



2020 Native American Employment Plan

July 1, 2019 – June 30, 2020

Annual Plan to Increase Number of Native Americans Employed by State Agencies and at Supervisory, Technical, Professional, and Managerial Levels.

In accordance with 20 ILCS 60/1 *et seq.*, the Illinois Department of Central Management Services submits the following report to the Illinois General Assembly on or before February 1, 2020.

Janel L. Forde
Acting Director



February 6, 2020

Dear Member of the Illinois General Assembly:

I am proud to present the 2020 Native American Employment Plan. Senate Bill 0727, the Native American Employment Plan Act, was signed on August 23, 2019, becoming Public Act 101-0534. It requires CMS to develop and implement plans to increase the number of Native American State employees generally and to increase the number of Native American State employees at supervisory, technical, professional, and managerial levels. This is the first year for reporting the Native American Employment Plan.

During fiscal year (FY) 2019, the representation of Native Americans within State government (0.5 percent) was greater than their representation within Illinois' labor market (0.2 percent) and slightly below their representation among those entering the State's workforce (0.6 percent).

Of the State's job interviewers, 0.2 percent were Native American. Employees in these positions serve as important decision-makers within State employment. Consequently, they must have a heightened sensitivity to diversity if we are to achieve our goals of broadening access to State employment.

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

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

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

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

Sincerely,



Janel L. Forde
Acting Director



2020 Native American Employment Plan

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I. Executive Summary

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

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

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

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

Diversity among job interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling greater appreciation of a candidates' talents. Diversity among Human Resources personnel invites perspectives regarding employment recruitment and selection from members of communities with which the State strives to connect.

Another way of broadening access to State government is when there is diversity on job interview panels and within Human Resources personnel. Diversity among job interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling greater appreciation of a candidate's talents. Diversity among Human Resources personnel invites perspectives regarding employment recruitment and selection from members of communities with which the State strives to connect.

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

Senate Bill 0727, the Native American Employment Plan Act, was signed on August 23, 2019, becoming Public Act 101-0534. It requires CMS to develop and implement plans to increase the number of Native American State employees generally and to increase the number of Native American State employees at supervisory, technical, professional, and managerial levels. Pursuant to the Act, CMS must report to the General Assembly by February 1 of each year, beginning February 1, 2020, each State agency's activities implementing the previous year's Native American Employment Plan. This 2020 Native American Employment Plan is the first Native American Employment Plan.

CMS looks forward to working in collaboration with the Native American Employment Plan Advisory Council to develop customized initiatives tailored to the unique characteristics of Native American communities.

This 2020 Native American Employment Plan reviews and analyzes State demographic data for Native Americans during fiscal year (FY) 2019, highlights diversity best practices and makes recommendations to agencies regarding how to implement hiring practices and procedures that are inclusive and equitable as the means to enriching the diversity of their workforce.

Key findings include:

- During FY 2019, the proportion of State employees who were Native American (0.5 percent) was larger than the proportion of Native Americans in Illinois' labor market (0.2 percent). It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.
- Native Americans represented a larger proportion of employees entering the State's workforce during FY 2019 (0.6 percent) than employed in it (0.5 percent). Of the veterans who were hired in FY 2019, Native Americans represented 0.8 percent.
- In FY 2019, of State-wide Human Resources staff, 20 percent were people of color and one was Native American. There were 13,642 interviews conducted across the State. At least one person of color was included on 5,847 interview panels. Of the State's interviewers, 0.2 percent were Native American, and two participated on interview panels. Approximately half of the State's interview panels were entirely White.
- Of the employees who received tuition reimbursement for educational advancement during FY 2019, 16 were Native American.
- Agencies are beginning to include Native American populations in outreach conducted by their community liaisons and granting them with varying degrees of decision-making authority over recruitment, hiring/promotion, interviews, and/or creating policy.
- Agencies are introducing and expanding diversity trainings for employees, specifically unconscious bias training for job interviewers.

Key Conclusions:

- Native American representation within the State’s workforce appears promising. In FY 2019, Native Americans were better represented in the State’s workforce than in Illinois’ labor market. More Native Americans were hired into the State’s workforce than were employed in it. There is Native American representation in the State’s Human Resources staff and among job interviewers.
- Of the State’s seven Native American job interviewers, two were invited to participate on interview panels.

