

UNITED STATES OFFICE OF
GOVERNMENT ETHICS



Preventing Conflicts of Interest
in the Executive Branch

U.S. Office of Government Ethics
Strategic Plan
Fiscal Year 2014 – Fiscal Year 2018

A Message from the Director

I am pleased to present the *Strategic Plan* of the U.S. Office of Government Ethics (OGE) for fiscal years 2014 through 2018. OGE fulfills the vital governmental needs of preventing conflicts of interest in the federal executive branch, endeavoring to foster ethical cultures in federal agencies, promoting transparency and ensuring that the public can have confidence in the impartiality of executive branch officials.

With oversight provided by OGE, more than 5,000 federal ethics officials carry out these critical functions in over 130 agencies across the executive branch. These dedicated professionals, who make up our vibrant government ethics community, bring to life the world's most rigorous ethics program. Fundamental to their efforts is a shared belief that public service is a public trust. The *Strategic Plan* reflects OGE's continued commitment to that shared belief and to an executive branch ethics program that is part of the very foundation of public service.

An academic once characterized the mission of the government ethics program as being "ethics in action." Consistent with that view, the *Strategic Plan* highlights OGE's efforts to transform ethical aspirations into practical realities. It focuses on the following three strategic goals and describes in practical terms the work that OGE has planned to achieve these goals:

Uniformity

- Advance a strong, uniform executive branch ethics program by interpreting and advising on ethics laws, policies, and program management; holding executive branch agencies accountable for carrying out an effective ethics program; contributing to the professional development of ethics officials; and modernizing and implementing the ethics rules and regulations.

Continuity

- Contribute to the continuity of senior leadership in the executive branch by providing assistance to the President and the Senate in the Senate confirmation process, promoting leadership support of the executive branch ethics program, and supporting succession planning in the executive branch ethics program.

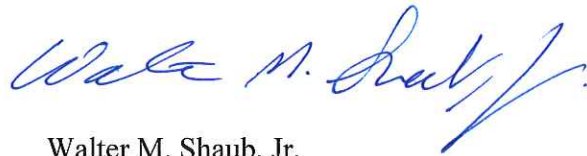
Transparency

- Promote transparency of the executive branch ethics program by raising the visibility of both the executive branch ethics program and the U.S. Office of Government Ethics, and by ensuring that ethics information is publicly available.

In developing practical approaches for achieving these goals, OGE actively consulted with key stakeholders both inside and outside the government. The input of these stakeholders was invaluable in clarifying OGE's understanding of the ethics mission, the program's effect on the executive branch, and the direction in which OGE should lead the ethics community. The

product of these consultations is a *Strategic Plan* that draws on both the wisdom of OGE's past experiences and the benefits of fresh perspectives.

We embark on this new *Strategic Plan* in a year that marks the 35th anniversary of enactment of the Ethics in Government Act, which established OGE as the supervising ethics office for the executive branch. OGE has accomplished much over these three and a half decades, but the task of protecting the integrity of government demands ongoing vigilance, adaptability and innovation. In this *Strategic Plan*, OGE seeks to take the best of what the agency does into the future, while striving to find new and better ways to strengthen the ethics program. We at OGE are ever mindful that, as public servants, we have an obligation to carry out our duties in ways that honor the public's trust.

A handwritten signature in blue ink, reading "Walter M. Shaub, Jr." with a stylized flourish at the end.

Walter M. Shaub, Jr.
Director

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

Part I - Mission

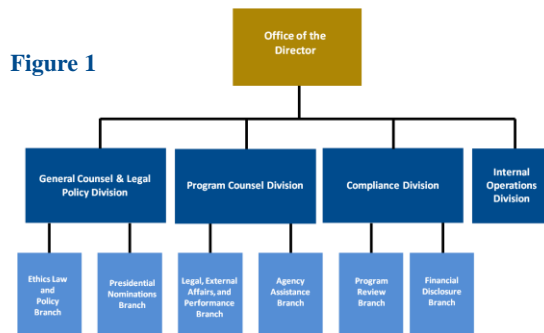
The U.S. Office of Government Ethics (OGE), established by the Ethics in Government Act of 1978, provides overall leadership and oversight of the executive branch ethics program designed to prevent and resolve conflicts of interest.

