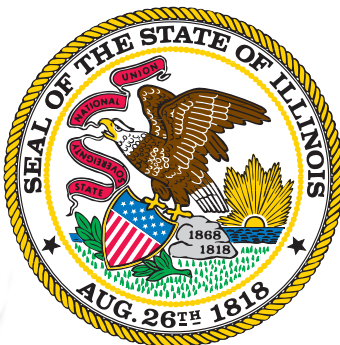




State of Illinois
Illinois Department of Central Management Services

STATE OF ILLINOIS 2018

Hispanic 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 Hispanic Employment Plan evaluates the Hispanic representation within the State's workforce through a transparent and comprehensive presentation of demographic data. The representation of Hispanics in the State's workforce among coded employees is 6% in 2017. That representation is nearly on par the representation of Hispanics in the applicant pool. Our hope is that we can work together to increase the number of Hispanics applying for work with the State and reach parity with the percentage of Hispanics in the available labor market.

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, 34% of agencies have designated a liaison to foster relationships within the Hispanic community, and 59% of dedicated 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 Hispanic Employment Plan highlights current agency best practices and offers additional examples and recommendations.

I wish to thank Hispanic 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 Hispanic Employment Plan. While the representation of Hispanics in the State's workforce (6%) during 2017 was less than the representation of Hispanics in Illinois' labor market, it was within three percentage points of the representation of Hispanics in the applicant pool and throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

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 Hispanic 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 Hispanic 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 Hispanic 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 placed above the printed name.

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 Hispanic 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 Hispanic 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 Hispanics 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.

While the representation of Hispanics in the State's workforce (6%) during 2017 was less than the representation of Hispanics in Illinois' labor market, it was within three percentage points of the representation of Hispanics in the applicant pool and throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

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, 29% of agencies have designated a liaison to foster relationships within the Hispanic community, and in 64% of those liaisons are executive senior 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 Employment Plan highlights agency best practices and offers goals and recommendations for agencies' consideration.

2018 Hispanic Employment Plan

GOVERNING AUTHORITY

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

This 2018 Hispanic 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 Civil Administrative Code of Illinois (Department of Central Management Services Law) requires the Department of Central Management Services (CMS) to develop and implement plans, in consultation with the Hispanic Employment Plan Advisory Council and other subject matter experts, to increase the number of Hispanics employed by State government and at supervisory, technical, professional, and managerial levels.³

The statute also requires the Hispanic Employment Plan Advisory Council to examine:

- The prevalence and impact of Hispanics employed by State government
- The barriers faced by Hispanics who seek employment or promotional opportunities in State government, and
- Possible incentives that could be offered to foster the and promotion employment of Hispanics in State government⁴

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

² [2017 Hispanic Employment Plan](#), Governor Rauner Correspondence.

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

⁴ *Id.*, at §405/121.

2018 Hispanic Employment Plan

2018 HISPANIC EMPLOYMENT PLAN DATA SOURCES

This 2018 Hispanic Employment Plan draws data from (a) computer-generated employment-related data and (b) agency responses to the 2018 Hispanic 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 Hispanic Employment Plan derive from CMS unless otherwise noted.

II. Survey Data from State Agencies' Responses to 2018 Hispanic Employment Plan Survey⁷

A. Statutory Authority for 2018 Hispanic Employment Plan Survey

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

B. Voluntary Participation in 2018 Hispanic Employment Plan Survey

State agencies with employees exempted from the Personnel Code are encouraged to participate in the annual African-American, Hispanic, or Asian-American Employment Plan Surveys. This year, 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 Hispanic Employment Plan Survey

The 2018 Hispanic 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 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 Hispanic 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”.](#)

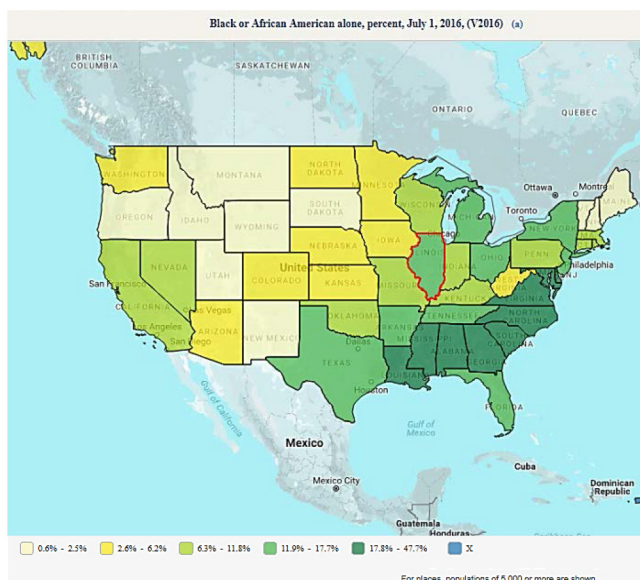
²¹ [World Population Review, Illinois Population, \(January 2018\).](#)

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

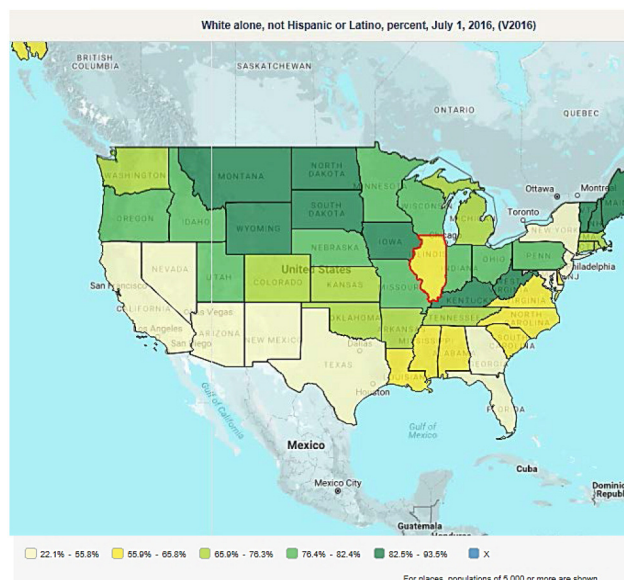
²³ [World Population Review, Illinois Population, \(January 2018\).](#)

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

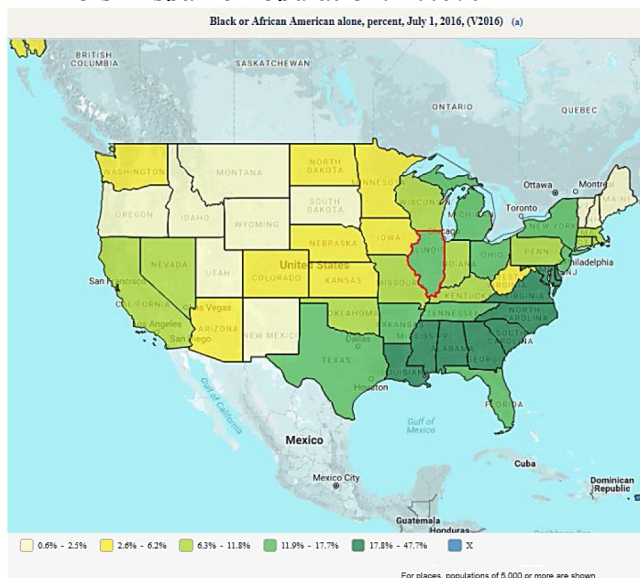
Illinois African-American Population: 14.7%²⁴



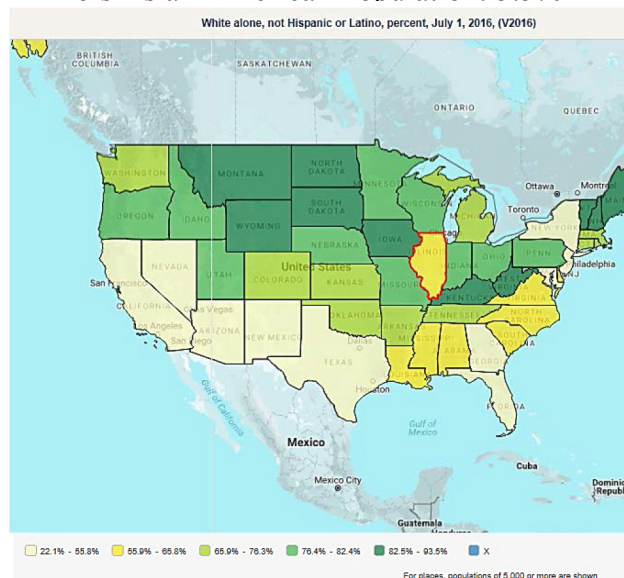
Illinois Caucasian Population: 61.7%²⁵



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 Hispanic 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 Hispanic Employment Plan focuses on workforce diversity;²⁸ specifically, (a) Hispanic 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. Hispanic Representation in the State's Workforce

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

This section of the 2018 State of Illinois Hispanic Employment Plan reviews the representation of Hispanics 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 Hispanic 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 Hispanic 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 Hispanic Employment Plan Act requires each agency to report their Hispanic employment budget allocations as part of their annual reports on their Hispanic 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 Hispanic 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 Hispanic Employment Plan

HISPANIC REPRESENTATION IN THE STATE'S WORKFORCE DATA

This section of the 2018 Hispanic Employment Plan tracks the hiring and promotion practices of Hispanics as well as the representation of Hispanics employed by the State in all positions and at supervisory, technical, professional, and managerial levels, pursuant to the laws governing Employment Plans.

