

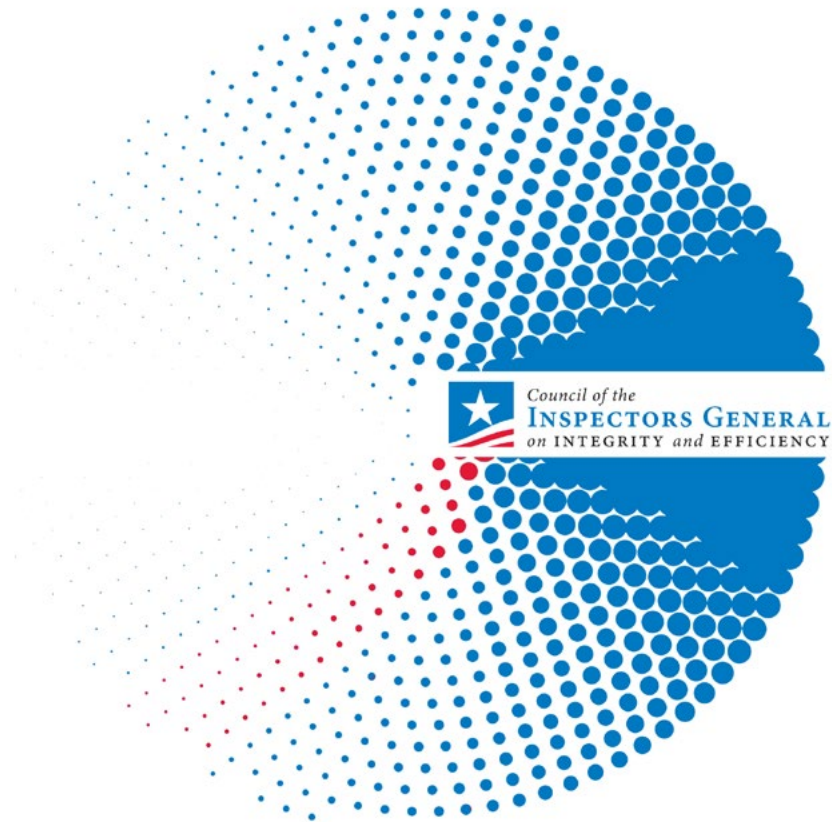


Council of the  
**INSPECTORS GENERAL**  
*on INTEGRITY and EFFICIENCY*

# The 2021 CIGIE Leadership Forum

**The Digital Frontier:**

Engaging People,  
Navigating Change,  
Leveraging Data



**10AM-4PM EST**

**THE 8<sup>TH</sup> ANNUAL COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY (CIGIE)  
LEADERSHIP FORUM**

Produced by the CIGIE Professional Development Committee.

Booklet graphics and design by W. Yeager  
U.S. Department of Homeland Security OIG

*Some images courtesy of Shutterstock*

## **FORUM WELCOME**

**Allison Lerner,**  
*Inspector General,*  
*National Science Foundation & CIGIE Chair*

## **SETTING THE STAGE**

**Elise Stein,**  
*U.S. Department of Health and Human Services OIG*  
**Jacquelyn Phillips,**  
*U.S. Department of Housing and Urban Development OIG*

## **OUR KEYNOTE: KEEP CALM AND WASH YOUR HANDS**

**Cardell K. Richardson, Sr.,**  
*Inspector General,*  
*National Geospatial-Intelligence Agency & PDC Vice Chair*

## **SPECIAL GUEST**

**The Honorable Jason Miller,**  
*Deputy Director for Management,*  
*Office of Management and Budget*

## **CLOSING REMARKS**

**The Honorable Mark L. Greenblatt,**  
*Inspector General*  
*U.S. Department of the Interior & CIGIE Vice-Chair*

## Leadership Talks

### **FINDING THE ZOOM WATERCOOLER**

Animit Bhattacharya, U.S. Department of Justice OIG

### **THE FUTURE IS NOT A SPECTATOR SPORT**

Michelle M. Branigan, U.S. Department of State OIG

### **CREATING LIGHTNING BOLT MOMENTS- ELEVATING DATA THROUGH MACHINE LEARNING, VISUALIZATION DEVELOPMENT & USER ENGAGEMENT**

