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2016

**HISPANIC**  
EMPLOYMENT PLAN



Respectfully Submitted by the  
Illinois State Toll Highway Authority  
February 1, 2016

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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 2016 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 2015, we continued to enlarge our pool of outreach resources to include nearly 600 plus 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. We attended many job fairs targeting the Latino communities. We also participated in job fairs for the Illinois Association of Hispanic State Employees and the Illinois Latino Caucus Association. We plan to host more career expos and job fairs to target specific areas, and also work with the Hispanic Advisory Council.

#### **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>1</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.

*C. The Illinois Tollway Enjoys the Richest Diversity in its History<sup>2</sup>*

We are proud to report that in 2015 we enjoyed the richest diversity in our history for African-Americans (17.4%), Latinos (7.6%), people of color (29.8%), and women (36.2%). We are continuing to work on improving our representations of Asian-Americans in our workforce.

Also in 2015, the Illinois Tollway was honored with another award for our efforts to maximize the diversity of our workforce: 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 2016 Plan Year. As reflected in the Illinois Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2015 and continue to increase our visibility in the Latino community, among the other efforts outlined below.

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<sup>1</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.

<sup>2</sup> Based on available data.



**GOALS AND OBJECTIVES**

The Illinois Tollway reviews its 2015 goals and objectives and offers the following goals and objectives to strive for during the 2016 Hispanic Employment Plan year:

**RECRUITMENT**

**Goal → targeted recruitment**

1. Continue to pursue relationships with Hispanic advocacy organizations.
  - a. Continue to research Hispanic advocacy organizations for new recruitment resources.
  - b. Continue to identify, obtain membership in, and network with Hispanic advocacy organizations for recruitment ideas and opportunities.
  - c. Extend outreach efforts to minority population focusing on the legislative and township officials. Attend meetings and/or conferences of identified Hispanic advocacy groups for recruitment ideas and opportunities.
  - d. Outreach and networking with various broadcast and social media that target Hispanic population.
  - e. Continue to maintain and enhance our efforts in recruitment at Hispanic and multi-cultural hiring fairs.

2015	2016
<p><i>In 2015, we continued to add and enlarge our pool of outreach resources. We continued to increase the number of job fairs and educational events throughout the year.</i></p> <p><i>The last quarter of 2015 we implemented our E-Recruiting System that was used as a tracking tool to determine minority populous for outreach purposes.</i></p> <p><i>We implemented HR marketing pieces incorporating various languages.</i></p>	<p><i>In 2016, we plan to expand our visibility in minority communities, including the Hispanic community, by disseminating our job opportunities through a greater number of outreach resources, through the media, and through job fairs including participation in the Illinois Association of Hispanic State Employees and the Illinois Legislative Latino Caucus Association.</i></p> <p><i>We will continue to add and enlarge our pool of outreach resources targeting townships with predominately Latino population. We will continue to increase the number of job fairs and educational events throughout the year.</i></p>



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

2015	2016
<p><i>The hiring monitors and promotion monitors contained underutilization information which was reviewed by key personnel prior to hiring candidate(s).</i></p> <p><i>We worked with the Department of Central Management Services, the Department of Human Rights and the Department of Employment Security on targeted recruitment. We anticipated our tailored and effective recruitment, hiring, and retention initiatives number to decrease as we paralleled job and educational fairs to coincide with open positions.</i></p>	<p><i>The hiring monitors and promotion monitors contain underutilization information which is reviewed by key personnel prior to hiring candidate(s).</i></p> <p><i>We will continue to work with the Department of Central Management Services, the Department of Human Rights and the Department of Employment Security on targeted recruitment. This year we anticipate our tailored and effective recruitment, hiring, and retention initiatives number to decrease as we parallel job and educational fairs to coincide with open positions.</i></p>

**3. Revamp the Illinois Tollway's website to make it more inviting and attractive to Hispanic candidates.**

2015	2016
<p><i>The Illinois Tollway used Google Translate on our website (includes Spanish, Japanese, Polish, Korean, Arabic, French and Chinese) which allowed for a user friendly environment for perspective applicants.</i></p> <p><i>We have more photos on our website which reveal our diverse workforce which makes it more inviting and attractive to diverse candidates.</i></p>	<p><i>The Illinois Tollway has an ongoing initiative to make improvements and update the Tollway website to make it more inviting and attractive to diverse communities/candidates.</i></p>



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

2015	2016
<i>We attended hiring events to educate the Hispanic community about applying for jobs through the newly implemented E-Recruiting System and the Rutan hiring process.</i>	<i>We will attend job fairs and hiring events in Hispanic communities and continue to educate the Hispanic communities about employment opportunities at the Tollway.</i>  <i>We will continue our efforts to host career fairs and target the Latino population and communities.</i>



