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

NOV 21 2013

Subject: Log No. 6330-2013-38

This letter responds to your Freedom of Information Act (FOIA) request, dated January 5, 2013, to the Council of the Inspectors General on Integrity and Efficiency (CIGIE). Your request was received on August 29, 2013. You requested copies of the meeting minutes for the CIGIE Professional Development Committee from January 1, 2005 to the present.

We are releasing 71 pages of responsive documents. Pursuant to FOIA, certain information has been redacted as it is exempt from release. Specifically, in accordance with 5 U.S.C. § 552(b)(6), the names of individuals were withheld because release of this information could reasonably be expected to constitute an unwarranted invasion of personal privacy. Content pertaining to deliberative processes was withheld pursuant to 5 U.S.C. § 552(b)(5).

You have the right to appeal CIGIE's response by writing to the Council of the Inspectors General on Integrity and Efficiency, 1717 H Street NW., Suite 825, Washington, D.C. 20006-3900. Your appeal must be received within 45 days of the date of this letter. The outside of the envelope should be clearly marked "FOIA APPEAL."

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark D. Jones", is written over a printed name and title.

Mark D. Jones  
Executive Director

Enclosure: Exemptions list/documents

## PCIE Human Resources Committee

March 4, 2008

### Attendees:

Earl Devaney, Interior, Chair  
Hubert Bell, NRC  
Robert Cobb, NASA  
Bruce Cappel for Francine Eichler, FLRB  
Daniel Levinson, Health and Human Services  
Patrick McFarland, OPM  
Bob Erickson for Brian Miller, GSA  
Richard Moore, TVA (by telephone)  
David Williams, U.S. Postal Service

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### Also attending:

Michael Wood, Interior  
[REDACTED] Interior

#### **I. Update on training courses**

- American University – April and May courses - Attendance is low for the April and May American University courses since many OIGs are experiencing tight budgets. Members were encouraged to find ways to send staff to these classes. The classes may have to be cancelled unless 18 can attend. Mr. Devaney offered to call a few Inspectors General to bolster enrollment.
- Lincoln Leadership Institute (Wiley Group) – Interior and HUD will participate in a joint session on March 26-28. Members were encouraged to bring their senior staff members for a similar training experience.

#### **II. Update on training survey**

38 responses were received to this survey with 12 OIGs reporting they would send 1-3 staff to upcoming American University courses, 1 OIG will send 4-6 staff, and 4 will send 7-10 staff. 10 OIGs reported they would be interested in retreats or various customized services from the Lincoln Leadership Institute (Wiley Group). Unfortunately, the survey data was collected anonymously, and staff is unable to follow up with these OIGs on a case-by-case basis.

### III. IG Act Amendment—Impact on Training Activities

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### IV. Other Items

- Inspection and Evaluation training - Dan Levinson reported that the Inspection and Evaluation Committee is planning a training activity next year, and asked [REDACTED] in Human Resources Committee training discussions.

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- Best Practices Seminars - Robert Cobb and Richard Moore shared their experience with Best Practices seminars held at their respective OIGs. These one-day seminars were held at each OIG's office with an agreed-upon agenda of five topics. So far, meetings have been held

with six OIGs.

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- New Inspector General training - Earl Devaney reported that the Executive Board had some suggested edits to the draft document. He will send the proposed training agenda to the Committee in its current form for their feedback.

- IG Net Updates - [REDACTED] staff to the Committee, distributed updated Human Resources Committee and Specialized Training pages from the recent updates to the IG Net. Information is now included on the American University courses and the Lincoln Leadership Institute/Wiley Group training at Gettysburg.

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PCIE Human Resources Committee

August 12, 2008

Attendees:

Earl Devaney, Interior, Chair  
Hubert Bell, NRC  
Robert Cobb, NASA  
Francine Eichler, FLRB  
Daniel Levinson, Health and Human Services  
Patrick McFarland, OPM  
David Williams, U.S. Postal Service

Also attending:

s.(b)(6) Michael Wood, Interior  
[REDACTED] Interior

I. Update on training courses

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- American University – We are still hearing rave reviews about this training, i.e., "it's as good as or better than FEI." 15 OIGs have participated so far. [REDACTED]

[REDACTED]

Mr. Devaney noted there is a placeholder for training

currently included in the new IG Act bill. [REDACTED]

[REDACTED]

Materials could be given to attendees after the presentation. This training is an example of our commitment to excellence to the community and a way to challenge ourselves to be better. IGs should also be informed that they will be called for staff nominations for future courses. [REDACTED]

[REDACTED]

## HR Committee Minutes – February 5, 2009

A meeting of the HR committee was held on Thursday, February 5, 2009. The following were in attendance:

Earl Devaney, Chair

Dan Levinson, HHS

Moose Cobb, NASA

Pat McFarland, OPM

David Lee, representing Hubert Bell, NRC

Ron Stith, representing Dave Williams, USPS

Francine Eichler, Federal labor relations authority

Robert Erickson, representing Brian Miller, GSA

The focus of the HR committee's two subgroups was discussed along with proposed presentation of the status of their work at the next full CIGIE meeting scheduled for February 17.

Earl Devaney and Pat McFarland presented an overview of the Richmond meeting of the Training subcommittee. This included a proposal to change the full committee name to "Professional Development Committee," a discussion of how to lower the prices for the AU and Gettysburg leadership programs, a proposal to rework the AU program to include new and mid-level supervisors, the proposed focus on four training areas of Audits, Inspection & Evaluations, Investigations, Professional Support, and Leadership.

Dan Levinson discussed the Administrative Authorities subgroup and a December meeting with OPM on SES. Dan has scheduled a meeting of the subgroup next week in preparation for the report to the full CIGIE meeting. Dan requested that NASA, NSF, and NRC participate in the subgroup. A one page overview of the new administrative authorities from the IG Reform Act was distributed.

There was discussion of briefings/training for new political appointees and new IGs. The National Academy of Public Administration paper "Talking Heads"<sup>1</sup> was distributed for the IG's information and use in briefing new appointees.

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<sup>1</sup> Dwight Ink & Herb Jasper. Spring/Summer 2001. Talking heads, inspectors general and their relationships with agency heads. *Journal of Public Inquiry*. pp 39-43.

## PCIE Human Resources Committee

April 23, 2009

### Attendees:

Mary Kendall, Interior, Chair  
Patrick McFarland, OPM  
Brian Miller, GSA  
Richard Moore, TVA  
David Williams, U.S. Postal Service  
David Lee, NRC (representing Hubert Bell)  
Sue Murrin, USDA (representing Phyllis Fong)  
s.(b)(5) [REDACTED] FDIC (representing the Audit Committee)

### Also attending:

s.(b)(6) [REDACTED] Interior

- IG Institute:

David Williams, U.S. Postal Service Inspector General presented an overview of a Proposal for the new IG Institute. This proposal will be presented to the CIGIE Executive Council and with their approval, discussed at the upcoming CIGIE Training Conference to be held on May 11-14, 2009.

s.(b)(5) [REDACTED]

- American University OIG Leadership Training:

Mary Kendall presented a proposal to the Committee on proposed changes to the American University OIG Leadership Training courses.

Students who have attended Session A would be allowed to complete Sessions B and C to graduate from the program. The 11 students currently registered for the next Session A scheduled for June 12 will be notified of the course cancellation and offered the opportunity to sign up for the redesigned session once it is formally announced.

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[REDACTED] will present this redesigned program at the CIGIE Training Conference in May with classes tentatively scheduled to begin in the Fall of 2009. The HR Committee was in

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agreement with these changes and instructed [REDACTED] to work with [REDACTED] to notify past and present students to include modifying the IG Net web site.

Once approval is received from the CIGIE Executive Council and funding is in place, the fees for the leadership training will be reduced through a supplement from the CIGIE training budget. This information will be communicated to students at a later date.

## CIGIE Professional Development Committee

July 23, 2009

### Attending:

Mary Kendall, Chair, Department of the Interior  
Glenn Fine, Department of Justice  
Tom Howard, NASA  
Kenneth Konz, Corporation for Public Broadcasting  
David Kotz, Securities and Exchange Commission  
Allison Lerner, National Science Foundation  
Robert Erickson, Jr., for Brian Miller, General Services Administration  
Lynne McFarland, Federal Election Commission  
Dave Williams, US Postal Service

### Also Attending:

s.(b)(6) [REDACTED] Department of the Interior

#### I. Update on CIGIE Academy

Mary Kendall provided updates to the Committee on the status of leadership training at American University and the Lincoln Leadership Institute as follows:

- American University (AU) - [REDACTED] at American University, proposed a redesign of our existing leadership training by including two training elements: New Leaders and Experienced Leaders. For Fiscal Years 2009-2010, [REDACTED] would like to offer 6 New Leaders and 3 Experienced Leaders classes. [REDACTED]

s.(b)(5) [REDACTED] After discussion, the Committee suggested that 3 New Leaders classes and 2 Experienced Leaders classes be advertised and held. If demand for the courses warrants additional class sessions, AU will be asked to consider additional sessions. Current information included on the IG Net web site was also distributed to Committee members for their reference.

- Lincoln Leadership Institute (LLI) – Feedback from the Leadership training survey does not support a two-week session at LLI. The Committee suggested that a proposal be made to LLI to consider a one-week session similar to that currently offered.
- Investigator Training Institute – FLETC – Mary provided handouts to the Committee describing the duties of the registrar and budget analysts currently on detail to

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FLETC. [REDACTED] at FLETC has requested assistance from the OIG community until the CIGIE Training Academy is operational. Committee members were requested to consider whether their staff could provide assistance for a period of 3-6 months. Volunteers would be preferred and do not have to be physically located at FLETC. Short-term IT support will also be needed as a next step and will include web site design and LAN support. USPS OIG will assist with this as needed.

**II. Update on Leadership training survey**

- Survey responses to date have been low. [REDACTED] forwarded an additional survey to the CIGIE liaisons with a response date of July 31. [REDACTED] will also announce and distribute surveys at the full CIGIE meeting on July 28.

**III. IG Reform Act Amendments—Impact on Training Activities**

- CIGIE Training Academy – Mary reported that [REDACTED] will be detailed to the DOI OIG on August 1 from the Defense Acquisition University. [REDACTED] will be responsible for building a start-up roadmap for the CIGIE Training Academy and will be working with [REDACTED] from USPS OIG. Others may be tapped to assist as needed. A progress report will be provided to the Committee in the next 4-6 weeks.

A position description for the Director of the CIGIE Academy has been prepared and will be classified shortly. DOI OIG will hire this position on a reimbursable basis to ensure an October 1 start. Mary asked for volunteers to assist in interviewing potential applicants.

CIGIE Professional Development Committee

September 10, 2009

Attending:

Mary Kendall, Chair, DOI  
Glenn Fine, DOJ  
Kenneth Konz, CPB  
Allison Lerner, NSF  
Dan Levinson, HHS  
Pat McFarland, OPM  
Brian Miller, GSA  
Jon T. Rymer, FDIC  
Richard Skinner, DHS  
Dave Williams, USPS  
Elise Stein, accompanying Dan Levinson, HHS  
Mary Beth Sullivan, for David Kotz, SEC  
Jon Hatfield, for Lynne McFarland, FEC  
Alan Lamoreaux, for Tom Howard, NASA

Also Attending:

[REDACTED] Department of the Interior

I. Update on CIGIE Institute

- Lincoln Leadership Institute (LLI) – Feedback from the Leadership training survey does not support a two-week session at LLI. Mary Kendall has asked about offering a 1 week course and is still waiting to hear back from LLI. [REDACTED] is taking over for [REDACTED] ACTION: Mary Kendall will re-send the announcement of [REDACTED] departure. LLI announcements do not seem to be reaching IGs?

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- Audit/Inspection/Evaluation Academy – [REDACTED]  
[REDACTED]  
[REDACTED] He is planning the first Auditors training session for September 21, 2009 at the Residence Inn, in Pentagon City. Attendees may register for this training by visiting the Audit Committee tab on the IGNET. [REDACTED]

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## II. Update on Personnel Authorities Issues

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## III. IG Reform Act Amendments—Impact on Training Activities

- CIGIE Training Academy – Presentation by [REDACTED] has already s.(b)(6) interviewed 60 offices to determine how the Institute should move forward. He has additional interviews scheduled through the end of September. He distributed a handout showing what the business case looks like at this time with regards to current trends. It was of note that FTEs for Inspector positions were surprisingly low.

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[REDACTED] will be posting a report in January on the IGNET listing the continuing education competencies.

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- [REDACTED] In
- s.(b)(6) October – November, [REDACTED] will send out an analytical report. He will need feedback from committee members for various aspects of the report and will periodically send questions and drafts for review.

## IV. Action Items

- Hiring Subcommittee

Mary asked for volunteers to assist in interviewing potential applicants for the Director of the CIGIE Academy position. Allison Lerner, Jon T. Rymer, and Dave Williams volunteered.

- Nail down Institute/Academy name

The committee agreed to use Institute for CIGIE. Academies will be used to describe the “children” beneath the umbrella of the “CIGIE Institute.”

- Leadership Pilot Funding

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[REDACTED] The Leadership Pilot will be held in Gettysburg and is for IGs only. So far, 12 IGs are registered for the course. [REDACTED]

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[REDACTED] Mary Kendall will draft the letter of commitment. ACTION: Mary Kendall will send [REDACTED] contact information to all committee members

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CIGIE Professional Development Committee

October 19, 2009

Attending:

Mary Kendall, Chair, DOI

Glenn Fine, DOJ

Thomas Howard, NASA

Allison Lerner, NSF

Lynne McFarland, FEC

Pat McFarland, OPM

Richard Moore, TVA

Richard Skinner, DHS

Elise Stein, for Dan Levinson, HHS

Mary Beth Sullivan, for David Kotz, SEC

s.(b)(6) [REDACTED] for Phyllis Fong, USDA

Also Attending:

[REDACTED] Department of the Interior

s.(b)(6) [REDACTED] Department of the Interior

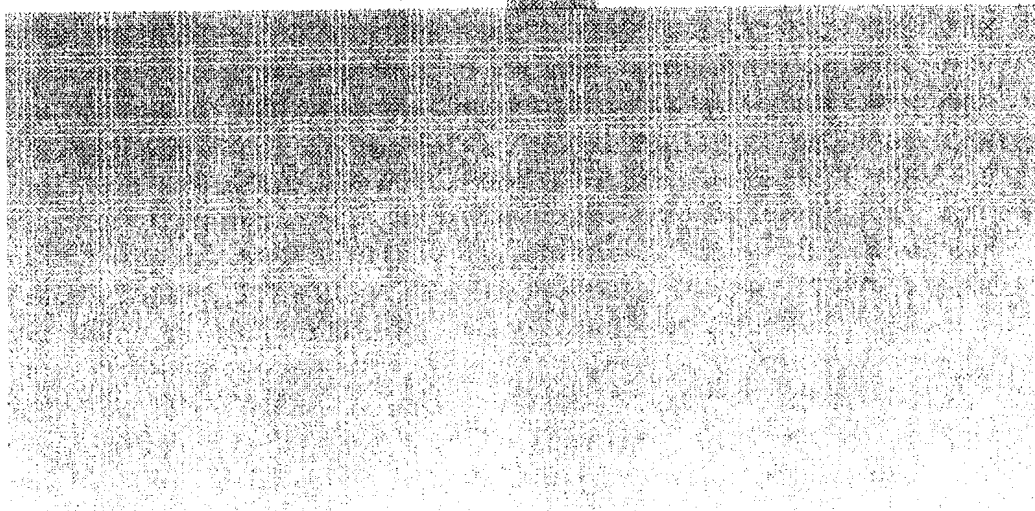
I. Committee Review of [REDACTED] self-assessment

- This is the last year that DOI will serve as the evaluating office for [REDACTED] DOI has a 5 tiered performance system. Last year she received a [REDACTED] rating which put [REDACTED] Mary Kendall asked for committee feedback to determine a final performance rating for [REDACTED] in 2009.

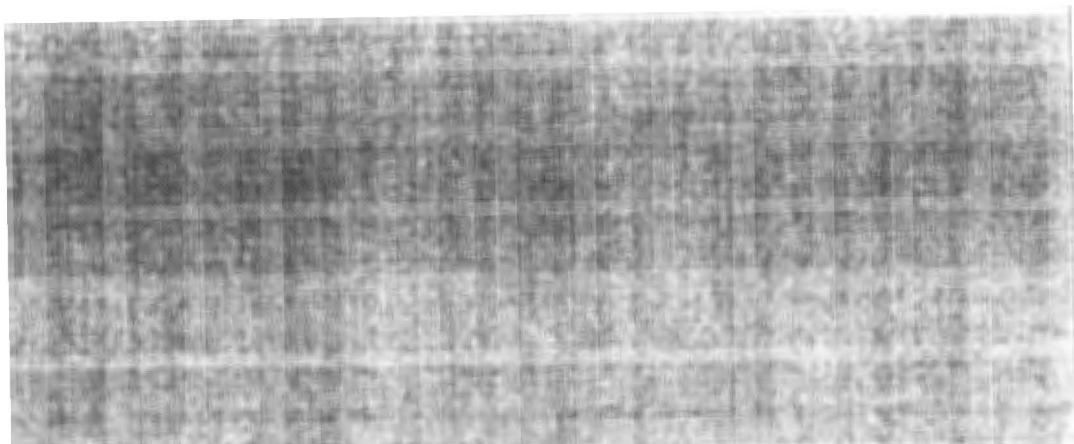
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II. IG Institute Executive Director Position

- Where is the position? – Washington DC Metro Area (This includes Reston and Herndon)

- Committee questions about the new Position – The committee decided to move forward with filling the position rather than detailing it from another agency.

s.(b)(5) [REDACTED] USDA OIG was asked to hire the position. DOI OIG turned over their work on the position and USDA is working to finalize the KSA questions and Position Description. ACTION: The position description and KSA's will be sent to committee members for final review (with a week for comments) before the position is announced

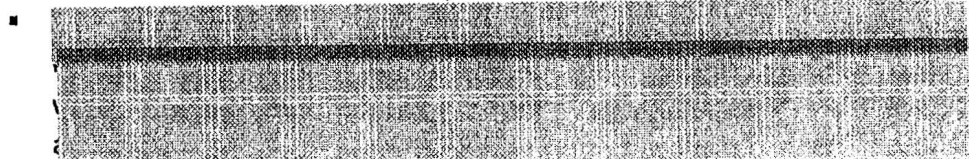
- What type of clearance is needed? – Top Secret

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- Can the position be SES instead of GS-15? – (Answer pending)

- Can the position report to an Acting CIGIE Director? – (Answer pending)

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- Where will the position be housed? – DOI OIG will house the position and receive reimbursement from CIGIE until the CIGIE Director is hired and funding has been established.

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III. Request for an 1811 Full-time Program Manager

- s.(b)(6) • [REDACTED] requested 1 more (1811) Manager – Richard Moore has volunteered 4 inspectors from his staff to perform a FLETC staffing study.

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[REDACTED]

[REDACTED] Richard Skinner reminded the committee that the years ahead, 2011 through 2013, will have tighter budgets and [REDACTED]

- [REDACTED]

**CIGIE Professional Development Committee**

**January 28, 2010**

**Attending:**


Mary Kendall, Chair, DOI  
Hubert Bell, NRC  
Glenn Fine, Justice  
Thomas Howard, NASA  
Kenneth Konz, CPB  
Allison Lerner, NSF  
Brian Miller, GSA  
Richard Moore, TVA  
Richard Skinner, DHS

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Leslee Bollea for Jon Rymer, FDIC  
Mary Demory for David Williams, USPS  
Terri Fazio for Pat McFarland, OPM  
Jon Hatfield for Lynne McFarland, FEC  
John Lebo for Phyllis Fong, USDA  
Elise Stein for Dan Levinson, HHS

**Also Attending:**

Glenn Harris, Counsel to the SBA IG


 DOI  
 DOI  
 DOI

**I. CIGIE Institute**

 presented the results of interviews conducted to gather recommendations for the establishment of the CIGIE Institute. An electronic copy of his report and powerpoint presentation slides were sent via e-mail to all members of the Committee after the meeting.

ACTION: Comments regarding Mr.  report are due by COB 2/12/2010.

**II. American University Proposed Offerings for 2010-2011**

The proposed offerings were accepted by the Committee.  will work with American University to publicize these additional sessions on IG Net and via email.

**III. Lincoln Leadership Institute (LLI) Cost Overrun**

After a brief discussion, Committee members asked for a detailed breakdown of the accounting behind this cost overrun. LLI has offered to cover the costs but the Committee considered splitting the overrun with them if the accounting detail was justifiable.

ACTION: Mary Kendall will be contacting LLI to get the accounting detail. [REDACTED] will disseminate the information to the Committee via e-mail.

**IV. CCIG Training Request and Proposal**

Glenn Harris, SBA Counsel, briefed the Committee on IG Attorney training. There could be some costs incurred to cover the logistics of putting the courses together, but it was suggested that if several OIGs participated, the costs could be shared among those participating. The Committee would like to know if there is a potential for CLE credits.

ACTION: Glenn Harris will send the training proposal attachment via e-mail.

**V. Other Business**

- Harvard ManageMentor Courseware Review – Mary Kendall distributed a handout from the Farm Credit Administration outlining their review of this courseware offering. This courseware could also open up the possibility for virtual training.
- FY 2009 Progress Report to the President – [REDACTED] distributed a draft progress report submission and asked Committee members for comments by COB 1/29/2010.
- Feedback from LLI Training – Mary Kendall asked the Committee if they could meet 30 minutes before the next CIGIE meeting to discuss her experience and feedback received at the updated LLI Training. Additional elements of the training will include the role of the City of Gettysburg and its citizens during the war (particularly the role of women caring for the soldiers), and the participation of African Americans in the Civil War.

ACTION: Pre-meeting before the next CIGIE meeting 2/16/2010 at 9:30 a.m.



