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Office of Executive Inspector General for the Agencies of the Illinois Governor

HIRING & EMPLOYMENT MONITORING REPORT

Third Quarter 2025

UPDATES

The Office of Executive Inspector General for the Agencies of the Illinois Governor (OEIG) provides this report each quarter on its hiring-related investigative and compliance work.

The Personnel Rules and the AFSCME Master agreement, among others, require that each agency prepare an evaluation of its employees' performance "not less often than annually." Performance evaluations are used to inform and justify personnel actions such as hires, promotions, transfers, and pay increases. They are also regularly relied upon for employee disciplinary matters and to support agency actions regarding employees at issue. At minimum, evaluations provide the agency with a yearly opportunity to update position descriptions and the reporting structure in the agency. HEM reminds agencies to assess incumbents in Exempt List positions as well. This should be done on a consistent, documented basis and by those that have supervised or worked with the incumbent. This will help to ensure poor performing employees do not return in a different State role and to ensure candidates are being fairly treated in a competitive selection and not being bypassed for inappropriate reasons.



HEM Compliance Reviews

Between July 1 and September 30, 2025, HEM's work included the following.

Actions Taken During the Third Quarter 2025	Count
Hiring-related reviews opened	21
Complaints referred to HEM	6
Hiring sequences monitored	3
Desk audits completed	17
Hiring reviews transferred to the OEIG Investigative Division	1
Hiring reviews administratively closed	2
Advisories issued	22

HEM Exempt List Reviews

The following chart represents the Exempt List reviews conducted this quarter.

HEM Exempt List Reviews	Count
Exempt appointment notifications/certifications received and reviewed for positions on the Exempt List	119 (No objections)
Exempt position description clarifications received	26 (No objections)
Exempt List addition requests received this quarter	16
Exempt List addition requests approved or not objected to this quarter	20
Exempt List addition requests not approved this quarter	1
Agency withdrawal of Exempt List requests this quarter	1*
Exempt List deletion requests received this quarter	15
Exempt List deletion requests approved or not objected to this quarter	14
Exempt List modification requests received this quarter	9
Exempt List modification requests approved this quarter	9
Exempt List pending requests	5

^{*}The first time the agency submitted this position, HEM did not approve it. The agency submitted it a second time but then withdrew it.

Exempt List Approvals by Agency – Third Quarter 2025		
Agency/Entity	Working Title	OEIG Determination
Illinois Capital Development Board	Administrator of Capital Construction Strategy	Approved Addition
Illinois Department of Central Management Services	Assistant Deputy Director for the Bureau of Property Management/Facilities Administrator	Approved Addition
Illinois Department of Children and Family Services	Deputy Director, Agency Performance Monitoring & Execution	Approved Addition
Illinois Department of Commerce and Economic Opportunity	Special Projects and Protocol Manager - OTI	Approved Addition
Illinois Department of Commerce and Economic Opportunity	Assistant Deputy Director 2, Regional Economic Development	Approved Addition
Illinois Department of Commerce and Economic Opportunity	Manager of Trade & Investment Office/Asia/Pacific Rim/Middle East Offices	Approved Deletion
Illinois Department of Commerce and Economic Opportunity	Real Estate & Tax Credit Administrator	Approved Deletion
Illinois Department of Corrections	Deputy Chief Legal Counsel for Consent Decree Compliance and Reform	Approved Addition
Illinois Department of Corrections	Chief of Mental Health Services	Approved Addition
Illinois Department of Corrections	Chief of Psychiatry	Approved Addition
Illinois Department of Healthcare and Family Services	Medical Programs Chief of Staff	Approved Addition
Illinois Department of Healthcare and Family Services	Special Assistant for Eligibility Initiatives	Approved Addition
Illinois Department of Human Services	Deputy Director of Licensure	Approved Deletion
Illinois Department of Innovation & Technology	Chief Operations Officer	Approved Addition
Illinois Department of Innovation & Technology	Governmental Affairs Director	Approved Addition
Illinois Department of Innovation & Technology	ERP Manager of Business Intelligence Development	Approved Deletion

