

**FISCAL YEAR 2027
CONGRESSIONAL BUDGET JUSTIFICATION
—and—
PERFORMANCE BUDGET GOALS**



U.S. OFFICE OF SPECIAL COUNSEL
1730 M Street, N.W., Suite 218
Washington, D.C. 20036-4505
www.osc.gov

Table of Contents

INTRODUCTION	3
PART 1 – BUDGET REQUEST OVERVIEW	4
Budget Request	4
Appropriations Language	4
OSC’s Caseload	4
OSC’s Docket.....	6
Strategic Goals.....	7
PART 2 – COMPONENTS OF OSC’S BUDGET REQUEST	9
Budget by Program.....	10
PART 3 – FY 2027 BUDGET REQUEST – ADDITIONAL INFORMATION	11
FY 2027 Budget Request by Budget Object Class.....	11
Analysis of Resources Table	13
PART 4 – OSC’S PROGRAM RESULTS.....	14
FY 2025 Case Activity and Results	14
Prohibited Personnel Practices Investigation and Prosecution	15
Alternative Dispute Resolution Unit.....	19
Disclosure Unit.....	22
Hatch Act Unit	25
USERRA	28
Outreach, Training, and Compliance (OTC) Unit.....	30
PART 5 – ENHANCEMENT OF OPERATIONS.....	32
Strategic Management of Human Capital.....	32
Financial Performance.....	33
Competitive Sourcing	33
Maximizing Efficiencies through Shared Service Providers	34
IT Modernization Initiatives	35
IT Goals for FY 2026 and 2027.....	36
Continuity of Operations.....	37
Management – Risk Management and Program Evaluation	37
APPENDICES	38
Appendix I: Organizational Structure	38
Appendix II: FY 2026 Agency Performance Plan	40
Appendix III: Organizational Chart	49

INTRODUCTION

The U.S. Office of Special Counsel (OSC) submits this Congressional Budget Justification for **Fiscal Year (FY) 2027**, requesting **\$31,585,000** in appropriated funding. This amount is consistent with OSC's FY 2024, FY 2025, and FY 2026 appropriation, reflecting flat funding for the third consecutive year.

Established by the Civil Service Reform Act of 1978, OSC is an independent investigative and prosecutorial agency that safeguards the merit system by protecting employees from prohibited personnel practices, especially whistleblower retaliation. It also enforces the Hatch Act, provides a forum for employees to disclose government wrongdoing, and protects veterans' job rights under the Uniformed Services Employment and Reemployment Rights Act (USERRA).

OSC saves the federal government millions of dollars per year by quickly resolving cases brought by federal employees that would otherwise take a more costly, time-consuming path through the federal court system. By providing a safe channel for whistleblower disclosures, OSC regularly reins in waste, fraud, abuse, and threats to public health and safety that pose the very real risk of catastrophic harm to the public and potentially huge remedial and liability costs for the government.

In FY 2025, OSC received an agency record 9,820 cases, a 57 percent increase over FY 2024's 6,251 new cases received. At the same time, OSC's workforce went from 129 employees at the end of FY 2024 to 123 at the end of FY 2025. By the numbers, OSC is a highly efficient agency with talented civil servants that work increasingly harder to do more with less in fulfilling the agency's statutory duties.

OSC's FY 2027 appropriated funding request will allow the agency to sustain operations, add full-time equivalent staff to help manage rising caseloads, and continue improving its electronic case management system and cybersecurity posture. However, OSC faces growing challenges in meeting statutory deadlines and maintaining service quality for the federal workforce.

OSC remains committed to its mission. We will continue to defend whistleblowers, enforce the law, and promote accountability across the federal government.

PART 1 – BUDGET REQUEST OVERVIEW

Established by the Civil Service Reform Act of 1978, the U.S. Office of Special Counsel (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.

With a limited budget and approximately 123 full-time equivalent (FTE) employees by the end of FY 2025, OSC serves as a vital resource for approximately two million federal civilian employees worldwide.

Budget Request

For Fiscal Year (FY) 2027, OSC's authorized funding request is \$31,585,000. This amount is the same as OSC's FY 2025 and FY 2026 appropriation. This request will support approximately **123 FTE** in FY 2027, an increase of approximately four FTE over the projected FY 2026 staffing level. OSC is already operating at peak efficiency to meet statutory deadlines and additional FTEs will enable the agency to manage its record caseload and continue delivering successful results for the American public.

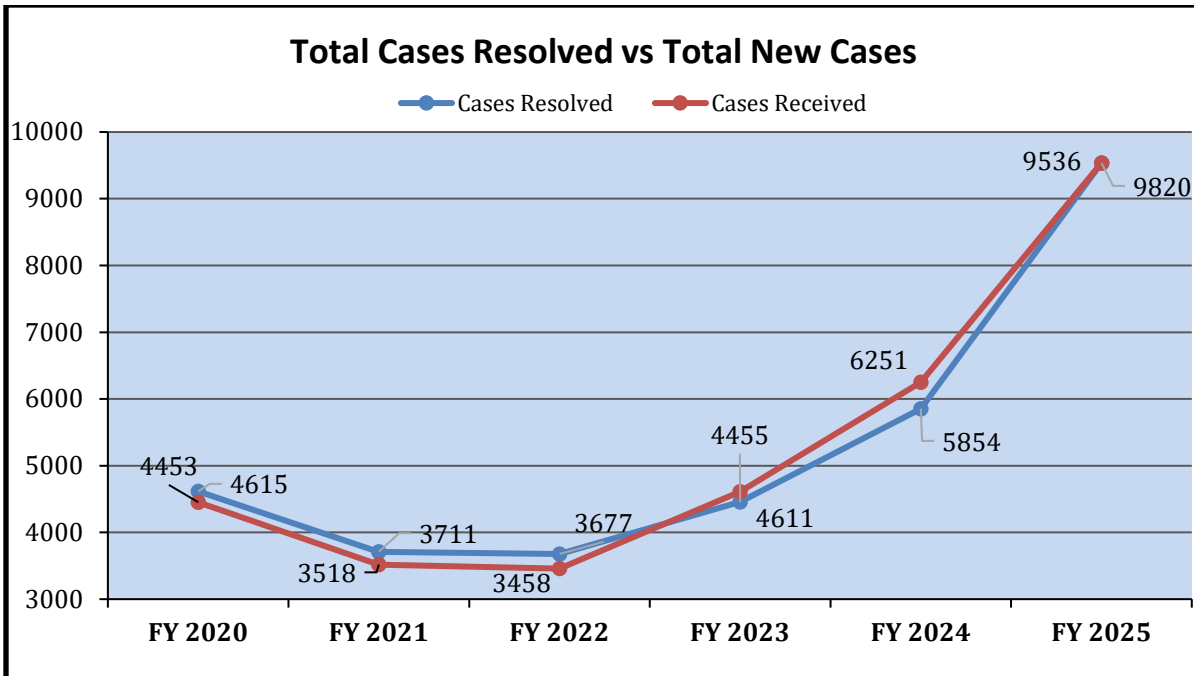
Appropriations Language

OFFICE OF SPECIAL COUNSEL
FEDERAL FUNDS
SALARIES AND EXPENSES

For necessary expenses to carry out functions of the Office of Special Counsel, including services as authorized by 5 U.S.C. § 3109, payment of fees and expenses for witnesses, rental of conference rooms in the District of Columbia and elsewhere, and hire of passenger motor vehicles, \$31,585,000.

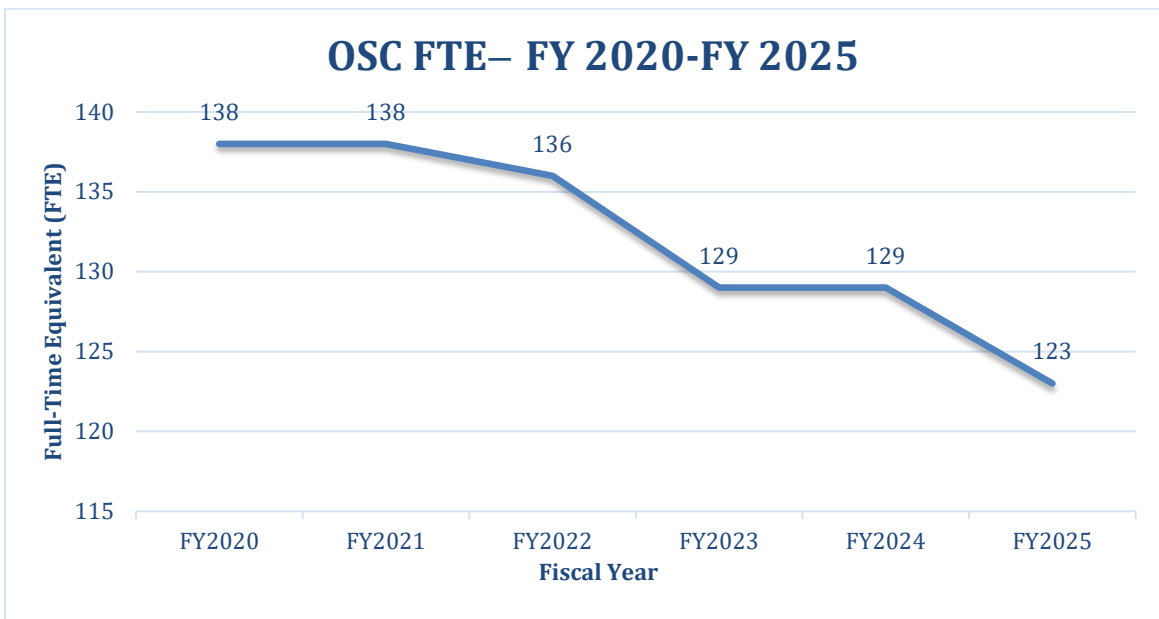
OSC's Caseload

In FY 2025, OSC broke new records in terms of the number of complaints received and cases reviewed. Specifically, OSC received a record-setting 9,820 new cases, a 57 percent increase from FY 2024.



