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2019

**AFRICAN-  
AMERICAN  
EMPLOYMENT PLAN**



**Respectfully Submitted by the  
Illinois State Toll Highway Authority  
January 23, 2019**

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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.<sup>1</sup> 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 2018 Goals and Objectives***

The Tollway accomplished many of its 2018 goals and objectives that focused on greater recruiting efforts in diverse communities, enhanced non-exempt Rutan hiring processes, and employee retention. With the enhancement of the automated NEOGOV hiring processes, the Tollway was able to significantly reduce hiring timelines, which benefited both internal clients and external candidates. Utilizing system and interdepartmental safeguard checks, we were able to improve our ability to monitor our hiring process to create inclusiveness and accessibility for all EEO groups that are

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



frequently underrepresented in final candidate application results. 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 693 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 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*

The Tollway's Administration department revamped its hiring procedures to include an objective automated scoring system (NEOGOV) with the input and feedback of the EEO Office. As our efforts to continually improve job descriptions, KSA (knowledge, skill, and attribute) criteria, position specific testing, and interview questions, we have been able to both streamline and categorize candidates in an objective format. We select diverse Rutan interview panels whenever possible, and work with the EEO Office to conduct disparate impact analysis on our selection procedures to determine whether there are areas in which any EEO group is adversely affected by our selection criteria. The new process avails every candidate an equal opportunity to advance in the selection process, and is created through systematic scoring or candidate attributes based upon their qualifications and credentials.

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

We continue to enrich our diversity.<sup>2</sup> Over 32% of our workforce (32.38%) is comprised of people of color, exceeding the percentage in 2017 of nearly 30%. As of December 31, 2018, African-Americans comprise 17.21% of our workforce, which is a higher representation than the representation of African-Americans in the relevant available labor market (15%; 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 37%.<sup>3</sup>

With regard to new hires, during 2018, 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 2018, 32% of the employees we promoted were people of color and 13.8% of the

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<sup>2</sup> Based upon the EEO Quarterly Reports.

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



employees we promoted were African-American. Over the course of the State's fiscal year 2018<sup>4</sup>, the

Tollway reduced its underutilization<sup>5</sup> of African-Americans in various categories.

### **III. *The Tollway's Continuing Goals and Objectives***

The accomplishments of 2018 are merely the beginning of an enhanced hiring process, which produces better candidates within a shorter hiring time-frame. There are many objectives that transition seamlessly into 2019, and will be accomplished through enhanced application of the hiring process through daily processing. As reflected in the Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2018, increase our visibility in the African-American community, streamline the hiring process to enhance headcount within Tollway departments, and utilize historical and current hiring data to effectuate growth within candidate skills and overall Tollway talent pools. As we continue to research the basis for smaller minority applicant submissions and efforts to retain diverse candidates, we will continue to spearhead efforts to recruit, hire, and retain African-American candidates.

### **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 Workforce<sup>6</sup> and the Tollway Workforce as of December 31, 2018, charts reflecting the representation of minorities and African-Americans at the Tollway on a quarterly basis during 2018, charts reflecting the representation of African-Americans in new hire pools and promotions during 2018, and the Tollway's list of continuing Goals and Objectives for its African-American Employment Plan.

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<sup>4</sup> 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 1<sup>st</sup> through June 30<sup>th</sup>.

<sup>5</sup> 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.

<sup>6</sup> From the 2017 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 \*  
2017

# 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%			
<b>Total</b>	<b>4,510,285</b>	<b>690,992</b>	<b>15.3%</b>	<b>1206</b>	<b>230</b>	<b>19.07%</b>
				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%			
<b>Total</b>	<b>174,531</b>	<b>17030</b>	<b>9.8%</b>	<b>130</b>	<b>9</b>	<b>6.92%</b>
				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%			
<b>Total</b>	<b>16,420</b>	<b>240</b>	<b>1.5%</b>	<b>40</b>	<b>0</b>	<b>0.00%</b>
				Tollway Employees		
<b>Grand Total</b>				<b>Total Employees</b>	<b>Total African American Employees</b>	<b>% African American Employees</b>
Counties	Total	# of African	% of African			
<b>Total</b>	<b>4,701,236</b>	<b>708,262</b>	<b>15.1%</b>	<b>1376</b>	<b>239</b>	<b>17.37%</b>

\*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 2<sup>nd</sup> Quarter Report.



