



State of Illinois  
Department of Central Management Services



# LATINX AMERICAN FY21 Employment Plan Report



July 1, 2020 – June 30, 2021

# Purpose of This Report

This report serves as the annual plan to increase the number of Hispanic/Latinx persons employed by State agencies at all levels.

In accordance with 20 ILS 405/405-120 the Illinois Department of Central Management Services (CMS) submits the following report to the Illinois General Assembly on or before February 1, 2022.

**2021 Author's Note:** The term "Hispanic" will be used when referencing past published or codified actions. To promote terminology that is inclusive of gender and gender non-confirming identities, CMS will use the term "Latinx" or the plural, "Latinxs" in report narrative.

# Letter from Janel L. Forde, CMS Director

Honorable Members of the General Assembly:

Prioritizing diversity, equity and inclusion continues to be a pinnacle opportunity for growth in all areas of State government. Illinois has an opportunity and a responsibility to ensure that the people's government is indeed a reflection of the rich, diverse populations who make up this great State of Illinois.

The latest State employment insights show that the percentage of total Latinx employees in State government as percentage of all State employees, while not yet equitably representing the population, has shown gains over the past ten years. Committed to the work that needs to be done, CMS has revamped our efforts by leading through an identity-based approach to relationship-building, outreach and recruitment.

This year, CMS brought outside expertise to agency hiring and recruiting staff by convening panel discussions with relevant community leaders and private sector experts. The panels included members of the Hispanic Employment Plan Advisory Council and other partners facilitated through their networks. These panels discussed best practices and approaches on how to engage the Latinx community to discuss hiring opportunities.

The Hispanic Employment Advisory Council has been an instrumental partner in fostering a strong relationship with the community and in our efforts to increase equitable representation in State workforce. I would like to thank all Council members for their passionate commitment to the State and contributions to this report.

The Illinois Department of Central Management Services stands firm and committed to ensuring that our personnel operations are equitable. We look forward to our continued collaborations as we endeavor on this journey to foster an inclusive and diverse working environment within the State of Illinois.

Sincerely,

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

Janel L. Forde  
Director  
Illinois Department of Central Management Services

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# Executive Summary

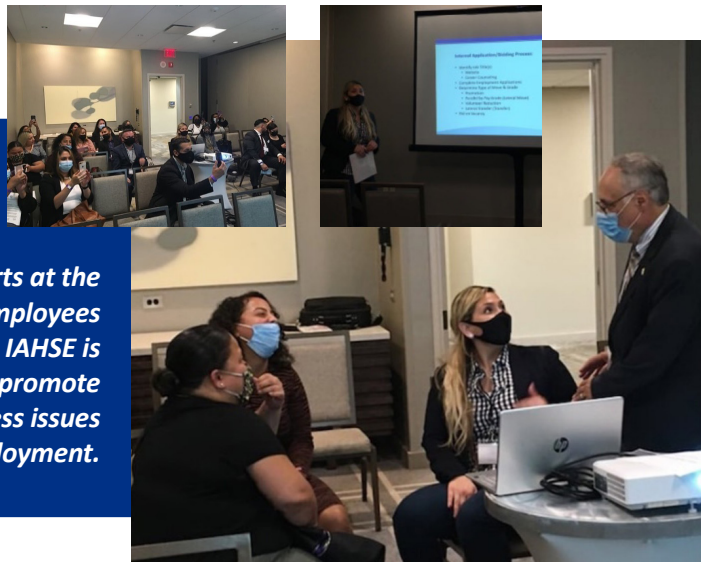
This report serves as the plan to ensure diversity, equity and inclusion for Latinx persons employed or seeking employment in State government. In accordance with Public Act 20 ILC 405/405-120et seq, CMS submits the following report to the Illinois General Assembly on or before February 1, 2022.

Annual data comparisons of current State employees is provided to gauge the success of those endeavors in meeting our ultimate goal of creating a work force that reflects the diversity of our State and a workplace that provides equitable opportunities for all.

- While not equitably represented, the Latinx State employment numbers have steadily increased over the last 10 years.
- The overall State employee workforce identifying as Hispanic for FY21 is 3,293 (7.1%), a slight increase from 3,079 (6.8%) in FY20.
- FY21 also saw an increase in the number of Latinx State employees in supervisory/management positions as Senior Public Administrators or Public Administrators from 152 in FY20 to 163 in FY21.
- During FY21, 9.4% (366) of new hires onboarded identified as Latinx and constitute a total workforce of 7.1%. Unfortunately, this means that in order to be at par with demographic representation at the State within the next three years, Latinxs recruitment must to grow by 14.2 times in each of those years.

In addition to increasing overall diversity of the State workforce, also underway are efforts to insure equitable opportunities and access to career advancement and supportive work environments. CMS works closely to align with the objectives of the newly established Governor’s Office of Equity, engaging with the Chief Diversity Officer in advancing diversity and equity in State hiring and retention, as well as supporting and working together with the Hispanic Employment Plan Advisory Council to advance those goals through setting action-oriented objectives.

