

U.S. Office of Government Ethics
DRAFT Strategic Plan
Fiscal Years 2018 –2022

Vision – To achieve a high level of public confidence in the integrity of executive branch programs and operations.

Part I – OGE’s Mission

The U.S. Office of Government Ethics (OGE), established by the Ethics in Government Act of 1978, provides overall leadership and oversight of the executive branch ethics program which is designed to prevent and resolve conflicts of interest. OGE’s mission is part of the very foundation of public service. The first principle in the Fourteen Principles of Ethical Conduct for Government Officers and Employees is, “Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.”

As the statutorily established “supervising ethics office” for the executive branch, OGE ensures that the ethics program remains an effective prevention mechanism to guard against conflicts of interest and violations of ethical standards. Each day, some part of the ethics program is at work in every agency in the executive branch. The program ensures that ethics is a top priority for Presidential appointees as they begin government service. It ensures that public servants at all levels 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. It ensures that employees who are seeking to leave the government avoid conflicts of interest, and, after they leave, it ensures that they do not exercise undue influence over their former agencies on behalf of others. Above all, it is working to protect the public’s trust in government.

Part II – Organizational Structure

Institutional Integrity in the Executive Branch

The Ethics in Government Act charges OGE with the unique mission of leading the government’s efforts to *prevent* conflicts of interest. OGE undertakes this important prevention mission as part of a framework comprised of executive branch agencies and entities focused on institutional integrity. In addition to government ethics, the reach of this broad framework includes merit system protections in the civil service; fair competition in procurement; fiscal controls; transparency programs; investigation of waste, fraud, and abuse; and criminal, civil, and administrative enforcement. Potential violations of legal authorities established under this framework, including government ethics authorities, are primarily investigated by the approximately 14,000 members of the staffs of Inspectors General across the executive branch. In addition, the Department of Justice has enforcement authority that includes civil and criminal penalties.



Figure 1

public resources. Toward this goal, the mission of the ethics program centers on preventing conflicts of interest and the appearance of conflicts of interest that stem from financial interests;

business or personal relationships; misuse of official position, official time, or public resources; and the receipt of gifts. The systems in place to prevent conflicts of interest, including financial disclosure systems and training, establish a foundation on which to build and sustain an ethical culture across the executive branch.

OGE and Executive Branch Agencies

OGE is the supervising ethics office for the decentralized ethics program established by the Ethics in Government Act. OGE sets policy for the entire executive branch ethics program while the head of each agency has primary responsibility for implementation of the ethics program in that agency which is carried out by the individual appointed as the agency's Designated Agency Ethics Official (DAEO). The DAEO is the employee with primary responsibility for directing the daily activities of an agency's ethics program and coordinating with OGE.

These responsibilities include providing advice and counseling to prospective and current employees; carrying out an effective government ethics education program; taking appropriate actions to resolve conflicts of interest and the appearance of conflicts of interest; implementing an effective public and confidential financial disclosure program; assisting the agency in its enforcement of ethics laws and regulations; and periodically evaluating the agency's ethics program and making recommendations to the agency regarding the resources available to the ethics program. Depending on the size of an agency, additional professional ethics staff may support these ethics program responsibilities.

Beyond OGE and each agency DAEO, the executive branch ethics program is a shared responsibility. Employees, supervisors, lead human resources officials, and Inspectors General, among others play a significant role in maintaining the integrity of government programs and operations.

OGE's Ethics Program Role

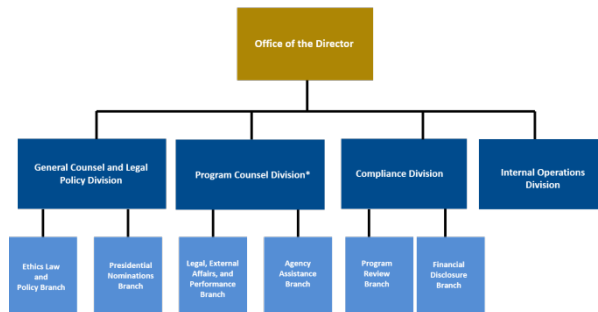
To carry out its vital leadership and oversight responsibilities for the executive branch ethics program, OGE:

