



Annual Report to the President and Congress

Fiscal Year 2021

Fiscal Year (FY) 2021 Results at a Glance

Federal Offices of Inspectors General (OIGs) promote economy, efficiency, and effectiveness in government operations and help detect and deter fraud, waste, abuse, and mismanagement.

In FY 2021, over fourteen thousand employees at seventy-five OIGs conducted audits, inspections, evaluations, and investigations. Together, the work of the OIG community resulted in significant improvements to the economy and efficiency of programs governmentwide, with potential savings totaling approximately \$74.7 billion. With the OIG community's aggregate FY 2021 budget of approximately \$3.4 billion,¹ these potential savings represent an approximate \$22 return on every dollar invested in the OIGs. The potential savings total includes:

\$62.7 billion in potential savings from audit recommendations. A combined \$54.7 billion in current and prior year recommendations were also agreed to by management in FY 2021.

\$12 billion from investigative receivables and recoveries.

In FY 2021, OIGs also considerably strengthened programs through:

- **3,024** audit, inspection, and evaluation reports issued;
- **17,789** investigations closed;
- **1,433,736** hotline complaints processed;
- **4,297** indictments and criminal informations;
- **1,058** successful civil actions;
- **2,436** suspensions or debarments; and
- **3,389** personnel actions.

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¹ This total does not include amounts associated with Intelligence Community (IC) OIGs due to the classified nature of IC budgets.

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Foreword

On behalf of the members of the Council of the Inspectors General on Integrity and Efficiency (CIGIE or the Council), we are pleased to present the Annual Report to the President and Congress for Fiscal Year (FY) 2021. This year was defined by efforts to achieve our mission in a world still dominated by a global pandemic. Across our community, the Office's of the Inspector General (OIGs) reexamined their methods, workplaces, and types of stakeholder engagement. By embracing the use of technology and reimagining its application in the oversight environment, we developed new approaches to better fulfill our obligations under these challenging circumstances. These efforts demonstrate the strength and resilience of the IG community.

This strength is evident in our results. In FY 2021, OIGs collectively identified \$75 billion in potential savings – the most in our community's history. We also processed a record number of hotline complaints – close to 1.5 million – demonstrating the faith our stakeholders have in the work we perform. OIGs across the Federal Government adapted by using hybrid work teams that combined a small on-site presence with a complementary virtual effort and innovative approaches to oversight, such as virtual walkthroughs of locations and business activities. Although we look forward to resuming more ordinary operations, we are proud of the work that we have achieved and the resilience of our member OIGs. We also made greater and more effective use of data analytics, which allowed for broader examinations of enterprise-wide data sets and data.

CIGIE's Pandemic Response Accountability Committee (PRAC) also had a notably successful year. The PRAC was created by the Coronavirus Aid, Relief, and Economic Security (CARES) Act to support and coordinate independent oversight of over \$5 billion in pandemic relief spending, and it has become a model for IG Community coordination and partnership as it developed new and innovative approaches to support collaboration among its 22 members IGs. During the past year, the PRAC has expanded the datasets on its website (PandemicOversight.gov) so that all pandemic relief funding data can be accessed at a single location. It has also included for the first-time oversight reports issued by our state and local partners, allowing the public and policymakers to access a full inventory of pandemic oversight work.

Complementing the PRAC's specific focus on pandemic-related spending, Oversight.gov continues to promote IG independence and information-sharing across the entire Federal Government. CIGIE in collaboration with USPS OIG worked this year to incorporate several improvements to the site, which already offers a wide range of reports and resources to the public.

Additional information about the IG community's achievements this year and detailed descriptions of the work performed by CIGIE's standing committees are included in this report. We also describe CIGIE's accomplishments under FY 2021's four major strategic business goals and discuss our goals for the future, particularly legislation for which we have advocated.

CIGIE's ongoing efforts to support Federal OIGs and fulfill its statutory mission are strengthened by



ALLISON C. LERNER
Chairperson



MARK L. GREENBLATT
Vice Chairperson

the efforts of leaders **outside** of the IG community, including Congress, the Office of Management and Budget, the Government Accountability Office, as well as other Federal agencies, law enforcement organizations, professional organizations, and private-sector partners. All of these entities share the IG community's commitment to improving the effectiveness and efficiency of Federal programs. We appreciate the continuing support of and interest in our oversight work.

We also express our sincere thanks to the approximately 14,000 professionals who make up the Federal IG community, whose tireless efforts on behalf of the public continue to improve the economy, efficiency, and effectiveness of the Federal Government.

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Background

IG History

The Inspector General Act of 1978, as amended (IG Act), initially consolidated the audit and investigative functions in twelve Federal agencies under their respective Inspectors General (IGs). The Office of Inspector General (OIGs) became independent forces for promoting economy, efficiency, and effectiveness while preventing and detecting fraud, waste, and abuse in their agencies' programs. The IG Act established a dual reporting responsibility, whereby IGs report both to the head of their respective agencies and to Congress. The OIGs' semiannual reports to Congress, which summarize noteworthy activity and management action on significant IG recommendations, are examples of this reporting responsibility, as are the testimonies on various matters that IGs provide to Congress. This relationship with Congress helps strengthen IGs' independence.

After the passage of the IG Act, OIGs made an impact in those early years by helping agencies repair serious and widespread internal control weaknesses. Recognizing OIGs' effectiveness, Congress expanded the IG concept beyond the original twelve agencies. The 1988 amendments to the IG Act established IGs in most agencies of the Federal Government, including certain independent agencies, corporations, and other Federal entities. Subsequent legislation has established IGs in additional agencies, including IGs to oversee specific initiatives (e.g., war efforts in Iraq and Afghanistan, financial institution reform, and mortgage industry regulation).

Today, the Council of the Inspectors General on Integrity and Efficiency (CIGIE) has seventy-five IG members that provide audit and investigative oversight to agencies across the government and seek to prevent problems before they materialize. IGs are either nominated by the President and confirmed by the Senate or appointed by their respective agency head. One IG is appointed by the President, but Senate confirmation is not required. By statute, IGs are required to be selected without regard to political affiliation and solely based on personal integrity and professional expertise.

In 1981, President Ronald Reagan, by Executive Order 12301, created the President's Council on Integrity and Efficiency (PCIE) to provide a forum for the presidentially-appointed, Senate-confirmed IGs to coordinate their professional activities. In May 1992, President George H. W. Bush's Executive Order 12805 created the Executive Council on Integrity and Efficiency (ECIE) for agency-appointed IGs to work together. Both councils were chaired by OMB's Deputy Director for Management, who reported to the President on their activities.

The IG Reform Act of 2008, enacted October 14, 2008, amended the IG Act to further strengthen IG independence and enhance IG operations. It also created CIGIE by combining the two former IG councils, PCIE and ECIE, into one. The legislation also provided CIGIE with authorities and responsibilities beyond those of the PCIE and ECIE, including recommending candidates for vacant IG positions and overseeing an Integrity Committee that was responsible for handling allegations of misconduct by IGs and high-level OIG officials.

In December 2016, the President signed into law the Inspector General Empowerment Act of 2016 (IGEA), a landmark piece of legislation welcomed by IGs and all advocates of government accountability and efficiency.

Among its provisions, the IGEA confirms that Federal IGs are entitled to full and prompt access to agency records, thereby eliminating any doubt about whether agencies are legally authorized to disclose potentially sensitive information to IGs. In so doing, the IGEA ensures that IGs can conduct audits, reviews, and investigations in an efficient and independent manner. This provision is necessary because of past refusals by a few agencies to provide their IGs with independent access to certain information that was available to the agency and relevant to ongoing oversight work by the agency IG. Further, it was necessary because of a Department of Justice Office of Legal Counsel (OLC) opinion in July 2015 asserting that the IG Act did not entitle IGs to all records available to an agency. As a result of the IGEA, this OLC opinion is no longer applicable.

Other important provisions allow IGs to match data across agencies to help uncover wasteful spending and enhance the public's access to information about misconduct among senior government employees.

CIGIE has long advocated for these measures and welcomed the passage of the IGEA.

Finally, the “Coronavirus Aid, Relief, and Economic Security Act,” or “CARES Act,” enacted on March 27, 2021, in response to the COVID-19 outbreak, resulted in the establishment of the PRAC. This organization has been chartered to conduct oversight responsibilities for five years ending in FY2025.

Community

The IG Reform Act of 2008 established CIGIE as the unified council of all statutory IGs to provide governmentwide coordination of and focus on OIG activities. CIGIE consists of seventy-five Federal IGs and the following six Federal leaders:

- Deputy Director for Management (DDM), OMB, who serves as the Council’s Executive Chairperson;
- Deputy Director, Office of Personnel Management (OPM);
- Special Counsel, Office of Special Counsel (OSC);
- Assistant Director of the Criminal Investigative Division, Federal Bureau of Investigation (FBI);
- Director, Office of Government Ethics; and
- Controller of the Office of Federal Financial Management, OMB.

