



January 28, 2019

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 Tollway's Hispanic Employment Plan 2019*

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 on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Hispanics, Asian-Americans, and bilingual persons at supervisory, technical, professional, and managerial levels, including assessments of bilingual service needs and information received from the Auditor General pursuant to its period review responsibilities. *See, 5 ILCS 410/20.* This is the eighth year the Tollway has been included in this reporting requirement and we have made progress on the 2018 goals and objectives we set for ourselves in our Hispanic Employment Plan for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention.

During 2018, we enlarged our pool of outreach sources to now include over 693 contact e-mails including community groups, professional organizations, colleges and universities (specifically including colleges and universities with Hispanic populations), social and traditional media, and other sources in minority communities. In addition to our usual outreach sources, we have increased our use of radio and television stations and programs with large Hispanic audiences to disseminate our employment opportunities throughout the Hispanic community and we participated in numerous job fairs designed to effectively notify Hispanics looking for work of the Illinois Tollway's employment opportunities.

We are proud to report that in calendar year 2018 we continued to maintain a richly diverse workforce. During 2018, over 32% of our workforce (32.38%) was comprised of people of color, exceeding the percentage in 2017 (29.08%). As of December 31, 2018, Hispanics comprised 8.30% of our workforce, which is a higher representation than the previous year (8.07%).

We continue to enrich our diversity. Over the course of 2018, 36% of employees we hired were people of color, 8.2% Hispanic. Also during 2018, 31% of the employees we promoted were people of color, with 9.1% Hispanics.

In sum, we have made it a priority to create a more diverse workforce and inclusive environment at the Tollway. We have made good progress on our 2018 goals regarding the Hispanic Employment Plan and are excited to continue to build on these goals in 2019. The Tollway appreciates this

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opportunity to publish our efforts to enrich our diversity and we look forward to working collectively and cooperatively with the General Assembly, the Hispanic Advisory Council, Central Management Services, and other state agencies to increase the diversity of the State workforce as a whole 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,



Elizabeth Gorman  
Executive Director

Enclosure

cc: Minority Leader Jim Durkin  
Illinois House of Representatives  
316 Capitol Building  
Springfield, Illinois 62706

John W. Hollman  
Clerk of the House  
Room 420 State House  
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Secretary of the Senate  
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Betsy Madden  
Chief Legal Counsel  
Illinois Department of Human Rights  
100 West Randolph Street, Suite 10-100  
Chicago, Illinois 60601

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2019

**HISPANIC**  
EMPLOYMENT PLAN



Respectfully Submitted by the  
Illinois State Toll Highway Authority  
January 31, 2019

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## EXECUTIVE SUMMARY

The State Employment Records Act, [5 ILCS 410/1 et seq.](#), requires the Illinois State Toll Highway Authority (Tollway) to report on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Hispanics, Asian-Americans and bilingual persons at supervisory, technical, professional, and managerial levels, including assessments of bilingual service needs and information received from the Auditor General pursuant to its period review responsibilities. See, [5 ILCS 410/20](#). This is the eighth year the Tollway has been included in this reporting requirement and we have made significant progress on the goals and objectives we set for ourselves for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention.

### **I. *The Tollway's Progress on its 2018 Goals and Objectives***

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

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

During 2018, we continued to enlarge our pool of outreach sources to include over 693 contact e-mails including community groups, professional organizations, colleges and universities (specifically including Hispanic) serving institutions – colleges and universities with Hispanic populations, social and traditional media, and other sources in minority communities. In addition to our usual outreach sources, we participated in job fairs including the prestigious Illinois Legislative Latino Caucus Foundation.

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

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/AA 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/AA Office to conduct disparate impact analysis on our selection procedures to determine whether there are areas in which any EEO/AA 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 of candidate attributes based upon their qualifications and credentials.

*C. The Tollway Enjoys the Richest Diversity in its History*

We continue to enrich our diversity.<sup>1</sup> Over 32% of our workforce (32.38%) was comprised of people of color, exceeding the percentage in 2017 of (29.08%). When compared with State agencies subject to the Illinois Personnel Code, 20 ILCS 415/1 *et seq.*, the Tollway is in the top 29% for representation of Hispanics in its workforce.<sup>2</sup>

During 2018, the representation of people of color in our new hire pools was 36%. During the same period, the representation of Hispanics in our new hire pools was 8.2%. Also during 2018, 31% of the employees we promoted were people of color and 9.1% of the employees we promoted were Hispanics. Over the course of the State's fiscal year 2018<sup>3</sup>, the Tollway reduced its underutilization<sup>4</sup> of Hispanics.

