-American.



Agency promotions of African-Americans, Hispanics, and Asian-Americans are reflected in the chart below, along with the proportion of African-Americans in this pool.

AGENCY	African-American, Hispanic, and Asian-American Promotions		
	Total # African-American, Hispanic, and Asian-American Promotions	# African-American	% African-American
AGING	6	2	33%
AGRICULTURE	2	2	100%
CENTRAL MANAGEMENT SVCS	24	16	67%
CHILDREN & FAMILY SVCS	135	101	75%
COMM & ECON OPPORTUNITY	3	3	100%

AGENCY	African-American, Hispanic, and Asian-American Promotions		
	Total # African-American, Hispanic, and Asian-American Promotions	# African-American	% African-American
CORRECTIONS	178	137	77%
CRIMINAL JUSTICE AUTH	2	1	50%
EMPLOYMENT SECURITY	71	42	59%
ENVIRONMENTAL PROTECTION	8	3	38%
FIN & PROF REG	12	10	83%
GAMING BOARD	5	3	60%
GUARDIANSHIP & ADVOCACY	3	2	67%
HEALTHCARE & FAMILY SRV	38	26	68%
HISTORIC PRESERVATION	1	1	100%
HUMAN RIGHTS DEPARTMENT	10	8	80%
HUMAN SERVICES	977	775	79%
INNOVATION & TECHNOLOGY	4	3	75%
INSURANCE	8	5	63%
JUVENILE JUSTICE	22	15	68%
LABOR	3	1	33%
LOTTERY	2	0	0%
MILITARY AFFAIRS	1	0	0%
NATURAL RESOURCES	6	3	50%
POLLUTION CONTROL BOARD	1	1	100%
PRISONER REVIEW BOARD	1	0	0%
PROPERTY TAX APPEAL BD	1	1	100%
PUBLIC HEALTH	41	23	56%
REVENUE	49	30	61%
STATE FIRE MARSHAL	1	0	0%
STATE POLICE	7	6	86%
STATE RETIREMENT SYSTEMS	1	1	100%
TRANSPORTATION	10	6	60%
VETERANS AFFAIRS	9	8	89%
WORKERS COMPENSATION COM	2	2	100%
STATE WIDE TOTALS:	1,644	1,237	75%

VII. Representation of African-Americans in Supervisory, Technical, Professional, and Managerial Positions

The African-American Employment Plan Act mandates improved representation of African-Americans in supervisory, technical, professional, and managerial positions.

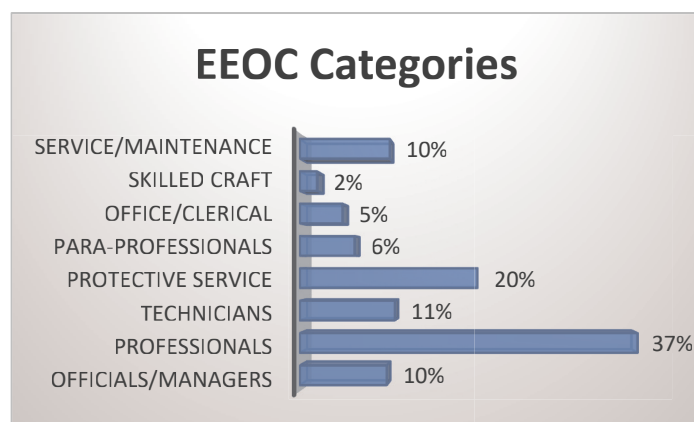
The Act does not define supervisory, technical, professional, or managerial, and the State does not code positions as “supervisory”, “technical”, “professional” or “managerial.”

Two avenues for capturing supervisory, technical, professional, and managerial positions are through EEOC Job Categories or positions categorized as Senior Public Service Administrator (SPSA).

A. EEOC Job Categories

All State jobs are classified into one of eight job classifications based on the content and responsibility of the job: Officials and Managers (e.g., department heads),⁴⁰ 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),⁴¹ Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

In the State’s workforce, 10% of employees fall within the category of Officials and Managers. The largest percentage of State workers fall within the Professionals category (37%), followed closely by the Protective Service category (20%).



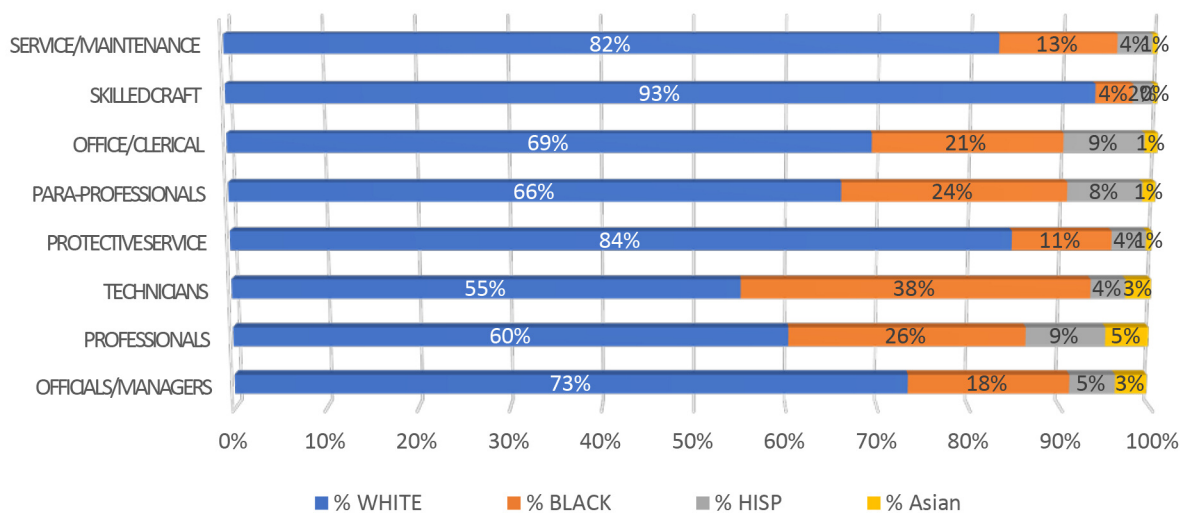
⁴⁰ Sometimes referred to as Officials and Administrators. See, [Illinois Department of Human Rights, “Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies”](#), Appendix A.

⁴¹ Sometimes referred to as Administrative Support (Including Clerical and Sales). See, [id.](#), Appendix A.

Below is a chart reflecting the breakdown within each EEOC job category for Caucasians, African-Americans, Hispanics, and Asian-Americans.

