



## **2020 Asian-American Employment Plan**

**July 1, 2019 – June 30, 2020**

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

In accordance with 20 ILCS 405/405-120, the Illinois Department of Central Management Services submits the following report to the Illinois General Assembly on or before February 1, 2020.

Janel L. Forde  
Acting Director



February 6, 2020

Dear Member of the Illinois General Assembly:

I am proud to present the 2020 Asian-American Employment Plan. During fiscal year (FY) 2019, the of representation Asian-Americans both within and entering the State's workforce increased from FY 2018 by a percentage point to 2.8 percent and 3.1 percent, respectively, indicating some improvement in the pipeline into the State's workforce. Asian-Americans were also better represented in leadership positions than they were in the overall workforce.

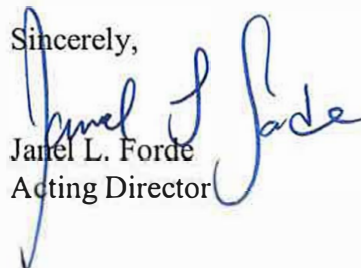
We are pleased by these improvements, and ready to shoulder challenges. Leveraging data analysis enabled by our new Asian-American Diversity Dashboard, CMS is advising agencies to better utilize Asian-Americans on job interview panels and in professional development programs. Employees in these positions serve as important decision-makers within State employment. Consequently, they must have a heightened sensitivity to diversity if we are to achieve our goals of broadening access to State employment.

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

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

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

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

Sincerely,  
  
Janel L. Forde  
Acting Director



**2020 Asian-American Employment Plan**

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## **I. Executive Summary**

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

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

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

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

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

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

CMS has worked in collaboration with the Asian-American Employment Plan Advisory Council to develop the metrics used herein to measure the strength of the State's workforce diversity programs.

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

Key findings include:

- The representation of Asian-Americans in the State’s workforce is improving. The proportion of Asian-Americans in the State’s workforce at the end of FY 2019 (2.8 percent) remained below the proportion of Asian-Americans in Illinois’ labor market (5.5 percent) yet rose from 2.7 percent at the end of fiscal year 2018. The representation of Asian-Americans entering the State’s workforce increased from 3.0 to 3.1 percent since FY 2018.<sup>1</sup>
- Asian-Americans are better represented in leadership positions than in the State’s overall workforce. A larger proportion of Asian-Americans reported to the agency Director or Secretary (3.4 percent) or were employed in positions requiring Senate confirmation (2.9 percent) than were employed in the State’s workforce (2.8 percent).
- Asian-Americans could be better utilized as state job interviewers. During FY 2019, approximately half (49.8 percent) of the State’s interview panels were entirely White. Asian-Americans made up 2.9 percent of the State’s interviewers and 33 Asian-Americans sat on an interview panel.
- Agencies should review their career advancement programs to ensure all employees receive information, assistance, and encouragement regarding these benefits. Only one percent of Asian-American State employees received tuition reimbursement for educational advancement, the same as in FY 2018.
- Agencies are designating liaisons to Asian-American communities and granting them authority over recruitment, hiring/promotion, interviews, and policy-making.
- Agencies are introducing and expanding diversity trainings for employees, specifically unconscious bias training for job interviewers.

Key Goals:

- CMS aims to turn the State of Illinois into Illinois’ employer of choice as State government’s most valuable recruitment asset utilizing strategic, modern and dynamic approaches facilitated through hiring reform.

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<sup>1</sup> It is worth noting that State workforce, labor market, and state population demographic data are collected using different methodologies.

- Through training, practical tools, and guidance, CMS hopes to render agency consideration of diversity, equity, and inclusion principles standard operating procedure in the State’s employment application, selection, and hiring process.
- CMS will partner with the Asian-American Employment Plan Advisory Council to leverage the data in the Asian-American Diversity Dashboard to identify particular agencies’ opportunities for progress and engage these agencies with customized, data-driven guidance.

