

STRATEGIC PLAN

FISCAL YEARS
2026-2030

OGE
U.S. OFFICE OF
GOVERNMENT ETHICS

MISSION

The U.S. Office of Government Ethics (OGE) was established by the Ethics in Government Act of 1978 to provide “overall direction of executive branch policies related to preventing conflicts of interest on the part of officers and employees of any executive [branch] agency.”

As this statutory language makes clear, the primary objective of the executive branch ethics program is one of *prevention*.

Under OGE’s leadership, thousands of ethics officials are engaged every day in preventing ethical lapses and protecting the impartiality of government decision-making by implementing ethics programs in the more than 140 agencies across the executive branch. They do this by responding to employee questions about the application of the ethics laws, providing training, reviewing financial disclosures for conflicts of interest, and making ethics documents available to the public.

If these efforts at prevention fall short, 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.

Organizational Structure

OGE is a lean organization, operating below its 80 authorized full-time equivalents (FTE). OGE’s greatest resource is its multidisciplinary staff of attorneys, ethics and financial experts, as well as other key personnel. OGE is headed by a Director who is appointed by the President and confirmed by the Senate to a five-year term. In addition to the Office of the Director, OGE is divided into four divisions, guided by OGE’s Chief of Staff and senior leadership, who work in concert to carry out OGE’s mission.



*The Chief Counsel also serves as the Chief of Staff and is the designated First Assistant

OGE, Executive Branch Employees, and Agencies:

A Shared Responsibility

Keeping the public's trust is a shared responsibility between the Office of Government Ethics (OGE), executive branch employees, and agencies. OGE sets the rules to help prevent conflicts of interest and unethical behavior. The head of each agency is responsible for demonstrating ethical leadership, choosing a Designated Agency Ethics Official (DAEO) to run the agency's ethics program, and giving them the resources they need to succeed. Other staff, like supervisors, HR, and Inspectors General, are also needed to carry out a strong ethics program.

The ethics program helps ensure that employees at all phases of their public service understand their personal ethical responsibilities and how to carry out the important work they do for the public with impartiality and without conflicts of interest.

Specifically, the program strives to ensure:

- » Incoming employees are made aware of their ethical obligations and roles in creating an ethical culture in their organizations as they begin government service.
- » Employees serving the public remain free from conflicts of interest, and even the appearance of conflicts of interest, as they carry out the responsibilities the American people have entrusted to them.
- » Exiting employees and those seeking to leave the government avoid conflicts of interest and, after they leave government service, do not exercise undue influence over their former agencies on behalf of others.

OGE, and the ethics officials across the government, are not alone in promoting trust in government. Other executive branch agencies and entities focus on additional areas of government integrity, such as merit system protections in the civil service; full and open competition in procurement; fiscal controls; transparency programs; investigation of waste, fraud, and abuse; and criminal, civil, and administrative enforcement.¹



¹ See, e.g., [28 U.S.C. §§ 501-599](#) (DOJ); [5 U.S.C. app. §§ 1-13](#) (IG Act); [5 U.S.C. §§ 1101-1105](#) (OPM); [5 U.S.C. §§ 1201-1206](#) (MSPB); [5 U.S.C. §§ 1211-1219](#) (OSC); [5 U.S.C. § 3110](#) (Employment of relatives); [41 U.S.C. § 3301](#) (Full and open competition); [5 U.S.C. § 552](#) (Public information); [31 U.S.C. § 1341](#) (Appropriations).

OGE's Strategic Goals and Objectives

OGE's Strategic Plan (Plan) establishes a framework for OGE to use when developing planned work to carry out its mission over the next five years. OGE's Plan is structured around four strategic goals, ten strategic objectives, and three stewardship objectives. OGE's goals reflect the broad, long-term outcomes OGE aspires to achieve in order to fulfill its mission of preventing conflicts of interest and its vision of achieving a high level of public confidence in the integrity of executive branch programs and operations.

