

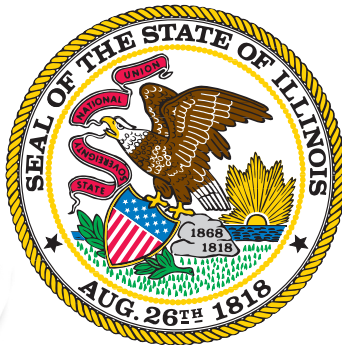


State of Illinois  
Illinois Department of Central Management Services

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# STATE OF ILLINOIS 2019

## *African American Employment Plan*



Respectfully submitted to the Illinois General Assembly  
by Central Management Services



## OFFICE OF THE GOVERNOR

207 STATE HOUSE  
SPRINGFIELD, ILLINOIS 62706

**JB PRITZKER**  
GOVERNOR

April 26, 2019

Dear Member of the Illinois General Assembly:

As the Governor of the State of Illinois, I am committed to creating an administration that is diverse and inclusive as well as transparent. It is only through a diverse set of voices and perspectives that our State government will be fully responsive to and representative of the people of Illinois.


The 2019 African American Employment Plan presents our State's workforce diversity program, which is a program based in equity and best practices and customized to the State's specific selection procedures. In the Plan, the Illinois Department of Central Management Services (CMS) provides a comprehensive analysis of demographic data for applicants and employees of the State and its agencies throughout the employee lifecycle (from application to departure). In addition, CMS describes the State's diversity initiatives and sets forth several recommendations that will allow the State to further enhance the diversity of its employees in hiring, retention, and promotion.

One of the key initiatives described in the Plan is the Diversity Dashboard, which is a newly built, user-friendly, web-based tool that consolidates the State's employment demographic data. The Diversity Dashboard provides crucial transparency regarding a variety of data points, such as the diversity of the State's human resources staff, interviewers, and workforce (broken down by job type). The Diversity Dashboard will enable the State to create targeted and informed diversity initiatives and for the public to easily access important information.

I am proud to support the State's workforce diversity program and hope that Illinois will serve as a national leader in this area and as a model for other states.

Many thanks to the members of the African American Employment Plan Advisory Council for their hard work throughout the year.

Sincerely,

  
Governor JB Pritzker



ILLINOIS

JB Pritzker, Governor

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Janel L. Forde, Acting Director

April 29, 2019

Dear Member of the Illinois General Assembly:

I respectfully present for your consideration the 2019 African-American Employment Plan. As reflected herein, the 21 percent representation of African-Americans in the State's workforce is 62 percent higher than the representation of the group in the overall Illinois labor market of 13 percent. During fiscal year 2018, African-Americans represented 24 percent of new hires and 25 percent of promotions. Almost one-quarter (23 percent) of the State's supervisory, technical, professional, and managerial positions are filled by African-Americans.

Last year, the State launched its first workforce diversity program through the 2018 African-American Employment Plan. Under the leadership of Governor Pritzker and Lt. Governor Stratton, Illinois is poised to see its program accomplish further progress.

In this 2019 African-American Employment Plan, CMS advances two priorities for Governor Pritzker; improving diversity within the State's workforce and delivering public transparency and accountability. Together, the 2019 African-American Employment Plan and accompanying Diversity Dashboard provide perspective into the State's employment data and places the power of data analytics into the hands of the public.

I invite you to review both the 2019 African-American Employment Plan and Diversity Dashboard and welcome your feedback.

I look forward to working with all of you to ensure that the State of Illinois' workforce equitably reflects the diversity of the public it serves.

Sincerely,

A handwritten signature in black ink that reads "Janel L. Forde". The signature is written in a cursive, flowing style.

Janel L. Forde  
Acting Director



*2019 African-American Employment Plan*

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ILLINOIS

JB Pritzker, Governor

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Janel L. Forde, Acting Director

## 2019 African-American Employment Plan

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

*Governor JB Pritzker*

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

## 2019 African-American Employment Plan

### EXECUTIVE SUMMARY

Data on the benefits of diversity in the workplace is compelling and well established. Statistical results indicate that 87 percent of the time diverse and inclusive business teams drive decision-making twice as fast as those without and arrive at higher quality decisions. Businesses that embrace principles of diversity and inclusion in their cultures lead their industries. Companies that do not actively pursue workforce diversity not only fail to lead; they lag.

As employee engagement and productivity rises, an organization's ability to fulfill its mission does as well. This is particularly important in the public sector, in which the State's mission focuses on delivering quality services to people across the breadth of Illinois.

Under the leadership of Governor JB Pritzker, the State of Illinois is poised to advance its workforce diversity program further. Last year, the Department of Central Management Services (CMS) laid the groundwork by analyzing demographic data at State-wide and agency-levels and throughout the employee lifecycle. CMS also employed the 2018 African-American Employment Plan as a vehicle to recommend equity-based diversity and inclusion strategies that were anchored in scientific research and customized to the State's unique employment selection procedures.

Throughout the year, the African-American Employment Plan Advisory Council, CMS, and various State agencies discussed the 2018 Employment Plan's recommendations. Agencies explored ways to implement the suggested diversity practices they had not yet adopted, exchanged information about their own best practices, and sought guidance with respect to the challenges they faced.

This year, CMS is unveiling a new, user-friendly, interactive dashboard that consolidates employment demographic data from the past several years into a web-based tool. This "[Diversity Dashboard](#)"<sup>2</sup> allows users to quickly access State-wide and agency-level data, examine trends, and isolate agencies for focused review.

The Diversity Dashboard expedites State data review, with the ability to set parameters. This tool will provide transparency for the interested public, improving State accountability. The Diversity Dashboard also enables CMS, in partnership with the African-American Employment Plan Advisory Council and other stakeholders, to create diversity initiatives with the highest likelihood of success, ensuring that our government is fully responsive to and representative of Illinois residents.

As the Diversity Dashboard reflects, representation of African-Americans in the State's workforce during fiscal year 2018 (21%) was more than 60 percent higher than the representation of African-Americans in Illinois' overall labor force (13%). Within the State's largest agency – the Department of Human Services, with 12,583 employees – African-

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

Americans represented 36 percent of the workforce. Statewide, African-Americans represented 24 percent of new hires, 25 percent of promotions, and 23 percent of employees in supervisory, technical, professional, and managerial positions. Throughout the State employee lifecycle, from application to departure, African-American representation remained significantly higher in the workforce than in Illinois' overall labor market.

In this report, we evaluate the structural mechanisms agencies have implemented that support, promote, and reinforce diversity. What is found is that many agencies have designed practices that welcome diversity and eliminate potential barriers to employment unrelated to job qualification. For example, 34 percent of the 11,582 interview panels in fiscal year 2018 were considered diverse, 12 percent of Rutan-certified interviewers were African-American, and of the State employees enrolled in career advancement or tuition reimbursement programs, 26 percent were African-American. Moreover, agencies are now offering training to combat unconscious bias in hiring and promotion, expanding their employment outreach, and dedicating resources toward their diversity programs.

To make the volume of data in the Diversity Dashboard as useful as possible, this Employment Plan helps agencies leverage their workforce diversity data and translate it into meaningful diversity initiatives.

## *2019 African-American Employment Plan*

### **GOVERNING AUTHORITY**

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

One of Governor Pritzker's highest priorities is to strive for equity within the State's workforce by serving Illinois through a government that is accessible to and representative of the public it serves. He has directed his administration to be proactive and evidence-driven when crafting workforce diversity strategies.

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

##### **A. African-American Employment Plan Act**

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

The African-American Employment Plan Act also compels:

- tracking hiring practices and promotions of African-American State employees;
- increasing the number of African-Americans employed by the State; and
- increasing the number of African-Americans who are promoted.<sup>4</sup>

##### **B. African-American Employment Plan Advisory Council**

The African-American Employment Plan Act established the African-American Employment Plan Advisory Council and tasked its Governor-appointed members with examining:

- the prevalence and impact of African-Americans employed by State government;
- the barriers faced by African-Americans who seek employment or promotional opportunities in State government; and
- possible incentives that could be offered to foster employing and promoting African-Americans in State government.<sup>5</sup>

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

<sup>4</sup> *Id.*, at §5.

<sup>5</sup> *Id.*, at §25(c).



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

**Reverend Marrison Coverson, Chair**

William Burch

Arlene Coleman

Sharryon Dunbar

Pastor Kevin Anthony Ford

Harold Rice

Dalitso Sulamoyo

## *2019 African-American Employment Plan*

### **DATA SOURCES AND DIVERSITY DASHBOARD**

This 2019 African-American Employment Plan draws from (a) administrative employment-related data and (b) agency responses to the 2019 African-American Employment Plan Survey. Data is presented via the on-line Diversity Dashboard.

#### **I. Computer-Generated Data from State Employment Databases**

CMS is responsible for the development and administration of the State's merit employment system in accordance with the Personnel Code, Administrative Rules and current collective bargaining agreements.<sup>6</sup> CMS maintains an administrative database, which includes employee and applicant demographic data.

#### **II. African-American Employment Plan Survey**

##### **A. Statutory Authority for African-American Employment Plan Survey**

CMS is statutorily designated to develop the African-American Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their activities to implement the Employment Plan. To collect these annual reports, CMS sends State agencies an annual African-American Employment Plan Survey to gather the necessary data. CMS has jurisdiction over employees in positions covered by the Personnel Code ("coded positions").<sup>7</sup>

##### **B. Voluntary Participation in 2019 African-American Employment Plan Survey**

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

##### **C. Distribution of 2019 African-American Employment Plan Survey**

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

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<sup>6</sup> See, [CMS' website, Bureau of Personnel](#).

