

Referral to OSC

Referral to OSC

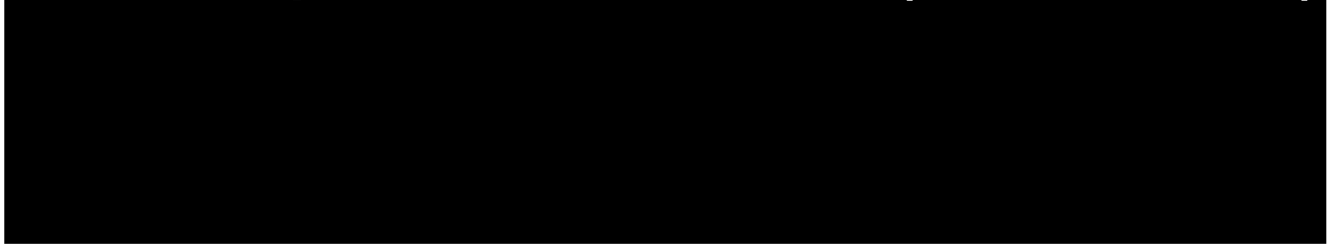
Nonresponsive record

Nonresponsive record

Nonresponsive record (continued)

Nonresponsive record

Nonresponsive record (continued)



From: [Shelley K. Finlayson](#)
To: [Dale A. Christopher](#)
Subject: RE: tracker/items due tomorrow
Date: Friday, January 31, 2025 8:26:03 AM

Yes – on my list. Thanks

From: Dale A. Christopher <dachrist@oge.gov>
Sent: Friday, January 31, 2025 8:25 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: Re: tracker/items due tomorrow

Great. As a double check, you might want to ask (b)(5) deliberative and predecisional

[REDACTED].

Thanks!

Sent from my T-Mobile 5G Device
Get [Outlook for Android](#)

From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Friday, January 31, 2025 8:17:34 AM
To: Dale A. Christopher <dachrist@oge.gov>
Subject: RE: tracker/items due tomorrow

Great and just FYI Nicole and I have a brainstorming session Monday morning to (b)(5)
[REDACTED]. (b)(5)
[REDACTED]. I also have a meeting with the bis 4 smalls in
15 minutes, so please let me know if there is anything you want me to ask/raise. I have (b)(5) deliberative
[REDACTED] on my list.

From: Dale A. Christopher <dachrist@oge.gov>
Sent: Friday, January 31, 2025 8:14 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: Re: tracker/items due tomorrow

Thank you, Shelley. FYI, He and I are meeting at 1 today.

Chip

Sent from my T-Mobile 5G Device
Get [Outlook for Android](#)

From: Shelley K. Finlayson <skfinlay@oge.gov>

Sent: Thursday, January 30, 2025 6:02:49 PM

To: Dale A. Christopher <dachrist@oge.gov>

Subject: tracker/items due tomorrow

Hi Chip –

I went into the tracker and tried to update, assign everything new, and find the deliverables for tomorrow that David might ask you about (in addition to the (b)(5) deliberative and predecisional

(b)(5) deliberative and predecisional

1. (b)(5) deliberative and pre-decisional

(b)(5) deliberative and pre-decisional

2. (b)(5) deliberative and predecisional

Hope this helps. Happy to discuss our responses, who sends, etc.

Thanks,

Shelley

From: [McEvan Baum](#)
To: ["Al Shaw"](#)
Subject: RE: OGE FOIA FY 25/077 clarification
Date: Thursday, January 30, 2025 5:30:36 PM

Gladly, thanks for your help in clarifying—much appreciated!

Best,
McEvan

From: Al Shaw (b)(6)
Sent: Thursday, January 30, 2025 5:24 PM
To: McEvan Baum <mbaum@oge.gov>
Subject: Re: OGE FOIA FY 25/077 clarification

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

This looks great. Thanks for all your help so far.
Al

On Thu, Jan 30, 2025 at 4:21 PM McEvan Baum <mbaum@oge.gov> wrote:

Hi Al,

Glad you were able to connect and get answers to your questions.

We can use those terms and will exclude legal advisories.

Below is the updated language. I have highlighted what was added based on our discussions.

* * *

1. All emails to or from OGE (internal or external) that include the following search terms in the context of discussing ethics issues or compliance:

- Elon
- Musk
- X.com, X Corp., X Corporation (referring to the company formerly known as Twitter)
- "X Holdings Corp."
- xAI, "X.AI Corp."
- SpaceX
- Tesla

- "The Boring Company"
- DOGE

Exclude as nonresponsive:

- unsolicited communications from the public
- emails pertaining to other FOIA requests
- news clippings/legislative updates
- press requests/inquiries

2. All emails to or from Elon Musk, including any of his representatives or agents.

Please let me know if it looks good to you, so we can proceed to advance your request.

Thanks,
McEvan

McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

From: Al Shaw (b)(6)
Sent: Thursday, January 30, 2025 3:28 PM
To: McEvan Baum <mbaum@oge.gov>
Subject: Re: OGE FOIA FY 25/077 clarification

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

Hi McEvan,

Thanks for this follow up.

1. Instead of "X," can we substitute the terms, "X Corp.," "X Corporation," "X Holdings Corp." and "[X.AI](#) Corp."

2. Yes, we can exclude legal advisories.

I did talk with Ms. Horton earlier today and she was able to answer my questions.

Thanks again,
Al Shaw

On Thu, Jan 30, 2025 at 2:47 PM McEvan Baum <mbaum@oge.gov> wrote:

Good afternoon,

Thank you for your time earlier on our calls. A couple of additional clarifying questions so we can advance this efficiently as possible-

1. Our FOIA team anticipates that the search term “x” by itself will yield a tremendous volume of results to sift through, bringing in any email that contains the letter “x” whatsoever. Are you amenable to replacing the letter with the official entity name—X Corp or giving us a phrase in quotes for which to search, in addition to X.com?
2. Some of the terms may produce results related to OGE legal advisories. Since these do not pertain to specific nominee conflict of interest concerns, are you okay with excluding these as well?

Also, following up on your question about our financial disclosure procedures, you can reach out directly to Press Liaison/Associate Counsel Elizabeth Horton at (202) 482-9211 or edhorton@oge.gov.

Please let me know at your earliest convenience regarding the above questions, and I'll work these into the email that confirms the updated version of your request.

Happy to jump on another call if helpful.

Thanks!
McEvan

McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

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From: [McEvan Baum](#)
To: ["Nandan Joshi"](#)
Subject: RE: Clarification Confirmation - OGE FOIA FY 25/073
Date: Thursday, January 30, 2025 4:36:12 PM

Great, thanks!

From: Nandan Joshi <njoshi@citizen.org>
Sent: Thursday, January 30, 2025 4:35 PM
To: McEvan Baum <mbaum@oge.gov>
Subject: RE: Clarification Confirmation - OGE FOIA FY 25/073

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

That works. Thank you.

