

---

2014

**AFRICAN-  
AMERICAN  
EMPLOYMENT PLAN**



**Respectfully Submitted by the  
Illinois State Toll Highway Authority  
February 1, 2014**

---



February 3, 2014

Speaker Michael J. Madigan  
Illinois House of Representatives  
300 Capitol Building  
Springfield, Illinois 62706

Senate President John J. Cullerton  
Illinois Senate  
327 Capitol Building  
Springfield, Illinois 62706

Re: *The Illinois Tollway's African-American Employment Plan 2014*

Dear Member of the Illinois General Assembly:

The African-American Employment Plan Act, [20 ILCS 30/1 et seq.](#), requires the Department of Central Management Services (CMS) to report to the General Assembly by February 1<sup>1</sup> of each year each State agency's activities that implement the State's African-American Employment Plan as submitted by CMS. See, [20 ILCS 30/15\(b\)](#). CMS' African-American Employment Plans report the activities of the State agencies covered by the Illinois Personnel Code, [20 ILCS 415/1 et seq.](#), which CMS administers. See, the African-American Employment Plans submitted by CMS.<sup>2</sup> The Illinois State Toll Highway Authority (Illinois Tollway) is not required to submit its workforce diversity efforts to CMS because it is exempt from the Illinois Personnel Code. See, [20 ILCS 415/4\(c\)\(13\)](#).

Notwithstanding this exemption, the Illinois Tollway appreciates the necessity of a diverse workforce and wishes to participate in the important conversation taking place on the State level regarding approaches to attract and retain talented African-Americans. Accordingly, we voluntarily submit for your review and feedback our strategies and programs designed to increase the number of African-Americans employed by the Illinois Tollway, specifically including the number of African-Americans employed by the Tollway at supervisory, technical, professional, and managerial levels. See, the African-American Employment Plan Act, [20 ILCS 30/1 et seq.](#)

The Illinois Tollway has made significant progress on the goals and objectives we set for ourselves in our 2013 African-American Employment Plan for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention. During 2013, we enlarged our pool of outreach sources to include over 600 contact e-mails for community groups, professional organizations, colleges and universities (specifically including Historically Black Colleges and Universities), social and traditional media, and other sources.

---

<sup>1</sup> In 2014, February 1<sup>st</sup> falls on a Saturday. The next business day is Monday, February 3, 2014.

<sup>2</sup> CMS' 2011 through 2013 African-American Employment Plans can be found at <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2011.pdf>, <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2012.pdf>, and <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2013.pdf>.

**ILLINOIS TOLLWAY**

2700 Ogden Avenue | Downers Grove, IL 60515 | p. 630.241.6800 | TTY 630.241.6988  
[www.illinoistollway.com](http://www.illinoistollway.com)

In addition to our usual outreach sources, we have increased our use of radio and television stations and programs with large African-American audiences to disseminate our employment opportunities throughout the African-American community. And we participated in numerous job fairs designed to effectively notify African-Americans looking for work of the Illinois Tollway's employment opportunities.

We are proud to report that in 2013 we again<sup>3</sup> enjoyed the richest diversity in our history,<sup>4</sup> and we were honored with two awards for our workforce diversity efforts. In March 2013, we were awarded the Outstanding Employment Outreach Award from the African American Contractors' Association, and in May 2013 we received the State Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities from the Illinois Interagency Committee on Employees with Disabilities.

Throughout 2013, people of color comprised of a greater percentage of our workforce than ever before – nearly 30 percent (27.7 percent) – growing slightly from December 31, 2012 (27.5 percent). As of the most recent data from December 31, 2013, African-Americans comprise 16.4 percent of our workforce, which is a higher representation than the representation of African-Americans in the relevant available labor market (14.9 percent).<sup>5</sup>

And we continue to enrich our diversity. Over the course of 2013, over 40 percent (41.3 percent) of the employees we hired were people of color and over a quarter (27.5 percent) of the employees we hired were African-American. Also during 2013, one-third of the employees we promoted were a person of color and nearly 20 percent (18.9 percent) of the employees we promoted was African-American. One-half (one of two) of the employees we promoted into the highest levels of senior management was African-American.