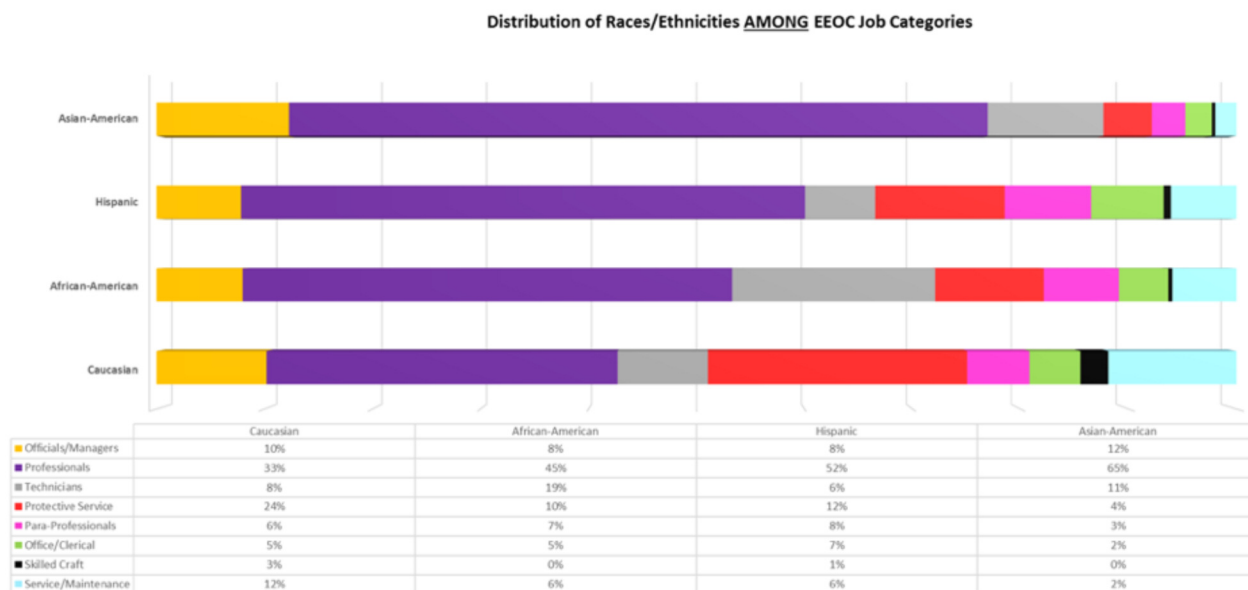
African-Americans comprise 18% of Officials/Managers, 26% of Professionals, 38% of Technicians, 11% of Protective Service, 24% of Para-Professionals, 21% of Office/Clerical, 4% of Skilled Craft, and 13% of Service/Maintenance.

Distribution of Races/Ethnicities WITHIN EEOC Job Categories



What follows is a chart of the distribution of Caucasians, African-Americans, Hispanics, and Asian-Americans among all of the EEOC job categories.

African-American representation among the EEOC Job Categories is as follows: 8% Officials/Managers, 45% Professionals, 19% Technicians, 10% Protective Service, 7% Para-Professionals, 5% Office/Clerical, 0% Skilled Craft, and 6% Service Maintenance.



1. EEOC Supervisory, Technical, Professional, and Managerial Job Categories

The EEOC Job Categories labeled Officials/Managers, Professionals, and Technicians include positions most consistent with supervisory, technical, professional, and managerial positions.

OFFICIALS/MANAGERS, PROFESSIONALS, & TECHNICIANS: (SUPERVISORY, TECHNICAL, PROFESSIONAL, AND MANAGERIAL)					
EEO CATEGORY	TOTAL	% Caucasian	% African- American	% Hispanic	% Asian- American
OFFICIALS/MANAGERS	4,289	73%	18%	5%	3%
PROFESSIONALS	16,648	60%	26%	9%	5%
TECHNICIANS	4,690	55%	38%	4%	3%
TOTALS	25,627	62%	27%	7%	4%

B. Senior Public Service Administrators

As of January 3, 2018, the State employed 1,283 people in Senior Public Service Administrator positions, 14% (185) of whom were African-American, as reflected in the chart below.

African-American SPSAs			
Agency	TOTAL SPSAs	African- American SPSAs	% AFRICAN AMERICAN SPSAs
A LINCOLN PRES LIB&MUS	9	0	0
AGING	17	1	6%
AGRICULTURE	22	1	5%
ARTS COUNCIL	2	1	50%
CAPITAL DEVELOPMENT BD	0	0	0
CENTRAL MANAGEMENT SVCS	59	4	7%
CHILDREN & FAMILY SVCS	91	31	34%
CIVIL SERVICE COMMISSION	1	0	0
COMM & ECON OPPORTUNITY	60	5	8%
COMMERCE COMMISSION	0	0	0
CORRECTIONS	120	29	24%
CRIMINAL JUSTICE AUTH	6	1	17%
DEAF&HARD OF HEARING COM	2	0	0
DEV DISABILITIES COUNCIL	1	0	0
EMERGENCY MGMT AGENCY	6	0	0
EMPLOYMENT SECURITY	56	10	18%

African-American SPSAs			
Agency	TOTAL SPSAs	African-American SPSAs	% AFRICAN AMERICAN SPSAs
ENVIRONMENTAL PROTECTION	47	1	2%
FIN & PROF REG	43	3	7%
GAMING BOARD	7	0	0
GUARDIANSHIP & ADVOCACY	7	4	57%
HEALTHCARE & FAMILY SRV	111	8	7%
HUMAN RIGHTS COMMISSION	2	2	100%
HUMAN RIGHTS DEPARTMENT	10	2	20%
HUMAN SERVICES	193	45	23%
IL TORTURE INQRY RLF COM	1	0	0
INDEPENDENT TAX TRIBUNAL	0	0	0
INNOVATION & TECHNOLOGY	87	3	3%
INSURANCE	21	0	0
INVESTMENT BOARD	2	1	50%
JUVENILE JUSTICE	27	9	33%
LABOR	8	0	0
LABOR REL BD EDUCATIONAL	3	1	33%
LABOR RELATIONS BD ILL	2	0	0
LAW ENF TRNG&STANDARD BD	3	0	0
LOTTERY	8	1	13%
MILITARY AFFAIRS	2	0	0
NATURAL RESOURCES	51	1	2%
POLLUTION CONTROL BOARD	2	0	0
PRISONER REVIEW BOARD	0	0	0
PROPERTY TAX APPEAL BD	2	0	0
PUBLIC HEALTH	73	11	15%
RACING BOARD	1	1	100%
REVENUE	53	3	6%
STATE FIRE MARSHAL	10	1	10%
STATE POLICE	18	1	6%
STATE POLICE MERIT BOARD	0	0	0
STATE RETIREMENT SYSTEMS	5	0	0
TRANSPORTATION	0	0	0
VETERANS AFFAIRS	17	3	18%
WORKERS COMPENSATION COM	15	1	7%
GRAND TOTAL:	1,283	185	14%

VIII. Representation of African-Americans among Departures⁴²

In 2017, 5,697 employees left their positions due to resignation, retirement, layoff, termination or transfer 19% (1,099) of whom were African-American.

Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	# vacated total	# African- American vacated	% African- American vacated
Aging	23	1	4%
Agriculture	50	2	4%
Arts Council	0	0	0%
Capital Development Board	7	3	43%
Central Management Services	199	13	7%
Children and Family Services	250	100	40%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	56	10	18%
Corrections	1,230	231	19%
Criminal Justice Information Authority	5	0	0%
Deaf and Hard of Hearing Commission	1	0	0%
Developmental Disabilities Council	3	1	33%
Emergency Management Agency	16	0	0%
Employment Security	150	45	30%
Environmental Protection Agency	73	9	12%
Executive Ethics Commission	12	2	17%
Financial and Professional Regulation	62	5	8%
Gaming Board	16	3	19%
Guardianship and Advocacy Commission	8	1	13%
Healthcare and Family Services	293	52	18%
Human Rights Commission	1	0	0%
Human Rights Department	19	4	21%
Human Services	1,413	417	30%
Illinois Commerce Commission	23	2	9%
Innovation and Technology	11	1	9%
Insurance	44	6	14%
Investment Board	1	1	100%
Juvenile Justice	252	44	17%

⁴² Based on agency responses to the 2018 Employment Plan Survey.

Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	# vacated total	# African- American vacated	% African- American vacated
Labor Department	17	0	0%
Labor Relations Board	2	0	0%
Labor Relations Board - Educational	2	1	50%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	27	2	7%
Medical District Commission	2	0	0%
Military Affairs	50	2	4%
Natural Resources	168	1	1%
Office of Executive Inspector General	12	1	8%
Pollution Control Board	4	0	0%
Prisoner Review Board	4	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	8	0	0%
Public Health	143	8	6%
Racing Board	9	0	0%
Revenue	257	32	12%
State Fire Marshal	8	0	0%
State Police	146	15	10%
State Police Merit Board	0	0	0%
State Retirement Systems	18	0	0%
Tax Tribunal	0	0	0%
Transportation	372	44	12%
Veterans Affairs	218	38	17%
Workers Compensation Commission	12	2	17%
TOTAL	5,697	1,099	19%

IX. Representation of African-Americans in Agency Internship Programs⁴³

Agencies reported hiring 360 interns, of whom 21% (74) were African-American.

African-American Interns			
Agency	Total # Interns Hired	# African-American Interns Hired	% African-American Interns Hired
Aging	0	0	0%
Agriculture	5	0	0%
Arts Council	0	0	0%
Capital Development Board	7	1	14%
Central Management Services	0	0	0%
Children and Family Services	6	6	100%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	0	0	0%
Corrections	0	0	0%
Criminal Justice Information Authority	12	0	0%
Deaf and Hard of Hearing Commission	0	0	0%
Developmental Disabilities Council	0	0	0%
Emergency Management Agency	1	0	0%
Employment Security	13	6	46%
Environmental Protection Agency	33	3	9%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	1	0	0%
Gaming Board	0	0	0%
Guardianship and Advocacy Commission	3	0	0%
Healthcare and Family Services	20	8	40%
Human Rights Commission	8	2	25%
Human Rights Department	0	0	0%
Human Services	62	24	39%
Illinois Commerce Commission	4	1	25%
Innovation and Technology	0	0	0%
Insurance	4	0	0%
Investment Board	0	0	0%
Juvenile Justice	0	0	0%

⁴³ Based on agency responses to the 2018 Employment Plan Survey.

African-American Interns			
Agency	Total # Interns Hired	# African- American Interns Hired	% African- American Interns Hired
Labor Department	1	0	0%
Labor Relations Board	0	0	0%
Labor Relations Board - Educational	0	0	0%
Law Enforcement Training and Standards Board	1	0	0%
Lottery	0	0	0%
Medical District Commission	0	0	0%
Military Affairs	0	0	0%
Natural Resources	9	0	0%
Office of Executive Inspector General	5	0	0%
Pollution Control Board	0	0	0%
Prisoner Review Board	0	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	0	0	0%
Public Health	60	11	18%
Racing Board	0	0	0%
Revenue	2	1	50%
State Fire Marshal	1	0	0%
State Police	90	6	7%
State Retirement Systems	3	2	67%
Tax Tribunal	0	0	0%
Transportation	2	1	50%
Veterans Affairs	5	1	20%
Workers Compensation Commission	2	0	0%
TOTAL	360	74	21%

2018 African-American Employment Plan

AFRICAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE ANALYSIS

The representation of African-Americans in the State's workforce should be comparable to the representation of African-Americans in Illinois' available labor market.⁴⁴ In 2017, the African-American representation in the State's workforce (21%) was 62% higher than the representation of African-Americans in Illinois' labor market (13%).

I. African-American Representation Throughout the Employee Lifecycle

The representation of African-Americans throughout the various stages of the employee life-cycle remained relatively stable during 2017; consistently higher than the 13% of African-Americans within Illinois' available labor market.

Employee Lifecycle Event	African-American Representation
Applicants	22%
Open Competitive Eligibility Test: Pass	21%
Open Competitive Eligibility Test: A Grade	18%
New Hires	23%
Applicants for Promotion	24%
Promotional Eligibility Test: Pass	23%
Promotional Eligibility Test: A Grade	23%
Promotions	25%
Supervisory, Technical, Professional, and Managerial Positions: EEOC Job Categories	27%
Supervisory, Technical, Professional, and Managerial Positions: SPSAs Senior Public Service Administrators (SPSAs)	14%
Departures	19%
Internships	21%

II. African-American Representation among New Hires

Combined, African-Americans, Hispanics, and Asian-Americans comprised 35% of all new hires; 66% of this 35% was African-American.

The Departments of Human Services, Corrections, and Children and Family Services hired the most (75%) African-Americans, Hispanics, and Asian-Americans; 68% of this 75% was African-American.