From: McEvan Baum <mbaum@oge.gov>
Sent: Thursday, January 30, 2025 4:31 PM
To: Nandan Joshi <njoshi@citizen.org>
Subject: RE: Clarification Confirmation - OGE FOIA FY 25/073

Thanks for the clarification. Does this updated exclusionary language work for you? (edited parts in bold)

As to parts 3 and 4, exclude as nonresponsive the following categories of records: (1) unsolicited emails from the public, (2) press requests/inquiries, (3) normally distributed news clippings/legislative updates, (4) other FOIA requests and **communications regarding the processing of FOIA requests within the FOIA Office**.

From: Nandan Joshi <njoshi@citizen.org>
Sent: Thursday, January 30, 2025 4:14 PM
To: McEvan Baum <mbaum@oge.gov>
Subject: RE: Clarification Confirmation - OGE FOIA FY 25/073

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

Thank you, McEvan. To clarify Item (4), communications regarding the processing of FOIA requests from or to OGE personnel outside of the FOIA office (for example, senior management) should be considered responsive. In addition, none of the exclusions apply to the first two bullets of my request.

Happy to discuss further if there are any questions. Thank you.

Best,

Nandan M. Joshi
Public Citizen Litigation Group
1600 20th Street, NW
Washington, DC 20009
(202) 588-7733
njoshi@citizen.org

From: McEvan Baum <mbaum@oge.gov>
Sent: Thursday, January 30, 2025 4:04 PM
To: Nandan Joshi <njoshi@citizen.org>
Subject: Re: Clarification Confirmation - OGE FOIA FY 25/073

Good afternoon,

Thank you very much for your call this afternoon.

As clarified, our understanding is that your request seeks the following (discussed exclusions highlighted below)-

- All communications between an officer, employee, or volunteer of Office of Government Ethics (OGE) and Elon Musk, Antonio Gracias, William (Bill) McGinley, Katie Miller, Steve Davis, Brad Smith, Chris Gober, Emil Michael, or Steve Roberts that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request.
- All emails between an officer, employee, or volunteer of OGE and an individual whose email address has the domain “@spacex.com” or “@boringcompany.com” that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request.
- All emails that contain the terms “Department of Government Efficiency,” “DOGE,” “DOGE Service,” or “USDS,” regardless of how those terms are capitalized, that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request.

- All records that discuss or refer to the governance, management, operation, funding, or personnel of the U.S. DOGE Service Temporary Organization, and that were created on or before the date of processing of this FOIA request.

Exclude as nonresponsive the following categories of records: (1) unsolicited emails from the public, (2) press requests/inquiries, (3) normally distributed news clippings/legislative updates, (4) other FOIA requests and emails only related to FOIA processing/the FOIA office.

Please confirm this aligns with your understanding at your earliest convenience, so we can advance this as soon as possible.

Thanks,
McEvan

McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

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From: [Nathan Joshi](#)
To: [McEvan Baum](#)
Subject: RE: Clarification Request - OGE FOIA FY 25/073
Date: Thursday, January 23, 2025, 3:25:45 PM

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@epl.gov for additional analysis.

I am available today from 11-12 and then from 1-30-4-30

Best,

Nandan M. Joshi
Public Citizen Litigation Group
1100 20th Street, NW
Washington, DC 20009
(202) 588-7733
njoshi@citizen.org

From: McEvan Baum <mbaum@oge.gov>
Sent: Wednesday, January 23, 2025 4:25 PM
To: Nandan Joshi <njoshi@citizen.org>
Subject: Clarification Request - OGE FOIA FY 25/073

Good afternoon,

Is there a good time for a brief call to clarify the scope of your FOIA request?

Thank you,
McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

From: McEvan Baum
Sent: Monday, January 27, 2025 1:37 PM
To: "njoshi@citizen.org" <njoshi@citizen.org>
Subject: Acknowledgment of FOIA Request OGE FOIA FY 25/073

Dear Requester,

This acknowledges receipt of your Freedom of Information Act (FOIA) request below. Your request, which OGE received on January 24, 2025, is being processed.

You may now track the status of your FOIA request online [here](https://www.foia.gov). Please enter the individualized tracking number above for status information, including the estimated date of completion.

Sincerely,
McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

From: National FOIA Portal <NationalFOIAPortal@usdoj.gov>
Sent: Friday, January 24, 2025 9:00 AM
To: USDOE <usdoe@oge.gov>
Subject: New FOIA request received for Office of Government Ethics

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

Hello,

A new FOIA request was submitted to your agency component.

The following list contains the entire submission submitted January 24, 2025 09:00 03am ET, and is formatted for ease of viewing and printing.

Contact Information

First name: Nandan
Last name: Joshi
Mailing Address: 1600 20th Street NW
City: Washington
State/Province: DC
Postal Code: 20009
Country: United States
Phone: 2025887733
Company/Organization: Public Citizen
Email: njoshi@citizen.org

Request

Request ID: 1900361
Confirmation ID: 1000916

• All communications between an officer, employee, or volunteer of Office of Government Ethics (OGE) and Elon Musk, Anthony Grassano, William (Bill) McGintley, Katie Miller, Steve Davis, Brad Smith, Chris Gohler, Emil Michael, or Steve Roberts that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails between an officer, employee, or volunteer of OGE and an individual whose email address has the domain "@space.com" or "@bootcompany.com" that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails that contain the terms "Department of Government Efficiency," "DOGE," "DOGE Service," or "USDOE," regardless of how those terms are capitalized, that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All records that discuss or refer to the governance, management, operation, funding, or procurement of the U.S. DOGE Service Temporary Organization, and that were created on or before the date of processing of this FOIA request. If it is your position that responsive records exist but that those records (or portions of those records) are exempt from disclosure, please identify the records that are being withheld and state the basis for the denial for each record being withheld. In addition, please note that Public Citizen seeks each record in its entirety. Accordingly, please provide all nonexempt portions of the records, without redacting portions of any record as "non-responsive," "out of scope," or the like. We request that any records produced in response to this request be provided in electronic form wherever possible.

Request description: • All communications between an officer, employee, or volunteer of Office of Government Ethics (OGE) and Elon Musk, Anthony Grassano, William (Bill) McGintley, Katie Miller, Steve Davis, Brad Smith, Chris Gohler, Emil Michael, or Steve Roberts that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails between an officer, employee, or volunteer of OGE and an individual whose email address has the domain "@space.com" or "@bootcompany.com" that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails that contain the terms "Department of Government Efficiency," "DOGE," "DOGE Service," or "USDOE," regardless of how those terms are capitalized, that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All records that discuss or refer to the governance, management, operation, funding, or procurement of the U.S. DOGE Service Temporary Organization, and that were created on or before the date of processing of this FOIA request. If it is your position that responsive records exist but that those records (or portions of those records) are exempt from disclosure, please identify the records that are being withheld and state the basis for the denial for each record being withheld. In addition, please note that Public Citizen seeks each record in its entirety. Accordingly, please provide all nonexempt portions of the records, without redacting portions of any record as "non-responsive," "out of scope," or the like. We request that any records produced in response to this request be provided in electronic form wherever possible.

