State of Illinois
Illinois Department of Central Management Services

STATE OF ILLINOIS
2018

Asian American
Employment Plan

Respectfully submitted to the Illinois General Assembly
by Central Management Services

OFFICE OF THE GOVERNOR
207 STATE HOUSE
SPRINGFIELD, ILLINOIS 62706

BRUCE RAUNER
GOVERNOR

Dear Member of the Illinois General Assembly:

The enclosed 2018 Asian-American Employment Plan evaluates the Asian-American representation within the State's workforce through a transparent and comprehensive presentation of demographic data. The representation of Asian-Americans in the State's workforce among coded employees was 3% in 2017. That representation is equal to the percent of Asian-Americans applying for positions with the State. It is also within one percent of the representation in Illinois' labor market throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

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

For meaningful and sustainable change, State agencies must implement creative and effective internal mechanisms that provide structural support for their diversity efforts. Many have already begun. For example, 15% of agencies have designated a liaison to foster relationships within the Asian-American community. Many agencies offer diversity and unconscious bias training to Human Resources staff, Rutan interviewers, and other decision-makers in the employment selection process. This 2018 Asian-American Employment Plan highlights current agency best practices and offers additional examples and recommendations.

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

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

Sincerely,

Bruce Rauner
Governor, State of Illinois

CMS
ILLINOIS Bruce Rauner, Governor
DEPARTMENT OF CENTRAL MANAGEMENT SERVICES
Michael M. Hoffman, Acting Director

Dear Member of the Illinois General Assembly:

We are pleased to present the enclosed 2018 Asian-American Employment Plan. While the representation of Asian-Americans in the State's workforce (3%) during 2017 was less than the representation of Asian-Americans in Illinois' labor market (5%), it was equal to the percentage of Asian-Americans in the applicant pool for the State's workforce. In addition, it remained within one percentage point of the representation of Asian-Americans in the Illinois labor market throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

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

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

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

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

Sincerely,

Tim McDevitt
Acting Director

715 Stratton Office Building, 401 South Spring Street, Springfield, IL 62706
Printed on Recycled Paper

As state employees,

we are all part of a team of public servants

working for our fellow citizens

Governor Bruce Rauner[1]

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

Table of Contents

I. Executive Summary 2

II. Governing Authority 3

III. 2018 Asian-American Employment Plan Data Sources 4

IV. Introduction 5

V. Evaluation of the Diversity of the State's Workforce 8

VI. Asian-American Representation in the State's Workforce Data 12

VII. Asian-American Representation in the State's Workforce Analysis 36

VIII. Structural Support for Diversity Efforts Data 37

IX. Structural Support for Diversity Efforts Analysis 46

X. Agency Best Practices 48

XI. Conclusion 54

XII. Recommendations and Goals 55

XIII. CMS Contact 57

2018 Asian-American Employment Plan

EXECUTIVE SUMMARY

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

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

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

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

While the representation of Asian-Americans in the State's workforce (3%) during 2017 was less than the representation of Asian-Americans in Illinois' labor market (5%), it remained within one percentage point of the representation in Illinois' labor market throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

Next, we evaluate the structural mechanisms agencies have implemented that support, promote, and reinforce their diversity efforts. We found that many agencies have already designed practices and approaches that welcome diversity and eliminate potential barriers to employment unrelated to job qualifications. For example, 15% of agencies have designated a liaison to foster relationships within the Asian-American community. Many agencies offer diversity and unconscious bias training to Human Resources staff, Rutan interviewers and other decision-makers in the employment selection process.

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

2018 Asian-American Employment Plan

GOVERNING AUTHORITY

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

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

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

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

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

The statute also requires the Asian-American Employment Plan Advisory Council to examine:

- The prevalence and impact of Asian-Americans employed by State government
- The barriers faced by Asian-Americans who seek employment or promotional opportunities in State government, and
- Possible incentives that could be offered to foster the and promotion employment of Asian-Americans in State government[4]

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

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[2] 2017 Asian-American Employment Plan, Governor Rauner Correspondence.

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

[4] Id, at §405/121.

2018 ASIAN-AMERICAN EMPLOYMENT PLAN DATA SOURCES

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

I. Computer-Generated Data from State Employment Databases

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

II. Survey Data from State Agencies' Responses to 2018 Asian-American Employment Plan Survey[7]

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

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

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

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

C. Distribution of 2018 Asian-American Employment Plan Survey

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

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

[6] CMS' website, Bureau of Personnel.

[7] Survey data based on actual survey responses.

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

2018 Asian-American Employment Plan

INTRODUCTION

I. Illinois Proudly Embraces Workforce Diversity

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

II. Compelling Research Affirms Illinois' Workforce Diversity Efforts

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

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

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

III. Diversity and Inclusion Benefits All of Us

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

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[9] Forbes, "New Research: Diversity + Inclusion = Better Decision Making At Work," Erik Larson (September 2017), citing Cloverpop, "Hacking Diversity with Inclusive Decision Making: New Research Reveals how Inclusive Decision Making activates Diversity for Better Business Performance and a Decisive Competitive Advantage," (White Paper, September 2017).

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

[11] For example, scientific papers written by diverse groups receive more citations and have higher impact factors, and racially diverse juries are better at exchanging information during deliberation, more closely considering facts, making fewer errors recalling relevant information. *Id*.

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

[13] *Id*.

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

The success of diversity and inclusion can be attributed to biochemistry. The simple act of diversifying a group improves the quality of its work.[15] In groups with similar members, the collective brainstorming process can be hampered by an assumption of shared perspective. Groups with dissimilar members, however, anticipate opinion differences and expect consensus to be challenging. Diversity "jolts … cognitive action."[16] Collective brainstorming sessions become more valuable and lead to a more useful outcome, provided the environment invites various viewpoints.[17] Inclusion – welcoming difference – is essential to activate and leverage diversity to yield these benefits.[18]

IV. Diversity is the Means to Galvanize State Government

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

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

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

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

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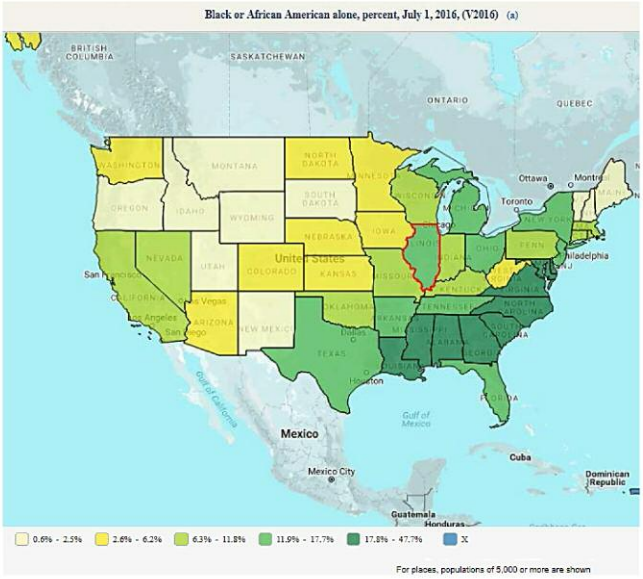
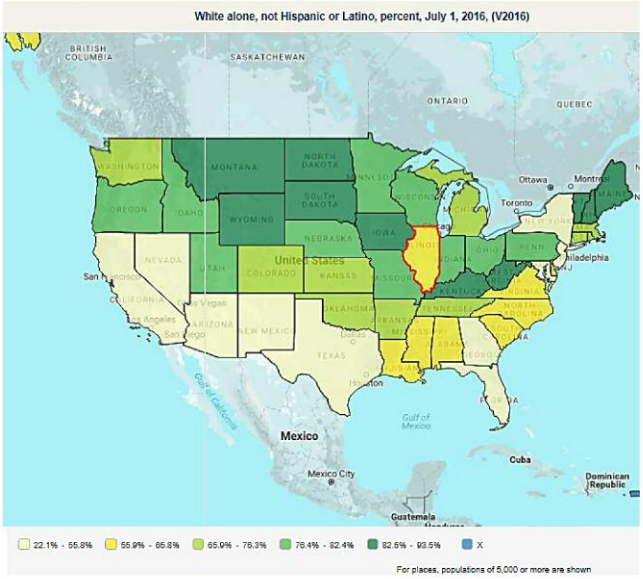
[15] Scientific American, "How Diversity Makes Us Smarter: Being Around People Who Are Different From Us Makes Us More Creative, More Diligent and Harder-working," (October 2014).
[16] *Id*.
[17] Harvard Business Review, "How Diversity Can Drive Innovation," (December 2013).
[18] Cloverpop.
[19] State of Illinois website, "About the Governor".
[20] Census Viewer, "Population of Illinois: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts".
[21] World Population Review, Illinois Population, (January 2018).
[22] Governing the States and Localities, "A State by State Look at Growing Minority Populations" (June 2015).
[23] World Population Review, Illinois Population, (January 2018).

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

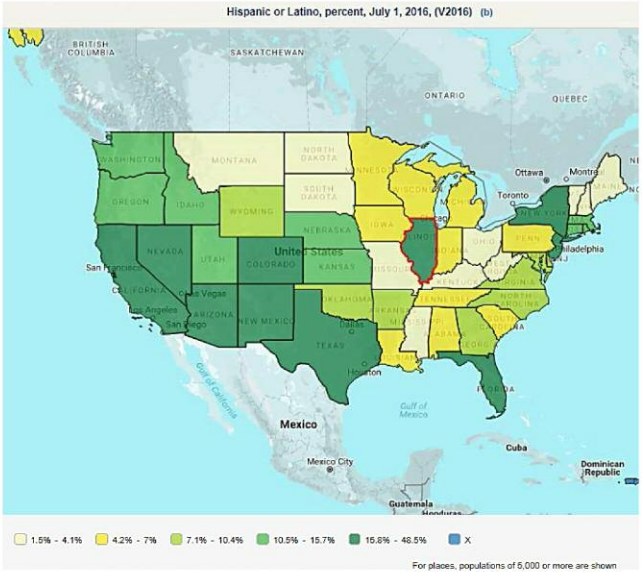
Illinois African-American Population: 14.7%[24]



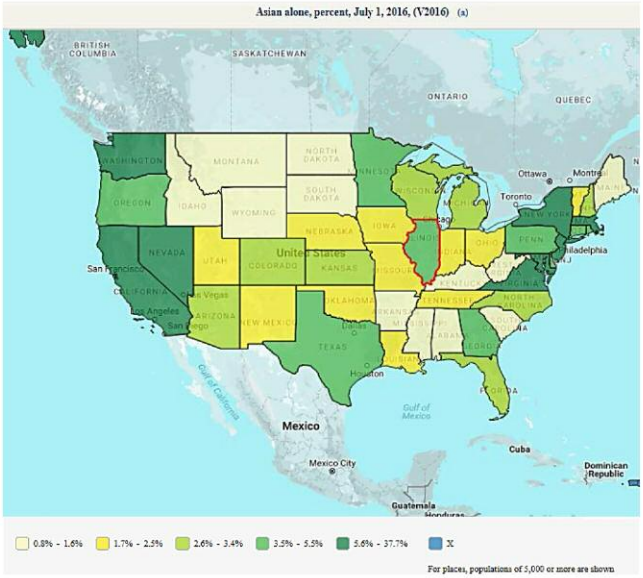
Illinois Caucasian Population: 61.7%[25]



Illinois Hispanic Population: 17.0%[26]



Illinois Asian-American Population: 5.5%[27]



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

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

[25] *Id, Caucasian, not Hispanic or Latino*.

