
2014

HISPANIC
EMPLOYMENT PLAN



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



February 3, 2013

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 Hispanic Employment Plan 2013*

Dear Member of the Illinois General Assembly:

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (Illinois Tollway) to report by February 1¹ of every year on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Hispanics, Asian-Americans, and bilingual persons at supervisory, technical, professional, and managerial levels, including assessments of bilingual service needs and information received from the Auditor General pursuant to its period review responsibilities. See, [5 ILCS 410/20](#).

The Illinois Tollway has made progress on the 2013 goals and objectives we set for ourselves 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 Hispanic Serving Institutions – colleges and universities with Latino populations of 25 percent or greater), 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 Latino audiences to disseminate our employment opportunities throughout the Latino community. And we participated in job fairs designed to effectively notify Latinos looking for work of the Illinois Tollway's employment opportunities.

We are proud to report that in 2013 we again² enjoyed the richest diversity in our history,³ and we were honored with an award in May 2013 when 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.

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

² The Tollway also enjoyed the richest diversity in his history in 2012.

³ Based on available data.

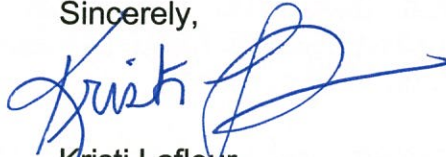
Throughout 2013, people of color comprised of a greater percentage of our workforce than ever before – nearly 30 percent (27.7 percent) – growing slightly from December 31, 2012 (27.5 percent). As of the most recent data from December 31, 2013, Latinos comprise 7.1 percent of our workforce, which is a higher representation of Latinos than ever before.

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, 3.8 percent being Latino. More than 10 percent of the employees we promoted were Latino.

In sum, we have made it a priority to create a more diverse workforce and inclusive environment at the Illinois Tollway. We have made some progress on our 2013 goals regarding the Hispanic 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 Hispanic Advisory Council, CMS, and other state agencies to increase the diversity of the State workforce as a whole 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.

Sincerely,



Kristi 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
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EXECUTIVE SUMMARY

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (Illinois Tollway) to report on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Hispanics, Asian-Americans and bilingual persons at supervisory, technical, professional, and managerial levels, including assessments of bilingual service needs and information received from the Auditor General pursuant to its period review responsibilities. See, [5 ILCS 410/20](#).

The Illinois Tollway has made progress on the goals and objectives we set for ourselves for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention.

I. *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 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 Latino 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 Hispanic Serving Institutions – colleges and universities with Latino populations of 25 percent or greater), 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 Latino audiences to disseminate our employment opportunities throughout the Latino community. And we participated in job fairs designed to effectively notify Latinos 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 Rutan¹ 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.

C. The Illinois Tollway Enjoys the Richest Diversity in its History²

We are proud to report that we are currently enjoying the richest diversity in our history.³ As of December 31, 2013, nearly 30 percent (27.7 percent) of our workforce is comprised of people of color, growing slightly from December 31, 2012 (27.5 percent). Latinos comprise 7.1 percent of our workforce, which is a higher representation of Latinos than ever before.

We continue to enrich our diversity. Over the course of 2013, more than 40 percent (41.3 percent) of the employees we hired and 37.8 percent of the employees we promoted were people of color. Latinos represented 3.8 percent of the employees we hired and more than 10 percent (10.8 percent) of the employees we promoted.

The Illinois Tollway was honored with an award for the State Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities from the Illinois Interagency Committee on Employees with Disabilities.

II. 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 increase our visibility in the Latino community, fully integrate our underutilization information into every part of the

¹ 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.

² Based on available data.

³ The Illinois Tollway also enjoyed the richest diversity in its history in 2012.



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 Latinos 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.

