



2016  
Inspectors General  
Leadership Forum

October 26, 2016



*Council of the*  
**INSPECTORS GENERAL**  
*on INTEGRITY and EFFICIENCY*

October 7, 2016

Dear OIG Leaders:

I want to personally welcome each of you to the third annual CIGIE Leadership Forum. This year's Forum will address two significant issues: OIG Independence and Transition to a New Administration. The cornerstone of an effective OIG is its independence, and that is why as a community we must vigorously protect and preserve our independence. One of the issues we will be discussing today is the challenge of appropriately fulfilling our reporting responsibilities to the agencies we oversee and the Congress, while also remaining completely independent.

The other issue we will be focused on today is the upcoming transition to a new Administration. This is a particularly important issue for the Inspector General community given our independence and non-partisanship. OIGs are able to provide unique and important insights to the incoming Administration about the agencies we oversee, and how agency operations can be improved. Moreover, it is critical that new agency leadership understand the OIG's role in the organization, and the importance of our independence. Today you will hear from members of the CIGIE Transition Working Group on their efforts over the last few months to advance these issues on behalf of the IG community, as well as from members of our community who have prior experience preparing for a transition and in educating a new Administration and a new Congress.

Thank you to the organizers of today's event for putting together an outstanding program that I know you will find both informative and useful. As CIGIE Chair, I am very proud of the work that all of us have been doing to ensure effective oversight on behalf of the American people, and I am excited about where we are headed, together, as a community.

Sincerely,

Michael E. Horowitz  
Chair, Council of the Inspectors General  
on Integrity and Efficiency  
Inspector General, U.S. Department of Justice

## 2016 Inspectors General Leadership Forum

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**Welcome**     **William Yeager**  
U.S. Department of Homeland Security OIG  
Chair, CIGIE Leadership Development Subcommittee

**Keynote**     **The Honorable Michael E. Horowitz**  
Inspector General, U.S. Department of Justice  
& CIGIE Chair

***Panel 1:***     Moderated by:  
***IG Independence***     **Elise Stein**  
U.S. Department of Health and Human Services OIG

**Presidential Transition Overview**     **Glenn A. Fine**  
Inspector General (Acting),  
U.S. Department of Defense

***Panel 2:***     Moderated by:  
***Presidential Transition***     **Jacquelyn Phillips**  
United States Postal Service OIG

**Closing**     **Doug Holt**  
Executive Director, CIGIE Training Institute

**Patrick Malone**  
American University



**The Honorable Michael E. Horowitz**

Inspector General  
U.S. Department of Justice  
&  
CIGIE Chair

Michael E. Horowitz was confirmed as Inspector General for the Department of Justice (DOJ) by the U.S. Senate on March 29, 2012. He was sworn in as the fourth confirmed Inspector General on April 16, 2012.

As Inspector General, Mr. Horowitz oversees a nationwide workforce of more than 400 special agents, auditors, inspectors, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in DOJ programs and personnel, and to promote economy and efficiency in Department operations.

Mr. Horowitz most recently worked as a partner at Cadwalader, Wickersham, & Taft LLP, where he focused his practice on white collar defense, internal investigations, and regulatory compliance. He also was a board member of the Ethics Resource Center and the Society for Corporate Compliance and Ethics. From 2003 to 2009, Mr. Horowitz served as a Presidentially appointed and Senate confirmed Commissioner on the U.S. Sentencing Commission. As Commissioner, he was instrumental in rewriting the guidelines for corporate compliance programs, and for fraud, antitrust, intellectual property, and money laundering offenses.

Mr. Horowitz previously worked for DOJ in the Criminal Division at Main Justice from 1999 to 2002, first as Deputy Assistant Attorney General and then as Chief of Staff. Prior to joining the Criminal Division, he was an Assistant U.S. Attorney for the Southern District of New York from 1991 to 1999. From 1997 to 1999, Mr. Horowitz was the Chief of the Public Corruption Unit, and from 1995 to 1997, he was a Deputy Chief of the Criminal Division. In 1995, he was awarded the Attorney General's Award for Distinguished Service for his work on a complex police corruption investigation.