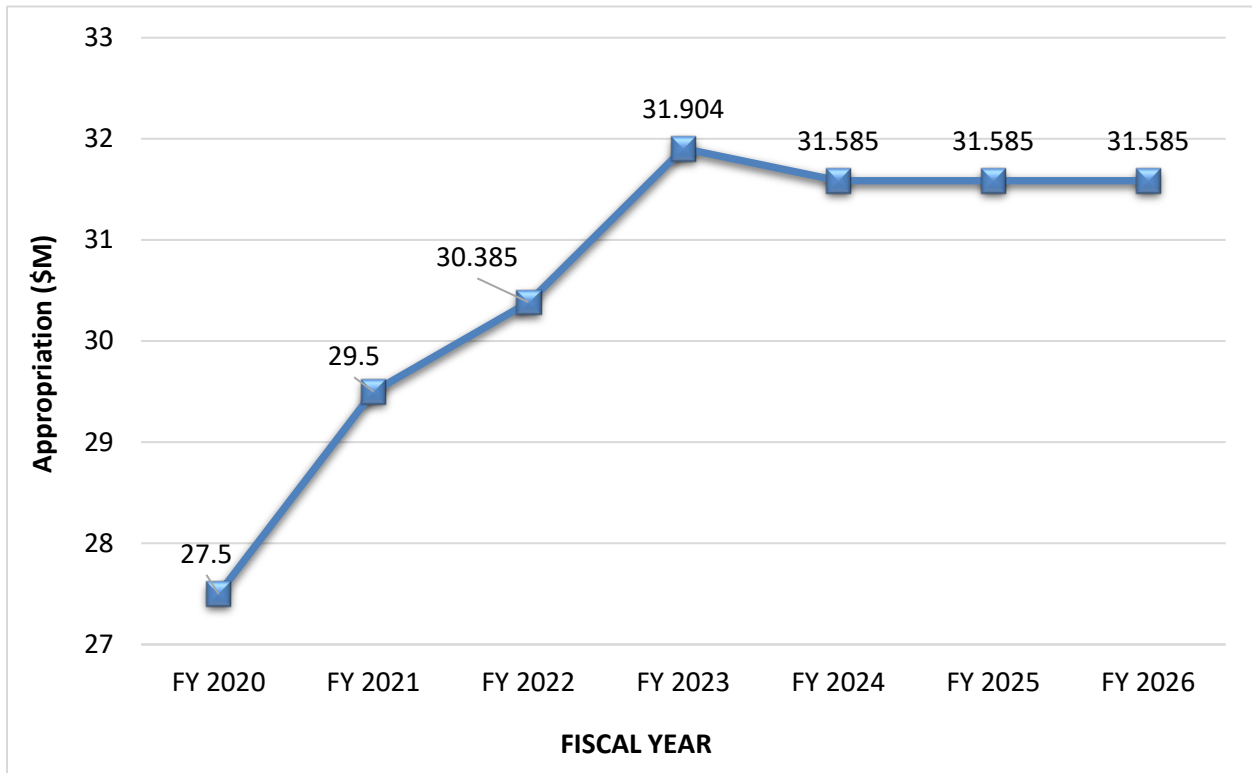
In the last five years, the agency has experienced a 120 percent increase in new cases. OSC does not anticipate this trend to end anytime soon. OSC must maintain adequate staffing to manage rising caseloads, lower pending cases, and ensure timely, effective resolution of whistleblower and other claims.

As a small agency with an expansive mission, OSC continues to face challenges. Currently, OSC serves as a resource for more than two million federal civilian employees with a limited budget and approximately 123 FTEs (at the end of FY 2025), down 15 FTEs from FY 2020.



Conversely, OSC’s funding level has held steady at \$31.585 million since FY 2024. Since OSC’s funding peak in FY 2023, the agency has experienced a 114 percent increase in new cases. Mandatory cost increases for personnel compensation and benefits coupled with inflation further reduce the agency’s ability to fund the staffing needed.

OSC APPROPRIATIONS FY 2020 — FY 2026
(shown in millions)



OSC prioritizes efficacy and efficiency and has streamlined decision making, automated processes, and invested in its staff. As a result, OSC set new records in the numbers of cases reviewed in FY 2025 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. OSC’s authorized funding request of \$31,585,000 for FY 2027 will help the agency address its current caseload and continue to invest in additional staffing. The request will also help OSC sustain operations, including information technology (IT) security and artificial intelligence (AI) capabilities, and improve the agency’s electronic case management system, eCMS.

OSC’s Docket

OSC is a critical resource for whistleblowers to report evidence of waste, fraud, abuse, or threats to public health or safety. When a whistleblower reports wrongdoing at a federal agency, OSC ensures the whistleblower’s concerns are heard and, when warranted, fully investigated and addressed. OSC also protects federal employees from prohibited personnel

practices (PPPs), such as retaliation for making a disclosure of wrongdoing. In addition, OSC promotes a fair and unbiased federal government through its enforcement of the Hatch Act of 1939, which prohibits certain federal employees from engaging in partisan political activity while on duty. OSC also defends returning service members and reservists against employment discrimination by enforcing their rights under the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994.

Whistleblower Disclosures

OSC provides whistleblowers a secure channel to report instances of wrongdoing, and whistleblower disclosures are a significant portion of the agency's caseload. For example, in FY 2025, OSC received 2,535 new disclosures. That is a 44 percent increase over FY 2024 for new disclosures, and 112 percent higher than the prior five-year average. OSC also processed and closed 2,609 disclosures, and referred 23 disclosures of waste, fraud, or abuse to other federal agencies for investigation.

Prohibited Personnel Practices

In FY 2025, OSC received 6,572 new PPP complaints, a 126 percent increase over the prior five-year average. In addition, OSC also achieved 397 favorable outcomes in PPP cases in FY 2025. Addressing PPP complaints is central to OSC's mission and essential for maintaining whistleblower and federal employee confidence in the agency.

Hatch Act

The Hatch Act helps ensure that federal employees are not influenced by political considerations in their work. While Hatch Act complaints are typically highest during a significant election cycle (e.g., presidential election year), FY 2025 defied the trend. For example, in FY 2025, OSC resolved 710 Hatch Act cases – a 117 percent increase over the prior five-year average and 82 percent higher than the 2024 presidential election cycle. In addition, OSC issued 94 warning letters and successfully obtained 13 disciplinary actions against federal government agency officials who committed Hatch Act violations.

USERRA

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) establishes rights and responsibilities for uniformed service members and their employers. A complainant may file a complaint with the U.S. Department of Labor (DOL) who then investigates and attempts to resolve it. If unsuccessful, the now claimant may ask DOL to refer the matter to OSC for representation before the Merit Systems Protection Board (MSPB). In FY 2025, OSC received 19 USERRA referrals, closed 19 cases, and obtained corrective action in three of the cases closed.

Strategic Goals

The Office of Special Counsel has three strategic goals, enumerated below, each of which is supported by a series of operational objectives. These operational objectives are included in the Appendix II (FY 2026 Agency Performance Plan).

OSC's FY 2027 Strategic Goals and Costs per Goal¹

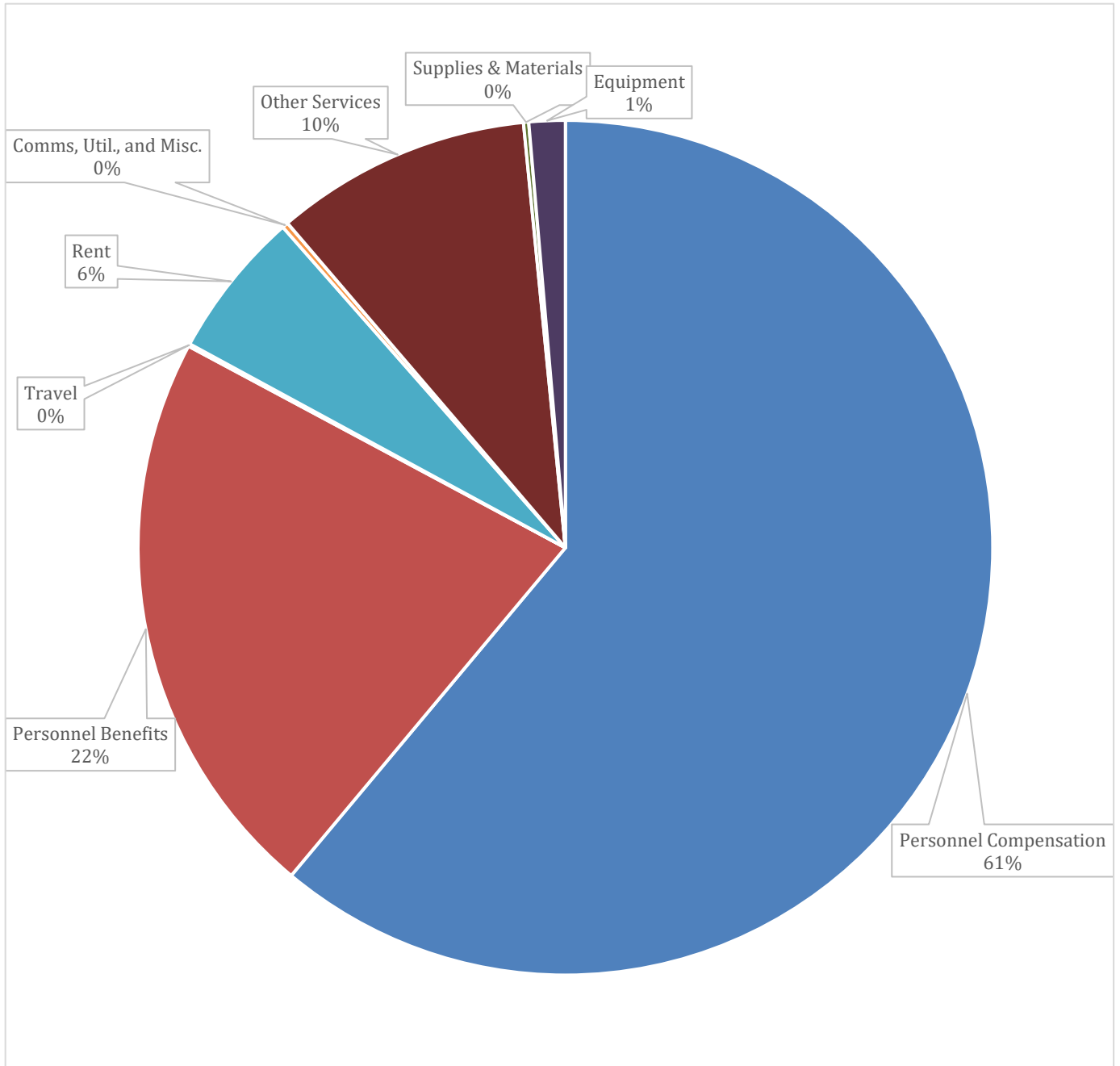
- | | |
|-----------------------------------------------------------------------------|----------|
| 1. Protect and promote the integrity and fairness of the federal workplace. | \$21,647 |
| 2. Ensure government accountability. | \$ 5,404 |
| 3. Achieve organizational excellence. | \$ 4,534 |

Note: Costs are aligned with OSC's FY 2026 Agency Performance Plan. OSC's FY 2026-FY 2030 Strategic Plan is currently under development.

¹ Strategic Plan costs per goal numbers appear in thousands; derived from percentage costs based on projected budget totals.

PART 2 – COMPONENTS OF OSC’S BUDGET REQUEST

The following chart estimates how OSC’s FY 2027 funding request will be distributed on a percentage basis. Personnel compensation and benefits comprise approximately 83 percent of the agency’s budget.



Budget by Program

The following table provides an estimate of the FTE and budgetary resources for each program of the agency, during FY 2026 and 2027.

Budget by Program – Agency Request ²						
Program	FY 2026 Estimate		FY 2027 Estimate		Increase/Decrease	
	Amount (in actual dollars)	FTE	Amount (in actual dollars)	FTE	Amount (in actual dollars)	FTE
Case Review Division/Office of the Clerk ³	\$2,746,227	10	\$2,694,637	11	(\$51,590)	0
Investigation and Prosecution Division	\$14,833,369	56	\$14,544,626	57	(\$288,743)	1
Retaliation and Disclosure Unit	\$1,730,709	7	\$1,693,772	7	(\$36,937)	0
Hatch Act Unit	\$2,527,853	10	\$2,720,301	11	\$192,448	1
Disclosure Unit	\$2,766,996	10	\$2,694,637	11	(\$72,358)	0
USERRA Unit	\$265,715	1	\$256,632	1	(\$9,083)	0
Alternative Dispute Resolution Unit	\$627,127	2	\$667,244	3	\$40,116	0
Immediate Office of the Special Counsel	\$1,167,719	4	\$1,539,793	6	\$372,074	2
Office of the General Counsel	\$531,429	2	\$513,264	2	(\$18,165)	0
Outreach, Training, and Compliance Unit	\$402,135	2	\$410,611	2	\$8,476	0
Operations Division	\$3,985,720	15	\$3,849,482	15	(\$136,238)	0
Totals	\$31,585,000	119	\$31,585,000	123	\$0	4

² Numbers are rounded, so they may not appear to add up correctly in the table.