Key Goals:

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

II. Governing Authority

A. Legal Obligations to Strengthen Diversity of State’s Workforce

1. Native American Employment Plan Act

Pursuant to the Native American Employment Plan Act, CMS must develop and implement plans, in consultation with the Native American Employment Plan Advisory Council, to increase the number of Native American State employees generally and to increase the number of Native American State employees in supervisory, technical, professional, and managerial positions.¹ The Act applies to positions covered by the Personnel Code²

The Native American Employment Plan Act also requires:

- tracking hiring practices and promotions of Native American State employees;
- increasing the number of Native Americans employed by the State; and

¹ [Native American Employment Plan Act](#), 20 ILCS 60/15(a).

² For a list of positions exempted from the [Personnel Code](#) see 20 ILCS 415/4.

- increasing the number of Native Americans who are promoted.³

2. Native American Employment Plan Advisory Council

The Native American Employment Plan Act established the Native American Employment Plan Advisory Council and tasked its members – Governor-appointed subject matter experts – with examining:

- the prevalence and impact of Native Americans employed by State government;
- the barriers faced by Native Americans who seek employment or promotional opportunities in State government; and
- possible incentives that could be offered to foster employing and promoting Native Americans in State government.⁴

As P.A. 101-0534 took effect following the end of FY 2019, no members had yet been appointed to the Native American Employment Plan Advisory Council during the reporting period of this Native American Employment Plan. The 11 vacancies are in the process of being filled.

III. Data Sources and Native American Diversity Dashboard

A. Data Sources

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

1. Computer-Generated Data from State’s Personnel Database

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

2. United States Census Data

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

³ [Native American Employment Plan Act](#), at §5.

⁴ *Id.*, at §25(c).

3. Native American Employment Plan Survey

a. Statutory Authority

CMS is statutorily designated to develop the Native American Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their efforts to implement the prior year's Native American Employment Plan. This year was the first year CMS created, and agencies received, a Native American Employment Plan survey for CMS to gather the necessary data. CMS takes agency responses at face value.

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

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

b. Voluntary Participation

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

4. Data Presentation: [Native American Diversity Dashboard](#)

CMS built Diversity Dashboards to accompany the African-American, Hispanic, and Asian-American Employment Plans. These Diversity Dashboards allow users to quickly access State-wide and agency-level data, examine yearly trends, and isolate agencies for performance and progress review. This year, CMS is building a Native American Diversity Dashboard so it may be similarly utilized in the future.

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

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

One of the primary upgrades is the transition from a paper-driven process to an automated process. The former system of hiring was confusing and did not utilize modern technologies or comport with industry standards. Such barriers to employment hamper the State's efforts to attract job candidates from communities under-represented in the workforce and they increase

distrust between the State and communities least familiar with the State’s employment selection system. These obstacles also narrow the State’s chances of finding the ideal job candidate. To best serve the people of Illinois, diversity must be actively pursued and there can be no barriers to employment during the selection process that risk losing the ideal job candidate for reasons unrelated to job ability.

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

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

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

V. Statistics: Native American Demographic Data from State Database

Barometers for appraising the representation of Native Americans in the State’s workforce are a) the representation of Native Americans in the general population and b) the representation of Native Americans in the relevant labor market.

The representation of Native Americans in the general population represents how well the workforce reflects the service population. The representation of Native Americans in the relevant available labor market represents whether the State is underutilizing Native Americans in its workforce. The representation of Native Americans in both the general population and the labor market should be comparable to the representation of Native Americans in the State’s workforce.⁵

⁵ 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.

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

IL State Employees			IL Population by Race/Ethnicity*		IL Labor Population by Race/Ethnicity*		
Race/Ethnicity	Count	Percent	Race/Ethnicity	Percent	Race/Ethnicity	Count	Percent
Native American	205	0.5%	Native American	0.7%	Native American	15,205	0.2%
Asian-American	1,277	2.8%	Asian-American	5.9%	Asian-American	366,224	5.5%
African-American	9,817	21.7%	African-American	14.6%	African-American	848,754	12.7%
Hispanic	2,993	6.6%	Hispanic	17.4%	Hispanic	1,068,506	16.0%
White	30,874	68.4%	White	76.9%	White	4,931,536	73.9%
Total	45,166	100.0%	White (Non-Hispanic)	61.0%	Total	6,672,963	
			POPULATION TOTAL	12,671,822			

*Source: US Census Bureau, 2017 American Community Survey

The chart below breaks down by agency the representation of the State’s 205 Native American employees. Readers are invited to review the [Native American Diversity Dashboard](#) for agency trends.