Miranda Fanning, U.S. Department of Health and Human Services OIG

### **DRIVING CHANGE IN A VIRTUAL WORLD (OH, AND DURING A PANDEMIC!)**

Nadine Forgenie, Erin Grimm & Colby Rainey, U.S. Department of Agriculture OIG

### **PERMISSION TO BE HUMAN**

Joyce Greenleaf, U.S. Department of Health and Human Services OIG

### **STORYTELLING IN A DIGITAL WORK ENVIRONMENT**

Coleen Hennig, U.S. Department of Justice OIG

### **DATA FOR DUMMIES....A LAWYER'S STORY**

Maura R. Malone, U.S. Department of Housing and Urban Development OIG

### **HOW DO YOU KNOW: LEVERAGING THE COLLECTIVE POWER OF THE OVERSIGHT COMMUNITY**

Ami Schaefer, Pandemic Response Accountability Committee

### **3D LEADERSHIP IN A 2D WORLD: LEADING WITH AUTHENTICITY IN THE DIGITAL FRONTIER**

Diana R. Shaw, U.S. Department of State OIG

### **RUN TOWARDS THE FIRE (AND DON'T FORGET YOUR BADGE)!**

Glenn Sklar, U.S. Department of Homeland Security OIG

### **POSITIVE OUTCOMES IN WORKPLACE TRANSFORMATION AND THE CHANGE TO COME**

Gregg Trembl, U.S. Department of Health and Human Services OIG

### **LESSONS LEARNED FROM CREATING A NEW OIG FROM THE GROUND FLOOR**

Tony Zakel, U.S. International Development Finance Corporation OIG



Virtual greetings, OIG leaders!

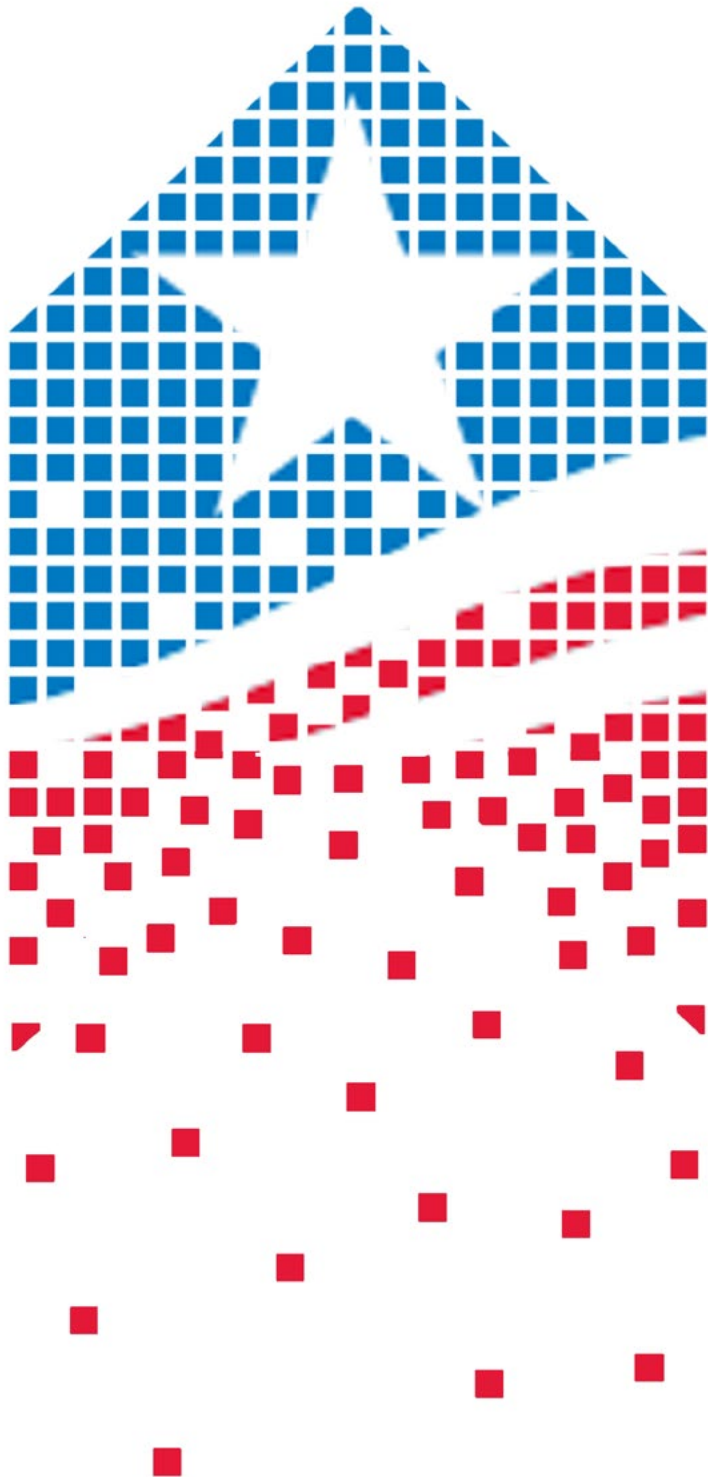
It is hard for us to believe that today we are welcoming you to CIGIE's 8th Annual Leadership Forum, our second fully virtual Forum. Last year, more than 2,500 OIG professionals had the opportunity to experience the Forum in the same way as their fellow colleagues – on the other side of their computer monitors, and that dynamic made it a particularly special event. This year, the pandemic is still with us, so once again we are fully virtual and we can't think of a better way to talk and think about "the Digital Frontier" than alongside hundreds of our colleagues across the country and at overseas locations at the same time through our computer screens! In 2020, in addition to the 2,500 OIG colleagues who viewed the Forum live on YouTube, another 3,200 of our colleagues viewed it on YouTube after the Forum. We hope to achieve that same virtual reach in 2021!