Supporting documentation

Additional Information: DOGE FOIA request - OGE.pdf

Fees

Request category ID: other
Fees waiver: yes

Public Citizen requests that all fees in connection with this FOIA request be waived in accordance with 5 U.S.C. § 552(a)(4)(A)(ii) because Public Citizen does not seek the records for a commercial purpose and disclosure "is in the public interest because it is likely to contribute significantly to public understanding of the operations or activities of the government." The records requested will inform the public as to the establishment, operation, management, and funding of the Department of Government Efficiency, the U.S. DOGE Service, and U.S. DOGE Service Temporary Organization, and DOGE Teams. Public Citizen is a nonprofit research, litigation, and advocacy organization that represents the public interest before Congress, the executive branch, and the courts. Public Citizen fights, among other things, for openness and democratic accountability in government. Public Citizen has used FOIA to advance its work, has litigated FOIA cases, and has trained others to use FOIA for more than 50 years. Public Citizen does not have a commercial interest in the requested records. Public Citizen intends to share information received from this request with the public free of charge. It regularly publishes reports based upon information acquired through FOIA. Public Citizen also has a demonstrated capacity to disseminate this information. Public Citizen has several full-time staff dedicated to distributing its publications through its website, as well as via newsletters, Twitter, Facebook,

email listservs, and press releases. Many of Public Citizen's reports, petitions, or other research products grab headlines in major newspapers, broadcast media, social media, and academic journals. Public Citizen maintains multiple blogs, publishes a bi-monthly newspaper, and issues frequent press releases. Nearly every day, print and broadcast media around the world mention Public Citizen or quote its experts. Public Citizen also makes its reports available to speak to the media, at conferences, and to testify before Congress. Documents obtained via Public Citizen's previous FOIA requests have been widely disseminated and the subject of multiple news articles. Accordingly, we request that you waive all fees for locating and duplicating the requested records because Public Citizen is entitled to a public interest fee waiver. If, however, a waiver is not granted, please advise us of the amount of any proposed search, review, and reproduction charges before you conduct those activities.

Expedited processing

Expedited Processing no

The following table contains the entire submission, and is formatted for ease of copy/pasting into a spreadsheet.

request_id	confirmation_id	attachments_supporting_documentation	address_city	address_country	address_line1	address_state_province	address_zip_postal_code	company_organization	email	expedited_processing	fee_waiver	fee	waiver_explanation	name_first_name	name_last_name	number	request_category	request_description
1900361	1903816	DOGE FOIA request - OGE.pdf	Washington	United States	1600 20th Street NW	DC	20009	Public Citizen	njosab@citizen.org	no	yes		Public Citizen requests that all fees in connection with this FOIA request be waived in accordance with 5 U.S.C. 1552(a)(4)(A)(iii) because Public Citizen does not seek the records for a commercial purpose and discloses "a in the public interest because it is likely to contribute significantly to public understanding of the operations or activities of the government." The records requested will inform the public as to the establishment, operation, management, and funding of the Department of Government Efficiency, the U.S. DOGE Service, and U.S. DOGE Service Temporary Organization, and DOGE Teams. Public Citizen is a nonprofit research, litigation, and advocacy organization that represents the public interest before Congress, the executive branch, and the courts. Public Citizen fights, among other things, for openness and democratic accountability in government. Public Citizen has used FOIA to advance its work, has litigated FOIA cases, and has trained others to use FOIA for more than 50 years. Public Citizen does not have a commercial interest in the requested records. Public Citizen intends to share information received from this request with the public free of charge. It regularly publishes reports based upon information acquired through FOIA. Public Citizen also has a demonstrated capacity to disseminate this information. Public Citizen has several full-time staff dedicated to distributing its publications through its website, as well as via newsletters, Twitter, Facebook, email listservs, and press releases. Many of Public Citizen's reports, petitions, or other research products grab headlines in major newspapers, broadcast media, social media, and academic journals. Public Citizen maintains multiple blogs, publishes a bi-monthly newspaper, and issues frequent press releases. Nearly every day, print and broadcast media around the world mention Public Citizen or quote its experts. Public Citizen also makes its reports available to speak to the media, at conferences, and to testify before Congress. Documents obtained via Public Citizen's previous FOIA requests have been widely disseminated and the subject of multiple news articles. Accordingly, we request that you waive all fees for locating and duplicating the requested records because Public Citizen is entitled to a public interest fee waiver. If, however, a waiver is not granted, please advise us of the amount of any proposed search, review, and reproduction charges before you conduct those activities.	Nandan	Jo Shi	2025487733	other	• All communications between an officer, employee, or volunteer of Office of Government Ethics (OGE) and Elon Musk, Antonio Gracias, William (Bill) McKinley, Katie Miller, Steve Davis, Brad Smith, Chris Guber, Emil Michael, or Steve Roberts that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails between an officer, employee, or volunteer of OGE and an individual whose email address has the domain "Bipaxox.com" or "stormtrooperx.com" that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All emails that contain the terms "Department of Government Efficiency," "DOGE," "DOGE Service," or "USDS," regardless of how those terms are capitalized, that were sent or received on or after January 20, 2025, through the date of processing of this FOIA request. • All records that discuss or refer to the governance, management, operation, funding, or personnel of the U.S. DOGE Service Temporary Organization, and that were created on or before the date of processing of this FOIA request. If it is your position that responsive records exist but that those records (or portions of those records) are exempt from disclosure, please identify the records that are being withheld and state the basis for the denial for each record being withheld. In addition, please note that Public Citizen seeks each record in its entirety. Accordingly, please provide all nonexempt portions of the records, without redacting portions of any record as "non-responsive," "out of scope," or the like. We request that any records produced in response to this request be provided in electronic form whenever possible.

From: [McEvan Baum](#)
To: (b)(6) Al Shaw's email address
Subject: Acknowledgement of FOIA Request OGE FOIA FY 25/077
Date: Wednesday, January 29, 2025 3:39:53 PM

Good afternoon,

This acknowledges receipt of your Freedom of Information Act (FOIA) request for:

1. All emails sent to or from the Office of Government Ethics that include the search terms:

- Elon
- Musk
- X or X.com (referring to the company formerly known as Twitter)
- xAI
- SpaceX
- Tesla
- "The Boring Company"
- DOGE

2. All emails to or from Elon Musk, including any of his representatives or agents

Date range: December 1, 2024 - present

Your request, which OGE received on January 29, 2025, is being processed.

You may now track the status of your FOIA request online [here](#). Please enter the individualized tracking number above for status information, including the estimated date of completion.

Sincerely,
McEvan Baum
Assistant Counsel
Legal, External Affairs, and Performance Branch
Program Counsel Division
U.S. Office of Government Ethics
mbaum@oge.gov
202-482-9287

From: [Shelley K. Finlayson](#)
To: [Ty Cooper](#)
Subject: FW: WH: EO: Establishing And Implementing The President's "Department Of Government Efficiency"
Date: Tuesday, January 28, 2025 12:12:12 PM

Hi Ty –

Bring this to your attention as (b) (5)

Thanks,
Shelley

From: Grant Anderson <ganderso@oge.gov>
Sent: Tuesday, January 28, 2025 12:04 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Diana Veilleux <djveille@oge.gov>
Cc: Elizabeth D. Horton <edhorton@oge.gov>
Subject: FW: WH: EO: Establishing And Implementing The President's "Department Of Government Efficiency"

Excerpts: [note: please see [here](#) for this EO in our online list].

