
2017

HISPANIC
EMPLOYMENT PLAN



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



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EXECUTIVE SUMMARY

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (Illinois 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](#).

The Illinois Tollway has made 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 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 and continue to attend the Illinois Legislative Latino Caucus Foundation annual conference which allows the Illinois Tollway to connect with members of the Latino community.

A. *The Illinois Tollway Strengthened its Connection to the Latino 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 Hispanic Serving Institutions – colleges and universities with Latino populations of 25 percent or greater), social and traditional media, and other sources. This is an increase of 105 additional entities that received notifications of opportunities at the Illinois Tollway, local education institutions and local law enforcement agencies.

In addition to our usual outreach sources, we participated in numerous job fairs to include Latinos most notably the prestigious Illinois Legislative Latino Caucus Foundation.



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.

C. The Illinois Tollway Enjoys 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. Latinos comprise 7.75 percent of our workforce, which is a higher representation of Latinos than ever before.

II. *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 increase our visibility in the Latino community, fully integrate our underutilization information into every part of the application and selection process, continue to diversify our Rutan interview panels, use our anticipated e-recruiting program to scrutinize the application and selection process for selection criteria with an adverse impact on Latinos 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.

III. *Charts included in Illinois Tollway’s Hispanic Employment Plan*

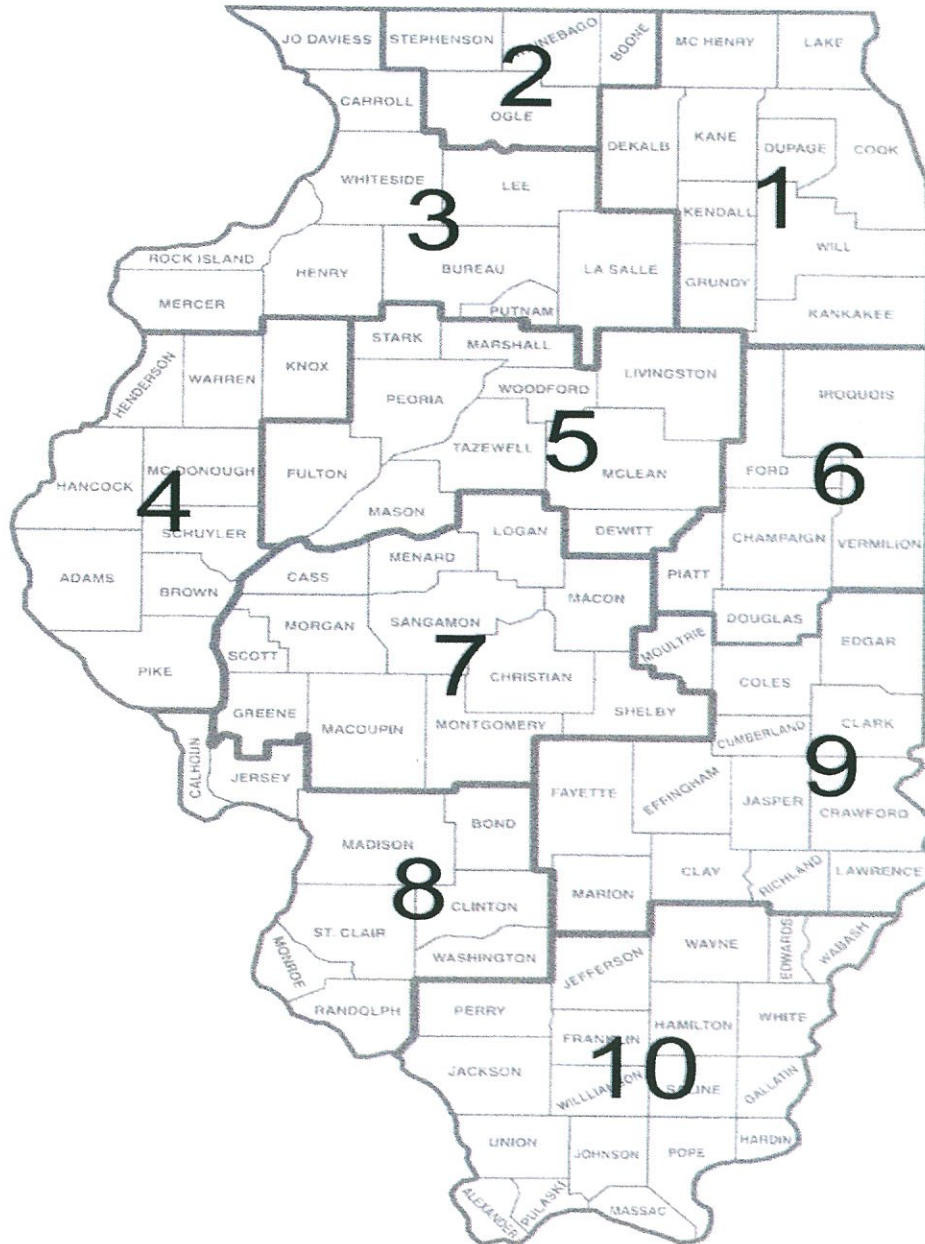
¹ The State of Illinois follows the United States Supreme Court’s decision in Rutan v. Republican Party of Illinois, 497 U.S. 62 (1990) and the ensuing Administrative Orders issued by the Governor’s Office regarding the interview and selection process for State jobs.



