



Council of the
INSPECTORS GENERAL
on INTEGRITY and EFFICIENCY



2014
**INSPECTORS GENERAL
LEADERSHIP FORUM**

PRESENTED BY
THE CIGIE PROFESSIONAL DEVELOPMENT COMMITTEE
LEADERSHIP COMMUNITY OF PRACTICE

About the Cover:

The cover theme of the Golden Gate Bridge in San Francisco, CA was selected by this program's designer for its representational view of leadership.

The bridge with its towers, suspension cables, and suspenders represent strength and direction, the fog represents the OIG's world of work, and the clarity of the top of the bridge represents effective leadership.

Photo courtesy of Jeff Swanson and Interfacing Nature

Design by: Department of Homeland Security Training & Workforce Development Division



Order of Events

Welcome

- *Tom Caulfield, Executive Director, CIGIE Training Institute*

Introduction of Moderators

- *Mr. Russell Barbee, Assistant Inspector General for Management, US Department of Homeland Security OIG*
- *Ms. Jacquelyn Phillips, Chief Knowledge Officer, US Postal Service OIG*

I. Academic Panel

- *Dr. Patrick Malone, American University*
- *Mr. Steven Wiley, Lincoln Leadership Institute at Gettysburg*
- *Dr. Jared Peatman, Lincoln Leadership Institute at Gettysburg*

II. Inspector General Panel

- *The Honorable Phyllis Fong, Inspector General, US Department of Agriculture*
- *Mr. David Montoya, Inspector General, US Department of Housing and Urban Development*
 - *Mr. David Williams, Inspector General, US Postal Service*
- *Ms. Mary Kendall, Deputy Inspector General, US Department of Interior*

Wrap-up

- *The Honorable Phyllis Fong, Inspector General, US Department of Agriculture*

Networking Time

- *Homeland Security Training Institute Break Room*

Part I: Academic Leadership Panel

*The Value of Learned Leadership
Continued Developmental Activities
Developing our Future Leaders*

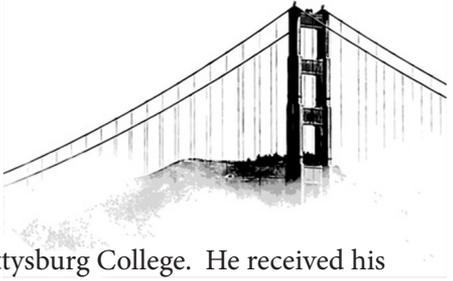


Dr. Patrick Malone, American University

Professor Patrick Malone is an Executive-in-Residence in the American University, School of Public Affairs, Department of Public Administration and Policy where he teaches courses in public sector leadership, executive problem solving, organizational analysis, action learning, leadership ethics, and public administration in the policy process. He also serves as a senior advisor and faculty member in American University's Key Executive Leadership program.

He is a frequent guest lecturer on leadership and organizational dynamics in state and federal agencies, professional associations, and universities including Oklahoma State University and the Visiting Scholars program at Yale. He has extensive experience working with federal sector leaders from DHHS, EPA, IRS, USDA, HUD, DHS, and DoD among others. Professor Malone also regularly presents in international forums to government leaders from the Republic of Vietnam, Panama, Poland, Belgium, and Mauritius. His research interests and scholarship include work in public service motivation, leadership, ethics, and organizational behavior. He is one of only thirty researchers in the country certified to score the Subject/Object qualitative research methodology developed at Harvard University. Dr Malone spent twenty-two years in the Department of Defense where 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 "The Challenges That Set Public Service Apart," "Enhance Your Leadership by Tapping Into Staff Attitudes - Understanding Temperaments Can Help Build Collaboration," "The Untapped Power of Action Learning," and "Keeping Your Lens Clean Amidst Ethical Challenges."

**Dr. Jared Peatman,
Lincoln Leadership Institute**



Jared Peatman, is a 2002 graduate of Gettysburg College. He received his master's degree from Virginia Tech and Ph.D. from Texas A&M. In 2009, Dr. Peatman was named the Organization of American Historians/Abraham Lincoln Bicentennial Commission Doctoral Fellow for his recently-completed dissertation on the legacy of the Gettysburg Address.

