

Federal Housing Finance Agency  
Office of Inspector General



# Compendium of Open Recommendations

June 1, 2022

# TABLE OF CONTENTS .....

ABBREVIATIONS .....	3
INTRODUCTION .....	4
Tracking of OIG Recommendations.....	4
Validation Testing.....	5
OPEN RECOMMENDATIONS .....	6
CLOSED UNIMPLEMENTED RECOMMENDATIONS.....	24

## ABBREVIATIONS .....

DER	Division of Enterprise Regulation
Enterprises	Fannie Mae and Freddie Mac
FHFA	Federal Housing Finance Agency
MRA	Matter Requiring Attention
OIG	Federal Housing Finance Agency Office of Inspector General
PII	Personally Identifiable Information
ROE	Report of Examination

## INTRODUCTION .....

Since the Federal Housing Finance Agency (FHFA) Office of Inspector General (OIG) began operations in October 2010, we have made more than 550 recommendations to FHFA.<sup>1</sup> Our recommendations are targeted to improve efficiency and effectiveness and to reduce fraud, waste, and abuse at FHFA and the entities it oversees. As required under the Inspector General Act of 1978, as amended, we provide information on open and closed recommendations in each semiannual report to the Congress.<sup>2</sup>

To maintain the focus on opportunities for improvement that our recommendations identify, OIG publishes on its website a monthly report setting forth all open recommendations from our audits, evaluations, and other studies.<sup>3</sup> For additional information on any recommendation, please click on the hyperlinked report number to access its underlying report. This compendium is comprehensive as of June 1, 2022.

Because FHFA serves a unique role as both conservator and regulator of Fannie Mae and Freddie Mac (the Enterprises), OIG’s responsibilities necessarily include oversight of FHFA’s actions in both of these roles, in order to determine whether the Agency is fulfilling its statutory duties and responsibilities and safeguarding the taxpayers’ resources. Our oversight role also reaches the Enterprises—recipients of \$191.5 billion in taxpayer monies—to ensure that they are satisfying their obligations under the authority delegated to them in the conservatorships. Through oversight, transparent reporting of results, and robust enforcement, OIG seeks to be a voice for, and protect the interest of, those who have funded Treasury’s investment in the Enterprises—the American taxpayers.

### Tracking of OIG Recommendations

Our recommendations, like those of other inspectors general, are primarily made in written reports issued by our Offices of Audits, Evaluations, and Compliance. We report the facts, as found, and recommend actions to address any shortcomings we identify in FHFA’s exercise of its statutory duties and responsibilities or by one or both Enterprises, in connection with their execution of responsibilities delegated to them by FHFA, as conservator. FHFA is provided an opportunity to provide a written response to OIG recommendations. FHFA’s determinations whether to agree with OIG’s recommendations are included in our published reports. Once FHFA has accepted an OIG recommendation, it reports to us on its efforts to

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<sup>1</sup> Includes public and non-public recommendations.

<sup>2</sup> OIG’s semiannual reports are available at [www.fhfaig.gov/Reports/Semiannual](http://www.fhfaig.gov/Reports/Semiannual).

<sup>3</sup> This report does not include recommendations under consideration for work that is in progress.

implement the “corrective action” that is intended to respond to the recommendation. When FHFA believes that its implementation efforts are well underway or that implementation is complete, FHFA provides that information to us, along with corroborating documents, and we rely on those materials in determining whether to close recommendations. If the Agency rejects a recommendation or conclusively refuses to implement an acceptable corrective action, then we will close the recommendation and report it separately in this compendium.

## Validation Testing

OIG typically relies on materials and representations from the Agency to close its recommendations and may close some recommendations based on the Agency’s representations as to the corrective actions it has taken. Accordingly, we are not always able to assess, at the time of closure, whether the implementation actions by FHFA meet the letter and spirit of the agreed-upon recommendation, nor can we determine, at closure, the longer-term impact of the recommendation. To better assess both the implementation and impact of OIG recommendations, we concluded that validation testing is needed. Such testing, and disclosure of results of that testing, provides greater accountability and adds value to FHFA and the American taxpayers it serves.

Because our Offices of Audits and Evaluations historically had not conducted extensive corrective action verification testing, we created the Office of Compliance and Special Projects. The primary operational role of that office is to examine closed recommendations to assess independently FHFA’s implementation of the corrective actions it represented to OIG that it intended to take, as well as the impact of those actions, and to publish reports of its validation testing in “compliance reviews.” These compliance reviews enable our stakeholders to assess the impact of OIG’s recommendations, as well as the efficacy of the Agency’s implementation of those recommendations. Compliance reviews enhance OIG’s ability to stimulate positive change in critical areas and promote economy, efficiency, and effectiveness at FHFA.

Any open recommendations contained in published compliance reviews are included in this compendium.

## OPEN RECOMMENDATIONS .....

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
<b>Open Recommendations</b>			
<b>Conservatorship</b>			
<b>Award Payments</b>	FHFA should document accurately its decision to approve the award in question, as well as any final decision as to whether it may be paid lawfully, consistent with the Federal Records Act and its recordkeeping policy.	Improved transparency	<i>Report of Administrative Inquiry into a Whistleblower Complaint Concerning an Enterprise Executive Compensation Matter (OIG-2022-001, January 26, 2022)</i>
	Prior to permitting the award in question to be paid, FHFA should determine whether doing so would result in a violation of the STOCK Act of 2012.	Improved compliance	<i>Report of Administrative Inquiry into a Whistleblower Complaint Concerning an Enterprise Executive Compensation Matter (OIG-2022-001, January 26, 2022)</i>
	FHFA should implement a procedure under which retention awards for senior executives proposed by the Enterprises are analyzed and reviewed to ensure they are not violative of the STOCK Act's prohibition on the payment of bonuses.	Improved compliance	<i>Report of Administrative Inquiry into a Whistleblower Complaint Concerning an Enterprise Executive Compensation Matter (OIG-2022-001, January 26, 2022)</i>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Conservatorship Scorecards	<p>FHFA should establish written policy and procedures that, at a minimum:</p> <ul style="list-style-type: none"> <li>Define and explain the roles and responsibilities of the FHFA personnel that participate in the preparation of the Conservatorship section that appears in FHFA's annual reports to Congress or an alternative form of reporting of FHFA's choice; and</li> <li>Prescribe the reporting format to be used in the annual report to Congress and specify the information necessary to fulfill FHFA's commitment to transparency in its public reporting of the Enterprises' activities that further FHFA's scorecard goals, and FHFA's assessments of their performance against the scorecards.</li> </ul>	Improved transparency	<p><i>FHFA's Public Reporting of the Enterprises' Progress Toward the Objectives FHFA Set in the 2020 Conservatorship Scorecard Lacked the Detail and Transparency of Past Reporting</i> (<a href="#">EVL-2022-002</a>, March 17, 2022)</p>
SEC Filings	<p>FHFA should establish and maintain comprehensive policies and procedures to guide the review of the Enterprises' draft Securities and Exchange Commission filings to ensure that the sub-certification process is complete and accurate in support of the Director's acknowledgment letters to the Enterprises.</p>	Improved review	<p><i>FHFA Did Not Always Follow its Procedures When Reviewing the Enterprises' Draft SEC Filings, But Plans to Take Corrective Action</i> (<a href="#">AUD-2022-007</a>, May 12, 2022)</p>
	<p>Train all key reviewers and applicable staff on the new/updated policies and procedures for the review of the Enterprises' draft Securities and Exchange Commission filings.</p>	Improved review	<p><i>FHFA Did Not Always Follow its Procedures When Reviewing the Enterprises' Draft SEC Filings, But Plans to Take Corrective Action</i> (<a href="#">AUD-2022-007</a>, May 12, 2022)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Examiner Capacity	Supervision		
	FHFA should develop a process that links annual Enterprise examination plans with core team resource requirements.	Improved supervision	<i>Update on FHFA's Efforts to Strengthen its Capacity to Examine the Enterprises</i> ( <a href="#">EVL-2014-002</a> , December 19, 2013) and <i>Despite Prior Commitments, FHFA Has Not Implemented a Systematic Workforce Planning Process to Determine Whether Enough Qualified Examiners are Available to Assess the Safety and Soundness of Fannie Mae and Freddie Mac</i> ( <a href="#">AUD-2020-004</a> , February 25, 2020)



Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should establish a strategy to ensure that the necessary resources are in place to ensure timely and effective Enterprise examination oversight.</p>	<p>Improved supervision</p>	<p><i>Update on FHFA's Efforts to Strengthen its Capacity to Examine the Enterprises</i> (<a href="#">EVL-2014-002</a>, December 19, 2013) and <i>Despite Prior Commitments, FHFA Has Not Implemented a Systematic Workforce Planning Process to Determine Whether Enough Qualified Examiners are Available to Assess the Safety and Soundness of Fannie Mae and Freddie Mac</i> (<a href="#">AUD-2020-004</a>, February 25, 2020)</p>
	<p>FHFA should assess whether the Division of Enterprise Regulation (DER) has a sufficient complement of qualified examiners to conduct and complete those examinations rated by DER to be of high-priority within each supervisory cycle and address the resource constraints that have adversely affected DER's ability to carry out its risk-based supervisory plans.</p>	<p>Improved supervision</p>	<p><i>FHFA Failed to Complete Non-MRA Supervisory Activities Related to Cybersecurity Risks at Fannie Mae Planned for the 2016 Examination Cycle</i> (<a href="#">AUD-2017-010</a>, September 27, 2017)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should assess whether DER has a sufficient complement of qualified examiners to conduct and complete those examinations rated by DER to be of high-priority within each supervisory cycle and address the resource constraints that have adversely affected DER's ability to carry out its risk-based supervisory plans.</p>	<p>Improved supervision</p>	<p><i>FHFA's Targeted Examinations of Freddie Mac: Just Over Half of the Targeted Examinations Planned for 2012 through 2015 Were Completed</i> (<a href="#">AUD-2016-007</a>, September 30, 2016); <i>FHFA's Targeted Examinations of Fannie Mae: Less than Half of the Targeted Examinations Planned for 2012 through 2015 Were Completed and No Examinations Planned for 2015 Were Completed Before the Report of Examination Issued</i> (<a href="#">AUD-2016-006</a>, September 30, 2016)</p>
	<p>FHFA should direct DER to develop and implement a systematic workforce planning process within 12 months that aligns with Office of Personnel Management guidance and best practices and is fully documented in writing. That process should include:</p> <ul style="list-style-type: none"> <li>• Identifying the current examination skills and competencies of its examiners;</li> <li>• Forecasting the optimal staffing levels and competencies needed to meet its supervisory needs;</li> <li>• Evaluating whether a gap exists between skills that its workforce may currently need but does not possess; and</li> <li>• Addressing that gap.</li> </ul>	<p>Improved supervision</p>	<p><i>Despite Prior Commitments, FHFA Has Not Implemented a Systematic Workforce Planning Process to Determine Whether Enough Qualified Examiners are Available to Assess the Safety and Soundness of Fannie Mae and Freddie Mac</i> (<a href="#">AUD-2020-004</a>, February 25, 2020)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Accreditation of Examiners	FHFA should determine the causes of the shortfalls in the Housing Finance Examiner Commission Program that we have identified, and implement a strategy to ensure the program fulfills its central objective of producing commissioned examiners who are qualified to lead major risk sections of government-sponsored enterprise examinations.	Improved quality	<i>OIG's Compliance Review of FHFA's Implementation of Its Housing Finance Examiner Commission Program</i> ( <a href="#">COM-2015-001</a> , July 29, 2015) and <i>FHFA's Housing Finance Examiner Commissioning Program: \$7.7 Million and Four Years into the Program, the Agency has Fewer Commissioned Examiners</i> ( <a href="#">COM-2018-006</a> , September 6, 2018)
Risk Assessments	FHFA should reinforce, through training and supervision of DER personnel, the requirements established by FHFA, and reinforced by DER guidance, for the risk assessment and supervisory planning process. Specifically: <ul style="list-style-type: none"> <li>a. Ensure that the annual supervisory strategy identifies significant risks and supervisory concerns and explains how the planned supervisory activities to be conducted during the examination cycle address the most significant risks in the operational risk assessment. (Applies to AUD-2017-010 and AUD-2017-011)</li> <li>b. Ensure that supervisory activities planned during an examination cycle to address the most significant risks in the operational risk assessment are completed within the examination cycle. (Applies to AUD-2017-010)</li> </ul>	Improved supervision	<i>FHFA Failed to Complete Non-MRA Supervisory Activities Related to Cybersecurity Risks at Fannie Mae Planned for the 2016 Examination Cycle</i> ( <a href="#">AUD-2017-010</a> , September 27, 2017); <i>FHFA Did Not Complete All Planned Supervisory Activities Related to Cybersecurity Risks at Freddie Mac for the 2016 Examination Cycle</i> ( <a href="#">AUD-2017-011</a> , September 27, 2017)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Assessing Remediation of Deficiencies	FHFA should ensure that Freddie Mac takes, or has taken, remedial action to address the deficiency underlying the matter requiring attention (MRA) regarding the need to implement a process to verify and monitor [certain matters].	Improved remediation of deficiencies	<i>FHFA Failed to Ensure Freddie Mac's Remedial Plans for a Cybersecurity MRA Addressed All Deficiencies; as Allowed by its Standard, FHFA Closed the MRA after Independently Determining the Enterprise Completed its Planned Remedial Actions</i> ( <a href="#">AUD-2018-008</a> , March 28, 2018)
