



**U.S. OFFICE OF GOVERNMENT ETHICS
STRATEGIC PLAN
FISCAL YEARS 2007 – 2011**

SECTION 1--INTRODUCTION

The Office of Government Ethics (OGE) was established by the Ethics in Government Act of 1978 and charged with providing “overall direction of executive branch policies related to preventing conflicts of interest” for executive branch employees. Working in partnership with agency ethics officials, OGE has built on this foundation and developed a model ethics program. Today, the ethics program is marked by consistent administration and implementation of a basic program structure within the executive branch and uniform interpretation and application of ethics laws and rules.

OGE now seeks to enhance this ethics program and continue to foster public confidence in Government programs and operations. To achieve its mission and ultimately its stated vision, OGE has established the following three strategic goals:

- Strengthening the ethical culture within the executive branch
- Preventing conflicts of interest; and
- Promoting good governance.

VISION:

Achieve a high level of public confidence in the integrity of Government.

MISSION:

Provide leadership for the purpose of promoting an ethical workforce, preventing conflicts of interest and supporting good governance initiatives.

OGE ORGANIZATION

The Office of the Director provides overall direction to the executive branch ethics program and is responsible for ensuring that OGE fulfills its Congressional and Presidential mandates.

The Office of Agency Programs is responsible for monitoring and providing services to Federal executive branch agency ethics programs. This Office has three divisions: Program Services Division, Education Division, and the Program Review Division. The three divisions coordinate their services to assist agencies in carrying out their programs. They work closely with agencies to identify and resolve problem areas, provide educational materials and training, staying abreast of budgetary concerns and identifying the emergent issues to be addressed by OGE. The Office holds an annual ethics conference for government-wide ethics officials, as well as hosting smaller topic specific events quarterly during the year.

The Office of General Counsel and Legal Policy is responsible for establishing and maintaining a uniform legal framework of Government ethics for executive branch employees. This Office develops executive branch ethics program policies and regulations, interprets laws and regulations, assists agencies in legal and policy implementations, and recommends changes in conflicts of interest and ethics statutes. It

also responds to requests for information from the media, such as newspapers and wire services, and similar other news organizations. The Office also provides liaison to the Congress and to the Office of Management and Budget.

The Office of International Assistance and Governance Initiatives coordinates the Office's support of U.S. efforts in promoting international ethics, anti-corruption and good governance initiatives

The Office of Administration and Information Management provides essential support to all OGE operating programs through two divisions. The Administration Division has program responsibilities for: personnel, payroll, fiscal resource management, facilities and property management, travel, procurement, and the publishing and printing of materials. The Information Resource Management Division responsibilities lie within telecommunications, web graphics, and records management; as well as the program management of information and web site technologies.

SECTION 2--STRATEGIC GOALS AND PERFORMANCE CRITERIA

OGE tracks its progress toward achieving its strategic goals through specific, accountable objectives evaluated by established performance measures. OGE is able to provide baseline data for the majority of measures by merging statistical data from a variety of existing sources such as ethics training surveys, annual ethics program questionnaires, and employee ethics surveys. However, some of the measures identified are new. FY 2006 will be spent gathering new data to determine the baseline for those measures and refining existing evaluation mechanisms to increase the accuracy of all other measures. The objectives and measures in this document demonstrate the value of our work in promoting integrity in Government.

SECTION 3--MANAGEMENT CHALLENGES

OGE's strategic planning assumes adequate fiscal and human resources and the successful coordination and cooperation of the executive and legislative branches in effecting appropriate changes to existing ethics programs. Because the day to day execution of the executive branch ethics program is the responsibility of each individual agency, the success of OGE's goals regarding agency ethics programs is largely dependent on agency leadership's commitment to, and involvement in the program, including agency leadership's willingness to adequately staff the function. Furthermore, because the vast majority of ethics officials perform ethics-related duties part-time, agency programs are vulnerable to other priorities that may detract from the ethics officials' ability to administer their ethics programs.

OGE plays a significant role during a transition from one Presidential administration to the next. At that time, OGE experiences a particularly large and varied workload requiring it to shift its resources to better serve the incoming President and the ethics program. For example, the number of nominee public financial disclosure reports increases dramatically as does the number of reports filed by those employees who terminate their Government service. At the same time, more employees must receive advice and counseling to orient them on Government ethics rules. As a result, OGE will

be particularly challenged to balance the immediate needs of the new administration and matters not directly related to the transition.