Before joining the DOJ, Mr. Horowitz was an associate at Debevoise & Plimpton and clerked for Judge John G. Davies of the U.S. District Court for the Central District of California.

Mr. Horowitz earned his Juris Doctor, magna cum laude, from Harvard Law School and his Bachelor of Arts, summa cum laude, from Brandeis University.

PANEL 1:

## IG INDEPENDENCE

Moderated by:

**Elise Stein**  
Health and Human Services  
Office of Inspector General

**Kathy Buller**  
Inspector General  
Peace Corps

**Carl Hoecker**  
Inspector General  
Securities & Exchange Commission

**Scott Dahl**  
Inspector General  
Department of Labor

**Christopher R. Sharpley**  
Inspector General (Acting)  
Central Intelligence Agency



**Kathy Buller**  
Inspector General  
Peace Corps

Ms. Kathy A. Buller was named Inspector General by the Director of the Peace Corps on May 25, 2008. Ms. Buller has 30 years of experience in the Inspector General community. She began her civil service career with the U.S. Agency for International Development as an attorney advisor in the Office of General Counsel in 1983.

Ms. Buller later became a project officer with the Office of Administration of Justice and Democratic Development working to improve Latin American and Caribbean justice systems. In 1986, Ms. Buller transferred to the Office of Inspector General where she became the Deputy Legal Counsel and ultimately the Assistant Inspector General for Resource Management. In August 1998, Ms. Buller accepted the Senior Executive Service position as the Chief Counsel to the Inspector General for the Social Security Administration where she remained until becoming the Peace Corps Inspector General.

Ms. Buller attended Creighton University in Omaha, Nebraska, where she received a Bachelor of Arts degree in 1977 with majors in Political Science and Philosophy and a Juris Doctor degree in 1981. She continued her legal education and received a LLM in International and Comparative Law from Georgetown University in 1985.





**Carl Hoecker**  
Inspector General  
Securities and Exchange Commission

Mr. Hoecker was appointed IG of the SEC on February 11, 2013. In that capacity, Mr. Hoecker leads a team of auditors, investigators, and administrative staff to fulfill the mission of the SEC Office of Inspector General (OIG) to promote the integrity, efficiency, and effectiveness of the SEC's programs and operations.

In 2006, Mr. Hoecker was appointed the first IG for the U.S. Capitol Police. As a result of his leadership, the Capitol Police OIG is relied upon as a trusted, steadfast advisor to the Chief of Police, Capitol Police Board, and Congress. During Mr. Hoecker's tenure, the Capitol Police OIG conducted extremely sensitive investigations and audits, identified weaknesses, and made recommendations to improve internal controls and ensure government funds were spent wisely.

Mr. Hoecker began his career with the U.S Army in 1976 as a military policeman and then served as a special agent and warrant officer for the Army Criminal Investigations Command. During his last assignment in the Army, he was a member of an investigative unit charged with investigating procurement fraud and fraud prevention measures within the classified community. In 1992, he joined the IG community as a criminal investigator, later becoming Deputy Assistant Inspector General for Investigations at the U.S. Treasury OIG.

Mr. Hoecker graduated from Governors State University with a Bachelor of Arts degree in Business Administration and has a Master's degree in Systems Management from the University of Southern California. He is a Certified Public Accountant (CPA), Certified Fraud Examiner, Certified Government Financial Manager, and is certified in financial forensics. Mr. Hoecker serves as the Chairman of the Investigations Committee of the Council of the Inspectors General on Integrity and Efficiency and is a member of the Virginia Society of CPAs and the American Institute of CPAs.





## **The Honorable Scott Dahl**

Inspector General

U.S. Department of Labor

Scott S. Dahl was sworn in as the seventh Inspector General of the U.S. Department of Labor after being confirmed by the United States Senate on October 16, 2013. As head of the Office of Inspector General, Mr. Dahl is responsible for overseeing the administration of a nationwide, independent program of audits and investigations involving Department of Labor programs and operations. He also directs a unique program responsibility to investigate organized crime influence and labor racketeering corruption in employee benefit plans, internal union affairs and labor-management relations.