- Sec. 3 (c) DOGE Teams. In consultation with USDS, each Agency Head shall establish within their respective Agencies a DOGE Team of at least four employees, which may include Special Government Employees, hired or assigned within thirty days of the date of this Order [note: by 2/19/25]. Agency Heads shall select the DOGE Team members in consultation with the USDS Administrator. Each DOGE Team will typically include one DOGE Team Lead, one engineer, one human resources specialist, and one attorney. Agency Heads shall ensure that DOGE Team Leads coordinate their work with USDS and advise their respective Agency Heads on implementing the President 's DOGE Agenda.
- Sec 4 (b) Agency Heads shall take all necessary steps, in coordination with the USDS Administrator and to the maximum extent consistent with law, to ensure USDS has full and prompt access to all unclassified agency records, software systems, and IT systems. USDS shall adhere to rigorous data protection standards.

From: Grant Anderson
Sent: Tuesday, January 21, 2025 9:35 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Diana Veilleux <djveille@oge.gov>
Cc: Elizabeth D. Horton <edhorton@oge.gov>
Subject: WH: EO: Establishing And Implementing The President's "Department Of Government Efficiency"

FYI – please see highlighted below.

Establishing And Implementing The President's "Department Of Government Efficiency"

Executive Order

1/20/25

Source: <https://www.whitehouse.gov/presidential-actions/2025/01/establishing-and-implementing-the-presidents-department-of-government-efficiency/>

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Purpose. This Executive Order establishes the Department of Government Efficiency to implement the President's DOGE Agenda, by modernizing Federal technology and software to maximize governmental efficiency and productivity.

Sec. 2. Definitions. As used in this order:

(a) "Agency" has the meaning given to it in section 551 of title 5, United States Code, except that such term does not include the Executive Office of the President or any components thereof.

(b) "Agency Head" means the highest-ranking official of an agency, such as the Secretary, Administrator, Chairman, or Director, unless otherwise specified in this order.

Sec. 3. DOGE Structure.

(a) Reorganization and Renaming of the United States Digital Service. The United States Digital Service is hereby publicly renamed as the United States DOGE Service (USDS) and shall be established in the Executive Office of the President.

(b) Establishment of a Temporary Organization. There shall be a USDS Administrator established in the Executive Office of the President who shall report to the White House Chief of Staff. There is further established within USDS, in accordance with section 3161 of title 5, United States Code, a temporary organization known as "the U.S. DOGE Service Temporary Organization". The U.S. DOGE Service Temporary Organization shall be headed by the USDS Administrator and shall be dedicated to advancing the President's 18-month DOGE agenda. The U.S. DOGE Service Temporary Organization shall terminate on July 4, 2026. The termination of the U.S. DOGE Service Temporary Organization shall not be interpreted to imply the termination, attenuation, or amendment of any other authority or provision of this order.



(c) DOGE Teams. In consultation with USDS, each Agency Head shall establish within their respective Agencies a DOGE Team of at least four employees, which may include Special Government Employees, hired or assigned within thirty days of the date of this Order. Agency Heads shall select the DOGE Team members in consultation with the USDS Administrator. Each DOGE Team will typically include one DOGE Team Lead, one engineer, one human resources specialist, and one attorney. Agency Heads shall ensure that DOGE Team Leads coordinate their work with USDS and advise their respective Agency Heads on implementing the President 's DOGE Agenda.

Sec. 4. Modernizing Federal Technology and Software to Maximize Efficiency and Productivity.

(a) The USDS Administrator shall commence a Software Modernization Initiative to improve the quality and efficiency of government-wide software, network infrastructure, and information technology (IT) systems. Among other things, the USDS Administrator shall work with Agency Heads to promote inter-operability between agency networks and systems, ensure data integrity, and facilitate responsible data collection and synchronization.

(b) Agency Heads shall take all necessary steps, in coordination with the USDS Administrator and to the maximum extent consistent with law, to ensure USDS has full and prompt access to all unclassified agency records, software systems, and IT systems. USDS shall adhere to rigorous data protection standards.

(c) This Executive Order displaces all prior executive orders and regulations, insofar as they are subject to direct presidential amendment, that might serve as a barrier to providing USDS access to agency records and systems as described above.

Sec. 5. General Provisions.

(a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its

departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE,

January 20, 2025.

From: [Shelley K. Finlayson](#)
To: [Grant Anderson](#); [Elizabeth D. Horton](#)
Cc: [Diana Veilleux](#)
Subject: [Referral to FL](#)
Date: Friday, January 24, 2025 9:32:33 AM
Attachments: [Referral to FLRA](#)

Good morning –

(b) (5)

Thanks,
Shelley

Referral to FLRA

From: [Marshall Wood - A](#)
To: [Shelley K. Finlayson](#)
Cc: [Aimonetti, Justin W. EOP/DOGE](#)
Subject: Re: TIME SENSITIVE: Executive Order Concerning OGE
Date: Monday, May 19, 2025 2:08:19 PM

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

Confirming receipt. Thanks, Shelley.

Marshall Wood
General Services Administration
marshall.wood@gsa.gov
M: (b)(6)

On Mon, May 19, 2025 at 12:46 PM Shelley K. Finlayson <skfinlay@oge.gov> wrote:

Good afternoon –

Please find the signed MOUs attached. We are working to pull together the requested information.

Best,

Shelley

From: Shelley K. Finlayson
Sent: Friday, May 16, 2025 11:23 AM
To: 'Marshall Wood - A' <marshall.wood@gsa.gov>
Cc: Aimonetti, Justin W. EOP/DOGE <(b)(6)>
Subject: RE: TIME SENSITIVE: Executive Order Concerning OGE

Thank you, Marshall.

We've begun our review of the materials and requests. I will let you know if we have any questions.

Best,

Shelley

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

10/10/2016

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- (b)(5)

- (b)(5)

Please let us know if any questions.

Best,

Marshall

Marshall Wood

General Services Administration

marshall.wood@gsa.gov

M: (b)(6)

On Wed, May 14, 2025 at 9:22 AM Marshall Wood - A <marshall.wood@gsa.gov> wrote:

Thanks, Shelley.

Let's do tomorrow at 3pm. I will send across an invite shortly.

Thanks so much,

Marshall

Marshall Wood

General Services Administration

marshall.wood@gsa.gov

M: (b)(6)

On Wed, May 14, 2025 at 8:23 AM Shelley K. Finlayson <skfinlay@oge.gov> wrote:

Good morning, Marshall -

I can be available for a call this afternoon at either 2 or 4 p.m. or tomorrow at 3 or 4 p.m.

Please let me know if any of those times work for you.