⁴⁴ See, footnote 37, above.

III. African-American Representation within the State's Workforce

Representation of African-Americans within more than half of State agencies (56%) was at or above the 13% African-Americans comprise of Illinois' available labor market.

The agencies with the highest percentage of coded employees who were African-American were: Racing Board (100%), Human Rights Commission (50%), Illinois Torture and Inquiry Relief Commission (50%), and Investment Board (50%).

IV. African-American Representation among Promotions

Combined, African-Americans, Hispanics, and Asian-Americans comprised 33% of all promotions; 75% of this 33% was African-American.

The Departments of Healthcare and Family Services, State Retirement Systems, and Pollution Control Board promoted the highest percentage (78%) of coded African-Americans, Hispanics, and Asian-Americans; 82% of this 78% was African-American.

V. African-American Representation within Supervisory, Technical, Professional, and Managerial Positions

When supervisory, technical, professional, and managerial positions are viewed through the lens of the top three EEOC Job Categories, the African-American representation (27%) was 29% over the African-American representation in the State's workforce (21%) and 107% over the African-American representation in Illinois' available labor market (13%).

When supervisory, technical, professional, and managerial positions are viewed through the lens of Senior Public Service Administrators (SPSAs), the African-American representation (14%) was over the 13% African-American representation in Illinois available labor market. In 10% of State agencies, African-Americans accounted for 50% or more of the agency's SPSAs.

VI. African-American Representation among Interns

Half of the State agencies hired interns. Of those, 21% were African-American.

VII. Summary

During 2017, the State enjoyed a representation of African-Americans in our workforce that was 62% higher than the representation of African-Americans in Illinois' available labor market, not only on a State-wide level but also within more than half (56%) of State agencies. African-Americans were also richly represented as 75% of the African-Americans, Hispanics, and Asian-Americans who were promoted.

African-American representation did not decline with the progression of the employment selection process but remained steady around 21%. Nineteen percent of departures were African-American, and 21% of interns were African-American.

African-American representation among higher level staff in supervisory, technical, professional, and managerial positions was also greater than the representation of African-Americans in Illinois' available labor market, ranging from 27% (EEOC Job Categories) to 14% (SPSAs).

2018 African-American Employment Plan

**STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS
DATA**

I. Ensuring Full Access to the State's Workforce

A. Embedding Sensitivity to Diversity among Employment Selection Decision-Makers

The charts below reflect the diversity among some of the State agencies' decision-makers during the employment selection process; namely, Rutan interviewers and Human Resources personnel.

1. African-American Diversity among Rutan Interviewers

As reflected in the chart below, in 2017 there were 4,305 Rutan interviewers in the State's workforce, 14% of whom were African-American.

African-American Interviewers			
Agency	# Rutan Interviewers	# African-American Rutan Interviewers	% African-American Interviewers
Aging	12	2	17%
Agriculture	54	0	0%
Arts Council	2	1	50%
Capital Development Board	20	3	15%
Central Management Services	137	17	12%
Children and Family Services	408	148	36%
Civil Service Commission	1	0	0%
Commerce and Economic Opportunity	41	3	7%
Corrections	384	49	13%
Criminal Justice Information Authority	21	3	14%
Deaf and Hard of Hearing Commission	4	0	0%
Developmental Disabilities Council	2	0	0%
Emergency Management Agency	34	0	0%
Employment Security	118	30	25%
Environmental Protection Agency	66	5	8%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	21	8	38%

African-American Interviewers			
Agency	# Rutan Interviewers	# African-American Rutan Interviewers	% African-American Interviewers
Gaming Board	25	1	4%
Guardianship and Advocacy Commission	11	6	55%
Healthcare and Family Services	66	7	11%
Human Rights Commission	8	5	63%
Human Rights Department	22	7	32%
Human Services	507	6	1%
Illinois Commerce Commission	40	1	3%
Innovation and Technology	103	5	5%
Insurance	58	2	3%
Investment Board	1	0	0%
Juvenile Justice	112	31	28%
Labor Department	12	0	0%
Labor Relations Board	5	0	0%
Labor Relations Board - Educational	3	1	33%
Law Enforcement Training and Standards Board	4	0	0%
Lottery	14	1	7%
Medical District Commission	0	0	0%
Military Affairs	55	55	100%
Natural Resources	140	1	1%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	2	0	0%
Prisoner Review Board	3	1	33%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	8	0	0%
Public Health	220	37	17%
Racing Board	3	1	33%
Revenue	170	5	3%
State Fire Marshal	17	1	6%
State Police	292	31	11%
State Police Merit Board	3	0	0%
State Retirement Systems	19	0	0%
Tax Tribunal	0	0	0%
Transportation	998	101	10%

African-American Interviewers			
Agency	# Rutan Interviewers	# African-American Rutan Interviewers	% African-American Interviewers
Veterans Affairs	40	30	75%
Workers Compensation Commission	19	3	16%
TOTAL	4,305	608	14%

II. Diversity⁴⁵ on Rutan Interview Panels

As reflected in the chart below, 42% of Rutan interviews were conducted with a diverse Rutan interview panel.

Diverse Rutan Interview Panels			
Agency	# Rutan interviews	# Rutan interviews with a diverse interview panel	% Rutan interviews with a diverse interview panel
Aging	30	0	0%
Agriculture	37	0	0%
Capital Development Board	5	3	60%
Central Management Services	312	17	5%
Children and Family Services	174	170	98%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	4	1	25%
Corrections	185	41	22%
Criminal Justice Information Authority	9	5	56%

⁴⁵ The 2018 African-American Employment Plan Survey sought data on Rutan interview panels that included a member of a “minority” as defined by the [State Employment Records Act](#), one of the laws governing the State’s Employment Plans: Black or African-American, 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).