III. *Charts included in Illinois Tollway's Hispanic Employment Plan*

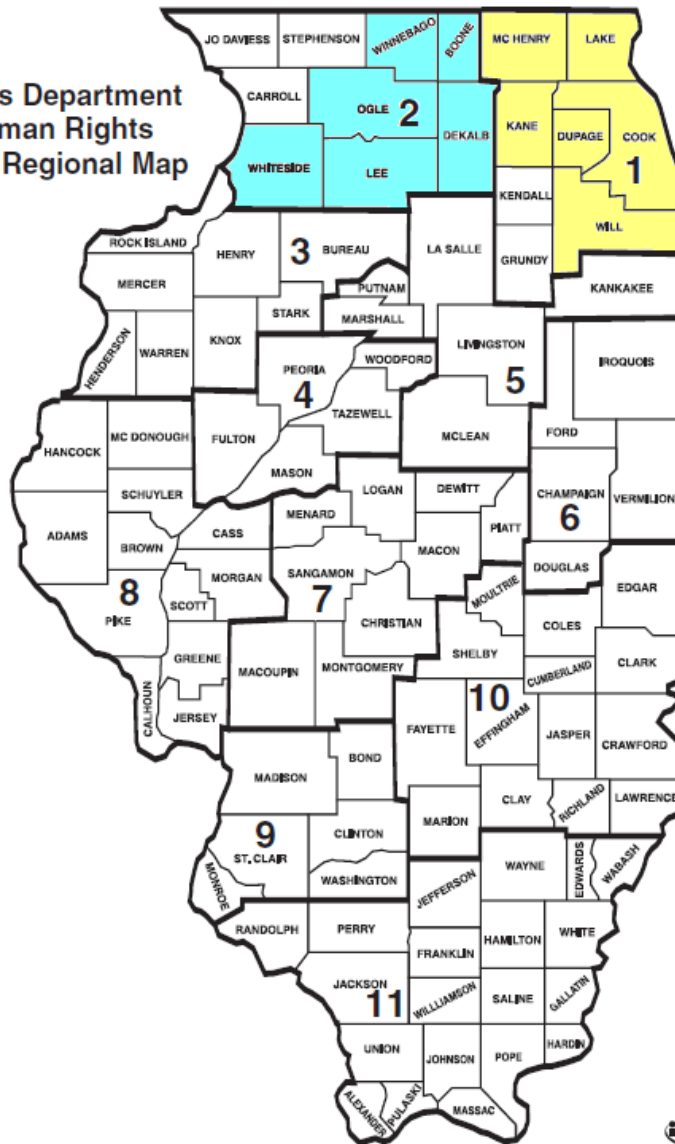
The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR) with the regions highlighted in which the Illinois Tollway operates, charts reflecting the Representation of Latinos in Illinois' Available Workforce⁴ and the Illinois Tollway Workforce as of December 31, 2012 and December 31, 2013, charts reflecting the representation of minorities and Latinos at the Illinois Tollway on a quarterly basis during 2012 and 2013, charts reflecting the representation of Latinos 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 Hispanic Employment Plan.

⁴ From the 2013 IDES Workforce Availability Information Publication, Illinois Department of Employment Security, Economic Information and Analysis Division.



ILLINOIS TOLLWAY FACILITIES

Illinois Department of Human Rights
State Regional Map



GRAPHICS
2006



WORK FORCE DEMOGRAPHICS

Representation of Latinos in Illinois' Available Workforce and in the Tollway Workforce* 2012

Region 1						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Cook	2,575,226	442,636	17.2%			
DuPage	517,675	42,314	8.2%			
Kane	273,903	56,400	20.6%			
Lake	358,515	46,898	13.1%			
McHenry	174,781	12,038	6.9%			
Will	364,982	29,347	8.0%			
Total:	4,265,082	629,633	14.8%	1,303	94	7.2%

Region 2						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Boone	26,123	3,049	11.7%			
DeKalb	58,924	3,499	5.9%			
Lee	17,988	408	2.3%			
Ogle	27,063	1,477	5.5%			
Whiteside	29,733	2,487	8.4%			
Winnebago	141,944	8,505	6.0%			
Total:	301,775	19,425	6.4%	174	11	6.3%

Grand Total						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Total:	4,566,857	649,058	14.2%	1,477	105	7.1%

*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 Latinos in Illinois' Available Workforce and in the Tollway Workforce* 2013

Region 1						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Cook	2,722,188	600,286	22.1%			
DuPage	509,785	63,782	12.5%			
Kane	268,544	74,033	27.6%			
Lake	367,716	67,953	18.5%			
McHenry	168,764	16,619	9.8%			
Will	353,132	49,465	14.0%			
Total:	4,390,129	872,138	19.9%	1,276	94	7.4%

Region 2						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Boone	26,930	4,559	16.9%			
DeKalb	58,995	5,229	8.9%			
Lee	18,364	788	4.3%			
Ogle	28,526	2,236	7.8%			
Whiteside	29,544	2,775	9.4%			
Winnebago	149,786	13,995	9.3%			
Total:	312,145	29,582	9.5%	184	9	4.9%

Grand Total						
Counties	Total Population	# Latino	% Latino	Tollway Employees		
				Total Employees	Total Latino Employees	% Latino Employees
Total:	4,702,274	901,720	19.2%	1,460	103	7.1%

*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	404	27.5%
October - December	1460	404	27.7%

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

Representation of Latinos at the Illinois Tollway

January 1, 2012 - December 31, 2012

Region 1 & Region 2			
	Grand Total	# Latino Employees	% Latino Employees
January - March	1480	100	6.8%
April - June	1460	100	6.8%
May - September	1450	99	6.8%
October - December	1477	105	7.1%