³ The Office of the Clerk transitioned from the Operations Division to the Case Review Division in FY 2023, following a successful pilot initiative.

PART 3 – FY 2027 BUDGET REQUEST – ADDITIONAL INFORMATION

OSC's authorized request for FY 2027 is **\$31,585,000** to fund approximately 123 FTEs and related non-personnel costs. This number reflects four FTEs above the estimated FY 2026 FTE number of 119. OSC believes that funding to support the increase in FTEs is necessary to keep pace with the current and anticipated caseloads.

FY 2027 Budget Request by Budget Object Class

Below is the detailed projection of expenditures required for each Budget Object Class (BOC) during FY 2027, along with the actuals for FY 2025 and projections for FY 2026.

Table 1 – Budget Object Classification of Obligations: FY 2025–2027 (in thousands of dollars)			
Budget Object Classification of Obligations	FY 2025 (Actuals)	FY 2026 (Projected)	FY 2027 (Projected)
11.0 Personnel compensation	\$19,409	\$19,056	\$19,294
12.0 Civilian Personnel Benefits	\$6,637	\$6,602	\$6,863
13.0 Benefits for Former Personnel	\$5	\$0	\$0
21.0 Travel and transportation of persons	\$73	\$50	\$30
22.0 Transportation of things	\$0	\$1	\$1
23.1 Rental payments to GSA	\$1,721	\$1,742	\$1,765
23.3 Communications, utilities, and misc. charges	\$62	\$78	\$73
24.0 Printing and reproduction	\$8	\$0	\$0
25.0 Other services	\$3,303	\$3,877	\$3,064
26.0 Supplies and materials	\$48	\$102	\$62
31.0 Equipment	\$86	\$77	\$433
32.0 Leasehold improvements	\$0	\$0	\$0
Total	\$31,352	\$31,585	\$31,585

Notes on the Above BOC Line Items:

Object Class 11.0 Personnel Compensation Costs:

Overall personnel compensation will increase slightly in FY 2027 in response to adding four FTE.

Object Class 12.0 Civilian Personnel Benefits Costs:

These costs are for employee benefits, including Medicare, Federal Employees' Group Life Insurance (FEGLI), health benefit contributions, old age survivors and disability insurance, and retirement plan contributions. Total benefits costs in FY 2027 are expected to increase due to the increase of adding four FTE.

Object Class 13.0 Benefits for Former Personnel:

These costs include pensions, annuities, and other benefits (i.e., voluntary separation payments or severance pay) for former employees, or their survivors, based on (at least in part) the length of service to the government. OSC had nominal related costs in FY 2025.

Object Class 21.0 Travel and Transportation of People:

During FY 2025, these costs supported critical casework-related travel and mission-related efforts. In FY 2026 and FY 2027, OSC intends to minimize such costs.

Object Class 23.1 Rental Payments to GSA:

This category reflects the lease costs for the agency's headquarters facility, along with rent and tax escalations. OSC estimates that total agency rent will be slightly over \$1.765 million for FY 2027, as compared to \$1.74 million for FY 2026.

Object Class 23.3 Communications and Utilities:

This category reflects the cost to sustain the agency's headquarters facility telephone and high-speed internet connections in FY 2027.

Object Class 25.0 Other Services:

OSC outsources its accounting services, financial systems, payroll services, travel services, and procurement services, all of which fall under the Services BOC. This category also includes IT-related efforts, including, but not limited to, continued improvements to OSC's eCMS and implementing AI tools.

Object Class 31.0 Equipment:

In FY 2027, the increase in equipment costs is due to OSC's lifecycle replacement of agency laptops, which will reach the end of life.

Analysis of Resources – Fiscal Years 2025-2027

For a high-level analysis of OSC’s resources during fiscal years 2025-2027, see Budget Table 2 below.

Table 2 – Analysis of Resources				
FY 2025-2027				
<i>(in thousands of dollars)</i>				
Description		FY 2025 (Actual)	FY 2026 (Projected)	FY 2027 (Projected)
Budget authority	Direct	31,585	31,585	31,585
	Reimbursable	18	0	0
Total		31,603 ⁴	31,585	31,585
Outlays		29,785	28,512	28,512
Employment	Direct-full time equivalent	123	119	123
	Reimbursable - full time equivalent	0	0	0
Total		123	119	123

⁴ OSC had reimbursable funding associated with work done on behalf of other agencies in FY 2025.

PART 4 – OSC’S PROGRAM RESULTS

FY 2025 Case Activity and Results

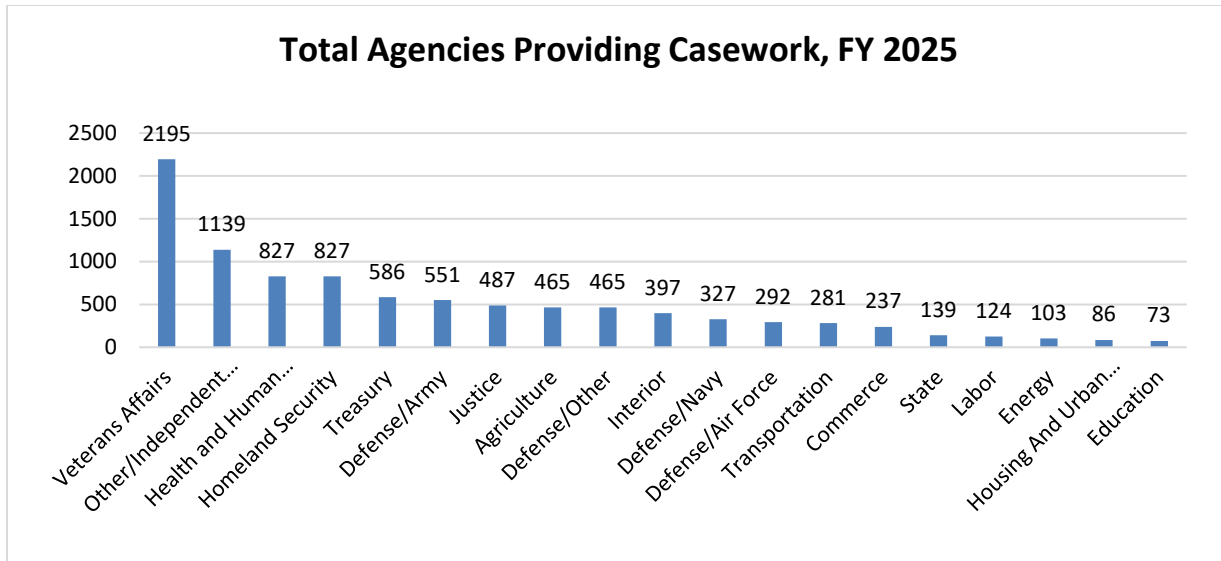
By the numbers, OSC is a highly efficient agency that has increasingly done more with less in fulfilling its statutory duties. In FY 2025, OSC received 9,820 new cases and resolved 9,536 cases, and achieved 397 favorable outcomes in PPP cases.

Table 3 below summarizes overall OSC case intake and dispositions in FY 2025, with comparative data from the previous five fiscal years.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Cases active at start of fiscal year	1,888	1,736	1,526	1,292	1,440	1,792
New cases received	4,453	3,518	3,458	4,611	6,251	9,820
Cases closed	4,615	3,711	3,677	4,455	5,854	9,536
Cases active at end of fiscal year	1,732	1,551	1,303	1,444	1,836	2,075
Hatch Act advisory opinions issued	1,461	1,043	757	614	967	777

More detailed data can be found in the following sections below relating to the four major program areas of OSC’s mission— whistleblower disclosures, PPP cases, Hatch Act cases, and USERRA cases.

Of the federal agencies whose employees file cases with OSC, the U.S. Department of Veterans Affairs (VA) continues to outpace any other. The chart below depicts the agencies from which employees file the most cases with OSC. To address this outsized trend, OSC has implemented a streamlined system of managing VA cases, which includes monthly status calls with the agency regarding pending retaliation and other PPP investigations.



Agencies’ participation in OSC’s Section 2302(c) Certification Program offers a valuable opportunity to train an increasing number of federal employees—especially supervisors—and reinforces compliance with whistleblower protection laws. Notably, in FY 2025, OSC certified 31 additional agencies and registered 7 agencies for certification.

In FY 2025 OSC’s Outreach, Training, and Compliance Unit conducted 273 trainings to inform the federal workforce about its authority to provide a secure channel for employees to disclose government wrongdoing.⁵

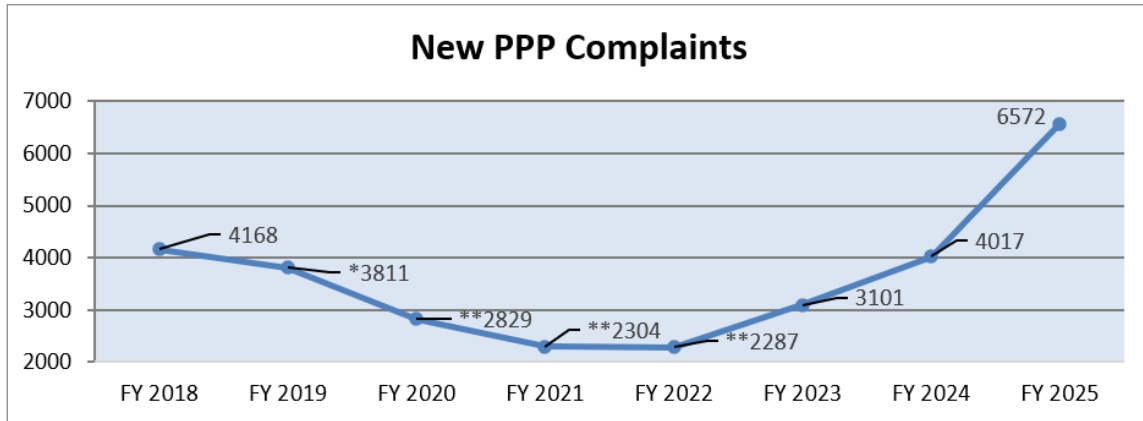
Through its outreach efforts and communication of successes, OSC has significantly raised its profile among federal employees, increasing awareness of the agency as a channel for reporting wrongdoing and seeking redress for PPP violations. In FY 2025, OSC experienced a 57 percent increase in new cases compared to FY 2024. OSC expects similar case numbers in FY 2026 and FY 2027, which may challenge OSC’s ability to manage new complaint filings while sustaining recent progress in reducing active cases.

Prohibited Personnel Practices Investigation and Prosecution

- In FY 2025, OSC experienced a 64 percent increase in new PPP cases compared to FY 2024. Relative to pre-pandemic levels, FY 2025 PPP case volume was approximately 65 percent higher than the five-year average (FY 2015 – FY 2019). OSC anticipates this elevated caseload will persist through FY 2026 and beyond.
- As shown in the chart below, new PPP complaints have significantly exceeded pre-pandemic levels. These cases are some of the most time- and resource-intensive cases for OSC, requiring substantial effort to investigate and resolve. PPP cases serve as a critical

⁵ Please note that separate outreach presentations may include more than one training, such as, PPP training, Whistleblower Disclosure training or Annual Supervisory training.

mechanism for strengthening whistleblower confidence by ensuring individuals are protected from retaliation when they disclose government wrongdoing.



*OSC experienced a partial government shutdown in FY 2019, which likely affected the number of PPP complaints the agency received.

**OSC received fewer PPP complaints during the pandemic years.

- A significant increase in demand for OSC’s services in FY 2027 may challenge the agency’s ability to meet statutory case resolution deadlines. In FY 2025, OSC processed 89 percent of PPP complaints within 240 days, a performance level roughly 9 percent above the previous five-year average. Maintaining this pace amid rising caseloads will require careful resource management.

