

STRATEGIC PLAN (FY 2026 - 2030)



January 30, 2026

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**A MESSAGE FROM SENIOR COUNSEL CHARLES N. BALDIS,
DESIGNEE FOR ACTING SPECIAL COUNSEL JAMIESON GREER**

It is my pleasure to present the U.S. Office of Special Counsel’s (OSC’s) Strategic Plan for Fiscal Years 2026-2030, on behalf of Acting Special Counsel Jamieson Greer. Our strategic plan provides a roadmap for continued success, reinforcing our commitment to fulfilling OSC’s statutory mandate while ensuring the responsible and effective use of appropriated funds.

Guided by our **mission** to safeguard employee rights and hold the government accountable, OSC is a small independent federal agency that provides a safe channel for federal employees to make whistleblower disclosures of agency wrongdoing and report prohibited personnel practices, including retaliation for speaking up. Through enforcement of the Hatch Act, OSC is also charged with preventing partisan politics from compromising the integrity of the merit-based civil service system. Last, OSC protects the civilian job rights of veterans and service members under the Uniformed Services Employment and Reemployment Rights Act (USERRA).

As a civil investigative and prosecutorial agency with government-wide jurisdiction, OSC helps rein in waste, fraud, abuse, illegality, and threats to public health and safety that pose the risk of severe harm to the public and large liability costs to the government.

In this new Strategic Plan, our **goals** are clear: to promote and protect the integrity and efficacy of the federal workplace, promote government accountability, and achieve organizational excellence. To achieve these goals, OSC has identified objectives and metrics that promote hiring and retaining a high-performing, mission-driven workforce, and deploy existing and emerging innovative technologies to improve the efficient handling of our increasing caseload.

OSC also strives to more clearly communicate the impartial, effective, and efficient way the agency handles complaints and cases. Communicating with stakeholders and the public to appropriately publicize enforcement outcomes will maximize the impact of OSC’s enforcement actions and deter future wrongdoing, including retaliation.

Each OSC case is more than a number, it is the story of uncovered waste, fraud, or abuse within the federal government by brave civil servants. Telling their stories is an effective and innovative way to promote good government, safeguard the merit system, and protect taxpayers.

OSC’s **core values** – Integrity, Impartiality, and Excellence – guide us in accomplishing our goals. As a small agency with an expansive mission, OSC’s Strategic Plan for FY 2026-2030 will help us execute **our vision** of an effective and efficient government inspiring public confidence. Together, we look forward to continuing to achieve uncompromising results for our whistleblowers, stakeholders, and the American people.

INTRODUCTION

Welcome to the U.S. Office of Special Counsel's (OSC) Strategic Plan for FY 2026-2030. Founded in 1979, OSC is an independent agency tasked with safeguarding the merit system and holding the government accountable. In pursuit of this mission, OSC:

- Provides a safe channel for federal employees to report wrongdoing.
- Investigates and prosecutes prohibited personnel practices and partisan political activity.
- Issues advice on civil servants' partisan political activity restrictions.
- Protects and enforces the federal employment rights of uniformed service members.
- Educates the federal community to prevent violations of civil service laws.
- Files amicus curiae briefs to weigh in on questions impacting whistleblower law and practice.

As a small agency with an expansive mission, OSC's Strategic Plan prioritizes efficacy and efficiency. Currently, OSC, with approximately 117 full-time employees, serves as a resource for approximately 2.1 million federal civilian employees across the globe. Under prior Strategic Plans, OSC streamlined decision making, automated processes, and invested in its staff. As a result, OSC established new records in the numbers of cases reviewed, corrective actions obtained, and agencies trained, while improving customer service and promoting a culture where federal employees feel they can safely disclose wrongdoing.

Demand for OSC's services has never been greater. While OSC's recent achievements are significant, challenges remain, and new ones continue to develop. By building on its successes and executing the FY2026-2030 Strategic Plan, OSC will be ready to meet these challenges.

ABOUT OSC

I. Background

OSC is an independent federal investigative and prosecutorial agency. Several statutes establish OSC's primary enforcement authorities, including the Civil Service Reform Act (CSRA), as amended by the Whistleblower Protection Act (WPA) and the Whistleblower Protection Enhancement Act (WPEA); the Hatch Act; and the Uniformed Services Employment and Reemployment Rights Act (USERRA).