**CIGIE Professional Development Committee  
April 27, 2010**

**CHAIR: Mary Kendall, DOI**

**Attending:**

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Robert Erickson, GSA  
Glenn Fine, DOJ  
Allison Lerner, NSF  
Lynne McFarland, FEC  
Patrick McFarland, OPM  
Richard Skinner, DHS

Leslee Bollea for Jon Rymer, FDIC  
Noelle Frangipane for David Kotz, SEC  
David C. Lee for Hubert Bell, NRC  
Elise Stein for Dan Levinson, HHS  
Ron Stith for David Williams, USPS


**Also Attending:**

 DOI

**I. CIGIE Institute**

- As of Tuesday afternoon we received approval from OPM to hire both CIGIE positions at the SES level.

**Revised Interview Results Presentation**

- Mary went over the revised IG Institute report with the committee. Page two illustrates a profile of the OIG community.
  - We need courses and curriculum tailored to our community that will capitalize on new learning trends.
-  report focused on Core competencies and training attached to those competencies.
- Mary's vision is to have a cross discipline buffet of training that can be shared and taken by all members of the OIG community. These courses will help foster an environment for team building.
- Page six describes the paradigm shift from classroom structure to learner specific training. Optimizing course availability and accessibility through web learning is ideal.

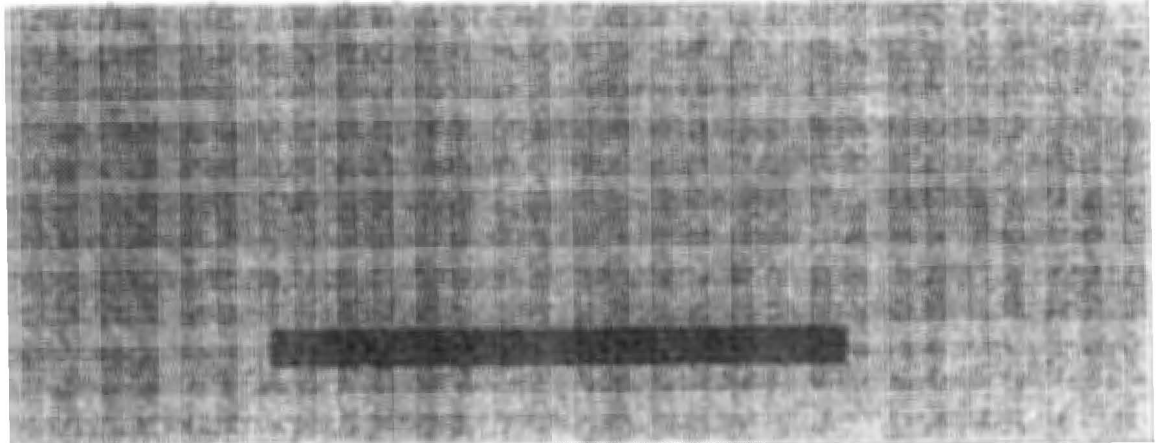
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- We are looking at ways to share information and feedback through a blog or shared internet space.
  - Mary envisions this space to be used as a management tracking resource. Transcripts, CPE credits, comments, and feedback could be viewed and shared within the community. This would help keep the available courses fresh and encourage dialogue for necessary tweaking.
- Page seven outlines the development of core courses for discipline specific (audits, inspections, evaluations, and investigations) training.
- Page nine lists recommendations that were approved last year.
- Page ten provides a visual of the CIGIE org chart.

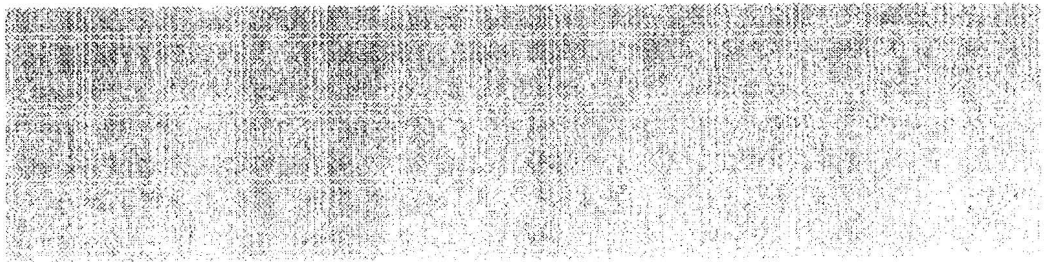
- **Challenges**

- Mission support and AI&E needs to be developed.

- We need to work on instructor development as we go along.



Group consensus: Could we do it ourselves? Maybe [REDACTED] could work on this internally.



Group consensus: [REDACTED]

## II. Lincoln Leadership Institute

### Results from first two classes

- We are merging the two classes in June (Second week from the previous session that was canceled due to the snow storm and the second week from the second session.)

### Feedback:

- Most people wanted practical exercises to try out and to discuss their experiences with the group during the second session.
- Can the training end on a Thursday with Friday as a travel day?
- They requested a panel of IGs outlining their unique vision for their respective offices.

ACTION ITEM: Volunteers needed for IG panel during the second week.

### Second week IG-specific content

- Should we have a second week?
  - We are committed for one more 2 week session.
- Mary will do an out briefing of the large group after the second week.
- CIGIE PD committee wants more feedback about the second week.

### Group consensus:

### Request for Funding

### Discussion:

### Group consensus –

**CIGIE Professional Development Committee**

**July 14, 2010**

Attending: (Mary Kendall, Chair, DOI)

Paul Martin, NASA

Patrick McFarland, OPM

Richard Moore, TVA

David Williams, USPS

Robert Erickson for Brian Miller, GSA

Peggy Fisher for Allison Lerner, NSF

Jon Hatfield for Lynne McFarland, FEC

Charles Edwards for Richard Skinner, DHS

Sue Murrin for Phyllis Fong, USDA

Cynthia Schnedar for Glenn Fine, DOJ

Elise Stein and Jo Anne Padberg for Dan Levinson, HHS

Mary Beth Sullivan for David Kotz, SEC

Also Attending:

s.(b)(6) [REDACTED] for Mark Jones, CIGIE  
[REDACTED] DOI

**I. IGCIA Results**

Members of Richard Moore's staff discussed a condensed version of the staffing review conducted on the Inspector General Criminal Investigator Academy (IGCIA).

Their presentation outlined many areas where they had insufficient staffing and outdated training for their instructors. [REDACTED]

s.(b)(5) [REDACTED]

[REDACTED]

Richard Moore's team is drafting a full report and/or white paper for Committee review.

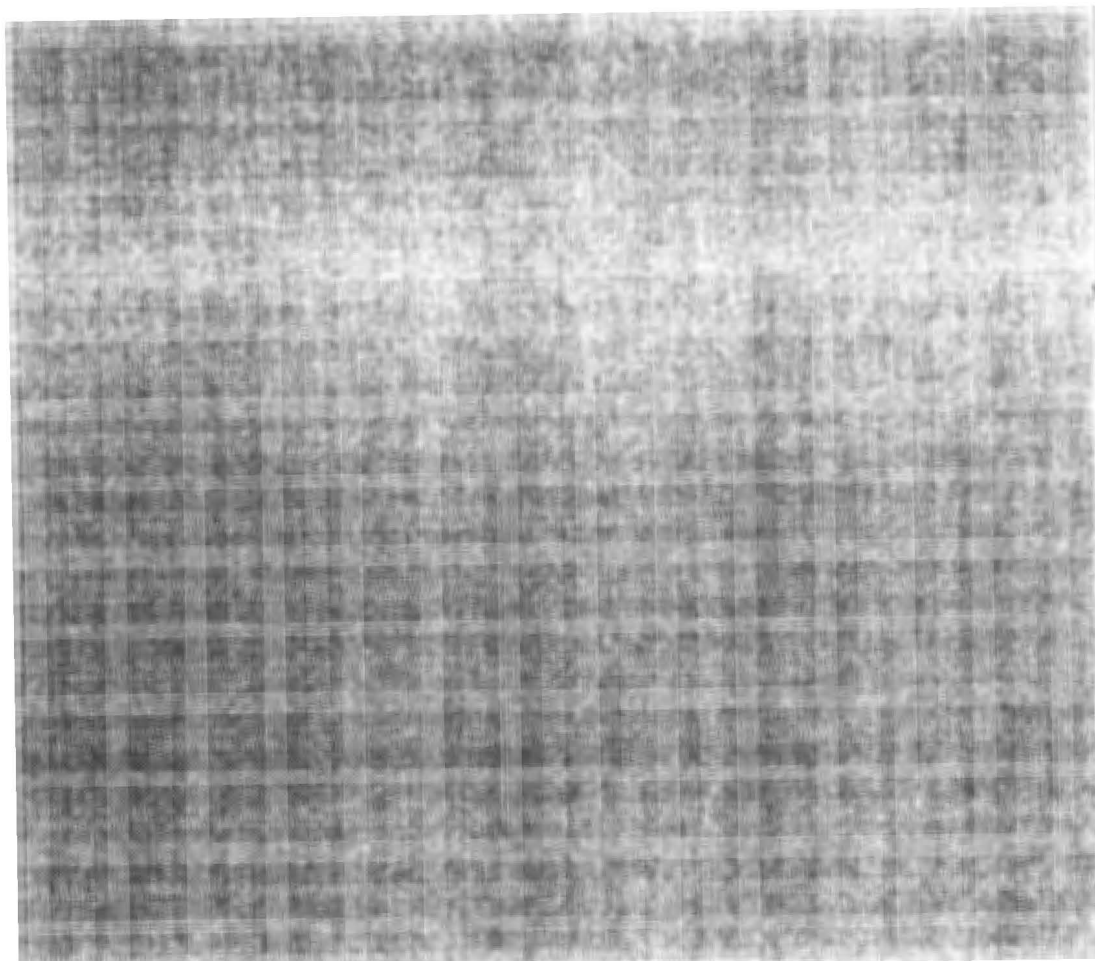
**II. Lincoln Leadership Institute**

Week Two Discussion - [REDACTED]

[REDACTED]

Consensus:

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III. American University

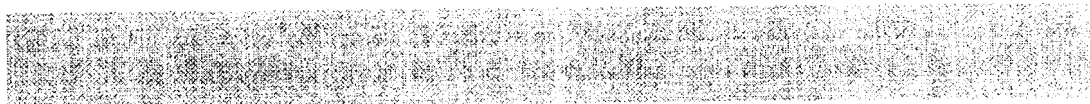
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Mary met with [REDACTED] this morning about the American University Leadership training. 22 attendees is their optimum number and we are not meeting their minimum requirement. [REDACTED]

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**IV. Status of the CIGIE Academy**

The CIGIE Director Position closed today. Mary will find out how many applicants applied and report out next week.

Dave Williams asked to discuss next week why we have not advertised the other program manager positions.

CIGIE Professional Development Committee

September 14, 2010

Attending:

Mary Kendall, Chair, DOI  
Glenn Fine, DOJ  
Lynne McFarland, FEC  
Richard Moore, TVA  
Richard Skinner, DHS  
David Williams, USPS

Michael Esser for Patrick McFarland, OPM  
Deborah Huber for Hubert Bell, NRC  
Gail Robinson for Paul Martin, NASA  
Elise Stein and for Dan Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC

Also Attending:

s.(b)(6)

[REDACTED] DOI  
[REDACTED] DOI  
[REDACTED] for Mark Jones, CIGIE

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I.

[REDACTED]  
HHS OIG has been supporting operations at the Inspector General Criminal Investigator Academy (IGCIA) by providing an on-site Program Manager. In order to continue this arrangement, [REDACTED]  
[REDACTED]

Richard Moore will bring the Committee's recommendation to move forward with this MOU to the Executive Council for a final decision at next week's meeting.

II.

**Lincoln Leadership Institute – 2011 Class Offerings**

The length and content of the Gettysburg leadership course has been tailored to better meet the needs of the OIG community. Three classes were held in 2010 and four classes with up to 45 attendees are planned for 2011.

[REDACTED]



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requested new dates after April and in late spring or summer in order to increase class participation. Mary Kendall will work with [REDACTED] to secure new dates that do not fall around any national holidays.

The group consensus was to commit to four courses and secure a tentative fifth course. Steve Wiley has offered a grace period to fill the fifth course without penalty. Updates will be provided on IG Net as the dates are finalized.

**III. Training Institute Executive Director – Selection Process**

Inspectors General from USPS, FDIC, and NSF are serving on the Executive Resources Board (ERB) for the selection of the CIGIE Training Institute Executive Director. Nine applicants were forwarded by CIGIE to the ERB and interviews have been scheduled on September 27<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup>. A panel of four IGs will interview the nine applicants. The panel includes Mary Kendall, DOI; Lynne McFarland, FEC; Richard Moore, TVA; and Glenn Fine, DOJ.

## CIGIE Professional Development Committee

February 9, 2011

### I. Update on CIGIE Training Institute

- Welcome Tom Caulfield, CIGIE Training Institute Executive Director

Mary Kendall introduced Tom to Committee members, and asked members to consider some ideas to be discussed at our next meeting:

- 1) Include the Executive Director of the Training Institute in the Professional Development Committee meetings, as well as the Academy Directors as they are brought on board.
- 2) Invite senior representatives from the primary OIG sectors: Audits, Inspections and Evaluations; Investigations; Legal; and Mission Support.
- 3) Consider the need to adjust the Professional Development Committee charter/mission to include the following responsibilities:
  - Ensure periodic evaluations are performed of instructional quality and curricula for each of the Academies. The PDC would only be responsible to only to ensure they are conducted.
  - Review and approve the Institute's Leadership and Mission Support Academy annual training plan.
  - Ensure sufficient resources and human capital are provided for the Academies to operate effectively and efficiently.
  - Ensure annual performance metrics for the Training Institute and Academies are identified.
  - Review formal partnerships with outside academia.
  - Identify which courses/academies should obtain certification or accreditation.

s.(b)(5)

Jon Rymer suggested that the roles of the CIGIE Training Institute Executive Staff and the PDC need clarification.

.....I agreed the Training Institute

Action Item: This discussion will continue at the next meeting.

CIGIE Strategic Planning

Sprightley Ryan, Smithsonian Institution IG and Chair of the CIGIE Strategic Planning Committee, spoke briefly to the Professional Development Committee about the process her group will use for this effort and possible questions they will ask. They are also considering a half day offsite meeting with representatives from the community. Mary offered to put Sprightley in touch with the DOI OIG Strategy Management Office.

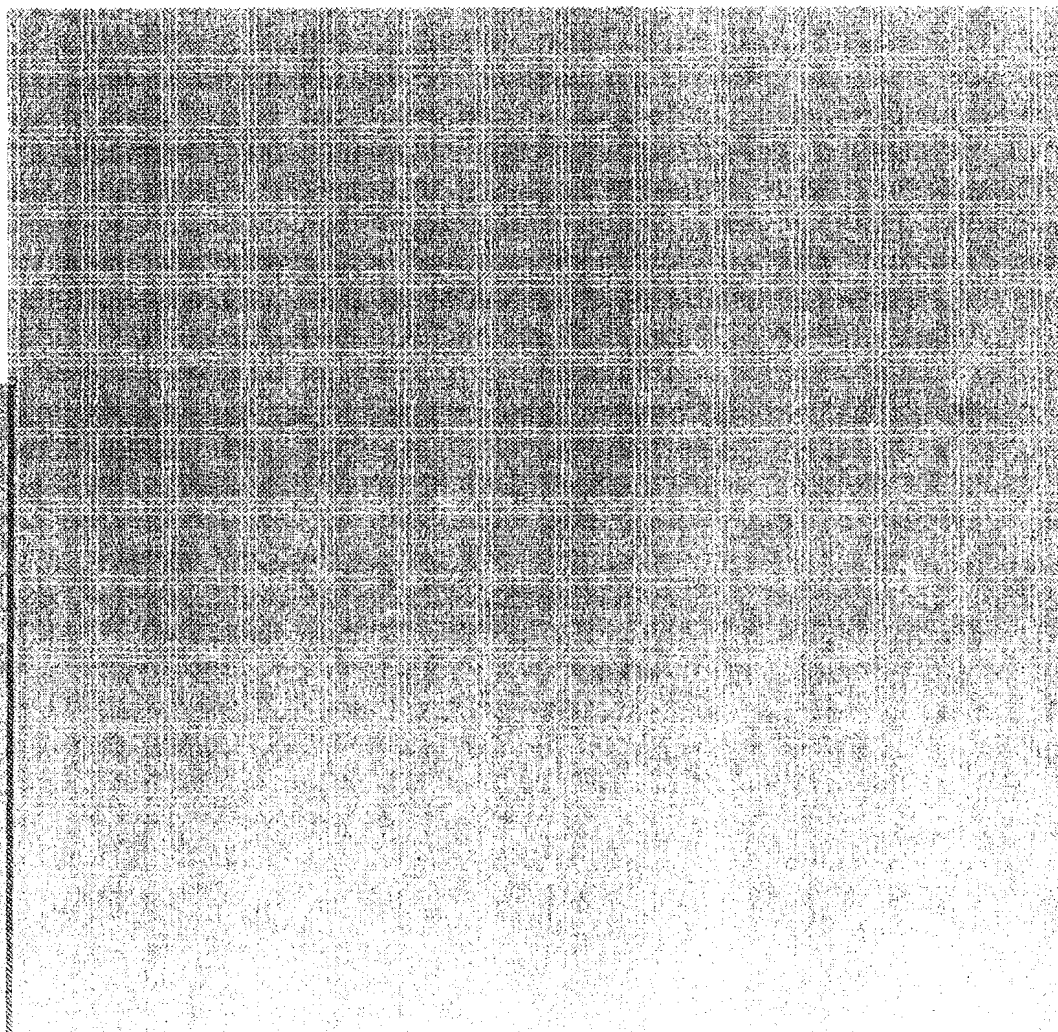
## II. Update on Leadership Training

- American University OIG Leadership Training – proposed program changes and 2011 training dates

Mary referred the Committee to the schedule of upcoming AU Leadership Training. Classes continue to be in high demand; however, program chair [REDACTED] recently presented some challenges and suggested remedies:

s.(b)(6)

s.(b)(5)

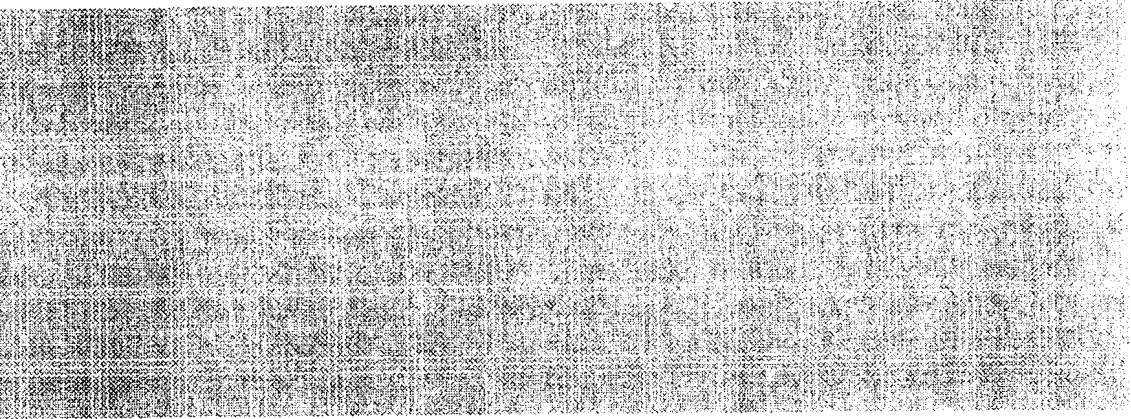


s.(b)(6)

Action: The Committee agreed to allow [REDACTED] to contact prospective students with the above information, and that the web site be updated as needed.

Issue 4: Change coaching options

s.(b)(5)



Action: The Committee agreed to allow AU to offer the two new options to students.

- Lincoln Leadership Institute – 2011 training dates were presented to the Committee. The Committee will support attendance at these sessions with the understanding that the Postal Service OIG will [REDACTED]. There will also be a few changes to the OIG specific session at the end of the week based on student feedback. [REDACTED]

s.(b)(5)

[REDACTED] More information will be presented at the next meeting.

**III. New Business**

- CIGIE Program for OIG Rotational Assignments for the purpose of education
- CIGIE SES Candidate Development Program

Mark Bialeck at EPA OIG suggested there be a mechanism in place to allow OIGs to submit requests and offer potential detailees to other OIG offices. Another idea was to create an SES Candidate Development Program for OIG staff. Mary asked that Tom Caulfield consider these ideas as a potential part of the Training Institute. Mary will report back on these ideas at the next meeting, but did highlight the degree of difficulty in managing an SES development program.

**IV. FYI Handouts**

- 2011 Members List
- Professional Development Committee Submission for 2010 Progress Report to the President

s.(b)(6)

[REDACTED] asked members to review the 2011 members list and submission for the 2010 Progress Report to the President and provide any feedback to her. Homeland Security Deputy IG Charles Edwards asked that DHS remain a member of the Committee and this addition has been made to the list with the revised list submitted to CIGIE.

The meeting was adjourned at 3 pm and our next meeting will be in approximately one to two months.

Attachment: Attendance List

# MEETING SIGN-IN SHEET

Meeting: CIGIE PD Committee Meeting

Meeting Date & Time: 2/9/2011 at 2:00 p.m.

Chair: Mary L. Kendall

Place/Room: IG Conference Room

\* Please put a checkmark to the left of your name if your information is correct. Line thru or add any accurate information when necessary.

Name	Agency	Attending for:
Tom Caulfield	CIGIE	
Tim Cross ✓	NSF	for Allison Lerner
Robert Erickson ✓	GSA	for Brian Miller
	OIG	
Deb Huber ✓	NRC	for Herbert Bell
Mary Kendall ✓	OIG	
	SEC	for David Kotz
Paul Martin ✓	NASA	
Lynne McFarland ✓	FEC	
Patrick McFarland ✓	OPM	
Richard Moore ✓	TVA	Calling in (866) 648-7140 Pin: 5747687
Jon T. Rymer ✓	FDIC	
Cynthia Schnedar ✓	DOJ	
Elise Stein	HHS	for Dan Levinson
Ron Stith	USPS	for David Williams
Chad Edwards	DHS	for Eric Williams

s.(b)(6)

**CIGIE Professional Development Committee**  
**April 28, 2011**

**I. CIGIE Training Institute**

Mary Kendall introduced Tom Caulfield, CIGIE Training Institute Director, stating that she is delighted with how the Training Institute is coming together. The purpose of today's meeting is to reflect on how this impacts the role of the Professional Development Committee.