In sum, we have made it a priority to create a more diverse workforce and inclusive environment at the Illinois Tollway. We have made good progress on our 2013 goals regarding the African-American Employment Plan and are excited to continue to build on these goals in 2014. The Illinois Tollway appreciates this opportunity to publish our efforts to enrich our diversity and we look forward to working collectively and cooperatively with the General Assembly, the African-American Employment Plan Advisory Council, CMS, and various State agencies to increase the diversity of our workforce in an attempt to reflect the diversity of the various Illinois communities we serve.

We welcome any feedback and/or suggestions your members may have for us. Please do not hesitate to contact us with any questions.

---

<sup>3</sup> The Tollway also enjoyed the richest diversity in his history in 2012.

<sup>4</sup> Based on available data.

<sup>5</sup> Charts reflecting supporting data are included in the enclosed African-American Employment Plan 2014.

Sincerely,



Krjsti Lafleur  
Executive Director

Enclosure

cc: Minority Leader Jim Durkin  
Illinois House of Representatives  
316 Capitol Building  
Springfield, Illinois 62706

Minority Leader Christine Radogno  
Illinois Senate  
309A Capitol Building  
Springfield, Illinois 62706

Tim Mapes  
Clerk of the House  
Room 420 State House  
Springfield, Illinois 62706

Tim Anderson  
Secretary of the Senate  
401 Capitol Building  
Springfield, Illinois 62706

Director Anne Craig  
Illinois State Library  
Gwendolyn Brooks Building  
300 South 2<sup>nd</sup> Street  
Springfield, Illinois 62701

Lon Meltesen  
Chief Legal Counsel  
Illinois Department of Human Rights  
100 West Randolph Street, Suite 10-100  
Chicago, Illinois 60601

---

2014

**AFRICAN-  
AMERICAN  
EMPLOYMENT PLAN**



**Respectfully Submitted by the  
Illinois State Toll Highway Authority  
February 1, 2014**

---



## **TABLE OF CONTENTS**

Executive Summary.....	3-6
Illinois Tollway Facilities: IDHR State Regional Map .....	7
Workforce Demographics:	
❖ Representation of African-Americans in Illinois' Available Workforce and in the Illinois Tollway's Workforce .....	8-9
❖ Representation of Minorities and African-Americans at the Illinois Tollway.....	10
❖ New Hires and Promotions between January 1, 2013 and December 31, 2013.....	11
❖ EEO Breakdown of Illinois Tollway Workforce and New Hire Pools .....	12
Objectives and Goals .....	13-18
Conclusion .....	19



## EXECUTIVE SUMMARY

On July 27, 2010, the Illinois General Assembly enacted the African-American Employment Plan Act, [20 ILCS 30/1 et seq.](#), to (a) improve the delivery of State services to Illinois' African-Americans by increasing the number of African-American State employees in Illinois and the number of African-American state employees serving in supervisory, technical, professional, and managerial positions; (b) identify State agencies' staffing needs and qualification requirements; (c) track hiring practices and promotions of African-Americans employed by State agencies; (d) increase the number of African-Americans employed by State agencies; (e) increase the number of African-American State employees who are promoted; (f) assist State agencies to meet their goals established pursuant to the African-American Employment Plan; and (g) establish the African-American Employment Plan Advisory Council. See, [20 ILCS 30/5](#).

### **I. *The Illinois Tollway Voluntarily Submits an African-American Employment Plan***

The African-American Employment Plan Act requires the Department of Central Management Services (CMS) to report to the General Assembly by February 1<sup>1</sup> of each year each State agency's activities that implement the State's African-American Employment Plan as submitted by CMS. See, [20 ILCS 30/15\(b\)](#). CMS' African-American Employment Plans report the activities of the State agencies covered by the Illinois Personnel Code, [20 ILCS 415/1 et seq.](#), which CMS administers. See, the African-American Employment Plans submitted by CMS.<sup>2</sup> The Illinois State Toll Highway Authority (Illinois Tollway) is exempt from the Illinois Personnel Code. See, [20 ILCS 415/4\(c\)\(13\)](#).