<sup>7</sup> [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405/405-120, 121, 125.

### III. Data Presentation: [Diversity Dashboard](#)

This year, CMS changed how it displays and analyzes data. Rather than incorporating charts into the annual African-American Employment Plan, CMS used agency survey responses to develop an interactive, online tool – the Diversity Dashboard – which allows users to access State-wide and agency-level data, examine yearly trends, and isolate agencies for performance and progress review.

The Diversity Dashboard<sup>8</sup> increases the State’s transparency, accountability, and reliance on data-driven strategies. The Diversity Dashboard should be considered a component of this 2019 African-American Employment Plan. CMS is in the process of uploading and updating demographic data from its administrative database into the Diversity Dashboard.

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<sup>8</sup> The Diversity Dashboard can be found at: <https://www2.illinois.gov/cms/personnel/DEP/Pages/AAEP.aspx>.

## *2019 African-American Employment Plan*

### INTRODUCTION

#### **I. Compelling Research Affirms Illinois' Workforce Diversity Efforts**

Statistics indicate that 87 percent of the time diverse and inclusive business teams drive decision-making twice as fast and with higher quality outcomes.<sup>9</sup> Decades of statistical research by organizational scientists, psychologists, sociologists, economists, and demographers demonstrates that diversity and inclusion initiatives improve problem-solving, decision-making, and innovation efforts.<sup>10</sup>

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

#### **II. Diversity and Inclusion Benefits Everyone**

Diversity and inclusion benefits everyone, regardless of race, ethnicity, or organizational level. Employees become more engaged and motivated to fully apply their abilities, making higher-functioning organizations better positioned to accomplish goals.<sup>13</sup>

The success of diversity and inclusion can be attributed to biochemistry. The simple act of diversifying a group improves the quality of its work.<sup>14</sup> In groups with similar members, the collective problem-solving process can be hampered by assumptions of shared perspective. Groups with dissimilar members, however, anticipate differences and expect consensus to be challenging. Diversity “jolts cognitive action.”<sup>15</sup> Brainstorming sessions become more valuable and lead to more useful outcomes, provided the environment invites various viewpoints.<sup>16</sup> Inclusion – welcoming difference – is essential to leverage diversity to yield these benefits.<sup>17</sup>

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<sup>9</sup> [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.” \(White Paper, September 2017\).](#)

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

<sup>11</sup> [McKinsey & Company, “Why Diversity Matters,” \(January 2015\).](#)

<sup>12</sup> *Id.*

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

<sup>14</sup> [Scientific American, “How Diversity Makes Us Smarter: Being Around People Who Are Different From Us Makes Us More Creative, More Diligent and Harder-working,” \(October 2014\).](#)

<sup>15</sup> *Id.*

<sup>16</sup> [Harvard Business Review, “How Diversity Can Drive Innovation,” \(December 2013\).](#)

<sup>17</sup> [Cloverpop.](#)

### III. Diversity is the Means to Galvanize State Government

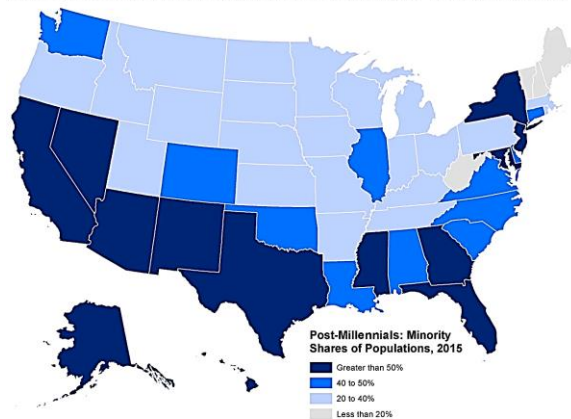
In the public sector, workforce diversity and inclusion are even more pertinent given the responsibility to be transparent, accountable, ethical and motivated. Embracing diversity and inclusion amplifies State government’s ability to fulfill Governor Pritzker’s aim of creating a more prosperous state in which everyone is included.<sup>18</sup>

### IV. The Demographics of Illinois and Illinois’ Workforce Must Grow Concurrently

The State of Illinois’ population is considered diverse by national standards. Following the population boom of people of color (over 850,000) between 2000 and 2010, 35 percent of Illinois residents are either African-American, Hispanic, or Asian-American.<sup>19</sup>

It is anticipated that people of color will become the majority, as has occurred in California, Hawaii, Nevada, New Mexico, and Texas.<sup>20</sup> As of 2012, a majority of babies born in the U.S. were of people color.<sup>21</sup> In Illinois, as of 2015, as reflected below, 40 to 50 percent of the population under eighteen years of age were people of color.<sup>22</sup>

Map 2: Post-Millennials: Minority Shares of State Populations, 2015



B Metropolitan Policy Program  
at BROOKINGS

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

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<sup>18</sup> [State of Illinois website, “About the Governor”](#).

<sup>19</sup> [Census Viewer, “Population of Illinois: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts”](#).

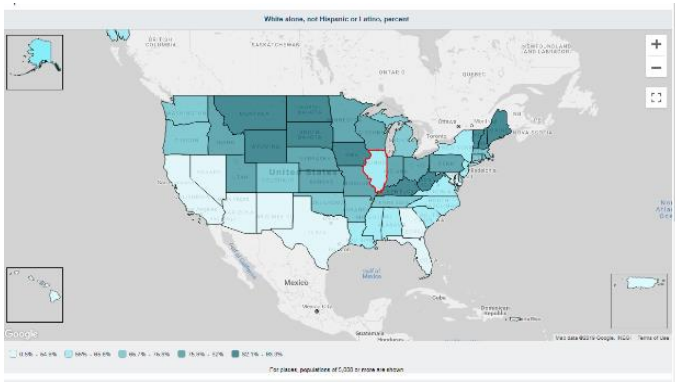
<sup>20</sup> [World Population Review, Illinois Population, \(January 2018\)](#).

<sup>21</sup> [Governing the States and Localities, “A State by State Look at Growing Minority Populations” \(June 2015\)](#).

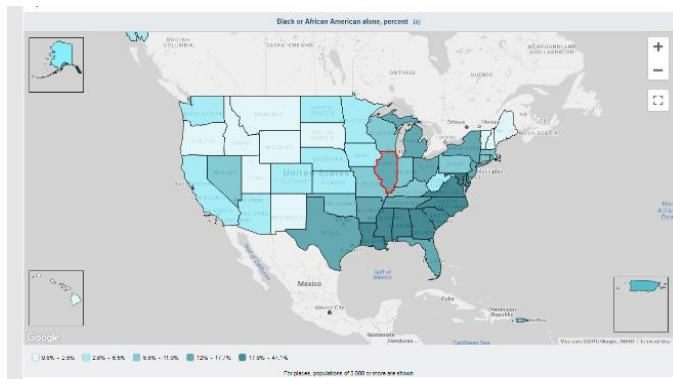
<sup>22</sup> [The Brookings Institution, “Diversity Defines the Millennial Generation”, William H. Frey \(June 28, 2016\)](#).

“Post-Millennials” refer to people under 18 years of age. *Id.*

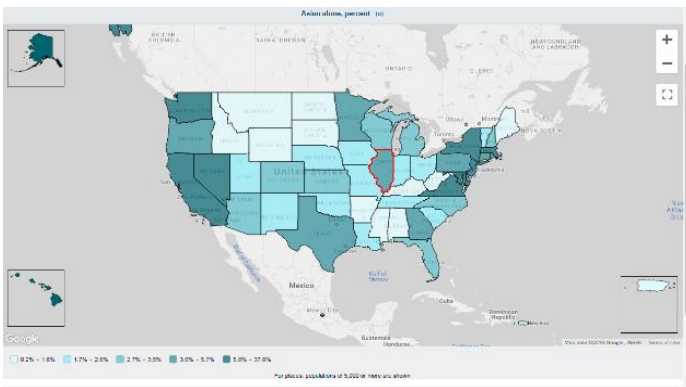
### White alone



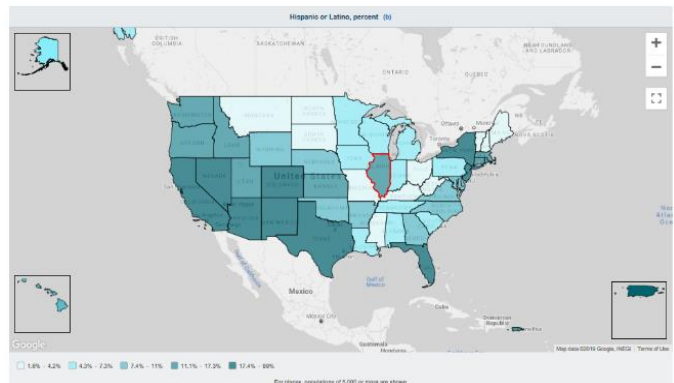
### Black or African-American



### Hispanic or Latino



### Asian alone



Illinois is laying the necessary groundwork so the demographics of our workforce and our population evolve concurrently.<sup>23</sup>

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

## *2019 African-American Employment Plan*

### **THE STATE'S WORKFORCE DIVERSITY PROGRAM**

Diversity and inclusion strategies should be evidence-driven, tailored to the specific organization and flexible. The State's workforce diversity program is data-driven, customized for the State's employment procedures and evaluates diversity not only through numbers, but via policies and practices that apply workforce diversity to the agency's core mission. The State's workforce diversity program is intended to evolve and strengthen over time and through experience.

