
2018

**AFRICAN-
AMERICAN
EMPLOYMENT PLAN**



**Respectfully Submitted by the
Illinois State Toll Highway Authority
January 23, 2018**



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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 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 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.¹ The Illinois State Toll Highway Authority (Tollway) is exempt from the Illinois Personnel Code. *See*, [20 ILCS 415/4\(c\) \(13\)](#).

Notwithstanding this exemption, the 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, since the passage of the African-American Employment Plan Act, we have voluntarily submitted our strategies and programs designed to increase the number of African-Americans employed by the 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.](#)

II. *The Tollway's Progress on its 2017 Goals and Objectives*

Last year, the 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

¹ CMS' 2017 African-American Employment Plan can be found at <https://www2.illinois.gov/sites/work/Documents/pdfs/AfricanAmericanPlan2017.pdf>.



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 Tollway Continues to Strengthen its Connection to the African-American Community

During 2017, we enlarged our pool of outreach sources to include over 690 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 participated in numerous job fairs designed to effectively notify African-Americans of employment opportunities with the Tollway.

B. The 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 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 Rutan² 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 Tollway Continues to Enjoy a Richly Diverse Workforce

We continue to enrich our diversity.³ Nearly 30% of our workforce (29.08%) is comprised of people of color, exceeding the percentage in 2016 of 27.5%. As of December 31, 2017, African-Americans comprise 17.37% of our workforce, which is a higher representation than the representation of African-Americans in the relevant available labor market (15.1%; *See* the chart on page 8). When compared with State agencies subject to the Illinois Personnel Code, 20 ILCS 415/1 *et seq.*, the Tollway is in the top 33%.⁴

With regard to new hires, during 2017, the representation of people of color in our new hire pools was 36%. During the same period, the representation of African-Americans in our new hire pools was 23%. Also during 2017, 31% of the employees we promoted were people of color and 13.8% of the employees we promoted were African-American. Over the course of the State's fiscal year 2017⁵, the

² 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.

³ Based upon the EEO Quarterly Reports.

⁴ The Tollway is exempt from the Personnel Code. *See*, 20 ILCS 415/4(c)(13).

⁵ Pursuant to the Quarterly Reports and Annual Affirmative Action Plan the Tollway submits to the Illinois Department of Human Rights, the Tollway calculates its underutilization using the State's fiscal year of July 1st through June 30th.



Tollway reduced its underutilization⁶ of African-Americans in the Professional and Service Maintenance job categories in Region 1 and had no underutilization in the other job categories.

III. *The 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 2018 Plan Year. As reflected in the Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2017, 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, continue to scrutinize every juncture of the application and selection process for selection criteria with an adverse impact on African-Americans, continue to study reasons for employee turnover, and continue to develop diversity initiatives designed to retain talented employees.

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

The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR), a chart reflecting the Representation of African-Americans in Illinois' Available Workforce⁷ and the Tollway Workforce as of December 31, 2017, charts reflecting the representation of minorities and African-Americans at the Tollway on a quarterly basis during 2017, charts reflecting the representation of African-Americans in new hire pools and promotions during 2017, and the Tollway's list of continuing Goals and Objectives for its African-American Employment Plan.

⁶ Underutilization occurs when the percentage of employees in a protected group, in this case African-Americans, is less than the percentage of that protected group in the relevant available labor market. Parity occurs when the percentage of employees in that protected group is equal to or greater than the percentage of that protected group in the relevant available labor market. Utilization figures are not calculated when there are fewer than ten employees in a job category because the numbers are too small to yield statistical reliability.

⁷ From the 2016 IDES Workforce Availability Information Publication, Illinois Department of Employment Security, Economic Information and Analysis Division.



Illinois Department of Human Rights State Regional Map



- The Tollway has facilities in Regions 1, 2 and 3.



WORK FORCE DEMOGRAPHICS

Representation of African-Americans in Illinois' Available Workforce and in Tollway Workforce *
2016

# African-Americans				Tollway Employees		
Region 1	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Cook	2,758,485	584,227	21.2%			
Dupage	514,030	24,124	4.7%			
Kane	277,540	14,681	5.3%			
Lake	369,434	23,591	6.4%			
McHenry	170,566	2,043	1.2%			
Will	362,498	38,437	10.6%			
Dekalb	57,732	3,889	6.7%			
Total	4,510,285	690,992	15.3%	1246	236	18.94%
				Tollway Employees		
Region 2	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Boone	27,021	530	2.0%			
Winnebago	147,510	16,500	11.2%			
Total	174,531	17030	9.8%	132	11	8.33%
				Tollway Employees		
Region 3	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Lee	16,420	240	1.5%			
Total	16,420	240	1.5%	41	0	0.00%
				Tollway Employees		
Grand Total				Total Employees	Total African American Employees	% African American Employees
Counties	Total Population	# of African American	% of African Americans			
Total	4,701,236	708,262	15.1%	1419	247	17.40%

*Illinois Available Workforce data is from the 2016 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2016 as reported on the Tollway's EEO/AA 2nd Quarter Report.