## WORK FORCE DEMOGRAPHICS

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

2018

# African-Americans				Tollway Employees		
Region 1	Total Workforce	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Cook	2,762,042	582,612	21.1%	1155	218	18.87%
Dupage	513,464	24,363	4.7%			
Kane	280,346	14,328	5.1%			
Lake	371,027	24,056	6.5%			
McHenry	171,397	2,220	1.3%			
Will	364,671	39,209	10.8%			
Dekalb	57,470	4,063	7.1%			
<b>Total</b>	<b>4,520,417</b>	<b>690,851</b>	<b>15.3%</b>			

# African-Americans				Tollway Employees		
Region 2	Total Workforce	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Boone	27,254	499	1.8%	126	7	5.56%
Winnebago	146,914	16,846	11.5%			
<b>Total</b>	<b>174,168</b>	<b>17345</b>	<b>10.0%</b>			

# African-Americans				Tollway Employees		
Region 3	Total Workforce	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
Lee	16,350	172	1.1%	33	1	3.03%
<b>Total</b>	<b>16,350</b>	<b>172</b>	<b>1.1%</b>			

# African-Americans				Tollway Employees		
Grand Total	Total Workforce	# of African Americans	% of African Americans	Total Employees	Total African American Employees	% African American Employees
<b>Total</b>	<b>4,710,935</b>	<b>708,368</b>	<b>15.0%</b>	<b>1313</b>	<b>226</b>	<b>17.21%</b>

\*Illinois Available Workforce data is from the 2017 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2018 as reported on the Tollway's EEO/AA 2<sup>nd</sup> Quarter Report.





## WORKFORCE DEMOGRAPHICS (CONT.)

### Representation of Minorities\* at the Illinois Tollway

January 1, 2017 - December 31, 2017				January 1, 2018 - December 31, 2018			
Grand Total				Grand Total			
	Grand Total	# Minority Employees	% Minority Employees		Grand Total	# Minority Employees	% Minority Employees
January - March	1417	407	28.72%	January - March	1375	448	32.58%
April - June	1416	407	28.74%	April - June	1358	439	32.33%
July - September	1400	401	28.64%	July - September	1337	428	32.01%
October - December	1376	450	32.70%	October - December	1313	428	32.60%

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

### Representation of African-Americans at the Illinois Tollway

January 1, 2017 - December 31, 2017				January 1, 2018 - December 31, 2018			
Grand Total				Grand Total			
	Grand Total	#African-American Employees	% African-American Employees		Grand Total	#African-American Employees	% African-American Employees
January - March	1417	250	17.64%	January - March	1375	239	17.38%
April - June	1416	246	17.37%	April - June	1358	233	17.16%
July - September	1400	242	17.29%	July - September	1337	227	16.98%
October - December	1376	239	17.37%	October - December	1313	226	17.21%



**WORK FORCE DEMOGRAPHICS (CONT.)**

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

<b>EEO Category</b>	<b>Total Tollway New Hires</b>	<b># African-American Employees Hired</b>	<b>% African-American Employees Hired</b>
Officials / Managers	1	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%
<b>Total</b>	<b>107</b>	<b>25</b>	<b>23.4%</b>

**Promotions between January 1, 2017 and December 31, 2017**

<b>EEO Category</b>	<b>Total Tollway Promotions</b>	<b># African-American Employees Promoted</b>	<b>% African-American Employees Promoted</b>
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%
<b>Total</b>	<b>29</b>	<b>4</b>	<b>13.8%</b>



**WORK FORCE DEMOGRAPHICS (CONT.)**

**New Hires between January 1, 2018 and December 31, 2018**

<b>EEO Category</b>	<b>Total Tollway New Hires</b>	<b># African-American Employees Hired</b>	<b>% African-American Employees Hired</b>
Officials / Managers	4	0	0.0%
Professionals	7	1	14.3%
Technicians	18	6	33.3%
Administrative Support	11	6	54.5%
Skilled Craft	33	3	0.1%
Service / Maintenance	0	0	0.0%
<b>Total</b>	<b>73</b>	<b>16</b>	<b>21.9%</b>

**Promotions between January 1, 2018 and December 31, 2018**

<b>EEO Category</b>	<b>Total Tollway Promotions</b>	<b># African-American Employees Promoted</b>	<b>% African-American Employees</b>
Officials / Managers	1	0	0%
Professionals	5	1	0.2%
Technicians	7	3	42.9%
Administrative Support	7	4	57.1%
Skilled Craft	2	0	0.0%
Service / Maintenance	0	0	0.0%
<b>Total</b>	<b>22</b>	<b>8</b>	<b>36.4%</b>