In FY 2021, Jason Miller served as DDM of OMB, and CIGIE’s Executive Chairperson.

In FY 2021, CIGIE was led by its elected Chairperson, Allison Lerner, IG, National Science Foundation; its Vice Chairperson, Mark Lee Greenblatt, IG, Department of the Interior; and the members of the Executive Council. CIGIE’s Executive Council provides leadership, collaborative vision, and long-term planning for the IG community. For a current listing of CIGIE’s Executive Council, see Table 1.

Table 1. CIGIE Executive Council

Allison C. Lerner, National Science Foundation	Chairperson
Mark Lee Greenblatt, Department of the Interior	Vice-Chairperson
Hannibal “Mike” Ware, Small Business Administration	Audit Committee Chair
Susan S. Gibson, National Reconnaissance Office	Budget Committee Chair
Tammy Whitcomb, United States Postal Service	Technology Committee Chair
Wendy Laguarda, Farm Credit Administration	Inspection and Evaluation Committee Chair
Kevin Winters, Amtrak	Integrity Committee Chair
Michael Missal, Department of Veterans Affairs	Investigations Committee Chair
Kathy A. Buller, Peace Corps	Legislation Committee Chair
Rae Oliver Davis, Department of Housing and Urban Development	Professional Development Committee Chair
Michael E. Horowitz, U.S. Department of Justice	Past Chairperson
Laura Davis, National Endowment for the Humanities	At-Large Member

The IG Reform Act of 2008 also established an Integrity Committee whose chair, by law, is the CIGIE member who represents the FBI. The IGEA, which as previously noted was enacted in early FY 2017, changed the composition of the Integrity Committee and changed the chair from the FBI representative to an IG selected by the members of the Integrity Committee. The Integrity Committee serves a vital role as an independent investigative mechanism for allegations of IG misconduct, which it reviews and refers for investigation when warranted.

CIGIE Committee Accomplishments

As shown in Table 2, in FY 2021, CIGIE’s committees undertook a variety of noteworthy projects to benefit the OIG community.

Table 2. FY 2020 CIGIE Committee Accomplishments	
Committee and Purpose	FY 2021 Accomplishments
<p>Audit — Provides leadership to, and serves as a resource for, the Federal audit community. Sponsors and coordinates audit that address multi-agency or Governmentwide issues develops and maintains professional standards for OIG audit activities, and provides oversight of auditor training.</p>	<ul style="list-style-type: none"> Continued administration of CIGIE’s audit peer review program to promote OIG compliance with GAO’s <i>Government Auditing Standards</i> and CIGIE’s <i>Guide for Conducting External Quality Control Reviews of the Audit Operations of Offices of Inspector General</i>. Represented the IG community in initiatives and workgroups on various issues, including DATA Act implementation planning, improper payments, and CFO Council. Maintained and updated the CIGIE FAEC Inspectors General Guide to Compliance under the DATA Act. Appointed three new CIGIE representatives to the AAPC to assist in resolving accounting and auditing issues. Completed participation in the Office of Personnel Management’s priority initiative to close critical skills gaps in the Federal workforce, specifically within the auditor job series. Activities included: <ul style="list-style-type: none"> Facilitating meetings of the FAST (Federal Action Skills Team) group, executing an action plan to address the skills gap identified, participating in quarterly briefings to the OPM Director, and coordinating accountability community comments on draft changes to the OPM job series. Securing the ability to hire Performance Auditors under the updated 0511 Auditor Series. The Committee continued to work with OPM to clarify flexibilities under updated standards and requirements to comply, in addition to issuing surveys to the CIGIE community to assess challenges in the implementation of the new series. Sponsored training and development for the audit community with the CIGIE Training Institute’s Audit, Inspection, and Evaluation Academy. In particular, helped facilitate the “Connect, Collaborate, Learn” sessions allowing CIGIE audit professionals to share best practices and lessons learned from conducting audits while working remotely during the COVID-19 Pandemic. Oversaw the annual audit of CIGIE’s financial statements. Maintained the Audit Committee’s Peer Review Subcommittee to address scheduling changes and questions, peer review issues, and peer review training. Created the Audit Peer Review Webpage on IGnet.gov Facilitated CIGIE’s Cross-Cutting Initiative Working Group’s work on Grant Management across the IG Community and published the CIGIE Grant Oversight Capstone Report. This group includes members from the Audit, Inspections and Evaluations, Investigations, and Technology Committees. Initiated a revision to the CIGIE Internal Controls Guide to mirror the update to the 2018 Yellow Book. Developed the PRAC Audit Subcommittee to facilitate the exchange of ideas and projects regarding COVID-19 oversight, as well as increase coordination amongst CARES Act OIGs and CIGIE at large. The Subcommittee published the Agile Products Toolkit for use by the IG Audit community to establish a protocol on quick turnaround products and shortened agency response times. Coordinated with FAEC and OMB to extend mandatory reporting deadlines for OIGs due to complexities associated with the pandemic.

Table 2. FY 2020 CIGIE Committee Accomplishments

Committee and Purpose	FY 2021 Accomplishments
<p>Budget—Provides leadership in the development of the Council’s annual budget by coordinating a transparent process to assess current CIGIE activities and requirements, and—in consultation with the Chairperson, Vice Chairperson, and Executive Council—presenting a proposed budget to the membership for discussion and adoption.</p>	<ul style="list-style-type: none"> • Considered requests for 2 additional CIGIE staff to support the Integrity Committee and 1 additional person to support the Legislative Committee and assist with strategic communications. • Initiated a larger IG community discussion regarding CIGIE roles and staffing requirements, which were examined during a virtual CIGIE off-site in September. • Developed a FY 2022 budget proposal and passed a “continuing resolution” with input from the IG community, CIGIE Committee Chairs, and the Executive Council, that provided flexibility to defer certain decisions on staff increases by assessing a reasonable member contribution amount and continuing to drawdown CIGIE’s budget reserve.
<p>Technology—Facilitates effective OIG IT audits, inspections, evaluations, and investigations, and provides a vehicle for expressing the IG community’s perspective on governmentwide IT operations.</p>	<ul style="list-style-type: none"> • Improved and expanded Oversight.gov capabilities, guided by the Oversight.gov Subcommittee. <ul style="list-style-type: none"> • The open recommendations page currently has 58 participating IGs and there are over 12,800 Open Recommendations posted. • The new State and Local Government page currently has nine agencies posting reports. • Five IGs are now independently hosting their websites using the oversight.gov templates and nine more sites are currently in development. • Hosted three Industry Day Events where industry vendors virtually presented current and future technologies that can help the IG community with its oversight mission. • Hosted eight monthly Tech Tuesday events, where guest speakers from the IG community shared use cases on how they used technology to conduct and support their oversight work. In total, well over 1,000 community members attended. • Held the Emerging Technology Subcommittee’s second symposium, which covered numerous emerging tech topics, including artificial intelligence, machine learning, biometrics, cloud computing, and blockchain. Over 400 attendees participated in this event. • Launched an Information technology (IT) training site accessible to all IG members to display a searchable list of courses to grow IT audit, inspection, and evaluation knowledge in the community. • In conjunction with the Professional Development Committee, established a Data Literacy working group, which drafted a definition of data literacy for IG community use and is identifying relevant training opportunities.

Table 2. FY 2020 CIGIE Committee Accomplishments

Committee and Purpose	FY 2021 Accomplishments
<p>Inspection and Evaluation (I&E)—Provides leadership to, and serves as a resource for, the Federal IG I&E community. Sponsors and coordinates inspections and evaluations that address multi-agency or governmentwide issues, develops and maintains professional standards for OIG I&E community activities, and provides oversight of I&E training.</p>	<ul style="list-style-type: none"> • The I&E Roundtable continued to meet quarterly to cover important updates in the I&E community, share ideas, and provide updates on working groups and ongoing projects. • The Committee had four working groups during the fiscal year 2021 to implement several major ongoing initiatives. Each of these groups has accomplished important work. • Peer Review Working Group - The peer review working group ensured the first full 3-year cycle of I&E Peer reviews were completed in December 2020 and the new cycle began in April 2021. The peer-review working group is also finalizing updates to the I&E Peer Review Guide. Major changes include reflecting the new <i>Quality Standards for Inspection and Evaluation</i> (Blue Book), new checklists, and several other items for additional clarification throughout the guide. • Blue Book Working Group-The Blue Book Working Group presented the revised Blue Book to the I&E Roundtable, I&E Committee, CIGIE Executive Council, and full CIGIE membership in the fiscal year 2021. The revised Blue Book received approval from all levels and was issued in December 2020. The Blue Book Working Group also provided support to the community on Blue Book implementation experts throughout the fiscal year. • Survey Working Group -The I&E Committee established a new working group in July 2020 to lead an effort to survey the IG community on I&E projects, issues, and other statistics. The survey results were issued in April 2021 and presentations were given to the Roundtable, I&E Committee, and CIGIE membership. • Training Working Group-The I&E Committee implemented a new working group to focus on I&E-specific training for the community. The working group assists in developing and conducting training events, in conjunction with the CIGIE Training Institute. In June 2021, the group held its first training event, the Blue Book Town Hall, with about 700 participants.
<p>Investigations—Advises the IG community on issues involving criminal investigations, investigative personnel, and investigative standards and guidelines.</p>	<ul style="list-style-type: none"> • Conducted quarterly virtual training and collaboration meetings on issues of significance to the law enforcement community. The February 2021 meeting included an interview of Dr. Anthony S. Fauci, Director, National Institute of Allergy and Infectious Diseases. Over 100 representatives from the OIG law enforcement community participated in each of these meetings. • Delivered its first Intelligence Community virtual peer review training program. The training curriculum was designed to ensure reviews are conducted uniformly within the Intelligence Community. Approximately 25 representatives from the intelligence community participated. • Coordinated with senior DOJ officials to secure exceptions to Attorney General peer review guidelines, allowing for modifications to the peer review schedule due to challenges presented by the pandemic. • Spearheaded the formation of four new subcommittees to support OIGs' collective pandemic-related efforts. The subcommittees consist of: <ul style="list-style-type: none"> • A law enforcement coordination subcommittee that coordinates pandemic-related fraud matters with state, local, federal, and international law enforcement partners. • A training subcommittee that identifies unique training needs relating to pandemic-related investigations and assesses options available to meet those needs. • A data analytics and proactive measures subcommittee which assists the Pandemic Response Accountability Committee (PRAC) in identifying indicators of potential fraud, waste, and abuse; and recurring fraud themes. • A special investigative techniques subcommittee explores unique investigative techniques, protocols, and best practices that can be utilized to identify and counter fraud schemes.