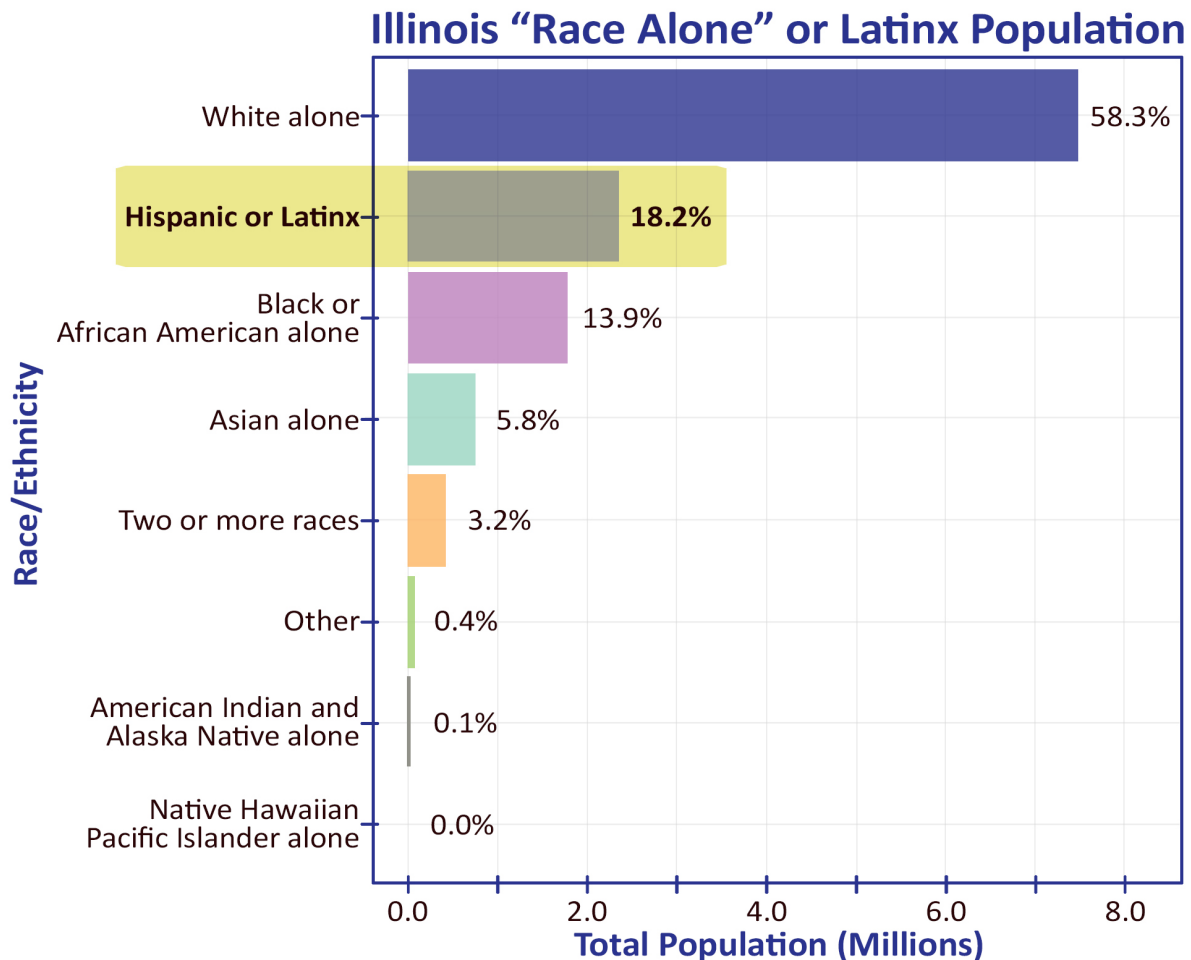
The FY21 Hispanic Employment Plan Report provides an understanding of the progress that has been achieved as well as provides a path forward to improving all aspects of diversity, equity, and access in State government employment. This report provides the blueprint for the work ahead in FY22.



*CMS presented and led recruitment efforts at the Illinois Association of Hispanic State Employees (IAHSE) Annual Training Conference. IAHSE is one of many partners in CMS’ efforts to promote a more inclusive workforce and address issues affecting Latinos in State employment.*

# Illinois' Government Workforce Representation for Latinxs

As the State's lead in people functions, CMS' role in ensuring that Illinois' workforce reflects its diverse population and offers the appropriate resources for millions of Illinoisans is imperative. Reaching, informing, and connecting with diverse qualified candidates, strengthens the unit of the more than 44,000 people who make up the State's workforce.



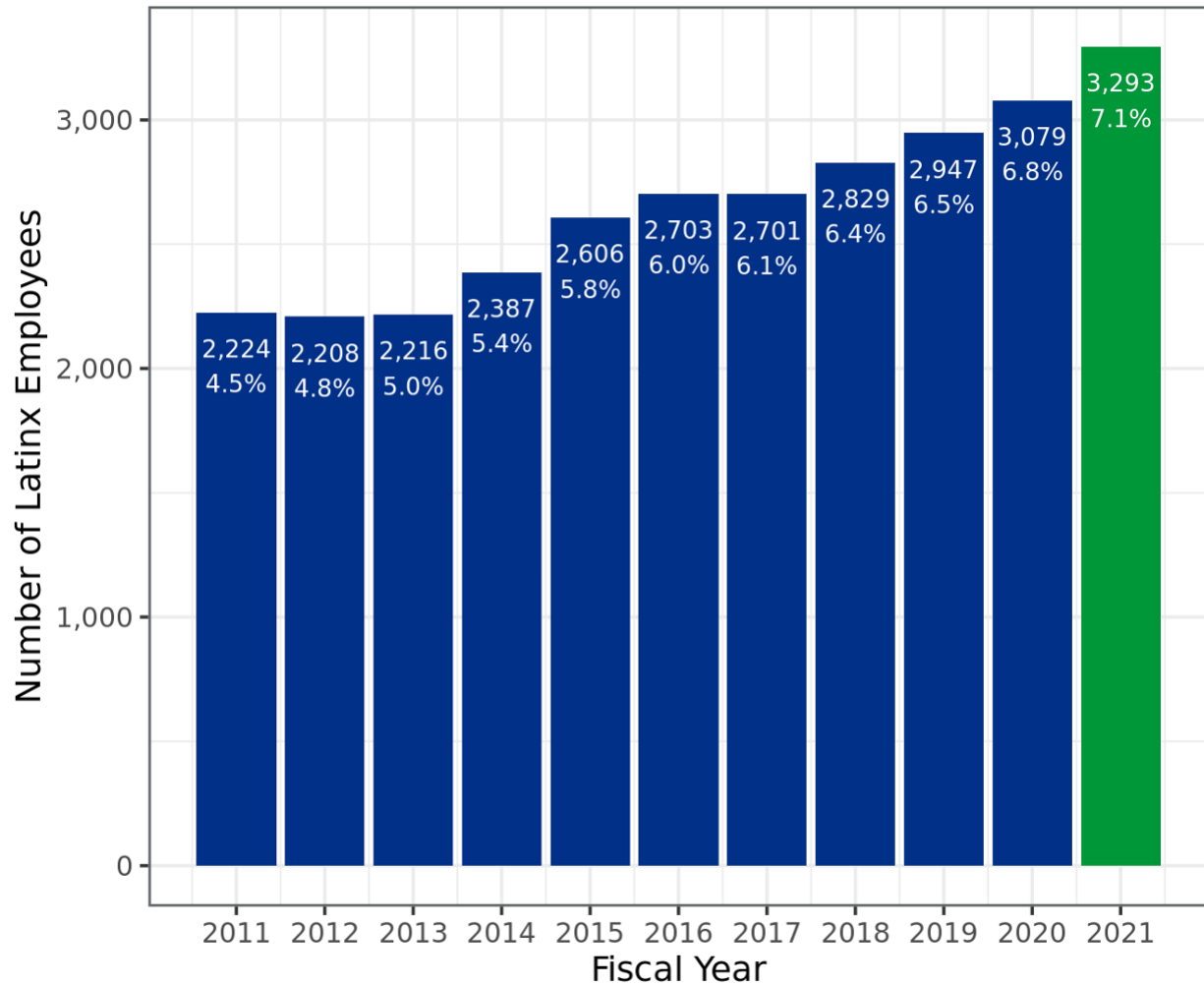
Source: 2020 Census PL 94-171 File

The latest Illinois population trends from the U.S. Census offers important context to better understand the State's focus on diversifying its career opportunities. The 2020 Census reported that Illinois' population was about 12.81 million. That was a decrease of about 18,000 from the 2010 census (12.83 million total), a difference of -0.1%.