STRATEGIC GOAL	STRATEGIC GOAL	STRATEGIC GOAL	STRATEGIC GOAL
I	II	III	IV
<p>Help Top Executive Branch Officials Resolve Conflicts of Interest and Meet Their Ethics Responsibilities</p>	<p>Advance a Strong, Consistent Executive Branch Ethics Program</p>	<p>Hold Executive Branch Agencies Accountable for Carrying Out an Effective Ethics Program</p>	<p>Use Transparency to Further Oversight of the Executive Branch</p>
<p>Strategic Objective 1.1: Assist the President and the Senate in the Presidential appointments process and foster ethical leadership in senior officials</p> <p>Strategic Objective 1.2: Monitor senior leaders' compliance with their individual ethics responsibilities and commitments</p> <p>Strategic Objective 1.3: Lead the executive branch financial disclosure programs, including providing the public disclosure system, INTEGRITY</p> <p>Strategic Objective 1.4: Carry out statutory responsibilities under the Presidential Transition Act</p>	<p>Strategic Objective 2.1: Provide expert advice and support to ethics officials and other stakeholders</p> <p>Strategic Objective 2.2: Strengthen the expertise of officials who are integral to the executive branch ethics program</p> <p>Strategic Objective 2.3: Continuously review and refine ethics requirements and advice to mitigate risk and address emerging issues</p>	<p>Strategic Objective 3.1: Monitor agency compliance with executive branch ethics program requirements</p> <p>Strategic Objective 3.2: Use OGE's authorities to address known or potential ethics risks</p>	<p>Strategic Objective 4.1: Facilitate public participation in and understanding of government ethics</p>
<p style="text-align: center;">Stewardship Objective 5.1: Leverage technology to increase efficiency and effectiveness</p> <p style="text-align: center;">Stewardship Objective 5.2: Safeguard the government resources entrusted to OGE</p> <p style="text-align: center;">Stewardship Objective 5.3: Sustain a high performing, cross-functional staff</p>			

STRATEGIC GOAL I

STRATEGIC OBJECTIVE 1.1:

Assist the President and the Senate in the Presidential appointments process and foster ethical leadership in senior officials

Following a Presidential election and throughout an Administration, OGE works expeditiously to make sure that prospective nominees are free of conflicts of interest, so that top leadership positions can be filled quickly. Organizational culture is one of the strongest drivers of employees' behavior, therefore OGE continually seeks opportunities to engage senior leaders on the importance of ethics and to sensitize federal managers to their ethics responsibilities.

Strategies:

- » Conduct expert, second-level reviews of financial disclosure reports of nominees to the highest-level executive branch positions.
- » Use ethics expertise to work with agencies and filers to identify and resolve potential conflicts of interest of incoming senior leaders.
- » Use ethics expertise to work with agencies and filers to ensure compliance with the extensive requirements for financial disclosure under the Ethics in Government Act.
- » Encourage senior leaders' support of the ethics program.
- » Maintain specific regulatory ethics standards for senior leaders and managers.

Select Performance Indicators:

- » Timeliness of sending initial comments on draft PAS nominee financial disclosure reports to agencies
- » Timeliness of OGE's certification of final PAS nominee financial disclosure reports
- » # of PAS nominee reports pre-cleared and average review times
- » # of communications (e.g. welcome letters, year-end letters, program review reports, Leadership Notes, SES trainings) provided to senior leaders about ethics

STRATEGIC OBJECTIVE 1.2:

Monitor senior leaders' compliance with their individual ethics responsibilities and commitments

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 service as government employees. If OGE does not monitor senior leaders' compliance with their individual ethics commitments, the public cannot be certain that government leaders are acting in their interest.

Strategies:

- » Collect and publish documentation of senior agency leaders' compliance with their individual ethics commitments.
- » Conduct expert, second-level reviews of senior agency leaders' new entrant, periodic, annual, and termination financial disclosure reports.
- » Analyze and respond to requests for Certificates of Divestiture and make available to the public those approved and issued by OGE.

