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2014

**ASIAN-**  
**AMERICAN**  
EMPLOYMENT PLAN



**Respectfully Submitted by the  
Illinois State Toll Highway Authority  
February 1, 2014**

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February 3, 2013

Speaker Michael J. Madigan  
Illinois House of Representatives  
300 Capitol Building  
Springfield, Illinois 62706

Senate President John J. Cullerton  
Illinois Senate  
327 Capitol Building  
Springfield, Illinois 62706

Re: *The Illinois Tollway's Asian-American Employment Plan 2013*

Dear Member of the Illinois General Assembly:

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (Illinois Tollway) to report by February 1<sup>1</sup> of every year 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 2013 goals and objectives we set for ourselves for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention. During 2013, we enlarged our pool of outreach sources to include over 600 contact e-mails for community groups, professional organizations, colleges and universities, social and traditional media, and other sources.

In addition to our usual outreach sources, we have increased our use of radio and television stations and programs to disseminate our employment opportunities throughout minority communities, and we also participated in panel discussions, job fairs and other community events designed to target and empower the Asian-American community by notifying Asian-Americans of the Illinois Tollway's employment opportunities, explaining the Tollway's unique application and hiring process, and welcoming minority applicants.

We are proud to report that in 2013 we again<sup>2</sup> enjoyed the richest diversity in our history,<sup>3</sup> and we were honored with an award in May 2013 when we received the State Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities from the Illinois Interagency Committee on Employees with Disabilities.

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<sup>1</sup> In 2014, February 1<sup>st</sup> falls on a Saturday. The next business day is Monday, February 3, 2014.

<sup>2</sup> The Tollway also enjoyed the richest diversity in his history in 2012.

<sup>3</sup> Based on available data.

Throughout 2013, people of color comprised of a greater percentage of our workforce than ever before – nearly 30 percent (27.7 percent) – growing slightly from December 31, 2012 (27.5 percent). As of the most recent data from December 31, 2013, Asian-Americans comprise 3.6 percent of our workforce and 6.2 percent of the relevant available labor market.

We continue to enrich our diversity. Over the course of 2013, more than 40 percent (41.3 percent) of the employees we hired were people of color and 37.8 percent of the employees we promoted were people of color. Asian-Americans represented 5.0 percent of the employees we hired, all of whom were hired into the Professionals EEO category, which includes the Tollway's senior managers and supervisors. Of the employees we promoted, 8.1 percent were Asian-American.

In sum, we have made it a priority to create a more diverse workforce and inclusive environment at the Illinois Tollway and we are excited to build on the goals and objectives we set for ourselves in 2013. The Illinois Tollway appreciates this opportunity to publish our efforts to enrich our diversity and we look forward to working collectively and cooperatively with the General Assembly, the Asian-American Advisory Council, CMS, and other state agencies to increase the diversity of our workforce in an attempt to reflect the diversity of the various Illinois communities we serve.

We welcome any feedback and/or suggestions your members may have for us. Please do not hesitate to contact us with any questions.

Sincerely,



Kristi Lafleur  
Executive Director

Enclosure

cc: Minority Leader Jim Durkin  
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Springfield, Illinois 62706

Minority Leader Christine Radogno  
Illinois Senate  
309A Capitol Building  
Springfield, Illinois 62706

Tim Mapes  
Clerk of the House  
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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 2013 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.

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

During 2013, we enlarged our pool of outreach sources to include nearly 600 contact e-mails for community groups, professional organizations, colleges and universities, social and traditional media, and other sources in minority communities. The representation of Asian-American-focused organizations grew significantly.

We also participated in panel discussions, job fairs and other community events designed to target and empower the Asian-American community by notifying Asian-Americans of the Illinois Tollway's employment opportunities, explaining the Tollway's unique application and hiring process, and welcoming minority applicants.