Part II - Organizational Structure

The section below describes OGE's organizational structure and its relationship with the executive branch ethics community.

Office of Government Ethics

OGE's greatest resource is its multi-disciplinary staff of attorneys, ethics and financial experts, and support personnel. OGE is a lean organization, with approximately 80 full-time equivalents (FTEs). OGE is led by a Director who is appointed to a five-year term by the President. As shown in the organizational chart below, in addition to the Office of the Director,



OGE is divided into four divisions that work in concert to carry out OGE's mission. Appendix I contains a detailed description of each OGE division and branch.

OGE and the Executive Branch Ethics Community

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. To support the day-to-day activities of the ethics program, each agency head appoints individuals to serve as the agency's Designated Agency Ethics Official (DAEO) and Alternate Designated Agency Ethics Official (ADAEO). Depending on the size of the agency, there may be additional professional ethics staff that supports the ethics program. Approximately 5,600 full-time and part-time ethics officials work in the executive branch to provide all executive branch employees assistance in detecting and resolving potential conflicts of interest.

OGE sets policy for the entire executive branch ethics program while the head of each agency has primary responsibility for implementation of the



Figure 2

Part III - Strategic Goals and Objectives

To develop the Strategic Plan, OGE consulted with and sought feedback from Congress, executive branch ethics officials, public citizens, and government watchdog groups. The current Plan reflects feedback provided to OGE by these external stakeholders.

OGE’s Strategic Plan is structured around three strategic goals, nine strategic objectives, and two management objectives.

Strategic Goalsⁱ

OGE’s three strategic goals are (1) **uniformity**, (2) **continuity**, and (3) **transparency**. They 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 Objectivesⁱⁱ

The nine strategic objectives represent OGE’s key functions and express the path OGE will take towards achieving each of the three strategic goals.

Management Objectivesⁱⁱⁱ

The two management objectives represent OGE’s management priorities and directly support achievement of OGE’s mission.

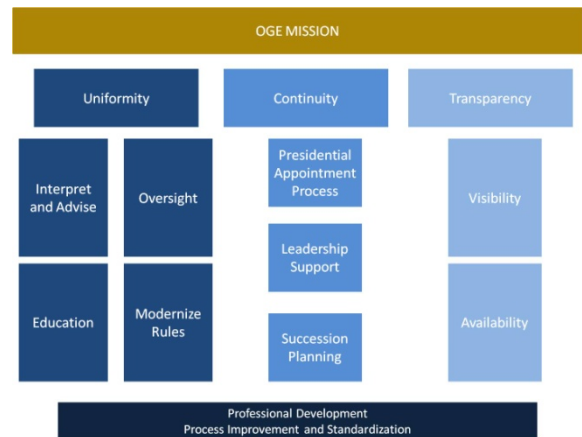


Figure 3

The figure above illustrates the basic framework of OGE’s plan for achieving its mission.

The section below describes each strategic goal and its underlying strategic objectives, as well as OGE’s management objectives. Each description explains how the strategic goal and underlying objectives contribute to OGE achieving its mission as well as the key activities that support achievement of each strategic objective.

Strategic Goal #1: Advance a strong uniform executive branch ethics program

The public can trust the integrity of agency programs and operations because a strong uniform ethics program is in place to detect and resolve potential conflicts of interest.

To advance a strong uniform executive branch ethics program, OGE focuses on the following four areas: (1) Laws and Regulations, (2) Advice and Guidance, (3) Education and Training, and (4) Oversight.