- promulgates and maintains enforceable standards of ethical conduct for approximately 2.7 million employees in over 130 executive branch agencies and the White House;
- oversees a financial disclosure system that reaches more than 26,000 public and more than 380,000 confidential financial disclosure report filers;
- ensures that executive branch agency ethics programs are in compliance with applicable ethics laws and regulations;



Figure 2

- provides education and training to the more than 4,500 ethics officials executive branch-wide; and
- conducts outreach to the general public, the private sector, and civil society; and provides technical assistance to state, local, and foreign governments and international organizations.



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

Figure 2

OGE’s greatest resource is its multidisciplinary staff of attorneys, ethics and financial experts, and support personnel. OGE is a lean organization, operating at fewer than its 80 authorized full-time equivalents. OGE is led by a Director who is appointed to a five-year term by the President and confirmed by the Senate. As shown in the organizational chart in Figure 3, in addition to the Office of the Director, OGE is divided into four divisions that work together to carry out OGE’s mission. [Appendix I](#) contains a detailed description of each OGE division and branch.

Part III – Strategic Goals and Objectives

OGE’s four strategic goals are (1) **Uniformity**; (2) **Accountability**; (3) **Continuity**; and (4) **Engagement**. These 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 and Management Objectives

The nine strategic objectives encompass OGE’s key functions and describe the strategies OGE will take towards achieving each of the four strategic goals. The three management objectives reflect OGE’s management priorities and directly support OGE’s accomplishment of its mission.

The section below describes OGE’s strategic goals, related strategic objective, and OGE’s management objectives. The descriptions explain how the strategic goal and related objectives contribute to OGE achieving its mission as well as the key activities that lead to OGE achieving each strategic objective. OGE prioritizes work by continuously analyzing data sources and conducting outreach to the ethics community and other external stakeholders. This approach ensures that OGE allocates its resources according to areas with the greatest demand, such as the need for additional guidance, support, education, oversight, or outreach.

Strategic Goal I: Advance a Strong, Uniform Executive Branch Ethics Program

OGE's prevention mission means it has responsibility to advance strong, a uniform executive branch ethics program. The public can trust the integrity of executive branch agency programs and operations because a strong, uniform ethics program is in place to detect and resolve employees' conflicts of interest. The absence of clear rules, guidance, support, and training could lead to ethical lapses.

To achieve its strategic goal of advancing a strong, uniform executive branch ethics program, OGE developed three strategic objectives. These objectives are: (1.1) Continuously refine ethics policy and issue interpretive guidance; (1.2) Provide expert guidance and support to stakeholders; and (1.3) Strengthen the expertise of officials who are integral to the executive branch ethics program. These three objectives combined contribute toward maintaining and improving the uniformity and overall effectiveness of the executive branch ethics program.

To maintain an effective uniform legal framework, OGE must continuously refine ethics policy and issue interpretive guidance to ensure that all executive branch employees are held to the same standards. OGE must also provide executive branch agencies with expert guidance and support to ensure that ethics officials are aware of how to interpret the ethics laws and regulations and successfully implement at their agencies. In addition, OGE must strengthen the expertise of those officials who are integral to the executive branch ethics program. This ensures that these officials have the knowledge and skills necessary to apply the ethics laws and regulations needed to carry out an effective ethics program.

Strategic Objective 1.1: *Continuously refine ethics policy and issue interpretive guidance*

Executive branch ethics officials rely on clear policies and guidance on the laws and regulations that are applicable to executive branch agencies, such as the criminal conflict of interest statutes and Standards of Ethical Conduct for Employees of the Executive Branch. These laws and regulations serve as the building blocks of the executive branch ethics program. Therefore, OGE will continue to refine its policies and guidance to address new requirements, respond to novel issues, and adapt to changes in the way the government accomplishes its mission.