The workforce diversity program includes initiatives that agencies can adopt to bolster their diversity efforts, falling within three categories:

- (a) Equity in the selection process
  - i. ensuring diversity or diversity expertise on interview panels and among the employment decision-makers
  - ii. utilizing the most equitable method of selecting job candidates from the open competitive eligibility list and
  - iii. providing unconscious bias training for employment decision-makers at regular intervals
- (b) Dedicated resources toward advancing diversity efforts:
  - i. inclusive employment outreach
  - ii. engagement of senior leadership and
  - iii. assigning staff to serve as dedicated liaisons to the African-American community.
- (c) Strategic use of agency resources
  - i. cross-departmental collaboration to maximize the value of recruitment and
  - ii. using underutilization data to drive outreach<sup>24</sup>

To evaluate the strength of the State's program, CMS first reviewed African-American representation within the State's workforce at State-wide and agency levels as well as throughout the employee lifecycle. Evaluating African-American representation within the State's workforce offers a demonstration, though limited, of workforce diversity. While numeric representation is important, numbers can belie the strength or absence of a robust workforce diversity program.

Next, agencies' internal structural mechanisms designed to support, contribute to, and advance their workforce diversity efforts were examined. In this 2019 African-American Employment Plan, efforts are made to provide guidance for agencies on how to leverage their workforce diversity data and initiatives through the perspectives of six of the State's eleven largest coded agencies.

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<sup>24</sup> Initiatives may overlap categories.

## *2019 African-American Employment Plan*

### **AFRICAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE**

This section of the 2019 State of Illinois African-American Employment Plan tracks the representation of African-Americans from application through departure.

Demographics are reviewed during the application process: the applicant pool, pass rate on selection tests, pass rate for grades A, B, and C on selection tests, and new hires.

Demographics are reviewed in the workforce: among new hires, within coded agencies, at supervisory, technical, professional, and managerial levels, and among interns.

Demographics are likewise assessed through the promotional process: the promotional applicant pool, pass rate on promotional selection tests, pass rate for grades A, B, and C on promotional selection tests, and promotions.

Lastly, the demographics of workforce departures are considered.

Representation is viewed State-wide while highlighting individual agency practices.

#### **I. African-Americans Represent 13 percent of the Available Labor Market and 21 percent of the State's Workforce**

The representation of African-Americans in the State's workforce should be comparable to the representation of African-Americans in Illinois' available labor market.<sup>25</sup>

The "Proportions" tab in the Diversity Dashboard includes three heat maps illustrating the geographic distribution of African-Americans by Illinois county for the State's workforce, the Illinois labor force, and the general population. The fourth window depicts the percentage of African-Americans in the State's workforce, Illinois labor force, and general population for the past four years.

The Diversity Dashboard illustrates that over the past four years, the representation of African-Americans in the State's workforce and the Illinois labor market have remained relatively steady. On aggregate, African-Americans constitute a higher proportion of the State's workforce than in the available labor market by 62 percent and the general population by seven percent.

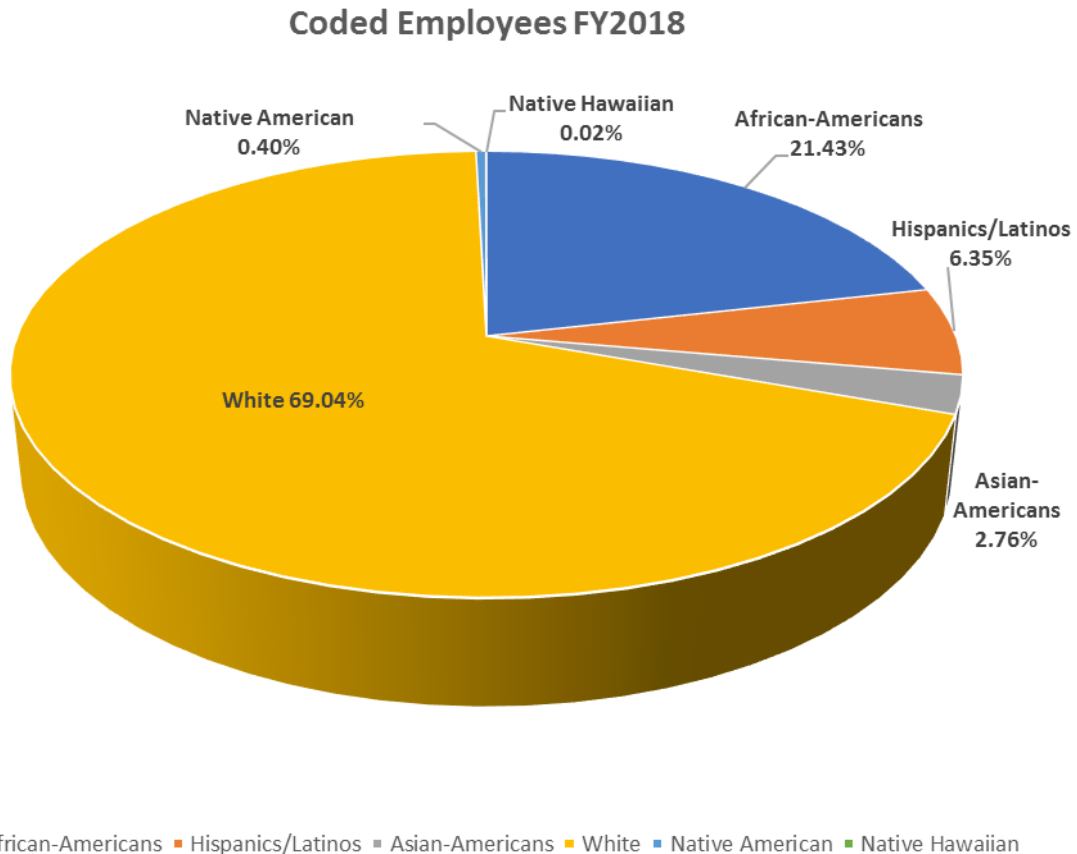
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<sup>25</sup> The Illinois Department of Human Rights monitors agencies' progress in meeting their affirmative action goals by measuring their success at reducing the gap between the representation of an affirmative action group in the agency's workforce compared to the availability of that affirmative action group in the labor force, called "underutilization." See, [56 Ill. Admin. Code §§2520.700-797](#) and the definition of "underutilization" in the [Illinois Department of Human Rights, "Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies."](#)



## II. African-American Representation within the State's Workforce

At the end of fiscal year 2018, the State had 44,622 employees in coded positions in the workforce, down by only 17 from the previous year. The demographic breakdown of the State's workforce was 69 percent White and 21 percent African-American.



### A. African-American Representation by State Agency

The chart below reflects the African-American representation within State agencies that have employment positions covered by the Personnel Code.<sup>26</sup>

<sup>26</sup> The data in this chart derives from CMS' administrative database and differs from the data in the Diversity Dashboard which derives from agencies' survey responses.

<b>African-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
A LINCOLN PRES LIB & MUS	82	2	2.44%
AGING	135	13	9.63%
AGRICULTURE	370	33	8.92%
ARTS COUNCIL	14	3	21.43%
CAPITAL DEVELOPMENT BD	30	5	16.67%
CENTRAL MANAGEMENT SVCS	845	73	8.64%
CHILDREN & FAMILY SVCS	2,594	1,035	39.90%
CIVIL SERVICE COMMISSION	3	0	0.00%
COMM & ECON OPPORTUNITY	245	37	15.10%
COMMERCE COMMISSION	58	5	8.62%
CORRECTIONS	12,275	1,440	11.73%
CRIMINAL JUSTICE AUTH	46	12	26.09%
DEAF & HARD OF HEARING COM	2	0	0.00%
DEV DISABILITIES COUNCIL	6	1	16.67%
EMERGENCY MGMT AGENCY	64	3	4.69%
EMPLOYMENT SECURITY	1,068	319	29.87%
ENVIRONMENTAL PROTECTION	604	41	6.79%
FIN & PROF REG	380	66	17.37%
GAMING BOARD	148	19	12.84%
GUARDIANSHIP & ADVOCACY	100	36	36.00%
HEALTHCARE & FAMILY SRV	1,585	292	18.42%
HUMAN RIGHTS COMMISSION	14	7	50.00%
HUMAN RIGHTS DEPARTMENT	119	44	36.97%
HUMAN SERVICES	12,583	4,587	36.45%
IL TORTURE INQRY RLF COM	3	2	66.67%
INDEPENDENT TAX TRIBUNAL	1	0	0.00%
INNOVATION & TECHNOLOGY <sup>27</sup>	1,270	116	9.13%
INSURANCE	208	25	12.02%
INVESTMENT BOARD	3	2	66.67%
JUVENILE JUSTICE	917	353	38.50%
LABOR	73	11	15.07%
LABOR REL BD EDUCATIONAL	10	1	10.00%
LABOR RELATIONS BD IL	13	2	15.38%
LAW ENF TRNG & STANDARD BD	22	1	4.55%
LOTTERY	141	20	14.18%

<sup>27</sup> DoIT was established in 2016 and formally codified into law in July 2018. The majority of DoIT employees have transferred from other State agencies. Upon completion of these legacy transfers, DoIT will be in a better position for evaluation of the diversity of its workforce.

