From: Shelley K. Finlayson
To: Deborah J. Bortot
Cc: David J. Apol
Subject: FW: Follow up
Date: Monday, February 3, 2020 11:31:43 AM
Attachments: ATT00001.htm
ATT00002.htm

FYI
S.394 — 116th Congress (2019-2020)
Presidential Transition Enhancement Act of 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Actions Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/20/2020</td>
<td>Presented to President.</td>
</tr>
<tr>
<td>02/05/2020</td>
<td>Passed/agreed to in House: On motion to suspend the rules and pass the bill</td>
</tr>
<tr>
<td></td>
<td>Agreed to by voice vote.</td>
</tr>
<tr>
<td>08/01/2019</td>
<td>Passed/agreed to in Senate: Passed Senate with amendments by Unanimous Consent.</td>
</tr>
<tr>
<td></td>
<td>(consideration: CR S5318-5320; text: CR S5319-5320)</td>
</tr>
<tr>
<td>03/25/2019</td>
<td>Committee on Homeland Security and Governmental Affairs. Reported by Senator</td>
</tr>
<tr>
<td>02/07/2019</td>
<td>Introduced in Senate</td>
</tr>
</tbody>
</table>

[https://www.congress.gov/bill/116th-congress/senate-bill/394?q=%7B%22search%22%3A%5B%22s.+394%22%5D%7D&s=4&r=1](https://www.congress.gov/bill/116th-congress/senate-bill/394?q=%7B%22search%22%3A%5B%22s.+394%22%5D%7D&s=4&r=1)
From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Tuesday, March 3, 2020 7:33 AM
To: Chantelle Renn <(b) (6)>
Subject: RE: Next Chief of Staff Roundtable, Friday March 20

Good morning, Chantelle –
Thanks so much for reaching out. I would be pleased to attend the roundtable.
I look forward to receiving the agenda and seeing you at the event.
Best,
Shelley
Shelley:
I added slides starting at 36 that you might find useful:
• 36-40 and 48 are from Tiffany’s Integrity slide deck
• 41-47 and 49-52 are from Keith’s Summit Nominee slide deck
• 53 is from the 2019 budget brief (slide 11 there).
• 44-end are screen captures of Presidential Transition items on the current OGE website.
Let me know if you need more help on this.
Thank you.
Shelley,

I made some changes to the briefing script. I’ve attached the tracked changes version, but I don’t think I will be using the script. After looking at the slides, I think it will be easier to talk from the slides and have notes on a notepad to reference as we go through the slides.

Thanks,

Deb
Revised slides
I made a change to slide 13.
I added two slides at the end. If you’re nearly done or have difficulty adding them, I can add them after you send your revisions back to me. Thanks
Good evening,

As you may recall, Deb and I, put together with the help of all of you OGE’s Election Readiness plan.

To help track and record all of our activities on the plan, I converted the word document into a workbook. There are separate worksheets for each of the work streams.

Prior to your program meeting, please update the worksheet (if applicable). (b)(5) internal

Thanks. Any questions, let me know.
This version includes the two slides you added at the end. I went into slide show setup and clicked show without animation. I don’t know if it will keep that setting for you. If it doesn’t you will have to select that box.

Thanks,

Deb
Good morning, Emory –

As part of the executive branchwide election readiness team, OGE contributes to the report due to Congress six months prior to the election that GSA prepares. We have been asked to provide text for this year’s report. In response, we have put together a revised draft for your review here. Please let me know whether there are additional activities that you would like to highlight, edits to tone, etc. The prior OGE text is included above the proposed text for comparison and the full report sent to Congress in 2016 is attached for your reference.

Thanks,
Shelley
Shelley,

Thanks for passing feedback along to Dave. I did see the questions and agree that we should discuss how to address them. Please let me know when you would like to talk.

Thanks,
Deb

From: Shelley K. Finlayson
Sent: Monday, March 30, 2020 5:02 PM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: RE: slides for Partnership

Thanks so much, Deb.

1. I don’t know either, but it’s fine to leave it.

2. I think it is okay because it is from 2016 and is accurate as to what is posted on our website. I will send the slides out to Kristine. I am not sure if you saw the questions she sent, but we should probably discuss and decide how best to address them.

Thanks again for all your great work on the presentation and finalizing the slides. I told Dave what an outstanding job you did.