Table 2. FY 2020 CIGIE Committee Accomplishments

Committee and Purpose	FY 2021 Accomplishments
<p>Legislation—Ensures that CIGIE members are kept abreast of IG-related matters in Congress. Develops, coordinates, and represents the official IG community positions on legislative issues. Provides technical assistance to Congress through regular and ongoing communication regarding legislative issues and other matters of common interest between Congress and CIGIE.</p>	<ul style="list-style-type: none"> • Proactively engaged Congress to enhance the institutional independence of IGs through the proposal of key legislative priorities and initiatives. • Provided assistance to Congress on the CIGIE legislative priorities to expand whistleblower protections to subcontractors and subgrantees and an appropriation for CIGIE's use, which were passed as a part of the Consolidated Appropriations Act of 2021 (Pub. L. No. 116-260). • Provided technical assistance to Congress regarding several CIGIE legislative priorities, resulting in bills introduced or passed by one or more chambers of Congress to address Federal Vacancies Reform Act and Program Fraud Civil Remedies Act reforms, authorize testimonial subpoena authority, require Congressional notification when IGs are placed on non-duty status, reform semiannual reporting to Congress requirements, and establish authority for IGs to provide continuous oversight during a lapse in appropriations.

Table 2. FY 2020 CIGIE Committee Accomplishments

Committee and Purpose	FY 2021 Accomplishments
<p>Professional Development—Provides educational opportunities, through the Training Institute, for members of the IG community and ensures the development of competent personnel. Receives input from the Audit Committee, Investigations Committee, and Inspection and Evaluation Committee on the training and development needs of the CIGIE community. Seeks opportunities to improve training methods, enhance the development of OIG staff, and establish training to meet continuing education requirements.</p>	<ul style="list-style-type: none"> • Oversaw delivery of the 7th Annual CIGIE Leadership Forum with nearly 2,400 IG professionals participating online. The theme was Getting to the New Normal: Innovation, Inclusion, and Resilience in Challenging Times. Twenty-two IG professionals and the Deputy Director for Management of OMB gave 15 Leadership Talks throughout the day, with hundreds of participants engaged in active chat discussions about the talks. • CIGIE’s PDC Coaching Subcommittee received interest from staff from over 40% of member OIGs to receive coaching or serve as coaches. The group matches federal coaches with clients from within the IG community. Aside from realizing valuable savings through internal coaching services, participants can connect with colleagues across the Federal government while further developing professionally. • Launched the first Flash Mentoring Event in which over 100 oversight professionals gained insight from 12 experienced OIG leaders. The event featured one-on-one mentoring sessions in breakout rooms as well as mentor panels. The successful event was a great opportunity for early-to-mid-career-level oversight professionals to engage with top leaders and to grow their network in the oversight community. • The Leading Inspiring and Fostering Talent Network (LIFT) developed and implemented a leadership structure that empowers early-to-mid career-level oversight professionals to develop leadership skills, obtain leadership experience, engage with CIGIE, receive cross-agency mentoring and coaching, and cultivate a professional network. • Led entirely by early-to-mid career-level oversight professionals, LIFT finalized its Charter, established a leadership structure, and selected its inaugural Executive Officers and Committee Board Directors. • Held four professional development events—all with diverse representation in panelists and perspectives—with a total attendance of about 2,000 oversight professionals. For one of these events, LIFT collaborated with the Leadership Development Subcommittee to design and facilitate a cross-agency virtual flash mentoring session for over 100 oversight professionals. • All of LIFT’s events have been well-attended and -received. Events included: <ul style="list-style-type: none"> • Maintaining Your Resilience • CIGIE LIFT-LDS Virtual Flash Mentoring Event • Inspiring Fearless Communication • Perspectives on Leadership • LIFT posted recordings for its panel events on its website for those that were not able to attend. • The network also announced, “Connecting UpLIFTing Professionals,” a new event series on cultivating connections for early-to-mid career-level professionals in the oversight community. • Impact: Through LIFT, the PDC engaged over 2,000 early-to-mid career-level oversight professionals in CIGIE’s work and provided opportunities for early-to-mid career-level oversight professionals to design, facilitate, and participate in oversight community-wide professional development activities; engage with oversight leaders through CIGIE activities and committees and cultivate their professional networks within the oversight community. • LIFT also modeled a high standard for ensuring diverse panelists, mentors, and speakers at all events, with the long-term goal of ensuring the Inspector General community, has a diverse pool of oversight professionals with leadership experience (i.e., candidates) to recruit, hire, and promote from when opportunities to do so arise. • Graduated 16 Fellows from 10 different OIGs for the 4th Cohort of the CIGIE Fellows Program, successfully operating completely virtual due to the pandemic. This prestigious year-long blended leadership development program aims to continually align with the standards of federal executive development programs to advance leadership development within the IG community. • Started publishing quarterly PDC newsletters to the OIG community. Two FY21 quarters of PDC activities were covered. • Trained PDC sub-committees on CIGIE’s new communication platform, facilitated the establishment of the Coaching website and improvements to the LIFT Network website and updated the PDC website to communicate core PDC activities.

Table 2. FY 2020 CIGIE Committee Accomplishments

Committee and Purpose	FY 2021 Accomplishments
<p>Integrity— The statutory mission of the Integrity Committee is to receive, review and refer for investigation allegations of wrongdoing made against an IG, certain designated senior members of an OIG, and the Special Counsel and Deputy Special Counsel of the OSC.</p>	<ul style="list-style-type: none"> • Received 4,872 communications: <ul style="list-style-type: none"> • Cases Opened: 65 • Cases Closed: 53: 8 referred to other agencies of jurisdiction, 45 closed without an external referral. • Investigations: 3 initiated; 3 completed from prior FYs; 8 pending. • Cases Pending Review: 9
<p>Inspector General Candidate Review and Recommendation Panel—Per the IG Reform Act of 2008, CIGIE, in its function as an advisor to the President on IG matters, makes recommendations to the President of qualified candidates for IG vacancies. To aid this goal, it has established a panel led by the CIGIE Vice-Chair with four other IGs to examine applications and identify candidates on an ongoing basis.</p>	<ul style="list-style-type: none"> • Enhanced the panel’s candidate tracking and processing mechanisms and streamlined submission review practices. • Reviewed submissions regarding more than 60 candidates for IG positions, interviewed approximately 50 candidates and made recommendations for the President’s consideration to fill existing Inspector General vacancies. • Provided support to agency heads filling non-PAS IG positions, including consulting with agency leadership concerning the role of inspectors general and providing material guidance regarding the agency’s recruitment, selection, and appointment processes.
<p>The mission of the Diversity, Equity, Inclusion & Accessibility Work Group is to affirm, advance, and augment the commitment of the Inspector General community to a diverse, equitable, and inclusive workforce and workplace environment, that will help ensure the work produced by the Offices of Inspectors General (OIG’s) is accessible to the diverse public we serve.</p>	<p>The Work Group:</p> <ul style="list-style-type: none"> • Administered a baseline survey to understand workforce perspectives and compiled a report to measure where the OIG community stands concerning DEIA. • Established a DEIA Maturity Model to assist the OIG community and OIGs with measuring progress relating to DEIA. • Established technology presence for DEIA on CIGIE’s website (IGNet.gov). • Featured several continuing education and awareness opportunities through seminars, sessions, and sharing of information to advance DEIA throughout the OIG Community. • Sponsored speakers and subject matter experts monthly to speak on DEIA topics such as Incorporating DEIA into our Oversight Work and Affirmative Action Plans for People with Disabilities. • Issued its inaugural edition of the DEIA Newsletter “The Ally.” • Hosted a Town Hall to inform the OIG community of CIGIE’s DEIA efforts and share information and leading practices. • Incorporated a Diversity, Equity & Inclusion (DE&I) Award category into its annual award process and honored its first award recipient. The recipient of a DE&I Award demonstrates excellence and leadership in advancing DE&I goals on behalf of their respective office, as well as their outstanding contributions to the Inspector General community. CIGIE has also added “accessibility” to the award category for 2022. • Coordinated with the Pandemic Response Accountability Committee (PRAC) as it relates to the Government’s response to the pandemic and its impact on communities experiencing relative disadvantage and use of funds at the state and local level. • Presented a half-day seminar to CIGIE- member Inspectors General and presented remarks at CIGIE’s Leadership Forum. • Participated in several outreach efforts related to DEIA at GAO-CIGIE Coordination Conference; Radio Interview on WTOP/Federal News Network; and a Television Interview for Government Matters. <p>The Work Group is also in the process of:</p> <ul style="list-style-type: none"> • Finalizing a roadmap that provides goals, objectives, and strategies to assist OIGs with enhancing their programs and measuring their progress in the following six focus areas: Staffing, Hiring & Recruitment; Training & Awareness; Performance, Awards & Recognition; Promotions & Professional Development; Business Diversity; and Stakeholders and Partners. • Incorporating goals, strategies, and objectives relating to DEIA into CIGIE’s Strategic Plan. • Sharing baseline survey results with the 75 Inspectors General to assist OIG’s with establishing priorities and strategic goals relating to DEIA and making progress. • The DEIA Work Group continues to meet monthly, sponsor DEIA speakers, develop initiatives, and take actions that are consistent with the Administration’s executive orders and guidance relating to DEIA.