#### *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 Rutan<sup>1</sup> 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 is looking forward to implementing an electronic “e-recruiting” hiring and selection system which will further enable us to pinpoint potential disparate impact and will provide an unprecedented opportunity to proactively design tailored and effective recruitment, hiring, and retention initiatives.

### *C. The Illinois Tollway Enjoys the Richest Diversity in its History<sup>2</sup>*

We are proud to report that we are currently enjoying the richest diversity in our history.<sup>3</sup> As of December 31, 2013, nearly 30 percent (27.7 percent) of our workforce is comprised of people of color, growing slightly from December 31, 2012 (27.5 percent). Asian-Americans represent 3.6 percent of our workforce and 6.2 percent of the relevant available labor market.

We continue to enrich our diversity. Over the course of 2013, more than 40 percent (41.3 percent) of the employees we hired and 37.8 percent of the employees we promoted were people of color. Asian-Americans represented 5.0 percent of the employees we hired, all of whom were hired into the Professionals EEO category, which includes the Tollway’s senior managers and supervisors. Of the employees we promoted, 8.1 percent were Asian-American.

The Illinois Tollway was honored with the State Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities from the Illinois Interagency Committee on Employees with Disabilities.

## **II. *The Illinois Tollway’s Goals and Objectives for Connecting with the Asian-American Community***

While we are pleased with our successes, we know we have a lot more to accomplish and are excited for the 2014 Plan Year. As reflected in the Illinois Tollway’s Goals and Objectives, we intend to build on our diversity efforts of 2013 and 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, use our anticipated e-recruiting program to scrutinize the application and selection process for selection criteria with an adverse impact on Asian-Americans and develop diversity initiatives

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<sup>1</sup> 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.

<sup>2</sup> Based on available data.

<sup>3</sup> The Illinois Tollway also enjoyed the richest diversity in its history in 2012.



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 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) with the regions highlighted in which the Illinois Tollway operates, charts reflecting the Representation of Asian-Americans in Illinois' Available Workforce<sup>4</sup> and the Illinois Tollway Workforce as of December 31, 2012 and December 31, 2013, charts reflecting the representation of minorities and Asian-Americans at the Illinois Tollway on a quarterly basis during 2012 and 2013, charts reflecting the representation of Asian-Americans in new hire pools and promotions during 2013, a chart reflecting the EEO breakdown of the Illinois Tollway's workforce and new hire pools on a quarterly basis for 2012 and 2013, and the Illinois Tollway's list of continuing Goals and Objectives for its Asian-American Employment Plan.

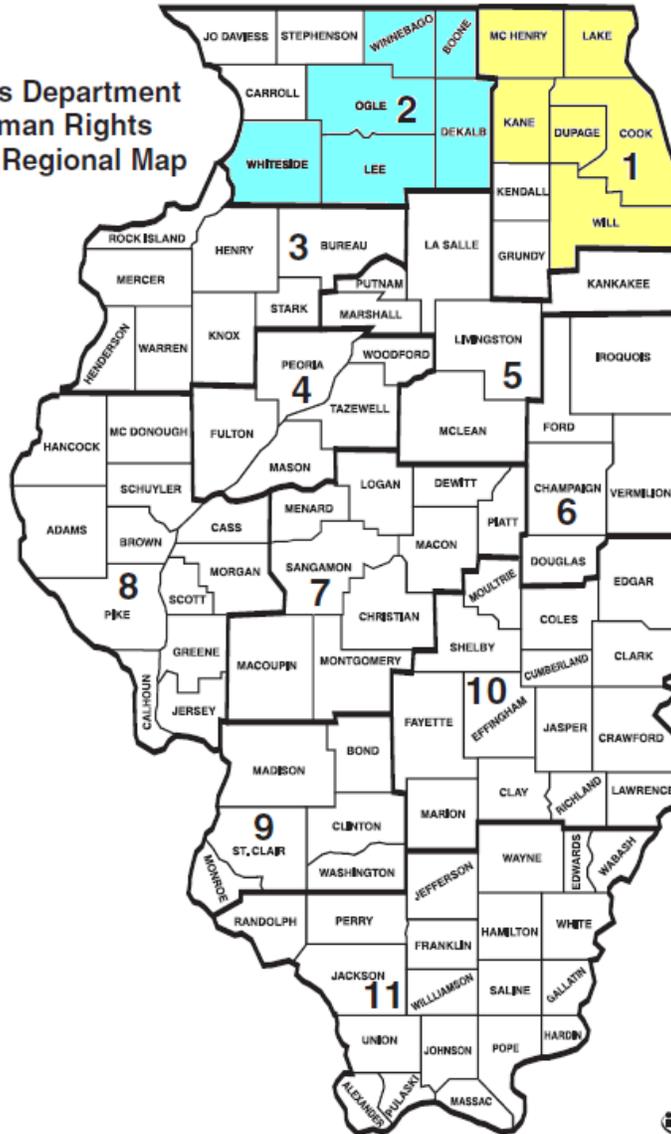
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<sup>4</sup> From the 2013 IDES Workforce Availability Information Publication, Illinois Department of Employment Security, Economic Information and Analysis Division.