I. Hispanic Representation in the Available Labor and the State's Workforce

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

State employees work in every Illinois county except two: Gallatin and Edwards, which have minimal Hispanic 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.

Hispanic representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce ³⁸			Coded State Employees			General population ³⁹		
	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic
Adams	34,782	415	1.2%	614	5	0.8%	67,103	776	1.2%
Alexander	2,788	13	0.5%	17	0	0.0%	8,238	155	1.9%
Bond	8,080	190	2.4%	13	0	0.0%	17,768	547	3.1%
Boone	27,368	5,073	18.5%	7	1	14.3%	54,165	10,967	20.2%
Brown	2,931	44	1.5%	410	4	1.0%	6,937	402	5.8%
Bureau	17,539	1,380	7.9%	49	3	6.1%	34,978	2,695	7.7%
Calhoun	2,358	6	0.3%	22	0	0.0%	5,089	40	0.8%
Carroll	7,475	204	2.7%	15	0	0.0%	15,387	437	2.8%

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.](#)

Hispanic representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce ³⁸			Coded State Employees			General population ³⁹		
	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic
Cass	6,759	1,139	16.9%	23	1	4.3%	13,642	2,291	16.8%
Champaign	108,763	5,715	5.3%	319	15	4.7%	201,081	10,607	5.3%
Christian	16,024	228	1.4%	280	4	1.4%	34,800	471	1.4%
Clark	8,119	80	1.0%	19	0	0.0%	16,335	172	1.1%
Clay	6,719	120	1.8%	9	0	0.0%	13,815	151	1.1%
Clinton	20,241	375	1.9%	952	7	0.7%	37,762	1,058	2.8%
Coles	27,620	584	2.1%	122	2	1.6%	53,873	1,155	2.1%
Cook	2,760,232	637,186	23.1%	8,904	1,375	15.4%	5,194,675	1,244,762	24.0%
Crawford	8,976	76	0.8%	289	0	0.0%	19,817	362	1.8%
Cumberland	5,324	35	0.7%	17	0	0.0%	11,048	75	0.7%
DeKalb	57,605	5,349	9.3%	83	15	18.1%	105,160	10,647	10.1%
De Witt	8,736	174	2.0%	32	0	0.0%	16,561	354	2.1%
Douglas	10,023	750	7.5%	22	0	0.0%	19,980	1,210	6.1%
DuPage	515,903	68,262	13.2%	548	102	18.6%	916,924	121,506	13.3%
Edgar	8,640	61	0.7%	34	0	0.0%	18,576	187	1.0%
Edwards	3,235	0	0.0%				6,721	59	0.9%
Effingham	18,381	334	1.8%	108	1	0.9%	34,242	597	1.7%
Fayette	9,979	91	0.9%	408	3	0.7%	22,140	304	1.4%
Ford	6,763	170	2.5%	19	0	0.0%	14,081	294	2.1%
Franklin	17,241	182	1.1%	119	3	2.5%	39,561	475	1.2%
Fulton	16,896	448	2.7%	383	4	1.0%	37,069	896	2.4%
Gallatin	2,465	24	1.0%				5,589	66	1.2%
Greene	6,564	37	0.6%	10	0	0.0%	13,886	115	0.8%
Grundy	25,920	2,182	8.4%	30	2	6.7%	50,063	4,096	8.2%
Hamilton	3,789	0	0.0%	6	0	0.0%	8,457	105	1.2%
Hancock	9,227	73	0.8%	13	0	0.0%	19,104	185	1.0%
Hardin	1,823	23	1.3%	7	0	0.0%	4,320	56	1.3%
Henderson	3,602	39	1.1%	9	0	0.0%	7,331	79	1.1%
Henry	25,002	1,259	5.0%	213	9	4.2%	50,486	2,402	4.8%
Iroquois	14,634	860	5.9%	29	0	0.0%	29,718	1,584	5.3%
Jackson	28,593	1,179	4.1%	146	0	0.0%	60,218	2,403	4.0%
Jasper	4,964	86	1.7%	19	0	0.0%	9,698	79	0.8%

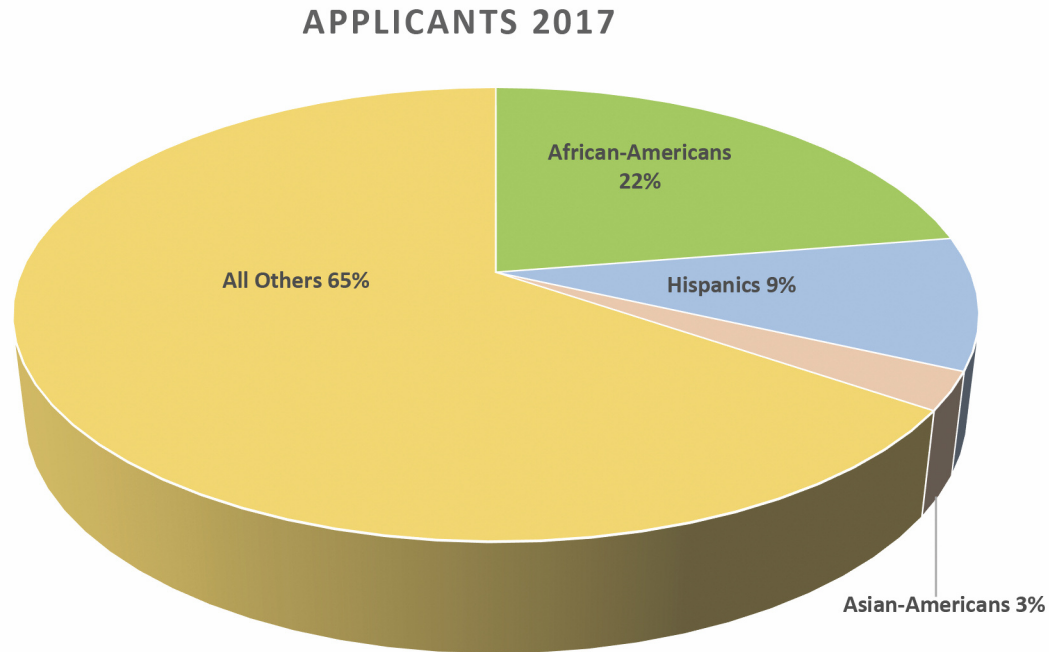
Hispanic representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce ³⁸			Coded State Employees			General population ³⁹		
	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic
Jefferson	18,207	264	1.4%	514	7	1.4%	38,827	799	2.1%
Jersey	11,505	160	1.4%	159	2	1.3%	22,985	222	1.0%
Jo Daviess	11,637	292	2.5%	13	0	0.0%	22,678	609	2.7%
Johnson	4,731	64	1.4%	749	2	0.3%	12,582	376	3.0%
Kane	276,540	79,101	28.6%	1,498	236	15.8%	515,269	158,390	30.7%
Kankakee	55,221	5,018	9.1%	1,614	44	2.7%	113,449	10,167	9.0%
Kendall	65,176	10,104	15.5%	21	1	4.8%	114,736	17,898	15.6%
Knox	23,183	987	4.3%	396	16	4.0%	52,919	2,558	4.8%
Lake	368,176	71,751	19.5%	727	93	12.8%	703,462	139,987	19.9%
LaSalle	57,063	4,630	8.1%	841	59	7.0%	113,924	9,135	8.0%
Lawrence	4,468	53	1.2%	422	2	0.5%	16,833	553	3.3%
Lee	16,796	555	3.3%	968	71	7.3%	36,031	1,802	5.0%
Livingston	17,031	486	2.9%	1,092	46	4.2%	38,950	1,532	3.9%
Logan	11,769	211	1.8%	832	13	1.6%	30,305	893	2.9%
Macon	54,495	998	1.8%	443	6	1.4%	32,612	867	2.7%
Macoupin	23,344	252	1.1%	45	1	2.2%	308,760	35,249	11.4%
Madison	137,210	3,910	2.8%	672	9	1.3%	169,572	7,434	4.4%
Marion	18,868	285	1.5%	58	0	0.0%	110,768	2,072	1.9%
Marshall	6,044	160	2.6%	22	0	0.0%	47,765	418	0.9%
Mason	6,843	30	0.4%	49	1	2.0%	269,282	7,313	2.7%
Massac	6,380	181	2.8%	36	0	0.0%	39,437	542	1.4%
McDonough	15,756	324	2.1%	45	1	2.2%	12,640	314	2.5%
McHenry	170,982	18,575	10.9%	93	24	25.8%	14,666	117	0.8%
McLean	96,111	4,168	4.3%	170	3	1.8%	15,429	290	1.9%
Menard	6,628	45	0.7%	15	0	0.0%	12,705	121	1.0%
Mercer	8,065	140	1.7%	10	0	0.0%	16,434	307	1.9%
Monroe	18,050	257	1.4%	23	0	0.0%	32,957	450	1.4%
Montgomery	10,153	113	1.1%	497	6	1.2%	30,104	459	1.5%
Morgan	17,540	192	1.1%	810	6	0.7%	35,547	712	2.0%
Moultrie	7,321	79	1.1%	14	0	0.0%	14,846	129	0.9%
Ogle	27,160	2,249	8.3%	43	2	4.7%	53,497	4,741	8.9%
Peoria	93,759	3,669	3.9%	484	18	3.7%	186,494	7,102	3.8%
Perry	9,036	104	1.2%	544	3	0.6%	22,350	599	2.7%

