

CONGRESSIONAL  
BUDGET REQUEST, FY25  
ANNUAL PERFORMANCE  
REPORT, & FY27 ANNUAL  
PERFORMANCE  
PLAN

Prepared for the  
Committee on Appropriations

MARCH

2026

OGE

U.S. OFFICE OF  
GOVERNMENT ETHICS

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## **Mission of the United States Office of Government Ethics**

The U.S. Office of Government Ethics (OGE)'s unique statutory mission is to prevent conflicts of interest and oversee the executive branch ethics program, which is designed to ensure that the more than 2 million executive branch employees carry out their government duties in the public interest. OGE, a micro agency, accomplishes its mission by providing direct support to and oversight of the over 5,000 ethics officials decentralized in the more than 140 agencies in the executive branch who directly assist employees with their ethical responsibilities. OGE provides direct support to the President in his constitutional duty to nominate and appoint officers and provides transparency to the public. Without OGE and the important ethics program it leads, agencies may be crippled by scandal, important work may be delayed or derailed, leaders may be forced from office, and ultimately the public's trust in government may be eroded.

**Appropriations Language**

OGE proposes the following appropriations language: *“For necessary expenses to carry out functions of the Office of Government Ethics pursuant to chapter 131 of title 5, United States Code, the Ethics Reform Act of 1989, and the Representative Louise McIntosh Slaughter Stop Trading on Congressional Knowledge Act (Public Law 112–105), including services as authorized by section 3109 of title 5, United States Code, rental of conference rooms in the District of Columbia and elsewhere, hire of passenger motor vehicles, and not to exceed \$1,500 for official reception and representation expenses, \$23,051,000.”*

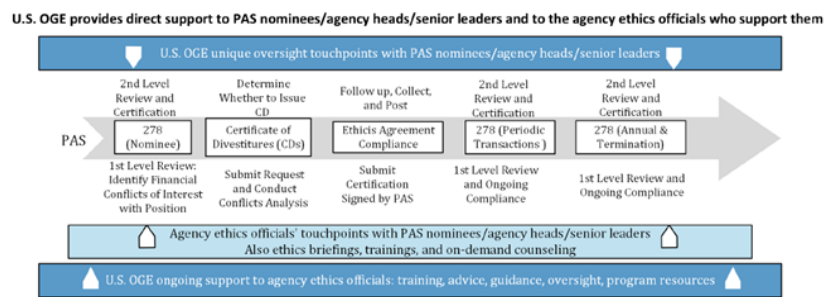
**Budget Request Overview Narrative**

OGE continues to be a responsible fiscal steward, executing its important mission and operating efficiently within its requested funding level. That tradition continues with OGE’s fiscal year 2027 funding request of \$23,051,000, the minimum required to support its vital mission work while simultaneously recognizing federal funding constraints. Specifically, OGE’s fiscal year 2027 request is necessary to support its cross-functional, full-time expert staffing resources including access to subject matter experts via outside details or contract support, to ensure the stable operation of *INTEGRITY*, the executive branchwide electronic public financial disclosure filing system, to update and secure OGE’s IT infrastructure, and to support Administration priorities and key initiatives.

<b>BUDGET REQUEST</b>	
<b>FISCAL YEAR 2027</b>	
<b>FY2027 REQUEST</b>	<b>\$23,051,000</b>
<b>FY2026 REQUEST</b>	<b>\$23,037,000</b>
<b>NET CHANGE</b>	<b>+ \$14,000</b>
<b>Personnel</b>	
a. FTEs	\$13,748,000
b. SME details/vacancy fill	\$2,000,000
<b>Systems (IT)</b>	
a. <i>INTEGRITY</i>	\$3,600,000
b. Infrastructure/Security/AI	\$2,000,000
c. IT Refresh (cyclic)	\$254,000
<b>Operations</b>	
a. Shared/Other services	\$1,449,000

The vast majority of OGE’s fiscal year 2027 request is driven by the cost of the human and information system resources the agency requires to accomplish its vital governmentwide mission. In fiscal year 2027, OGE must operate at a high level of performance in response to the continued priority of the President’s nominations of Senate-confirmed appointees (PAS), the high volume of annual reporting of PAS officials, and public demands for transparency. OGE must concurrently carry out its other essential mission work to prevent conflicts of interest and to ensure the impartiality of government decision-making across the entire executive branch.

Specifically, the bulk of OGE’s request covers the cost of highly cross-functional expert human resources and funding for IT systems including *INTEGRITY*, OGE’s executive branchwide electronic public financial disclosure filing system. Despite significant workload and increasing demands to support, lead, and exercise oversight over the 140+ agencies and 5,000 ethics officials that comprise the executive branchwide ethics program, this request provides for an increase of only \$14,000 from the prior three fiscal years (fiscal year 2024, 2025, and 2026 enacted) to specifically fund OGE’s transition to the Office of Personnel Management’s Core Human Capital Management system. OGE’s request is purposefully limited in recognition of governmentwide funding constraints. Resourcing OGE’s mission is vital, and the importance of this work cannot be overstated. Without OGE and the ethics program, government leaders cannot effectively deliver on their promises, perform their required public duties, or serve this country and its people. All this work is necessary to help protect executive branch agencies and officials from ethical lapses.



***OGE requires the requested funding to support its cross-functional, full-time expert staffing resources including access to subject matter experts***



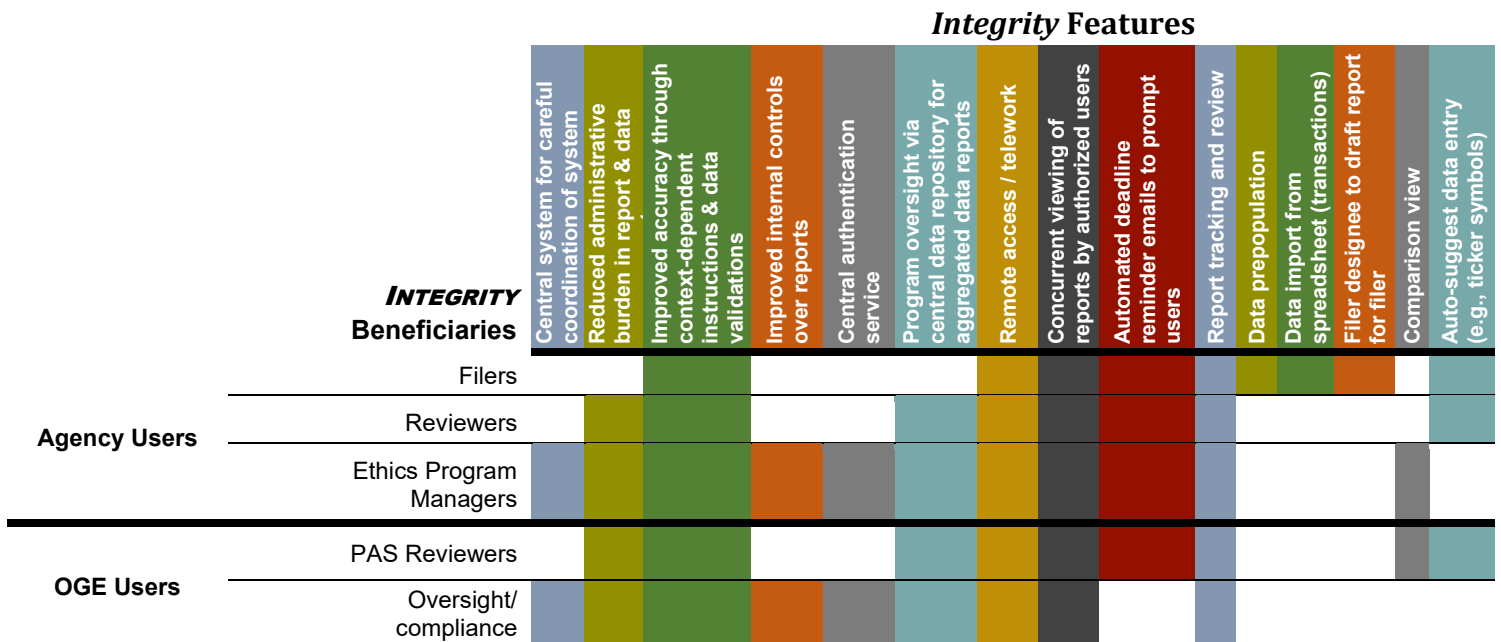
OGE is requesting \$23,051,000 for fiscal year 2027 which reflects an intensive need for expert personnel to ensure OGE can successfully accomplish its mission of providing guidance to and oversight of the more than 5,000 ethics officials supporting federal employees across the executive branch, satisfying the demand for transparency, and working to guard against

conflicts of interest and violations of ethical standards while continuing to meet its unique role in supporting the President’s priority nominations. OGE anticipates beginning fiscal year 2027 with 18 fewer expert staff to carry out its statutory mission work than were employed at the beginning of 2025, a 24% reduction of valuable expertise to perform mission-critical work. Therefore, the core of OGE’s fiscal year 2027 funding request is to secure expert human resources through a combination of direct hiring, expert detailees, and information technology services in order to successfully accomplish OGE’s mission. These human resources must be regained in fiscal year 2027 because it takes significant time and intensive training to build the expertise necessary to fulfill OGE’s statutory

responsibilities in 2028 to support the Presidential election and its outcome. This need for human resources is in addition to needing the requested funding to continue on-demand support through OGE’s Desk Officer program, written advice, and robust professional development opportunities that make the decentralized executive branch ethics program work. The estimated cost to restore needed expert personnel is over \$2 million dollars.