## WORK FORCE DEMOGRAPHICS (CONT.)

### EEO breakdown of Tollway Workforce

	2017				2018			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	65.07%	65.54%	66.00%	66.13%	65.96%	66.57%	66.57%	67.10%
Women	34.93%	34.46%	34.00%	33.87%	34.04%	33.43%	33.43%	32.90%
Caucasian	67.40%	67.51%	67.64%	67.51%	67.56%	67.84%	68.14%	67.63%
Minority	28.72%	28.74%	28.64%	32.56%	32.44%	32.16%	31.86%	32.90%
African-American	17.6%	17.37%	17.29%	17.37%	17.4%	17.16%	16.98%	17.21%
Hispanic	7.55%	7.84%	7.93%	8.07%	7.93%	8.03%	8.08%	8.30%
Asian	3.46%	3.46%	3.43%	3.49%	3.56%	3.53%	3.52%	3.66%
Native-American	0.07%	0.07%	0.15%	0.15%	0.15%	0.15%	0.15%	0.23%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	3.88%	3.74%	3.57%	3.60%	0.00%	0.00%	0.00%	0.00%
TOTAL #	1,417	1,416	1,400	1,376	1,375	1,358	1,337	1,313

### EEO breakdown of new hire pools

	2017				2018			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	63.64%	76.92%	79.17%	66.67%	56.00%	85.70%	16.7%	85.70%
Women	36.36%	23.08%	20.83%	33.33%	44.00%	14.30%	83.30%	14.30%
Caucasian	36.36%	76.92%	70.83%	66.67%	64.00%	71.40%	50.00%	64.30%
Minority	63.6%	23.1%	25.00%	33.33%	36.0%	28.6%	50.00%	39.30%
African-American	39.4%	7.7%	16.67%	33.33%	28.0%	14.3%	50.00%	17.90%
Hispanic	3.03%	11.54%	8.33%	0.00%	0.00%	14.30%	0.00%	14.30%
Asian	12.12%	3.85%	0.00%	0.00%	0.08%	0.00%	0.00%	0.04%
Native-American	0.00%	0.00%	4.17%	0.00%	0.00%	0.00%	0.00%	0.04%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	9.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL #	33	26	24	24	25	14	6	28



## WORK FORCE DEMOGRAPHICS (CONT.)

### Comparison to Coded State Agencies: African-Americans

Personnel Code Covered African-American Employees as of 1/2/2019			
AGENCY	Employees		
	African-American	TOTAL	% African-American
IL TORTURE INQRY RLF COM	2	3	67%
INVESTMENT BOARD	2	3	67%
RACING BOARD	2	3	67%
HUMAN RIGHTS COMMISSION	5	12	42%
CHILDREN & FAMILY SVCS	1,070	2,669	40%
JUVENILE JUSTICE	331	869	38%
GUARDIANSHIP & ADVOCACY	36	97	37%
HUMAN SERVICES	4,610	12,595	37%
HUMAN RIGHTS DEPARTMENT	40	114	35%
EMPLOYMENT SECURITY	327	1,105	30%
CRIMINAL JUSTICE AUTH	13	45	29%
WORKERS COMPENSATION COM	28	113	25%
ARTS COUNCIL	3	14	21%
FIN & PROF REG	71	385	18%
LABOR REL BD EDUCATIONAL	2	11	18%
LABOR	13	72	18%
HEALTHCARE & FAMILY SRV	275	1,531	18%
CAPITAL DEVELOPMENT BD	6	34	18%
<b>ILLINOIS TOLL HIGHWAY AUTHORITY</b>	<b>226</b>	<b>1,313</b>	<b>17%</b>
LOTTERY	25	143	17%
PRISONER REVIEW BOARD	4	23	17%
STATE POLICE MERIT BOARD	1	6	17%
COMM & ECON OPPORTUNITY	36	227	16%
PUBLIC HEALTH	177	1,154	15%
VETERANS AFFAIRS	181	1,214	15%
REVENUE	211	1,420	15%
GAMING BOARD	20	151	13%
POLLUTION CONTROL BOARD	2	16	13%
CORRECTIONS	1,508	12,686	12%
STATE POLICE	108	913	12%
MILITARY AFFAIRS	16	137	12%
INSURANCE	24	208	12%
AGING	14	132	11%
COMMERCE COMMISSION	5	51	10%
CENTRAL MANAGEMENT SVCS	81	846	10%
INNOVATION & TECHNOLOGY	117	1,242	9%
TRANSPORTATION	213	2,321	9%
LABOR RELATIONS BD ILL	1	13	8%
AGRICULTURE	24	330	7%
ENVIRONMENTAL PROTECTION	38	601	6%
EMERGENCY MGMT AGENCY	4	65	6%
STATE FIRE MARSHAL	7	128	5%
STATE RETIREMENT SYSTEMS	5	99	5%
LAW ENF TRNG&STANDARD BD	1	22	5%
A LINCOLN PRES LIB&MUS	3	73	4%
PROPERTY TAX APPEAL BD	1	32	3%
NATURAL RESOURCES	28	1,192	2%
CIVIL SERVICE COMMISSION	0	3	0%
DEAF&HARD OF HEARING COM	0	3	0%
DEV DISABILITIES COUNCIL	0	5	0%
INDEPENDENT TAX TRIBUNAL	0	1	0%
<b>STATE WIDE TOTALS :</b>	<b>9,691</b>	<b>46,445</b>	<b>21%</b>

