
2018

**ASIAN-
AMERICAN**
EMPLOYMENT PLAN



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



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EXECUTIVE SUMMARY

On July 12, 2012, the State Employment Records Act 5 ILCS 410/1 et seq., was amended to include the Asian-American population. This action was taken to improve the number of Asian-Americans employed by the Illinois State Tollway Authority (Tollway) to report on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Asian-Americans, and persons at supervisory, technical, professional and managerial levels. *See* 5 ILCS 410/20.

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

In 2017, the Tollway submitted goals and objectives to achieve a more diverse workforce through a variety of approaches. Our Employment Plan included outreach efforts that attracted job candidates with diverse backgrounds to create an inclusive environment. We also carefully monitored our hiring process to ensure openness and accessibility to everyone. We strive to ensure that no EEO group is adversely affected by any of the Tollway's selection procedures, including, but not limited to, written tests, the interview process and the final selection process. The Tollway continues to seek goals and objectives that create maximized diversity.

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

During 2017, we enlarged our pool of outreach sources to include nearly 690 contact e-mails including community groups, professional organizations, colleges and universities, social and traditional media, and other sources in minority communities, including the Asian-American community. In addition to our usual outreach sources, we participated in numerous job fairs to include Asian-Americans.

B. *The Tollway Actively Continues 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 inclusive, and reviewed our written tests to ensure the questions are job-related and consistent with the business necessity. We select diverse Rutan¹ interview panels whenever possible and 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.

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.



C. *The Tollway Continues to Enjoy a Richly Diverse Workforce*

We continue to enrich our diversity². During 2017, nearly 30% of our workforce (29.08%) was comprised of people of color, exceeding the percentage in 2016 of 27.5%. As of December 2017, Asian-Americans comprised 3.49% of Tollway employees, an increase from December 2016. Asian-American new hires increased from 1% in 2016 to 4.7% in 2017. When compared with State agencies subject to the Illinois Personnel Code, 20 ILCS 415/1 *et seq.*, the Illinois Tollway is in the top 25% for representation of Asian-Americans in its workforce.³

II. *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 Asian-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 Asian-Americans, continue to study reasons for employee turnover, and continue to develop diversity initiatives designed to retain talented employees.

III. **Charts Included in the Illinois Tollway's Asian-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 Asian-Americans in Illinois' Available Workforce⁴ and the Tollway Workforce as of December 31, 2017, charts reflecting the representation of minorities and Asian-Americans at the Tollway on a quarterly basis during 2017, charts reflecting the representation of Asian-Americans in new hire pools and promotions during 2017, and the Tollway's list of continuing Goals and Objectives for its Asian-American Employment Plan.