<b>African-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
MILITARY AFFAIRS	133	14	10.53%
NATURAL RESOURCES	1,277	33	2.58%
POLLUTION CONTROL BOARD	18	2	11.11%
PRISONER REVIEW BOARD	19	4	21.05%
PROPERTY TAX APPEAL BD	29	1	3.45%
PUBLIC HEALTH	1,097	168	15.31%
RACING BOARD	2	2	100.00%
REVENUE	1,366	202	14.79%
STATE FIRE MARSHAL	124	9	7.26%
STATE POLICE	919	109	11.86%
STATE POLICE MERIT BOARD	7	1	14.29%
STATE RETIREMENT SYSTEMS	94	6	6.38%
TRANSPORTATION	2,127	182	8.56%
VETERANS AFFAIRS	1,263	193	15.28%
WORKERS COMPENSATION COM	116	31	26.72%
<b>STATE WIDE TOTALS:</b>	<b>44,622</b>	<b>9,563</b>	<b>21.43%</b>

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

<b>African-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
RACING BOARD	2	2	100.00%
IL TORTURE INQRY RLF COM	3	2	66.67%
INVESTMENT BOARD	3	2	66.67%
HUMAN RIGHTS COMMISSION	14	7	50.00%
CHILDREN & FAMILY SVCS	2,594	1,035	39.90%
JUVENILE JUSTICE	917	353	38.50%
HUMAN RIGHTS DEPARTMENT	119	44	36.97%
HUMAN SERVICES	12,583	4,587	36.45%
GUARDIANSHIP & ADVOCACY	100	36	36.00%
EMPLOYMENT SECURITY	1,068	319	29.87%
WORKERS COMPENSATION COM	116	31	26.72%
CRIMINAL JUSTICE AUTH	46	12	26.09%
ARTS COUNCIL	14	3	21.43%
PRISONER REVIEW BOARD	19	4	21.05%
HEALTHCARE & FAMILY SRV	1,585	292	18.42%
FIN & PROF REG	380	66	17.37%
CAPITAL DEVELOPMENT BD	30	5	16.67%

<b>African-American Representation in State's Workforce by Agency</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
DEV DISABILITIES COUNCIL	6	1	16.67%
LABOR RELATIONS BD IL	13	2	15.38%
PUBLIC HEALTH	1,097	168	15.31%
VETERANS AFFAIRS	1,263	193	15.28%
COMM & ECON OPPORTUNITY	245	37	15.10%
LABOR	73	11	15.07%
REVENUE	1,366	202	14.79%
STATE POLICE MERIT BOARD	7	1	14.29%
LOTTERY	141	20	14.18%
GAMING BOARD	148	19	12.84%
INSURANCE	208	25	12.02%
STATE POLICE	919	109	11.86%
CORRECTIONS	12,275	1,440	11.73%
POLLUTION CONTROL BOARD	18	2	11.11%
MILITARY AFFAIRS	133	14	10.53%
LABOR REL BD EDUCATIONAL	10	1	10.00%
AGING	135	13	9.63%
INNOVATION & TECHNOLOGY	1,270	116	9.13%
AGRICULTURE	370	33	8.92%
CENTRAL MANAGEMENT SVCS	845	73	8.64%
COMMERCE COMMISSION	58	5	8.62%
TRANSPORTATION	2,127	182	8.56%
STATE FIRE MARSHAL	124	9	7.26%
ENVIRONMENTAL PROTECTION	604	41	6.79%
STATE RETIREMENT SYSTEMS	94	6	6.38%
EMERGENCY MGMT AGENCY	64	3	4.69%
LAW ENF TRNG & STANDARD BD	22	1	4.55%
PROPERTY TAX APPEAL BD	29	1	3.45%
NATURAL RESOURCES	1,277	33	2.58%
A LINCOLN PRES LIB & MUS	82	2	2.44%
CIVIL SERVICE COMMISSION	3	0	0.00%
DEAF & HARD OF HEARING COM	2	0	0.00%
INDEPENDENT TAX TRIBUNAL	1	0	0.00%
<b>STATE WIDE TOTALS:</b>	<b>44,622</b>	<b>9,563</b>	<b>21.43%</b>

**B. African-American Representation within the State’s Largest Agencies**

Eleven of the State’s coded agencies have more than 1,000 coded employees; the remainder have fewer than 1,000. Section IX of this 2019 African-American Employment Plan highlights the diversity programs in six of these eleven largest State agencies. Please see the Diversity Dashboard to explore supplemental information.

The charts below reflect the eleven largest agencies ranked by (1) size and (2) African-American representation.

**1. Large Agencies: Ranked by Size**

<b>African-American Representation in State's Large Agencies Ranked by Size</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
HUMAN SERVICES	12,583	4,587	36.45%
CORRECTIONS	12,275	1,440	11.73%
CHILDREN & FAMILY SVCS	2,594	1,035	39.90%
TRANSPORTATION	2,127	182	8.56%
HEALTHCARE & FAMILY SRV	1,585	292	18.42%
REVENUE	1,366	202	14.79%
NATURAL RESOURCES	1,277	33	2.58%
INNOVATION & TECHNOLOGY	1,270	116	9.13%
VETERANS AFFAIRS	1,263	193	15.28%
PUBLIC HEALTH	1,097	168	15.31%
EMPLOYMENT SECURITY	1,068	319	29.87%
<b>STATE WIDE TOTALS:</b>	<b>38,505</b>	<b>8,567</b>	<b>22.25%</b>

**2. Large Agencies: Ranked by African-American Representation**

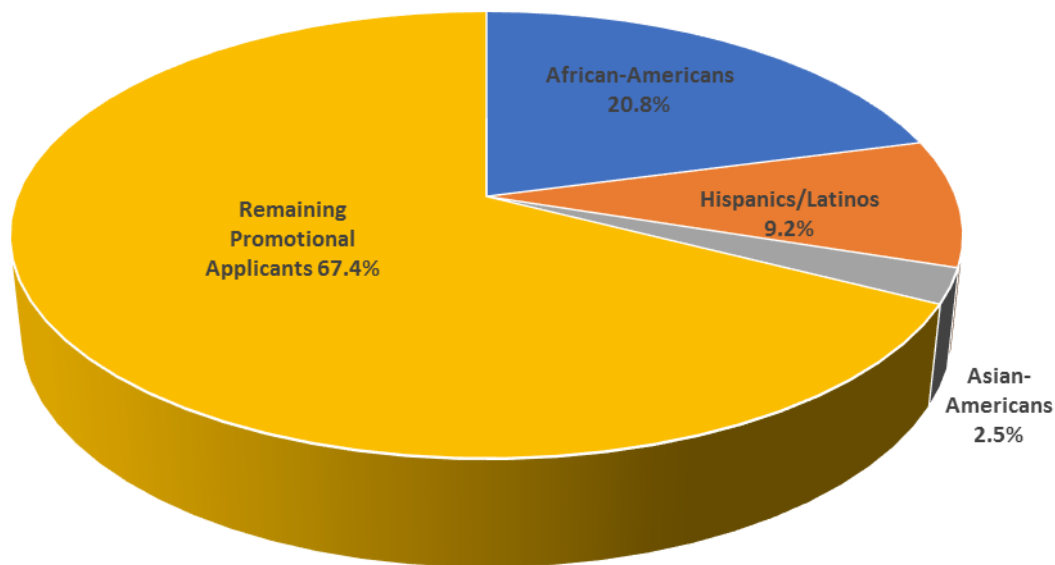
<b>African-American Representation in State's Large Agencies Ranked by African-American Representation</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
CHILDREN & FAMILY SVCS	2,594	1,035	39.90%
HUMAN SERVICES	12,583	4,587	36.45%
EMPLOYMENT SECURITY	1,068	319	29.87%
HEALTHCARE & FAMILY SRV	1,585	292	18.42%
PUBLIC HEALTH	1,097	168	15.31%
VETERANS AFFAIRS	1,263	193	15.28%
REVENUE	1,366	202	14.79%
CORRECTIONS	12,275	1,440	11.73%
INNOVATION & TECHNOLOGY	1,270	116	9.13%

African-American Representation in State's Large Agencies Ranked by African-American Representation			
AGENCY	# TOTAL	# African-American	% African-American
TRANSPORTATION	2,127	182	8.56%
NATURAL RESOURCES	1,277	33	2.58%
<b>STATE WIDE TOTALS:</b>	<b>38,505</b>	<b>8,567</b>	<b>22.25%</b>

### III. African-American Representation in the Applicant Pool

CMS received fewer employment applications for coded positions during fiscal year 2018 (79,948) than the prior year (82,321). Of the employment applications, 16,651 (21%) were submitted by African-Americans.

#### OPEN COMPETITIVE APPLICANTS FY2018



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

### IV. African-American Performance on Open Competitive Eligibility Tests

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

**A. African-American Pass Rate for Open Competitive Eligibility Tests**

The pass rate on the open competitive eligibility list during fiscal year 2018 was 74 percent; the pass rate for African-Americans was 70 percent. African-Americans comprised 20 percent of the population that passed the test. During fiscal year 2017, the pass rate for all applicants was 72 percent; the pass rate for African-Americans was 69 percent and African-Americans comprised 21 percent of the population that passed the test.

