PART I. COUNTY OF KANE NON ELECTED DEPARTMENT – 2007 TRANSPORTATION WORKFORCE

Job Category		TOTAL	MALE B	MALE W	MALE H	MALE A/PI	MALE AI/AN	FEMALE B	FEMALE W	FEMALE H	FEMALE A/PI	FEMALE AI/AN
Officials/Administrators		1 100%	0 0%	1 100%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Professionals		18 100%	0 0%	11 61.111%	1 5.555%	0 0%	0 0%	0 0%	6 33.333%	0 0%	0 0%	0 0%
Technicians		7 100%	0 0%	6 85.714%	0 0%	0 0%	0 0%	0 0%	1 14.285%	0 0%	0 0%	0 0%
Protective Services	Sworn	The Transportation Department does not have any employees in the job category										
	Non-Sworn	The Transportation Department does not have any employees in the job category										
Para-Professional		This category no longer exists in the 2000 census data										
Office/Clerical		8 100%	0 0%	3 37.5%	0 0%	0 0%	0 0%	0 0%	5 62.5%	0 0%	0 0%	0 0%
Skilled Craft		30 100%	2 6.666%	27 90%	0 0%	0 0%	0 0%	0 0%	1 3.333%	0 0%	0 0%	0 0%
Service/Maintenance		The Transportation Department does not have any employees in the job category										

08/29/07

KEY

B - Black
W - White
H - Hispanic

A/PI - Asian or Pacific Islander
AI/AN - American Indian or Alaskan Native

PART I. COUNTY OF KANE (NON ELECTED DEPARTMENT) – 2007 TRANSPORTATION UTILIZATION ANALYSIS

JOB GROUP CATEGORY (CLS = Community Labor Statistics)*		MALE					FEMALE				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
OFFICIALS/EXECUTIVE Workforce #/% CLS #/% Utilization %		100% 59.3% 40.7%	0% 1.8% -1.8%	0% 3.1% -3.1%	0% .7% -.7%	0% 0% 0%	0% 29.8% -29.8%	0% 1.4% -1.4%	0% 2.6% -2.6%	0% .5% -.5%	0% 0% 0%
PROFESSIONALS Workforce #/% CLS #/% Utilization %		61.111% 41.2% 19.911%	0% 1.4% -1.4%	5.555% 2.3% 3.255%	0% 1.6% -1.6%	0% .1% -.1%	33.333% 47.1% -13.767%	0% 1.9% -1.9%	0% 2.4% -2.4%	0% 1.4% -1.4%	0% .1% -.1%
TECHNICIANS Workforce #/% CLS #/% Utilization %		85.714% 42.2% 43.514%	0% 2.2% -2.2%	0% 4% -4%	0% 1.2% -1.2%	0% 0% 0%	14.285% 40.5% -26.215%	0% 3.6% -3.6%	0% 3.3% -3.3%	0% 1.8% -1.8%	0% 0% 0%
PROTECTIVE SERVICES	SWORN Workforce #/% CLS #/% Utilization %	NOT APPLICABLE									
	NON-SWORN Workforce #/% CLS #/% Utilization %	NOT APPLICABLE									
PARA-PROFESSIONAL Workforce CLS #/% Utilization		THIS CATEGORY NO LONGER EXISTS IN THE 2000 CENSUS DATA									
OFFICE/CLERICAL Workforce CLS #/% Utilization		37.5% 25.9% 11.6%	0% 1.4% -1.4%	0% 5% -5%	0% .7% -.7%	0% .1% -.1%	62.5% 52.8% 9.7%	0% 3.5% -3.5%	0% 8.9% -8.9%	0% .7% -.7%	0% .1% -.1%
SKILLED CRAFT Workforce #/% CLS #/% Utilization %		90% 68.5% 21.5%	6.666% 2.4% 4.266%	0% 17.9% -17.9%	0% .7% -.7%	0% .3% -.3%	3.333% 4.4% -1.067%	0% .6% -.6%	0% 3.8% -3.8%	0% .4% -.4%	0% 0% 0%
SVCS/MAINTENANCE Workforce #/% CLS #/% Utilization %		NOT APPLICABLE									

9/18/07

KANE COUNTY DIVISION OF TRANSPORTATION
2007 UTILIZATION ANALYSIS NARRATIVE

A comparison of the Kane County Division of Transportation (KDOT) workforce to the Community Labor Statistics (CLS) for Kane County is described in the following paragraphs. Analysis is presented based on Gender/Race-National Origin classification as well as within each job group. For KDOT, there are 5 applicable job group categories:

01 Officials/Executive
02 Professionals
03 Technicians
06 Office/Clerical
07 Skilled Craft

EXECUTIVE SUMMARY

Considering the categories within the Occupational Crosswalk, this results in 50 possible combinations (5 job groups x 2 genders x 5 races/national origins = 50 combinations). Of these combinations, **38 of 50 are considered within range** (defined as -3% or better compared to the applicable CLS statistic for Kane County).