Strategic Plan Business Goal Accomplishments

During Fiscal Year (FY) 2021, the Council approved its annual performance plan to guide its activities for the year. The performance plan is associated with CIGIE's five-year Strategic Plan and aligns with the goals, objectives, and performance measures associated with the Strategic Plan. CIGIE's performance plan sets out four major business goals and supporting objectives. These goals are: (1) enhanced integrity and strength of Federal programs and operations; (2) a well-trained and highly skilled OIG community; (3) a focal point for collaboration, best practices, and outreach; and (4) an efficient, well-managed organization. The following information reflects CIGIE's accomplishments during fiscal year (FY) 2021 under each of these goals.

Goal 1: Enhanced Integrity and Strength of Federal Programs and Operations.

FY21 marked the Pandemic Response Accountability Committee's (PRAC) first full year of operations following its establishment under the CARES Act in the prior fiscal year. With nearly 1/3 of all CIGIE-member Inspectors General formally and actively involved in fulfilling the organization's mission, and pandemic funding oversight responsibilities having increased from \$2.6 trillion to over \$5 trillion, PRAC has firmly established itself as the unifying and driving force behind CIGIE's efforts to enhance the integrity and strength of federal programs and operations.

Those efforts revolve around four primary goals:

- Prevent and detect fraud, waste, abuse, and mismanagement
- Promote transparency
- Promote coordinated, comprehensive oversight
- Ensure effective and efficient PRAC operations

The remarkable progress already made in relation to these goals is evident in the wealth of information publicly available on pandemicoversight.gov, PRAC's website. There, a wide array of reports and data points are readily accessible; accessibility is enhanced by user-friendly technology-based tools that enable stakeholders and the public to find and digest content in a meaningful way.

The "Reports" section contains organic PRAC reporting, Inspector General reports, state and local reports, GAO reports, recommendations to agencies, documented indictments, and convictions, Office of Inspectors General (OIG) works in progress, and lessons learned. The "Data" section features a funding overview by category, interactive dashboards and maps, data stories, and the ability to download complete data sets. Combined, these resources detail how \$5 trillion in pandemic-related funding is being spent, and how the surrounding questionable or outright criminal activity is affecting that spend.

In a complementary fashion, Oversight.gov provides the broader, whole-of-community perspective on government oversight and OIG-related issues. This platform serves to consolidate reporting from all 75 CIGIE-member OIGs specific audit, inspection, and evaluation findings; results of investigations; disaster oversight; and state/local oversight reporting. Dynamically updated as reports are added, FY21 results point to potential savings of \$63 Bn, up from \$33 Bn in the prior year; approximately 6,000 recommendations contained in reports on the site as compared to approximately 5,000 in the prior year; and billions in year-to-year investigations recoveries. Similar to pandemicoversight.gov, Oversight.gov offers interactive tools and filters to facilitate searches of records hosted on the site. **NOTE:** Oversight.gov numbers are considered unofficial and are subject to change upon publication of CIGIE's Annual Report to the President and Congress; figures presented in the Annual Report represent the figures of record.

After adding capabilities and functionalities to the site in the prior year, FY21 became the year those were fully operationalized and exercised. The **Vacancy Tracker** proved valuable in highlighting long-term IG vacancies. The net change year-to-year was one fewer vacancy in FY21, from 15 to 14, but of the 14, 4 have been open for less than one year.

CIGIE's **Open Recommendations Database** established the only single, public repository of information about the status of OIG recommendations issued to agencies in existence. At the close of FY21, it showed 13,065 open recommendations as compared to 8,673 in the prior year. As FY21 closed, 58 OIGs had uploaded recommendations, more than doubling that of the prior year.

In its first year of operation, CIGIE's **website hosting** capability resulted in the launch of 7 OIG sites, 8 more in active development, and 13 in the production queue for a total of 28 or 37% of all CIGIE-member OIGs. This achievement serves to strengthen IG independence in relation to the agencies they oversee and simultaneously increase the timeliness of public access to information by placing control of OIG websites directly in the hands of OIG staff. Rather than transmitting information through agency systems and according to agency timelines, information will flow through CIGIE systems and be released as directed by the IG.

Following a December rollout and follow-on testing phase, **targeted integration with the reporting of state and local watchdog** entities is now possible. Two states are slated for integration in early FY22, with more to follow throughout the year. The goal in this regard is that of allowing Members of Congress and the public a more comprehensive view of oversight findings and areas of concern within their state and locality. That goal is quickly becoming a reality.

Goal 2: A Well-trained and Highly Skilled OIG Community

The Training Institute enrolled just over 8,500 learners in FY21. This number represents the equivalent of roughly 61% of the entire combined OIG workforce, is a 55% increase over FY20, and a 113% increase over FY19. In parallel, Institute staffing levels have remained unchanged since at least FY16 when total enrollment stood at 2,600. The variety and quality of offerings remain high, with adjustments in design and delivery having been made to accommodate COVID-driven limitations. Among those adjustments was the delivery of 73 online learning events versus 14 in the prior year, an increase of 421%.

Among this year's highlights was a very successful redesign and rollout of CIGIE Fellows, which entailed converting it from a 100% in-person program to a 100% virtual experience; expanding from 6 months to a full year, increasing the number of Fellows slots by 33%; doubling the number of cohort activities to more than 25; and assigning mentors to each Fellow. Although these changes were undertaken in response to COVID-related issues, they also served to allow OIG field office personnel – there were three this cycle – to compete for slots and participate on equal footing with DC-based personnel. Several Fellows were able to advance their careers, accepting promotions either while in the program or shortly afterward.

The Institute also continued to aggressively implement another flagship program, IG101 for new IGs, adapting to a fully virtual format and further refining the experience by incorporating feedback from past participants. This year saw 10 new and newly acting IGs participate in more than 20 individualized and group training and orientation events. The group sessions had the added benefit of allowing new IGs to network with their peers.

Goal 3: A Focal Point for Collaboration, Best Practices, and Outreach

CIGIE supports a vibrant community of eight standing committees and forty-six sub-committees, working groups, and other collaborative bodies of varying sizes and scope dedicated to improving the state of practice within the OIG community, addressing significant cross-cutting issues, or increasing awareness in the public domain about the IG mission and responsibilities. Members come from across the entire community of 75 OIGs and individuals join these organizations according to their mission functions and interests. As a result, the degree of interagency engagement is often quite high, and outcomes of their efforts characteristically have a broad impact.

Highlights from this year's work include:

- CIGIE's Cross-Cutting Initiative Working Group developed and published the CIGIE Grant Oversight Capstone Report. This group includes members from the Audit, Inspections and Evaluations, Investigations, and Technology Committees.
- Developed the PRAC Audit Subcommittee to facilitate the exchange of ideas and projects regarding COVID-19 oversight, as well as increase coordination amongst CARES Act OIGs and CIGIE at large. The Subcommittee published the Agile Products Toolkit for use by the IG Audit community to establish a protocol on quick turnaround products and shortened agency response times.
- Delivering eight monthly Tech Tuesday events, where guest speakers from the IG community shared use cases on how they used technology to conduct and support their oversight work. In total, well over 1,000 community members attended.
- The Emerging Technology Subcommittee held its second symposium, which covered numerous emerging tech topics, including artificial intelligence, machine learning, biometrics, cloud computing, and blockchain. Over 400 members of the OIG workforce attended this event.
- The launch of a Information technology (IT) training site accessible to all IG members to display a searchable list of courses to grow our IT audit, inspection, and evaluation knowledge in the community.
- The Blue Book Working Group presented the revised Blue Book to the I&E Roundtable, I&E Committee, CIGIE Executive Council, and full CIGIE membership for voting in the fiscal year 2021. The revised Blue Book received approval from all levels and was issued in December 2020.