[26] *Id, Hispanic or Latino*.

[27] *Id, Asian-American*.

EVALUATION OF THE DIVERSITY OF THE STATE'S WORKFORCE

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

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

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

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

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

II. Structural Support for Diversity Efforts

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

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

A. Ensuring Full Access to the State's Workforce

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

[28] Future Asian-American Employment Plans are expected to review inclusion strategies after agencies have had the opportunity to experiment.
[29] Inclusion strategies are necessary to leverage diversity.
[30] Many examples of structural support for diversity efforts will overlap between these two categories.

hidden barriers to employment that are unrelated to job qualifications.[31] What follows are five sample approaches to ensuring full and open access to the State's workforce by removing potential barriers that are not related to ability to perform the job.

1. Broad Employment Outreach

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

Widespread outreach is especially important to Illinois government because it gives us the opportunity to notify our public about the idiosyncrasies of our employment selection process (e.g., the importance of securing a place on our open competitive eligibility list before a job is posted, the nature and format of our Rutan[32] structured interview process, etc.) to prevent these selection mechanisms from excluding highly qualified candidates for reasons unrelated to job performance.

2. Career Advancement Programs

Career advancement opportunities help retain ambitious and productive employees. Formal programs that publicize, encourage, and assist with career advancement to all employees further and sustain workforce diversity efforts.

3. Equal Opportunity to Secure an Employment Interview

When a State agency is ready to fill a position through a new hire or a promotion, it receives the CMS eligibility list stripped of names but including the A grade. Agencies have the difficult task of determining how to select candidates from the eligibility list for an employment or promotional interview with no background materials to distinguish Grade A candidates. A vital component of our mission to verify that access to State employment is as open and unobstructed as possible without compromising job qualifications is to guarantee that every qualified candidate has an equal opportunity to get selected for employment interviews.

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

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

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

[32] For further information, *see Rutan v. Republican Party of Illinois*, 497 U.S. 62 (1990), and its progeny, as well as Administrative Orders No. 1 (1990) (and No. 2 (1990), No. 1 (1991), No. 2 (2009), and related rules, regulations, and procedures.

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

Another effective method of increasing diversity awareness is when employment decision-makers are comprised of a diverse group of individuals. Diversity among decision-makers involved in the employment selection process (e.g., Human Resources personnel) produces varying perspectives that challenge assumptions embedded in the status quo and minimizes "group-think."[34] Diversity among Rutan interviewers offers candidate review by a variety of perspectives and improves interview quality by eliminating cultural reservation, enabling us to fully appreciate a candidate's talents.

B. Internal Procedures to Complement and Invigorate Diversity Efforts

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

1. Engagement of Senior Leadership

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

2. Dedicating Resources towards Advancing Diversity Goals

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

a. Budget Allocation

Dedicated resources often take the form of a budget allocation, and the Asian-American Employment Plan Act requires each agency to report their Asian-American employment budget allocations as part of their annual reports on their Asian-American workforce diversity strategies.[36] Even small budgets improve an agency's ability to further its diversity efforts through registration fees for job fairs, amenities to attract candidates to job fair booths, travel for outreach staff, trainings, and more. Nevertheless, much can be accomplished with non-monetary resources.

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

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

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

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

b. Dedicated Liaisons to Asian-American Communities

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

c. Strategic Integration of Diverse Expertise

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

3. Agency-wide Diversity Training

Diversity trainings normalize diversity, familiarize employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrate organizational commitment.

ASIAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE DATA

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

I. Asian-American Representation in the Available Labor and the State's Workforce

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

State employees work in every Illinois county except two: Gallatin and Edwards, which have minimal Asian-American representation in the available labor market and the general population (0-0.3%).

The chart below contains available labor market, State employee, and general population data by Illinois county. On aggregate, Asian-Americans constitute a 5.2% of the available labor market, 4.6% of the general population, and 2.7% of the State's workforce.

Asian-American representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce[38]			Coded State Employees			General population[39]		
	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American
Adams	34,782	308	0.9%	614	4	0.7%	67,103	441	0.7%
Alexander	2,788	15	0.5%	17	0	0.0%	8,238	16	0.2%
Bond	8,080	59	0.7%	13	0	0.0%	17,768	68	0.4%
Boone	27,368	417	1.5%	7	0	0.0%	54,165	686	1.3%
Brown	2,931	36	1.2%	410	2	0.5%	6,937	16	0.2%
Bureau	17,539	147	0.8%	49	0	0.0%	34,978	228	0.7%

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

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

[39] US Census Bureau, 2010 Census Data.

Asian-American representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce[38]			Coded State Employees			General population[39]		
	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American
Calhoun	2,358	0	0.0%	22	0	0.0%	5,089	12	0.2%
Carroll	7,475	22	0.3%	15	0	0.0%	15,387	53	0.3%
Cass	6,759	30	0.4%	23	0	0.0%	13,642	44	0.3%
Champaign	108,763	8,909	8.2%	319	3	0.9%	201,081	17,969	8.9%
Christian	16,024	99	0.6%	280	1	0.4%	34,800	167	0.5%
Clark	8,119	43	0.5%	19	0	0.0%	16,335	55	0.3%
Clay	6,719	8	0.1%	9	0	0.0%	13,815	63	0.5%
Clinton	20,241	104	0.5%	952	7	0.7%	37,762	167	0.4%
Coles	27,620	380	1.4%	122	0	0.0%	53,873	531	1.0%
Cook	2,760,232	197,056	7.1%	8,904	486	5.5%	5,194,675	322,672	6.2%
Crawford	8,976	61	0.7%	289	2	0.7%	19,817	103	0.5%
Cumberland	5,324	11	0.2%	17	0	0.0%	11,048	27	0.2%
DeKalb	57,605	1,458	2.5%	83	1	1.2%	105,160	2,438	2.3%
De Witt	8,736	15	0.2%	32	0	0.0%	16,561	60	0.4%
Douglas	10,023	84	0.8%	22	0	0.0%	19,980	83	0.4%
DuPage	515,903	54,268	10.5%	548	29	5.3%	916,924	92,304	10.1%
Edgar	8,640	45	0.5%	34	0	0.0%	18,576	33	0.2%
Edwards	3,235	9	0.3%				6,721	22	0.3%
Effingham	18,381	56	0.3%	108	0	0.0%	34,242	147	0.4%
Fayette	9,979	94	0.9%	408	2	0.5%	22,140	51	0.2%
Ford	6,763	25	0.4%	19	0	0.0%	14,081	37	0.3%
Franklin	17,241	93	0.5%	119	0	0.0%	39,561	124	0.3%
Fulton	16,896	92	0.5%	383	0	0.0%	37,069	112	0.3%
Gallatin	2,465	0	0.0%				5,589	5	0.1%
Greene	6,564	2	0.0%	10	0	0.0%	13,886	16	0.1%
Grundy	25,920	211	0.8%	30	1	3.3%	50,063	327	0.7%
Hamilton	3,789	0	0.0%	6	0	0.0%	8,457	19	0.2%
Hancock	9,227	17	0.2%	13	0	0.0%	19,104	46	0.2%
Hardin	1,823	14	0.8%	7	0	0.0%	4,320	22	0.5%
Henderson	3,602	23	0.6%	9	0	0.0%	7,331	15	0.2%
Henry	25,002	93	0.4%	213	2	0.9%	50,486	191	0.4%
Iroquois	14,634	58	0.4%	29	0	0.0%	29,718	103	0.3%