Open Competitive Eligibility Tests																																																																					
PASS/FAIL TEST																																																																					
PASSED TEST										FAILED TEST										APPS																																																	
PASS										% TOTAL Passed Test										% African-Americans Passed Test										FAILED										% TOTAL Failed Test										% African-Americans Failed Test										APPS									
<b>African-Americans</b>										11,600	20%											70%	5,051	23%											30%	16,651	21%																																
<b>Non-African-Americans</b>										46,712	80%											74%	16,585	77%											26%	63,297	79%																																
										<b>58,312</b>		<b>73%</b>												<b>21,636</b>		<b>27%</b>												<b>79,948</b>																															

**B. African-American Grades on Open Competitive Eligibility Tests**

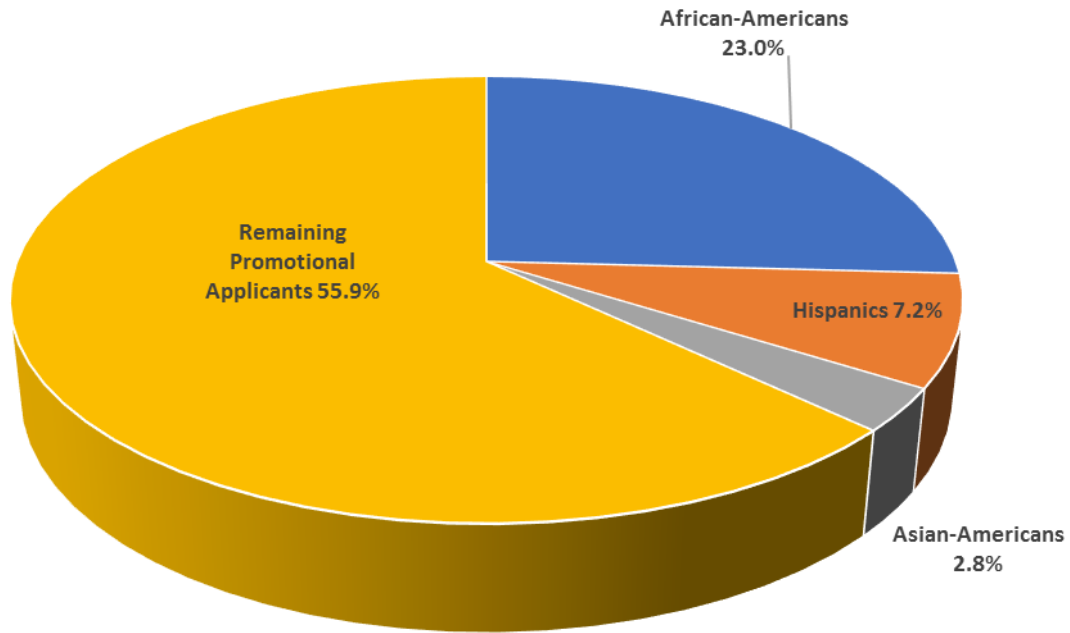
Of the applicants who passed the open competitive eligibility tests during fiscal year 2018, 41 percent received an A grade (33% for African-Americans, same as last year), 41 percent received a B grade (40% for African-Americans, 39% last year), and 18 percent received a C grade (27% for African-Americans, 28% last year). African-Americans received 17 percent of the A grades for the open competitive eligibility test, down from 18 percent the previous year.

African-Americans and Testing																																																																																									
TEST GRADE																																																																																									
GRADE A										GRADE B										GRADE C																																																																					
% African-Americans on A Grade List										% TOTAL Passed Test A Grade										% African-Americans Passed Test A Grade										% African-Americans on B Grade List										% TOTAL Passed Test B Grade										% African-Americans Passed Test B Grade										% African-Americans on C Grade List										% TOTAL Passed Test C Grade										% African-Americans Passed Test C Grade									
<b>African-Americans</b>										3,659	17%											33%	4,515	19%											40%	3,077	25%											27%																																									
<b>Non-African-Americans</b>										19,494	90%											41%	19,731	82%											41%	8,627	69%											18%																																									
										<b>23,153</b>		<b>39%</b>												<b>24,246</b>		<b>41%</b>												<b>11,704</b>		<b>20%</b>																																																	

**V. African-American Representation among New Hires**

During fiscal year 2018, 7,860 job applicants were hired into coded positions. As reflected in the Diversity Dashboard, over the past five years, hiring for all agencies fluctuated between 6,500 and nearly 8,000, with high points in fiscal year 2016 and this past fiscal year. African-Americans comprised 23 percent of new hires, the same percentage as last year. Over the past five years, more employees have entered the State’s workforce than have left. The same holds true for African-American employees.

## NEW HIRES FY2018



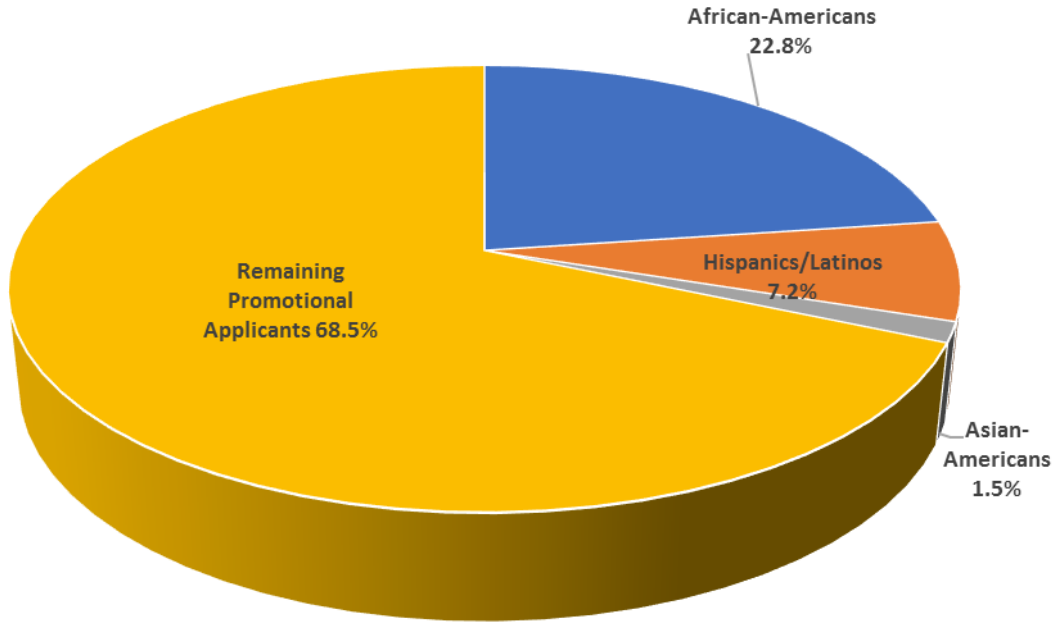
■ African-Americans   ■ Hispanics   ■ Asian-Americans   ■ Remaining Promotional Applicants

### VI. Representation of African-Americans in the Promotional Applicant Pool

In calendar year 2018, 32,645 employees submitted an application for promotion. Of those, 7,924 (23%) were submitted by African-Americans.



## PROMOTIONAL APPLICANTS FY2018



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

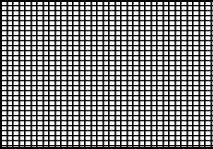
### A. African-American Pass Rate for Promotional Eligibility Tests

Every employee who submitted an application for promotion took a test to enter the eligibility list. Sixty-four percent of all applicants passed their test; 60 percent of African-Americans did so. African-Americans comprised 22 percent of the population that passed the test.

African-Americans and Promotional Testing										
	PASS/FAIL TEST									
	PASSED TEST				FAILED TEST					
	PASS	% TOTAL Passed Test	% African-Americans Passed Test	FAILED	% TOTAL Failed Test	% African-Americans Failed Test				
African-Americans	3,625	22%	60%	2,440	25%	40%			6,065	23%
Non-African-Americans	13,214	78%	64%	7,277	75%	36%			20,491	77%
	16,839	63%		9,717	37%				26,556	

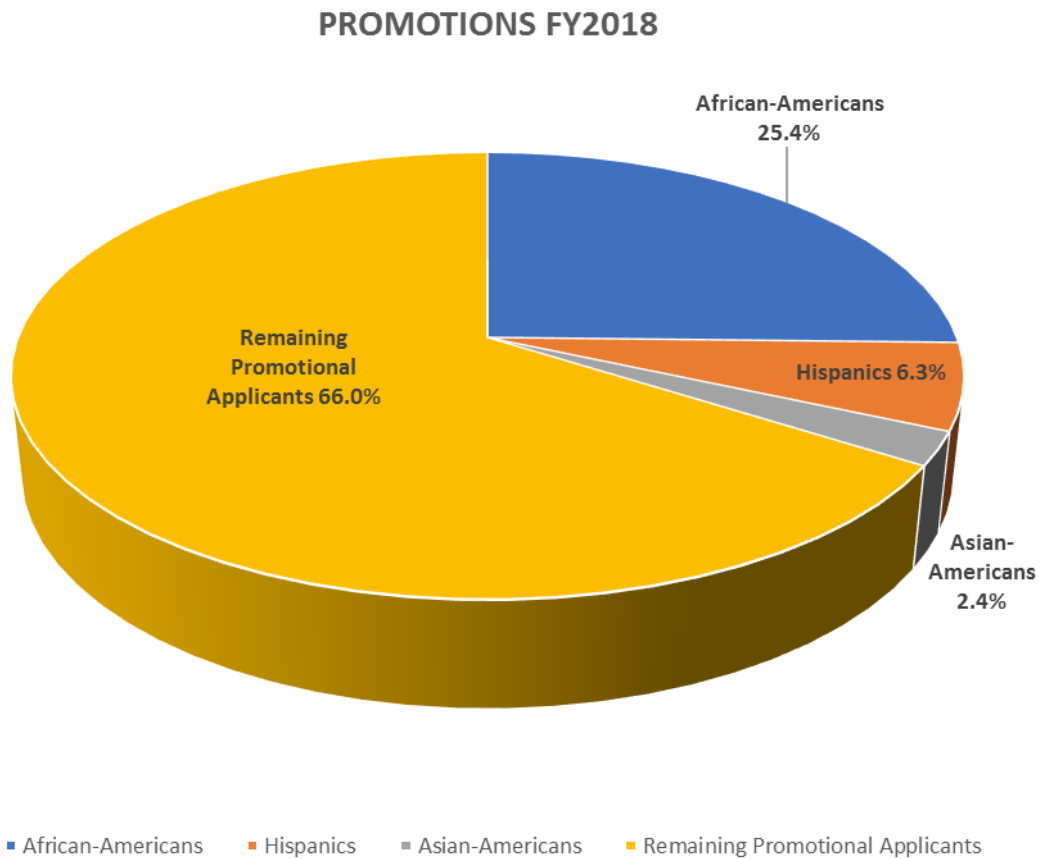
## B. Representation of African-Americans on Promotional Eligibility List

African-Americans received 23 percent of the A grades for the promotional eligibility list during fiscal year 2018.

