



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY

The 6th Annual CIGIE Leadership Forum



Leading From Where You Are:

Leading People
Leading Change
Driving Excellence

October 21, 2019
U.S. Patent and Trademark Office
Alexandria, Virginia

***The 6th Annual Council of the Inspectors General on Integrity and Efficiency (CIGIE)
Leadership Forum***

Produced by the CIGIE Leadership Development Subcommittee under the direction of the
CIGIE Professional Development Committee

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Dear OIG Leaders:

I want to personally welcome each of you to the sixth annual CIGIE Leadership Forum. This year's Forum will focus on several of the Executive Core Qualifications (ECQ's) that are so important for leaders to master. Understanding how to lead people, lead change and drive results is critical to not only your success and that of your organization but also to ensure your organization can keep the trust taxpayers have in each of us knowing that we are leading with integrity and accountability.

Today, you will hear from 15 of your OIG colleagues as they share their expertise in a wide variety of areas in a 15-minute talk format. For example, you will hear thought-provoking talks titled "Assume Excellence", "Lead, Follow AND Get out of the Way", "Can You Handle the Truth?", and "Rental Cars & Ketchup: Developing Investment in Your Organization." Each one of today's speakers will not only peak your curiosity but motivate you to act to become a better leader. I feel confident you will leave this forum energized with ideas and concepts that you can use.

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,

A handwritten signature in blue ink that reads "Michael E. Horowitz".

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



Greetings OIG Leaders!

It is hard for us to believe that today we are welcoming you to CIGIE's 6th Annual Leadership Forum. Six years ago, as part of the original group of planners who created the first leadership forum, we could not have imagined that these forums would have such lasting value and impact on the CIGIE community.

We are grateful to all the leaders from so many OIGs who have volunteered their time and talent collaborating on designs, plans, and logistics for the events. We are especially grateful to those who have shared their insights and ideas on panels or in leadership talks this year and in previous forums. For some of our volunteers, it is the first time they have worked in this way with colleagues from other OIGs or spoken on topics outside of their technical expertise. Also, we continue to be grateful to American University, which has contributed so much to our efforts.

Wherever you are in your career and leadership journey, understanding how your goals and achievements help you master the executive core qualifications is so important for you and your OIG. Leading people, leading change, and being a collaborative results-driven leader is critical to your success—whether or not you become a member of the Senior Executive Service. Leading with integrity and driving results is just as important for a GS-9 as it is for an IG.

We hope today's speakers will challenge and excite you as you continue your leadership journey and that they offer you something you can use in your own organization.

Thank you!

Elise Stein, HHS OIG and Jacquelyn Phillips, HUD OIG
Co-chairs CIGIE 6th Annual Leadership Forum



6th Annual CIGIE Leadership Forum
Leading From Where You Are: Leading People - Leading Change - Driving Excellence

October 21, 2019, 8:00 a.m. – 4:00 p.m.
U.S. Patent and Trademark Office, Alexandria, VA

8:00 a.m.

Registration & Networking

8:45 a.m.

Welcome

Michael E. Horowitz, DOJ IG and CIGIE Chair

8:55 a.m.

What to Expect from the Day

Jacquelyn Phillips, HUD OIG and Elise Stein, HHS OIG



Leading People

9:00 a.m.

Can you Handle the Truth?

Elizabeth Kearns, NSF OIG

Proactive Listening: How It Can Make You More Effective

Gary Sternberg, EPA OIG

Lead, Follow, AND Get Out of the Way

Carl Leopard, DOL OIG

The Business Case for Disability Inclusion

Gregory D. Sampson, DoD OIG

10:15 a.m.

Break

Reframing: Manage Yourself and Lead Where You Are

Betsy Heines, DOJ OIG



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Leading Change

***Public Service in the Post-Millennial World:
Exciting and Inviting the Next Gen Workforce***

Amanda Seese Whelan, DOT OIG

Together We Are Unstoppable

Eric Hermosillo, USDA OIG

Where's George? Moving Your Ideas Forward

Fara Damelin, CNCS OIG

***We're the IG and We Are Here to Help!
How to Mean It and Make Them Believe It***

Nathan Deahl, NGA OIG

Table Talk

12:00 p.m.