WORK FORCE DEMOGRAPHICS

Representation of African-Americans in Illinois' Available Workforce and in Tollway Workforce *
2017

# African-Americans				Tollway Employees		
Region 1	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
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Will	362,498	38,437	10.6%			
Dekalb	57,732	3,889	6.7%			
Total	4,510,285	690,992	15.3%	1206	230	19.07%
				Tollway Employees		
Region 2	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Boone	27,021	530	2.0%			
Winnebago	147,510	16,500	11.2%			
Total	174,531	17030	9.8%	130	9	6.92%
				Tollway Employees		
Region 3	Total Population	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Lee	16,420	240	1.5%			
Total	16,420	240	1.5%	40	0	0.00%
				Tollway Employees		
Grand Total				Total Employees	Total African American Employees	% African American Employees
Counties	Total	# of African	% of African			
Total	4,701,236	708,262	15.1%	1376	239	17.37%

*Illinois Available Workforce data is from the 2016 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2017 as reported on the Tollway's EEO/AA 2nd Quarter Report.



WORK FORCE DEMOGRAPHICS (CONT.)

Representation of Minorities* at the Illinois Tollway

January 1, 2016 - December 31, 2016

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1431	442	30.89%
April - June	1420	451	31.76%
July - September	1429	459	32.12%
October - December	1419	466	32.84%

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1417	407	28.72%
April - June	1416	407	28.74%
July - September	1400	401	28.64%
October - December	1376	450	32.70%

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

Representation of African Americans at the Tollway

January 1, 2016 - December 31, 2016

Grand Total			
	Grand Total	#African American Employees	%African American Employees
January - March	1431	248	17.33%
April - June	1420	245	17.25%
July - September	1429	249	17.42%
October - December	1419	247	17.41%

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	#African American Employees	%African American Employees
January - March	1417	250	17.64%
April - June	1416	246	17.37%
July - September	1400	243	17.36%
October - December	1376	239	17.37%



WORK FORCE DEMOGRAPHICS (CONT.)

New Hires between January 1, 2016 and December 31, 2016

EEO Category	Total Tollway New Hires	# African-American Employees Hired	% African-American Employees Hired
Officials / Managers	3	0	0.0%
Professionals	13	1	7.7%
Technicians	15	5	33.3%
Administrative Support	19	5	26.3%
Skilled Craft	38	5	13.2%
Service / Maintenance	22	3	13.6%
Total	110	19	17.3%

Promotions between January 1, 2016 and December 31, 2016

EEO Category	Total Tollway Promotions	# African-American Employees Promoted	% African-American Employees Promoted
Officials / Managers	2	0	0.0%
Professionals	9	2	22.2%
Technicians	8	2	25.0%
Administrative Support	18	7	38.9%
Skilled Craft	0	0	0.0%
Service / Maintenance	4	0	0.0%
Total	40	11	27.5%



WORK FORCE DEMOGRAPHICS (CONT.)

New Hires between January 1, 2017 and December 31, 2017

EEO Category	Total Tollway New Hires	# African-American Employees Hired	% African-American Employees Hired
Officials / Managers	1	0	0.0%
Professionals	7	1	14.3%
Technicians	23	8	34.8%
Administrative Support	19	8	42.1%
Skilled Craft	56	7	12.5%
Service / Maintenance	1	1	100.0%
Total	107	25	23.4%

Promotions between January 1, 2017 and December 31, 2017

EEO Category	Total Tollway Promotions	# African-American Employees Promoted	% African-American Employees Promoted
Officials / Managers	0	0	0.0%
Professionals	4	1	25.0%
Technicians	14	3	21.4%
Administrative Support	4	0	0.0%
Skilled Craft	7	0	0.0%
Service / Maintenance	0	0	0.0%
Total	29	4	13.8%



WORK FORCE DEMOGRAPHICS (CONT.)