Goal 4: An Efficient, Well-managed Organization

Several operational infrastructure improvements initiated in the prior year were operationalized in FY21. This includes the implementation of CWT Sato, an automated travel system, in place of an entirely manual process. This is expected to positively affect the efficiency of processing documentation and the timeliness of reimbursement payments, as well as vastly improve records management.

A rating plan system, USA Performance, was established and fully utilized for the first time for the entire rating period, replacing an unwieldy manual process. The standardization of forms, processes, rating guidelines and the introduction of an automated workflow definitively improved the level of engagement between supervisors and staff, and the overall effectiveness of the performance management process as a whole.

The CIGIE Awards database was entirely reconstructed and put into operation in support of the FY21 Annual CIGIE Awards nomination and selection process. This action corrected a chronic, highly disruptive, and inefficient pattern of technical breakdowns.

Additionally, CIGIE continued to meet its statutory responsibilities in FY 2021, to include:

- Coordinating OIG activities governmentwide, including producing cross-cutting studies that mitigate common vulnerabilities and increase economy, efficiency, and effectiveness;
- Increasing the professionalism and effectiveness of OIG personnel by developing policies, standards, and approaches to aid in establishing a well-trained and highly-skilled OIG workforce;
- Maintaining public and business websites for the benefit of the public, stakeholders, and the OIG community;
- Responding to inquiries from the public and stakeholders about CIGIE and OIG activities, including complaints and allegations against IGs;
- Administering peer review programs that assess OIG compliance with professional standards; and
- Recommending individuals to the appointing authority when IG vacancies occur.

Key Legislation Affecting the IG Community

CIGIE's Legislation Committee is responsible for providing regular and ongoing communication regarding legislative issues and other matters of common interest between Congress and the IG community. The Legislation Committee achieves this by providing timely information about Congressional initiatives to the IG community, soliciting the views and concerns of the IG community about legislative issues, and informing Congress and other stakeholders on matters of interest to our community. Congress has demonstrated interest in strengthening IG independence and authorities to help IGs more effectively carry out their oversight mission. The Legislation Committee continues to advise Congress on legislative proposals that enhance the work of IGs. Such advice includes providing technical guidance on legislation to address issues of interest to the IG community and assisting with other Congressional requests on the programs and operations that the IG community oversees.

Over the past year, the Legislation Committee provided assistance to Congress as it considered how to bolster the independence of IGs and promote transparency and oversight. Through our technical assistance and proactive engagement, many of the legislative reforms that CIGIE has identified as key to strengthening government oversight have been taken up by Congress.

For example, the Consolidated Appropriations Act of 2021, which became Public Law No. 116-260 on December 27, 2020, enacted a CIGIE legislative priority by amending Title 41 United States Code, Section 4712, to expand whistleblower protections to subcontractors and subgrantees, along with contractors and grantees. The law also codified the establishment and maintenance of the oversight.gov website as well the participation of OIGs in the publication of reports to the oversight.gov platform. Furthermore, it included \$850,000 in funding for oversight.gov and authorized \$3.5 million in FY 2021 for CIGIE to carry out its mission under Section 11 of the IG Act. The funding and its authorized purpose is a step toward meeting our legislative priority for a single, direct appropriation for CIGIE, which is something we continue to discuss with Congressional stakeholders.

In April, the Chair of the Legislation Committee, along with the Chair of CIGIE, participated in the House Subcommittee on Government Operations Hearing, "Restoring Independence: Rebuilding the Federal Offices of Inspectors General." The hearing included discussion on several priority areas for CIGIE, including IG vacancies, for cause removal of IGs, testimonial subpoena authority, whistleblower protections, and the Integrity Committee Transparency Act.

Many of these areas were subsequently addressed in legislation, notably in a collection of provisions introduced as the IG Independence and Empowerment Act of 2021, H.R. 2662. CIGIE provided technical assistance for the bill as it advanced through the House and was reported to the Senate and has remained actively engaged with Senate stakeholders as they considered amendments to this bill. CIGIE is hopeful that the bill will eventually become law, as it contains several of CIGIE's legislative priorities, including vacancies act reform, notification to Congress when an IG is placed on non-duty status, testimonial subpoena authority, and reform for Semiannual Reporting to Congress.

Members of Congress in both chambers have demonstrated bipartisan support for other CIGIE legislative priorities as well. This includes legislation introduced in the Senate that incorporates nearly all CIGIE's recommendations for reform of the Program Fraud Civil Remedies statute to increase the use of the statute and deter fraud. Additionally, two bipartisan and bicameral companion bills that were introduced this year would give OIGs the authority to provide oversight of programs and operations that continue during lapses in appropriations. This provision was also a CIGIE legislative priority for the 117th Congress.

In addition, the Legislation Committee has engaged in discussions with Congressional stakeholders on (1) FISMA reform; (2) the need to protect sensitive but unclassified information if the disclosure could reasonably be expected to lead to or result in unauthorized access, use, disclosure, disruption, modification, or destruction of agency information systems; and (3) proposed modifications for old or obsolete IG reporting and work mandates.

The Chair of CIGIE and the Chair of the Legislation Committee authored three letters to Congressional leaders regarding the role of OIGs and federal oversight as Congress considered the supplemental pandemic relief and recovery funding (American Rescue Plan), the infrastructure bill (Infrastructure Investment and Jobs Act), and the Build Back

Better Plan legislation to be included in a reconciliation bill. The letters expressed the need for the legislation to include oversight of related funds, provided technical assistance on how such oversight should be resourced, and suggested ways to improve transparency.

In conclusion, the Legislation Committee has enjoyed a productive dialogue with Congressional stakeholders during FY 2021 and looks forward to continuing these dialogues in the future to further advance our legislative priorities for the IG community.

Shared Management and Performance Challenges

Each year, Inspectors General (IGs) identify and report on top management and performance challenges facing their agencies according to the Reports Consolidation Act of 2000. These challenges focus on high-risk activities and performance issues that affect agency operations or strategic goals. In FY 2021, Information Technology Security and Management remained the top identified challenge by far. This was followed by Human Capital Management; Financial Management and Performance; Procurement and Grants Management; Performance Management and Accountability; and Homeland Security/Disaster Preparedness.

- **Information Technology (IT) Security and Management**—This refers to (1) the protection of Federal IT systems from intrusion or compromise by external or internal entities and (2) the planning and acquisition for replacing or upgrading IT infrastructure. This is a long-standing, serious, and ubiquitous challenge for Federal agencies across the government because agencies depend on reliable and secure IT systems to perform their mission-critical functions. The security and management of government IT systems remain challenges due to significant impediments faced by Federal agencies, including resource constraints and a shortage of cybersecurity professionals. Key areas of concern are safeguarding sensitive data and information systems, networks, and assets against cyber-attacks and insider threats; modernizing and managing Federal IT systems; ensuring continuity of operations; and recruiting and retaining a highly-skilled cybersecurity workforce.
- **Human Capital Management**—Relates to recruiting, managing, developing, and optimizing agency human resources. Human capital management is a significant challenge that impacts the ability of Federal agencies to meet their performance goals and to execute their missions efficiently. Consistent with the findings of the IG community, Government Accountability Office has identified strategic human capital management within the Federal Government as a high-risk area since 2001. Key areas of concern include inadequate funding and staffing; recruiting, training, and retaining qualified staff; agency cultures that negatively impact the agency's mission; and the impact of the lack of succession planning and high employee turnover.
- **Financial Management & Performance**—Spans a broad range of functions, from program planning, budgeting, and execution to accounting, audit, and evaluation. Weaknesses in any of these functional areas limit an agency's ability to ensure that taxpayer funds are being used efficiently and effectively and constitute a significant risk to Federal programs and operations. Key areas of concern include both the need for agencies to improve their financial reporting and systems, and the significant amount of dollars Federal agencies lose through improper payments.
- **Procurement & Grants Management**—The procurement management challenge encompasses the entire procurement process, including pre-award planning, contract award, and post-award contract administration. Given that the Federal Government awarded billions of dollars in contracts in FY 2021, the fact that many Federal agencies face challenges in Procurement Management indicates that taxpayer dollars may be at increased risk for fraud, waste, abuse, and mismanagement. Further, many Federal agencies rely heavily on contractors to perform their missions and, as a result, the failure of a Federal agency to efficiently and effectively manage its procurement function could also impede the agency's ability to execute its mission. Key areas of concern for this challenge include weaknesses with procurement planning, managing and overseeing contractor performance, and the training of personnel involved in the procurement function.