## **II. Governing Authority**

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

#### **1. Civil Administrative Code**

The Civil Administrative Code of Illinois (Department of Central Management Services Law) requires 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 Asian-Americans employed by State government and at supervisory, technical, professional, and managerial levels.<sup>2</sup>

#### **2. Asian-American Employment Plan Advisory Council**

The Civil Administrative Code also created the Asian-American Employment Plan Advisory Council and tasked its members – Governor-appointed subject matter experts – with examining:

- the prevalence and impact of Asian-Americans employed in State government;
- the barriers faced by Asian-Americans seeking employment or promotional opportunities in State government; and,
- possible incentives that may be offered to foster employment and promotion of Asian-Americans in State government.<sup>3</sup>

During FY 2019, the following individuals were members of the Asian-American Employment Plan Advisory Council:

Nimish Jani, Chair  
 Nasir Jahangir  
 Kalpesh Joshi  
 Grace Chan McKibben  
 May Saengpraseuth  
 Choua Vue

There were five vacancies during FY 2019, which are in the process of being filled.

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<sup>2</sup> [Civil Administrative Code of Illinois \(Department of Central Management Services Law\)](#), 20 ILCS 405-120.

<sup>3</sup> *Id.*, at §25(c).

During meetings, Council members discussed with each other, with agency representatives and with members of the general public, various obstacles impeding Asian-Americans' entry into and/or promotion through the State's workforce. Many of these obstacles will be eliminated through personnel hiring reform. Others are related to lack of awareness within Asian-American communities regarding State employment opportunities.

In FY 2019, Representative Theresa Mah introduced HB 3395, the Terminology in Government Documents Act. HB 3395 mandated that all State and local government statutes, codes, rules, regulations and other official documents enacted after January 1, 2020 use the term "Asian American" when referring to persons of Asian descent and prohibited "Oriental."<sup>4</sup>

The Asian-American Employment Plan Advisory Council drafted and submitted to the General Assembly a Statement in Support of HB 3395. The Statement in Support read in part:

The term "Oriental" is considered offensive by current standards. It has long been associated with racism and stereotypical imagery and has been used as a vehicle to belittle and disparage. Many Asian-Americans have experienced ugly bigotry and discrimination in connection with the term. "Oriental" should only be used to refer to objects (e.g., rugs); never people.

Other states, including the federal government, have passed similar measures. But unfortunately, the term "Oriental" still appears in official Illinois parlance.

\* \* \*

HB 3395 is not only long overdue, but it is imperative. Our diverse Asian-American community is proud of our distinct heritages and it is time that our beloved State truly reflect the diversity and inclusion we strive for. It is for these reasons that we are a proponent of House Bill 3395 and urge you to pass it.

The bill did not pass. CMS worked internally and partnered with the Department of Innovation and Technology to make sure State-wide documents and computer databases were nevertheless in compliance, to the extent technologically possible.

The Asian-American Employment Plan Advisory Council also discussed the languages spoken by the State's bilingual employees and how the State could be more inclusive of various Indian languages, especially those which may be predominantly oral as opposed to written. Current State language proficiency assessments generally include a written component.

In FY 2020, among other goals, the Council plans to establish the first State-wide employee resource group for Asian-American employees for networking and bonding purposes.

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<sup>4</sup> [House Bill 3395](#).

### **III. Data Sources and Asian-American Diversity Dashboard**

#### **A. Data Sources**

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

##### **1. Computer-Generated Data from State's Personnel Database**

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

##### **2. United States Census Data**

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

##### **3. Asian-American Employment Plan Survey**

###### **a. Statutory Authority**

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

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

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

###### **b. Voluntary Participation**

State agencies with employees exempted from the Personnel Code are encouraged to participate in the State's workforce diversity program by completing the annual Asian-American



Employment Plan Survey. CMS commends the Office of the Executive Inspector General's voluntary participation each year.