OSC's roots lie in the reform efforts of Gilded Age America with the passage of the Pendleton Act in 1883, which began dismantling the spoils system and established the U.S. Civil Service Commission. The purpose of the Act was to create a competent, qualified federal workforce insulated from partisan political pressure. Nearly a century later, in 1978, the CSRA replaced the Civil Service Commission with the Office of Personnel Management (OPM), the Federal Labor Relations Authority, and the Merit Systems Protection Board (MSPB), with OSC serving as the investigative and prosecutorial arm of the MSPB for the next decade.

OSC became an independent agency within the federal executive branch in 1989 with the passage of the WPA. The WPA also strengthened protections against retaliation for employees who disclose government wrongdoing and enhanced OSC's ability to enforce those protections. Ensuing legislation significantly strengthened the agency's enforcement capabilities by, for example, clarifying OSC's access to privileged agency materials during its investigations and permitting OSC to file amicus curiae briefs in whistleblower retaliation cases in federal courts of appeals.

II. OSC's Mission, Vision, Strategic Goals, and Core Values

Mission *To safeguard employee rights, holding the government accountable.*

Vision *Effective and efficient government, inspiring public confidence.*

Strategic Goals

- 1. Protect and promote the integrity and efficacy of the federal workplace.*
- 2. Ensure government accountability.*
- 3. Achieve organizational excellence.*

Core Values

- 1. Integrity.* We adhere to the highest legal, professional, and ethical standards to earn and maintain the public's trust.
- 2. Impartiality.* We act impartially to uphold the merit system through the enforcement of OSC's statutory missions.
- 3. Excellence.* We deliver timely, innovative, and high-quality services to address and prevent government wrongdoing, while fostering a respectful, high-performing workplace.

III. Mission and Responsibilities

OSC’s mission is to safeguard employee rights, holding the government accountable. To achieve this mission and promote good government in the federal executive branch, OSC’s core obligations are:

- (1) Upholding the merit system by protecting federal employees, applicants, and former employees from prohibited personnel practices; curbing prohibited political activities in the workplace; preserving the employment rights of federal employees who are service members; and educating the federal workforce.
- (2) Providing a safe channel for federal employees, applicants, and former employees to disclose wrongdoing at their agencies.

These two responsibilities work in tandem to maintain the integrity and fairness of the federal workplace and to strengthen government accountability.

A. Investigating and Prosecuting Prohibited Personnel Practices

The “federal merit system” refers to laws and regulations that are designed to ensure that personnel decisions are made based on merit. Prohibited personnel practices are banned employment-related actions that violate the merit system through actions such as employment discrimination, retaliation, and improper hiring practices. OSC has the authority to investigate and prosecute prohibited personnel practices.

B. Enforcing the Hatch Act

The Hatch Act, passed in 1939, restricts certain political activities of federal employees, as well as some District of Columbia, state, and local government employees who work in connection with federally funded programs. The law was intended to protect employees from political coercion, ensure employees are advanced based on merit rather than political affiliation, and ensure federal programs are administered in a nonpartisan fashion. OSC has the authority to investigate and prosecute violations and issue advisory opinions under the Hatch Act.

C. Protecting Service Members’ Federal Employment and Reemployment Rights

USERRA, passed in 1994, protects military service members and veterans from employment discrimination because of their service, and allows them to regain their civilian jobs following a period of uniformed service. OSC has the authority to litigate and otherwise resolve USERRA claims by federal employees referred by the Department of Labor.

D. Serving as a Safe Channel for Whistleblower Disclosures

In addition to protecting whistleblowers from retaliation, the CSRA and the WPEA created OSC as a safe channel for most federal workers to disclose information about violations of law, rule, or regulation, gross mismanagement, gross waste of funds, abuse of authority, substantial and specific danger to public health and safety, and censorship related to scientific research.

Through its oversight of government investigations of whistleblower disclosures, OSC regularly reins in waste, fraud, abuse, illegality, and threats to public health and safety that pose the risk of both catastrophic harm to the public, and large liability costs to the government.