# ILLINOIS TOLLWAY FACILITIES

Illinois Department of Human Rights  
State Regional Map





## WORK FORCE DEMOGRAPHICS

### Representation of # Asian-Americans in Illinois' Available Workforce and in the Tollway Workforce\* 2012

Region 1						
Counties	Total Population	# Asian-American	% Asian-American	Tollway Employees		
				Total Employees	Total Asian-American Employees	% Asian-American Employees
Cook	2,575,226	135,779	5.3%			
DuPage	517,675	39,868	7.7%			
Kane	273,903	5,020	1.8%			
Lake	358,515	14,304	4.0%			
McHenry	174,781	2,300	1.3%			
Will	364,982	7,841	2.1%			
<b>Total:</b>	<b>4,265,082</b>	<b>205,112</b>	<b>4.8%</b>	<b>1,303</b>	<b>47</b>	<b>3.6%</b>

Region 2						
Counties	Total Population	# Asian-American	% Asian-American	Tollway Employees		
				Total Employees	Total Asian-American Employees	% Asian-American Employees
Boone	26,123	89	0.3%			
DeKalb	58,924	1,240	2.1%			
Lee	17,988	147	0.8%			
Ogle	27,063	90	0.3%			
Whiteside	29,733	78	0.3%			
Winnebago	141,944	2,161	1.5%			
<b>Total:</b>	<b>301,775</b>	<b>3,805</b>	<b>1.3%</b>	<b>174</b>	<b>4</b>	<b>2.3%</b>

Grand Total						
Counties	Total Population	# Asian-American	% Asian-American	Tollway Employees		
				Total Employees	Total Asian-American Employees	% Asian-American Employees
<b>Total:</b>	<b>4,566,857</b>	<b>208,917</b>	<b>4.6%</b>	<b>1,477</b>	<b>51</b>	<b>3.5%</b>

\*Illinois' Available Workforce data is from the 2012 IDES Workforce Availability Information Publication.  
Tollway Workforce data is as of December 31, 2012 as reported on the Tollway's EEO/AA 2nd Quarter Report.



## WORK FORCE DEMOGRAPHICS (CONT.)

### Representation of # Asian-Americans in Illinois' Available Workforce and in the Tollway Workforce\* 2013

Region 1				Tollway Employees		
Counties	Total Population	# Asian-American	% Asian-American	Total Employees	Total Asian-American Employees	% Asian-American Employees
Cook	2,722,188	183,968	6.8%			
DuPage	509,785	50,111	9.8%			
Kane	268,544	9,094	3.4%			
Lake	367,716	23,589	6.4%			
McHenry	168,764	4,052	2.4%			
Will	353,132	14,477	4.1%			
<b>Total:</b>	<b>4,390,129</b>	<b>285,291</b>	<b>6.5%</b>			

