



Council of the Inspectors General
on Integrity and Efficiency

4th Annual

LEADERSHIP FORUM

Leadership | Culture | Change

October 26, 2017

National Aeronautics and Space Administration



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY

October 26, 2017

Dear OIG Leaders:

I want to personally welcome each of you to the fourth annual CIGIE Leadership Forum. The year's Forum will address three significant areas: Leadership, Culture and Change. The cornerstone of an effective OIG is excellent leadership that builds a positive culture and cultivates productive change. One of the topics we will be discussing today is how the federal government is changing and why an OIG's culture is important in creating an environment in which OIG's can adapt, evolve and stay relevant in the changing landscape.

Today you will hear from speakers who will discuss why culture matters in an organization and the leader's role in creating, sustaining, and changing a culture. We will also discuss how culture impacts both internal OIG effectiveness as well as an OIG's ability to perform its mission in support of the Department or Agency it supports. Then, you will hear from several panels tell their story on how they engaged their employees in co-creating a vision for change and how it was implemented. They will also talk about the roles that OIG leaders play in culture and change.

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

Welcome

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

Keynote

Paul Martin
Inspector General, NASA

Keynote

Culture: What it is and why it matters
Andrew Rahaman, Ed.D.
American University

Lunch

Panel: Why does culture matter in an OIG?

Panel: Telling the story:
Culture Change in TVA OIG

Closing Remarks



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.





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.





Why does culture matter in an OIG?

Panel

Tom Howard
Inspector General, AMTRAK

Mary Kendall,
Deputy Inspector General, Interior

Steve Linick
Inspector General, State

Christopher R. Sharpley
Inspector General, CIA



Tom Howard
Inspector General
AMTRAK

Tom Howard was appointed Inspector General on February 4, 2014 after having served as Deputy Inspector General since April 26, 2010. Mr. Howard came to Amtrak with 36 years of experience in the federal accountability community, including 8 years as Deputy Inspector General at the National Aeronautics and Space Administration (NASA), where he assisted the Inspector General (IG) in leading the office's diverse audit and investigative programs. While at NASA, he also served as the Acting Inspector General for 7 months.

From 1998 to 2002, Mr. Howard served as Deputy Assistant Inspector General for Maritime and Surface Safety Issues at the Department of Transportation. As a senior executive, he provided leadership for the office's audit oversight of all Coast Guard and Maritime Administration activities, motor carrier and vehicle safety programs, and multibillion-dollar highway and transit infrastructure projects.

Prior to joining the IG community, Mr. Howard had a 24-year career with the Government Accountability Office (GAO); his last position was Assistant Director for National Security and International Affairs Audits. He spent 16 years in GAO's headquarters in Washington, D.C., and 8 years in its overseas offices in Frankfurt, Germany, and Honolulu, Hawaii. Throughout his career, he was involved in the oversight of numerous federal programs and a variety of issues, including program management, procurement, information technology, and international affairs.

Originally from Carbondale, Pennsylvania, Mr. Howard has a B.S. degree in accounting from the University of Scranton. He completed the Federal Executive Institute's Leadership for a Democratic Society Program and the National Defense University's National Security Management Seminar. His commitment to oversight has been recognized with a United States Presidential Rank Award for Career Senior Executives, GAO's Meritorious Service Award, and the Frank C. Conahan Leadership Award.





Mary Kendall
Deputy Inspector General
Department of the Interior

Mary Kendall is the Deputy Inspector General for the Department of the Interior. She has been with the Office of Inspector General (OIG) since the fall of 1999. She has been leading the OIG for Interior since February 23, 2009 when she was named Acting Inspector General, but in keeping with the Vacancies Act, she has since reverted to her title as Deputy Inspector General.

Mary has dedicated most of her professional career to federal service. She joined the federal workforce in 1986 as an attorney for the Environmental Protection Agency's Office of General Counsel. In 1990, she transferred to EPA's Office of Criminal Enforcement, where she served in various capacities with increasingly responsible leadership roles. In 1995-96, she spent a year detailed as a Special Assistant U.S. Attorney in the Eastern District of Virginia.

Mary received her B.A. from St. Olaf College in Northfield, MN in 1978, and her J.D. from William Mitchell College of Law in St. Paul, MN in 1983.