Diverse Rutan Interview Panels			
Agency	# Rutan interviews	# Rutan interviews with a diverse interview panel	% Rutan interviews with a diverse interview panel
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	3	3	100%
Emergency Management Agency	4	1	25%
Employment Security	241	192	80%
Environmental Protection Agency	104	39	38%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	15	1	7%
Gaming Board	19	6	32%
Guardianship and Advocacy Commission	32	29	91%
Healthcare and Family Services	882	70	8%
Human Rights Commission	1	1	100%
Human Rights Department	16	15	94%
Human Services	3,377	2,019	60%
Illinois Commerce Commission	55	11	20%
Innovation and Technology	0	0	0%
Insurance	42	42	100%
Investment Board	0	0	0%
Juvenile Justice	20	11	55%
Labor Department	7	4	57%
Labor Relations Board	1	4	25%
Labor Relations Board - Educational	1	1	100%

Diverse Rutan Interview Panels			
Agency	# Rutan interviews	# Rutan interviews with a diverse interview panel	% Rutan interviews with a diverse interview panel
Law Enforcement Training and Standards Board	0	0	0%
Lottery	86	10	12%
Medical District Commission	0	0	0%
Military Affairs	32	5	16%
Natural Resources	80	78	98%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	0	0	0%
Prisoner Review Board	4	4	100%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	5	5	100%
Public Health	145	66	46%
Racing Board	21	7	33%
Revenue	847	87	10%
State Fire Marshal	22	1	5%
State Police	58	30	52%
State Police Merit Board	0	0	0%
State Retirement Systems	9	1	11%
Tax Tribunal	0	0	0%
Transportation	521	220	42%
Veterans Affairs	187	0	0%
Workers Compensation Commission	23	13	57%
TOTAL	7,619	3,209	42%

III. African-American Diversity on Rutan Interview Panel

As reflected in the chart below, 7,619 Rutan interviews were conducted State-wide; 35% (2,655) included African-American diversity on the panel.

African-Americans on Rutan Interview Panels			
Agency	# Rutan panel interviews	# Rutan panel interviews with an African-American interviewer	% Rutan panel interviews with an African-American interviewer
Aging	30	0	0%
Agriculture	37	0	0%
Arts Council	0	0	0%
Capital Development Board	5	2	40%
Central Management Services	312	6	2%
Children and Family Services	174	148	85%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	4	1	25%
Corrections	185	23	12%
Criminal Justice Information Authority	9	3	33%
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	3	0	0%
Emergency Management Agency	4	0	0%
Employment Security	241	66	27%
Environmental Protection Agency	104	27	26%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	15	0	0%
Gaming Board	19	0	0%
Guardianship and Advocacy Commission	32	29	91%
Healthcare and Family Services	882	58	7%
Human Rights Commission	1	1	100%
Human Rights Department	16	13	81%
Human Services	3,377	1,983	59%
Illinois Commerce Commission	55	0	0%
Innovation and Technology	0	0	0%
Insurance	42	7	17%
Investment Board	0	0	0%

African-Americans on Rutan Interview Panels			
Agency	# Rutan panel interviews	# Rutan panel interviews with an African-American interviewer	% Rutan panel interviews with an African-American interviewer
Juvenile Justice	20	13	65%
Labor Department	7	0	0%
Labor Relations Board	1	0	0%
Labor Relations Board - Educational	1	1	100%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	86	11	13%
Medical District Commission	0	0	0%
Military Affairs	32	5	16%
Natural Resources	80	1	1%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	0	0	0%
Prisoner Review Board	4	4	100%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	5	0	0%
Public Health	145	28	19%
Racing Board	21	7	33%
Revenue	847	69	8%
State Fire Marshal	22	0	0%
State Police	58	29	50%
State Police Merit Board	0	0	0%
State Retirement Systems	9	0	0%
Tax Tribunal	0	0	0%
Transportation	521	74	14%
Veterans Affairs	187	35	19%
Workers Compensation Commission	23	11	48%
TOTAL	7,619	2,655	35%

IV. Diversity among Human Resources Personnel

As reflected in the chart below, 24% of the State's Human Resources personnel are people of color.

Agency	# Human Resources staff	# minority Human Resources staff	% minority Human Resources staff
Aging	2	0	0%
Agriculture	4	0	0%
Arts Council	1	1	100%
Capital Development Board	2	1	50%
Central Management Services	4	1	25%
Children and Family Services	35	11	31%
Civil Service Commission	1	0	0%
Commerce and Economic Opportunity	7	1	14%
Corrections	61	6	10%
Criminal Justice Information Authority	2	1	50%
Deaf and Hard of Hearing Commission	1	0	0%
Developmental Disabilities Council	1	0	0%
Emergency Management Agency	1	0	0%
Employment Security	15	13	87%
Environmental Protection Agency	4	0	0%
Executive Ethics Commission	2	1	50%
Financial and Professional Regulation	3	0	0%
Gaming Board	2	0	0%
Guardianship and Advocacy Commission	1	1	100%
Healthcare and Family Services	36	11	31%
Human Rights Commission	2	1	50%
Human Rights Department	3	2	67%
Human Services	101	27	27%
Illinois Commerce Commission	4	0	0%
Innovation and Technology	6	1	17%
Insurance	6	0	0%
Investment Board	0	0	0%
Juvenile Justice	6	2	33%
Labor Department	1	0	0%
Labor Relations Board	1	1	100%
Labor Relations Board - Educational	1	0	0%
Law Enforcement Training and Standards Board	1	0	0%

Agency	# Human Resources staff	# minority Human Resources staff	% minority Human Resources staff
Lottery	3	0	0%
Medical District Commission	1	0	0%
Military Affairs	5	0	0%
Natural Resources	12	11	92%
Office of Executive Inspector General	2	1	50%
Pollution Control Board	1	0	0%
Prisoner Review Board	2	0	0%
Procurement Policy Board	1	0	0%
Property Tax Appeal Board	1	0	0%
Public Health	10	1	10%
Racing Board	1	0	0%
Revenue	21	0	0%
State Fire Marshal	1	0	0%
State Police	2	0	0%
State Police Merit Board	1	0	0%
State Retirement Systems	1	1	100%
Tax Tribunal	2	1	50%
Transportation	225	48	21%
Veterans Affairs	19	4	21%
Workers Compensation Commission	3	1	33%
TOTAL	631	150	24%

V. Internal Procedures to Complement and Bolster Diversity Efforts

A. Dedicated Liaison to African-American Communities

As reflected in the chart below, 14 agencies (28%) have designated staff as liaisons to African-American communities.