January 1, 2013 - December 31, 2013

Region 1 & Region 2			
	Grand Total	# Latino Employees	% Latino Employees
January - March	1473	104	7.1%
April - June	1474	103	7.0%
May - September	1471	102	6.9%
October - December	1460	103	7.1%



WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Latino Employees Hired	% Latino Employees Hired
Officials / Managers	2	0	0.0%
Professionals	24	0	0.0%
Technicians	13	0	0.0%
Office / Clerical	24	1	4.2%
Skilled Craft	1	0	0.0%
Service / Maintenance	16	2	12.5%
Total	80	3	3.8%

Promotions between January 1, 2013 and December 31, 2013

EEO Category	Total Tollway Promotions	# Latino Employees Promoted	% Latino Employees Promoted
Officials / Managers	2	0	0.0%
Professionals	13	1	7.7%
Technicians	10	0	0.0%
Office / Clerical	5	0	0.0%
Skilled Craft	0	0	0.0%
Service / Maintenance	7	3	42.9%
Total	37	4	10.8%



WORK FORCE DEMOGRAPHICS (CONT.)⁵

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

⁵ 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 Hispanic Employment Plan year:

RECRUITMENT

Goal → targeted recruitment

1. Continue to pursue relationships with Hispanic advocacy organizations
 - a. Research Hispanic advocacy organizations for new recruitment sources
 - b. Identify, obtain membership in, and network with Hispanic advocacy organizations for recruitment ideas and opportunities
 - c. Attend meetings and/or conferences of identified Hispanic advocacy groups for recruitment ideas and opportunities
 - d. Advertise open positions in targeted media sources utilizing Hispanic referral sources, where appropriate
 - e. Recruit at Hispanic 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 colleges and universities with a Latino population of at least 25 percent), social and traditional media, and other sources. We increased our use of radio and television stations and programs with large Latino audiences to disseminate our employment opportunities throughout the Latino community. We also participated in job fairs designed to effectively notify Latinos looking for work of the Illinois Tollway’s employment opportunities.</i></p>	<p><i>In 2014, we plan to expand our visibility in minority communities, including the Latino community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs. We will also expand and refine our use of social media for outreach purposes. 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>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.</p>	<p>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.</p> <p>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.</p>

3. Revamp the Illinois Tollway’s website to make it more inviting and attractive to Latino candidates

2013	2014
<p>We planned to update the workforce diversity section of the Tollway’s 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.</p>	<p>We revamped the Illinois Tollway’s website to make it more attractive to minorities. We have decided to postpone a decision regarding a webpage dedicated to the diversity of the Tollway’s workforce and the Tollway’s efforts and achievements regarding workforce diversity pending greater resources.</p>

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

2013	2014
<p>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.</p>	<p>We will continue to attend information sessions to educate the public, specifically including the Latino community, about the Illinois Tollway’s Rutan interview process and will explore other ways to achieve this goal.</p>

HIRING

Goal → interweave hiring efforts and diversity objectives

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



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

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

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
<p><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></p>	<p><i>The Illinois Tollway will continue to monitor the selection process for indications of disparate impact.</i></p> <p><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></p>

4. Ensure hiring personnel are informed of the areas of underutilization of Latino 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 Hispanic Advisory Council in an effort to increase the representation of Latino employees at the Illinois Tollway and in supervisory, technical, professional, and managerial positions**

2013	2014
<i>In 2013, the Illinois Tollway worked with the Hispanic 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 Hispanic 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
<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> <i>Our staff also served on various committees which invite inter-agency discussion about best practices and suggestions.</i>	<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>

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

MISCELLANEOUS

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

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

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

2013	2014
<p>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.</p> <p>Our staff also served on various committees which invite inter-agency discussion about best practices and suggestions.</p>	<p>The Illinois Tollway will continue reaching out to similar agencies to discuss best practices and will explore potential implementation.</p>

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

2013	2014
<p>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.</p>	<p>Continuing to carry out 2013 goal.</p>

- 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 to develop an effective and diverse pipeline for 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>

6. Create bilingual positions in the Illinois Tollway’s workforce to better address the needs of the multilingual communities we serve

2013	2014
<p>The Illinois Tollway conducted an internal survey on the bilingual needs and resources of our staff, has compiled a list of employees willing to volunteer translation assistance when available, and has gathered information from other State agencies regarding their bilingual programs.</p>	<p>We continue to work on this goal. In 2014, we plan to draft a proposal to be discussed with the various unions whose bargaining unit positions will be affected by the bilingual program.</p>



CONCLUSION

Questions about the Illinois Tollway's Hispanic Employment Plan may be directed to:

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