E. Educating the Federal Workforce on Civil Service Laws

OSC plays a critical role in advancing compliance with federal personnel laws by providing advanced training and expert guidance to federal agencies. OSC also administers its 2302(c) Certification Program that equips federal supervisors with the tools necessary to respond to whistleblower violations and assists federal agencies with meeting their statutory requirement to educate employees on the rights and remedies available to them under the CSRA, the WPA, the WPEA, and the Dr. Chris Kirkpatrick Whistleblower Protection Act.

IV. Organizational Structure

OSC is headquartered in Washington, D.C. The agency includes the following components:

A. Immediate Office of Special Counsel

The Special Counsel and the Immediate Office of Special Counsel (IOSC) are responsible for policymaking and overall management of OSC. This responsibility encompasses the agency's congressional liaison and public affairs activities.

B. Case Review Division / Clerk's Office

The Case Review Division (CRD) serves as the initial intake point for all complaints of prohibited personnel practices (PPPs) and whistleblower disclosures of government wrongdoing. CRD's responsibilities include the Freedom of Information Act (FOIA), the Privacy Act, Controlled Unclassified Information, and records management.

C. Investigation and Prosecution Division

The Investigation and Prosecution Division (IPD) is primarily responsible for investigating, prosecuting, and otherwise resolving PPPs. IPD determines whether the evidence is sufficient to establish that a violation has occurred and, if so, whether the matter warrants corrective action, disciplinary action, or both, including through an enforcement action before the MSPB.

D. Disclosure Unit

The Disclosure Unit reviews whistleblower disclosures of government wrongdoing. DU may refer a whistleblower disclosure to the agency to investigate and report its findings to OSC. For referred whistleblower disclosures, DU reviews each agency report for sufficiency and reasonableness. Ultimately, OSC sends its determination, the agency report, and any comments by the whistleblower to the President and the responsible congressional oversight committees.

E. Retaliation and Disclosure Unit

The Retaliation and Disclosure Unit (RDU) handles hybrid cases where a complainant alleges both whistleblower disclosures and retaliation.

F. Hatch Act Unit

The Hatch Act Unit (HAU) investigates and resolves complaints of unlawful political activity under the Hatch Act and may seek corrective and disciplinary action informally or before the MSPB. HAU also provides advisory opinions under the Hatch Act.

G. USERRA Unit

The USERRA Unit reviews and resolves USERRA complaints by federal employees referred to OSC by the Department of Labor. The unit may represent military service members in USERRA appeals before the MSPB.

H. Alternative Dispute Resolution Unit

The Alternative Dispute Resolution Unit (ADR) provides mediation and other forms of ADR services to resolve select PPP and USERRA cases.

I. Outreach, Training, and Compliance Unit

The Outreach, Training, and Compliance (OTC) Unit manages OSC's 2302(c) certification program, including assisting agencies in meeting the statutory mandate of 5 U.S.C. § 2302(c). Additionally, the Chief of this unit serves as the Equal Employment Opportunity (EEO) Director, who reports directly to the Special Counsel on the efficacy of OSC's EEO program. The unit answers questions, handles complaints, and ensures access to EEO and anti-harassment policies and materials.

J. Office of General Counsel

The Office of General Counsel provides legal advice regarding management, policy, and administrative matters, including federal ethics requirements. The office also defends OSC's interest in litigation filed against the agency.

K. Operations Division

The Operations Division manages OSC's budget and financial operations and meets the technical, analytical, records, and administrative needs of the agency. Component units include the Budget and Finance Office, the Human Capital Office, the Administrative Services Office, and the Information Technology Office (ITO).

Procurement operations and travel are included under the Budget and Finance Office. ITO maintains the electronic case management system (eCMS) used to process OSC cases, store case-related documents, and generate reporting metrics. In addition, ITO is responsible for maintaining all modern technology platforms used by the agency and ensuring their compliance with federal requirements.

An organizational chart for OSC may be found in Appendix B of this document.

STRATEGIC GOALS, OBJECTIVES, STRATEGIES, AND METRICS

OSC’s Mission is “to safeguard employee rights, holding the government accountable.” Strategic Goals 1 and 2 focus on the agency’s substantive program areas, which work in tandem to promote a more responsible and merit-based federal government. Strategic Goal 3 focuses on OSC’s efforts to achieve organizational excellence, encompassing the building blocks to make OSC itself more agile, efficient, and effective. Collectively, the Strategic Goals will help OSC to realize its Vision of an “effective and efficient government inspiring public confidence.”

