
2017

**AFRICAN-
AMERICAN
EMPLOYMENT PLAN**



Respectfully Submitted by the
Illinois State Toll Highway Authority
February 1, 2017



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

Notwithstanding this exemption, the Illinois 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, we voluntarily submit our strategies and programs designed to increase the number of African-Americans employed by the Illinois Tollway, specifically including the number of African-Americans employed by the Illinois Tollway at supervisory, technical, professional, and managerial levels.

II. *The Illinois Tollway's Progress on its 2016 Goals and Objectives*

Last year, the Illinois Tollway submitted goals and objectives for achieving a more diverse workforce through strategies affecting recruitment (with the goal of working towards targeted recruitment), hiring (with the goal of interweaving hiring efforts and diversity objectives), and retention (with the goal of realizing an inclusive environment). Our intention is to both maximize the diversity of our applicant pool by expanding our outreach efforts in order to attract job candidates of diverse backgrounds, as well as to carefully monitor our hiring process to make sure it is open and accessible to everyone and that no EEO group is adversely affected by any of our selection procedures, including the written test, the



interview, and the final selection for the position. We continue to make progress on our goals and objectives. In fact, in January, the Illinois Tollway hosted a job fair on the far south side of Chicago. Fifty-five (55) exhibitors participated and provided job information to seven hundred and forty (740) job-seekers. Also, significantly, in November, 717 individuals from the Rockford area registered to attend a Tollway hosted job fair to meet with approximately 28 vendors, including the Illinois Tollway, UPS, law enforcement agencies and educational institutions. Indeed, the Illinois Tollway is at parity for African-American workers.

A. The Illinois Tollway Strengthened its Connection to the African-American Community

During 2016, we enlarged our pool of outreach sources to include over 705 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. This is an increase of 105 additional entities that received notifications of opportunities at the Illinois Tollway.

In addition to our usual outreach sources, we participated in numerous job fairs (forty-four to be exact) designed to effectively notify African-Americans, looking for work, of employment opportunities with the Illinois Tollway. We believe our efforts had tremendous success reaching almost fifteen hundred (1,500) African-American candidates in two geographically distinct areas.

B. The Illinois Tollway Actively Works to Ensure its Hiring and Selection Process is Fair and Open to Everyone

We continually examine our hiring and selection process to identify and eliminate any barriers to obtaining employment at the Illinois Tollway. We have scrutinized our job requirements to make sure they are not unnecessarily exclusive, and reviewed our written tests to make sure the questions are job-related and consistent with business necessity. We select diverse 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.

In 2014, the Illinois Tollway implemented an electronic "e-recruiting" hiring and selection system which allows us to have the candidate fill out a job interest card that will allow the candidate to receive an e-mail letting them know what positions are available. This is an easy, one-time effort, that interested candidates can make to receive automatic notification of opportunities within the Illinois Tollway.

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 Illinois Tollway Continues to Enjoy the Richest Diversity in its History

We are proud to report that we are currently enjoying the richest diversity in our history. As of December 31, 2016, 32.84 percent of our workforce is comprised of people of color. African-Americans comprise 17.40 percent of our workforce

Also during 2016, 27.5 percent of the employees we promoted was African-American.

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

While we are pleased with our successes, we believe we can accomplish more and are excited for the 2017 Plan Year. As reflected in the Illinois Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2016 and continue to 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, and to develop diversity initiatives designed to improve selection and retention rates for talented employees, and study reasons for employee turnover, among the other efforts outlined below.