Overview

Tom Caulfield shared an excerpt of a presentation planned for next week's Inspector General Training Conference including a mission statement for the Training Institute and an overview of the three academies. He asked that the Committee consider their level of involvement in the Institute.

s.(b)(5)

[REDACTED] He had several questions on staffing levels for the Institute that will be discussed at a future meeting with Jon Rymer and Mary Kendall.

Paul Martin asked that all standing Committees be listed on the Institute's organizational chart.

American University

Tom informed the Committee he met with the staff from American University and the dates for the next six sessions are now posted on IG Net. Future completion certificates for the program will include the CIGIE logo and Tom's signature. Tom will also teach a one hour session on IG basics that will serve as an introduction for new managers.

Lincoln Leadership Institute

s.(b)(6)

Tom joined [REDACTED] for a meeting with Lincoln Leadership Institute staff earlier this week. He agreed to attend the first night's dinner for four upcoming training sessions and also teach a course that will bridge the LLI training experience and Dave Williams' presentation on the future of the OIGs.

IG Authorities Course

This is a new course designed by the CCIG and will be held on May 31 at SBA. Tom asked a senior-level auditor and investigator to attend in order to design additional courses based on the needs of those professions.



### Training Directors Working Group

This working group will include individuals who are responsible for OIG training programs. Tom asked Committee members to forward their email addresses.

### Professional Development Opportunities

Recent outreach related meetings were held with several groups including Women in Law Enforcement (WIFLE), Howard University, and Young Government Leaders.

## **II. Professional Development Committee's Future Role**

Mary asked Committee members to reflect on goals listed on our IG Net web page as well as the more recent mission statement included in CIGIE's charter that was adopted on March 15. It was agreed that all standing committees would be incorporated.

Committee follow-up actions:

- Agreed to develop a revised Professional Development Committee mission statement and goals for the CIGIE Charter.
- Review the current and future staffing for the Training Institute. Provide a copy of the CIGIE FY 2011 Annual Business Plan identifying the requirements, objectives and performance measures for the Training Institute.

[REDACTED] asked for permission to add a note to the IG Net web site that the Committee's goals were under development. The Committee agreed to this change.

The Professional Development Committee will meet in early June for 1.5 to 2 hours to continue their discussion on their role and coordination with the Training Institute.

### Attending:

Mary Kendall, Chair

Hubert Bell, NRC

Paul Martin, NASA

Lynne McFarland, FEC

Jon Rymer, FDIC

Cynthia Schnedar, DOJ

David Williams, USPS

[REDACTED] for Charles Edwards, DHS

[REDACTED] for Phyllis Fong, USDA

Robert Erickson for Brian Miller, GSA

Norbert Vint for Patrick McFarland, OPM

Mary Beth Sullivan for David Kotz, SEC

Tom Caulfield, CIGIE

[REDACTED], DOI

## Professional Development Committee Meeting Minutes

August 25, 2011

10:00 – 11:00 a.m.

### CIGIE Training Institute Business Plan Proposal

Tom Caulfield provided an overview of the CIGIE Training Institute business plan proposal, "Building the CIGIE Training Institute," that will be presented to the Executive Council on September 7 and the full CIGIE membership on September 20. Highlights were as follows:

- The Institute will include a gateway/portal emphasis for community training in addition to courses taught in the classroom.
- The training will be OIG specific and promote professional development for OIG staff.
- The existing learning management system is under review and will include needs assessment input from CIGIE Committees and practitioners.
- The Professional Development Committee will provide a quality control function for the Training Institute based on input from members at our last meeting. This will include oversight of the Institute, and providing checks and balances and feedback on courses.
- All standing Committees have training subcommittees that will be providing input on course needs and content. Tom asked for help from the Professional Development Committee on leadership and mission support training.
- Tom will be asking the community to supply instructors to the Training Institute and will be leveraging resources and technology to increase services.
- A learning portal is needed to offer online training and registration.
- The Institute will serve as a clearinghouse for OIGs offering training courses to their staff members with available course seats.
- Some Training Institute staff are on board, but some future needs exist in FY 2012-14. The Executive Council will be considering these requests in the near future. The Institute also plans to use the Registrar and Budget Officer at the Investigative Academy for general Training Institute functions.
- Tom asked for the Professional Development Committee's support moving forward.

Mary asked Committee members to review this proposal and provide comments to Tom by September 1.

Richard Moore applauded the methodology used in this proposal and will submit comments to Tom. He particularly appreciated the enhanced delivery of courses through remote learning and less "brick and mortar" classroom delivery.

#### Professional Development Committee Charter

Mary stated that the Professional Development Committee mission statement will be revised based on incorporation of the Training Institute oversight previously discussed. She asked that comments on the Charter also be sent to Tom by September 1.

#### Silver Book Revision

The Executive Council requested that all CIGIE Quality Standards be reviewed and updated as necessary. The Professional Development Committee was asked to update the October 2003, "Quality Standards for Federal Offices of Inspector General (Silver Book)," found at: <http://ignet.gov/pande/standards/igstds.pdf>. Mary distributed the index of the Silver Book and asked OIGs to volunteer to update individual chapters of interest. Please note that most chapters are only 2-3 pages long. Volunteers were as follows:

- I. Introduction – Volunteer Needed
- II. Ethics, Independence and Confidentiality – AMTRAK
- III. Professional Standards – Interior
- IV. Ensuring Internal Control – TVA
- V. Maintaining Quality Assurance – Interior
- VI. Planning and Coordinating – HHS
- VII. Communicating Results of OIG Activities – FEC
- VIII. Managing Human Capital – Interior with Training Institute help
- IX. Reviewing Legislation and Regulations - HHS
- X. Receiving and Reviewing Allegations - OPM

Appendix I – Legislation, Executive Orders, Standards, and OMB and Other Guidance Impacting the IG Community – Volunteer Needed

Appendix II – Members of the CIGIE Advisory Committee to Revise the Silver Book - Interior

s.(b)(6) Members unable to attend the meeting and willing to provide assistance with this project are asked to contact [REDACTED] at [REDACTED]@doioig.gov.

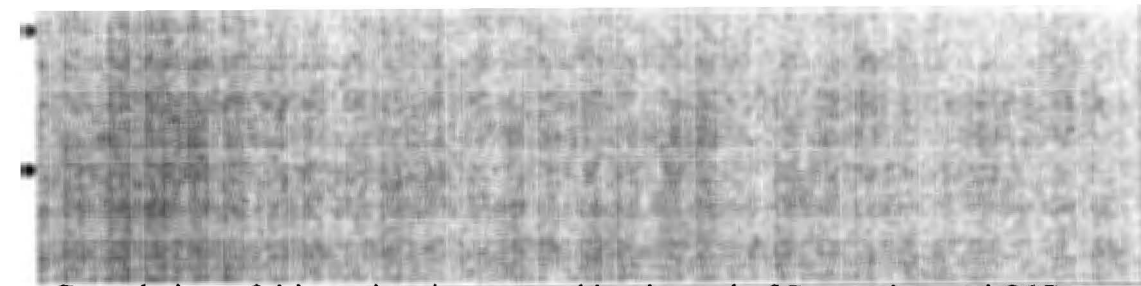
s.(b)(6)

CIGIE Participation in OPM SES Certification Effort

[REDACTED] gave the following introduction to this effort:

- OPM recently initiated a project to develop a single common government-wide SES performance management system. Since OIGs have responsibility for their SES performance management systems based on the OIG Reform Act of 2008, CIGIE was contacted and asked to send a representative.
- The Professional Development Committee agreed to accept this assignment and tasked [REDACTED] with this effort since she is responsible for DOI OIG's Executive Resources. Stephen Hardgrove, DOI OIG's chief of staff, is also attending SES-level meetings.

s.(b)(5)



- Completion of this project is expected by the end of September and OIGs with OPM certification for their performance management systems will phase in the new system as their current certifications expire.
- Updates will be provided as the project moves forward.

s.(b)(6)

Mark Jones, CIGIE Executive Director, thanked Mary for taking on this last minute project and also thanked [REDACTED] for spearheading this effort on behalf of the OIG community.

Next Meeting

After feedback from members, the next meeting is scheduled for October 6 at 10 am at DOI OIG's offices. Going forward, Mary suggested there will be a consistent meeting date set every six weeks.

s.(b)(6)

Attending:

Mary Kendall, Chair  
Lynne McFarland, Vice Chair, FEC  
Ted Alves, AMTRAK  
John Carey, Defense Intelligence Agency  
Carl Hoecker, Capitol Police  
Daniel Levinson, HHS  
Pat McFarland, OPM  
Richard Moore, TVA  
Ken Chason for Allison Lerner, NSF  
██████████ for Osvaldo Gratacos, Export-Import Bank  
Louise McGlathery for Charles Edwards, DHS  
Trina Petty for Jon Rymer, FDIC  
Ron Stith for David Williams, USPS  
Tom Caulfield, CIGIE  
██████████, DOI  
██████████, CIGIE  
Mark Jones, CIGIE  
██████████ CIGIE  
Elise Stein, HHS

Professional Development Committee Meeting Minutes  
October 13, 2011  
10:00 – 11:00 a.m.

Minutes of the August 25 meeting were approved with no objection.

Silver Book Revision

s.(b)(6)

Mary Kendall asked attendees to present their proposed revisions of the Silver Book based on their assignments from the last meeting. The Committee will discuss anything controversial or needing deliberation. Edits should be submitted to [REDACTED] for incorporation into a combined draft document and future distribution. Our goal is to complete this revision by the end of the calendar year, submitting it to the Executive Council for review and then to CIGIE members.

s.(b)(5)

Jon Rymer, Chair of the Audit Committee, stated that a Silver Book peer review was discussed at the Audit Committee. [REDACTED]

s.(b)(5)

The Committee discussed options to address this peer review idea, [REDACTED]

s.(b)(5)

Bruce Delaplaine, DOI OIG General Counsel, is reviewing the requirements for posting peer review reports on individual OIG or the IG Net web site. It was noted there are peculiarities in this requirement for the Intelligence OIGs who cannot post restricted information. The Office of the Director of National Intelligence OIG will review the Silver Book draft for exceptions moving forward. [REDACTED]

[REDACTED] Carl Hoecker IG for the U. S. Capitol Police will share the Investigations Committee discussion with Mary.

s.(b)(6)

Mary thanked the attendees for the great combined effort on this project and reminded them to send the revisions to [REDACTED] for compilation. We will review the combined draft at our November 17 meeting.

Training Institute Information Request

The Committee discussed sending an information request to Tom Caulfield, Training Institute Director. This request would include a breakdown of budget numbers for the 3 academies, including any pass through amounts sent to FLETC and how this pass-through works. Other information will also be requested on

staffing, material costs and how tuition costs are determined.

s.(b)(5)

A full accounting is needed along with complete transparency. One option is

s.(b)(5)

The Investigations Committee has also asked to be added to this request. Tom Caulfield will be requested to present this information at the next Professional Development Committee meeting on November 17.

CIGIE Participation in OPM SES Performance Management Effort

Deborah Holmes informed the Committee that she presented an update on the OPM SES Performance Management effort to the OIG Human Resources Directors group this morning at the Department of Agriculture OIG Office.

Next Meeting

The next meeting is scheduled for November 17 at 10:00 a.m. at DOI OIG's office at 1849 C Street, NW, room 4415 and will last for two hours in order to accommodate the presentation from the Training Institute.

Attending:

s.(b)(6)

Mary Kendall, Chair  
Lynne McFarland, Vice Chair, FEC  
Ted Alves, AMTRAK  
John Carey, Defense Intelligence Agency  
Carl Hoecker, U. S. Capitol Police  
Pat McFarland, OPM  
Jon Rymer, FDIC

for Osvaldo Gratacos, Export-Import Bank  
Louise McGlathery for Charles Edwards, DHS  
Elise Stein for Daniel Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC  
r for Richard Moore, TVA  
Glen Walker for David Williams, USPS  
, DOI  
CIGIE

Professional Development Committee Meeting Minutes

November 17, 2011

1:00 – 2:30 pm

Minutes of the October 13 meeting were approved with no objection.

Silver Book Revision

s.(b)(6) Mary Kendall asked attendees to provide any comments to the proposed Silver Book revisions to [REDACTED] by December 1. Our goal is to complete this revision by the end of the calendar year, submitting it to the Executive Council for review and then to CIGIE members.

Training Institute Information Request

Tom Caulfield, Executive Director of the CIGIE Training Institute, delivered a presentation entitled, "Summary Costs of the CIGIE Academies." This presentation will be sent along with the minutes of the meeting. Notable comments not provided in the presentation were as follows:

Page 4 - Accomplishments:

- Programs by invitation were based on IG requests but used existing training modules. The Institute does not charge for this type of class.
- [REDACTED]
- A 1994 Memorandum of Understanding remains in place that governs some of the FLETC responsibilities for managing separate projections, allocations, and registrations for CIGIE member staff attending FLETC training programs. Tom can supply a copy of this MOU via email.

s.(b)(5)

Page 5 – Projected Salary and Benefits:

- Salary information included in the presentation is based on projections and not the actual salary of the incumbent.

Page 6 - 3 Methods to Pay for Training:

- [REDACTED]

s.(b)(5)

Pages 7 and 8 – Audit, Inspection & Evaluation Academy FY 2011 Course Cost:

- [REDACTED]
- Possible 2012 courses are a "wish list." A staffing plan is being prepared now with the possibility of guest instructors.

s.(b)(5)

Pages 9 and 10 – Leadership & Mission Support Academy FY 2011 Course Cost:



- Cost per student includes per diem. There is a letter of intent in place for the Lincoln Leadership courses and a Memorandum of Understanding for the American University courses. The American University MOU renews at the end of 2011 and is for a 2 year period.
- Classes were first come, first served in the past; will now take registration and distribute attendance amongst requesting OIGs.

Page 11 – IGCIA FY 2011 Course Costs:

- Per student tuition does not include per diem costs. Tuition is based on part costs and a minimum number of students.
- Invitational training generates no revenue and may be an future avenue to explore.

Page 13 – Historical Information on IGCIA:

- Information provided is from the recent Tennessee Valley Authority report.

Page 14 – Summary of FY 2011 Academies' Cost:

- Tuition for AI&E and Leadership courses is collected directly by the training provider.

Page 15 – PDC Request:

s.(b)(5)

- Overhead costs include [REDACTED]. IGCIA also pays [REDACTED] with no separate payment for rent, electricity, etc.

Pages 18-22 – FLETC continued:

- FLETC offers 63 courses and OIGs can ask for slots 18 months in advance.
- OIGs can provide instructors or cash to pay for tuition costs.
- Tom can also supply the FLETC instructor requirements determination and miscellaneous daily rates upon request.
- FLETC has an instructor certification program.

s.(b)(5)

- [REDACTED]
- [REDACTED]

The Committee discussed two options as next steps:

1. [REDACTED]
2. [REDACTED]

s.(b)(5)

s.(b)(5)

[REDACTED]

[REDACTED]

s.(b)(6) CIGIE Participation in OPM SES Performance Management Effort

[REDACTED] informed the Committee that she continues to represent CIGIE through the OPM Communications subgroup. Discussions are underway for a future government-wide SES town hall meeting and a presentation by OPM to a full CIGIE meeting.

Next Meeting

The next meeting is tentatively scheduled for the second or third Thursday in January at DOI OIG's.

NEED SIGN IN SHEET TO REVISE THIS

Attending:

Mary Kendall, Chair  
Lynne McFarland, Vice Chair, FEC  
Ted Alves, AMTRAK  
John Carey, Defense Intelligence Agency  
Carl Hoecker, Capitol Police  
Milton Mayo, EEOC  
Jon Rymer, FDIC

Bruce Cappel for Allison Lerner, NSF  
Bernard Jenkins for Charles Edwards, DHS  
[REDACTED] for Osvaldo Gratacos, Export-Import Bank  
Kimberly McKinley for Pat McFarland, OPM  
[REDACTED] for Brian Miller, GSA  
Elise Stein for Daniel Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC  
Glen Walker for David Williams, USPS

[REDACTED] DOI  
Bruce Delaplaine, DOI  
Tom Caulfield, CIGIE  
[REDACTED], CIGIE  
[REDACTED], CIGIE

Professional Development Committee Meeting Minutes  
January 25, 2012  
10 – 11:30 am

Minutes of the November 17 meeting were approved with no objection.

Introduction to the AIGI Training Subcommittee

(b)(5)



(b)(5)

CIGIE Training Institute Structure, Direction, and Staffing

(b)(5)

(b)(5)

Leadership Training:

A question was raised about the length of contractual/financial commitments to the American University and Lincoln Leadership Institute programs. (b)(5) explained that the MOU with American University expires at the end of Calendar Year 2012 and the Letter of Intent with the Lincoln Leadership Institute expires at the end of Fiscal Year 2012. A discussion followed concerning the leadership training needs for FY 2013 and how many courses would be needed. Currently CIGIE subsidizes the tuition costs for each participant and the participant's OIG pays the remainder.

(b)(5)

Staffing:

(b)(6) provided an overview of the current Training Institute staffing and explained that the proposed staffing needs had been briefed to CIGIE's Executive Council. (b)(5)

(b)(5)

(b)(5)

(b)(5)

Some questions were raised about overall funding for CIGIE and the FY 2012 CIGIE budget, including the “pass back” situation. Mark Jones, the CIGIE Executive Director, provided a response to these questions.

(b)(5)

Attending:

Mary Kendall, Chair

Kathy Buller, Peace Corps

John Carey, Defense Intelligence Agency

Carl Hoecker, Capitol Police

Daniel Levinson, HHS

Paul Martin, NASA

Milton Mayo, EEOC

Pat McFarland, OPM

Richard Moore, TVA

Jon Rymer, FDIC

(b)(6) for Allison Lerner, NSF

(b)(6) for Brian Miller, GSA

(b)(6) for Osvaldo Gratacos, Export-Import Bank

(b)(6) for David Williams, USPS

(b)(6) for Lynne McFarland, FEC

(b)(6) for David Williams, USPS

(b)(6) for Charles Edwards, DHS

(b)(6) FDIC

(b)(6) CIGIE

(b)(6) HHS

(b)(6) DOI

(b)(6) DOI

(b)(6) CIGIE

Mark Jones, CIGIE

(b)(6) CIGIE

Elise Stein, HHS



## Professional Development Committee Meeting Minutes

March 7, 2012

10:00 – 11:30 a.m.

### OPM/Human Resources Volunteer Review Proposal

(b)(6) Accountability Program Manager for OPM, gave a presentation on the benefits of the agency accountability system and how the program can help and enhance the workings of human resources offices in the OIG. (b)(5)

(b)(5)

(b)(5)

### PDC Charter Review

(b)(5)

(b)(5)

Comments on draft charter are due on April 1, 2012. Send to (b)(6)@doioig.gov.

### Leadership/Mission Support Academy

(b)(6) distributed two handouts illustrating the Lincoln Leadership Institute course costs for FY 2011 and 2012.

(b)(5)

### OPM/SES Candidate Development Program

■ (b)(5)

■

- Save discussion for the April 19 meeting.

### Next Meeting

The next meeting is scheduled for April 19, 2012.

Proposed agenda items:

- Finalize PDC Charter
- Discuss Academy Funding Models
- Launch Leadership and Mission Support Training Subcommittee
- HR Volunteer Accountability Review Proposal

## Attendees

Mary Kendall, Chair

Ted Alves, AMTRAK

Hubert Bell, NRC

(b)(6) CIGIE

John Carey, Defense Intelligence Agency

Carl Hoecker, U.S. Capitol Police

(b)(6) CIGIE

Paul Martin, NASA

Richard Moore, TVA

Milton Mayo, EEOC

Lynne McFarland, Vice Chair, FEC

Patrick McFarland, OPM

Jon Rymer, FDIC

David Williams, USPS

Elise Stein for Daniel Levinson, HHS

## Professional Development Committee Meeting Minutes

April 19, 2012

10:00 – 11:30 a.m.

### Finalize PDC Charter – Mary Kendall

(b)(5)

After

discussing the suggestions/comments, they were accepted by the committee, and the PDC Charter was adopted.

### SESCDP Proposal

Gail Robinson, Deputy IG at NASA told the Committee that the HR Director at NASA has looked into SES candidate development program (SESCDP) training.

(b)(5)

(b)(5)

### Academy Funding Models

(b)(5)

### Agreement with American University

- Nothing has been in writing, in the past – only a gentleman's agreement.
- (b)(5)
- [Redacted]
- It was placed on the floor for ratification; committee members requested to see the agreement before ratifying. The Agreement will be sent out to the members for approval by email.

### What's New at the Institute

- Business plan to be provided to PDC within 30 days.
- (b)(5)
- New temporary registrar for IGCI.A.

### Leadership Courses

(b)(5)

### Leadership/Mission Support Training Subcommittee

- (b)(6) was introduced. She said she was looking forward to chairing the subcommittee, getting to know, and working with everyone.
- The following individuals have volunteered to serve on the subcommittee –
  - (b)(6) – NASA
  - (b)(6) – DHS
  - (b)(6) – OPM
  - (b)(6) – FEC

### Next meeting

The next meeting will be scheduled for May 24 or June 7, 2012, depending on members' availability.

### Attendees

Mary Kendall, Chair  
Ted Alves, AMTRAK  
Hubert Bell, NRC  
(b)(6) CIGIE  
Charles Edwards, DHS  
Carl Hoecker, U.S. Capitol Police

(b)(6) CIGIE

(b)(6) DOI OIG

(b)(6) CIGIE

Richard Moore, TVA

Lynne McFarland, Vice Chair, FEC

Patrick McFarland, OPM

Jon Rymer, FDIC

Sheldon Shoemaker, SBA

(b)(6) for Paul Martin, NASA

(b)(6) for Dave Williams, USPS

(b)(6) for Osvaldo Gratacos, Export-Import Bank

Elise Stein for Daniel Levinson, HHS

**Professional Development Committee Meeting Minutes**  
**September 6, 2012**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**CIGIE Leadership Curriculum Reviews (CR)**

(b)(6) Chair of the Leadership Development Subcommittee (LDS).