**II. *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. As reflected in the Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2018, increase our visibility in the Hispanic 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 Hispanic candidates.

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<sup>1</sup> Based upon the EEO Quarterly Reports.

<sup>2</sup> The Tollway is exempt from the Personnel Code. See, 20 ILCS 415/4(c)(13).

<sup>3</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>4</sup> Underutilization occurs when the percentage of employees in a protected group, in this case Hispanics, is less than the percentage of that protected group in the relevant available labor market. Parity occurs when the percentage of employees in that protected group is equal to or greater than the percentage of that protected group in the relevant available labor market. Utilization figures are not calculated when there are fewer than ten employees in a job category because the numbers are too small to yield statistical reliability.

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

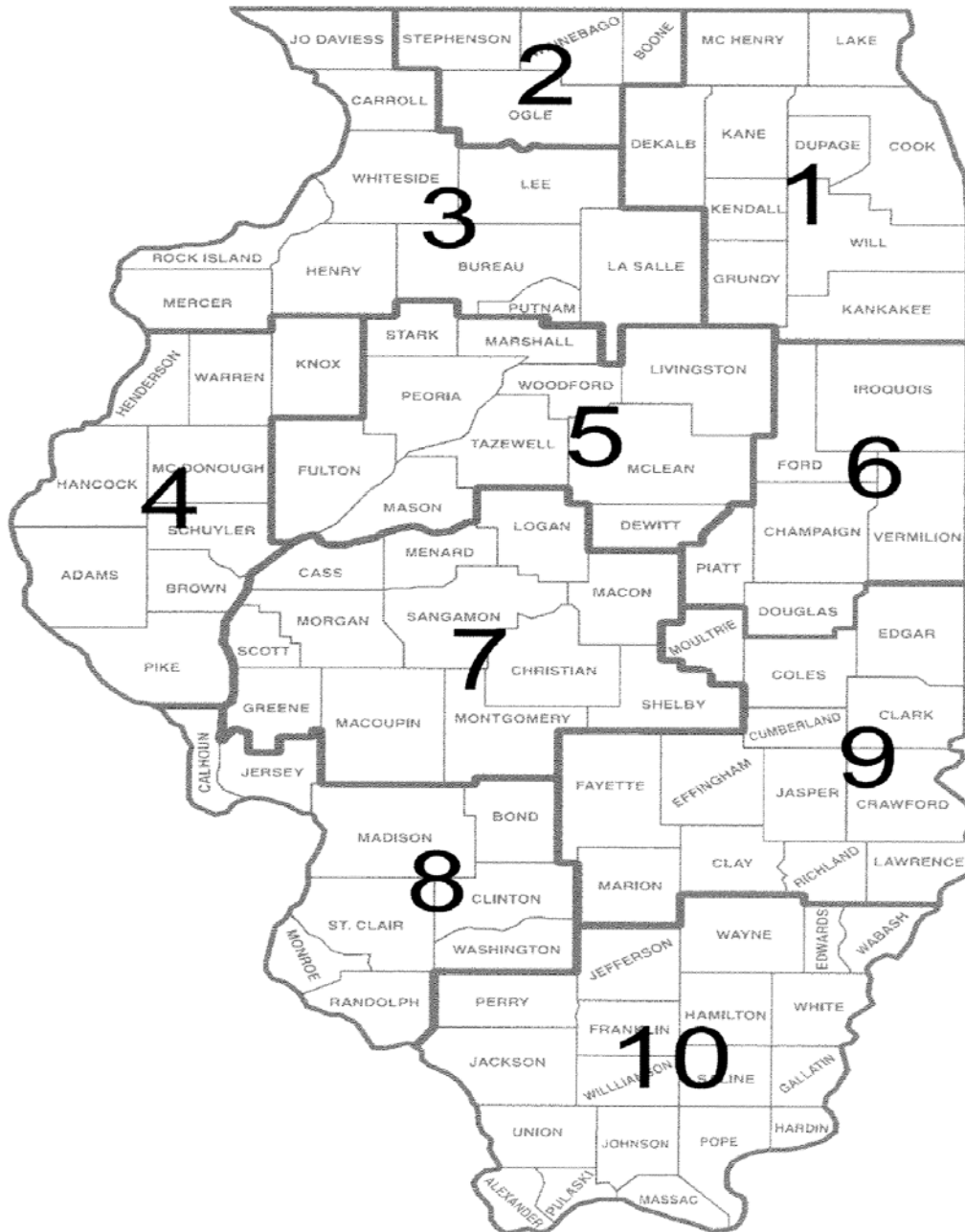
The pages that follow include the State Regional map of the Illinois Department of Human Rights (IDHR), a chart reflecting the Representation of Hispanics in Illinois' Available Workforce<sup>5</sup> and the Tollway Workforce as of December 31, 2018, charts reflecting the representation of minorities and Hispanics at the Tollway on a quarterly basis during 2018, charts reflecting the representation of Hispanics in new hire pools and promotions during 2018, and the Tollway's list of continuing Goals and Objectives for its Hispanic Employment Plan.