#### **4. Data Presentation: [Asian-American Diversity Dashboard](#)**

Last year, CMS transformed how it displays and analyzes the State's workforce diversity data. Instead of inserting two-dimensional charts into the annual Asian-American Employment Plan, CMS synthesized agencies' current and previous survey responses and built an informative, visual and interactive Asian-American Diversity Dashboard. This tool allows users to quickly access State-wide and agency-level data, examine yearly trends, and isolate agencies for performance and progress review.

The Asian-American Diversity Dashboard increases the State's transparency, accountability, and motivation to rely on data to drive diversity strategies. The Asian-American Diversity Dashboard can be found at <https://www2.illinois.gov/cms/personnel/DEP/Pages/AsianEP.aspx> and should be considered part of and examined in connection with this 2020 Asian-American Employment Plan.

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

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

One of the primary upgrades is the transition from a paper-driven process to an automated process. The former system of hiring was confusing and did not utilize modern technologies or comport with industry standards. Such barriers to employment hamper the State's efforts to attract job candidates from communities under-represented in the workforce and they increase distrust between the State and communities least familiar with the State's employment selection system. These obstacles also narrow the State's chances of finding the ideal job candidate. To best serve the people of Illinois, diversity must be actively pursued and there can be no barriers to employment during the selection process that risk losing the ideal job candidate for reasons unrelated to job ability.

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

In 2019, the State rolled out a pilot program for the modernized and upgraded employment application and hiring system. The results to date are a dramatically enhanced applicant pool. The State's external reach improved significantly, with over 70 percent of the applicant pool

originating from those seeking first-time State employment. Under the current system, less than one percent of candidates who are not already State employees are hired.

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

**V. Statistics: Asian-American Demographic Data from State Database**

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

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

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

IL State Employees in FY 2019			IL Population by Race/Ethnicity*		IL Labor Population by Race/Ethnicity*		
Race/Ethnicity	Count	Percent	Race/Ethnicity	Percent	Race/Ethnicity	Count	Percent
Native American	205	0.5%	Native American	0.7%	Native American	15,205	0.2%
Asian-American	1,277	2.8%	Asian-American	5.9%	Asian-American	366,224	5.5%
African-American	9,817	21.7%	African-American	14.6%	African-American	848,754	12.7%
Hispanic	2,993	6.6%	Hispanic	17.4%	Hispanic	1,068,506	16.0%
White	30,874	68.4%	White	76.9%	White	4,931,536	73.9%
<b>Total</b>	<b>45,166</b>	<b>100.0%</b>	White (Non-Hispanic)	61.0%	<b>Total</b>	<b>6,672,963</b>	
			<b>POPULATION TOTAL</b>	<b>12,671,822</b>			

\*Source: US Census Bureau, 2017 American Community Survey

<sup>5</sup> The Illinois Department of Human Rights monitors agencies’ progress in meeting their affirmative action goals by measuring their success at reducing the gap between the representation of an affirmative action group in the agency’s workforce compared to the availability of that affirmative action group in the labor force, called “underutilization.” See, [56 Ill. Admin. Code §§2520.700-797](#) and the definition of “underutilization” in the [Illinois Department of Human Rights, “Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies.”](#)

The chart below breaks down by agency the State's 1,277 Asian-American employees in FY 2019. Readers are invited to review the [Asian-American Diversity Dashboard](#) for agency trends.