Native American Representation by Agency			
Agency	Native American	Percent	Employee Count
Aging	3	2.3%	133
Public Health	15	1.3%	1,125
State Retirement Systems	1	1.1%	93
Agriculture	4	1.0%	391
Guardianship & Advocacy	1	1.0%	101
Innovation & Technology	10	0.9%	1,158
Military Affairs	1	0.8%	131
Gaming Board	1	0.7%	149
Corrections	69	0.5%	12,902
Insurance	1	0.5%	202
Transportation	11	0.5%	2,258
Juvenile Justice	4	0.4%	906
Veterans Affairs	5	0.4%	1,204
Human Services	53	0.4%	12,838
Employment Security	4	0.4%	1,055
Central Management Services	3	0.4%	836
Natural Resources	4	0.3%	1,192
Financial & Professional Regulation	1	0.3%	370
Healthcare & Family Services	4	0.3%	1,513
State Police	2	0.2%	955
Children & Family Services	5	0.2%	2,404
Environmental Protection	1	0.2%	588
Revenue	2	0.1%	1,437
Statewide	205	0.5%	43,941

A. Representation of Native Americans in Supervisory, Technical, Professional, and Managerial Positions

The Native American Employment Plan Act mandates improved representation of Native 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.

For comparable information, this Employment Plan examines supervisory, technical, professional, and managerial positions through the Equal Employment Opportunity Commission (EEOC) Job Categories. State jobs are classified into one of eight EEOC Job Categories based on the content and responsibility of the job: Officials and Managers (e.g., department heads),⁶ 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),⁷ Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

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

The chart below reflects that 0.5 percent of employees in supervisory, technical, professional, and managerial positions during FY 2019 were Native American.

Employees in Supervisory, Technical, Professional, and Managerial Roles by Race/Ethnicity as of 6/30/2019						
Position	Native American	Asian-American	African-American	Hispanic	White	Total
Supervisory	125	1,103	7,089	1,993	15,691	26,001
% Supervisory	0.5%	4.2%	27.3%	7.7%	60.3%	100.0%
Non-Supervisory	80	174	2,728	1,000	15,183	19,165
% Non-Supervisory	0.4%	0.9%	14.2%	5.2%	79.2%	100.0%

B. Representation of Native Americans among New Hires

As reflected below, Native Americans represented 0.6 percent of employees hired during FY 2019.

State Employees Hired in FY 2019			
Agency	# Native American	% Native American	Total
Public Health	3	4.5%	66
Innovation & Technology	2	3.7%	54
Children & Family Services	3	1.7%	178

⁶ 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.”](#)

⁷ Sometimes referred to as Administrative Support (Including Clerical and Sales). See, *id.*

State Employees Hired in FY 2019

Agency	# Native American	% Native American	Total
Veterans Affairs	1	1.0%	99
Corrections	11	1.0%	1,131
Transportation	2	0.9%	228
Human Services	2	0.2%	1,195
Natural Resources	0	0.0%	140
Healthcare & Family Services	0	0.0%	132
Revenue	0	0.0%	115
Juvenile Justice	0	0.0%	104
State Police	0	0.0%	66
Central Management Services	0	0.0%	46
Employment Security	0	0.0%	46
Financial & Professional Regulation	0	0.0%	34
Environmental Protection	0	0.0%	30
Agriculture	0	0.0%	29
Insurance	0	0.0%	21
State Fire Marshal	0	0.0%	15
Commerce & Economic Opportunity	0	0.0%	14
Lottery	0	0.0%	14
Emergency Management Agency	0	0.0%	12
Abraham Lincoln Presidential Library & Museum	0	0.0%	9
Aging	0	0.0%	9
Labor	0	0.0%	9
Human Rights Department	0	0.0%	7
Military Affairs	0	0.0%	6
Property Tax Appeal Board	0	0.0%	5
State Retirement Systems	0	0.0%	4
Commerce Commission	0	0.0%	3
Human Rights Commission	0	0.0%	3
Prisoner Review Board	0	0.0%	3
Gaming Board	0	0.0%	2
Guardianship & Advocacy	0	0.0%	2
Criminal Justice Authority	0	0.0%	1
Developmental Disabilities Council	0	0.0%	1
Labor Relations Board	0	0.0%	1
Law Enforcement Training & Standards Board	0	0.0%	1
Racing Board	0	0.0%	1
Workers Compensation Commission	0	0.0%	1
Total	24	0.6%	3,837