Eight years ago, when we first created the Leadership Forum, we could not have imagined that these Forums would have such lasting value and impact on the IG 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. We are especially grateful to our speakers, who have the courage and drive to share their insights and ideas in Leadership Talks this year. 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 and whatever you have experienced in living, working, and leading in these pandemic times, we know that each of us is navigating the digital frontier every day. We are still learning to use the many digital tools at our disposal to ensure that our colleagues, friends, and family are fully included in our work and life. We are all doing our best to be resilient or maybe, some days, just to keep our heads above water.

We are so grateful that you are willing to take the time to join with your colleagues today to learn and grow your leadership skills, whether you are a new GS-9, a member of the Senior Executive Service, or an IG. We hope today's speakers will challenge and excite you as you continue your leadership journey and that they will offer you something you can use in your own organization. And we hope you will participate in the chat and polls you'll see on your screens.

Thank you for joining us. Stay healthy.





**ALLISON C. LERNER**

*Inspector General*

*National Science Foundation & CIGIE 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 has chaired the Council of the Inspectors General on Integrity and Efficiency (CIGIE) since January 2021 and served as its vice chair from January 2015 through December 2020.

Ms. Lerner began her Federal career in 1991, joining the Office of Inspector General at the U.S. Department of 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 IG 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, TX.

Ms. Lerner has been honored by the President's Council on Integrity and Efficiency with three awards for excellence: in 2001, for her work reviewing Commerce's management of 5,000 intra-agency and special agreements worth more than \$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. In June 2011, Ms. Lerner was designated by President Obama as a member of the Government Accountability and Transparency Board.

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.

**MARK L. GREENBLATT**

*Inspector General*

*U.S. Department of the Interior & CIGIE Vice Chair*



Mark Lee Greenblatt began his tenure as the Inspector General for the U.S. Department of the Interior on August 26, 2019, after being confirmed by the U.S. Senate. As the Inspector General, Mr. Greenblatt leads a nationwide workforce of more than 270 investigators, auditors, evaluators, attorneys, and support staff. Their mission is to provide independent oversight and promote excellence, integrity, and accountability within the programs, operations, and management of the Department of the Interior. Mr. Greenblatt is the senior official responsible for providing oversight of more than 70,000 Department employees and assessing the Department's diverse programs, which include roughly \$10 billion in grants and contracts, \$12 billion in natural resource royalties, 30% of the nation's energy resources, Federal trust responsibilities to 573 Indian tribes and Alaska Native villages, and stewardship of 20% of the nation's lands.

On January 1, 2021, Mr. Greenblatt was appointed to serve as the Vice-Chair of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), leading the Inspector General community's mission to combat fraud, waste, and mismanagement.

Mr. Greenblatt has been in the Federal oversight community since 2003 as part of the legislative and executive branches. Prior to becoming the DOI Inspector General, he served as the executive director of CIGIE. 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. Over the course of his Federal career, he has received several awards, including a CIGIE award for excellence, U.S. Department of Commerce gold medal and bronze medals, and a U.S. Department of Justice OIG distinguished service award.

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, MD 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.



**JASON MILLER**

*Deputy Director for Management  
Office of Management and Budget & CIGIE Executive Chair*



Jason Miller is the Deputy Director for Management at the Office of Management and Budget where he serves as the Federal Government's chief operating officer. In this role, he coordinates governmentwide management initiatives to protect, strengthen, and empower the Federal workforce, and ensure a more equitable, effective, and accountable Federal Government that delivers results for all Americans. Toward these goals, Mr. Miller leads the development and implementation of the President's Management Agenda as Chair of the President's Management Council.

Mr. Miller also is carrying out the President's commitment to deliver prosperity, security, and opportunity to all Americans – including through implementation of the American Rescue Plan to help families and businesses recover from the impacts of the COVID-19 pandemic and by harnessing the power of Federal procurement to support workers and manufacturers through the Made in America Initiative.

Most recently, Mr. Miller led the U.S. Trade Representative agency review team during the Biden-Harris transition and prior to that he was the Chief Executive Officer of the Greater Washington Partnership, a civic alliance of employers in the Capital Region focused on issues of regional inclusive economic growth and prosperity that included building and operating a more reliable and accessible transportation system; driving improved digital skills workforce through enhanced programs at the K-12, community college, and undergraduate levels; and improving housing affordability.

Previously, Mr. Miller served in the Obama-Biden White House as Deputy Assistant to the President and Deputy Director of the National Economic – leading the Administration's economic policy development and coordination related to manufacturing and innovation, transportation and infrastructure, energy, entrepreneurship, and Puerto Rico.