% of African-Americans Who Passed Test With an A Grade										
	TEST GRADE									
	GRADE A			GRADE B			GRADE C			
	% African-Americans on A Grade List	% TOTAL Passed Test A Grade	% African-Americans Passed Test A Grade	% African-Americans on B Grade List	% TOTAL Passed Test B Grade	% African-Americans Passed Test B Grade	% African-Americans on C Grade List	% TOTAL Passed Test C Grade	% African-Americans Passed Test C Grade	
African-Americans	3,208	52%	88%	453	19%	12%	24	35%		1%
Non-African-Americans	2,958	48%	22%	1,913	81%	14%	45	65%		0%
	6,166		37%	2,366		14%	69		0%	

## C. Representation of African-Americans among Promotions

In fiscal year 2018, the State promoted 5,047 coded employees; 25 percent were African-American.



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

The African-American Employment Plan Act mandates improved representation of African-Americans in supervisory, technical, professional, and managerial positions. However, the Act does not define supervisory, technical, professional, or managerial, nor does the State code positions as those categories.

In the past, supervisory, technical, professional, and managerial positions were reviewed through the titles of Senior Public Service Administrator (SPSA) and Public Service Administrator (PSA); however, these titles can be inaccurate, given that some supervisory, technical, professional, and managerial employees fall within the PSA umbrella. A more accurate approach is to examine supervisory, technical, professional, and managerial positions through the EEOC Job Categories. The EEOC Job Categories labeled Officials/Managers, Professionals, and Technicians include positions most consistent with supervisory, technical, professional, and managerial positions.

All State jobs are classified into one of eight EEOC Job Categories based on the content and responsibility of the job: Officials and Managers (e.g., department heads),<sup>28</sup> 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),<sup>29</sup> Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

As reflected in the Diversity Dashboard, African-Americans comprised 23 percent of Officials/Managers, Professionals, and Technicians.

## **VIII. Representation of African-Americans among Departures**

In fiscal year 2018, 4,873 employees left their positions due to resignation, retirement, layoff, termination or transfer, 983 (20%) of whom were African-American. In fiscal year 2017, 19 percent were African-American.

## **IX. Representation of African-Americans in Agency Internship Programs**

During fiscal year 2018, Agencies reported hiring 372 interns, of whom 17 percent were African-American, down from 21 percent the previous year.

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<sup>28</sup> Sometimes referred to as Officials and Administrators. See, [Illinois Department of Human Rights, “Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies.”](#)

<sup>29</sup> Sometimes referred to as Administrative Support (Including Clerical and Sales). See, *id.*

## **X. African-American Representation Throughout the Employee Lifecycle**

The representation of African-Americans throughout the various stages of the employee lifecycle remained stable during 2018, consistently higher than the 13 percent of African-Americans in Illinois' available labor market.

<b>Employee Lifecycle Event</b>	<b>African-American Representation</b>
Applicants	21%
Open Competitive Eligibility Test: Pass	20%
Open Competitive Eligibility Test: A Grade	17%
New Hires	23%
Applicants for Promotion	23%
Promotional Eligibility Test: Pass	22%
Promotional Eligibility Test: A Grade	23%
Promotions	25%
Supervisory, Technical, Professional, and Managerial Positions	23%
Departures	20%
Internships	17%

## *2019 African-American Employment Plan*

### **STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS**

Because diversity and inclusion initiatives are unable to sustain themselves, they must be fostered by internal mechanisms that reinforce and promote these efforts.

Support for diversity efforts can take many forms. The following recommendations are intended to be a starting point.

#### **I. Ensuring Full Access to the State's Workforce**

Workforces are commonly plagued with hidden barriers to employment that are unrelated to job qualifications.<sup>30</sup> What follows are five sample approaches to ensuring full and open access to the State's workforce by removing such barriers unrelated to the individual's ability to perform the job.<sup>31</sup>

##### **A. Equal Opportunity to Secure an Employment Interview**

When a State agency is ready to fill a position through a new hire or a promotion, it receives the CMS eligibility list stripped of names but including the A grade. Agencies are tasked with determining how to select candidates from the eligibility list for an employment or promotional interview without background materials to distinguish Grade A candidates. The State's mission is to verify that access to State employment is as open and unobstructed as possible without compromising job qualifications. A vital component is to guarantee that every qualified candidate has an equal opportunity to be selected for employment interviews.

Many agencies have adopted a form of random sampling in an effort to be as fair as possible. The method most often used is to select every X<sup>th</sup> candidate. However, stratified random sampling is more equitable than complete randomization<sup>32</sup> and is recommended for use in the employment setting.<sup>32</sup>

Statistically speaking, simple random sampling is not the most equitable method when the larger population (i.e., the eligibility list) is made up of sub-populations that are significantly different in size (i.e., sub-populations of Caucasians, African-Americans, Latinos, Asian-Americans, and others). Stratified random sampling resolves this discord by a two-step process that first takes a proportional random sample of each sub-population or stratum, offering each sub-population an equal opportunity for selection. The second step is to conduct a random sample of the newly created larger population.

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<sup>30</sup> [University of North Carolina Kenan-Flagler Business School, "The Real Effects of Unconscious Bias in the Workplace," Horace McCormick, Program Director, UNC Executive Development \(2015\).](#)

<sup>31</sup> As the State's workforce diversity program evolves, so too will the best practices included in this African-American Employment Plan.

<sup>32</sup> [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).

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Agriculture</i>	Random selection to ensure the underutilized groups are selected, then various randomization methods are applied.
<i>Corrections</i>	Use a random number generator.
<i>Innovation and Technology</i>	All eligible candidate names are placed in an Excel spreadsheet and assigned a number. A custom (random) sort is then performed to scramble the names. A pre-determined number of candidates are invited to interview by order of the scrambled results.
<i>Revenue</i>	EEO Officer has suggested stratified sampling but it has not been implemented at this time.

## **B. Career Advancement Programs**

Career advancement opportunities help retain ambitious and productive employees. Formal programs that publicize, encourage, and assist with career advancement to all employees further sustains workforce diversity efforts. Many agencies take advantage of the State’s Upward Mobility Program (UMP), which incentivizes, prepares, and assists AFSCME<sup>33</sup> members seeking promotion.<sup>34</sup>

The Diversity Dashboard reflects that during fiscal year 2018, 2,879 State employees received tuition reimbursement and/or were enrolled in the Upward Mobility Program. Of those, 751 (26%) were African-American.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>IDES</i>	Encourages staff training at IDHR and IDHS,. Last year, hired a training manager for training from the onset of employment throughout career. This year, increased staff in training unit.
<i>Human Rights</i>	Assists employees match their skills with available promotional opportunities.
<i>Developmental Disabilities Council</i>	Organizes agency-wide training for all employees.
<i>Insurance</i>	Understands that retention of skilled employees is fundamental to its success. Encourages continuing education courses. Increased tuition reimbursement funds and updated professional development policies. Hired a Training and Curriculum Development Coordinator to restart training program.
<i>Executive Ethics Commission</i>	Continuing education training permitted during work hours. Reimburse testing fees for required procurement certification.
<i>Transportation</i>	Continuing Professional Education Training strongly encouraged. Mentoring program scheduled for 2019 for professional development and employee retention. Diversity and Recruitment Section will explore diversity training.

<sup>33</sup> The Association of Federal, State, County, and Municipal Employees, Council 31.

<sup>34</sup> The Upward Mobility Program was unfunded recently when Illinois did not have a budget.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Innovation and Technology</i>	Training Manager and EEO/AA Officer provide information on training opportunities from Illinois Statewide Training Clearinghouse, IDHR Institute for Training and Development and others for career enhancement/advancement.
<i>Guardianship and Advocacy Commission</i>	Director of Training provides professional development training.

### **C. Embedding Sensitivity to Diversity among Employment Selection Decision-Makers**

An advantage of the State’s structured Rutan<sup>35</sup> interview process is that interviews are consistent and standardized, diminishing the opportunity for bias. Even so, sensitivity to the State’s goal of a diverse and inclusive workforce is crucial among those who serve as the gateway to State employment; i.e., staff involved in various aspects of the decision-making process.