Shelley

From: Deborah J. Bortot
Sent: Monday, March 30, 2020 4:05 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Cc: David J. Apol <djapol@oge.gov>
Subject: RE: slides for Partnership

Shelley,

I had PNB staff proofread the slides. I made a number of changes and have three items for you to consider. The latest version is attached.

Items for you to consider:

1. (b) (5)
2. Slide 18: I’m not sure what the “**” designates for parts 2, 5, and 6, but I was unable to remove it.

3. Slide 32: Is it ok that it has Walt’s name and contact information on the top on the document?

I changed the following items:

- Slide 4: Added period after S in U.S.
- Slide 15: First bullet: changed “efiling” to “e-filing”
- Slide 15: Third bullet: added a comma after “complete” and period after “analysis”
- Slide 15: Third bullet: changed “Nominee” to “nominee”
- Slide 25: Inserted section symbol “§” before “208”
- Slide 25: Deleted period to be consistent with other slides
- Slide 27: changed your/your to filer/filer’s
- Slide 28: Deleted periods to be consistent with other slides
- Slide 32: Third bullet: added semicolon “;” after word “nominees”
- Slide 32: Sixth bullet: changed “efiling” to “e-filing”

Thanks,

Deb
The version I have was before you added our photos. Do you care or do you want our photos in it?

Thanks,
De

From: Shelley K. Finlayson
Sent: Friday, March 27, 2020 1:40 PM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: RE: slides for Partnership

Hi Deb -
I agree with both if those suggestions. [b] [5]and please have them proofread.
Thanks,
Shelley

-------- Original message --------
From: "Deborah J. Bortot" <djbortot@oge.gov>
Date: 3/27/20 11:17 AM (GMT-05:00)
To: "Shelley K. Finlayson" <skfinlay@oge.gov>
Subject: slides for Partnership

Shelley,

I have a couple thoughts on the request for sharing the slides.

1. [b] [5]
2. Do you want me to assign someone in PNB to proofread it for typos?

Thanks,
Deb
Thanks

From: Deborah J. Bortot
Sent: Wednesday, April 1, 2020 8:24 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: RE: GSA 6 Month Report to Congress on Election Readiness

Then I’m fine with it.

From: Shelley K. Finlayson
Sent: Wednesday, April 1, 2020 8:21 AM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: RE: GSA 6 Month Report to Congress on Election Readiness

Yes

From: Deborah J. Bortot
Sent: Wednesday, April 1, 2020 8:21 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: RE: GSA 6 Month Report to Congress on Election Readiness

Shelley,

I have one question.

I just want to make sure this is something we are doing.

Thanks,
Deb

From: Shelley K. Finlayson
Sent: Wednesday, April 1, 2020 8:07 AM
To: Deborah J. Bortot <djbortot@oge.gov>
Cc: David J. Apol <djapol@oge.gov>
Subject: GSA 6 Month Report to Congress on Election Readiness

Hi Deb –
We’ve been asked to update the language that we included in the 6 month election readiness report to Congress in 2016 for submission this year. GSA is the lead and has asked us to provide similar
content. The language has already been revised and approved by Emory, but wanted to give you the opportunity to take a quick look and make sure you don’t have anything else that you would like us to mention before I send it off to GSA. The previous language and the revised language are in one document for comparison available here: [b](5) Internal OGE network address

Feel free to give me a call, if it’s easier/you’d like to discuss.

Thanks,
Shelley
Good morning –
Thank you all for all you are doing to lead during this difficult time. Keeping mission work happening and ensuring employees feel connected, are vital to our collective success. I hope that you are also taking care of yourselves and your families during this time. Please don’t hesitate to reach out to me if you have concerns about your own circumstances or just want to connect.

I wanted to share a resource that a colleague recently recommended to me. It is a short podcast featuring Adm. Than Allen, who led our nation through some of its biggest crises in our lifetimes. He discusses maintaining morale during a crisis. It is worth a listen. You can find it on this page and don’t have to download a player to listen: https://presidentialtransition.org/transition-lab/
Stay well,
Shelley
Sounds good. Talk to you then.

From: Shelley K. Finlayson  
Sent: Thursday, April 9, 2020 8:08 AM  
To: Deborah J. Bortot  
Subject: RE: Thank you!  