Resource Estimates

During FY 2027, OSC’s Case Review Division/Office of the Clerk is projected to operate with approximately 11 FTE at a cost of \$2,694,637. For FY 2026, the unit is expected to require 10 FTE at a cost of \$2,746,227.

During FY 2027, OSC’s Investigation and Prosecution Division (IPD) is projected to operate with approximately 57 FTE at an estimated cost of \$14,544,626. During FY 2026, the unit is projected to have 56 FTE at a cost of \$14,833,369.

During FY 2027, OSC’s Retaliation and Disclosure Unit is projected to operate with approximately seven FTE at a cost of \$1,693,772, compared to seven FTE at a cost of \$1,730,709 in FY 2026.

TABLE 4 – Summary of All Prohibited Personnel Practice Complaints Activity – Receipts and Processing

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Active complaints carried over from prior fiscal year	1,147	1,046	940	1,155	1,372
New complaints received	2,304	2,287	3,101	4,017	6,572
Total complaints	3,451	3,333	4,041	5,172	7,944

Total complaints processed and closed		2,390	2,382	2,879	3,768	6,210
Complaint processing times	Within 240 days	1,883	1,870	2,446	3,281	5,543
	Over 240 days	499	522	433	487	655
Percentage processed within 240 days		79%	79%	85%	87%	89%

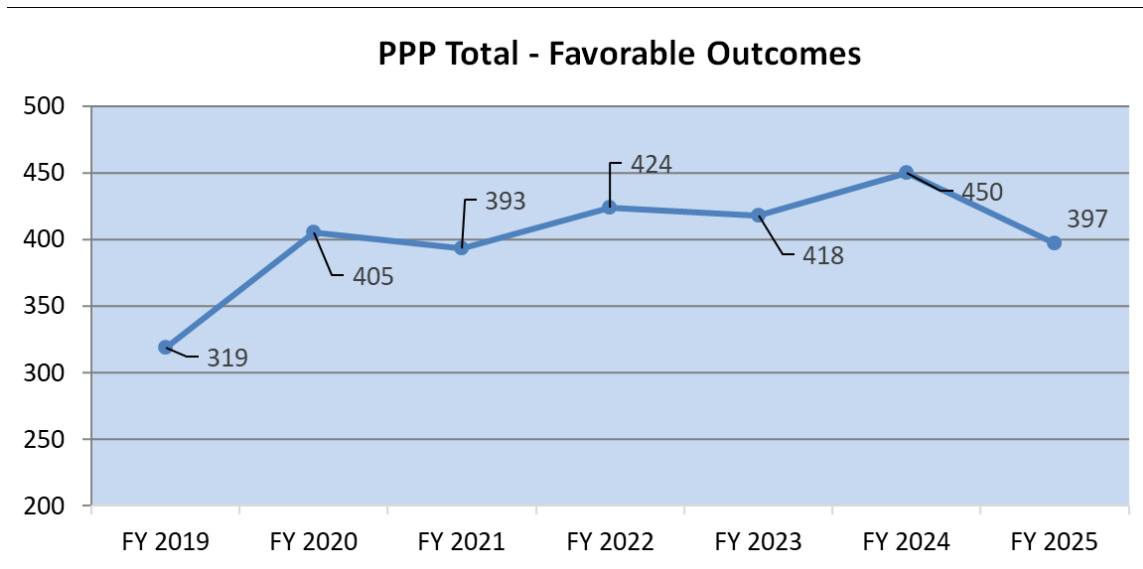
Table 5 below provides information regarding the number of corrective actions obtained in PPP cases.

TABLE 5 – Summary of All Favorable Outcomes – Prohibited Personnel Practice Complaints						
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total favorable outcomes negotiated with agencies (all PPPs)	No. of actions	393	424	418	450	397
	No. of cases	295	310	289	318	295
Total favorable outcomes negotiated with agencies (reprisal for whistleblowing)	No. of actions	304	324	312	332	282
	No. of cases	223	261	234	257	219
Disciplinary actions negotiated with agencies		33	37	35	32	46
Stays negotiated with agencies		38	44	45	46	44
Stays obtained from MSPB		0	2	1	0	8
Stay extensions obtained from MSPB		0	2	9	1	1
Corrective action petitions filed with the MSPB		0	0	0	0	1
Disciplinary action complaints filed with the MSPB		0	0	0	0	0

Prohibited Personnel Practices – Goals and Results

OSC received 6,572 new PPP complaints in FY 2025, representing a 126 percent increase over the prior five-year average. This surge underscores a continuing trend, and OSC anticipates similar numbers of new PPP complaints in FY 2026 and FY 2027.

In FY 2025, OSC achieved 397 favorable outcomes related to PPP complaints, including positive resolutions in 295 cases, a figure consistent with previous years.



Notable FY 2025 Prohibited Personnel Practice Case Summaries

- The complainant, who served as the agency’s Chief Financial Officer, alleged that after filing complaints with leadership, the Office of Inspector General, and Congress, agency leadership retaliated by suspending their security clearance, placing them on administrative leave, and ultimately terminating their employment. The matter was resolved through a settlement agreement that included a \$600,000 lump-sum payment, among other terms.
- The complainant, who served as a Deputy Associate Director at the agency, alleged that after reporting nepotism and raising concerns about the mishandling of their harassment complaint, leadership retaliated by terminating them during their probationary period. The case was resolved through a global settlement that included a \$322,000 lump-sum payment, among other terms.
- An employee at a Department of Defense component in Washington, D.C., filed a complaint with OSC after the agency refused to rescind their resignation. Following the complaint, the agency placed the employee on administrative leave, partly because of the OSC filing. OSC investigated and issued a PPP report finding that the agency’s actions violated 5 U.S.C. § 2302(b)(9) and (b)(12). After extensive negotiations, the parties reached a settlement that included over \$160,000 in damages and attorney fees, as well as a fully funded two-year non-reimbursable detail to another federal agency. On OSC’s recommendation, the agency also suspended the official responsible.

OSC’s Amicus Working Group

Established in 2015, OSC’s Amicus Working Group (AWG) seeks to make effective use of amicus curiae (friend of the court) briefs before MSPB and in federal courts. Members of the AWG serve a one-year collateral duty rotation under the leadership of an Associate Special Counsel and two senior attorneys. The AWG strategically files amicus curiae briefs where OSC’s unique

perspective may help to develop or clarify the law, particularly in appeals involving claims of retaliation for whistleblowing or engaging in other protected activities, as defined under 5 U.S.C § 2302(b)(8) and (b)(9).

In FY 2025, OSC [filed](#) an amicus brief in *Remolona v. Department of Veterans Affairs*, a whistleblower retaliation appeal before the MSPB. The appellant, Remolona, alleged retaliation after cooperating with a VA Administrative Investigation Board (AIB). The MSPB Administrative Judge (AJ) dismissed the claim under 5 U.S.C. 2302(b)(9), relying on *Graves v. Veterans Affairs* (2016) which held that cooperation with AIBs was not protected under section 2302(b)(9)(B). However, the AJ did not consider whether the activity was protected under section 2302(b)(9)(C), which Congress amended after *Graves* to include cooperation with agency components responsible for internal investigations or reviews. In its brief, OSC argued that Remolona's cooperation with the AIB falls squarely within the amended section 2302(b)(9)(C) and that *Graves* is therefore inapplicable.

Alternative Dispute Resolution Unit

OSC offers ADR to resolve PPP and USERRA complaints. The ADR process involves inviting both parties to mediation, where a neutral third party assists in reaching a voluntary resolution. If mediation results in a resolution, the agreement becomes binding on both parties.

Key factors in determining whether mediation is appropriate include the complexity of the issues, the nature of the personnel action, and the relief sought by the complainant. Once a case is identified as appropriate, an OSC ADR specialist engages the parties to explain the voluntary program and outline the process. Pre-mediation discussions help participants establish realistic expectations and clearly defined objectives for the mediation.

Over the last five years, OSC's ADR Unit has achieved an average settlement success rate of nearly 74 percent. These outcomes save significant time and resources by reducing the need for costly investigations and prosecutions.

Goals and Results

In FY 2025, 47 cases were offered for mediation by OSC after referral to the ADR Unit. Of these, 27 mediations were completed, resulting in 19 settlements.

OSC's mediation unit offers a streamlined resolution process that empowers both parties to craft solutions tailored to their needs. Mediation helps break workplace impasses between employees and managers, fostering collaboration and reducing conflict. By providing an alternative to resolving disputes, OSC and federal agencies save considerable time and taxpayer-funded resources. Table 6 reflects the positive impact OSC's ADR Unit has on reducing and expediting the agency's case numbers.

Table 6 - ADR Unit Activity – Mediation of Prohibited Personnel Practice Complaints						
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Cases Reviewed for Mediation	60	39	65	73	83	67
Mediations Offered	57	39	45	60	68	47
Mediations Conducted	40	31	38	34	43	38
Cases Withdrawn Before Mediation Completed	10	3	6	8	10	11
Completed Mediations	30	28	32	26	33	27
Completed Mediations Resulting in Settlement	23	16	27	21	25	19
Percentage of Completed Mediations Resulting in Settlement	77%	57%	84%	81%	76%	70%
Cases Resolved Without Need for Mediation	2	1	0	1	0	0
Carryover to Next FY – Mediations in Process	22	17	13	15	19	15
Carryover to Next FY – Cases in Review	1	2	3	0	4	5

Table 7 reflects how OSC’s ADR Unit reached the number of corrective actions obtained through mediation of PPP complaints.

Table 7 - ADR Unit Activity – Corrective Actions Obtained through Mediation of Prohibited Personnel Practice Complaints					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Corrective Actions	17	28	26	34	21
<i>Mediated Settlement Agreements</i>	16	27	21	25	19
<i>Initial Informal Stays</i>	0	0	1	1	0
<i>Other Individual Corrective Actions</i>	0	0	1	0	0
<i>Systemic Corrective Actions</i>	1	1	3	8	2

Resource Estimates

In FY 2027, the ADR Unit is projected to operate with three FTEs at an estimated cost of \$667,244. For FY 2026, the unit includes two FTEs at a cost of \$627,127.

OSC’s Strategic Goal 1 is to protect and promote the integrity and fairness of the federal workplace, further defined by Objective 1 and Objective 2 to fairly and promptly investigate and

prosecute cases and obtain timely and effective relief, in cases (see Appendix II for OSC's FY 2026 Agency Performance Plan).

Notable FY 2025 ADR Case Summaries⁶

- The complainant alleged retaliation for making patient health and safety disclosures, including being detailed, reassigned, and receiving a lowered performance rating. Through mediation, the complainant conveyed the personal and professional impact of these actions and shared career goals with the agency. In response, the agency offered the complainant a new position that aligned with those goals. The new position also qualified for a retention incentive. Additionally, the agency agreed to provide a monetary payment and restore annual and sick leave.
- The complainant alleged retaliation for disclosing violations of the Federal Acquisition Regulation, gross mismanagement, gross waste of funds, and abuse of authority. During mediation, the complainant outlined their concerns, including systemic issues tied to the chain of command structure at their former duty station. Agency representatives requested detailed information to address those concerns and implement necessary changes, which the complainant welcomed. To resolve the matter, the agency agreed to provide a monetary payment and restore the complainant's leave.
- The complainant, a member of medical staff, alleged retaliation for whistleblowing through a suspension and creation of a hostile work environment. During OSC's mediation process, the parties addressed concerns regarding patient care and mediation objectives. The settlement resulted in a commitment to conduct a full investigation into physician oversight of patient care, rescind the suspension, provide OSC-led whistleblower law training, and issue a monetary payment to cover attorney fees.
- The complainant alleged retaliation for whistleblowing and engaging in protected activity, including retaliatory investigations, removal from an overseas assignment, and a negative suitability determination that prevented him from competing for a position within the agency. He was also encouraged to withdraw from competition for an internal role. During mediation, the complainant expressed concerns about the impact on his career trajectory and future opportunities. To resolve the matter, the agency agreed to amend his personnel record to address assignment gaps caused by the negative determination, seal the determination and related records, and grant an agency award recognizing his contributions for improving efficiency. Additionally, the agency provided monetary compensation to the complainant.