	FHFA should require DER, upon acceptance of an Enterprise's remediation plan, to estimate the date by which it expects to confirm internal audit's validation, and to enter that date into a dedicated field in the MRA tracking system. [Closed in September 2017; reopened upon results of compliance testing.]	Improved remediation of deficiencies	<i>FHFA's Inconsistent Practices in Assessing Enterprise Remediation of Serious Deficiencies and Weaknesses in its Tracking Systems Limit the Effectiveness of FHFA's Supervision of the Enterprises</i> ( <a href="#">EVL-2016-007</a> , July 14, 2016) and <i>Compliance Review of the Timeliness of FHFA's Assessments of the Enterprises' Remediation Closure Packages for a Matter Requiring Attention</i> ( <a href="#">COM-2020-001</a> , February 21, 2020)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Supervisory Oversight	FHFA should assess the Enterprises' implementation of the revised or new Agency guidance to ensure that the Enterprises' practices comport with FHFA's supervisory expectations.	Improved supervision	<i>More than Eight Years After Issuing its Advisory Bulletin, FHFA Has Not Held the Enterprises to its Expectations on Charging off Delinquent Loans or Communicated New Expectations</i> ( <a href="#">EVL-2020-003</a> , September 10, 2020)
	FHFA should revise the prudential management and operations standards, to the extent necessary, to establish criteria to be used in examinations of the regulated entities.	Improved supervision	<i>FHFA's Failure to Use its Prudential Management and Operations Standards as Criteria for Supervision of the Enterprises Is Inconsistent with the FHFA Director's Statutory Duty to Ensure the Enterprises Comply with FHFA's Guidelines</i> ( <a href="#">OIG-2021-004</a> , September 20, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Examination Guidance	FHFA should issue clear internal guidance to examination personnel on the use of the prudential management and operations standards as criteria in supervisory activities.	Improved supervision	<i>FHFA's Failure to Use its Prudential Management and Operations Standards as Criteria for Supervision of the Enterprises Is Inconsistent with the FHFA Director's Statutory Duty to Ensure the Enterprises Comply with FHFA's Guidelines (OIG-2021-004, September 20, 2021)</i>
	FHFA should revise the December 2020 Operating Procedures Bulletin to establish specific guidance with respect to the circumstances under which DER expects examiners to follow examination procedures in the Work Programs.	Improved supervision	<i>FHFA Must Resolve the Conflicts in its Guidance for Examinations of the Enterprises to Meet its Commitment to Develop and Maintain a World Class Supervision Program (OIG-2021-003, September 1, 2021)</i>
	FHFA should align the guidance in the governing Operating Procedures Bulletin with the guidance in the Work Programs in order to foster consistent examination practice.	Improved supervision	<i>FHFA Must Resolve the Conflicts in its Guidance for Examinations of the Enterprises to Meet its Commitment to Develop and Maintain a World Class Supervision Program (OIG-2021-003, September 1, 2021)</i>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should define the term “supervisory concern” as it is used in FHFA’s corporate governance regulation.</p>	<p>Improved supervision</p>	<p><i>FHFA’s Failure to Define and Clearly Communicate “Supervisory Concerns” Hinders the Enterprise Boards’ Ability to Execute Their Oversight Obligations Under FHFA’s Corporate Governance Regulation and Renders the Regulation Ineffective as a Supervisory Tool</i> (<a href="#">EVL-2021-003</a>, March 30, 2021)</p>
	<p>FHFA should develop examination guidance that explains how supervisory concerns should be described and categorized in the Reports of Examination, establishes DER’s expectations for timely and appropriate remediation for each such concerns, and prescribes how such concerns should be monitored until they are fully remediated.</p>	<p>Improved supervision</p>	<p><i>FHFA’s Failure to Define and Clearly Communicate “Supervisory Concerns” Hinders the Enterprise Boards’ Ability to Execute Their Oversight Obligations Under FHFA’s Corporate Governance Regulation and Renders the Regulation Ineffective as a Supervisory Tool</i> (<a href="#">EVL-2021-003</a>, March 30, 2021)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Examination Workpapers	FHFA should revise the Division of Federal Home Loan Bank Regulation's quality control procedures to specifically require that all examination workpapers supporting examination findings, conclusions, and ratings directly prepared by the examiner-in-charge be reviewed by an individual who did not participate in the examination. [Closed in October 2019; reopened upon results of compliance testing.]	Improved quality control	<i>FHFA Conducted BSA/AML Program Examinations of 10 of 11 Federal Home Loan Banks During 2016-2018 in Accordance with its Guidelines, But Failed to Support a Conclusion in the Report of Examination for the Other Bank</i> ( <a href="#">AUD-2019-008</a> , July 10, 2019) and <i>Compliance Review of DBR's Quality Control for Examination Work Performed by Examiners-in-Charge</i> ( <a href="#">COM-2021-007</a> , August 25, 2021)
Use of Enterprise Examination Manual	FHFA should develop and implement procedures that require: (a) examiners to document their reasons for not using the Enterprise Examination Manual to develop procedures documents for targeted examinations, and (b) management to analyze the documented reasons for not using the Enterprise Examination Manual to make improvements as needed (e.g., improvements to the manual, improvements to training to reinforce management's expectations, etc.).	Improved supervision	<i>FHFA's Use of its Enterprise Examination Manual, in Practice, Does Not Align with its Goal of Promoting a Consistent Examination Approach or Meet Management's Expectations</i> ( <a href="#">AUD-2021-013</a> , September 28, 2021)
Quality Control Reviews	FHFA's Office of Minority and Women Inclusion should ensure that quality control reviews are performed before issuing diversity and inclusion examination findings to a regulated entity, as required by Supervision Directive 2017-01.	Improved quality	<i>Compliance Review of FHFA's Office of Minority and Women Inclusion</i> ( <a href="#">COM-2019-005</a> , June 24, 2019)



Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should complete efforts to compile data from all quality control reviews, analyze the data for trends, develop the reporting template, and report the results to DER management at least annually.</p>	<p>Improved quality</p>	<p><i>FHFA's Division of Enterprise Regulation Has Made Progress in Its Quality Control Program but Needs to Ensure Adequate Reporting and Feedback Is Provided to Management</i> (<a href="#">EVL-2022-001</a>, March 7, 2022)</p>
	<p>FHFA should establish a formal feedback mechanism to ensure that the DER offices responsible for developing examination standards and training examiners are informed of quality control review results.</p>	<p>Improved quality</p>	<p><i>FHFA's Division of Enterprise Regulation Has Made Progress in Its Quality Control Program but Needs to Ensure Adequate Reporting and Feedback Is Provided to Management</i> (<a href="#">EVL-2022-001</a>, March 7, 2022)</p>
<b>Counterparties and Third Parties</b>			
<p><b>Procedures for Information Sharing of Counterparty Performance Issues</b></p>	<p>FHFA should complete, in an expeditious manner, the recasting of DER's Operating Procedures Bulletin on information sharing of counterparty performance issues as an Agency-wide policy and procedure document.</p>	<p>Improved compliance</p>	<p><i>FHFA's Division of Enterprise Regulation Did Not Follow or Train to its Procedures for Information Sharing of Enterprise Counterparty Performance Issues</i> (<a href="#">AUD-2021-014</a>, September 28, 2021)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	Once recommendation 1 (referenced directly above) is completed, FHFA should ensure that the Agency-wide policy and procedure document on information sharing of counterparty performance issues is implemented and trained to.	Improved compliance	<i>FHFA's Division of Enterprise Regulation Did Not Follow or Train to its Procedures for Information Sharing of Enterprise Counterparty Performance Issues</i> ( <a href="#">AUD-2021-014</a> , September 28, 2021)
<b>Information Technology</b>			
<b>Privacy Information and Data Protection</b>	FHFA should determine privacy controls that are information system-specific, and/or hybrid controls.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2019 Privacy Program</i> ( <a href="#">AUD-2019-009</a> , August 28, 2019)
	FHFA should document privacy controls within each system's system security plan or system-specific privacy plan, clearly identifying whether controls are program level, common, information system-specific, or hybrid.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2019 Privacy Program</i> ( <a href="#">AUD-2019-009</a> , August 28, 2019)
	FHFA should update the privacy impact assessments using the privacy impact assessments template for Affordable Housing Project, Federal Human Resources Navigator, and Suspended Counterparty System.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2021 Privacy Program</i> ( <a href="#">AUD-2021-011</a> , August 11, 2021)
	FHFA should ensure privacy impact assessments are conducted timely using the privacy impact assessments template in accordance with the <i>FHFA Privacy Program Plan</i> (i.e., before a new system is developed, after a significant change to a system, or within three years of the privacy impact assessments).	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2021 Privacy Program</i> ( <a href="#">AUD-2021-011</a> , August 11, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
FHFA Information Technology Security and Availability	FHFA should update the <i>Privacy Continuous Monitoring Strategy</i> to ensure that it reflects the FHFA's current privacy control assessment process in accordance with Office of Management and Budget Circular A-130.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2021 Privacy Program</i> ( <a href="#">AUD-2021-011</a> , August 11, 2021)
	FHFA should develop and implement Privacy Control Assessment plans, that include all required elements.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2021 Privacy Program</i> ( <a href="#">AUD-2021-011</a> , August 11, 2021)
	FHFA should ensure Privacy Control Assessments are performed for all systems that collect PII.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2021 Privacy Program</i> ( <a href="#">AUD-2021-011</a> , August 11, 2021)
	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2019</i> ( <a href="#">AUD-2020-001</a> , October 25, 2019)
	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2020</i> ( <a href="#">AUD-2021-001</a> , October 20, 2020)
	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2020</i> ( <a href="#">AUD-2021-001</a> , October 20, 2020)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Contingency Plans	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2020</i> ( <a href="#">AUD-2021-001</a> , October 20, 2020)
	FHFA should ensure that Plans of Action and Milestones items are generated for all known information system security and privacy weaknesses in accordance with National Institute of Standards and Technology Special Publication 800-37, Revision 2, and [redacted].	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2021</i> ( <a href="#">AUD-2022-001</a> , October 15, 2021)
	FHFA should ensure contingency training to staff with contingency related responsibilities is provided in accordance with the [redacted].	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2021</i> ( <a href="#">AUD-2022-001</a> , October 15, 2021)
	FHFA should perform the required annual review and testing of the National Mortgage Database contingency plan.	Improved recovery in the event of a disruption	<i>FHFA Did Not Follow All of its Contingency Planning Requirements for the National Mortgage Database (NMDB) or its Correspondence Tracking System (CTS)</i> ( <a href="#">AUD-2022-003</a> , December 13, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should update the General Support System contingency plan to include the Correspondence Tracking System and its servers, and ensure the Correspondence Tracking System and its servers are included in the annual General Support System contingency plan testing.</p>	<p>Improved recovery in the event of a disruption</p>	<p><i>FHFA Did Not Follow All of its Contingency Planning Requirements for the National Mortgage Database (NMDB) or its Correspondence Tracking System (CTS) (AUD-2022-003, December 13, 2021)</i></p>
	<p>FHFA should assess whether its Office of Technology and Information Management has sufficient, qualified staff to complete required updates and testing of its contingency plans in accordance with FHFA's standard and National Institute of Standards and Technology requirements, and address any resource constraints that have adversely affected the Office of Technology and Information Management's ability to carry out its contingency planning requirements.</p>	<p>Improved recovery in the event of a disruption</p>	<p><i>FHFA Did Not Follow All of its Contingency Planning Requirements for the National Mortgage Database (NMDB) or its Correspondence Tracking System (CTS) (AUD-2022-003, December 13, 2021)</i></p>
<b>Agency Operations</b>			
<p><b>Ability to Fill Positions</b></p>	<p>FHFA should establish comprehensive policies and procedures for preparing, updating, and reviewing the Staffing Plans to ensure their accuracy and usefulness for managing the hiring process and informing users.</p>	<p>Improved ability to fill positions</p>	<p><i>FHFA's Ability to Fill Positions Was Hampered by an Unreliable Internal Management Reporting Tool, Failure to Review its Hiring Practices, and Lack of Training (AUD-2022-004, January 5, 2022)</i></p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	FHFA should complete efforts to develop and implement a tracking mechanism to report accurately on FHFA's time-to-hire performance measure.	Improved ability to fill positions	<i>FHFA's Ability to Fill Positions Was Hampered by an Unreliable Internal Management Reporting Tool, Failure to Review its Hiring Practices, and Lack of Training (AUD-2022-004, January 5, 2022)</i>
	FHFA should enhance policies and procedures, and ensure their implementation, related to performing self-assessments for delegated examining, merit promotion, and mission critical occupations hiring approaches to include procedures for: (a) documenting the results of their reviews, (b) defining the frequency for which the delegated examining and merit promotion reviews should be performed, and (c) distributing the results of the reviews to the appropriate parties.	Improved ability to fill positions	<i>FHFA's Ability to Fill Positions Was Hampered by an Unreliable Internal Management Reporting Tool, Failure to Review its Hiring Practices, and Lack of Training (AUD-2022-004, January 5, 2022)</i>
	FHFA should ensure that (a) affected Office of Human Resources Management staff members and hiring managers are trained on how to conduct mission critical occupations hiring actions in accordance with FHFA's requirements, and (b) a record of the training is maintained.	Improved ability to fill positions	<i>FHFA's Ability to Fill Positions Was Hampered by an Unreliable Internal Management Reporting Tool, Failure to Review its Hiring Practices, and Lack of Training (AUD-2022-004, January 5, 2022)</i>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should take action in an expeditious manner to address the recommendation made in FHFA's October 2021 internal report <i>Federal Housing Finance Agency Division of Enterprise Regulation (DER) Strategic Workforce Report</i> that the Office of Human Resources Management document the end-to-end hiring process, analyze each phase, and take steps to streamline and better resource the process, including removing unnecessary steps and excessive approvals, and adding additional support resources to those phases of the hiring process taking the most time.</p>	<p>Improved ability to fill positions</p>	<p><i>FHFA's Ability to Fill Positions Was Hampered by an Unreliable Internal Management Reporting Tool, Failure to Review its Hiring Practices, and Lack of Training</i> (<a href="#">AUD-2022-004</a>, January 5, 2022)</p>