Grants management involves the process used by Federal agencies to award, monitor, and assess the success of grants. Deficiencies in any of these areas can lead to misspent funds and ineffective programs. Federal agencies will spend billions of dollars through grants to State and local governments, nonprofits, and community organizations to accomplish mission-related goals. However, the increasing number and size of grants has created complexity for grantees and made it difficult for Federal agencies to assess program

performance and conduct oversight. Key areas of concern are ensuring grant investments achieve intended results, overseeing the use of grant funds, and obtaining timely and accurate financial and performance information from grantees.

- **Performance Management and Accountability**—Pertains to challenges related to managing agency programs and operations efficiently and effectively to accomplish mission-related goals. Although Federal agencies vary greatly in size and mission, they face some common challenges in improving performance in agency programs and operations. Key areas of concern include collecting and using performance-based metrics; overseeing private-sector corporations' impact on human health, safety, and the economy; and aligning agency component operations to agency-wide goals.
- **Homeland Security/Disaster Preparedness**—Disasters, both natural and man-made, provide unique opportunities for fraud, abuse, and mismanagement that would deprive affected individuals of the full benefit and use of Federal funds designated for relief and recovery. Congress and the public rely on the Federal IG community and the GAO to be the principal Federal line of defense against such incidents. State and local government audit and investigative organizations also provide a layer of oversight and routinely coordinate with Federal IGs to help ensure that disaster funds are used as intended and according to requirements.

Significant Work Accomplishments

Every Office of Inspector General (OIG) works diligently on behalf of Congress, the President, and the American taxpayer. Each year, the Council of Inspectors General on Integrity and Efficiency (CIGIE or Council) recognizes the most outstanding work by members of the IG community at its annual awards ceremony. The keynote speaker at the 2021 CIGIE Award Ceremony was The Honorable Jason Miller, Deputy Director for Management, Office of Management and Budget; the Special Category Award winners are identified on page 26 of this report. Additionally, below are selected work accomplishments from several OIGs that demonstrate the type and scope of work that CIGIE members regularly perform to serve our stakeholders.

Whistleblower Reprisal (DFC OIG)

An investigation substantiated claims that a U.S. International Development Finance Corporation (DFC) senior official reprisal against a whistleblower. The retaliatory actions took place shortly after the employee made the disclosure and included putting the employee on a Performance Improvement Plan (PIP); giving the employee a “Fails Expectation” interim performance rating (in the prior rating period, the employee was rated “Exceeds Expectation”); and denying the employee a Within-Grade pay increase. The senior official refused interviews by a DFC OIG investigator and resigned from their position. DFC responded to the finding of retaliation by reversing the adverse actions taken against the employee and providing whistleblower training to all DFC employees. Also, a notation is proposed to add a note to the senior official’s Official Personnel File (OPF) to reflect that the senior official resigned during an OIG investigation.

Contract Modifications (DIA OIG)

An audit of the Defense Intelligence Agency’s (DIA) “contract modifications that resulted in unplanned price changes” process showed that DIA did not analyze escalation rates affecting future option periods. Comparing the rates DIA accepted to those issued by the Bureau of Labor Statistics (BLS) revealed \$176,000 in savings that could have been realized in future option periods. Additionally, it was found that on 82 percent of modifications reviewed, the agency failed to perform appropriate and timely analysis to confirm that price increases were fair and reasonable. DIA’s management agreed with and took immediate action to implement the recommendations identified by the OIG. Overall, these recommendations serve to improve policies and controls to assure that appropriate and timely analysis leads to fair and reasonable pricing on modifications with unplanned price changes.

FBI Handling of Sexual Abuse by USA Gymnastics Physician (DOJ OIG)

On July 13, 2021, the Department of Justice (DOJ) OIG completed its report of investigation for an investigation initiated based on allegations that FBI employees in the FBI's Indianapolis Field Office mishandled allegations of sexual abuse of athletes by former USA Gymnastics Physician Lawrence Gerard Nassar. The OIG found that senior officials in the FBI Indianapolis Field Office failed to respond to the Nassar allegations with the utmost seriousness and urgency that they deserved and required, made numerous fundamental errors when they did respond to them, and violated multiple FBI policies. The investigation was presented for prosecution on May 1, 2019, and declined on September 16, 2020. Upon completing its investigation, the OIG provided this report to the FBI for appropriate action.

Review of Allegations of Misuse of Department of State Resources (DOS OIG)

In response to a whistleblower complaint, the Department of State (DOS) OIG reviewed allegations that Department staff members were asked to complete tasks of a personal nature by U.S. Secretary of State Michael Pompeo and his spouse, Susan Pompeo. The OIG found that both Secretary and Mrs. Pompeo requested that a political appointee and other employees in the Office of the Secretary undertake work of a personal nature, such as picking up personal items, planning events unrelated to the Department's mission, and conducting such personal business as pet care and mailing personal Christmas cards. It additionally found that such requests were inconsistent with Department ethics rules and the Standards of Ethical Conduct for Employees of the Executive Branch. However, with only a few exceptions, OIG did not find that Secretary and Mrs. Pompeo made personal requests to the special agents in the Bureau of Diplomatic Security who were protecting them.

The Department concurred with all three of the resulting recommendations for corrective action. These included that the Office of the Legal Adviser updates its guidance to the Office of the Secretary on the use of Department funds to pay for gifts to U.S. citizens and the use of Department employees to arrange personal dinners and entertainment; that the Bureau of Diplomatic Security amend its Protection Handbook to include examples of appropriate and inappropriate requests to agents performing protective functions, and direction concerning what to do when an agent is tasked with an inappropriate request and who to contact to address concerns; and that the Under Secretary for Management draft and publish guidance on the use of a subordinate's time for tasks of a personal nature, including direction concerning what to do and who to contact when a Department employee is tasked with an inappropriate request.

Devastating Impact of COVID on Medicare Beneficiaries in Nursing Homes (HHS OIG)

A report issued by the Department of Health and Human Services (HHS) OIG illuminated the devastating impact of the pandemic on Medicare beneficiaries in nursing homes, where almost 1,000 more beneficiaries died per day in April 2020 than in April 2019, and the overall mortality rate increased from 17 percent in 2019 to 22 percent in 2020. The report found that two in five Medicare beneficiaries in nursing homes either had or likely had COVID-19 in 2020 and highlighted the finding that approximately half of all Black, Hispanic, and Asian residents of nursing homes either had or likely had COVID-19 in 2020, compared with 41 percent of White residents. Data on the number of nursing home residents diagnosed with COVID-19 or likely COVID-19 had not been readily available to the public. The report provided objective, standardized data based on national Medicare claims and demonstrated the value of using Medicare claims data to understand the extent to which nursing home residents nationwide have been affected by the pandemic, who they were, and what characteristics are associated with greater risk. Moving forward, Medicare claims data could play an integral part in understanding health disparities within the nursing home population and preparing for and dealing with future public health emergencies.

NASA's Development of Next-Generation Spacesuits (NASA OIG)

The National Aeronautics and Space Administration (NASA) OIG examined NASA's development of next-generation spacesuits for International Space Station and Artemis missions. Specifically, they examined the extent to which NASA is addressing challenges related to cost, schedule, and performance of the next-generation spacesuit system. A key finding was that multiple challenges developing next-generation spacesuits preclude the Agency from its goal of a 2024 Moon landing. While NASA has spent \$420 million developing next-generation spacesuits, the Agency still lacks a flight-ready suit for exploration missions, including Artemis. With NASA's plans to invest \$625 million more in spacesuit development, the total cost will come to over \$1 billion through 2025, when the first two flight-ready spacesuits are expected. NASA management concurred and established plans to address the resulting four recommendations established by the OIG.

Audit of Maintaining Cybersecurity in the COVID-19 Telework Environment (NGA OIG)

The National Geospatial-Intelligence Agency (NGA) OIG engaged an independent public accounting firm (IPA), to audit NGA's maintenance of cybersecurity in the COVID-19 telework environment. The audit objectives were to determine (1) whether change control, acquisition/procurement, and risk management processes for system enhancements made to promote telework capabilities, including new software and the migration of information systems from the classified to unclassified networks, were per federal, DoD, and NGA requirements; (2) whether NGA conducted exercises to test the effectiveness of telework security training, including exercises in security awareness training per federal, DoD, and NGA requirements; and (3) whether NGA identified minimum security configuration requirements for remote connections and implemented controls to prevent and monitor for remote connections that did not meet defined requirements per federal, DoD, and NGA requirements. The IPA noted that NGA has taken action or designed and implemented controls related to each audit objective to reduce the elevated threat of cybersecurity attacks due to the increase in telework and remote connections to NGA's network. However, the IPA found that NGA did not define a configuration management policy to reflect the current operating environment; consistently perform phishing exercises; and have documented, formalized, and implemented policies for remote access minimum hardware and software security configuration requirements. Weaknesses in telework cybersecurity internal controls could negatively impact the confidentiality, integrity, and availability of NGA data and information systems.