(b)(5)

**Recap of LLI End of Program Exercise**

Mary Kendall, PDC Chair

- The participants of the LLI program were split into two groups:

(b)(5)

(b)(5)

### Training Institute Business Plan

(b)(6) Executive Director, CIGIE Training Institute

(b)(5)

### Action Item

The PDC Committee members will be given two weeks for comment or approval of the Training Institute Business Plan to advance to the Executive Council. Please submit comments or approval no later than (two weeks from date minutes sent). Non-responses will be considered concurrence.

### CIGIE Personnel Transfer and Administrative Assistant Detail

■

(b)(5)

### Next meeting

The next meeting will be scheduled for Wednesday, October 24, 2012 at 10:00 a.m.

The PDC Committee will be given two weeks for approval of the business plan to advance to the Executive Council once the minutes are sent out.

### Attendees

Mary Kendall, Chair

Ted Alves, AMTRAK

John Carey, DOD

(b)(6) CIGIE

(b)(6) CIGIE

(b)(6) CIGIE

(b)(6) CIGIE

Osvaldo Gratacos, Export-Import Bank



Cathy Lemley, DOI OIG

Lynne McFarland, FEC

Patrick McFarland, OPM

Paul Martin, NASA

Richard Moore, TVA

(b)(6) OPM

Tim Cross for Allison Lerner, NSF

(b)(6) for Hubert Bell, NRC

(b)(6) for Dave Williams, USPS

(b)(6) for Charles Edwards, DHS

(b)(6) for Jon Rymer, FDIC

Sheldon Shoemaker for Peggy Gustafson, SBA

Elise Stein for Daniel Levinson, HHS

**Professional Development Committee Meeting Minutes**  
**October 24, 2012**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Review and Discussion of Training Institute Protocols**

Mary Kendall, PDC Chair

(b)(6) Executive Director, CIGIE Training Institute

- Drafts of proposed protocols were sent to PDC members and Committee chairs for review.
- Comments received from Kathy Tighe and Carl Hoecker.

(b)(5)

**End of Fiscal Year Training Institute Update**

(b)(6) Executive Director, CIGIE Training Institute

- (b)(6) summarized the course deliverables and evaluations.
- Fifty-five courses were offered last FY, 15 more than the 40 that were targeted in the CIGIE Annual Performance Plan.
- Cost for the LLI, AU, and Experienced Leaders courses have remained the same for four years.
- When compared to comparable courses, our course are under the average cost of the others (LLI \$1,080 per day comparable average \$1,112; AU Experienced Leaders \$500 per day comparable average \$637 per day, AU New Leaders \$384 per day comparable average \$524 per day).
- The costs comparisons are responsive to questions from the September 6 PDC meeting. The above costs are comparisons from Brookings Institute, Harvard Kennedy School, OPM, Center for Creative Leadership, and Aspen Institute.
- IGCI/A per day cost have continued to decrease over the last four years currently at it lowest at \$138 per day.

- " (b)(6) also noted that the Training Institute courses are receiving student satisfaction ratings averaging 98%, which is significantly higher than the 80% target in the CIGIE Annual Performance Plan.

**Fiscal Year 2013 Proposed Metrics**

Mary Kendall, PDC Chair

(b)(5)

**Training Institute Framework**

Mary Kendall, PDC Chair

(b)(6) Executive Director, CIGIE Training Institute

(b)(5)

(b)(5)

### Training Institute Learning Management System/Website

(b)(5)

### Curriculum Review

(b)(6)

Chair of the Leadership Development Subcommittee (LDS).

- In collaboration with the CIGIE Training Institute, LDS was tasked with reviewing the three CIGIE sponsored IG leadership programs: the New and Experienced Leader Programs at American University (AU) and the program at Lincoln Leadership Institute (LLI).
- A survey has been developed and vetted through the subcommittee.
- Four-day Curriculum Review (CR) conference will be on December 11-14.
- The report results are due to PDC April 1, 2013 although the LDS hopes to brief the PDC of the CR results in February 2013.

### Next meeting

The next meeting is scheduled for Wednesday, January 9, 2013 at 10:00 a.m.

*Comments submitted on the revised protocols are due November 19, 2012.*

### Attendees

Mary Kendall, DOI, Chair

Ted Alves, AMTRAK

Hubert Bell, NRC

Kathy Buller, Peace Corps

John Carey, DOD

(b)(6) CIGIE

(b)(6) for Brian Miller, GSA.

Osvaldo Gratacos, Export-Import Bank

Peggy Gustafson, SBA

Carl Hoecker, USPS

(b)(6) DOI OIG

(b)(6) CIGIE

Milton Mayo, EEOC

Lynne McFarland, FEC

Patrick McFarland, OPM

Richard Moore, TVA

(b)(6) for Dave Williams, USPS

Jon Rymer, FDIC

Elise Stein for Daniel Levinson, HHS

Kathy Tighe, DOE

(b)(6) for Paul Martin, NASA

# Professional Development Committee Meeting Minutes

July 26, 2012

10:00 – 11:00 a.m.

## Opened the Meeting (Mary Kendall)

The meeting started with a report from (b)(6) CIGIE, Leadership and Mission Support Academy.

## Leadership Cost Sharing Model and Commitment to 2013 Programs

(b)(6)

(b)(5)

(b)(5)

(b)(5)

### Next meeting

The next meeting will be scheduled for September 6, 2012. The Training Institute Business Plan, briefing on the approach with timelines on how the CRs will be conducted for the AU and LLI programs and the Subcommittee update will be the agenda topics for this meeting.

### Attendees

Mary Kendall, Chair

Ted Alves, AMTRAK

(b)(6) CIGIE

(b)(6) CIGIE

(b)(6) CIGIE

(b)(6) for Brian Miller, GSA

(b)(6) DOI OIG

Paul Martin, NASA

Richard Moore, TVA

Patrick McFarland, OPM

Jon Rymer, FDIC

Sheldon Shoemaker, SBA

(b)(6) for Charles Edwards, DHS

(b)(6) for Lynne McFarland, FEC

(b)(6) for Dave Williams, USPS

(b)(6) for Osvaldo Gratacos, Export-Import Bank

Elise Stein for Daniel Levinson, IHHS

(b)(6) DHS



**Professional Development Committee Meeting Minutes**  
**January 9, 2013**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Presentation and Discussion of CIGIE Training Institute Goals and Measures**  
**Draft**

(b)(6)

Executive Director, CIGIE Training Institute

- Draft was sent out prior to the meeting for review.
- CIGIE Institute consists of three academies: IG Criminal Investigations, AI&E, and Leadership Mission Support.

(b)(5)

**Presentation and Discussion of the Delegated Examining Unit Peer Review**  
**Project (OIG Practitioner's Guide "How to Conduct a Delegated Examining**  
**Unit Audit**

(b)(6)

Human Resources, NASA

- Human Resources Roundtable meets quarterly.

(b)(6)

## Curriculum Review

(b)(6)

Chair of the Leadership Development Subcommittee (LDS).

- In collaboration with the CIGIE Training Institute, LDS was tasked with reviewing the three CIGIE sponsored IG leadership programs: the New and Experienced Leader Programs at American University (AU) and the program at Lincoln Leadership Institute (LLI).
- A survey was developed and vetted through the subcommittee.
- Gathered data exit survey curriculum reviews.
- Four-day Curriculum Review (CR) conference will be on December 11-14.
- A one-day meeting on January 23 to gather their findings for submission to PDC.
- The February meeting will be dedicated to the findings of the subcommittee.

## Next meeting

The next meeting is scheduled for Wednesday, February 20, 2013 from 10:30 a.m. to noon at NASA's Executive Conference Room (8Q40), NASA Headquarters, 300 E Street, S.W.

Mary Kendall, Chair

Ted Alves, AMTRAK

John Carey, DOD

(b)(6) CIGIE

(b)(6) GSA

(b)(6) CIGIE

(b)(6) Export-Import Bank

(b)(6) DOI OIG

(b)(6)

Paul Martin, NASA

(b)(6) NASA

Lynne McFarland, FEC

Richard Moore, TVA

Milton Mayo, EEOC

(b)(6) for Dave Williams, USPS

Elise Stein for Daniel Levinson, HHS

**Professional Development Committee  
Teleconference Meeting Minutes  
May 15, 2013  
10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Updates on the Events of the CIGIE Training Institute**

(b)(6) Executive Director

- Updated the Committee on the status of the Training Institute's 2013 Performance Objectives.

(b)(5)

**Update on Audit Inspection & Evaluation Academy (AI&EA)**

(b)(6) Director

- As of May 1, the AI&EA has delivered 12 training iterations to 464 participants representing more than 50 OIGs.
- Five learning program deliverables between May and September 2013 which are: 1) *Suspension and Debarment, I&E Peer Review, and Critical Thinking Pilot* 2) *IG Authorities and Writing (message development)* 3) *Introductory Auditor* 4) *Audit Peer Review* 5) *Introductory Auditor*.
- Six ongoing partnering, certification, and curriculum review and development efforts.
- Developing a training delivery schedule for FY 14.

**Update Inspector General Criminal Investigations Academy (IGCIA)**

(b)(6) Executive Director

- IFITP was found to be in full compliance with FLETA Board Standards by FLETA assessment in March 2013.

(b)(5)

- Four programs were added to IGCIA FY 13 calendar: 1) *IG Interviewing for Fraud: Auditors, Inspectors and Evaluators* 2) *Undercover Operations for OIG Managers Seminar* 3) *Public Corruption Investigations Training Program* 4) *Basic Non-Criminal*

*Investigator Training Program (program named changed to Essentials of Inspector General Investigations).* This program has been in high demand with a waiting list.

- To date, this FY, 260 students trained in 11 IG CIA iterations; 13 iterations remaining.
- Hotline operator slots are still open for the June course in Cheltenham.

▪ (b)(5)

#### Update on Leadership and Mission Support (L&MA)

(b)(6) Director

- To date, 198 leaders within 10 iterations have been trained achieving 89% of FY13 goals.
- Pre-CIGIE, no organized support for mission support personnel community and limited management of AU and LLI Leadership Programs.
- Training Institute begins to form – 2011-12
  - L&MS training program assessments.
  - Deputy IG Leadership Training needs surveys.
  - Mission Support (AIGM & HR Directors) needs surveys.
  - PDC takes ownership of L&MS Academy training.
  - PDC creates Leadership Development Training Subcommittee (LDS).
  - LDS and CIGIE conduct first formal curriculum review of all leadership programs.
  - Leadership model researched and identified.
- Mary Kendall thanked (b)(6) and LDS for a job well done.

#### Update on Leadership Development Committee

(b)(6) Chair

- (b)(6) introduced (b)(6) of DHS to give an update on the Communities of Practice (COPs) for the IG community.

(b)(5)

- Volunteers are needed for the work group that (b)(6) will chair.
- (b)(6) email address is (b)(6)@oig.dhs.gov and his office phone number is (b)(6)

#### Next meeting

The next meeting is scheduled for Wednesday, June 26, 2013 from 10:00 a.m. to 11:30 a.m. at the main interior building, 1849 C Street, NW in room 4415.

Attendees

Mary Kendall, Chair

Ted Alves, AMTRAK

(b)(6) GSA

Patrick McFarland, OPM

Paul Martin, NASA

Dave Williams, USPS

(b)(6) for Charles Edwards, DHS

(b)(6) CIGIE Training Institute

(b)(6) for Lynne McFarland, FEC

(b)(6) IGC Academy

(b)(6) L&MS Academy

(b)(6) DOI OIG

(b)(6) A&E Academy

(b)(6) for Jon Rymer, FDIC

Elise Stein for Daniel Levinson, HHS

(b)(6) DHS

**Professional Development Committee  
Meeting Minutes  
June 26, 2013  
10:00 – 11:30 a.m.**

Opening and Welcome

Mary Kendall, PDC Chair

Training Institute FY 2014 Budget

Mark Jones, Executive Director, CIGIE Training Institute

Mary Kendall referred to an issue that came up at the last CIGIE meeting about the Training Institute's budget. She asked Mark to discuss the budget items and to take questions. Mark explained the details behind:

- The total cut from the FY 2014 budget is \$5,945,952 with 10% from council operations and training.
- Ten leadership courses scheduled for FY 2014.
- Thirteen FTE's for the three academies – IG Criminal Investigator, Leadership and Mission, Support and Audit, Inspection, and Evaluations.
- Total expenses for CIGIE and Training Institute are \$4,100,063.

There were no questions.

Training Institute Strategic Framework

(b)(6) Director – Audit, Inspection, and Evaluation Academy (AI&EA)

- Strategic Framework came out of the CIGIE Business Plan that included goals and objectives; the Business Plan was approved at the January 9, 2013 PDC meeting.

(b)(5)

- Designed to implement key items related to professional development of the IG workforce.
- At full staffing, the Training Institute will have six permanent employees and nine detailees costing \$2.5 million in FY 2014.

Our IG Profession "Then and Now" (Instructor Script)

(b)(6) Program Manager, AI&EA

- Included in the document are milestones that have helped build our community and the roots of where we came from to educate the IG community.
- Beginnings of the IG system in the United States.

- When the IG concept began to move into the Federal government.
- The landmark legislation of the IG Act of 1978.
- The IG Reform Act of 2008 and creation of CIGIE.
- Currently being used in training courses.
- IG offices have requested presentations.
- (b)(6)
- Please review and if you have any comments or suggestions, please email them to me at (b)(6)@cigie.gov.

(b)(5)

(b)(5)

#### Leadership Development Subcommittee (LDS)

(b)(6) Chairman.

(b)(6) thanked the committee members for providing excellent people to serve on the subcommittee.

- Various initiatives underway as a result of the successful Curriculum Review Conference results.
- The initiatives are as follows:
  - IG Case Studies, Leadership Lessons, and IG Leader Scenarios.

(b)(5)

- CIGIE Communities of Practice and the CIGIE Leadership COP.
- Analysis of OIG Participation in CIGIE Leadership Programs.

(b)(5)

#### Emerging Leaders Training

(b)(6) Program Manager, Leadership/Mission Support Academy

- The pilot LLJ initiative for emerging leaders was recommended by the PDC to the LDS in February when the Curriculum Review was briefed.

(b)(5)

- One-day course entitled "*Transformational Journey from Gettysburg*" is scheduled for August 14, 2013.

(b)(5)

Community of Practice Working Group (CoP)

(b)(6) Chair

(b)(5)

Video Presented by Mary Kendall

(b)(5)

- The four-minute video depicts the work of the Council of Inspectors General on Integrity and Efficiency.

All comments on any of the presentations from the meeting are due July 10, 2013.

Next meeting

The next meeting is scheduled for Wednesday, September 18, 2013 from 10:00 a.m. to 11:00 a.m. at the Department of the Interior, 1849 C Street, NW, Washington, DC (conference room 4415).

Attendees

Mary Kendall, Chair

(b)(6) for Kathy Buller, Peace Corps

(b)(6) for Charles Edwards, DHS

Oswaldo Gratacos, EXIM

(b)(6) CIGIE

(b)(6) for Carl Hoecker, SEC

(b)(6) CIGIE

Mark Jones, CIGIE

(b)(6) DOI OIG

Elise Stein for Daniel Levinson, HHS

Lynne McFarland, FEC

Patrick McFarland, OPM



(b)(6) for Paul Martin, NASA

Richard Moore, TVA

Milton Mayo, EEOC

(b)(6) for Jon Rymer, FDIC

(b)(6) for Dave Williams, USPS



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

MAR 12 2014

Via email

Re: FOIA Appeal No. 6330-2014-07 (FOIA Request No. (6330-2013-38)

This responds to your Freedom of Information Act (FOIA) appeal to the Council of the Inspectors General on Integrity and Efficiency (CIGIE), dated November 23, 2013. You had made a request under FOIA for copies of the meeting minutes for the CIGIE Professional Development Committee from 2005 to the present. On November 21, 2013, we responded by providing 71 pages with redactions. In your appeal, you state, it "seems likely that much of the redacted material was not in fact legitimately exempt under (b)(5)," or should be released in accordance with the 2009 Attorney General memo requiring a presumption of openness.

We conducted a review necessitated by your appeal, and found that we can release information that we previously redacted under (b)(5). In his 2009 memo, Attorney General Holder established a disclosure standard which says an exemption should be asserted only if the agency reasonably foresees that disclosure would harm an interest protected by the exemption. In our redactions, we invoked the deliberative process privilege under exemption 5, which is used to "prevent injury to the quality of agency decisions." Specifically, three policy purposes consistently have been held to constitute the bases for this privilege: (1) to encourage open, frank discussions on matters of policy between subordinates and superiors; (2) to protect against premature disclosure of proposed policies before they are actually adopted; and (3) to protect against public confusion that might result from disclosure of reasons and rationales that were not in fact ultimately the grounds for an agency's action. We conducted our review with these purposes in mind.

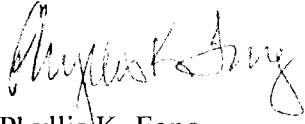
Based on our review, we have decided to release additional information to you. The remaining redactions under (b)(5) are necessary to protect the deliberative process of the committee. It is very important that we encourage frank discussions within this committee, and the committee is not always the final decision-maker. Some of the committee's "decisions" are actually recommendations that require approval by the full membership of CIGIE.

Page 2

Thus, I am approving your appeal in part and releasing other information to you. I am making a discretionary release of information in keeping with the presumption of openness. However, I affirm the earlier decision to redact the remaining information under (b)(5).

This is the final agency decision under 5 C.F.R. § 9800.10. You may seek judicial review of this decision in the United States District Court for the judicial district in which you reside or have your principal place of business, or in the District of Columbia, pursuant to 5 U.S.C. § 552(a)(4)(B).

Sincerely,

A handwritten signature in cursive script, appearing to read "Phyllis K. Fong".

Phyllis K. Fong  
Chairperson

Enclosure

## PCIE Human Resources Committee

March 4, 2008

### Attendees:

Earl Devaney, Interior, Chair  
Hubert Bell, NRC  
Robert Cobb, NASA  
Bruce Carpel for Francine Eichler, FLRB  
Daniel Levinson, Health and Human Services  
Patrick McFarland, OPM  
Bob Erickson for Brian Miller, GSA  
Richard Moore, TVA (by telephone)  
David Williams, U.S. Postal Service

### Also attending:

Michael Wood, Interior  
(b) (6) Interior

#### I. Update on training courses

- American University – April and May courses - Attendance is low for the April and May American University courses since many OIGs are experiencing tight budgets. Members were encouraged to find ways to send staff to these classes. The classes may have to be cancelled unless 18 can attend. Mr. Devaney offered to call a few Inspectors General to bolster enrollment.
- Lincoln Leadership Institute (Wiley Group) – Interior and HUD will participate in a joint session on March 26-28. Members were encouraged to bring their senior staff members for a similar training experience.
- With the change in leadership at GAO, it was suggested that the Committee approach Bob Tobias from American University to discuss expanding the universe of potential students for the OIG Leadership training courses to include GAO staff.

#### II. Update on training survey

38 responses were received to this survey with 12 OIGs reporting they would send 1-3 staff to upcoming American University courses, 1 OIG will send 4-6 staff, and 4 will send 7-10 staff. 10 OIGs reported they would be interested in retreats or various customized services from the Lincoln Leadership Institute (Wiley Group). Unfortunately, the survey data was collected anonymously, and staff is unable to follow up with these OIGs on a case-by-case basis.

### III. IG Act Amendment—Impact on Training Activities

Members discussed the inclusion of language in the Senate version of the IG Act Amendment on training. If this amendment passes in its current form, OIGs would include a line item in their budget requests specifically for staff training expenses. In addition, the amendment includes a requirement to maintain one or more training academies.

### IV. Other Items

- Inspection and Evaluation training - Dan Levinson reported that the Inspection and Evaluation Committee is planning a training activity next year, and asked if inspection and evaluation training could be included in Human Resources Committee training discussions. There was agreement that additional training is needed for this group as well as for auditors and legal staff.
- Best Practices Seminars - Robert Cobb and Richard Moore shared their experience with Best Practices seminars held at their respective OIGs. These one-day seminars were held at each OIG's office with an agreed-upon agenda of five topics. So far, meetings have been held with six OIGs. (b) (6) expressed interest in formalizing this process, and posting information gathered at the seminars on IG Net in the future. Ideas for this will be presented at the next meeting.
- New Inspector General training – Earl Devaney reported that the Executive Board had some suggested edits to the draft document. He will send the proposed training agenda to the Committee in its current form for their feedback.
- IG Net Updates - (b) (6) staff to the Committee, distributed updated Human Resources Committee and Specialized Training pages from the recent updates to the IG Net. Information is now included on the American University courses and the Lincoln Leadership Institute/Wiley Group training at Gettysburg.

## PCIE Human Resources Committee

August 12, 2008

### Attendees:

Earl Devaney, Interior, Chair  
Hubert Bell, NRC  
Robert Cobb, NASA  
Francine Eichler, FLRB  
Daniel Levinson, Health and Human Services  
Patrick McFarland, OPM  
David Williams, U.S. Postal Service

### Also attending:

Michael Wood, Interior  
(b) (6) Interior

#### I. **Update on training courses**

- American University – We are still hearing rave reviews about this training, i.e., “it’s as good as or better than FEI.” 15 OIGs have participated so far. In order to maintain the courses long-term, however, the Committee discussed options to promote/encourage additional OIGs to participate including convincing fellow IGs the value of leadership training. (b) (5)  
Mr. Devaney noted there is a placeholder for training currently included in the new IG Act bill. He added that staff down to GS 13 can be identified to send to this training as a way to prepare future leadership, and that DOI is growing our leadership in-house rather than cannibalizing other OIGs. He noted that staff is viewing the AU training as a perk and an incentive to stay with DOI. Should there be a cheaper preliminary course prior to the AU Leadership training? (b) (6) suggested we get the AU attendees involved at a future PCIE meeting to promote leadership development since the first course was held in October 2007. Materials could be given to attendees after the presentation. This training is an example of our commitment to excellence to the community and a way to challenge ourselves to be better. IGs should also be informed that they will be called for staff nominations for future courses. Mr. Devaney will discuss options with Bob Tobias to help us sell the program.