Best,

Shelley

Shelley K. Finlayson

Chief of Staff & Program Counsel

U.S. Office of Government Ethics

250 E Street SW Suite 750

Washington, DC 20024

(202) 482-9314

Visit OGE's website: www.oge.gov

From: Marshall Wood - A <marshall.wood@gsa.gov>

Sent: Tuesday, May 13, 2025 10:55:42 PM

To: Shelley K. Finlayson <skfinlay@oge.gov>

Subject: TIME SENSITIVE: Executive Order Concerning OGE

CAUTION: This email originated from outside OGE. Use caution before clicking on links, opening attachments, or responding. If you believe this email is suspicious, please forward it to spam@oge.gov for additional analysis.

Shelley -

My name is Marshall Wood - I'm a member of the DOGE team working at the General Services Administration.

Are you available for a brief call this week? We would like to connect with you to learn a bit more about the agency as well as get a DOGE team assigned to the organization. If I do not hear from you, I will assume you do not plan to comply with the [President's Executive Order](#).

Thank you for your attention to this matter.

Best,
Marshall

Marshall Wood

General Services Administration

marshall.wood@gsa.gov

M: (b)(6)

OGE 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.

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7. ETHICS

The Detailee continues to be subject to the Federal statutory and regulatory provisions that govern ethical and other standards of conduct, conflicts of interest, and limitations on political activity (including 18 U.S.C. §§ 203, 205, 207, 208, and 209, and 5 C.F.R. Part 2635, and 5 U.S.C. §§ 7321 – 7326, 5 C.F.R. Part 733, and 5 C.F.R. Part 734).

GSA is responsible for ensuring that the Detailee receives required ethics training. For details in excess of 30 calendar days, the Detailee will be subject to any of OGE's applicable supplemental agency regulations rather than to any supplemental agency regulations of his or her employing agency. OGE will provide any necessary ethics training or guidance related to its supplemental agency regulations.

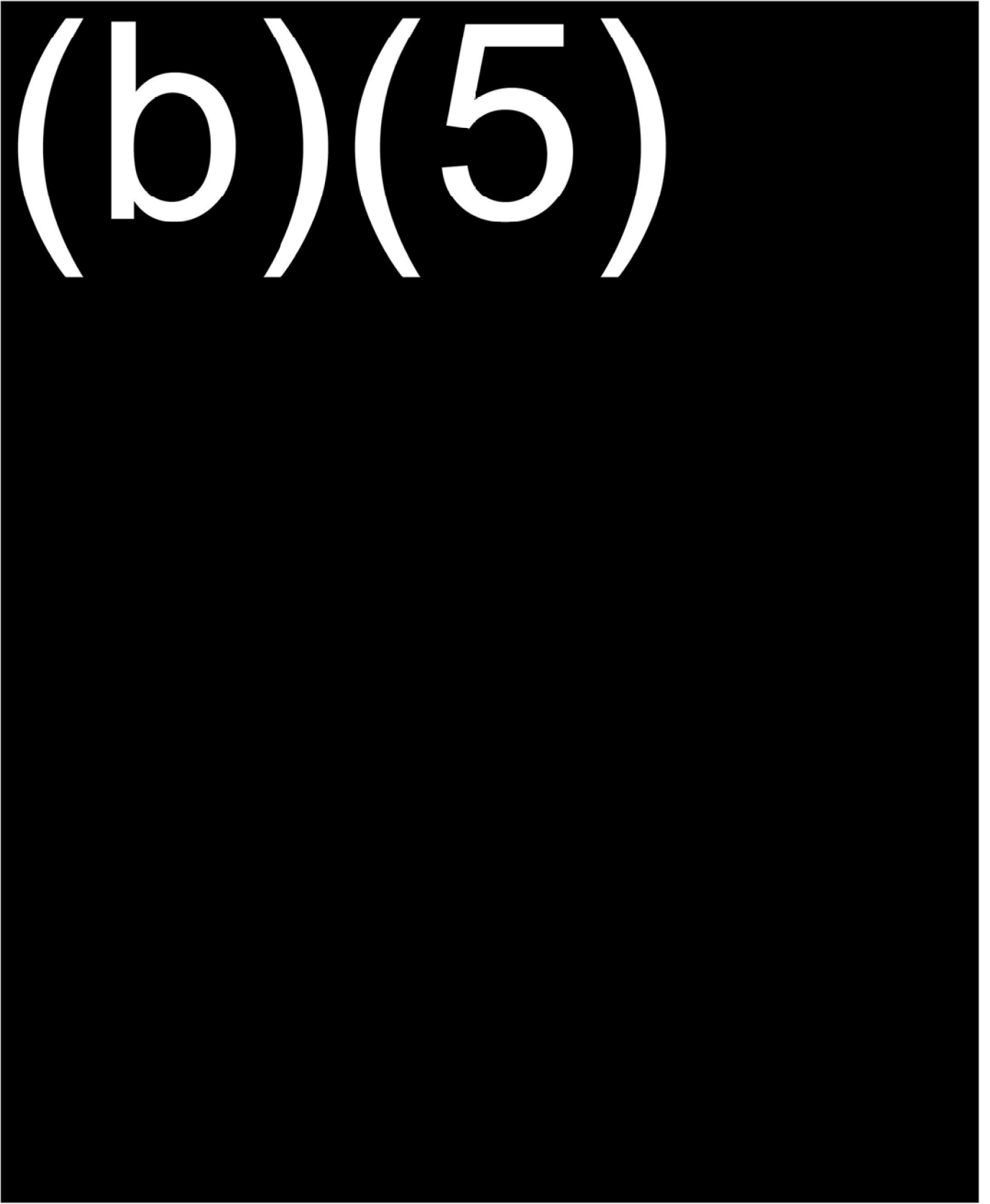
Consistent with the implementing regulations of 5 C.F.R. Part 2634, the Detailee should continue to file his or her required financial disclosure reports with GSA (if required to file) while on detail.

GSA will ensure that OGE's ethics officials are routinely provided with access to relevant information in the Detailee's financial disclosure report (if required to file). GSA ethics officials may also need to facilitate coordination with OGE's ethics officials to appropriately advise the Detailee of his or her ethics requirements.