The chart above illustrates the diverse population groups represented in the State with the Census categories *race alone* and *Hispanic* (ethnicity). Many individuals may choose to respond to more than one racial or ethnic category. This is referred to by the census as the *alone* or *in combination* population, which is the method used to report individual population numbers.

The *Hispanic alone or in combination* population in Illinois is 18.2% or about 2,337,400 people. The State strives to achieve representation parity within its workforce. The State’s employment insights show that the percentage of total employees who identify as Hispanic increased from FY20 to FY21, from 6.8% (3,079) to 7.1% (3,293).

### Number of Latinx State Employees



Source: CMS Personnel Mainframe

# Latinx New Hire Profile

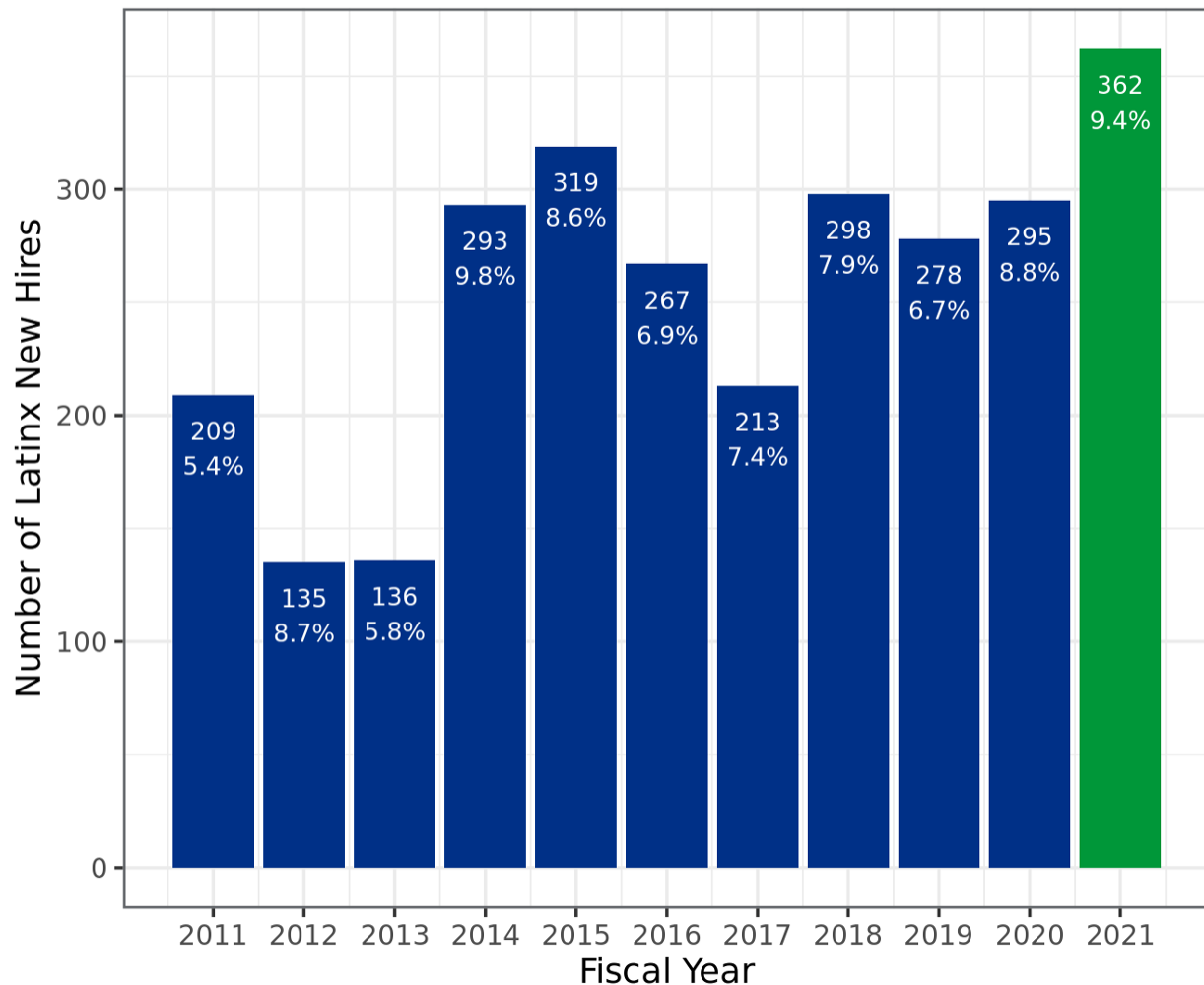
During FY21, 9.4% (366) of onboarded new hires identified as Hispanic. 4.1% (15) of the new onboarded Latinx hires in FY21 were senior level positions (exempt employees, positions appointed by the Governor).

There are other code-covered senior positions as well at the State. Those are titles of Senior Public Service Administrator (SPSA) and Public Service Administrator (PSA). In FY20, there were a combined 152 Latinxs in both categories, compared to 163 for the same time frame in FY21.

As for gender comparisons, in FY21, 62.8% of new onboarded Latinx employees were female hires, compared to the Statewide rate of 58.0%. In totally, as of the end of FY21 60.0% (1976), of Latinx employees identified as women, compared to 50.2% of all State employees.

Of the new Latinx hires for FY21, there were 6.3% (23) who were also veterans, compared to the Statewide rate of 8.5% new hires who are veterans. As of the end of FY21, a total of 10.2% (336) of Latinx employees were veterans, compared to 16.3% of all State employees.