<b>Asian-American Representation by Agency in FY 2019</b>			
<b>Agency</b>	<b>Asian-American</b>	<b>Percent</b>	<b>Employee Count</b>
Independent Tax Tribunal	1	100.0%	1
Investment Board	1	33.3%	3
Arts Council	2	15.4%	13
Labor Relations Board	2	13.3%	15
Capital Development Board	4	11.4%	35
Criminal Justice Authority	5	9.6%	52
Emergency Management Agency	6	8.8%	68
Public Health	83	7.4%	1,125
Innovation & Technology	85	7.3%	1,158
Environmental Protection	43	7.3%	588
State Retirement Systems	6	6.5%	93
Workers Compensation Commission	5	4.8%	105
Law Enforcement Training & Standards Board	1	4.8%	21
Human Services	611	4.8%	12,838
Financial & Professional Regulation	17	4.6%	370
Revenue	61	4.2%	1,437
Labor	3	4.2%	72
Insurance	8	4.0%	202
Employment Security	39	3.7%	1,055
Healthcare & Family Services	45	3.0%	1,513
Human Rights Department	3	2.6%	115
Veterans Affairs	30	2.5%	1,204
Commerce & Economic Opportunity	5	2.4%	210
State Police	21	2.2%	955
Lottery	3	2.2%	137
Children & Family Services	51	2.1%	2,404
Gaming Board	3	2.0%	149
Natural Resources	12	1.0%	1,192
Guardianship & Advocacy	1	1.0%	101
Juvenile Justice	7	0.8%	906
Agriculture	3	0.8%	391
Military Affairs	1	0.8%	131
Aging	1	0.8%	133
Central Management Services	6	0.7%	836
Corrections	89	0.7%	12,902
Transportation	13	0.6%	2,258
<b>Statewide</b>	<b>1,277</b>	<b>2.8%</b>	<b>44,788</b>

**A. 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. However, the Code does not define supervisory, technical, professional, or managerial. Nor does the State code positions as those categories.

For comparable information, this Employment Plan examines supervisory, technical, professional, and managerial positions through the Equal Employment Opportunity Commission (EEOC) Job Categories. State jobs are classified into one of eight EEOC Job Categories based on the content and responsibility of the job: Officials and Managers (e.g., department heads),<sup>6</sup> Professionals (e.g., managers), Technicians (e.g., computer programmers, inspectors), Protective Service Workers (e.g., police/correctional officers, fire-fighters), Paraprofessionals (e.g., research assistants, medical aids), Office Clerical (e.g., administrative assistants),<sup>7</sup> Skilled Craft Workers (e.g., mechanics, electricians), and Service Maintenance (e.g., custodial workers).

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

The chart below reflects that 4.2 percent of employees in supervisory, technical, professional, and managerial positions during FY 2019 were Asian-American.

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

## B. Representation of Asian-Americans among New Hires

As reflected below, Asian-Americans represented 3.1 percent of employees hired during FY 2019.

State Employees Hired in FY 2019			
Agency	# Asian-American	% Asian-American	Total
State Retirement Systems	1	25.0%	4
Emergency Management Agency	2	16.7%	12
Labor	1	11.1%	9
Lottery	1	7.1%	14
Environmental Protection	2	6.7%	30
Employment Security	3	6.5%	46
Financial & Professional Regulation	2	5.9%	34
Human Services	65	5.4%	1,195
Public Health	3	4.5%	66

<sup>6</sup> Sometimes referred to as Officials and Administrators. See, [Illinois Department of Human Rights, "Technical Assistance Guide for the Development of Affirmative Action Plans and Quarterly Reports for Illinois State Executive Agencies."](#)

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

State Employees Hired in FY 2019			
Agency	# Asian-American	% Asian-American	Total
Revenue	5	4.3%	115
Veterans Affairs	4	4.0%	99
Children & Family Services	4	2.2%	178
Juvenile Justice	2	1.9%	104
Innovation & Technology	1	1.9%	54
Healthcare & Family Services	2	1.5%	132
State Police	1	1.5%	66
Corrections	16	1.4%	1,131
Transportation	3	1.3%	228
Natural Resources	1	0.7%	140
Central Management Services	0	0.0%	46
Agriculture	0	0.0%	29
Insurance	0	0.0%	21
State Fire Marshal	0	0.0%	15
Commerce & Economic Opportunity	0	0.0%	14
Abraham Lincoln Presidential Library & Museum	0	0.0%	9
Aging	0	0.0%	9
Human Rights Department	0	0.0%	7
Military Affairs	0	0.0%	6
Property Tax Appeal Board	0	0.0%	5
Commerce Commission	0	0.0%	3
Human Rights Commission	0	0.0%	3
Prisoner Review Board	0	0.0%	3
Gaming Board	0	0.0%	2
Guardianship & Advocacy	0	0.0%	2
Criminal Justice Authority	0	0.0%	1
Developmental Disabilities Council	0	0.0%	1
Labor Relations Board	0	0.0%	1
Law Enforcement Training & Standard Board	0	0.0%	1
Racing Board	0	0.0%	1
Workers Compensation Commission	0	0.0%	1
<b>Total</b>	<b>119</b>	<b>3.1%</b>	<b>3,837</b>