Prior to the Obama-Biden Administration, Mr. Miller was a management consultant with the Boston Consulting Group in San Francisco and with Marakon Associates in Chicago, where he advised large organizations across industries on strategic, financial and organizational issues. Mr. Miller received a B.A. from the University of Pennsylvania, a M.B.A. from the Kellogg School of Management at Northwestern University, and a M.P.A. from Harvard's Kennedy School of Government. Mr. Miller currently resides with his wife and three children in Maryland.

**CARDELL K. RICHARDSON, SR.**

*Inspector General, National Geospatial-Intelligence Agency &  
CIGIE PDC Vice Chair*



Mr. Cardell K. Richardson, Sr. assumed the duties of Inspector General, National Geospatial-Intelligence Agency (NGA) in December 2017, responsible to the US Congress and American tax payers. As Inspector General, he leads an office of auditors, inspectors, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in NGA programs and personnel, and to promote economy and efficiency in Agency operations. He provides the Director independent assessments and oversight of NGA programs, operations and processes through audits, inspections and investigations.

Mr. Richardson's diverse NGA senior executive leadership assignments. He has served as NGA's Deputy Chief Operating Officer, then Director of Source Operations responsible for developing strategies to collect and deliver Geospatial-Intelligence sources for the National System for Geospatial-Intelligence. He was NGA's Director of Installation Operations Office responsible for managing operations at eight major NGA installations, to include engineering and construction, facility operations and maintenance, logistics, emergency management, force protection, and general administration. He supervised the quality assurance of plant operations, physical security, medical and food services.

Mr. Richardson recently served as the NGA Equality Executive and Director of Diversity Management and Equal Employment Opportunity. He made significant contributions to the advancement of corporate NGA diversity and inclusion programs. Most noteworthy the publishing two seminal diversity studies: "Women Representation at NGA" and "NGA Black Promotions" Studies. Findings are based on workforce analytic data. Both studies resulted in specific Agency actions to correct deficiencies and initiate programs to ensure equality of access to opportunities for all employees regardless of race, color, gender, disability, religion or belief, sexual orientation and age.

Prior to joining NGA and being appointed to the Defense Intelligence Senior Executive Service in 2003, Mr. Richardson served 26 years active duty. He is a retired U.S. Air Force colonel.

Mr. Richardson holds a Bachelor of Architecture degree from Howard University, a Master of Public Administration degree from Webster University, a Master of Science degree in National Resource Strategy from National Defense University, is a graduate of the John F. Kennedy School of Government, Harvard University Senior Executive Fellows Program.

Mr. Richardson has been honored twice with the prestigious Presidential Rank Award.

**ANIMIT BHATTACHARYA**

*U.S. Department of Justice OIG*



Mr. Animit Bhattacharya is currently on a temporary detail assignment for DOJ/OIG's Front Office. He has served as the Special Assistant to the Inspector General since May 2021. He along with one of the IG's Senior Counsels is managing this year's compilation of DOJ's Top Management and Performance Challenges (TMPC) report to be published in November. Prior to being selected for this designation, Animit has been an auditor out of DOJ/OIG's Philadelphia Regional Audit Office since 2010. During this tenure, he has conducted audits of over \$200 million in grants and contracts. He has served for four years on strategic management workplanning groups for law enforcement and grants, reviewing and risk-assessing approximately 200 audit proposals, and served twice on the TMPC committee that he now co-chairs. Previously, he also served on OIG's Diversity and Inclusion Committee, and the OIG IT Security Committee.

Animit earned his B.S. in Accounting from Pennsylvania State University (PSU) and his Master's in Public Administration from the University of Pennsylvania (UPenn). He currently resides in Philadelphia, PA with his wife and three children.

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**MICHELLE M. BRANIGAN**

*U.S. Department of State OIG*



Ms. Branigan works in the U.S. Department of State Office of Inspector General's Enterprise Risk Management Office. Previously, Ms. Branigan served as Deputy Counsel to the USDA's OIG. Prior to joining the OIG community, Ms. Branigan spent several years as an attorney with the Division of Banking & Finance in the U.S. Department of the Treasury's Office of General Counsel. At Treasury, Ms. Branigan played a central role in standing up new grant programs under the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act (RESTORE Act) and the Social Impact Partnerships to Pay for Results Act (SIPPRA). Before joining Treasury, Ms. Branigan was Regional Counsel for the Economic Development Administration's westernmost office, which provided loans and grants throughout economically distressed areas of western states, Alaska, Hawaii, and Pacific Trust Territories.

Ms. Branigan is a graduate of Davidson college in North Carolina, where she earned a B. A. degree in English. She also holds a Master's degree from the University of Virginia, and earned both doctoral and Juris Doctor degrees from Indiana University in Bloomington, Indiana.