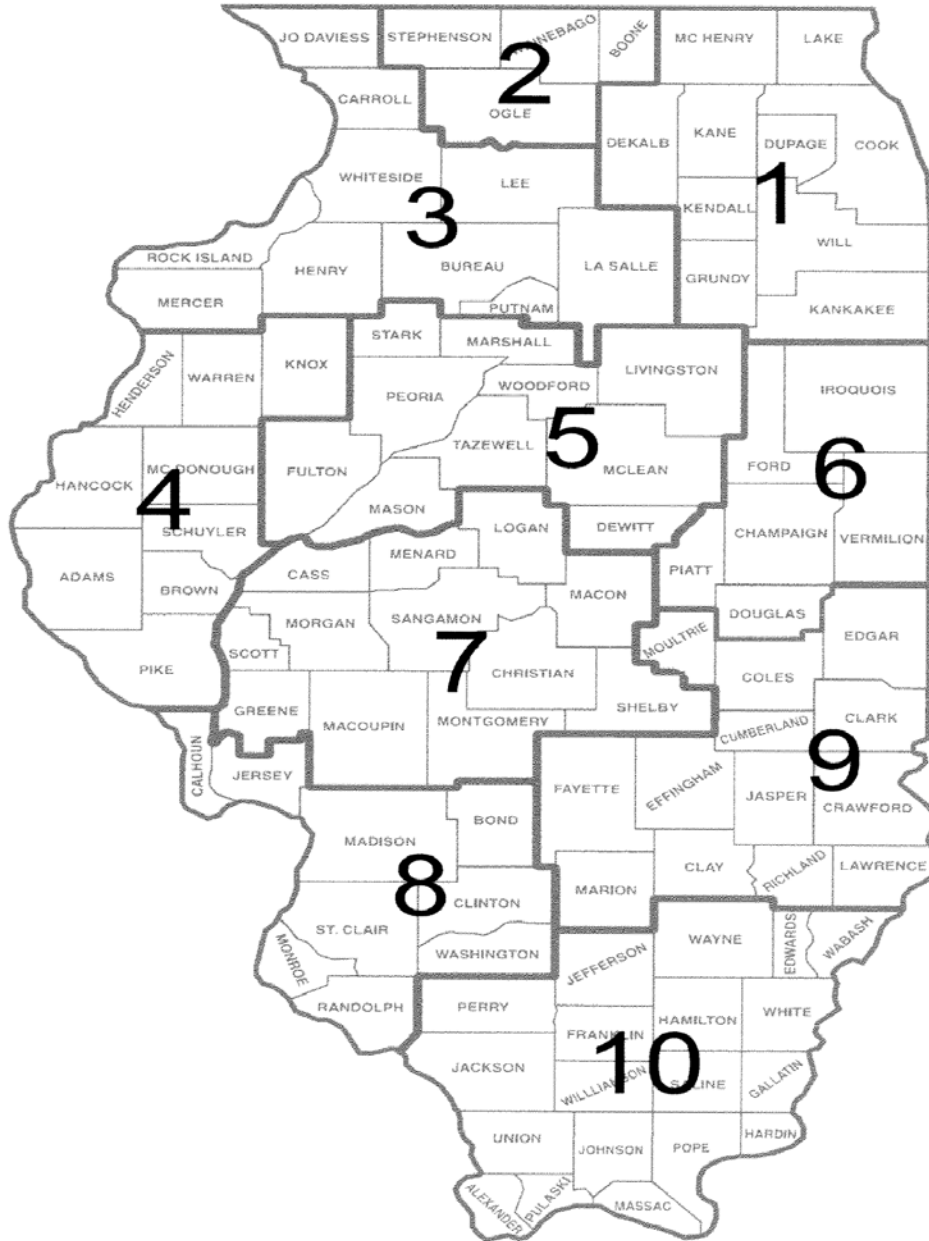
² Based upon available data.

³ The Illinois Tollway is exempt from the Personnel Code. *See*, 20 ILCS 415/4(2)(13).

⁴ 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 Asian-Americans in Illinois' Available Workforce and in the Tollway Workforce
2016*

Region 1				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Cook	2,758,485	198,245	7.2%			
DuPage	514,030	55,294	10.8%			
Kane	277,540	10,378	3.7%			
Lake	369,434	25,707	7.0%			
McHenry	170,566	4,509	2.6%			
Will	362,498	18,337	5.1%			
DeKalb	57,732	1,501	2.6%			
Total	4,510,285	313,971	7.0%			

Region 2				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Boone	27,021	351	1.30%			
Winnebago	147,510	3,822	2.60%			
Total	174,531	4,173	2.4%			

Region 3				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Lee	16,420	158	1.0%			
Total	16,420	158	1.0%			

				Tollway Employees		
Grand Total				Total Employees	Total Asian Employees	% Asian Employees
Counties	Total Workforce	# of Asians	% of Asians			
Total	4,701,236	318,302	6.8%	1419	47	3.31%

*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



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Grand Total				Total Employees	Total Asian Employees	% Asian Employees
Counties	Total Workforce	# of Asians	% of Asians			
Total	4,701,236	318,302	6.8%	1376	49	3.56%

*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 Asians at the Illinois Tollway

January 1, 2016 - December 31, 2016

Grand Total			
	Grand Total	# Asian Employees	% Asian Employees
January - March	1431	50	3.49%
April - June	1420	49	3.45%
July - September	1429	49	3.43%
October - December	1419	47	3.31%

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Asian Employees	% Asian Employees
January - March	1417	49	3.46%
April - June	1416	49	3.46%
July - September	1400	48	3.43%
October - December	1376	48	3.49%



WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Asian-American Employees Hired	% Asian-American Employees Hired
Officials / Managers	3	0	0.0%
Professionals	13	0	0.0%
Technicians	15	0	0.0%
Administrative Support	19	1	5.3%
Skilled Craft	38	0	0.0%
Service / Maintenance	22	0	0.0%
Total	110	1	0.9%

Promotions between January 1, 2016 and December 31, 2016

EEO Category	Total Tollway Promotions	# Asian-American Employees Promoted	% Asian-American Employees Promoted
Officials / Managers	2	0	0.0%
Professionals	9	0	0.0%
Technicians	8	0	0.0%
Administrative Support	18	1	5.6%
Skilled Craft	2	0	0.0%
Service / Maintenance	1	0	0.0%
Total	40	1	2.5%



WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Asian-American Employees Hired	% Asian-American Employees Hired
Officials / Managers	1	0	0.0%
Professionals	7	0	0.0%
Technicians	23	2	0.0%
Administrative Support	19	2	10.5%
Skilled Craft	56	1	1.8%
Service / Maintenance	1	0	0.0%
Total	107	5	4.7%

Promotions between January 1, 2017 and December 31, 2017

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



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: Asian-Americans

AGENCY	Employees		
	Asian-American	TOTAL	% Asian-American
INDEPENDENT TAX TRIBUNAL	1	1	100.00%
INVESTMENT BOARD	1	4	25.00%
LABOR RELATIONS BD ILL	2	13	15.38%
ARTS COUNCIL	1	11	9.09%
PUBLIC HEALTH	82	1,098	7.47%
INNOVATION & TECHNOLOGY	91	1,240	7.34%
ENVIRONMENTAL PROTECTION	42	622	6.75%
HUMAN SERVICES	621	12,774	4.86%
CRIMINAL JUSTICE AUTH	2	42	4.76%
LAW ENF TRNG&STANDARD BD	1	23	4.35%
INSURANCE	9	209	4.31%
REVENUE	56	1,353	4.14%
TOLLWAY	49	1,376	3.56%
EMPLOYMENT SECURITY	37	1,046	3.54%
WORKERS COMPENSATION COM	4	118	3.39%
FIN & PROF REG	12	367	3.27%
CAPITAL DEVELOPMENT BD	1	32	3.13%
EMERGENCY MGMT AGENCY	2	66	3.03%
LABOR	2	74	2.70%
HEALTHCARE & FAMILY SRV	44	1,633	2.69%
COMM & ECON OPPORTUNITY	6	240	2.50%
HUMAN RIGHTS DEPARTMENT	3	122	2.46%
STATE RETIREMENT SYSTEMS	2	92	2.17%
LOTTERY	3	140	2.14%
CHILDREN & FAMILY SVCS	54	2,554	2.11%
STATE POLICE	19	912	2.08%
VETERANS AFFAIRS	21	1,248	1.68%
GAMING BOARD	2	143	1.40%
AGRICULTURE	4	324	1.23%
GUARDIANSHIP & ADVOCACY	1	102	0.98%
CENTRAL MANAGEMENT SVCS	8	854	0.94%
NATURAL RESOURCES	10	1,126	0.89%
MILITARY AFFAIRS	1	129	0.78%
AGING	1	133	0.75%
CORRECTIONS	78	12,021	0.65%
JUVENILE JUSTICE	6	931	0.64%
TRANSPORTATION	9	2,483	0.36%
A LINCOLN PRES LIB&MUS	0	62	0.00%
CIVIL SERVICE COMMISSION	0	4	0.00%
COMMERCE COMMISSION	0	59	0.00%
DEAF&HARD OF HEARING COM	0	4	0.00%
DEV DISABILITIES COUNCIL	0	6	0.00%
HUMAN RIGHTS COMMISSION	0	14	0.00%
IL TORTURE INQRY RLF COM	0	2	0.00%
LABOR REL BD EDUCATIONAL	0	10	0.00%
POLLUTION CONTROL BOARD	0	16	0.00%
PRISONER REVIEW BOARD	0	16	0.00%
PROPERTY TAX APPEAL BD	0	32	0.00%
RACING BOARD	0	2	0.00%
STATE FIRE MARSHAL	0	125	0.00%
STATE POLICE MERIT BOARD	0	7	0.00%
STATE WIDE TOTALS :	1,239	44,639	2.78%

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



GOALS AND OBJECTIVES

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

RECRUITMENT

1. Continue to pursue relationships with Asian-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 Asian-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 Asian-American 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 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 Asian-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 Asian-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 Asian-American community leaders and have career advancement for current Asian-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 Asian-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 Asian-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>

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

2017	2018
<p><i>Ongoing initiative.</i></p>	<p><i>In 2018, we plan to assess the current bilingual Tollway workforce and determine best practices of other State agencies related to bilingual programs.</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 Illinois Tollway's Asian-American Employment Plan may be directed to:

Sharon Ferguson
EEO/AA Officer
ADA Coordinator
Illinois Tollway
2700 Ogden Avenue
Downers Grove, Illinois 60515
Tel: (630) 241-6800 x 1010
Fax: (630) 795-7910
sferguson@getipass.com