Notwithstanding this exemption, the Illinois Tollway appreciates the necessity of a diverse workforce and wishes to participate in the important conversation taking place on the State level regarding approaches to attract and retain talented African-Americans. Accordingly, we voluntarily submit our strategies and programs designed to increase the number of African-Americans employed by the Illinois Tollway, specifically including the number of African-Americans employed by the Illinois Tollway at supervisory, technical, professional, and managerial levels. See, the African-American Employment Plan Act, [20 ILCS 30/1 et seq.](#)

### **II. *The Illinois Tollway's Progress on its 2013 Goals and Objectives***

Last year, the Illinois Tollway submitted goals and objectives for achieving a more diverse workforce through strategies affecting recruitment (with the goal of working towards targeted

<sup>1</sup> In 2014, February 1<sup>st</sup> falls on a Saturday. The next business day is Monday, February 3, 2014.

<sup>2</sup> CMS' 2011 through 2013 African-American Employment Plans can be found at <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2011.pdf>, <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2012.pdf>, and <http://www.state.il.us/cms/download/pdfs/AfricanAmericanPlan2013.pdf>.



recruitment), hiring (with the goal of interweaving hiring efforts and diversity objectives), and retention (with the goal of realizing an inclusive environment). Our intention is to both maximize the diversity of our applicant pool by expanding our outreach efforts in order to attract job candidates of diverse backgrounds, as well as to carefully monitor our hiring process to make sure it is open and accessible to everyone and that no EEO group is adversely affected by any of our selection procedures, including the written test, the interview, and the final selection for the position. We continue to make progress on our goals and objectives.

*A. The Illinois Tollway Strengthened its Connection to the African-American Community*

During 2013, we enlarged our pool of outreach sources to include over 600 contact e-mails for community groups, professional organizations, colleges and universities (specifically including Historically Black Colleges and Universities), social and traditional media, and other sources.

In addition to our usual outreach sources, we have increased our use of radio and television stations and programs with large African-American audiences to disseminate our employment opportunities throughout the African-American community. And we participated in numerous job fairs designed to effectively notify African-Americans looking for work of the Illinois Tollway's employment opportunities.

*B. The Illinois Tollway Actively Works to Ensure its Hiring and Selection Process is Fair and Open to Everyone*

We continually examine our hiring and selection process to identify and eliminate any barriers to obtaining employment at the Illinois Tollway. We have scrutinized our job requirements to make sure they are not unnecessarily exclusive, and reviewed our written tests to make sure the questions are job-related and consistent with business necessity. We select diverse Rutan<sup>3</sup> interview panels whenever possible, and we conduct disparate impact analyses on our selection procedures to determine whether there are areas in which any EEO group is adversely affected by our selection criteria.

In 2014, the Illinois Tollway is looking forward to implementing an electronic "e-recruiting" hiring and selection system which will further enable us to pinpoint potential disparate impact and will provide an unprecedented opportunity to proactively design tailored and effective recruitment, hiring, and retention initiatives.

---

<sup>3</sup> The State of Illinois follows the United States Supreme Court's decision in Rutan v. Republican Party of Illinois, 497 U.S. 62 (1990) and the ensuing Administrative Orders issued by the Governor's Office regarding the interview and selection process for State jobs.



### *C. The Illinois Tollway Continues to Enjoy the Richest Diversity in its History<sup>4</sup>*

We are proud to report that in 2013 we again enjoyed the richest diversity in our history.<sup>5</sup> As of December 31, 2013, people of color comprise nearly 30 percent (27.7 percent) of our workforce, growing slightly from December 31, 2012 (27.5 percent). African-Americans comprise 16.4 percent of our workforce, which is a higher representation than the representation of African-Americans in the relevant available labor market (14.9 percent).

We continue to enrich our diversity. Over the course of 2013, more than 40 percent (41.3 percent) of the employees we hired were people of color and over a quarter (27.5 percent) of the employees we hired were African-American. Also during 2013, people of color represented 37.8 percent of the employees we promoted; nearly 20 percent (18.9 percent) of the employees we promoted was African-American. Of the employees we promoted into the highest levels of senior management, one-half – one of two – was African-American.

The Illinois Tollway was honored with two awards for our efforts to maximize the diversity of our workforce: the Outstanding Employment Outreach Award from the African American Contractors' Association, and the State Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities from the Illinois Interagency Committee on Employees with Disabilities.