Maintaining a legal framework for ethics in the executive branch ensures that all executive branch employees are held to the same standards. Providing executive branch agencies with guidance and individual support ensures that ethics officials are aware of how the ethics laws and regulations should be interpreted. Providing professional development through education and training opportunities ensures that ethics officials have the knowledge and skills necessary to apply the ethics laws and regulations. Conducting oversight and monitoring activities ensures that agency ethics programs are held accountable. These four areas combined contribute toward maintaining and improving the uniformity and overall effectiveness of the executive branch ethics program.

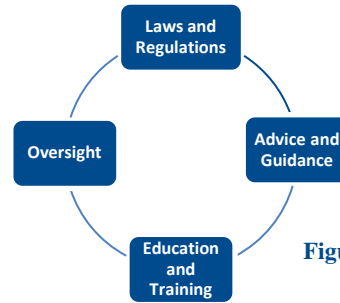


Figure 4

OGE prioritizes work within each area by continuously conducting outreach to the ethics community and analyzing multiple data sources. This approach ensures that OGE allocates its resources according to areas with the greatest demand and need for additional guidance, training, or oversight.

The following four strategic objectives directly support Strategic Goal #1:

Strategic Objective 1.1:

Interpret and advise on ethics laws, policies, and program management

OGE interprets and advises on ethics laws, rules, policies, and program management to promote consistent interpretation and application across the executive branch. To effectively carry out the duties of their positions, ethics officials need timely access to the most up-to-date ethics guidance that enables them to provide accurate guidance to employees. OGE will continue to develop and publish comprehensive written guidance. To fulfill this need, OGE works 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.

OGE will also continue to provide on-demand support to agency ethics officials through its Desk Officer program. Desk Officers provide agency ethics officials with instant access to expert advice in applying the ethics laws and regulations. This advice, in turn, enables ethics officials to better serve the employees of their own agencies.

To strengthen OGE's relationship with the ethics community and to further ensure that ethics officials have access to the most up-to-date ethics information, OGE will continue to expand its communication and outreach efforts with the ethics community.

Strategic Objective 1.2:

Hold executive branch agencies accountable for carrying out an effective ethics program

OGE holds agencies accountable for carrying out an effective and compliant ethics programs through its oversight and monitoring activities. Oversight and monitoring allow OGE to mitigate program vulnerabilities in specific agencies, identify executive branch-wide trends, and disseminate model practices.

OGE will continue to evaluate agency ethics programs through onsite reviews; collect and analyze annual reports about program administration from agencies; review annual, periodic transaction, and termination financial disclosure reports of senior government officials; monitor senior government officials' compliance with ethics agreements; and support the work of inspectors general and prosecutors.

Strategic Objective 1.3:

Contribute to the professional development of ethics officials

OGE contributes to the professional development of ethics officials so that executive branch employees can have confidence in the counsel they receive from these officials. Executive branch employees rely on ethics officials in their agencies to assist in the detection and avoidance of potential conflicts of interests. Therefore, OGE focuses on providing ethics officials with opportunities to attain the knowledge and skills necessary to successfully carry out the duties of their positions.

To expand the number of ethics officials with access to professional development opportunities, OGE will continue to provide training using cost effective methods of delivery such as distance learning technologies and large ethics education symposia hosted in government facilities. These events also provide opportunities for ethics officials to collaborate and learn from one another. To increase

consistency and decrease duplication of effort, OGE will also focus on developing products ethics officials can incorporate into their ethics programs and providing opportunities for ethics officials to share products they have created with one another.

Strategic Objective 1.4:

**Modernize and
implement the ethics
rules and regulations**

Ethics rules and regulations serve as the building blocks of the executive branch ethics program. Based on its more than three decades of practical experience, OGE will make targeted revisions to the ethics rules and regulations to ensure their continued effectiveness and applicability to situations faced by employees in a 21st century government. As part of the process, OGE will solicit feedback and involvement from the ethics community.