I. **Strategic Goal 1 – Protect and promote the integrity and efficacy of the federal workplace.**

A. **Objective 1: Obtain timely and effective complaint outcomes through impartial investigations, strategic actions, and impactful litigation.**

Each year, OSC receives thousands of complaints, particularly from federal employees alleging whistleblower retaliation. To effectively remedy wrongs, obtain relief, and hold agencies and employees accountable, OSC applies consistent standards of review and investigative procedure to each matter. Some cases will demand more time and resources than others and will require a variety of investigative strategies and techniques to resolve. Applying broadly uniform procedures, but handling each matter as the facts demand, allows OSC to remain efficient, fair, and effective. OSC also uses ADR and other dispute resolution methods to increase case-processing efficiency and to better serve its stakeholders. Regarding Hatch Act enforcement, OSC is exploring a classification system for cases involving serious violations to assist with improved allocation of limited resources for more impactful cases.

Strategies

- Handle cases in an impartial, effective, and efficient manner.
- Maximize effective use of ADR and other resolution methods in cases.

Metrics – PPP Enforcement

- Percent of complaints closed within 240 days.
- Number of stays obtained.
- Number of corrective actions obtained.
- Number of disciplinary actions obtained.
- Number of cases and stays filed with MSPB.

Metrics – Alternative Dispute Resolution

- Percent of cases resulting in settlement.

Metrics - Hatch Enforcement

- Percent of cases closed within 240 days.
- Number of cases filed with MSPB.
- Percent of successful prosecutions before MSPB.
- Number of corrective actions obtained.
- Number of disciplinary actions obtained.

Metrics - USERRA Enforcement

- Percent of referrals closed within 60 days.
- Number of corrective actions obtained.

B. Objective 2: Promote accountability and deter violations through effective and innovative communications with stakeholders and the public.

As a small agency responsible for safeguarding the merit system in a broad sector of the federal executive branch, OSC understands the necessity of effectively communicating with stakeholders and the public about its efforts to promote accountability within the government. By appropriately publicizing enforcement outcomes through digital platforms, OSC can maximize the impact of its enforcement actions and deter future wrongdoing, including whistleblower retaliation. OSC will use a wide variety of communication methods to disseminate timely, accurate information and will provide regular opportunities for input, feedback, and collaboration from stakeholders.

Strategies

- Use digital platforms to issue press releases on major activities and key developments.
- Use available analytics to assess effectiveness of communications.
- Engage stakeholders regularly to communicate OSC's enforcement priorities and actions and provide opportunities for feedback.

Metrics

- Number of external stakeholders engaged, including federal departments and agencies, congressional offices, and non-governmental entities.
- Number of press releases issued.
- Types and frequency of digital platforms used to share information.
- Types and frequency of OSC website views and activity on digital platforms.

C. Objective 3: Provide timely Hatch Act advice.

OSC is in a unique position to provide Hatch Act advice to federal, District of Columbia, state, and local employees and officials, as well as the general public. It is important for OSC to provide consistent, well-reasoned opinions in a timely fashion so that individuals can make appropriate decisions about their political activities. OSC recognizes the importance of revising and updating Hatch Act regulations and will continue to pursue its efforts to partner with OPM, the agency responsible for promulgating the regulations, to achieve this goal.

Strategies

- Provide timely and high-quality Hatch Act advice and information.

Metrics

- Percent of informal telephonic advisory opinions issued within 3 days of inquiry.
- Percent of informal email advisory opinions issued within 5 days of inquiry.
- Percent of formal written advisory opinions issued within 60 days of inquiry.