### **III. *The Illinois Tollway's Continuing Goals and Objectives***

While we are pleased with our successes, we know we have a lot more to accomplish and are excited for the 2014 Plan Year. As reflected in the Illinois Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2013 and continue to increase our visibility in the African-American community, fully integrate our underutilization information into every part of the application and selection process, continue to diversify our Rutan interview panels, use our anticipated e-recruiting program to scrutinize the application and selection process for selection criteria with an adverse impact on African-Americans and to develop diversity initiatives designed to improve selection and retention rates for talented employees, and study reasons for employee turnover, among the other efforts outlined below.

### **IV. *Charts Included in the Illinois Tollway's 2014 African-American Employment Plan***

The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR) with the regions highlighted in which the Illinois Tollway operates, charts reflecting the Representation of African-Americans in Illinois' Available Workforce<sup>6</sup> and the

---

<sup>4</sup> Based on available data.

<sup>5</sup> The Illinois Tollway also enjoyed the richest diversity in his history in 2012.

<sup>6</sup> From the 2013 IDES Workforce Availability Information Publication, Illinois Department of Employment Security, Economic Information and Analysis Division.

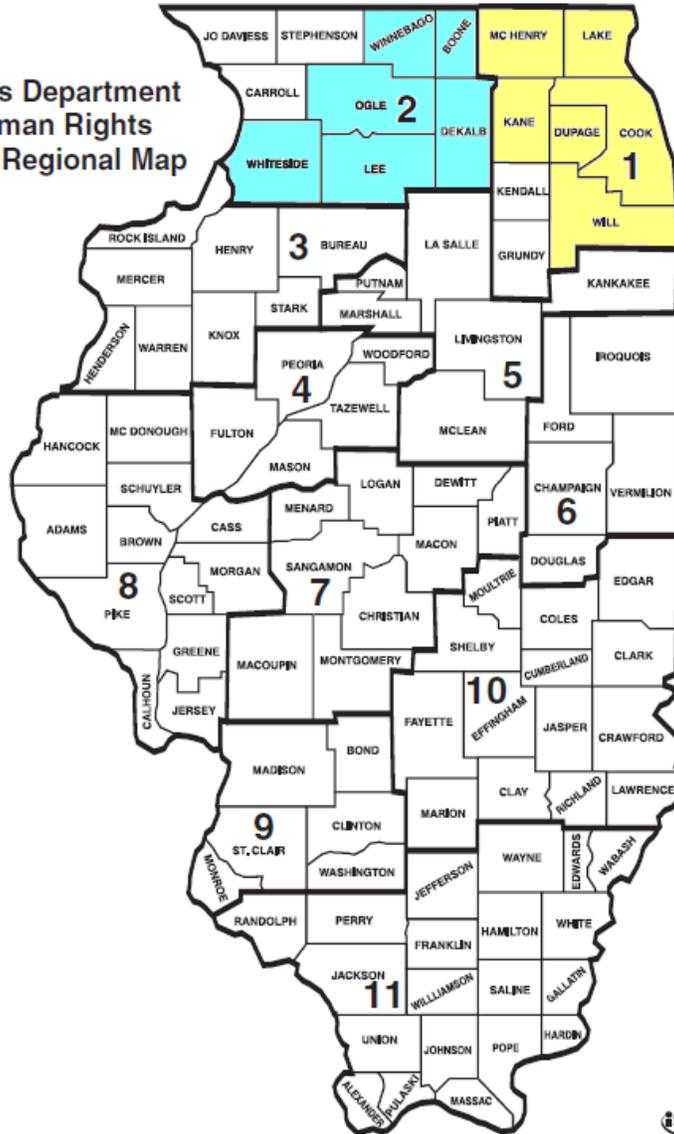


Illinois Tollway Workforce as of December 31, 2012 and December 31, 2013, charts reflecting the representation of minorities and African-Americans at the Illinois Tollway on a quarterly basis during 2012 and 2013, charts reflecting the representation of African-Americans in new hire pools and promotions during 2013, a chart reflecting the EEO breakdown of the Illinois Tollway's workforce and new hire pools on a quarterly basis for 2012 and 2013, and the Illinois Tollway's list of continuing Goals and Objectives for its African-American Employment Plan.