Common Themes Identified Related to Temporary Administrative Flexibilities (NSF OIG)

The National Science Foundation (NSF) OIG issued a capstone report communicating the common themes, findings, lessons learned, and issues identified in ten audits of NSF award recipients focused on temporary administrative flexibilities authorized by the Office of Management and Budget in response to the COVID-19 pandemic. These audits and the capstone report create a body of work that the federal government can use to inform future decisions if another national emergency calls for these (or similar) administrative flexibilities.

The NSF award recipients included in this assessment used the ability to continue performing essential research and services during the COVID-19 pandemic and were generally prudent in their stewardship of federal resources. Although the auditors found that recipients generally complied with relevant guidance, the capstone report identified three common themes: 1) recipients were not always able to implement the flexibilities due to insufficient time or guidance; 2) recipients were hesitant to use the flexibilities based on available guidance and federal funding sources and 3) recipients did not consistently track or monitor their use of the flexibilities, because they were not required to. These results suggest that the federal government should consider the following when implementing future administrative flexibilities: 1) recipients might have been less hesitant to use the flexibilities if the guidance had been clearer and reduced opportunities for

inconsistent interpretation; 2) recipients might have used the flexibilities more effectively if they had been able to implement them in a more timely and consistent manner; and 3) recipients could have more effectively monitored federal spending during the pandemic if federal agencies had required recipients to formally track the use of implemented flexibilities as well as flexibility-related spending.

Lessons from Twenty Years of Afghanistan Reconstruction (SIGAR OIG)

During the Fiscal Year 2021, the Special Inspector General for Afghanistan Reconstruction (SIGAR) provided timely and critical information on the status of Afghanistan to Congress and the American people. During this fiscal year, Congress requested, and SIGAR provided, over 130 briefings on matters regarding oversight of Afghanistan reconstruction, and, over the past two years, SIGAR's Twitter account (@SIGARHQ) gained nearly 50,000 new followers—a nearly 60 percent growth in the agency's Twitter following—as the result of its timely and critical oversight work.

SIGAR's most recent notable accomplishment was its 20th Anniversary report to Congress, *What We Need to Learn: Lessons from Twenty Years of Afghanistan Reconstruction*. This report was the 11th report issued by SIGAR's Lessons Learned Program and became the agency's most-read publication when it was released on August 17—coincidentally, two days after the Taliban's takeover of Kabul. Within days, the report racked up 2.2 million impressions on Twitter and was featured on "Last Week Tonight with John Oliver" among hundreds of other news outlets around the world.

Drawing on SIGAR's 13 years of oversight work and 760 interviews with current and former policymakers, ambassadors, generals, military officers, development experts, and other practitioners, the report offered a retrospective analysis of the U.S. government's two-decade-long involvement in Afghanistan. It detailed the struggle to develop a coherent strategy, understand how long the reconstruction mission would take, ensure that projects were sustainable, staff the mission with trained professionals, account for the challenges posed by insecurity, tailor efforts to the Afghan context, and accurately measure the impact of programs. Unlike previous lessons learned reports, *What We Need to Learn* made no recommendations for U.S. agencies or Congress, but instead posed questions for policymakers to consider in future contingency operations. Since its release, SIGAR's lessons learned program has briefed more than 300 U.S. officials who deal with violent conflict, representing agencies such as the National Security Council, State, and USAID—as well as the German Stabilization Platform and several academic institutions, including Princeton and Stanford. Interest in the report among American taxpayers as well as international audiences dramatically increased the agency's Twitter visibility, and the content on SIGAR's Twitter account received over 2.2 million impressions (the amount of times users saw SIGAR tweets). As a result of the report's conclusions, SIGAR has been asked to help with planning the implementation of the 2019 Global Fragility Act, a landmark conflict-management initiative that will be piloted in five countries identified as fragile states over the next decade.

Recipients of the 2021 Annual CIGIE Awards

On October 12, 2021, the Inspector General (IG) community held its annual awards ceremony and recognized individuals and groups for their achievements and excellence over the preceding year. In addition to acknowledging a cross-section of Office of Inspector General (OIG) personnel, many of these awards recognized individuals from outside the IG community who collaborated with OIGs to promote efficiency and effectiveness and to ensure integrity in Federal programs and operations. The following list contains featured awards bestowed by the Executive Council.

The Alexander Hamilton Award, which recognizes achievements in improving the integrity, efficiency, or effectiveness of Executive Branch agency operations, was presented to:

U.S. Department of Transportation, Boeing 737 MAX Audit and Investigation Teams, in recognition of the teams' efforts to maintain public confidence in the safety of air travel through oversight and accountability.

The Gaston L. Gianni, Jr., Better Government Award, which is open to those who contribute to the ideals of the IG Act and recognizes actions that improve the public's confidence in government, was presented to:

U.S. Department of Agriculture, Organic Fraud Investigation Team, in recognition of significantly contributing to the integrity of the USDA National Organic Program by detecting fraud and protecting consumers from fraudulently labeled organic products.

Individual Accomplishment Award, which recognizes sustained contributions to the IG community over a period of time or outstanding leadership of projects or events that contribute to the IG community's mission, was presented to:

U.S. Department of Agriculture, Corey Bidne, Assistant Director, USDA, OIG-Office of Audit, in recognition of leading the Council of the Inspectors General on Integrity and Efficiency's efforts to ensure the Inspector General community complied with the inaugural audit requirements of the Geospatial Data Act.

The Glenn/Roth Exemplary Service to Congress Award recognizes achievements in furthering relations between a department or agency (or the community) and Congress. This award was named for former Senators John Glenn and William Roth (both deceased), who were considered by many to be the forefathers of the IG Act. It was presented to:

U.S. Department of Defense, Military Family Housing Hazards Evaluation Team, in recognition of the DoD OIG Evaluation team for their demonstrated exceptional dedication and the utmost project integrity and unbiased independence while evaluating health and safety hazards in U.S. military family housing.

The Sentner Award for Dedication and Courage recognizes uncommon selflessness, dedication to duty, or courage while performing OIG duties. This award was presented to:

U.S. Department of State, Trans-Sahara Counterterrorism Partnership Audit Team, In recognition of executing an audit of the Trans-Sahara Counterterrorism Partnership program with great fortitude in austere regions of West Africa, resulting in \$123 million in questioned costs and Congressional requirements to improve the program.

The June Gibbs Brown Career Achievement Award recognizes sustained and significant individual contributions to the mission of IGs throughout one's career. This award was presented to:

U.S. Department of Health & Human Services, Ruth Ann Dorrill, Regional Inspector General for Evaluation and Inspections, Region VI, Department of Health and Human Services, Office of Inspector General, in recognition of a career infused with outstanding, selfless leadership and management of innovative, groundbreaking evaluations that have improved health care for millions of Americans.

The Barry R. Snyder Joint Award recognizes groups that have made significant contributions through a cooperative effort in support of the mission of the IG community. This award was presented to:

U.S. Department of Defense, Lead Inspector General Overseas Contingency Operations (OCO) Quarterly Report and Oversight Planning Teams, in recognition of exemplary achievement by the lead IG agencies: OIGs of the DoD, Department of State, and USAID for joint oversight of five OCOs during a world-wide pandemic and evolving missions in Asia, Africa, and Middle East.

Accomplishments Overview

Together, CIGIE's member OIGs achieved considerable potential cost savings for programs governmentwide in FY 2021. OIG audits, investigations, inspections, and evaluations helped Federal agency managers strengthen program integrity and use funds more effectively and efficiently. Over the years, OIGs have compiled statistics to measure these accomplishments quantitatively, as presented in the following tables.

Table 3. FY2021 Performance Profile: IG Community Accomplishments	
Recommendations: Funds Be Put to Better Use	\$55,631,860,897
Recommendations Agreed to by Management: Funds Be Put to Better Use	\$54,718,220,457**
Recommendations: Questioned Costs	\$7,026,143,893
Recommendations Agreed to by Management: Questioned Costs	\$5,745,034,898**
Investigative Receivables and Recoveries	\$12,059,377,200
Successful Criminal Prosecutions	3,613
Indictments and Criminal Information	4,297
Successful Civil Actions	1,058
Suspensions and Debarments	2,436
Personnel Actions	3,389

**Totals include amounts identified in prior years but not agreed to until FY 2021. Prior reporting only included amounts identified and agreed to in the same fiscal year (which for FY 2021 would have been \$45,309,224,030 in Funds for Better Use and \$2,693,171,520 in Questioned Costs).

Audit-Related Accomplishments

OIG audit reports generally provide agency management with recommendations on ways to improve their operations. These recommendations include enhancing management practices and procedures, offering ways to better use agency funds, and questioning actual expenditures.

Agency management either agrees or disagrees, in whole or in part, with these recommendations. Many recommendations are qualitative and do not specify quantitative savings. However, other recommendations are quantitative and associated dollar amounts can be captured from year to year. Section 5 of the IG Act establishes a uniform set of statistical categories under which OIGs must report the quantitative results of their audit activities.