SECTION 4--PRESIDENT'S MANAGEMENT AGENDA

OGE will continue to actively explore ways to improve how it conducts the activities discussed in this document. By the very nature of its function, OGE's primary capital resource is its staff. Thus, OGE must continually strive for a skilled, knowledgeable, diverse, and high performing workforce. By maximizing its human resources, OGE will be able to improve its financial accountability and business processes and better integrate its human and fiscal resources to overcome obstacles, focus on results, and achieve better performance of our stated goals and objectives.

SECTION 5--OGE'S STRATEGIC GOALS:

Strategic Goal 1--STRENGTHENING THE ETHICAL CULTURE AND PROMOTING AN ETHICAL WORKFORCE WITHIN THE EXECUTIVE BRANCH

Introduction

To strengthen the ethical culture and promote an ethical workforce within the executive branch, OGE must develop and disseminate effective and timely ethics policy and provide assistance and oversight to executive branch agencies. Employees must be afforded adequate opportunities to become knowledgeable about their responsibilities and senior level officials must be committed to the success of their agencies ethics program.

How well OGE performs in ensuring that the ethical culture is strengthened will be assessed by reaching out to our customers to ensure that our resources are being used effectively and, as necessary, shifting those resources as dictated by our customer satisfaction surveys.

OBJECTIVES

The following four objectives support *Strengthening the Ethical Culture*.

Objective 1.1 Improve the effectiveness of ethics policy.

Objective 1.2 Enhance assistance to and oversight of agency ethics programs.

Objective 1.3 Increase employee awareness of their ethics responsibilities.

Objective 1.4 Increase OGE's focus on senior officials' role in implementing the ethics program.

OBJECTIVE 1.1 IMPROVE THE EFFECTIVENESS OF ETHICS POLICY.

OGE was established to develop executive branch-wide ethics policy that ensures consistent interpretation and implementation of the ethics laws, rules and program requirements across the executive branch. The strategic challenge for OGE is to ensure that its policies are sound and practicable and that the guidance developed to implement the policies is understandable, clearly communicated and as widely disseminated as possible.

Strategies for Objective 1.1

Anticipate and target emerging ethics program issues.

OGE will maintain an active network of communication with ethics officials and other interested parties, including Congress and the White House, to identify executive branch-wide and crosscutting issues where policy guidance or advice is necessary. OGE's senior managers will host meetings regularly with senior ethics and other officials to discuss issues of concern, and OGE staff will become active participants in the Interagency Ethics Council, a forum for discussing emerging ethics issues. In addition, OGE will evaluate information collected from a variety of other sources, such as surveys, program reviews, and requests for advice. OGE will prioritize and develop a plan to address emerging ethics program issues.

Evaluate the effectiveness of guidance and update as necessary.

OGE will establish a schedule to examine all existing policy guidance to ascertain if it contains information that has been superseded by subsequent developments and will provide timely notice to users.

Assess the format, scope and usefulness of periodic guidance.

OGE will evaluate the effectiveness of the means used to disseminate policy guidance to users and will make appropriate changes as warranted.

Performance Measures

Objective 1.1 Improve the effectiveness of ethics policy.						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of customers who rate OGE as responsive or very responsive to emerging issues.	5%	40%	60%	70%	75%	80%
Percent of customers who rate guidance as useful or very useful.	70%	75%	80%	80%	85%	90%
Percent of customers who say they receive the guidance they need to do their job effectively.	75%	80%	80%	80%	85%	90%

OBJECTIVE 1.2 ENHANCE ASSISTANCE AND OVERSIGHT OF AGENCY ETHICS PROGRAMS.

Each executive branch agency has a Designated Agency Ethics Official who serves as the cornerstone of the ethics program. Through the programs they administer, OGE promotes an ethical culture and strengthens the public's confidence that the Government's business is conducted with impartiality and integrity.

Strategies for Objective 1.2

Ensure that ethics officials have the knowledge required to effectively carry out their duties by (1) expanding the number and type of training and education opportunities and (2) developing and maintaining a database of informal ethics program advice.

OGE provides training and education opportunities to all ethics officials through classroom instruction, educational materials and an annual conference. OGE will increase training opportunities offered to ethics officials by developing basic web-based courses and advanced instructor-led training. In addition, OGE will provide informal opportunities to exchange information such as lunch time seminars and speakers programs. Utilizing technology, such as satellite broadcast and video conferences, OGE will more widely distribute training and education opportunities and materials.