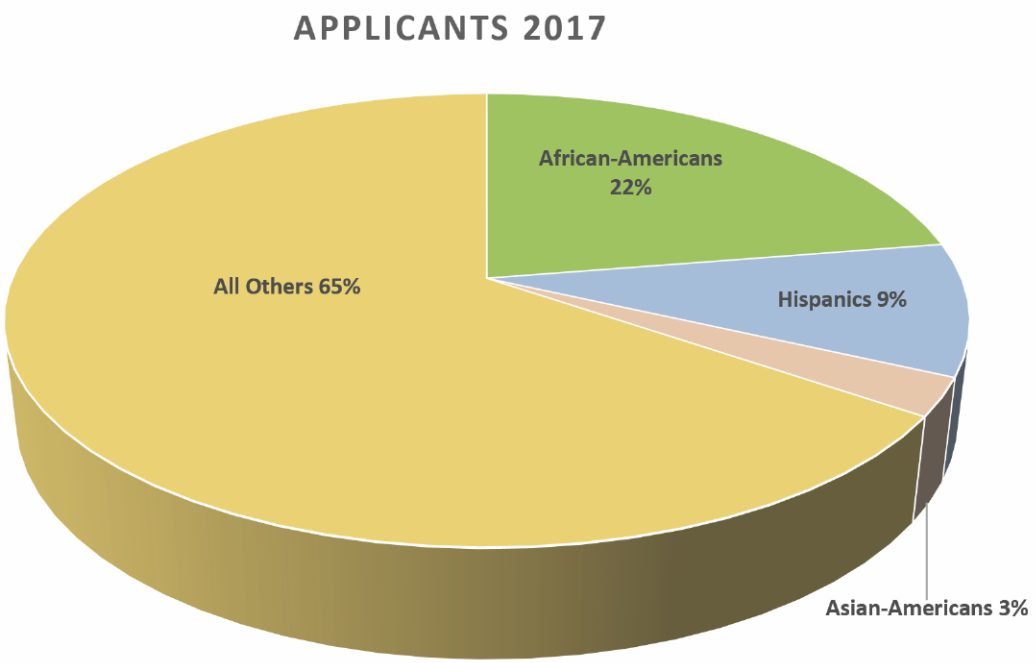
Asian-American representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce[38]			Coded State Employees			General population[39]		
	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American
Jackson	28,593	1,108	3.9%	146	0	0.0%	60,218	1,910	3.2%
Jasper	4,964	2	0.0%	19	1	5.3%	9,698	24	0.2%
Jefferson	18,207	189	1.0%	514	3	0.6%	38,827	246	0.6%
Jersey	11,505	103	0.9%	159	0	0.0%	22,985	77	0.3%
Jo Daviess	11,637	31	0.3%	13	0	0.0%	22,678	72	0.3%
Johnson	4,731	20	0.4%	749	2	0.3%	12,582	22	0.2%
Kane	276,540	10,364	3.7%	1,498	260	17.4%	515,269	17,895	3.5%
Kankakee	55,221	605	1.1%	1,614	19	1.2%	113,449	1,052	0.9%
Kendall	65,176	2,091	3.2%	21	1	4.8%	114,736	3,467	3.0%
Knox	23,183	246	1.1%	396	0	0.0%	52,919	338	0.6%
Lake	368,176	25,088	6.8%	727	62	8.5%	703,462	44,358	6.3%
LaSalle	57,063	481	0.8%	841	12	1.4%	113,924	762	0.7%
Lawrence	4,468	11	0.2%	422	4	0.9%	16,833	38	0.2%
Lee	16,796	178	1.1%	968	8	0.8%	36,031	246	0.7%
Livingston	17,031	21	0.1%	1,092	3	0.3%	38,950	199	0.5%
Logan	11,769	110	0.9%	832	6	0.7%	30,305	184	0.6%
Macon	54,495	756	1.4%	443	1	0.2%	32,612	580	1.8%
Macoupin	23,344	105	0.4%	45	0	0.0%	308,760	7,807	2.5%
Madison	137,210	1,281	0.9%	672	6	0.9%	169,572	7,227	4.3%
Marion	18,868	156	0.8%	58	0	0.0%	110,768	1,118	1.0%
Marshall	6,044	26	0.4%	22	0	0.0%	47,765	129	0.3%
Mason	6,843	43	0.6%	49	0	0.0%	269,282	2,254	0.8%
Massac	6,380	29	0.5%	36	0	0.0%	39,437	224	0.6%
McDonough	15,756	361	2.3%	45	0	0.0%	12,640	45	0.4%
McHenry	170,982	4,449	2.6%	93	3	3.2%	14,666	40	0.3%
McLean	96,111	4,432	4.6%	170	1	0.6%	15,429	42	0.3%
Menard	6,628	33	0.5%	15	0	0.0%	12,705	30	0.2%
Mercer	8,065	22	0.3%	10	0	0.0%	16,434	52	0.3%
Monroe	18,050	171	0.9%	23	0	0.0%	32,957	144	0.4%
Montgomery	10,153	101	1.0%	497	4	0.8%	30,104	111	0.4%
Morgan	17,540	71	0.4%	810	1	0.1%	35,547	168	0.5%
Moultrie	7,321	26	0.4%	14	0	0.0%	14,846	31	0.2%
Ogle	27,160	93	0.3%	43	0	0.0%	53,497	250	0.5%

Asian-American representation in Illinois Available Labor Market, State Government, and General Population									
County	Available Workforce[38]			Coded State Employees			General population[39]		
	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American	Total	# Asian-American	% Asian-American
Peoria	93,759	3,671	3.9%	484	7	1.4%	186,494	5,856	3.1%
Perry	9,036	48	0.5%	544	4	0.7%	22,350	87	0.4%
Piatt	9,024	11	0.1%	13	0	0.0%	16,729	51	0.3%
Pike	7,627	15	0.2%	30	0	0.0%	16,430	38	0.2%
Pope	1,633	4	0.2%	5	0	0.0%	4,470	11	0.2%
Pulaski	2,309	10	0.4%	15	0	0.0%	6,161	13	0.2%
Putnam	3,138	4	0.1%	5	0	0.0%	6,006	13	0.2%
Randolph	14,685	45	0.3%	1,490	9	0.6%	33,476	104	0.3%
Richland	7,735	20	0.3%	49	2	4.1%	16,233	119	0.7%
Rock Island	74,277	1,585	2.1%	497	3	0.6%	147,546	2,419	1.6%
Saline	11,314	63	0.6%	291	0	0.0%	24,913	101	0.4%
Sangamon	104,365	1,834	1.8%	8,870	211	2.4%	197,465	3,220	1.6%
Schuyler	3,233	0	0.0%	239	3	1.3%	7,544	9	0.1%
Scott	2,617	0	0.0%	5	0	0.0%	5,355	12	0.2%
Shelby	10,547	23	0.2%	16	0	0.0%	22,363	56	0.3%
Stark	2,769	25	0.9%	18	0	0.0%	5,994	19	0.3%
St. Clair	127,881	1,860	1.5%	676	6	0.9%	270,056	3,276	1.2%
Stephenson	24,246	225	0.9%	68	0	0.0%	47,711	297	0.6%
Tazewell	68,654	617	0.9%	136	1	0.7%	135,394	999	0.7%
Union	7,890	18	0.2%	720	7	1.0%	17,808	54	0.3%
Vermilion	36,417	315	0.9%	433	0	0.0%	81,625	564	0.7%
Wabash	6,028	21	0.3%	24	0	0.0%	11,947	70	0.6%
Warren	8,887	104	1.2%	34	0	0.0%	17,707	94	0.5%
Washington	7,612	29	0.4%	18	0	0.0%	14,716	42	0.3%
Wayne	7,948	59	0.7%	16	0	0.0%	16,760	71	0.4%
White	6,686	29	0.4%	17	0	0.0%	14,665	31	0.2%
Whiteside	28,644	202	0.7%	130	1	0.8%	58,498	276	0.5%
Will	361,651	17,637	4.9%	1,737	20	1.2%	677,560	30,833	4.6%
Williamson	31,428	293	0.9%	262	2	0.8%	66,357	561	0.8%
Winnebago	148,195	3,735	2.5%	459	10	2.2%	295,266	6,810	2.3%
Woodford	19,971	145	0.7%	21	1	4.8%	38,664	213	0.6%
TOTAL	**6,694,742**	**349,812**	**5.2%**	**44,532**	**1,224**	**2.7%**	**12,830,632**	**586,934**	**4.6%**

II. Asian-American Representation During the Application Process

A. Asian-American Representation in the Applicant Pool

CMS received 82,321 applications for coded positions in calendar year 2017. Of those, 3% (2,224) were submitted by Asian-Americans.



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

All applicants took an open competitive eligibility test. Asian-Americans comprised 3% of the population that passed the test. The pass rate for the total applicant pool was 72%; the pass rate for Asian-American applicants was 74%.

	PASS/FAIL TEST								TOTAL APPS	
	PASSED TEST				FAILED TEST					
	PASS		% TOTAL Passed Test	% Asian-Americans Passed Test	FAILED		% TOTAL Failed Test	% Asian-Americans Failed Test	APPS	
Asian-Americans	1,643	**3%**	**72%**	**74%**	581	**3%**	**28%**	**26%**	2,224	**3%**
Non-Asian-Americans	57,669	**97%**		72%	22,428	97%		28%	80,097	**97%**
	59,312				**23,009**				**82,321**	

C. Asian-American Representation among Passing Grades

Asian-Americans received 3% (593) of the A grades on the open competitive eligibility test during 2017. Thirty-nine percent of the total population who passed the test received an A grade. Thirty-six percent of the Asian-American population who passed the test received an A grade.

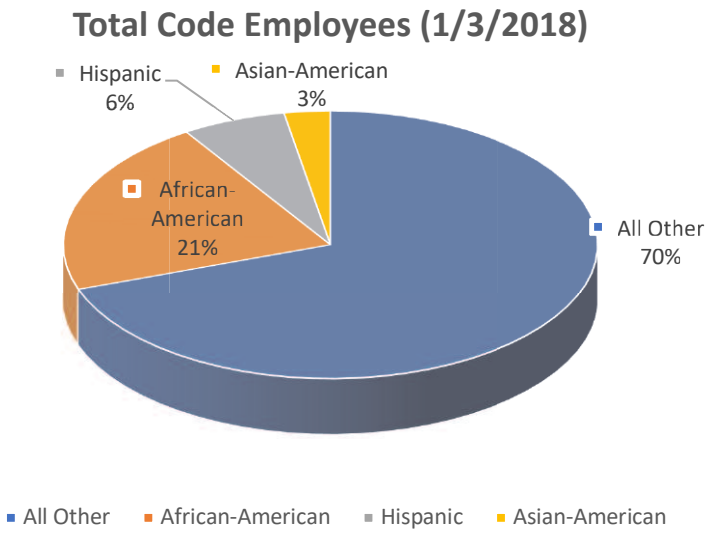
Asian-Americans received 3% (651) of the B grades on the open competitive eligibility test during 2017. Forty percent of the total population who passed the test received a B grade. Forty percent of the Asian-American population who passed the test received a B grade.

Asian-Americans received 3% (399) of the A grades on the open competitive eligibility test during 2017. Twenty-one percent of the total population who passed the test received a C grade. Twenty-four percent of the Asian-American population who passed the test received a C grade.

	TEST GRADE											
	GRADE A				GRADE B				GRADE C			
	% Asian-Americans on A Grade List		% TOTAL Passed Test A Grade	% Asian-Americans Passed Test A Grade	% Asian-Americans on B Grade List		% TOTAL Passed Test B Grade	% Asian-Americans Passed Test B Grade	% Asian-Americans on C Grade List		% TOTAL Passed Test C Grade	% Asian-Americans Passed Test C Grade
Asian-Americans	593	**3%**		**36%**	651	**3%**		**40%**	399	**3%**		**24%**
Non-Asian-Americans	22,426	97%		39%	23,351	**97%**		40%	11,892	**97%**		21%
	23,019		**39%**		**24,002**		**40%**		**12,291**		**21%**	

IV. Asian-American Representation within the State's Workforce

As of 1/3/2018, there were 44,639 employees in coded positions in the State's workforce, 3% (1,239) of whom were Asian-American.