OGE will continue to work to ensure that its policies are sound and practicable and that the guidance it develops to implement these policies is understandable, clearly communicated, and disseminated widely.

Evaluating Progress:

Example of a potential measure for Strategic Objective 1.1. includes:

- Percent of ethics officials that believe Legal and Program Advisories help them perform their job duties.

Strategic Objective 1.2: *Provide expert guidance and support to stakeholders*

OGE provides expert guidance and support to stakeholders to promote consistent interpretation and application of ethics laws and regulations across the executive branch in support of prevention mission. To strengthen OGE's relationship with the ethics community and to further ensure that ethics officials have the most up-to-date ethics information, OGE will continue its Desk Officer Program as well as its communication and outreach efforts. OGE Desk Officers will continue to provide agency ethics officials with instant access to expert advice in applying the ethics laws and regulations. OGE will also continue to provide support to agencies and financial disclosure filers that use OGE's electronic financial disclosure system, *Integrity*, through orientations, training, and help desk services. This support, in turn, enables ethics officials to better serve the employees of their own agencies.

In addition to assisting executive branch ethics officials, OGE will continue to respond to requests for expert assistance and to direct outreach efforts toward other key stakeholders whose activities intersect with the ethics program, including Congress; executive branch investigative and enforcement communities; and OGE's international counterparts.

Evaluating Progress:

Examples of potential measures and indicators for Strategic Objective 1.2. include:

- Percent of ethics officials who believe OGE timely communicates ethics-related information.
- Percent of ethics officials who believe OGE Desk Officer assistance helps them perform their job duties.
- Percent of agency administrators' satisfied with the support provided by OGE on its electronic public financial disclosure filing system.
- The number of requests for technical assistance.

Strategic Objective 1.3: *Strengthen the expertise of officials who are integral to the executive branch ethics program*

OGEs seeks to strengthen the expertise of all officials who are integral to the executive branch ethics program. In addition to agency ethics officials on whom employees rely on for ethics advice and counsel, other officials such as Inspectors General, human resources professionals, and agency leadership play a significant part in carrying out an effective ethics program.

OGE will continue to provide professional development opportunities using high-return, low-cost methods of delivery, such as targeted intensive training, distance learning technologies, and large ethics education summits hosted in government facilities. In addition to expert instruction, these events also provide opportunities for ethics officials to collaborate and learn from one another. OGE will curate and expand its library of learning tools. OGE will also conduct research and share insights into organizational and human behavior.

Evaluating Progress:

Examples of potential measures and indicators for Strategic Objective 1.3. include:

- Percent of ethics officials that believe, after participating in an OGE training event, that they can more effectively perform their job functions.
- Percent of ethics officials who believe learning tools made available by OGE help them do their jobs.
- The number of registrants for OGE courses.
- The number of views of OGE's courses.

Strategic Goal II: Hold the Executive Branch Accountable for Carrying Out an Effective Ethics Program

To achieve its strategic goal of holding the executive branch accountable for carrying out an effective ethics program, OGE has developed two strategic objectives. These objectives are: (2.1) Monitor agency compliance with executive branch ethics program requirements; and (2.2) Monitor senior leaders' compliance with individual ethics commitments. These two objectives combined, contribute to OGE's carrying out its oversight role as the supervising ethics office of the executive branch.

Monitoring agency compliance with executive branch ethics program requirements helps ensure consistent and successful ethics program management. OGE accomplishes this by evaluating the systems in place to detect and resolve conflicts of interest. Monitoring senior leaders' compliance with individual ethics commitments ensures that they remain free from conflict of interest in carrying out the government's business.

Strategic Objective 2.1: *Monitor agency compliance with executive branch ethics program requirements*

OGE monitors agency compliance with executive branch ethics program requirements to mitigate program vulnerabilities at each specific agency and to identify executive branch-wide trends. OGE will continue to evaluate agency ethics programs by conducting program reviews; analyzing annual data collected from agency about program administration; and reviewing requests to tailor agency ethics programs.