Select Performance Indicators:

- » % of Certificates of Ethics Agreement Compliance timely submitted
- » # of Certificates of Divestiture reviewed and issued
- » Timeliness of OGE's second-level review of PAS public financial disclosure reports
- » # of new entrant, periodic, annual, and termination PAS public financial disclosures reports closed

STRATEGIC OBJECTIVE 1.3:

Lead the executive branch financial disclosure programs, including providing the public disclosure system, *INTEGRITY*

OGE leads the executive branchwide disclosure systems, both public and confidential, and provides, at no cost, a uniform electronic public financial disclosure system, *INTEGRITY*, to all executive branch agencies. Without OGE's leadership of these programs and *INTEGRITY*, the executive branch would lack one of the most important tools for detecting and resolving financial conflicts of interest and ensuring the impartiality of government decision making.

Strategies:

- » Maintain uniform procedures and requirements for financial disclosure.
- » Operate *INTEGRITY*, the executive branch disclosure system for use by more than 90% of public filers.
- » Maintain and update uniform public and confidential disclosure forms.
- » Provide guidance on confidential and public financial disclosure programs and reporting requirements.
- » Evaluate and respond to requests from agencies to use alternative financial disclosure forms.

Select Performance Indicators:

- » Satisfaction of *INTEGRITY* administrators with OGE's support
- » % of time that *INTEGRITY* is available to users
- » Timeliness of renewing key ethics forms
- » Satisfaction of ethics officials with financial disclosure resources

STRATEGIC OBJECTIVE 1.4:

Carry out statutory responsibilities under the Presidential Transition Act

OGE has a unique and important statutory role in supporting Presidential transitions. Therefore, OGE actively prepares the agency and the executive branchwide program in advance of each Presidential election to be ready to carry out its vital Presidential appointments work. Failure to effectively prepare to assist the President and the Senate in the Presidential appointments process can result in critical senior leadership positions remaining vacant for extended periods, putting the safety and security of the nation at risk.

Strategies:

- » Engage and actively participate in government-wide Presidential transition councils.
- » Prepare executive branch ethics officials to carry out their responsibilities during a Presidential transition through extensive training and professional development (e.g. holding a National Government Ethics Summit).
- » Update and publish key Presidential transition resources for a range of audiences.
- » Use ethics expertise to work with agencies and major party Presidential candidates to ensure compliance with the extensive requirements for financial disclosure under the Ethics in Government Act and to make Presidential candidate disclosures available.
- » Offer training and use of *INTEGRITY*, a seamless electronic disclosure system, to Presidential campaigns, the Presidential Transition Teams, and the elected Administration.

Select Performance Indicators:

- » Participation in government-wide transition councils
- » Public availability of Presidential candidate financial disclosures prior to the Presidential election
- » Engagement with Presidential campaigns and Transition Teams
- » # of election readiness offerings for ethics officials
- » Satisfaction of ethics officials with election related training and resources

STRATEGIC GOAL II

STRATEGIC OBJECTIVE 2.1:

Provide expert advice and support to ethics officials and other stakeholders

OGE provides expert advice and support to ethics officials and other stakeholders to promote consistent interpretation and application of ethics laws and regulations across the executive branch. Without OGE's expert guidance, agency employees and their leaders would be left to guess at consistent solutions to complex ethical dilemmas, and ethics programs would be fragmented and inconsistently implemented creating risks of conflicts of interest.

Strategies:

- » Provide ethics officials with access to on-demand ethics expertise to respond to real-time questions from their agency's leaders and employees.
- » Facilitate information sharing and create opportunities for knowledge exchange and collaboration between ethics officials across executive branch agencies including networking and mentoring opportunities.
- » Develop internal expertise and create resources that address challenges faced by agency ethics officials and programs.
- » Respond to requests for expert advice from critical stakeholders, such as Congress, Inspectors General, government watchdogs, professional associations, non-governmental organizations, academia, state and local governments, and employee groups.
- » Support the vital work of the ethics enforcement communities.
- » Participate in U.S. government anti-corruption efforts as requested by the Department of State.

Select Performance Indicators:

- » Satisfaction of ethics officials with helpfulness and responsiveness of OGE Desk Officers
- » # of requests for assistance from ethics officials and rate of responsiveness
- » # of listserv messages and % of ethics officials on OGE's listserv
- » # of requests for technical assistance from other stakeholders

STRATEGIC OBJECTIVE 2.2:

Strengthen the expertise of officials who are integral to the executive branch ethics program

OGE seeks to strengthen the expertise of all officials who are integral to carrying out an effective executive branch ethics program, including ethics officials, agency leaders, Inspectors General, and human resources professionals. Without competent ethics officials, engaged leaders, informed investigators, and collaborative HR officials, the ethics program cannot succeed in implementing a consistent program that helps executive branch agencies mitigate risk.