A. Asian-American Representation by State Agency

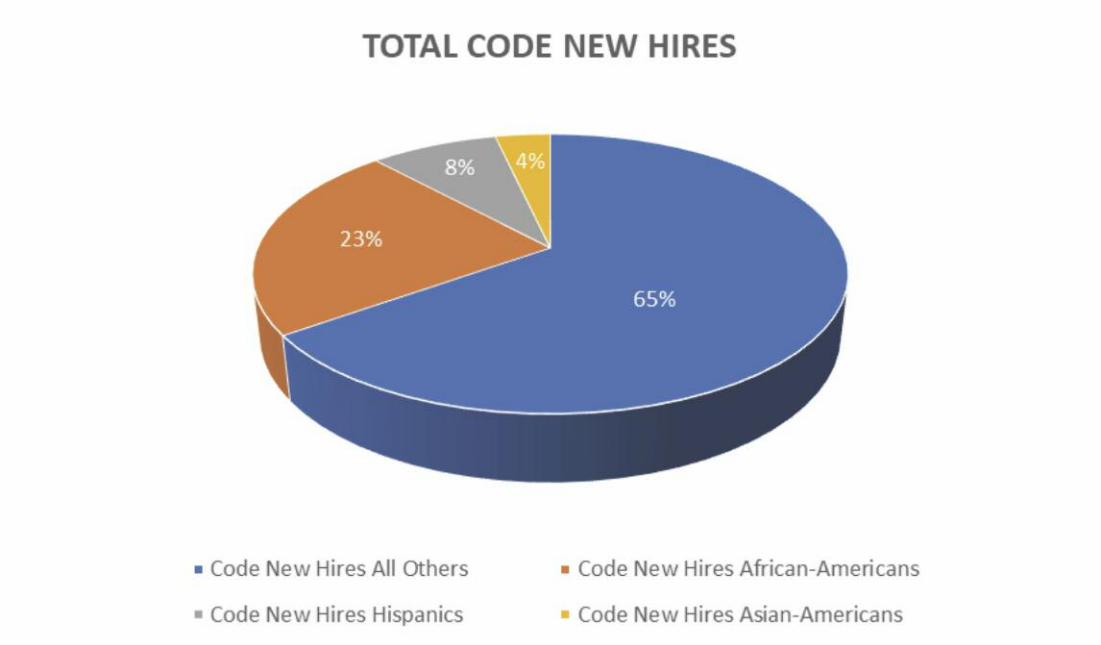
The chart below reflects the Asian-American representation within all coded agencies. Overall, Asian-Americans comprise 3% (1,239) of the current coded 44,639 employees.

ASIAN-AMERICAN REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	Asian-American TOTAL #	TOTAL #	% Asian-American
A LINCOLN PRES LIB&MUS	0	62	**0%**
AGING	1	133	**1%**
AGRICULTURE	4	324	**1%**
ARTS COUNCIL	1	11	**9%**
CAPITAL DEVELOPMENT BD	1	32	**3%**
CENTRAL MANAGEMENT SVCS	8	854	**1%**
CHILDREN & FAMILY SVCS	54	2,554	**2%**
CIVIL SERVICE COMMISSION	0	4	**0%**
COMM & ECON OPPORTUNITY	6	240	**3%**
COMMERCE COMMISSION	0	59	**0%**
CORRECTIONS	78	12,021	**1%**
CRIMINAL JUSTICE AUTH	2	42	**5%**
DEAF&HARD OF HEARING COM	0	4	**0%**
DEV DISABILITIES COUNCIL	0	6	**0%**
EMERGENCY MGMT AGENCY	2	66	**3%**
EMPLOYMENT SECURITY	37	1,046	**4%**
ENVIRONMENTAL PROTECTION	42	622	**7%**
FIN & PROF REG	12	367	**3%**
GAMING BOARD	2	143	**1%**
GUARDIANSHIP & ADVOCACY	1	102	**1%**
HEALTHCARE & FAMILY SRV	44	1,633	**3%**
HUMAN RIGHTS COMMISSION	0	14	**0%**
HUMAN RIGHTS DEPARTMENT	3	122	**2%**
HUMAN SERVICES	621	12,774	**5%**
IL TORTURE INQRY RLF COM	0	2	**0%**
INDEPENDENT TAX TRIBUNAL	1	1	**100%**
INNOVATION & TECHNOLOGY	91	1,240	**7%**
INSURANCE	9	209	**4%**
INVESTMENT BOARD	1	4	**25%**
JUVENILE JUSTICE	6	931	**1%**

ASIAN-AMERICAN REPRESENTATION WITHIN ALL CODED AGENCIES			
AGENCY	**Asian-American TOTAL #**	**TOTAL #**	**% Asian-American**
LABOR	2	74	**3%**
LABOR REL BD EDUCATIONAL	0	10	**0%**
LABOR RELATIONS BD ILL	2	13	**15%**
LAW ENF TRNG&STANDARD BD	1	23	**4%**
LOTTERY	3	140	**2%**
MILITARY AFFAIRS	1	129	**1%**
NATURAL RESOURCES	10	1,126	**1%**
POLLUTION CONTROL BOARD	0	16	**0%**
PRISONER REVIEW BOARD	0	16	**0%**
PROPERTY TAX APPEAL BD	0	32	**0%**
PUBLIC HEALTH	82	1,098	**7%**
RACING BOARD	0	2	**0%**
REVENUE	56	1,353	**4%**
STATE FIRE MARSHAL	0	125	**0%**
STATE POLICE	19	912	**2%**
STATE POLICE MERIT BOARD	0	7	**0%**
STATE RETIREMENT SYSTEMS	2	92	**2%**
TRANSPORTATION	9	2,483	**0%**
VETERANS AFFAIRS	21	1,248	**2%**
WORKERS COMPENSATION COM	4	118	**3%**
STATE WIDE TOTALS:	**1,239**	**44,639**	**3%**

V. Asian-American Representation among New Hires

In 2017, the State hired 4,435 new employees for coded positions. Of those hired, 4% (158) were Asian-American.



Together, African-Americans, Hispanics, and Asian-Americans comprised 35% of new hires. Of those, 10% were Asian-American.

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

AGENCY	African-American, Hispanic, and Asian-American New Hires		
	TOTAL # African-American, Hispanic, and Asian-American New Hires	# Asian-American	% Asian-American
AGING	1	0	0%

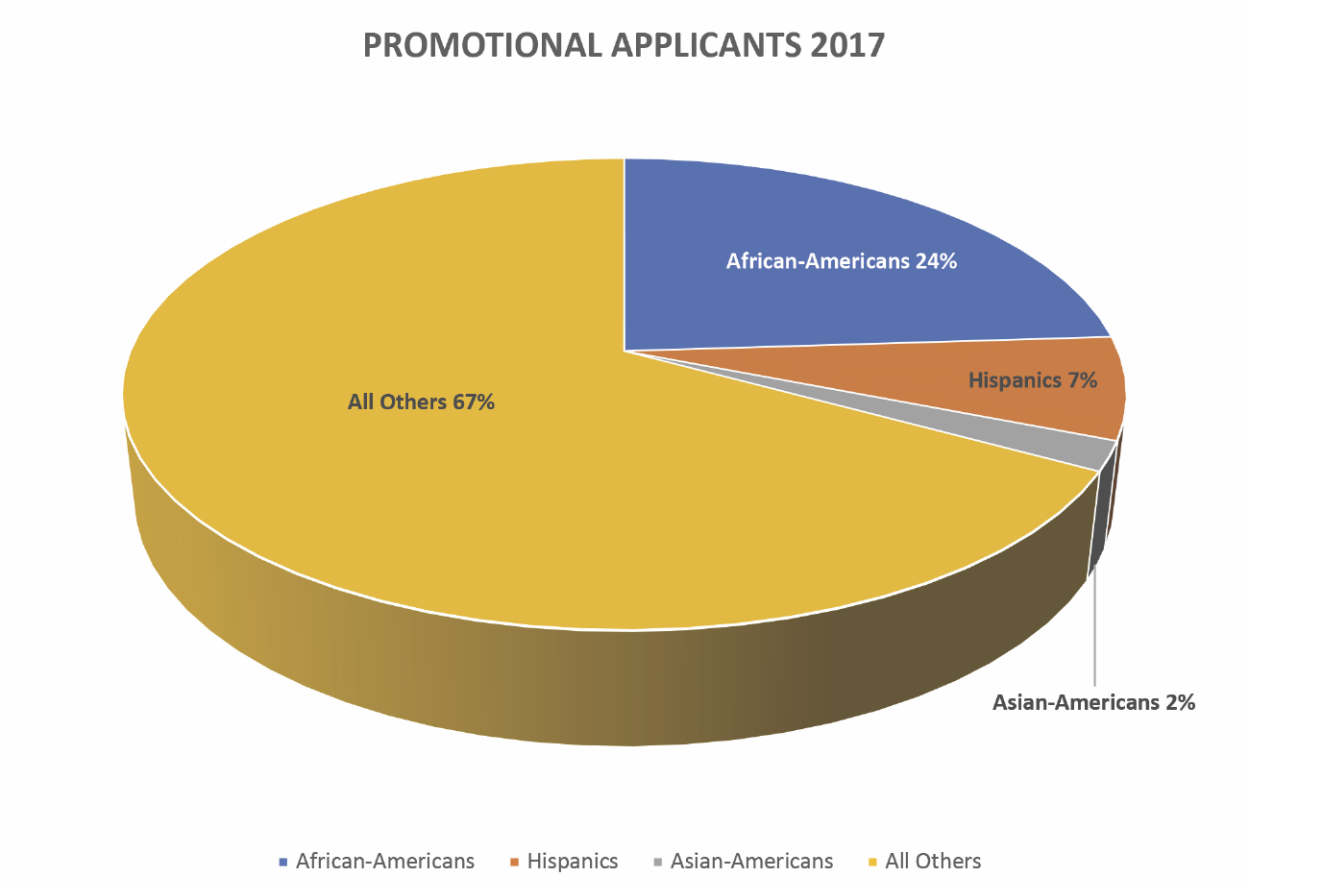
AGENCY	African-American, Hispanic, and Asian-American New Hires		
	TOTAL # African-American, Hispanic, and Asian-American New Hires	# Asian-American	% Asian-American
AGRICULTURE	4	1	25%
CENTRAL MANAGEMENT SVCS	8	0	0%
CHILDREN & FAMILY SVCS	139	6	4%
COMM & ECON OPPORTUNITY	5	0	0%
CORRECTIONS	182	8	4%
CRIMINAL JUSTICE AUTH	1	0	0%
EMPLOYMENT SECURITY	47	9	19%
ENVIRONMENTAL PROTECTION	1	0	0%
FIN & PROF REG	10	2	20%
GUARDIANSHIP & ADVOCACY	1	0	0%
HEALTHCARE & FAMILY SRV	32	4	13%
HISTORIC PRESERVATION	2	0	0%
HUMAN RIGHTS DEPARTMENT	14	0	0%
HUMAN SERVICES	831	92	11%
INSURANCE	5	1	20%
INVESTMENT BOARD	1	1	100%
JUVENILE JUSTICE	79	3	4%
LABOR	5	3	60%
LOTTERY	8	0	0%
MILITARY AFFAIRS	2	0	0%
NATURAL RESOURCES	5	0	0%
PUBLIC HEALTH	28	6	21%
REVENUE	57	12	21%
STATE FIRE MARSHAL	1	0	0%
STATE POLICE	10	2	20%
STATE RETIREMENT SYSTEMS	4	1	25%

AGENCY	African-American, Hispanic, and Asian-American New Hires		
	TOTAL # African-American, Hispanic, and Asian-American New Hires	# Asian-American	% Asian-American
TRANSPORTATION	11	0	0%
VETERANS AFFAIRS	48	6	13%
WORKERS COMPENSATION COM	4	1	25%
STATE WIDE TOTALS:	**1,546**	**158**	**10%**

VI. Asian-American Representation During Promotional Process

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

In calendar year 2017, there were 32,645 employees who submitted an application for promotion. Of those, 2% (516) were submitted by Asian-Americans.