Prior to his appointment, Mr. Dahl served as the Inspector General at the Smithsonian Institution. In addition, he has served in other senior positions in the Inspector General community—first as Senior Counsel to the Inspector General at the Department of Justice, then as Deputy Inspector General for the Office of the Director of National Intelligence, and as the Deputy Inspector General for the Department of Commerce.

Before joining the IG community, Mr. Dahl served in the Department of Justice as a corruption prosecutor in the Public Integrity Section of the Criminal Division and as a trial attorney in the Civil Fraud Section of the Civil Division.





**Christopher R. Sharpley**  
Inspector General (Acting)  
Central Intelligence Agency

Mr. Christopher R. Sharpley has 32 years of experience building and leading risk and compliance oversight organizations. He began service at CIA in 2012. He served previously as Deputy IG for Investigations and Inspections at three statutory IG offices: the US Department of Energy, the Special Inspector General for the Troubled Asset Relief Program (Treasury), and the Federal Housing Finance Agency. In each of these positions Mr. Sharpley developed and established national level capabilities to perform risk-based financial oversight and mission-focused performance assessments. He served 20 of his 32 years as a federal special agent.

Mr. Sharpley retired from the US Air Force Reserves (AFOSI) in 2002, after serving 10 years active duty and 10 years as a Reservist, including assignments as commander, counterintelligence officer and security specialist. He last served as Director of Security Operations, SAF—providing tailored security support to highly sensitive Air Force Special Access Programs. He is the recipient of a Presidential Rank Award for Meritorious Service and was a member of the career Senior Executive Service.



# Inspectors General Transition to a New Administration -

An Overview

**Glenn A. Fine**  
Inspector General (Acting)  
Department of Defense



**Glenn A. Fine**  
Acting Inspector General  
U.S. Department of Defense

On Sept. 28, 2016, the White House nominated Glenn A. Fine to serve as the Department of Defense Inspector General. He has been the acting Inspector General since Jan. 10, 2016.

Mr. Fine joined the Department of Defense Office of Inspector General serving as the Principal Deputy Inspector General on June 1, 2015.

Prior to joining the Department of Defense Office of Inspector General, he was a partner at Dechert LLP in the White Collar and Securities Litigation Practice.

Mr. Fine previously served as Inspector General of the Department of Justice (DOJ) from 2000 to 2011. He also served as Special Counsel to the DOJ Inspector General and as Director of the Special Investigations and Review Unit (1995 to 2000).

Mr. Fine earned a Bachelor of Arts degree in economics from Harvard College and his Juris Doctorate from Harvard Law School, graduating magna cum laude both times. He also obtained bachelor's and master's degrees from Oxford University where he was a Rhodes Scholar.

While at Harvard, Mr. Fine served as co-captain of the Harvard varsity basketball team and was later a 10th-round draft pick by the San Antonio Spurs.



PANEL 2:

## Inspectors General Transition to a New Administration

**Daniel R. Levinson**  
Inspector General  
Health and Human Services

**Lynne McFarland**  
Inspector General  
Federal Election Commission

**Paul Martin**  
Inspector General  
National Aeronautics & Space  
Administration

Moderated by:

**Jacquelyn Phillips**  
US Postal Service  
Office of Inspector General

**Peggy E. Gustafson**  
Inspector General  
Small Business Administration



## **The Honorable Daniel R. Levinson**

Inspector General

U.S. Department of Health and Human Services

Daniel R. Levinson has headed the Office of Inspector General of the U.S. Department of Health and Human Services (HHS) for over a decade. A lawyer and a certified fraud examiner, Mr. Levinson leads an independent and objective organization of more than 1,500 auditors, evaluators, investigators, and lawyers who oversee the integrity and efficiency of the Nation's one trillion dollar annual investment in Federal health and human services programs.

Oversight responsibilities include the Centers for Medicare & Medicaid Services, Administration for Children and Families, Centers for Disease Control and Prevention, Food and Drug Administration, and National Institutes of Health.

Mr. Levinson participates in a number of interagency oversight entities and public-private partnerships. He serves on the Executive Council of the Council of Inspectors General on Integrity and Efficiency. In 2011, he was appointed by President Obama to be a member of the Government Accountability and Transparency Board. Mr. Levinson also was a member of the Recovery Act Accountability and Transparency Board and now serves on the governing body of the Health Care Fraud Prevention Partnership. In 2015, he was named a Senior Fellow of the Administrative Conference of the United States.

