



**CIGIE**  
**TRAINING INSTITUTE**

Leadership & Mission Support Academy | CIGIE Fellows Program

# CIGIE Fellows Program

Program Manual 2020



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## Introduction

The Council of the Inspectors General on Integrity and Efficiency (CIGIE) Fellows Program (CFP) is designed to strengthen enterprise leadership across the government and oversight community by providing OIG professionals with expanded perspective and skillsets to address challenges facing the government. These increasingly complex challenges require leaders to work across agency and organizational boundaries while leveraging networks in order to effectively deliver services to the American people.

The program is focused on talent development and building the next generation of career senior executives with an enterprise perspective. This is accomplished through an interagency rotation focused on the complex, cross-agency challenges that increasingly confront the Federal government and strengthening enterprise leadership skills through targeted development sessions.

The goal of the program is to build a cadre of government oversight leaders with strong inter-agency experience and exposure to a broad cross-section of government. Fellows work on challenging assignments to develop the skillsets and networks that enterprise leaders need: a whole-of-government perspective, stakeholder collaboration and engagement, working across boundaries without formal authority, and working outside traditional agency structures.

The CFP requires Fellows to leverage their skills to drive progress on important programs and deliver long-term strategic results. The CFP works closely with CIGIE Committees to allow Fellows to develop a deeper understanding of organizational performance, delivering results, embracing innovation, and focusing on outcomes and effective service delivery.

## Program Overview

The CFP is sponsored by the CIGIE Professional Development Committee and supported by CIGIE Training Institute's Leadership and Mission Support (L&MS) Academy. It is a 1-year senior leadership development program that includes a number of developmental activities throughout the course of the year. CFP Fellows will be placed in an interagency rotation assignment within the CIGIE community that is generally outside the Fellow's subject matter expertise.



The CFP provides an opportunity for a diverse cohort of high-potential career employees to develop enterprise leadership skills as they seek to become future Senior Executives. Fellows spend at least 680 work hours (equivalent to 85 workdays or 4 months) in a rotational assignment gaining on-the-job experience. Fellows also attend multiple developmental Cohort activities built around the stakeholders, networks, and skillsets that senior leaders need in an enterprise environment.

This manual provides more information on the program's nomination and selection process, development component, rotational assignments, and post-program activities. Appendix A contains answers to Frequently Asked Questions.

### Program Objectives

- Provide Fellows a broad federal oversight perspective on high-priority challenges and access to senior decision-makers with exposure to a wide cross-section of government;
- Develop a cadre of leaders with executive-level skillsets and networks to address challenges through a cross-agency lens and implement solutions across organizational boundaries;
- Strengthen on-going implementation efforts of cross-agency initiatives important to the CIGIE community that require broad coordination to ensure delivery of tangible results;
- Expose Fellows to new operational procedures within other OIGs; thereby cultivating the exchange of best practices and innovation.

### Program Parameters

- This program is open to career GS-14 to GS-15 and equivalent permanent OIG employees, as well as exceptionally qualified GS-13 employees.
- Agencies may nominate up to four candidates to the CFP Program to be considered for inclusion in the program (admission is competitive and nominees are not guaranteed to be selected).
- Program duration is one year, starting March 1, 2020.
- The rotation component is outside of home agency and may be full-time or part-time, as long as it totals at least 4 months or 680 work hours.



- Program includes multiple leadership developmental activities that occur every few weeks except for during the summer and holiday breaks.
- The rotation is non-reimbursable.
- A Memorandum of Understanding will be developed between home agency and gaining/host agency.
- This is not a certified SES candidate development program and there is no guarantee for placement into a Senior Executive Service (SES) position as a result of participation in this program, however, participation does provide experience that may be used in developing Executive Core Qualifications.