***Continued investment in INTEGRITY, OGE’s congressionally-mandated electronic public financial disclosure filing system, is necessary to support the Presidential appointments process and ongoing compliance obligations of senior leaders in the executive branch***

OGE must continue to securely operate, maintain, and invest in *INTEGRITY*, its executive branch-wide electronic financial disclosure filing system. *INTEGRITY* has revolutionized the process of filing public financial disclosure reports for the highest-level officials in the executive branch (see chart with *INTEGRITY* features and beneficiaries below).



In fiscal year 2027, the demands on the system will continue to increase and OGE requires its requested funding to meet these demands. Constant system upgrades are necessary to keep *INTEGRITY* current, secure, and operating at peak efficiency. Continued investment in the highly successful, statutorily mandated system is vital to the success of the Presidential appointments process and the executive branch-wide public financial disclosure program, as well as the ongoing compliance obligations of the highest-level officials in the executive branch. The ever-increasing complexity of the financial interests of nominees and appointees significantly adds to the work of updating and ensuring new requirements improve the system. Additionally, the ever-evolving landscape to keep sensitive systems secure requires frequent and intensive security assessments. OGE’s requested funding maintains the capability to assess and mitigate cybersecurity risks, make

needed system repairs and fixes, implement enhancements, and continue to provide capacity and support to additional users. OGE's fiscal year 2027 request includes the estimated \$3,600,000 required to securely operate and maintain this important system. These costs include \$2,900,000 for IT development/services, \$300,000 for secure hosting services, \$300,000 for a secure authentication solution, and \$100,000 for security assessments. OGE provides this quality shared service at no cost to all executive branch agencies, which is conservatively estimated to have saved over \$50 million in government resources since *INTEGRITY* was launched in 2015.

***OGE must be resourced to update and secure OGE's IT infrastructure to effectively achieve its vital mission***

In addition to the \$254,000 needed to replace old, outdated IT equipment, \$2,000,000 of OGE's fiscal year 2027 funding request will cover IT costs to maintain a secure and reliable network infrastructure and improve its systems and operations to do things better. To that end, OGE's requested budget prioritizes resources for IT modernization and cybersecurity initiatives, with a specific emphasis on the use of secure cloud technology and automated tools to detect and defend against advanced cyber threats, increase access and reliability, and as further discussed in the next section, enhance automated processes via available Artificial Intelligence (AI) tools. Specifically, OGE will continue to maintain and update its secure (FEDRamp) cloud network infrastructure (\$750,000 - \$1,000,000). Consistent with current guidance, OGE will procure core cyber tools via the Cybersecurity and Infrastructure Security Agency's Continuous Diagnostics and Mitigation (CDM) Program and divest of redundant tool stacks. OGE already participates in the Secure Cloud Business Applications project to protect information that organizations create, access, share, or store in cloud environments. In addition, OGE has implemented Advanced Network Protection (ANP) to address and meet the requirements of moving to zero trust cybersecurity standards.

***OGE must be fully resourced to comply with and advance key initiatives and mandates***

All OGE's efforts in fiscal year 2027 to improve mission delivery rely on OGE receiving its full funding to modernize and improve efficiency, data accountability, and transparency, as well as OGE's ability to respond to the American people and other stakeholders with a lean, expert workforce. Additionally, OGE requires its requested funding to comply with and implement the President's priorities and directives such as increased costs for publishing in the Federal Register because of the increase in regulatory activity resulting from the Administration's directives. OGE will continue its many year approach to maximizing the impact of taxpayer dollars, leveraging technology and shared services to increase efficiency and reduce redundancy and waste, and delivering excellent performance by its expert, cross-functional staff.

**Technology:** OGE's requested funding leverages technology to respond to an increasing number of emerging and evolving regulatory and policy directives as well as to conduct all of the agency's mission work and statutory obligations more efficiently and effectively. OGE will continue to seek innovative and efficient systems and processes that

strengthen agency operations, enhance services to the executive branch ethics community, and increase transparency for the public. Specifically, OGE will prioritize modernization and innovation through advancements in using AI (\$1,000,000). For example, OGE will continue to build and develop concrete solutions using AI to improve service delivery by expanding its use of AI tools to streamline its Freedom of Information Act request processing to improve response times and accuracy (\$200,000) as well as completely overhaul its records management system using technology to automate and increase the efficiency and retrievability of publicly requested documents (\$500,000). In compliance with the Administration's charge directing agencies to use safe and secure AI in innovative ways to improve government efficiency and mission effectiveness, OGE's requested funding includes costs for exploring and expanding ways to advance efficiencies in OGE's processes using available AI (\$300,000).

**Shared Services:** OGE has a long history of leveraging shared services to reduce the duplication of services and to consolidate modernized government systems. Specifically, rather than replicating available systems and hiring non-mission focused staff, OGE currently makes full use of shared service providers (SSP) for financial management, human resources, travel, and procurement actions that are responsible for the operation, maintenance, modernization and consolidation of applicable systems. As a result, OGE does not duplicate or promulgate unsupportable legacy systems, but as a customer of these SSPs, provides valuable input into consolidation and system modernization efforts. Specifically, OGE's requested funding for shared service providers (\$1,449,000) includes \$14,000 to support the transition to the U.S. Office of Personnel Management's consolidated Core Human Capital Management (Core HCM) system, which will consolidate outdated and inefficient human resources systems into a single, modern Core HCM platform. This single, modern platform will encompass personnel action processing, employee system of record, position management, and workforce analytics, among other human resource functions. This amount includes estimated licensing fees for the new system, data migration, and warehousing of legacy data.

## ***Conclusion***

OGE respectfully requests funding of \$23,051,000 for fiscal year 2027 to support OGE's expert personnel needs, operate and maintain critical IT systems including *INTEGRITY*, continue to be a responsible steward of OGE's important statutory responsibilities, and to meet the Administration's priorities. Foregoing any of these necessary investments would put OGE's mission of preventing conflicts of interest and protecting the impartiality of government decision-making at risk. Although tiny in the scheme of the Federal budget, every dollar appropriated to OGE is well used and amplified through the support it provides to more than 140 executive branch agencies. Cutting or underfunding OGE's budget would increase risk to the Administration, OGE, and every agency's mission across the executive branch, and prevent OGE from supporting the more than 5,000 ethics officials who help to ensure that the more than 2 million employees carry out their duties in the public interest. It is vital to invest in OGE and a strong government ethics program.

**Budget Request by Object Classification**

The object classification table set forth below summarizes OGE’s request (in thousands of dollars).

**Table: Budget Request by Object Classification (in 000s)**

	<b><u>Object Class</u></b>	<b><u>2025 Enacted</u></b>	<b><u>2026 Enacted</u></b>	<b><u>2027 Request</u></b>
11.0	Salaries	\$12,397	\$12,164	\$10,100
12.0	Benefits	\$4,886	\$4,270	\$3,646
21.0	Travel	\$2	\$2	\$4
22.0	Transportation (Freight)	\$4	\$3	\$3
23.1	Rental Payments to GSA	\$343	\$345	\$349
23.0	Comms and Utilities	\$80	\$145	\$153
24.0	Printing/Reproduction	\$40	\$27	\$56^
25.0	Other Services	\$5,110	\$5,934	\$8,349*
26.0	Supplies and Materials	\$75	\$53	\$63
31.0	Equipment	\$100	\$94	\$328~
99.00	Subtotal	\$23,037	\$23,037	\$23,051
99.00	Reimbursable	<u>\$725</u>	<u>\$725</u>	<u>\$725</u>
99.0	Totals	\$23,762	\$23,762	\$23,776
	FTEs	78	78	63

^24.0: GPO – Reflects an increase of Federal Register notices related to renewing ethics forms, printing of updated Codes of Federal Regulations, and publishing ethics rules that are on a 2–3 year mandatory update cycle. Note that the lower number requested in the fiscal year 2026 reflects the typical cyclical decrease in necessary publishing in the Federal Register.

\*25.0: Services – Reflects the estimated cost for replacing expert staff as described in the justification (“secure expert human resources through a combination of direct hiring, expert detailees, and information technology services in order to successfully accomplish OGE’s mission”): \$1M for IT services contract (including AI initiatives/support); \$1M for personnel detailees from other agencies to make up lost expertise, extra \$400,000 for expert consultations and other services.

~31.0: Equipment – Reflects an every 4-year cyclical increase to replace end-of-life-cycle IT equipment (laptops, thin client boxes, and routers/switches for estimated cost of \$254,000).

## **Strategic Goals and Objectives**

***ETHICAL LEADERS AND ETHICAL LEADERSHIP:*** OGE helps top executive branch officials resolve conflicts of interest and meet their ethical responsibilities by assisting the President and the Senate in the Presidential appointments process; m Following a Presidential election and throughout an Administration, monitoring senior leaders' compliance with individual ethics responsibilities and commitments; leading the executive branch financial disclosure programs, including providing the public disclosure system, *INTEGRITY*; and carrying out statutory responsibilities under the Presidential Transition Act.

