

**Testimony of Charles N. Baldis**  
**Nominee for Special Counsel, U.S. Office of Special Counsel**  
**Before the U.S. Senate Committee on Homeland Security and Governmental Affairs**  
**June 17, 2026**

Chairman Paul, Ranking Member Peters, and distinguished Members of the Committee,

Thank you for the opportunity to appear before you today. I am grateful to President Trump for this nomination and to the Committee for its consideration. I also want to thank my wife, Daisy, who is here with me.

If confirmed, I will lead the Office of Special Counsel (OSC) to defend whistleblowers, enforce the law fairly across the federal government, protect the merit system, and uphold the Constitution and the rule of law without regard to partisan considerations.

My preparation for this role rests on three pillars.

First, I have spent more than a year leading OSC. Since April 2025, I have managed the Office on behalf of then-Acting Special Counsel Ambassador Jamieson Greer, making decisions on cases, personnel, budgeting, and day-to-day operations.

Second, my prior service as a Senate staffer on the Senate Judiciary Committee gave me valuable insight into federal agency operations, congressional oversight, and the interests of federal employees.

Third, my experience as an Assistant Commonwealth's Attorney in Virginia honed my judgment in evaluating cases, determining appropriate remedies, and treating people fairly. Like a prosecutor's office, OSC receives complaints, investigates, and decides whether to pursue corrective action, negotiate a resolution, or close a matter for lack of evidence.

Together, these experiences have equipped me to lead OSC's dedicated career staff in a principled, mission-driven manner.

**Record Accomplishments Over the Past Year**

During Fiscal Year 2025, OSC faced an unprecedented surge in workload. In FY 2025 we received a record 9,820 new cases—more than double the prior five-year average—while still resolving 9,536 matters.

Despite a streamlined workforce, we secured 397 favorable outcomes in prohibited personnel practice cases, including 282 whistleblower retaliation matters, and negotiated 46 disciplinary actions. Whistleblower disclosures reached a new high of 2,535 cases, and we transmitted 49 closure reports to the President and Congress. In the Hatch Act area, we

handled hundreds of complaints, issued more than 750 advisory opinions, and took enforcement action in dozens of cases.

These results reflect disciplined management and the extraordinary efforts of OSC's career staff.

Concrete cases illustrate the impact that OSC has had in FY 2025 and so far in FY 2026:

- Mine Safety and Health Administration (MSHA): Whistleblowers revealed that dozens of active mines in U.S. Pacific territories were falsely designated “abandoned,” evading mandatory inspections. OSC’s referral prompted a DOL OIG alert, congressional reporting corrections, and systemic safety reforms.
- Bureau of Prisons (BOP): A whistleblower exposed mismanagement of inmate financial obligations, leading to the recovery of more than \$2.5 million in court-ordered payments previously at risk of being permanently uncollectible. New oversight protocols, training, and monthly reviews were implemented.
- HHS Office of Medicare Hearings and Appeals (OMHA): A disclosure identified approximately \$30 million in wasted taxpayer dollars from unnecessary staffing after a temporary appeals surge. HHS responded by reducing its workforce through attrition and reassignments, improving stewardship of public funds.
- Federal Aviation Administration (FAA): A Medical Officer highlighted dangerous backlogs in airman medical certifications and potential risks to airspace safety. The FAA hired 26 additional medical officers (a 40% staffing increase) and streamlined processes, directly enhancing aviation safety.
- Department of Veterans Affairs (VA): A former finance manager disclosed chronic delays in processing copayment refunds, creating a backlog exceeding \$110 million owed to more than 970,000 veterans. VA reviewed 98% of the backlog and issued nearly \$20 million in refunds to over 200,000 veterans with further improvements underway.
- Department of Education (ED): A whistleblower from the Office for Civil Rights disclosed that the agency failed to comply with a federal court injunction barring implementation of certain Title IX guidance on discrimination based on sexual orientation and gender identity. After an initial unsubstantiated report, OSC requested a supplemental investigation, leading ED to confirm deliberate violations and obstruction by former leadership.

These are some of the examples of how OSC has been able to facilitate whistleblower disclosures into substantive corrections or improvements in federal operations.

In addition to these case outcomes, last year I worked with the Disclosure Unit to implement a new policy encouraging agencies to use their existing authority to grant monetary awards to meritorious whistleblowers. This approach is already producing results.

### **The Enduring Importance of Whistleblowers**

Whistleblowers serve an essential corrective to help surface information that does not otherwise come to the attention of decisionmakers. OSC exists, in part, to operationalize this insight. We provide a secure, confidential, independent channel outside agency chains of command. By facilitating lawful disclosures and eliciting an agency response, OSC has prevented or shed light on wrongdoing or simple errors across the federal government. We have helped save countless taxpayer dollars in that process. And because whistleblowers often face internal backlash for coming forward, our job is to protect them when they do so.

I have previously described OSC as the federal government's immune system: too weak, and harmful practices spread unchecked; too aggressive, and the system harms itself. Our job is not to interfere with agencies' core missions or to prevent them from managing their workforces. It is to help protect the merit system within those agencies while enabling them to fulfill their missions better.

### **Looking Forward**

To sustain and build on FY 2025's success, OSC recently released its FY 2026–2030 Strategic Plan. It rests on three pillars: (1) protecting and promoting the integrity and efficacy of the federal workplace through impartial PPP, Hatch Act, and USERRA enforcement; (2) ensuring government accountability by strengthening the whistleblower channel and driving systemic reforms; and (3) achieving organizational excellence through talent management, technology (including AI integration for greater efficiency), and fiscal stewardship.

The Plan explicitly acknowledges the record caseload surge and commits to doing more with less: leveraging data-driven metrics and technological innovation while maintaining our core values of integrity, impartiality, and excellence. As I have noted previously, OSC's career staff have responded to these challenges with extraordinary dedication. I am fortunate that OSC truly has some of the finest civil servants in the federal government. They have made OSC's success possible, and I am enormously grateful for their talents and their hard work.

My role, if confirmed, will be to sustain that culture, attract and retain top talent, and prepare OSC for future transitions by embedding the kind of professionalism and expertise that endures across administrations.

If confirmed, I pledge to lead OSC with the same pragmatic, mission-focused approach that has produced record results under challenging circumstances: encouraging collaboration and critical engagement, prioritizing high-impact cases, vindicating employee rights while respecting agency operational needs, and delivering tangible benefits to the American people. I will keep this Committee fully apprised of matters under our jurisdiction, cooperate promptly with congressional oversight, and ensure OSC remains a trusted guardian of the federal merit system.

Thank you for your consideration. I stand ready to answer any questions the Committee may have.