D. Objective 4: Improve agency culture through technical guidance and outreach.

OSC plays a critical role in educating the federal community and others about PPPs, whistleblower disclosures, the Hatch Act, USERRA, and ADR through its outreach and training programs. Through its administration of the 5 U.S.C. § 2302(c) Certification Program, OSC enables agencies to meet their statutory requirement to educate employees on the WPA, WPEA, and related laws. OSC also offers comprehensive outreach resources and provides technical assistance for policy and legislative changes affecting the laws it enforces. The WPEA also authorized OSC to file amicus curiae briefs in cases involving whistleblower rights, an important extension of its statutory authority to intervene in certain cases before the MSPB. OSC will use these authorities to advance its mission of safeguarding employee rights by educating the federal community, working for systemic improvements, and helping shape and clarify the law.

Strategies

- Enhance procedures to increase registration, certification, and recertification rates of agencies/components under the 2302(c) Certification Program.
- Increase awareness of and provide expert technical assistance to agencies/components on the 2302(c) Certification Program and provide other OSC-

related training needs.

- Furnish expert technical assistance to aid government bodies with formulating policy and precedent.
- Utilize digital platforms to provide updates and educational resources to the Hatch and 2302(c) distribution lists.
- Seek opportunities to file amicus curiae briefs and motions to intervene in appropriate cases.

Metrics

- Number of agencies/components certified and recertified for the 2302(c) Certification Program.
- Number of trainings conducted.
- Number of amicus curiae briefs and motions to intervene filed.

II. Strategic Goal 2 – Ensure government accountability.

A. Objective 1: Provide employees with an effective, efficient, and safe channel to report government wrongdoing.

OSC promotes government accountability, integrity, and efficiency by providing a safe channel for federal employees to disclose evidence of waste, fraud, abuse, violations of law, threats to public health or safety, or censorship related to scientific research. To ensure that this safe channel remains effective in promoting change and accountability, OSC has a secure online portal where whistleblowers may report government wrongdoing. The portal is designed to be confidential, secure, and convenient for the user. OSC also prides itself on its responsiveness and personalized attention to each case. As such, within days of receiving the case, the assigned attorney schedules a phone call with the whistleblower to discuss the allegations. OSC will continue to work vigorously to review and assess the whistleblower reporting experience to better ensure government accountability by providing a safe channel for whistleblowers and their disclosures.

Strategies

- Promote awareness of OSC’s safe channel for federal employees to report agency wrongdoing through formal agency trainings, other employee education, and publication of OSC activities.
- Ensure timely review of whistleblower disclosures.

Metrics

- Number of statutory and informal referrals of whistleblower disclosures to agencies for investigation.
- Percent of whistleblower disclosures evaluated and either referred or closed within 45 days.

B. Objective 2: Ensure agencies and OSC provide timely and appropriate outcomes for referred whistleblower disclosures.

Through its oversight of agency reports on referred whistleblower disclosures, OSC reviews agency findings for reasonableness and works in coordination with whistleblowers to encourage cost savings occasioned by identifying and stopping government waste; uncover individual and systemic violations of federal law; resolve serious health and safety threats; and evaluate claims of censorship related to scientific research. A key objective is to enhance both the timeliness and outcomes of agency reports. In that endeavor, OSC will also continue to provide clear guidance and

support to agencies concerning their statutorily mandated reports.

Strategies

- Ensure effective agency investigations by presenting whistleblower allegations in clear, concise referral letters and by providing agencies with appropriate written guidance.
- Maintain communication with agencies before, during, and after agencies' investigations of referred whistleblower disclosures, as appropriate.

Metrics

- Number of favorable outcomes – including cost savings to the government, protection of health and safety, changes to agency rules, regulations, or practices, disciplinary actions, and criminal referrals – achieved through statutory and informal referrals of whistleblower disclosures.
- For referrals of whistleblower disclosures, the average number of days between the date of the last required action by the agency or whistleblower and the closure of the case.

III. Strategic Goal 3 – Achieve organizational excellence.

A. Objective 1: Attract and retain a high-performing, mission-driven workforce by executing a fair, merit-based hiring process that prioritizes skills, qualifications, and demonstrated commitment to public service.

To accomplish its mission with excellence, OSC must use targeted recruitment methods that attract talented employees who are committed to the agency’s work. A workforce with a broad range of skills, experiences, and perspectives will help OSC tackle challenges effectively and identify optimal solutions. OSC is committed to retaining this high-performing workforce through strategies that promote work-life balance, support career and skills development, and recognize strong performance. Additionally, OSC will leverage EEO best practices to foster a professional, respectful work environment and implement initiatives that keep employees engaged and equipped to achieve the mission.