# ILLINOIS TOLLWAY FACILITIES

Illinois Department of Human Rights  
State Regional Map





## WORK FORCE DEMOGRAPHICS

### Representation of # African-Americans in Illinois' Available Workforce and in the Tollway Workforce\* 2012

Region 1						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
Cook	2,575,226	596,003	23.1%			
DuPage	517,675	16,207	3.1%			
Kane	273,903	14,713	5.4%			
Lake	358,515	23,129	6.5%			
McHenry	174,781	947	0.5%			
Will	364,982	35,852	9.8%			
<b>Total:</b>	<b>4,265,082</b>	<b>686,851</b>	<b>16.1%</b>			

Region 2						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
Boone	26,123	132	0.5%			
DeKalb	58,924	2,933	5.0%			
Lee	17,988	253	1.4%			
Ogle	27,063	45	0.2%			
Whiteside	29,733	259	0.9%			
Winnebago	141,944	14,000	9.9%			
<b>Total:</b>	<b>301,775</b>	<b>17,622</b>	<b>5.8%</b>			

Grand Total						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
<b>Total:</b>	<b>4,566,857</b>	<b>704,473</b>	<b>15.4%</b>	<b>1,477</b>	<b>245</b>	<b>16.6%</b>

\*Illinois' Available Workforce data is from the 2012 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2012 as reported on the Tollway's EEO/AA 2nd Quarter Report.



## WORK FORCE DEMOGRAPHICS (CONT.)

**Representation of # African-Americans in Illinois' Available Workforce and in the Tollway Workforce\*  
2013**

Region 1						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
Cook	2,722,188	587,359	21.6%			
DuPage	509,785	22,632	4.4%			
Kane	268,544	12,754	4.7%			
Lake	367,716	21,997	6.0%			
McHenry	168,764	1,611	1.0%			
Will	353,132	36,921	10.5%			
<b>Total:</b>	4,390,129	683,274	<b>15.6%</b>	1,276	228	<b>17.9%</b>

Region 2						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
Boone	26,930	514	1.9%			
DeKalb	58,995	3,269	5.5%			
Lee	18,364	669	3.6%			
Ogle	28,526	207	0.7%			
Whiteside	29,544	398	1.3%			
Winnebago	149,786	14,156	9.5%			
<b>Total:</b>	312,145	19,213	<b>6.2%</b>	184	12	<b>6.5%</b>

Grand Total						
Counties	Total Population	# African-American	% African-American	Tollway Employees		
				Total Employees	Total African-American Employees	% African-American Employees
<b>Total:</b>	4,702,274	702,487	<b>14.9%</b>	1,460	240	<b>16.4%</b>

\*Illinois' Available Workforce data is from the 2013 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2013 as reported on the Tollway's EEO/AA 2nd Quarter Report.



## WORK FORCE DEMOGRAPHICS (CONT.)

### Representation of Minorities\* at the Illinois Tollway

January 1, 2012 - December 31, 2012

Region 1 & Region 2			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1480	373	25.2%
April - June	1460	371	25.4%
May - September	1450	372	25.7%
October - December	1477	406	27.5%

January 1, 2013 - December 31, 2013

Region 1 & Region 2			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1473	406	27.6%
April - June	1474	408	27.7%
May - September	1471	406	27.6%
October - December	1460	404	27.7%

\*Minority is used as an umbrella term including anyone who does not self-identify as Caucasian

### Representation of African-Americans at the Illinois Tollway

As of December 31, 2012

Region 1 & Region 2			
	Grand Total	# African-American Employees	% African-American Employees
January - March	1480	215	14.5%
April - June	1460	215	14.7%
May - September	1450	215	14.8%
October - December	1477	245	16.6%

As of December 31, 2013

Region 1 & Region 2			
	Grand Total	# African-American Employees	% African-American Employees
January - March	1473	244	16.6%
April - June	1474	244	16.6%
May - September	1471	242	16.5%
October - December	1460	240	16.4%