The categories used in the next two tables correspond to the IG Act's reporting requirements. The total accomplishments include results associated with audits performed by the Defense Contract Audit Agency (DCAA) under agreements with OIGs and agencies. Due to reporting processes, the results of audits performed by DCAA and corresponding management decisions may be reported by more than one OIG.

Recommendations that Funds Be Put to Better Use tell agency management that taking action to implement the recommendations would result in the more efficient or effective use of funds. Such actions could include reducing outlays, de-obligating funds, and avoiding unnecessary expenditures.

Table 4. Recommendations that Funds Be Put to Better Use

Reporting Year	Recommendations that Funds Be Put to Better Use	Amount of Recommendations Agreed to by Management
FY 2021	\$55,631,860,897	\$54,718,220,457**
FY 2020	\$16,495,965,958	\$21,525,535,696**
FY 2019	\$14,604,979,396	\$4,819,651,105
FY 2018	\$21,108,997,187	\$8,740,980,050
FY 2017*	\$22,108,497,297	\$7,462,708,570*
FY 2016	\$22,652,457,701	\$15,997,994,770
FY 2015	\$31,445,225,376	\$17,705,315,967
FY 2014	\$51,588,190,596	\$9,514,990,528
FY 2013	\$44,941,949,156	\$31,983,770,454

*FY 2017 amounts do not account for DCAA audit results not conducted on behalf an OIG, as prior years have included.

**Totals include amounts identified in prior years but not agreed to until FY 2021. Prior reporting only included amounts identified and agreed to in the same fiscal year (which for FY 2021 would have been \$45,309,224,030).

Table 5. Questioned Costs

Reporting Year	Amount of Questioned Costs	Amount of Recommendations Agreed to by Management
FY 2021	\$7,026,143,893	\$5,745,034,898**
FY 2020	\$16,772,781,337	\$5,812,512,002**
FY 2019	\$14,629,218,186	\$7,604,257,934
FY 2018	\$12,901,148,798	\$3,669,272,503
FY 2017*	\$10,560,234,785	\$2,792,883,772*
FY 2016	\$17,717,970,095	\$9,214,046,309
FY 2015	\$16,657,413,296	\$8,586,364,314
FY 2014	\$14,209,307,260	\$4,289,324,798
FY 2013	\$35,122,368,188	\$5,408,270,493

*Beginning in FY 2017, amounts do not account for DCAA audit results not conducted on behalf an OIG, as prior years have included.

**Totals include amounts identified in prior years but not agreed to until FY 2020. Prior reporting only included amounts identified and agreed to in the same fiscal year (which for FY 2021 would have been \$2,693,171,520).

Investigation-Related Accomplishments

The following categories reflect the broad range of accomplishments generated by OIG investigative components. Unlike the specific reporting categories for audit reports, the IG Act did not create a uniform system for reporting the results of investigative activities. Over the years, OIGs have developed a relatively uniform set of performance indicators for their semiannual reports that include most of the data presented in this section.

Investigative work often involves several law enforcement agencies working on the same case. OIGs may conduct cases with other OIGs, other Federal law enforcement agencies, and State or local law enforcement entities. The following investigative statistics have been compiled using a methodology that attempts to eliminate duplicate reporting by multiple OIGs. As a result, these consolidated statistics differ from the collective totals for the equivalent categories in individual OIG semiannual reports. The joint OIG investigations statistics include investigations that were worked on with other Federal OIGs.

Investigative Receivables and Recoveries reflect the results of criminal and civil cases that were ordered plus any voluntary repayments during the fiscal year. In criminal cases, the dollar value reflects the restitution, criminal fines, and special assessments resulting from successful criminal prosecutions. The dollar value in civil cases reflects the number of damages, penalties, settlements, and forfeitures resulting from successful civil actions. Voluntary repayments include the amount paid by the subject of an investigation or the value of government property recovered before prosecutorial action is taken. These totals do not reflect the dollar amounts associated with recovered items, such as original historical documents and cultural artifacts, whose value cannot be readily determined.

Table 6. Investigative Receivables and Recoveries

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	\$10,730,051,300	\$1,329,325,900	\$12,059,377,200
FY 2020	\$6,967,183,004	\$12,764,468,941	\$19,731,651,945
FY 2019	\$6,959,697,791	\$4,623,055,232	\$11,582,753,023
FY 2018	\$13,660,516,149	\$1,673,589,091	\$15,343,105,240
FY 2017	\$19,095,404,779	\$2,850,917,741	\$21,946,322,520
FY 2016	\$8,702,641,738	\$11,203,019,896	\$19,905,661,607
FY 2015	\$7,295,377,088	\$2,980,458,582	\$10,275,835,670
FY 2014	\$28,739,457,754	\$3,973,561,271	\$32,713,019,025*
FY 2013	\$6,156,153,069	\$8,660,495,989	\$14,816,649,058

*This amount includes more than \$27 billion reported by the OIG members of the Residential Mortgage Backed Securities Working Group whose work obtained judicial settlements with several financial institutions responsible for misconduct contributing toward the financial crises involving the pooling of mortgage loans.

Successful Criminal Prosecutions are included as follows when the subjects were convicted in Federal, State, local, or foreign courts or under the Uniform Code of Military Justice or were accepted for pretrial diversion agreements by the Department of Justice or other equivalents within State or local governments.

Table 7. Successful Criminal Prosecutions

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	3,142	471	3,613
FY 2020	2,798	669	3,467
FY 2019	4,776	868	5,644
FY 2018	3,520	451	3,971
FY 2017	3,534	849	4,383
FY 2016	3,917	977	4,894
FY 2015	4,778	775	5,553
FY 2014	5,116	779	5,895
FY 2013	5,956	749	6,705

Indictments and Criminal Informations comprise those filed in Federal, State, local, or foreign courts or under the Uniform Code of Military Justice.

Table 8. Indictments and Criminal Informations

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	3,716	581	4,297
FY 2020	3,165	917	4,082
FY 2019	3,643	548	4,191
FY 2018	3,931	531	4,462
FY 2017	3,786	963	4,749
FY 2016	4,139	981	5,120
FY 2015	4,890	827	5,717
FY 2014	4,656	865	5,521
FY 2013	6,027	772	6,799

Successful Civil Actions, resolved through legal or legal-related actions other than criminal prosecution, include civil judgments, settlements, agreements or settlements in cases governed by the Program Fraud Civil Remedies Act, or other agency-specific civil litigation authority, including civil money penalties.

Table 9. Successful Civil Actions

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	888	170	1,058
FY 2020	949	317	1,266
FY 2019	985	303	1,288
FY 2018	969	191	1,160
FY 2017	1,304	167	1,471
FY 2016	1,305	275	1,580
FY 2015	1,533	328	1,861
FY 2014	1,676	151	1,827
FY 2013	1,249	147	1,396

Suspension and Debarment actions include proceedings by Federal agencies to suspend, debar, or exclude parties from contracts, grants, loans, and other forms of financial or nonfinancial transactions with the government.

Table 10. Suspensions and Debarments

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	2,252	184	2,436
FY 2020	2,943	1,203	4,146
FY 2019	3,388	664	4,052
FY 2018	3,528	257	3,785
FY 2017	4,131	491	4,622
FY 2016	6,101	347	6,448
FY 2015	6,813	431	7,244
FY 2014	4,976	219	5,195
FY 2013	5,664	201	5,865

Personnel Actions include reprimands, suspensions, demotions, or terminations of Federal, State, or local government employees or of Federal contractors and grantees.

Table 11. Personnel Actions

Reporting Year	OIG Investigations	Joint OIG Investigations	Total
FY 2021	3,341	48	3,389
FY 2020	3,570	117	3,687
FY 2019	3,949	206	4,155
FY 2018	4,543	121	4,664
FY 2017	2,953	1,133	4,086
FY 2016	4,201	114	4,315
FY 2015	4,382	119	4,501
FY 2014	3,884	104	3,988
FY 2013	4,091	122	4,213

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Appendix B: Acronyms and Abbreviations

CI	Criminal Investigator
CIGIE Council	Council of the Inspectors General on Integrity and Efficiency
CFO Council	Chief Financial Officers Council
CJIS	Criminal Justice Information Services
DATA Act	Digital Accountability and Transparency Act of 2014
DCAA	Defense Contract Audit Agency
DDM	Deputy Director for Management
ECIE	Executive Council on Integrity and Efficiency
FAEC	Federal Audit Executive Council
FBI	Federal Bureau of Investigation
FISMA	Federal Information Security Management Act of 2002
FY	Fiscal Year
GAO	Government Accountability Office
I&E	Inspection and Evaluation
IG	Inspector General
IG Act	Inspector General Act of 1978
IGEA	Inspector General Empowerment Act of 2016
IT	Information Technology
OIG	Office of Inspector General
OMB	Office of Management and Budget
PCIE	President's Council on Integrity and Efficiency
SES	Senior Executive Service

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