Strategies

- Promote accountability through effective performance management.
- Develop succession planning for critical positions.
- Support and evaluate various employee engagement efforts based on Federal Employee Viewpoint Survey results and other methods to capture employee feedback, including consistent communication, constructive mentorship, and effective recognition of staff performance.
- Facilitate training and professional development opportunities consistent with employee Individual Development Plans and mission-related needs to ensure agency agility and responsiveness to organizational changes.
- Maintain a current Human Capital Plan that includes effective recruitment, staffing, and retention strategies.
- Leverage EEO best practices to maintain a work environment that is professional, free from harassment, and enables employees to thrive and reach their full potential.

Metrics

- Annually review and update workplace policies to foster a respectful environment and ensure alignment with key organizational goals related to talent acquisition, employee performance management, and succession strategies.
- Based on internal feedback, implement initiatives aimed at improving recruitment, retention, and professional development.
- Sustain an average time to hire for mission critical and Schedule A positions to 80 calendar days or less in accordance with OPM guidelines.

B. Objective 2: Improve the use of existing technology and deploy new Information Technology (IT) systems to enhance organizational operations.

Through regular assessment of stakeholders and program needs, OSC will strategically deploy and modify IT systems to facilitate agency mission accomplishment while improving efficiency. OSC will continuously evaluate and improve cybersecurity capabilities to ensure protection of all information and data entrusted to the agency. OSC will ensure innovative and appropriate use of AI agency-wide to enhance operations.

Strategies

- Engage with agency staff and federal partners to identify key areas in need of improvement and solutions available to meet agency strategic goals and mission fulfillment.
- Meet with program and operations staff to identify agency workflows and processes that may benefit from AI solutions.
- Implement data governance and management of OSC data.
- Meet the Federal strategic goals as outlined in Cybersecurity Executive Order 14114 – Strengthening and Promoting Innovation in the Nation’s Cybersecurity, as amended by Executive Order 14306.

Metrics

- Develop and implement a plan to reduce uncategorized data and implement data labeling across OSC data repositories.
- Annually evaluate OSC programs and operations and determine how technology could be used to improve agency efficiency.
- Annually improve the maturity of one FISMA core metric as determined by external auditor.

C. Objective 3: Ensure agency compliance with relevant laws and regulations in the annual financial audit. Monitor, evaluate, and improve the efficiency and effectiveness of programs and processes.

Strong financial footing and compliance with laws are foundational to OSC being able to perform its program work. OSC will work to ensure that it remains fully compliant with relevant laws and regulations through the annual financial audit process.

While OSC is a small agency, it receives complaints from throughout the federal government, handles cases from all over the country, and derives its authority from

several federal statutes. OSC will regularly conduct informal evaluations of its programs and processes to ensure that it is using effective and efficient approaches for safeguarding employee rights and holding the government accountable. Evaluations will seek to identify best practices and areas of improvement, which will help OSC achieve greater efficiencies and customer service in the agency's programs and processes.

Strategies

- Ensure the agency's internal controls are sufficient to remain compliant with relevant laws and regulations in the annual financial audit.
- Evaluate program processes and data to improve efficiency and effectiveness.
- Ascertain and implement best practices and address areas for improvement identified in informal evaluations of programs and processes.

Metrics

- Target zero significant deficiencies and a clean, annual financial audit opinion.

FACTORS AFFECTING ACHIEVEMENT OF THE STRATEGIC PLAN

OSC is committed to achieving its mission and vision. Yet there are several factors that may impact the agency's ability to achieve its strategic goals, most notably budget uncertainty and a rising caseload. In addition, potential personnel reforms could require realignment of agency priorities. These challenges affect OSC's ability to protect employee rights and hold government entities accountable given the agency's modest size and broad mandate.

OSC's cases nearly doubled in FY2025, with 9,820 new cases received by fiscal year-end. While this number may prove to be an outlier, OSC's caseload has shown consistent growth over the past five years, and OSC expects that trend to continue. OSC will adapt by making tough choices to balance investigative and prosecutorial duties with training and outreach efforts to prevent whistleblower retaliation and other unlawful practices.