Diversity training can be a successful way of refreshing the benefits of diversity as well as elevating awareness of the unconscious biases that exist within all of us and influence our decisions.<sup>36</sup> It also can improve interview performance among candidates from under-represented communities, eliminating a potential barrier to employment unrelated to job qualifications.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Innovation and Technology</i>	Unconscious bias training provided during Rutan training.
<i>Human Services</i>	All Bureau of Recruitment and Selection staff are assigned 3 articles per year addressing unconscious bias in the workplace.
<i>Human Rights</i>	The Department's Institute for Training and Development provide regular and ongoing classes to all staff (including Rutan interviewers) on the effects of unconscious bias in the workplace, self-awareness and effective communication. The Department also trains other public and private entities on unconscious bias.
<i>Guardianship and Advocacy Commission</i>	Two Rutan certified interviewers participated in external unconscious bias training last fiscal year.
<i>Public Health</i>	A recorded webinar entitled “How our Unconscious Minds Lead Us Astray” is

<sup>35</sup> 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.

<sup>36</sup> Unconscious bias is hard-wired into the human brain and cemented by years of exposure to subtle societal influences (e.g., media, social and professional environments, lack of familiarity with different cultures). Multiple unconscious biases subtly guide our behavior, despite best intentions, and counteract diversity efforts, shape company culture, and bear a cost for businesses. [Harvard Business Review, “How Diversity Can Drive Innovation,” \(December 2013\);](#) [University of North Carolina Kenan-Flagler Business School, “The Real Effects of Unconscious Bias in the Workplace,”](#) Horace McCormick, Program Director, UNC Executive Development (2015).



Agency	Highlighted Practices
	accessible to all employees via intranet. Webinar covers identifying implicit bias, recognizing microaggression, microassaults, microinsults, and microinvalidations, and mitigating implicit bias with debiasing techniques.
<i>Healthcare and Family Services</i>	Unconscious bias training being developed for staff, including Rutan interviewers.

Another effective method of increasing diversity awareness is to ensure employment decision-makers are comprised of a diverse group of individuals. Diversity among decision-makers involved in the employment selection process produces varying perspectives that challenge assumptions embedded in the status quo and minimizes “group-think”.<sup>37</sup>

Employment decision-makers can be Rutan interview panelists and Human Resources personnel. Diversity among Rutan interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling us to fully appreciate a candidate’s talents. Diversity among Human Resources personnel invites perspectives regarding employment recruitment and selection from members of communities with which the State strives to connect.

**1. African-American Diversity Among Rutan Interviewers**

As reflected in the Diversity Dashboard, fiscal year 2018 saw 5,302 Rutan interviewers in the State’s workforce, up from last year by just over 1,000 interviewers. The number of African-American Rutan interviewers increased by five percent, however, since the overall number of Rutan interviewers increased, African-Americans comprised a smaller proportion (12%) of Rutan interviewers than last year (14%).

**2. Diversity<sup>38</sup> on Rutan Interview Panels**

As reflected in the Diversity Dashboard, last year 11,582 Rutan interviews were conducted State-wide; 34 percent were conducted with a diverse interview panel. Last year, 42 percent of Rutan interviews were conducted with a diverse Rutan interview panel, however, both the number of interviews and the number conducted with a diverse interview panel increased.

Eighteen percent of the State’s Rutan interviews were conducted with African-American diversity on the interview panel, down from 35 percent last year. However, the number of State-wide Rutan interviews increased by 52 percent since last year.

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<sup>37</sup> “Group-think” occurs when the desire for harmony prevents critical evaluation of alternative viewpoints. See, “[Groupthink](#),” Merriam-Webster.com (updated March 6, 2018).

<sup>38</sup> The 2019 African-American Employment Plan Survey sought data on Rutan interview panels that included a member of a “minority” as defined by the [State Employment Records Act](#), one of the laws governing the State’s Employment Plans: Black or African-American, Hispanic or Latino, Asian, American Indian or Alaska Native who maintains tribal affiliation or community attachment, or Native Hawaiian or Other Pacific Islander. 5 ILCS 410/10(d).

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

### 3. Diversity Among Human Resources Personnel

The Diversity Dashboard reflects that 24 percent of the State’s Human Resources personnel are minorities, the same percentage as last year.

#### D. Broad Employment Outreach

Employment outreach is crucial. It shapes the applicant pool and improves diversity. Broad, strategic outreach effectuates diversity goals of attracting a diverse, highly-qualified group of candidates for the State workforce and helps continue and improve service to the people of Illinois.

Widespread outreach is especially important to Illinois government because it offers the opportunity to notify the public about the idiosyncrasies of the employment selection process (e.g., the importance of securing a place on the open competitive eligibility list before a job is posted, the nature and format of Rutan<sup>39</sup>-structured interview process) to prevent these selection mechanisms from excluding highly-qualified candidates for reasons unrelated to job performance.

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

DEP is a valuable resource yet restricted in its capabilities due to limited resources. Accordingly, CMS is working to magnify DEP’s range through online video training sessions and live, interactive webinars which can provide access to regions and populations that the State has struggled to reach.

Agency	Highlighted Practices
<i>Revenue</i>	EEO officer participated in over 147 recruitment events for FY2018 and successfully recruited African Americans, specifically for the Revenue Tax Specialist Trainee title (Professional EEOC Job Category) which accounts for the largest number of annual Revenue hires.
<i>Corrections</i>	Recruiters active with a variety of resources statewide.
<i>Gaming Board</i>	Started participating in recruitment events
<i>Human Services</i>	Has a Bureau of Recruitment and Selection which participates in job fairs and recruitment efforts across the State that target African American recruitment.
<i>Housing Development Authority</i>	Leverages LinkedIn.

<sup>39</sup> 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.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Innovation and Technology</i>	Recruitment personnel and EEO/AA Officer active with outreach.
<i>Juvenile Justice</i>	Active outreach.
<i>Transportation</i>	There is a Diversity and Recruitment office with written procedures and an annual recruitment plan. Currently leverage LinkedIn, Facebook and Twitter, and working on Instagram and increasing Facebook presence.
<i>Human Rights</i>	Leveraging its website and continually reviews the quality of its outreach.

## **II. Dedicated Resources to Complement and Invigorate Diversity Efforts**

Diversity strategies require a holistic approach. What follows are five examples that reflect how diversity enables successful outcomes.

### **A. Engagement of Senior Leadership**

Prioritization by the organization’s leadership is the single most effective technique for successful execution of diversity and inclusion efforts.<sup>40</sup> Without leadership’s active support and engagement, diversity initiatives fail. At the Illinois Labor Relations Board, for example, the Executive Director also serves as the agency’s liaison to the African-American community.

### **B. Budget Allocation**

Dedicated resources often take the form of a budget allocation, and the African-American Employment Plan Act requires each agency to report its African-American employment budget allocations as part of its annual reports on diversity strategies.<sup>41</sup> 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, training and more. Nevertheless, much can also be accomplished with non-monetary resources.

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

<sup>40</sup> [U.S. Office of Personnel Management, Office of Diversity and Inclusion, “Governmentwide Inclusive Diversity Strategic Plan” \(July 2016\).](#)

<sup>41</sup> [The African-American Employment Plan Act](#), 20 ILCS 30/20(b).

### C. Dedicated Liaisons to African-American Communities

Designating liaisons who can build relationships and trust in under-represented communities expands the depth of outreach, increasing the chances of attracting qualified candidates with diverse backgrounds.

During fiscal year 2018, 13 agencies (26%) had designated staff as liaisons to African-American communities. For 77 percent of those, the liaison was a member of the agency’s senior staff.

Agency	Dedicated Liaison?	Senior Staff?
<i>Labor Relations Board</i>	Yes	Yes – Executive Director
<i>DCEO</i>	Yes	Yes
<i>Corrections</i>	Yes	Yes
<i>Gaming Board</i>	Yes	Yes
<i>Guardianship and Advocacy Commission</i>	Yes	Yes
<i>Human Rights</i>	Yes	Yes
<i>Juvenile Justice</i>	Yes	Yes
<i>Natural Resources</i>	Yes	Yes
<i>Revenue</i>	Yes	Yes
<i>Veterans Affairs</i>	Yes	Yes
<i>DCFS</i>	Yes (vacant)	No
<i>Public Health</i>	Yes	No
<i>State Police</i>	Yes	No

### D. Agency-wide Diversity Training

Diversity training normalizes diversity, familiarizes employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrates organizational commitment.

Agency	Highlighted Practices
<i>Illinois Criminal Justice Authority</i>	Mandatory Civility Training required for all ICJIA employees which included diversity and cultural sensitivity training.
<i>Employment Security</i>	Information on cultural and diversity training opportunities is continuously shared with employees.

### III. Strategic Integration of Diverse Expertise

Workforce diversity performs best when the employment selection process is informed by different fields of expertise. Coordination and collaboration across various fields of expertise allows for maximum input, investment, and idea generation, increasing the likelihood that the diversity program will be feasible, agency-tailored, sustainable, and successful.