Dedicated Liaison		
Agency	Does your agency have a designated African American liaison who works with the African American community to recruit African Americans?	
	Title	Executive staff member?
Arts Council	SPSA	Yes

Dedicated Liaison		
Agency	Does your agency have a designated African American liaison who works with the African American community to recruit African Americans?	
	Title	Executive staff member?
Children and Family Services	Public Service Administrator	No
Commerce and Economic Opportunity	Deputy Director Equal Opportunity Monitoring and Compliance	Yes
Corrections	Chief of Affirmative Actions	Yes
Gaming Board	Human Resources Specialist - Acting EEO Officer	No
Human Rights Department	SPSA and PSA	Yes
Juvenile Justice	Acting Chief, EEO/AA - Administrator, EEO/AA Officer	Yes
Labor Relations Board - Educational	Executive Director	Yes
Natural Resources	EEO/AA Director	Yes
Public Health	EEO/AA Officer	No
Revenue	EEO/AA Officer	Yes
State Police	Sergeant	No
Transportation	Diversity & Recruitment Section Chief	No
Veterans Affairs	EEO	Yes

2018 African-American Employment Plan

STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS ANALYSIS

State agencies are demonstrating a commitment to diversity. Four agencies not required to participate in the State's African-American Employment Plan Survey nevertheless volunteer so they can be involved in the State's workforce diversity efforts.

I. Ensuring Full Access to the State's Workforce

A. Broad Employment Outreach

Many agencies conduct broad outreach to educate communities about the State's employment selection process and help candidates select job titles for which to apply. Four agencies were highlighted due to the breadth or depth of their outreach.

B. Career Advancement Programs

Five agencies proactively offer promotional assistance to employees, encourage them to accept it, and/or assist them through the promotional process.

C. Equal Opportunity to Secure an Employment Interview

To assist with candidate selection for Rutan interviews, two agencies use computer programs.

D. Embedding Sensitivity to Diversity among Employment Selection Decision Makers

1. Diversity / Unconscious Bias Training Prior to Interviews

One agency provides unconscious biases training to interviewers before interviews in an effort to reduce the effects of unconscious bias on candidate selection.

2. Diversity among Decision Makers during Employment Selection Process

a. Diverse Rutan Interview Panels

Agencies have also started to actively seek diversity on Rutan interview panels. In 2017, 4,305 Rutan interviewers conducted over 7,600 Rutan interviews across the State. African-Americans accounted for 14% of Rutan interviewers. 42% of Rutan interviews were conducted with a diverse interview panel. 35% included at least one African-American on the interview panel and included at least one person of color.

b. Diverse Human Resources Personnel

People of color comprise 24% of the State's Human Resources staff, which is one of the key departments that touch the employment selection system.

II. Internal Procedures to Complement and Bolster Diversity Efforts

A. Engagement of Senior Leadership

In several agencies, senior leadership is engaged in the diversity program as reflected by the direct involvement of the Director, executive staff, and/or management staff in diversity initiatives. In one agency, the executive director is the staff member liaising with the African-American community.

B. Dedicated Resources towards Advancing Diversity Goals

1. Budget Allocation

One agency was highlighted for allocating a budget for outreach and career fair events.

2. Dedicated Liaisons to African-American Communities

Twenty-nine percent of agencies have designated liaison who works within the African-American community boosting recruitment efforts. In 64% of those agencies, the liaison is a member of the executive staff; in one agency the liaison is the Executive Director.

3. Strategic Integration of Diverse Expertise

Many agencies have established avenues for strategic expertise integration so that leaders in different fields can contribute their expertise to diversity efforts and connect with the diversity goals. Examples include the review of job postings and proposed interview questions by the EEO Officer to ensure consistency with diversity goals and reduce the opportunity for hidden barriers unrelated to job proficiency to unintentionally exclude potentially excellent job candidates from the employment selection system and strategy sessions among diversity, recruitment, employee services, and affirmative action groups the Diversity Employment and Recruitment Section and the Offices of Employee Services, Affirmative Action and Racial relying on underutilization data to craft approaches regarding outreach activities and recruitment strategies for filling upcoming position vacancies.

4. Agency-wide Diversity Training

a. Unconscious Bias Training

Three agencies offered comprehensive unconscious bias training to their employees.

b. Diversity Sensitivity Training

Four agencies offered diversity sensitivity training to their workforce during 2017; some offer it annually.

2018 African-American Employment Plan

AGENCY BEST PRACTICES

This section highlights best practices gleaned from agencies' responses to the 2018 African-American Employment Plan Survey.

I. Commitment to Diversity and Inclusion Exemplified through Voluntary Participation in the 2018 African-American Employment Plan Survey

Agency	Best Practices: <i>Commitment Exemplified Through Voluntary Participation</i>
<i>Executive Ethics Commission</i>	Voluntarily participates in African-American Employment Plan survey
<i>Medical District Commission</i>	Voluntarily participates in African-American Employment Plan survey
<i>Office of the Executive Inspector General</i>	Voluntarily participates in African-American Employment Plan survey
<i>Procurement Policy Board</i>	Voluntarily participates in African-American Employment Plan survey
<i>Gaming Board</i>	Engages in targeted outreach even though agency not underutilized for African-Americans
<i>Juvenile Justice</i>	Agency not underutilized for African-Americans in any EEOC Job Category yet monitors underutilization using a statistical analysis on a quarterly basis
<i>Revenue</i>	Agency not underutilized for African-Americans in any EEOC Job Category, yet makes a concerted effort to attract African-American candidates by frequently partnering with community organizations to educate African-American communities on agency positions and the State's hiring process; specifically included African-American communities in recruitment efforts for a position in the Professionals EEOC Job Category that is the position it fills the most each year
<i>Law Enforcement Training and Standards Board</i>	Agency not underutilized for African-Americans in any EEOC Job Category yet conducts an ongoing assessment of underutilization

II. Ensuring Full Access to the State's Workforce

A. Outreach

Agency	Best Practices: <i>Outreach</i>
<i>Revenue</i>	The EEO Officer conducts targeted recruitment through community organization partnerships and workshops and has been active in over 74 recruitment events for FY2017.
<i>Human Services</i>	Bureau of Recruitment and Selection regularly attends job fairs by community organizations, faith-based institutions, sister agencies, and elected officials
<i>Corrections</i>	Conducts state-wide outreach workshops in partnership with community organizations, sister agencies, educational and faith-based institutions
<i>Employment Security</i>	Actively participates in numerous job fairs and recruitment events held by employers, community organizations and elected officials

B. Career Development

Career development enables retention of ambitious and motivated employees. Many agencies take advantage of the State's Upward Mobility Program (UMP), which incentivizes, prepares, and assists AFSCME⁴⁶ members seeking promotion.