Lunch Break

1:00 p.m.

Keynote Speaker

Margaret Weichert, Deputy Director for Management,
OMB and CIGIE Executive Chair

Rental Cars & Ketchup Packets: Developing Investment in Your Organization

Mark Greenblatt, DOI IG

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Driving Excellence

Assume Excellence

Travis J. Farris, SBA OIG

Leading Effectively with Data

Jared Smith, HHS OIG

2:15 p.m.

Break

How the DoD OIG Improved Its FEVS Scores

Steve Stebbins, DoD OIG

A Generous Leader

Tesia Williams, HHS OIG

***The Anatomy of Excellence:
Aligning Goals That Drive Performance and Productivity***

William Yeager, DHS OIG

Table Talk

3:45 p.m.

Closing Speaker

Allison C. Lerner, NSF IG and CIGIE Vice Chair



The Honorable Margaret Weichert,
*Deputy Director for Management, OMB
and CIGIE Executive Chair*

Margaret Weichert serves as the Deputy Director for Management at the Office of Management and Budget.

Ms. Weichert is a seasoned business executive who has served as a Principal at Ernst & Young, LLP since 2013. In her 25 year professional career, Ms. Weichert has also held executive leadership positions at Market Platform Dynamics, First Data Corporation, Bank of America, and Andersen Consulting focused on strategy, innovation, and business process improvement in banking and payments technology.

An innovator and entrepreneur, Ms. Weichert also cofounded an Internet company, Achex, Inc., and sold that company to First Data in 2001. As a result of her innovative work in payment technology, Ms. Weichert has been named as an inventor on 14 successful U.S. patents. An avid supporter of technology innovation in Georgia, Ms. Weichert has served since 2010 on the Technology Association of Georgia (TAG)'s Fintech Steering Committee.

She holds a B.S. of Foreign Service (Magna Cum Laude) from Georgetown University, a post-graduate diploma in Economics with distinction from the University of Sussex (UK) and an MBA from the University of California at Berkeley. Ms. Weichert also is certified as a Green Belt in Six Sigma, Design for Six Sigma.





The Honorable Michael E. Horowitz
*Inspector General U.S. Department of Justice
and 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.



Allison C. Lerner
*Inspector General, National Science Foundation
and CIGIE Vice-Chair*

Allison C. Lerner assumed the duties as Inspector General of the National Science Foundation (NSF) in April 2009, reporting to the National Science Board, and the Congress. As head of the Office of Inspector General she recommends policies for promoting economy, efficiency and effectiveness of NSF programs and operations. She leads efforts to prevent and detect fraud, waste, and abuse; improve the integrity of NSF programs and operations; and investigate allegations of misconduct in science.

Ms. Lerner began her Federal career in 1991, joining the Office of Inspector General at Commerce as assistant counsel, and has been a member of the Senior Executive Service since 2005. During her tenure at Commerce she served as special assistant to the IG, Deputy Assistant Inspector General for Auditing, and Acting Assistant Inspector General for Auditing. Prior to joining the Federal Government, she was an associate at a law firm in San Antonio, Texas.

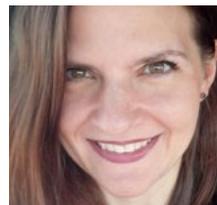
In June of 2011, Ms. Lerner was designated by President Obama as a member of the Government Accountability and Transparency Board. She currently serves as the Vice Chair of the Council of the Inspectors General on Integrity and Efficiency and co-chairs the Council's Working Groups on Suspension and Debarment and Research Misconduct.

Ms. Lerner has been honored by the President's Council on Integrity and Efficiency (PCIE) with three awards for excellence: in 2001, for her work reviewing the Department of Commerce's management of 5,000 intra-agency and special agreements worth over \$1 billion; in 2002, for her assistance in a complex investigation of false claims submitted under a financial award from the National Institute of Standards and Technology; and in 2005, for her review of a controversial study that recommended significant structural changes to the National Oceanic and Atmospheric Administration's Office of Finance and Administrative Services.

Ms. Lerner received her law degree from the University of Texas School of Law and a B.A. in liberal arts from the University of Texas. She is admitted to the bar in both Texas and the District of Columbia.