## HR Committee Minutes – February 5, 2009

A meeting of the HR committee was held on Thursday, February 5, 2009. The following were in attendance:

Earl Devaney, Chair

Dan Levinson, HHS

Moose Cobb, NASA

Pat McFarland, OPM

David Lee, representing Hubert Bell, NRC

Ron Stith, representing Dave Williams, USPS

Francine Eichler, Federal labor relations authority

Robert Erickson, representing Brian Miller, GSA

The focus of the HR committee's two subgroups was discussed along with proposed presentation of the status of their work at the next full CIGIE meeting scheduled for February 17.

Earl Devaney and Pat McFarland presented an overview of the Richmond meeting of the Training subcommittee. This included a proposal to change the full committee name to "Professional Development Committee," a discussion of how to lower the prices for the AU and Gettysburg leadership programs, a proposal to rework the AU program to include new and mid-level supervisors, the proposed focus on four training areas of Audits, Inspection & Evaluations, Investigations, Professional Support, and Leadership.

Dan Levinson discussed the Administrative Authorities subgroup and a December meeting with OPM on SES. Dan has scheduled a meeting of the subgroup next week in preparation for the report to the full CIGIE meeting. Dan requested that NASA, NSF, and NRC participate in the subgroup. A one page overview of the new administrative authorities from the IG Reform Act was distributed.

There was discussion of briefings/training for new political appointees and new IGs. The National Academy of Public Administration paper "Talking Heads"<sup>1</sup> was distributed for the IG's information and use in briefing new appointees.

<sup>1</sup> Dwight Ink & Herb Jasper. Spring/Summer 2001. Talking heads, inspectors general and their relationships with agency heads. *Journal of Public Inquiry*. pp 39-43.

## PCIE Human Resources Committee

April 23, 2009

### Attendees:

Mary Kendall, Interior, Chair  
Patrick McFarland, OPM  
Brian Miller, GSA  
Richard Moore, TVA  
David Williams, U.S. Postal Service  
David Lee, NRC (representing Hubert Bell)  
Sue Murrin, USDA (representing Phyllis Fong)  
Jon Wymer, FDIC (representing the Audit Committee)

### Also attending:

(b) (6), Interior

- IG Institute:

David Williams, U.S. Postal Service Inspector General presented an overview of a Proposal for the new IG Institute. This proposal will be presented to the CIGIE Executive Council and with their approval, discussed at the upcoming CIGIE Training Conference to be held on May 11-14, 2009.

(b) (5)

- American University OIG Leadership Training:

Mary Kendall presented a proposal to the Committee on proposed changes to the American University OIG Leadership Training courses.

Students who have attended Session A would be allowed to complete Sessions B and C to graduate from the program. The 11 students currently registered for the next Session A scheduled for June 12 will be notified of the course cancellation and offered the opportunity to sign up for the redesigned session once it is formally announced.

(b) (6) will present this redesigned program at the CIGIE Training Conference in May with classes tentatively scheduled to begin in the Fall of 2009. The HR Committee was in



agreement with these changes and instructed (b) (6) to work with (b) (6) to notify past and present students to include modifying the IG Net web site.

Once approval is received from the CIGIE Executive Council and funding is in place, the fees for the leadership training will be reduced through a supplement from the CIGIE training budget. This information will be communicated to students at a later date.

## **CIGIE Professional Development Committee**

**July 23, 2009**

### Attending:

Mary Kendall, Chair, Department of the Interior  
Glenn Fine, Department of Justice  
Tom Howard, NASA  
Kenneth Konz, Corporation for Public Broadcasting  
David Kotz, Securities and Exchange Commission  
Allison Lerner, National Science Foundation  
Robert Erickson, Jr., for Brian Miller, General Services Administration  
Lynne McFarland, Federal Election Commission  
Dave Williams, US Postal Service

### Also Attending:

(b) (6) Department of the Interior

#### **I. Update on CIGIE Academy**

Mary Kendall provided updates to the Committee on the status of leadership training at American University and the Lincoln Leadership Institute as follows:

- American University (AU) - (b) (6) proposed a redesign of our existing leadership training by including two training elements: New Leaders and Experienced Leaders. For Fiscal Years 2009-2010, (b) (6) would like to offer 6 New Leaders and 3 Experienced Leaders classes. Unfortunately, results to date from the Leadership training survey do not support this number of classes. After discussion, the Committee suggested that 3 New Leaders classes and 2 Experienced Leaders classes be advertised and held. If demand for the courses warrants additional class sessions, AU will be asked to consider additional sessions. Current information included on the IG Net web site was also distributed to Committee members for their reference.
- Lincoln Leadership Institute (LLI) – Feedback from the Leadership training survey does not support a two-week session at LLI. The Committee suggested that a proposal be made to LLI to consider a one-week session similar to that currently offered.
- Investigator Training Institute – FLETC – Mary provided handouts to the Committee describing the duties of the registrar and budget analysts currently on detail to

FLETC. The Director at FLETC has requested assistance from the OIG community until the CIGIE Training Academy is operational. Committee members were requested to consider whether their staff could provide assistance for a period of 3-6 months. Volunteers would be preferred and do not have to be physically located at FLETC. Short-term IT support will also be needed as a next step and will include web site design and LAN support. USPS OIG will assist with this as needed.

**II. Update on Leadership training survey**

- Survey responses to date have been low. (b) (6) forwarded an additional survey to the CIGIE liaisons with a response date of July 31. (b) (6) will also announce and distribute surveys at the full CIGIE meeting on July 28.

**III. IG Reform Act Amendments—Impact on Training Activities**

- CIGIE Training Academy – Mary reported that (b) (6) will be detailed to the DOI OIG on August 1 from the Defense Acquisition University. (b) (6) will be responsible for building a start-up roadmap for the CIGIE Training Academy and will be working with (b) (6) from USPS OIG. Others may be tapped to assist as needed. A progress report will be provided to the Committee in the next 4-6 weeks.

A position description for the Director of the CIGIE Academy has been prepared and will be classified shortly. DOI OIG will hire this position on a reimbursable basis to ensure an October 1 start. Mary asked for volunteers to assist in interviewing potential applicants.

## **CIGIE Professional Development Committee**

**September 10, 2009**

### Attending:

Mary Kendall, Chair, DOI  
Glenn Fine, DOJ  
Kenneth Konz, CPB  
Allison Lerner, NSF  
Dan Levinson, HHS  
Pat McFarland, OPM  
Brian Miller, GSA  
Jon T. Rymer, FDIC  
Richard Skinner, DHS  
Dave Williams, USPS  
Elise Stein, accompanying Dan Levinson, HHS  
Mary Beth Sullivan, for David Kotz, SEC  
Jon Hatfield, for Lynne McFarland, FEC  
Alan Lamoreaux, for Tom Howard, NASA

### Also Attending:

(b) (6), Department of the Interior

#### **I. Update on CIGIE Institute**

- Lincoln Leadership Institute (LLI) – Feedback from the Leadership training survey does not support a two-week session at LLI. Mary Kendall has asked about offering a 1 week course and is still waiting to hear back from LLI. (b) (6) is taking over for (b) (6). ACTION: Mary Kendall will re-send the announcement of (b) (6) departure. LLI announcements do not seem to be reaching IGs?
- Audit/Inspection/Evaluation Academy – Jon T. Rymer mentioned that the U.S. Treasury is still holding up the IGATI funds. He is planning to use his own office funds in the mean time, with the intention of getting reimbursed by the U.S. Treasury later. He is planning the first Auditors training session for September 21, 2009 at the Residence Inn, in Pentagon City. Attendees may register for this training by visiting the Audit Committee tab on the IGNET. This training will cost CIGIE about \$60K per iteration.

## II. Update on Personnel Authorities Issues

- Dan Levinson said that his OPM contact told him that they may be reverting back to an older system. He believes that this change will resolve many of the SES certification issues. ACTION: Allison Lerner asked for Dan Levinson's SES point of contact at OPM.

- (b) (6) [REDACTED]  
[REDACTED]  
[REDACTED]

## III. IG Reform Act Amendments—Impact on Training Activities

- CIGIE Training Academy – Presentation by (b) (6) – (b) (6) has already interviewed 60 offices to determine how the Institute should move forward. He has additional interviews scheduled through the end of September. He distributed a handout showing what the business case looks like at this time with regards to current trends. It was of note that FTEs for Inspector positions were surprisingly low. The #1 career field that needs the most help is the Auditors. (b) (6)

[REDACTED]

[REDACTED] Chris St. John will be posting a report in January on the IGMET listing the continuing education competencies. He also found that "Better Report Writing" was the most popular new course request. ACTION: Mary Kendall asked (b) (6) to provide committee members with a list of current training resources. In October – November, (b) (6) will send out an analytical report. He will need feedback from committee members for various aspects of the report and will periodically send questions and drafts for review.

## IV. Action Items

- Hiring Subcommittee

Mary asked for volunteers to assist in interviewing potential applicants for the Director of the CIGIE Academy position. Allison Lerner, Jon T. Rymer, and Dave Williams volunteered.

- Nail down Institute/Academy name

The committee agreed to use Institute for CIGIE. Academies will be used to describe the "children" beneath the umbrella of the "CIGIE Institute."

- Leadership Pilot Funding

To avoid any ethics appearance issues, the committee agreed not to use CIGIE funds but to pay for the November 3<sup>rd</sup>, 3-day Pilot with individual IG funds. The Leadership Pilot will be held in Gettysburg and is for IGs only. So far, 12 IGs are registered for the course. The committee also agreed to the terms of the Lincoln Institute to pay half of the \$5K tuition per student even if the classes do not get filled. Mary Kendall will draft the letter of commitment. ACTION: Mary Kendall will send (b) (6) [REDACTED] contact information to all committee members.

## **CIGIE Professional Development Committee**

**October 19, 2009**

### Attending:

Mary Kendall, Chair, DOI  
Glenn Fine, DOJ  
Thomas Howard, NASA  
Allison Lerner, NSF  
Lynne McFarland, FEC  
Pat McFarland, OPM  
Richard Moore, TVA  
Richard Skinner, DHS  
Elise Stein, for Dan Levinson, HHS  
Mary Beth Sullivan, for David Kotz, SEC  
Sheila Williamson, for Phyllis Fong, USDA

### Also Attending:

(b) (6) Department of the Interior  
(b) (6) Department of the Interior

#### **I. Committee Review of (b) (6) self-assessment**

- This is the last year that DOI will serve as the evaluating office for (b) (6). DOI has a 5 tiered performance system. Last year she received a (b) (6) rating which put her (b) (6). (b) (6) asked for committee feedback to determine a final performance rating for (b) (6) in 2009. Members provided feedback.

#### **II. IG Institute Executive Director Position**

- Where is the position? – Washington DC Metro Area (This includes Reston and Herndon)
- Committee questions about the new Position – The committee decided to move forward with filling the position rather than detailing it from another agency. DOI OIG has suspended their hiring authority due to an unfavorable Audit. USDA OIG was asked to hire the position. DOI OIG turned over their work on the position and USDA is working to finalize the KSA questions and Position Description. ACTION: The position description and KSA's will be sent to committee members for final review (with a week for comments) before the position is announced.
  - What type of clearance is needed? – Top Secret

- Can the position be SES instead of GS-15? – (Answer pending) OPM could assist with expediting the review for an SES classification.
- Can the position report to an Acting CIGIE Director? - (Answer pending)
- Does the Position Description mention anything about blended learning? – No this needs to be added. Online learning is envisioned for the Academy. It would help to hire an individual with interests and experience with learning alternatives.
- Where will the position be housed? – DOI OIG will house the position and receive reimbursement from CIGIE until the CIGIE Director is hired and funding has been established. (b) (5)

### III. Request for an 1811 Full-time Program Manager

- (b) (6) requested 1 more (1811) Manager – Richard Moore has volunteered 4 inspectors from his staff to perform a FLETC staffing study. He expects a quick turnaround on this study and will present the results to the Investigations Committee where they can make a recommendation to the Professional Development Committee to hire a new Manager if warranted. Richard Skinner reminded the committee that the years ahead, 2011 through 2013, will have tighter budgets and could lower training demand.
  - The Investigations Committee will be asked for a recommendation on this issue to ensure their buy-in.



turnaround on this study and will present the results to the Investigations Committee where they can make a recommendation to the Professional Development Committee to hire a new Manager if warranted. Richard Skinner reminded the committee that the years ahead, 2011 through 2013, will have tighter budgets and could lower training demand.

- The Investigations Committee will be asked for a recommendation on this issue to ensure their buy-in.

**CIGIE Professional Development Committee**

**January 28, 2010**

**Attending:**

Mary Kendall, Chair, DOI  
Hubert Bell, NRC  
Glenn Fine, Justice  
Thomas Howard, NASA  
Kenneth Konz, CPB  
Allison Lerner, NSF  
Brian Miller, GSA  
Richard Moore, TVA  
Richard Skinner, DHS

Leslee Bollea for Jon Rymer, FDIC  
Mary Demory for David Williams, USPS  
Terri Fazio for Pat McFarland, OPM  
Jon Hatfield for Lynne McFarland, FEC  
John Lebo for Phyllis Fong, USDA  
Elise Stein for Dan Levinson, HHS

**Also Attending:**

Glenn Harris, Counsel to the SBA IG  
(b) (6), DOI  
(b) (6), DOI  
(b) (6), DOI

**I. CIGIE Institute**

(b) (6) presented the results of interviews conducted to gather recommendations for the establishment of the CIGIE Institute. An electronic copy of his report and powerpoint presentation slides were sent via e-mail to all members of the Committee after the meeting.

**ACTION:** Comments regarding (b) (6) report are due by COB 2/12/2010.

**II. American University Proposed Offerings for 2010-2011**

The proposed offerings were accepted by the Committee. (b) (6) will work with American University to publicize these additional sessions on IG Net and via email.

### **III. Lincoln Leadership Institute (LLI) Cost Overrun**

After a brief discussion, Committee members asked for a detailed breakdown of the accounting behind this cost overrun. LLI has offered to cover the costs but the Committee considered splitting the overrun with them if the accounting detail was justifiable.

ACTION: Mary Kendall will be contacting LLI to get the accounting detail. (b) (6) [REDACTED] will disseminate the information to the Committee via e-mail.

### **IV. CCIG Training Request and Proposal**

Glenn Harris, SBA Counsel, briefed the Committee on IG Attorney training. There could be some costs incurred to cover the logistics of putting the courses together, but it was suggested that if several OIGs participated, the costs could be shared among those participating. The Committee would like to know if there is a potential for CLE credits.

ACTION: Glenn Harris will send the training proposal attachment via e-mail.

### **V. Other Business**

- Harvard ManageMentor Courseware Review – Mary Kendall distributed a handout from the Farm Credit Administration outlining their review of this courseware offering. This courseware could also open up the possibility for virtual training.
- FY 2009 Progress Report to the President – (b) (6) [REDACTED] distributed a draft progress report submission and asked Committee members for comments by COB 1/29/2010.
- Feedback from LLI Training – Mary Kendall asked the Committee if they could meet 30 minutes before the next CIGIE meeting to discuss her experience and feedback received at the updated LLI Training. Additional elements of the training will include the role of the City of Gettysburg and its citizens during the war (particularly the role of women caring for the soldiers), and the participation of African Americans in the Civil War.

ACTION: Pre-meeting before the next CIGIE meeting 2/16/2010 at 9:30 a.m.

**CIGIE Professional Development Committee**  
**April 27, 2010**

**CHAIR: Mary Kendall, DOI**

Attending:

Robert Erickson, GSA  
Glenn Fine, DOJ  
Allison Lerner, NSF  
Lynne McFarland, FEC  
Patrick McFarland, OPM  
Richard Skinner, DHS

Leslee Bollea for Jon Rymer, FDIC  
Noelle Frangipane for David Kotz, SEC  
David C. Lee for Hubert Bell, NRC  
Elise Stein for Dan Levinson, HHS  
Ron Stith for David Williams, USPS

Also Attending:

(b) (6), DOI

**I. CIGIE Institute**

- As of Tuesday afternoon we received approval from OPM to hire both CIGIE positions at the SES level.

**Revised Interview Results Presentation**

- Mary went over the revised IG Institute report with the committee. Page two illustrates a profile of the OIG community.
  - We need courses and curriculum tailored to our community that will capitalize on new learning trends.
- (b) (6) report focused on Core competencies and training attached to those competencies.
- Mary's vision is to have a cross discipline buffet of training that can be shared and taken by all members of the OIG community. These courses will help foster an environment for team building.
- Page six describes the paradigm shift from classroom structure to learner specific training. Optimizing course availability and accessibility through web learning is ideal.



## II. Lincoln Leadership Institute

### Results from first two classes

- We are merging the two classes in June (Second week from the previous session that was canceled due to the snow storm and the second week from the second session.)

### Feedback:

- Most people wanted practical exercises to try out and to discuss their experiences with the group during the second session.
- Can the training end on a Thursday with Friday as a travel day?
- They requested a panel of IGs outlining their unique vision for their respective offices.

ACTION ITEM: Volunteers needed for IG panel during the second week.

### Second week IG-specific content

- Should we have a second week?
  - We are committed for one more 2 week session.
- Mary will do an out briefing of the large group after the second week.
- CIGIE PD committee wants more feedback about the second week.

Group consensus: The Committee is not ready to give up on the second week.

### Request for Funding

- [REDACTED] (b) (5) [REDACTED] [REDACTED]  
[REDACTED]

### Discussion: (b) (5)

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Group consensus – No, CIGIE should fund only the CIGIE-endorsed two week Lincoln Leadership training.

## **CIGIE Professional Development Committee**

**July 14, 2010**

### Attending: (Mary Kendall, Chair, DOI)

Paul Martin, NASA

Patrick McFarland, OPM

Richard Moore, TVA

David Williams, USPS

Robert Erickson for Brian Miller, GSA

Peggy Fisher for Allison Lerner, NSF

Jon Hatfield for Lynne McFarland, FEC

Charles Edwards for Richard Skinner, DHS

Sue Murrin for Phyllis Fong, USDA

Cynthia Schnedar for Glenn Fine, DOJ

Elise Stein and Jo Anne Padberg for Dan Levinson, HHS

Mary Beth Sullivan for David Kotz, SEC

### Also Attending:

(b) (6) for Mark Jones, CIGIE

(b) (6) DOI

## **I. IG CIA Results**

Members of Richard Moore's staff discussed a condensed version of the staffing review conducted on the Inspector General Criminal Investigator Academy (IGCIA).

Their presentation outlined many areas where they had insufficient staffing and outdated training for their instructors. (b) (5)

(b) (5)

Richard Moore's team is drafting a full report and/or white paper for Committee review.

## **II. Lincoln Leadership Institute**

Week Two Discussion – Is the second week what we wanted? Is the two week model worth it?

[illegible]

Mary met with (b) (6) this morning about the American University Leadership training. 22 attendees is their optimum number and we are not meeting their minimum requirement. (b) (6) mentioned that there has been a significant decline in the participants willing to read ahead. (b) (5)

(b) (5) [REDACTED]

Could the books be sent earlier? Can students read the books on the job? Can the teachers supply summary versions of the books versus sending the entire book?



Some attendees cancel at the last minute and send substitutes who get the reading materials late and

**IV. Status of the CIGIE Academy**

The CIGIE Director Position closed today. Mary will find out how many applicants applied and report out next week.

Dave Williams asked to discuss next week why we have not advertised the other program manager positions.

## **CIGIE Professional Development Committee**

**September 14, 2010**

### Attending:

Mary Kendall, Chair, DOI  
Glenn Fine, DOJ  
Lynne McFarland, FEC  
Richard Moore, TVA  
Richard Skinner, DHS  
David Williams, USPS

Michael Esser for Patrick McFarland, OPM  
Deborah Huber for Hubert Bell, NRC  
Gail Robinson for Paul Martin, NASA  
Elise Stein and for Dan Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC

### Also Attending:

(b) (6) DOI  
(b) (6) DOI  
(b) (6) for Mark Jones, CIGIE

#### **I. HHS OIG Request for Reimbursable Memorandum of Understanding (MOU)**

HHS OIG has been supporting operations at the Inspector General Criminal Investigator Academy (IGCIA) by providing an on-site Program Manager. In order to continue this arrangement, they have requested a reimbursable MOU with IGCI. This will be a short-term solution with provisions in place to allow for modification and termination of the MOU with at least 120 days notice.

Richard Moore will bring the Committee's recommendation to move forward with this MOU to the Executive Council for a final decision at next week's meeting.

#### **II. Lincoln Leadership Institute – 2011 Class Offerings**

The length and content of the Gettysburg leadership course has been tailored to better meet the needs of the OIG community. Three classes were held in 2010 and four classes with up to 45 attendees are planned for 2011. Dave Williams has offered to fill the classes with employees from USPS in order to support the minimum requirement of 25 attendees since the continuing resolution could impact attendance. The group

requested new dates after April and in late spring or summer in order to increase class participation. Mary Kendall will work with (b) (6) to secure new dates that do not fall around any national holidays.

The group consensus was to commit to four courses and secure a tentative fifth course. (b) (6) has offered a grace period to fill the fifth course without penalty. Updates will be provided on IG Net as the dates are finalized.

### **III. Training Institute Executive Director – Selection Process**

Inspectors General from USPS, FDIC, and NSF are serving on the Executive Resources Board (ERB) for the selection of the CIGIE Training Institute Executive Director. Nine applicants were forwarded by CIGIE to the ERB and interviews have been scheduled on September 27<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup>. A panel of four IGs will interview the nine applicants. The panel includes Mary Kendall, DOI; Lynne McFarland, FEC; Richard Moore, TVA; and Glenn Fine, DOJ.