**MIRANDA FANNING**

*U.S. Department of Health and Human Services OIG*

Miranda Fanning has been a senior analyst within the Office of the Chief Data Officer in HHS's Office of the Inspector General since March 2020. In this role, she conducts analysis of grants and contracts data to identify areas of risk; builds tools and dashboards to support OIG staff; and serves as the product owner for the Grants Analytics Portal, which is an HHS OIG tool that streamlines access to grants and contracts related data and delivers a comprehensive view of HHS grant and contract awards.



Miranda has conducted health related data analysis for over 10 years. Prior to joining HHS OIG, she lead a team of statisticians in conducting health services analysis for the HIV/AIDS Bureau within HHS's Health Resources and Services Administration. She also served in several roles conducting analysis of disease surveillance data for the state of Texas. Miranda has a Master of Public Health with a focus in Epidemiology from George Washington University and a Bachelor of Science in Microbiology from Kansas State University. In her free time, she enjoys hiking, reading and spending time with her husband and daughter.

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**NADINE FORGENIE**

*U.S. Department of Agriculture OIG*

Nadine Forgenie is the Assistant Director for Outreach and Communications under the Office of Analytics and Innovation (OAI). She leads a team that works closely with the analytics solutions and data governance branches within OAI to develop innovative ways to communicate data analytical products to internal and external stakeholders.

Ms. Forgenie has more than 20 years of oversight experience. Prior to working at USDA OIG, Ms. Forgenie was an Audit Manager for over 5 years with the U.S. Department of the Treasury OIG conducting program audits of procurements and special programs. She also worked as an auditor with the U.S. Agency for International Development and spent 7 years conducting performance audits of the Millennium Challenge Corporation (MCC) foreign audit programs in a wide variety of topic areas.



Ms. Forgenie earned a Bachelor of Science degree from Morgan State University, is a Certified Fraud Examiner, and a graduate of the 2020 CIGIE Fellows Program. In her spare time, Ms. Forgenie plays music in the Washington, D.C., metropolitan area, loves to travel and explore new places, and enjoys volunteering in her local community.

**JOYCE GREENLEAF**

*U.S. Department of Health and Human Services OIG*

Joyce Greenleaf is the Regional Inspector General for Evaluation and Inspections in the Department of Health and Human Services. She leads a team of social science researchers in the Boston office. She has over 35 years of Federal oversight experience. During that time, she also served as Acting Regional Inspector General for the San Francisco regional office. From 2015 to 2019, she served as an instructor at the Training Institute of the Council of the Inspectors General on Integrity and Efficiency. Over her career, she has received many awards for her contributions, including a Bronze Medal for outstanding employee of the year.



Ms. Greenleaf is co-author of the chapter entitled The Ebb and Flow of Federal Initiatives to Regulate Healthcare Professionals, in Regulation of the Healthcare Professions. She holds a Masters of Business Administration and B.A. in Sociology from Clark University in Worcester, Massachusetts. In her free time, she promotes pollinator preservation, biodiversity, and maintaining wildlife habitat both through her volunteer role as a steward for conservation land in her town and at her home, where her gardens have been featured in local native plant garden tours.

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**ERIN GRIMM**

*U.S. Department of Agriculture OIG*

After more than 6 years working for local government, Erin Grimm made her debut in the Federal workforce when she joined the Recovery Accountability and Transparency Board. After standing up the Geographic Information Systems (GIS) program there, she went to work for the U.S. Postal Service (USPS) Office of Inspector General (OIG) in 2012 to stand up their GIS program, for which she received a Special Achievement Award. Erin changed gears at USPS and led an analytics team focused on identifying narcotics in the mail, as well as USPS employees that were colluding with drug-trafficking organizations to move illegal drugs throughout the Nation using the mail system. Erin received a CIGIE award in 2020 for her role in an audit looking at Advance Electronic Data Hold and Reliability.



Erin holds a Bachelor's Degree in Geographic Science from James Madison University, an ArcGIS Desktop Professional Certification, as well as an Executive Leadership Certification from Cornell University's external education unit. She is passionate about leadership and pushing the envelope. In her spare time (very rare spare time as she has 3 children, 3 cats, 1 husband, and 1 dog), Erin fulfills her entrepreneurship calling by trying new adventures (currently running an Airbnb, previously started/ran a drive-thru coffee hut). She also enjoys anything outdoors, coaching her kids' sports teams, and before-the-sun-rises workouts.

**COLEEN HENNIG**

*U.S. Department of Justice OIG*

Coleen Hennig is a Communications Specialist at the Department of Justice, Office of the Inspector General (DOJ OIG). Coleen performs strategic multimedia tasks throughout the DOJ OIG, including videography, photography, and use of various editing programs. Coleen also assists with the production and marketing of internal DOJ OIG events, is involved in drafting and transmitting internal communications, and provides assistance and resources for accessible communication programs, such as Adobe, video calling programs, and Microsoft products. She also helps run and organize regular DOJ OIG internal Town Halls. Prior to joining the DOJ OIG as a permanent employee, Coleen first joined the agency as a pathways intern. She earned her Master's in Strategic Communications and Leadership from Spring Arbor University, and her Bachelors in Communication from the College of Mount Saint Vincent in Bronx, NY.