**WORK FORCE DEMOGRAPHICS (CONT.)**

**New Hires between January 1, 2013 and December 31, 2013**

<b>EEO Category</b>	<b>Total Tollway New Hires</b>	<b># African-American Employees Hired</b>	<b>% African-American Employees Hired</b>
Officials / Managers	2	0	0.0%
Professionals	24	2	8.3%
Technicians	13	7	53.8%
Office / Clerical	24	11	45.8%
Skilled Craft	1	0	0.0%
Service / Maintenance	16	2	12.5%
<b>Total</b>	<b>80</b>	<b>22</b>	<b>27.5%</b>

**Promotions between January 1, 2013 and December 31, 2013**

<b>EEO Category</b>	<b>Total Tollway Promotions</b>	<b># African-American Employees Promoted</b>	<b>% African-American Employees Promoted</b>
Officials / Managers	2	1	50.0%
Professionals	13	2	15.4%
Technicians	10	0	0.0%
Office / Clerical	5	2	40.0%
Skilled Craft	0	0	0.0%
Service / Maintenance	7	2	28.6%
<b>Total</b>	<b>37</b>	<b>7</b>	<b>18.9%</b>



## WORK FORCE DEMOGRAPHICS (CONT.)<sup>7</sup>

### EEO breakdown of Illinois Tollway Workforce

	2012				2013			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	67.4%	67.4%	67.7%	66.2%	66.5%	66.5%	66.6%	66.6%
Women	32.6%	32.6%	32.3%	33.8%	33.5%	33.5%	33.5%	33.5%
Caucasian	74.8%	74.5%	74.3%	72.6%	72.5%	72.4%	72.5%	72.4%
Minority	25.2%	25.4%	25.7%	27.4%	27.6%	27.7%	27.6%	27.7%
African-American	14.5%	14.7%	14.8%	16.6%	16.6%	16.6%	16.5%	16.4%
Latino	6.8%	6.8%	6.8%	7.1%	7.1%	7.0%	6.9%	7.1%
Asian	3.7%	3.6%	3.7%	3.5%	3.5%	3.6%	3.6%	3.6%
Native-American	0.2%	0.2%	0.2%	0.2%	0.14%	0.1%	0.1%	0.1%
TOTAL #	1480	1460	1450	1477	1473	1474	1471	1460

### EEO breakdown of new hire pools

	2012				2013			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	43.1%	53.9%	68.4%	27.9%	63.2%	58.8%	50.0%	60.9%
Women	56.9%	46.2%	31.6%	72.1%	36.8%	41.2%	50.0%	39.1%
Caucasian	37.9%	61.5%	68.4%	36.1%	38.0%	47.1%	55.0%	73.9%
Minority	62.1%	38.5%	31.7%	63.9%	62.3%	52.9%	45.0%	26.1%
African-American	46.6%	23.1%	21.1%	52.5%	47.0%	29.4%	35.0%	17.4%
Latino	12.1%	7.7%	5.3%	9.8%	12.0%	0.0%	5.0%	8.7%
Asian	3.4%	0.0%	5.3%	0.0%	3.0%	11.8%	0.0%	0.0%
Native-American	0.0%	0.0%	0.0%	0.0%	0.00%	0.00%	0.0%	0.0%
TOTAL #	58	13	19	61	19	17	20	23

<sup>7</sup> The circles represent record numbers for the Illinois Tollway.



## OBJECTIVES AND GOALS

The Illinois Tollway reviews its 2013 objectives and goals and offers the following objectives and goals to strive for during the 2014 African-American Employment Plan year:

### RECRUITMENT

#### **Goal → targeted recruitment**

1. Continue to pursue relationships with African-American advocacy organizations
  - a. Research African-American advocacy organizations for new recruitment sources
  - b. Identify, obtain membership in, and network with African-American advocacy organizations for recruitment ideas and opportunities
  - c. Attend meetings and/or conferences of identified African-American advocacy groups for recruitment ideas and opportunities
  - d. Advertise open positions in targeted media sources utilizing African-American referral sources, where appropriate
  - e. Recruit at African-American and multi-cultural hiring fairs