Evaluating Progress:

Examples of potential measures and indicators for Strategic Objective 2.1. include:

- Percent of cases in which OGE identifies a program weakness, OGE's program review results in improvements in the agency's ethics program.
- Percent of agencies ethics programs reviewed within established time frames.

Strategic Objective 2.2: *Monitor senior leaders' compliance with individual ethics commitments*

OGE monitors senior government leaders' compliance with individual ethics commitments. Written ethics agreements are created as part of the new entrant financial disclosure process for Presidentially-appointed, Senate Confirmed nominees and reflect actions agreed upon to address conflicts of interest. OGE requires certification by new senior leaders that they have taken actions to comply with their ethics agreements. OGE also conducts second-level reviews of their annual, periodic transaction, and termination financial disclosure reports.

Evaluating Progress:

Example of a potential measure for Strategic Objective 2.2. includes:

- The percentage of public financial disclosure reports required to be submitted to OGE for second-level review are closed within established time frames.

Strategic Goal III: Contribute to the Continuity of Senior Leadership in the Executive Branch

To achieve its strategic goal of contributing to the continuity of senior leadership in the executive branch, OGE has developed two strategic objectives. These objectives are: (3.1) Prepare for a Presidential transition; and (3.2) Provide assistance to the President and the Senate in the Presidential appointment process. These two objectives combined enable OGE to play its vital role in supporting the President's constitutional duty to nominate and appoint officers to the executive branch.

Preparing for a Presidential transition ensures that OGE and all those who support the executive branch ethics program have the knowledge and skills needed to support a smooth transition from one Administration to the next. Providing assistance to the President and the Senate in the Presidential appointment process ensure that incoming leaders at the highest levels are free of conflicts of interests and understand their leadership role in the ethics program.

Strategic Objective 3.1: *Prepare for a Presidential transition*

OGE must prepare for the possibility of a full change in Administration after a Presidential election every four years. To prepare for a Presidential transition, OGE participates in federal transition councils, collaborate with other transition service providers, updates necessary resources, publishes legal advisories on relevant topics, and provides training on transition-related topics. OGE also works with representatives of Presidential candidates in connection with their financial disclosure reports and supports early transition efforts of a newly elected President.

Evaluating Progress:

Examples of potential milestones for Strategic Objective 3.1. include:

- Actively engage and/or coordinate with agencies and organizations focused on preparing for and executing smooth presidential transitions.
- Timely update key transition-related resources.

Strategic Objective 3.2: *Provide assistance to the President and the Senate in the Presidential appointment process*

Following a President election and throughout an administration, OGE continuously assists the President and the Senate in the Presidential appointment process. OGE provides an independent review of the financial disclosure reports of individuals being considered for the highest level positions in the executive branch: Presidential appointed, Senate-confirmed nominees, and candidates for the Offices of the President and Vice President. OGE will continue to work with the White House and executive branch agencies to make sure that these individuals have complied with extensive requirements for financial disclosure under the Ethics in Government Act. When potential financial conflicts of interest are detected, OGE will identify remedies to resolve them so that the President's appointees can carry out their duties free from those conflicts.

Evaluating Progress:

Examples of potential measures for Strategic Objective 3.2. include:

- Identifiable, substantive financial conflicts of interest of Presidential nominees for Senate-confirmed appointments are successfully resolved by ethics agreements within 60 days of receiving the report from the White House.
- Technical reporting issues in the financial disclosure reports of Presidential nominees for Senate confirmed appointments are successfully resolved within 60 days of receiving the report from the White House.

Strategic Goal IV: Engage the Public in Overseeing Government Integrity

OGE's prevention mission involves engaging the public both to inform them about the systems in place to build confidence so that they may actively detect and resolve conflicts of interest of their government leader's decision making.

To achieve its strategic goal of engaging the public in overseeing government integrity, OGE has developed two strategic objectives. These objectives are: (4.1) Inform the public about OGE and the executive branch ethics program; and (4.2) Make ethics information publicly available.