## **CIGIE Professional Development Committee**

**February 9, 2011**

### **I. Update on CIGIE Training Institute**

- Welcome Tom Caulfield, CIGIE Training Institute Executive Director

Mary Kendall introduced Tom to Committee members, and asked members to consider some ideas to be discussed at our next meeting:

- 1) Include the Executive Director of the Training Institute in the Professional Development Committee meetings, as well as the Academy Directors as they are brought on board.
- 2) Invite senior representatives from the primary OIG sectors: Audits, Inspections and Evaluations; Investigations; Legal; and Mission Support.
- 3) Consider the need to adjust the Professional Development Committee charter/mission to include the following responsibilities:
  - Ensure periodic evaluations are performed of instructional quality and curricula for each of the Academies. The PDC would only be responsible to ensure they are conducted.
  - Review and approve the Institute's Leadership and Mission Support Academy annual training plan.
  - Ensure sufficient resources and human capital are provided for the Academies to operate effectively and efficiently.
  - Ensure annual performance metrics for the Training Institute and Academies are identified.
  - Review formal partnerships with outside academia.
  - Identify which courses/academies should obtain certification or accreditation.

Jon Rymer suggested that the roles of the CIGIE Training Institute Executive Staff and the PDC need clarification. He thought participation should be encouraged by both groups but that CIGIE Training Staff not become members, given the oversight responsibility of the Professional Development Committee. Tom Caulfield agreed the Training Institute should not be voting on committee items that influence the Institute.

Action Item: This discussion will continue at the next meeting.

CIGIE Strategic Planning

Sprightley Ryan, Smithsonian Institution IG and Chair of the CIGIE Strategic Planning Committee, spoke briefly to the Professional Development Committee about the process her group will use for this effort and possible questions they will ask. They are also considering a half day offsite meeting with representatives from the community. Mary offered to put Sprightley in touch with the DOI OIG Strategy Management Office.

## II. Update on Leadership Training

- American University OIG Leadership Training – proposed program changes and 2011 training dates

Mary referred the Committee to the schedule of upcoming AU Leadership Training. Classes continue to be in high demand; however, program chair (b) (6) recently presented some challenges and suggested remedies:

Issue 1: Students are not always reading the assigned materials, are not prepared for class, and are not actively participating in class discussion. (b) (6) suggested three options for consideration by the Committee:

- (b) (5) [REDACTED]
- [REDACTED]
- [REDACTED]

Action: The Committee agreed to the optional paper suggestion, and also to ask AU to revisit the assignments to ensure the reading is relevant to the class discussion and not unduly burdensome for working students.

Issue 2: Move the program to the AU campus at no additional cost to enhance “learning” vs. training, and provide a university setting, Key Executive Leadership Staff support, and larger rooms.

Action: The Committee agreed to move the program to the AU campus.

Issue 3: (b) (6) would like permission to have a telephone conversation with each prospective student to stress requirements of the training and allow them to opt out after their conversation. (b) (6) also asked that the individual’s supervisor be notified of the reading requirements. He also suggested that new leadership course alumni should allow adequate time to implement new ideas (approximately one year) before attending the experienced leadership course. (b) (6) requested that notice of these changes, to include the reading requirements, be added to the CIGIE web site.

Action: The Committee agreed to allow (b) (6) to contact prospective students with the above information, and that the web site be updated as needed.

Issue 4: Change coaching options

Currently students may choose to receive coaching which includes discussion about the results of their 360 degree evaluation with one additional session of coaching for \$1,500. Some students feel this is not adequate to implement the change identified, while others say they do not want additional coaching sessions.

(b) (6) has proposed two new options for Committee consideration.

- 1) Students would receive follow-up based on their 360 degree evaluation during a coaching session for \$1,000; or
- 2) Students would receive option (1) above, plus three additional coaching sessions for \$2,225.

Action: The Committee agreed to allow AU to offer the two new options to students.

- Lincoln Leadership Institute – 2011 training dates were presented to the Committee. The Committee will support attendance at these sessions with the understanding that the Postal Service OIG will send staff to each session to bolster enrollment. There will also be a few changes to the OIG specific session at the end of the week based on student feedback. One consideration is to organize a panel of IGs and host a question and answer session. More information will be presented at the next meeting.

**III. New Business**

- CIGIE Program for OIG Rotational Assignments for the purpose of education
- CIGIE SES Candidate Development Program

Mark Bialeck at EPA OIG suggested there be a mechanism in place to allow OIGs to submit requests and offer potential detailees to other OIG offices. Another idea was to create an SES Candidate Development Program for OIG staff. Mary asked that Tom Caulfield consider these ideas as a potential part of the Training Institute. Mary will report back on these ideas at the next meeting, but did highlight the degree of difficulty in managing an SES development program.

**IV. FYI Handouts**

- 2011 Members List
- Professional Development Committee Submission for 2010 Progress Report to the President

(b) (6) asked members to review the 2011 members list and submission for the 2010 Progress Report to the President and provide any feedback to her. Homeland Security Deputy IG Charles Edwards asked that DHS remain a member of the Committee and this addition has been made to the list with the revised list submitted to CIGIE.

The meeting was adjourned at 3 pm and our next meeting will be in approximately one to two months.

Attachment: Attendance List

# MEETING SIGN-IN SHEET

Meeting: CIGIE PD Committee Meeting

Meeting Date & Time: 10/13/2011 at 10:00 a.m.

Chair: Mary L. Kendall

Place/Room: IG Conference Room 4415

Please put a checkmark to the left of your name if your information is correct. If not, line through or add any accurate information.

Name	Agency	Attendee
Ted Alves	AMTRAK	<i>[Signature]</i>
Sharon Bates	TVA	
Charles Edwards	DHS	William Yeager
John Carey	DIA	<i>[Signature]</i>
Oswaldo Gratacos	EXIM	(b) (6) on behalf of Oswaldo Gratacos
Carl Hoecker	USCP	<i>[Signature]</i>
(b) (6)	OIG	<i>[Signature]</i>
Bernard Jenkins	DHS	
Mary Kendall	OIG	-mk
Daniel Levinson	HHS	<i>[Signature]</i> Elise Stein
Allison Lerner	NSF	
Milton Mayo	EEOC	
Louise McClathery	DHS	
Lynne McFarland	FEC	<i>[Signature]</i>
Patrick McFarland	OPM	<i>[Signature]</i>
Brian Miller	GSA	
Richard Moore	TVA	
Jennifer Reidinger	GSA	
Jon Rymer	FDIC	<i>[Signature]</i>
Mary Beth Sullivan	SEC	<i>[Signature]</i>
Benny Wagner	TVA	<i>[Signature]</i>



## **CIGIE Professional Development Committee**

**April 28, 2011**

### **I. CIGIE Training Institute**

Mary Kendall introduced Tom Caulfield, CIGIE Training Institute Director, stating that she is delighted with how the Training Institute is coming together. The purpose of today's meeting is to reflect on how this impacts the role of the Professional Development Committee.

#### Overview

Tom Caulfield shared an excerpt of a presentation planned for next week's Inspector General Training Conference including a mission statement for the Training Institute and an overview of the three academies. He asked that the Committee consider their level of involvement in the Institute.

Dave Williams asked that training for the Council of Counsels to the IG (CCIG) be included in the Leadership and Mission Support Academy. He had several questions on staffing levels for the Institute that will be discussed at a future meeting with Jon Rymer and Mary Kendall.

Paul Martin asked that all standing Committees be listed on the Institute's organizational chart.

#### American University

Tom informed the Committee that he met with staff from American University, dates for the next six sessions are now posted on IG Net, and future completion certificates for the program will include the CIGIE logo and Tom's signature. He will also teach a one hour session on IG basics that will serve as an introduction for new managers.

#### Lincoln Leadership Institute

Tom joined (b) (6) for a meeting with Lincoln Leadership Institute staff earlier this week. He agreed to attend the first night's dinner for the four upcoming training sessions and also teach a course that will bridge the LLI training experience and Dave Williams' presentation on the future of the OIGs.

#### IG Authorities Course

This is a new course designed by the CCIG and will be held on May 31 at SBA. Tom asked a senior-level auditor and investigator to attend in order to design additional courses based on the needs of those professions.

### Training Directors Working Group

This working group will include individuals who are responsible for OIG training programs. Tom asked Committee members to forward their email addresses.

### Professional Development Opportunities

Recent outreach related meetings were held with several groups including Women in Law Enforcement (WIFLE), Howard University, and Young Government Leaders.

## **II. Professional Development Committee's Future Role**

Mary asked Committee members to reflect on goals listed on our IG Net web page as well as the more recent mission statement included in CIGIE's charter that was adopted on March 15. It was agreed that all standing committees would be incorporated. Committee follow-up actions:

- Agreed to develop a revised Professional Development Committee definition for the CIGIE Charter.
- Requested organizational charts for the Criminal Investigative Academy and Training Institute.
- Requested a summary of Tom Caulfield's obligations as reflected in CIGIE's business plan.

(b) (6) asked for permission to add a note to the IG Net web site that the Committee's goals were under development. The Committee agreed to this change.

The Professional Development Committee will meet in early June for 1.5 to 2 hours to continue their discussion on their role and coordination with the Training Institute.

### Attending:

Mary Kendall, Chair

Hubert Bell, NRC

Paul Martin, NASA

Lynne McFarland, FEC

Jon Rymer, FDIC

Cynthia Schnedar, DOJ

David Williams, USPS

(b) (6) for Charles Edwards, DHS

(b) (6) for Phyllis Fong, USDA

Robert Erickson for Brian Miller, GSA

Norbert Vint for Patrick McFarland, OPM

Mary Beth Sullivan for David Kotz, SEC

Tom Caulfield, CIGIE

Deborah Holmes, DOI

Professional Development Committee Meeting Minutes  
August 25, 2011  
10:00 – 11:00 a.m.

CIGIE Training Institute Business Plan Proposal

Tom Caulfield provided an overview of the CIGIE Training Institute business plan proposal, "Building the CIGIE Training Institute," that will be presented to the Executive Council on September 7 and the full CIGIE membership on September 20. Highlights were as follows:

- The Institute will include a gateway/portal emphasis for community training in addition to courses taught in the classroom.
- The training will be OIG specific and promote professional development for OIG staff.
- The existing learning management system is under review and will include needs assessment input from CIGIE Committees and practitioners.
- The Professional Development Committee will provide a quality control function for the Training Institute based on input from members at our last meeting. This will include oversight of the Institute, and providing checks and balances and feedback on courses.
- All standing Committees have training subcommittees that will be providing input on course needs and content. Tom asked for help from the Professional Development Committee on leadership and mission support training.
- Tom will be asking the community to supply instructors to the Training Institute and will be leveraging resources and technology to increase services.
- A learning portal is needed to offer online training and registration.
- The Institute will serve as a clearinghouse for OIGs offering training courses to their staff members with available course seats.
- Some Training Institute staff are on board, but some future needs exist in FY 2012-14. The Executive Council will be considering these requests in the near future. The Institute also plans to use the Registrar and Budget Officer at the Investigative Academy for general Training Institute functions.
- Tom asked for the Professional Development Committee's support moving forward.

Mary asked Committee members to review this proposal and provide comments to Tom by September 1.

Richard Moore applauded the methodology used in this proposal and will submit comments to Tom. He particularly appreciated the enhanced delivery of courses through remote learning and less "brick and mortar" classroom delivery.

#### Professional Development Committee Charter

Mary stated that the Professional Development Committee mission statement will be revised based on incorporation of the Training Institute oversight previously discussed. She asked that comments on the Charter also be sent to Tom by September 1.

#### Silver Book Revision

The Executive Council requested that all CIGIE Quality Standards be reviewed and updated as necessary. The Professional Development Committee was asked to update the October 2003, "Quality Standards for Federal Offices of Inspector General (Silver Book)," found at: <http://ignet.gov/pande/standards/igstds.pdf>. Mary distributed the index of the Silver Book and asked OIGs to volunteer to update individual chapters of interest. Please note that most chapters are only 2-3 pages long. Volunteers were as follows:

- I. Introduction – Volunteer Needed
- II. Ethics, Independence and Confidentiality – AMTRAK
- III. Professional Standards – Interior
- IV. Ensuring Internal Control – TVA
- V. Maintaining Quality Assurance – Interior
- VI. Planning and Coordinating – HHS
- VII. Communicating Results of OIG Activities – FEC
- VIII. Managing Human Capital – Interior with Training Institute help
- IX. Reviewing Legislation and Regulations - HHS
- X. Receiving and Reviewing Allegations - OPM

Appendix I – Legislation, Executive Orders, Standards, and OMB and Other Guidance Impacting the IG Community – Volunteer Needed

Appendix II – Members of the CIGIE Advisory Committee to Revise the Silver Book - Interior

Members unable to attend the meeting and willing to provide assistance with this project are asked to contact (b) (6) @doioig.gov.

### CIGIE Participation in OPM SES Certification Effort

Deborah Holmes gave the following introduction to this effort:

- OPM recently initiated a project to develop a single common government-wide SES performance management system. Since OIGs have responsibility for their SES performance management systems based on the OIG Reform Act of 2008, CIGIE was contacted and asked to send a representative.
- The Professional Development Committee agreed to accept this assignment and tasked (b) (6) with this effort since she is responsible for DOI OIG's Executive Resources. Stephen Hardgrove, DOI OIG's chief of staff, is also attending SES-level meetings.
- The purpose of CIGIE's representation is to ensure that flexibility exists in the new system to meet the needs of the OIG community and its 250 SES staff.
- (b) (5)
- Completion of this project is expected by the end of September and OIGs with OPM certification for their performance management systems will phase in the new system as their current certifications expire.
- Updates will be provided as the project moves forward.

Mark Jones, CIGIE Executive Director, thanked Mary for taking on this last minute project and also thanked (b) (6) for spearheading this effort on behalf of the OIG community.

### Next Meeting

After feedback from members, the next meeting is scheduled for October 6 at 10 am at DOI OIG's offices. Going forward, Mary suggested there will be a consistent meeting date set every six weeks.

Attending:

Mary Kendall, Chair

Lynne McFarland, Vice Chair, FEC

Ted Alves, AMTRAK

John Carey, Defense Intelligence Agency

Carl Hoecker, Capitol Police

Daniel Levinson, HHS

Pat McFarland, OPM

Richard Moore, TVA

Ken Chason for Allison Lerner, NSF

(b) (6) for Osvaldo Gratacos, Export-Import Bank

Louise McGlathery for Charles Edwards, DHS

Trina Petty for Jon Rymer, FDIC

Ron Stith for David Williams, USPS

Tom Caulfield, CIGIE

(b) (6) DOI

(b) (6) CIGIE

Mark Jones, CIGIE

(b) (6) CIGIE

Elise Stein, HHS

Professional Development Committee Meeting Minutes  
October 13, 2011  
10:00 – 11:00 a.m.

Minutes of the August 25 meeting were approved with no objection.

Silver Book Revision

Mary Kendall asked attendees to present their proposed revisions of the Silver Book based on their assignments from the last meeting. The Committee will discuss anything controversial or needing deliberation. Edits should be submitted to (b) (6) for incorporation into a combined draft document and future distribution. Our goal is to complete this revision by the end of the calendar year, submitting it to the Executive Council for review and then to CIGIE members.

Jon Rymer, Chair of the Audit Committee, stated that a Silver Book peer review was discussed at the Audit Committee. (b) (5)

The Committee discussed options to address this peer review idea, (1) a checklist included as an appendix, (2) is there a standard way to implement the Silver Book and would that be managed by the OIG's Office of Management? Jon will share with his office has done in this areas.

Bruce Delaplaine, DOI OIG Counsel, is reviewing the requirements for posting peer review reports on individual OIG or the IG Net web site. It was noted there are peculiarities in this requirement for the Intelligence OIGs who cannot post restricted information. The Office of the Director of National Intelligence OIG will review the Silver Book draft for exceptions moving forward. One idea is to add a preamble to the document. Carl Hoesteler from Capitol Police OIG will share the Investigations Committee discussion with Mary.

Mary thanked the attendees for the great combined effort on this project and reminded them to send the revisions to (b) (6) for compilation. We will review the combined draft at our November 17 meeting.

Training Institute Information Request

The Committee discussed sending an information request to Tom Caulfield, Training Institute Director. This request would include a breakdown of budget numbers for the 3 academies, including any pass through amounts sent to FLETC and how this pass through works. Other information will also be requested on

staffing, material costs and how tuition costs are determined. The goal is to identify areas for possible efficiencies, and answer questions on costs and projections for the future by determining a cost per student, and the base cost for the 9 week training course. Other questions include: Are costs for courses being paid with staff on permanent details? Have some OIGs established relationships prior to the Training Institute that benefit some more than others? Is there consistency in how other federal agencies are charged? A full accounting is needed along with complete transparency. One option is to request that Homeland Security OIG conduct an audit, but the Committee will first ask for this full accounting. The Investigations Committee has also asked to be added to this request. Tom Caulfield will be requested to present this information at the next Professional Development Committee meeting on November 17.

#### CIGIE Participation in OPM SES Performance Management Effort

(b) (6) informed the Committee that she presented an update on the OPM SES Performance Management effort to the OIG Human Resources Directors group this morning at the Agriculture OIG Offices.

#### Next Meeting

The next meeting is scheduled for November 17 at 10 am at DOI OIG's offices and will last for 2 hours in order to accommodate the presentation from the Training Institute.

#### Attending:

Mary Kendall, Chair  
Lynne McFarland, Vice Chair, FEC  
Ted Alves, AMTRAK  
John Carey, Defense Intelligence Agency  
Carl Hoecker, Capitol Police  
Pat McFarland, OPM  
Jon Rymer, FDIC

(b) (6) for Osvaldo Gratacos, Export-Import Bank  
Louise McGlathery for Charles Edwards, DHS  
Elise Stein for Daniel Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC  
Ben Wagner for Richard Moore, TVA  
Glen Walker for David Williams, USPS

(b) (6) DOI

(b) (6) CIGIE



Professional Development Committee Meeting Minutes  
November 17, 2011  
1:00 – 2:30 pm

Minutes of the October 13 meeting were approved with no objection.

Silver Book Revision

Mary Kendall asked attendees to provide any comments to the proposed Silver Book revisions to (b) (6) by December 1. Our goal is to complete this revision by the end of the calendar year, submitting it to the Executive Council for review and then to CIGIE members.

Training Institute Information Request

Tom Caulfield, Executive Director of the CIGIE Training Institute, delivered a presentation entitled, "Summary Costs of the CIGIE Academies." This presentation will be sent along with the minutes of the meeting. Notable comments not provided in the presentation were as follows:

Page 4 - Accomplishments:

- Programs by invitation were based on IG requests but used existing training modules. The Institute does not charge for this type of class.
- Training provided to the 15 other federal, state, and military OIGs is based on full tuition and used to fill seats in courses not occupied by CIGIE members.
- A 1994 Memorandum of Understanding remains in place that governs some of the FLETC responsibilities for managing separate projections, allocations, and registrations for CIGIE member staff attending FLETC training programs. Tom can supply a copy of this MOU via email.

Page 5 – Projected Salary and Benefits:

- Salary information included in the presentation is based on projections and not the actual salary of the incumbent.

Page 6 - 3 Methods to Pay for Training:

- Costs related to a specific class are paid 100% (of direct costs that does not include guest instructors—only travel) from the Training Institute budget.

Pages 7 and 8 – Audit, Inspection & Evaluation Academy FY 2011 Course Cost:

- The bulk of the cost for this type of training is facility (\$23K of \$34,950).
- Possible 2012 courses are a "wish list." A staffing plan is being prepared now with the possibility of guest instructors.

Pages 9 and 10 – Leadership & Mission Support Academy FY 2011 Course Cost:

- Cost per student includes per diem. There is a letter of intent in place for the Lincoln Leadership courses and a Memorandum of Understanding for the American University courses. The American University MOU renews at the end of 2011 and is for a 2 year period.
- Classes were first come, first served in the past; will now take registration and distribute attendance amongst requesting OIGs.

Page 11 – IGCIA FY 2011 Course Costs:

- Per student tuition does not include per diem costs. Tuition is based on part costs and a minimum number of students.
- Invitational training generates no revenue and may be an future avenue to explore.

Page 13 – Historical Information on IGCIA:

- Information provided is from the recent Tennessee Valley Authority report.

Page 14 – Summary of FY 2011 Academies' Cost:

- Tuition for AI&E and Leadership courses is collected directly by the training provider.

Page 15 – PDC Request:

- Overhead costs include \$32K for GSA administrative cost and \$4K for a van. IGCIA also pays \$72K overhead to FLETC with no separate payment for rent, electricity, etc.

Pages 18-22 – FLETC continued:

- FLETC offers 63 courses and OIGs can ask for slots 18 months in advance.
- OIGs can provide instructors or cash to pay for tuition costs.
- Tom can also supply the FLETC instructor requirements determination and miscellaneous daily rates upon request.
- FLETC has an instructor certification program.
- A formula is presented on page 21 for determining the number of instructors required per program. Note that the peak factor of 1.1 is a “fudge factor.”
- The result of the formula determines the instructors or equivalent share and OIG would pay for course slots.

The Committee discussed two options as next steps:

1. Move the presentation forward to the full membership as an abbreviated 30 minute presentation shared with the Inspector Generals before the meeting and have Tom Caulfield available to answer questions.
2. Forward the presentation to the Executive Council for consideration, noting that the Professional Development Committee had heard it and provided input. Make reference that Tom Caulfield can brief them upon request. Following their consideration and at the completion of the financial

statement audit, have Tom deliver this presentation at the next annual conference along with the audit and associated controls that have been put in place.

The Committee supported option 2 above.

CIGIE Participation in OPM SES Performance Management Effort

Deborah Holmes informed the Committee that she continues to represent CIGIE through the OPM Communications subgroup. Discussions are underway for a future government-wide SES town hall meeting and a presentation by OPM to a full CIGIE meeting.

Next Meeting

The next meeting is tentatively scheduled for the second or third Thursday in January at DOI OIG's.

NEED SIGN IN SHEET TO REVISE THIS

Attending:

Mary Kendall, Chair  
Lynne McFarland, Vice Chair, FEC  
Ted Alves, AMTRAK  
John Carey, Defense Intelligence Agency  
Carl Hoecker, Capitol Police  
Milton Mayo, EEOC  
Jon Rymer, FDIC

Bruce Cappel for Allison Lerner, NSF  
Bernard Jenkins for Charles Edwards, DHS  
(b) (6) for Osvaldo Gratacos, Export-Import Bank  
Kimberly McKinley for Pat McFarland, OPM  
(b) (6) for Brian Miller, GSA  
Elise Stein for Daniel Levinson, HHS  
Mary Beth Sullivan for David Kotz, SEC  
Glen Walker for David Williams, USPS

(b) (6) DOI  
Bruce Delaplaine, DOI  
Tom Caulfield, CIGIE  
(b) (6), CIGIE  
(b) (6) CIGIE

Professional Development Committee Meeting Minutes  
January 25, 2012  
10 – 11:30 am

Minutes of the November 17 meeting were approved with no objection.