### C. Representation of Asian-Americans among Veteran New Hires

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

Veterans Hired in FY 2019 by Race/Ethnicity			
Agency	# Asian-American	% Asian-American	Total
Abraham Lincoln Presidential Library & Museum	0	0.0%	1
Aging	0	0.0%	1
Agriculture	0	0.0%	5

<sup>8</sup> See, [CMS' Personnel website](#).

<b>Veterans Hired in FY 2019 by Race/Ethnicity</b>			
<b>Agency</b>	<b># Asian-American</b>	<b>% Asian-American</b>	<b>Total</b>
Central Management Services	0	0.0%	7
Children & Family Services	0	0.0%	7
Commerce & Economic Opportunity	0	0.0%	1
Corrections	1	0.6%	156
Emergency Management Agency	0	0.0%	4
Employment Security	0	0.0%	7
Environmental Protection	0	0.0%	2
Financial & Professional Regulation	0	0.0%	1
Healthcare & Family Services	0	0.0%	26
Human Rights Department	0	0.0%	1
Human Services	1	1.2%	82
Innovation & Technology	0	0.0%	7
Insurance	0	0.0%	1
Juvenile Justice	0	0.0%	4
Labor	0	0.0%	1
Labor Relations Board	0	0.0%	1
Lottery	0	0.0%	4
Military Affairs	0	0.0%	3
Natural Resources	0	0.0%	25
Prisoner Review Board	0	0.0%	1
Public Health	0	0.0%	5
Revenue	0	0.0%	5
State Fire Marshal	0	0.0%	5
State Police	0	0.0%	10
State Retirement Systems	0	0.0%	1
Transportation	1	0.8%	130
Veterans Affairs	1	5.9%	17
<b>Statewide</b>	<b>4</b>	<b>0.8%</b>	<b>521</b>

**VI. Statistics: Asian-American Demographic Data from Agency Survey Responses**

In FY 2019, as reflected in the chart below, of State-wide Human Resources staff, 20 percent were people of color and three were Asian-American. Across the State, 13,631 interviews were conducted. People of color in general served as interviewers on 5,855 panels (43 percent) and Asian-Americans on 87 panels (0.6 percent). Agencies reported approximately half of the State’s interview panels were entirely White (49.8 percent).

Of the State’s interviewers, 2.9 percent were Asian-American and 33 participated on an interview panel.

<b>Diversity / Diversity Expertise Among Gatekeepers to State Employment in FY 2019</b>			
		<b>Count</b>	<b>Percent</b>
<b>Human Resources</b>	# HR Staff	418	
	# and % HR Staff who were minorities	85	20.3%
	# and % HR Staff who were Asian-Americans	3	0.7%
<b>Interview Panels</b>	# Rutan Panels	13,631	
	# and % Panels with at least one person of color	5,855	43.0%
	# and % Panels with at least one Asian-American	87	0.6%
	# and % Panels Entirely White	6,783	49.8%
<b>Interviewers</b>	# Certified Rutan Interviewers	3,398	
	# and % Asian-American Interviewers	98	2.9%
	# and % Asian-American Interviewers on a Panel in FY19	33	1.0%
<b>Customized Unconscious Bias Training</b>	# Agencies with Unconscious Bias Training for Interviewers	6	
	# Agencies with Unconscious Bias Training for HR Staff	6	

The most senior positions in agencies behind the agency Director or Secretary are those that either report to the Director or Secretary or require Senate confirmation. The chart below reflects that 3.4 percent of employees who reported to the agency Director or Secretary in FY 2019 were Asian-American as were 2.9 percent of employees in positions requiring Senate confirmation.