EEO breakdown of Tollway Workforce

	2016				2017			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	65.13%	65.35%	65.22%	64.98%	65.07%	65.54%	66.00%	66.13%
Women	35.01%	34.72%	34.85%	35.02%	34.93%	34.46%	34.00%	33.87%
Caucasian	69.25%	68.31%	67.95%	67.16%	67.40%	67.51%	67.64%	67.51%
Minority	30.89%	31.76%	32.12%	32.84%	28.72%	28.74%	28.64%	32.56%
African-American	17.33%	17.25%	17.42%	17.41%	17.6%	17.37%	17.29%	17.37%
Hispanic	7.48%	7.75%	7.98%	7.75%	7.55%	7.84%	7.93%	8.07%
Asian	3.49%	3.45%	3.43%	3.31%	3.46%	3.46%	3.43%	3.49%
Native-American	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.15%	0.15%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	2.52%	3.24%	3.22%	4.30%	3.88%	3.74%	3.57%	3.60%
TOTAL #	1431	1420	1429	1419	1,417	1,416	1,400	1,376

EEO breakdown of new hire pools

	2016				2017			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	37.1%	64.7%	61.3%	74.1%	63.64%	76.92%	79.17%	66.67%
Women	62.9%	35.3%	38.7%	25.9%	36.36%	23.08%	20.83%	33.33%
Caucasian	25.7%	11.76%	45.16%	81.48%	36.36%	76.92%	70.83%	66.67%
Minority	74.3%	88.24%	45.16%	14.81%	63.6%	23.1%	25.00%	33.33%
African-American	20.0%	5.88%	25.81%	11.11%	39.4%	7.7%	16.67%	33.33%
Hispanic	2.9%	0.00%	19.35%	0.00%	3.03%	11.54%	8.33%	0.00%
Asian	0.0%	0.0%	0.0%	3.7%	12.12%	3.85%	0.00%	0.00%
Native-American	0.00%	0.00%	0.0%	0.0%	0.00%	0.00%	4.17%	0.00%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	51.40%	58.80%	9.68%	3.70%	9.10%	0.00%	0.00%	0.00%
TOTAL #	35	17	31	27	33	26	24	6



WORK FORCE DEMOGRAPHICS (CONT.)

Comparison to Coded State Agencies: African-Americans

AGENCY	Employees		
	African-American	TOTAL	% African-American
RACING BOARD	2	2	100.00%
HUMAN RIGHTS COMMISSION	7	14	50.00%
IL TORTURE INQRY RLF COM	1	2	50.00%
INVESTMENT BOARD	2	4	50.00%
CHILDREN & FAMILY SVCS	1,032	2,554	40.41%
JUVENILE JUSTICE	349	931	37.49%
HUMAN SERVICES	4,608	12,774	36.07%
HUMAN RIGHTS DEPARTMENT	44	122	36.07%
GUARDIANSHIP & ADVOCACY	35	102	34.31%
EMPLOYMENT SECURITY	310	1,046	29.64%
WORKERS COMPENSATION COM	33	118	27.97%
CRIMINAL JUSTICE AUTH	10	42	23.81%
PRISONER REVIEW BOARD	3	16	18.75%
FIN & PROF REG	67	367	18.26%
ARTS COUNCIL	2	11	18.18%
HEALTHCARE & FAMILY SRV	295	1,633	18.06%
TOLLWAY	239	1,376	17.37%
DEV DISABILITIES COUNCIL	1	6	16.67%
CAPITAL DEVELOPMENT BD	5	32	15.63%
LABOR RELATIONS BD ILL	2	13	15.38%
VETERANS AFFAIRS	190	1,248	15.22%
REVENUE	204	1,353	15.08%
PUBLIC HEALTH	165	1,098	15.03%
COMM & ECON OPPORTUNITY	36	240	15.00%
LABOR	11	74	14.86%
STATE POLICE MERIT BOARD	1	7	14.29%
LOTTERY	19	140	13.57%
GAMING BOARD	18	143	12.59%
POLLUTION CONTROL BOARD	2	16	12.50%
STATE POLICE	109	912	11.95%
CORRECTIONS	1,363	12,021	11.34%
MILITARY AFFAIRS	13	129	10.08%
INSURANCE	21	209	10.05%
LABOR REL BD EDUCATIONAL	1	10	10.00%
AGING	13	133	9.77%
INNOVATION & TECHNOLOGY	117	1,240	9.44%
CENTRAL MANAGEMENT SVCS	75	854	8.78%
COMMERCE COMMISSION	5	59	8.47%
TRANSPORTATION	201	2,483	8.10%
EMERGENCY MGMT AGENCY	5	66	7.58%
ENVIRONMENTAL PROTECTION	45	622	7.23%
AGRICULTURE	23	324	7.10%
STATE RETIREMENT SYSTEMS	6	92	6.52%
STATE FIRE MARSHAL	8	125	6.40%
LAW ENF TRNG&STANDARD BD	1	23	4.35%
A LINCOLN PRES LIB&MUS	2	62	3.23%
PROPERTY TAX APPEAL BD	1	32	3.13%
NATURAL RESOURCES	28	1,126	2.49%
CIVIL SERVICE COMMISSION	0	4	0.00%
DEAF&HARD OF HEARING COM	0	4	0.00%
INDEPENDENT TAX TRIBUNAL	0	1	0.00%
STATE WIDE TOTALS :	9,491	44,639	21.26%

* Coded Agency data is from the State of Illinois 2018 African-American Employment Plan As of January 2, 2018.