**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 Hispanics.**

2015	2016
<p><i>We examined job descriptions, hiring criteria, interview questions and testing to ensure there was no disparate impact on applicants.</i></p> <p><i>This was an ongoing effort. We continued to prioritize and review these objectives. When creating a new test, the test was administered to a diverse in-house pool of employees to ensure no adverse impact.</i></p>	<p><i>We will continue to review all job descriptions, hiring criteria, interview questions, and testing to ensure there is no disparate impact on any minority group.</i></p> <p><i>This effort is ongoing.</i></p> <p><i>All newly created tests are reviewed by the EEO/AA Office along with department managers/supervisors. A sample test is administered to a pool of diverse individuals used as a focus group to ensure there is no adverse impact to any minority group.</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 of the Illinois Tollway.**

2015	2016
<p><i>We continued to make efforts to ensure current Rutan interview panels are diverse and continued to train and increase the number of diverse panel members.</i></p> <p><i>We focused on training new minority employees to serve on Rutan interview panels as appropriate.</i></p>	<p><i>The Illinois Tollway will maintain ongoing initiatives to continue efforts to ensure our interview panels are comprised of a diverse group of individuals.</i></p> <p><i>We will continue to train and certify diverse new employees and newly promoted employees to serve on Rutan interview panels.</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.**

2015	2016
<p><i>The Illinois Tollway relies on its Selection Process Tracking System to analyze the entire selection to make sure there is no disparate impact and that the process is fair and open to everyone.</i></p>	<p><i>We will develop a program through the E-Recruiting System which will allow us to identify potential disparate impact and proactively work to design and tailor an effective recruitment, hiring and retention initiative.</i></p>

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

2015	2016
<p><i>We continued to explore ways to coordinate hiring that occurs outside the Rutan hiring process to reflect the need for increasing diversity.</i></p>	<p><i>Hiring personnel will continue to use underutilization as a tool to increase outreach to areas in need outside of the Rutan hiring process.</i></p>



**RETENTION**

**Goal → inclusive environment**

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

2015	2016
<i>The Illinois Tollway investigated informal programs that can be developed into diversity initiatives.</i>	<i>This effort is ongoing.</i>

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

2015	2016
<i>In 2015, the EEO/AA Office lost one of two staff members, yet we continued to review and track exit interviews to identify barriers to retention and promotion.</i>	<i>We intend to track exit interviews on a long-term basis to ascertain patterns and areas of concern to be addressed.</i>

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

2015	2016
<i>We continued to ensure our forms and policies are up to date and consistent with applicable laws and are not unnecessarily and/or unintentionally exclusive.</i>	<i>This is an ongoing initiative to ensure inclusivity of all minority groups.</i>  <i>We will continue to ensure our policies are up to date and consistent with applicable laws and are not unnecessarily and/or unintentionally exclusive.</i>



**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.

2015	2016
<i>The Illinois Tollway continued partnership with the Hispanic Advisory Council in 2015.</i>	<p><i>The Illinois Tollway looks forward to continuing our partnership with the Hispanic Advisory Council in 2016.</i></p> <p><i>We plan to have career advancement for current Hispanic employees seeking upward job movement.</i></p>

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

2015	2016
<i>The Illinois Tollway continued to network and reach out to other agencies to explore best practices.</i>	<p><i>The Illinois Tollway will continue to partner with the Advisory Council in 2016.</i></p> <p><i>We plan to have career advancement for current Hispanic employees seeking upward job movement.</i></p>

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

2015	2016
<i>In 2015, the Tollway Board created a Diversity and Inclusion Committee, which includes internal workforce diversity. The EEO Officer is an active participant on the Diversity and Inclusion Committee.</i>	<i>In 2016, we intend to increase our participation on the Diversity and Inclusion Committee and continue educating Board members and the public on how the Tollway's diversity objectives coincide with the Tollway's mission, vision, and business priorities.</i>



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

2015	2016
<p><i>The Illinois Tollway analyzed recruitment, hiring, and separation data for unidentified barriers to hiring and retention.</i></p>	<p><i>The Selection Process Tracking System is a useful tool for analyzing application and selection data. The EEO office's Quarterly Workforce and Exit Interview Reports serve as useful tools for analyzing hiring and retention data. We will continue to research and/or create other useful tools.</i></p>

**5. Create bilingual positions in the Illinois Tollway's workforce to better address the needs of the multilingual communities we serve.**

2015	2016
<p><i>In years past, we researched the need for bilingual positions at the Tollway and discussed a plan proposal to be discussed with the various unions whose bargaining unit positions will be affected by a bilingual program.</i></p>	<p><i>The Illinois Tollway will continue to devise strategies around creating bilingual only positions.</i></p>



## CONCLUSION

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

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