***STRONG CONSISTENT EXECUTIVE BRANCHWIDE PROGRAM:*** OGE advances a strong, consistent executive branch ethics program by providing expert advice and support to ethics officials and other stakeholders; strengthening the expertise of officials who are integral to the executive branch ethics program, and continuously reviewing and refining ethics requirements and advice to mitigate risk and address emerging issues

***OVERSIGHT AND ACCOUNTABILITY:*** OGE holds executive branch agencies accountable for carrying out an effective ethics by program by monitoring agency compliance with executive branch ethics program requirements and using OGE's authorities to follow up with agencies to address known or potential ethics risks.

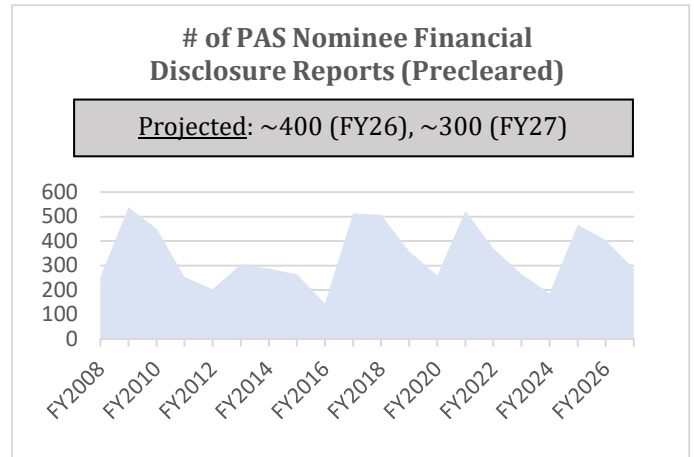
***TRANSPARENCY:*** OGE uses transparency to further oversight of the executive branch by facilitating public participation in and understanding of government ethics.

***STEWARDSHIP OF AGENCY RESOURCES:*** OGE leverages technology to increase efficiency and effectiveness; safeguards the government resources entrusted to the agency; and sustains a high performing, cross-functional staff.

## Fiscal Year 2026 and 2027 Priorities



Carrying out OGE's unique and important statutory role to **role to review the public disclosures of Presidential appointees requiring Senate confirmation**. This important review directly supports the President, White House Counsel Office, White House Office of Presidential Personnel, and the Senate priorities to quickly fill these vacancies. This work includes reviewing nominee reports to identify and resolve conflicts of interest for [PAS nominees](#) through [public financial disclosure](#) and [ethics agreements](#). To ensure OGE can continue to timely fulfill this role, OGE will assess staffing capacity and seek detailees as necessary.



**Providing advice to ethics officials and meeting the training needs of new and experienced ethics officials** by delivering orientations for new ethics program leaders, offering certificate programs and seasonal training for new and seasoned ethics officials, publishing advisories and other written resources, and maintaining the virtual library of over 100 educational resources for all levels of expertise.

[Visit the Institute for Ethics in Government >](#)

In this collection: [Upcoming Courses](#) | [On Demand Courses](#) | [Curricula](#) | [Job Aids](#)



**Overseeing and ensuring more than 140 agencies have compliant ethics programs** by conducting program reviews, integrating the annual agency ethics program questionnaire into the oversight review process, and using OGE's authorities to follow up with agencies to address known or potential ethics risks.



**Renewing Key Ethics Forms** including the Request for an Individual's Ethics Document, Model Trust Documents, and Legal Expense Fund Collection in fiscal year 2026, and the Public and Confidential Financial Disclosure Forms in fiscal year 2027.

## Fiscal Year 2025 Annual Performance Report and Fiscal Years 2026 and 2027 Annual Performance Plan

This section, organized by OGE's Strategic Goals, highlights OGE's performance results for fiscal year 2025 as well as its planned work for fiscal year 2026 and 2027. <sup>1</sup>

<sup>1</sup> The performance goals are based on statistical data from a variety of sources, including post-training evaluations, an annual agency ethics program questionnaire, website analytics, and an annual survey of ethics officials to assess satisfaction with OGE's services and products. In fiscal year 2025, OGE met or exceeded one hundred percent (100%) of its performance goals.

# ETHICAL LEADERS and ETHICAL LEADERSHIP

## FISCAL YEAR 2025 PERFORMANCE HIGHLIGHTS and RESULTS

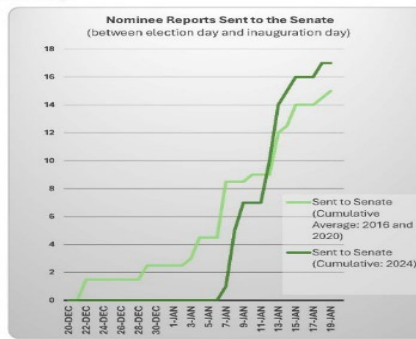
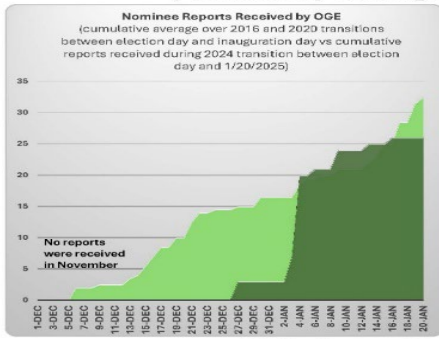
### Before the Presidential Election

- Provided briefings and training to Presidential campaigns on government ethics and *INTEGRITY*
- Actively participated as a statutory member of the executive branch-wide Agency Transition Directors Council, including delivering expert briefings and presentations
- Concluded a year-long, executive branchwide Summit on Election Readiness and provided intensive training for PAS nominee reviewers
- Issued **four** advisories related to election readiness topics. Published the updated [Ethics Agreement Guide](#)
- Complied with succession planning and other requires of the Presidential Transition Act, as amended
- Published materials and prepared briefings for OGE’s Agency Review Team

### Before the Presidential Inauguration

#### Nominee Financial Disclosure Review During Presidential Transitions (2016, 2020, and 2024) (Election Day to Inauguration)

During the 2024 Transition, between December 26 and Inauguration Day, OGE received **26** nominee financial disclosure reports. OGE sent **17** reports to the Senate prior to Inauguration compared to **17** reports in 2021 and **13** reports in 2017.



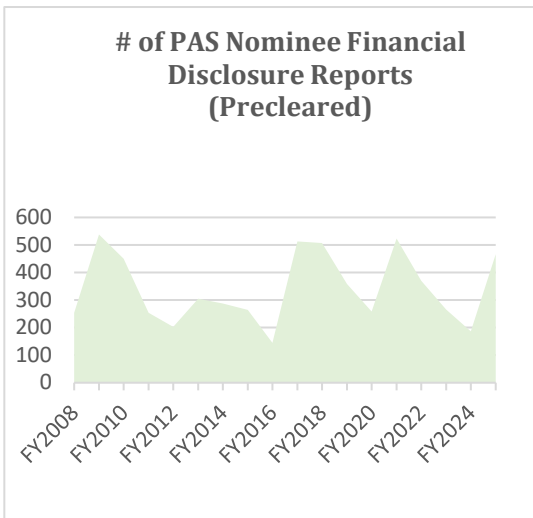
U.S. Office of Government Ethics  
Published January 31, 2025

#### Provided support to the outgoing Administration:

- Timely conducted second-level reviews of **558** termination reports
- Prepared to sunset White House agencies
- Provided post-employment resources/advice

### After the Presidential Inauguration

Average Time from OGE Receipt to Preclearance: **33 days**



**Certificate of Divestitures (CDs): Issued 224 CDs**

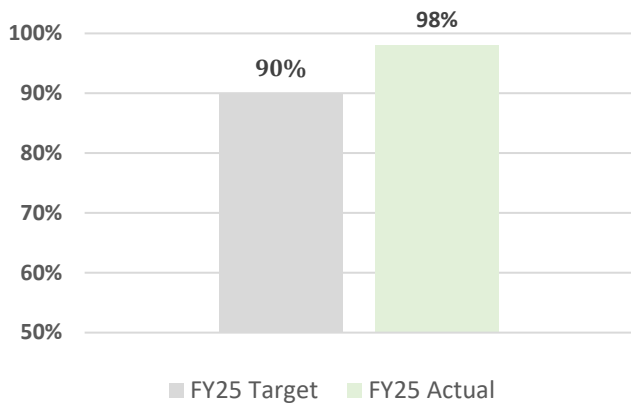
Monitored **ethics agreement compliance** for **99** appointees

Timely conducted second-level review of **32** new entrant reports, **392** annual reports, **25** annual/term, and **674** periodic transaction reports

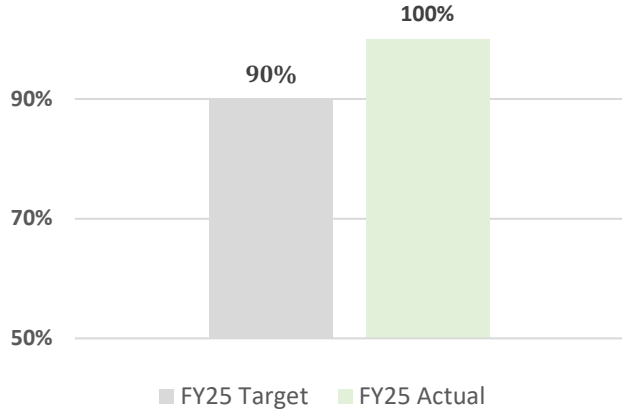
**FOSTERING ETHICAL LEADERSHIP:** Sent **138** year-end letters to agencies regarding compliance with financial disclosure responsibilities under the Ethics in Government Act, **122** welcome letters to new PAS officials, **122** letters to agency heads in connection with program review reports, and published [four Leadership Notes](#).