Agency	Best Practices: <i>Career Development</i>
<i>Employment Security</i>	In June 2017, IDES hired a training manager to facilitate training of IDES employees from onset of employment throughout their career
<i>Gaming Board</i>	IGB has a semi-automatic promotional ladder that was negotiated for the titles of a Gaming Special Agent to a Gaming Senior Special Agent
<i>Guardianship and Advocacy Commission</i>	Director of Training created and implemented a new internal professional development training program in conjunction with a small department in DoIT
<i>Human Rights Department</i>	The Department's staff also assists employees to match their skills with available promotional opportunities
<i>Children and Family Services</i>	Throughout the year the Department announces internal and external opportunities for professional development training with Continuing Education Units

⁴⁶ The Association of Federal, State, County, and Municipal Employees, Council 31.

C. Rutan Interview Candidate Selection

Agencies have the difficult task of determining how to select candidates from the open competitive eligibility list when their qualifications are listed only as Grade A, with no background materials to distinguish candidates.

Agency	Best Practices: <i>Candidate Interview Selection</i>
<i>Financial and Professional Regulation</i>	Uses a Candidate Selection Matrix
<i>Healthcare and Family Services</i>	EEO Office ensures a consistent pattern is used for all interview selection
<i>Agriculture</i>	EEO Officer is involved during process of selecting interview candidates from the eligibility list

D. Unconscious Bias Training Prior to Interviews

Agency	Outreach: <i>Unconscious Bias Training Prior to Interviews</i>
<i>Executive Ethics Commission</i>	At the time of each interview, members of the interview panel were provided with suggestions about being aware of biases when reviewing resumes and participating in interviews, and reminded that diverse interview teams can help reduce the effects of unconscious bias on candidate selection

E. Diversity among Employment Selection Decision Makers

1. Rutan Interviewer Selection

Agency	Best Practices: <i>Rutan Interviewer Selection</i>
<i>Illinois Commerce Commission</i>	EEO Officer makes recommendations regarding the composition of Rutan interview panels
<i>Public Health</i>	To increase racial, ethnic and geographic diversity amongst our Rutan interviewers the EEO/AA Officer and Community Public Health Outreach Manager periodically review the Agency List of certified Rutan interviewers, assess the need for additional interviewers, identify qualified candidates and make recommendations for inclusion to the appropriate offices/regions
<i>Commerce and Economic Opportunity</i>	Managers are encouraged to identify employees to conduct interviews who have a strong understanding of the work being done and come from diverse backgrounds. The EO Officer is in regular contact with the Human Resources manager to discuss efforts in diversifying the Rutan trainer pool
<i>Children and Family Services</i>	Priority goal: having every Rutan interview panel be diverse

Agency	Best Practices: <i>Rutan Interviewer Selection</i>
<i>Central Management Services</i>	Strives for diversity on Rutan interview panels
<i>Criminal Justice and Information Authority</i>	Scheduling African-American employees for Rutan certification training

III. Embedding Sensitivity to Diversity among Employment Selection Decision-Makers

A. Engagement of Senior Leadership

Agency	Best Practices: <i>Engagement of Senior Leadership</i>
<i>Labor Relations Board – Educational</i>	Executive Director is liaison to the African-American community
<i>Commerce and Economic Opportunity</i>	Reports to the Director and works closely with the Directors office and Human Resources on recruitment
<i>Transportation</i>	Offers recommendations to management and executive staff to target and improve outreach
<i>Corrections</i>	EEO Officer meets with department heads to develop recruitment strategies
<i>Revenue</i>	Provides policy recommendations to senior leadership
<i>Insurance</i>	Workforce diversity goals discussed in senior staff meetings

B. Dedicated Resources towards Advancing Diversity Goals

1. Budget Allocation

Agency	Best Practices: <i>Dedicated Resources: Budget Allocation</i>
<i>Transportation</i>	Budget allocated for outreach and career fair events

2. Dedicated Liaisons to African-American Communities

Best Practices: <i>Dedicated Liaison</i>			
Agency	Dedicated Liaison	Liaison is Executive Staff	Liaison Duties
<i>Labor Relations Board - Educational</i>	Yes	Yes	Executive Director is liaison
<i>Revenue</i>	Yes	Yes	Provides policy recommendations to senior leadership, regularly coordinates strategic community and stakeholder hiring events/ workshops, attends meetings of the African American Employment Plan Advisory Council. Regularly coordinates strategic community and stakeholder hiring events/ workshops, attends meetings of the African American Employment Plan Advisory Council
<i>Human Rights Department</i>	Yes	Yes	Engages in diversity training, outreach, and community relations
<i>Natural Resources</i>	Yes	Yes	Maintains relationships with professional, advocacy, and faith-based organizations
<i>Juvenile Justice</i>	Yes	Yes	
<i>Corrections</i>	Yes	Yes	
<i>Arts Council</i>	Yes	Yes	
<i>Commerce and Economic Opportunity</i>	Yes	Yes	
<i>Veterans Affairs</i>	Yes	Yes	
<i>Transportation</i>	Yes		Executes annual diversity recruitment plan; offers recommendations to management and executive staff to target and improve outreach
<i>Children and Family Services</i>	Yes		Supports/assists HR with outreach, participates in strategic planning meetings regarding affirmative action, diversity, recruitment, and retention, attends meetings of the African-American Employment Plan Council, maintains relationships with advocacy organizations, community groups, sister agencies, predominantly African-American colleges and universities
<i>State Police</i>	Yes		
<i>Public Health</i>	Yes		
<i>Gaming Board</i>	Yes		

C. Strategic Integration of Diverse Expertise

Agency	Best Practices: <i>Strategic Expertise Integration</i>
<i>Illinois Commerce Commission</i>	EEO Officer reviews drafts of job postings and proposed Rutan interview questions
<i>Children and Family Services</i>	Has a Diversity Employment and Recruitment Section which works with the Offices of Employee Services, Affirmative Action and Racial to discuss upcoming employment postings, underutilization in the job location, outreach activities, and recruitment strategies to encourage African-Americans to apply
<i>Human Rights Department</i>	All staff responsible for interviewing, recruiting, etc. must work closely with the Department EEO/AA Officer and Human Resource office to ensure that they have the appropriate information on the Department's underutilization in the EEO categories
<i>Human Services</i>	Has a Bureau of Recruitment and Selection that meets quarterly to discuss strategies for improving the agency's performance in achieving underutilization goals.
<i>Commerce and Economic Opportunity</i>	EEO Officer reports to the Director and works closely with the Director's office and Human Resources on recruitment; discusses vacancies and underutilization with HR
<i>Corrections</i>	EEO Officer meets with department heads to develop recruitment strategies
<i>State Police</i>	Incorporates underutilization information to help target underrepresented populations during the employment selection system
<i>State Employee Retirement Systems</i>	Incorporates underutilization information to help target underrepresented populations during the employment selection system
<i>Veterans Affairs</i>	Incorporates underutilization information to help target underrepresented populations during the employment selection system
<i>Employment Security</i>	Added to its written policies and procedures to consider underutilization information to help target underrepresented populations during the employment selection system
<i>Revenue</i>	Staff is training on how to strategically use information to help target underrepresented populations during the employment selection system