C. Representation of Native Americans among Veteran New Hires

Under State law, qualified veterans are entitled to bonus points and appointment preferences during the employment selection process.⁸ During FY 2019, of the new hires who were veterans, 0.8 percent were Native American.

Veterans Hired in FY 2019 by Race/Ethnicity			
Agency	# Native American	% Native American	Total
Children & Family Services	1	14.3%	7
Innovation & Technology	1	14.3%	7
Transportation	1	0.8%	130
Corrections	1	0.6%	156
Human Services	0	0.0%	82
Healthcare & Family Services	0	0.0%	26
Natural Resources	0	0.0%	25
Veterans Affairs	0	0.0%	17
State Police	0	0.0%	10
Central Management Services	0	0.0%	7
Employment Security	0	0.0%	7
Agriculture	0	0.0%	5
Public Health	0	0.0%	5
Revenue	0	0.0%	5
State Fire Marshal	0	0.0%	5
Emergency Management Agency	0	0.0%	4
Juvenile Justice	0	0.0%	4
Lottery	0	0.0%	4
Military Affairs	0	0.0%	3
Environmental Protection	0	0.0%	2
Abraham Lincoln Presidential Library & Museum	0	0.0%	1
Aging	0	0.0%	1
Commerce & Economic Opportunity	0	0.0%	1
Financial & Professional Regulation	0	0.0%	1
Human Rights Department	0	0.0%	1
Insurance	0	0.0%	1
Labor	0	0.0%	1
Labor Relations Board	0	0.0%	1
Prisoner Review Board	0	0.0%	1
State Retirement Systems	0	0.0%	1
Statewide	4	0.8%	521

⁸ See, [CMS' Personnel website](#).

VI. Statistics: Native American Demographic Data from Agency Survey Responses

In FY 2019, as reflected in the chart below, of State-wide Human Resources staff, 20 percent were people of color and one was Native American. Across the State, 13,642 interviews were conducted. People of color in general served as interviewers on 5,847 panels and Native Americans on six panels. Agencies reported approximately half of the State’s interview panels were entirely White.

Of the State’s interviewers, 0.2 percent were Native American and two participated on an interview panel.

Diversity / Diversity Expertise Among Gatekeepers to State Employment in FY 2019			
		Count	Percent
Human Resources	# HR Staff	445	
	# and % HR Staff who were minorities	89	20.0%
	# and % HR Staff who were Native Americans	1	0.2%
Interview Panels	# Rutan Panels	13,642	
	# and % Panels with at least one person of color	5,847	42.9%
	# and % Panels with at least one Native American	6	0.0%
	# and % Panels Entirely White	6,803	49.9%
Interviewers	# Certified Interviewers	3503	
	# and % Native American Interviewers	7	0.2%
	# and % Native American Interviewers on a Panel in FY19	2	0.1%
Customized Unconscious Bias Training	# Agencies with Unconscious Bias Training for Interviewers	7	
	# Agencies with Unconscious Bias Training for HR Staff	7	

The most senior positions in agencies behind the agency Director or Secretary are those that either report to the Director or Secretary or require Senate confirmation. The chart below reflects that no Native Americans reported to the agency Director or Secretary or were in positions requiring Senate confirmation in FY 2019.

Native Americans in Leadership Positions in FY 2019		
	Count	Percent
# and % Native Americans Reporting to Agency Director/Secretary	0	0.0%
# and % of Native Americans in Positions Requiring Senate Confirmation	0	0.0%

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

Liaisons to Native American Communities in FY 2019	
# Agencies with Liaison to Native American Communities	7
	# Agencies with Decision-Making Authority
Recruitment	5
Hiring/promotion	4
Interviews	4
Creating policies	2

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

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

VII. Analysis

During FY 2019, the proportion of State employees who were Native American (0.5 percent) was larger than the proportion of Native Americans in Illinois' labor market (0.2 percent). It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.