Hispanic representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce ³⁸			Coded State Employees			General population ³⁹		
	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic	Total	# Hispanic	% Hispanic
Piatt	9,024	104	1.2%	13	0	0.0%	16,729	167	1.0%
Pike	7,627	63	0.8%	30	0	0.0%	16,430	172	1.0%
Pope	1,633	3	0.2%	5	0	0.0%	4,470	64	1.4%
Pulaski	2,309	11	0.5%	15	0	0.0%	6,161	97	1.6%
Putnam	3,138	106	3.4%	5	1	20.0%	6,006	252	4.2%
Randolph	14,685	216	1.5%	1,490	14	0.9%	33,476	867	2.6%
Richland	7,735	49	0.6%	49	0	0.0%	16,233	205	1.3%
Rock Island	74,277	8,744	11.8%	497	52	10.5%	147,546	17,118	11.6%
Saline	11,314	124	1.1%	291	1	0.3%	24,913	340	1.4%
Sangamon	104,365	1,975	1.9%	8,870	175	2.0%	197,465	3,480	1.8%
Schuyler	3,233	13	0.4%	239	3	1.3%	7,544	90	1.2%
Scott	2,617	8	0.3%	5	0	0.0%	5,355	43	0.8%
Shelby	10,547	91	0.9%	16	0	0.0%	22,363	180	0.8%
Stark	2,769	12	0.4%	18	0	0.0%	5,994	59	1.0%
St. Clair	127,881	4,145	3.2%	676	10	1.5%	270,056	8,785	3.3%
Stephenson	24,246	631	2.6%	68	1	1.5%	47,711	1,406	2.9%
Tazewell	68,654	1,388	2.0%	136	3	2.2%	135,394	2,514	1.9%
Union	7,890	338	4.3%	720	12	1.7%	17,808	863	4.8%
Vermilion	36,417	1,152	3.2%	433	11	2.5%	81,625	3,441	4.2%
Wabash	6,028	65	1.1%	24	0	0.0%	11,947	158	1.3%
Warren	8,887	658	7.4%	34	1	2.9%	17,707	1,490	8.4%
Washington	7,612	99	1.3%	18	0	0.0%	14,716	197	1.3%
Wayne	7,948	32	0.4%	16	1	6.3%	16,760	176	1.1%
White	6,686	61	0.9%	17	1	5.9%	14,665	158	1.1%
Whiteside	28,644	3,158	11.0%	130	10	7.7%	58,498	6,455	11.0%
Will	361,651	55,064	15.2%	1,737	206	11.9%	677,560	105,817	15.6%
Williamson	31,428	651	2.1%	262	4	1.5%	66,357	1,301	2.0%
Winnebago	148,195	16,101	10.9%	459	51	11.1%	295,266	32,177	10.9%
Woodford	19,971	292	1.5%	21	1	4.8%	38,664	527	1.4%
TOTAL	6,694,742	1,039,207	15.5%	44,532	2,786	6.3%	12,830,632	2,027,578	15.8%

II. Hispanic Representation During the Application Process

A. Hispanic Representation in the Applicant Pool

CMS received 82,321 applications for coded positions in calendar year 2017. Of those, 7,741 (9%) were submitted by Hispanics.



B. Hispanic Pass Rate for Open Competitive Eligibility Tests

All applicants took an open competitive eligibility test. Hispanics comprised 9% (5,478) of the population that passed the test. The pass rate for the total applicant pool was 72%. The pass rate for Hispanic applicants was 71%.

	PASS/FAIL TEST									
	PASSED TEST				FAILED TEST					
	PASS	% TOTAL Passed Test	% Hispanics Passed Test	FAILED	% TOTAL Failed Test	% Hispanics Failed Test	APPS			
Hispanics	5,478	9%	72%	71%	2,263	10%	28%	29%	7,741	9%
Non-Hispanics	53,834	91%		72%	20,746	90%		28%	74,580	91%
59,312			23,009			82,321				

C. Hispanic Representation among Passing

Hispanics received 6% (1,408) of the A grades for the open competitive eligibility test during 2017. Thirty-nine percent of the total population who passed the test received an A grade. Twenty-six percent of the Hispanic population who passed the test received an A grade.

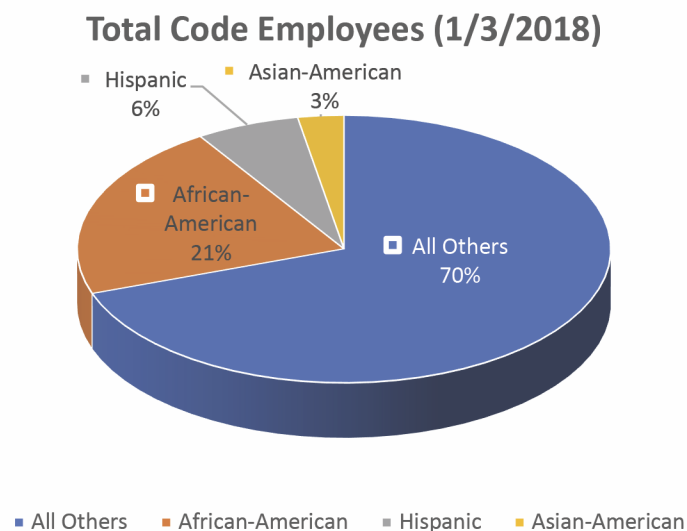
Hispanics received 10% (2,341) of the B grades on the open competitive eligibility test during 2017. Forty percent of the total population who passed the test received a B grade. Forty-three percent of the Hispanic population who passed the test received a B grade.

Hispanics received 14% (1,729) of the C grades for the open competitive eligibility test during 2017. Twenty-one percent of the total population who passed the test received a C grade. Thirty-two percent of the Hispanic population who passed the test received a C grade.

	TEST GRADE								
	GRADE A			GRADE B			GRADE C		
	% Hispanics on A Grade List	% TOTAL Passed Test A Grade	% Hispanics Passed Test A Grade	% Hispanics on B Grade List	% TOTAL Passed Test B Grade	% Hispanics Passed Test B Grade	% Hispanics on C Grade List	% TOTAL Passed Test C Grade	% Hispanics Passed Test C Grade
Hispanics	1,408	6%	39%	2,341	10%	43%	1,729	14%	32%
Non-Hispanics	21,611	94%	40%	21,661	90%	40%	10,562	86%	20%
	23,019			24,002			12,291		

IV. Hispanic Representation within the State's Workforce

As of 1/3/2018, there were 44,639 employees in coded positions in the State's workforce, 6% (2,791) of whom were Hispanic.



A. Hispanic Representation by State Agency

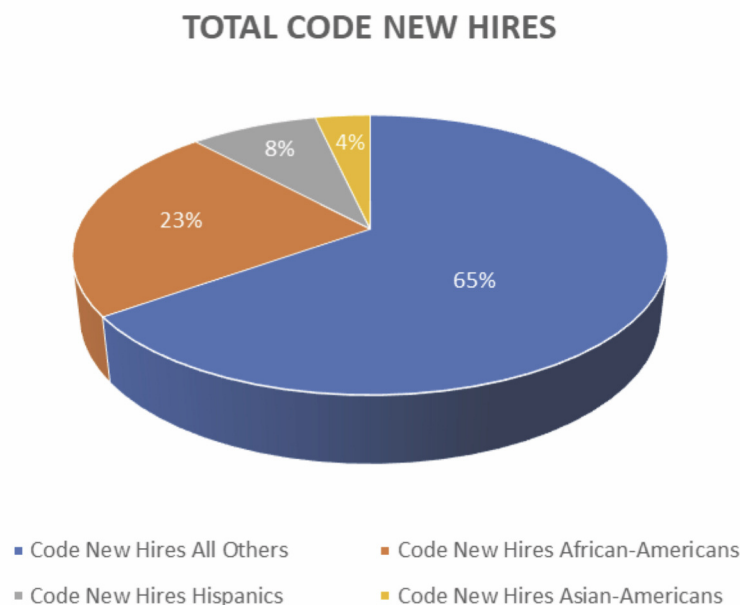
The chart below reflects the Hispanic representation within all coded agencies. Overall, Hispanics comprise 6% (2,791) of the current coded 44,639 employees.