Introduction to the AIGI Training Subcommittee

John Dupuy, AIGI at DOI/OIG, stated the subcommittee is working closely with the CIGIE Training Institute/Inspector General Criminal Investigator Academy to support the professional development of the investigator community by ensuring investigators possess the needed skill sets to successfully perform their jobs. The Subcommittee will assist this effort by providing subject matter experts and participants for curriculum review conferences at the IG Criminal Investigator Academy and conduct job task analyses, determine needs for new courses, and interface with the Audit, Inspection, and Evaluation training efforts. The subcommittee will also work with Tom Caulfield in his role as a member of the Federal Law Enforcement Training Center Advisory Board. The subcommittee plans to serve as similar role as the PDC and through its Charter provide uniformity and identity of common interests.

Tom Caulfield, Executive Director of the CIGIE Training Institute, added that most of the professional communities across CIGIE have similar training subcommittees that are working under the auspices of their respective CIGIE Committees. These training subcommittees, like that for Investigations, will be working to identify core competencies and perform job task analyses for their respective professional series as established in the goals of the CIGIE Strategic Plan. There is currently no training subcommittee to determine the leadership needs of the CIGIE community. Tom suggested the PDC serve in this role.

Job Task Analysis for Investigators

Tom Caulfield explained that the IG Criminal Investigator Academy, in partnership with the Investigation training subcommittee, is in the early stages of a job task analysis for investigators in the community. This effort was briefed to the Investigations Committee who highlighted some actions for Tom and the training subcommittee to explore.

Mary Kendall mentioned that her OIG is in the midst of identifying core competencies and job tasks, and such CIGIE-wide efforts can assist individual OIGs. She felt this centralized effort is very promising in moving forward in these areas.

#### CIGIE Training Institute Structure, Direction, and Staffing

Mary Kendall noted that in moving forward with the CIGIE Training Institute, it is important to have an understanding of the history of training within the OIG community. She explained that Tom Caulfield had compiled a historical record of how training was conducted within the community and in capturing the record, it was clear that community-wide training did not have a history of success. Her goal for this meeting was for members of the PDC to decide how the Committee can best support the Training Institute to ensure its success.

Tom Caulfield provided a slide presentation outlining the Training Institute's structure, direction, and staffing. He illustrated how the three academies of the Training Institute are in various stages of development. The IG Criminal Investigator Academy has a fully developed annual training schedule based on needs assessments.

Going forward, the Training Institute will establish a process where each academy would work with their respective communities and training subcommittees on developing the annual training requirements. The proposed requirements would be briefed to the respective committee for that profession and then vetted through the PDC for input. Since the three academies are at different stages of maturity, many of these initiatives will be implemented in phases.

#### Funding:

A discussion ensued on the three different funding/revenue models used across the Academies and the larger issue of how CIGIE resources are allocated. Concerns were raised that currently there is a finite pool of resources and there is no permanent revenue source.

A few questions were raised about the needs/costs associated in developing the FY 2012 Training Institute budget since costs estimates for each academy varied:

1. The IG Criminal Investigator Academy is well established and its cost estimates are driven by the number of courses it holds based on investigator training needs. It has a "tuition cost model" and generates revenue. It was noted that the funding history of the IG Criminal Investigator Academy helped shaped why it uses the tuition-based cost model.
2. The Leadership and Mission Support Academy costs were based in part on projections for the number of American University and Lincoln Leadership courses to be held given prior years' attendance and needs.
3. The Audit, Inspection, and Evaluation Academy budget was based more on assumptions with some actual costs for the Introductory Auditor Training Program.

#### Leadership Training:

A question was raised about the length of contractual/financial commitments to the American University and Lincoln Leadership Institute programs. Tom Caulfield explained that the MOU with American University expires at the end of Calendar Year 2012 and the Letter of Intent with the Lincoln Leadership Institute expires at the end of Fiscal Year 2012. A discussion followed concerning the leadership training needs for FY 2013 and how many courses would be needed. Currently CIGIE subsidizes the tuition costs for each participant and the participant's OIG pays the remainder.

Tom Caulfield reflected there has not been a curriculum review of the courses to determine if the programs are meeting the leadership training needs of the community. It was noted that the Deputy IGs were surveyed recently about the leadership training needs of the community. Some OIGs have their own leadership programs and others send staff to their agency's leadership training. There was some disagreement on whether the IG community has unique leadership training needs. The PDC members agreed that the Committee could help in standardizing the leadership requirements and accomplish more in improving leadership across CIGIE by serving as the Training Subcommittee for the Leadership and Mission Support Academy.

#### Staffing:

Tom Caulfield provided an overview of the current Training Institute staffing and explained that the proposed staffing needs had been briefed to CIGIE's Executive Council. The Council requested that the PDC explore these needs as proposed and make a recommendation to the Executive Council.

There were some concerns raised regarding approving permanent positions without a better understanding of a standardized funding mechanism for staff. Tom explained that there are three basic staffing options for the Training Institute, including permanent, detailee, and contractor positions. In compiling the staffing plan for the Training Institute his goals were to ensure consistency of operations, minimize the number of permanent positions, and acquire needed technical skills (i.e., instructional designer) to support training development. Currently, there are only two permanent staff members in the CIGIE Training Institute. All other staff members are in detailee positions. For immediate needs in FY 2012, Tom is requesting three detailee positions: 1 to serve as administrative support for the IG Criminal Investigator Academy (later to provide administrative support to the entire Institute) and 2 to assist in developing the Audit, and Inspection and Evaluation curricula and delivering courses.

He noted he was seeking a term for detailees of 1 to 3 years with possible options to extend. There were questions raised about the length of the detailee terms given the uncertain budget/financial situation. After some discussion, it was agreed by the PDC that the administrative support detailee position would be for at least 3 years and the two positions for the Audit, Inspection, and Evaluation Academy would be for at least 1 year with 1 year options to extend.

#### Costs and Expenses:

There was further discussion about the associated fixed and variable costs associated with the Training Institute and the three different payment models (full tuition, subsidized tuition, and no tuition charged) for CIGIE members. It was suggested that "fixed costs" (CIGIE budget income source) for the Institute would include the daily operations and permanent staff salaries (brick and mortar "schoolhouse") while the "variable costs" (tuition income source) would include all other training expenses. Fixed and variable costs should be aligned with fixed and variable expenses. IGs need to know how to plan their budgets and allocate

funding for the operations of the Training Institute as well as for tuition charged by the Training Institute. This concern needs to be addressed quickly with some tracking and reporting to the PDC by Tom Caulfield, so next year the Training Institute would not be making staffing decisions based on assumptions.

Some questions were raised about overall funding for CIGIE and the FY 2012 CIGIE budget, including the “pass back” situation. Mark Jones, the CIGIE Executive Director, provided a response to these questions.

Summary of PDC Decisions:

1. The PDC will serve as the Training Subcommittee for the Leadership and Mission Support Academy.
2. The PDC supports an administrative detailee position at the IG Criminal Investigator Academy for a period of at least three years and the two detailee positions for the Audit, Inspection, and Evaluation Academy for at least 1 year with 1 year options to extend.
3. The PDC agreed that the currently scheduled Leadership courses and cost models for American University and Lincoln Leadership Institute courses would continue through their current agreements.



Attending:

Mary Kendall, Chair  
Kathy Buller, Peace Corps  
John Carey, Defense Intelligence Agency  
Carl Hoecker, Capitol Police  
Daniel Levinson, HHS  
Paul Martin, NASA  
Milton Mayo, EEOC  
Pat McFarland, OPM  
Richard Moore, TVA  
Jon Rymer, FDIC

Tim Cross for Allison Lerner, NSF  
Robert Erickson for Brian Miller, GSA  
(b) (6) for Osvaldo Gratacos, Export-Import Bank  
Ronald Stith for David Williams, USPS  
Cameron Thurber for Lynne McFarland, FEC  
Glen Walker for David Williams, USPS  
Bill Yeager for Charles Edwards, DHS

Leslee Bollea, FDIC  
Tom Caulfield, CIGIE  
Joanne Chiedi, HHS  
John Dupuy, DOI  
(b) (6), DOI  
(b) (6), CIGIE  
Mark Jones, CIGIE  
(b) (6), CIGIE  
(b) (6), HHS

## Professional Development Committee Meeting Minutes

March 7, 2012

10:00 – 11:30 a.m.

### OPM/Human Resources Volunteer Review Proposal

(b) (6) Accountability Program Manager for OPM, gave a presentation on the benefits of the agency accountability system and how the program can help and enhance the workings of human resources offices in the OIG. The accountability hierarchy is the human resources framework for an effective and efficient running OIG office that starts with legal compliance.

- Delegated authorities and hiring flexibilities can be closely monitored.
- OIG should be transparent and have integrity in their hiring practices.
- Use the right rating tool and select people with the right skills to accomplish the mission.
- Adhere to the Veteran's Preference. Hiring illegally costs the agency money. Merit-based system places confidence in managers.
- Establish an internal accountability system subject to periodic review by OPM.
- Conduct self-audits of delegated examining activities trained and certified by OPM.
- Human capital issues can be addressed promptly by high-level agency leaders.
- New human capital strategies can be evaluated and modified based on results. Good, sound human capital planning benefits the agency such as evaluating training and awards.
- Assessment tool has 46 criteria. Because the OIG's are independent, they tend to have a higher number of violations compared to their parent organization, possibly because they tend to work in isolation. Reviews raise the knowledge level of human resources staff.
- Losing delegating authority is rare. Encouraged to use self-assessment tool to correct problems.

Do you want the OIG HR Director's Roundtable Group to develop a volunteer review process of your office under Title 5 CFR? As pointed out, some OIG offices are not under Title 5, such as Amtrak, FDIC, Postal Service, Defense Intelligence, TVA and U.S. Capitol Police. There was a discussion that the review should be limited to those under Title 5 but those not under Title 5 could participate if they choose.

Should the HR Roundtable move forward in developing and proposing a review program? *Yes, there was no objection.* Progress report for April's meeting.

### PDC Charter Review

Should the charter extend beyond the training institute oversight? Mary Kendall asked the members to look at the charter to see if there should be any changes and be prepared to discuss at next month's meeting. The Committee did go outside of the charter to revise the Silver Book. The following was discussed for the PDC Charter:

- Define training needs and approve budget to support those needs.
- Broaden the committee's scope to incorporate Leadership and Mission Support Academy Oversight.

- Create a subcommittee to function under the PDC Committee for Leadership and Mission Support.
- Extract language for newly-formed subcommittee to be taken from other charter committees in existence.

Comments on draft charter are due on April 1, 2012. Send to (b) (6)@doioig.gov.

### Leadership/Mission Support Academy

Tom distributed two handouts illustrating the Lincoln Leadership Institute course costs for FY 2011 and 2012.

- The cost per student is \$5,400
- CIGIE pays \$2,700 and the OIG attending office pays the other \$2,700.
- Five percent of the CIGIE budget (\$320,000) is spent on this course.
- The question: Are the OIG's getting a good return on investment?

There was a discussion as to whether this course has a positive return for the OIG since it is not specific to the OIG. There have been no bad reviews. Tom reported that they are trying a new approach for the last day of the course to bring the OIG mission to the training such as the challenges and solutions that are specific to the OIG community. Unlike the AU program, the Lincoln Institute is not tailored to the OIG community. CIGIE will evaluate this effort at the end of the course schedule as to what return on investment this brings to the OIG. Many of the IGs expressed their concern as to whether this course is what the OIG needs at this time with current budget constraints. The consensus is to take a second look at the value of this course.

### OPM/SES Candidate Development Program

- Do we want to participate in this program?
- No OIG office has own program.
- Save discussion for the April 19 meeting.

### Next Meeting

The next meeting is scheduled for April 19, 2012.

Proposed agenda items:

- Finalize PDC Charter
- Discuss Academy Funding Models
- Launch Leadership and Mission Support Training Subcommittee
- HR Volunteer Accountability Review Proposal

### Attendees

Mary Kendall, Chair  
Ted Alves, AMTRAK  
Hubert Bell, NRC  
Tom Caulfield, CIGIE  
John Carey, Defense Intelligence Agency  
Carl Hoecker, U.S. Capitol Police  
(b) (6) CIGIE  
Paul Martin, NASA  
Richard Moore, TVA  
Milton Mayo, EEOC  
Lynne McFarland, Vice Chair, FEC  
Patrick McFarland, OPM  
Jon Rymer, FDIC  
David Williams, USPS  
Elise Stein for Daniel Levinson, HHS

**Professional Development Committee Meeting Minutes**  
**April 19, 2012**  
**10:00 – 11:30 a.m.**

**Finalize PDC Charter – Mary Kendall**

Carl Hoecker sent minor but important suggestions relative to the bullets of the charter. After discussing the suggestions/comments, they were accepted by the committee, and the PDC Charter was adopted.

**SESCDP Proposal**

Gail Robinson, Deputy IG at NASA told the Committee that the HR Director at NASA has looked into SES candidate development program (SESCDP) training. She found that most of the IG's do not attend the training provided by their Agency or Department; OPM's SESCO courses are limited and not enough slots to accommodate the need of the OIG community. The cost is also quite high, approximately \$25,000 per person. Mary asked how many in the room participated in this program and a few hands were raised. Mary stated that DOI has its own program with an 18-month commitment. After completion of the course, candidates are pre-approved by OPM. In looking for other alternatives to accommodate the need for this training, the task was given to the new Subcommittee, headed up by Cathy Lemley.

**Academy Funding Models**

- There are three academy funding models.
- The IG community should identify training, not training dictate what's available.
- Subject matter experts should be the ones designing the curriculum, and should be vetted through the primary committees.
- Three methods to pay for training – 1) costs are paid 100% by the Training Institute budget, 2) costs are shared between OIGs and Training Institute through tuition, and 3) costs are paid 100% through tuition with no direct costs to Training Institute.
- Historically, academies have not been successful when all revenue to come from tuition.
- Uniformity and fairness for all models with no history to show the best model.
- Circumstances and resources generated the present models. Legacy process evolved.
- Need to come together for consistent approach.
- Work toward justifying funding and how the PDC/Institute came to that conclusion.
- CIGIE has enough history to calculate the direct and indirect costs of a course.
- Different funding models for audits and investigations, but could be combined.
- Leadership courses are the outliers.
- Fundamental question: are leadership courses valuable and unique enough to maintain? Suggested that the IG community to share the cost with a fixed/variable cost model.
- Subcommittee project to research the best and most cost effective model.

### Agreement with American University

- Nothing has been in writing, in the past – only a gentleman's agreement.
- AU and CIGIE attorneys have put together an agreement that extends to end of FY 2014.
- Certain specifications are spelled out in the document – nullified if no funding, 30-day notice of cancellation, no course held if participation is fewer than nine.
- It was placed on the floor for ratification; committee members requested to see the agreement before ratifying. The Agreement will be sent out to the members for approval by email.

### What's New at the Institute

- Business plan to be provided to PDC within 30 days.
- Looking forward to working with the new subcommittee.
- New temporary registrar for IGCIA.

### Leadership Courses

- What is the best way to conclude the last day of the course?
- Chuck described the new approach at LLI of breaking the class into groups to apply the lessons learned from Gettysburg to the OIG community.
- Mary will be sitting in the last day of the course on May 17.
- Chuck also explained the need to inform AU faculty about the OIG community and to use current case studies that ensure IG focused training.

### Leadership/Mission Support Training Subcommittee

- Cathy Lemley was introduced. She said she was looking forward to chairing the subcommittee, getting to know, and working with everyone.
- The following individuals have volunteered to serve on the subcommittee –
  - (b) (6) – NASA
  - (b) (6) – DHS
  - (b) (6) – OPM
  - (b) (6) – FEC

### Next meeting

The next meeting will be scheduled for May 24 or June 7, 2012, depending on members' availability.

### Attendees

Mary Kendall, Chair  
Ted Alves, AMTRAK  
Hubert Bell, NRC  
Tom Caulfield, CIGIE  
Charles Edwards, DHS  
Carl Hoecker, U.S. Capitol Police

(b) (6) [REDACTED], CIGIE

(b) (6) [REDACTED], DOI OIG

(b) (6) [REDACTED], CIGIE

Richard Moore, TVA

Lynne McFarland, Vice Chair, FEC

Patrick McFarland, OPM

Jon Rymer, FDIC

Sheldon Shoemaker, SBA

Gail Robinson for Paul Martin, NASA

Larry Koskinen for Dave Williams, USPS

(b) (6) [REDACTED] for Osvaldo Gratacos, Export-Import Bank

Elise Stein for Daniel Levinson, HHS

**Professional Development Committee Meeting Minutes**  
**September 6, 2012**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**CIGIE Leadership Curriculum Reviews (CR)**

**(b) (6)** Chair of the Leadership Development Subcommittee (LDS).

- In collaboration with the CIGIE Training Institute, LDS was tasked with reviewing the three CIGIE sponsored IG leadership programs: the New and Experienced Leader Programs at American University (AU) and the program at Lincoln Leadership Institute (LLI).
- The CR methodology is the same as that utilized in the IGATI review of 2006 requested by the Audit Committee. This process aligns with the standard methodology used for CRs in the professional development and training communities.
- The LDS will represent the PDC as stakeholders/customers in meeting desired IG objectives in the CR.
- The subcommittee volunteer participants are enthusiastic about their role. *Mary thanked the subcommittee for its aggressive schedule.*
- A question was presented, *"With the IG's limited budgets, what sets this program apart?"* This is one of the questions the CR should answer.
- A four-day CR conference is planned for December 11-14.
- The report results are due to PDC April 1, 2013 although the LDS hopes to brief the PDC of the CR results in February 2013.
- The CR will assess the Leadership programs' value before deciding on the cost model.
- AU and LLI will not be an integral part of the CR (as would in an academic setting) given their vested interest in continuing the programs.
- A question was asked, *"How did AU and LLI respond to the CR proposal?"* AU embraced it and had already done some internal curriculum review; LLI accepted it.

**Recap of LLI End of Program Exercise**

Mary Kendall, PDC Chair

- The participants of the LLI program were split into two groups: one considered the AU curricula for the New and Experienced Leaders programs; the other was tasked with looking at the challenges facing the IG community from several levels above themselves, like Buford looking at the high ground at Gettysburg.
- The AU team identified more gaps in the curricula than critiques. Only one person in the group had attended the AU course, and served as facilitator.
- The challenges team made a compelling presentation.



### Training Institute Business Plan

Tom Caulfield, Executive Director, CIGIE Training Institute

- FY 2012-14 is a multi-year, detailed plan with a forward looking approach.
- The goal is to maintain, build, and improve from previous year(s).
- Training team exceeded every strategic target.
- There was a savings of \$12 per person per day last year—total cost savings was \$20,000.
- The savings goes into a revolving funds account in compliance with the IG Reform Act.
- Without the collaboration of the community, the Training Institute would not exist.
- New look for the CIGIE website – training page presence, training institute staff, outreach programs, and OMB-Max Community of Practice (connect-to-collaborate-to-innovate). This is an interactive cloud environment.
- Overview of the business plan is staffing, technology, cost and funding, challenges, and training.
- Training Institute is not certified, but is working toward certification.
- If you have a request for unexpected training, provide advanced notice and the Training Institute will do everything possible to make it happen.

### Action Item

The PDC Committee members will be given two weeks for comment or approval of the Training Institute Business Plan to advance to the Executive Council. Please submit comments or approval no later than (two weeks from date minutes sent). Non-responses will be considered concurrence.

### CIGIE Personnel Transfer and Administrative Assistant Detail

- Executive Council approved both personnel transfer and administrative assistant detail.  
Tom to meet with counsel to work out the process for the personnel transfer.

### Next meeting

The next meeting will be scheduled for Wednesday, October 24, 2012 at 10:00 a.m.

The PDC Committee will be given two weeks for approval of the business plan to advance to the Executive Council once the minutes are sent out.

### Attendees

Mary Kendall, Chair

Ted Alves, AMTRAK

John Carey, DOD

Tom Caulfield, CIGIE

(b) (6) CIGIE

(b) (6) CIGIE

(b) (6) CIGIE

Osvaldo Gratacos, Export-Import Bank

Cathy Lemley, DOI OIG  
Lynne McFarland, FEC  
Patrick McFarland, OPM  
Paul Martin, NASA  
Richard Moore, TVA  
Bert Vint, OPM  
Tim Cross for Allison Lerner, NSF  
Deborah Huber for Hubert Bell, NRC  
Larry Koskinen for Dave Williams, USPS  
Carl Mann for Charles Edwards, DHS  
Trina Petty for Jon Rymer, FDIC  
Sheldon Shoemaker for Peggy Gustafson, SBA  
Elise Stein for Daniel Levinson, HHS

**Professional Development Committee Meeting Minutes**  
**October 24, 2012**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Review and Discussion of Training Institute Protocols**

Mary Kendall, PDC Chair

Tom Caulfield, Executive Director, CIGIE Training Institute

- Drafts of proposed protocols were sent to PDC members and Committee chairs for review.
- Comments received from Kathy Tighe and Carl Hoecker.
- Carl Hoecker suggested we call Needs Assessment a Course Selection Assessment instead.
- Carl Hoecker also suggested that the protocols be sent to Charles Edwards and Allison Lerner for comments. Mary agreed to do so in order to be as inclusive as possible.
- John Carey suggested that an additional process be developed to solicit ideas for new course not otherwise offered. Tom Caulfield said the Institute will explore possible adding to current Annual Assessment or developing a new process.
- Revised versions will be sent to Committee members and Committee chairs with comments due two weeks from the date when the minutes are emailed.