Strategies:

- » Provide development opportunities for senior ethics officials and aspiring ethics program leaders.
- » Prepare ethics officials at all levels to train, advise, and support their agencies' employees and further their agencies' missions.
- » Maintain an online learning library for ethics officials at all levels of experience to develop their knowledge, skills, and abilities.
- » Improve the delivery and content of ethics education at agencies.
- » Educate other officials who are integral to the executive branch ethics program, such as human resource officials and Inspectors General.

Performance Indicators:

- » Satisfaction of ethics officials with helpfulness of OGE training offerings
- » # of training offerings and # of registrants
- » # of online views of OGE's on-demand training offerings
- » # of training certificates awarded to ethics officials (e.g. Professional Practitioner Certificate, Accelerated Curricula in Ethics, etc.)

STRATEGIC OBJECTIVE 2.3:

Continuously review and refine ethics requirements and advice to mitigate risk and address emerging issues

As executive branch agencies' missions and individual financial interest evolve, new ethics arise. OGE continually adapts by regularly revisiting its rules, refining its policies, issuing advice, considering agency-specific needs, and establishing new processes to mitigate these risks and to ensure the continued consistency and effectiveness of the executive branch ethics program.

Strategies:

- » Periodically assess and refine rules necessary to implement the executive branch ethics laws.
- » Publish clear and understandable ethics advice and resources that address new requirements, respond to novel issues, and address changes in the way government accomplishes its mission.
- » Assist agencies in addressing agency-specific ethics program risks.
- » Maintain up-to-date executive branchwide forms, privacy notices, and records schedules needed for a consistent program across 140+ agencies.

Select Performance Indicators:

- » Meet milestones for regulatory revisions
- » Satisfaction of ethics officials with helpfulness of advice and counsel resources
- » # of advice and counsel resources issued

STRATEGIC GOAL III

STRATEGIC OBJECTIVE 3.1:

Monitor agency compliance with executive branch ethics program requirements

The executive branch ethics program is decentralized, and its success relies on each agency implementing the ethics program requirements established by OGE. OGE regularly conducts oversight of agency compliance with these requirements to mitigate ethics program vulnerabilities at each agency and to identify executive branchwide trends. Without this oversight, systemic problems would multiply and result in ethics program failures that put agency missions and public confidence at risk.

Strategies:

- » Identify agency ethics program risks and non-compliance with ethics program requirements.
- » Collect, evaluate, and publish each agency's annual report on their ethics program (Annual Agency Ethics Program Questionnaire).
- » Collect, analyze, and publish information on potential ethics violations by executive branch employees.
- » Hold agencies accountable by consulting on and providing guidance on the use of conflict-of-interest waivers.

Select Performance Indicators:

- » Meet milestone of reviewing every agency ethics program at least once every three years
- » % of agencies submitting the Annual Agency Ethics Program Questionnaire
- » # of notices of conflict of interest referrals (OGE Form 202) submitted to OGE

STRATEGIC OBJECTIVE 3.2:

Use OGE's authorities to address known or potential ethics risks

Although limited by statute,² OGE uses its authorities and oversight role to address known or potential ethics risks that come to its attention. Without OGE's inquiry, support, and intervention, ethics vulnerabilities would go unaddressed, undermining public confidence and impairing the operations of the executive branch.

Strategies:

- » Issue and publish recommendations requiring agencies to address deficiencies identified during program reviews.
- » Follow-up on identified ethics program deficiencies until resolved.
- » Inquire when an agency ethics program appears to OGE to be out of compliance with ethics requirements and take appropriate action.
- » Inquire when an agency's employee appears to be out of compliance with ethics requirements and if so, confirm the agency is taking appropriate action.
- » Order corrective action on the part of a non-compliant agency and notify the President if non-compliance continues.
- » Use transparency to hold agency leaders and ethics programs accountable.