Since 1998 Jared has given over 100 tours of the battlefield at Gettysburg and dozens of presentations on Abraham Lincoln and the Civil War era. In 2004, while teaching seventh grade U.S. History in Danville, Virginia, he was his district's nominee for the Virginia State Social Studies Teacher of the Year Award. A native of Maine, Jared is (not surprisingly) quite fond of Joshua Chamberlain. His first appearance on television was as a high school junior explaining the significance of the National Park's acquisition of a parcel of land on the backside of the 20th Maine's line. He has written articles on the role of Daniel Sickles in shaping President Lincoln's early perceptions of the Battle of Gettysburg, and most recently a chapter in *Virginia at War, 1863*, titled "Lincoln acted the clown: Virginia's Newspapers and the Gettysburg Address." Since 2009 he has served as the lead historian for leadership events hosted by the Administrative Office of the U.S. Courts and Partnership for Public Service at historical locations ranging from Gettysburg and Fort Necessity in Pennsylvania all the way to the Alamo in San Antonio, Texas.



Steven B. Wiley, Lincoln Leadership Institute

Steven B. Wiley is a proven entrepreneur, author, and highly acclaimed speaker who has influenced and entertained tens of thousands of top executives from around the world. Without exception, Steve Wiley receives the highest ratings possible from his audiences and his manner of presenting leadership development and leadership insights have received high praises.

His business experience includes the founding of three companies: two international franchise organizations and a national chain of fleet management centers. He has successfully negotiated multi-million dollar funding agreements for his own companies with some of the top venture capital organizations in the world.

Steve continues to bring a wealth of knowledge in the areas of leadership development, marketing, negotiation, sales and business development. His lucrative and varied high-ticket consultative selling and negotiating experience began over twenty years ago and includes tens of millions of dollars in the sales of companies, divisions, hardgoods, and services. His strong leadership ability has earned him recognition in top publications including Venture Magazine, USA Today, and Entrepreneur Magazine.

Steve's speaking experience includes three years as National Spokesperson for the Quaker Oats/Pritikin Longevity Centers for whom he has been featured in television commercials and advertisements in the Wall Street Journal, Chicago Tribune, Los Angeles Times and New York Times. Over the past ten years, he has conducted thousands of seminars on negotiation, sales leadership and wellness for numerous public and private sector organizations at conferences across the country.

He is the President of The Lincoln Leadership Institute at Gettysburg and the founder of the Institute's Communicating with Executive Presence program as well as their Transformational Journey from Gettysburg leadership development experience.

Part II: Inspector General Leadership Panel

Leadership Keys
Employee Engagement
Stakeholder/Customer Engagement
Looking Forward

Phyllis K. Fong was sworn in as Inspector General for the U.S. Department of Agriculture (USDA) on December 2, 2002. USDA is one of the largest and most diverse departments in the Federal Government. Its mission includes the management of traditional farm programs, private lands conservation, domestic food assistance, the National Forest System, agriculture research and education, agricultural marketing, international trade, meat and poultry inspection, and rural development programs. Ms. Fong was nominated by President George W. Bush and confirmed by the U.S. Senate.

As Inspector General (IG), Ms. Fong is the senior official responsible for audits, investigations, and other oversight activities relating to USDA's programs and operations. The Office of Inspector General (OIG) provides leadership in promoting economy and effectiveness in USDA programs and preventing fraud, waste, and abuse. Ms. Fong's priorities as IG have been to focus OIG's resources on the protection of public health and safety related to USDA's mission and operations, and to improve the financial integrity of the Department's programs.

In November 2008, Ms. Fong was elected by the Inspector General community as the first Chairperson of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), an independent agency established by Congress in the Inspector General Reform Act of 2008. CIGIE's members include 72 Federal Inspectors General, and its mission is to promote economy and effectiveness in Federal programs through coordinated Governmentwide activities. She is currently serving her third term as CIGIE's Chairperson.

Ms. Fong also serves as a member of the Recovery Accountability and Transparency Board, which was established by Congress to oversee Federal spending under the American Recovery and Reinvestment Act of 2009. The Board's responsibilities include oversight of disaster relief funds for Hurricane Sandy.

In February 2014, Ms. Fong received the Distinguished Federal Leadership Award from the Association of Government Accountants (AGA). The AGA award recognizes elected or presidentially-appointed Federal officials who exemplify and promote excellence in government management, and have demonstrated outstanding leadership in enhancing sound financial management practices and policies. In its announcement of the award, AGA stated that as the Chairperson of CIGIE and IG of USDA, Ms. Fong "has promoted excellence and accountability in financial management to ensure the effective delivery of government programs and services to the American people." Additionally, in March 2014, Ms. Fong was recognized as one of the "Most Influential Professionals in Government Auditing" by the Institute of Internal Auditors (IIA). The honorees were recognized by the IIA for their outstanding achievements and positive impact in public sector auditing.