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Illinois Department of Innovation & Technology	ERP Manager of Contract & Policy Management	Approved Deletion
Illinois Department of Innovation & Technology	ERP Manager of Legacy System Management	Approved Deletion
Illinois Department of Public Health	Chief Administrative Officer	Approved Addition
Illinois Department of Public Health	Housing Stability Senior Policy Advisor	Approved Addition
Illinois Department of Public Health	Chief Transformation Officer	Approved Addition
Illinois Department of Public Health	Deputy Director, Office of Health Improvement	Approved Addition
Illinois Department of Public Health	Deputy Director, Office of Health Protection	Approved Addition
Illinois Department of Public Health	Deputy Director, Office of Health Systems	Approved Addition
Illinois Department of Public Health	Deputy Director, Office of Women's Health and Family Services	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Disease Control	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Preparedness and Response	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Health Promotion	Approved Modification
Illinois Department of Public Health	Bureau Chief of Testing	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Health Care Regulation	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Racial and Cultural Health Equity	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Policy, Planning, and Statistics	Approved Modification
Illinois Department of Public Health	Deputy Director, Office of Finance and Administration	Approved Modification

Illinois Department of Public Health	Regional Health Officer - Champaign	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Cook	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Fairview Heights	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Marion	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Peoria	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Rockford	Approved Deletion
Illinois Department of Public Health	Regional Health Officer - Westchester	Approved Deletion
Illinois Department of Transportation	Assistant for Special Projects	Approved Addition

HEM Exempt PSC Reviews

The following chart represents the exempt personal services contract (PSC) reviews conducted by HEM this quarter pursuant to paragraph 68 of the Comprehensive Employment Plan (CEP).

HEM Exempt PSC Reviews	Count
Exempt PSCs received for review	1
Exempt PSCs approved or not objected to this quarter	2
Exempt PSCs not approved this quarter	0

Approved Exempt PSCs by Agency – Third Quarter 2025		
Agency/Entity	Position Title	
Illinois Department of Healthcare and Family Services	Senior Behavioral Health Policy Advisor	
Illinois Department of Labor	Attorney	

Non-Exempt PSC Reporting

On August 15, 2025, the CMS Compliance Office provided the State's PSC Report for the second quarter of calendar year 2025. The following table summarizes this information:

Data from the State's PSC Report – Second Quarter 2025	
State entities that submitted a PSC report to CMS	53
State entities that decreased their use of PSCs from the previous quarter	8
State entities that increased their number of PSCs	23
State entities that did not have a change in PSCs*	20
State entities that reported not utilizing any PSCs	19

^{*}Two agencies were not counted as having a change because they failed to report their PSC usage last quarter.

Political Contact Reporting

This quarter, HEM received fourteen Political Contact reports. Eight reports involved references provided by political figures as part of the applicant's job application. In these instances, CMS Compliance requested that the agency disregard the information.

The six remaining reports, that were all filed by the Illinois Department of Transportation, are summarized below.

• The IDOT Director of Legislative Affairs filed one report that described a phone conversation with a staffer from a State Representative's office who was inquiring on behalf of a constituent who was having trouble with the hiring process. The IDOT employee stopped the staffer and told her that his office does not address personnel issues and recommended that she reach out to IDOT or CMS Personnel Offices. He provided the staffer with contact information for IDOT's Personnel Office.

- The IDOT Director of Legislative Affairs filed one report regarding an email exchange with a State Representative who had inquired on behalf of a constituent who was seeking a position with the Highway Maintainer/Snowbird program. The IDOT employee responded that it was his office's policy not to comment on personnel matters and suggested she reach out to IDOT Recruitment. According to HEM's records, this is the third time this Representative's office has contacted an agency.
- The IDOT Director of Legislative Affairs filed two reports regarding email exchanges with a State Senator's office about two different IDOT employment opportunities. For one, the Senator's staffer inquired on behalf of a constituent who had been disqualified for a temporary/seasonal truck driver position. The IDOT employee directed the staffer to provide the individual with IDOT's Personnel Office email. Ten days later, the same staffer again contacted IDOT to inquire on behalf of a constituent who had not received backpay. The staffer noted that she guessed the IDOT employee would not be able to get involved with this one either.
- The IDOT Bureau Chief of State Affairs filed one report, which stated that a staffer from a State Representative's office contacted her to inquire if there were any adult disability programs, outreach, or employment opportunities to help a constituent who was seeking employment. The IDOT employee stated that she was unable to assist with the request but shared a link to the Illinois Department of Employment Security's Resources for People with Disabilities and a link to a State website regarding the Disabled Workers Program.
- The IDOT Legislative Analyst filed one report regarding an email inquiry from a staffer at a State Representative's office about Highway Maintainer positions on behalf of a constituent. The IDOT employee forwarded the email inquiry to the Bureau Chief of State Affairs, who provided the staffer with the link to IDOT job opportunities and reminded the staffer that IDOT does not comment on personnel matters. According to HEM's records, this is the State Representative's third political contact.