### Program Benefits

- Increased exposure to a variety of agencies – including cultures, missions, functional areas, senior leaders and new ways of doing business;
- Improved ability to address complex problems that cut across organizational and jurisdictional boundaries, and to build and leverage relationships to have an impact beyond their formal authority;
- Heightened government-wide perspective on problem solving, best practices, and real solutions that can be applied within the home agency;
- Experience relying on collaborative leadership skills, rather than technical expertise, to meet mission goals;
- Firsthand experience integrating into a new culture and fast-paced, ambiguous environment with an emphasis on flexibility and entrepreneurial skills;
- Increased ability to leverage newly expanded professional networks to identify innovative and collaborative ways of tackling challenges to address organizational challenges in future positions;



## Program Schedule & Nomination/Selection Process Timeline

**November 2019** – Formal Announcement of Fellows Program

**December 2019** – Call for Nominations

**February 2020** – Deadline for Nominations

**February 2020** – Announce Final Selections

**March 2020** – Program Orientation and Onboarding

**February 2021** – Program Completion & Graduation

## Developmental Cohort Activities Schedule

*The following are target timeframes and are subject to revision as needed. We will provide the complete schedule with specific activities and dates prior to the start of the program in March 2020.*

**March 2020** – Cohort Activity 1: Program Orientation (3 days)

**April 2020** – Spring Break

**May 2020** – Cohort Activity 2

**June 2020** – Cohort Activity 3

**July 2020** – Summer Recess (No Cohort Activity)

**August 2020** – Summer Recess (No Cohort Activity)

**September 2020** – Cohort Activity 4

**October 2020** – Cohort Activity 5 (Leadership Forum)

**November 2020** – Cohort Activity 6

**December 2020** – Holiday Break (No Cohort Activity)

**January 2021** – Happy New Year

**February 2021** – Cohort Activity 7: Reflection & Graduation



## Agency Nominations

Interested agencies may nominate up to three candidates. Agencies will determine their own internal processes to select nominees. Nominations should be based on merit staffing principles and follow applicable laws and regulations.

The Inspector General of the agency or their designee will formally nominate candidates to the program. The agency should provide the nominees and completed nomination form (at Appendix C) directly to the CFP Management Team at [fellows@cigie.gov](mailto:fellows@cigie.gov). Agencies should ensure that the nominees' direct supervisors have approved of the nominations.

## Selection Process

After reviewing formal nominations from OIGs, the CFP Management Team implements a rigorous screening process to determine program finalists. The CFP Program will extend acceptance invitations to between 12 and 20 finalists. All candidates will be notified of their status via e-mail at the conclusion of the selection process. Agencies will also be formally notified of their candidates' status.

Once accepted into the program, Fellows will participate in a 3-day orientation and onboarding event. Fellows will work with their assigned mentor, CFP staff, and the home agency supervisor to identify developmental goals and develop an executive development plan (EDP).

## Rotations

Interagency rotational assignments form an integral component of the Fellows' experience. Fellows are matched to a rotation assignment that leverages broad skillsets outside of the Fellows' areas of subject matter expertise. Rotations are not meant to increase technical expertise but rather to provide an opportunity to use leadership and collaboration skills.

Fellows are required to complete a rotation within the prescribed program period in order to successfully graduate from the program. After the orientation and onboarding event, the CFP management team will assist and facilitate matching the Fellows to an appropriate rotation assignment in collaboration with the respective CFP Home and Host agency liaisons, assigned SES mentor, and Fellow.



Fellows must spend at least 680 work hours (equivalent to 85 workdays or 4 months) in a rotational assignment. The rotation can be accomplished in either full-time or part-time status and can be up to one year in duration, subject to the terms and conditions negotiated between the Home and Host agency. The ability to complete the rotation assignment in either full-time or part-time status, or combination thereof, ensures maximum flexibility to complete program requirements in balance with the Fellow's Home agency mission requirements.

### The Fellow Experience

CFP Program rotations are challenging assignments that expose Fellows to new cultures, new approaches, an inter-agency perspective, and an enterprise leadership toolkit. Fellows are placed on initiatives with no formal authority and a variety of stakeholders and competing priorities to manage. Fellows may experience:

**Flat Structures** – Most rotations involve work and initiatives with flat organizational structures (not typical chain of command), flexible roles, and a fast pace. Fellows will work on multiple levels, on a variety of tasks to achieve results.

**Leading Among Peers** – Due to flat organizational environments and stakeholder management, Fellows will coordinate and collaborate among peers and senior level officials. These are often non-traditional leadership roles that require flexibility, entrepreneurship, and vision.