With the growing dependence on telephone and email communication, OGE receives an increasing number of inquiries from agencies for informal guidance on ethics issues. The guidance provided often has broad application and would benefit the ethics program if it were shared with the entire ethics community. OGE will develop and maintain a system to centrally collect the informal advice it provides to agency ethics officials and identify an appropriate mechanism to disseminate advice to the ethics community as appropriate.

Focus education and training programs on new ethics officials.

Approximately 90 percent of ethics officials perform ethics program services part-time. Additionally, there is a high rate of staff turnover in the ethics program because it is often a collateral duty. As a result, OGE needs to focus greater attention on new ethics officials who are expected to provide sound advice soon after assuming ethics responsibilities. OGE will develop a two-day orientation program for new ethics officials. OGE will also develop an Ethics Program Administration Manual that incorporates the use of technology and e-learning tools along with more traditional training and education methods, specifically for new ethics officials.

Improve ethics program evaluation techniques.

The success of well-established ethics programs can be jeopardized with changes in agency resource priorities. Therefore, it is important for OGE to accurately assess whether (1) agencies are adequately staffing the ethics program, (2) ethics officials are carrying out their duties and responsibilities and (3) agencies are moving beyond basic regulatory compliance and inserting ethics into the fabric of agency processes. OGE will increase its interactions with the Inspector General community and the Government Accountability Office to identify best practices in the area of program evaluation techniques. Additionally, OGE will develop a program of self-assessment for agencies to use in years that OGE is not scheduled to perform a program review.

Identify and disseminate agency ethics program best practices.

Through its program review function, OGE is in a unique position to observe successes and innovations in agency ethics program administration. OGE will also solicit best practices from agencies in years in which they are not subject to a program review. OGE will then utilize technology to more widely disseminate innovative and successful ethics program strategies.

Performance Measures

Objective 1.2 Enhance assistance and oversight						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of ethics officials who are satisfied or very satisfied with education and training opportunities.	85%	90%	90%	90%	90%	90%
Percent of ethics officials who are satisfied or very satisfied with OGE produced education and training materials and job aids.	85%	90%	90%	90%	90%	90%
Percent of ethics officials who view OGE's program review as adding value to their own programs.	85%	85%	90%	90%	90%	90%
Percent of agencies using a self-assessment tool to evaluate their programs	15%	25%	50%	70%	75%	85%
Percent of agencies using a self-assessment tool that report it was useful.	70%	70%	80%	80%	90%	100%
Percent of customers who are satisfied or very satisfied with information shared on ethics program best practices.	TBD				85%	85%

OBJECTIVE 1.3 INCREASE EMPLOYEE AWARENESS OF THEIR ETHICS RESPONSIBILITIES.

While employees bear ultimate responsibility for complying with ethics laws and regulations and ensuring the public's trust, OGE has a leadership responsibility to ensure workers are aware of and understand these responsibilities. The long term outcome of this objective is to have employees incorporate ethics into their decision-making when carrying out their official responsibilities.

Strategies for Objective 1.3

Develop educational support for various sectors of the executive branch workforce.

One of the real strengths of the executive branch ethics program is the systematic training of employees on the regulatory standards and conflict of interest statutes. Once a year, agencies are required to provide training to the highest level officials. New employees must be made aware of the standards of conduct when entering Government service. Educating public servants about conflict-of-interest standards is a key component of preventing conflicts of interest. OGE will use information collected from agencies to identify the subject areas where OGE support of employee training is most useful. Once

identified, OGE will consult with agencies to determine the most effective and practical methods for providing appropriate support in those areas.

Encourage agencies to demonstrate consistency between ethics rules and agency practices by utilizing administrative sanctions to enforce laws and regulations.

Research shows that, without appropriate follow up on violations, employees may perceive that leadership is not committed to maintaining an ethical workplace. Demonstrated enforcement of the ethics rules complements the training employees receive on the rules themselves. OGE will use data collected on administrative sanctions to reinforce the significance of the ethics program and encourage agencies to pursue administrative sanctions where appropriate. Additionally, OGE will use the information to effectively focus education and outreach efforts.