## CLOSED UNIMPLEMENTED RECOMMENDATIONS .....

The Inspector General Act of 1978 does not authorize any federal inspector general to compel its respective agency to adopt new policies or processes or take personnel actions to correct shortcomings found in their audits, evaluations, and investigations. Rather, the Act empowers inspectors general to recommend remedial actions to correct such shortcomings, and the affected agency determines whether or not to accept the recommendations.

We believe it is important to be transparent and distinguish between recommendations that have been closed because of meaningful movement toward implementation and recommendations that have been closed because of FHFA’s decision to not take any action. The recommendations listed below represent those that have been closed following FHFA’s decision to not implement the recommendation.

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
<b>Closed Unimplemented Recommendations</b>			
<b>Changes to Recommendation Implementation</b>	FHFA should develop a policy under which it is required to notify OIG within 10 days of its decision not to fully implement, substantially alter, or abandon a corrective action that served as the basis for OIG’s decision to close a recommendation	Improved oversight	<i>Compliance Review of FHFA’s Oversight of Enterprise Executive Compensation Based on Corporate Scorecard Performance</i> ( <a href="#">COM-2016-002</a> , March 17, 2016)



Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
<p>Oversight of Enterprise Executive Compensation</p>	<p style="text-align: center;"><b>Conservatorship</b></p> <p>FHFA should develop a strategy to enhance the Executive Compensation Branch’s capacity to review the reasonableness and justification of the Enterprises’ annual proposals to compensate their executives based on Corporate Scorecard performance. To this end, FHFA should ensure that: the Enterprises submit proposals containing information sufficient to facilitate a comprehensive review by the Executive Compensation Branch; the Executive Compensation Branch tests and verifies the information in the Enterprises’ proposals, perhaps on a randomized basis; and the Executive Compensation Branch follows up with the Enterprises to resolve any proposals that do not appear to be reasonable and justified.</p>	<p>Improved oversight</p>	<p><i>Compliance Review of FHFA’s Oversight of Enterprise Executive Compensation Based on Corporate Scorecard Performance</i> (<a href="#">COM-2016-002</a>, March 17, 2016)</p>
	<p>FHFA should re-assess the appropriateness of the annual compensation package of \$3.6 million to the Fannie Mae President with consideration paid to the following factors: the congressional intent behind the statutory cap on compensation; Fannie Mae’s continued conservatorship status and the burdens imposed on the taxpayers from that status; and the 10-year practice at Fannie Mae where one individual executed the responsibilities of both the Chief Executive Officer and President positions, with annual compensation capped at \$600,000 since 2015.</p>	<p>Improved governance</p>	<p><i>FHFA’s Approval of Senior Executive Succession Planning at Fannie Mae Acted to Circumvent the Congressionally Mandated Cap on CEO Compensation</i> (<a href="#">EVL-2019-001</a>, March 26, 2019)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Oversight of Servicing Alignment Initiative	<p>FHFA should re-assess the appropriateness of the annual compensation package of \$3.25 million to the Freddie Mac President with consideration paid to the following factors: the congressional intent behind the statutory cap on compensation; Freddie Mac’s continued conservatorship status and the burdens imposed on the taxpayers from that status; the 10-year practice at Freddie Mac where one individual executed the Chief Executive Officer responsibilities with annual compensation capped at \$600,000 since 2015; and the temporary nature of the position of President, in light of FHFA’s representation that Candidate A will leave Freddie Mac if he is not selected for the Chief Executive Officer position.</p>	Improved governance	<p><i>FHFA’s Approval of Senior Executive Succession Planning at Freddie Mac Acted to Circumvent the Congressionally Mandated Cap on CEO Compensation</i> (<a href="#">EVL-2019-002</a>, March 26, 2019)</p>
	<p>FHFA’s Division of Housing Mission and Goals Deputy Director should establish an ongoing process to evaluate servicers’ Servicing Alignment Initiative compliance and the effectiveness of the Enterprises’ remediation efforts.</p>	Improved servicing compliance and minimized losses	<p><i>FHFA’s Oversight of the Servicing Alignment Initiative</i> (<a href="#">EVL-2014-003</a>, February 12, 2014)</p>
	<p>FHFA’s Division of Housing Mission and Goals Deputy Director should direct the Enterprises to provide routinely their internal reports and reviews for the Division of Housing Mission and Goals’ assessment.</p>	Improved servicing compliance and minimized losses	<p><i>FHFA’s Oversight of the Servicing Alignment Initiative</i> (<a href="#">EVL-2014-003</a>, February 12, 2014)</p>
	<p>FHFA’s Division of Housing Mission and Goals Deputy Director should regularly review Servicing Alignment Initiative-related guidelines for enhancements or revisions, as necessary, based on servicers’ actual versus expected performance.</p>	Improved servicing compliance and minimized losses	<p><i>FHFA’s Oversight of the Servicing Alignment Initiative</i> (<a href="#">EVL-2014-003</a>, February 12, 2014)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Oversight of Fannie Mae Headquarters Consolidation and Relocation	FHFA should ensure that it has adequate internal staff, outside contractors, or both, who have the professional expertise and experience in commercial construction to oversee the build-out plans and associated budget(s), as Fannie Mae continues to revise and refine them.	Improved oversight	<i>Management Alert: Need for Increased Oversight by FHFA, as Conservator of Fannie Mae, of the Projected Costs Associated with Fannie Mae's Headquarters Consolidation and Relocation Project</i> ( <a href="#">COM-2016-004</a> , June 16, 2016)
	FHFA should direct Fannie Mae to provide regular updates and formal budgetary reports to the Division of Conservatorship (now known as the Division of Conservatorship Oversight and Readiness) for its review and for FHFA approval through the design and construction of Fannie Mae's leased space in Midtown Center.	Improved oversight	<i>Management Alert: Need for Increased Oversight by FHFA, as Conservator of Fannie Mae, of the Projected Costs Associated with Fannie Mae's Headquarters Consolidation and Relocation Project</i> ( <a href="#">COM-2016-004</a> , June 16, 2016)
Oversight of Fannie Mae Northern Virginia Consolidation and Relocation	To reduce the waste from Option C (the option Fannie Mae selected for its future operations in Northern Virginia), FHFA, consistent with its duties as conservator, should cause Fannie Mae to calculate the net present value for a Status Quo Option, and calculate the costs associated with terminating the lease with Boston Properties.	Reduced waste	<i>Consolidation and Relocation of Fannie Mae's Northern Virginia Workforce</i> ( <a href="#">OIG-2018-004</a> , September 6, 2018)
	To reduce the waste from Option C, FHFA, consistent with its duties as conservator, should direct Fannie Mae to terminate the lease, cancel the sale of the three owned buildings, and implement the Status Quo Option, should the net present value for a Status Quo Option and the termination costs be lower than the adjusted net present value for Option C.	Reduced waste	<i>Consolidation and Relocation of Fannie Mae's Northern Virginia Workforce</i> ( <a href="#">OIG-2018-004</a> , September 6, 2018)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Conflicts of Interest	The FHFA Director should take appropriate disciplinary action against [redacted] up to and including [redacted] removal [redacted] for repeated breaches of duty to Fannie Mae[.]	Improved oversight	<i>Administrative Investigation into Anonymous Hotline Complaints Concerning Timeliness and Completeness of Disclosures Regarding a Potential Conflict of Interest by a Senior Executive Officer of an Enterprise (OIG-2017-004, March 23, 2017)</i>