## Number of Latinx New Hires to State Employment



Source: CMS Personnel Mainframe



## Hires by Agency

The following tables provide insight as to how Latinx employees are represented by agencies according to data collected by CMS in FY21 as well as a comparison to overall hiring for that agency.

### Representation of New Latinx Hires by Agency in FY21

Table is organized in descending order by number of Latinx new hires. Full table is included in appendix of this report.

Agency	Number of New Latinx Employees	Total Agency New Hires	% of New Hires (Latinx)
Department of Human Services	168	1,381	12.2%
Department of Corrections	42	369	5.4%
Department of Children & Family Services	33	772	8.9%
Department of Employment Security	30	212	23.8%
Department of Transportation	25	126	11.0%
Department of Healthcare & Family Services	16	227	7.5%
Environmental Protection Agency	7	74	7.4%
Department of Veterans Affairs	7	43	6.9%
Department of Financial & Professional Regulation	6	101	15.4%
Department of Juvenile Justice	6	95	14.0%

*CMS attends partnership luncheon for Little Village Chamber of Commerce and SCORE Mentors Chicago to support efforts to connect bilingual business owners and local employment opportunities.*



**Representation of Total Latinx Employees in FY21 by Agency**

Table is organized in descending order by number of Latinx employees.  
 Full table is included in the appendix of this report.

Agency	Total Number of Latinx Employees	Total Agency Employees	% of Total Agency Employees (Latinx)
Department of Human Services	1,466	13,632	10.8%
Department of Corrections	505	12,695	4.0%
Department of Children & Family Services	259	2,734	9.5%
Department of Juvenile Justice	217	829	19.4%
Department of Employment Security	133	1,118	8.0%
Department of Healthcare & Family Services	124	1,653	5.4%
Department of Juvenile Justice	69	2,313	8.3%
Department of Public Health	64	1,300	5.6%
Department of Veterans Affairs	54	1,144	4.5%
Department of Revenue	49	1,193	3.8%

*CMS was proud to inaugurate collaboration with another Hispanic Serving Institution, the partnership with City Colleges of Chicago-Harold Washington College.*



## Agency Survey Responses

As part of the annual employment plans, CMS includes survey responses from agencies on a variety of topics ranging from recruitment and hiring to employee professional development.

Of the agencies responding to the employment plan survey, 12 reported having a liaison to the Latinx community. 23 agencies indicated there is no Latinx community liaison. Agencies were asked if the liaison had decision-making authority in four areas; 11 agencies reported that the liaison had decision-making authority in Hispanic recruitment; 2 with hiring/promotion authority; and 2 for interviews.

A sample of some of the other survey questions are included below.

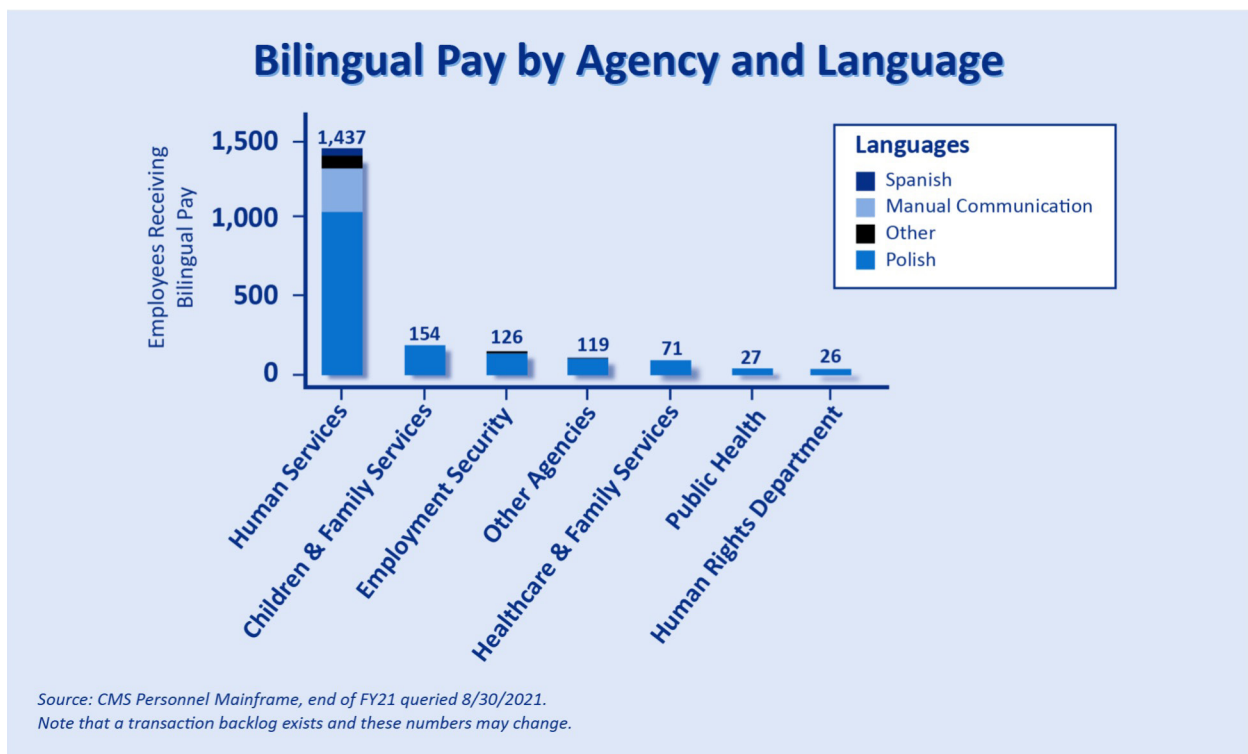
Question	Total latinx	Total Employees	% Latinx
How many employees in your agency were certified by CMS to conduct structured interviews as of June 30, 2021?	229	3,740	6.1%
How many employees in your agency received tuition reimbursement in FY21?	151	3,702	4.1%
How many paid interns did your agency hire during fiscal year 2021?	14	127	11.0%
How many interns did your agency hire during fiscal year 2021 who worked in exchange for educational credit?	3	45	6.7%
How many interns did your agency hire during fiscal year 2021 who were unpaid and did not work in exchange for educational credit?	0	24	0.0%

# Bilingual Needs and Bilingual Pay

The purpose of the Bilingual Needs and Bilingual Pay Report (BNPR) is to first analyze the current communication barriers that exist for residents who do not speak English or have limited English Language Proficiency (LEP) and how that is creating challenges in obtaining State government services and career opportunities. The BNPR annual report also provides progress update of annually set action items.