Region 2				Tollway Employees		
Counties	Total Population	# Asian-American	% Asian-American	Total Employees	Total Asian-American Employees	% Asian-American Employees
Boone	26,930	393	1.5%			
DeKalb	58,995	1,734	2.9%			
Lee	18,364	113	0.6%			
Ogle	28,526	132	0.5%			
Whiteside	29,544	139	0.5%			
Winnebago	149,786	3,750	2.5%			
<b>Total:</b>	<b>312,145</b>	<b>6,261</b>	<b>2.0%</b>			

Grand Total				Tollway Employees		
Counties	Total Population	# Asian-American	% Asian-American	Total Employees	Total Asian-American Employees	% Asian-American Employees
<b>Total:</b>	<b>4,702,274</b>	<b>291,552</b>	<b>6.2%</b>	<b>1,460</b>	<b>52</b>	<b>3.6%</b>

\*Illinois' Available Workforce data is from the 2013 IDES Workforce Availability Information Publication.  
Tollway Workforce data is as of December 31, 2013 as reported on the Tollway's EEO/AA 2nd Quarter Report.



## WORK FORCE DEMOGRAPHICS (CONT.)

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

January 1, 2012 - December 31, 2012

Region 1 & Region 2			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1480	373	25.2%
April - June	1460	371	25.4%
May - September	1450	372	25.7%
October - December	1477	406	27.5%

January 1, 2013 - December 31, 2013

Region 1 & Region 2			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1473	406	27.6%
April - June	1474	408	27.7%
May - September	1471	406	27.6%
October - December	1460	404	27.7%

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

### Representation of Asians at the Illinois Tollway

As of December 31, 2012

Region 1 & Region 2			
	Grand Total	# Asian Employees	% Asian Employees
January - March	1480	55	3.7%
April - June	1460	53	3.6%
May - September	1450	54	3.7%
October - December	1477	51	3.5%

As of December 31, 2013

Region 1 & Region 2			
	Grand Total	# Asian Employees	% Asian Employees
January - March	1473	52	3.5%
April - June	1474	53	3.6%
May - September	1471	53	3.6%
October - December	1460	52	3.6%



**WORK FORCE DEMOGRAPHICS (CONT.)**

**New Hires between January 1, 2013 and December 31, 2013**

<b>EEO Category</b>	<b>Total Tollway New Hires</b>	<b># Asian-American Employees Hired</b>	<b>% Asian-American Employees Hired</b>
Officials / Managers	2	0	0.0%
Professionals	24	4	16.7%
Technicians	13	0	0.0%
Office / Clerical	24	0	0.0%
Skilled Craft	1	0	0.0%
Service / Maintenance	16	0	0.0%
<b>Total</b>	<b>80</b>	<b>4</b>	<b>5.0%</b>

**Promotions between January 1, 2013 and December 31, 2013**

<b>EEO Category</b>	<b>Total Tollway Promotions</b>	<b># Asian-American Employees Promoted</b>	<b>% Asian-American Employees Promoted</b>
Officials / Managers	2	0	0.0%
Professionals	13	0	0.0%
Technicians	10	1	10.0%
Office / Clerical	5	0	0.0%
Skilled Craft	0	0	0.0%
Service / Maintenance	7	2	28.6%
<b>Total</b>	<b>37</b>	<b>3</b>	<b>8.1%</b>