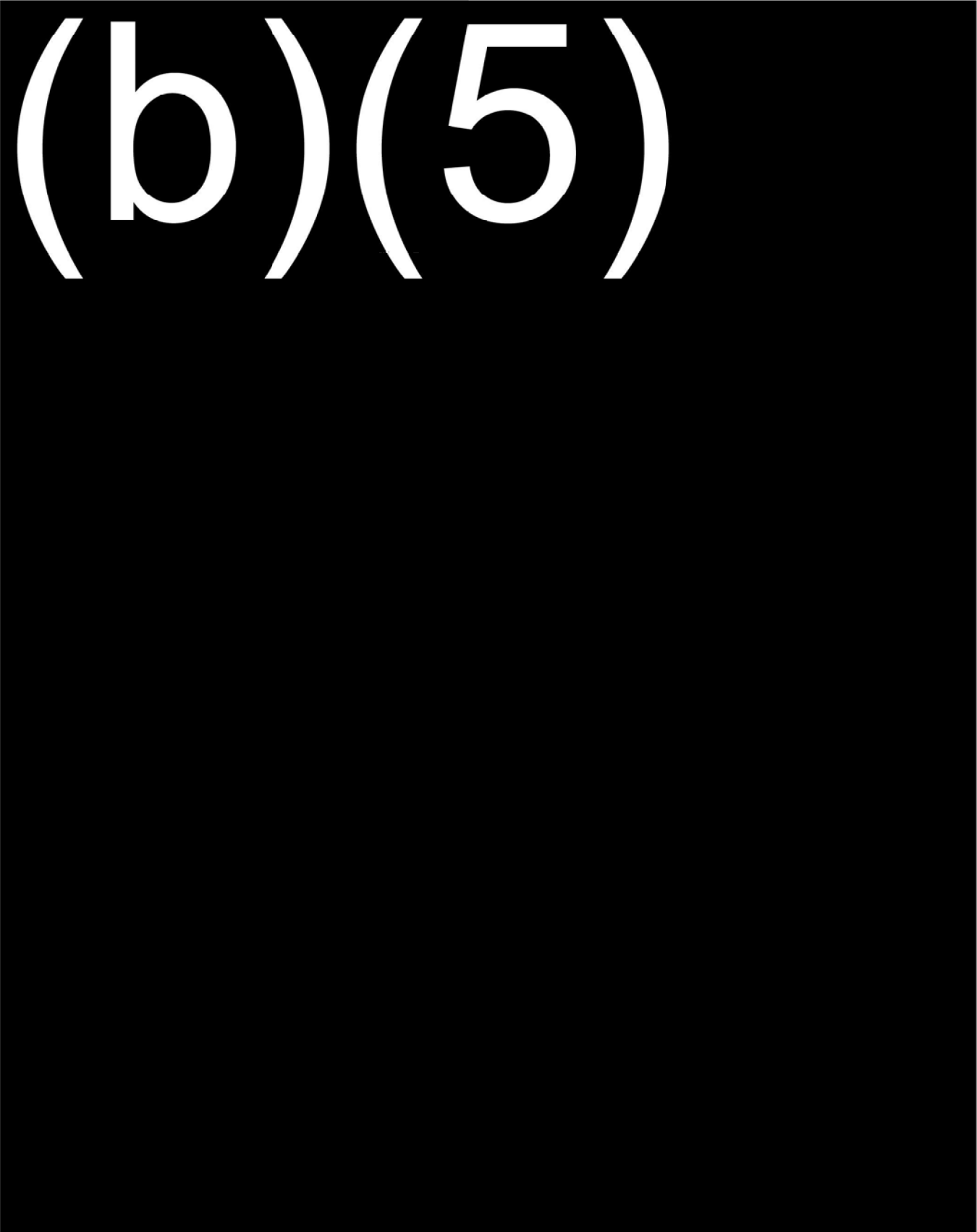
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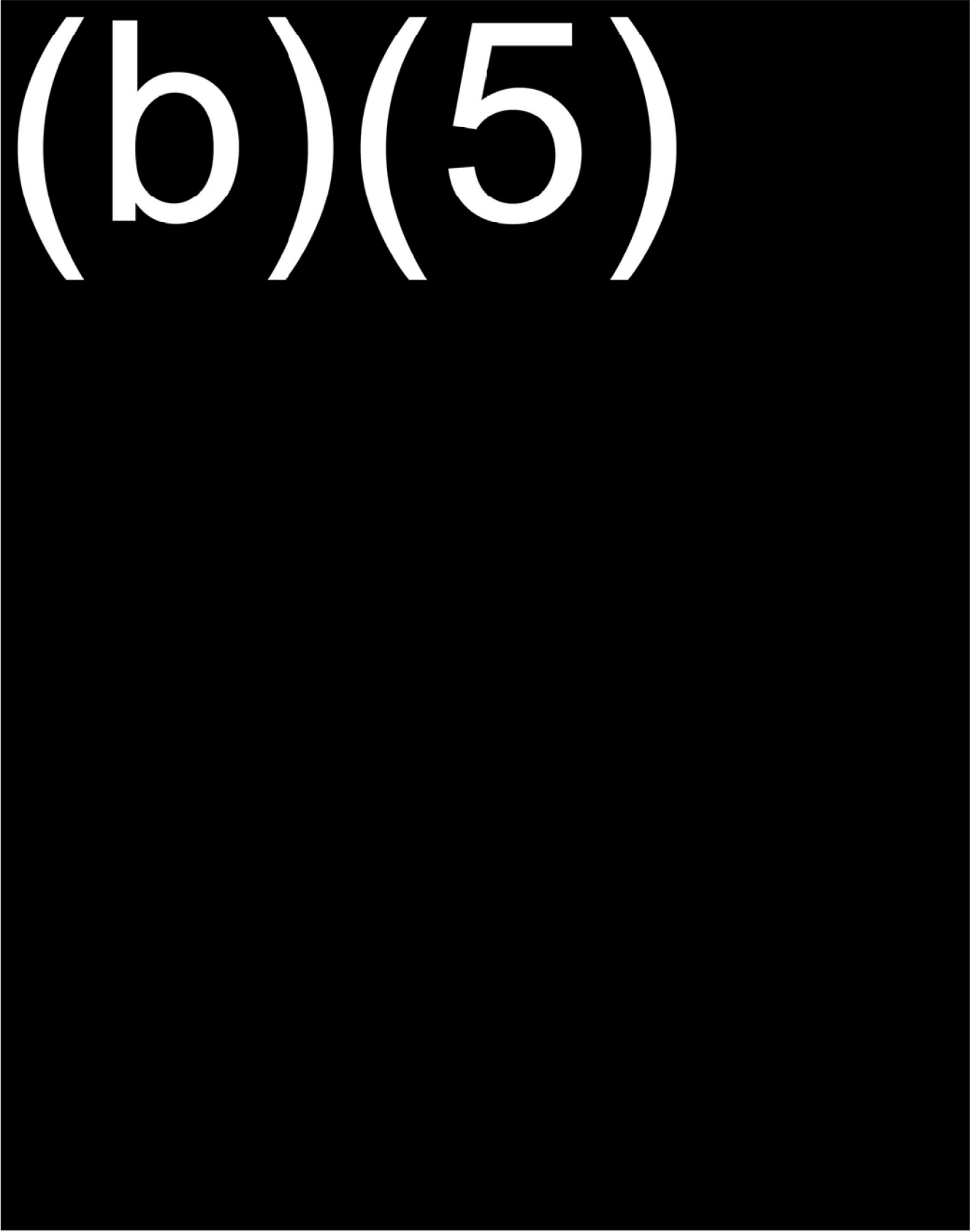
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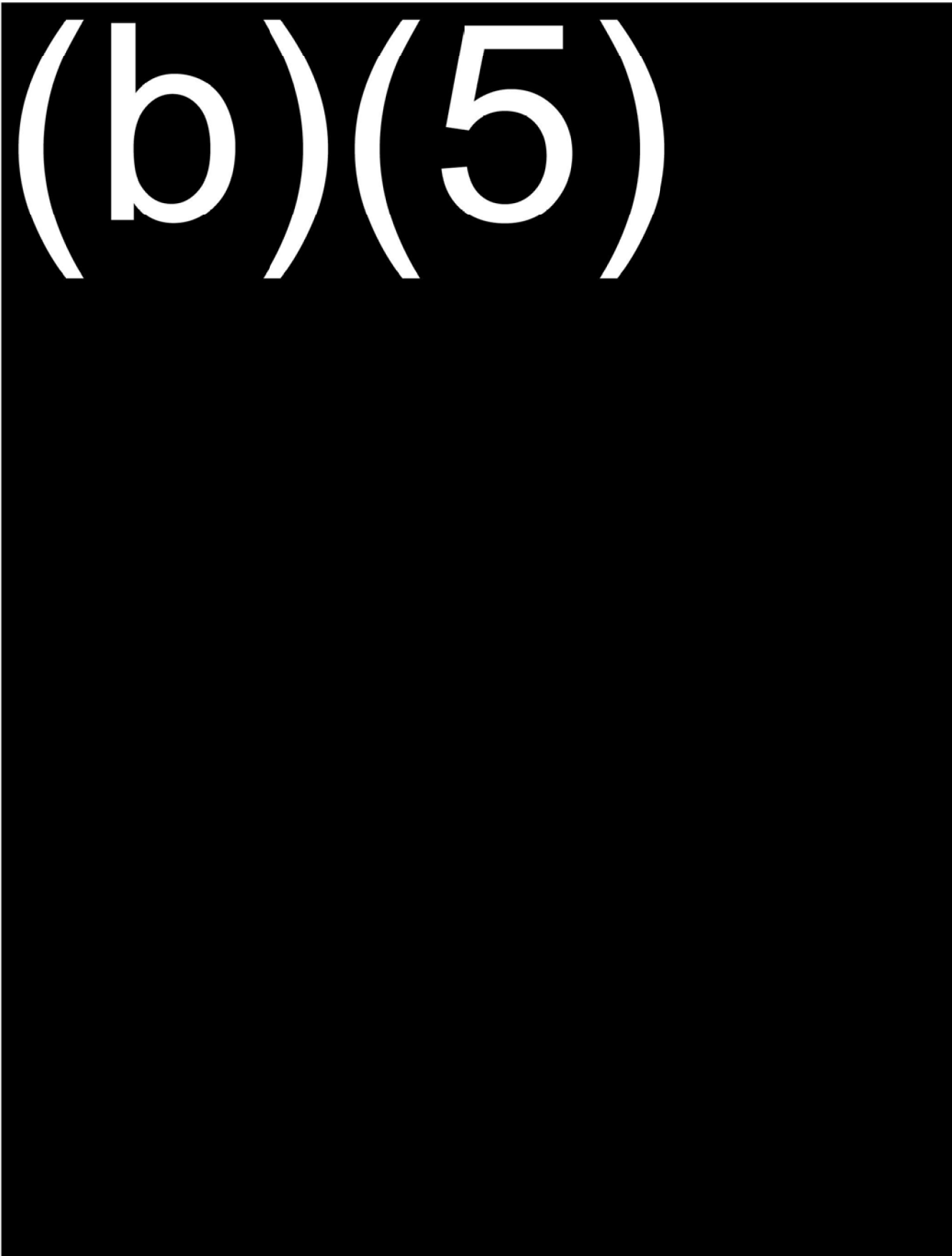
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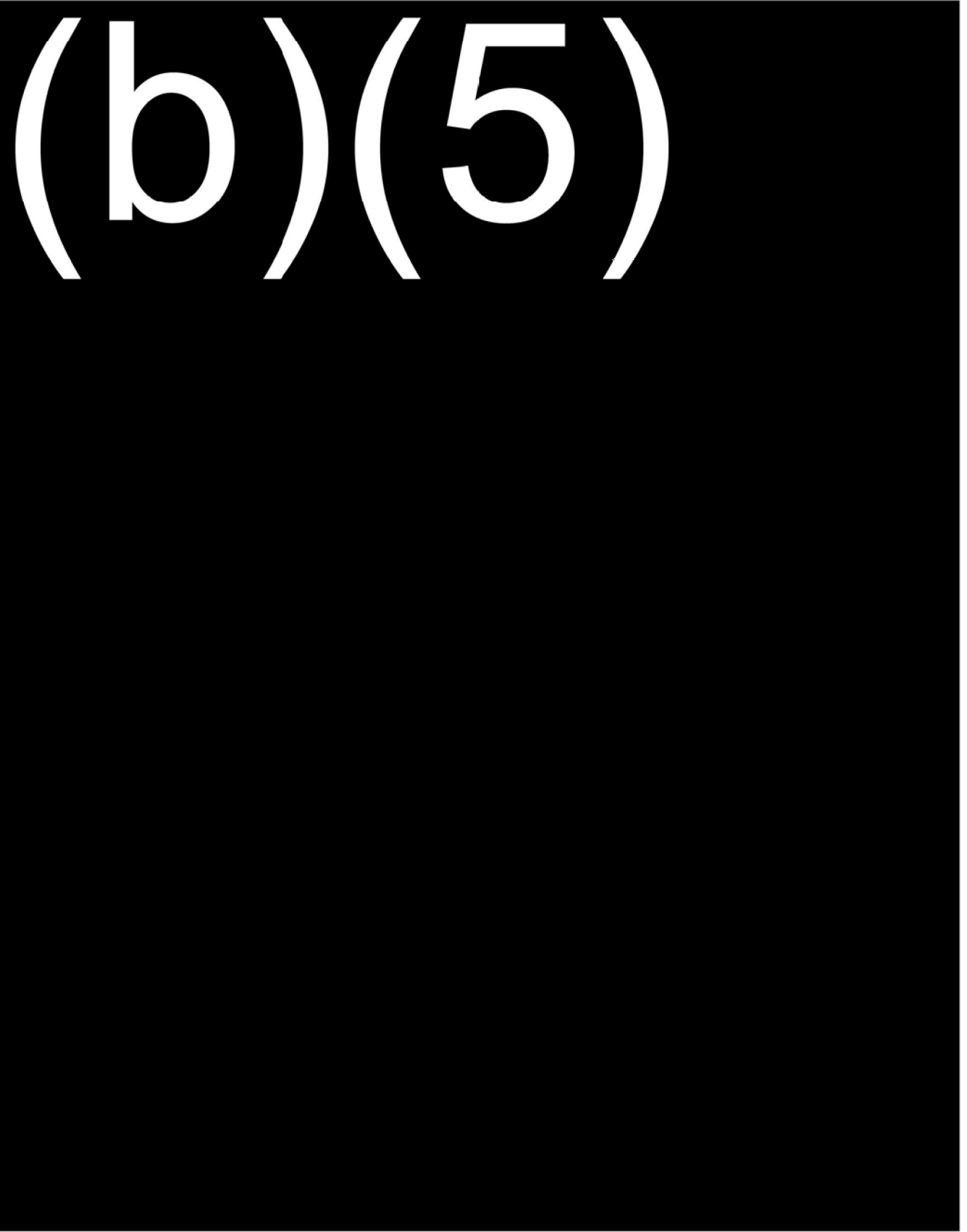
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From: [Grant Anderson](#)
To: [Diana Veilleux](#); [Shelley K. Finlayson](#)
Cc: [Elizabeth D. Horton](#)
Subject: WH: EO: Reforming The Federal Hiring Process And Restoring Merit To Government Service
Date: Tuesday, January 21, 2025 10:11:05 AM