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<sup>5</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 (CONT.)

Representation of Hispanics in Illinois' Available Workforce and in Tollway Workforce \* 2017

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

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

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

				Tollway Employees		
Grand Total	Total Workforce	# of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
<b>Total</b>	<b>4,701,236</b>	<b>964,718</b>	<b>20.5%</b>	<b>1376</b>	<b>111</b>	<b>8.07%</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 (CONT.)

Representation of Hispanics in Illinois' Available Workforce and in Tollway Workforce \* 2018

Region 1				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Cook	2,762,042	650,536	23.6%			
DuPage	513,464	68,958	13.4%			
Kane	280,346	82,295	29.4%			
Lake	371,027	74,282	20.0%			
McHenry	171,397	19,673	11.5%			
Will	364,671	57,701	15.8%			
DeKalb	57,470	5,605	9.8%			
<b>Total</b>	<b>4,520,417</b>	<b>959,050</b>	<b>21.2%</b>			

Region 2				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Boone	27,254	5,503	20.2			
Winnebago	146,914	16,498	11.2%			
<b>Total</b>	<b>174,168</b>	<b>22,001</b>	<b>12.6%</b>			

Region 3				Tollway Employees		
Counties	Total Workforce	#of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
Lee	16,350	507	3.1%			
<b>Total</b>	<b>16,350</b>	<b>507</b>	<b>3.1%</b>			

				Tollway Employees		
Grand Total	Total Workforce	# of Hispanics	% of Hispanics	Total Employees	Total Hispanic Employees	% Hispanic Employees
<b>Total</b>	<b>4,710,935</b>	<b>981,558</b>	<b>20.8%</b>	<b>1313</b>	<b>109</b>	<b>8.30%</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.

## WORK FORCE DEMOGRAPHICS (CONT.)

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

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1417	407	28.72%
April - June	1416	407	28.74%
July - September	1400	401	28.64%
October - December	1376	450	32.70%

January 1, 2018 - December 31, 2018

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1375	448	32.58%
April - June	1358	439	32.33%
July - September	1337	428	32.01%
October - December	1313	428	32.60%

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

### Representation of Latinos at the Illinois Tollway

January 1, 2017 - December 31, 2017

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

January 1, 2018 - December 31, 2018

Grand Total			
	Grand Total	# Hispanic Employees	% Hispanic Employees
January - March	1375	109	7.93%
April - June	1358	109	8.03%
July - September	1337	108	8.08%
October - December	1313	109	8.30%

## WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Hispanic Employees Hired	% Hispanic Employees Hired
Officials / Managers	1	1	100.0%
Professionals	7	1	14.3%
Technicians	23	0	0.0%
Administrative Support	19	0	0.0%
Skilled Craft	56	6	10.7%
Service / Maintenance	1	0	0.0%
<b>Total</b>	107	8	7.5%

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

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

## WORK FORCE DEMOGRAPHICS (CONT.)

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

EEO Category	Total Tollway New Hires	# Latino Employees Hired	% Latino Employees Hired
Officials / Managers	4	0	0.0%
Professionals	7	1	14.3%
Technicians	18	2	11.1%
Office / Clerical	11	0	0.0%
Skilled Craft	33	3	9.1%
Service / Maintenance	0	0	0.0%
<b>Total</b>	<b>73</b>	<b>6</b>	<b>8.2%</b>