Acknowledging overrepresentation in Latinx demographics and advocacy for the BNPR, here is an excerpt demonstrating total number of bargaining unit employees receiving a pay supplement utilizing bilingual skills to serve the public.

The full report can be found at <https://www2.illinois.gov/cms/personnel/DEP/Pages/BNBP.aspx>  
The chart below breaks out by agency the number of employees by language who are receiving bilingual pay. Bilingual pay is guided by the AFSCME collective bargaining agreement (CBA), providing additional compensation to employees utilizing bilingual skills to serve the public. Under the current CBA, bilingual pay is set at \$100 per month or 5% of an employee's base salary, whichever is higher.



# Efforts and Opportunities in Outreach & Recruitment

## **Community Involvement and Outreach**

CMS acknowledges that high-context relationships are a culturally centered approach to building bridges with the Latinx community. As a result, CMS revamped its recruitment strategy and transitioned from a transactional model to an in-depth approach that aims to build long lasting and authentic relationships towards an equitable pipeline that strengthens the Latinx workforce.

Latina-identifying, Patricia Santoyo-Marin joined CMS as the Deputy Director for Diversity and Inclusion in May 2021. Her experience and relationships have allowed CMS to continue to leverage the work envisioned by legislation, employment councils and senior administration. As a result, the Diversity and Inclusion team is now home to two bilingual and bicultural Latinas who are working to quickly multiply efforts of representation.

CMS continued to foster relationships with Latinx organizations throughout FY21. As in year's past, CMS has promoted State employment and has been highlighted by Mujeres Latinas en Acción at their Poderosa Series. Partnering with our Hispanic Employment Plan Council also allowed for CMS to serve as panelist on equity in government employment for the Hispanic Alliance for Career Enhancement Recruitment Series.

To best organize and document efforts, the CMS Diversity and Inclusion Bureau has identified 26 additional (36 total) Latinx-serving organizations throughout the State that it plans to partner with through FY23.



## Recruitment

CMS strives to build a workforce that is inclusive and representative of the vast diversity in the State's population. We are committed to developing an equity-minded approach by fostering relationships to create workforce opportunities through identity-based models for educational outreach to Latinx students. For this, CMS developed an Educational Outreach Plan in FY21 that establishes in-depth relationships with students at federally designated Hispanic Serving Institutions within the State of Illinois. This inaugural year, CMS established relationships with Joliet Junior College and Harold Washington Community College in Chicago while reinforcing relationship with Wright College in Chicago. The plan includes initiatives that promote psychosocial mirroring of youth, student empowering visits to State offices, internships and relationships with bilingual parent councils. A comprehensive partnership for 2022 internships is currently in draft mode with Harold Washington College, while Joliet Junior College has invited Latinx staff to serve as partners in their Hispanic Heritage Month programming.

As CMS continued to lead a second year of Monthly Recruitment Calls for all agencies, Latinx community partners and leaders were invited to serve as expert panelists. The 2021 new template for these calls directly posed questions to panelists that aimed to best understand the values, needs and culturally-centered approaches to establishing relationships with the Latinx community, so that agencies could best prepare their recruitment efforts. In FY21, CMS worked on the planning and has secured three Hispanic Employment Plan Council members and leaders from the Puerto Rican Cultural Center, Illinois Migrant Council to serve as expert panelists in the first quarter of FY22.

CMS is committed to enacting the vision of Hispanic Employment Plan Council to host meetings at Latinx community sites. The CMS Diversity and Inclusion Bureau secured Second Federal Savings Bank in Little Village and coordinated for a Humboldt Park site in Chicago where the Council would lead FY21 quarterly meetings that engaged local and State elected officials, and where multiple agencies would lead a career fair for the community. As COVID remained a concern, CMS acknowledged the disproportionate affect in the communities where meetings were to be held. In solidarity, the Hispanic Employment Plan Council paused the efforts.

FY21 also allowed partnerships among agencies to identify intersectional approaches to equitable employment outreach for Latinxs. One example of these efforts is the Illinois Department of Human Services-led, virtual recruitment workshop for Deferred Action for Childhood Arrivals (DACA). Demystifying citizenship requirements and working through registration systems to ensure privacy of prospective applicants was key in the programming of the virtual workshop.

## Employee Pipelines and Professional Development

Partnership with the Illinois Association of Hispanic State Employees (IAHSE) continues to strengthen all State efforts. Multiple agencies host information and recruitment exhibit tables at the annual conference and CMS leads a presentation on opportunities for upward mobility for current employees. In FY21, CMS partnered with IAHSE to identify methods for recording bilingual service contacts for employees. As a result, comprehensive assessment of established technology platforms for bilingual services is underway at CMS.

State agencies continue to celebrate Hispanic Heritage Month through programming, recognitions and identity-specific engagements. FY21 has allowed for the planning of nearly 10 CMS led Hispanic Heritage Month events for the first quarter of FY22.

## **Community Improvement and Human Resources**

CMS recognizes there is a prime opportunity to strengthen professional development of all employees to further develop an inclusive working environment for Latinxs. When asked, agencies responded having a total number of 53 Hispanic employees responsible for recruitment and outreach efforts; 41 Hispanic employees routinely included in selecting job candidates for interviews; 0 agencies have Hispanic employees who are policy makers in recruitment and outreach efforts. CMS is home to a Hispanic Diversity and Inclusion Deputy Director who manages this report as well as recruitment efforts that require collaboration with other Hispanic policy makers in recruitment and outreach. For this, CMS acknowledges data is not best representing of current numbers and commits to reviewing survey questions and results to ensure increase in validity.

In partnership with the new Governor's Equity Office and Department of Human Rights, CMS began implementing the Diversity, Equity and Inclusion training for all agency employees. This training is inclusive of employment best practices which aims to promote a more inclusive workplace for all. CMS looks forward to partnering with Department of Human Rights (DHR) to continue equitable onboarding and training of all State employees.

## **Hiring Reform & Human Capital Management (HCM)**

Since 2018, the State of Illinois has embarked on transformative improvements in the State hiring and employee management process. CMS has led efforts to develop and adopt the Comprehensive Employment Plan (CEP) to ensure full compliance with the State personnel code and implementation of human resources best practices.

Under Governor Pritzker, the State has fully implemented the CEP and trained all Human Resource teams. Implementation of best practices established through the CEP creates a more competitive, inclusive, and transparent hiring process for all State jobs. In addition, CMS provides support through the Compliance Office within the Bureau of Personnel to provide best practice guidance, compliance oversight of hiring sequences and training to continuously improve Human Resources processes.