Great and yes, just use the call in number. [b](5) deliberative discussion

From: Deborah J. Bortot  
Sent: Thursday, April 9, 2020 8:03 AM  
To: Shelley K. Finlayson <skfinlay@oge.gov>  
Subject: FW: Thank you!  

I can do 11:00. They sent a Skype invite, but we don’t have the app for that on our OGE laptops or our phones and I think we would need to download it in order to do it. If it’s just two of them, we can just do a conference call.

Referred to GSA
Good morning, Kristine –
We would be happy to do that. Deb and I are the best people to answer the remaining questions (question 1 – Deb, questions 3 & 4 – me). We both appear to have availability on Thursday at 11. We could do the questions separately or together. Please let us know if that works.
Thanks,
Shelley
From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Monday, March 30, 2020 5:40 PM
To: Kristine Simmons < >; Deborah J. Bortot <djbortot@oge.gov>
Cc: Shannon Carroll < >; Dara Carney-Nedelman < >
Subject: RE: Thank you!

Good evening, Kristine –

Thanks so much for the thoughtful questions. We will circle back once we have conferred on the best method to provide responses. In the meantime, please find attached the slides from our briefing last week. We look forward to continuing the conversation.

Best,

Shelley
From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Friday, March 27, 2020 1:51 PM
To: Kristine Simmons >; Deborah J. Bortot <djbortot@oge.gov>
Cc: Shannon Carroll >; David Marchick
Subject: RE: Thank you!

Thank you so much inviting us. We appreciate the opportunity, interest in our work, and ongoing collaboration.

The slides should be ready to share soon. We welcome additional questions via email. Depending on the nature of the questions, a mix of email and additional conversation may work best for our responses.

Thanks again,
Shelley

-------- Original message --------

(b) (6)

(b) (6)

Referred to GSA
OGF Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.
UNITED STATES OFFICE OF GOVERNMENT ETHICS

BRIEFING
"The issue of ethics in government is viewed as a serious problem by about as many people (67%) as drug addiction – the top issue, at 70%.”

Pew Research Center
Report on Trust and Distrust in America, July 2019

OGE Mission

Providing leadership and oversight to prevent and resolve conflicts of interest in the executive branch is essential to the integrity of executive branch programs and operations.
PUBLIC SERVICE IS A PUBLIC TRUST

1978
ETHICS IN GOVERNMENT ACT IS SIGNED BY PRESIDENT CARTER

OGÉ’S MISSION AND MANDATE
“Provide overall leadership and oversight of the executive branch ethics program designed to prevent and resolve conflicts of interest.”

1974
PRESIDENT NIXON RESIGNS

ALSO ENACTED AFTER WATERGATE:
• Government in the Sunshine Act of 1976
• Inspector General Act of 1978
INTEGRITY SYSTEMS

U.S. OFFICE OF PERSONNEL MANAGEMENT
- Merit-based Civil Service

GENERAL SERVICES ADMINISTRATION
- Competitive/Open Procurement
- Travel
- Training

U.S. OFFICE OF SPECIAL COUNSEL
- Whistleblower Protection
- Hatch Act
- Nepotism

U.S. OFFICE OF GOVERNMENT ETHICS
- Preventing Conflicts of Interest

DEPARTMENT OF JUSTICE
- Freedom of Information
- Emoluments
- Enforcement
WHAT ARE THE INSTITUTIONAL INTEGRITY MECHANISMS IN THE EXECUTIVE BRANCH ETHICS PROGRAM?
THE DECENTRALIZED EXECUTIVE BRANCH ETHICS PROGRAM

- CIVILIAN EXECUTIVE BRANCH EMPLOYEES: ~2.7 MILLION
- AGENCY SENIOR LEADERS: ~1,100
- AGENCY ETHICS OFFICIALS: ~5,000
- OGE: ~75
CORRECTING COMMON MISAPPREHENSIONS ABOUT **OGE/THE ETHICS PROGRAM**

- OGE is not “independent” (no legislative & budget by-pass, protections for Director)
- OGE does not direct agency officials, discipline their employees, investigate misconduct at agencies
- OGE does not select Presidential appointees
- OGE cannot require IGs to investigate, DOJ to prosecute, agencies to discipline
- OGE cannot opine on whether past conduct was criminal
- OGE does not audit financial disclosure reports, collect tax information
- OGE does not review, collect all ethics documents issued throughout the executive branch; have authority to post all ethics documents
### OGE Staff Are Highly Cross-Functional