Strategic Goal #2: Contribute to the continuity of senior leadership in the executive branch

OGE contributes to the continuity of senior leadership in the executive branch by assisting with the President's constitutional duty to nominate and appoint officers to the executive branch. OGE uses the nomination process as an opportunity to ensure that incoming leaders are free of conflicts of interests. Because agency leaders play a significant role in fostering an ethical culture, OGE promotes leadership support of the executive branch ethics program by imparting to incoming leaders the importance of the ethics program and each leader's role in supporting the program. OGE also supports succession planning efforts in executive branch ethics programs. Succession planning is vital to mitigating the loss of expertise resulting from the retirement of senior executive branch officials.

The following three strategic objectives directly support Strategic Goal #2:

Strategic Objective 2.1:

Provide assistance to the President and the Senate in the Presidential Appointment Process

OGE provides assistance to the President and the Senate in the Presidential appointment process. Working with the White House and executive branch agencies, OGE will continue to provide assistance by reviewing the financial interests of Presidentially appointed, Senate-confirmed nominees for possible conflicts of interest with their prospective duties. When such conflicts are found, OGE will identify remedies to resolve them so that the President's appointees can carry out their duties free from those conflicts.

In response to a Congressional mandate in the Stop Trading on Congressional Knowledge Act of 2012, OGE will develop an executive branch-wide electronic filing system for public financial disclosure, which will streamline the process and reduce the reporting burden for filers.

Strategic Objective 2.2:

Promote leadership support of the executive branch ethics program

OGE promotes leadership support of the executive branch ethics program. OGE realizes that the success of each agency's ethics program is, in part, dependent on the commitment of the agency's leadership to, and involvement in, the ethics program. Therefore, OGE will leverage existing opportunities such as the nominee and program review processes to highlight the importance of the ethics program. OGE will also work with agency ethics officials to identify steps OGE can take to provide assistance in gaining leadership support for individual agency's ethics programs.

Strategic Objective 2.3:

**Support succession
planning in executive
branch ethics programs**

OGE supports succession planning in executive branch ethics programs to minimize the impact of employees leaving the workforce. Succession planning requires the documentation of current processes, transfer of institutional knowledge, and availability of personnel prepared to assume ethics official positions at all levels.

To support succession planning in the executive branch ethics program, OGE will focus on providing training to less experienced ethics officials and leveraging the expertise of experienced ethics officials. OGE will reach ethics officials with less experience by offering an intensive and comprehensive curriculum of courses specifically designed for new ethics officials. In addition, OGE will train ethics officials with more experience to deliver OGE-developed ethics courses in their own agencies. In addition to providing training, OGE will encourage agencies to create and maintain standard operating procedures for current processes.

Strategic Goal #3: Promote transparency of the executive branch ethics program

OGE promotes transparency of the executive branch ethics program. Transparency increases accountability and provides information to citizens about the inner workings of government and its decision-making processes. In support of the President's commitment to the principle of an open government, OGE will direct resources toward raising the visibility of the systems in place to detect and resolve conflicts of interest and making ethics documents publicly available.

The following two strategic objectives directly support Strategic Goal #3:

Strategic Objective 3.1:

Raise the visibility of the executive branch ethics program and the Office of Government Ethics

Raising the visibility of the executive branch ethics program and of OGE are critical steps toward building awareness of the systems in place to protect the integrity of government operations and programs.

To raise the visibility of the executive branch ethics program, OGE will conduct outreach with stakeholders both within and outside the Federal government. OGE will pursue strategic communication strategies that educate, engage, and encourage collaboration with external stakeholders. To conduct outreach, OGE will rely on traditional communication methods, such as speaking engagements, but will also increasingly refine its use of digital and social media.

Strategic Objective 3.2:

Ensure that ethics information is publicly available

Ensuring that ethics information is publicly available assures the American public that senior leaders are making decisions based on the interests of the public rather than their own personal financial interests. Ethics information includes public financial disclosure reports, program review reports on agency ethics programs, and written policy guidance. The availability of this information also assists executive branch employees in understanding the basic obligations of public service, holds OGE accountable for its activities, and supports ethics officials in carrying out the duties of their positions.