Performance Measures

Objective 1.3						
Increase employee awareness and understanding						
Performance Measures	Performance Targets					
	Baseline	FY2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of agencies that incorporate OGE education or training products into their program.	30%	50%	70%	80%	90%	90%
Percent of customers whose knowledge of the ethics rules increased after participating in OGE developed training.	60%	80%	90%	100%	100%	100%
Percent of employees who are satisfied or very satisfied with OGE developed education or training programs.	50%	60%	70%	70%	80%	80%
Percent of employees who indicate they are familiar with ethics rules.	50%	60%	70%	70%	80%	80%
Percent of employees who indicate that they recognize ethics issues when they arise.	55%	65%	70%	75%	80%	80%
Percent of employees who believe that if violations of the ethics rules are reported to the agency follow-up is prompt and effective.	45%	55%	65%	70%	75%	75%
Percent of employees who believe that employees who are caught violating ethics rules are disciplined.	40%	40%	45%	50%	55%	60%

OBJECTIVE 1.4 INCREASE OGE’S FOCUS ON SENIOR OFFICIALS’ ROLE IN IMPLEMENTING THE ETHICS PROGRAM.

The ethical culture of an organization starts at the top. Research shows that there is a strong relationship between leaders “paying attention” to ethics and desirable program results such as employee willingness to seek ethics advice when needed. In FY 2005, OGE began assessing executive branch employee perceptions of whether agency leadership and supervisors pay attention to ethics. OGE will continue these assessments, and will increase its efforts to provide specialized services to agency leaders and supervisors.

Strategy for Objective 1.4

Promote agency leadership support in ensuring an ethical culture within the agency.

OGE must promote the ethics program to all senior agency officials. OGE will reach out to these senior officials prior to or at the time they enter public service by providing educational materials and, where appropriate, opportunities for discussion, focused on ethics issues that are unique to high-level positions of authority as well as the general ethics issues faced by all executive branch employees.

Performance Measures

Objective 1.4 Promoting agency leadership						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of employees who believe their agency leaders pay attention to ethics	60%	65%	70%	75%	75%	80%
Percent of employees who believe their immediate supervisors pay attention to ethics	55%	60%	70%	75%	80%	80%

Strategic Goal 2--PREVENTING CONFLICTS OF INTEREST

Introduction

Many of OGE’s responsibilities are directed at preventing employee conflicts of interest. Financial disclosure is the primary tool OGE uses for identifying and resolving potential conflicts of interest. Financial disclosure contributes significantly to the goal of maintaining the integrity of Government operations and programs by providing a mechanism for conflict of interest reviews. Making the financial disclosure reports submitted by the highest level officials publicly available ensures outside scrutiny, which contributes to public confidence in Government and helps to deter officials from becoming involved in official matters in which they have conflicting financial interests.

Because the financial disclosure system is so extensive and requires the expenditure of substantial resources by both OGE and the agencies, it is important for OGE to ensure that the process of filing, collecting and reviewing reports is as efficient as possible and does not unduly impede agency operations.

The following three Objectives support *Preventing Conflict of Interest*.

Objective 2.1 Enhance assistance to the President and the Congress in the Presidential appointments process.

Objective 2.2 Monitor continued compliance with conflict of interest laws.

Objective 2.3 Administer an effective confidential financial disclosure system.

OBJECTIVE 2.1 ENHANCE ASSISTANCE TO THE PRESIDENT AND THE CONGRESS IN THE PRESIDENTIAL APPOINTMENTS PROCESS.

The public financial disclosure process provides assurance to the President and Congress that appointees to the highest level Government positions will be free from conflicts of interest. OGE reviews draft public financial disclosure reports filed by individuals selected by the President for these positions in the executive branch. Potential conflicts of interest are identified and the individual agrees to take the steps necessary to resolve any conflicts. OGE is responsible for informing the appropriate Senate committee that the individual will be in compliance with applicable ethics rules and laws. In addition to preventing conflicts of interest, the review process also provides an opportunity to familiarize the prospective nominee with the ethics program.

Strategies for Objective 2.1

Use technology to improve the financial disclosure reporting and review process.

OGE will improve the administration of the financial disclosure system. One of the primary initiatives in this area is using technology to make the filing and reviewing of financial disclosure forms more efficient by reducing the need for paper filing and evaluation. OGE has formed a partnership with the Department of the Army to develop an electronic filing system. The system will allow for on-line completion and submission of the report, as well as on-line certification. Once the electronic system is fully tested, it will be made available to all agencies for use by public financial disclosure filers.