**Stakeholder Management** – Fellows will often not have formal authority, nor will they be in rotations where they can simply fall back on their subject matter expertise. In order to achieve results, Fellows will have to identify stakeholders, build relationships/trust and understand competing priorities and timelines, and work through formal and informal chains of communication to drive collaboration toward a shared goal/outcome.

**Cross-functional** – Fellows will be placed in rotations outside of their subject matter areas of expertise in order to encourage the development and use of leadership skills and tools. This includes taking on new functional roles and leveraging subject matter experts in a variety of fields.

**Rotation Competencies** – Fellows must rely on a variety of competencies including emotional intelligence, adaptability, resiliency, agility, political savvy, conceptual/strategic thinking and collaboration.



## Developmental Program Cohort Activities

Fellows participate in a variety of developmental Cohort activities throughout the program.

### **Development Objective:**

Provide exposure to the business practices, functional areas, networks, skills and stakeholders that enterprise leaders need to leverage in order to deal with a rapidly changing environment and increasingly cross-agency, cross-jurisdictional challenges. Development focuses leadership competencies, expanding professional networks, self-awareness, and individual development.

### **Development Program Outline:**

- 3-day orientation and on-boarding
- Assignment to serve as a Fellow supporting a CIGIE Committee
- Visits to OIGs to review innovative practices and speak to senior leaders
- Leadership Tour of Gettysburg National Military Park
- SES executive core qualification, resume, and interviewing advice
- Opportunities to network other OIG professionals to facilitate and create a broad network of contacts across government and functional areas
- Self-development opportunities including Emergenetics™, coaching, and mentoring
- Submission of an article to an online publication
- Maintain a journal for reflecting on the Fellowship experience, professional development goals, and insights



## CFP Program Roles & Responsibilities

The following roles and responsibilities are provided as a guide for nominating agencies, program participants, OIGs hosting rotation assignments, and SES mentors. Further information on roles & responsibilities will be provided to those nominees who ultimately enter the program, SES mentors who volunteer, and OIGs who participate.

### Participant/Fellow

- Nominees accepted into the Program will remain in their position of record
- Ensure transfer of workload to designated staff and ensure continuity in the home agency.
- Prepare for the rotation component by researching the host agency and rotational assignment, once assigned
- Participate and engage in all aspects of the program
- Attend all scheduled developmental sessions in their entirety
- Craft an Executive Development Plan at the start of the program
- Make time for reflective thinking on personal and professional experiences throughout the year to unveil insight into their leadership style and goals
- Expand networks and build new relationships
- Maintain an open mind to diverse perspectives and new areas of learning
- Provide ongoing formal and informal constructive feedback to the program
- Participate in leadership assessments (Emergenetics, and others as available)
- Schedule regular check in meetings with his/her home agency supervisor to provide progress updates
- Ensure home agency timekeeper is aware of time and attendance
- Join and participate in the CFP Alumni Network upon completion of the program
- Serve as a coach and advocate to future cohorts of CFP Fellows



## Nominating Agency

- Manage internal agency selection process and nominate up to three diverse, highly qualified candidates for consideration to the program
- Obtain IG (or designee) approval for each candidate
- Allow candidates the opportunity to participate in CFP Program selection process and interviews
- By nominating a candidate, the agency consents to allowing the individual to participate in the full program if selected
- Continue to pay salary and benefits of any agency nominee selected into the program
- Ensure there is a point of contact (Liaison) for the CFP Program to serve as the central point of contact for programmatic information and other communications
- Transitioning Fellow's workload to another employee(s) for the duration of the rotation component (Fellows will not have time to continue to do work for their home agency while on full-time rotational assignment)
- Invite Fellow to infrequent team activities, such as team awards/honorary ceremonies and social events, to enable the participant to remain connected with his or her team during the program
- Facilitate meeting between Fellow and agency IG or other senior leaders as appropriate to discuss the program, including rotation assignment and benefits of the experience to the home agency
- With input from appropriate agency points of contact, work with the Fellow to craft a re-entry plan prior to completion of their rotational assignment to support the Fellow's transition back to the home agency (See Appendix B for Re-Entry Best Practices)
- Along with the re-entry interview, home agencies are encouraged to find other opportunities within the agency for the Fellow to leverage his or her experience gained as a CIGIE Fellow to best support agency mission (See Appendix B for Re-Entry Best Practices)
- Following completion of the CFP, participants will become part of the CFP alumni network. The alumni network will hold events and continuing development activities from time to time and home agencies are encouraged to allow employees time to participate in CFP mentoring and alumni network programs