2013	2014
<p><i>During 2013, we enlarged our pool of outreach sources to include over 600 contact e-mails for community groups, professional organizations, colleges and universities (specifically including Historically Black Colleges and Universities), social and traditional media, and other sources. We increased our use of radio and television stations and programs with large African-American audiences to disseminate our employment opportunities throughout the African-American community. We also participated in job fairs targeting the African-American community.</i></p> <p><i>Our outreach efforts were recognized when we were awarded the Outstanding Employment Outreach of the Year Award for 2013 by the African-American Contractors' Association.</i></p>	<p><i>In 2014, we plan to expand our visibility in minority communities, including the African-American community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs. We also plan to partner with community leaders to co-sponsor job fairs and educational events targeting various minority communities.</i></p> <p><i>In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection system which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i></p>



**2. Review areas of underutilization at the Illinois Tollway with recruiters during recruitment**

2013	2014
<p><i>Through inter-departmental cooperation, we obtained advance notice of job postings, including some exempt from Rutan, and worked to communicate underutilization figures to key hiring personnel and also to coordinate our outreach efforts to address our underutilization.</i></p>	<p><i>Underutilization information has been included on job requisitions prepared before the job is posted. In addition, we review underutilization information with key hiring personnel before a job is posted and after it has been filled.</i></p> <p><i>We continue to work with the Department of Central Management Services, the Department of Human Rights, and the Department of Employment Security on targeted recruitment.</i></p>

**3. Revamp the Illinois Tollway’s website to make it more inviting and attractive to African-American candidates**

2013	2014
<p><i>We planned to update the workforce diversity section of the Illinois Tollway’s website to include images of minority staff; information about the plethora of jobs at the Illinois Tollway; statistics about the rich diversity of our workforce; prohibitions against discrimination, harassment, or retaliation; the Illinois Tollway’s Affirmative Action Reports and Employment Plans; and other information that may be of particular interest to minority candidates.</i></p>	<p><i>We revamped the Illinois Tollway’s website to make it more attractive to minorities. We have decided to postpone a webpage dedicated to the diversity of the Tollway’s workforce and the Tollway’s efforts and achievements regarding workforce diversity pending greater resources.</i></p>

**4. Educate the public, specifically including members of the African-American community, on the Rutan interview process to break down the barrier of unfamiliarity**

2013	2014
<p><i>We attended and presented at information sessions hosted by the Governor’s Office intended to educate the public, specifically targeting minority groups, about the Illinois Tollway’s Rutan interview process.</i></p>	<p><i>We will continue to attend information sessions to educate the public, specifically including the African-American community, about the Illinois Tollway’s Rutan interview process and will explore other ways to achieve this goal.</i></p>



**HIRING**

**Goal → interweave hiring efforts and diversity objectives**

- 1. Examine job descriptions, hiring criteria, written test questions, and planned interview questions to make sure they do not have a disparate impact on African-Americans**

2013	2014
<i>In 2013, we reviewed hiring criteria, job descriptions, written test questions, and interview questions for clarity and potential disparate impact.</i>	<i>We will continue to prioritize these objectives. The Illinois Tollway's Administration Department will be assuming a greater role in ensuring completion of these tasks.</i>

- 2. Expand the pool of persons eligible to serve on Rutan interview panels and ensure that whenever possible Rutan interview panels reflect the diversity the Illinois Tollway is trying to achieve**

2013	2014
<i>In 2013, the Illinois Tollway secured on-site Rutan training and arranged for a diverse group of employees to receive training.</i>	<i>The Illinois Tollway will continue to make efforts to ensure that its Rutan interview panels are diverse and will send staff for Rutan and refresher training as appropriate.</i>

- 3. Carefully monitor the entire selection process to make sure there is no disparate impact and that the process is fair and open to everyone**

2013	2014
<i>In 2013, the Illinois Tollway continued to use its Selection Process Tracking System to monitor EEO groups throughout the selection process and to compare selection rates among EEO groups in order to identify and remedy any potential disparate impact.</i>	<i>The Illinois Tollway will continue to monitor the selection process for indications of disparate impact.</i>  <i>In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection process which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>

- 4. Ensure hiring personnel are informed of the areas of underutilization of African-Americans and the Illinois Tollway's goals for increasing diversity**