Mr. Levinson first entered Federal service in 1983 as Deputy General Counsel of the U.S. Office of Personnel Management. He thereafter served as General Counsel of the U.S. Consumer Product Safety Commission. In 1986, he was appointed by President Reagan to be Chairman of the U.S. Merit Systems Protection Board, a bipartisan, quasi-judicial agency that adjudicates Federal civilian personnel appeals. Later in his career he was appointed by President George W. Bush to be Inspector General of the U.S. General Services Administration beginning in 2001 and of HHS beginning in 2005.

Mr. Levinson is a Phi Beta Kappa graduate of the University of Southern California and earned his law degree from Georgetown University, where he served as Notes and Comments Editor of The American Criminal Law Review.





**Lynne McFarland**  
Inspector General  
Federal Election Commission

Ms. Lynne A. McFarland was appointed by the Federal Election Commission to serve as the agency's first permanent Inspector General on February 9, 1990. She has continued to serve in that position for twenty-seven years.

Ms. McFarland was responsible for establishing the Office of Inspector General (OIG) in the Federal Election Commission from the ground up. This required staffing the office with the appropriate skill sets, ensuring the necessary policies and procedures were created, and creating an initial audit/work universe. As with all IGs, she has dual reporting responsibilities to Congress and the head of the agency, in this instance six presidentially appointed Commissioners.

Ms. McFarland has been actively involved in the Inspector General community, serving on the committee that provided the groundwork for the Council of Inspectors General on Integrity and Efficiency's (CIGIE) operations once the Inspector General Reform Act was passed by Congress and signed by the President. She is a past Vice Chair of CIGIE, past Chair of the Inspector General Recommendation Panel and currently serves as Vice Chair of the CIGIE Budget Committee and is a member of the Executive Council and the Professional Development Committee.





**The Honorable Paul K. Martin**  
Inspector General  
National Aeronautics and Space Administration

Paul K. Martin was confirmed by the United States Senate as NASA Inspector General on Nov. 20, 2009.

Prior to his NASA appointment, Martin served as the Deputy Inspector General at the U.S. Department of Justice, Office of the Inspector General (OIG). In that capacity, he assisted the Inspector General in managing the audit, inspection and investigative activities of the office's 425 employees.

From 2001 to 2003, he served as Counselor to the Inspector General, and from 1998 to 2001 he served as Special Counsel to the Inspector General.

Before joining the Department of Justice OIG, Martin spent 13 years at the U.S. Sentencing Commission in a variety of positions, including 6 years as the Commission's Deputy Staff Director. Martin was one of the Sentencing Commission's first employees when the agency was created in 1985, and helped develop the first set of federal sentencing guidelines.

Martin began his professional career as a reporter with The Greenville News, a daily newspaper in Greenville, SC. He holds a B.A. in Journalism from The Pennsylvania State University and a Juris Doctor from The Georgetown University Law Center.

Martin is married to Rebekah Liu, an attorney working in Washington, DC. A native of Pittsburgh, PA, he and his wife have three daughters.





**The Honorable Peggy E. Gustafson**  
Inspector General  
Small Business Administration

Peggy E. (Peg) Gustafson was sworn in as the Inspector General of the U.S. Small Business Administration on October 2, 2009. Ms. Gustafson previously served as General Counsel to Senator Claire McCaskill (D-MO), where she advised the Senator on government oversight issues and helped write two bills that have significantly strengthened the federal offices of Inspectors General: the Inspector General Reform Act of 2008 and the legislation that strengthened the office of the Special Inspector General for the Troubled Asset Relief Program.

From 1999-2007, Ms. Gustafson served as General Counsel in the Missouri State Auditor's Office. In that capacity she worked closely with the auditors on issues of the scope of their duties, the auditors' need to access records, and all other legal issues arising in the course of the audits. Ms. Gustafson also served as an assistant prosecuting attorney for Jackson County, Missouri, serving as Chair of the Insurance Fraud Task Force, and as an assistant county counselor for Jackson County.