## Performance Results for Fiscal Year 2025

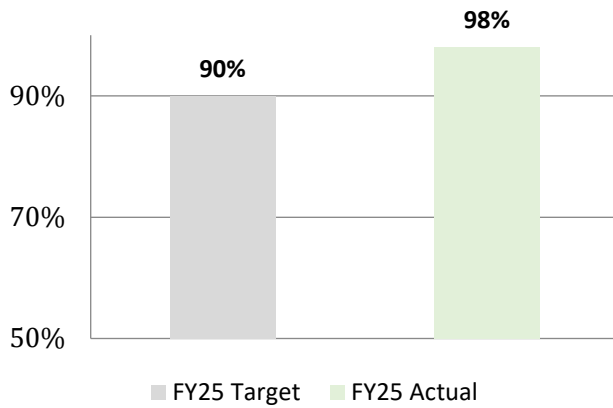
**Performance Goal: Initial comments on draft reports of PAS nominees are provided to the agency within five calendar days of receipt**



**Performance Goal: Final financial disclosure reports of PAS nominees are certified by OGE within 7 calendar days of receipt**



**Performance Goal: Public financial disclosure reports required to be submitted to OGE for second-level review are closed within established time frames**



**Performance Goal:**

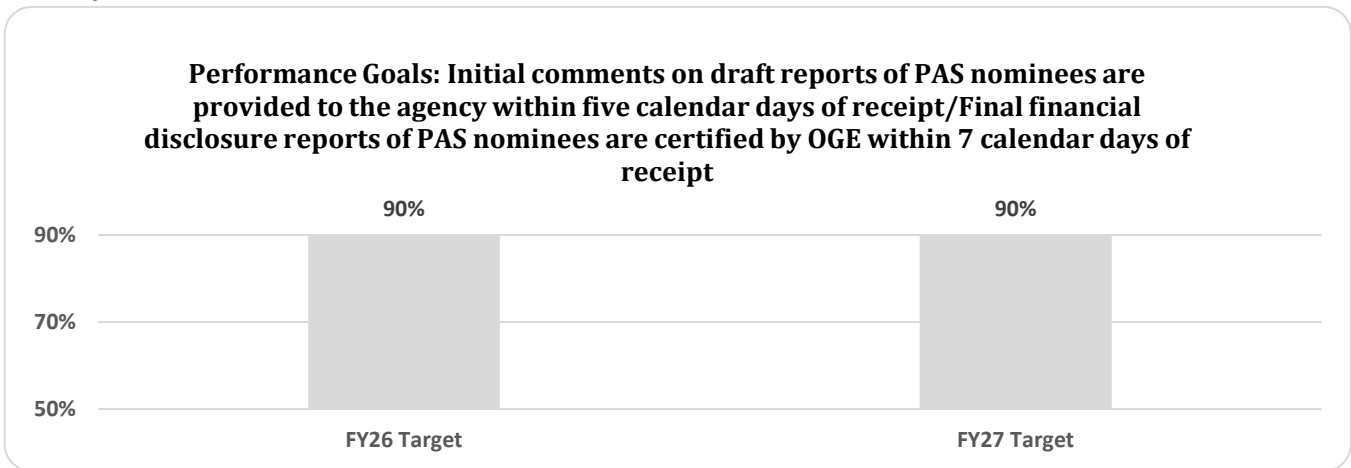
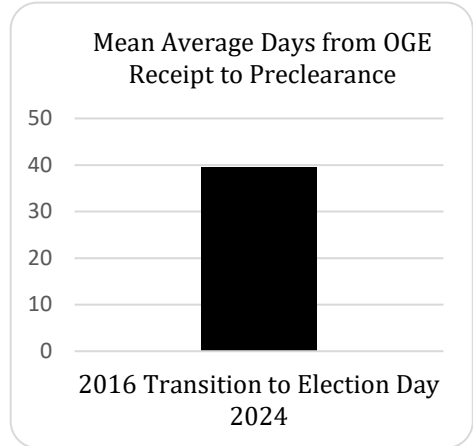
FY 25 Target: OGE addresses all security findings

FY 25 Actual: OGE addressed all security findings

*PLANNED WORK FOR FISCAL YEARS 2026 and 2027*



**PAS NOMINEES:** OGE provides direct assistance to the President and the Senate in the Presidential appointments process. OGE provides a second-level review of the public financial disclosure reports of individuals being considered for the highest-level positions in the executive branch, approximately 1,100 (Presidentially appointed, Senate-confirmed (PAS) nominees) and makes the completed reports available to the public. Failure to perform this responsibility may result in critical senior leadership positions remaining vacant for extended periods, putting the safety and security of the nation at risk. Historically, OGE has reviewed on average 1,475 PAS reports during the four-year period of a Presidential Administration. Based on past experience, OGE expects to review 65% of those in fiscal years 2025 and 2026, with an average review time of 40 days.



**SENIOR LEADERS:** OGE seeks opportunities, such as sending welcome letters to each new leader, to engage senior leaders on the importance of ethics and to sensitize federal managers to their ethics responsibilities. Failure to perform this responsibility may result in systemic or individual ethics issues that result in the public losing trust in government operations.

**OGE Leadership**  
 OGE uses Leadership Notes to communicate with the public.  
[READ MORE](#)

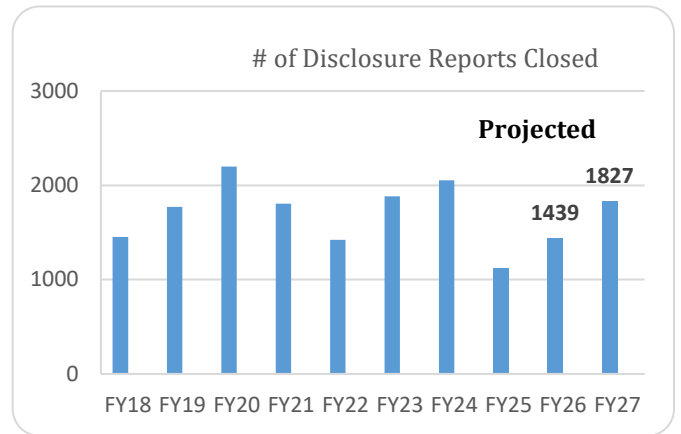
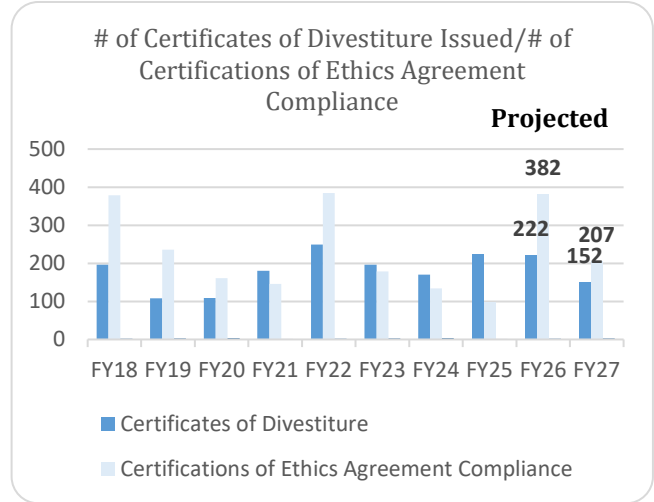
*Other Indicators of Success:*

- # of communications OGE sent to senior leaders about ethics (welcome letters, year-end letters, program review reports, Leadership Notes, SES Training)
- # of senior leaders receiving a communication from OGE about ethics

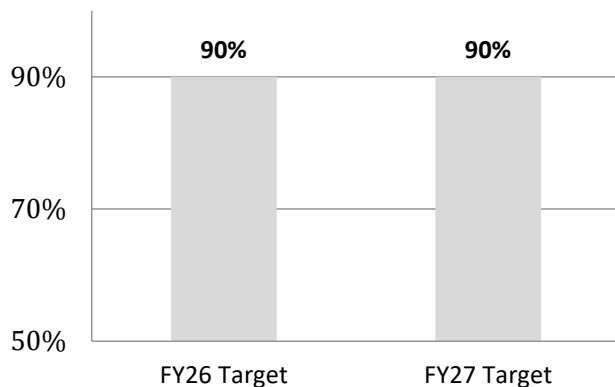


**SENIOR LEADER COMPLIANCE:** OGE monitors senior leaders' compliance with their individual ethics commitments to confirm that they keep the promises they made when entering government and continue to serve impartially throughout their government service. OGE does this by collecting and reviewing Certifications of Ethics Agreement Compliance and analyzing and issuing Certificates of Divestiture (CDs) for those who have to divest to comply with the conflict of interest laws.

OGE supports senior leaders' ongoing commitments to disclose their interests and resolve their conflicts of interest by collecting and reviewing approximately 1,900 periodic transaction, annual, and termination reports each year using *INTEGRITY*. Without this oversight, OGE may be unable to ensure senior leaders have timely complied with their ethics commitments and the public may be uncertain that government leaders are acting in their interest.