Elizabeth Kearns
National Science Foundation OIG



Elizabeth Kearns is the Director of Audit Execution for the National Science Foundation Office of Inspector General (NSF OIG) Office of Audits. She currently leads a team of eight auditors and management analysts in conducting performance audits to improve the effectiveness and efficiency of NSF's and awardees' programs and operations. She has worked as a performance auditor for 16 years with NSF OIG.

Elizabeth's audits have resulted in NSF's increased oversight of major facility construction and operations, NSF's dissemination of research results, and NSF's and awardees' improved accountability over assets.

Elizabeth has bachelor's degrees in economics and business administration from Mary Washington College and an associate's degree in accounting. She is a certified internal auditor and a certified public accountant. In her spare she likes to hike, kayak, and camp.

Gary Sternberg
Environmental Protection Agency OIG



Gary Sternberg is the publications coordinator for the U.S. Environmental Protection Agency's Office of Inspector General. Mr. Sternberg has worked for the EPA OIG for nearly 19 years, where he is responsible for the editing and publication of EPA OIG reports. He previously worked for 16 years as a writer-editor for the U.S. Department of Defense's Naval Audit Service. A graduate of Temple University in Philadelphia with a degree in journalism, Mr. Sternberg started his career as a newspaper reporter and editor.

Mr. Sternberg has presented extensive training to the Inspector General community. Mr. Sternberg worked with the Council of Inspectors General on Integrity and Efficiency in developing its "Planning, Organizing and Writing Effective Reports" course and has participated as one of the trainers about a half dozen times. Gary also developed and presented for CIGIE a 2-day learning forum, "Writing Audit and I&E Reports That Matter." Mr. Sternberg initially had developed a 2-day training course for his own organization, "Writing EPA OIG Reports That Matter," which he has presented numerous times. In addition, Mr. Sternberg has made presentations on writing audit reports for a number of other audit organizations. Gary has completed CIGIE's Adjunct Instructor Training Program.



Carl Lepard
Department of Labor OIG

Carl Lepard started with the U.S. Department of Labor in 2006 as a wage hour investigator in Pensacola, Florida where he investigated violations of minimum wage, overtime, child labor laws, and Government contract regulations. Later, Mr. Lepard became a regional targeted enforcement coordinator with the Wage and Hour Division in Dallas, Texas covering an 11-state region from the northern border to the southern border. In this position, Carl was responsible for overseeing large-scale investigations involving multistate corporations and the agency's visa fraud investigations. In 2012, Carl became a special agent with the U.S. Department of State, Diplomatic Security Service. Assigned to the Houston Field Office, he investigated allegations of passport and visa fraud. In addition, Mr. Lepard served in various assignments as a regional security officer in U.S. Embassies and Consulates in Africa and Central America. He also conducted protective security operations for current and former Presidents of the United States, the Secretary of State, and foreign dignitaries in four continents. In 2017, he returned to the U.S. Department of Labor to become a special agent with the Office of Inspector General. As a desk officer, Mr. Lepard is responsible for the coordination and review of regional workload performance and liaison/operational contacts at the headquarters level while also providing direction and guidance regarding investigative procedures, techniques, and methods used in the conduct of DOL OIG investigations.

Mr. Lepard also served as a Navy Reserve intelligence officer and deployed to Iraq in support of Operation Iraqi Freedom, where he was awarded the Bronze Star Medal for meritorious service in combat. Mr. Lepard is a graduate of the U.S. Naval Academy and holds a bachelor of science in political science as well as a M.S. in criminal justice studies from Florida State University.



Gregory D. Sampson
Department of Defense OIG



Mr. Gregory D. Sampson is a senior program analyst with the Office of Evaluations, Department of Defense Office of Inspector General. Gregory is currently detailed as Assistant Director for Leadership Programs at the CIGIE Training Institute. He also serves as Chair, Leadership Development Subcommittee, where he leads an interagency team of senior professionals promoting leadership and mission support training, education, and professional development for the CIGIE community. He is the founder and architect of the CIGIE Fellows Program (CFP) and served as the program manager for the inaugural cohort in 2016.