B. Asian-American Pass Rate for Promotional Eligibility Tests

Every employee who submitted an application for promotion took a promotional test to get onto the eligibility list. Asian-Americans comprised 2% (361) of the population that passed the promotional test. The pass rate for the total promotional applicant pool was 65%; the pass rate for the Asian-American promotional applicants was 70%.

	PASS/FAIL TEST									
	PASSED TEST				FAILED TEST				PROMO APPS	
	PASS		% TOTAL Passed Test	% Asian-Americans Passed Test	FAILED		% TOTAL Failed Test	% Asian-Americans Failed Test		
Asian-Americans	361	**2%**		**70%**	155	**1%**		**30%**	516	**2%**
Non-Asian-Americans	20766	98%		65%	11363	99%		35%	32,129	98%
	21,127		65%		11,518		35%		32,645	

C. Representation of Asian-Americans among Passing Grades

Asian-Americans received 2% (313) of the A grades on the promotional eligibility list during 2017. Eighty-five percent of the total population who passed the promotional test received an A grade. Eighty-seven percent of the Asian-American population who passed the promotional test received an A grade.

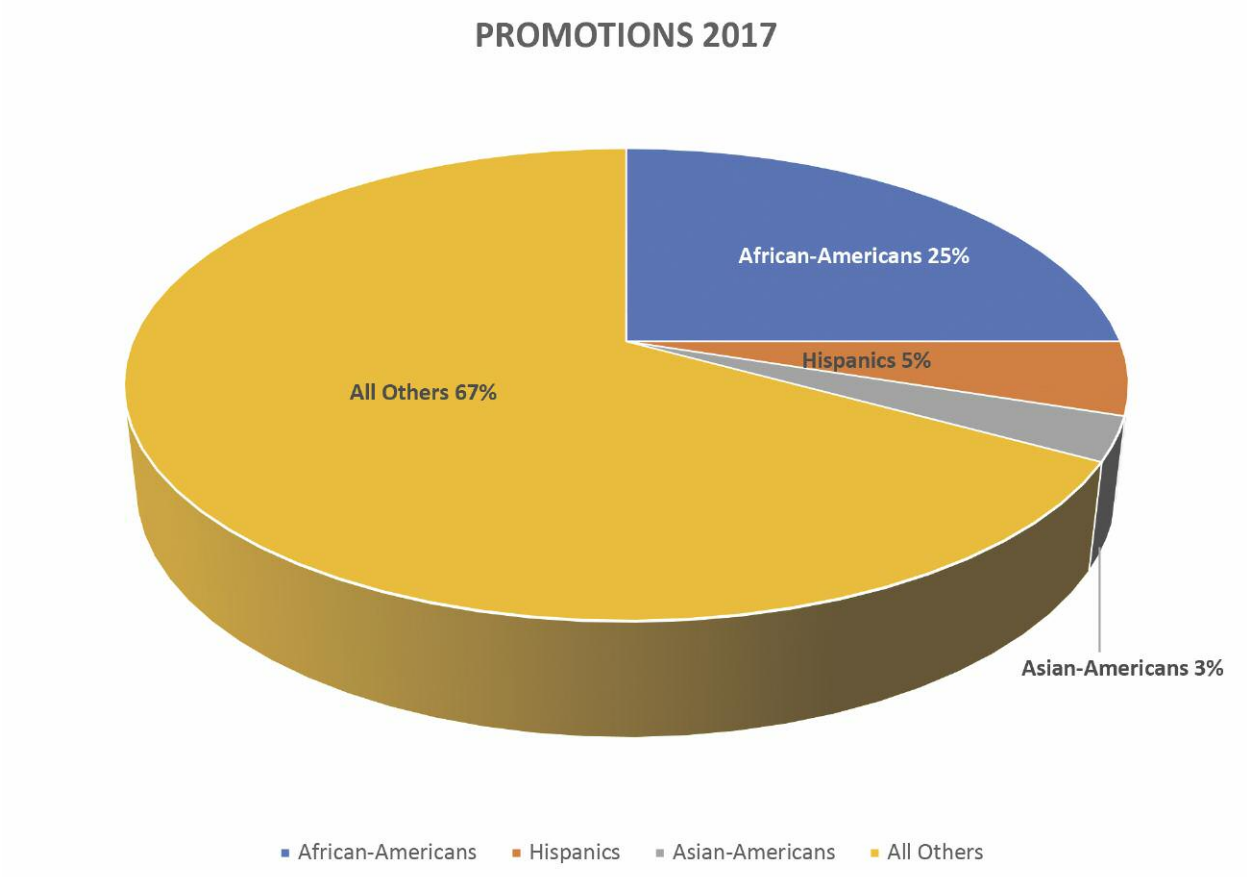
Asian-Americans received 1% (45) of the B grades on the promotional eligibility list during 2017. Fourteen percent of the total population who passed the promotional test received a B grade. Twelve percent of the Asian-American population who passed the promotional test received a B grade.

Asian-Americans received 4% (3) of the C grades on the promotional eligibility list during 2017. Zero percent of the total population who passed the promotional test received a C grade. One percent of the Asian-American population who passed the promotional test received a C grade.

	TEST GRADE											
	GRADE A				GRADE B				GRADE C			
	% Asian-Americans on A Grade List		% TOTAL Passed Test A Grade	% Asian-Americans Passed Test A Grade	% Asian-Americans on B Grade List		% TOTAL Passed Test B Grade	% Asian-Americans Passed Test B Grade	% Asian-Americans on C Grade List		% TOTAL Passed Test C Grade	% Asian-Americans Passed Test C Grade
Asian-Americans	313	**2%**	**85%**	**87%**	45	**1%**	**14%**	**12%**	3	**4%**	**0%**	**1%**
Non-Asian-Americans	17,745	98%		85%	2,956	99%		14%	65	96%		0%
	18,058				3,001				68			

VII. Asian-American Representation among Promotions

In 2017, the State promoted 5,047 coded employees; 3% (130) were Asian-American.



Together, African-Americans, Hispanics, and Asian-Americans comprised 33% (1,644) of promotions. Of those, 8% were Asian-American. Agency promotions of African-Americans, Hispanics, and Asian-Americans are reflected in the chart below, along with the proportion of Asian-Americans in this pool.

AGENCY	African-American, Hispanic, and Asian-American Promotions		
	Total # Asian-American, Hispanic, and Asian-American Promotions	# Asian-American	% Asian-American
AGING	6	0	0%
AGRICULTURE	2	0	0%
CENTRAL MANAGEMENT SVCS	24	4	17%

AGENCY	African-American, Hispanic, and Asian-American Promotions		
	Total # Asian-American, Hispanic, and Asian-American Promotions	# Asian-American	% Asian-American
CHILDREN & FAMILY SVCS	135	9	7%
COMM & ECON OPPORTUNITY	3	0	0%
CORRECTIONS	178	9	5%
CRIMINAL JUSTICE AUTH	2	0	0%
EMPLOYMENT SECURITY	71	7	10%
ENVIRONMENTAL PROTECTION	8	3	38%
FIN & PROF REG	12	0	0%
GAMING BOARD	5	1	20%
GUARDIANSHIP & ADVOCACY	3	0	0%
HEALTHCARE & FAMILY SRV	38	5	13%
HISTORIC PRESERVATION	1	0	0%
HUMAN RIGHTS DEPARTMENT	10	0	0%
HUMAN SERVICES	977	65	7%
INNOVATION & TECHNOLOGY	4	1	25%
INSURANCE	8	1	13%
JUVENILE JUSTICE	22	1	5%
LABOR	3	0	0%
LOTTERY	2	0	0%
MILITARY AFFAIRS	1	0	0%
NATURAL RESOURCES	6	1	17%
POLLUTION CONTROL BOARD	1	0	0%
PRISONER REVIEW BOARD	1	0	0%
PROPERTY TAX APPEAL BD	1	0	0%
PUBLIC HEALTH	41	12	29%
REVENUE	49	10	20%
STATE FIRE MARSHAL	1	0	0%
STATE POLICE	7	1	14%
STATE RETIREMENT SYSTEMS	1	0	0%
TRANSPORTATION	10	0	0%
VETERANS AFFAIRS	9	0	0%
WORKERS COMPENSATION COM	2	0	0%
STATE WIDE TOTALS:	**1,644**	**130**	**8%**

VIII. Representation of Asian-Americans in Supervisory, Technical, Professional, and Managerial Positions

The Civil Administrative Code of Illinois (Department of Central Management Services Law) mandates improved representation of Asian-Americans in supervisory, technical, professional, and managerial positions.[40]

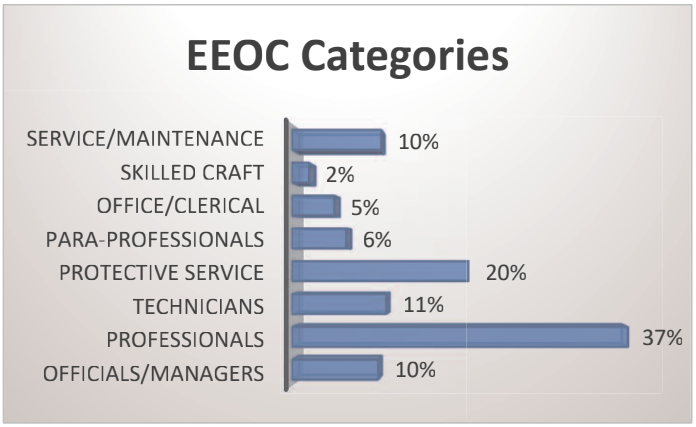
The statute does not define supervisory, technical, professional, or managerial, and the State does not code positions as "supervisory", "technical", "professional" or "managerial."