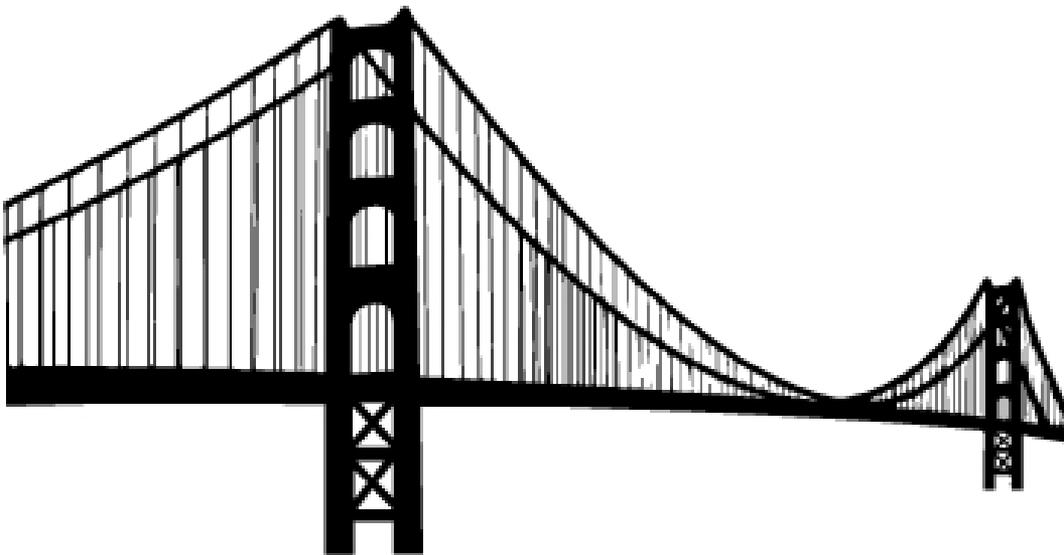
Prior to her appointment at USDA, Ms. Fong was nominated by President Bill Clinton and confirmed by the U.S. Senate to be the IG of the U.S. Small Business Administration (SBA). Ms. Fong served as SBA's IG from April 1999 until December 2002. A career member of the Senior Executive Service, she held several senior management positions at SBA OIG.

Ms. Fong was born in Philadelphia, Pennsylvania, and raised in Honolulu, Hawaii. She graduated from Pomona College with a B.A. degree in Asian Studies and earned her J.D. degree from Vanderbilt University School of Law. Ms. Fong is a member of the Tennessee and District of Columbia bars. She and her husband have two children.

Mary Kendall spent much of her career as an attorney for Federal law enforcement programs and as a State and Federal prosecutor. 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 for 9 years.

Ms. Kendall became Deputy Inspector General at the Department of the Interior in the fall of 1999. She played an instrumental role in transforming the Office of Inspector General into an innovative organization dedicated to being the independent, objective broker of choice.

The OIG is an oversight organization responsible to the American people, the Secretary, and Congress. The OIG abides by the highest ethical standards and has the courage to tell its customers and stakeholders what they need to know and not just what they wish to hear. OIG core values help fulfill its mission and maintain its high ethical standards: placing the highest value on objectivity and independence to ensure integrity in its workforce and products; striving for continuous improvement; and believing in the limitless potential of its employees.



Mr. David A. Montoya was sworn in as Inspector General for the U.S. Department of Housing and Urban Development (HUD) on December 1, 2011. The Department's mission "is to create strong, sustainable, inclusive communities and quality, affordable homes for all."

Mr. Montoya's 27-year career has been dedicated to public service focused on law enforcement, with more than 16 years of oversight, supervisory, and executive leadership positions, including more than 10 years' experience in the Federal Senior Executive Service. His professional career has demonstrated a rigorous focus on accountability, high ethical standards, and integrity.

Before Mr. Montoya's appointment to HUD, he served in senior-level positions for the Offices of Inspector General at the U.S. Postal Service and the U.S. Department of the Interior and as Deputy Director of the Environmental Protection Agency's Criminal Investigation Division.

Mr. Montoya is a member of the Financial Fraud Enforcement Task Force, established by President Obama in November 2009, and is a co-chair of the Mortgage Fraud Working Group, which is charged with addressing a wide range of fraud in the mortgage, finance, and housing markets. He is also a member of the Council of Inspectors General on Financial Oversight, established by the Dodd-Frank Wall Street Reform and Consumer Protection Act, which assists in improving financial oversight and evaluating the effectiveness and internal operations of the Financial Stability Oversight Council. In addition, Mr. Montoya is a member of the Investigations Committee of the Council of Inspectors General on Integrity and Efficiency, which is charged with advising the Inspector General community on issues involving criminal investigations, criminal investigations personnel, and criminal investigative guidelines. He is also a member of the International Association of Financial Crimes Investigators, a member of its Advisory Council, and a co-chair of its Law Enforcement Committee.