As an evaluations professional, Gregory served on and led priority national security oversight projects and internal special projects supporting corporate governance and mission support since 2008. He holds a bachelor of science in criminal justice (Honors) from North Georgia College, and is a Distinguished Graduate with a M.S. in government information leadership from the National Defense University, College of Information and Cyberspace.

Gregory is a passionate advocate for disability employment issues and the Workforce Recruitment Program for students with disabilities. He is married to Joanna Sampson, a U.S. Army Nurse Corps officer. They have a 9-year-old daughter, Zoe, and live in Alexandria, Virginia.

Betsy Heines
Department of Justice OIG

Betsy Heines is a mathematical statistician in the Office of Data Analytics at the Department of Justice Office of the Inspector General (DOJ OIG). She performs analysis of large data sets to meet the mission of the DOJ OIG in fighting waste, fraud, and abuse. She believes that rigorous analytics, in combination with subject matter expertise, have the ability to transform the work of the DOJ OIG, as well as elevate its mission. Illustrating this philosophy, she has taken an active role in leading technical trainings for her colleagues across the OIG in addition to her normal duties as a data analyst.



In May 2019, Ms. Heines received the Rollie Lamberson Research Award from the Resource Modeling Association for her research publication "Assessing the Economic Trade-offs Between Prevention and Suppression of Forest Fires." She earned her B.A. in mathematics from Transylvania University and her M.S. and Ph.D. in mathematics from the University of Tennessee, Knoxville.



Amanda Seese Whelan
Department of Transportation OIG

As Chief of Staff at the Department of Transportation Office of Inspector General (DOT OIG), Amanda Seese Whelan serves as a trusted advisor to the Inspector General and Deputy Inspector General and assists with managing day-to-day operations. Amanda directly oversees the Office of Communications as well as all of DOT OIG's administrative professional and executive assistant services. She brings a passion for employee engagement to her oversight of several organizational development programs.

These include new employee onboarding and orientation, mentoring, job shadowing and communities of practice forums. Amanda also helps drive the agency's strategic planning and organizational assessment activities, including its Federal Employee Viewpoint Survey efforts. She is the senior management official responsible for Enterprise Risk Management and the executive sponsor for the agency's Employee Resource Council.

Prior to her position as Chief of Staff, Ms. Seese Whelan served as DOT OIG's first New Hire Workforce Development Manager. In that role, she helped the agency manage a rapid and unprecedented 15-percent staff increase in 2014, reconfiguring onboarding procedures to create a centralized process. She also designed and delivered the agency's first-ever New Employee Orientation Program, which has since helped welcome and integrate hundreds of staff. Amanda joined DOT OIG in August 2010 and contributed to the audit division's work on rail, maritime, and transit issues. As a project manager, she led audits involving the Federal Railroad Administration and the Maritime Administration. In October 2018 Amanda received DOT OIG's highest honor, the Inspector General's Distinguished Service Award, in recognition of her achievement of results with a lasting impact on the agency, and her commitment to the core values of "Mission First, People Always."

Prior to her time at DOT OIG, Ms. Seese Whelan served at the Office of the Special Inspector General for the Troubled Asset Relief Program, working on reviews of major homeowner retention programs. She also has experience working on the other side of audits, through her work at Computer Sciences Corporation, where she worked onsite with the Missile Defense Agency to help enhance its relationships with government audit organizations.

Ms. Seese Whelan began her career in government oversight and auditing at the U.S. Government Accountability Office in 2006 after earning a bachelor's degree in broadcast news from Kent State University. She lives in Alexandria, Virginia, with her husband, Tim, and their 6-month-old son, Declan.



Eric Hermosillo
Department of Agriculture OIG

Eric Hermosillo joined the U.S. Department of Agriculture, Office of Inspector General (USDA OIG) in 2009. He is currently a senior project leader in OIG's Office of Audit. In this role, he leads, plans, conducts, and reports on highly complex audits. He received a CIGIE Award for Excellence for his significant leadership role on two audits related to USDA's Discrimination Claims Processes. Mr. Hermosillo has worked with OIG's Office of Compliance and Integrity, served on USDA OIG's Advisory Council on social media and CIGIE's Enterprise Risk Management (ERM) working group. He is also a selected nominee for CIGIE's Interagency Fellows Program.