2013	2014
<p>The Illinois Tollway currently uses Hiring and Promotion Monitors approved by the Department of Human Rights which indicate the areas of underutilization figures for each position filled through the Rutan process.</p>	<p>We are exploring ways to coordinate hiring that occurs outside the Rutan process so that those hiring personnel are also notified of the Illinois Tollway's underutilization numbers.</p>

**RETENTION**

**Goal → inclusive environment**

- 1. Assess current programs, whether formal or informal, that can be developed into diversity initiatives**

2013	2014
<p>The Illinois Tollway began assessing its formal and informal programs and exploring ways to develop them into diversity initiatives.</p> <p>The Illinois Tollway attempted to create a welcoming multi-cultural atmosphere of inclusion where various groups' holidays are celebrated and the societal contributions of various EEO groups are recognized in a regular "Did You Know?" column on the Illinois Tollway's intranet, Crossroads.</p>	<p>The Illinois Tollway will continue to investigate informal programs that can be developed into diversity initiatives.</p> <p>In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</p>

- 2. Review exit interviews to identify barriers to retention and promotion**

2013	2014
<p>The Illinois Tollway reviews and analyzes all exit interviews to identify barriers to retention and promotion and has begun to analyze exit interview responses in connection with quarterly workforce data to help improve employee engagement, performance, and work environment.</p>	<p>In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection system which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</p>

- 3. Review Illinois Tollway forms and policies to make sure they are not unnecessarily and unintentionally exclusive**



2013	2014
<i>The Illinois Tollway began evaluating policies to make sure they are not unnecessarily and unintentionally exclusive.</i>	<i>The Illinois Tollway will continue evaluating forms and policies to make sure they are not unnecessarily and unintentionally exclusive.</i>

**MISCELLANEOUS**

- 1. Work collaboratively with the African-American Advisory Council in an effort to increase the representation of African-American employees at the Illinois Tollway and in supervisory, technical, professional, and managerial positions**

2013	2014
<i>In 2013, the Illinois Tollway worked with the African-American Advisory Council to identify new outreach sources and for help disseminating Illinois Tollway job opportunities.</i>	<i>The Illinois Tollway looks forward to continued partnership with the African-American Advisory Council in 2014.</i>

- 2. Review best practices of similar agencies and adopt those with the greatest likelihood of success at the Illinois Tollway**

2013	2014
<p><i>The Illinois Tollway reached out to similar agencies to discuss their best practices and drafted an EEO Policies and Procedures Manual using many best practices learned.</i></p> <p><i>Our staff also serve on various committees which invite inter-agency discussion about best practices and suggestions.</i></p>	<i>The Illinois Tollway will continue reaching out to similar agencies to discuss best practices and will explore potential implementation.</i>

- 3. Fully integrate the Illinois Tollway’s diversity objectives with the Illinois Tollway’s mission, vision, and business priorities**

2013	2014
<i>The Illinois Tollway began educational campaigns with its stakeholders, board members, and senior leadership to explain how achieving increased diversity is essential to the Illinois Tollway’s ability to satisfy its mission, vision, and business priorities.</i>	<i>Continuing to carry out 2013 goal.</i>

- 4. Analyze recruitment, hiring, and separation data to reveal unidentified barriers to hiring and retention and eliminate those barriers**



2013	2014
<p>The Illinois Tollway has begun analyzing recruitment, hiring, and separation data in search of unidentified barriers to hiring and retention.</p>	<p>The Illinois Tollway will continue to analyze recruitment, hiring, and separation data for unidentified barriers to hiring and retention.</p> <p>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</p>

**5. Create an internship program at the Illinois Tollway in order to develop an effective and diverse pipeline of potential future qualified job candidates**

2013	2014
<p>The Illinois Tollway researched and began to develop an internship program.</p>	<p>The Illinois Tollway hired many interns in 2013 and will continue to develop a formal internship program.</p>



## CONCLUSION

Questions about the Illinois Tollway's African-American Employment Plan may be directed to:

Lisa G. Williams  
EEO/AA/Ethics Officer  
Illinois Tollway  
2700 Ogden Avenue  
Downers Grove, Illinois 60515  
Tel: (630) 241-6800 x 1010  
Fax: (630) 795-7910  
[lwilliams@getipass.com](mailto:lwilliams@getipass.com)