Promote proposed improvements to the financial disclosure law.

OGE has issued two reports to Congress (April 2001 and March 2005) recommending improvements to simplify the public financial disclosure reporting requirements. In the reports, OGE concluded that the current public financial disclosure system requires reporting more detailed information than is useful or necessary to achieve its fundamental goals of preventing conflicts of interest and maintaining the public's confidence in Government. Such unnecessary detail could be eliminated without reducing compliance with applicable conflict of interest requirements and without harming the public interest

in disclosure. OGE will continue to pursue proposed legislation to implement these improvements.

Ensure timely compliance with ethics agreements.

OGE monitors compliance by Presidential appointees with ethics agreements entered during the nominee review process. The agreements outline the steps an appointee must take to insulate himself and protect the agency processes from conflict of interest. This system not only aids the appointee and the agency, but it assures the public and the Senate committee responsible for holding the confirmation hearing, that potential conflicts will be resolved. OGE will establish mechanisms to ensure timely compliance with ethics agreements by all Presidential appointees.

Performance Measures

Objective 2.1						
Enhance assistance to the President and the Congress						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Number of agencies using the new electronic filing system	TBD					
Percent of users who are satisfied or very satisfied with the automated filing system	TBD					
Percent of officials who comply with ethics agreements within required time frames.	95%	95%	95%	95%	95%	95%

OBJECTIVE 2.2 MONITORING CONTINUED COMPLIANCE WITH CONFLICT OF INTEREST LAWS

After assuming their duties, individuals appointed by the President and confirmed by the Senate file financial disclosure reports annually and upon terminating their Government service. In addition, other high level Government officials and political appointees file such reports. These filings ensure that OGE and the relevant agency can continue to monitor for potential conflicts of interest. Review of annual and termination reports assure the public that conflicts of interest have not influenced an individual's service to the Government. For this system to be effective, it is imperative for the reports to be submitted and reviewed timely. In particular, in the case of annual reports, timely attention to the reports ensures that potential conflicts of interest can be addressed as employees acquire new investments or their Government duties change.

Strategies for Objective 2.2

Encourage agencies to provide feedback to public filers based on review of financial disclosure reports.

It is important for public financial disclosure report filers to know when their reports have been reviewed and certified. Notification of certification serves as evidence that the filer has no conflict or potential conflict of interest. Additionally, it demonstrates the importance of the financial disclosure system and the commitment of the agency to the ethics program requirements. OGE will encourage agencies to notify financial disclosure report filers when the report is certified as evidencing no conflict or potential conflict of interest. Such notification offers ethics officials an opportunity to educate filers about how to identify and avoid conflicts of interest in the future.

Identify weaknesses in the collection and review of annual and termination disclosure reports.

The timely submission and review of annual and termination financial disclosure reports is essential to preventing conflicts of interest. Through a targeted study and our Agency program reviews, OGE will monitor the collection and review of the reports and address systemic weaknesses as necessary.

Performance Measures

Objective 2.2 Monitoring compliance						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of agencies providing feedback to employees after review of forms	TBD					100%
Percent of audited entities that have written procedures for following up with delinquent filers	40%	60%	75%	80%	100%	100%

OBJECTIVE 2.3 ADMINISTERING AN EFFECTIVE CONFIDENTIAL FINANCIAL DISCLOSURE SYSTEM

OGE administers a second financial disclosure system that is directed to employees who serve in positions with important decision-making authority and responsibility but who are not in positions that require public financial disclosure. This system involves the submission and review of confidential financial disclosure reports. Like public financial disclosure reports, confidential reports are used as a tool to identify potential conflicts of interest and to counsel employees about avoiding such conflicts. Agencies make extensive use of this system; for example, the confidential reports are filed by temporary employees and thousands of members of advisory committees to ensure that advice received by the Government is objective. As with the public financial disclosure

reporting system, OGE's challenge is to ensure that the system is as effective and efficient as possible, while at the same time ensuring that it meets its primary purpose of preventing conflicts of interest.

Strategies for Objective 2.3

Use technology to improve the confidential financial disclosure system.

As with the public financial disclosure reporting system, the confidential system could be improved by on-line preparation, submission, review and certification of reports. OGE plans to develop a confidential financial disclosure form that can be filed electronically.