⁶ Note: Mediations by OSC are conducted pursuant to the Administrative Dispute Resolution Act of 1996; therefore, personally identifying information is withheld.

Disclosure Unit

Not all federal agencies have the resources or expertise to detect and address wrongdoing or wasteful spending. Whistleblowers – and by extension, OSC – serve as a critical safeguard, helping ensure agencies are responsible stewards of taxpayer dollars. Over the last year, OSC has worked with numerous whistleblowers to uncover waste and deliver significant cost savings across the federal government.

Under 5 U.S.C. § 1213(a), federal employees, former federal employees, or applicants for federal employment may disclose information they reasonably believe evidences a violation of law, rule, or regulation, or gross mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health or safety. OSC reviews information submitted by whistleblowers and advises the Special Counsel on whether there is a substantial likelihood that the type of wrongdoing described in § 1213(a) has occurred or is occurring. When the Special Counsel makes a substantial likelihood determination, OSC refers the disclosure to the head of the relevant agency for action. The agency is required to investigate and submit a report to OSC describing the results of the investigation and steps taken in response to the findings. Under § 1213(e), the whistleblower also receives a copy of the report for review and comment.

The Special Counsel reviews the agency’s report to determine whether it meets the requirements of the statute, and findings appear reasonable. OSC forwards the report to the President and appropriate congressional oversight committees. By statute, OSC may use an alternative process to refer matters to the agencies with the whistleblower’s consent, without requiring the Special Counsel to make a substantial likelihood determination.

OSC is working diligently to meet statutory deadlines for making a substantial likelihood determination in its whistleblower disclosure cases—that is, whether to close a matter or refer it for review or investigation. By law, OSC must determine within 45 days to refer a disclosure to the appropriate agency or close it without further action. In FY 2025, OSC met this requirement in 97 percent of cases, an exceptional performance that reflects the agency’s commitment to timely and effective case management.

Resource Estimates

In FY 2027, OSC’s Disclosure Unit is projected to operate with approximately 11 FTEs at a cost of \$2,694,637. In FY 2026, the unit will operate with 10 FTEs at a cost of \$2,766,996.

Disclosure Unit – Goals and Results

OSC’s Strategic Goal 2 is to ensure government accountability. It has two objectives: 1) provide employees with an effective, efficient, and safe channel to report government wrongdoing; and 2) ensure agencies provide timely and appropriate outcomes for referred whistleblower disclosures.

The following chart reflects the recent increase in new whistleblower disclosure cases, with the agency reaching a record high of over 2,500 new cases, a nearly 30 percent increase over the previous FY 2015 record.

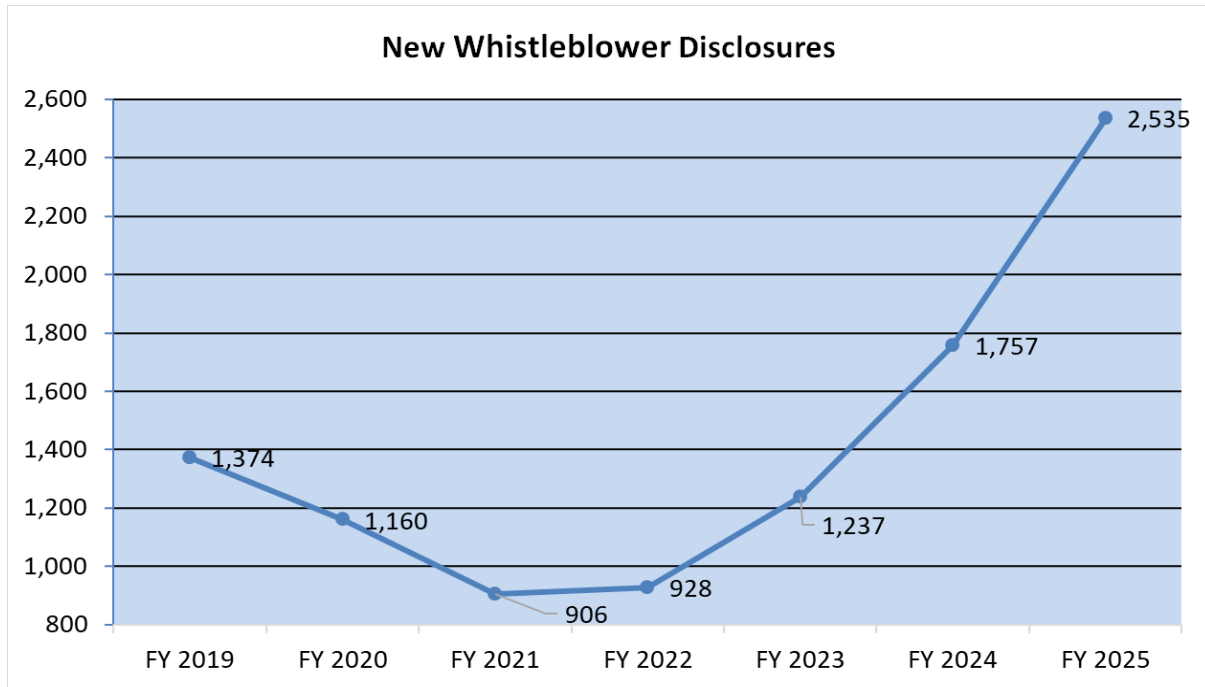


Table 8 depicts a more detailed breakdown of OSC’s whistleblower disclosure activity and closure rates.

TABLE 8 - Summary of Whistleblower Disclosure Activity – Receipts and Dispositions					
	FY 2022	FY 2023	FY 2024	FY 2025	
Active disclosures carried over from prior fiscal year	241	199	150	218	
New disclosures received	928	1,237	1,757	2,535	
Total disclosures	1,169	1,436	1,907	2,753	
Disclosures referred to agency heads for investigation and report	27	19	28	23	
Referrals to agency IGs	0	0	0	0	
Agency head reports sent to President and Congress	74	70	43	49	
Results of agency investigations and reports	Disclosures substantiated in whole or in part	45	44	34	30
	Disclosures unsubstantiated	29	26	8	17
Disclosure processing times	Within 45 days	911	1,216	1,666	2,495

	Over 45 days	6	3	19	78
Substantial likelihood determinations made		99.3%	99.8%	98.9%	97.0%
Disclosures processed and closed		967	1,285	1,678	2,609

In May 2025, OSC also initiated a [new policy](#) of recommending monetary rewards for meritorious whistleblower disclosures. The initiative is designed to shift agency culture toward valuing transparency and proactive problem-solving, especially cost-saving and prevention of waste, fraud, and abuse.

Notable FY 2025 Whistleblower Disclosure Case Summaries

OSC is authorized to refer to the head of an agency for investigation whistleblower disclosures of wrongdoing in six areas: (1) violations of a law, rule, or regulation; (2) gross mismanagement; (3) gross waste of funds; (4) abuse of authority; (5) substantial and specific danger to public health or safety; and (6) censorship related to research, analysis, or technical information. In FY 2025, OSC achieved several notable successes involving whistleblower disclosures, including the following:

- In one [case](#), OSC received disclosures from Mine Safety and Health Administration (MSHA) employees who revealed that active mines in U.S. Pacific Territories were falsely designated as “abandoned,” allowing MSHA to avoid mandatory inspections required under federal law. The agency investigation substantiated the allegations, uncovering serious oversight failures and misleading reporting to Congress about inspection rates. Thanks to the whistleblowers' courage and OSC's referral, MSHA has been forced to confront systemic failures that endangered miners and misrepresented its compliance with the Mine Act.

Given the significance of the disclosures and the contribution to the safety of miners, OSC recommended the agency authorize monetary awards to the whistleblowers. OSC also recently [honored](#) the whistleblowers with the Outstanding Public Servant Award for 2025.

- In another [case](#), whistleblowers at the USDA's Beltsville Agricultural Research Center (BARC) disclosed widespread safety hazards and infrastructure failures across the campus, including broken elevators, lack of running water, and nonfunctional fire suppression systems. OSC's referral led to a comprehensive investigation that substantiated the allegations and revealed gross mismanagement, violations of federal safety regulations, and damage to scientific equipment and research. OSC recommended that USDA formally acknowledge the whistleblowers’ efforts in enhancing government efficiency and improving the safety of BARC workers, and consider granting a monetary award in recognition of their contributions.
- In yet another [case](#), a whistleblower at the Bureau of Prisons (BOP) exposed serious lapses in the management of inmate financial obligations, revealing that court-ordered payments were not being properly recorded or collected. A targeted audit confirmed that over \$2.5

million in obligations were mishandled, including nearly \$70,000 that became permanently uncollectible. OSC's referral prompted BOP to initiate new oversight measures, including monthly reminders, staff training, and regional check-ins to ensure compliance.

Hatch Act Unit

The Hatch Act of 1939 protects the federal merit system from improper partisan political influence. In FY 2025, OSC received 694 new complaints, an increase of 52 percent over FY 2024.

OSC enforces the Hatch Act by investigating allegations to determine if a violation occurred. Upon finding evidence of a violation, OSC issues warning letters, negotiates settlements, or prosecutes cases before the MSPB.

In addition to enforcement, OSC also provides advisory opinions and guidance to federal, state, and local government employees, as well as the public. OSC's Hatch Act advisory function provides opinions and guidance to help individuals determine whether they are covered by the Act and whether their considered activities are permitted. In this capacity, OSC provides guidance to the White House, cabinet members, and other senior management officials, as well as state and local government officials and the media.

Investigations

OSC investigates allegations to determine whether evidence supports corrective or disciplinary action for Hatch Act violation. When a violation is confirmed, OSC may issue a warning letter, seek informal resolution, negotiate a settlement, or prosecute the case before the MSPB. Where there is no violation, the matter is closed. In FY 2025, OSC processed and closed 710 Hatch Act complaints (see Table 9 below).

Advisory Opinions

In FY 2025, OSC responded to 777 advisory opinion requests, and [issued](#) 14 written advisory opinions.

Resource Estimates

In FY 2027, the Hatch Act Unit is projected to require approximately 11 FTEs at an estimated cost of \$2,720,301, compared to FY 2026, when the unit is expected to require 10 FTEs at a cost of \$2,527,853.

Outreach and Training

To strengthen its advisory role, OSC's Hatch Act Unit is actively engaged in training and outreach initiatives. Hatch Act attorneys regularly conduct Hatch Act training for employees at federal agencies, federal employee unions, and other organizations to ensure they understand their rights and responsibilities under the Hatch Act. While these efforts are traditionally emphasized during presidential elections when there is an increase in Hatch Act inquiries, FY 2025 saw an even greater demand for guidance. In response, the unit delivered 32 training sessions during FY 2025.

Hatch Act Unit – Goals and Results

OSC’s Strategic Goal 1 under its Strategic Plan is to protect and promote the integrity and fairness of the federal workplace, further defined by Objective #4 to provide timely and quality Hatch Act advisory opinions and guidance.