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**MAURA R. MALONE**

*U.S. Department of Housing and Urban Development OIG*

Maura R. Malone was appointed as the Counsel to the Inspector General in September 2020. Ms. Malone directs the Office of Legal Counsel (OLC) which provides a full range of legal services to promote and support OIG's mission. Attorneys advise OIG on all internal matters and serve as liaison to the U.S. Department of Housing and Urban Development (HUD) Office of General Counsel, the Inspector General legal community, the Department of Justice, and other agencies.



Prior to joining OLC, Ms. Malone served in several offices of HUD's Office of General Counsel. As the Assistant General Counsel in the Finance Division, she led the team of attorneys who provide counsel to the Government National Mortgage Association (Ginnie Mae). Her efforts supported Ginnie Mae's transformation into a market leader during the financial crisis. She also led the Administrative Proceedings Division, which prosecutes administrative sanctions against participants in HUD program. She was instrumental in HUD's take-over of the Miami-Dade Housing Authority and a \$42 million settlement against an FHA lender for fraudulent origination practices. Ms. Malone began her legal career as a legal honors intern in the Office of Litigation, where her accomplishments included settling the Walker v. HUD desegregation case.

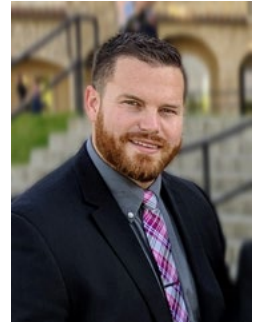
Ms. Malone holds a Juris Doctorate from the University at Buffalo Law School, and a Bachelor of Arts in Political Science from the University of Michigan, Ann Arbor.



**COLBY RAINEY**

*U.S. Department of Agriculture OIG*

Colby Rainey is the Assistant Director for Data Operations and Governance at the U. S. Department of Agriculture’s (USDA) Office of Inspector General (OIG) where he leads a team of data architects, engineers, and analysts to maximize USDA OIG’s ability to utilize and treat data as an enterprise-wide asset, generate insights, and inform data-driven decisions. Colby has over 11 years of Federal oversight experience.



Colby joined USDA OIG in 2010, after he graduated from Emporia State University in Emporia, Kansas, with a Bachelor of Science in Business, concentrating in Management Information Systems. When Colby is not in the office, he enjoys spending time with his wife, son, and daughter. He is also very passionate about the great outdoors, camping, hunting, and fishing whenever he can. He also has an unquenchable thirst for learning new skills and trades and is a self-proclaimed home improvement “weekend warrior” and “gearhead,” and great resource for useless information.

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**AMI SCHAEFER**

*Pandemic Response Accountability Committee*

Ami Schaefer has served as the National Program Manager for Oversight at the Pandemic Response Accountability Committee (PRAC) since August 2020, tasked with tracking and coordinating the pandemic oversight response at the federal, state, and local levels as well as leading cross-cutting oversight projects. Prior to joining the PRAC, Ms. Schaefer worked as a Lead Inspector at the Department of State, Office of Inspector General, including 18 months at the U.S. Embassy Kabul, Afghanistan, conducting oversight of overseas contingency operations contracts; she has also worked for the Office of Inspector General at the Small Business Administration and the Government Accountability Office. Ms. Schaefer has over 13 years of government auditing, and program management and evaluation experience covering issues ranging from human capital management, small business contracting programs, large-scale acquisitions, and foreign assistance programs. She has led and conducted “yellow book” audits as well as “blue book” inspections and evaluations. In 2014, Ami received the Inspector General’s Leadership Award, and has received multiple team awards, including a CIGIE team award, for her efforts to tackle complex projects while working cohesively in a team. Ms. Schaefer has a B.S. in Public Affairs–Policy Analysis from Indiana University–Bloomington. When she’s not tracking pandemic response funds and programs, she volunteers with her church and goes on “adventures” in Southern California with her husband and daughter.



**DIANA R. SHAW**

*Senior Official Performing the Duties of the Inspector General,  
U.S. Department of State*



Diana Shaw serves as the Acting Inspector General for the U.S. Department of State, leading a global workforce whose mission is to detect and deter waste, fraud, abuse, and misconduct and to promote economy, efficiency, and effectiveness in the Department of State and U.S. Agency for Global Media programs and operations. In her role as Acting Inspector General, Ms. Shaw is also responsible for strategy and coordination of oversight with the Inspectors General of the Department of Defense and the U.S. Agency for International Development under the Lead Inspector General for Overseas Contingency Operations initiative.