HISPANIC REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	HSP TOTAL	TOTAL	%age
A LINCOLN PRES LIB&MUS	1	62	2%
AGING	15	133	11%
AGRICULTURE	9	324	3%
ARTS COUNCIL	2	11	18%
CAPITAL DEVELOPMENT BD	0	32	0%
CENTRAL MANAGEMENT SVCS	24	854	3%
CHILDREN & FAMILY SVCS	219	2,554	9%
CIVIL SERVICE COMMISSION	0	4	0%
COMM & ECON OPPORTUNITY	12	240	5%
COMMERCE COMMISSION	2	59	3%
CORRECTIONS	410	12,021	3%
CRIMINAL JUSTICE AUTH	4	42	10%
DEAF&HARD OF HEARING COM	0	4	0%
DEV DISABILITIES COUNCIL	0	6	0%
EMERGENCY MGMT AGENCY	0	66	0%
EMPLOYMENT SECURITY	183	1,046	17%
ENVIRONMENTAL PROTECTION	18	622	3%
FIN & PROF REG	35	367	10%
GAMING BOARD	13	143	9%
GUARDIANSHIP & ADVOCACY	7	102	7%
HEALTHCARE & FAMILY SRV	128	1,633	8%
HUMAN RIGHTS COMMISSION	5	14	36%
HUMAN RIGHTS DEPARTMENT	31	122	25%
HUMAN SERVICES	1,225	12,774	10%
IL TORTURE INQRY RLF COM	0	2	0%
INDEPENDENT TAX TRIBUNAL	0	1	0%
INNOVATION & TECHNOLOGY	21	1,240	2%
INSURANCE	7	209	3%
INVESTMENT BOARD	0	4	0%
JUVENILE JUSTICE	67	931	7%
LABOR	13	74	18%
LABOR REL BD EDUCATIONAL	1	10	10%
LABOR RELATIONS BD ILL	1	13	8%
LAW ENF TRNG&STANDARD BD	1	23	4%

HISPANIC REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	HSP TOTAL	TOTAL	%age
LOTTERY	12	140	9%
MILITARY AFFAIRS	4	129	3%
NATURAL RESOURCES	14	1,126	1%
POLLUTION CONTROL BOARD	0	16	0%
PRISONER REVIEW BOARD	1	16	6%
PROPERTY TAX APPEAL BD	2	32	6%
PUBLIC HEALTH	57	1,098	5%
RACING BOARD	0	2	0%
REVENUE	42	1,353	3%
STATE FIRE MARSHAL	5	125	4%
STATE POLICE	35	912	4%
STATE POLICE MERIT BOARD	0	7	0%
STATE RETIREMENT SYSTEMS	1	92	1%
TRANSPORTATION	108	2,483	4%
VETERANS AFFAIRS	44	1,248	4%
WORKERS COMPENSATION COM	12	118	10%
STATE WIDE TOTALS:	2,791	44,639	6%

V. Hispanic Representation among New Hires

In 2017, the State hired 4,435 new employees for coded positions; 8% (368) of those hired were Hispanic.



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

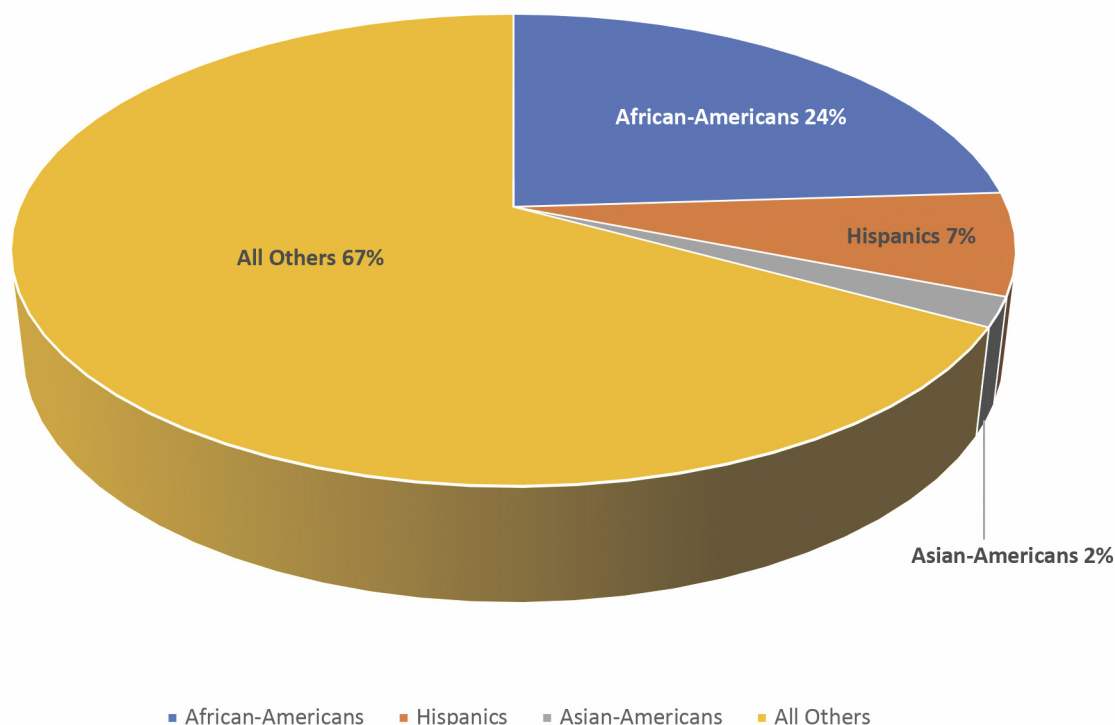
ALL AGENCIES			
African-American, Hispanic, and Asian-American New Hires			
AGENCY	Total # African-American, Hispanic, and Asian-American New Hires	# Hispanic	% Hispanic
AGING	1	1	100%
AGRICULTURE	4	0	0%
CENTRAL MANAGEMENT SVCS	8	1	13%
CHILDREN & FAMILY SVCS	139	23	17%
COMM & ECON OPPORTUNITY	5	2	40%
CORRECTIONS	182	71	39%
CRIMINAL JUSTICE AUTH	1	0	0%
EMPLOYMENT SECURITY	47	17	36%
ENVIRONMENTAL PROTECTION	1	1	100%
FIN & PROF REG	10	4	40%
GUARDIANSHIP & ADVOCACY	1	0	0%
HEALTHCARE & FAMILY SRV	32	10	31%
HISTORIC PRESERVATION	2	2	100%
HUMAN RIGHTS DEPARTMENT	14	6	43%
HUMAN SERVICES	831	168	20%
INSURANCE	5	1	20%
INVESTMENT BOARD	1	0	0%
JUVENILE JUSTICE	79	20	25%
LABOR	5	2	40%
LOTTERY	8	3	38%
MILITARY AFFAIRS	2	1	50%
NATURAL RESOURCES	5	0	0%
PUBLIC HEALTH	28	6	21%
REVENUE	57	13	23%
STATE FIRE MARSHAL	1	1	100%
STATE POLICE	10	2	20%
STATE RETIREMENT SYSTEMS	4	0	0%
TRANSPORTATION	11	3	27%
VETERANS AFFAIRS	48	9	19%
WORKERS COMPENSATION COM	4	1	25%
STATE WIDE TOTALS	1,546	368	24%

VI. Hispanic Representation During the Promotional Process

A. Representation of Hispanics in the Promotional Applicant Pool

In calendar year 2017, there were 32,645 employees who submitted an application for promotion. Of those, 2,372 (7%) were submitted by Hispanics.

PROMOTIONAL APPLICANTS 2017



B. Hispanic Pass Rate for Promotional Eligibility Tests

Every employee who submitted an application for promotion took a test to get onto the eligibility list. Hispanics comprised 7% (1,420) of the population that passed the test. The pass rate for the total promotional applicant pool was 65%; the pass rate for Hispanic promotional applicants was 60%.

	PASS/FAIL TEST									
	PASSED TEST				FAILED TEST					
	PASS	% TOTAL Passed Test	% Hispanics Passed Test	FAILED	% TOTAL Failed Test	% Hispanics Failed Test	PROMO APPS			
Hispanics	1,420	7%	65%	60%	952	8%	35%	40%	2,372	7%
Non-Hispanics	19,707	93%		65%	10,566	92%		35%	30,273	93%
	21,127		65%		11,518		35%		32,645	

C. Representation of Hispanics among Passing Grades

Hispanics received 6% (1,167) 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-two percent of the Hispanic population who passed the promotional test received A grade.

