
2018

HISPANIC
EMPLOYMENT PLAN



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



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EXECUTIVE SUMMARY

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (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](#). This is the eighth year the Tollway has been included in this reporting requirement and we have made significant 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 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 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 and continue to attend the Illinois Legislative Latino Caucus Foundation annual conference which allows the Tollway to connect with members of the community.

A. The Tollway Continues to Strengthen its Connection to the Hispanic Community

During 2017, we continued to enlarge our pool of outreach sources to include over 690 contact e-mails including community groups, professional organizations, colleges and universities (specifically including Hispanic serving institutions – colleges and universities with Hispanic populations of 25 percent or greater), social and traditional media, and other sources in minority communities. In addition to our usual outreach sources, we participated in numerous job fairs including the prestigious Illinois Legislative Latino Caucus Foundation.



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 Illinois Tollway. We have scrutinized our job requirements to make sure they are inclusive, 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.

C. The Tollway Enjoys the Richest Diversity in its History

We continue to enrich our diversity.² In 2017, nearly 30% of our workforce (29.08%) was comprised of people of color, exceeding the percentage in 2016 of (27.5%). When compared with State agencies subject to the Illinois Personnel Code, 20 ILCS 415/1 *et seq.*, the Tollway is in the top 29% for representation of Hispanics in its workforce.³

We continue to enrich our diversity. During 2017, the representation of people of color in our new hire pools was 36%. During the same period, the representation of Hispanics in our new hire pools was 7.5%. Also during 2017, 31% of the employees we promoted were people of color and 17.2% of the employees we promoted were Hispanics. Over the course of the State's fiscal year 2017⁴, the Tollway reduced its underutilization⁵ of Hispanics.

II. *The Tollway's Continuing Goals and Objectives*

While we are pleased with our successes, we believe we can accomplish more 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 and increase our visibility in the Hispanic community, fully integrate our underutilization information into every part of the application and selection process, continue to diversify our Rutan interview panels, use our e-recruiting program to scrutinize the application and selection process for selection criteria with an adverse impact on Hispanics and study reasons for employee turnover.

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 upon the EEO Quarterly Reports.

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

⁴ 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.

⁵ Underutilization occurs when the percentage of employees in a protected group, in this case Hispanics, 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.



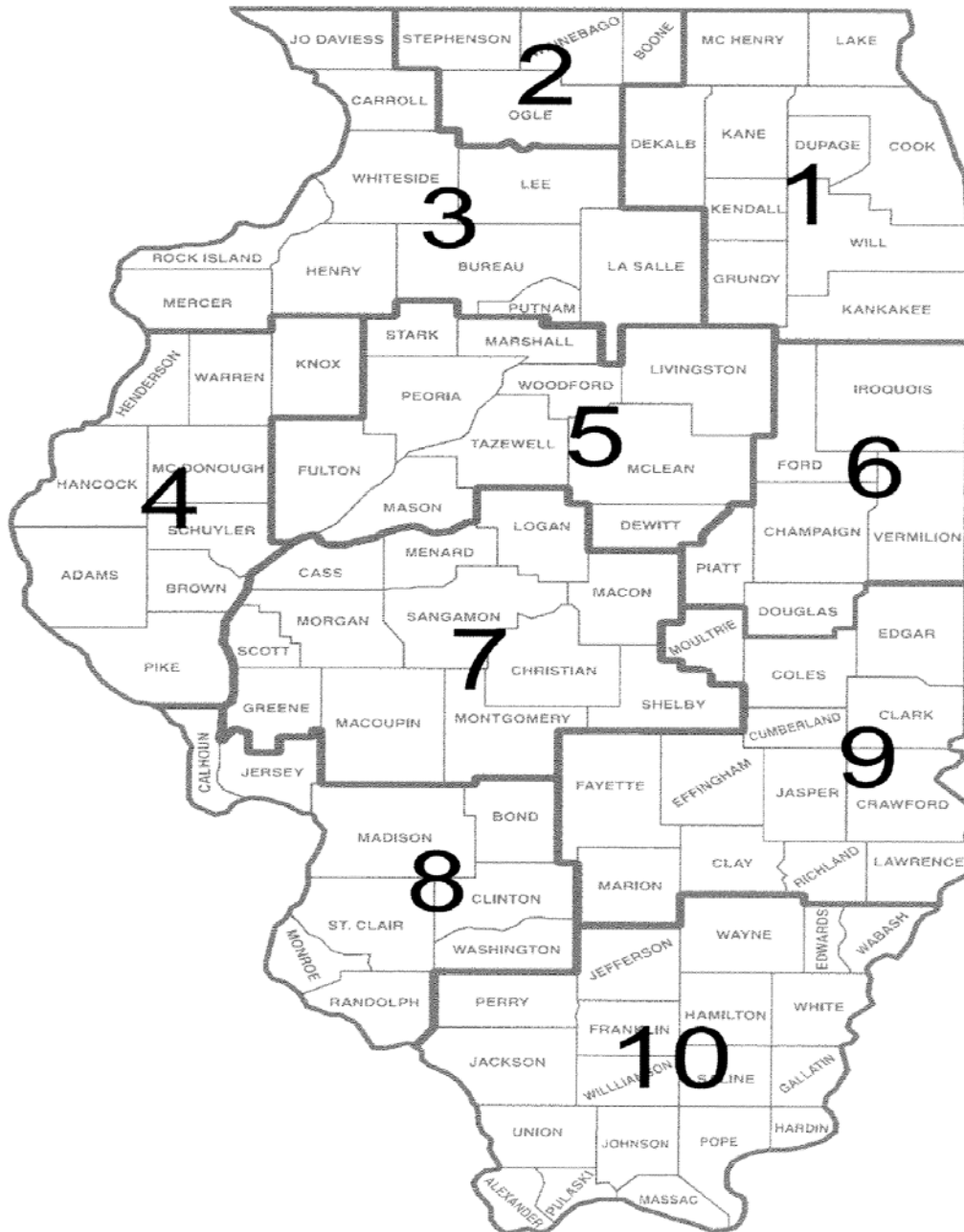
III. *Charts included in Tollway's Hispanic Employment Plan*