	As conservator of Fannie Mae, the FHFA Director has sole authority to determine the discipline to be imposed on for [redacted] for [redacted] repeated breaches of duty to Fannie Mae. Should the FHFA Director impose discipline short of removal on [redacted], the FHFA Director should direct [redacted] to amend [redacted] Fannie Mae employees on [redacted] with a new [redacted] in which [redacted] acknowledges that [redacted] did not follow Fannie Mae Governance Authorities in connection with [redacted] disclosure of a situation that could give rise to a conflict of interest and recommits to follow the letter and spirit of those authorities.	Improved oversight	<i>Administrative Investigation into Anonymous Hotline Complaints Concerning Timeliness and Completeness of Disclosures Regarding a Potential Conflict of Interest by a Senior Executive Officer of an Enterprise (OIG-2017-004, March 23, 2017)</i>
<b>Supervision</b>			
Examination Recordkeeping Practices	DER should adopt a comprehensive examination workpaper index and standardize electronic workpaper folder structures and naming conventions between the two Core Teams. In addition, FHFA and DER should upgrade recordkeeping practices as necessary to enhance the identification and retrieval of critical workpapers.	Improved efficiency	<i>Evaluation of the Division of Enterprise Regulation's 2013 Examination Records: Successes and Opportunities (EVL-2015-001, October 6, 2014)</i>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Examination Guidance	FHFA should establish and communicate clear expectations for use of revised and new examination modules by DER examiners.	Improved supervision	<i>Five Years After Issuance, Many Examination Modules Remain in Field Test; FHFA Should Establish Timelines and Processes to Ensure Timely Revision of Examiner Guidance</i> ( <a href="#">EVL-2019-003</a> , September 10, 2019)
	FHFA should issue a formal position on the use of non-binding supervisory guidance as criteria for supervisory activities.	Improved supervision	<i>FHFA's Failure to Use its Prudential Management and Operations Standards as Criteria for Supervision of the Enterprises Is Inconsistent with the FHFA Director's Statutory Duty to Ensure the Enterprises Comply with FHFA's Guidelines</i> ( <a href="#">OIG-2021-004</a> , September 20, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Oversight of Enterprise Remediation of Deficiencies	FHFA should review FHFA's existing requirements, guidance, and processes regarding MRAs against the requirements, guidance, and processes adopted by the Office of the Comptroller of the Currency, the Board of Governors of the Federal Reserve System, and other federal financial regulators including, but not limited to, content of an MRA; standards for proposed remediation plans; approval authority for proposed remediation plans; real-time assessments at regular intervals of the effectiveness and timeliness of an Enterprise's MRA remediation efforts; final assessment of the effectiveness and timeliness of an Enterprise's MRA remediation efforts; and required documentation for examiner oversight of MRA remediation.	Improved remediation of deficiencies	<i>FHFA's Examiners Did Not Meet Requirements and Guidance for Oversight of an Enterprise's Remediation of Serious Deficiencies</i> ( <a href="#">EVL-2016-004</a> , March 29, 2016)
	Based on the results of the review in recommendation 1, FHFA should assess whether any of the existing requirements, guidance, and processes adopted by FHFA should be enhanced, and make such enhancements.	Improved remediation of deficiencies	<i>FHFA's Examiners Did Not Meet Requirements and Guidance for Oversight of an Enterprise's Remediation of Serious Deficiencies</i> ( <a href="#">EVL-2016-004</a> , March 29, 2016)
Communication of Deficiencies to Enterprise Boards	FHFA should revise its supervision guidance to require DER to provide the Chair of the Audit Committee of an Enterprise Board with each plan submitted by Enterprise management to remediate an MRA with associated timetables and the response by DER.	Improved Board oversight	<i>FHFA's Supervisory Standards for Communication of Serious Deficiencies to Enterprise Boards and for Board Oversight of Management's Remediation Efforts are Inadequate</i> ( <a href="#">EVL-2016-005</a> , March 31, 2016)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should revise its supervision guidance to require DER to provide the Chair of the Audit Committee of an Enterprise Board with each conclusion letter setting forth an MRA.</p>	<p>Improved supervision</p>	<p><i>FHFA's Supervisory Standards for Communication of Serious Deficiencies to Enterprise Boards and for Board Oversight of Management's Remediation Efforts are Inadequate</i> (<a href="#">EVL-2016-005</a>, March 31, 2016)</p>
	<p>FHFA should direct DER to develop detailed guidance and promulgate that guidance to each Enterprise's board of directors that explains:</p> <ul style="list-style-type: none"> <li>• The purpose for DER's annual presentation to each Enterprise board of directors on the report of examination (ROE) results, conclusions, and supervisory concerns and the opportunity for directors to ask questions and discuss ROE examination conclusions and supervisory concerns at that presentation; and</li> <li>• The requirement that each Enterprise board of directors submit a written response to the annual ROE to DER and the expected level of detail regarding ongoing and contemplated remediation in that written response.</li> </ul>	<p>Improved Board oversight</p>	<p><i>FHFA Failed to Consistently Deliver Timely Reports of Examination to the Enterprise Boards and Obtain Written Responses from the Boards Regarding Remediation of Supervisory Concerns Identified in those Reports</i> (<a href="#">EVL-2016-009</a>, July 14, 2016)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Assessing Remediation of Deficiencies	FHFA should direct the Enterprises' boards to amend their charters to require review by each director of each annual ROE and review and approval of the written response to DER in response to each annual ROE.	Improved Board oversight	<i>FHFA Failed to Consistently Deliver Timely Reports of Examination to the Enterprise Boards and Obtain Written Responses from the Boards Regarding Remediation of Supervisory Concerns Identified in those Reports</i> ( <a href="#">EVL-2016-009</a> , July 14, 2016)
	FHFA should ensure that the underlying remediation documents, including the Procedures Document, are readily available by direct link or other means, through DER's MRA tracking system(s).	Improved remediation of deficiencies	<i>FHFA's Inconsistent Practices in Assessing Enterprise Remediation of Serious Deficiencies and Weaknesses in its Tracking Systems Limit the Effectiveness of FHFA's Supervision of the Enterprises</i> ( <a href="#">EVL-2016-007</a> , July 14, 2016)
	FHFA should require DER to track interim milestones and to independently assess and document the timeliness and adequacy of Enterprise remediation of MRAs on a regular basis.	Improved remediation of deficiencies	<i>FHFA's Inconsistent Practices in Assessing Enterprise Remediation of Serious Deficiencies and Weaknesses in its Tracking Systems Limit the Effectiveness of FHFA's Supervision of the Enterprises</i> ( <a href="#">EVL-2016-007</a> , July 14, 2016)



Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should require the Enterprises to provide, in their remediation plans, the target date in which their internal audit departments expect to validate management’s remediation of MRAs, and require examiners to enter that date into a dedicated field in the MRA tracking system.</p>	<p>Improved remediation of deficiencies</p>	<p><i>FHFA’s Inconsistent Practices in Assessing Enterprise Remediation of Serious Deficiencies and Weaknesses in its Tracking Systems Limit the Effectiveness of FHFA’s Supervision of the Enterprises</i> (<a href="#">EVL-2016-007</a>, July 14, 2016)</p>
	<p>FHFA should periodically conclude, based upon sufficient examination work, on the overall effectiveness of the Internal Audit functions at Fannie Mae and Freddie Mac.</p>	<p>Improved remediation of deficiencies</p>	<p><i>FHFA Requires the Enterprises’ Internal Audit Functions to Validate Remediation of Serious Deficiencies but Provides No Guidance and Imposes No Preconditions on Examiners’ Use of that Validation Work</i> (<a href="#">EVL-2018-002</a>, March 28, 2018)</p>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
<b>Identification of Deficiencies and Their Root Causes</b>	FHFA should direct that examiners can use Internal Audit work to assess the adequacy of MRA remediation only if FHFA has concluded that the Internal Audit function is effective overall.	Improved remediation of deficiencies	<i>FHFA Requires the Enterprises' Internal Audit Functions to Validate Remediation of Serious Deficiencies but Provides No Guidance and Imposes No Preconditions on Examiners' Use of that Validation Work (<a href="#">EVL-2018-002</a>, March 28, 2018)</i>
	FHFA should direct DER to revise its guidance to require ROEs to focus the boards' attention of the most critical and time-sensitive supervisory concerns through (1) the prioritization of examination findings and conclusions and (2) identification of deficiencies and MRAs in the ROE and discussion of their root causes.	Improved Board oversight	<i>FHFA's Failure to Consistently Identify Specific Deficiencies and Their Root Causes in Its Reports of Examination Constrains the Ability of the Enterprise Boards to Exercise Effective Oversight of Management's Remediation of Supervisory Concerns (<a href="#">EVL-2016-008</a>, July 14, 2016)</i>