OSC continues to enhance its efficiency and is now resolving more cases per employee than ever. Additionally, OSC is attaining the most favorable actions per FTE in the agency's history. Judging by these results, the agency has achieved record levels of productivity. Still, with budget uncertainty and rising caseloads, OSC may begin to plateau in terms of efficiency. To counter this, OSC will continue to employ new methods and approaches, including technological solutions, to maintain or improve its performance.

Implementing long-term technological advancements remains a challenge for OSC due to its small size and limited funding relative to larger agencies. The agency must maintain a modern, secure technological environment to support its mission. By proactively assessing its information security requirements, employee mission needs, and stakeholder priorities, OSC aims to enhance efficiency, strengthen security, and improve customer experience. Where feasible, the agency will leverage artificial intelligence to expand capabilities without relying on increased staffing. Balancing the priorities of stakeholders and employees while upholding strong cybersecurity will help OSC achieve organizational excellence. In response to this challenge, OSC must carefully prioritize and allocate resources to remain efficient, impartial, and effective in maintaining the high levels of success achieved in recent years. A fully funded, efficient OSC provides effective stewardship of taxpayer dollars and a more accountable government.

As an independent agency, OSC must remain agile and focused on upholding the merit-based system of federal employment. OSC will continue to devote resources to cases with the greatest impact on the public and the federal workforce, while also emphasizing education and outreach to agencies and employees. Through these efforts, OSC fosters a culture of excellence and promotes the merit system.

OSC's Strategic Plan contemplates confronting these challenges directly over the next five years to ensure its success. When OSC succeeds, it strengthens good governance and delivers benefits to American taxpayers.

APPENDIX A: STRATEGIC PLAN GOAL TABLES

I. Tables 1-7, Strategic Goal 1

Goal Table 1 details the data points and performance metrics for OSC’s work investigating, litigating, and resolving PPP complaints.

Goal Table 1: Goals 1-5									
<i>Goal 1: Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 1: Obtain timely and effective complaint outcomes through impartial investigations, strategic actions, and impactful litigation</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
1	Percent of cases closed within 240 days	Baseline							
2	Number of stays obtained	35							
3	Number of corrective actions obtained	285							
4	Number of disciplinary actions obtained	20							
5	Number of cases and stays filed with MSPB	5							

Goal Table 2 details OSC’s efforts pertaining to ADR complaints.

Goal Table 2: Goals 6-7									
<i>Goal 1 - Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 1: Obtain timely and effective complaint outcomes through impartial investigations, strategic actions, and impactful litigation</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
6	Percent of cases resulting in settlement	50							

Goal Table 3 details the data points and performance metrics for OSC’s work investigating, litigating, and resolving Hatch Act complaints.

Goal Table 3: Goals 8-12									
<i>Goal 1 - Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 1: Obtain timely and effective complaint outcomes through impartial investigations, strategic actions, and impactful litigation</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
7	Percent of cases closed within 240 days	75%							
8	Number of cases filed with MSPB	3							
9	Percent of successful prosecutions before MSPB	100%							
10	Number of corrective actions obtained	25							
11	Number of disciplinary actions obtained	8							

Goal Table 4 details the data points and performance metrics for OSC’s work investigating, litigating, and resolving USERRA complaints.

Goal Table 4: Goals 13-14									
<i>Goal 1 - Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 1: Obtain timely and effective complaint outcomes through impartial investigations, strategic actions, and impactful litigation</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
12	Percent of referrals closed within 60 days	80%							
13	Number of corrective actions obtained	2							

Goal Table 5 details OSC’s efforts to enhance its strategic enforcement authority.

Goal Table 5: Goals 15-20									
<i>Goal 1: Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 2: Promote accountability and deter violations through effective and innovative communications with stakeholders and the public</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
14	Number of external stakeholders engaged, including federal departments and agencies, congressional offices, and non-governmental entities	Baseline							
15	Number of press releases issued	25							
16	Types and frequency of digital platforms used to share information	100							
17	Types and frequency of OSC website views and activity on digital platforms	Baseline							

Goal Table 6 details the Hatch Act advisory opinions provided by OSC.