CMS has also partnered with the Department of Innovation & Technology (DoIT) to begin the adoption of a Human Capital Management System (HCM), known as Success Factors, for all State agencies. The new HCM will provide a centralized tool for managing the employment lifecycle from job application, to onboarding, employee learning and training, to offboarding, creating enhanced access and transparency for all users.

The adoption of human resources management best practices through the adoption of the CEP and the implementation of a new HCM system will allow for a fully electronic hiring process. This integrated system will provide a streamlined process for applicants to apply for State jobs and track efficiencies through the hiring process itself. The electronic process provides more efficiency for hiring managers as well as increased transparency and responsiveness to the applicants. In addition, the electronic process allows for more strategic sharing of open jobs with various community partners to maximize outreach and expand our potential for attracting a more diverse applicant pool.

While the complete implementation and reporting is necessary to fully gauge the impact of these improvements, it is already clear that the new process provides an opportunity to attract more applicants from outside of State government. By expanding access there is an opportunity to realize an increase in the diversity of the overall applicant pool and hiring outcomes. CMS anticipates reporting further advantages and more detailed data as the implementation continues to move forward.

# Latinx Employment Plan

## FY22 Action Items

As in recent Employment Plans, action items for the year ahead are included in this report as follows: Employment Numbers Reporting – Quarterly hiring reports will be provided to the Hispanic Employment Plan Advisory Council prior to each meeting. CMS will also provide a general overview of hiring at the council meeting.

The quarterly report will contain the following:

- Demographic make-up of the State workforce at the time of the report.
- Demographic make up of all Senior Public Service Administrators (SPSAs) and Public Service Administrators (PSAs).
- Demographic make-up of all Senior Leadership (Exempt) State employees.

**Retention Demographics** - CMS will identify platforms that will allow future Employment Plan Reports to include metrics tracking the number of individuals that have left State employment in the preceding year, broken down by race and ethnicity. Once identified, CMS will also provide these metrics to the Employment Plan Councils on an as-needed basis.

**Internships** - Create additional internship opportunities for Latinx students through relationships with Hispanic Serving Institutions and build new relationships with bilingual high school districts for parental engagement in family's collective career exploration for students.

**Hispanic Employee Plan Coordinator** - The enacting statute for the Hispanic Employment Plan Advisory Council provides for a hiring of a State employee within CMS to assist and support the work of the Council. Following the hiring process set forth in the CEP, CMS will move forward with seeking and filling the position, providing more capacity for outreach, recruitment, and Latinx employee engagement.

**Interview Panel Diversity Guidelines** - Collaborating with the Governor's Office of Equity, CMS will develop and distribute guidelines on adopting best practices for ensuring inclusive interview panels. As required by Public Act 102-0617, CMS will report progress to the Illinois General Assembly in an annual report in FY22.

**Implicit Bias Training for HR** - Collaborating with the Governor's Equity Office and DHR, CMS will develop implicit bias training and certification requirement for all agency interviewers.

**Employee Resource Groups** - Develop opportunities for State employees to establish Employee Resource Groups throughout State government in support initiatives to improve Latinx employee career development and promote an inclusive workplace that retains diverse talent.

**Partnership Development** - Continue to work with the Hispanic Employment Plan Advisory Council and other external partners at Hispanic Serving Institutions as well as community organizations. Participating in outreach and engagement events, activities and virtual and in person career fairs.

**CMS Conversations** - CMS Diversity and Inclusion Bureau will continue to work with the Governor's Equity Office and DHR to create opportunities to mitigate implicit biases through professional development that aims to advance diversity, inclusion, equity and access in Illinois state workforce.

# Hispanic Employment Plan Council

CMS is required per the 20 ILCS 405/405-120 Civil Administrative Code, to partner and work with Governor-appointed subject matter experts, who make up the Hispanic Employment Plan Council, to examine and assist in providing solutions for the following:

- The prevalence and impact of Hispanic/Latinx State employees.
- The barriers faced by Hispanic/Latinx candidates who seek employment or promotional opportunities in State government.
- Additional professional development, education and training opportunities that could be offered to foster the employment and promotion of Hispanic/Latinx employees in State government.

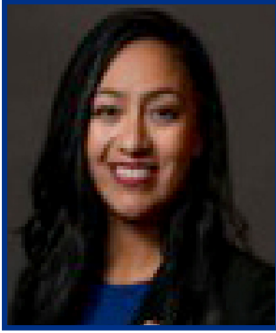
**The following community and industry leaders served the Hispanic Employment Plan Council in FY21:**



**Roberto Sanabria (Council Chair)** has led diversity and inclusion efforts for the past 15 years. He served as the deputy director of affirmative action at DCFS, the director of university outreach and equal employment at Northeastern Illinois University, and the director of equal employment and access at Northwestern University and is currently the Senior Director of Human Resources and Equity at The Puerto Rican Cultural Center of Chicago (PRCC). Roberto has a Bachelor of Art in Spanish from The University of Illinois Urbana-Champaign, a Master and a Doctorate in Adult Education from Northern Illinois University and National-Louis University respectively.



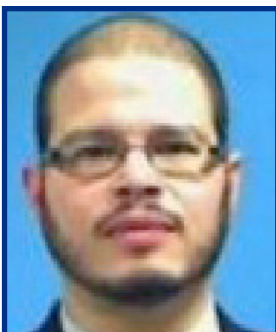
**Ana Guajardo Carrillo** is a veteran, respected community leader and the cofounder and Executive Director of a community organization based in South Chicago who has spent much of her personal and professional career organizing on the Southeast Side of Chicago and the South Suburbs. She currently serves as a board member of the Alliance for the Southeast (ASE) and recently helped co-found the Illinois Worker Cooperative Alliance and has worked as a community organizer with the Illinois Coalition for Immigrant and Refugee Rights (ICIRR). In 2008, Ana co-founded Centro de Trabajadores Unidos with a group of Southeast Side residents and workers and became the first Executive Director of the organization. Ana served in the Illinois National Guard for 7.5 years. She holds a Bachelor of Arts Degree in Political Science from Chicago State University and an master's degree in Public Policy from the University of Minnesota, Hubert H. Humphrey Institute.