Encourage agencies to use alternative confidential financial disclosure reporting where appropriate.

OGE has, by regulation, established a uniform system of confidential financial disclosure reporting for the entire executive branch. However, because agency missions (or the components of agencies) vary greatly, it may be more practical and useful for identifying conflicts to tailor the confidential disclosure requirements to the needs of a particular agency. This may be true particularly in cases involving disclosure by members of advisory committees. OGE regulations permit such deviations where circumstances dictate that an alternative reporting system would enhance agency operations. OGE will encourage the increased use of these alternative systems by advertising existing approved alternatives; identifying, through our program review process, agencies that might benefit from the use of an alternative system; and by assisting agencies in developing such systems for their own needs.

Performance Measures

Objective 2.3						
Improved Administration of Confidential System						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of alternative systems judged by program review to have been effectively implemented.	60%	65%	70%	80%	90%	90%
Percent of required confidential filers who filed by end of reporting year	70%	70%	75%	75%	80%	80%

Strategic Goal 3--PROMOTING GOOD GOVERNANCE.

Introduction

Good governance is commonly understood to include accountability, transparency, effectiveness and efficiency, predictability and the rule of law. An ethics program that focuses on the accountability and conduct of individual employees is an integral part of all programs and is an essential element of good governance. The effect of an ethics program can be enhanced when it is coordinated with other programs that are designed to meet the goals of good governance and public trust. By leveraging resources and exchanging ideas, agencies with related missions can more effectively meet their goals. Accordingly, OGE will seek to work with other Federal agencies that have responsibilities which are part of the larger goal of good governance.

State and local government ethics offices are also excellent sources of information about program elements that work well and those that do not. Improved communications with these offices as well as other agencies administering integrity programs can enhance our ability to carry out the executive branch ethics program. Additionally, by more proactively reaching out to the public and private sector about the executive branch ethics program, OGE promotes a better understanding of the standards expected of public servants. Finally, OGE will continue to use its experience to act as a U.S. Government (USG) expert and resource supporting U.S. foreign policy anti-corruption and good governance initiatives.

OBJECTIVES

The following three Objectives support *Promoting Good Governance*.

Objective 3.1 Increase OGE's support of and cooperation with Federal, state and local agencies implementing programs that help support good governance.

Objective 3.2 Increase outreach to the private sector and civil society.

Objective 3.3 Support U.S. foreign policy anti-corruption and good governance initiatives.

OBJECTIVE 3.1 INCREASE OGE'S SUPPORT OF AND COOPERATION WITH FEDERAL, STATE AND LOCAL AGENCIES INVOLVED WITH ENSURING THE INTEGRITY OF GOVERNMENT FUNCTIONS.

OGE's experience demonstrates that collaboration with other agencies improves the effectiveness and efficiency of our own programs. Agencies that have responsibilities related to good governance often face similar issues, and grapple with developing strategies to address those issues. Closer collaboration or coordination among such agencies can generate a shared understanding of best practices and results in better governance. More importantly, at the Federal level, coordination among various agencies eliminates redundancy, helps in developing uniform policies, and ultimately results in a more cohesive approach to dealing with issues across a broader spectrum.

Strategies for Objective 3.1

Increase collaboration with other Federal agencies having complementary missions to identify cross-cutting issues involving integrity, accountability and transparency in Government.

Active coordination and cooperation with other Government agencies having complementary missions and programs is important in promoting integrity, accountability, predictability and transparency of Government. Agencies that promote transparent and consistent processes and information, and agencies that assist with participatory and efficient government functions, all share a role in good governance. OGE will increase its efforts to collaborate with these and other agencies to identify cross-cutting issues and undertake appropriate actions to ensure achievement of mutual goals.

Expand outreach to state and local entities responsible for ensuring accountability and promoting public confidence in government processes.

OGE is a member of the Council on Governmental Ethics Laws (COGEL), an organization comprised primarily of Federal, state and local government agencies of the U.S. and Canada, as well as some additional foreign government agencies. The experiences of these agencies with administering similar programs are a valuable resource for enhancing OGE and other members' programs and strengthening good governance on a broader scale. It will also help meet USG commitments under international agreements. OGE will become a more active and effective presence in COGEL as well as develop more effective relationships with other organizations of government agencies to assist in promoting good governance programs.