The remaining 12 combinations are areas where the job group category is -3% (or further) compared to the applicable CLS statistic. These categories are addressed in the narrative below, however, **given the extremely small sample sizes, there are limitations to the interpretation of this data**. In all of the job group categories, a change of gender/race-national origin for single employee position dramatically affects the utilization percentage.

Utilization percentages show several **patterns that warrant continued attention**. In particular:

- White males are generally over-represented for all job group categories.
- Hispanic males are under-represented in most job group categories, except "Professionals"
- Females (regardless of Race-National Origin) are under-represented in several of the more technical job group categories: Officials/Executive, Professionals, and Technicians.

For Kane County, the CLS statistics for Asian/Pacific Islander and American Indian/Native Alaskan regardless of gender are very low numbers (less than 2%) in all job group categories. As a result, even though there are no KDOT employees in either category, the utilization percentages are all within 3%. Therefore, the **utilization percentage cannot be the only guide when reviewing equal employment goals**.

KDOT administers several seasonal employment programs that provide on-the-job training and experience in several job group categories. Therefore, **in addressing the areas of concern identified in the utilization analysis, special attention should be paid to these seasonal employment programs.**

ANALYSIS BY GENDER/RACE-NATIONAL ORIGIN

Male Gender by Race and National Origin

- White males are generally over-represented for all job group categories.
- Hispanic males are under-represented in most job group categories, except the Professionals job group where KDOT exceeds the CLS statistic. Interestingly, a single Hispanic male employee is enough for KDOT to exceed the CLS statistic for the Professionals job group. The most striking difference appears in the Skilled Craft category. Because there are currently no Hispanic employees in this job group, this category is -17.9% out of range.
- Black males are generally within range for all job group categories (within 3%). Black males are actually slightly over-represented in the Skilled Craft job group. Interestingly, there are only 2 Black males in this category, but this is enough to exceed the applicable CLS statistic.
- Currently, the CLS statistics for Asian/Pacific Islander males and American Indian/Native Alaskan males are low numbers (less than 2%) in each job group category. While there are no employees in this cross-category, neither of these would be considered "out of range" using -3% or greater as the comparison.

Female Gender by Race and National Origin

- White females are under-represented in the more technical job group categories: Officials/Executive, Professionals, and Technicians, but over-represented in the Office/Clerical category.
- Black females are generally under-represented in all job group categories. However, all categories are within 4.0% of the CLS statistic.
- Hispanic females are under-represented in all job group categories. The largest disparity is within the Office/Clerical job group at -8.9%.
- Currently, the CLS statistics for Asian/Pacific Islander females and American Indian/Native Alaskan females are low numbers (less than 2%) in each job group category. While there are no employees in this cross-category, neither of these would be considered "out of range" using -3% or greater as the comparison.

ANALYSIS BY JOB GROUP CATEGORY

01 Officials and Administrators
Officials/Executive job group, there is only one individual. This individual is currently a White male (i.e., White males constitute 100% of this job class). Therefore, several other CLS statistics are automatically out of range: Hispanic males (-3.1%) and White females (-29.8%). KDOT tends to promote from within, so these statistics may shift in the future; there are qualified women and minorities within the Professionals job group, which is the most likely pool of internal candidates. The County may consider this as future appointments are made.

02 Professionals
Only White females are more than -3% out of range in this job group category. Professional positions within the department are technical in nature and generally require a Civil Engineering Bachelors Degree, and may require licensure by the State of Illinois. White female enrollment in the engineering field is dramatically lower than that of their male counterparts, hindering recruiting efforts. According to www.engineeringwomen.org, only 20 percent of undergraduate engineering students are women and the number of women engineers in the professional workforce is less than 10%. One area of progress in recent years has been within the specialized field of Transportation Planning. Several recent hires in this specialty have been White females, thus the comparison statistics in this job class have been improving. There are currently 18 employees in this job group, so a single individual represents 6% of the job group and a single change has a significant bearing on future statistics.