### Rotational Assignment: Host Agency

- Submit opportunities to host a Fellow or Fellows to the CFP Management Team (via form at Appendix D)
- Craft a rotation assignment position that lays out broad duties and projects, including areas where the Fellow can demonstrate leadership on key projects
- Notify CFP Management of any security requirements/clearance, procedures, conflicts of interest, confidentiality issues, and the like
- Provide a workspace, laptop, mobile phone, building access, or any necessary tools to perform the rotation assignment
- Determine mutually agreeable work schedule and flexibilities (e.g., AWS, telework) in collaboration with the Fellow's Home agency
- Provide a useful onboarding experience to support the success of the Fellow and introduce the Fellow to key stakeholders
- Provide background materials regarding project assignment(s) to Fellow before rotation begins
- Establish concrete objectives for the Fellow and work with CFP Management and Fellow to complete project scoping document
- Allow the Fellow to attend the required developmental cohort activities
- Provide meaningful and grade-level appropriate work to the Fellow and identify stretch opportunities to provide experience and exposure for the Fellow
- As needed, provide feedback to the CFP Management Team, SES mentor, and the Fellow's home agency

### SES Mentor Assigned to Fellow

- Establish a mentor/mentee relationship with the Fellow
- Provide advice and counsel to the Fellow in defining the Fellow's Executive Development Plan (EDP)
- Provide input on matching their Fellow to an appropriate rotation assignment
- Establish a mutually agreeable schedule to periodically meet with the Fellow, in person or via telephone/videoconference to discuss Fellow's progress with EDP (At least once per month)
- Function as a trusted adviser and confidant



## Appendix A: Frequently Asked Questions

### **How is this program different from other leadership programs?**

This program is designed by and for IG professionals in the CIGIE community. The CFP focuses exclusively on high-potential GS-14s, 15s, and exceptionally qualified GS-13s and equivalents who are interested in gaining a unique cross-agency perspective in Federal oversight.

Through this program, Fellows participate in leadership development activities and rotational assignments. Experiential and developmental activities will enhance critical skill sets such as leading change, building coalitions, working across government to solve problems, and performance management. This program is aimed at those ready to enter the ranks of senior leadership, as well as developing the pipeline of future career Senior Executives in Federal oversight.

Increasingly, the most pressing challenges facing Federal oversight cut across organizational boundaries, requiring a workforce that works across agencies to develop solutions that address these challenges and deliver lasting results.

Upon completing the program, participants will take their valuable experience back to their agencies, creating a cadre of enterprise-wide leaders within the Federal oversight community.

### **What happens to the Fellows after the program?**

Agencies are encouraged to find other opportunities within the agency for the Fellow--including a new position, project, or other opportunities—to leverage his or her experience as a CFP Fellow to applicable agency goals.

Following the end of the program, Fellows can choose to stay connected to the CFP Program network through:

- Alumni activities – From mentoring the next cohort of Fellows to alumni events and trainings, CFP graduates can maintain and expand their network of leaders across the oversight community.
- Database of participants – The CFP will create and maintain a database of alumni to facilitate post-program networking and future events.

### **Does nomination by an agency guarantee placement in the CFP Program? No.**

This is a competitive program, and agency nominations typically exceed the number of slots in the program. Candidates will be selected through an assessment of



qualifications and a structured interview process.

**Who will pay the Fellow's salary?**

During the rotation component of the program, the Fellow maintains his or her position of record and the assignment is non-reimbursable. Therefore, the Fellow's home agency will pay his or her salary.

**Will the Fellow have to/get to travel?**

Generally, no, unless the Fellow is from outside the Washington, DC area (see next paragraph). There may be some travel within the Washington, DC area. If the host agency would like the participant to travel as part of the rotational assignment, the host agency must fund the travel.

**Does the Fellow have to be located in Washington, DC?**

The rotational work assignments are generally located in Washington, DC. In the third year of the program, there were some Fellows in the program from field offices outside of the DC area. One agency did fund the Fellow to be TDY in the DC area during their rotational assignment. The others worked out arrangements with the hosting OIGs for the Fellows to work from their field office location, augmented with some TDY. Should an agency nominate candidates from outside of the Washington, DC area, the agency will fund associated travel expenses if the candidate is selected for the program, including TDY to attend the mandatory developmental cohort activities scheduled throughout the year.