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

A. EEOC Job Categories

All State jobs are classified into one of eight job classifications based on the content and responsibility of the job: Officials and Managers (e.g., department heads),[41] 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),[42] Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

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



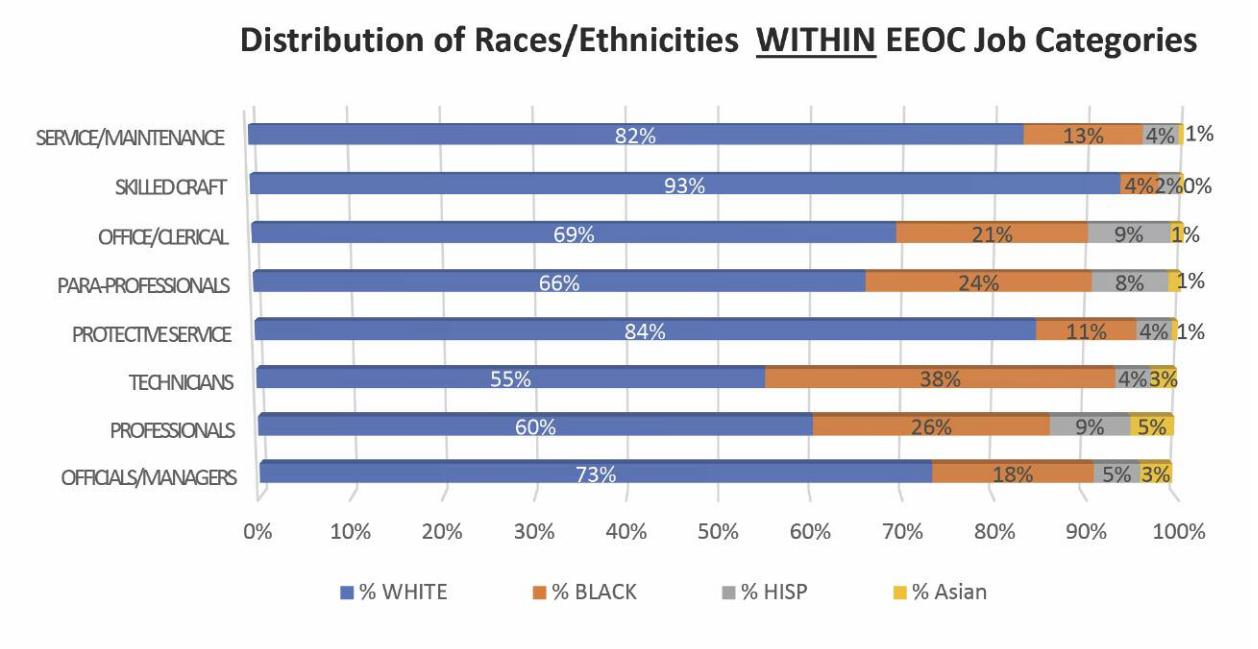
[40] Civil Administrative Code of Illinois (Department of Central Management Services Law), 20 ILCS 405-120.

[41] Sometimes referred to as Officials and Administrators. *See*, Illinois Department of Human Rights, "Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies", Appendix A.

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

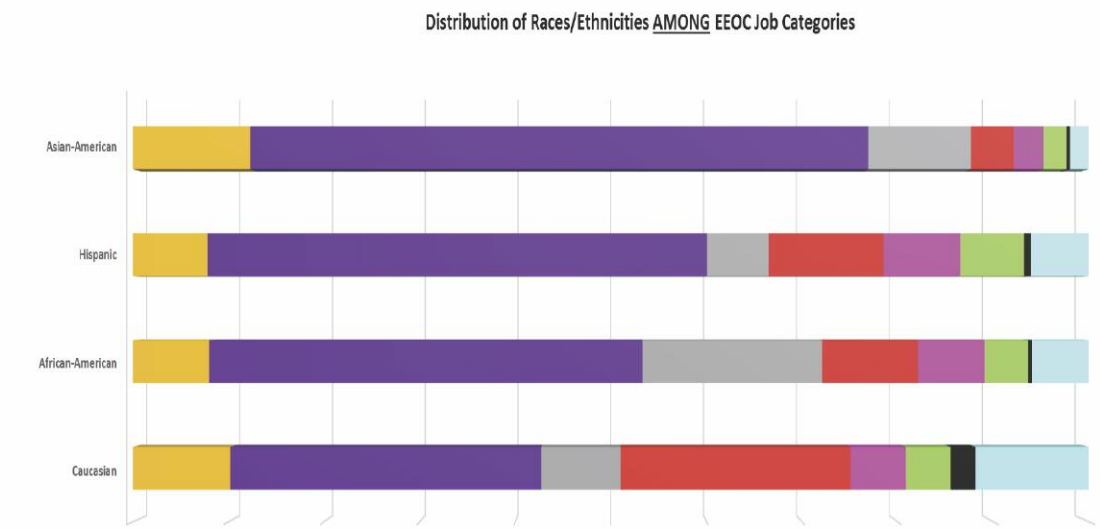
Below is a chart reflecting the breakdown within each EEOC job category for Caucasians, African-Americans, Hispanics, and Asian-Americans.

Asian-Americans comprise 3% of Officials/Managers, 5% of Professionals, 3% of Technicians, 1% of Protective Service, 1% of Para-Professionals, 1% of Office/Clerical, 0% of Skilled Craft, and 1% of Service/Maintenance.



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

Asian-American representation among the EEOC Job Categories is as follows: 12% Officials/Managers, 65% Professionals, 11% Technicians, 4% Protective Service, 3% Para-Professionals, 2% Office/Clerical, 0% Skilled Craft, and 2% Service/Maintenance.



	Caucasian	African-American	Hispanic	Asian-American
Officials/Managers	10%	8%	8%	12%
Professionals	33%	45%	52%	65%
Technicians	8%	19%	6%	11%
Protective Service	24%	10%	12%	4%
Para-Professionals	6%	7%	8%	3%
Office/Clerical	5%	5%	7%	2%
Skilled Craft	3%	0%	1%	0%
Service/Maintenance	12%	6%	6%	2%

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

The EEOC Job Categories labeled Officials/Managers, Professionals, and Technicians seem to include positions most consistent with supervisory, technical, professional, and managerial positions. Eighty-eight percent of coded Asian-American employees are in the Officials/Managers, Professionals, and Technicians EEOC Job Categories.

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

B. Senior Public Service Administrators

As of January 3, 2018, the State employed 2,832 people in Senior Public Service Administrator positions, 4% (101) of whom were Asian-American, as reflected in the chart below.

Asian-American SPSAs			
Agency	**TOTAL SPSAs**	**Asian-American SPSAs**	**% Asian-American SPSAs**
A LINCOLN PRES LIB&MUS	4	0	0%
AGING	23	0	0%
AGRICULTURE	10	0	0%
ARTS COUNCIL	1	0	0%
CAPITAL DEVELOPMENT BD	0	0	0%
CENTRAL MANAGEMENT SVCS	103	3	3%
CHILDREN & FAMILY SVCS	453	10	2%
CIVIL SERVICE COMMISSION	2	0	0%
COMM & ECON OPPORTUNITY	50	3	6%
COMMERCE COMMISSION	1	0	0%
CORRECTIONS	201	1	0%
CRIMINAL JUSTICE AUTH	13	0	0%
DEAF&HARD OF HEARING COM	2	0	0%
DEV DISABILITIES COUNCIL	3	0	0%

Asian-American SPSAs			
Agency	**TOTAL SPSAs**	**Asian-American SPSAs**	**% Asian-American SPSAs**
EMERGENCY MGMT AGENCY	15	0	0%
EMPLOYMENT SECURITY	132	4	3%
ENVIRONMENTAL PROTECTION	48	2	4%
FIN & PROF REG	43	2	5%
GAMING BOARD	21	1	5%
GUARDIANSHIP & ADVOCACY	12	0	0%
HEALTHCARE & FAMILY SRV	204	10	5%
HUMAN RIGHTS COMMISSION	1	0	0%
HUMAN RIGHTS DEPARTMENT	18	0	0%
HUMAN SERVICES	576	25	4%
IL TORTURE INQRY RLF COM	1	0	0%
INDEPENDENT TAX TRIBUNAL	1	1	100%
INNOVATION & TECHNOLOGY	184	9	5%
INSURANCE	50	1	2%
INVESTMENT BOARD	0	0	0%
JUVENILE JUSTICE	23	0	0%
LABOR	8	0	0%
LABOR REL BD EDUCATIONAL	7	0	0%
LABOR RELATIONS BD ILL	7	1	14%
LAW ENF TRNG&STANDARD BD	6	0	0%
LOTTERY	9	1	11%
MILITARY AFFAIRS	3	0	0%
NATURAL RESOURCES	54	2	4%
POLLUTION CONTROL BOARD	8	0	0%
PRISONER REVIEW BOARD	1	0	0%
PROPERTY TAX APPEAL BD	4	0	0%
PUBLIC HEALTH	261	19	7%
RACING BOARD	0	0	0%
REVENUE	142	1	1%
STATE FIRE MARSHAL	10	0	0%
STATE POLICE	44	1	2%
STATE POLICE MERIT BOARD	1	0	0%
STATE RETIREMENT SYSTEMS	6	1	17%
TRANSPORTATION	18	1	6%
VETERANS AFFAIRS	40	0	0%
WORKERS COMPENSATION COM	8	2	25%
GRAND TOTAL:	**2,832**	**101**	**4%**

IX. Representation of Asian-Americans among Departures[43]

In 2017, 5,431 employees left their positions due to resignation, retirement, layoff, termination or transfer, 2% (109) of whom were Asian-American.

Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	**# vacated total**	**# Asian-American vacated**	**% Asian-American vacated**
Aging	23	0	0%
Agriculture	50	0	0%
Arts Council	0	0	0%
Capital Development Board	7	0	0%
Central Management Services	199	4	2%
Children and Family Services	250	5	2%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	56	0	0%
Corrections	947	6	1%
Criminal Justice Information Authority	5	0	0%
Deaf and Hard of Hearing Commission	1	0	0%
Developmental Disabilities Council	3	0	0%
Emergency Management Agency	16	0	0%
Employment Security	167	6	4%
Environmental Protection Agency	73	2	3%
Executive Ethics Commission	12	0	0%
Financial and Professional Regulation	62	3	5%
Gaming Board	16	0	0%
Guardianship and Advocacy Commission	8	0	0%
Healthcare and Family Services	293	3	1%
Human Rights Commission	1	0	0%
Human Rights Department	19	1	5%
Human Services	1,413	51	4%
Illinois Commerce Commission	23	1	4%
Innovation and Technology	11	0	0%
Insurance	44	2	5%
Investment Board	1	0	0%
Juvenile Justice	252	2	1%
Labor Department	17	2	12%
Labor Relations Board	2	0	0%

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

Employees who Vacated Workforce (resignation, retirement, layoff, termination and transfer)			
Agency	**# vacated total**	**# Asian-American vacated**	**% Asian-American vacated**
Labor Relations Board - Educational	2	0	0%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	27	0	0%
Medical District Commission	2	0	0%
Military Affairs	50	0	0%
Natural Resources	168	0	0%
Office of Executive Inspector General	12	0	0%
Pollution Control Board	4	0	0%
Prisoner Review Board	4	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	8	1	13%
Public Health	143	6	4%
Racing Board	9	0	0%
Revenue	257	5	2%
State Fire Marshal	8	0	0%
State Police	146	0	0%
State Police Merit Board	0	0	0%
State Retirement Systems	18	0	0%
Tax Tribunal	0	0	0%
Transportation	372	7	2%
Veterans Affairs	218	0	0%
Workers Compensation Commission	12	2	17%
TOTAL	**5,431**	**109**	**2%**

X. Representation of Asian-Americans among Interns[44]

Agencies reported hiring 375 interns, of whom 11% were Asian-American.