<table>
<thead>
<tr>
<th>Role</th>
<th>LEGISLATIVE</th>
<th>NOMINEE FINANCIAL DISCLOSURE REVIEW</th>
<th>ANNUAL FINANCIAL DISCLOSURE REVIEW</th>
<th>INTERNATIONAL OUTREACH</th>
<th>DOMESTIC OUTREACH</th>
<th>TRAINING/TRAINING SUPPORT</th>
<th>LEGAL POLICY AND ADVICE</th>
<th>AGENCY DESK OFFICER</th>
<th>PROGRAM REVIEW AND COMPLIANCE</th>
<th>AGENCY COMPLIANCE AND INTERNAL OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCD Attorney</td>
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<td>Program Reviewer</td>
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<td>Ethics Specialist</td>
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</tbody>
</table>
Uniformity
Strategic Objective 1.1: Provide Expert Guidance & Support to Stakeholders
Strategic Objective 1.2: Strengthen the Expertise of Officials Who are Integral to the Executive Branch Ethics Program
Strategic Objective 1.3: Continuously Refine Ethics Policy & Issue Interpretive Guidance

Accountability
Strategic Objective 2.1: Monitor Agency Compliance with Executive Branch Ethics Program Requirements
Strategic Objective 2.2: Monitor Senior Leaders’ Compliance with Individual Ethics Commitments

Continuity
Strategic Objective 3.1: Prepare for a Presidential Transition
Strategic Objective 3.2: Provide Assistance to the President and the Senate in the Presidential Appointment Process

Engagement
Strategic Objective 4.1: Inform the Public about OGE and the Executive Branch Ethics Program
Strategic Objective 4.2: Make Government Ethics Information Publicly Available

Management Objective 5.1: Sustain a Strong Culture of Performance Management
Management Objective 5.2: Strengthen Organizational Compliance and Fiscal Stewardship
Management Objective 5.3: Continuously Enhance OGE’s Information Systems and Processes

U.S. OFFICE OF GOVERNMENT ETHICS
STRATEGIC PLAN 2018-2022
ETHICS IN GOVERNMENT ACT
SOURCE OF FINANCIAL DISCLOSURE REQUIREMENTS
FINANCIAL DISCLOSURE IN THE EXECUTIVE BRANCH

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>2.7 MILLION CIVILIAN</td>
<td>380,000</td>
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<tr>
<td>EXECUTIVE BRANCH EMPLOYEES</td>
<td></td>
</tr>
<tr>
<td></td>
<td>26,000</td>
</tr>
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</table>

AGENCY ETHICS OFFICIALS REVIEW **ALL** FINANCIAL DISCLOSURES

OGE CONDUCTS A SECOND-LEVEL REVIEW OF THE HIGHEST-LEVEL OFFICIALS (APPROX. 1,100)
NOMINEE FINANCIAL DISCLOSURE VOLUME

# of Nominee Financial Disclosure Reports (Precleared)


0 100 200 300 400 500 600
PRESIDENTIAL APPOINTMENTS: COMPLEXITY

Complexity: First Year of 2016 Transition
- Extremely complex
- Simple
- Moderate
- Complex

Complexity: First Year of 2008 Transition
- Extremely complex
- Simple
- Moderate
- Complex
Nominee Financial Disclosure

- Multi-part form to collect reportable financial information: collected via *Integrity*, an executive branch-wide e-filing system

- Online collaborative review process that involves the White House, the nominee, the intended agency where the nominee will serve, & OGE

- Once form complete, begin conflicts analysis. OGE and agency work to resolve conflicts so the nominee can do the job

- Ethics agreement for resolvable conflicts
INTEGRITY
Play your part.

Login to Integrity (using MAX.gov)

What is MAX.gov? 