Steve Linick
Inspector General
Department of State and the Broadcasting Board of Governors

Steve A. Linick was appointed as the Inspector General for the U.S. Department of State and the Broadcasting Board of Governors in September 2013. Prior to this appointment, he served for three years as the first Inspector General of the Federal Housing Finance Agency (2010-2013). As Inspector General, Mr. Linick is the senior official responsible for audits, inspections, investigations, and other law enforcement efforts to combat fraud, waste, and abuse within or affecting the operations of the Department of State and the Broadcasting Board of Governors. Mr. Linick's memberships have included: the President's Financial

Fraud Enforcement Taskforce; the Council of the Inspectors General on Integrity and Efficiency's Investigations Committee; the Council of the Inspectors General on Financial Oversight; and the Residential Mortgage-Backed Securities Working Group.

Mr. Linick was an Assistant United States Attorney in the Central District of California (1994-1999) and the Eastern District of Virginia (1999-2006). He also served as Executive Director of the Department of Justice's National Procurement Fraud Task Force and Deputy Chief of its Fraud Section, Criminal Division (2006-2010). During his tenure at the Department of Justice, he supervised and participated in prosecution of cases involving, among other things, corruption and contract fraud against the U.S. in Iraq and Afghanistan.

Mr. Linick has a BA (1985) and MA (1990) in Philosophy, and a JD (1990); all from Georgetown University.





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

Mr. Christopher R. Sharpley brings over 35 years of experience to the position he holds as Acting Inspector General, Central Intelligence Agency. He began service at the Agency in 2012 as Deputy Inspector General and became Acting Inspector General in January 2015. He is the recipient of Presidential Rank Award for Meritorious Service for his leadership in building the two newest and award-winning federal Offices of Inspector General: The Special Inspector General for Troubled Asset Relief Program (Treasury) and the Federal Housing Finance Agency Office of Inspector General. Mr. Sharpley also served as Deputy Inspector General for Investigations and Inspections at the Department of Energy, with oversight responsibilities for the nation's nuclear weapons complex and system of national laboratories. Mr. Sharpley served over 20 of his 35 years of service as a federal special agent.

Mr. Sharpley retired from the US Air Force Reserves, holding the position of Director, Security Operations, Secretary of the Air Force, Acquisition (SAF/AQ), where he led a team of specialists providing tailored counter-intelligence and security support to sensitive Special Access Programs, until his retirement. Mr. Sharpley is a graduate of senior executive programs at Harvard University, Kennedy School of Government and the Federal Executive Institute. He holds a Master's degree in National Security Affairs from the Naval Postgraduate School and attended the Defense Language Institute where he completed Japanese language immersion training. He also holds a Bachelor's degree from The American University in Administration of Justice, and has been a visiting faculty at the Department of Justice's National Advocacy Center.





Telling the story: Culture Change at TVA-OIG

Panel

Jill Mathews
Inspector General (Acting), TVA

Nancy Holloway
Special Agent In Charge, TVA

David Willis
Director, Evaluations, TVA

Terri Beatty
Manager of Organizational Effectiveness, TVA



Jill Matthews
Inspector General (Acting)
Tennessee Valley Authority

Jill Matthews became the Acting Inspector General of the Tennessee Valley Authority (TVA) on September 21, 2017. Ms. Matthews has been with the TVA OIG since 1986. From 1986 to 2010, she served in various roles ranging from Auditor to Deputy Assistant Inspector General of Audits. In 2010 she assumed the role of Assistant Inspector General of Administration and in 2014, was named the Deputy Inspector General.

Ms. Matthews graduated from Roane State Community College in Harriman, Tennessee in 1984 with an A.S. degree and from the University of Tennessee in December 1985 with a B.S. degree in Business Administration. Ms. Matthews is a Certified Public Accountant and Certified Information Systems Auditor. In 2002 she was named one of the Distinguished Women of TVA.



Nancy Holloway
Special Agent in Charge
Tennessee Valley Authority OIG

Nancy Holloway is a Special Agent in Charge in Investigations at TVA OIG. Nancy has been at TVA for 33 years and is a charter member of the OIG. After graduating from the University of Tennessee with a BS in Accounting, Nancy joined TVA as an Auditor. After 10 years, she transitioned to Investigations as a Special Agent and became a SAC in 2008. Nancy's career has covered a variety of investigative topics including healthcare, contract fraud, and employee misconduct. Additionally, she has been heavily involved in Fraud Risk Assessment and data mining for a number of years. Nancy is a Certified Fraud Examiner.



David Willis
Tennessee Valley Authority

David Willis has worked in the Tennessee Valley Authority's OIG since 1992. He has wide range of experience which includes performing evaluations and financial, operational, and contract audits. He is currently serving as OIG's Director of Evaluations. David and his team perform comprehensive reviews and limited-scope policy and program reviews to monitor compliance, measure performance, and assess the efficiency and effectiveness of TVA operations.