03 Technicians
White males are over-represented in this job group and White, Black, and Hispanic females are each more than -3% out of range. These positions are typically filled by persons without engineering degrees who are performing engineering-related work. Often, these positions are filled internally, by non-degreed persons with applicable experience. Thus the race/gender makeup of this group is more reflective of the past makeup within the Department. In the last year, this job group category has already moved closer to the CLS statistics, as the makeup of the department continues to change. Having said that, the Department recognizes the need to actively recruit more females and minorities into the Technicians job group. There are only 7 employees in this group, so a single individual represents 14% of the job group and a single change can have a dramatic effect on future statistics.

06 Office/Clerical
Hispanic males are under-represented in this job group. Black females and Hispanic females are also under-represented. Meanwhile, White females are over-represented. There are currently 8 employees in this job class, so a change of one or two individuals will have a dramatic effect on the statistics. The number of individuals in this category will fluctuate over time because this category also includes student interns. Therefore, one would expect to see these statistics varying significantly from year to year as the seasonal staff turns over. Meanwhile, the Department recognizes the particular need to actively recruit more males and minority females (especially Black and Hispanic) into the Office/Clerical job group as permanent positions become available.

07 Skilled Craft

In general, males are over-represented in this job group. However, both Hispanic males and Hispanic females are under-represented. This group is made up of Highway Maintainers and Vehicle/Equipment Mechanics along with their Supervisors. These personnel carry a Commercial Drivers License (CDL) and are called on to drive snow plow trucks during the winter months and may be called on to mow grass during the summer months. There is currently one female employee, hired in 2005. In particular, the Department recognizes the need to actively recruit more Hispanic males and females of all ethnicities into the Skilled Craft job group. There are currently 30 employees in this job class. The turnover in this group is fairly low: during the previous fiscal year (2006), there was only 1 vacancy for a permanent position. Therefore, a more long-term view of recruiting goals is appropriate here.

REPORTS

Report 1: Disciplinary Actions FY2006

Gender	B White	C Black	D Hispanic	E Asian or Pacific Islander	F American Indian or Alaskan Native	Action
Male	1	-	-	-	-	Verbal Warning
Female	-	-	-	-	-	
Male	2	-	-	-	-	Written Warning
Female	-	-	-	-	-	
Male	-	-	-	-	-	Suspension
Female	-	-	-	-	-	
Male	-	-	-	-	-	Termination
Female	-	-	-	-	-	
Totals	3					Total = 3

Report 2: Applications for Promotion/Transfer FY2006

Gender	B White	C Black	D Hispanic	E Asian or Pacific Islander	F American Indian or Alaskan Native	Action
Male	9	-	-	-	-	Promotion/ Transfer
Female	1	-	-	-	-	
Male	9	-	-	-	-	Denial
Female	-	-	-	-	-	
Totals	19	-	-	-	-	Total = 19

Report 3: Employment Policies and Practices

Employment practices depend on the job class group in question. For this purpose, KDOT can be effectively divided into two broader groupings:

- Maintenance staff including job class category 07. Most of these positions are governed by a collective bargaining agreement which includes promotional testing. This is described in more detail below.
- Administrative, Professional and Technical staff: including job class categories 01, 02, 03, and 06 above. These positions typically require specialized training or experience; employment practices are described below.

Promotions

Consistent with County policy, KDOT prefers to promote from within when possible. Therefore all vacancies to be filled are posted internally (within the Department) and on the Kane County website through the Department of Human Resource Management. Most vacancies are filled in this manner.

Promotions within the Maintenance section are generally governed by the collective bargaining agreement. The contract describes a tiered promotion system where a new-hire is hired in at an entry level position (either Mechanic I or Highway Maintainer I). These persons can achieve two promotions (to level II or III) by taking skill tests offered at reasonable intervals (6 months or more).

Mechanic II requires 5 years experience in automotive or truck repair/maintenance and ASE certification in Medium/Heavy Truck air brakes. The ASE certification includes the relevant testing and is typically conducted by a third party (such as Waubonsee Community College). ASE is the nationally recognized authority on automotive maintenance/repair and certification is the best indicator of proficiency.