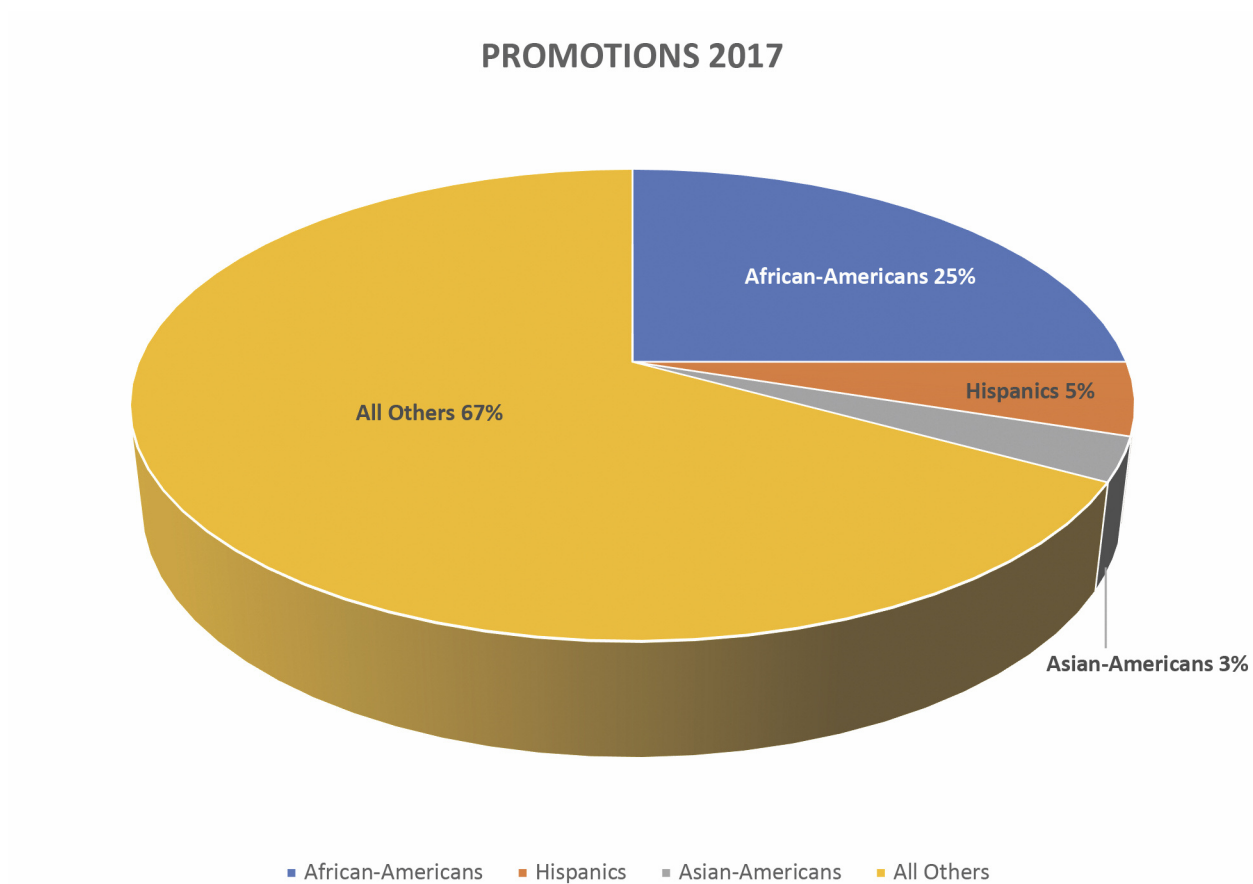
Hispanics received 8% (236) of the B grades on the promotional eligibility test during 2017. Fourteen percent of the total population who passed the promotional test received a B grade. Seventeen percent of the Hispanic population who passed the promotion test received a B grade.

Hispanics received 25% (17) of the C grades on the promotional eligibility test during 2017. Zero percent of the total population who passed the promotional test received a C grade. One percent of the Hispanic population who passed the promotional test received a C grade.

	TEST GRADE											
	GRADE A				GRADE B				GRADE C			
	% Hispanics on A Grade List		% TOTAL Passed Test A Grade	% Hispanics Passed Test A Grade	% Hispanics on B Grade List		% TOTAL Passed Test B Grade	% Hispanics Passed Test B Grade	% Hispanics on C Grade List		% TOTAL Passed Test C Grade	% Hispanics Passed Test C Grade
Hispanics	1,167	6%	85%	82%	236	8%	14%	17%	17	25%	0%	1%
Non-Hispanics	16,891	94%		86%	2,765	92%		14%	51	75%		0%
	18,058				3,001				68			

VII. Representation of Hispanics among Promotions

In 2017, the State promoted 5,047 coded employees; 5% (277) were Hispanic.



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	# Hispanic	% Hispanic
AGING	6	4	67%
AGRICULTURE	2	0	0%
CENTRAL MANAGEMENT SVCS	24	4	17%
CHILDREN & FAMILY SVCS	135	25	19%
COMM & ECON OPPORTUNITY	3	0	0%

AGENCY	African-American, Hispanic, and Asian-American Promotions		
	Total # African- American, Hispanic, and Asian-American Promotions	# Hispanic	% Hispanic
CORRECTIONS	178	32	18%
CRIMINAL JUSTICE AUTH	2	1	50%
EMPLOYMENT SECURITY	71	22	31%
ENVIRONMENTAL PROTECTION	8	2	25%
FIN & PROF REG	12	2	17%
GAMING BOARD	5	1	20%
GUARDIANSHIP & ADVOCACY	3	1	33%
HEALTHCARE & FAMILY SRV	38	7	18%
HISTORIC PRESERVATION	1	0	0%
HUMAN RIGHTS DEPARTMENT	10	2	20%
HUMAN SERVICES	977	137	14%
INNOVATION & TECHNOLOGY	4	0	0%
INSURANCE	8	2	25%
JUVENILE JUSTICE	22	6	27%
LABOR	3	2	67%
LOTTERY	2	2	100%
MILITARY AFFAIRS	1	1	100%
NATURAL RESOURCES	6	2	33%
POLLUTION CONTROL BOARD	1	0	0%
PRISONER REVIEW BOARD	1	1	100%
PROPERTY TAX APPEAL BD	1	0	0%
PUBLIC HEALTH	41	6	15%
REVENUE	49	9	18%
STATE FIRE MARSHAL	1	1	100%
STATE POLICE	7	0	0%
STATE RETIREMENT SYSTEMS	1	0	0%
TRANSPORTATION	10	4	40%
VETERANS AFFAIRS	9	1	11%
WORKERS COMPENSATION COM	2	0	0%
STATE WIDE TOTALS:	1,644	277	17%

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

The Civil Administrative Code of Illinois (Department of Central Management Services Law) mandates improved representation of Hispanics in supervisory, technical, professional, and managerial positions.³⁸

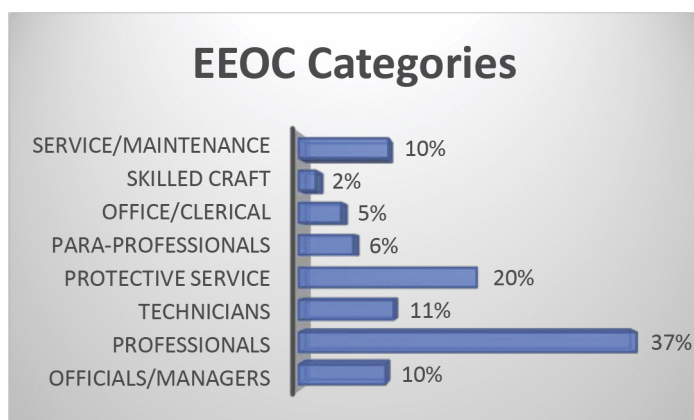
The statute does not define supervisory, technical, professional, or managerial, and the State does not code positions as “supervisory”, “technical”, “professional” or “managerial.”

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),³⁹ 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),⁴⁰ 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%).



³⁸ [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405-120.

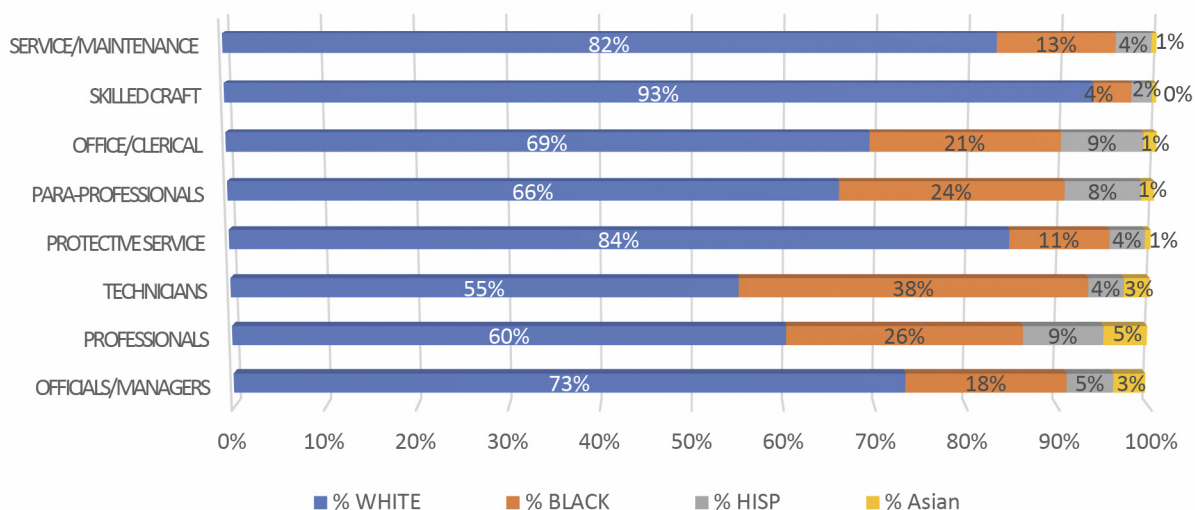
³⁹ Sometimes referred to as Officials and Administrators. See, [Illinois Department of Human Rights, “Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies”](#), Appendix A.