HEM Advisories

The following chart lists out the Advisories issued this quarter that resulted in HEM finding that the agency's selection for the position was merit-based and justifiable without any recommendations.

Advisories with No Recommendations – Third Quarter 2025			
Advisory	Agency	Position Title	Type of Review
25-HEM-0047	IDOL	Assistant OSHA Division Chief	Desk Audit
25-HEM-0046	IDJJ	Staff Development Specialist I – Academy	Desk Audit
25-HEM-0029*	GAC	Special Education Manager	Desk Audit
25-HEM-0056	ILCC	Licensing Supervisor	Desk Audit
25-HEM-0045	CMS	Statewide Security Administrator	Desk Audit
25-HEM-0052*	IDHS	Bureau Chief – Bureau of Family Nutrition	Desk Audit
25-HEM-0042	DCFS	Audit Approval Unit Supervisor	Desk Audit
25-HEM-0025	IEMA- OHS	Region 4 Coordinator	Hiring Sequence Monitoring & Complaint Referral
25-HEM-0057	IDOI	Marketplace Quality Assurance Officer	Desk Audit
25-HEM-0053	IEMA- OHS	Assistant Agency Procurement Officer	Desk Audit
25-HEM-0065	AGE	APS Registry Coordinator	Desk Audit
25-HEM-0043*	IDES	Quarterly Census of Employment & Wage Analyst	Desk Audit
25-HEM-0054	IDFPR	Community Reinvestment Act Supervisor	Desk Audit
25-HEM-0006*	IDVA	Administrator of the Veterans Education & Training Section	Hiring Sequence Monitoring & Agency Referral

^{*}Summaries of these reviews are included below because they contain reminders.

HEM Advisory Summaries

Advisories that included a HEM recommendation or reminder, or recognized agency work, are summarized below. In those cases where HEM requested a formal response, the agency's response is also summarized.

Minimum and Preferred Qualifications

25-HEM-0048

In response to a complaint referral, HEM reviewed three hiring sequences for an Illinois Department of Human Services (IDHS) Grant Programs Administrator. HEM found that CMS and IDHS differed in their interpretation of one of the minimum requirements. While CMS's narrow interpretation of the minimum qualification appeared to be consistently applied in the validation process, it did not seem to comport with IDHS's intent. As a result, HEM recommended that both agencies work together to determine an agreed upon interpretation. HEM requested a response to this Advisory, which was not yet due this quarter.

25-HEM-0058

HEM conducted a desk audit review of the hiring sequence for a Payroll & Timekeeping Manager at Illinois State Police (ISP). While HEM found the selection decision to be merit-based and justifiable, it made two recommendations. First, HEM recommended that ISP refrain from using preferred qualifications (PQs) and related application and interview questions that may provide an unfair advantage to State applicants over qualified, non-State applicants.

In addition, HEM noted several discrepancies regarding details of some candidate interviews. While ISP was able to explain these discrepancies and, in most instances, provided documentation supporting its explanations, none of this documentation was uploaded to SuccessFactors. In addition, ISP did not upload the Relationship Disclosure and Conflict of Interest Certification (Disclosure Form) for an employee who was originally assigned as the Subject Matter Expert. HEM recommended that going forward, ISP should ensure that the information in SuccessFactors is accurate and up to date, including uploading relevant communications and all Disclosure Forms. HEM requested a response to this Advisory, which was not yet due this quarter.