Native Americans represented a larger proportion of employees hired during FY 2019 (0.6 percent) than in the State's overall workforce (0.5 percent). Of the veterans who were hired in FY 2019, Native Americans represented 0.8 percent.

No Native Americans reported to the agency Director or Secretary or worked in positions requiring Senate confirmation.

Of State-wide Human Resources staff, 20 percent were people of color and one was Native American. Across the State, 13,642 interviews were conducted. People of color served as interviewers on 5,847 panels and Native Americans on six panels. Agencies reported approximately half of the State's interview panels were entirely White.

Of the State's interviewers, 0.2 percent were Native American, and two Native Americans participated on interview panels.

Thirty-four agencies reported offering career development opportunities.⁹ Of the employees who received tuition reimbursement for educational advancement during FY 2019, 16 were Native American.

⁹ Some State-sponsored programs were not funded in recent years when Illinois did not have a budget and have not yet returned to their prior performance.

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

VIII. Best Practices

A. Commitment of Senior Leadership

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

B. Broad Employment Outreach

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

C. Intentionality

Diversity efforts must be intentional and deliberate for diversity and inclusion do not occur by happenstance. Dedicating resources to diversity and inclusion initiatives reflects priority and enables success. Dedicated resources often take the form of a budget allocation, and the Native American Employment Plan Act requires each agency to report their Native American employment budget allocations as part of their annual reports on their Native American workforce diversity strategies.

D. Diversity training

Diversity trainings normalize diversity, familiarize employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrate organizational commitment. Diversity training can elevate awareness of the unconscious biases that exist within every person and subtly guide us to conclusions.¹⁰ The consequences of the decisions reached by the State's employment gatekeepers will have a powerful impact on the demographic makeup of the State's new hire pool and workforce. Equity and operational excellence demand that hiring decisions be as free as possible from bias.

¹⁰ 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 \(2015\).](#)

IX. Recommendations

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

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

A. Incorporate Diversity Principles into Agency Hiring Teams

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

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

B. Maximize Value of Employment Outreach

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

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

CMS is preparing the State to become proactive rather than reactive. As new, more diverse generations enter the workforce, the State must be poised to attract them away from other opportunities. Social media, mobile applications and virtual tours are some of the modernized methods for the State to appeal to today's job technologically savvy job candidates, including millennials and post-millennials.

2. Take Advantage of Underutilization Data to Drive Outreach

On a quarterly basis, agencies submit to the Department of Human Rights their underutilization data; e.g., data reflecting whether and in what quantities the representation of Native Americans

in the State's workforce is lower than the representation of Native Americans in the relevant labor market.¹¹

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

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

3. Dedicate Authoritative Liaisons to Native American Communities

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

C. Continuously Consult Data for Informed Decisions

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

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

D. Be Innovative

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

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

¹¹ See, footnote 5 for more information on underutilization.

E. Attend Native American Employment Plan Advisory Council Meetings

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

Once members of the Native American Employment Plan Advisory Council have been appointed, the Council will meet quarterly in Chicago, Springfield and via WebEx to discuss agencies' progress and challenges in implementing the Native American Employment Plan. Agencies will have the chance to share best practices and lessons learned, advance diversity initiatives through working groups, and provide input into the following year's Native American Employment Plan.

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

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

XI. Conclusion

Native American representation within the State's workforce appears promising. In FY 2019, Native Americans were better represented in the State's workforce than in Illinois' labor

market.¹² More Native Americans were hired into the State’s workforce than were employed in the State’s overall workforce. There is Native American representation in the State’s Human Resources staff and among job interviewers. And two of the State’s seven Native American job interviewers participated on interview panels.

Survey data reflect that agencies are granting authority over recruitment, hiring/promotion, interviews, and policy-making to their liaisons to Native American communities rather than using staff with no influence. Also, agencies are introducing and expanding diversity trainings for employees, specifically unconscious bias training for interviewers.

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

XII. Contact

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

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