D. Unconscious Bias Training

Agency	Outreach: <i>Unconscious Bias Training</i>
<i>Public Health</i>	An 80 minute, live webinar was offered to all employees on the subject of unconscious bias. The interactive webinar "How our Unconscious Minds Lead Us Astray" was recorded and remains accessible to all employees through the agency's intranet. Webinar objectives include: -Identifying implicit bias -Recognizing microaggression, microassaults, microinsults,

Agency	Outreach: <i>Unconscious Bias Training</i>
	and microinvalidations; and -Mitigating implicit bias with debiasing techniques
<i>Department of Human Rights</i>	Employees trained by IDHR's Institute for Training and Development on topics including Unconscious Bias in the Workplace, Diversity Awareness, Civility in the Workplace, Five Generations in the Workplace: Communicating through a Multigenerational Lens, Conflict Resolution, and others. As such, the Rutan interviewers have taken courses that deal with unconscious communications and bias

E. Diversity Sensitivity Training

Agency	Best Practices: <i>Diversity Training</i>
<i>Human Services</i>	IDHS' Bureau of Training and Support Services continues to train Department staff on topics as Civility in the Workplace, Conflict Resolution, Coaching and Mentoring, Dealing with Difficult People, Emotional Intelligence, Generation Gaps, Workplace Bullying, etc.
<i>Workers Compensation Commission</i>	The entire agency participated in Sensitivity training offered by DHS in FY 2017
<i>State Police</i>	Field recruiters receive annual diversity training from EEO Officer
<i>Employment Security</i>	Training on diversity in the workplace

2018 African-American Employment Plan

CONCLUSION

Agencies are demonstrating a commitment to diversity. Even agencies not required to participate in the annual African-American Employment Plan Survey volunteered to be involved.

African-Americans were well-represented in the State's workforce and within State agencies during 2017, and in supervisory, technical, professional, and managerial positions. The representation of African-Americans maintained these higher levels throughout the State's 2017 employee selection process.

More African-Americans entered the workforce (23%) than departed (19%). And African-American representation among internships (21%) is encouraging as a potential pipeline of candidates into the State's full-time workforce with relevant work experience.

Agencies are working hard to ensure full access to the State's workforce. Many conduct broad outreach and proactively offer promotional assistance to employees, and over 40% of the State's Rutan interviews in 2017 were conducted with a diverse panel. On 35% of Rutan interview panels, the diversity included an African-American. Since only 14% of the State's Rutan interviewers are African-American, agencies should increase the number of African-Americans available to participate on interview panels by sending more for Rutan training and certification.

Agencies are establishing internal procedures to complement and bolster their diversity efforts. Agency heads and senior leadership are actively involved in monitoring the diversity program and developing diversity strategies. Almost 30% of agencies have designated a liaison who works within African-American communities to boost recruitment efforts, and over 60% of those liaisons are members of the agency's executive staff.

Agencies are strategically integrating diverse fields of expertise into developing and executing diversity strategies; many relying on underutilization data to drive their recruitment efforts. And agencies are introducing unconscious bias and diversity sensitivity trainings into their workforces.

2018 African-American Employment Plan

GOALS AND RECOMMENDATIONS

I. Outreach

Agencies should engage in broad, strategic outreach, specifically including communities of color, and partner with each other when possible to pool resources. They should also leverage underutilization data to strategically drive outreach efforts.

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

DEP is an extremely valuable resource that works diligently to deliver support to State agencies. During 2017, DEP staff offered counseling and education via nearly 4,000 emails, over 1,300 phone calls, over 400 one-on-one counseling sessions, and on 75 occasions attended job fairs and educational conducted workshops in eight counties.

Given the value of DEP and its current limited scope, one of CMS' internal goals is to magnify DEP's range through video recordings which can be posted online, available to all regions and populations of the State, during and after business hours, and live interactive webinars, among other ideas for how to educate a wide and diverse audience about employment with the State.

II. Strategic Expertise Integration

Cross-departmental collaboration around diversity issues allows for maximum input, awareness, and idea generation. It invites engagement into diversity initiatives and facilitates the variety of perspectives that improves brainstorming sessions and decision quality.

III. Dedicated Resources

Agencies should designate a liaison who can build relationships and trust in the African-American community to attract candidates of color.

IV. Diversity Training

Diversity training is important for all staff, but especially important for those who touch the employment selection system.

V. Diversity on Rutan Interview Panels

Diversity on Rutan interview panels can improve interview performance among diverse candidates, eliminating a potential barrier to employment unrelated to job qualifications.

VI. Candidate Selection for Rutan Interviews

Agencies have the difficult task of determining how to select candidates from the eligibility list for an employment or promotional interview when their qualifications are listed only as Grade A, with no background materials to distinguish candidates.

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. One of CMS' internal goals is to explore stratified random sampling, which is more equitable than complete randomization and has been recommended for use in the employment setting.⁴⁷

VII. Inclusion Strategies

Agencies should explore, research, and adopt inclusion strategies in order to leverage their diversity. CMS plans to review inclusion strategies in future Employment Plan surveys.

VIII. Agency Information Exchange

Agencies should collaborate and learn from each other. They should review the Agency Best Practices section of the 2018 African-American Employment Plan and borrow or modify practices, tailoring them to the agency's specific needs and culture.

Agencies should send representatives to attend meetings of the African-American Employment Plan Council to share ideas and best practices.

IX. Evaluating Diversity Efforts

A. Evaluating Diversity Efforts State-wide

One of the main vehicles to evaluate workforce diversity efforts State-wide is the annual African-American Employment Plan Survey. Data compiled through this survey could improve through efforts by CMS and the State agencies.

CMS plans to continue to upgrade its African-American Employment Plan Survey to better target diversity and inclusion as applied in the distinctive context of State government in collaboration with the African-American Employment Plan Advisory Council and shaped by feedback from legislators, agency representatives, members of the general public, and other stakeholders during meetings of the African-American Employment Plan Advisory Council.

B. Evaluating Diversity Efforts by Agency

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

⁴⁷ [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).

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Printed by the Authority of the State of Illinois
12 copies IOCI 18-534 4/18