**End of Fiscal Year Training Institute Update**

Tom Caulfield, Executive Director, CIGIE Training Institute

- Tom summarized the course deliverables and evaluations.
- Fifty-five courses were offered last FY, 15 more than the 40 that were targeted in the CIGIE Annual Performance Plan.
- Cost for the LLI, AU, and Experienced Leaders courses have remained the same for four years.
- When compared to comparable courses, our course are under the average cost of the others (LLI \$1,080 per day comparable average \$1,112; AU Experienced Leaders \$500 per day comparable average \$637 per day, AU New Leaders \$384 per day comparable average \$524 per day).
- The costs comparisons are responsive to questions from the September 6 PDC meeting. The above costs are comparisons from Brookings Institute, Harvard Kennedy School, OPM, Center for Creative Leadership, and Aspen Institute.
- IGCIA per day cost have continued to decrease over the last four years currently at it lowest at \$138 per day.

- Tom Caulfield also noted that the Training Institute courses are receiving student satisfaction ratings averaging 98%, which is significantly higher than the 80% target in the CIGIE Annual Performance Plan.

### Fiscal Year 2013 Proposed Metrics

**Mary Kendall, PDC Chair**

- A document was distributed that had FY 2012 Annual Performance Plan targets for the Institute, FY 2012 actuals and FY 2013 proposed targets suggested by Mary Kendall.
- Mary cautioned the PDC members that at the Investigations Committee meeting, Angela Hrdlicka reported a dramatic drop off in terms of training request at FLETC. This should be used as inform for the PDC in proposing FY 13 metrics for the Training Institute.
- Budget constraints will probably also cause IG's to use free in house training and not the Institute.
- Mary noted that for FY 13 the number of Leadership courses will be half of what they were in FY 12. AI&E courses will go up and Investigations down slightly from FY 2012.
- Carl Hoecker suggested a survey of OIGs to "Take their temperature" for training funds anticipated in FY 2013, before we decide on the targets for the Institute.
- Mary agreed, said she the community, and Tom would develop an approach to take the survey.

### Training Institute Framework

**Mary Kendall, PDC Chair**

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

- The comments on the proposed Training Institute business plan were few, but those received were significant.

(b) (5)

- (b) (5)

### Training Institute Learning Management System/Website

- Mary reported that at the Investigations Committee meeting, Aaron Jordan said representatives of the AIGI committee are considering how to build a learning management system on their own. They were looking out for the interests of the Investigations community, but if this can be done effectively, we will look to extend it to the entire community. If successful, this will be a huge cost savings and will provide a much needed training tool to the community.

### Curriculum Review

(b) (6) Chair of the Leadership Development Subcommittee (LDS).

- In collaboration with the CIGIE Training Institute, LDS was tasked with reviewing the three CIGIE sponsored IG leadership programs: the New and Experienced Leader Programs at American University (AU) and the program at Lincoln Leadership Institute (LLI).
- A survey has been developed and vetted through the subcommittee.
- Four-day Curriculum Review (CR) conference will be on December 11-14.
- The report results are due to PDC April 1, 2013 although the LDS hopes to brief the PDC of the CR results in February 2013.

### Next meeting

The next meeting is scheduled for Wednesday, January 9, 2013 at 10:00 a.m.

*Comments submitted on the revised protocols are due November 19, 2012.*

### Attendees

Mary Kendall, DOI, Chair  
Ted Alves, AMTRAK  
Hubert Bell, NRC  
Kathy Buller, Peace Corps  
John Carey, DOD  
Tom Caulfield, CIGIE  
Bob Erickson for Brian Miller, GSA.  
Osvaldo Gratacos, Export-Import Bank  
Peggy Gustafson, SBA  
Carl Hoecker, USPS  
(b) (6) DOI OIG  
(b) (6) CIGIE  
Milton Mayo, EEOC  
Lynne McFarland, FEC  
Patrick McFarland, OPM

Richard Moore, TVA  
Walter Olihovik for Dave Williams, USPS  
Jon Rymer, FDIC  
Elise Stein for Daniel Levinson, HHS  
Kathy Tighe, DOE  
Gail Robinson for Paul Martin, NASA

**Professional Development Committee Meeting Minutes**  
**July 26, 2012**  
**10:00 – 11:00 a.m.**

**Opened the Meeting (Mary Kendall)**

The meeting started with a report from (b) (6) CIGIE, Leadership and Mission Support Academy.

**Leadership Cost Sharing Model and Commitment to 2013 Programs (b) (6)**

- Historically there has been a desire from the IG community for specialized leadership programs to address unique IG leadership challenges and spending time with other IG leaders to learn from one another. The view that being a leader in the IG community comes with unique challenges was reinforced by the results of a January 2011 survey that was sent to Deputy IGs. They identified these challenges as –
  - Develop broader vision earlier in their careers,
  - Develop and appreciate political perspectives,
  - Demonstrating greater courage,
  - Accept accountability,
  - Understanding the value of transparency, and
  - Having a deep respect for safeguarding IG independence.
- Current sponsored programs (Lincoln Leadership Institute (LLI) and American University (AU)) are legacy programs that have never had a formal curriculum review (CR) by the IG community.
- CIGIE has worked for the last 10 months to refine and better tailor the courses to meet IG-specific leadership challenges.
- The Leadership Development Subcommittee (LDS) has been tasked with identifying leadership models, helping the L&MS Academy assess LLI and AU's relevance and quality, and optimize the deliverables in these training courses.
- The "cost sharing model" for CIGIE Leadership Programs is also legacy, and was decided based on two key points.
  - To signal the IG community support for these tailored OIG leadership programs and experiences.
  - Reduce the financial burden of inherently costly programs so that they are more affordable to all member OIGs.
- (b) (6) proposed that there be an assessment of the Leadership programs' value before deciding on the cost model.

- (b) (6) provided four options ranging from continuation of the current cost-model through FY 2013 while assessments can be made to the last option which is to stop all cost-model supplement, which would significantly impact the enrollment.
- What will PDC commit to sponsored programs through 2013?

PDC members requested clarification on the general feedback from the students regarding the quality of the current courses. Dr. Johnson responded that all current feedback is consistently positive from the course participants, although their supervisors have not been surveyed about the value of the courses to the respective OIGs. Questions also related to the number of CIGIE member OIGs that attend the courses. This information was not available until recently. Over the last year, greater attendance distribution of members of the OIGs has been occurring.

PDC representatives in the meeting reflected they either attended the courses or had members of their staff attend, and they expressed their satisfaction with the quality.

Jon Rymer, said "he is frustrated by the lack of information to make a decision on whether to continue these leadership programs." He said these programs have been a placeholder in the CIGIE budget without fully assessing the effectiveness of the courses to the IG community. He suggested that we let the Letter of Agreement (LLI) and MOU (AU) expire in order to evaluate and analyze the programs before committing to them again.

Elise Stein provided background about how the decision to select AU was made, with considerable vetting. She suggested that rather than letting two programs that seem to serve the community well expire, that we commit to fewer courses, which would reduce the cost and commitment, and at the same time, allow for proper and systematic reviews of the courses.

Mary Kendall proposed a compromise of two additional New Leaders and one Experienced Leaders courses for AU, and one for LLI to be scheduled no later than 180 days into the new calendar year; and a target for the assessment of the programs to be completed by no later than April 1, 2013. She put it to the floor for a vote. There was no objection to this course of action.

Mary said we need to be thoughtful and methodical to accelerate evaluation in the IG community by correcting the data deficiency that exists for the Leadership programs from supervisors of participants by affirmative outreach. Even though the students are not required to list their supervisors, the Leadership Academy can do an outreach to the supervisors to find out from their point of view the benefit the course has been to their respective offices.

(b) (6) LDS Chair, said that she and (b) (6) need to lay a good foundation for an action plan with deliverables and determine what is valuable and rewarding about the AU and LLI courses.

Tom Caulfield said that the AU course had been fully vetted and created by prior IGs to match what those IGs believed our future IG leaders need. A formal curriculum review needs to be done to validate the current relevancy of what is being taught, confirm the right target audience is being reached and the quality of the course is good. This type of curriculum review is not uncommon in the professional development community and now with the PDC LDS, an



assessment can be done. He also said that the Gettysburg program is a unique program and will probably require a slightly different curriculum review.

### Next meeting

The next meeting will be scheduled for September 6, 2012. The Training Institute Business Plan, briefing on the approach with timelines on how the CRs will be conducted for the AU and LLI programs and the Subcommittee update will be the agenda topics for this meeting.

### Attendees

Mary Kendall, Chair  
Ted Alves, AMTRAK  
Tom Caulfield, CIGIE  
(b) (6), CIGIE  
(b) (6), CIGIE  
Larry Gregg for Brian Miller, GSA  
Cathy Lemley, DOI OIG  
Paul Martin, NASA  
Richard Moore, TVA  
Patrick McFarland, OPM  
Jon Rymer, FDIC  
Sheldon Shoemaker, SBA  
Erica Paulson for Charles Edwards, DHS  
Jon Hatfield for Lynne McFarland, FEC  
Jacqui Phillips for Dave Williams, USPS  
(b) (6) for Osvaldo Gratacos, Export-Import Bank  
Elise Stein for Daniel Levinson, HHS  
Bill Yeager, DHS

**Professional Development Committee Meeting Minutes**  
**January 9, 2013**  
**10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Presentation and Discussion of CIGIE Training Institute Goals and Measures Draft**

Tom Caulfield, Executive Director, CIGIE Training Institute

- Draft was sent out prior to the meeting for review.
- CIGIE Institute consists of three academies: IG Criminal Investigations, AI&E, and Leadership Mission Support.
- There are two goals. Goal 1 (*to provide or facilitate high-quality, cost effective, OIG-specific relevant training*) with seven objectives. Goal 2 (*improve training institute operational efficiency*) with five objectives.
- Overall strategy for satisfying training requirements: *find-it, buy-it, and build-it*.
- Training locations should be in government space.
- Provide quality training to 1,150 CIGIE members and maintain a cumulative 93% positive score in FY 13.
- Design and implement a more efficient and effective way to notify the IG community on training programs being offered.
- Design, implement and publish a multilevel training program evaluation and unified curriculum review method of all three academies.
- Draft and implement Institute-wide processes and policies.
- Develop and present to PDC strategy and timeline for tuition-only model for AI&E courses.
- Apply for and complete accreditation process for an Academy training program.
- Develop strategy for integration of technology into the Institute.
- Draft was approved as presented to the committee and will be forwarded to the Executive Council for approval.

**Presentation and Discussion of the Delegated Examining Unit Peer Review Project (OIG Practitioner's Guide "How to Conduct a Delegated Examining Unit Audit**

**(b) (6)** Human Resources, NASA

- Human Resources Roundtable meets quarterly.

- Competitive examining is a human capital tool agencies can use to recruit a high-performing, representative workforce under 5 U.S.C. 1104.
- The Delegating Examining Project took 9-months to complete.
- DOT will be the first test audit
- OPM is fully committed to the program for one year to support the program.
- FDIC, HHS and DOI have lent three people to the program.
- Examiner must be DEU certified by OPM.
- DEU Examining Evaluation is submitted to PDC.

### Curriculum Review

(b) (6) Chair of the Leadership Development Subcommittee (LDS).

- In collaboration with the CIGIE Training Institute, LDS was tasked with reviewing the three CIGIE sponsored IG leadership programs: the New and Experienced Leader Programs at American University (AU) and the program at Lincoln Leadership Institute (LLI).
- A survey was developed and vetted through the subcommittee.
- Gathered data exit survey curriculum reviews.
- Four-day Curriculum Review (CR) conference will be on December 11-14.
- A one-day meeting on January 23 to gather their findings for submission to PDC.
- The February meeting will be dedicated to the findings of the subcommittee.

### Next meeting

The next meeting is scheduled for Wednesday, February 20, 2013 from 10:30 a.m. to noon at NASA's Executive Conference Room (8Q40), NASA Headquarters, 300 E Street, S.W.

Mary Kendall, Chair

Ted Alves, AMTRAK

John Carey, DOD

Tom Caulfield, CIGIE

Robert Erickson, GSA

(b) (6) CIGIE

(b) (6) Export-Import Bank

(b) (6) DOI OIG

(b) (6)

Paul Martin, NASA

(b) (6) NASA

Lynne McFarland, FEC

Richard Moore, TVA

Milton Mayo, EEOC

Jacquelyn Phillips for Dave Williams, USPS

Elise Stein for Daniel Levinson, HHS

**Professional Development Committee  
Teleconference Meeting Minutes  
May 15, 2013  
10:00 – 11:00 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Updates on the Events of the CIGIE Training Institute**

Tom Caulfield, Executive Director

- Updated the Committee on the status of the Training Institute's 2013 Performance Objectives.
- The performance plan has two goals. Goal 1 (*to provide or facilitate high-quality, cost effective, OIG-specific relevant training*) with ten objectives. Goal 2 (*improve training institute operational efficiency*) with four objectives.
- With the exception of Objective 1-1, the training institute is on schedule to complete its objectives on time.
- Quality training provided to 1,150 CIGIE members with a cumulative 93% positive score in FY 13.

**Update on Audit Inspection & Evaluation Academy (AI&EA)**

(b) (6) Director

- As of May 1, the AI&EA has delivered 12 training iterations to 464 participants representing more than 50 OIGs.
- Five learning program deliverables between May and September 2013 which are; 1) *Suspension and Debarment*, 1&E Peer Review, and Critical Thinking Pilot 2) *IG Authorities and Writing (message development)* 3) *Introductory Auditor* 4) *Audit Peer Review* 5) *Introductory Auditor*.
- Six ongoing partnering, certification, and curriculum review and development efforts.
- Developing a training delivery schedule for FY 14.

**Update Inspector General Criminal Investigations Academy (IGCIA)**

(b) (6) Executive Director

- IFITP was found to be in full compliance with FLETA Board Standards by FLETA assessment in March 2013.
- IGCIA staff will present the program to the FLETA Board for review at their July meeting, expecting accreditation to be awarded.
- Four programs were added to IGCIA FY 13 calendar: 1) *IG Interviewing for Fraud; Auditors, Inspectors and Evaluators* 2) *Undercover Operations for OIG Managers Seminar* 3) *Public Corruption Investigations Training Program* 4) *Basic Non-Criminal*

*Investigator Training Program (program named changed to Essentials of Inspector General Investigations).* This program has been in high demand with a waiting list.

- To date, this FY, 260 students trained in 11 IGCIAs iterations; 13 iterations remaining.
- Hotline operator slots are still open for the June course in Cheltenham.
- Pat McFarland thanked (b) (6) for a superb job considering she had so many obstacles.

#### Update on Leadership and Mission Support (L&MA)

(b) (6), Director

- To date, 198 leaders within 10 iterations have been trained achieving 89% of FY13 goals.
- Pre-CIGIE, no organized support for mission support personnel community and limited management of AU and LLI Leadership Programs.
- Training Institute begins to form – 2011-12
  - L&MS training program assessments.
  - Deputy IG Leadership Training needs surveys.
  - Mission Support (AIGM & HR Directors) needs surveys.
  - PDC takes ownership of L&MS Academy training.
  - PDC creates Leadership Development Training Subcommittee (LDS).
  - LDS and CIGIE conduct first formal curriculum review of all leadership programs.
  - Leadership model researched and identified.
- Mary Kendall thanked (b) (6) and LDS for a job well done.

#### Update on Leadership Development Committee

Cathy Lemley, Chair

- (b) (6) introduced Bill Yeager of DHS to give an update on the Communities of Practice (COPs) for the IG community.
- Bill presented a proposal for a stand-alone working group of OIG cross-discipline experts dedicated to developing an implementation plan for CIGIE COPs.
- COPs provide in-person and virtual forums for practitioners of a discipline to interact, to share knowledge and experiences pertinent to their tasks at hand and to solve business problems. These communities compliment the intent of the *IG Reform Act of 2008*.
- Volunteers are needed for the work group that Bill Yeager will chair.
- Bill's email address is [William.Yeager@oig.dhs.gov](mailto:William.Yeager@oig.dhs.gov) and his office phone number is 202-632-0307

#### Next meeting

The next meeting is scheduled for Wednesday, June 26, 2013 from 10:00 a.m. to 11:30 a.m. at the main interior building, 1849 C Street, NW in room 4415.

**Attendees**

Mary Kendall, Chair  
Ted Alves, AMTRAK  
Robert Erickson, GSA  
Patrick McFarland, OPM  
Paul Martin, NASA  
Dave Williams, USPS  
Russell Barbee for Charles Edwards, DHS  
Tom Caulfield, CIGIE Training Institute  
John Hatfield for Lynne McFarland, FEC  
(b) (6) IGC Academy  
(b) (6) L&MS Academy  
(b) (6) DOI OIG  
(b) (6) AI&E Academy  
Trina Petty for Jon Rymer, FDIC  
Elise Stein for Daniel Levinson, HHS  
William Yeager, DHS

**Professional Development Committee  
Meeting Minutes  
June 26, 2013  
10:00 – 11:30 a.m.**

**Opening and Welcome**

Mary Kendall, PDC Chair

**Training Institute FY 2014 Budget**

Mark Jones, Executive Director, CIGIE Training Institute

Mary Kendall referred to an issue that came up at the last CIGIE meeting about the Training Institute's budget. She asked Mark to discuss the budget items and to take questions. Mark explained the details behind:

- The total cut from the FY 2014 budget is \$5,945,952 with 10% from council operations and training.
- Ten leadership courses scheduled for FY 2014.
- Thirteen FTE's for the three academies – IG Criminal Investigator, Leadership and Mission, Support and Audit, Inspection, and Evaluations.
- Total expenses for CIGIE and Training Institute are \$4,100,063.

There were no questions.

**Training Institute Strategic Framework**

(b) (6) [REDACTED] Director – Audit, Inspection, and Evaluation Academy (AI&EA)

- Strategic Framework came out of the CIGIE Business Plan that included goals and objectives; the Business Plan was approved at the January 9, 2013 PDC meeting.
- Three-year strategic plan that provides a roadmap for obtaining quality instruction, Institute-wide instructional processes, accreditation and curriculum.
- Designed to implement key items related to professional development of the IG workforce.
- At full staffing, the Training Institute will have six permanent employees and nine detailees costing \$2.5 million in FY 2014.

**Our IG Profession "Then and Now" (Instructor Script)**

(b) (6) [REDACTED] Program Manager, AI&EA

- Included in the document are milestones that have helped build our community and the roots of where we came from to educate the IG community.
- Beginnings of the IG system in the United States.

- When the IG concept began to move into the Federal government.
- The landmark legislation of the IG Act of 1978.
- The IG Reform Act of 2008 and creation of CIGIE.
- Currently being used in training courses.
- IG offices have requested presentations.
- Long-term goal is to make it into a video.
- Please review and if you have any comments or suggestions, please email them to me at (b) (6)@cigie.gov.

*Richard Moore* suggested interviewing former IG's and Deputy IG's for institutional knowledge, and to self-publish hard bound copies.

*Trina Perry* suggested that it would be a great tool for new IG HR Directors.

### Leadership Development Subcommittee (LDS)

(b) (6) Chairman.

(b) (6) thanked the committee members for providing excellent people to serve on the subcommittee.

- Various initiatives underway as a result of the successful Curriculum Review Conference results.
- The initiatives are as follows:
  - IG Case Studies, Leadership Lessons, and IG Leader Scenarios.
  - One-day pilot program at Lincoln Leadership Institute for Emerging Leaders.
    - Recommendation by LDS to do a pilot of the one-day course with LDS members and approximately 30 emerging leaders from OIG offices. Heavy evaluation will be done by all of the participants.
  - CIGIE Communities of Practice and the CIGIE Leadership COP.
  - Analysis of OIG Participation in CIGIE Leadership Programs.
    - The analysis is close to being finalized which gathers and analyzes the numbers attending by OIGs over the life of the LLI and AU programs going back to 2007. *Interim report to the PDC chair by next week.*

### Emerging Leaders Training

(b) (6) Program Manager, Leadership/Mission Support Academy

- The pilot LLI initiative for emerging leaders was recommended by the PDC to the LDS in February when the Curriculum Review was briefed.
- LDS coordinated a one-day pilot LLI leadership program that has been tested by LLI five times in the last three year with three different government agencies (DHS, DOI, USDA) but with agency staff members and not with OIG exclusive audiences.
- One-day course entitled "*Transformational Journey from Gettysburg*" is scheduled for August 14, 2013.



- Evaluation plan for pilot test will be finalized by July 17<sup>th</sup> LDS meeting. Course objectives include demonstrating 1) influence leadership, 2) moral courage, 3) how are leaders made, not born, 4) distinguishing transformational from transactional leadership, and 5) competence is an underpinning of good leadership.
- Depart from Washington, DC on a charter bus at approximately 7:00 a.m. and return by 6:00 p.m.
- The cost per participant is \$795.00 negotiated down from \$1,000 per participant.
- The PDC approved going forward with this pilot.

### Community of Practice Working Group (CoP)

Bill Yeager, Chair

- Establish strong governance plan.
- No cost to utilize OMB web site.
- A forum already exists and is an established site – CoP will establish content.
- The site will be self-policing so not a lot of time is required to maintain it.
- Mid-July workshop is planned.
- CoP will be give regular updates at the PDC meetings.

### Video Presented by Mary Kendall

- The video will be presented to the FLETA Board at their July meeting for accreditation anticipated to be awarded to IG Criminal Investigations Academy.
- The four-minute video depicts the work of the Council of Inspectors General on Integrity and Efficiency.

**All comments on any of the presentations from the meeting are due July 10, 2013.**

### Next meeting

The next meeting is scheduled for Wednesday, September 18, 2013 from 10:00 a.m. to 11:00 a.m. at the Department of the Interior, 1849 C Street, NW, Washington, DC (conference room 4415).

### Attendees

Mary Kendall, Chair

Sarah Gerwin for Kathy Buller, Peace Corps

Russell Barbie for Charles Edwards, DHS

Osvaldo Gratacos, EXIM

(b) (6) CIGIE

Craig Welter for Carl Hoecker, SEC

(b) (6) CIGIE

Mark Jones, CIGIE

(b) (6) DOI OIG

Elise Stein for Daniel Levinson, HHS

Lynne McFarland, FEC

Patrick McFarland, OPM

Gail Robinson for Paul Martin, NASA  
Richard Moore, TVA  
Milton Mayo, EEOC  
Trina Perry for Jon Rymer, FDIC  
Jacquelyn Phillips for Dave Williams, USPS