Asian-American Interns			
Agency	**# interns**	**# Asian-American interns**	**% Asian-American interns**
Aging	0	0	0%
Agriculture	5	4	80%
Arts Council	0	0	0%

[44] Based on agency responses to the 2018 Employment Plan Survey.

Asian-American Interns			
Agency	# interns	# Asian-American interns	% Asian-American interns
Capital Development Board	7	2	29%
Central Management Services	0	0	0%
Children and Family Services	6	0	0%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	15	0	0%
Corrections	0	0	0%
Criminal Justice Information Authority	12	0	0%
Deaf and Hard of Hearing Commission	0	0	0%
Developmental Disabilities Council	0	0	0%
Emergency Management Agency	1	1	100%
Employment Security	13	3	23%
Environmental Protection Agency	33	7	21%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	1	0	0%
Gaming Board	0	0	0%
Guardianship and Advocacy Commission	3	0	0%
Healthcare and Family Services	20	3	15%
Human Rights Commission	8	0	0%
Human Rights Department	0	0	0%
Human Services	62	8	13%
Illinois Commerce Commission	4	0	0%
Innovation and Technology	0	0	0%
Insurance	4	0	0%
Investment Board	0	0	0%
Juvenile Justice	0	0	0%
Labor Department	1	0	0%
Labor Relations Board	0	0	0%
Labor Relations Board - Educational	0	0	0%
Law Enforcement Training and Standards Board	1	0	0%
Lottery	0	0	0%
Medical District Commission	0	0	0%
Military Affairs	0	0	0%
Natural Resources	9	0	0%
Office of Executive Inspector General	5	0	0%
Pollution Control Board	0	0	0%
Prisoner Review Board	0	0	0%
Procurement Policy Board	0	0	0%

Asian-American Interns			
Agency	**# interns**	**# Asian-American interns**	**% Asian-American interns**
Property Tax Appeal Board	0	0	0%
Public Health	60	13	22%
Racing Board	0	0	0%
Revenue	2	0	0%
State Fire Marshal	1	0	0%
State Police	90	0	0%
State Police Merit Board	0	0	0%
State Retirement Systems	3	1	33%
Tax Tribunal	0	0	0%
Transportation	2	1	50%
Veterans Affairs	5	0	0%
Workers Compensation Commission	2	0	0%
TOTAL	**375**	**43**	**11%**

ASIAN-AMERICAN REPRESENTATION IN THE STATE'S WORKFORCE ANALYSIS

The representation of Asian-Americans in the State's workforce should be comparable to the representation of Asian-Americans in the relevant available labor market within Illinois.[45]

I. Asian-American Representation Throughout the Employee Lifecycle

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

Employee Lifecycle Event	Asian-American Representation
Applicants	3%
Open Competitive Eligibility Test: Pass	3%
Open Competitive Eligibility Test: A Grade	3%
New Hires	4%
Applicants for Promotion	2%
Promotional Eligibility Test: Pass	2%
Promotional Eligibility Test: A Grade	2%
Promotions	3%
Supervisory, Technical, Professional, and Managerial Positions: EEOC Job Categories	4%
Supervisory, Technical, Professional, and Managerial Positions: SPSAs Senior Public Service Administrators (SPSAs)	4%
Departures	2%
Internships	11%

II. Summary

While the representation of Asian-Americans in the State's workforce (3%) during 2017 was less than the representation of Asian-Americans in Illinois' labor market, it remained within one percentage point of the representation in Illinois' labor market throughout the employee lifecycle, including in supervisory, technical, professional, and managerial positions.

[45] *See*, footnote 37, above.

STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS DATA

I. Ensuring Full Access to the State's Workforce

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

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

1. Asian-American Diversity among Rutan Interviewers

In 2017, there were 689 Rutan interviewers in the State's workforce, 13% (90) of whom were Asian-American.

Asian-American Interviewers			
Agency	**# Rutan interviewers**	**# Asian-American Rutan interviewers**	**% Asian-American Rutan interviewers**
Aging	12	0	0%
Agriculture	54	0	0%
Arts Council	2	2	100%
Capital Development Board	20	20	100%
Central Management Services	137	32	23%
Children and Family Services	408	12	3%
Civil Service Commission	1	0	0%
Commerce and Economic Opportunity	41	1	2%
Corrections	384	4	1%
Criminal Justice Information Authority	21	1	5%
Deaf and Hard of Hearing Commission	4	0	0%
Developmental Disabilities Council	2	0	0%
Emergency Management Agency	34	1	3%
Employment Security	118	6	5%
Environmental Protection Agency	66	5	8%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	21	1	5%
Gaming Board	25	0	0%
Guardianship and Advocacy Commission	11	0	0%
Healthcare and Family Services	66	1	2%
Human Rights Commission	8	0	0%

Asian-American Interviewers			
Agency	**# Rutan interviewers**	**# Asian-American Rutan interviewers**	**% Asian-American Rutan interviewers**
Human Rights Department	22	0	0%
Human Services	507	0	0%
Illinois Commerce Commission	40	2	5%
Innovation and Technology	103	0	0%
Insurance	58	0	0%
Investment Board	1	1	100%
Juvenile Justice	112	0	0%
Labor Department	12	2	17%
Labor Relations Board	5	1	20%
Labor Relations Board - Educational	3	0	0%
Law Enforcement Training and Standards Board	4	0	0%
Lottery	14	0	0%
Medical District Commission	0	0	0%
Military Affairs	55	0	0%
Natural Resources	140	0	0%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	2	0	0%
Prisoner Review Board	3	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	8	0	0%
Public Health	220	13	6%
Racing Board	3	0	0%
Revenue	170	1	1%
State Fire Marshal	17	0	0%
State Police	292	3	1%
State Police Merit Board	3	0	0%
State Retirement Systems	9	1	11%
Tax Tribunal	0	0	0%
Transportation	998	25	3%
Veterans Affairs	40	0	0%
Workers Compensation Commission	17	3	18%
	689	**90**	**13%**

II. Diversity[46] on Rutan Interview Panels

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

Diverse Rutan Interview Panels			
Agency	**# Rutan interviews**	**# Rutan interviews with a diverse interview panel**	**% Rutan interviews with a diverse interview panel**
Aging	30	0	0%
Agriculture	37	0	0%
Capital Development Board	5	3	60%
Central Management Services	312	17	5%
Children and Family Services	174	170	98%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	4	1	25%
Corrections	185	41	22%
Criminal Justice Information Authority	9	5	56%
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	3	3	100%
Emergency Management Agency	4	1	25%
Employment Security	241	192	80%
Environmental Protection Agency	104	39	38%
Executive Ethics Commission	0	0	0%

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

Diverse Rutan Interview Panels			
Agency	**# Rutan interviews**	**# Rutan interviews with a diverse interview panel**	**% Rutan interviews with a diverse interview panel**
Financial and Professional Regulation	15	1	7%
Gaming Board	19	6	32%
Guardianship and Advocacy Commission	32	29	91%
Healthcare and Family Services	882	70	8%
Human Rights Commission	1	1	100%
Human Rights Department	16	15	94%
Human Services	3377	2019	60%
Illinois Commerce Commission	55	11	20%
Innovation and Technology	0	0	0%
Insurance	42	42	100%
Investment Board	0	0	0%
Juvenile Justice	20	11	55%
Labor Department	7	4	57%
Labor Relations Board - Educational	1	1	100%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	86	10	12%
Medical District Commission	0	0	0%
Military Affairs	32	5	16%
Natural Resources	80	78	98%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	0	0	0%

Diverse Rutan Interview Panels			
Agency	**# Rutan interviews**	**# Rutan interviews with a diverse interview panel**	**% Rutan interviews with a diverse interview panel**
Prisoner Review Board	4	4	100%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	5	5	100%
Public Health	145	66	46%
Racing Board	21	7	33%
Revenue	847	87	10%
State Fire Marshal	22	1	5%
State Police	58	30	52%
State Police Merit Board	0	0	0%
State Retirement Systems	9	1	11%
Tax Tribunal	0	0	0%
Transportation	521	220	42%
Veterans Affairs	187	0	0%
Workers Compensation Commission	23	13	57%
	7,618	3,209	**42%**

III. Asian-American Diversity on Interview Panel

As reflected in the chart below, 1% (67) of the 7,436 Rutan interviews conducted State-wide included Asian-American diversity on the panel.