Terri Beatty
Tennessee Valley Authority OIG

Terri Beatty joined the Tennessee Valley Authority (TVA) Office of the Inspector General in 2013 as the Manager of Organizational Health. Terri has 27 years of experience providing leadership development and coaching for a variety of businesses. Her specialty is in culture initiatives and linking behavior change with sustainable performance improvement.

Ms. Beatty attended Indiana University of Pennsylvania with a Bachelors of Science in Business Administration.





Robert Westbrook
Inspector General
Pension Benefit Guaranty Corporation

Bob Westbrook is the Inspector General of the Pension Benefit Guaranty Corporation (PBGC), where he provides independent oversight of the federal government's private-sector defined benefit pension insurance programs which protect the retirement benefits of nearly 40 million workers and retirees. Bob has over twenty-years' federal law enforcement experience, and in prior positions he has conducted and supervised OIG audits and investigations. He has served in leadership positions in four Offices of Inspectors General, and has served on detail to two U.S. Senate subcommittees.

Bob is currently serving as the chair of the Professional Development Committee of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), and is a member of the CIGIE Executive Council.

Bob is a lawyer by training and is a committed life-long learner. During his federal career, he has earned professional designations as a certified public accountant, certified internal auditor, certified information systems auditor, and certified fraud examiner. Bob's current area of study is enterprise risk management.





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.





David Rudd

Director, Training & Workforce Development
Department of Justice OIG
Vice-Chair, CIGIE Leadership Development Subcommittee

As Director, Training & Development for DOJ's Office of Inspector General, Dave oversees a variety of employee development initiatives for 500 Auditors, Investigators, Attorneys and support staff. He has held similar positions with the Department of Agriculture, Department of the Navy, the U.S. Customs & Border Protection Agency and as a contractor for the Department of Labor.

Dave retired from the U.S. Navy as a Master Chief Petty Officer. There, he held various positions such as Human Capital Strategy Policy Advisor for the Chief of the Navy Reserve; Special Assistant to the Deputy Assistant Secretary of the Navy; and Senior Enlisted Leader for a major Navy training program. While in the Navy, he spent considerable time as an instructor and earned the Navy's Master Training Specialist designation.

Dave has earned the Certified Performance Technologist (CPT) certification from the International Society for Performance Improvement (ISPI) and is a Certified ROI Professional (CRP) from the ROI Institute.



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.

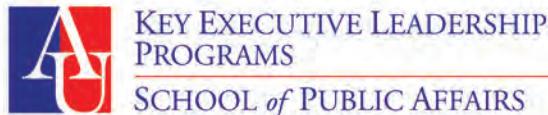
Mr. Gross holds a Bachelor of Science in Marketing from Penn State University, a Master's Certificate in Project Management from the George Washington University, and is a graduate of the Partnership for Public Service Excellence in Government Fellowship Program. His honorary awards include four U.S.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



Andrew Rahaman, Ed.D.
American University

Professor Andrew Rahaman is on the Faculty at the School of Public Affairs and the Key Executive Leadership Development Program at American University. There, he teaches and facilitates courses in team performance, leadership development, organizational change, and action learning. He is also an executive coach and has worked with individuals and teams to develop and increase their capabilities toward organizational performance.

Prior to joining American University, he retired from the Federal Government where he had a variety of roles while working for the Department of Defense in Heidelberg, Germany; London, England; The State Department in Ottawa, Canada; Beijing, China and Washington, D.C. and the Federal Reserve Board where he was in Human Resources and Law Enforcement in Washington, D.C. Andrew writes regularly to include: “Conflict: We need it to Collaborate”; “Boundary Spanning and Critical Networks”; Action Learning – Developing Leaders to Harness Change”; “A Leaders Imperative: Creating the Conditions for Organizational Performance”; “Leadership: More of an Outcome Than a Definition”; “Creating a Culture of Transparency”; “Seven Practices for Fostering Collaboration in Complex, High Performing Teams” and a book chapter in “Handbook of Federal Leadership & Administration: Transforming, Performing, and Innovating in a Complex World” November 2016. He will be presenting “Leadership Needed Now” at International Labor Association, Brussels, Belgium Oct 2017; and presented “Culture, Employee Engagement and Values: Precursors to Organizational Performance” HUD Leadership Series on (March 19, 2015). He is the Past Chairman, Board Directors of the World Institute of Action Learning in the US (WIAL-USA.ORG), a nonprofit whose mission is to work with organizations to solve their most pressing challenges while developing individual and team leaders.