A native of Chicago, Illinois, she received her B.A. from Grinnell College in Grinnell, Iowa in 1989, and her Juris Doctor from Northwestern University in Chicago in 1992.





## **Doug Holt**

Executive Director, CIGIE Training Institute

Mr. Doug Holt was appointed Executive Director of CIGIE's Training Institute in June, 2016. As such he provides executive leadership, planning, direction, and coordination for all activities relating to the Institute. He also oversees its three academies – Leadership and Mission Support (LMS); Audit, Inspection and Evaluation (AI&E); and the Inspector General Criminal Investigator Academy (IGCIA). Prior to CIGIE he served the Defense Intelligence Agency (DIA) in a variety of positions for more than a decade. His last assignment with DIA encompassed the dual responsibilities of Chief Learning Officer and Chief of Academy Services for the Academy for Defense Intelligence.

Professional awards and recognition includes the Defense Intelligence Agency Excellence Award, Frederick Community College President's Award, a Maryland Senate Citation for Contributions to Gifted and Talented Education Programs, and being named to "Who's Who Among America's Teachers."

Mr. Holt is a native of Pasadena, California. He holds an M.A. in Applied Behavioral Science from Johns Hopkins University and a B.A. in Political Science from the University of Maryland Baltimore County.



## **Patrick S. Malone, PhD**

Director, Key Executive Leadership Programs  
American University

Professor Malone is the Director, Key Executive Leadership Programs in the School of Public Affairs, Department of Public Administration and Policy, at American University. He teaches and lectures nationally and internationally on public sector leadership, organizational analysis, and ethics. Dr. Malone is a retired Navy Captain having served twenty-two years in the Navy Medical Service Corps. His most recent publications include: "Thinking Up," "Selfies in the Workplace: Narcissists and the Public Manager," and "Go Ahead, Laugh – Why Humor Makes for a Better Workplace." His TED Talk, "Taking the Time," is available on the TED website.



**William Yeager**

Director, Training & Workforce Development  
Department of Homeland Security OIG

Mr. Yeager specializes in organizational development, adult learning, business strategy, and management. He currently serves as the Chief Learning Officer and the Director, Training & Workforce Development for the Department of Homeland Security's Office of Inspector General. Bill is also the Chair of CIGIE's Leadership Development Subcommittee.

His professional experience spans the entire systems approach to training and includes analyzing, designing, developing, implementing, and evaluating learning products for military, government, and commercial learners. He also conducts human systems integration and human performance analyses in effort to optimize human performance in driving business results.

Bill manages the employee development for an agency of 750 employees. He is a 21-year U.S. Navy veteran and is certified by the International Society for Performance Improvement (ISPI) as a Certified Performance Technologist (CPT).

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**Elise Stein**

Director Intergovernmental Affairs  
Dept of Health and Human Services OIG

Ms. Stein began her Federal career as a budget policy analyst in 1995 after 14 years in the private sector. She joined the HHS OIG's Office of Evaluation and Inspection in 1997 as an evaluator. She was promoted to Director of Public Health and Human Services Evaluation in 1999 overseeing public health issues such as food and drug safety, bioterrorism, tobacco use, disaster planning and response, Medicaid, grants management, and foster care. Since then she has held numerous positions in HHS OIG. She has undertaken two details the first, in 2003, assisting the Corporation for National and Community Service OIG in creating an evaluation unit and; the second, from 2007 – 2009 working with the health care team of the Senate Finance Committee conducting investigations, planning hearings, and preparing the Committee for health care reform. Upon her return to OIG, she joined the Office of External Affairs as the CIGIE Liaison. Her portfolio covers a plethora of CIGIE issues including: inspection and evaluation training and policy, professional development, leadership, Congressional, and IT. Within OIG her portfolio has expanded to include GAO and other State, local and international oversight agencies, and congressional relations.

Ms. Stein graduated from Michigan State University with a degree in communications and later received a Master of Public Health from the University of Michigan. She bleeds green & white and maize & blue.