**Is this a Candidate Development Program?**

No – this is a senior leadership developmental program open only to employees within the CIGIE community and includes a rotational assignment component. Although some aspects of the program are similar to a CDP, the CFP is not certified as a CDP by the Office of Personnel Management (OPM).

**Does the rotation qualify as a CDP developmental assignment?**

The rotational assignment is non-supervisory. If a Fellow is also a participant in a CDP, and the Fellow has a strong supervisory background, the rotation assignment may satisfy CDP requirements. Fellows should check with their CDP coordinator to ensure it meets all applicable requirements.

**Will the Fellow's position be executive level?**

CFP rotations are meant to build a foundation for enterprise leadership – giving a Fellow experience working in another agency and culture and work on initiatives at a larger scale and outside of their agency perspective. The Fellow is often one of the only people to work on an assigned initiative and is not in a traditional leadership role with clear authority. Additionally, many



of the positions are housed in small teams that do not have support staff. Fellows work all aspects of the program to drive the mission and are not set up to be in a traditional chain of command leadership position.

However, we do advise that the responsibilities be at least one grade level above the Fellow's current grade. Each rotation should provide significant exposure to senior leaders, the ability to learn and apply new organizational performance tools, and often the opportunity to engage in high-level work on a large cross-agency scale. Fellows have the ability to help craft their positions and identify ways to add vision, value, and leadership to complex, cross-agency challenges, and the experience and type of work is, in part, Fellow-driven.

**Will Fellows be promoted as a result of or at completion of this program?**

This program does not guarantee promotion or entry into the SES or any other position. However, it provides development and experience that may help the Fellow obtain such a position in the future. Though we cannot make direct correlations, there have been Fellows who have received promotions after completing the program.

**What will happen to the Fellow's home position while on rotation?**

The CFP is a non-reimbursable developmental rotation. As such, the Fellow will retain his or her position at his or her home agency and will be allowed to return to that position at the conclusion of the rotation. However, nothing prevents the Fellow from assuming a different position following the CFP Program rotation should the Fellow seek out such an opportunity or if the agency engages in a structured talent development plan with the Fellow. The Fellow and home agency supervisor must ensure the Fellow's work is transferred fully, or in part, to other employee(s) for the duration of the rotation, depending whether the rotation is part-time, full-time, or a combination thereof.

**Is a security clearance required?**

It depends. For the Fellows Program, no, there is no need to possess a certain clearance level to be nominated for the program. However, some rotational assignments may require a specific clearance level.

**Who will conduct the Fellow's performance review?**

The Fellow's home agency supervisor will conduct formal performance reviews, but the rotational assignment supervisor will provide feedback to the Fellow's home agency supervisor and will work with the Fellow to create a performance plan based off the rotational assignment. The CFP Management Team may also provide input to the home supervisor where appropriate.



**What happens if the rotational assignment is not a good fit with the Fellow or the Fellow cannot complete the program for personal/work reasons?**

The CFP Program Staff will meet regularly with Fellows to check in on their progress and fit with the developmental and rotational components of the program. The CFP staff will also receive feedback from rotational assignment supervisors. Should the rotational assignment not be a good fit with the Fellow, the CFP Staff, in collaboration with the Host and Home agency CFP Liaisons, will work with the Fellow to modify an existing or identify a new rotational assignment.

Should the Fellow be unable to complete the program for personal or professional reasons, the Fellow must notify the CFP Staff as soon as possible. The CFP Staff will work with the Fellow and host supervisor to facilitate a smooth transition and ensure that necessary stakeholders are briefed on status of their project(s) and other work requiring attention. The Fellow's slot will not be refilled mid-program.



## Appendix B: Post Detail Re-Entry to Home Agency Best Practices

### Background

Programs like the CFP are recognized as a way to build executive skills, improve flexibility, and create new ideas. The following are best practices of how agencies and Fellows can champion on this experience.

- Both Agencies and Fellows stay engaged throughout the year. Routine check-ins with supervisors on how the program is going is a good practice, particularly during the rotation component of the program.
- Opportunities and encouragement from leadership for Fellows to utilize the tools and newfound knowledge at their home agency.