Kimberly Trocha

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

Kimberly Trocha is the Office of Inspector General Program Coordinator for the Key Executive Leadership Certificate Programs at American University. At Key, Ms. Trocha supports the needs of the Key Executive Programs and Council of the Inspectors General on Integrity and Efficiency leadership programs within the School of Public Affairs. Ms. Trocha received her B.A. in Public Policy at the University of Chicago and her M.P.A. from American University's School of Public Affairs. Prior to her work at American University, Ms. Trocha was accredited by the Department of Veteran's Affairs (VA) to provide representation services to disabled veterans and other claimants before the VA. In her free time, Ms. Trocha enjoys practicing yoga, dancing, and traveling.



Mary Margaret Herman

Communications and Outreach Coordinator
Key Executive Leadership Programs, American University

Ms. Herman coordinates events, outreach opportunities, communications efforts as well as certificate programs with international delegations for Key. 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.



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.



Patrick S. Malone, PhD

Department of Public Administration and Policy
American University

Patrick S. Malone, PhD is the Director, Key Executive Leadership Programs in the School of Public Affairs, Department of Public Administration and Policy, at American University. He teaches courses in public sector leadership, executive problem solving, organizational analysis, ethics, and public administration and policy. He is a frequent guest lecturer on leadership and organizational dynamics in state and federal agencies, professional associations, and universities including the Fulbright Scholars Program and the Visiting Scholars program at Yale.

He has extensive experience working with federal sector leaders from multiple agencies and regularly presents in international forums to government leaders from countries including the Republic of Vietnam, Panama, Brazil, Poland, and Belgium. His research interests and scholarship include work in public service motivation, adult learning theory, leadership, ethics, and organizational behavior. He is one of few researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr Malone is a retired Navy Captain, having spent twenty-two years in the Medical Service Corps. While in the Navy, he served in a number of senior leadership and policy roles including as a professor at the Uniformed Services University of the Health Sciences; Academic Director; and Dean of Academics for Navy Medicine. His most recent publications include: “Thinking Up,” “Selfies in the Workplace: Narcissists and the Public Manager,” “Go Ahead, Laugh – Why Humor Makes for a Better Workplace,” and “VulnerABILITY - Can Managers Benefit from Extreme Exposure?” His TED Talk, “Thinking about Time,” is available at <http://tedxtalks.ted.com> and his co-edited book, *The Handbook of Federal Leadership and Administration*, was published in November 2016.



KEY EXECUTIVE LEADERSHIP
PROGRAMS

SCHOOL of PUBLIC AFFAIRS



Gregory D. Sampson

Chair, Leadership Development Subcommittee
Council of Inspectors General on Integrity and Efficiency

As Chair, Leadership Development Subcommittee, Gregory D. Sampson oversees an interagency team of professionals who promote high quality leadership and mission support training, education and professional development throughout the CIGIE community. In this role, Mr. Sampson works closely with CIGIE leadership, CIGIE Training Institute, the Professional Development Committee, and OIG senior leaders throughout the CIGIE community to facilitate and lead collaborative efforts and initiatives that directly support leadership and mission support development.

Prior to his role as Chair, he was the founder and architect of the CIGIE Fellows Program and served as the Program Manager for the inaugural cohort in 2016. Mr. Sampson also serves as a Program Analyst with the DoD IG Office of Special Plans and Operations. As an inspections and evaluations professional, Mr. Sampson served in team member and leadership positions on oversight projects as well as internal special projects supporting corporate governance and mission support since 2008.

Mr. Sampson holds an Associate of Arts in Political Science and US Government from New Mexico Military Institute, a Bachelor of Science in Criminal Justice (Honors) from North Georgia College, and is a Distinguished Graduate with a Master of Science in Government Information Leadership from the National Defense University, College of Information and Cyberspace. His honorary awards include CIGIE Glenn/Roth Award for Exemplary Service, the CIGIE Award for Excellence, the DoD IG Project of the Year Award, DoD IG Outstanding Employee with a Disability Award, and the DoD IG Superior Civilian Service Medal.

THE LEADERSHIP DEVELOPMENT SUBCOMMITTEE

The CIGIE Leadership Development Subcommittee (LDS) is an interagency working group of dedicated IG professionals whose purpose is to promote high quality leadership and mission support training, education, and professional development throughout the CIGIE community. The LDS is committed to supporting the CIGIE Professional Development Committee (PDC) and the commitment to maintaining the “well-trained and highly skilled workforce” called for in the IG Reform Act of 2008.

Recognizing the leader’s role in creating, sustaining, and managing dynamic change in our community, the LDS is especially committed to performing work on projects, studies, and reviews aimed at ushering contemporary and innovative practices, approaches and initiatives to developing the leadership capacity and organizational cultural acumen of the OIG workforce.