**Jacquelyn Phillips**  
Chief Knowledge Officer  
United States Postal Service OIG

Jacquelyn Phillips is the Chief Knowledge Officer of the United States Postal Service, Office of Inspector General, since April, 2012. In this role, she directs the organization's learning, knowledge management, and employee engagement programs. She is also a member of CIGIE's Leadership Development Subcommittee.

Phillips' prior federal positions include Director of Emergency Programs of the U.S. Department of the Treasury, and Program Manager at the Federal Emergency Management Agency, after having served on Active Duty in the U.S. Army. As a Reservist, she has supported the Defense Intelligence Agency and the U.S. Army Corps of Engineers. She has served two overseas deployments in support of Operation Iraqi Freedom and Operation Enduring Freedom.

Phillips graduated from the University of Illinois at Urbana Champaign, and later received a Master of Science of Strategic Intelligence from the National Intelligence University and a Master of Science in Organization Development from American University.



**David Gross**  
Director, Leadership and Mission Support Academy  
Council of Inspectors General on Integrity and Efficiency

David Gross is the director of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Leadership & Mission Support Academy. In this role Mr. Gross works closely with CIGIE leadership, the Professional Development Committee, and Leadership Development Subcommittee to promote leadership and mission support professional development in the IG community.

Prior to joining CIGIE, he served as Strategic Planning and External Affairs Specialist for DoD OIG, from 2007 – 2015, and was the DoD IG Liaison to the CIGIE, as well as the CIGIE Audit Committee Liaison from 2013-2015, and CIGIE IT Committee Liaison from 2007-2011. Before joining the IG community, Mr. Gross was the Chief of Marketing for the U.S. Army's Morale, Welfare and Recreation (MWR) programs, and served in other strategic planning and communications roles for Army MWR, including a tour in South Korea.

Mr. Gross holds a Bachelor of Science in Marketing from Penn State University, a Master's Certificate in Project Management from the George Washington University, and is a graduate of the Partnership for Public Service Excellence in Government Fellowship Program. His honorary awards include four U.S. Army Commander's Awards for Civilian Service and the DoD IG Meritorious Service Award.



### **Jeff DeLaitsch**

Office of Inspector General Program Administrator  
Key Executive Leadership Programs, American University

Mr. Delaitsch is the main point of contact for all OIG programs at American University (Emerging, New, and Experienced Leader) including application and registration. He also coordinates the logistical matters in these programs and organized their events. He has spent over 4 years in higher education and is currently awaiting approval of his Master's Capstone so he can graduate with a degree in Comparative and International Development Education! Before joining Key, he spent time at the University of Minnesota's Humphrey School of Public Affairs, Koc University's International Office, George Washington University's School of Business, and also taught English at Yeni Yuzyl University.

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### **Mary Margaret Herman**

Communications and Outreach Coordinator  
Key Executive Leadership Programs, American University

Ms. Herman's role at Key entails coordinating events, outreach opportunities, communications efforts as well as certificate programs with international delegations. She has spent over six years managing internationally, culturally, and socially focused educational programs both in person and online in the non-profit, public, and higher-ed spaces. Ms. Herman received her M.A. in International Communication from American University's School of International Service and she focused on intercultural relations and international education. Prior to her work in program management, Mary Margaret worked in international credential evaluation and language instruction. She spent time in France teaching English prior to returning to her native Jersey Shore where she taught high school French.

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### **Jennifer Tether**

Communications and Outreach Coordinator  
Key Executive Leadership Programs, American University

Ms. Tether is responsible for developing and managing all Key special events including the Key annual conference, Roger W. Jones Award Ceremony, Leadership Forum initiatives, Key FED Talks, and visiting international delegations, as well as all communications and outreach collateral and programming. She is an accomplished program director with fifteen years' experience in non-profit, government, and higher-education programming. Ms. Tether earned her Master of International Service (MIS) degree from American University's School of International Service and focused on international affairs and cross-cultural relations with a focus on conflict resolution and multicultural negotiation.



## THE LEADERSHIP DEVELOPMENT SUBCOMMITTEE

The CIGIE Leadership Development Subcommittee (LDS) is a working group whose purpose is to promote high quality leadership and mission support training, education and professional development throughout the CIGIE community. The CIGIE LDS works on projects, studies and reviews as directed and approved by the Professional Development Committee (PDC). The LDS also makes recommendations to the PDC on projects that will enhance leadership knowledge and ability in the CIGIE community.

