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Performance Audit of the Department of Central Management Services Multiple Choice Exams Audit Follow-Up

In December 2019, the Office of the Auditor General released a performance audit of the Department of Central Management Services (Department or CMS) multiple choice exams. The audit contained four recommendations to improve the multiple-choice exam process. As part of the Fiscal Years 2022 and 2023 financial audit and compliance examination of the Department, we followed up on the status of the four recommendations that had not been fully implemented. We determined that the Department had fully implemented three of the four recommendations and partially implemented the remaining one recommendation. As part of the Fiscal Years 2024 and 2025 compliance examination of the Department, we followed up on the status of the one remaining recommendation. We determined the Department had fully implemented the recommendation. The current status of the recommendations is shown in the table below. All four recommendations have now been implemented.

STATUS OF PERFORMANCE AUDIT RECOMMENDATIONS

As of June 30, 2025

Table with 7 columns: Rec. No., Recommendation Description, Agency, Current Status (Implemented, Partially Implemented, Not Implemented). Rows 1-4 show recommendations for validation documentation, policies/procedures, survey responses, and retesting, all marked as implemented.

Source: Summary of OAG follow-up.

Recommendation 2: Policies and Procedures

The Department of Central Management Services Test Development Section should draft policies and procedures to clarify steps for employees when developing new examinations, conducting validity studies, and conducting test analyses.

Current Status: Implemented

Department officials use the Uniform Guidelines on Employee Selection Procedures (29 CFR 1607) and internal checklists for developing position title examinations. The Uniform Guidelines provide a framework for determining the proper use of tests and other selection procedures. The Test Development Section also utilizes a checklist for implementing written and automated exams and revising written and automated exams. These checklists are helpful for guiding staff on the steps that need to be accomplished, but the checklist items are fairly technical in nature and do not provide guidance on how to complete them. In January 2025, the Department developed Test Development Procedures to clarify the steps for developing position title examinations and completing the checklists.

At the time of the performance audit, there were only three employees in the Department's Test Development Section, all of whom had been doing the work a substantial number of years and collected a large amount of institutional knowledge. As a result, losing one or more of these employees could have created a gap in knowledge. The Test Development Procedures translate some of that institutional knowledge into policies and procedures to reduce knowledge lost when employees leave or retire.

Department officials explained that although their methodologies for validity studies are consistent, how each study is conducted depends on the project. This flexibility allows the Department to customize validity studies to specific position titles. The Department essentially conducts validity studies, or a streamlined version, depending on time constraints, staff resources, prior work done on the position title, and ability of agencies to provide subject matter experts. The Department developed a Test Evaluation Procedure in January 2025 to outline these circumstances and general decision-making while still allowing flexibility. The policy also helps communicate to Department employees when a validity test should be conducted and circumstances in which employees should consider conducting another validity study on a position title.

The Research and Test Development Section moved from a mainframe to a PC-based Statistical Package for the Social Sciences platform, which has caused significant changes in the way statistical analyses are conducted. The Department developed the Test Evaluation Procedure in January 2025 to assist in conducting test analysis.

Research and Test Development staff developed supplemental procedures for developing new examinations, conducting validity studies, and conducting test analysis.

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*Follow-up was conducted as part of the Fiscal Years 2024 and 2025 State compliance examination by our special assistant auditors, Sikich. This was the third time follow-up has been done on the recommendations from the December 2019 performance audit.*