We hope you will find today’s event both enjoyable and professionally enriching.

Gregory Sampson,
Chair, CIGIE Leadership Development Subcommittee

Event Staff:

Eric Gregory, U.S. Department of Homeland Security OIG
David Gross, Council of the Inspectors General on Integrity and Efficiency
Erika Lang, U.S. Department of Homeland Security OIG
Dean Lefor, National Aeronautics and Space Administration OIG
Heath McCoy, United States Postal Service OIG
Gale Moore, U.S. Department of Housing and Urban Development OIG
Jacquelyn Phillips, U.S. Department of Housing and Urban Development OIG
David Rudd, U.S. Department of Justice OIG
Elise Stein, U.S. Department of Health and Human Services OIG
William Yeager, U.S. Department of Homeland Security OIG

A special thanks to the staff at American University:

Mary Margaret Herman
Jennifer Tether
Kimberly Trocha



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 FELLOWS PROGRAM

The CIGIE Fellows Program (CFP) 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.

CIGIE Fellows Program

<i>CIGIE Fellow</i>	<i>Home OIG</i>	<i>Host OIG</i>
Adeline Agbedo	Dept of Energy	Social Security Admin
Joseph Aiosa	Social Security Admin	USAID
Ronald Anderson	Social Security Admin	Pension Benefit Guaranty Corporation
Kristopher Brash Dixon	Dept of Justice	Dept of Defense
Fara Damelin	Nat'l Science Foundation	General Services Admin
Christie Deskiewicz	Dept of Justice	Securities & Exchange Comm
Christine Fagioletti	Dept of Defense	Dept of State
D. Nichole Fleming	Dept of Justice	USAID
Mark Gray	Social Security Admin	CIGIE
David Huff	Dept of Defense	Dept of Homeland Security
Alex Rzasa	Social Security Admin	Dept of Agriculture
Elizabeth Sweetland	Nat'l Science Foundation	Peace Corps

Adam Bernstein

U.S. Department of Housing and Urban Development OIG
CIGIE Fellows Program Manager



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



“To reach for new heights and reveal the unknown so that what we do and learn will benefit all humankind.”

President Dwight D. Eisenhower established the National Aeronautics and Space Administration in 1958, partially in response to the Soviet Union’s launch of the first artificial satellite the previous year. NASA grew out of the National Advisory Committee on Aeronautics (NACA), which had been researching flight technology for more than 40 years.

President John F. Kennedy focused NASA and the nation on sending astronauts to the moon by the end of the 1960s. Through the Mercury and Gemini projects, NASA developed the technology and skills it needed for the journey. On July 20, 1969, Neil Armstrong and Buzz Aldrin became the first of 12 men to walk on the moon, meeting Kennedy’s challenge.

Meanwhile, NASA was continuing the aeronautics research pioneered by NACA. It also conducted purely scientific research and worked on developing applications for space technology, combining both pursuits in developing the first weather and communications satellites.

After Apollo, NASA focused on creating a reusable ship to provide regular access to space: the space shuttle. First launched in 1981, the space shuttle flew more than 130 successful missions before being retired in 2011. In 2000, the United States and Russia established permanent human presence in space aboard the International Space Station, a multinational project representing the work of 15 nations.

NASA also has continued its scientific research. In 1997, Mars Pathfinder became the first in a fleet of spacecraft that will explore Mars in the next decade, as we try to determine whether life ever existed there. The Terra, Aqua and Aura Earth Observing System satellites are flagships of a different fleet, this one in Earth orbit, designed to help us understand how our home world is changing. NASA’s aeronautics teams are focused on improving aviation, so it meets the explosive growth in global demand for air services.

Throughout its history, NASA has conducted or funded research that has led to numerous improvements to life here on Earth.

**4th Annual
Inspectors General
Leadership Forum**

October 26, 2017

**National Aeronautics and
Space Administration
Auditorium**

**300 E St SW,
Washington, DC 20024**

Michael E. Horowitz
Inspector General, Department of Justice

Paul Martin
Inspector General, National Aeronautics & Space Administration

Mary Kendall
Inspector General (Acting), Department of Interior

Steve Linick
Inspector General, Department of State

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

Tom Howard
Inspector General, Amtrak

Jill Matthews
Inspector General (Acting), Tennessee Valley Authority

Bob Westbrook
Inspector General, Pension Benefit Guaranty Corporation



Booklet designed by:

U.S. Department of
Homeland Security
Office of Inspector General