Select Performance Indicators:

- » # of recommendations for agency ethics program improvements issued and closed
- » # of inquiries made by OGE

² The responsibility for investigating alleged wrongdoing and taking disciplinary or other action against an executive branch employee rests with the management of the employing agency, the relevant Inspector General's office, or in the case of alleged crimes, the Justice Department. See 5 U.S.C. § 13122. OGE cannot issue subpoenas, question witnesses, compel the production of documents, or take action against individuals who refuse to cooperate. When questions arise as to an appointee's compliance with ethics requirements, the law authorizes OGE only to make a recommendation that the employing agency look into the matter and consider taking appropriate action. If an agency were to decline the recommendation, OGE's only recourse would be to notify the President. See 5 U.S.C. § 13122(f)(2)(A).

STRATEGIC GOAL IV

STRATEGIC OBJECTIVE 4.1:

Facilitate public participation in and understanding of government ethics

OGE facilitates public participation by making a wide array of ethics documents and information publicly available to help hold senior leaders accountable for making decisions that are based on the interests of the public rather than their own personal financial interests. OGE also seeks to build public understanding of the systems and processes in place to detect and resolve conflicts of interest. Without accurate information the public cannot make informed judgments about the integrity of their government. When the public feels that information is being withheld, they become concerned, and their confidence in the executive branch erodes.

Strategies:

- » Make ethics documents publicly available on OGE's website.
- » Fulfill requests for publicly available ethics documents.
- » Maintain a responsive Freedom of Information Act (FOIA) program.
- » Create public-friendly, explanatory content about OGE and the executive branch ethics program.
- » Respond timely to external requests for information and assistance.
- » Continuously look for opportunities to release additional data sets or create new data visualizations.

Select Performance Indicators:

- » # ethics documents requested/fulfilled
- » # of resources made available
- » # of public inquiries
- » % of FOIA requests closed within established time frames

STEWARDSHIP OBJECTIVES

STEWARDSHIP OBJECTIVE 5.1:

Leverage technology to increase efficiency and effectiveness

OGE leverages technology to increase efficiency and effectiveness in all aspects of its work. Without strong, secure information systems and processes, the agency cannot carry out its executive branchwide mandates, operate effectively, or efficiently perform its mission-critical activities.

Strategies:

- » Identify and implement technological solutions, including automation and Artificial Intelligence (AI), to address mission and operational challenges and risks.
- » Maintain up-to-date, secure, reliable, and compliant systems and equipment.
- » Evaluate and enhance agency practices and procedures.
- » Enhance the functionality of information technology tools, resources, and systems.

Select Performance Indicators:

- » # of technological solutions implemented and cost/efficiency savings
- » % of uptime of network and website

STEWARDSHIP OBJECTIVE 5.2:

Safeguard the government resources entrusted to OGE

In addition to its mission work, OGE brings to life the principle that “public service is a public trust” in the ways that it conducts its agency operations. OGE is a compliance organization that takes seriously its compliance with government-wide directives and their important policy objectives. Therefore, OGE carefully safeguards the government’s resources entrusted to the agency.

Strategies:

- » Implement sound financial management practices, including an annual, independent audit.
- » Pursue efficiencies, such as the economies of scale available through shared services.
- » Implement strong internal controls.
- » Keep privacy protected information and records secure.
- » Undergo rigorous, independent third-party information technology security assessments.
- » Comply with the wide array of requirements applicable to federal agencies.
- » Train and provide resources to OGE employees to comply with government-wide requirements and mitigate risk.

Select Performance Indicators:

- » % of OGE employees who take required training (i.e., records, security, privacy, ethics)
- » Results of independent, annual financial audit
- » Results of third party, independent information technology security assessments

STEWARDSHIP OBJECTIVE 5.3:

Sustain a high performing, cross-functional staff

OGE can successfully meet its mission because of its high-performing, cross-functional staff. Continued attention to the development and retention of staff is of critical importance to the agency’s operations and successful performance of its mission activities.