<b>Asian-Americans in Leadership Positions in FY 2019</b>		
	<b>Count</b>	<b>Percent</b>
# and % Asian-Americans Reporting to Agency Director/Secretary	23	3.4%
# and % of Asian-Americans in Positions Requiring Senate Confirmation	2	2.9%

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

<b>Liaisons to Asian-American Communities in FY 2019</b>	
# Agencies with Liaison to Asian-American Communities	10
	<b># Agencies with Decision-Making Authority</b>
Recruitment	6
Hiring/promotion	4
Interviews	5
Creating policies	2

Fifteen agencies reported conducting diversity training in FY 2019 and six specifically conducted unconscious bias training for job interviewers and/or Human Resources personnel.

<b>Agency Diversity Trainings in FY 2019</b>	
# Agencies with Unconscious Bias Training for Interviewers and Human Resources Personnel	6
# Agencies with Diversity Training	15

## **VII. Analysis**

During FY 2019, the proportion of State employees who were Asian-American (2.8 percent) was smaller than the proportion of Asian-Americans in Illinois' labor market (5.5 percent).<sup>9</sup> Yet between the end of FY 2018 and the end of FY 2019, the proportion of Asian-Americans in the State's workforce rose from 2.7 to 2.8 percent.

The representation of Asian-Americans in the State's new hire pools increased from 3.0 to 3.1 percent since FY 2018, though the representation of Asian-Americans among new hires who were veterans dropped from 1.4 percent to 0.8 percent.

<sup>9</sup> It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.



Asian-Americans are better represented in leadership positions than the representation of Asian-Americans in the State's overall workforce. A larger proportion of Asian-Americans reported to the agency Director or Secretary (3.4 percent) or were employed in positions requiring Senate confirmation (2.9 percent) than were employed in the State's workforce (2.8 percent).

Twenty percent of the State's Human Resources staff were people of color; 2.9 percent were Asian-American. In FY 2019, 13,631 interviews were conducted across the State. People of color served as interviewers on 43 percent of the interview panels and Asian-Americans participated on 33 interview panels. Inconsistencies in agency responses lead to differences in measurement of interview panel diversity.

Approximately half (49.8 percent) of the State's interview panels were entirely White. Asian-Americans made up 2.9 percent of the State's interviewers and 33 sat on an interview panel during FY 2019. Inconsistencies in agency responses lead to differences in measurement of interview panel diversity.

Thirty-five agencies reported offering career development opportunities in FY 2019. The representation of Asian-American State employees who received tuition reimbursement for educational advancement remained the same in fiscal year 2018 as it was in fiscal year 2019 (one percent).

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

## **VIII. Best Practices**

### **A. Commitment of Senior Leadership**

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

### **B. Broad Employment Outreach**

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

### **C. Intentionality**

Diversity efforts must be intentional and deliberate; diversity and inclusion do not occur by happenstance. Dedicating resources to diversity and inclusion initiatives reflects priority and enables success. Dedicated resources often take the form of a budget allocation, and the Civil Administrative Code of Illinois requires each agency to report their Asian-American

employment budget allocations as part of their annual reports on their Asian-American workforce diversity strategies.<sup>10</sup>

#### **D. Diversity Training**

Diversity trainings normalize diversity, familiarize employees with its strengths and advantages, offer strategies for handling unconscious bias, and demonstrate organizational commitment. Diversity training can elevate awareness of the unconscious biases that exist within every person and subtly guide us to conclusions.<sup>11</sup>

### **IX. Recommendations**

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

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

#### **A. Incorporate Diversity Principles into Agency's Hiring Teams**

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

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

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<sup>10</sup> [Civil Administrative Code of Illinois](#), §125.