OGE will continue to ensure that ethics information is publicly available. OGE will direct its efforts toward posting documents timely and making them easy to access and locate.

MANAGEMENT OBJECTIVES

The following two management objectives directly support OGE in achieving its mission:

Management Objective 4.1:

**Promote professional
development
opportunities aimed at
building OGE
employees' knowledge,
skills, and abilities**

The executive branch ethics community relies on OGE to provide timely, accurate, and useful services and products to assist in the daily management of its ethics programs. OGE is committed to continuously improving these services and products. In furtherance of this commitment, OGE will continue its Employee Development Program, which provides time, resources, and organizational support to enhance the professional development and expertise of OGE staff.

Drawing on OGE's experience and internal talent, this program will improve upon the high quality of services and products provided by the agency.

Management Objective 4.2:

**Transform the way OGE
conducts business
through process
improvement**

OGE strives for excellence by continuously reviewing and refining its strategies for achieving its mission. In an effort to work smarter, OGE will study its processes and procedures for programs that both support the ethics community and OGE's internal operations (Privacy, IT Security, Records Management, etc.). OGE is also committed to equal employment (EEO) and will focus specifically on continuous enhancement of its EEO program. OGE will aim to improve its overall effectiveness and will look for ways to streamline and standardize without affecting the integrity of the program. OGE will formalize policies and procedures in writing.

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 2017, OGE will carry out one of its most crucial roles; supporting the transition to a new Administration during a Presidential election year. During a transition from one Presidential Administration to the next, OGE experiences a particularly large and varied workload, requiring it to shift its resources to support the Administration in the Senate confirmation process.

As a result, during times of transition, OGE must balance the immediate needs of the new Administration and matters not directly related to the transition. OGE has successfully 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.

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 congressional and Presidential mandates. The Director is appointed to a five-year term by the President and is confirmed by the Senate. The Director is a member of the Council of Inspectors General for Integrity and Efficiency (CIGIE) and the Integrity Committee of the CIGIE, which reviews allegations of misconduct against inspectors general. The Director also serves as a member of the Administrative Conference of the United States.

General Counsel and Legal Policy Division

The General Counsel and Legal Policy Division (GCLPD) is responsible for (1) establishing and maintaining a legal framework for the executive branch ethics program, and (2) providing assistance to the President and Senate in the Presidential appointment process.

Ethics Law and Policy Branch

The Ethics Law and Policy Branch (ELPB) develops, drafts, and issues all executive branch ethics regulations. ELPB also reviews agency specific regulations supplementing executive branch ethical standards. When appropriate, ELPB drafts recommendations for changes in the conflicts of interest and ethics statutes. ELPB sets forth executive branch-wide policy and interpretive guidance of the executive branch ethics laws and regulations. To promote consistent

interpretation and application of the ethics laws, regulations, and policy guidance across the entire executive branch, ELPB publishes written guidance in the form of Legal Advisories.

Presidential Nominations Branch

The Presidential Nominations Branch (PNB) works closely with the White House and agency ethics officials to help prospective Presidential nominees to Senate-confirmed positions comply with the extensive financial disclosure requirements of the Ethics in Government Act. PNB carefully evaluates the nominee's financial disclosure report and works with the agency ethics official to prepare an individualized ethics agreement to avoid and resolve potential conflicts of interest before the nominee enters government service.

Program Counsel Division

The Program Counsel Division (PCD) is responsible for (1) coordinating and conducting outreach between OGE and its many stakeholders such as Congress, OMB, government watchdog groups, and the public; (2) developing and providing training to agency ethics officials; (3) carrying out initiatives that reach across executive branch agencies such as e-filing; (4) providing agency-specific legal support to OGE; (5) managing OGE's budget, performance, and legislative affairs programs; and (6) supporting agency ethics officials, through its Desk Officer program, in carrying out the executive branch ethics program.