In recent years, OSC has maintained exceptional efficiency in resolving cases with its current Hatch Act Unit staffing levels. As illustrated below, the unit processed and closed complaints at an unprecedented rate in FY 2025.

TABLE 9 - Summary of Hatch Act Complaint and Advisory Opinion Activity							
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Formal written advisory opinion requests received		60	23	21	21	18	13
Formal written advisory opinions issued		56	28	22	17	23	14
Total advisory opinions issued		1,461	1,043	757	614	967	777
New complaints received ⁷		440	289	224	263	458	694
Complaints processed and closed		280	375	313	277	391	710
Warning letters issued		34	62	73	41	81	94
Corrective actions taken by cure letter recipients	Withdrawal from partisan races	2	4	7	3	9	5
	Resignation from covered employment	0	0	7	4	5	4
	Other	10	0	8	12	35	15
	Total	12	4	22	19	49	24
Disciplinary action complaints filed with MSPB		4	3	5	1	1	4
Disciplinary actions obtained (by negotiation or ordered by MSPB)		8	7	8	3	7	13
Complaints active at end of fiscal year		323	236	145	131	197	178

Notable FY 2025 Hatch Act Case Summaries

- In FY 2025, OSC investigated a case that resulted in recent [complaints](#) filed with MSPB against a sitting sheriff and undersheriff in Chesapeake, Virginia, alleging several serious Hatch Act violations to win a primary and general election. The violations involved soliciting political contributions from subordinates, coercive fundraising practices, misuse of staff and official events for campaign purposes and applying undue political pressure on office staff. Employees also reported fear of retaliation for insufficient support of the sheriff's campaign.

⁷ Includes cases that were reopened.

- Also in FY 2025, an MSPB hearing was held in a case where OSC charged a Pentagon Force Protection Agency employee with violating the Hatch Act by being a candidate for partisan political office, and knowingly soliciting, accepting, or receiving political contributions, among other prohibited activities. Despite OSC repeatedly warning the employee, he continued his candidacy for sheriff while remaining a federal employee. OSC is awaiting a decision on the case as of January 2025.
- In yet another case in FY 2025, OSC entered into a settlement agreement with a U.S. Department of Veterans Affairs psychology technician who, while administering a mental health diagnostic test to a patient on Election Day, repeatedly expressed their support for a presidential candidate and opposition to a political party, questioned the patient's opposing views, and told the patient they hoped they had changed the patient's mind by the end of the test. The employee agreed to accept a 21-day unpaid suspension as disciplinary action for violating the Hatch Act prohibitions against using his official authority or influence to affect an election and engaging in political activity while on duty and in a federal building.
- In September 2025, OSC filed a complaint for disciplinary action against a U.S. Department of Veterans Affairs (VA) employee who, while on duty, used his personal Facebook account and his official VA email and Teams accounts to send and post numerous messages in support of and opposition to candidates in the 2024 presidential election. The case is ongoing.
- Also in September 2025, OSC filed a complaint for disciplinary action against a U.S. Department of Veterans Affairs (VA) employee who, while on duty, used his personal Facebook account and his official VA email and Teams accounts to send and post numerous messages in support of and opposition to candidates in the 2024 presidential election. The case is ongoing.
- In May 2025, OSC transmitted a report to the President finding that Martin O'Malley, former Commissioner of the Social Security Administration (SSA), violated the Hatch Act prior to the 2024 presidential election when he engaged in political activity while giving an interview in his official capacity
- In February 2025, OSC filed a MSPB complaint against a former Federal Emergency Management Agency employee, who in October 2024 instructed subordinates to avoid visiting homes with Donald Trump campaign signs. OSC charged the individual with violating the Hatch Act prohibitions against engaging in political activity while on duty and using her official authority or influence to interfere with or affect the results of an election. While the case is ongoing OSC received a favorable ruling confirming its jurisdiction over former federal employees.
- In November 2024, OSC obtained a favorable decision in a case against a U.S. Department of Veterans Affairs employee who ran for governor, violating the Hatch Act's prohibitions against being a candidate for partisan political office and soliciting political contributions. In

December 2023, the administrative law judge (ALJ) ordered the employee removed from her employment and debarred from returning to federal employment for two years, as disciplinary action for her violations. The employee appealed, and in November 2024, the Merit Systems Protection Board (MSPB) affirmed the ALJ's decision.

Corrective Action Obtained through Negotiation

In FY 2025, the Hatch Act Unit successfully resolved 24 cases through negotiated corrective action, which required employees to cease the prohibited activity and/or complete Hatch Act training to prevent future violations.

USERRA Unit

OSC protects the civilian employment rights of federal workers who are veterans or serve in the National Guard and Reserves by enforcing USERRA. OSC's USERRA Unit provides prompt reemployment of service members in their civilian jobs after they return from military duty. OSC also continues to assist reservists and National Guard members who face obstacles in their federal civilian jobs due to their military service. Approximately 170,000 (20 percent) Guard and Reserve members are federal civilian employees, and Congress intends for the federal government to be a "model employer" under USERRA.

OSC receives referrals of USERRA cases for prosecution from the Department of Labor, which investigates these cases. OSC received 19 new cases in FY 2025 and closed 19 cases.

Under USERRA, a claimant alleging a violation by a federal executive agency may either file an appeal with the MSPB or file a complaint with the Department of Labor, Veterans' Employment and Training Service (VETS). If the claimant chooses to file a complaint with VETS, VETS must investigate and attempt to resolve the complaint. If it cannot resolve the matter, the claimant may direct VETS to refer the complaint to OSC for possible representation before the MSPB. If, after reviewing the complaint and investigative file and conducting any necessary follow-up investigation, OSC is reasonably satisfied that the claimant is entitled to relief under USERRA, it may act as the claimant's attorney and initiate an action before the MSPB. OSC may also provide representation, when warranted, before the U.S. Court of Appeals for the Federal Circuit.

In addition to resolving individual USERRA cases, OSC also provides outreach and technical assistance to help federal agencies better comply with USERRA, often in conjunction with DOL. Most recently, OSC has provided USERRA training to the Army Intelligence & Security Command, the U.S. Office of Personnel Management (OPM), and Occupational Safety & Health Administration. OSC also maintains telephone and email hotlines to answer USERRA questions from service members and employers nationwide. Lastly, OSC reports its compliance with timeliness requirements for processing USERRA cases to Congress, and the U.S. Departments of Labor, Defense, and Justice on a quarterly basis.

Resource Estimates

During FY 2027, the USERRA Unit will have 1 FTE at a cost of approximately \$256,632. During FY 2026, we expect the unit will have 1 FTE at a cost of \$265,715.

TABLE 10 - Summary of USERRA Referral and Litigation Activity					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Pending referrals carried over from prior fiscal year	3	5	9	5	7
New referrals received from VETS during fiscal year	19	19	10	19	19
Referrals closed	17	15	14	17	19
Referrals closed with corrective action	0	3	1	1	3
Referrals closed with no corrective action	17	12	13	16	16
Referrals pending at end of fiscal year	5	9	5	7	7
Litigation cases carried over from prior fiscal year	1	1	1	1	0
Litigation cases closed	0	0	0	1	0
Litigation closed with corrective action	0	0	0	1	0
Litigation closed with no corrective action	0	0	0	0	0
Litigation pending at end of fiscal year	1	1	1	0	0

USERRA Unit – Goals and Results

USERRA requires that OSC receives and reviews cases referred from the DOL at the claimant’s request, following DOL’s investigation and attempted resolution. After reviewing the investigative file and applicable law, OSC must make its determination whether to offer legal representation before the MSPB within 60 days, unless the claimant grants an extension. OSC may also seek to informally resolve the case via settlement or mediation; obtain further evidence from the agency, claimant, or witnesses; or conduct additional legal research and analysis to make its determination.

OSC’s Strategic Goal 1 is to protect and promote the integrity and fairness of the federal

workplace, including through resolution and prosecution of USERRA cases (See Appendix II for the FY 2026 Agency Performance Plan).

USERRA Successes

OSC protects the civilian employment rights of federal workers who are veterans or serve in the National Guard and Reserves by enforcing USERRA, as illustrated in the case examples below.

- Upon returning to his civilian Army job after two long-term deployments, a National Guard member discovered that he had not received the same bonuses and pay raises as his peers while he was gone. (Under USERRA, service members are entitled to the same employment benefits they would have received, with “reasonable certainty”, had they not been absent for military duty). At OSC’s request, the Army agreed to retroactively award him bonuses and pay raises consistent with his outstanding performance history, resulting in over \$20,000 in compensation and a higher salary.
- A Letter Carrier for the U.S. Postal Service (USPS) in Auburn, Maine, was called to active duty with the Maine Air National Guard following the September 11, 2001, terrorist attacks, and served almost continuously supporting the Global War on Terrorism until his honorable discharge in December 2015. During that time, he regularly provided copies of his orders to USPS, maintained his employment benefits (including making retirement contributions and paying his union dues), and repeatedly expressed his desire to return to his postal job once his service ended. USPS gave him no indication that it would not reemploy him and even sent him letters thanking him for his service and a debit card to purchase his postal uniform. However, when he notified USPS that he wished to return to his Letter Carrier position, USPS wrongfully alleged he had “abandoned” his civilian employment and refused to reinstate him. After OSC concluded that USPS violated USERRA, it represented him in an appeal to the MSPB. Ultimately, the MSPB ordered USPS to reinstate him, with full back pay, seniority, and benefits, retroactive to January 2016.
- A Foreign Affairs Officer with the State Department alleged that two of his performance ratings were downgraded and contained negative comments due to his absences for active duty in the U.S. Navy Reserve. OSC contacted the agency, which agreed to upgrade his ratings and remove the objectionable comments regarding the time periods in question.
- After returning from long-term active duty with the U.S. Navy, a USPS worker alleged that the USPS failed to properly credit his seniority upon his return, preventing him from successfully bidding on regular full-time routes and being promoted to a higher pay rate. At OSC’s request, USPS agreed to a retroactive conversion to a regular full-time carrier position two years earlier along with back pay (plus interest) and additional paid leave.

Outreach, Training, and Compliance (OTC) Unit

A key objective of OSC is to ensure that federal agencies receive high-quality training to help them understand and prevent actions that may result in violations. In FY 2025, despite agencies redirecting resources to meet new administration priorities, OSC successfully delivered 273

training sessions, surpassing its annual training goals. These sessions addressed critical topics such as retaliation against whistleblowers and prohibited political activity under the Hatch Act.

OSC's Strategic Goal 1, under its Strategic Plan is to protect and promote the integrity and fairness of the federal workplace, further defined by Objective #5 to expand training and outreach efforts nationwide. OSC provided training to a wide range of federal agencies, including those responsible for safeguarding public transportation, securing national borders, and providing care to veterans – demonstrating OSC's broad reach and continued relevance across the government.

OSC strengthened its support for supervisors by offering targeted training on responding constructively to employee disclosures of government wrongdoing. These sessions highlighted the importance of cultivating a workplace culture where employees feel safe without the fear of retaliation.

Finally, OSC strengthened its Section 2302(c) Certification Program through several key enhancements. In FY 2025, OSC certified 31 additional agencies and registered seven more agencies for certification. The program requires agencies to take concrete steps to educate supervisors and inform employees about PPPs and whistleblower protections, reinforcing OSC's commitment to proactive compliance and accountability across the federal workforce. To further support participating agencies, OSC launched a dedicated listserv to share timely updates and resources, including new fact sheets on the 14 PPPs that provide legal overviews, illustrative examples, and practical recommendations for preventing violations.