Strategies:

- » Retain and build staff expertise, resiliency, and ability to adapt to new challenges.
- » Hold employees accountable, take steps to improve poor performance, and recognize and reward individual initiative, skills, performance and hard work by OGE employees.
- » Provide employees with opportunities to develop new skills and enhance their existing ones.
- » Communicate clearly across the organization and help employees collaborate to effectively achieve OGE’s mission.
- » Explore staffing models that include leveraging expert detailees to both meet OGE’s workload and to develop expertise in the ethics community.

Select Performance Indicators:

- » % of employees that fulfill their Employee Development Plans
- » % of cross-functional/cross-trained employees across multiple programs
- » % of mid-year employee performance reviews conducted

EXTERNAL FACTORS

The following external factors could cause OGE to incur costs, impede OGE's mission, or necessitate reallocating staffing resources.

Staffing Levels (OGE & Agency Ethics Program Staffing): OGE anticipates beginning 2026 with at least fifteen percent (15%) fewer expert staff to carry out its statutory mission work than were employed at the beginning of 2025. OGE also anticipates a decline in the number of ethics officials supporting the ethics program. OGE's ability to hire necessary staff may impact its ability to carry out its planned work.

Workload and Unfunded Mandates: OGE produces a remarkable amount with a small staff by carefully managing the cyclical nature of the agency's work and leveraging its highly cross-functional professional employees. Although agile, significant unanticipated changes in workload from inter-agency mandates and government wide initiatives have impacts across programs.

Non-Compliance with the Ethics Rules: In part, the success of the executive branch ethics program relies on individual compliance with the ethics rules and just as importantly, Inspectors General investigating claims of non-compliance.

Nominee Workload: Based on experience, prior to and for two years after the election of a new President, OGE experiences more than a doubling of its workload for reviewing financial disclosure reports of nominees requiring Senate confirmation. The rate of confirmations by the Senate may also increase OGE's workload, if nominations are returned and must be re-reviewed, certified, and transmitted to the Senate because they have remained unconfirmed for an extended period.

INTEGRITY: OGE is responsible for the security and operational stability of *INTEGRITY*, a system vital to the Presidential appointments process, senior leaders, and the executive branchwide ethics program. Although OGE actively manages risks, there are unanticipated critical failures that can occur to an IT system of its size. Therefore, OGE may need to divert resources to address those issues as they arise.

IT Threats: The availability of OGE's network is more critical than ever, and any unscheduled downtime has a significant impact on operations. As potential security threats against automated systems grow and become more complex, OGE must remain proactive to ensure that any threats are reduced and mitigated, if not eliminated.

Potential Legislative Reform: OGE is the subject of significant and intense congressional and stakeholder interest. OGE is currently tracking more than 100 bills that would make significant statutory revisions to the Ethics in Government Act or the criminal conflict of interest statutes or create entirely new ethics-related statutes. Passage of major ethics reform would present significant challenges for OGE.

EVIDENCE BUILDING

OGE has long understood the importance of using evidence and evaluation to measure the effectiveness of both the executive branch ethics program and OGE's mission activities in support of the executive branch ethics program in addition to deciding how to prioritize work and allocate limited resources. Historically, OGE has gathered evidence through direct feedback from executive branch agency ethics officials and stakeholders in written and verbal form, including:

- » Conducting reviews of agency ethics programs.
- » Surveying ethics officials annually to assess their satisfaction with OGE's guidance, resources, and overall efforts.
- » Collecting information annually from each agency about their ethics program to gain insight into their operations.
- » Collecting written evaluations from participants after OGE's training events to ensure that training is effective and useful.
- » Analyzing requests for assistance from agency ethics officials and the public to identify trends and needs for additional guidance.
- » Utilizing metrics gathered from OGE's website to gauge public interest.

SUMMARY OF CONSULTATION EFFORTS

To develop the Strategic Plan (Plan), OGE used a participatory process that included input from a wide array of key stakeholders. The agency conducted focus groups with staff and senior leadership to develop the goals, objectives, and strategies in the Plan. The agency also sought feedback from the Congress, executive branch ethics officials, federal employee affinity groups, the American public, and government watchdog groups. A preliminary draft of the Plan was posted on OGE's public website and published in the Federal Register. Lastly, OGE also held two listening sessions open to the public and two focus groups with ethics officials. The current Plan reflects feedback provided to OGE by these internal and external stakeholders.