INTEGRITY
Play your part.
## OGE Form 278e Sections

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<th>Section</th>
</tr>
</thead>
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<td>Cover Page</td>
</tr>
<tr>
<td>Part 1: Filer's Positions Held Outside United States Government</td>
</tr>
<tr>
<td>Part 2: Filer's Employment Assets &amp; Income and Retirement Accounts*</td>
</tr>
<tr>
<td>Part 3: Filer's Employment Agreements and Arrangements</td>
</tr>
<tr>
<td>Part 4: Filer's Sources of Compensation Exceeding $5,000 in a Year</td>
</tr>
<tr>
<td>Part 5: Spouse's Employment Assets &amp; Income and Retirement Accounts*</td>
</tr>
<tr>
<td>Part 6: Other Assets and Income*</td>
</tr>
<tr>
<td>Part 7: Transactions</td>
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<td>Part 8: Liabilities</td>
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<td>Part 9: Gifts and Travel Reimbursements</td>
</tr>
</tbody>
</table>
# Getting Started

## Nominee Report 278

### General Information

**Your Name**
As it will appear in your public financial disclosure report.

- **Last Name**: [Last Name]
- **First Name**: [First Name]
- **Middle Initial**: [MI]

If your name is not shown correctly above, please contact PRO for assistance before you submit your report.

### Position & Agency

Provide the title and agency of the position for which you are filing.

- **Agency**: [Agency Name]
- **Group**: [Group Name]
- **Position Title**: [Position Title]

### Filer Category

Please select a filer category:

- [ ] [Filer Category]

### Spouse

If you are married, you will need to report your spouse’s assets and income. Select the one answer that best describes the application of the disclosure rules to your marital status. This question is required to proceed to the next question.

- [ ] I have a spouse and the special disclosure requirement applies.
- [ ] This requirement does not apply.

**Tip about reporting periods**: Different parts of your financial disclosure report will need to cover different periods of time. Click the "?" icon on a page to see the reporting period applicable to the questions being asked.
• Prior Federal positions
• Non-Federal positions
• Wizard questions about assets/income related to those positions
• Wizard questions about retirement plans/accounts
• Data-entry tables for Filer’s employment-related assets/income, agreements/arrangements, and sources of compensation
• Wizard questions about assets/income related to spouse’s employment
• Wizard questions about spouse’s retirement plans/accounts
• Remaining data-entry tables
Submit OGE Form 278e.

To submit your OGE Form 278e, check the box at the bottom of this page and select the "Submit OGE Form 278e" button.


Executive Branch Personnel
Public Financial Disclosure Report (OGE Form 278e)

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

Agency Ethics Officer's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

Other review conducted by

Public Burden Information

This collection of information is estimated to take an average of ten hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE), Suite 500, 1201 New York Avenue, N.W., Washington, DC 20005-3917. Pursuant to the Paperwork Reduction Act, as amended, an agency may not conduct or sponsor, and no person is required to respond to, a collection of information unless it displays a currently valid OMB control number (that number, 3209-0001, is displayed here and at the top of the first page of this OGE Form 278e).

Your Nominee Report has been signed. You may now close this window.
• Multiple layers of review:
  • Nominee submits draft report
  • White House, target agency ethics officials & OGE review

• Submitted and managed electronically
Review is a process that usually requires multiple rounds of questions and answers

Nominee responsiveness is vital
• Primary criminal conflict of interest statute 18 U.S.C. § 208

• The Ethics in Government Act

• The Principles and Standards of Ethical Conduct: Employees shall not hold financial interests that conflict with the conscientious performance of duty
U.S. OFFICE OF GOVERNMENT ETHICS

GUIDE TO DRAFTING ETHICS AGREEMENTS FOR PAS NOMINEES

NOTICE: This guide does not contain legal advice. It is intended solely for educational purposes for ethics officials in the Federal executive branch.
COMMON ACTIONS TO MITIGATE POTENTIAL CONFLICTS OF INTEREST

- Resign from all paid positions and most unpaid positions
- Frequently sell (or otherwise divest) stocks, sector mutual funds, and private investment funds owned by filer, filer’s spouse, or minor children
- Frequently forfeit unvested equity interests granted by filer’s current employer
- Frequently divest assets from family (or other closely held) partnerships owned by filer, filer’s spouse, or minor children
- Frequently resign from trustee positions and divest assets in trusts of which filer, filer’s spouse, or minor children are the beneficiary or for which filer, filer’s spouse, or minor child is paying the taxes
- Divest from managed accounts if potential conflicts of interest cannot be resolved
• OGE preclears (i.e., tentatively approves) the financial disclosure report and ethics agreement