Mr. Hermosillo is a graduate of DePaul University in Chicago, IL where he earned a B.S. in accountancy. He is also a certified fraud examiner.

Fara Damelin
Corporation for National and Community Service OIG

Fara Damelin joined the Corporation for National and Community Service as Deputy Inspector General in February 2018. Previously, Ms. Damelin served for over 14 years with the National Science Foundation Office of Inspector General (NSF OIG), initially as an investigative attorney and later as Director of the Office of Investigations Legal Division. While at NSF OIG, Ms. Damelin supervised a staff of Investigations attorneys, investigated allegations of fraud, waste, and abuse related to NSF programs and operations, and worked closely with the Department of Justice on civil and criminal prosecutions and recoveries. Prior to joining the IG community, Ms. Damelin served for eight years as an employment attorney with the Department of Health and Human Services, Office of the General Counsel.



Ms. Damelin is a graduate of the Federal Executive Institute's "Leadership for a Democratic Society" program and participated in the CIGIE Fellows Program, completing a 6-month detail with the OIG of the General Services Administration. She is a Certified Fraud Examiner and serves as an adjunct instructor for the Inspector General Academy. Ms. Damelin received a B.A. in Political Science from SUNY Binghamton in 1991, and a J.D. from the George Washington University National Law Center in 1994.



Nathan J. Deahl
National Geospatial-Intelligence Agency OIG

Nathan Deahl attended the University of Arizona, earning two degrees in Molecular-Biology and Psychology. Upon graduation, Mr. Deahl earned an Air Force commission as a navigator and attended flight school at Pensacola Naval Air Station. In 2001, he was selected to fly the mighty F-15E Strike Eagle as a weapons systems officer. After injury cut his flying career short, Mr. Deahl graduated the Air Force's Intelligence Officer's course as the top graduate and was then assigned to Hickam AFB Hawaii. There he was charged with implementing the mission qualification, readiness and mobility requirements for the 165 airmen. He also served as the squadron's lead targeting and intelligence planner. In December 2004, after a devastating tsunami hit Indonesia, and neighboring countries. Nathan was assigned as the senior intelligence duty officer for the relief mission that followed. From 2005 to 2007, Nathan served as the 13th Air Force's Targeting Flight Commander.

In 2007, Mr. Deahl resigned his commission and moved to Washington D.C. There he worked for the Touchstone Consulting Group as their lead for the NGA's Chief Information Officer (CIO) change management engagement. In 2007, Mr. Deahl earned his first master's degree in Criminal Justice. In 2009, Mr. Deahl took a permanent Government position with the NGA and continued to work in the CIO's office. There he was responsible for the Agency's Privacy program and IT policy creation.

Mr. Deahl joined the NGA Office of Inspector General in 2010 as an inspector, was promoted to senior inspector in 2015, and currently serves as the Deputy Inspector General for Inspections. As an inspector, he spearheaded the creation of Intelligence Oversight Inspections, which was acknowledged as a best practice in the Department of Defense. Mr. Deahl is responsible for overseeing several CIGIE and Intelligence Community Inspector General award-winning evaluations (2012, 2017, and 2018). Mr. Deahl also earned his second master's in public policy management from Georgetown University in May 2015. He is currently working on his third master's degree in accounting.

Mr. Deahl resides in Crofton, Maryland, with his wife, Karen, a nurse, and their three children, Tessa (brainiac), Laney (trouble), and Jackson (goofball).



The Honorable Mark Lee Greenblatt

Inspector General, Department of the Interior



Mark Lee Greenblatt began his tenure as the Inspector General for the U.S. Department of the Interior (DOI) on August 26, 2019, after being confirmed by the Senate. As the Inspector General, Mr. Greenblatt oversees a nationwide workforce of more than 270 investigators, auditors, evaluators, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in DOI programs and to promote economy and efficiency in Departmental operations. Mr. Greenblatt is the senior official responsible for providing oversight of more than 70,000 Department employees, assessing the Department's diverse programs with more than \$10 billion in grants and contracts, and conducting complex administrative and criminal investigations.