### Promising Practices

As the CFP partners with OIGs, several promising practices have come to light. These are shared as options that OIGs nominating candidates to the CFP may consider in developing re-entry plans.

- Identify a career sponsor for the Fellow – this should be a senior executive from the Fellow's home agency who can help facilitate introductions to other agency executives, engage senior leadership, and help ensure the Fellow has a touch point and stays visible at the home agency.
- Create a link between home agency executive sponsor and host agency executive supervisor so the former has a good idea of the level of work that the Fellow did while on rotation.
- Create a Fellow utilization agreement between the home agency and Fellow that lays out who from the agency will reach out to the Fellow to stay connected during the rotation, what that frequency will be, what the Fellow can do to stay connected, as well as how the agency will utilize the Fellow's experience post-rotation.
- Set up briefings with senior executives in the home agency that have interest in or are stakeholders in the Fellow's success and the CFP.
- Set up a briefing with the home agency Inspector General or other senior officials as appropriate.
- Have a re-entry plan in place before the Fellow's rotation ends.
- If practical, place Fellow on a central billet at the home agency for the duration of the rotation to allow for ease of transition to a new position post-detail if appropriate.



## Appendix C: Fellow Nomination Form



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## Application for Nomination

**TO BE COMPLETED BY POTENTIAL FELLOWS PROGRAM PARTICIPANT:**

<b>Name:</b>			
<b>Department/Agency:</b>			
<b>Component:</b>		<b>Functional Area:</b>	
<b>Email Address:</b>		<b>Phone Number:</b>	
<b>Current Title:</b>		<b>Clearance/Date of Inv:</b>	
<b>GS Level/Equivalent:</b>		<b>Location/Address:</b>	
<b>Supervisor Name:</b>		<b>Supervisor Email:</b>	
<b>Supervisor Title:</b>		<b>Supervisor Phone:</b>	

### Statement of Interest

*The Statement of Interest should not repeat information in the resume, information sheet, or other supplemental materials required. Rather, it should focus on why you should be nominated to the CIGIE Fellows Program. Address, in the space provided, what you consider your major strengths and qualifications; contributions you will add/bring to the program; how attending the program fits into your professional career development plan, and what would be the return of investment to your OIG.*

*I have read and understand the CIGIE Fellows Program requirements at <https://ignet.gov/content/fellowship-program>*

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

## Supervisory & Management Approval

***TO BE COMPLETED BY THE APPLICANT'S IMMEDIATE SUPERVISOR:***

**Supervisory Narrative on Applicant's Qualifications:**

**Supervisory Narrative on Applicant's Developmental Leadership Needs:**

**Based on this individual's qualifications and development needs, what type of work might be most beneficial?**

**I support this individual's interest in this program:**

YES

NO

**I recommend this individual for this program:**

YES

NO

**I have read and understand the CIGIE Fellows Program requirements**

YES

NO

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

***TO BE COMPLETED BY THE AGENCY INSPECTOR GENERAL OR AUTHORIZED DESIGNEE:***

**I nominate this employee to participate in the CFP:**

YES

NO

**Additional Comments (optional):**

\_\_\_\_\_  
Inspector General or authorized designee

\_\_\_\_\_  
Date



## Appendix D: Rotational Assignment Form



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*Instructions: Developmental rotations must be at least 680 work hours, either part-time or full-time, and can be four months to one year in duration. The position should allow the Fellow to demonstrate leadership on an initiative/project that supports developing ECQ competencies. Projects/initiatives should be broadly defined and not excessively limited by technical knowledge requirements. Fellows are expected to work in rotations outside of their normal area of expertise.*

## CIGIE Fellows Developmental Rotation Description

Department/Agency OIG				
Component				
Component POC Email/Phone				
CFP Liaison Name				
CFP Liaison Email/Phone				
Worksite Location				
Required Clearance				
Description of Developmental Assignment				
Executive Core Qualification (ECQ) Focus Area(s)				
Leading Change	Leading People	Building Coalitions	Results Driven	Business Acumen

\_\_\_\_\_  
CFP Liaison Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
CFP Program Manager

\_\_\_\_\_  
Date