Prior to joining the Department of State, Ms. Shaw served in several senior leadership positions within the U.S. Department of Homeland Security Office of Inspector General, most recently as the Assistant Inspector General for Special Reviews and Evaluations.

Ms. Shaw earned her Juris Doctor from the University of Southern California Gould School of Law and her Bachelor of Arts (B.A.), magna cum laude, from Pepperdine University. She also received a Second B.A., Senior Status/Master of Arts in English Literature from Oxford University.

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**PETER SIMA-EICHLER**

*U.S. Department of Interior OIG*



As the Director of the Data Office at the Department of the Interior Office of Inspector General, Peter Sima-Eichler helps make data accessible to his colleagues at DOI OIG and the CIGIE community. The Data Team puts easy-to-use information in the hands of DOI OIG's many subject matter experts by building dashboards, facilitating direct access to Departmental and external data, performing analytics, and assisting teams with statistical sampling. Peter is also the vice-chair of the CIGIE Data Analytics Working Group and leads the PRAC Data Sharing Working Group. In those roles, he focuses on bringing the OIG data community together to share cutting-edge analytics, best practices, and lessons learned.

Before joining DOI, Peter worked at the Department of Commerce Office of Inspector General for eleven years, starting with the organization as a Presidential Management Fellow and becoming the Director of Data Analytics. Peter has a PhD in International Political Economy and a Master of Public Policy from Georgetown University where he now teaches as an adjunct professor.

**GLENN SKLAR**

*Principal Deputy Inspector General  
U.S. Department of Homeland Security OIG*

Principal Deputy Inspector General Glenn Sklar joined the Department of Homeland Security (DHS) Office of Inspector General (OIG) in December 2020. Mr. Sklar brings a wealth of leadership, operational, and strategic experience to the DHS OIG. Most recently, he was the General Manager for the Defense Nuclear Facilities Safety Board, where he was responsible for, among other things, cybersecurity, operations, budget, information technology, human resources, and legislative affairs.



Previously, Mr. Sklar led several large Federal programs, including a five-year tour overseeing more than 10,000 Federal employees at the Social Security Administration (SSA). He also worked previously at the DHS Management Directorate and the SSA OIG. Mr. Sklar has more than fifteen years of experience as a member of the Senior Executive Service and is a recipient of the Presidential Rank Award and the W. Edward Deming Award. He received his J.D. from American University's Washington College of Law.

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**GREGG TREML, ASSISTANT INSPECTOR GENERAL**

*U.S. Department of Health and Human Services OIG*

Gregg Treml is a trusted member of the Senior Executive Service, and business operations executive with successful experience in multiple Federal agencies. His expertise covers strategic planning, human resources, acquisitions, financial management and reporting, implementing accountability measures, budget formulation and execution, leadership of complex, sensitive programs, facilities and physical security. He is a strategic thinker and coalition builder. Gregg is a strong leader with experience building, developing and motivating teams.



Currently, Mr. Treml serves the Department of Health and Human Services (HHS), Office of Inspector General (OIG), as Assistant Inspector General/Deputy Chief Financial Officer (DCFO). In this role, Gregg provides executive oversight and leadership for core mission support functions of Budget/Finance, Human Resources, Acquisitions, Facilities and Physical Security Divisions. His portfolio enables the mission of OIG's 1,600 Federal employee workforce that stretches from Hawaii to Puerto Rico in over 80 physical locations. In addition, he serves as the Head of Contracting Activity, Chief Security Officer and Chief Human Capital Officer for the OIG.

**ANTHONY ZAKEL**

*Inspector General, U.S. International Development Finance Corporation*

Anthony “Tony” Zakel serves as Inspector General to strengthen OIG’s contributions to and support of integrity, efficiency and effectiveness in the foreign assistance programs and operations provided by the U.S. International Development Finance Corporation.



Mr. Zakel previously served as the Deputy Assistant Inspector General for Aviation Audits at the U. S. Department of Transportation from 2016 to 2020, where he was responsible for managing audits of a wide range of Federal Aviation Administration (FAA) programs. Mr. Zakel assumed his position after 25 years of experience in managing large projects and programs. The office’s significant accomplishments include its audit which found that FAA allowed Southwest Airlines to operate aircraft without ensuring compliance with regulations, putting the lives of 17.2 million passengers at risk, and a timeline of activities leading to the certification of the Boeing 737 MAX8 Aircraft and actions taken after the October 2018 Lion Air accident.

From 2011 to 2017, Mr. Zakel served as a Program Director in the Department of Transportation’s Office of Surface Transportation Audits, managing audits of the Federal Transit Administration’s (FTA) and Federal Highway Administration’s (FHWA) oversight of transportation infrastructure investments. Notably, his teams have reviewed FTA’s progress and challenges in establishing its Emergency Relief Program and safeguarding the Nation’s multibillion-dollar investment in areas affected by Hurricane Sandy. His teams have also evaluated FTA’s and FHWA’s engineering and financial oversight of large projects exceeding \$1 billion in total costs.