⁴⁰ 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.

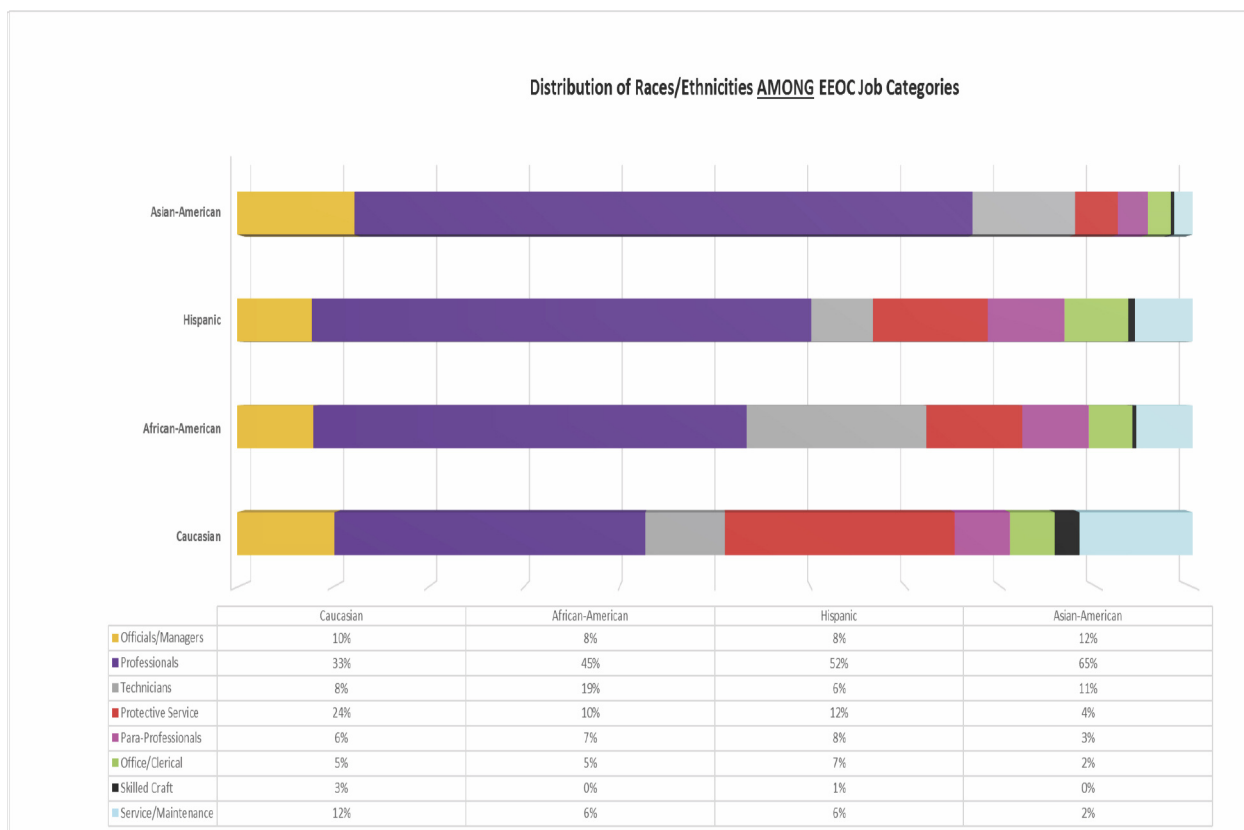
Hispanics comprise 5% of Officials/Managers, 9% of Professionals, 4% of Technicians, 4% of Protective Service, 8% of Para-Professionals, 9% of Office/Clerical, 2% of Skilled Craft, and 4% of Service/Maintenance.

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.

Hispanic representation among the EEOC Job Categories is as follows: 8% Officials/Managers, 52% Professionals, 6% Technicians, 12% Protective Service, 8% Para-Professionals, 7% Office/Clerical, 1% Skilled Craft, and 6% Service/Maintenance.



B. 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%

C. Senior Public Service Administrators

As of January 3, 2018, the State employed 1,283 people in Senior Public Service Administrator positions, 5% (62) of whom were Hispanic, as reflected in the chart below.

Hispanic SPSAs			
Agency	SPSAs		
	Hispanics	Total	% Hispanic
A LINCOLN PRES LIB&MUS	0	0	0%
AGING	0	0	0%
AGRICULTURE	0	0	0%
ARTS COUNCIL	0	0	0%
CAPITAL DEVELOPMENT BD	0	0	0%
CENTRAL MANAGEMENT SVCS	0	0	0%
CHILDREN & FAMILY SVCS	2	10	20%
CIVIL SERVICE COMMISSION	6	43	14%
COMM & ECON OPPORTUNITY	2	15	13%
COMMERCE COMMISSION	1	8	13%
CORRECTIONS	5	56	9%
CRIMINAL JUSTICE AUTH	7	91	8%
DEAF&HARD OF HEARING COM	5	73	7%
DEV DISABILITIES COUNCIL	4	60	7%
EMERGENCY MGMT AGENCY	1	17	6%
EMPLOYMENT SECURITY	3	51	6%
ENVIRONMENTAL PROTECTION	3	53	6%
FIN & PROF REG	6	111	5%
GAMING BOARD	1	21	5%
GUARDIANSHIP & ADVOCACY	8	193	4%
HEALTHCARE & FAMILY SRV	1	27	4%
HUMAN RIGHTS COMMISSION	4	120	3%
HUMAN RIGHTS DEPARTMENT	2	87	2%
HUMAN SERVICES	1	59	2%
IL TORTURE INQRY RLF COM	0	9	0%
INDEPENDENT TAX TRIBUNAL	0	22	0%
INNOVATION & TECHNOLOGY	0	2	0%
INSURANCE	0	1	0%
INVESTMENT BOARD	0	6	0%
JUVENILE JUSTICE	0	2	0%
LABOR	0	1	0%
LABOR REL BD EDUCATIONAL	0	6	0%
LABOR RELATIONS BD ILL	0	47	0%
LAW ENF TRNG&STANDARD BD	0	7	0%

Hispanic SPSAs			
Agency	SPSAs		
	Hispanics	Total	% Hispanic
LOTTERY	0	7	0%
MILITARY AFFAIRS	0	2	0%
NATURAL RESOURCES	0	1	0%
POLLUTION CONTROL BOARD	0	2	0%
PRISONER REVIEW BOARD	0	3	0%
PROPERTY TAX APPEAL BD	0	2	0%
PUBLIC HEALTH	0	3	0%
RACING BOARD	0	8	0%
REVENUE	0	2	0%
STATE FIRE MARSHAL	0	2	0%
STATE POLICE	0	2	0%
STATE POLICE MERIT BOARD	0	1	0%
STATE RETIREMENT SYSTEMS	0	10	0%
TRANSPORTATION	0	18	0%
VETERANS AFFAIRS	0	5	0%
WORKERS COMPENSATION COM	0	17	0%
GRAND TOTAL:	62	1,283	5%

IX. Representation of Hispanics among Departures⁴¹

In 2017, 5,451 employees left their positions due to resignation, retirement, layoff, termination or transfer, 5% (281) of whom were Hispanic.

ALL AGENCIES			
Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	# vacated total	# Hispanic vacated	% Hispanic vacated
Aging	23	3	13%
Agriculture	59	2	3%
Arts Council	0	0	0%
Capital Development Board	7	0	0%
Central Management Services	199	11	6%
Children and Family Services	250	25	10%
Civil Service Commission	0	0	0%

⁴¹ Based on agency responses to the 2018 Employment Plan Survey.

ALL AGENCIES			
Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	# vacated total	# Hispanic vacated	% Hispanic vacated
Commerce and Economic Opportunity	56	1	2%
Corrections	947	40	4%
Criminal Justice Information Authority	5	3	60%
Deaf and Hard of Hearing Commission	1	0	0%
Developmental Disabilities Council	3	0	0%
Emergency Management Agency	16	0	0%
Employment Security	167	21	13%
Environmental Protection Agency	73	1	1%
Executive Ethics Commission	12	0	0%
Financial and Professional Regulation	62	4	6%
Gaming Board	16	0	0%
Guardianship and Advocacy Commission	8	1	13%
Healthcare and Family Services	293	21	7%
Human Rights Commission	1	0	0%
Human Rights Department	19	5	26%
Human Services	1,413	85	6%
Illinois Commerce Commission	23	1	4%
Innovation and Technology	11	0	0%
Insurance	44	0	0%
Investment Board	2	0	0%
Juvenile Justice	252	10	4%
Labor Department	17	2	12%
Labor Relations Board	2	1	50%
Labor Relations Board - Educational	2	0	0%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	27	3	11%
Medical District Commission	2	0	0%
Military Affairs	50	1	2%
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	1	13%
Public Health	143	5	3%
Racing Board	9	2	22%

ALL AGENCIES			
Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	# vacated total	# Hispanic vacated	% Hispanic vacated
Revenue	257	5	2%
State Fire Marshal	8	0	0%
State Police	146	5	3%
State Police Merit Board	0	0	0%
State Retirement Systems	18	0	0%
Tax Tribunal	0	0	0%
Transportation	372	13	3%
Veterans Affairs	228	5	2%
Workers Compensation Commission	12	2	17%
	5,451	281	5%

X. Representation of Hispanics among Interns⁴²

Agencies reported hiring 369 interns, of whom 9% (34) were Hispanic.