Resource Estimates

In FY 2027, the OTC Unit is projected to operate with approximately two FTEs at an estimated cost of \$410,611, compared to FY 2026, when the unit is expected to have two FTEs at a cost of \$402,135.

PART 5 – ENHANCEMENT OF OPERATIONS

Strategic Management of Human Capital

OSC's human capital strategy aligns with its mission, goals, and organizational objectives. It is fully integrated into the agency's budget and strategic plan and adheres to human capital guidance from OPM and the Office of Management and Budget (OMB). OSC maintains internal accountability systems to ensure effective, merit-based human capital management, as described below.

The agency is implementing a range of enhancements, not only within its Human Capital Office but across program areas, using multiple strategies.

Workforce Management: Promoting the Federal Merit System

OSC is committed to attracting, developing, and retaining top talent to drive the agency's strategic goals and the completion of our statutorily mandated programs. To further efficiency and effectiveness, OSC continues to:

- Maintain and enhance OSC's merit hiring practices while driving operational efficiencies to build high-performing, accountable programs within established budgetary constraints.
- Align human capital strategies with the Administration priorities to ensure they are equitable, merit-driven, and strategically focused on mission needs.
- Standardize recruitment and selection processes across the agency, reinforcing hiring manager accountability using structured assessment tools, and ensuring strict adherence to merit system principles.

Key initiatives to promote the Federal merit system include:

- Updating OSC's Merit Promotion Plan.
- Standardizing position descriptions, deployment of validated assessments, and improved vacancy announcement templates.
- Expanding use of subject matter expert (SME) panels to ensure selections are based solely on job-related competencies.
- Introducing enhanced oversight mechanisms to reduce time-to-hire.

Additionally, following the FY 2024 implementation of USA Staffing, OPM's talent acquisition system, OSC has already improved hiring timelines and applicant quality. The agency will also leverage the system's reporting capabilities to analyze hiring trends and outcomes, further advancing operational efficiency. Further, OSC will attract early career talent for mission-critical positions and continue offering internship and fellowship programs that provide mentorship and meaningful work experiences.

To further institutionalize accountability for employee performance, OSC is requesting funding to continue implementing OPM's USA Performance System in FY 2027. Transitioning from a manual evaluation process to a modern, government-wide performance management platform will enable OSC to set clear expectations, deliver timely feedback and directly link individual performance to organizational outcomes. In addition, the system will strengthen OSC's ability to meet Administration priorities on supervisor accountability and ensure meaningful performance differentiation.

OSC's FY 2027 budget request is strategically aligned with these priorities. The requested resources focus on expanding federal hiring pipelines for early career talent, veterans, and military spouses; investing in technology and process improvements to enhance HR efficiency and responsiveness; and funding the agency-wide deployment of the USA Performance system to strengthen accountability and effective leadership.

Financial Performance

OSC received an unqualified opinion on its most recent audit for FY 2025, indicating the agency's financials were presented fairly and in accordance with applicable accounting standards. An independent accounting firm issued this opinion after evaluating OSC's financial statements.

OSC contracts certain finance-related work to Department of Interior's Interior Business Center (IBC) under an interagency agreement, enabling access to specialized expertise at a lower cost than maintaining the expertise in-house. OSC helped design its accounting processes and customized reports to support effective funds management. IBC provides routine financial reports, quarterly reviews, and real-time information on payroll, procurement, and travel as needed.

As a small agency, OSC relies on audits and reviews of IBC operations conducted by IBC's OIG and the Office of the Chief Financial Officer, as well as information provided directly by IBC, to identify any significant issues relating to the services provided. IBC maintains a formal management, control, and compliance program that includes OMB Circular A-123 audits, accounting transaction testing, SAS 70 Type II audits, and financial statements audits. It also conducts IT audits, including reviews under the Federal Information Security Management Act (FISMA) and internal controls assessments.

OSC continues to comply with the DATA Act by submitting timely reports in coordination with IBC and other partners.

Competitive Sourcing

OSC is a small agency with a specialized mission, and with jurisdiction over two million federal employees. Ninety-two percent of OSC's FTEs perform inherently governmental work, while the

remaining eight percent support commercial functions across multiple activities. Under OMB Circular A-76 and related guidance, agencies may perform commercial functions when, as at OSC, they involve 10 or fewer FTEs in any single activity.

Maximizing Efficiencies through Shared Service Providers

As a small agency with limited resources, OSC maximizes efficiency by minimizing administrative staff and leveraging third-party shared service providers for technical functions such as accounting and contracting. This approach avoids the need for higher-level hires and aligns with government-wide initiatives encouraging shared services to reduce costs and improve operations.

OSC utilizes shared service providers to streamline operations, including payroll and personnel processing through USDA's National Finance Center and budget, accounting, travel, procurement, and personnel security services through IBC. OSC also partners with GSA for procurement and HHS's Program Support Center for transit services. The agency will continue exploring opportunities to shift functions to shared services when cost-effective.

To uphold best practices in procurement, OSC limits the number of purchase cardholders authorized to make micro-purchases, provides regular training for said cardholders, and conducts periodic audits of transactions and logs for compliance with agency policy. For larger purchases, OSC uses GSA schedules, vendor quotes, and Requests for Information (RFIs) to conduct market research, exploring both government and private sources. When a federal agency offers lower costs for goods and services, OSC enters an interagency agreement with the government supplier. If the private sector provides a more competitive opportunity, OSC works with its assisted acquisition provider to create a Request for Proposal (RFP) for competitive bidding. This approach delivers significant cost savings.

OSC will continue evaluating opportunities to reduce costs through shared service providers across administrative, HR, and other operational areas. For instance, the agency will likely renew its interagency agreement with the Department of the Interior for FISMA audits and will keep working with contracting service providers to leverage government-wide contracts and vehicles for greater savings and efficiency. OSC's request also includes funds to support the transition to OPM's consolidated Core Human Capital Management (Core HCM) system, which will consolidate outdated and inefficient human resources systems into a single, modern Core HCM platform. This single, modern platform will encompass personnel action processing, employee system of record, position management, and workforce analytics, among other human resource functions. This amount includes estimated licensing fees for the new system, data migration, and warehousing of legacy data.

IT Modernization Initiatives

OSC is committed to using technology to streamline operations and enhance IT program effectiveness. The agency has made significant progress in modernizing and securing its systems and will continue investing in improvements for case management, electronic filing, records management, cybersecurity, end-user support, and internal processes.

Modernizing Records Management and OSC.gov

- OSC continues to enhance eCMS, built on FedRAMP-approved cloud technology, enabling a fully electronic process for complaint filing, case management, and records retention. Recent updates include a streamlined login for the online filing portal and a chatbot that guides users to the correct complaint type, improving efficiency and user experience.
- OSC has initiated an interagency agreement with GSA to migrate OSC.gov from its current platform, which will lose vendor support in July 2026, to Cloud.gov/Pages. This transition will simplify maintenance, integrate U.S. Web Design System (USWDS) design standards, and improve Section 508 compliance. Test environments are set up, with full implementation expected in Q1 FY2026.

Prioritizing IT Cybersecurity, Modernization, and eCMS

OSC has strengthened cybersecurity monitoring and incident detection by implementing multiple new features. This year, the agency conducted several phishing simulations with strong performance, provided targeted training where needed, and achieved 100 percent compliance with annual Cybersecurity Awareness training.

Regarding cybersecurity, OSC has also:

- Transitioned authentication from legacy Active Directory Federation Services (ADFS) to Microsoft Entra ID, enhancing security, reducing infrastructure overhead, and improving user experience.
- Upgraded network infrastructure with new firewalls and switches to strengthen protection against evolving threats and support IPv6.
- Achieved a FISMA security rating of “optimized,” with no findings identified by auditors.
- Continued to monitor and enhance security to maintain stakeholder trust.

OSC’s continues to prioritize IT modernization with Continuous Diagnostics and Migration (CDM) by:

- Deploying CDM’s Mobile Threat Defense (MTD) solution within OSC’s Microsoft Defender for Endpoint to expand coverage and integrate mobile vulnerability data into OSC’s agency dashboard.

- Leveraging CDM to strengthen cloud identity and access management, enhance data protection, and improve network security management.

Given the significant increase in the number of cases OSC has experienced, the agency continues to invest in improving its eCMS by having:

- Implemented an eDiscovery solution to quickly search, identify, and store critical electronic information from outside agencies and complainants in eCMS.
- Enabled accredited users to process, review, analyze, and produce Electronically Stored Information (ESI) efficiently and in compliance with legal obligations.
- Increased utilization by 50% by having IT staff upload data for all new cases, simplifying the process and expanding eDiscovery use.

IT Goals for FY 2026 and 2027

OSC strives to provide high-quality IT services that leverage innovative technology across the agency. New and enhanced IT initiatives and operational strategies will advance OSC's ability to deliver better services by leveraging industry standards and commercial-off-the-shelf products and cloud-based services. The entire range of services forms a basis for sound enterprise technology architecture that connects OSC to its customers and improves the agency's response to customer needs and ITO's customer experience. To deliver on its goals, OSC IT plans to:

- Transition OSC.gov to Cloud.gov/Pages via an interagency agreement with GSA, reducing server management needs and improving USWDS and Section 508 compliance.
- Accelerate AI adoption by piloting Office365 Copilot and evaluating existing agency workflows for AI-driven efficiency improvements.
- Enhance ransomware protection through penetration testing, safeguarding sensitive data, and implementing advanced cybersecurity capabilities.
- Develop and retain the IT workforce by expanding opportunities to strengthen and diversify skill sets, creating a highly skilled and adaptable team while also monitoring staffing needs to ensure the agency has the expertise to meet its mission objectives.
- Deploy a new Freedom of Information Act (FOIA) system to improve the timely processing of requests received by OSC.
- Modernize IT capabilities by expanding cloud-based services to support case management and overall IT modernization.
- Complete migration to FedRAMP-approved cloud services for directory and systems management, reducing costs and improving performance.
- Implement IPv6 across all OSC IT systems by FY26 in compliance with OMB Memorandum 21-07.
- Reduce uncategorized data and implement data labeling across repositories to meet M-22-09 and Federal Data Strategy requirements.

Continuity of Operations

To comply with Presidential Decision Directive 67, OSC must be able to perform essential functions within 12 hours of a “catastrophic emergency” disruption. To meet this requirement, OSC safeguards vital records and validates readiness through testing, training, and exercises. Following government-wide guidance, OSC adopted a cloud-based approach— having migrated its case management system and SharePoint environment in FY 2019. This architecture provides redundancy, automatic failover, and improved performance, ensuring faster recovery and enhanced protection of agency functions and records.

Management – Risk Management and Program Evaluation

Under the *Program Management Improvement and Accountability Act of 2015*, OSC is working to increase efficiency, reduce costs, and address high-risk areas through Enterprise Risk Management (ERM). OSC implemented a structured program review process to achieve mission goals, save taxpayer dollars, and improve service delivery.

Program evaluations will progress from smaller agency functions to larger, more complex programs. Additionally, OSC established an ERM Charter and launched an ERM Profile through an ERM Working Group, which meets quarterly to assess agency risks. The goal is to identify weaknesses, develop mitigation strategies, and drive organizational improvement. The ERM council, composed of senior leadership, will continue to monitor and mitigate risks in the years ahead.

APPENDICES

Appendix I – Organizational Structure

OSC's Organizational Structure

OSC's principal place of business is Washington, D.C. The agency also has a staffing presence in Dallas, Detroit, and Oakland.