Mr. Greenblatt has more than 15 years of Federal oversight experience in the legislative and executive branches. He most recently served as the Executive Director of the Council of Inspectors General on Integrity and Efficiency, where he led the Council's staff in supporting the Inspector General community's efforts to combat fraud, waste, and mismanagement. He previously served in leadership roles at the U.S. Department of Commerce Office of Inspector General (OIG) and the U.S. Senate Permanent Subcommittee on Investigations. Mr. Greenblatt also served as an Investigative Counsel at the U.S. Department of Justice OIG.

Mr. Greenblatt clerked for U.S. District Judge Anita Brody and was a litigator in two large, international law firms. He also served as Vice Chair and Commissioner of the Montgomery County, Maryland, Ethics Commission, was an adjunct professor at the American University School of Law, and is a published author.

Mr. Greenblatt graduated from Columbia University School of Law, where he was a Harlan Fiske Stone scholar, and earned his undergraduate degree from Duke University. He also completed the Senior Managers in Government Fellowship at Harvard University's Kennedy School of Government.



Travis J. Farris
Small Business Administration OIG

Travis J. Farris is Counsel to the Inspector General at the Small Business Administration Office of Inspector General (SBA OIG). In this capacity, he oversees and coordinates the proactive review of all SBA policies and provision of all legal services for the SBA OIG. These services include the development of criminal, civil, and administrative cases for violations of SBA programs. Mr. Farris is also an adjunct instructor with the Council of the Inspectors General on Integrity and Efficiency Training Institute and a graduate of Experienced Leaders class. Prior to his current position, Mr. Farris served as an Assistant Counsel with the SBA OIG from 2009 until 2014.

Before working with the SBA OIG, Mr. Farris was a trial attorney in the Department of Housing and Urban Development's Office of Program Enforcement from 2000 until 2009. In that office, he litigated suspension, debarment, Program Fraud Civil Remedies Act and civil money penalty matters and also assisted with civil remedies for program integrity violations.

A native of Burke, Virginia, Mr. Farris received his B.A. in history and english from James Madison University in Harrisonburg, Virginia, and his J.D. from the College of William and Mary, Marshall-Wythe School of Law in Williamsburg, Virginia.



Jared Smith
Health and Human Services OIG

Jared Smith has served as the Director of Quantitative Methods for the Department of Health and Human Services Office of Inspector General's audit group since 2014. In this role, Jared works with regional and headquarters staff to ensure the most effective and efficient use of quantitative methods, such as statistical sampling. This past fiscal year, the audit group used statistical sampling to calculate over \$800 million in recommended recoveries and over \$7.7 billion in other audit findings. Prior to starting with OAS, Jared worked for 6 years as the lead statistician at the Naval Audit Service.

Mr. Smith earned a PhD from the University of California, Irvine, Department of Cognitive Sciences and a J.D. from George Washington University Law School. Jared is a Certified Internal Auditor and a member of the American Statistical Association.



Steven A. Stebbins
Department of Defense OIG

Steven A. Stebbins was appointed to the Senior Executive Service on May 12, 2015 to serve as the Chief of Staff for the DoD OIG. Prior to joining the OIG Mr. Stebbins served in the U.S. Army, retiring as a Colonel in 2015. Commissioned a Second Lieutenant of Field Artillery in 1983, Mr. Stebbins served in cannon artillery units in Korea, the 82nd Airborne Division, and Germany. In 1994, he left active duty and worked in private sector human resource management and organizational development in Green Bay, Wisconsin while also serving in the Army Reserve. In late 2001, he volunteered for active duty to serve on the Army Crisis Action Team at the Pentagon. Subsequently he served in staff leadership roles in the Headquarters Department of the Army Directorate of Force Management and at Combined Security Transition Command – Afghanistan, and led the U.S. Army Force Management Support Agency for four years.



Mr. Stebbins earned a B.A. in History from the University of Vermont, where he was captain of the cross country team; an M.A. in History from the University of North Carolina at Chapel Hill; and an M.S. in National Resource Strategy from the National Defense University. He is certified as a Senior Professional in Human Resources and is an Eagle Scout.