**Performance Goal: Public financial disclosure reports required to be submitted to OGE for second-level review are closed within established time frames**



*Other Indicators of Success:*

% of Certifications of Ethics Agreement Compliance timely submitted

# of Certificates of Divestiture issued

# STRONG CONSISTENT EXECUTIVE BRANCHWIDE PROGRAM

## FISCAL YEAR 2025 PERFORMANCE HIGHLIGHTS and RESULTS

### Expert Support:

Responded to over **800** agency requests and **24** requests from Inspectors General offices

**Forty-seven percent (47%)** of those requests were related to public financial disclosure, gifts from outside sources, and conflicts of interest

### Guidance:

Issued **15** Legal and Program Advisories



### Sharing Expertise:

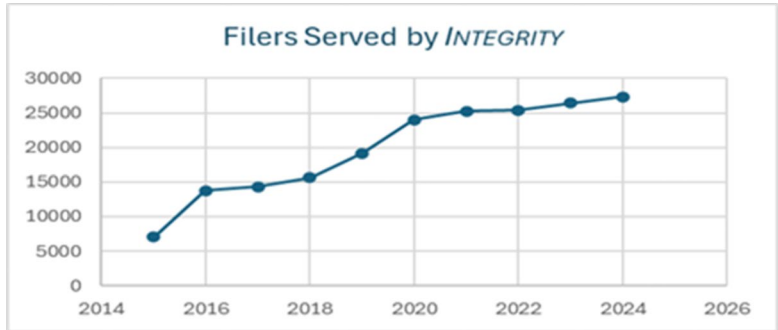
- Reached **over 3,000** ethics officials on OGE **ethics listserv**
- Convened quarterly **DAEO meetings**
- Held monthly **Flash Networking** events
- Offered **Mentorship Program**

### Financial Disclosure:

**10 years** of securely, operating *INTEGRITY*, the executive branch electronic, public financial disclosure system is estimated to have **saved over \$50 million of government resources** since it was launched in 2015.

OGE provides this quality shared service at no cost to all 140+ executive agencies, serving more than **90%** of the **27,000** public financial disclosure filers and **39,000** users

Filers Served by *INTEGRITY*



**Professional Development:** More than **3,450** registrations

### Ethics Education and Training: Launched Updated Institute for Ethics in Government

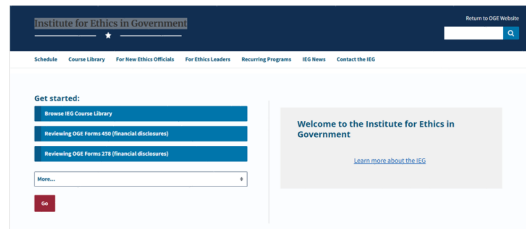
**New/Emerging Leaders:**  
**30** new, or aspiring, ethics program leaders from **22** agencies throughout the executive branch were awarded certificates for completing the four-month long Accelerated Curriculum in Ethics (ACE) program.

**Continuing Education:**  
 Maintained an on-demand library of **~130** videos watched **23,900** times  
 Conducted **39 live training events**  
 Created **12** new on-demand offerings  
 Issued **211** Professional Ethics Practitioner certificates

Improved search/filter capabilities in the on-demand library

New content for new ethics officials: Courses of Study and Quick Start Guides

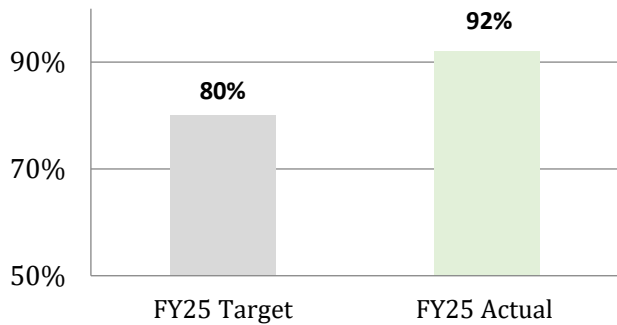
New pages dedicated to new ethics officials and ethics program leaders



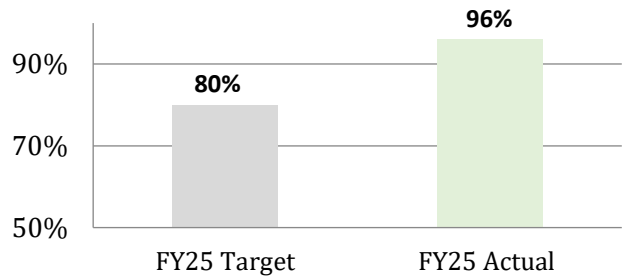
**Executive Education:**  
 Delivered direct multi-day orientations to **nearly 90** new ethics leaders

## Performance Results for Fiscal Year 2025

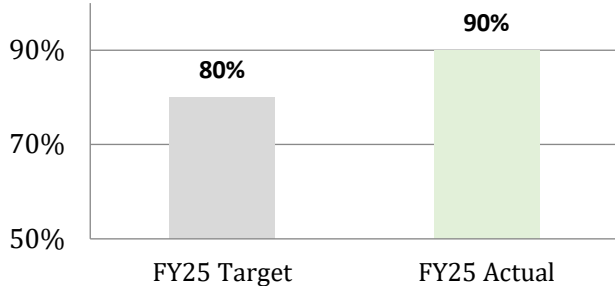
**Performance Goal: OGE Desk Officer assistance helps ethics officials perform their job duties**



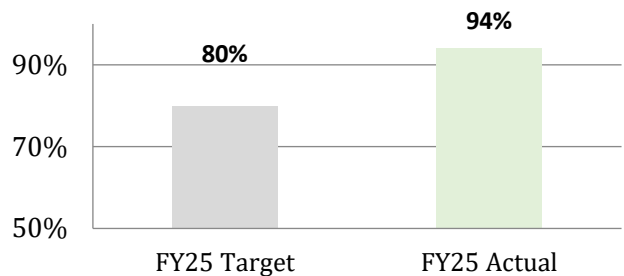
**Performance Goal: After participating in an OGE offering, ethics officials believe they can more effectively perform their ethics job duties**



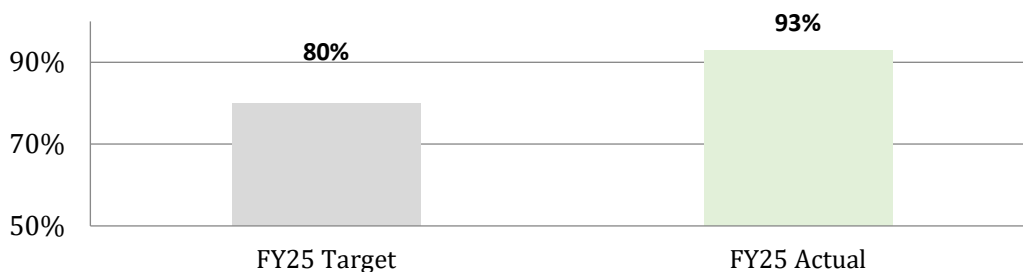
**Performance Goal: Advice and Counsel resources provided by OGE help officials perform their ethics job duties**



**Performance Goal: Agency administrators are satisfied with the support provided by OGE on *INTEGRITY*, its electronic public financial disclosure filing system**



**Performance Goal: Financial disclosure resources provided by OGE (e.g., Public and Confidential Financial Disclosure Guides, Financial Disclosure Trainings, etc.) assist reviewers in the review of financial disclosure reports**

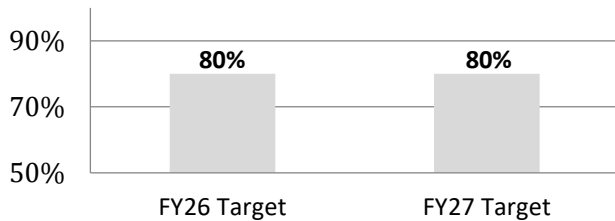


*PLANNED WORK FOR FISCAL YEARS 2026 and 2027*



**ETHICS ADVICE & RESOURCES:** OGE provides on-demand advice and program support to ethics officials at each executive branch agency through its Desk Officer Program. OGE also maintains resources, such as [public](#) and [confidential](#) financial disclosure guides, [conflicts of interest analyses](#), a [legal research collection](#), and [initial and annual ethics training](#), which ethics officials rely on to implement their ethics program and answer ethics questions. OGE builds community by offering its mentorship program and holding flash network events. To facilitate information sharing, OGE also holds quarterly DAEO meetings and convenes ethics officials to learn from each other. Without competent ethics officials, the ethics program may not succeed in implementing a consistent program that helps employees carry out their duties impartially and executive branch agencies mitigate ethics risks.

**Performance Goal: OGE Desk Officer assistance helps ethics officials perform their job duties**



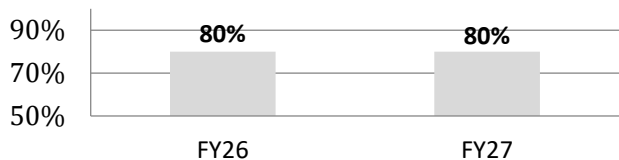
*Other Indicators of Success:*

- # of requests for assistance and rate of responsiveness
- # of listserv messages and % of ethics officials on the listserv



**ETHICS EDUCATION:** OGE provides ethics officials at all levels an array of live and on-demand professional development offerings including workshops, exercises, lectures, roundtables, and demonstrations. OGE offerings include orientations for new DAEOs and ADAEOs and certificate programs for new and aspiring ethics program leaders as well as experienced ethics officials. Without competent ethics officials, the ethics program may not succeed in implementing a consistent program that helps federal employees comply with the ethics rules and mitigate risks to executive branch agencies' missions.