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Supervisory Oversight	FHFA should establish measurable objectives and risk tolerances for the Enterprises' 97% LTV mortgage programs, such as those for acquisition volume and delinquency rates, so that management can better identify, analyze, and respond to risks related to achieving the programs' objectives.	Improved oversight	<i>Weaknesses in FHFA's Monitoring of the Enterprises' 97% LTV Mortgage Programs May Hinder FHFA's Ability to Timely Identify, Analyze, and Respond to Risks Related to Achieving the Programs' Objectives</i> ( <a href="#">AUD-2020-014</a> , September 29, 2020)
Business Resiliency	In the current examination cycle, FHFA should assess Fannie Mae's business resiliency practices and capabilities and formally determine whether they meet or fail to meet Prudential Management and Operations Standard 8, Principle 11.	Improved business resiliency	<i>For Nine Years, FHFA Has Failed to Take Timely and Decisive Supervisory Action to Bring Fannie Mae into Compliance with its Prudential Standard to Ensure Business Resiliency</i> ( <a href="#">EVL-2021-002</a> , March 22, 2021)
	FHFA should develop examination guidance that establishes criteria and expectations for determining, on an annual basis, whether a regulated entity meets or fails to meet Prudential Management and Operations Standard 8, Principle 11.	Improved business resiliency	<i>For Nine Years, FHFA Has Failed to Take Timely and Decisive Supervisory Action to Bring Fannie Mae into Compliance with its Prudential Standard to Ensure Business Resiliency</i> ( <a href="#">EVL-2021-002</a> , March 22, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Data Quality	FHFA should enhance guidance and House Price Index production processes to include written requirements that FHFA's Division of Research and Statistics document its performance of validation procedures and when necessary, follow-up on exceptions or anomalies identified through those procedures.	Improved data quality	<i>FHFA Lacked Documentation of its Validation of Data Used to Produce the Third Quarter 2020 Seasonally Adjusted, Expanded-Data FHFA HPI and Failed to Timely Review its Information Quality Guidelines</i> ( <a href="#">AUD-2021-010</a> , July 22, 2021)
Examiner Capacity	<p>FHFA should direct DER to develop and implement a systematic workforce planning process within 12 months that aligns with Office of Personnel Management guidance and best practices and is fully documented. That process should include:</p> <ul style="list-style-type: none"> <li>Identifying the appropriate number of Enterprise high-risk models to be examined each year through targeted examinations;</li> <li>Identifying the current examination skills and competencies of examiners engaged in supervisory activities of high-risk models;</li> <li>Forecasting the optimal staffing levels and competencies of examiners necessary to complete the identified number of targeted examinations of high-risk models planned for each examination cycle;</li> <li>Evaluating whether a gap exists between skills required to conduct supervision of high-risk models that its examiners currently need but do not possess; and</li> <li>Addressing that gap.</li> </ul>	Improved supervision	<i>Despite FHFA's Recognition of Significant Risks Associated with Fannie Mae's and Freddie Mac's High-Risk Models, its Examination of Those Models Over a Six Year Period Has Been Neither Rigorous nor Timely</i> ( <a href="#">EVL-2020-001</a> , March 25, 2020)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	Based on the results of its workforce analysis, FHFA should conduct a written assessment of whether DER's current budget for its supervision of high-risk models is sufficient.	Improved supervision	<i>Despite FHFA's Recognition of Significant Risks Associated with Fannie Mae's and Freddie Mac's High-Risk Models, its Examination of Those Models Over a Six Year Period Has Been Neither Rigorous nor Timely</i> ( <a href="#">EVL-2020-001</a> , March 25, 2020)
<b>Counterparties and Third Parties</b>			
Property Inspection Quality Controls	FHFA should direct the Enterprises to establish uniform pre-foreclosure inspection quality standards and quality control processes for inspectors.	Improved quality	<i>FHFA Oversight of Enterprise Controls Over Pre-Foreclosure Property Inspections</i> ( <a href="#">AUD-2014-012</a> , March 25, 2014)
Improperly Reimbursed Property Inspection Claims	FHFA should direct Fannie Mae to obtain a refund from servicers for improperly reimbursed property inspection claims, resulting in estimated funds put to better use of \$5,015,505.	Improved accuracy	<i>FHFA Oversight of Fannie Mae's Reimbursement Process for Pre-Foreclosure Property Inspections</i> ( <a href="#">AUD-2014-005</a> , January 15, 2014)
Seller/Servicer Resolution of Aged Repurchase Demands	FHFA should promptly quantify the potential benefit of implementing a repurchase late fee program at Fannie Mae, and then determine whether the potential cost of from \$500,000 to \$5.4 million still outweighs the potential benefit.	Improved oversight	<i>FHFA Oversight of Enterprise Handling of Aged Repurchase Demands</i> ( <a href="#">AUD-2014-009</a> , February 12, 2014)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
Oversight of Enterprise Implementation of Representation and Warranty Framework	FHFA should perform a comprehensive analysis to assess whether financial risks associated with the new representation and warranty framework, including with regard to sunset periods, are appropriately balanced between the Enterprises and sellers. This analysis should be based on consistent transactional data across both Enterprises, identify potential costs and benefits to the Enterprises, and document consideration of the Agency's objectives.	Improved framework management	<i>FHFA's Representation and Warranty Framework</i> ( <a href="#">AUD-2014-016</a> , September 17, 2014)
Seller/Servicer Compliance with Guidance	FHFA should direct Fannie Mae and Freddie Mac to assess the cost/benefit of a risk-based approach to requiring their sellers and servicers to provide independent, third-party attestation reports on compliance with Enterprise origination and servicing guidance.	Improved compliance	<i>FHFA's Oversight of Risks Associated with the Enterprises Relying on Counterparties to Comply with Selling and Servicing Guidelines</i> ( <a href="#">AUD-2014-018</a> , September 26, 2014)
Collection of Funds from Servicers	FHFA should publish Fannie Mae's reduction targets and overpayment findings.	Improved transparency	<i>Evaluation of Fannie Mae's Servicer Reimbursement Operations for Delinquency Expenses</i> ( <a href="#">EVL-2013-012</a> , September 18, 2013)
Improved Fraud Prevention	FHFA should develop and implement a plan containing a timeliness standard by which to eliminate the current backlog of referrals and prevent future backlogs.	Improved fraud prevention	<i>FHFA Should Improve its Administration of the Suspended Counterparty Program</i> ( <a href="#">COM-2017-005</a> , July 31, 2017)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
<b>Information Technology</b>			
<b>FHFA Information Technology Security</b>	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2019</i> ( <a href="#">AUD-2020-001</a> , October 25, 2019)
	Because information in this report could be used to circumvent FHFA's internal controls, it has not been released publicly.	Improved information security	<i>Audit of the Federal Housing Finance Agency's Information Security Program Fiscal Year 2019</i> ( <a href="#">AUD-2020-001</a> , October 25, 2019)
<b>Security Incident Records</b>	FHFA should develop and implement written procedures that define: (a) the pertinent information that needs to be recorded, tracked, and reported for all security incidents and (b) the controls to ensure the accuracy and completeness of the security incident records.	Improved accuracy and completeness	<i>FHFA Did Not Record, Track, or Report All Security Incidents to US-CERT; 38% of Sampled FHFA Users Did Not Report a Suspicious Phone Call Made to Test User Awareness of its Rules of Behavior</i> ( <a href="#">AUD-2021-009</a> , June 25, 2021)

Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<b>Agency Operations</b>		
Management of Agency Resources	FHFA should determine and pay the vendor the interest penalties owed under the Prompt Payment Act regulations for the late payments of the leased seasonal decorations received by FHFA for the 2015, 2016, and 2017 holiday seasons.	Improved compliance	<i>Audit of FHFA's Fiscal Year 2017 Government Purchase Card Program Found Several Deficiencies with Leased Holiday Decorations, and the Need for Greater Attention by Cardholders and Approving Officials to Program Requirements</i> ( <a href="#">AUD-2018-011</a> , September 6, 2018)
	FHFA should assess the \$80,985 in costs that we questioned in this report, as well as any additional costs related to disincentives that may have been triggered after our review period. FHFA should take action to recover these costs, as appropriate, and enforce disincentive clauses going forward.	Reduced costs	<i>Management Advisory: FHFA Failed to Enforce a Provision of an IT Services Contract, Resulting in More than \$80,000 in Questioned Costs</i> ( <a href="#">OIG-2020-001</a> , March 3, 2020)
Privacy Information and Data Protection	FHFA should determine the feasibility for automatically disabling inactive application accounts Correspondence Tracking System and Merit Central/Job Performance Plan at a frequency that fits the business needs and update applicable system policies and procedures, as necessary.	Improved protection of privacy information	<i>Audit of the Federal Housing Finance Agency's 2019 Privacy Program</i> ( <a href="#">AUD-2019-009</a> , August 28, 2019)



Specific Risk to be Mitigated	Recommendation	Expected Impact	Report Name and Date
	<p>FHFA should implement a control at the application layer to ensure inactive application accounts for Correspondence Tracking System and Merit Central/Job Performance Plan are disabled in accordance with the determined system frequency. If the application does not accommodate automatic disabling of inactive accounts, then consider implementing manual compensating controls (i.e., manually reviewing and disabling dormant accounts) to help mitigate the risk.</p>	<p>Improved protection of privacy information</p>	<p><i>Audit of the Federal Housing Finance Agency's 2019 Privacy Program</i>  <a href="#">(AUD-2019-009</a>,  August 28, 2019)</p>

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