The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR), a chart reflecting the Representation of Hispanics in Illinois' Available Workforce⁶ and the Tollway Workforce as of December 31, 2017, charts reflecting the representation of minorities and Hispanics at the Tollway on a quarterly basis during 2017, charts reflecting the representation of Hispanics in new hire pools and promotions during 2017, and the Tollway's list of continuing Goals and Objectives for its Hispanic Employment Plan.

⁶ 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 Hispanics in Illinois' Available Workforce and in Tollway Workforce * 2016

Region 1				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Cook	2,758,485	641,646	22.8%			
DuPage	514,030	68,040	13.0%			
Kane	277,540	80,197	28.4%			
Lake	369,434	72,814	19.1%			
McHenry	170,566	18,909	10.7%			
Will	362,498	55,805	14.7%			
DeKalb	57,732	5,358	9.2%			
Total	4,510,285	942,769	20.9%	1246	102	8.19%

Region 2				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Boone	27,021	5,120	18.9%			
Winnebago	147,510	16,211	11.0%			
Total	174,531	21,331	12.2%			

Region 3				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Lee	16,420	618	3.8%			
Total	16,420	618	3.8%			

				Tollway Employees		
Grand Total	Total Workforce	# of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Total	4,701,236	964,718	20.5%	1419	110	7.75%

*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 (CONT.)

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Will	362,498	55,805	14.7%			
DeKalb	57,732	5,358	9.2%			
Total	4,510,285	942,769	20.9%	1206	102	8.46%

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*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 Latinos at the Illinois Tollway

January 1, 2016 - December 31, 2016

Grand Total			
	Grand Total	# Hispanic Employees	% Hispanic Employees
January - March	1431	107	7.48%
April - June	1420	110	7.75%
July - September	1429	114	7.98%
October - December	1419	110	7.75%

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Hispanic Employees	% Hispanic Employees
January - March	1417	107	7.55%
April - June	1416	111	7.84%
July - September	1400	111	7.93%
October - December	1376	111	8.07%



WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Hispanic Employees Hired	% Hispanic Employees Hired
Officials / Managers	3	1	33%
Professionals	13	1	8%
Technicians	15	2	13%
Administrative Support	19	2	11%
Skilled Craft	38	5	13%
Service / Maintenance	22	0	0%
Total	110	11	10%

Promotions between January 1, 2016 and December 31, 2016

EEO Category	Total Tollway Promotions	# Hispanic Employees Promoted	% Hispanic Employees Promoted
Officials / Managers	2	1	50%
Professionals	9	0	0.0%
Technicians	8	0	0.0%
Administrative Support	18	0	0.0%
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	# Hispanic Employees Hired	% Hispanic Employees Hired
Officials / Managers	1	1	100.0%
Professionals	7	1	14.3%
Technicians	23	0	0.0%
Administrative Support	19	0	0.0%
Skilled Craft	56	6	10.7%
Service / Maintenance	1	0	0.0%
Total	107	8	7.5%