**Performance Goal: After participating in an OGE offering, ethics officials believe they can more effectively perform their ethics job duties**

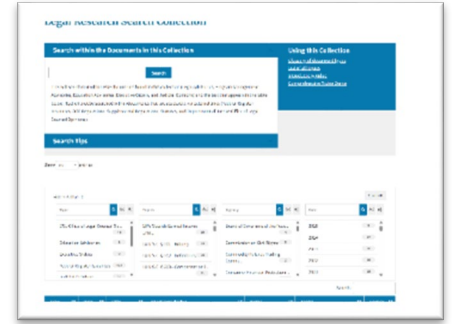


*Other Indicators of Success:*

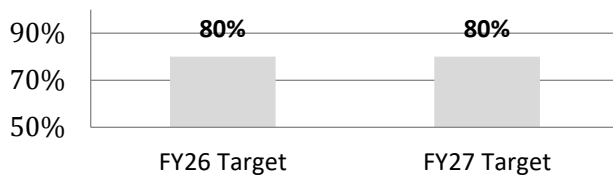
- Delivered certificate programs
- # of courses offered
- # registrants
- # of on-demand offerings
- # of certificates awarded



**WRITTEN ETHICS ADVICE:** OGE reviews, refines, and issues interpretive guidance on the ethics rules to ensure their continued relevance, consistency, and effectiveness. Without OGE’s expert guidance, agency employees and their leaders may be left to guess at consistent solutions to complex ethical dilemmas, and ethics programs may be fragmented and inconsistently implemented.



**Performance Goal: Advice and counsel resources provided by OGE help officials perform their ethics job duties**



*Other Indicators of Success:*

# of advisories issued

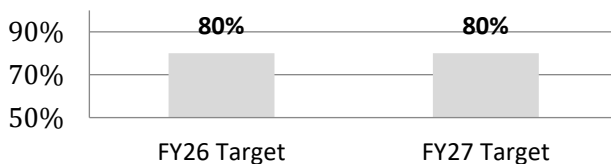
# advice and counsel resources issued



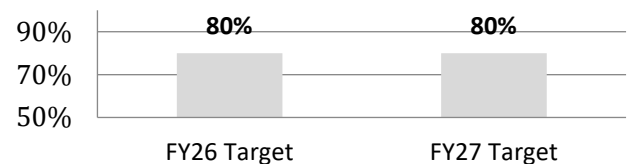
**ANNUAL FINANCIAL DISCLOSURE:** OGE leads the executive branch financial disclosure program. This includes maintaining uniform requirements, key resources, and operating *INTEGRITY*, the executive branch e-filing system used by more than 90% of all public filers. Without *INTEGRITY*, the President’s priority PAS nominees and more than 26,000 of the highest senior officials may need to revert to less efficient and less accurate paper filing of financial disclosure reports, resulting in significant delays in review and certification as well as conflicts of interest being left unidentified and unaddressed.



**Performance Goal: Financial disclosure resources provided by OGE (e.g., Public and Confidential Financial Disclosure Guides, financial disclosure trainings, etc.) assist reviewers in the review of...**



**Performance Goal: Agency administrators are satisfied with the support provided by OGE on *INTEGRITY*, its electronic public financial disclosure filing system**



**Performance Goal: OGE addresses all security findings**

*Other Indicators of Success:*

Less than 1% system downtime/uninterrupted access to *INTEGRITY*

**OVERSIGHT AND ACCOUNTABILITY**

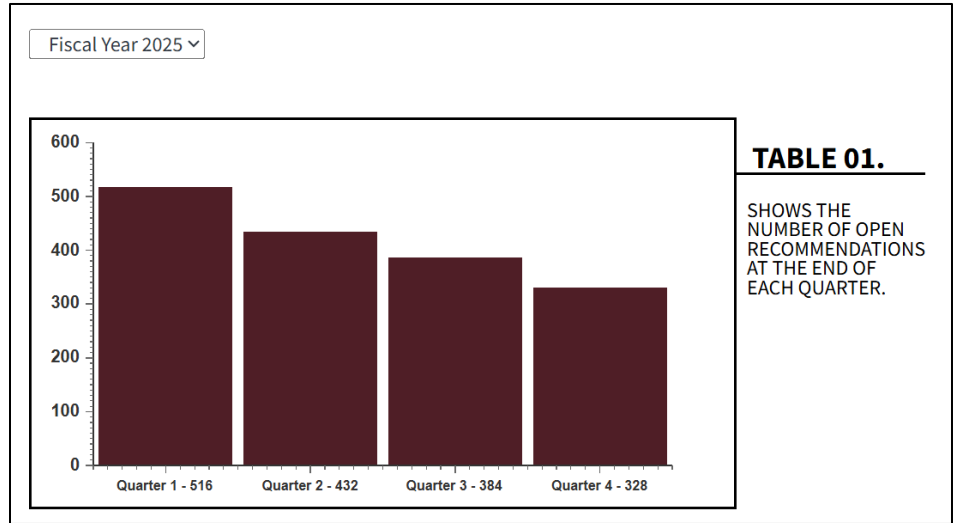
**FISCAL YEAR 2025 PERFORMANCE HIGHLIGHTS and RESULTS**

**Agency Ethics Program Reviews:**

Conducted **45** reviews resulting in **67** recommendations

Conducted **49** follow-up reviews resulting in **203** recommendations closed

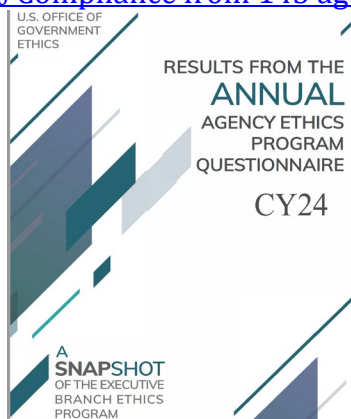
Moved from static to [dynamic compliance dashboards](#) related to recommendations issued by OGE to agency ethics programs and referrals submitted to OGE in connection with potential violations of the criminal conflict of interest laws. The dashboards update weekly and are interactive, increasing timely information available to the public.



Made **10 inquiries to an employee’s agency ethics officials regarding potential ethics violations.** As a result of these inquiries OGE recommended **7 times** that the agency investigate or take corrective or disciplinary action or that further investigation was required. In the remaining **3** inquiries, OGE found insufficient evidence of a potential violation of law. In these cases, no further action was recommended or taken.

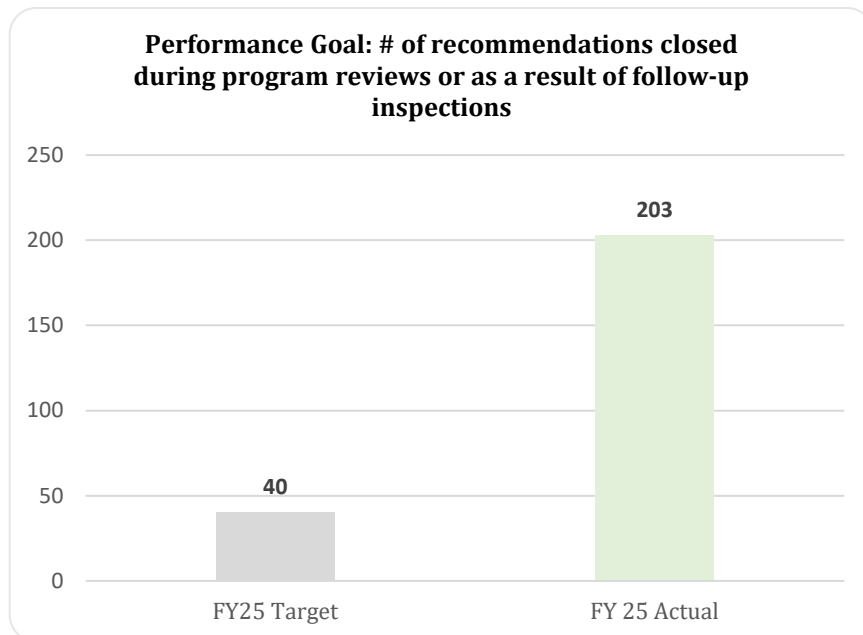
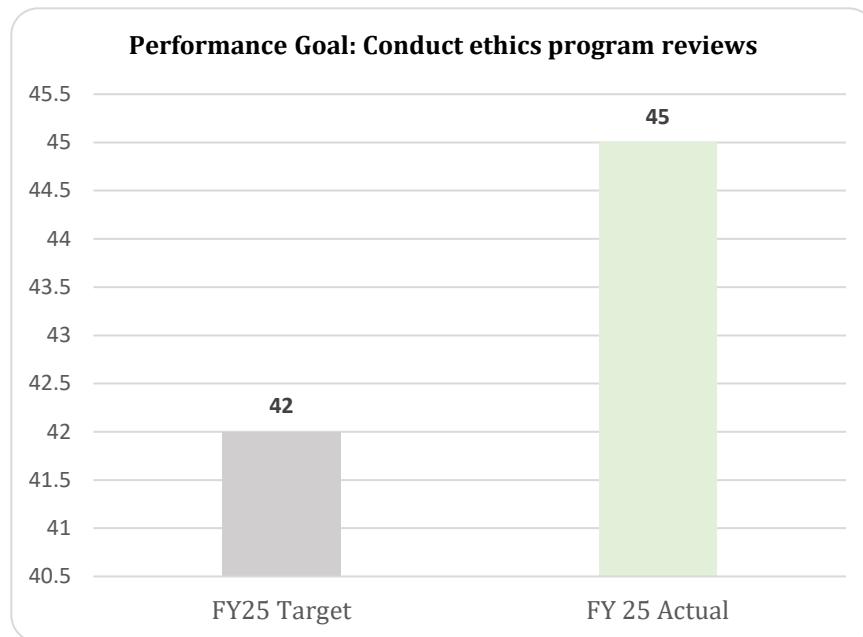
**Annual Agency Ethics Program Data Call:**

[100% Compliance from 143 agencies](#)



Summary report published to OGE’s website and training provided to 140 agency ethics officials.