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

EEO Category	Total Tollway Promotions	# Latino Employees Promoted	% Latino Employees Promoted
Officials / Managers	1	0	0.0%
Professionals	5	0	0.0%
Technicians	7	1	14.3%
Office / Clerical	7	1	14.3%
Skilled Craft	2	0	0.0%
Service / Maintenance	0	0	0.0%
<b>Total</b>	<b>22</b>	<b>2</b>	<b>9.1%</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%	67.82%	68.14%	67.63%
Minority	28.72%	28.74%	28.64%	32.56%	32.44%	32.18%	31.86%	32.37%
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%	3.60%	3.50%	3.30%	3.20%
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%	85.71%	16.67%	85.71%
Women	36.36%	23.08%	20.83%	33.33%	44.00%	14.29%	83.00%	14.29%
Caucasian	36.36%	76.92%	70.83%	66.67%	64.00%	71.43%	50.00%	64.29%
Minority	63.6%	23.1%	25.00%	33.33%	36.00%	28.57%	50.00%	34.48%
African-American	39.4%	7.7%	16.67%	33.33%	28.00%	14.29%	50.00%	17.86%
Hispanic	3.03%	11.54%	8.33%	0.00%	0.00%	14.29%	0.00%	14.29%
Asian	12.12%	3.85%	0.00%	0.00%	8.00%	0.00%	0.00%	3.57%
Native-American	0.00%	0.00%	4.17%	0.00%	0.00%	0.00%	0.00%	3.57%
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: Hispanics

Personnel Code Covered Hispanic Employees as of 1/2/2019			
AGENCY	Employees		
	Hispanic	TOTAL	% Hispanic
HUMAN RIGHTS COMMISSION	5	12	41.67%
HUMAN RIGHTS DEPARTMENT	31	114	27.19%
LABOR	13	72	18.06%
EMPLOYMENT SECURITY	183	1,105	16.56%
ARTS COUNCIL	2	14	14.29%
AGING	15	132	11.36%
WORKERS COMPENSATION COM	12	113	10.62%
HUMAN SERVICES	1,225	12,595	9.73%
FIN & PROF REG	35	385	9.09%
LABOR REL BD EDUCATIONAL	1	11	9.09%
CRIMINAL JUSTICE AUTH	4	45	8.89%
GAMING BOARD	13	151	8.61%
LOTTERY	12	143	8.39%
HEALTHCARE & FAMILY SRV	128	1,531	8.36%
<b>TOLLWAY</b>	<b>109</b>	<b>1,313</b>	<b>8.30%</b>
CHILDREN & FAMILY SVCS	219	2,669	8.21%
JUVENILE JUSTICE	67	869	7.71%
LABOR RELATIONS BD ILL	1	13	7.69%
GUARDIANSHIP & ADVOCACY	7	97	7.22%
PROPERTY TAX APPEAL BD	2	32	6.25%
COMM & ECON OPPORTUNITY	12	227	5.29%
PUBLIC HEALTH	57	1,154	4.94%
TRANSPORTATION	108	2,321	4.65%
LAW ENF TRNG&STANDARD BD	1	22	4.55%
PRISONER REVIEW BOARD	1	23	4.35%
COMMERCE COMMISSION	2	51	3.92%
STATE FIRE MARSHAL	5	128	3.91%
STATE POLICE	35	913	3.83%
VETERANS AFFAIRS	44	1,214	3.62%
INSURANCE	7	208	3.37%
CORRECTIONS	410	12,686	3.23%
ENVIRONMENTAL PROTECTION	18	601	3.00%
REVENUE	42	1,420	2.96%
MILITARY AFFAIRS	4	137	2.92%
CENTRAL MANAGEMENT SVCS	24	846	2.84%
AGRICULTURE	9	330	2.73%
INNOVATION & TECHNOLOGY	21	1,242	1.69%
A LINCOLN PRES LIB&MUS	1	73	1.37%
NATURAL RESOURCES	14	1,192	1.17%
STATE RETIREMENT SYSTEMS	1	99	1.01%
CAPITAL DEVELOPMENT BD	0	34	0.00%
CIVIL SERVICE COMMISSION	0	3	0.00%
DEAF&HARD OF HEARING COM	0	3	0.00%
DEV DISABILITIES COUNCIL	0	5	0.00%
EMERGENCY MGMT AGENCY	0	65	0.00%
IL TORTURE INQRY RLF COM	0	3	0.00%
INDEPENDENT TAX TRIBUNAL	0	1	0.00%
INVESTMENT BOARD	0	3	0.00%
POLLUTION CONTROL BOARD	0	16	0.00%
RACING BOARD	0	3	0.00%
STATE POLICE MERIT BOARD	0	6	0.00%
<b>STATE WIDE TOTALS :</b>	<b>2,791</b>	<b>46,445</b>	<b>6.01%</b>