## WORK FORCE DEMOGRAPHICS (CONT.)<sup>5</sup>

### EEO breakdown of Illinois Tollway Workforce

	2012				2013			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	67.4%	67.4%	67.7%	66.2%	66.5%	66.5%	66.6%	66.6%
Women	32.6%	32.6%	32.3%	33.8%	33.5%	33.5%	33.5%	33.5%
Caucasian	74.8%	74.5%	74.3%	72.6%	72.5%	72.4%	72.5%	72.4%
Minority	25.2%	25.4%	25.7%	27.4%	27.6%	27.7%	27.6%	27.7%
African-American	14.5%	14.7%	14.8%	16.6%	16.6%	16.6%	16.5%	16.4%
Latino	6.8%	6.8%	6.8%	7.1%	7.1%	7.0%	6.9%	7.1%
Asian	3.7%	3.6%	3.7%	3.5%	3.5%	3.6%	3.6%	3.6%
Native-American	0.2%	0.2%	0.2%	0.2%	0.14%	0.1%	0.1%	0.1%
TOTAL #	1480	1460	1450	1477	1473	1474	1471	1460

### EEO breakdown of new hire pools

	2012				2013			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	43.1%	53.9%	68.4%	27.9%	63.2%	58.8%	50.0%	60.9%
Women	56.9%	46.2%	31.6%	72.1%	36.8%	41.2%	50.0%	39.1%
Caucasian	37.9%	61.5%	68.4%	36.1%	38.0%	47.1%	55.0%	73.9%
Minority	62.1%	38.5%	31.7%	63.9%	62.3%	52.9%	45.0%	26.1%
African-American	46.6%	23.1%	21.1%	52.5%	47.0%	29.4%	35.0%	17.4%
Latino	12.1%	7.7%	5.3%	9.8%	12.0%	0.0%	5.0%	8.7%
Asian	3.4%	0.0%	5.3%	0.0%	3.0%	11.8%	0.0%	0.0%
Native-American	0.0%	0.0%	0.0%	0.0%	0.00%	0.00%	0.0%	0.0%
TOTAL #	58	13	19	61	19	17	20	23

<sup>5</sup> The circles represent record numbers for the Illinois Tollway.



## OBJECTIVES AND GOALS

The Illinois Tollway reviews its 2013 objectives and goals and offers the following objectives and goals to strive for during the 2014 Asian-American Employment Plan year:

### RECRUITMENT

#### **Goal → targeted recruitment**

1. Continue to pursue relationships with Asian-American advocacy organizations
  - a. Research Asian-American advocacy organizations for new recruitment sources
  - b. Identify, obtain membership in, and network with Asian-American advocacy organizations for recruitment ideas and opportunities
  - c. Attend meetings and/or conferences of identified Asian-American advocacy groups for recruitment ideas and opportunities
  - d. Advertise open positions in targeted media sources utilizing Asian-American referral sources, where appropriate
  - e. Recruit at Asian-American and multi-cultural hiring fairs

2013	2014
<p><i>During 2013, we enlarged our pool of outreach sources to include over 600 contact e-mails for community groups, professional organizations, colleges and universities, social and traditional media, and other sources. We increased our use of radio and television stations and programs with large minority audiences to disseminate our employment opportunities. We also participated in job fairs designed to effectively notify Asian-Americans looking for work of the Illinois Tollway's employment opportunities.</i></p>	<p><i>In 2014, 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 educational events targeting various minority communities.</i></p> <p><i>In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection system which will 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. Review areas of underutilization at the Illinois Tollway with recruiters during recruitment**

2013	2014
<p><i>Through inter-departmental cooperation, we obtained advance notice of job postings, including some exempt from Rutan, and worked to communicate underutilization figures to key hiring personnel and also to coordinate our outreach efforts to address our underutilization.</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.</i></p> <p><i>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>

**3. Revamp the Illinois Tollway’s website to make it more inviting and attractive to Asian-American candidates**

2013	2014
<p><i>We planned to update the workforce diversity section of the Tollway’s include images of minority staff; information about the plethora of jobs at the Illinois Tollway; statistics about the rich diversity of our workforce; prohibitions against discrimination, harassment, or retaliation; the Illinois Tollway’s Affirmative Action Reports and Employment Plans; and other information that may be of particular interest to minority candidates.</i></p>	<p><i>We revamped the Illinois Tollway’s website to make it more attractive to minorities. We have decided to postpone a decision regarding a webpage dedicated to the diversity of the Tollway’s workforce and the Tollway’s efforts and achievements regarding workforce diversity pending greater resources.</i></p>