## Performance Results for Fiscal Year 2025



## PLANNED WORK FOR FISCAL YEARS 2026 and 2027



**AGENCY COMPLIANCE:** OGE regularly conducts oversight of each executive branch agency's compliance with ethics program requirements to identify and mitigate ethics program vulnerabilities. The executive branch ethics program is decentralized and relies on agencies to implement compliant programs, for which the head of each agency is responsible. OGE conducts program reviews and issues reports that include recommendations for improvement, as needed. OGE conducts follow-up reviews to evaluate agencies' progress in implementing OGE's recommendations. OGE is increasing the frequency of its key oversight function by moving all agencies onto a three-year review cycle starting in fiscal year 2026. Without this oversight, agencies may not have compliant ethics programs, allowing systemic problems to multiply and result in ethics program failures.

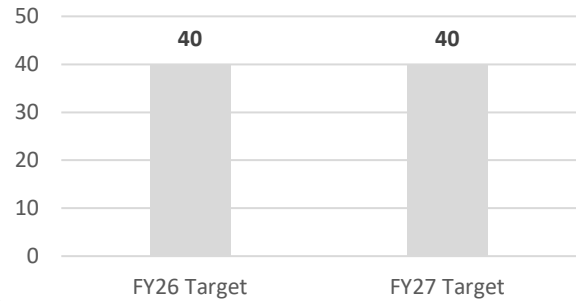
*Other Indicators of Success:*

# of follow-up reviews conducted

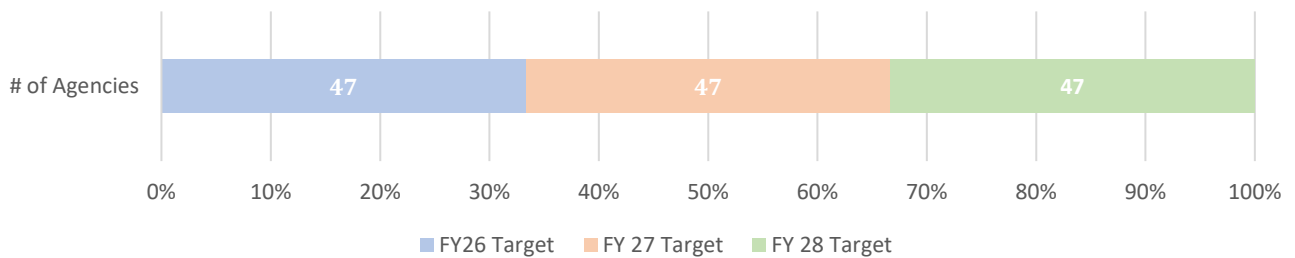
### Agency Ethics Documents Search Collection

The screenshot displays the 'Agency Ethics Documents Search Collection' interface. At the top, there is an 'Advanced Search' section with a search input field and a 'Search' button. Below this, a note states: 'This will search within PDF files and the text in the table below but will not search external links (ex: Annual Questionnaire responses)'. A 'Show 100 entries' dropdown is visible. On the right, a blue sidebar titled 'Using this Collection' contains a 'Glossary of Document Types' and 'Additional Documents' (1353 Travel Reports). The main area shows 'Filters Active - 1' with various filter categories like Type, Subtype, Agency, and Date. Below the filters is a table with columns: Date, Title, Type, Subtype, Agency, and Short Description. A sample row is shown for a report dated 04/24/2025 regarding 'Chemical Safety and Hazard Investigation Board Inspection Follow-Up Report'.

**Performance Goal: # of recommendations closed during program reviews or as a result of follow-up inspections**



**Performance Goal: Conduct an ethics program review at each executive branch agency every three years**



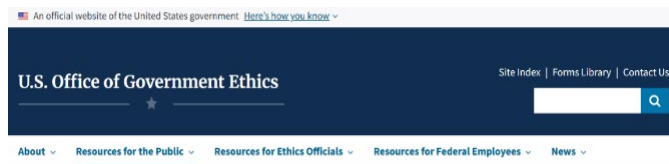
# TRANSPARENCY

## FISCAL YEAR 2025 PERFORMANCE HIGHLIGHTS and RESULTS

### Public Interest and Transparency:

Nearly **1.45 million** pageviews of OGE's website

Created a new "[public participation opportunities](#)" webpage



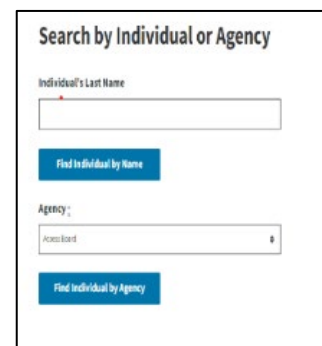
Home / Resources for the Public / Public Participation Opportunities

### Public Participation Opportunities

The public plays a critical role in Government and the executive branch ethics program.

Approximately **24,000** ethics documents released to citizens, press, and good government groups

Responded to **208** FOIA Requests and **318** Media Requests



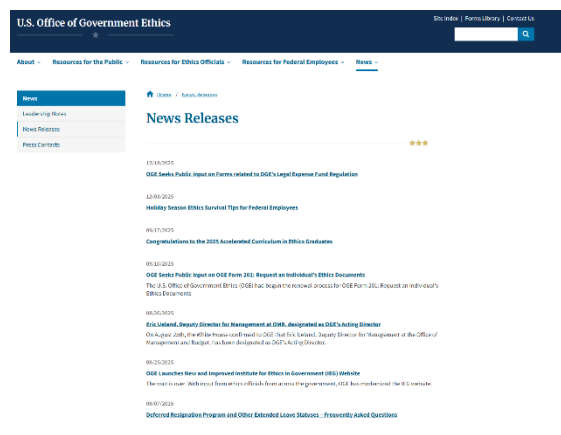
**Conflict of Interest Waivers:** Consulted on approximately **236** waivers and published the names of individuals issued certain conflict of interest waivers on OGE's website

### Outreach Activities Conducted:

Responded to **over 500** public inquiries

Published **23** News Releases

Offered **7** feedback opportunities to the public



## PLANNED WORK FOR FISCAL YEARS 2026 and 2027

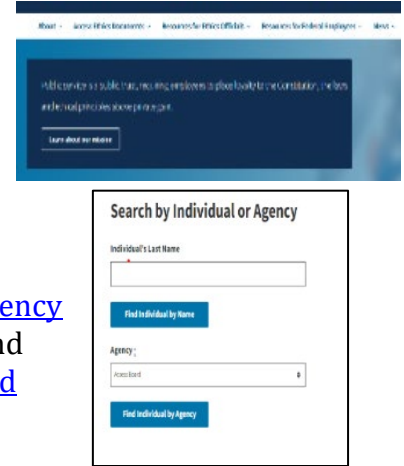


**PUBLIC PARTICIPATION:** The executive branch ethics program is designed to provide transparency to the public about the systems in place to detect and resolve conflicts of interest. To carry out these requirements, OGE:

- maintains its website, viewed by more than 1 million people each year;
- timely responds to ~1,000 external inquires each year;
- makes ethics documents available, such as [financial disclosures, ethics agreements, compliance documents, and Certificates of Divestiture](#);
- responds to [FOIA requests, publishes oversight reports and agency responses to an annual data call about their ethics program](#), and
- publishes its [correspondence with Congress](#), and its [budget and management documents](#).

### Freedom of Information (FOIA)

OGE responds to requests made under the Freedom of Information Act, which is a law that gives the public the right to request Federal Government records.



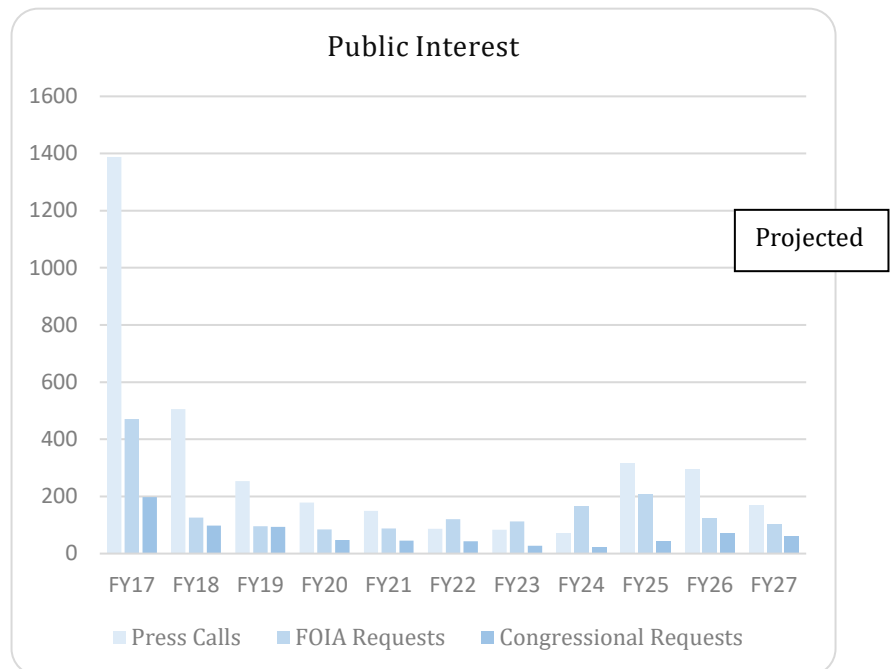
Without this transparency, the public may not meaningfully oversee the integrity of its government.