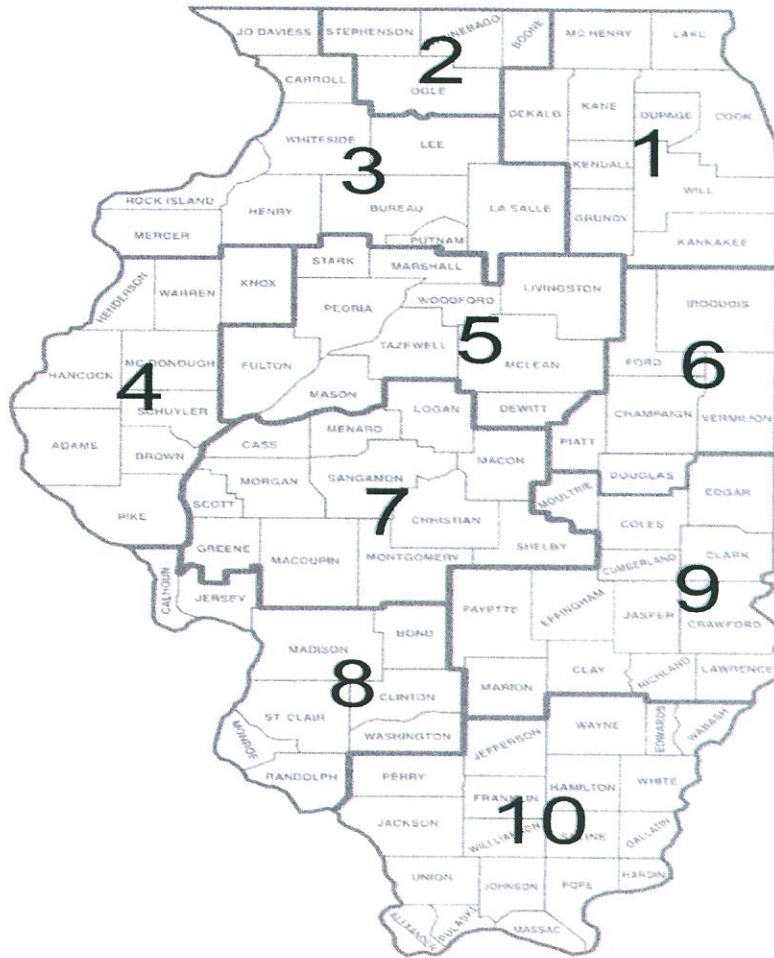
IV. *Charts Included in the Illinois Tollway's 2017 African-American Employment Plan*

The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR).



ILLINOIS TOLLWAY FACILITIES

Illinois Department of Human Rights State Regional Map





WORK FORCE DEMOGRAPHICS

Representation of African Americans at the Illinois Tollway

EEO Category	Total Tollway New Hires	# African American Employees Hired	% African American Employees Hired
Officials / Managers	3	0	0
Professionals	13	1	8%
Technicians	15	3	20%
Administrative Support	19	5	20%
Skilled Craft	38	5	13%
Service / Maintenance	22	3	14%
Total	110	17	15%



WORK FORCE DEMOGRAPHICS (CONT.)

Representation of Minorities at the Illinois Tollway (2016)

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



WORK FORCE DEMOGRAPHICS (CONT.)

Representation of African-Americans at the Illinois Tollway 2016

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	8%
Technicians	15	3	20%
Administrative Support	19	5	20%
Skilled Craft	38	5	13%
Service / Maintenance	22	3	14%
Total	110	17	15%

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%
Technicians	8	2	25%
Administrative Support	18	7	39.0%
Skilled Craft	2	0	0.0%
Service / Maintenance	1	0	0.0%
Total	40	11	27.5%



OBJECTIVES AND GOALS

The Illinois Tollway reviews its 2016 objectives and goals and offers the following objectives and goals to strive for during the 2017 African-American Employment Plan year:

RECRUITMENT

Goal → targeted recruitment

1. In our efforts to continue to pursue relationships with African-American advocacy organizations and reach underserved job seekers we will
 - a. Host job fairs in remote areas such as we did in January on the far south side of Chicago and in November in Rockford
 - b. Research African-American advocacy organizations for new recruitment sources
 - c. Identify, obtain membership in, and network with African-American advocacy organizations for recruitment ideas and opportunities
 - d. Attend meetings and/or conferences of identified African-American advocacy groups for recruitment ideas and opportunities
 - e. Advertise open positions in targeted media sources utilizing African-American referral sources, where appropriate
 - f. Recruit at African-American and multi-cultural hiring fairs

