

Traits of an Effective Inspector General

“Combining Research and Practice ”



Matthew D. Harris, PhD and Phil Zisman
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Introduction

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

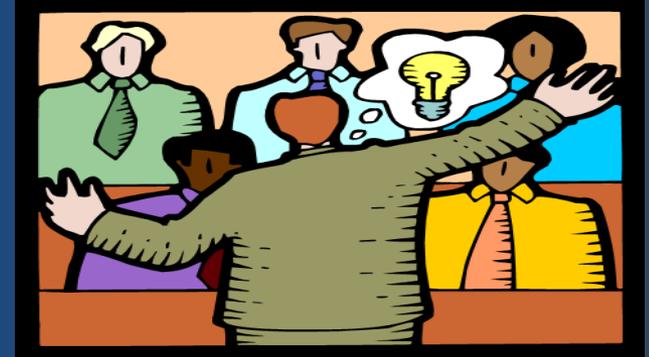
Objectives

- Understand traits that have helped other IGs succeed
- Understand traits that have aided in IG failure (Will show IGs acting poorly).

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.

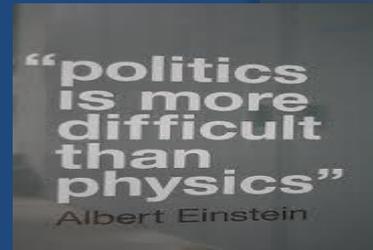
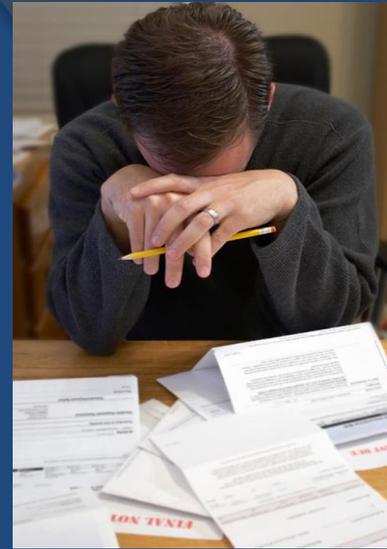
Background on Research



- How was it conducted?
- What did it find?
- What methods contribute to strengthening OIGs?
- What factors contribute to the success and effectiveness of IGs?

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?
- ⦿ What shocked you once you became the IG?



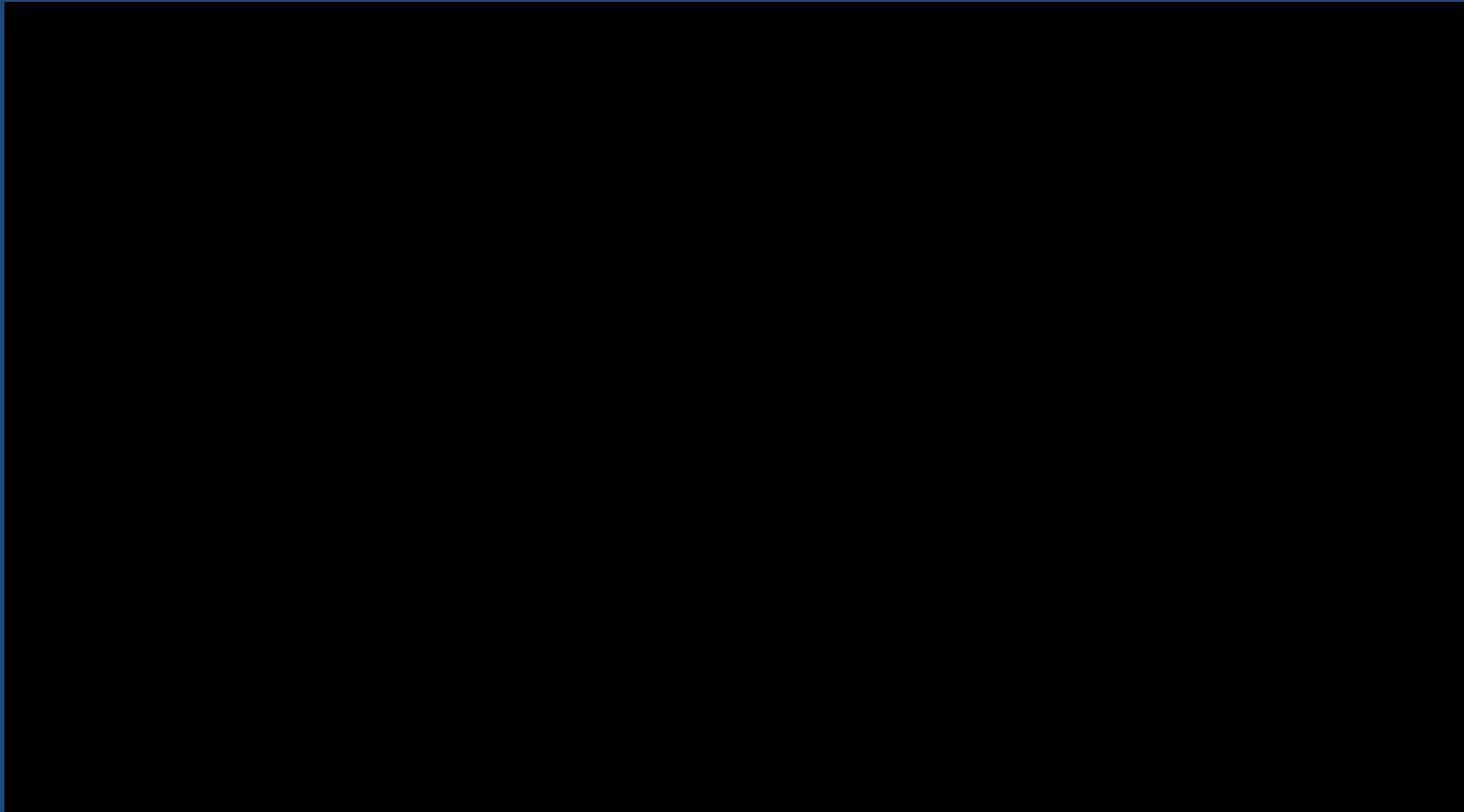
When IGs fail....why do they fail?

- What is defined as failure?



IG scrutiny

IG Russell George- TIGTA



IG Scrutiny

Congressman Trey Gowdy



A Successful IG

Former Acting DOD/ Former DOJ IG Glen Fine



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?

Five Traits for IG Effectiveness

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

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

Three prior CIG classes said!



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.

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

Other Research Findings



Questions

Matthew D. Harris, PhD

Website: www.inspectors-general.com

Email: mharris@uspsoisg.gov

Email: Matthew.Harris@faculty.umuc.edu

Phone: 703 597 5854



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

MATTHEW D. HARRIS, PhD
ASSISTANT SPECIAL AGENT IN CHARGE
HEADQUARTERS OPERATIONS

1735 N. LYNN STREET
ARLINGTON VA 22009

T: 703-248-4503
C: 703-597-5854
mharris@uspsoisg.gov

www.uspsoisg.gov