Goal Table 6: Goals 21-23									
<i>Goal 1: Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 3: Provide timely Hatch Act advice</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
18	Percent of informal telephonic advisory opinions issued within 3 days of inquiry	98%							
19	Percent of informal email advisory opinions issued within 5 days of inquiry	98%							
20	Percent of formal written advisory opinions issued within 60 days of inquiry	75%							

Goal Table 7 details OSC’s training and outreach efforts.

Goal Table 7: Goals 24-26									
<i>Goal 1: Protect and promote the integrity and efficacy of the federal workplace</i>									
<i>Objective 4: Improve agency culture through technical guidance and outreach</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
21	Number of agencies/components certified and recertified for the 2302(c) Certification Program	27							
22	Number of trainings conducted	287							
23	Number of amicus curiae briefs and motions to intervene filed	2							

II. Tables 8-9, Strategic Goal 2

Goal Table 8 details OSC’s efforts to ensure government accountability by providing a safe, confidential and secure reporting channel for stakeholders and the public.

Goal Table 8: Goals 27-28									
<i>Goal 2: Ensure government accountability</i>									
<i>Objective 1: Provide employees with an effective, efficient, and safe channel to report government wrongdoing</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
24	Number of statutory and informal referrals of whistleblower disclosures to agencies for investigation	20							
25	Percent of whistleblower disclosures evaluated and either referred or closed within 45 days	90%							

Goal Table 9 details OSC’s efforts to ensure government accountability by providing timely and appropriate outcomes for referred whistleblower disclosures.

Goal Table 9: Goals 29-30									
<i>Goal 2: Ensure government accountability</i>									
<i>Objective 2: Ensure agencies and OSC provide timely and appropriate outcomes for referred whistleblower disclosures</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
26	Number of favorable outcomes – including cost savings to the government, protection of health and safety, changes to agency rules, regulations, or practices, disciplinary actions, and criminal referrals – achieved through statutory and informal referrals of whistleblower disclosures	55							
27	For referrals of whistleblower disclosures, the average number of days between the date of the last required action by the agency or whistleblower and the closure of the case	120 days							

III. **Tables 10-12, Strategic Goal 3**

Goal Table 10 details OSC’s efforts to achieve organizational excellence by recruiting, developing, and retaining a highly talented and mission-driven workforce.

Goal Table 10: Goals 31-33									
<i>Goal 3: Achieve organizational excellence</i>									
<i>Objective 1: Attract and retain a high-performing, mission-driven workforce by executing a fair, merit-based hiring process that prioritizes skills, qualifications and demonstrated commitment to public service</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
28	Annually review and update workplace policies to foster a respectful environment and ensure alignment with key organizational goals related to talent acquisition, employee performance management, and succession strategies	Met							
29	Based on internal feedback, implement initiatives aimed at improving recruitment, retention, and professional development	Met							
30	Sustain an average time to hire for mission critical and Schedule A positions to 80 calendar days or less in accordance with OPM guidelines	Met							

Goal Table 11 details OSC’s efforts to improve the use of existing technology to enhance organizational operations.

Goal Table 11: Goals 34-36									
<i>Goal 3: Achieve organizational excellence</i>									
<i>Objective 2: Improve the use of existing technology and deploy new Information Technology (IT) systems to enhance organizational operations</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
31	Develop and implement a plan to reduce uncategorized data and implement data labeling across OSC data repositories	Develop							
32	Annually evaluate OSC programs and operations and determine how technology could be used to improve agency efficiency.	Met							
33	Annually improve the maturity of one FISMA core metric as determined by external auditor	1							

Goal Table 12 details OSC’s efforts to efficiently and effectively manage the agency’s financial processes.

Goal Table 12: Goal 37									
<i>Goal 3: Achieve organizational excellence</i>									
<i>Objective 3: Ensure agency compliance with relevant laws and regulations in the annual financial audit. Monitor, evaluate, and improve the efficiency and effectiveness of programs and processes</i>									
Target	Description	FY2027 Target	FY2027 Result	FY2028 Target	FY2028 Result	FY2029 Target	FY2029 Result	FY2030 Target	FY2030 Result
34	Target zero significant deficiencies and a clean, annual financial audit opinion	Met							

APPENDIX B: OSC ORGANIZATIONAL CHART