Tesia Williams
Department of Health and Human Services OIG

Tesia Williams serves as Director of Communications for the HHS OIG. In this role, she advises senior staff on response to high-profile and sensitive media inquiries, development of earned media strategies, and execution of crisis management plans. She leads a team of geographically dispersed graphic artists, web developers, and public affairs professionals, who have successfully launched more than 30 national multimedia campaigns. Prior to joining HHS OIG, she worked as a senior communicator for the Department of the Army for nearly 15 years. In her spare time, she loves to watch “reality” tv and have dance-offs with her three girls.





William Yeager
Department of Homeland Security OIG

William (Bill) Yeager is the Director, Training & Workforce Development for the Department of Homeland Security Office of Inspector General. Bill has over 30 years of professional human-centric experience analyzing, developing, and evaluating performance improvement products for military, government, and commercial users. He leads, conducts, and delivers human systems integration and human performance analyses to optimize human performance to improve business and occupational results.

Prior to his work at the DHS OIG, Bill served as the Acquisition Workforce Manager and Rescue and Survival Systems Manager for the United States Coast Guard. Prior to the Coast Guard, he was a consultant for Booz Allen Hamilton. Bill retired from the U.S. Navy in 2001 after a 21-year career in naval aviation.

A certified performance technologist since 2003, Bill is a leader in the performance improvement field. He applies analysis, design and development, implementation, and evaluation processes to identify human performance inefficiencies and to close performance gaps with a systematic approach focusing on practical goals, sustainable metrics, and workplace environments to enhance worker productivity. Bill has worked with a variety of clients including the U.S. Coast Guard, the Department of Defense, the US Intelligence Community, the Republic of Macedonia and the Baltic States of Lithuania, Latvia, and Estonia.

A graduate from the University of Maryland University College, Mr. Yeager currently resides in the Washington DC area and, if not working, can be found watching the game.



CIGIE Leadership Development Sub-Committee

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 and the commitment to maintaining the “well-trained and highly skilled workforce” called for in the Inspector General (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 culture acumen of the OIG workforce.

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

Event Staff:

Amanda Abraham	David Rudd
David Gross	Jessica Salazar
Matthew Hebert	Debra Scott
Lauretta Joseph	Helen Springirth
Erika Lang	Elise Stein
Jacquelyn Phillips	Ruth Strande
William Yeager	

A special thanks to the staff at American University Key Executive Leadership Program:

Brianne Dorsey
Lam-Anh Le
Dr. Patrick Malone
Lauren Manier
Jennifer Tether

and a sincere thanks to all of our attendees and presenters.



CIGIE Training Institute Leadership Development Programs



American University's Emerging Leader program is part of the American University (AU) 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 4-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 AU 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 GGS-13, -14, and -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 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.



UNITED STATES PATENT AND TRADEMARK OFFICE

The United States Patent and Trademark Office (USPTO) is the federal agency for granting U.S. patents and registering trademarks. In doing this, the USPTO fulfills the mandate of Article I, Section 8, Clause 8, of the Constitution that the legislative branch "promote the Progress of Science and useful Arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective Writings and Discoveries." The USPTO registers trademarks based on the commerce clause of the Constitution (Article I, Section 8, Clause 3). Under this system of protection, American industry has flourished. New products have been invented, new uses for old ones discovered, and employment opportunities created for millions of Americans. The strength and vitality of the U.S. economy depends directly on effective mechanisms that protect new ideas and investments in innovation and creativity. The continued demand for patents and trademarks underscores the ingenuity of American inventors and entrepreneurs. The USPTO is at the cutting edge of the nation's technological progress and achievement.

The USPTO advises the president of the United States, the Secretary of Commerce, and U.S. Government agencies on intellectual property (IP) policy, protection, and enforcement; and promotes the stronger and more effective IP protection around the world. The USPTO furthers effective IP protection for U.S. innovators and entrepreneurs worldwide by working with other agencies to secure strong IP provisions in free trade and other international agreements. It also provides training, education, and capacity building programs designed to foster respect for IP and encourage the development of strong IP enforcement regimes by U.S. trading partners.

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Alexandria, VA 22314*



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 create 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





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