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



Illinois Department of Human Rights State Regional Map





ILLINOIS TOLLWAY FACILITIES

Representation of Hispanics at the Illinois Tollway (2016)

Region 1	Total Population	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Cook	2,756,393	628,822	22.8%			
Dupage	515,613	62,214	13.0%			
Kane	275,057	78,119	28.4%			
Lake	368,461	70,318	19.1%			
McHenry	171,719	18,325	10.7%			
Will	359,371	52,849	14.7%			
Dekalb	58,111	5,319	9.2%			
Total	4,504,725	915,966	20.3%			
Tollway Employees						
Region 2	Total Population	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Boone	27,504	4,834	17.6%			
Ogle	27,707	2,285	8.2%			
Winnebago	149,152	15,680	10.5%			
Total	204,363	22,799	11.2%			
Tollway Employees						
Region 3	Total Population	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Lee	17,239	658	3.8%			
Whiteside	29,033	3,118	10.7%			
Total	46,272	3776	8.2%			
Tollway Employees						
Grand Total				Total Employees	Total Hispanic Employees	% Hispanic Employees
Counties	Total Population	# of Hispanics	% of Hispanics			
Total	4,755,360	942,541	19.8%	1419	110	7.75%



WORK FORCE DEMOGRAPHICS

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.)

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

EEO Category	Total Tollway New Hires	# Latino Employees Hired	% Latino 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	# Latino Employees Promoted	% Latino 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%



GOALS AND OBJECTIVES

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

RECRUITMENT

Goal → targeted recruitment

1. In our efforts to continue to pursue relationships with Latino advocacy organizations and reach underserved job seekers we will
 - a. Host job fairs in remote areas
 - b. Continue to research Hispanic advocacy organizations for new recruitment sources
 - c. Continue to identify, obtain membership in, and network with Hispanic advocacy organizations for recruitment ideas and opportunities
 - d. Extend outreach efforts to minority population focusing on the legislative and township officials. Attend meetings and/or conferences of identified Hispanic advocacy groups for recruitment ideas and opportunities
 - e. Outreach and networking with various broadcast and social media that target Hispanic population.
 - f. Continue to maintain and enhance our efforts in recruitment at Hispanic and multi-cultural hiring fairs.

2016	2017
<p><i>In 2016, we plan to expand our visibility in minority communities, including the Hispanic community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs including participation in the Illinois Association of Hispanic State Employees and the Illinois Legislative Latino Caucus Association.</i></p> <p><i>We will continue to add and enlarge our pool of outreach resources targeting townships with predominately Latino 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</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 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>Workforce Centers, who partner with IDES.</i></p>	
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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 Hispanic candidates

2016	2017
<p><i>The Illinois 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 Hispanic 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 Hispanic communities to continue to educate the Hispanic communities about employment opportunities at the Tollway.</i></p> <p><i>We will continue our efforts to host career fairs and target the Latino 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 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>
2016	2017
	<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>
2016	2017
	<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, and planned interview questions to make sure they do not have a disparate impact on Hispanics.**

2016	2017
<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 group.</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 used as a focus group to ensure there is no adverse impact to any minority group.</i></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>

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



MISCELLANEOUS

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

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

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

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

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

2016	2017
<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>	<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>



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>

5. Create bilingual positions in the Illinois Tollway's workforce to better address the needs of the multilingual communities we serve

2016	2017
<p><i>This goal is stayed.</i></p>	<p><i>Ongoing initiative.</i></p>



OBJECTIVES AND GOALS

CONCLUSION

Questions about the Illinois Tollway's Hispanic Employment Plan may be directed to:

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