Hispanic Interns			
Agency	# interns	# Hispanic interns	% Hispanic interns
Aging	0	0	0%
Agriculture	0	0	0%
Arts Council	0	0	0%
Capital Development Board	7	1	14%
Central Management Services	0	0	0%
Children and Family Services	6	0	0%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	15	0	0%
Corrections	0	0	0%
Criminal Justice Information Authority	12	1	8%
Deaf and Hard of Hearing Commission	0	0	0%
Developmental Disabilities Council	0	0	0%
Emergency Management Agency	1	0	0%
Employment Security	13	3	23%
Environmental Protection Agency	33	1	3%
Executive Ethics Commission	0	0	0%

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

Hispanic Interns			
Agency	# interns	# Hispanic interns	% Hispanic interns
Financial and Professional Regulation	1	0	0%
Gaming Board	0	0	0%
Guardianship and Advocacy Commission	3	1	33%
Healthcare and Family Services	20	0	0%
Human Rights Commission	8	3	38%
Human Rights Department	0	0	0%
Human Services	62	5	8%
Illinois Commerce Commission	4	0	0%
Innovation and Technology	0	0	0%
Insurance	4	0	0%
Investment Board	0	0	0%
Juvenile Justice	0	0	0%
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	1	100%
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	1	20%
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	5	8%
Racing Board	0	0	0%
Revenue	2	0	0%
State Fire Marshal	1	0	0%
State Police	90	11	12%
State Police Merit Board	0	0	0%
State Retirement Systems	3	0	0%
Tax Tribunal	0	0	0%
Transportation	2	0	0%
Veterans Affairs	4	0	0%
Workers Compensation Commission	2	1	50%
	369	34	9%

2018 Hispanic Employment Plan

HISPANIC REPRESENTATION IN THE STATE'S WORKFORCE ANALYSIS

The representation of Hispanics in the State's workforce should be comparable to the representation of Hispanics in Illinois' available labor market.⁴³

In 2017, the Hispanic representation in the State's workforce (6%) lower than the representation of Hispanics in Illinois' labor market (16%). Representation of Hispanics within 10% of State agencies was at or higher than the 16% Hispanics comprise of Illinois' available labor market.

I. Hispanic Representation Throughout the Employee Lifecycle

The representation of Hispanics throughout the various stages of the employee life-cycle remained relatively stable during 2017.

Employee Lifecycle Event	Hispanic Representation
Applicants	9%
Open Competitive Eligibility Test: Pass	9%
Open Competitive Eligibility Test: A Grade	6%
New Hires	8%
Applicants for Promotion	7%
Promotional Eligibility Test: Pass	7%
Promotional Eligibility Test: A Grade	6%
Promotions	5%
Supervisory, Technical, Professional, and Managerial Positions: EEOC Job Categories	7%
Supervisory, Technical, Professional, and Managerial Positions: SPSAs Senior Public Service Administrators (SPSAs)	5%
Departures	5%
Internships	9%

II. Summary

While the representation of Hispanics in the State's workforce (6%) during 2017 was less than the representation of Hispanics in Illinois' labor market, it was within three percentage points of the representation of Hispanics in the applicant pool and throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

⁴³ See, footnote 37, above.

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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. Hispanic Diversity among Rutan Interviewers

As reflected in the chart below, in 2017 there were 4,361 Rutan interviewers in the State's workforce, 4% (172) of whom were Hispanic.

Hispanic Interviewers			
Agency	# Rutan interviewers	# Hispanic Rutan interviewers	% Hispanic Rutan interviewers
Aging	12	1	8%
Agriculture	54	0	0%
Arts Council	2	1	50%
Capital Development Board	20	0	0%
Central Management Services	137	20	15%
Children and Family Services	408	25	6%
Civil Service Commission	1	0	0%
Commerce and Economic Opportunity	41	3	7%
Corrections	384	13	3%
Criminal Justice Information Authority	21	1	5%
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	2	0	0%
Emergency Management Agency	34	0	0%
Employment Security	118	11	9%
Environmental Protection Agency	66	3	5%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	21	11	52%
Gaming Board	25	3	12%
Guardianship and Advocacy Commission	11	0	0%
Healthcare and Family Services	66	2	3%
Human Rights Commission	8	0	0%

Hispanic Interviewers			
Agency	# Rutan interviewers	# Hispanic Rutan interviewers	% Hispanic Rutan interviewers
Human Rights Department	22	3	14%
Human Services	507	6	1%
Illinois Commerce Commission	40	2	5%
Innovation and Technology	103	4	4%
Insurance	58	3	5%
Investment Board	1	0	0%
Juvenile Justice	112	4	4%
Labor Department	12	2	17%
Labor Relations Board	4	0	0%
Labor Relations Board - Educational	3	0	0%
Law Enforcement Training and Standards Board	4	0	0%
Lottery	14	1	7%
Medical District Commission	0	0	0%
Military Affairs	55	0	0%
Natural Resources	140	5	4%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	2	0	0%
Prisoner Review Board	3	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	8	1	13%
Public Health	220	9	4%
Racing Board	3	0	0%
Revenue	170	3	2%
State Fire Marshal	17	0	0%
State Police	292	10	3%
State Police Merit Board	3	0	0%
State Retirement Systems	19	0	0%
Tax Tribunal	0	0	0%
Transportation	998	40	4%
Veterans Affairs	100	6	6%
Workers Compensation Commission	17	1	6%
	4361	172	4%

II. Diversity⁴⁴ 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%
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%

⁴⁴ The 2018 Hispanic Employment Plan Survey sought data on Rutan interview panels that included a member of a “minority” as defined by the [State Employment Records Act](#), one of the laws governing the State’s Employment Plans: Black or African-American, Hispanic or Latino, Asian, American Indian or Alaska Native who maintains tribal affiliation or community attachment, or Native Hawaiian or Other Pacific Islander. 5 ILCS 410/10(d).

Diverse Rutan Interview Panels			
Agency	# Rutan interviews	# Rutan interviews with a diverse interview panel	% Rutan interviews with a diverse interview panel
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	3377	2019	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 - Educational	1	1	100%
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%

Diverse Rutan Interview Panels			
Agency	# Rutan interviews	# Rutan interviews with a diverse interview panel	% Rutan interviews with a diverse interview panel
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%
	7,618	3,209	42%

III. Hispanic Diversity on Rutan Interview Panel

As reflected in the chart below, 6,505 Rutan interviews were conducted State-wide; 23% (1,465) included Hispanic diversity on the panel.

Hispanics on Rutan Interview Panels			
Agency	# Rutan interview panels	# Rutan interview panels with a Hispanic interviewer	% Rutan interview panels with a Hispanic interviewer
Aging	30	0	0%
Agriculture	37	12	32%
Arts Council	0	0	0%

Hispanics on Rutan Interview Panels			
Agency	# Rutan interview panels	# Rutan interview panels with a Hispanic interviewer	% Rutan interview panels with a Hispanic interviewer
Capital Development Board	5	0	0%
Central Management Services	312	22	7%
Children and Family Services	174	23	13%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	4	1	25%
Corrections	185	15	8%
Criminal Justice Information Authority	9	2	22%
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	3	0	0%
Emergency Management Agency	4	0	0%
Employment Security	241	125	52%
Environmental Protection Agency	104	0	0%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	15	0	0%
Gaming Board	19	6	32%
Guardianship and Advocacy Commission	32	0	0%
Healthcare and Family Services	882	9	1%
Human Rights Commission	1	0	0%
Human Rights Department	16	11	69%
Human Services	3,377	1,220	36%
Illinois Commerce Commission	55	11	20%
Innovation and Technology	0	0	0%
Insurance	42	0	0%
Investment Board	0	0	0%
Juvenile Justice	20	3	15%
Labor Department	7	2	29%
Labor Relations Board	1	0	0%
Labor Relations Board - Educational	1	0	0%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	86	10	12%
Medical District Commission	0	0	0%
Military Affairs	32	0	0%
Natural Resources	80	1	1%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	0	0	0%

Hispanics on Rutan Interview Panels			
Agency	# Rutan interview panels	# Rutan interview panels with a Hispanic interviewer	% Rutan interview panels with a Hispanic interviewer
Prisoner Review Board	4	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	5	4	80%
Public Health	145	4	3%
Racing Board	21	0	0%
Revenue	847	18	2%
State Fire Marshal	22	0	0%
State Police	57	4	7%
State Police Merit Board	0	0	0%
State Retirement Systems	9	0	0%
Tax Tribunal	0	0	0%
Transportation	521	157	0%
Veterans Affairs	185	2	0%
Workers Compensation Commission	23	3	0%
	6,505	1,465	23%

IV. Diversity among Human Resources Personnel

As reflected in the chart below, 24% (150) 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%

Agency	# Human Resources staff	# minority Human Resources staff	% minority Human Resources staff
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%
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%

Agency	# Human Resources staff	# minority Human Resources staff	% minority Human Resources staff
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 Hispanic Communities

As reflected in the chart below, 17 agencies (34%) have designated staff as liaisons to Hispanic communities; 59% (10) are members of the executive staff.