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 supervision of 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 screens all new allegations to ensure they are directed to the appropriate OSC component. CRD also closes allegations that are duplicative, already filed with MSPB, outside OSC's jurisdiction, or untimely. Additionally, CRD now encompasses the functions previously managed by the Clerk's Office, including responsibilities related to 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. If a meritorious case cannot be resolved informally between the agency and complainant, IPD may bring 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. In these cases, RDU performs the full range of IPD and DU actions, including, where appropriate, referring whistleblower disclosures to agencies and investigating and prosecuting related retaliation claims.

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. Where the parties agree to mediation, ADR conducts mediation sessions seeking creative, efficient, and effective resolutions.

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). The unit also provides external education and outreach sessions regarding the laws that OSC enforces. 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.

Appendix II: FY 2026 Agency Performance Plan

Strategic Goal 1, Tables 1-5 – Protect and promote the integrity and fairness of the federal workplace.

Strategic Goal 1 has six objectives:

- Objective 1: Fairly and promptly investigate and prosecute cases.
- Objective 2: Obtain timely and effective relief in cases.
- Objective 3: Enhance strategic use of enforcement authority.
- Objective 4: Provide timely and high-quality Hatch Act advisory opinions and guidance.
- Objective 5: Expand training and outreach efforts nationwide.
- Objective 6: Effectively and innovatively communicate with stakeholders and the public.

Goal Tables 1A, 1B, and 1C relate to the first two objectives regarding OSC’s investigations of alleged PPPs, Hatch Act violations, and USERRA complaints, respectively.

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

Goal Table 1A: Goals 1-10							
Goal 1 - Protect and promote the integrity and fairness of the federal workplace							
Objective 1: Fairly and promptly investigate and prosecute cases							
Objective 2: Obtain timely and effective relief in cases							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
1	Percent of complaints closed within 240 days.	Baseline/ datapoint	87%	Baseline/ datapoint	89%	Baseline/ datapoint	
2	Number of complaints mediated.	30	33	30	27	30	
3	Number of complaints mediated resulting in settlement.	20	25	20	19	20	
4	Number of formal stays obtained.	5	1	5	8	5	
5	Number of informal stays obtained.	30	45	30	44	30	
6	Number of individual corrective actions obtained.	225	247	225	230	225	
7	Number of systemic corrective actions obtained.	55	124	60	68	60	

8	Number of disciplinary actions obtained.	20	32	20	46	20	
9	Number of cases filed with MSPB	1	0	1	1	1	
10	Number of total favorable actions obtained (i.e., formal stay, informal stay, individual corrective action, systemic corrective action, and disciplinary action).	300	450	305	397	305	

- **Goal Table 1B** details the data points and performance metrics for OSC’s work investigating, litigating, and resolving Hatch Act complaints.

Goal Table 1B: Goals 11-17							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 1: Fairly and promptly investigate and prosecute cases</i>							
<i>Objective 2: Obtain timely and effective relief in cases</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
11	Percent of cases closed within 240 days.	65%	86%	70%	88%	70%	
12	Number of cases filed with MSPB.	3	1 ¹²	3	4	3	
13	Percent of successful prosecutions before MSPB	100%	100%	100%	100%	100%	
14	Number of warning letters issued.	50	81	50	94	60	
15	Number of corrective actions obtained.	15	49	20	24	25	
16	Number of disciplinary actions obtained.	5	7	5	17	5	
17	Number of total favorable actions obtained (i.e., corrective action and disciplinary action).	20	56	25	41	30	

GOAL Table 1B explanatory notes:

¹²: The Hatch Act Unit sent two reports to the President concerning Hatch Act violations by presidential appointees with Senate (PAS) confirmation in FY 2023, and one such report in FY 2024. For PAS, pursuant to 5 U.S.C. 1215(b), the Hatch Act Unit’s only mechanism for pursuing disciplinary action against PAS is to send such a report. The MSPB does not have jurisdiction over them, thus explaining why this result fell slightly short of the target.

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

Goal Table 1C: Goals 18-19							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 1: Fairly and promptly investigate and prosecute cases</i>							
<i>Objective 2: Obtain timely and effective relief in cases</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
18	Percent of referrals closed within 60 days.	80%	82%	80%	84%	80%	
19	Number of corrective actions obtained (formally and informally).	3	2	3	3	2	

- **Goal Table 2** details OSC’s efforts to enhance its strategic enforcement authority, as it relates to the third objective under Strategic Goal 1.

Goal Table 2: Goals 20-21							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 3: Enhance strategic use of enforcement authority</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
20	Number of PPP reports published on website.	2	1	2	0	2	
21	Number of amicus curiae briefs and interventions filed.	2	4	2	1	2	

- **Goal Table 3** details the Hatch Act advisory opinions provided by OSC, pursuant to OSC’s fourth objective under Strategic Goal 1.

Goal Table 3: Goals 22-24							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 4: Provide timely and quality Hatch Act advisory opinions and guidance</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
22	Percent of informal telephonic advisory opinions issued within 3 days of inquiry.	98%	99%	98%	100%	98%	
23	Percent of informal email advisory opinions issued within 5 days of inquiry.	95%	99%	95%	99%	98%	
24	Percent of formal written advisory opinions issued within 60 days of inquiry.	75%	70%	75%	86%	75%	

- **Goal Table 4** details OSC’s training and outreach efforts pursuant to OSC’s fifth objective under Strategic Goal 1.

Goal Table 4: Goals 25-26							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 5: Expand training and outreach efforts nationwide</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
25	Number of agencies/components certified and recertified for the 2302(c) Certification Program.	12	28	15	31	18	
26	Number of trainings conducted. ²⁶	125	487	200	305	250	

Goal Table 4 explanatory notes:

26: Number of trainings will increase and decrease in each fiscal year based on several factors, including, for instance, (1) the increase in Hatch Act trainings we have observed during election years; and (2) the increase and/or decrease in Section 2302(c) trainings depending upon when agencies are due for recertification at the end of the three-year training cycle, creating a “lumpy forecast.” In addition, certain presentations include more than one training, such as PPP training and Annual Supervisory training.

- **Goal Table 5** details OSC’s communications with stakeholders and the public, consistent with the sixth objective under Strategic Goal 1.

Goal Table 5: Goals 27-29							
<i>Goal 1: Protect and promote the integrity and fairness of the federal workplace</i>							
<i>Objective 6: Effectively and innovatively communicate with stakeholders and the public</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
27	Number of press releases issued.	25	34	20	35	25	
28	Types and frequency of digital platforms used to share information.	275	1061	275	Total: 68 X Posts: 46; LinkedIn Posts: 14 ²⁸ ; Hatch Act (HA) Listserv: 8 messages	500	
29	Types and frequency of website views and activity on digital platforms.	Baseline	1,381,676 (X engagements: 1,596, and Unique website views: 1,380,080)	Baseline	Total: 381,501 ²⁹ X Post Engagement: 1,100 LinkedIn Post Engagement: 862 Unique website views: 379,089	Baseline	

28: LinkedIn posts covering 12/5/24 – 9/30/25; Analytics from Oct-Nov ’24 unavailable due to LinkedIn account transition. Data reporting in this section prior to FY 2025 including ‘trainings’. However, trainings are no longer being captured in this datapoint, so the FY25 result data appears lower than prior years.

29: OSC launched an online version of its complaint filing form in April 2023, which significantly increased the number of unique website views in FY24. The FY25 data represents a return to a more typical number of views than in previous years. LinkedIn engagement is the sum of actions users take (i.e. on likes, comments, shares, and clicks). LinkedIn data are from 12/5/24-9/30/25. Prior analytical data for Oct-Nov ’24 unavailable due to LinkedIn account transition.

Strategic Goal 2, Goal Tables 6-7 – Ensure government accountability.

Strategic Goal 2 has two objectives, which relate to OSC’s investigations of whistleblower disclosures:

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

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

- **Goal Table 6** relates to the first objective under Strategic Goal 2 and details OSC’s efforts to ensure government accountability by providing a safe, confidential and secure reporting channel for stakeholders and the public.

Goal Table 6: Goals 30-31							
<i>Goal 2: Ensure government accountability</i>							
<i>Objective 1: Provide employees with an effective and efficient safe channel to report government wrongdoing</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
30	Number of referrals of whistleblower disclosures to agencies for investigation.	60	28	25	27	20	
31	Percent of referrals of whistleblower disclosures to agencies for investigation made within 45 days.	90%	99%	90%	98%	90%	

- **Goal Table 7** relates to the second objective under Strategic Goal 2 and details OSC’s efforts to ensure government accountability by providing timely and appropriate outcomes for referred whistleblower disclosures.

Goal Table 7: Goals 32-33							
<i>Goal 2: Ensure government accountability</i>							
<i>Objective 2: Ensure agencies provide timely and appropriate outcomes for referred whistleblower disclosures</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
32	Number of favorable outcomes—both corrective and disciplinary actions—achieved through referrals of whistleblower disclosures.	50 corrective actions and 5 disciplinary actions	84 corrective actions and 8 disciplinary actions	50 corrective actions and 5 disciplinary actions	44 corrective actions and 13 disciplinary actions	50 corrective actions and 5 disciplinary actions	
33	Number of days between the date a case can be closed, and the date of transmission to the President and Congress. ³³	120 days	85 days	120 days	97 days	120 days	

³³: The description of this goal has been updated. Data points used to determine when a case can be closed include receipt of whistleblower comments; whistleblower consent or declination to include comments on the agency report and or any supplemental report in OSC’s public file; receipt of redacted agency reports; and receipt of agency updates.

Strategic Goal 3 has three objectives, which relate to the OSC’s continual goal of achieving organizational excellence:

- Objective 1: Recruit, develop, and retain a highly talented, and engaged workforce.
- Objective 2: Improve the use of existing technology and deploy new Information Technology (IT) systems to enhance organizational operations.
- Objective 3: Monitor, evaluate, and improve the efficiency and effectiveness of programs and processes.

- **Goal Table 8** covers the first objective under Strategic Goal 3 and details OSC’s efforts to achieve organizational excellence by recruiting, developing, and retaining a highly talented and engaged workforce.

Goal Table 8: Goal 34							
<i>Goal 3: Achieve Organizational Excellence</i>							
<i>Objective 1: Recruit, develop, and retain a highly talented and engaged workforce.</i>							
Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
34	Ensure Human Capital Plan aligns with Administration priorities <i>(previous description of Develop and maintain up-to-date Human Capital Plan and reassess regularly)</i>	Met	Met	Met	Met	Met	

- **Goal Table 9** relates to the second objective under Strategic Goal 3 and details OSC’s efforts to improve the use of existing technology and deploy new IT systems to enhance organizational operations.

Goal Table 9: Goal 35							
<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	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
35	Deploy enhancements and reporting capabilities of the current electronic case management system, annually.	Met	Met	Met	Met	Met	

- **Goal Table 10**, consistent with the third objective under Strategic Goal 3, details OSC’s efforts to monitor, evaluate, and improve efficiency and effectiveness of programs and processes.

Goal Table 10: Goals 36-37

Goal 3: Achieve organizational excellence

Objective 3: Monitor, evaluate, and improve the efficiency and effectiveness of programs and processes.

Target #	Description	FY 2024 Target	FY 2024 Result	FY 2025 Target	FY 2025 Result	FY 2026 Target	FY 2026 Result
36	Hold monthly or regular meetings to evaluate programs and processes and implement any learned best practices.	Met	Met	Met	Met	Met	
37	Continue to issue and review results of annual survey regarding customer satisfaction with programs and processes and assess potential changes to programs and processes based on customer feedback.	Met	Met	Met	Not Met ³⁷	Met	

37: The annual survey was not administered during the reporting period due to the expiration of OMB/OIRA approval for the data collection. OSC is actively pursuing reapproval.

Appendix III – Organizational Chart