Performance Measures

Objective 3.1 Increase OGE's support of and cooperation with federal, state and local agencies involved with ensuring the integrity of government functions.						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Number of interagency good governance programs/projects OGE participated in	6	8	8	10	10	10
Percent of interagency programs/ projects where OGE participation enhanced understanding of good governance	TBD					50%
Number of programs/ projects involving state/local/government agencies/organizations	2	2	2	3	3	3
Percent of programs/projects where participation was useful to OGE/other participants	100%	100%	100%	100%	100%	100%

OBJECTIVE 3.2 INCREASE OUTREACH TO THE PRIVATE SECTOR AND CIVIL SOCIETY.

Making information about Government accountability and transparency easily and readily accessible is important to maintaining the public's trust in Government. Enhancing OGE's communications with the public and civil society, as well as developing cooperative and informative programs with persons who do business with the Government, will help promote the overall goal of good governance as well as a better understanding of the role of the ethics program.

Strategies for Objective 3.2

Enhance our communications with the public and civil society.

OGE will expand its efforts to communicate with the general public, non-government organizations and other interested parties. The OGE website will serve as an important vehicle for this effort. OGE will add information about internal and external USG good governance initiatives in which it participates. OGE will also seek opportunities to participate in seminars or conferences where there is an opportunity to disseminate information to the public and civil society about the role the ethics program plays in establishing integrity, accountability and transparency in Government.

Increase cooperation and information-sharing with persons who do business with the Government.

One way to help employees avoid situations that can raise ethical concerns is to eliminate those situations in the first place. This can be done, in part, by educating persons and entities that do business with the Government about the ethical requirements that apply to Government employees. This issue has become even more important because of the increased use of Government contractors in the Federal workplace. OGE will collaborate with relevant agencies to identify the most effective ways that Government contractors, grantees and others who interact with Federal officials can be made aware of how to avoid interactions that might result in misconduct by a Federal official. At a minimum, OGE intends to seek opportunities to speak with organizations that represent contractors and others, and to prepare appropriate explanatory materials that agencies can distribute to their customers and stakeholders.

Performance Measures

Objective 3.2 Increase outreach to the private sector and civil society.						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Number of meetings, speeches, presentations and similar outreach efforts to organizations that represent the public, civil society and persons who do business with the Government	8	10	10	12	12	15
Percent of entities that indicate that interaction with OGE was helpful to their understanding of the USG ethics program and the integrity of the executive branch	TBD	50%	60%	75%	90%	90%

OBJECTIVE 3.3 SUPPORT U.S. FOREIGN POLICY ANTI-CORRUPTION AND GOOD GOVERNANCE INITIATIVES.

The ethics program designed and administered by OGE is one of the most well-established and long lived of its type in the world. Consequently, OGE has a wealth of practical technical experience that can be used to assist those within the Government who wish to promote USG anti-corruption and good governance initiatives abroad. OGE has the requisite expertise to represent the U.S. as an expert in international multi-disciplinary mutual evaluation mechanisms and good governance programs in which the U.S. has agreed to participate.

Strategies for Objective 3.3

Respond to requests from U.S. foreign policy agencies.

OGE regularly participates with interagency groups responsible for developing and reviewing USG international anti-corruption and good governance initiatives. OGE often represents the USG in international fora where these initiatives are being implemented or where corruption prevention is at issue. OGE also regularly provides international technical assistance briefings to foreign officials from the public and private sector traveling under the auspices of the State Department International Visitors or other similar programs. On occasion, OGE provides more direct assistance through State Department approved bilateral agreements or in response to U.S. foreign policy agency requests, to countries interested in developing prevention measures to incorporate into their anticorruption good governance efforts.

Serve as an expert in on-going international mutual evaluation mechanisms.

At the nomination of the USG, OGE currently serves as an expert evaluator for, and USG representative to, the Group of States Against Corruption (GRECO) and the follow-up mechanism of the Inter-American Convention Against Corruption. Additionally, OGE serves as an expert for the public governance programs of the Organization for Economic Cooperation and Development (OECD).

Performance Measures

Objective 3.3 Support U.S. foreign policy anti-corruption and good governance initiatives.						
Performance Measures	Performance Targets					
	Baseline	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
OGE's requested participation in program advances U.S. foreign policy objective as judged by USG agencies	TBD					75%
Quality of services as an evaluator results in repeated requests when evaluated topic is relevant	100%	100%	100%	100%	100%	100%