Informing the public about OGE and the executive branch ethics program gives the public confidence in the systems in place to detect and resolve conflicts of interest. Making government ethics information publicly available enables citizens to better understand the inner workings of government and its decision-making process. These two objectives combined contribute to the ability of citizens to hold executive branch agencies and officials accountable for making impartial decisions based on the interests of the public.

Strategic Objective 4.1: *Inform the public about OGE and the executive branch ethics program*

OGE informs the public and other key stakeholders about OGE and the executive branch ethics program to bring awareness of the important work of the executive branch ethics program. In support of this effort, OGE will create content that is easy to understand and will use its digital media platforms, including its website and Twitter to build awareness about the role OGE and the executive branch ethics program plays in maintaining the systems in place to detect and resolve conflicts of interest.

Evaluating Progress:

Examples of indicators for Strategic Objective 4.1 include:

- The number of OGE's Twitter followers and the engagement rate.
- The number of page views and unique visitors to OGE's website.
- The number of accurate media articles published about OGE.

Strategic Objective 4.2: *Make government ethics information publicly available*

It is important that ethics information be publicly available to assure the American public that decisions made by senior leaders are decisions based on the interests of the public rather than their own personal financial interests. Ethics information includes public financial disclosures, program review reports on agency ethics programs, and written policy guidance. OGE will direct its efforts toward identifying new datasets, streamlining the collection process, posting documents timely, and making them easy to access and locate.

Evaluating Progress:

Example of a potential measure for Strategic Objective 4.2. includes:

- Percent of ethics documents posted within established time frames.

Management Objectives

Management Objective 5.1: *Sustain a strong culture of performance management*

OGE will sustain a culture of performance through continuous employee engagement, and professional development, effective communication, creation and revision of necessary policies, accountability (employee and organizational), process improvement, strong performance mechanisms, and quality human capital. OGE will strive to adapt and respond to ever changing environments.

Evaluating Progress:

Examples of potential indicators for Strategic Objective 5.1. include:

- OGE's score on the Employee Engagement Index on Employee Viewpoint Survey
- Number of Standard Operating Procedures updated or created.

Management Objective 5.2: *Strengthen organizational compliance and fiscal stewardship*

OGE will continue to strengthen its organizational compliance and fiscal stewardship by continuously evaluating its practices and systems to identify areas in need of improvement. OGE will remain a good steward of taxpayer dollars as reflected by its existing track record of strong financial management. OGE will continue to pursue efficiencies, such as the economies of scale received from using shared service centers for a significant number of support services. OGE will also strive to remain compliant with the wide array of requirements applicable to federal agencies.

Evaluating Progress:

Examples of a potential measure and indicator for Strategic Objective 5.2. include:

- Percent of employees that take required training (i.e., Records, security, privacy, ethics)
- Results of annual financial audit.

Management Objective 5.3: *Continuously enhance OGE's information systems and processes*

OGE will continue to prioritize its activities to continuously enhance and secure its information systems and processes. These systems and processes include OGE's maintenance of the executive branch-wide electronic filing system, *Integrity*, as well as numerous internal applications. These efforts also include OGE maintenance of previously redesigned and streamlined workflows for agency programs that increased the use of technology, enhanced management practices, and strengthened compliance activities.

OGE will also maintain a strong secure IT infrastructure, which is necessary on a day-to-day basis to allow OGE to conduct its mission-critical work.

Evaluating Progress:

Examples of potential measures and indicators for Strategic Objective 5.3. include:

- Percent of downtime of *Integrity*, OGE's network, and website.
- Results of annual security audit.

Part IV –External Factors

OGE’s Strategic Plan establishes a framework for OGE to use when developing planned work to carry out its mission over the next five years. The Plan assumes adequate levels of fiscal and human resources. From experience, OGE knows that the agency will face certain external factors and, to the extent possible, has factored those into the Plan.