Legal, External Affairs and Performance Branch

The Legal, External Affairs, and Performance Branch (LEAP) supports OGE through a range of cross-cutting programmatic responsibilities.

LEAP provides agency specific legal support to OGE. LEAP manages OGE's strategic initiatives including efilings, performance management, budget, communications, and legislative affairs programs. LEAP serves as OGE's liaison to the Federal Register and the Office of Information and Regulatory Affairs within the Office of Management and Budget and oversees OGE's Freedom of Information Act, Privacy Act, and Records Management programs.

LEAP also develops and provides substantive training to agency ethics officials and OGE staff to help them attain the knowledge and skills necessary to carry out the duties of their position.

Agency Assistance Branch

The Agency Assistance Branch (AAB) provides vital services and support 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-related issues. In addition to responding to requests for advice, AAB Desk Officers actively reach out the ethics community to address issues and challenges that are of common interest in order to arrive at and share collaborative solutions.

Compliance Division

The Compliance Division (CD) is responsible for (1) managing elements of the public financial disclosure program; and (2) monitoring and reviewing agency ethics programs to ensure compliance with applicable ethics requirements established by statutes, rules, regulations, and Executive Orders.

Financial Disclosure Branch (FDB)

The Financial Disclosure Branch (FDB) ensures executive branch leaders who have been appointed by the President and confirmed by the Senate, as well as Designated Agency Ethics Officials (DAEOS), remain free of conflicts of interest after they take office by collecting and analyzing their annual, termination, and periodic transaction public financial disclosure reports. FDB reviews each report to ensure completeness and to resolve potential conflicts of interest. In addition to reviewing these reports, FDB posts reports to OGE's website.

FDB also monitors compliance with ethics agreements made by Presidential Appointees during their Senate confirmation process to ensure commitments made to resolve potential conflicts of interests are timely met and appropriately resolved.

Program Review Branch (PRB)

The Program Review Branch (PRB) exercises oversight of the executive branch ethics program through onsite monitoring of agency ethics programs. PRB's oversight activities are designed to mitigate program vulnerabilities and disseminate model practices. PRB conducts onsite monitoring through plenary reviews and inspections. Plenary reviews comprehensively address all program elements while inspections provide a snapshot of the quality of an agency's implementation of selected core ethics program elements. PRB summarizes its findings and issues recommendations for improvement in written reports.

Internal Operations Division (IOD)

The Internal Operations Division (IOD) is responsible for supporting OGE's internal operations. IOD oversees the following functions that support OGE: (1) information technology, (2) procurement, (3) payroll, (4) facilities and property management, (5) travel, and (6) human resources management.

APPENDIX II: Key Performance Goals

The chart below provides OGE’s 20 key performance goals for fiscal years 2014-2018. For more information on OGE’s annual performance targets, see OGE’s Annual Performance Plan.

Strategic Goal #1: Advance a strong uniform executive branch ethics program.	
Strategic Objectives	Performance Goals
Strategic Objective 1.1	Legal and Program Advisories help ethics officials perform their job duties.
	Ethics officials believe OGE timely addresses new ethics issues.
	OGE Desk Officer assistance helps ethics officials perform their job duties.
Strategic Objective 1.2	Public financial disclosure reports (annual, termination, and transaction) required to be submitted to OGE are closed within established time frames.
	Agencies subject to program review implement recommendations for improvements and acknowledge the identification of broader systemic weaknesses by OGE.
	Compliance with ethics agreements occurs within the established time frame.

Strategic Objective 1.3	Ethics officials use training products made available by OGE.
	After participating in an OGE training event offered through the Institute for Ethics in Government, ethics officials better understand the subject matter presented.
	After participating in an OGE training event offered through the Institute for Ethics in Government, ethics officials believe they can more effectively perform their job functions.
Strategic Objective 1.4	Milestone: eFiling system has capacity to process financial disclosure reports.
	Milestone: Draft revisions to Subparts B and F of the Standards of Ethical Conduct for Executive Branch Employees.
	Milestone: Submit revisions to Subparts B and F of the Standards of Ethical Conduct for Executive Branch Employees to the Department of Justice and the Office of Personnel Management.