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





## GOALS AND OBJECTIVES

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

### RECRUITMENT

**1. Continue to pursue relationships with Hispanic advocacy organizations.**

2018	2019
<p><i>In 2018, we plan to expand our visibility in minority communities, including the Latino community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs. We will also expand and refine our use of social media for outreach purposes. We also plan to partner with community leaders to co-sponsor job fairs and education events targeting various minority communities.</i></p> <p><i>In 2018, we will continue to utilize our e-recruiting hiring and selection system to further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i></p>	<p><i>In 2019, we will partner with the Communications Department for outreach. We will also conduct workshop sessions on hiring and interviewing at the Tollway, and partner with CMS when they are presenting. We will expand our visibility in the Hispanic community through media and job fairs including IL Association of Hispanic State Employees and the IL Legislative Latino Caucus Association. Utilize social media, i.e., LinkedIn &amp; other social media outlets to advertise our postings and partake in networking opportunities.</i></p>

**2. Revamp the Illinois Tollway’s website to make it more inviting and attractive to Hispanic candidates.**

2018	2019
<p><i>We partnered with Communications and utilized social media, webinars, podcasts and other online channels to attract minority candidates.</i></p>	<p><i>In 2019, continued e-initiatives targeting traditional Hispanic media outlets and educational forums will be of great emphasis.</i></p>

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

<b>2018</b>	<b>2019</b>
<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 Hispanic Advisory Council and have career advancement for current Hispanic employees seeking upward job movement.</i></p>	<p><i>Our continued partnership with the Illinois Legislative Hispanic Caucus and other members of the Assembly have continued to improve our Hispanic outreach efforts. Utilizing internal and external requirement data has been instrumental in selecting the appropriate venues to showcase Tollway employment opportunities.</i></p>

**HIRING**

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

2018	2019
<p><i>We plan to continue to prioritize these objectives. The Illinois Tollway's Administration Department will be assuming a greater role in ensuring completion of these tasks. This is an on-going effort. We prioritize and review these objectives, when creating a new test; the test is validated by a diverse in-house pool of employee to ensure no adverse impact. We will continue to ensure that old and newly administered tests are reviewed by the EEO/AA Office to ensure no minority group is adversely impacted. The EEO/AA Office will also continue to review all hiring packets and hiring monitors to reduce underutilization numbers in EEO job categories.</i></p>	<p><i>In 2019 we will continue to provide access and receive recommendations from the EEO/AA Office to ensure there is no adverse impact to any minority group.</i></p>

- 2. Expand the pool of persons eligible to serve on Rutan interview panels and ensure that whenever possible Rutan interview panels reflect the diversity the Tollway is trying to achieve.**

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>In 2019, we will make a concerted effort to ensure that department subject matter experts are fully trained and certified in the hiring selection process. This will include Rutan certification, and NEOGOV e-recruitment hiring tutorials.</i></p>

**3. Ensure hiring personnel are informed of the areas of underutilization of Hispanics 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>The NEOGOV E-Recruiting hiring system allows the Agency to identify potential disparate impacts on diverse candidate pools (i.e. Hispanic), and proactively work to design and tailor effective recruitment efforts, job descriptions, tests, and interview criteria.</i></p>

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

2018	2019
<p><i>In 2018, we plan to assess the current bilingual Tollway workforce and determine best practices of other State agencies related to bilingual programs.</i></p>	<p><i>In 2019, we will continue concerted efforts to assess bilingual needs within the workforce.</i></p>

## RETENTION

### 1. Review exit interviews to identify barriers to retention and promotion.

2018	2019
<i>The Tollway will continue to meet with as many employees leaving the Tollway as possible. We will continue to analyze exit interview data to determine best practices on improving employee performance and enhancing the work environment.</i>	<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>

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

2018	2019
<i>The Tollway will continue to evaluate its policies and forms to make sure they are inclusive.</i>	<i>The Tollway will continue to evaluate its policies and forms to make sure they are inclusive.</i>



## CONCLUSION

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

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