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

2013	2014
<p><i>We attended and presented at information sessions hosted by the Governor’s Office intended to educate the public, specifically targeting minority groups, about the Illinois Tollway’s Rutan interview process.</i></p>	<p><i>We will continue to attend information sessions to educate the public, specifically including the Asian-American community, about the Illinois Tollway’s Rutan interview process and will explore other ways to achieve this goal.</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 Asian-Americans**

2013	2014
<i>In 2013, we reviewed hiring criteria, job descriptions, written test questions, and interview questions for clarity and potential disparate impact.</i>	<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.</i>

- 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**

2013	2014
<i>In 2013, the Illinois Tollway secured on-site Rutan training and sent a diverse group of employees for training.</i>	<i>The Illinois 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.</i>

- 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**

2013	2014
<i>In 2013, the Illinois Tollway continued to use its Selection Process Tracking System to monitor EEO groups throughout the selection process and to compare selection rates among EEO groups in order to identify and remedy any potential disparate impact.</i>	<i>The Illinois Tollway will continue to monitor the selection process for indications of disparate impact.  In 2014, we are looking forward to implementing an electronic "e-recruiting" hiring and selection process which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>



**4. Ensure hiring personnel are informed of the areas of underutilization of Asian-American the Illinois Tollway’s goals for increasing diversity**

2013	2014
<p><i>The Illinois Tollway currently uses Hiring and Promotion Monitors approved by the Department of Human Rights which indicate the areas of underutilization figures for each position filled through the Rutan process.</i></p>	<p><i>The Illinois Tollway is also exploring ways to coordinate hiring that occurs outside the Rutan process so that those hiring personnel are also notified of the Illinois Tollway’s underutilization numbers.</i></p>

**RETENTION**

**Goal → inclusive environment**

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

2013	2014
<p><i>The Illinois Tollway began assessing its formal and informal programs and exploring ways to develop them into diversity initiatives.</i></p> <p><i>The Illinois Tollway attempted to create a welcoming multi-cultural atmosphere of inclusion where various groups’ holidays are celebrated and the societal contributions of various EEO groups are recognized in a regular “Did You Know?” column on the Illinois Tollway’s intranet, Crossroads.</i></p>	<p><i>The Illinois Tollway has begun and will continue to investigate informal programs that can be developed into diversity initiatives.</i></p> <p><i>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i></p>

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

2013	2014
<p><i>The Illinois Tollway reviews and analyzes all exit interviews to identify barriers to retention and promotion and has begun to analyze exit interview responses in connection with quarterly workforce data to help improve employee engagement, performance, and work environment.</i></p>	<p><i>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection system which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i></p>



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

2013	2014
<i>The Illinois Tollway began evaluating policies to make sure they are not unnecessarily and unintentionally exclusive.</i>	<i>The Illinois Tollway will continue evaluating forms and policies to make sure they are not unnecessarily and unintentionally exclusive.</i>

**MISCELLANEOUS**

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

2013	2014
<i>In 2013, the Illinois Tollway worked with the newly created Asian-American Advisory Council to identify new outreach sources and for help disseminating Illinois Tollway job opportunities.</i>	<i>The Illinois Tollway looks forward to continued partnership with the newly created Asian-American Advisory Council in 2014.</i>

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

2013	2014
<p><i>The Illinois Tollway reached out to similar agencies to discuss their best practices and drafted an EEO Policies and Procedures Manual using many best practices learned.</i></p> <p><i>Our staff also serve on various committees which invite inter-agency discussion about best practices and suggestions.</i></p>	<i>The Illinois Tollway will continue reaching out to similar agencies to discuss best practices and will explore potential implementation.</i>