FYI

Reforming The Federal Hiring Process And Restoring Merit To Government Service

Executive Order

January 20, 2025

Source: <https://www.whitehouse.gov/presidential-actions/2025/01/reforming-the-federal-hiring-process-and-restoring-merit-to-government-service/>

By the authority vested in me as President by the Constitution and the laws of the United States of America, including sections 3301, 3302, and 7511 of title 5, United States Code, it is hereby ordered:

Section 1. Policy. American citizens deserve an excellent and efficient Federal workforce that attracts the highest caliber of civil servants committed to achieving the freedom, prosperity, and democratic rule that our Constitution promotes. But current Federal hiring practices are broken, insular, and outdated. They no longer focus on merit, practical skill, and dedication to our Constitution. Federal hiring should not be based on impermissible factors, such as one's commitment to illegal racial discrimination under the guise of "equity," or one's commitment to the invented concept of "gender identity" over sex. Inserting such factors into the hiring process subverts the will of the People, puts critical government functions at risk, and risks losing the best-qualified candidates.

By making our recruitment and hiring processes more efficient and focused on serving the Nation, we will ensure that the Federal workforce is prepared to help achieve American greatness, and attracts the talent necessary to serve our citizens effectively. By significantly improving hiring principles and practices, Americans will receive the Federal resources and services they deserve from the highest-skilled Federal workforce in the world.

Sec. 2. Federal Hiring Plan.

(a) Within 120 days of the date of this order, the Assistant to the President for Domestic Policy, in consultation with the Director of the Office of Management and Budget, the Director of the Office of Personnel Management, and the Administrator of the Department of Government Efficiency (DOGE), shall develop and send to agency heads a Federal Hiring Plan that brings to the Federal workforce only highly skilled Americans dedicated to the furtherance of American ideals, values, and interests.

(b) This Federal Hiring Plan shall:

- (i) prioritize recruitment of individuals committed to improving the efficiency of the Federal government, passionate about the ideals of our American republic, and committed to upholding the rule of law and the United States Constitution;
- (ii) prevent the hiring of individuals based on their race, sex, or religion, and prevent the hiring of individuals who are unwilling to defend the Constitution or to faithfully serve the Executive Branch;
- (iii) implement, to the greatest extent possible, technical and alternative assessments as required by the Chance to Compete Act of 2024;
- (iv) decrease government-wide time-to-hire to under 80 days;
- (v) improve communication with candidates to provide greater clarity regarding application status, timelines, and feedback, including regular updates on the progress of applications and explanations of hiring decisions where appropriate;
- (vi) integrate modern technology to support the recruitment and selection process, including the use of data analytics to identify trends, gaps, and opportunities in hiring, as well as leveraging digital platforms to improve candidate engagement; and
- (vii) ensure Department and Agency leadership, or their designees, are active participants in implementing the new processes and throughout the full hiring process.

(c) This Federal Hiring Plan shall include specific agency plans to improve the allocation of Senior Executive Service positions in the Cabinet agencies, the Environmental Protection Agency, the Office of Management and Budget, the Small Business Administration, the Social Security Administration, the National Science Foundation, the Office of Personnel Management, and the General Services Administration, to best facilitate democratic leadership, as required by law, within each agency.

(d) The Federal Hiring Plan shall provide specific best practices for the human resources function in each agency, which each agency head shall implement, with advice and recommendations as appropriate from DOGE.

Sec. 3. Accountability and Reporting.

(a) The Director of the Office of Personnel Management shall establish clear performance metrics to evaluate the success of these reforms, and request agency analysis on a regular basis.

(b) The Office of Personnel Management shall consult with Federal agencies, labor organizations, and other stakeholders to monitor progress and ensure that the reforms are meeting the needs of both candidates and agencies.

Sec. 4. General Provisions.

(a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department, agency, or the head thereof;

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals; or

(iii) the functions of the Board of Governors of the Federal Reserve System or the Federal Open Market Committee relating to its conduct of monetary policy.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE,

January 20, 2025.

From: [Grant Anderson](#)
To: [Diana Veilleux](#); [Shelley K. Finlayson](#)
Cc: [Elizabeth D. Horton](#)
Subject: WH: Hiring Freeze
Date: Tuesday, January 21, 2025 7:45:48 AM

Hiring Freeze

January 20, 2025

Source: <https://www.whitehouse.gov/presidential-actions/2025/01/hiring-freeze/>

By the authority vested in me as President by the Constitution and the laws of the United States of America, I hereby order a freeze on the hiring of Federal civilian employees, to be applied throughout the executive branch. As part of this freeze, no Federal civilian position that is vacant at noon on January 20, 2025, may be filled, and no new position may be created except as otherwise provided for in this memorandum or other applicable law. Except as provided below, this freeze applies to all executive departments and agencies regardless of their sources of operational and programmatic funding.

This order does not apply to military personnel of the armed forces or to positions related to immigration enforcement, national security, or public safety. Moreover, nothing in this memorandum shall adversely impact the provision of Social Security, Medicare, or Veterans' benefits. In addition, the Director of the Office of Personnel Management (OPM) may grant exemptions from this freeze where those exemptions are otherwise necessary.

Within 90 days of the date of this memorandum, the Director of the Office of Management and Budget (OMB), in consultation with the Director of OPM and the Administrator of the United States DOGE Service (USDS), shall submit a plan to reduce the size of the Federal Government's workforce through efficiency improvements and attrition. Upon issuance of the OMB plan, this memorandum shall expire for all executive departments and agencies, with the exception of the Internal Revenue Service (IRS). This memorandum shall remain in effect for the IRS until the Secretary of the Treasury, in consultation with the Director of OMB and the Administrator of USDS, determines that it is in the national interest to lift the freeze.

Contracting outside the Federal Government to circumvent the intent of this memorandum is prohibited.

In carrying out this memorandum, the heads of executive departments and agencies shall seek efficient use of existing personnel and funds to improve public services and the delivery of these services. Accordingly, this memorandum does not prohibit making reallocations to meet the highest priority needs, maintain essential services, and protect national security, homeland security, and public safety.

This memorandum does not limit the nomination and appointment of officials to positions requiring Presidential appointment or Senate confirmation, the appointment of officials to

non-career positions in the Senior Executive Service or to Schedule A or C positions in the Excepted Service, the appointment of officials through temporary organization hiring authority pursuant to section 3161 of title 5, United States Code, or the appointment of any other non-career employees or officials if approved by agency leadership appointed by the President. Moreover, it does not limit the hiring of personnel where such a limit would conflict with applicable law.

This memorandum does not abrogate any collective bargaining agreement in effect on the date of this memorandum.