Mr. Montoya is strongly committed to collaboration with HUD staff and national stakeholders to ensure that the Department's vital programs are effectively and efficiently implemented. In addition, he is focused on developing analytics for early detection of waste, fraud, and mismanagement through the strategic application of OIG's audits, evaluations, reviews, and investigations. Mr. Montoya believes fraud prevention is imperative at the front end and consistently conveys this message to every OIG employee.

David C. Williams was sworn in as the second independent Inspector General (IG) for the U.S. Postal Service on August 20, 2003. Williams is responsible for a staff of more than 1,100 employees that conducts independent audits and investigations for the largest civilian federal agency.

In July 2011, Williams was appointed by the Obama administration to serve as Vice Chair on the Government Accountability and Transparency Board. The Board develops plans to enhance transparency for federal spending and improve methods for detecting and acting upon fraud and waste in federal programs.

In March 2014, Williams was honored as one of the 2013 Federal Computer Week's Federal 100 leaders from government, industry and academia who had the greatest impact on the federal IT community. Williams was also recognized as one of FierceGovernment's 2013 Fierce 15 – recognition of federal employees and teams who have done particularly innovative things.

In his last position, Williams served as the Deputy Assistant Administrator for Aviation Operations at the Transportation Security Administration (TSA) from August 2002 until August 2003.

Williams has served as IG for five federal agencies. He was first appointed by President George Bush to serve as IG for the U.S. Nuclear Regulatory Commission from 1989 to 1996. President William Clinton next appointed him IG for the Social Security Administration from 1996 to 1998, and then as IG for of the Department of the Treasury in 1998. In 1999, President Clinton named him as the first IG for Tax Administration of the Department of Treasury. In 2001 President George W. Bush named Williams the Acting IG for HUD, while he was also serving at the Department of the Treasury.

Williams served in the U.S. Army Military Intelligence and began his civilian federal career as a special agent with the U.S. Secret Service. He later served as Director of Operations in the Office of Labor Racketeering at the Department of Labor; the President's Commission on Organized Crime; and as Director of the Office of Special Investigations at the U.S. General Accounting Office. Williams is the recipient of the U.S. Bronze Star and the Vietnamese Medal of Honor for service in Vietnam.

Williams graduated from Southern Illinois University and received his Advanced Degree in Education and a Masters in Education from the University of Illinois.



OUR MODERATORS

Jacquelyne Phillips has served as 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.

Russ Barbee joined the DHS OIG as the Assistant Inspector General for Management in September 2012. Previously, he was a director in the Transportation Security Administration, Office of Inspection. Prior to his nine years at TSA, he spent 25 years with the U.S. Postal Service, where he held a variety of management positions, including Special Agent-in-Charge in the Office of Inspector General. As a federal law enforcement officer for more than 24 years, and as a Certified Internal Auditor, Mr. Barbee brings a unique perspective to examining systemic issues and combating fraud, waste, and abuse. His leadership and contributions have been recognized with various awards, including the U.S. Postal Service Vice President's Award, two ECIE Awards for Excellence, and several TSA Honorary Awards.

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 may also make recommendations to the PDC on projects that will enhance leadership knowledge and ability in the CIGIE community. Today's inaugural IG Leadership Forum is one such LDS initiative.

On behalf of the LDS, I extend my sincere thanks and commend the LCOP for their tireless efforts in putting today's event together.

Kevin Donohue, Chair, LDS

Event Co-Coordinators

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Elise Stein, Dept. of Health and Human Services OIG, Wash. DC

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Richard Woodford, Dept. of Labor OIG, Wash. DC

Special thanks to the Department of Homeland Security OIG's Training & Workforce Development Division for their support in hosting the event.

THE CIGIE LEADERSHIP DEVELOPMENT PROGRAMS

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. This is a 2-week program offered on the AU campus in Washington, DC. The program's second week is held 5 to 6 weeks following the first week to enable participants to apply what they have learned and then reconvene to discuss their experiences.

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. There is a break of about 6-weeks between the first and second weeks to enable participants to apply what they have learned and then reconvene to discuss their experiences. If participants are not previous graduates of the New Leader Program, three additional days of instruction are added on the front end of the first week.

"A Transformational Journey from Gettysburg" program is a 5-day in-residence program delivered by the Lincoln Leadership Institute in Gettysburg, PA. This program uses history as a metaphor and the battlefield of Gettysburg as the classroom to present leadership challenges present in 1863 that are also present in our organizations today. Sessions focus on lessons of transactional, transformational, and anticipatory leadership; the importance of followership; communication; participation in application of problem-solving models; team-building exercises; and leadership challenges unique to the IG community.



Homeland Security

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