\* Coded Agency data is from the State of Illinois 2019 African-American Employment Plan As of January 2, 2019.

## OBJECTIVES AND GOALS

The Tollway reviews its 2018 objectives and goals and offers the following objectives and goals to strive for during the 2019 African-American Employment Plan year:

### RECRUITMENT

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

2018	2019
<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>	<p><i>In 2019, we will continue diversity recruitment efforts in traditionally African-American communities, organizations, and educational groups. The utilization of more hiring platforms that reach a greater pool of candidates will be utilized as well. This will include subscriptions to career builder, indeed, and monster. Utilizing more traditional recruiting means, including job boards, job fairs, recruitment and education seminars, and website advertisements we will highlight new recruiting goals for 2019. We will also continue our expansion of social media outreach. Our continued efforts to partner with civic and community leaders throughout greater Cook and Dupage counties will be instrumental in assisting in recruitment efforts.</i></p> <p><i>In 2019, the automated e-recruiting candidate hiring and selection system will continue to enhance our selection criteria and hiring results, and will serve as the driving mechanism for enhanced recruitment, hiring, and retention initiatives.</i></p>



**2. Revamp the Tollway’s website to make it more inviting and attractive to African-American candidates.**

2018	2019
<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>	<p><i>Efforts to partner with internal stakeholders will continue in 2019. Executive leadership has challenged department leaders to proactively participate in identifying additional recruitment venues, job boards, information sessions, etc. in non-traditional mediums that have proven successful in hiring diverse candidates, in particular, African Americans.</i></p>

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

2018	2019
<p><i>In 2018, we plan to partner with community leaders to co-sponsor job fairs and education 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>	<p><i>In 2019, we intend to continue fostering and solidifying partnerships with African-American community leaders, educators, and recruitment firms to increase visibility for Tollway diversity recruitment efforts. Upward mobility through career advancement has been a steady focus of the Tollway and continues to drive internal and external candidate interest.</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.**

2018	2019
<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 ad verse 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>	<p><i>In 2019, we will solidify a hiring Standard Operating Procedure for the e-recruiting process. These efforts are ongoing, but priority has been placed on defined attribute questions, specific position attribute testing, and refined interview questions all aimed at identifying the ideal candidate for a position in an objective manner. Department leaders and subject matter experts will receive e-recruiting training to establish goals and tasks for position submission, job posting, and interviews. 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 panels reflect the diversity the Tollway is trying to achieve.**

2018	2019
<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>	<p><i>Utilizing the e-recruitment system will greatly enhance the interview pool to ensure diversity in the interview and selection process. Candidates will be objectively ranked based upon submitted answers and their interview selections will be determined based on their respective scores. Eliminating as much bias in the process is the optimal goal. This includes ensuring that interview panelist have proper and up-to-date interview credentials and have received new Rutan interview criteria guidelines.</i></p>





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

2018	2019
<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>	<p><i>Continued efforts to increase interdepartmental interactions have increased, and are anticipated to be the driving force behind enhanced minority hiring. As we continue to work with other State Agencies, including but not limited to the Department of Central Management Services, and the Department of Human Rights, the Tollway aims to achieve its desired candidate recruitment goals.</i></p>



**RETENTION**

**1. Analyze exit interview data to identify barriers to retention and promotion.**

2018	2019
<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 and conferred with the Executive Director regarding this data per the requirements of Tollway policy. We also streamlined the process and provided direction to employees seeking to create a retention program.</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, enhancing the work environment and improving retention.</i></p>

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

2018	2019
<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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