25-HEM-0049

In response to a complaint referral, HEM reviewed the hiring sequence for three Assistant Editors for the Papers of Abraham Lincoln project at the Abraham Lincoln Presidential Library and Museum (ALPLM). While HEM found the selection decisions to be merit-based and justifiable, HEM made one recommendation for ALPLM and CMS and included a reminder for HEM noted material discrepancies between the minimum qualifications listed in the position description for the Assistant Editors and those set forth in the job posting and applicant screening questions. Because the qualifications applied in this sequence were broader than those in the position description, the use of the incorrect minimum qualifications did not appear to have impacted the candidate pool or final selection decisions. Furthermore, the Human Resources (HR) Director indicated that the error was inadvertent, and HEM did not find evidence to suggest otherwise. HEM recommended that ALPLM and CMS work together to ensure that the correct qualifications are utilized in the future. HEM also reminded ALPLM that all relevant documentation should be incorporated into the hiring sequence record in SuccessFactors, including employment offers.

Documentation of Interviews

25-HEM-0044

HEM conducted a desk audit of the hiring sequence for an Executive I position at the Illinois Commission on Equity and Inclusion (CEI). While HEM found the selection decision to be merit-based and justifiable, HEM flagged that one of the interviewers did not take detailed notes as required by paragraph 36 of the Comprehensive Employment Plan (CEP). HEM recommended that if that individual is to serve as an interviewer again, CEI review with him the need to take better notes that include sufficient detail to support his candidate scores and the ultimate selection decision.

25-HEM-0059

HEM conducted a desk audit review of the hiring sequence for an Assistant Certification Counsel at the Illinois Law Enforcement Training and Standards Board (ILETSB). While HEM found the selection decision to be merit-based and justifiable, HEM recommended that ILETSB ensure interviewers are engaging in

the required follow-up discussion for any initial scores that differ by 10 points or more and that all members of the interview panel are notating when these discussions occurred, even if the discussion does not result in any panel member changing their original score.

25-HEM-0043

HEM conducted a desk audit of the hiring sequence for an Illinois Department of Employment Security (IDES) Quarterly Census of Employment & Wage Analyst. While HEM found the selection decision to be merit-based and justifiable, HEM reminded the agency that the whole panel should note when a scoring discussion occurs, not just the proctor and the panel members with 10-point scoring gaps, as provided in the 2025 CMS Interviewer Certification Training.

Evaluating Performance

25-HEM-0033

HEM conducted a desk audit of the hiring sequence for an Illinois Department of Agriculture (AGR) Deputy Chief Fiscal Officer. While HEM found the selection decision to be merit-based and justifiable, HEM made several recommendations. HEM recommended that agencies provide performance evaluations or otherwise document the performance of Exempt List employees while they are employed in the exempt position. In this sequence, a candidate who was previously in an Exempt List position was disqualified due to poor prior performance and failure to perform critical responsibilities, which was not timely documented.

HEM also reminded AGR to ensure it is using the correct position description when creating application questions going forward, especially when relying on previous requisitions. Additionally, in reviewing the interview documentation, HEM found five gaps in scoring that were more than 10 points apart, and the interviewers did not document that a discussion occurred. The interview completion times were also not recorded by the proctor for six candidates. HEM reminded AGR to review interview expectations with the interviewers prior to their participation, in keeping with paragraph 36 of the CEP. HEM requested a response to this Advisory, which was not yet due this quarter.

Vetting Disclosure Forms

25-HEM-0029

HEM conducted a desk audit of the hiring sequence for a Special Education Manager at the Illinois Guardianship and Advocacy Commission (GAC). HEM did not make any formal recommendations in the Advisory but included a reminder regarding the vetting of the Disclosure Forms. In this sequence, HEM found that GAC uploaded more than one Disclosure Form to SuccessFactors for three employees - the Subject Matter Expert and two interviewers - who participated in the hiring sequence. In response to HEM's inquiry, the GAC HR Director responded that she initially vetted the Disclosure Forms submitted by these three employees and found no conflicts but subsequently determined that because she was also serving as an interviewer, it would be better for another employee who was not involved in the hiring sequence to review the Disclosure Forms. The HR Director then asked another employee (Employee A) to vet the forms, and Employee A also determined there were no conflicts interest. However, one of the interviewers (Interviewer 1) completed both the Meaningful Input form and the Interviewer form based on her dual roles in the hiring sequence, and Employee A did not review and sign one of these Disclosure Forms. While Interviewer 1 had not identified any candidate relationships on the Meaningful Input form, she disclosed working relationships with two candidates on the Interviewer form. Documentation in SuccessFactors reflected that Employee A reviewed the Meaningful Input form for Interviewer 1 but did not review the Interviewer form that documented the candidate relationships.