Prior to DOT OIG, Mr. Zakel was a director in FTA’s Office of Oversight and Program Guidance. In addition, he served as a director in the Directorate of Installations and Logistics at the National Security Agency, leading major capital improvement projects. Before his Federal service, Mr. Zakel worked for 15 years as an engineer and program manager at Morrison Knudsen, Booz Allen & Hamilton, and Parsons Transportation Group on transportation and infrastructure projects in the United States and England.

Mr. Zakel graduated from Saint Bonaventure University in 1990 with a bachelor’s degree in physics, and from Binghamton University in 1993 with a master’s degree in electrical engineering. In 2014, he graduated from Loyola University of Maryland with a master’s in business administration, with a concentration in executive management.



## CIGIE LEADERSHIP FORUM EVENT STAFF

### DAVID GROSS

*Council of the Inspectors General on Integrity and Efficiency*

David Gross is the director of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Leadership & Mission Support Academy. In this role, Mr. Gross works closely with CIGIE leadership and the Professional Development Committee to promote leadership development in the Inspector General community. Prior to joining CIGIE, he served as Strategic Planning and External Affairs Specialist for DoD OIG, from 2007 to 2015, and was the DoD IG Liaison to CIGIE, as well as the CIGIE Audit Committee Liaison from 2013 to 2015, and CIGIE IT Committee Liaison from 2007 to 2011.

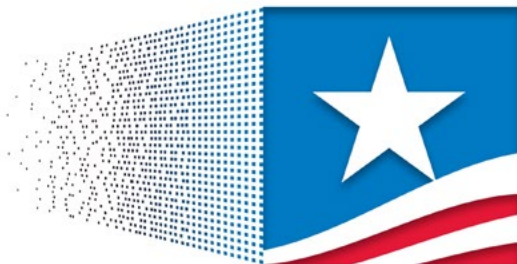


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### JACQUELYN PHILLIPS

*U.S. Department of Housing and Urban Development OIG*

As Chief Strategy Officer, Ms. Phillips is responsible for assisting the Inspector General in developing the Office of Inspector General's (OIG) strategic and oversight plans, creating initiatives to execute on those plans, and implementing programs to monitor and improve performance, manage risk, and strengthen internal controls. She joined the U.S. Department of Housing and Urban Development (HUD) OIG in 2017 and served previously as HUD OIG's Director of Plans, Performance, Risk Management and Engagement. In that role, she stood up the OIG's Enterprise Risk Management Program, Engagement Board process, and Joint Planning efforts. She also led the development and launch of OIG's new website, the publication of its first HUD OIG Top Management Challenges as a stand-alone report, and the first issuance of the Federal Employee Viewpoint Survey to OIG staff. Prior to joining HUD OIG, Ms. Phillips served as the Chief Knowledge Officer of the U.S. Postal Service OIG and as the Director of Emergency Programs for the U.S. Department of the Treasury. She also continues to serve as an officer in the U.S. Army Reserve.



Council of the  
**INSPECTORS GENERAL**  
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The 2021 CIGIE Leadership Forum

## The Digital Frontier:

Engaging People, Navigating Change, and  
Leveraging Data



**ELISE STEIN**

*U.S. Department of Health and Human Services OIG*

As the Director of Intergovernmental Affairs for the HHS OIG, Elise works closely with oversight organizations at all levels of government including other Federal OIG members of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) and the Pandemic Response Accountability Committee (PRAC); the Government Accountability Office (GAO); and other State, local, and international oversight agencies. She also represents HHS OIG to Congressional stakeholders, keeping them informed and responding to requests and inquiries. Elise has led a plethora of CIGIE-wide initiatives including: developing and implementing a peer review process for OIG inspection and evaluation (I&E) units; professional and leadership development including co-chairing CIGIE’s annual Leadership Forum, the largest single CIGIE event, for the past 8 years; strategic planning; and numerous legislative and IT issues.

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**WILLIAM (BILL) YEAGER**

*U.S. Department of Homeland Security OIG*

William (Bill) Yeager is the Director, Training & Workforce Development, for the U.S. Department of Homeland, Security Office of Inspector General. Bill has more than 30 years of professional human-centric experience in 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. 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.

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

**JENNIFER TETHER**

Assistant Director, Key Executive Leadership Programs

**LAM-ANH LE**

Key Communications and Special Programs Coordinator

**NATE GARLICK**

Key Communications and Content Coordinator

*and a sincere thanks to all of our attendees, presenters, and volunteers.*



## **CIGIE LEADERSHIP DEVELOPMENT PROGRAMS**

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

*CIGIE'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.

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

## **THE CIGIE FELLOWS PROGRAM**

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

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



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

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