<b>Agency</b>	<b>Highlighted Practices</b>
<i>Guardianship and Advocacy Commission</i>	The agency, by way of weekly executive team meetings and monthly management meetings, focuses on hiring priorities and hiring practices as a recurring agenda item.
<i>DCFS</i>	DCFS convenes a Diversity Employment and Recruitment Planning meeting with the Office of Employee Services, Communications, Racial Equity, and Office of Affirmative Action to discuss upcoming employment postings and underutilization per IDHR region. The committee discusses and develops recruitment strategies as well as outreach activities and outreach messages to encourage African Americans to apply for positions within DCFS.
<i>Human Services</i>	Recruitment, Hiring and Retention Committee conducts quarterly meetings to review staffing patterns and identify strategies for improving underutilization.
<i>Agriculture</i>	All human resources staff responsible for hiring, interviewing, recruiting, and EEO are given the African-American Employment Plan and the department's underutilization report to be used for recruitment, outreach, and selection for interviewing processes. Additionally, the department's EEO officer participates in 99% of the job interviews.
<i>Human Rights</i>	All staff responsible for interviewing and recruiting work closely with the EEO/AA Officer and Human Resource office to ensure that they have underutilization information. The EEO/AA Officer and Human Resource office speak regularly to managers and executive staff regarding underutilization and actions and steps to be take in an attempt to rectify it.
<i>Corrections</i>	EEO/AA Administrator meets with department heads of Employee Services, Training Academy, Labor Relations and Personnel to develop methods and strategies for hiring.
<i>Insurance</i>	EEO Officer/Acting Human Resources Manager educates all staff involved in Interview and Selection about underutilization.
<i>State Police</i>	All Field Recruiters receive annual training by the EEO Officer on underutilization.
<i>Healthcare and Family Services</i>	The EEO Office monitors and informs those involved in the competitive hiring process of all areas of underutilization. Regular updates are provided to the Selection bureau to ensure that Human Resources Representatives are familiar with areas which need to be addressed. The process is then thoroughly monitored throughout from interview through selection.
<i>Corrections</i>	Recruiters are also trained to focus on underutilization in targeted areas.
<i>Natural Resources</i>	EEO briefs the Director, and the executive staff on all matters pertaining to IDNR underutilization bi-monthly.
<i>Environmental Protection Agency</i>	EEO Office provides underutilization information to Human Resources (HR) and hiring units.

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**EVALUATING AGENCIES’ WORKFORCE DIVERSITY PROGRAMS**

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

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

<b>African-American Representation in State's Large Agencies Ranked by African-American Representation</b>			
<b>AGENCY</b>	<b># TOTAL</b>	<b># African-American</b>	<b>% African-American</b>
CHILDREN & FAMILY SVCS	2,594	1,035	39.90%
HUMAN SERVICES	12,583	4,587	36.45%
EMPLOYMENT SECURITY	1,068	319	29.87%
HEALTHCARE & FAMILY SRV	1,585	292	18.42%
PUBLIC HEALTH	1,097	168	15.31%
VETERANS AFFAIRS	1,263	193	15.28%
REVENUE	1,366	202	14.79%
CORRECTIONS	12,275	1,440	11.73%
INNOVATION & TECHNOLOGY	1,270	116	9.13%
TRANSPORTATION	2,127	182	8.56%
NATURAL RESOURCES	1,277	33	2.58%
<b>STATE WIDE TOTALS:</b>	<b>38,505</b>	<b>8,567</b>	<b>22.25%</b>

Children and Family Services and Human Services was selected because they have the richest African-American representation. Healthcare and Family Services, Public Health, and Revenue was selected for their moderate African-American diversity. And, Natural Resources was chosen due to it representing the least African-American diversity of the large agencies.

Diversity Dashboard data supports the finding that the agencies with the richest diversity have adopted several diversity initiatives recommended in last year’s African-American Employment Plan. Agencies with the least diversity have not. Many had adopted them before the Employment Plan was published. While there is not yet enough information available to make a determination of causation, correlation is sufficient to reasonably conclude that agencies should adopt these and other diversity initiatives to increase African-American representation in the workforce.

## **I. Children and Family Services**

Children and Family Services had diversity on its interview panels at 94 percent, while 77 percent of the panels had African-American diversity. This has been the trend at Children and Family Services and the agency makes it a priority to ensure diversity on interview panels as evidenced by its written policies. Most (86%) African-American employees are in the top two EEOC Job Categories: Officials and Administrators and Professionals. African-Americans comprised around 50 percent of its career development program for the past several years, and the last time it hired interns (2018), 100 percent were African-American.

## **II. Human Services**

This year and last, Human Services' Human Resources staff were rated as 30 percent diverse,<sup>42</sup> 63 percent of interview panels were diverse (35% had African-American diversity). The hiring rate for African-Americans at Human Services was 58 percent higher than the vacancy rate, which was a higher spread than the overall hiring rate over vacancy rate (43%). Regarding the workforce, 50 percent of its interns last year were African-American (a steadily rising figure over the years), between 45-50 percent of those in its career advancement program were African-American, and nearly half of the African-Americans in its workforce (48%) fall within the top two EEOC Job Categories of Officials and Administrators and Professionals.

## **III. Healthcare and Family Services**

Healthcare and Family Services reported making no effort to ensure diversity on its interview panels and 71 percent lacked diversity. For the past four years, Healthcare and Family Services has had a higher hiring rate than vacancy rate both overall and for African-Americans. Over the past three years, 35-40 percent of the interns were African-American and 72 percent of African-Americans are in the top two EEOC Job Categories: Officials and Administrators and Professionals.

## **IV. Public Health**

Public Health's overall hiring rate and the rate for African-Americans are similarly higher than the corresponding vacancy rates. The percentage of African-American interns has remained around 20 percent for the past three years, 50 percent of the employees in its career advancement program were African-American,<sup>43</sup> and 89 percent of its African-American employees are in the top two EEOC Job Categories: Officials and Administrators and Professionals.

## **V. Revenue**

More African-Americans vacated positions at Revenue than were hired, but by a small margin. Regarding the workforce, while the number of interns has been dropping, the number of African-

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<sup>42</sup> Two years prior, the Human Resources staff was 80% diverse.

<sup>43</sup> No one was enrolled the two years prior to this.

American interns has increased slightly, and 82 percent of African-Americans are in the top two EEOC Job Categories: Officials and Administrators and Professionals.

Revenue has had no diversity in its Human Resources staff for the past two years. Three years prior, it had less than 10 percent diversity. Revenue reported making no effort to ensure diverse interview panels and nearly all (97%) lacked diversity.

## **VI. Natural Resources**

Very few African-Americans have vacated the workforce over the past five years. Natural Resources had no interns last year but did so during the previous four years; none were African-American. Natural Resources has not used a career development program in the past two years and in the years prior it had one African-American participant out of approximately 30 total. Fifty-five percent of African-Americans are in the top two EEOC Job Categories: Officials and Administrators and Professionals. Approximately 24 percent of Natural Resources' Human Resources staff is diverse. Of the interview panels convened, 63 percent were diverse.



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**AGENCY BEST PRACTICES**

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

**I. Agencies with Zero Underutilization<sup>44</sup> for African-Americans**

<b>Agency</b>	<b>Agency</b>	<b>Agency</b>
<i>Aging</i>	<i>Illinois Criminal Justice Information Authority</i>	<i>Law Enforcement Training and Standards Board</i>
<i>CMS</i>	<i>Illinois Housing Development Authority</i>	<i>Property Tax Appeal Board</i>
<i>Deaf and Hard of Hearing Commission</i>	<i>Insurance</i>	<i>Revenue</i>
<i>Employment Security</i>	<i>Labor</i>	<i>Workers Compensation Commission</i>
<i>Human Rights</i>	<i>Labor Relations Board</i>	

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

<b>Agency</b>	
<i>Executive Ethics Commission</i>	Voluntarily participates in African-American Employment Plan survey.
<i>Office of the Executive Inspector General</i>	Voluntarily participates in African-American Employment Plan survey.
<i>Procurement Policy Board</i>	Voluntarily participates in African-American Employment Plan survey.

**III. Visibility of Diversity Efforts**

<b>Agency</b>	<b>Best Practices: Outreach</b>
<i>Human Rights</i>	All staff have been made aware of DHR's efforts to ensure a diverse workforce.
<i>Tax Tribunal</i>	Circulated annual Affirmative Action/EEO plan to entire staff.

<sup>44</sup> See, footnote 24 for an explanation of “underutilization.” “Zero underutilization” means the representation of African-Americans within an agency is at parity with their representation in relevant sectors of Illinois labor force.

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### **RECOMMENDATIONS**

In addition to the diversity initiatives described herein, the following recommendations are offered:

#### **I. Diversity Dashboard**

Agencies should conduct self-evaluations of their diversity programs using the Diversity Dashboard and modify their approaches accordingly.

#### **II. Agency Experimentation**

Agencies should experiment with the diversity initiatives described herein after making a data-based determination regarding areas to target for improvement. Particular attention should go to initiatives that remove barriers in the application and/or selection process, dedicate resources towards advancing diversity efforts, and make strategic use of agency resources.

#### **III. Agency Innovation**

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

#### **IV. Agency Information Exchange**

Agencies should collaborate and learn from each other. They should review this 2019 African-American Employment Plan for ideas and borrow or modify others' practices, tailoring them to their agency's specific needs and culture.

Agencies should send representatives to attend meetings of the African-American Employment Plan Council to take advantage of the Council's collective knowledge and experience.

### **CONCLUSION**

It is the State's and CMS's sincere hope that this 2019 African-American Employment Plan and accompanying Diversity Dashboard serve as valuable resources for State agencies, members of the General Assembly, members of the African-American Employment Plan Advisory Council, and the public. Feedback is welcomed and encouraged.

### **CMS CONTACT**

For questions, suggestions, concerns, or comments, contact the Deputy Director of Diversity and Inclusion for CMS at [Lisa.g.williams@illinois.gov](mailto:Lisa.g.williams@illinois.gov) or (312) 814-8213.