

Traits of an Effective Inspector General

“Combining Research and Practice ”



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Objectives

1. Discuss the overall research findings and four research questions
2. Discuss traits that have helped IGs (the person) succeed
3. Understand traits that have aided in IG failure
4. Identify methods that led to strengthening OIGs
5. Identify some similarities in the federal and non federal IG experiences

Introduction

- Intro of participants and instructors
- How is this course designed?
- Overview of the research

Problems

- Despite congressional efforts to strengthen and expand the IG function through amendments to the IG Act or state law, IGs continue to encounter difficulties in performing their duties.
- At a time when federal, state, and local budgets are constricted, it is important for decision makers to recognize impediments that may be damaging to the integrity of oversight mechanisms.
- It is important to identify factors that have allowed IGs to succeed and to identify improvements that could benefit the further development of OIGs.

Background on Research



- The purpose of this study was to explore the lived experiences of state, local, and federal IGs; to identify impediments to IG success; and to explore possible improvements as a means of strengthening the IG community.
- Study based in Phenomenology- Allows the researcher to explore the lived experiences of the respondents.
- How was it conducted?
- What did it find?
- What methods contribute to strengthening OIGs?
- What factors contribute to the success and effectiveness of IGs?

Discussion



When IGs fail....why do they fail?

- What is defined as failure?



Challenges??

- What are your biggest challenges?
- Have you experienced political pressure and how have you handled it? How do we avoid it?
- Balancing Independence with growing stakeholder demands?
- When you assumed your role what surprised you? Recommendations to future IGs?



"politics is more difficult than physics"
Albert Einstein

IGs in the News- Steve Linick



More IGs in the News

- IG role is becoming more visible (pressure)

- DOJ IG Report on Russia Collusion and Steel Dossier ([LINK](#))
- Pandemic IG (Cares Act) Where are upfront internal controls when legislation passed.
- Interior IG Report on Lafayette Square "Photo Op" ([LINK](#))
- Capitol IG Testimony of January 6th Preparedness ([LINK](#))
- DOJ IG Report on Comey (2 reports leaking and lying) ([LINK](#))
- DHS OIG- Internal issues ([LINK](#))
- New Orleans IG- turmoil in office ([LINK](#))
- FHFA IG- CIGIE Integrity Committee investigation ([LINK](#))

IGs in the News- Glenn Fine



IGs used to refute inaccurate media reporting



IG ACT of 1978

Will 1978 tactics work today?

- History of IG Act- Different environment
- Does the "junkyard dogs" model still work? (Light)
- What does the Trump administration mean for IGs? What is the IGs response?

Importance of Independence

- Personal Independence
 - Integrity
 - Moral conscience
 - Not only finding answer- but asking the right question
 - Not shutting out dissenting views
 - Including "exculpatory" information
 - Maintaining questionable relationships
 - Independent thought
 - Appearance to outsiders
 - Traditional leadership concepts
- Structural Independence
 - Control of budget
 - Ability to hire
 - Strength of legislation
 - % of agency budget
 - Years of acting IGs
 - Necessary legislative protections
 - Strong removal procedures

Five Traits for IG Effectiveness

- Interpersonal and Communicative Skills
- Personal Independence
- Learning the organization
- Build relationships with stakeholders
- Respect for the IG Mission

Three prior CIG classes said!



Findings

- Generally felt that your professional discipline has no bearing on your success.
- At times, the effectiveness and success of a IG was not in the control of the IG, but it how the office was structured.
- Political pressure.
- IGs pledged independence but had no/little control of budget.
- Other external pressures- media, agency wanting reports before facts could be analyzed and collected.
- Despite these limitations IGs found a way to navigate these mind fields and become effective.

Other Research Findings



Other research findings

79%

- Experienced severe resource limitations

74%

- Said the public and agency officials don't understand the IG concept

58%

- Recommendations fall on deaf ears

IG scrutiny

IG Russell George- TIGTA

IG Scrutiny

Congressman Trey Gowdy ([LINK](#))

Questions

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Takeaways

- ◉ Personal integrity is paramount
- ◉ Much is out of your control- but control what you can control!
- ◉ Your interpersonal skills and ability to communicate will take you far
- ◉ Build relationships with all your stakeholders
- ◉ Understand the political climate you are working in
- ◉ Much of IG Failure and Success is related to personality flaws rather than incompetence or inexperience.