Asian-Americans on Rutan Interview Panels			
Agency	**# Rutan interview panels**	**# Rutan interview panels with an Asian-American interviewer**	**% Rutan interview panels with an Asian-American interviewer**
Aging	30	0	0%
Agriculture	37	0	0%
Arts Council	0	0	0%

Asian-Americans on Rutan Interview Panels			
Agency	# Rutan interview panels	# Rutan interview panels with an Asian-American interviewer	% Rutan interview panels with an Asian-American interviewer
Capital Development Board	5	0	0%
Central Management Services	120	0	0%
Children and Family Services	174	9	5%
Civil Service Commission	0	0	0%
Commerce and Economic Opportunity	4	0	0%
Corrections	185	3	2%
Criminal Justice Information Authority	9	1	11%
Deaf and Hard of Hearing Commission	3	0	0%
Developmental Disabilities Council	3	0	0%
Emergency Management Agency	4	1	25%
Employment Security	241	1	0%
Environmental Protection Agency	104	12	12%
Executive Ethics Commission	0	0	0%
Financial and Professional Regulation	15	1	7%
Gaming Board	19	0	0%
Guardianship and Advocacy Commission	32	0	0%
Healthcare and Family Services	882	3	0%
Human Rights Commission	1	0	0%
Human Rights Department	16	0	0%
Human Services	3337	0	0%
Illinois Commerce Commission	55	0	0%
Innovation and Technology	0	0	0%
Insurance	42	0	0%
Investment Board	0	0	0%
Juvenile Justice	20	0	0%
Labor Department	7	3	43%
Labor Relations Board	1	1	100%
Labor Relations Board - Educational	1	0	0%
Law Enforcement Training and Standards Board	0	0	0%
Lottery	86	0	0%
Medical District Commission	0	0	0%
Military Affairs	32	0	0%
Natural Resources	140	0	0%
Office of Executive Inspector General	0	0	0%
Pollution Control Board	0	0	0%

Asian-Americans on Rutan Interview Panels			
Agency	**# Rutan interview panels**	**# Rutan interview panels with an Asian-American interviewer**	**% Rutan interview panels with an Asian-American interviewer**
Prisoner Review Board	4	0	0%
Procurement Policy Board	0	0	0%
Property Tax Appeal Board	5	0	0%
Public Health	145	14	10%
Racing Board	21	0	0%
Revenue	847	0	0%
State Fire Marshal	22	0	0%
State Police	57	0	0%
State Police Merit Board	0	0	0%
State Retirement Systems	9	1	11%
Tax Tribunal	0	0	0%
Transportation	521	11	2%
Veterans Affairs	187	0	0%
Workers Compensation Commission	13	6	46%
TOTAL	**7,436**	**67**	**1%**

IV. Diversity among Human Resources Personnel

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

Agency	# Human Resources staff	# Minority Human Resources staff	% Minority Human Resources staff
Aging	2	0	0%
Agriculture	4	0	0%
Arts Council	1	1	100%
Capital Development Board	2	1	50%
Central Management Services	4	1	25%
Children and Family Services	35	11	31%
Civil Service Commission	1	0	0%
Commerce and Economic Opportunity	7	1	14%
Corrections	61	6	10%
Criminal Justice Information Authority	2	1	50%

Agency	# Human Resources staff	# Minority Human Resources staff	% Minority Human Resources staff
Deaf and Hard of Hearing Commission	1	0	0%
Developmental Disabilities Council	1	0	0%
Emergency Management Agency	1	0	0%
Employment Security	15	13	87%
Environmental Protection Agency	4	0	0%
Executive Ethics Commission	2	1	50%
Financial and Professional Regulation	3	0	0%
Gaming Board	2	0	0%
Guardianship and Advocacy Commission	1	1	100%
Healthcare and Family Services	36	11	31%
Human Rights Commission	2	1	50%
Human Rights Department	3	2	67%
Human Services	101	27	27%
Illinois Commerce Commission	4	0	0%
Innovation and Technology	6	1	17%
Insurance	6	0	0%
Investment Board	0	0	0%
Juvenile Justice	6	2	33%
Labor Department	1	0	0%
Labor Relations Board	1	1	100%
Labor Relations Board - Educational	1	0	0%
Law Enforcement Training and Standards Board	1	0	0%
Lottery	3	0	0%
Medical District Commission	1	0	0%
Military Affairs	5	0	0%
Natural Resources	12	11	92%
Office of Executive Inspector General	2	1	50%
Pollution Control Board	1	0	0%
Prisoner Review Board	2	0	0%
Procurement Policy Board	1	0	0%
Property Tax Appeal Board	1	0	0%
Public Health	10	1	10%
Racing Board	1	0	0%
Revenue	21	0	0%
State Fire Marshal	1	0	0%
State Police	2	0	0%

Agency	# Human Resources staff	# Minority Human Resources staff	% Minority Human Resources staff
State Police Merit Board	1	0	0%
State Retirement Systems	1	1	100%
Tax Tribunal	2	1	50%
Transportation	225	48	21%
Veterans Affairs	19	4	21%
Workers Compensation Commission	3	1	33%
TOTAL	**631**	**150**	**24%**

V. Internal Procedures to Complement and Bolster Diversity Efforts

A. Dedicated Liaison to Asian-American Communities

Eight agencies (15%) have designated staff as liaisons to Asian-American communities.

Dedicated Liaison	
Agency	**Does your agency have a designated Asian American liaison who works with the Asian American community to recruit Asian Americans?**
Children and Family Services	Yes
Commerce and Economic Opportunity	Yes
Gaming Board	Yes
Human Rights Department	Yes
Juvenile Justice	Yes
Revenue	Yes
State Police	Yes
Transportation	Yes

STRUCTURAL SUPPORT FOR DIVERSITY EFFORTS ANALYSIS

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

I. Ensuring Full Access to the State's Workforce

A. Broad Employment Outreach

Many agencies conduct broad outreach to educate communities about the State's employment selection process and help candidates select job titles for which to apply.

B. Career Advancement Programs

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

C. Equal Opportunity to Secure an Employment Interview

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

D. Embedding Sensitivity to Diversity among Employment Selection Decision Makers

1. Diversity / Unconscious Bias Training Prior to Interviews

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

2. Diversity among Decision Makers during Employment Selection Process

a. Diverse Rutan Interview Panels

In 2017, nearly 700 Rutan interviewers conducted nearly 7,500 Rutan interviews across the State. Asian-Americans accounted for 13% of Rutan interviewers. 42% of Rutan interviews were conducted with a diverse interview panel. 1% included at least one Asian-American on the interview panel.

b. Diverse Human Resources Personnel

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

II. Internal Procedures to Complement and Bolster Diversity Efforts

A. Engagement of Senior Leadership

In several agencies, senior leadership is engaged in the diversity program as reflected by the direct involvement of the Director, executive staff, and/or management staff in diversity initiatives.

B. Dedicated Resources towards Advancing Diversity Goals

1. Budget Allocation

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

2. Dedicated Liaisons to Asian-American Communities

Fifteen percent of surveyed agencies have dedicated liaisons who work within the Asian-American community and help with recruitment.

3. Strategic Integration of Diverse Expertise

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

4. Agency-wide Diversity Training

a. Unconscious Bias Training

Three agencies offered comprehensive unconscious bias training to their employees.

b. Diversity Sensitivity Training

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

2018 Asian-American Employment Plan

AGENCY BEST PRACTICES

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

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

Agency	Best Practices: *Commitment Exemplified Through Voluntary Participation*
Executive Ethics Commission	Voluntarily participates in Asian-American Employment Plan survey
Medical District Commission	Voluntarily participates in Asian-American Employment Plan survey
Office of the Executive Inspector General	Voluntarily participates in Asian-American Employment Plan survey
Procurement Policy Board	Voluntarily participates in Asian-American Employment Plan survey

II. Ensuring Full Access to the State's Workforce

A. Outreach

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

B. Career Development

Career development enables retention of ambitious and motivated employees. Many agencies take advantage of the State's Upward Mobility Program (UMP), which incentivizes, prepares, and assists AFSCME[47] members seeking promotion.

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

C. Rutan Interview Candidate Selection

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

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

[47] The Association of Federal, State, County, and Municipal Employees, Council 31.

D. Unconscious Bias Training Prior to Interviews

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

E. Diversity among Employment Selection Decision Makers

1. Rutan Interviewer Selection

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

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

A. Engagement of Senior Leadership

Agency	Best Practices: *Engagement of Senior Leadership*
Commerce and Economic Opportunity	Reports to the Director and works closely with the Directors office and Human Resources on recruitment
Transportation	Offers recommendations to management and executive staff to target and improve outreach

Agency	Best Practices: *Engagement of Senior Leadership*
Corrections	EEO Officer meets with department heads to develop recruitment strategies
Revenue	Provides policy recommendations to senior leadership
Insurance	Workforce diversity goals discussed in senior staff meetings

B. Dedicated Resources towards Advancing Diversity Goals

1. Budget Allocation

Agency	Best Practices: *Dedicated Resources: Budget Allocation*
Transportation	Budget allocated for outreach and career fair events

2. Dedicated Liaisons to Asian-American Communities

Agency	Dedicated Liaison	Liaison Duties
Revenue	Yes	Provides policy recommendations to senior leadership, regularly coordinates strategic community and stakeholder hiring events/ workshops, attends meetings of the Asian-American Employment Plan Advisory Council.
Children and Family Services	Yes	Supports/assists HR with outreach, participates in strategic planning meetings regarding affirmative action, diversity, recruitment, and retention, attends meetings of the Asian-American Employment Plan Council, maintains relationships with advocacy organizations, community groups, sister agencies
Human Rights Department	Yes	Engages in diversity training, outreach, and community relations
Transportation	Yes	Executes annual diversity recruitment plan; offers recommendations to management and executive staff to target and improve outreach
Commerce and Economic Opportunity	Yes	
Juvenile Justice	Yes	
State Police	Yes	
Gaming Board	Yes	

C. Strategic Integration of Diverse Expertise

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

D. Unconscious Bias Training

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

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

E. Diversity Sensitivity Training

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

CONCLUSION

Agencies are demonstrating a commitment to diversity. Even agencies not required to participate in the annual Asian-American Employment Plan Survey volunteered to be involved. Although the representation of Asian-Americans in the State's workforce (3%) during 2017 was less than the representation of Asian-Americans in Illinois' labor market, it was equal to the percentage of Asian-Americans in the applicant pool. In addition, it remained within one percentage point of the representation in Illinois' labor market throughout the employee lifecycle.

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

Agencies are establishing internal procedures to complement and bolster their diversity efforts. Agency heads and senior leadership are actively involved in monitoring the diversity program and developing diversity strategies. Fifteen percent of agencies have designated a liaison who works within Asian-American communities to boost recruitment efforts.

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

2018 Asian-American Employment Plan

GOALS AND RECOMMENDATIONS

I. Outreach

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

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

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

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

II. Strategic Expertise Integration

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

III. Dedicated Resources

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

IV. Diversity Training

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

V. Diversity on Rutan Interview Panels

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

VI. Candidate Selection for Rutan Interviews

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

Many agencies have adopted a form of random sampling in an effort to be as fair as possible. The method most often used is to select every X^{th} candidate. One of CMS' internal goals is to explore stratified random sampling, which is more equitable than complete randomization and has been recommended for use in the employment setting.[48]

VII. Inclusion Strategies

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

VIII. Agency Information Exchange

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

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

IX. Evaluating Diversity Efforts

A. Evaluating Diversity Efforts State-wide

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

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

B. Evaluating Diversity Efforts by Agency

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

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[48] 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).

2018 Asian-American Employment Plan

CONTACT INFORMATION

We invite anyone with questions or feedback to contact:

Lisa G. Williams
Deputy Director of Diversity and Inclusion
Central Management Services
Lisa.g.williams@illinois.gov
(312) 814-8213

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