**Patricia Mota** currently serves as the President & CEO for the Hispanic Alliance for Career Enhancement (HACE), leading strategy, fundraising and development, leadership programs, and expanding impact on a national scale. Patricia leads with a diverse industry background, from co-founding a nonprofit, leading in community affairs for local government, marketing for corporate utilities company, to administration in higher education, to circling back to nonprofit at HACE as a Director in 2010, Sr. Director 2012, then CEO in 2015. Patricia has a strong history of serving the community and was most recently appointed as a Commissioner on the Illinois Hispanic Employment Plan Council and named Crain’s Business Chicago Top 25 Most Powerful Latinos. Patricia earned a double Bachelor of Arts degree from Indiana University- Bloomington in Spanish and Communication & Culture and a Master’s in Public Affairs (MPA) in Public Management from Indiana University’s School of Public & Environmental Affairs (SPEA)-Indianapolis. Patricia is also a certified leadership coach, Insights Discovery© licensed.



**Jose M. Muñoz** is a social impact strategist with over 20 years of executive management, government affairs and public relations experience. Currently, Jose serves as Executive Director at La Casa Norte (LCN). In August of 2019 Jose was appointed by Mayor Lori Lightfoot and unanimously approved by Chicago’s City Council to serve as a Commissioner of the Chicago Park District. Jose has also served in the Illinois Governor’s Office as Chief Marketing Officer, where he led the Statewide rollout of the health insurance marketplace’s public education campaign. Jose’s work was recognized nationally for engaging “hard to reach” groups (ethnic minorities, millennials, etc.,). Jose also served as Deputy Commissioner for the City of Chicago’s Department of Public Health (CDPH) and has led the national launch of New Futuro, a social enterprise that reached over a million Latinos. Jose graduated Summa Cum Laude from Chicago State University’s College of Business with a Bachelor of Business Administration.



**Christian Roldan Santos** has been working in Higher Education for over 15 years. Christian has been an instructor at 4-year private institutions, 4-year public and Community College. Christian has also served as an Academic Adviser and a Research Adviser for Summer Research Programs for Undergraduate Students. His different roles in Higher Education have provided different perspectives that he uses in his teaching and outreach to the community, particularly in issues related to underrepresented minorities and community involvement. Christian has earned his Master’s in Mathematics from the University of Iowa and his Bachelor of Science in Mathematics from the University of Puerto Rico - Mayaguez.






**Roberto Sepúlveda** is a Consultant and an HR Professional who has focused his efforts on increasing diversity and inclusion in the corporate world as well as increasing diversity in government and politics. His career has included diversity roles with Sara Lee Corp. and the Hispanic Alliance for Career Enhancement (HACE). An active figure in his community, he has served on the board of directors of the West Cook YMCA, the Triton College Community Advisory Committee and the Maywood Rotary Club. He currently serves on the Board of Directors of Centro de Información. A native of Melrose Park, IL, Mr. Sepúlveda earned his MBA in 2010 from Dominican University's Brennan School of Business (River Forest).



**Dr. Layla Suleiman** González has an extensive background in navigating complex intergovernmental, community, and philanthropic relationships and is deeply committed to inclusion, leadership development, stakeholder engagement, education, health and human services. Layla is currently the Director of the Human Services Program at Loyola University Chicago. Previously, Layla has worked at DePaul University as Assistant Professor, Department of Education Policy Studies and Research and Aunt Martha's Youth Service Center as Chief Strategy and Innovation Officer. Layla earned her Juris Doctorate and a Certificate from DePaul University College of Law; she also has a Ph.D. in Psychology and Bachelor of Science in Applied Psychology from the Loyola University Chicago.



*CMS partnered with the Hispanic Alliance for Career Enhancement to host a virtual workshop about diversity and inclusion in the workplace in concert with a recruitment fair.*

# Governing Authority

Civil Administrative Code

<https://www.ilga.gov/legislation/ilcs/ilcs5.asp?ActID=235&ChapterID=5>

CMS is statutorily designated to develop the Hispanic Employment Plan, monitor State agency compliance, and receive agencies' annual reports regarding their efforts to implement the prior year's Hispanic Employment Plan. CMS sends State agencies an annual Hispanic Employment plan survey to gather the necessary data. CMS takes agency responses at face value.

Agency survey responses include metrics as representation in top leadership positions, interview panel diversity, diversity of human resources staff, and career development participating rates.

**Insights for Effective State Employment Outreach in the Hispanic/Latinx Community**

**Hispanic/Latinx Employment Plan Advisory Council Members**

**Roberto Sepúlveda**  
Centro de Información

**Ana Guajardo**  
Centro de Trabajadores Unidos

**Jose M. Muñoz**  
La Casa Norte

**External Partnering Organization Guests**

**Jessie L. Fuentes**  
The Puerto Rican Agenda and The Puerto Rican Cultural Center

**Dr. Magdalena Rivera**  
Illinois Migrant Council and League of United Latin American Citizens (LULAC)

*CMS hosted a panel presentation with guests from the Hispanic/Latinx Employment Plan Advisory Council and partnering organizations. The panelists provided insights on how agencies can more effectively engage with the Hispanic/Latinx Community and overcome challenges they have faced in their outreach efforts.*

# Data Sourcing, Methodology and Appendix

## Agencies who completed the FY21 Survey

Abraham Lincoln Presidential Library and Museum  
Human Rights Commission  
Illinois Arts Council  
Illinois Civil Service Commission  
Illinois Commerce Commission  
Illinois Council on Development Disabilities  
Illinois Criminal Justice Information Authority  
Illinois Deaf and Hard of Hearing Commission  
Illinois Department of Aging  
Illinois Department of Central Management Services  
Illinois Department of Children and Family Services  
Illinois Department of Commerce and Economic Opportunity  
Illinois Department of Corrections  
Illinois Department of Employment Security  
Illinois Department of Financial and Professional Regulations  
Illinois Department of healthcare and Family Services  
Illinois Department of Human Rights  
Illinois Department of Human Services  
Illinois Department of Innovation and Technology  
Illinois Department of Insurance  
Illinois Department of Juvenile Justice  
Illinois Department of Labor  
Illinois Department of Natural Resources  
Illinois Department of Revenue  
Illinois Department of Transportation  
Illinois Education Labor Relations Board  
Illinois Environmental Protection Agency  
Illinois Finance Authority  
Illinois Gaming Board  
Illinois Independent Tax Tribunal  
Illinois Labor Relations Board  
Illinois Law Enforcement Training Standards Board  
Illinois Liquor Control Commission  
Illinois Pollution Control Board  
Illinois Prisoner Review Board  
Illinois State Lottery  
Illinois State Police  
Illinois Torture Inquiry and Relief Commission  
Office of the Illinois State Fire Marshall  
State Employee's Retirement System  
State Police Merit Board

## Agencies who did not complete the FY21 Survey

Capital Development Board  
Department of Agriculture  
Illinois Department of Military Affairs  
Illinois Department of Public Health  
Illinois Department of Veterans' Affairs  
Illinois Emergency Management Agency  
Illinois Guardianship and Advocacy Commission  
Illinois Medical District Commission  
Illinois Racing Board  
Illinois State Board of Investments  
Illinois State Toll Highway Authority  
Illinois Student Assistance Commission  
Illinois Worker's Compensation Commission  
Property Tax Appeal Board

## Representation of New Latinx Hires by Agency in FY21

Table only includes agencies which hired Latinxs (21 agencies excluded).