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

2013	2014
<i>The Illinois Tollway began educational campaigns with its stakeholders, board members, and senior leadership to explain how achieving increased diversity is essential to the Illinois Tollway’s ability to satisfy its mission, vision, and business priorities.</i>	<i>Continuing to carry out 2013 goal.</i>

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

2013	2014
<i>The Illinois Tollway has begun analyzing recruitment, hiring, and separation data in search of unidentified barriers to hiring and retention.</i>	<i>The Illinois Tollway will continue to analyze recruitment, hiring, and separation data for unidentified barriers to hiring and retention.</i>  <i>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>

**RETENTION**

**Goal → inclusive environment**

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

2013	2014
<i>The Illinois Tollway began assessing its formal and informal programs and exploring ways to develop them into diversity initiatives.</i>  <i>The Illinois Tollway attempted to create a welcoming multi-cultural atmosphere of inclusion where various groups’ holidays are celebrated and the societal contributions of various EEO groups are recognized in a regular “Did You Know?” column on the Illinois Tollway’s intranet, Crossroads.</i>	<i>The Illinois Tollway will continue to investigate informal programs that can be developed into diversity initiatives.</i>  <i>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>



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

2013	2014
<i>The Illinois Tollway reviews and analyzes all exit interviews to identify barriers to retention and promotion and has begun to analyze exit interview responses in connection with quarterly workforce data to help improve employee engagement, performance, and work environment.</i>	<i>In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection system which will further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>

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

2013	2014
<i>The Illinois Tollway began evaluating policies to make sure they are not unnecessarily and unintentionally exclusive.</i>	<i>The Illinois Tollway will continue evaluating policies and will begin evaluating forms and policies to make sure they are not unnecessarily and unintentionally exclusive.</i>

**MISCELLANEOUS**

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

2013	2014
<i>The Illinois Tollway worked with the Asian-American Advisory Council to identify new outreach sources and for help disseminating Illinois Tollway job opportunities.</i>	<i>The Illinois Tollway looks forward to continued partnership with the Asian-American Advisory Council in 2014.</i>

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

2013	2014
<p><i>The Illinois Tollway reached out to similar agencies to discuss their best practices and drafted an EEO Policies and Procedures Manual using many best practices learned.</i></p> <p><i>Our staff also served on various committees which invite inter-agency discussion about best practices and suggestions.</i></p>	<i>The Illinois Tollway will continue reaching out to similar agencies to discuss best practices and will explore potential implementation.</i>



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

2013	2014
<i>The Illinois Tollway began educational campaigns with its stakeholders, board members, and senior leadership to explain how achieving increased diversity is essential to the Illinois Tollway’s ability to satisfy its mission, vision, and business priorities.</i>	<i>Continuing to carry out 2013 goal.</i>

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

2013	2014
<i>The Illinois Tollway has begun analyzing recruitment, hiring, and separation data in search of unidentified barriers to hiring and retention.</i>	<i>The Illinois Tollway will continue to analyze recruitment, hiring, and separation data for unidentified barriers to hiring and retention.  In 2014, we are looking forward to implementing an electronic “e-recruiting” hiring and selection process which will allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i>

**5. Create an internship program at the Illinois Tollway to develop an effective and diverse pipeline for potential future qualified job candidates**

2013	2014
<i>The Illinois Tollway researched and began to develop an internship program.</i>	<i>The Illinois Tollway hired many interns in 2013 and will continue to develop a formal internship program.</i>

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

2013	2014
<i>The Illinois Tollway conducted an internal survey on the bilingual needs and resources of our staff, has compiled a list of employees willing to volunteer translation assistance when available, and has gathered information from other State agencies regarding their bilingual programs.</i>	<i>We continue to work on this goal. In 2014, we plan to draft a proposal to be discussed with the various unions whose bargaining unit positions will be affected by the bilingual program.</i>



## CONCLUSION

Questions about the Illinois Tollway's Asian-American Employment Plan may be directed to:

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