Agency	Does your agency have a designated Hispanic liaison who works with the Hispanic Community to recruit Hispanics?	
	Executive Senior Staff Member?	Liaison Duties
Capital Development Board	yes	He is involved with all aspects of recruitment for FEP as well as helps get the word out when CDB has job openings.
Children and Family Services	No	As Chief of the Latino Services office, serves as the statewide principal policy-formulating administrator for Latino issues for the Department; formulates and administers policies and procedures to implement long-term strategic goals associated with Latino services; coordinates with private agencies having contracts with DCFS; translates and interprets Spanish, both orally and in writing, when communicating with Spanish speaking clients and other individuals; provides assistance in Spanish-speaking foster parent recruitment; provides administrative oversight in recruitment/hiring of Latino employees; Targets specific areas for recruitment of Hispanics/Bilingual staff; performs administrative statewide projects assigned by Director.
Commerce and Economic Opportunity	Yes	Participation in the Hispanic American Employment Advisory council meetings Working closely with Human Resources to discuss underutilization
Corrections	Yes	Hispanic liaison serves an Ex Officio on the Hispanic Employment Plan Commission and Latino Family Commission. Gathers and reviews data for Quarterly and Annual reports and examines employment transactions and underutilization for the agency. Conduct recruitment workshops with WIOA, IDES and faith-based and community organizations targeting Hispanics statewide.

Agency	Does your agency have a designated Hispanic liaison who works with the Hispanic Community to recruit Hispanics?	
	Executive Senior Staff Member?	Liaison Duties
Gaming Board	No	
Guardianship and Advocacy Commission	Yes	
Human Rights Department	Neither are Executive senior staff	DHR liaisons are dedicated to community relations and outreach and one of the duties, with respect to outreach, is minority diversity. The Department's recruitment efforts include outreach to Hispanic and Spanish-speaking veterans and persons with disabilities. Specifically, this staff is responsible for the following: recruitment for specific positions; working with the Department's Human Resource staff to identify specific opportunities for Spanish-speaking positions; establishing relationships with a broad coalition of recruitment resources such as colleges, universities, outside employers; and ensuring that individuals are aware of job vacancies. In an effort to recruit individuals to address the Department's EEO categories, DHR participated in a number of activities including, but not limited to workshops, seminars, conferences, job fairs and partnerships with community organizations, etc.
Human Services	Yes	IDHS' Office of Hispanic and Latino Affairs (OHLA) does assist IDHS' Office of Human Resources (OHR) in recruitment efforts. OHLA recruits at community events, through our OHLA email blasts and legislators.
Juvenile Justice	Yes - Yes	The Hispanic liaison serves as Ex Officio on the Hispanic Employment Plan Commission and Latino Family Commission. He also conducts recruitment workshops with the Local Workforce Investment Act Boards; (LWIA), IDHS, CMS and faith based organizations targeting Hispanics statewide.
Labor Relations Board - Educational	Yes	Attends annual conference if available; assists individuals interested in employment/internship opportunities.
Natural Resources	Yes	Attends recruiting events, and also advises executive staff on various opportunities to help increase the Hispanic representations within DNR.

Agency	Does your agency have a designated Hispanic liaison who works with the Hispanic Community to recruit Hispanics?	
	Executive Senior Staff Member?	Liaison Duties
Public Health	No.	Our Hispanic liaison supports IDPH recruitment efforts in the following ways: - Serves on the Illinois Latino Family Commission, advising on public health policies and collecting feedback from Commission members. -Serves on the Hispanic Employment Plan Advisory Council, helping to develop policy recommendations and addressing inquiries around Hispanic recruitment and hiring in state government. -Serves on Hispanic Alliance for Career Enhancement (HACE) Advisory Board, helping with relationship building between HACE and CMS to explore strategic Hispanic recruitment of HACE members and professional development activities. -Actively involved (e.g. board member) in several Latino serving non-profits, including the Illinois Hispanic Nurses Association, through which she informs others about current job opportunities at IDPH -Participates in Hispanic focused health fairs, forums, conferences and symposiums through which outreach and relationship building is conducted -Ensures relevant materials are available in Spanish.
Revenue	yes	In his IDOR liaison role, he attends the quarterly Hispanic Employment Plan Advisory Council meetings to provide insight on hiring opportunities within the Department. He regularly attends internal outreach strategy meetings and provides policy recommendations to IDOR senior leadership. He conducts quarterly bilingual needs assessment meetings with program areas who have extensive interaction with the public. With input for HR and Communications he has developed FACEBOOK, Twitter, LinkedIn, and Youtube accounts where people who follow the IDOR can get up-to-date information on our job postings. He has attended many job fairs/employment workshops throughout the year. In 2016 He instituted strategic workshops focused on identifying all positions which the department frequently hires from the general public. At these workshops, individuals are educated on how to complete their CMS 100s in order to acutely increase diversity on eligibility lists. The EEO officer has been active in over 74 recruitment events for FY2017. Many of these events were specific to Hispanic recruitment.
State Fire Marshal		Vacant
State Police	No	Sergeant responds directly to requests from the Illinois State Police Director's Office requiring his expertise. These requests range from providing input on policy development and assisting with inter-agency affairs to representing the Department at recruiting functions or outreach functions requiring his advice and input.
Transportation	No	As Section Chief of the Illinois Department of Transportation Diversity and Recruitment Section, responsible for executing the annual CET recruitment plan which emphasizes recruitment and outreach to Latino candidates and community - Make relevant recommendations to target and improve outreach to management and executive staff.
Workers Compensation Commission	Yes	Outreach Coordinator.

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STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS ANALYSIS

State agencies are demonstrating a commitment to diversity. Four agencies not required to participate in the State's Hispanic 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, 4,361 Rutan interviewers conducted over 7,600 Rutan interviews across the State. Hispanics accounted for 4% of Rutan interviewers. 42% of Rutan interviews were conducted with a diverse interview panel. Twenty-three percent included at least one Hispanic interviewer on the panel.

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.

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 Hispanic Communities

Thirty-four percent of agencies have designated liaison who works within the Hispanic community boosting recruitment efforts. In 59% of those agencies, the liaison is a member of the executive staff.

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 Hispanic Employment Plan

AGENCY BEST PRACTICES

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

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

Agency	Best Practices: <i>Commitment Exemplified Through Voluntary Participation</i>
<i>Executive Ethics Commission</i>	Voluntarily participates in Hispanic Employment Plan survey
<i>Medical District Commission</i>	Voluntarily participates in Hispanic Employment Plan survey
<i>Office of the Executive Inspector General</i>	Voluntarily participates in Hispanic Employment Plan survey
<i>Procurement Policy Board</i>	Voluntarily participates in Hispanic Employment Plan survey

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 AFSCME⁴⁵ 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

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

⁴⁵ The Association of Federal, State, County, and Municipal Employees, Council 31.

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
<i>Central Management Services</i>	Strives for diversity on Rutan interview panels

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>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

Agency	Best Practices: <i>Engagement of Senior Leadership</i>
<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 Hispanic Communities

Best Practices: <i>Dedicated Liaison</i>			
Agency	Dedicated Liaison	Liaison is Executive Staff	Liaison Duties
<i>Revenue</i>	Yes	Yes	Provides policy recommendations to senior leadership, regularly coordinates strategic community and stakeholder hiring events/ workshops, attends meetings of the Hispanic 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 Hispanic Employment Plan

Best Practices: <i>Dedicated Liaison</i>			
Agency	Dedicated Liaison	Liaison is Executive Staff	Liaison Duties
			Council, maintains relationships with advocacy organizations, community groups, sister agencies
<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 Hispanics 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 microinsults, 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

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CONCLUSION

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

While the representation of Hispanics in the State's workforce (6%) during 2017 was less than the representation of Hispanics in Illinois' labor market, it was within three percentage points of the representation of Hispanics in the applicant pool and throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

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 23% of Rutan interview panels, the diversity included an Hispanic. Since only 4% of the State's Rutan interviewers are Hispanic, agencies should increase the number of Hispanics 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. Over 30% of agencies have designated a liaison who works within Hispanic communities to boost recruitment efforts, and 59% 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.

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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 Hispanic 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.⁴⁶

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

⁴⁶ [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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