Promotions between January 1, 2017 and December 31, 2017

EEO Category	Total Tollway Promotions	# Hispanic Employees Promoted	% Hispanic Employees Promoted
Officials / Managers	0	0	0.0%
Professionals	4	1	0.0%
Technicians	14	1	7.1%
Administrative Support	4	1	25.0%
Skilled Craft	7	2	0.0%
Service / Maintenance	0	0	0.0%
Total	29	5	17.2%



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: Hispanics

AGENCY	Employees		
	Hispanic	TOTAL	% Hispanic
HUMAN RIGHTS COMMISSION	5	14	35.71%
HUMAN RIGHTS DEPARTMENT	31	122	25.41%
ARTS COUNCIL	2	11	18.18%
LABOR	13	74	17.57%
EMPLOYMENT SECURITY	183	1,046	17.50%
AGING	15	133	11.28%
WORKERS COMPENSATION COM	12	118	10.17%
LABOR REL BD EDUCATIONAL	1	10	10.00%
HUMAN SERVICES	1,225	12,774	9.59%
FIN & PROF REG	35	367	9.54%
CRIMINAL JUSTICE AUTH	4	42	9.52%
GAMING BOARD	13	143	9.09%
CHILDREN & FAMILY SVCS	219	2,554	8.57%
LOTTERY	12	140	8.57%
TOLLWAY	111	1,376	8.00%
HEALTHCARE & FAMILY SRV	128	1,633	7.84%
LABOR RELATIONS BD ILL	1	13	7.69%
JUVENILE JUSTICE	67	931	7.20%
GUARDIANSHIP & ADVOCACY	7	102	6.86%
PRISONER REVIEW BOARD	1	16	6.25%
PROPERTY TAX APPEAL BD	2	32	6.25%
PUBLIC HEALTH	57	1,098	5.19%
COMM & ECON OPPORTUNITY	12	240	5.00%
TRANSPORTATION	108	2,483	4.35%
LAW ENF TRNG&STANDARD BD	1	23	4.35%
STATE FIRE MARSHAL	5	125	4.00%
STATE POLICE	35	912	3.84%
VETERANS AFFAIRS	44	1,248	3.53%
CORRECTIONS	410	12,021	3.41%
COMMERCE COMMISSION	2	59	3.39%
INSURANCE	7	209	3.35%
REVENUE	42	1,353	3.10%
MILITARY AFFAIRS	4	129	3.10%
ENVIRONMENTAL PROTECTION	18	622	2.89%
CENTRAL MANAGEMENT SVCS	24	854	2.81%
AGRICULTURE	9	324	2.78%
INNOVATION & TECHNOLOGY	21	1,240	1.69%
A LINCOLN PRES LIB&MUS	1	62	1.61%
NATURAL RESOURCES	14	1,126	1.24%
STATE RETIREMENT SYSTEMS	1	92	1.09%
CAPITAL DEVELOPMENT BD	0	32	0.00%
CIVIL SERVICE COMMISSION	0	4	0.00%
DEAF&HARD OF HEARING COM	0	4	0.00%
DEV DISABILITIES COUNCIL	0	6	0.00%
EMERGENCY MGMT AGENCY	0	66	0.00%
IL TORTURE INQRY RLF COM	0	2	0.00%
INDEPENDENT TAX TRIBUNAL	0	1	0.00%
INVESTMENT BOARD	0	4	0.00%
POLLUTION CONTROL BOARD	0	16	0.00%
RACING BOARD	0	2	0.00%
STATE POLICE MERIT BOARD	0	7	0.00%
STATE WIDE TOTALS :	2,791	44,639	6.25%

27%
29%
31%

* Coded Agency data is from the State of Illinois 2018 Hispanic 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 Hispanic Employment Plan year:

RECRUITMENT

1. Continue to pursue relationships with Hispanic 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 Hispanic community through media and job fairs including IL Association of Hispanic State Employees IL Legislative Latino Caucus Association. Utilize 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 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 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 Illinois Tollway’s website to make it more inviting and attractive to Hispanic 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 Illinois Legislative Hispanic Caucus and other 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 Hispanic Advisory Council and have career advancement for current Hispanic employees seeking upward job movement.</i></p>



HIRING

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

2017	2018
<p><i>Continued 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 Illinois 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/AA 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 Hispanics 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 Tollway's Hispanic Employment Plan may be directed to:

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