Today's Inspector General Leadership Forum, planned and executed by members of the LDS team, is one such LDS initiative. We hope that you will find today's activities both enjoyable and professionally enriching.

*William Yeager*

Chair, CIGIE Leadership Development Subcommittee

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### **Forum Leads:**

Gale Moore, Housing and Urban Development OIG, Washington, DC

Michael White, Housing and Urban Development OIG, Washington, DC

David Gross, Director, Leadership and Mission Support Academy, CIGIE Training Institute

### **Event Staff:**

Erika Lang, Homeland Security OIG, Washington, DC

Beth León, Director, Audit, Inspection, and Evaluation Academy, CIGIE Training Institute

Amanda Freeman, Department of Justice OIG, Washington, DC

Kelly Prillaman, Department of Defense OIG, Washington, DC

Tara Rodas, Postal Service OIG, Washington, DC

A special thanks to the staff at American University:

Jeff DeLaitsch

Mary Margaret Herman

Jennifer Tether



## THE CIGIE LEADERSHIP DEVELOPMENT PROGRAMS

*American University's Emerging Leader* program is part of the American University Key Executive Leadership Development Program. The Emerging Leaders program (EmL) provides for the entry level professional development of future leaders within IG organizations. Emerging Leaders are introduced to the basic tools of OIG leadership in an exciting and applied four-day leadership development program. The EmL curriculum promotes discourse around current issues facing OIG leaders, interaction with other IG specialties and organizations, and a mutual learning environment that inspires greater contributions and pursuit of greater responsibilities within the respective OIG.

*American University's New Leader* program is part of the American University Key Executive Leadership Development Program customized for the OIG community. The vision of the program is that extraordinary leaders choose to: lead authentically, learn and work collaboratively, become a force for personal and organizational change, act with integrity, model the behavior sought, and empower others to action. This program challenges good leaders to become extraordinary.

*American University's Experienced Leader* program is also part of the AU Key Executive Leadership Development Program and builds on the New Leader program working with more senior and seasoned leaders to challenge them to become extraordinary. This program is also a 2-week leadership course that may follow the New Leader Program or be a stand-alone program.

## THE CIGIE INTERAGENCY FELLOWS PROGRAM

The CIGIE interagency fellowship program (CIFP) is designed to broaden perspectives of GS-13-15 participants and prepare them for future challenges. It provides participants with opportunities to expand their leadership competencies, broaden their organizational experiences, and foster professional networks. At the core of the program is a 6-month rotational assignment to another OIG that is designed to develop and enhance specific executive leadership competencies that are aligned with the executive core qualifications required for advancement into the senior executive service. To complement and facilitate the rotational assignment, an executive mentor/sponsor is identified to provide executive review of IDP development and facilitate a smooth transition to and from the rotational assignment.

Fellows also participate in professionally enriching cohort activities throughout the course of the fellowship that allow them to network with peers and executives from the IG community.



The Key Executive Leadership Master of Public Administration (MPA) and the Key Executive Leadership Certificate programs have transformed good managers into extraordinary leaders for more than 35 years. Key is the global public sector leadership program of choice for mid-career professionals holding a GS-12 (or above) level or equivalent NGO, private sector, or other leadership experience. Aligned with the U.S. Office of Personnel Management (OPM) Executive Core Qualifications (ECQs), the Key Executive Leadership programs creates a participative and rigorous learning environment where students acquire contemporary public management knowledge, values, and skills; develop the personal leadership capacity needed to implement what they learn; transform themselves from good managers to extraordinary leaders; and become lifelong learners.

[www.american.edu/spa/key](http://www.american.edu/spa/key)



### **About the US Department of Housing and Urban Development (HUD)**

HUD is the Department of Opportunity. As HUD marks its 50th anniversary this year, Secretary Julián Castro is laser focused on advancing policies that create opportunity for folks across the country, creating a solid foundation for the next 50 years. The vision outlined below will build on HUD's mission to promote homeownership, support community development, and increase access to affordable housing, free from discrimination.