OBJECTIVES AND GOALS

The Tollway reviews its 2017 objectives and goals and offers the following objectives and goals to strive for during the 2018 African-American Employment Plan year:

RECRUITMENT

1. Continue to pursue relationships with African-American advocacy organizations.

2017	2018
<p><i>In 2017, we partnered with Communications for outreach. We also conducted workshop sessions on hiring and interviewing at the Tollway, and partnered with CMS when they were presenting. Expanded our visibility in the African-American community through media and job fairs. We utilized social media, i.e., LinkedIn & other social media outlets to advertise our postings and to partake in networking opportunities.</i></p>	<p><i>In 2018, we plan to expand our visibility in minority communities, including the African-American communities, 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 education events targeting various minority communities.</i></p> <p><i>In 2018, we will continue to utilize our e-recruiting hiring and selection system to 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. Revamp the Tollway’s website to make it more inviting and attractive to African-American candidates.

2017	2018
<p><i>We partnered with Communications and utilized social media, webinars, podcasts and other online channels to attract minority candidates.</i></p>	<p><i>We will continue to partner with Communications to expand the utilization of social media platforms, webinars, podcasts and other online channels to attract minority candidates and increase visibility in order to create a more diverse workforce.</i></p>



3. Maintain and enhance our efforts in recruitment at job fairs and hiring events.

2017	2018
<p><i>In 2017, we focused on participating in Career Fairs sponsored by community and educational institutions specific to the area. We also partnered with the African-American organizations and members of the Assembly to expand our outreach and host Career Fairs within their communities. We continue to make progress on our goals and objectives in our efforts to reach underserved job seekers and had 717 individuals from the community register to attend job fairs in remote areas and talk to 28 vendors.</i></p>	<p><i>In 2018, we plan to partner with community leaders to co-sponsor job fairs and educational events targeting various minority communities. We look forward to continued partnership with the African-American community leaders and have career advancement for current African-American employees seeking upward job movement.</i></p>



HIRING

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.

2017	2018
<p><i>Continue to ensure newly created tests are reviewed by the EEO/AA Office to ensure there is no adverse impact to any minority group.</i></p>	<p><i>We plan to continue to prioritize these objectives. The Tollway’s Administration Department will be assuming a greater role in ensuring completion of these tasks. This is an on-going effort. We prioritize and review these objectives, when creating a new test; the test is validated by a diverse in-house pool of employee to ensure no adverse impact. We will continue to ensure that old and newly administered tests are reviewed by the EEO/AA Office to ensure no minority group is adversely impacted. The EEO Office will also continue to review all hiring packets and hiring monitors to reduce underutilization numbers in EEO job categories.</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 Tollway is trying to achieve.

2017	2018
<p><i>We trained and certified diverse new employees and newly promoted employees to serve on Rutan interview panels. We also conducted workshop sessions on hiring and interviewing at the Tollway.</i></p>	<p><i>The 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. Panelist whose Rutan certifications were more than three years old had refresher training.</i></p>



3. Ensure hiring personnel are informed of the areas of underutilization of African-Americans and the Tollway’s goals for increasing diversity.

2017	2018
<p><i>We developed a program through E-Recruiting which allowed us to identify potential disparate impact and proactively work to design and tailor an effective recruitment, hiring and retention initiative.</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. 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>



RETENTION

1. Review exit interviews to identify barriers to retention and promotion.

2017	2018
<p><i>The Tollway’s EEO/AA Officer continued to meet with as many retiring and resigning employees as possible. We reviewed, analyzed and tracked all exit interview data in order to ascertain patterns and areas of concern to be addressed.</i></p>	<p><i>The Tollway will continue to meet with as many employees leaving the Tollway as possible. We will continue to analyze exit interview data to determine best practices on improving employee performance and enhancing the work environment.</i></p>

2. Review Tollway forms and policies to make sure they are inclusive.

2017	2018
<p><i>This is an ongoing initiative to ensure inclusivity of all minority groups.</i></p> <p><i>We will continue to ensure our policies are up to date and consistent with applicable laws and are inclusive.</i></p>	<p><i>The Tollway will continue to evaluate its policies and forms to make sure they are inclusive.</i></p>



CONCLUSION

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

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