• The filer signs the precleared ethics agreement
NOMINATION

- NOMINATION
- OGE ACTIONS
• Agency certification/report to OGE of Nominee’s compliance with Ethics Agreement

• Posted on OGE website: https://extapps2.oge.gov/201/President.nsf/PAS%20Index?OpenView
PRESIDENTIAL TRANSITION

November 7, 2019

The Office of Government Ethics (OGE) plays a vital role in Presidential transitions, reviewing the financial disclosure reports of prospective Presidential nominees and resolving their potential conflicts of interest so they can serve with integrity. This nominee work becomes OGE’s primary focus during a transition, when most of the top political leadership in the executive branch turns over. OGE will work in partnership with any Presidential Transition Team to make sure that prospective nominees are free of conflicts of interest, so that top leadership positions can be filled quickly.

OGE Transition Materials - many of these materials will be updated throughout the next year.

Resources for Candidates and Transition Teams

About OGE and Contact Information

  - OGE is ready to assist a Presidential Transition Team in navigating the transition and laying the groundwork for a strong ethical culture in the new administration. OGE is also ready to assist in establishing a strong White House ethics program. Click here >

- OGE Agency Profile (2016)
  - This profile provides an overview of the Executive Branch ethics program and OGE. It also includes detailed information about OGE’s leadership, structure, and components, major functional areas, and critical management practices. (HTML version, page version)

- OGE Senior Leadership
  - Follow this link to learn more about OGE’s Senior Leadership. Click here >

- OGE Staff Contact Information
  - Follow this link for an OGE staff listing and contact information. Click here >

Guides and Other Guidance

- GAO-17-615R Presidential Transition: Information on Ethics, Funding, and Agency Services (2017) (PDF)
- OGE’s Guide for the Presidential Transition Team (2016)
HOW OGE HELPS

• Briefings to campaigns before & after the election;
• Review of financial disclosure reports;
• Consultations on prospective nominees;
• Technical assistance with ethics initiatives;
• Training & guidance on government ethics; and
• Training on Integrity (e-filing system)
NEXT STEPS

• Update resources
• Increase staff and systems capacity
• Collaborate/participate
• Brief/train campaign staff
Thank you

UNITED STATES OFFICE OF GOVERNMENT ETHICS

Shelley Finlayson, Chief of Staff & Program Counsel
Deb Bortot, Chief of Presidential Nominations Branch
Yes. Thank you.

FYSA
I have tentatively agreed to participate. My portion is 10-15 minutes.
Shelley,

As a follow on to my prior email, I was able to make slide 3 darker and sharper. See attached.

Thanks,

Deb
One more thought. (b) (5)? For example

Thanks,
Deb

From: Shelley K. Finlayson
Sent: Wednesday, April 22, 2020 2:43 PM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: RE: OGE Slides for Partnership Transition Conference.pptx

Thanks, Deb!

From: Deborah J. Bortot
Sent: Wednesday, April 22, 2020 2:34 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: RE: OGE Slides for Partnership Transition Conference.pptx

That works. I can make it darker for you when you are done if you’d like. Let me know.

From: Shelley K. Finlayson
Sent: Wednesday, April 22, 2020 2:29 PM
To: Deborah J. Bortot <djibortot@oge.gov>
Subject: RE: OGE Slides for Partnership Transition Conference.pptx

Thanks – do these corrections work on the 1 pager that appears on the 3rd slide?
Shelley,

I have a few comments.

1. Slide 2 – The numbering is off. You have 2 number 3s.
2. Some of the same points are made on slide 2 and 3. I think the idea is that slide 2 are the main points and you aren’t going to go through them a second time on slide 3.
3. Slide 3 -- If there is a way to make the font darker/sharper on the 3rd slide, I would do that. I wasn’t able to manipulate it.

Let me know if you need anything else from me.

Thanks,
Deb

From: Shelley K. Finlayson
Sent: Tuesday, April 21, 2020 2:29 PM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: OGE Slides for Partnership Transition Conference.pptx

For our call
Shelley,

It’s easier to change it on the PowerPoint. If you insert it in the PowerPoint, I can make it darker. Changing the pdf requires changing each box.

Thanks,
Deb

Hi Deb –
I caught a few errors and corrected them on the one pager, which is attached. I will cover it verbally.
Can you please tell me how you made it darker? I agree that it is easier to see.
Thanks,
Shelley
Here are the revised slides. Thanks for your help
Shelley,

If you think it is too dark, I can make it lighter, but there is a tension between darkness and readability.