One particular external factor OGE is prepared to face during the next five years is a Presidential transition. In fiscal year 2021, OGE will carry out one of its most crucial roles; supporting the transition during a Presidential election year. Prior to and immediately after an election, regardless of the outcome, OGE experiences a particularly large and varied workload, requiring it to shift resources to support the Administration in the Senate confirmation process.

As a result, in preparing for a Presidential transition, OGE must balance the needs of the new Administration and other mission critical work that is not directly related to a transition. OGE has navigated this challenge and other external factors in the past, and is confident that the executive branch ethics program will remain strong in light of any other external factors OGE may face during the next five years.

Part V – 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. Historically, OGE has gathered evidence through direct feedback from executive branch agency ethics officials and stakeholders in written and verbal form, including:

- Surveying ethics officials annually to assess their satisfaction with OGE’s guidance, training, and overall efforts;
- Surveying employees through the Merit Systems Protection Board employee surveys to assess their understanding of the executive branch ethics program;
- 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;
- Conducting research on academic practices related to managing ethics programs;
- Analyzing requests for assistance from agency ethics officials and the public to identify trends;
- Utilizing metrics gathered from OGE’s website to understand public interest; and

- Assessment of responses to OGE employees to OPM's Employee Viewpoint Survey to, among other things, measure employee engagement.

OGE consistently looks for opportunities through its mission activities to gather valuable information and evaluate the effectiveness of its programs.

APPENDIX I -Organizational Structure

OFFICE OF THE DIRECTOR

The Office of the Director provides overall direction to the executive branch ethics program and is responsible for ensuring that OGE fulfills its mission. The Director is appointed to a five-year term by the President and is confirmed by the Senate. The Director also serves as a member of the Council of Inspectors General for Integrity and Efficiency (CIGIE); CIGIE's Integrity Committee, and the Administrative Conference of the United States.

PROGRAM COUNSEL DIVISION

The Program Counsel is the chief legal officer for the agency and the Chief of Staff with responsibility for managing all of OGE's operations and career personnel. The Program Counsel Division (PCD) is responsible for: (1) conducting outreach to OGE's stakeholders and the public; (2) overseeing executive branch-wide strategic initiatives, such as the electronic filing system for financial disclosure; (3) directly supporting agency ethics officials through OGE's Desk Officers; (3) training agency ethics officials; (4) providing internal legal support to OGE; and (5) managing OGE's budget, performance, compliance, and legislative affairs programs.

The Legal, External Affairs, and Performance Branch (LEAP) provide agency-specific legal support to OGE. LEAP is responsible for strategic initiatives and manages OGE's budget, performance, compliance, and legislative affairs programs. LEAP oversees OGE's Freedom of Information Act, Privacy Act, and records management programs. LEAP also develops and delivers substantive government ethics training to agency ethics officials throughout the executive branch and to OGE's staff. In

addition, LEAP conducts OGE's Annual Agency Ethics Program Questionnaire.

The Agency Assistance Branch (AAB) provides direct assistance to agency ethics officials throughout the executive branch. Through its Desk Officer program, AAB provides timely and accurate advice to ethics officials in response to questions regarding unique or emerging ethics issues they encounter. In addition to responding to requests for advice, AAB Desk Officers actively communicate with the executive branch ethics community to address issues and challenges that are of common interest in order to arrive at and share collaborative solutions.

AAB also manages OGE's quarterly meetings with agency ethics program leaders and other forms of outreach to support agency ethics programs.

GENERAL COUNSEL & LEGAL POLICY DIVISION

The General Counsel is the chief legal officer supporting the Director with regard to the legal authorities for government ethics in the executive branch. The General Counsel and Legal Policy Division (GCLPD) is responsible for: (1) establishing and maintaining a legal framework for the executive branch ethics program through regulations and executive branch-wide policy issuances; (2) providing interpretive guidance regarding government ethics authorities to the executive branch; and (3) providing assistance to the President and Senate in the Presidential appointment process.