Mechanic III meets all the same experiential requirements as a Mechanic II, but also must achieve certification as ASE Master Medium/Heavy Truck Technician. The ASE certification includes the relevant testing and is typically conducted by a third party (such as Waubonsee Community College). ASE is the nationally recognized authority on automotive maintenance/repair and certification is the best indicator of proficiency.

Highway Maintainers can achieve promotion to Highway Maintainer II or III by taking a series of tests administered by a third party (such as VISTA Training, Inc.) These are tests on skills that are applicable to the position: on Work Zone Safety, Wheel Loader Operation, Backhoe Operation, Motor Grader Operation, Tree-Felling, and Sign Installation. Proficiency on the exams determines the level to which the applicant will be promoted.

Within the bargaining agreement, there are also union "crew leader" positions called Tech I. These positions do not require specific testing, as they are a "quasi-management" position. When vacancies arise, these positions are posted and interviews are conducted. Since its inception in 2000, all of these positions have been filled internally within the Department.

Administrative/Professional/Technical employees are typically promoted through an interview process. When vacancies exist, they are posted internally and on the Kane County website. Depending on the position and the pool of qualified candidates, the Department may also advertise the position in professional publications, trade magazines, and other outlets (see "Advertising" below). This is more common in the Engineering and Planning positions, which require more specialized qualifications. Management supervisors within the Maintenance section are also selected using an interview process, but are almost exclusively promoted from within the ranks.

Seasonal Employment Programs

There are several unique seasonal employment programs that KDOT maintains: the Engineering Cooperative Education program (co-op), and the Seasonal Maintenance Workers (Snowbirds/Summerbirds). In each program, seasonal workers are hired to assist full-time staff. In a sense, this is a training program: workers who gain experience at KDOT will be uniquely qualified to perform those duties if future full-time opportunities arise. Assuming they

performed well, former co-ops would be ideal candidates for entry-level Professional positions, while former Snowbirds or Summerbirds would be ideal candidates for the Skilled Craft positions. Therefore, in addressing the areas of concern identified in the Utilization Analysis discussion, special attention should be paid to these seasonal employment programs.

ADVERTISING & JOB POSTING

For the maintenance section (Skilled Craft) positions, posting the vacancy on the County Website has been sufficient to generate a large enough pool of qualified candidates. Historically, very little "outside" advertising has been done for these positions.

For Professional/Technical/Administrative positions, KDOT has relied on outside advertising outlets when the pool of qualified internal candidates was deemed to be insufficient. Obviously, this depends on the particular vacancy and the level of experience and qualifications desired. In general, the Engineering and Planning positions require a more specialized outreach. In contrast, the majority of Administrative positions are filled internally (Kane County website), however KDOT has also (infrequently) advertised in local newspapers for Administrative positions.

KDOT has used a variety of professional publications, technical societies, industry associations, and similar agencies for this type of recruiting in the past. Relevant examples include:

Organization	Publication	Websites
American Society of Civil Engineers (ASCE)	Civil Engineering Magazine	www.asce.org www.isasce.org
American Public Works Association (APWA)	Public Works Magazine	www.apwa.net
National Society of Professional Engineers (NSPE)	PE Magazine	www.nspe.org
Illinois Department of Transportation (IDOT)	(Bulletin Boards)	
Illinois Association of County Engineers (IACE)		www.iaceng.org
American Planning Association (APA)	APA JobMart	www.planning.org

This list is not meant to be exhaustive, but represents the broader technical disciplines in which KDOT recruits. Often, the national societies also have state sections and local branches offering flyers, websites, or other publications. Also, certain positions may indicate the use of more specialized publications or organizations.

SUMMARY

KDOT will actively provide equal opportunity to all employees and applicants for employment without regard to age, sex, pregnancy, race, color, religion, national origin, marital status, physical or mental disability, sexual orientation, or status as a veteran through:

1. Recruitment, advertising or solicitation for employment.
2. Selection, placement, transfer, or promotion.
3. Rates of pay or other forms of compensation.
4. Selection for training, skills enhancement.
5. Terms and condition of employment.
6. Layoff or termination.

Everyone is encouraged to apply for jobs, seek further training, compete for promotions, and all will be afforded equal opportunity for development and advancement. Competition among individuals for a specific job, training opportunity, or promotion will be based on qualifications and demonstrated ability.