Thanks,

Deb
I lightened it up

From: Shelley K. Finlayson
Sent: Thursday, April 23, 2020 9:22 AM
To: Deborah J. Bortot <djbortot@oge.gov>
Subject: RE: darker slides

Thanks, Deb, but yes, I think that is too dark

From: Deborah J. Bortot
Sent: Thursday, April 23, 2020 9:21 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: darker slides

Shelley,

If you think it is too dark, I can make it lighter, but there is a tension between darkness and readability.

Thanks,
Deb
Sorry try these.

---

From: Nicole Stein  
Sent: Thursday, April 23, 2020 10:47 AM  
To: Tiffany M. Fenix <tmfenix@oge.gov>  
Subject: Help with a slide Shelley is working on.

The third slide is an image of the attached PDF. Any suggestions for how to improve the sharpness. Deb tried to darken the image because they think it is easier to read but that messed up the sharpness. (OGE Slides for Partnership Transition Conference (1))

Shelley needs this later today so there isn’t time to rebuild but do you have suggestions for how to change it in PDF or how to modify the image in the slide.

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From: Shelley K. Finlayson  
Sent: Thursday, April 23, 2020 10:38 AM  
To: Nicole Stein <nstein@oge.gov>  
Subject: RE: OGE Slides for Partnership Transition Conference (1).pptx

Yes, please on the slides – I think you can see it better if it is darker or should could modify the text to make it darker, but that may take much longer.

Gil just mentioned on our budget call that he’d been asked by the NIH contact whether there was progress and he said no, but made it sound like the ball is in someone else’s court and I am unsure who.

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From: Nicole Stein  
Sent: Thursday, April 23, 2020 10:28 AM  
To: Shelley K. Finlayson <skfinlay@oge.gov>  
Subject: RE: OGE Slides for Partnership Transition Conference (1).pptx

I think that is the issue, she is modifying the image and not the PDF. It messed with the sharpness when changing the color.

Do you want her to try and make it darker? I can send Tiffany the PDF and the slide.
The last I saw was an email from NIH to Gil asking if the Branch Chief had contacted us. Gil responded No. Do you want me to ask Gil to reach out to the individual mentioned in the email?

From: Shelley K. Finlayson  
Sent: Thursday, April 23, 2020 10:23 AM  
To: Nicole Stein <nstein@oge.gov>  
Subject: RE: OGE Slides for Partnership Transition Conference (1).pptx

She did it on the slide. And yes, might be easier for Tiffany to fix these issues.

Unrelated question: who is the NIH refund issue with at this point?

From: Nicole Stein  
Sent: Thursday, April 23, 2020 9:56 AM  
To: Shelley K. Finlayson <skfinlay@oge.gov>  
Subject: RE: OGE Slides for Partnership Transition Conference (1).pptx

Umm, did she make it darker in the PDF and then add it to the slide or did she make the image on the slide darker?

Tiffany is back in today – we could ask for her help.

From: Shelley K. Finlayson  
Sent: Thursday, April 23, 2020 9:51 AM  
To: Nicole Stein <nstein@oge.gov>  
Subject: OGE Slides for Partnership Transition Conference (1).pptx

Deb was somehow able to make the one pager darker – can it also be sharpened after that? By converting to jpeg?
Yes – makes it more clear why [b](5).

From: Emory A. Rounds III  
Sent: Thursday, April 23, 2020 1:49 PM  
To: Shelley K. Finlayson <skfinlay@oge.gov>  
Subject: RE: OGE Slides for Partnership Transition Conference (3).pptx

Perhaps this?

[b](5)

[b](5)

[b](5)

[b](5)

[b](5)

[b](5)

Thanks!

From: Shelley K. Finlayson  
Sent: Thursday, April 23, 2020 1:26 PM  
To: Emory A. Rounds III <earounds@oge.gov>  
Subject: OGE Slides for Partnership Transition Conference (3).pptx

Hi Emory –
These are the slides that I have prepared with input from Deb to present at the Partnership presidential transition conference with the campaign and administration attendees. Please let me know your thoughts.
Thanks,
Shelley

[b](5) Footnote from draft text above
I ran through it. It’s under 10 minutes. I think they are all important points, so I wouldn’t cut anything. I made a few changes.