2016	2017
<p><i>In 2016, we plan to expand our visibility in minority communities, including the African-American community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs.</i></p> <p><i>We will continue to add and enlarge our pool of outreach resources targeting townships with predominately African-American population. We will continue to increase the number of job fairs and educational events throughout the year.</i></p> <p><i>Found worthwhile collaborators to be the Workforce Centers, who partner with IDES.</i></p>	<p><i>Partner with Communications for outreach. Conduct Workshop sessions on hiring and interviewing at the Tollway, partner with CMS when they are presenting. Expand our visibility in the African-American community through media and job fairs. Utilize social media, i.e., LinkedIn & other social media outlets to advertise our postings and to partake in networking opportunities.</i></p>



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

2016	2017
<p><i>The hiring monitors and promotion monitors contain underutilization information which is reviewed by key personnel prior to hiring candidate(s).</i></p> <p><i>We will continue to work with the Department of Central Management Services, the Department of Human Rights and the Department of Employment Security on targeted recruitment. This year we anticipate our tailored and effective recruitment, hiring, and retention initiatives number to decrease as we parallel job and educational fairs to coincide with open positions.</i></p>	<p><i>Partnership: Establish & maintain partnerships with various professionals and educational organizations.</i></p> <p><i>Partnership: EEO/AA Diversity and H.R. should meet regularly to address recruitment strategies and data related to outreach and workforce diversity.</i></p> <p><i>Create test review by EEO/AA Office to ensure there is no adverse impact to any minority group.</i></p> <p><i>Utilize and promote intern programs aimed at supporting workforce diversity</i></p>

3. Revamp the Illinois Tollway's website to make it more inviting and attractive to African-American candidates

2016	2017
<p><i>The Tollway has an ongoing initiative to make improvements and update the Tollway website to make it more inviting and attractive to the minority candidates.</i></p>	<p><i>Partnership: Partner with Communications on utilizing social media, webinars, podcast and other online channels to market and brand</i></p>

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

2016	2017
<p><i>We will continue to attend job fairs and hiring events in the African-American communities to continue to educate the African-American communities about employment opportunities at the Tollway.</i></p> <p><i>We will continue our efforts to host career fairs and target the African-American population and communities.</i></p>	<p><i>Focus on participating in Career Fairs sponsored by community and educational institutions specific to the area. Also, Partner with the Illinois Legislative Black 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</i></p>



	underserved job seekers and had 717 individuals from the community register to attend job fairs in remote areas and talk to 28 vendors. Indeed, the Illinois Tollway is at parity for African-American workers.
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	<p style="text-align: center;">2017</p> <p><i>New Incentive for 2017</i></p> <p><i>Provide informational workshops at various Job/Career Fairs to educate the attendees on how to apply for positions at the Tollway and navigate the e-recruiting system.</i></p>
	<p style="text-align: center;">2017</p> <p><i>New Incentive for 2017</i></p> <p><i>Post open positions and work closely with Illinois Worknet Center to attend Care Fairs and to reach applicants in the areas of need.</i></p>

HIRING

Goal → interweave hiring efforts and diversity objectives

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

<p style="text-align: center;">2016</p> <p><i>We will continue to review all job descriptions, hiring criteria, interview questions, and testing to ensure there is no disparate impact on any minority groups.</i></p> <p><i>This effort is ongoing.</i></p> <p><i>All newly created tests are reviewed by the EEO/AA Office along with department managers/supervisors. A sample test is administered to a pool of diverse individuals</i></p>	<p style="text-align: center;">2017</p> <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>EEO/AA Diversity and Human Resources will meet regularly to address recruitment strategies and data related to outreach and workforce diversity.</i></p>
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<p><i>used as a focus group to ensure there is no adverse impact to any minority group.</i></p>	
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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 Illinois Tollway is trying to achieve