Strategic Goal #2: Contribute to the continuity of senior leadership in the executive branch.	
Strategic Objectives	Performance Goals
Strategic Objective 2.1	Identifiable substantive conflicts of interest of Presidential nominees for Senate-confirmed appointments are successfully resolved by ethics agreements no later than five days after nomination.
	OGE successfully resolves technical reporting issues in the financial disclosure reports of Presidential nominees for Senate-confirmed appointments no later than five days after nomination.
Strategic Objective 2.2	Agency leaders demonstrate support of the ethics program.
Strategic Objective 2.3	Ethics officials increase their confidence level in one or more skill areas after attending OGE's Intensive Curriculum in Ethics.
Strategic Goal #3: Promote transparency of the executive branch ethics program	
Strategic Objectives	Performance Goals
Strategic Objective 3.1	Increase the number of external stakeholders that are aware of OGE and the executive branch ethics program.
Strategic Objective 3.2	Ethics documents are posted online within established time frames.

Management Objectives	Performance Goals
Management Objective 4.1	OGE employees participating in the Employee Development Program increase their confidence level in one or more skill areas.
Management Objective 4.2	Create or revise standard operating procedures for key agency programs.

APPENDIX III: Evaluation and Research

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 used evidence gathered through direct feedback from executive branch agency ethics officials and other audiences in written and verbal form. OGE uses all of its mission activities as opportunities to evaluate its effectiveness, including:

- Surveying ethics officials annually to assess their satisfaction with OGE's guidance, training, and overall efforts;
- Evaluating agency ethics program compliance by gathering information from each agency, such as the number of financial disclosure reports filed at an agency, the number of Department of Justice prosecutions or Inspector General referrals made on ethics-related issues, and the number of disciplinary actions taken on ethics-related charges;
- Collecting written evaluations from participants after OGE's training events to ensure that training is effective and useful;
- Surveying annually executive branch ethics officials regarding compliance with the Ethics Pledge, as required by the President's Executive Order on Ethics (E.O. 13490);
- Utilizing agency ethics program reviews to obtain valuable feedback from agency ethics officials about OGE's programs and support;
- Utilizing internal applications, such as OGE's Agency Information Management System, that track requests for guidance from agency ethics officials and the public; and
- Utilizing metrics gathered from the OGE website.

ⁱ A statement of aim or purpose that is included in a Strategic Plan. Strategic goals articulate clear statements of what the agency wants to achieve to advance its mission and address relevant national problems, needs, challenges and opportunities. These outcome-oriented strategic goals and supporting activities should further the agency's mission. OMB Circular A-11 (Section 200.20 (2012)).

ⁱⁱ Strategic objectives break down broader strategic goals to express more specifically the path an agency plans to follow to achieve or make progress on the broader strategic goal. Each objective is tracked through a suite of performance goals and other indicators. Performance goals should facilitate prioritization and assessment for planning, management, reporting, and evaluation purposes. Agencies should use strategic objectives to help decide which indicators are most valuable to provide leading and lagging information, monitor agency operations, show how employees contribute to the organization's mission, determine program evaluations needed, communicate agency progress, and consider the impact of external factors on the agency's progress. Agency strategic objectives should be comprehensive of all agency activity and are generally outcome-oriented. OMB Circular A-11 Section 200.20 (2012).

ⁱⁱⁱ An agency's strategic objectives may focus on management functions critical to the success of the strategic goal (e.g., a major IT project that is essential to overall progress or new skills training essential to delivery of the mission). In general, strategic objectives will directly support a strategic goal. OMB Circular A-11 Section 200.20 (2012). Management Objectives: Agencies are encouraged to establish management-focused objectives that reflect key priorities of the agency. OMB MANAGEMENT PROCEDURES MEMORANDUM NO. 2013-01