Thanks, Deb.
Attached are my talking points for the presentation. I really appreciate your input.

I’ve attached the basic transmittal letter template.
Success! Thank you

Well, I think again that I’ve done this . . .

Your signature doesn’t show up on the document, I think because it is a Word document. I have saved it as a pdf and now you should be able to go in to the pdf version and use certificates to draw a signature box next to your name and sign and save.

I think that this has been accomplished . . . I think . . .

Thanks!

Great. Will you please electronically sign next to your name at the top of the memo and save it/or send it to me? Thanks

Looks fine, all around. Thanks!
Sent: Tuesday, April 28, 2020 11:58 AM  
To: Emory A. Rounds III <earounds@oge.gov>  
Subject: FW: M-20-24 Implementing the Presidential Transition Act

Hi Emory –
Please see Liz’s draft designation below. I am not sure whether that’s our preferred alternative or if we don’t want to include one or consider someone else. Please let me know your thoughts.
Thanks,
Shelley

From: Elizabeth D. Horton  
Sent: Tuesday, April 28, 2020 11:36 AM  
To: Shelley K. Finlayson <skfinlay@oge.gov>; Dale A. Christopher <dachrist@oge.gov>  
Subject: RE: M-20-24 Implementing the Presidential Transition Act

Good morning.

Please find the draft Agency Transition Director designation here: If you have any revisions or questions, please let me know. Thank you.

From: Shelley K. Finlayson  
Sent: Tuesday, April 28, 2020 8:54 AM  
To: Elizabeth D. Horton <edhorton@oge.gov>; Dale A. Christopher <dachrist@oge.gov>  
Subject: FW: M-20-24 Implementing the Presidential Transition Act

Good morning, Liz –
Will you please prepare a designation for Emory’s signature (designating me) and respond to the requests for information contained in the guidance? We will need to calendar a reminder to provide assurance regarding our succession plan by the due date in September (including any associated documentation).
Thanks,
Shelley

From: OMB Correspondence to Agencies On Behalf Of White, Arnette C. EOP/OMB  
Sent: Monday, April 27, 2020 4:56 PM  
To:  
Subject: M-20-24 Implementing the Presidential Transition Act

This Memorandum provides guidance to all Executive departments and agencies (“agencies”) on agencies’ statutory obligations under the Presidential Transition Act of 1963, as amended (3 U.S.C. § 102 note).

This email list is maintained by Arnette White at the Office of Management and Budget (OMB). If you should be removed or need someone added, please send a request to [b](6) A White email.
On Wed, Apr 29, 2020 at 8:11 AM Shelley K. Finlayson <skfinlay@oge.gov> wrote:

Good morning, Dorsy –

I am happy to present at the first meeting. Depending on what you’d like me to cover anywhere between 5-15 minutes should suffice.

In addition, will you please send me the final 6 month report to Congress for our records?

Thanks,
Shelley
Referred to USA
Keith,

On a supervisors call, but wanted to pass along that Shelley is the designated transition director for OGE. It came up in the meeting and I thought you would be interested.

Thanks,

 Deb
Thanks, Heather. Please find attached my comments on the document. I am happy to discuss section IV when you are working the draft if that is easier.

Shelley

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From: Heather A. Jones
Sent: Wednesday, May 6, 2020 11:32 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Cc: David J. Apol <djapol@oge.gov>; Deborah J. Bortot <djbortot@oge.gov>
Subject: Guide for Transition Team working draft May 6 2020.docx

Shelley-

Attached is the most recent draft of the Transition Guide for your review. Let me know if you would also like me to place it in the 00Director folder. I tried to implement some of the guidance from the Nominee Guide in this guide as well. Please let me know if you have questions or edits.

Thanks,
Heather
Here is the latest draft for your review:

[b](b) internal network address

Heather Jones
Senior Counsel
(202) 482-9316
U.S. Office of Government Ethics
Visit OGE's website: www.oge.gov
Follow OGE on Twitter: @OfficeGovEthics
From: Shelley K. Finlayson
To: [REDACTED] Mary Gibert
Subject: Accepted: Updated Invitation: Agency Transition Directors Council Meeting May 27th, 2020 @ Wed May 27, 2020 2pm - 3pm (EDT) (skfinlay@oge.gov)