<sup>11</sup> Unconscious bias is hard-wired into the human brain and cemented by years of exposure to subtle societal influences (e.g., media, social and professional environments, lack of familiarity with different cultures). Multiple unconscious biases subtly guide our behavior, despite best intentions, and counteract diversity efforts, shape company culture, and bear a cost for businesses. [Harvard Business Review](#), "How Diversity Can Drive Innovation," (December 2013); [University of North Carolina Kenan-Flagler Business School](#), "The Real Effects of Unconscious Bias in the Workplace," Horace McCormick, Program Director, UNC Executive Development (2015).

## **B. Maximize Value of Employment Outreach**

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

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

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

### **2. Take Advantage of Underutilization Data to Drive Outreach**

On a quarterly basis, agencies submit to the Department of Human Rights their underutilization data; e.g., data reflecting whether and in what quantities the representation of Asian-Americans in the State's workforce is lower than the representation of Asian-Americans in the relevant labor market.<sup>12</sup>

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

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

### **3. Dedicate Authoritative Liaisons to Asian-American Communities**

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

## **C. Continuously Consult Data for Informed Decisions**

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

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<sup>12</sup> See, footnote 5 for more information on underutilization.

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

**D. Be Innovative**

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

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

**E. Attend Asian-American Employment Plan Advisory Council Meetings**

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

The Asian-American Employment Plan Advisory Council meets quarterly in Chicago, Springfield and via WebEx to discuss agencies' progress and challenges in implementing the Asian-American Employment Plan. Agencies will have the chance to share best practices and lessons learned, advance diversity initiatives through working groups, and provide input into the following year's Asian-American Employment Plan.

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

- A.** CMS strives to make agency consideration of diversity, equity, and inclusion principles standard operating procedure in the State's employment application, selection, and hiring process. Agencies have been provided tangible tools in the form of sample language, templates, and training regarding how to overcome various barriers in their employment selection processes with inclusion in mind.
- B.** Due to CMS' newly-formed Data Practice, diversity metrics can be publicly measured for progress and data collection and analysis will be sharpened. The Asian-American Diversity Dashboard is expected to serve as the data engine fueling agency-level and State-wide employment decisions.
- C.** CMS is poised to become the State's most valuable recruitment asset with the goal of turning the State of Illinois into Illinois' employer of choice. Utilizing strategic, modern and dynamic approaches facilitated through hiring reform, CMS will endeavor to capitalize on previously untapped resources to propel the State

forward to attract the brightest and best qualified candidates to the workforce through a transparent and effective selection system that offers all communities equitable opportunities to compete.

- D.** By law, CMS supports the Asian-American, Hispanic, Asian-American, and Asian-American Employment Plan Advisory Councils. Collaborating with the Chairs of each Council, CMS will forge innovative ideas for the Councils to partner over regarding employment outreach and deeper community engagement.

## **XI. Conclusion**

The proportion of Asian-Americans in the State's workforce at the end of FY 2019 (2.8 percent) remained below the proportion of Asian-Americans in Illinois' labor market (5.5 percent),<sup>13</sup> yet rose from 2.7 at the end of FY 2018. The representation of Asian-Americans entering the State's workforce also increased since FY 2018 from 3.0 to 3.1 percent.

Asian-Americans are better represented in leadership positions than the representation of Asian-Americans in the State's overall workforce. A larger proportion of Asian-Americans reported to the agency Director or Secretary (3.4 percent) or were employed in positions requiring Senate confirmation (2.9 percent) than were employed in the State's workforce (2.8 percent).

Asian-Americans could be better utilized on job interview panels. Approximately half (49.8 percent) of the State's interview panels were entirely White. In FY 2018, Asian-Americans served as interviewers on one percent of the interview panels. That number fell to 0.6 percent in FY 2019. Asian-Americans made up 2.9 percent of the State's interviewers. Thirty-three sat on an interview panel during FY 2019.

In both FY 2018 and FY 2019, only one percent of Asian-American State employees received tuition reimbursement for educational advancement.

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

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

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<sup>13</sup> It is worth noting that the former is an absolute number (one person, one category), and the second involves individuals selecting multiple categories.

## **XII. Contact**

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

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