In fiscal years 2026 and 2027, OGE will explore publishing dynamic data such as dashboards about OGE's workload or agency compliance with the ethics program. OGE will also continue to create public-friendly explanatory content for OGE's website to enhance public understanding of OGE and the executive branch ethics program.

### Other Indicators of Success:

- # ethics documents requested/fulfilled
- # webpage views
- # of public inquiries
- # outreach activities conducted



**STEWARDSHIP OF AGENCY RESOURCES**

*FISCAL YEAR 2025 PERFORMANCE HIGHLIGHTS and RESULTS*

**Eliminate Waste and Increase Efficiency by Leveraging Secure Information Technology**

- Automated agencywide FOIA searches and records management
- Increased automated fulfillment of public requests for ethics documents
- Maintained dozens of in-house program applications to increase efficiency
- Published OGE’s Open Data Plan and Information Resource Management Plan
- Maintained secure IT infrastructure, including mitigating risk as evidenced by earning a “managed & measurable” rating on independent FISMA CIO assessment

**Protecting and Valuing Taxpayer Dollars**

Eliminated redundancy and increased efficiency by leveraging **23** inter-agency agreements rather than expensive contracts

Earned an **Unqualified opinion** on its independent, annual financial audit

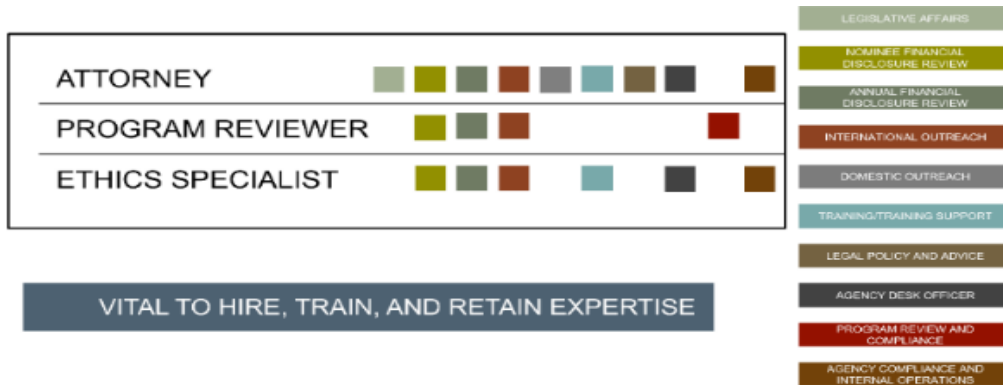
Increased spending transparency for the American public by posting contracting information to OGE’s website

**Maintain an Accountable, Expert, Cross-functional Staff**

Utilized cross-functional staff and expert detailees to meet **100%** of OGE’s performance goals

**Required and achieved 100%** of employees participating in employee development program

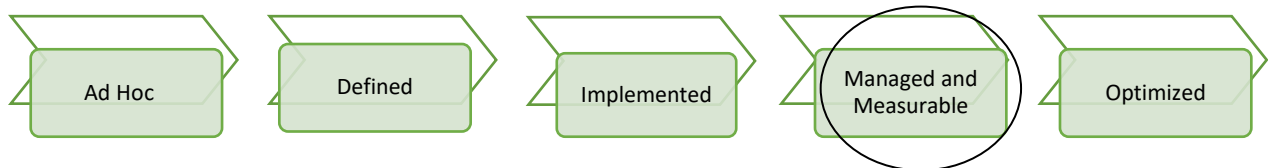
Full compliance with President’s hiring and employee performance reforms



## Performance Results for Fiscal Year 2025

**Performance Goal Target:** Earn a Managed and Measurable maturity rating on the independent FISMA assessment

**FY25 Actual:** Managed and Measurable maturity rating



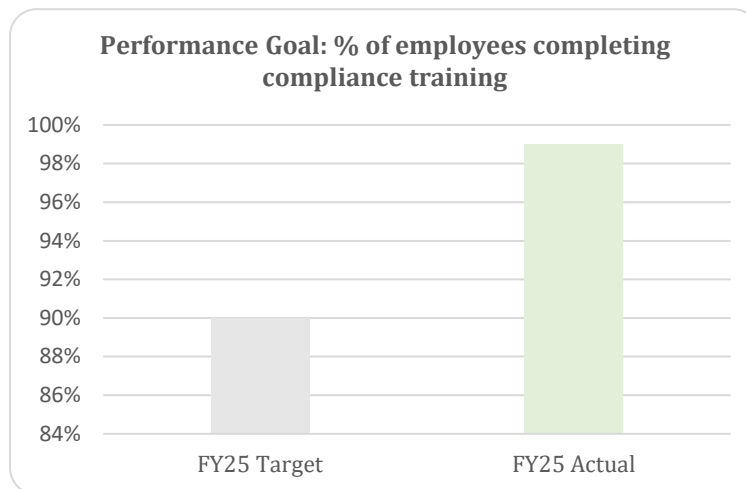
**Federal Information Systems Management Act Five-Level Maturity Model**

**Performance Goal Target:** Earn an Unqualified result on its Annual Financial Audit

**FY 25 Actual:** Earned an Unqualified Opinion on its Annual Financial Audit



**Independent Financial Audit: Four Primary Types of Reports**

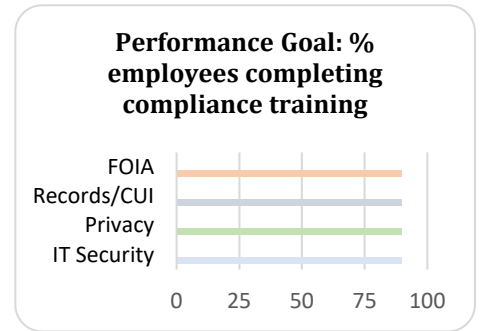


*PLANNED WORK FOR FISCAL YEARS 2026 and 2027*

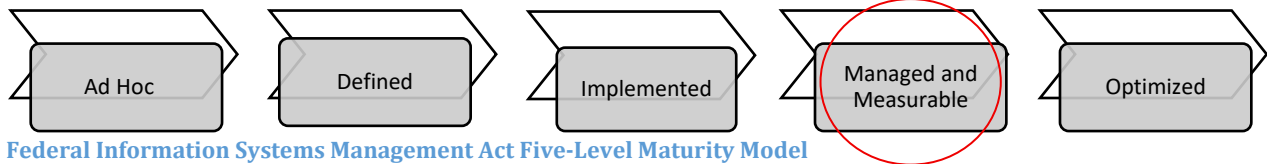
OGE conducts its agency operations following the principle that “public service is a public trust.” OGE takes seriously its compliance with the President’s directives and carefully safeguards the government resources entrusted to the agency including information, taxpayer dollars, and human resources. Without compliance and good stewardship, OGE’s mission work is at risk.

**AUTOMATION:** OGE will seek efficiencies by automating workflow steps that are conducted frequently.

**INFORMATION:** OGE will continue to implement strong data, privacy, records management, and information technology programs to protect and share, as appropriate, the information entrusted to it, and will train its staff so they can comply.

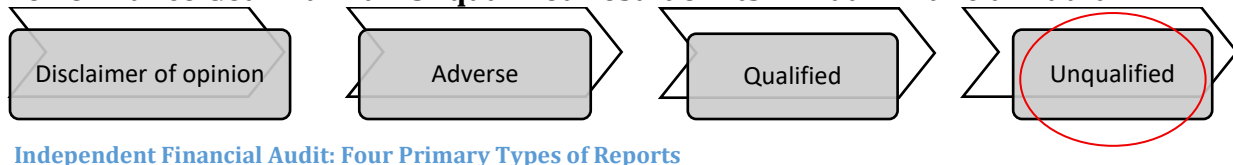


**Performance Goal Managed and Measurable maturity rating on independent FISMA assessment**



**TAXPAYER DOLLARS/APPROPRIATIONS:** OGE will remain a good steward of taxpayer dollars, as reflected by its record of strong financial management, including saving over \$1 million in rent and saving the executive branch \$50 million by offering *INTEGRITY* as a shared service. OGE will continue to pursue other efficiencies, such as the economies of scale received from using over 20 interagency agreements for shared services, and OGE’s direct cost-cutting initiatives. OGE will continue to maintain effective internal controls in all operations, including prompt payment and improper payment standards.

**Performance Goal: Earn an Unqualified result on its Annual Financial Audit**



**HUMAN RESOURCES:** OGE is only able to carry out its mission because of its highly performing, cross-functional staff. Every one of OGE’s staff supports multiple mission programs and is held accountable for performance. See chart at the bottom of Page 16.