2016	2017
<p><i>The Illinois Tollway will maintain ongoing initiatives to continue efforts to ensure our interview panels are comprised of a diverse group of individuals.</i></p> <p><i>We will continue to train and certify diverse new employees and newly promoted employees to serve on Rutan interview panels.</i></p>	<p><i>We will continue to train and certify diverse new employees and newly promoted employees to serve on Rutan interview panels.</i></p> <p><i>Conduct Workshop sessions on hiring and interviewing at the Tollway.</i></p>

3. Carefully monitor the entire selection process to make sure there is no disparate impact and that the process is fair and open to everyone

2016	2017
<p><i>We will continue to attempt to develop a program through the E-Recruiting System which will allow us to identify potential disparate impact and proactively work to design and tailor an effective recruitment, hiring and retention initiative.</i></p>	<p><i>Analyze applicant flow and workforce data monthly, including hires, promotions, and separations.</i></p>

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



2016	2017
<p><i>Hiring personnel will continue to use underutilization as a tool to increase outreach to areas in need outside of the Rutan process.</i></p>	<p><i>Hiring personnel will continue to use underutilization as a tool to increase outreach to areas in need outside of the Rutan process.</i></p>

RETENTION

Goal → inclusive environment

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

2016	2017
<p><i>This effort is ongoing.</i></p>	<p><i>Develop program through E-Recruiting which will allow us to identify potential disparate impact and proactively work to design and tailor an effective recruitment, hiring and retention initiative.</i></p>

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

2016	2017
<p><i>We intend to track exit interviews on a long-term basis to ascertain patterns and areas of concern to be addressed.</i></p>	<p><i>Track exit interviews on a long-term basis to ascertain patterns and areas of concern to be addressed.</i></p>

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

2016	2017
<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</i></p>	<p><i>We continue to ensure our policies are up to date and consistent with applicable laws and are not unnecessarily and/or unintentionally exclusive.</i></p>



<p>to date and consistent with applicable laws and are not unnecessarily and/or unintentionally exclusive.</p>	
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MISCELLANEOUS

- 1. Work collaboratively with the African-American Advisory Council in an effort to increase the representation of African-American employees at the Illinois Tollway and in supervisory, technical, professional, and managerial positions**

2016	2017
<p><i>The Illinois Tollway looks forward to continued partnership with the African-American Advisory Council in 2016.</i></p> <p><i>We plan to have career advancement for current African-American employees seeking upward job movement.</i></p>	<p><i>Work with CMS, DOHR, DES on targeted recruitment.</i></p> <p><i>Establish & maintain partnerships with various professionals and educational organizations within the African-American community.</i></p>

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

2016	2017
<p><i>The Tollway will continue to partnership with the Advisory Council in 2016.</i></p> <p><i>We plan to have career advancement for current African-American employees seeking upward job movement.</i></p>	<p><i>Analyze applicant flow and workforce data monthly, including hires, promotions, and separations.</i></p> <p><i>Compare other State Agency Plans and consider revisions and updates to enhance our presentation</i></p> <p><i>Provide data and statistics regarding diversity and strategic outreach as it relates to targeted recruitment efforts within various communities</i></p> <p><i>Propose Diversity Training on Management and Employees</i></p>

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



2016	2017
<p><i>In 2016, we intend to increase our participation on the Diversity and Inclusion Committee and continue educating Board members and the public on how the Tollway's diversity objectives coincide with the Tollway's mission, vision, and business priorities.</i></p>	<p><i>The Tollway's Diversity and Inclusion Committee continues to meet and discuss minority hiring initiatives and to take proactive oversight into efforts to expand our minority outreach.</i></p>

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

2016	2017
<p><i>The Selection Process Tracking System is a useful tool for analyzing application and selection data. The EEO office's Quarterly Workforce and Exit Interview Reports serve as useful tools for analyzing hiring and retention data. We will continue to research and/or create other useful tools.</i></p>	<p><i>The Selection Process Tracking System is a useful tool for analyzing application and selection data. The EEO office's Quarterly Workforce and Exit Interview Reports serve as useful tools for analyzing hiring and retention data. We will continue to research and/or create other useful tools.</i></p>



CONCLUSION

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