While HEM noted that it appreciated GAC's decision to conduct a second vetting of the Disclosure Forms by an uninvolved employee, HEM reminded the agency to ensure that those vetting the Disclosure Forms review *all* Disclosure Forms completed by the relevant participant(s). While HEM did not request a response to this Advisory, the HR Director responded, accepting HEM's reminder.

Subject Matter Expert Review

25-HEM-0011

HEM conducted a desk audit of the hiring sequence for an Office Coordinator at the Illinois Gaming Board (IGB). While HEM found the selected candidate to be qualified, HEM made several recommendations. HEM recommended that IGB ensure that: 1) the agency appropriately determine prior to posting what

application documents will be required from applicants and used for scoring purposes; 2) the application instructions and job posting clearly outline the application process and any supporting documentation needed; and 3) all documentation obtained from the applicant is used to evaluate and credit appropriately, unless clearly delineated in the instructions. For instance, if a resume is necessary to receive credit for qualifying experience, this should be made known to the applicants in the posting. HEM also recommended that IGB ensure that Subject Matter Experts (SMEs) and screeners are reading all components of the application, including responses to the application questions themselves. HEM recommended the agency ensure the preferred qualifications are applied consistently, and that the SME and other participants have a consistent understanding of what is sought. HEM requested a response.

IGB responded, concurring with HEM's recommendations. IGB stated it will ensure all personnel performing the role of SME understand the documents required of applicants and what to use in the SME review. IGB also concurred with HEM's recommendation to ensure the preferred qualifications are applied consistently, and that the SME and other participants have a consistent understanding of what is sought. Going forward, IGB agreed with the recommendation to use Standardized Hiring Plans that are appropriate for the position being filled. Finally, IGB agreed to comply with the need to draw more applicants from the "New Application" status and move them to "Screening," so that more qualified applicants can be considered and interviewed.

25-HEM-0039

In response to several complaint referrals, HEM conducted a desk audit of the hiring sequence for the AGR Bureau Chief of Licensing and Administration. While HEM found the selection decision to be merit-based and justifiable, HEM made several recommendations. HEM found that the position description sent to the candidates before their interviews did not match the job posting and reminded the agency to ensure it is referencing the correct position description and related information when creating the posting. Additionally, communications between AGR HR staff and participants were not documented on the Disclosure Forms and, therefore, not reflected in the Hiring Record as required by the CEP. Because those conversations were not documented, AGR was unable to confirm or recall discussion(s) that supported why a participant was allowed to proceed. HEM recommended that in the future, AGR include

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notes summarizing communications that support these decisions in the "additional comments" portion of the Disclosure Form.

HEM also recommended that AGR ensure its staff's understanding of when resumes/CVs should be reviewed and review what is required consistently for all applicants. HEM also noted that if AGR intends to have the Subject Matter Expert from this sequence serve in this capacity again, AGR provide her additional training. HEM requested a response to this recommendation, which was not yet due this quarter.

Agency Reminders

25-HEM-0052

HEM conducted a desk audit of the hiring sequence for the Bureau Chief of the IDHS Bureau of Family Nutrition. While HEM found the selection decision to be merit-based and justifiable, HEM noted that the IDHS employee who was assigned to this sequence as the Subject Matter Expert (SME) did not update the "Comments" section of any of the applicant profiles in SuccessFactors to identify when she completed the SME review. HEM reminded IDHS to ensure SME reviewers understand they should be updating this section upon completing their review for each applicant to document when the review occurred. HEM noted that this is explained in the training video on slide 20 of CMS's Agency SME Review training.