Table is organized in descending order by number of Latinx new hires.

Agency	Number of New Latinx Employees	Total Agency New Hires	% of New Hires (Latinx)
Department of Human Services	168	1,381	12.2%
Department of Corrections	42	772	5.4%
Department of Children & Family Services	33	369	8.9%
Department of Employment Security	30	126	23.8%
Department of Transportation	25	227	11.0%
Department of Healthcare & Family Services	16	212	7.5%
Environmental Protection Agency	7	95	7.4%
Department of Veterans Affairs	7	101	6.9%
Department of Financial & Professional Regulation	6	39	15.4%
Department of Juvenile Justice	6	43	14.0%
Department of Commerce & Economic Opportunity	5	41	12.2%
Department of Public Health	4	74	5.4%
Central Management Services	3	55	5.5%
Department of Revenue	3	50	6.0%
State Police	3	43	7.0%
Department of Natural Resources	2	50	4.0%
Workers' Compensation Commission	2	9	22.2%
Human Rights Department	1	4	25.0%
Torture Inquiry & Relief Commission	1	2	50.0%
Department of Innovation & Technology	1	68	1.5%
Lottery	1	5	20.0%

## Representation of Total Latinx Senior Hires in FY21 by Agency

Table only includes agencies which hired Latinxs as senior employees (21 agencies excluded).

Agency	Number of New Latinx Senior Employees	Total Agency New Hires	% of New Senior Hires (Latinx)
Department of Commerce & Economic Opportunity	4	8	50.0%
Department of Financial & Professional Regulation	4	10	40.0%
Department of Human Services	3	14	21.4%
Department of Transportation	2	24	8.3%
Central Management Services	1	3	33.3%
Department of Corrections	1	5	20.0%

## Representation of Total Latinx Employees in FY21 by Agency

Table only includes agencies which currently have Latinx employees (11 agencies excluded).

Table is organized in descending order by number of Latinx new hires.

Agency	Total Number of Latinx Employees	Total Agency Employees	% of Total Agency Employees (Latinx)
Department of Human Services	1,466	13,632	10.8%
Department of Corrections	505	12,695	4.0%
Department of Children & Family Services	259	2,734	9.5%
Department of Employment Security	217	1,118	19.4%
Department of Healthcare & Family Services	133	1,653	8.0%
Department of Transportation	124	2,313	5.4%
Department of Juvenile Justice	69	829	8.3%
Department of Public Health	64	1,144	5.6%
Department of Veterans Affairs	54	1,193	4.5%
Department of Revenue	49	1,300	3.8%
State Police	44	930	4.7%
Department of Financial & Professional Regulation	41	405	10.1%
Department of Human Rights	32	105	30.5%
Central Management Services	28	697	4.0%
Department of Innovation & Technology	25	1,166	2.1%



## Representation of Total Latinx in FY21 by Agency *(Continued)*

Agency	Total Number of Latinx Employees	Total Agency Employees	% of Total Agency Employees (Latinx)
Department of Commerce & Economic Opportunity	22	271	8.1%
Environmental Protection Agency	20	633	3.2%
Department of Natural Resources	19	1,153	1.6%
Lottery	15	145	10.3%
Department of Aging	14	144	9.7%
Gaming Board	13	153	8.5%
Department of Labor	13	81	16.0%
Department of Agriculture	10	314	3.2%
Workers' Compensation Commission	10	102	9.8%
Guardianship & Advocacy Commission	9	96	9.4%
Criminal Justice Information Authority	5	63	7.9%
Human Rights Commission	5	14	35.7%
Department of Insurance	4	199	2.0%
Liquor Control Commission	3	39	7.7%
Arts Council Agency	3	13	23.1%
Department of Military Affairs	3	128	2.3%
State Fire Marshal	3	148	2.0%
State Retirement Services	3	97	3.1%
Commerce Commission	2	49	4.1%
Abraham Lincoln Presidential Library & Museum	1	77	1.3%
Torture Inquiry & Relief Commission	1	4	25.0%
Educational Labor Relations Board	1	6	16.7%
Law Enforcement Training & Standards Board	1	19	5.3%
Prisoner Review Board	1	21	4.8%
Property Tax Appeal Board	1	36	2.8%
Racing Board	1	3	33.3%

## Methodology

Data included in the Employment Summary, Leadership, Gender, and Veteran sections of this document are sourced from data collected on employee statistics and hiring statistics. Notes on these data sets immediately follow.

Employee statistics are based on annual snapshots of the CMS Personnel Mainframe database from 2008 to present. This is a change in methodology from past years to allow this report to better compare employee counts across multiple years. Numbers will not be directly comparable to past reports. Employee race and ethnicity is self-identified from a mutually exclusive list of possible races and ethnicities. While the process is being reformed, individuals in these data sets were not given the opportunity to identify with more than one race or ethnicity.

Employees are identified as a new hire in the year which they are first shown in the CMS Personnel Database. Employees that switch agencies or are employed with the State less than a full year may not be counted. Employees are identified as a new hire based on the FY21 CMS Personnel Mainframe snapshot. Given transaction processing times, these data do not always match with those who were hired during the year. This methodology was chosen to allow for better year-over-year analysis and may not match agency-level statistics on hiring during the same period.

This methodology was chosen to allow for better year-over-year analysis and may not match agency-level statistics on hiring during the same period. Hires for senior roles are defined as those roles where the employee status is "F" and the position exempt code is "1" or "3."

Data on community liaisons, interviewing, and internships are sourced from the Employment Plan Survey of State of Illinois Agencies.

## Contact Information

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