The Ethics Law and Policy Branch (ELPB) develops and issues the executive branch's ethics regulations. ELPB also reviews and authorizes agency-specific supplemental ethics regulations. ELPB publishes written guidance in the form of Legal Advisories, assists stakeholders in resolving complex ethics form of Legal Advisories, assists stakeholders in resolving complex ethics issues, and supports enforcement authorities—including the Department of Justice and Inspectors General—with regard to the consistent application of government ethics laws and regulations. When appropriate, ELPB also drafts recommendations for changes in the conflicts of interest laws and other ethics statutes.

The Presidential Nominations Branch (PNB) works closely with the White House, the Senate, agency ethics officials, nominees, and nominees' representatives with regard to the ethics review of Presidential nominees for Senate-confirmed positions. PNB ensures compliance with financial disclosure requirements and assists in the resolution of potential conflicts of interest.

PNB carefully evaluates nominees' financial disclosure reports and works with agency ethics officials to prepare individualized ethics agreements. PNB also reviews new entrant disclosures by the most senior White House officials, as well as disclosures by major party candidates for the offices of President and Vice President.

COMPLIANCE DIVISION

The Compliance Division (CD) monitors agency ethics programs to ensure compliance with applicable ethics requirements established by statutes, rules, regulations, Executive Orders, and policies. CD issues Program Advisories regarding the requirements for agency ethics programs. CD

also conducts reviews of individual agency ethics programs and manages the executive branch-wide public financial disclosure program for Senate-confirmed Presidential appointees. In addition, CD evaluates requests from agencies regarding various discretionary program elements and serves as a repository for certain executive branch ethics documents.

The Program Review Branch (PRB) exercises systemic oversight of the executive branch ethics program through reviews of agency ethics programs.

PRB's program review reports make specific recommendations to agencies for meaningful ethics program improvement, and PRB monitors agencies' implementation of those recommendations. PRB tracks individual compliance with ethics agreements and tracks criminal referrals to the Department of Justice. In addition, PRB makes determinations on requests for exclusions from public financial disclosure requirements and for alternate confidential financial disclosure procedures.

The Financial Disclosure Branch (FDB) ensures that senior government leaders are free of conflicts of interest by reviewing and analyzing their public financial disclosure reports following certification by agency ethics officials. These reports include new entrant, periodic transaction, annual, and termination public financial disclosure reports. In addition to reviewing these reports, FDB is responsible for releasing these reports to the public upon request and for publishing on OGE's website the reports of officials paid at Levels I and II of the Executive Schedule.

INTERNAL OPERATIONS DIVISION

The Internal Operations Division (IOD) is responsible for: (1) maintaining OGE's information technology systems, equipment, and security; (2) creating and operating network applications; (3) ensuring compliance with administrative requirements for agencies; (4) overseeing human resources functions; (5) purchasing and contracting;

and (6) property management and other administrative programs.

The Assistant Director is supported by a Human Resources Officer and specialists in the Department of Treasury's Bureau of Fiscal Service and other agencies that perform services through interagency shared services agreements.

APPENDIX II - Definition of Strategic Planning Terms

Mission Statement
A brief, easy-to understand narrative, usually no more than a sentence long. It defines the basic purpose of the agency and is consistent with the agency's core programs and activities expressed within the broad context of national problems, needs, or challenges.
Strategic Goals
Statements that articulate general long-term outcomes that an agency hopes to achieve for the major functions and operations of the agency. They should address the broader impact desired by the organization.
Strategic Objectives
Statements that reflect the specific impact the agency aims to achieve under a certain goal. Objectives are tied to a set of performance goals and indicators established to help the agency monitor and understand progress.
Strategies
Statements that describe the approaches or practices an agency plans to employ to make progress on strategic objectives.
Indicators
Broad-based metrics that show whether desired outcomes are trending in the desired direction.
Measures
Metrics that help determine the impact or influence activities have on outcomes. Specific targets are associated with them. They can be quantitative or qualitative in nature.
External Factors
Situations and circumstances (environments) that can influence program results and outcomes, not within the control of the agency.
External Partners
Foreign and domestic government and private agencies, organizations, or entities that contribute to the achievement of an agency objective.