25-HEM-0006

In response to an agency referral, HEM monitored the hiring sequence for the Administrator of the Veterans Education and Training Section at the Illinois Department of Veterans Affairs (IDVA). While HEM did not make any formal Advisory recommendations, HEM reminded IDVA to continue to ensure that 1) all components of job postings are clear and instructive, including the title and job duties – not only for applicants, but also for evaluation purposes; and 2) the correct Standardized Hiring Plan (SHP) is used and to rely on SHP A as the default, which provides the best way of distinguishing among those in the applicant pool. HEM also recognized IDVA's request for assistance with this sequence and for the agency's collaboration throughout the process, even during agency staff changes.

HEM Advisory Update

24-HEM-0018

In the first quarter of 2025, HEM issued Advisory 24-HEM-0018 regarding the review of hires into Stationary Engineer and Stationary Fireman titles at IDHS, CMS, and the Illinois Department of Corrections (IDOC). These positions are generally responsible for operating the boiler and heating systems within State agency facilities, including ensuring that the equipment is safe and running properly. In the nine sequences reviewed, HEM observed several consistent problem areas and made several recommendations.

This quarter, CMS, IDHS, and IDOC responded to HEM's recommendations, agreeing that the current classification specifications for Stationary Engineer and Stationary Fireman roles, as well as the corresponding position descriptions, were unclear or inaccurate. The agencies shared detailed proposed changes to the specifications.

In addition, CMS noted that it is taking additional steps to improve its validation process, including establishing and filling a Staff Development Specialist position responsible for training both Hiring and Selection Division staff and agency staff who draft and establish position descriptions. CMS also created and filled a CMS Quality Control Coordinator position tasked with reviewing validation and ensuring consistency and transparency in the validation.

Finally, in response to HEM's recommendations, the agencies agreed that a Standardized Hiring Plan (SHP) that includes a Subject Matter Expert review and/or interview should be utilized for selection of these positions. They also noted their respective efforts to hire and utilize staff with expertise in these areas, to provide guidance to teams working on these postings and assessing applicant qualifications.

HEM continues to work with CMS and the agencies on implementing the requisite changes for these Stationary Engineer & Fireman classifications and titles.

Investigative Division

The OEIG's Investigative Division receives over 3,500 complaints every fiscal year from members of the public, State employees, contractors, bidders, and anonymous sources. The OEIG evaluates all new complaints to determine the appropriate action, including opening an investigation, referring the allegations to the appropriate entity, or making a referral to HEM. In addition, the OEIG also has the authority to self-initiate an investigation based on information discovered in other investigations or available via public sources.

Hiring-Related Complaints

For the third quarter of 2025, the OEIG received 34 hiring-related complaints. The following chart reflects the actions that were also taken with regard to hiring-related complaints during this quarter.



Hiring-Related Investigations

The following are the Investigative Division's numbers at the close of this quarter.

Hiring-Related Investigations	Count
Hiring-related investigations pending at the close of the quarter	18
Hiring-related investigations closed this quarter	2
Founded reports related to hiring issued this quarter	1
Founded reports related to hiring made available to the public this quarter	0

This quarter, the Executive Ethics Commission (EEC) did not make any OEIG founded reports related to hiring available to the public. Previous publicly released reports are available at https://oeig.illinois.gov.

HIRING-RELATED REFERENCES

OEIG Hiring & Employment Monitoring Quarterly/Annual Reports

https://oeig.illinois.gov/hem/hem-reports.html

Comprehensive Employment Plan (CEP) for Agencies Under the Jurisdiction of the Governor

https://cms.illinois.gov/content/dam/soi/en/web/cms/personnel/employeeresources/documents/comprehensive-employment-plan.pdf

CMS Exempt List

https://cms.illinois.gov/content/dam/soi/en/web/cms/documents/exemptlist-w-incumbents.pdf

CMS Political Contact Reporting (For State Employees)

https://ilgov.sharepoint.com/sites/CMSPoliticalContactReporting

Personnel Code

https://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=236&ChapterID=5

OneNet Trainings

https://onenettraining.illinois.gov/onenettraining/page.aspx

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