



Federal Housing Finance Agency Office of Inspector General

STRATEGIC PLAN

Fiscal Years 2022-2026

Message from the Inspector General



I am pleased to present the Fiscal Year (FY) 2022-2026 Strategic Plan for the Federal Housing Finance Agency (FHFA or Agency) Office of Inspector General (OIG). This document outlines OIG’s strategic goals: (1) promote the economy, efficiency, and integrity of FHFA’s programs, operations, and infrastructure; (2) deter and detect fraud, waste, and abuse in the programs and operations of the Agency, and hold individuals and institutions accountable for both their actions and inactions; (3) strengthen communications with FHFA leadership, Congress, and other stakeholders; (4) recruit, enhance, and sustain a highly skilled, high-performing, diverse workforce; and (5) ensure internal operations support the achievement of OIG’s mission, vision, and strategic goals.

Created by the Housing and Economic Recovery Act of 2008 (HERA), FHFA is charged to serve as the regulator and supervisor of Fannie Mae and Freddie Mac (collectively, the Enterprises); Common Securitization Solutions, LLC (CSS), an affiliate of each Enterprise; the Federal Home Loan Banks (FHLBanks) (collectively, the regulated entities); and the FHLBanks’ fiscal agent, the Office of Finance. Since 2008, FHFA has also served as conservator of the Enterprises. Now in their 14th year, FHFA’s conservatorships of the Enterprises are of unprecedented scope, scale, and complexity. FHFA exercises control over trillions of dollars in assets and billions of dollars in revenue and makes business and policy decisions affecting the entire U.S. mortgage finance industry.

We use a risk-based approach to our work, which enables us to leverage our resources and provide effective oversight of FHFA. We focus our resources on those Agency programs and operations that pose the greatest risks to FHFA and the regulated entities; those risks are identified in our annual Management and Performance Challenges memorandum. Our memorandum for FY 2022 can be accessed [here](#).

Using the guidance put forth by the Office of Management and Budget in Circular A-11 and by the GPRA Modernization Act of 2010, this document identifies our strategic goals, objectives, and performance measures, and reinforces our commitment to achieving high standards of performance. Because strategic planning is a dynamic process, we may need to adapt this plan to account for changes that occur in FHFA’s organization, programs, and operations; legislative and executive priorities; technologies and threats; as well as other reasons. Accordingly, we intend to periodically revisit this plan to improve our effectiveness and better serve our stakeholders.

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Inspector General

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Table of Contents

Message from the Inspector General	1
Introduction and Background	3
FHFA Office of Inspector General.....	3
The GPRM Modernization Act of 2010.....	3
Alignment with FHFA’s Strategic Plan for Fiscal Years 2022-2026.....	3
Mission, Vision, and Values	5
Mission	5
Vision	5
Values	5
OIG Strategic Goals.....	6
Strategic Goal I: Promote Economy, Efficiency, and Integrity in FHFA Programs, Operations, and Infrastructure.....	6
Strategic Goal II: Deter and Detect Fraud, Waste, and Abuse in the Programs and Operations of FHFA, and Hold Individuals and Institutions Accountable for Both Their Actions and Inactions.....	7
Strategic Goal III: Strengthen Communications with FHFA Leadership, Congress, and Other Stakeholders	8
Strategic Goal IV: Recruit, Enhance, and Sustain a Highly Skilled, High-Performing, Diverse Workforce	9
Strategic Goal V: Ensure Internal Operations Support the Achievement of OIG’s Mission, Vision, and Strategic Goals	10
Additional Information and Copies	11

Introduction and Background

FHFA's mission is to ensure that the regulated entities fulfill their mission by operating in a safe and sound manner to serve as a reliable source of liquidity for equitable and sustainable housing finance and community investment throughout the economic cycle.

With respect to FHFA's regulated entities, the Enterprises dominate the secondary mortgage market and the mortgage securitization sector in the United States and, thus, affect the entire mortgage finance industry. In September 2008, FHFA placed the Enterprises into conservatorships, thereby undertaking the unique dual role of regulator and conservator. As their conservator, FHFA has powers and authorities to ensure the Enterprises are sound and solvent and conserving and preserving their assets and property as they perform their housing finance mission.¹ The FHLBanks support residential mortgage lending and community investment through their member financial institutions.

FHFA Office of Inspector General

HERA, which amended the Inspector General Act of 1978, also established OIG. Our mission is to promote economy, efficiency, and integrity in FHFA's programs and operations, and to deter and detect fraud, waste, and abuse in them. OIG conducts audits, investigations, evaluations, compliance reviews, and other oversight activities in connection with FHFA's programs and operations, including its supervision and conservatorship of the Enterprises, and its oversight of the FHLBank System. Also, because FHFA has been placed in the unique role of both regulator and conservator of the Enterprises, our oversight role reaches matters delegated by FHFA to the Enterprises to ensure that the Enterprises are satisfying their delegated responsibilities and that taxpayer monies are not wasted or misused.

The GPRA Modernization Act of 2010

The original Government Performance and Results Act (GPRA) of 1993 was updated by the GPRA Modernization Act of 2010, which seeks to improve the effectiveness and efficiency of government by requiring agencies to set clear goals for a limited number of outcome-focused priorities. It emphasizes the use of goals and measures to improve outcomes by requiring agencies to measure, analyze, and communicate performance information.

Although the Act's requirements do not statutorily apply to OIGs, most OIGs have developed their own strategic plans, including FHFA-OIG.

Alignment with FHFA's Strategic Plan for Fiscal Years 2022-2026

FHFA's mission as defined in its Strategic Plan is: Ensure the regulated entities fulfill their mission by operating in a safe and sound manner to serve as a reliable source of liquidity for equitable and sustainable housing finance and community investment throughout the economic cycle.

¹ In 2013, FHFA directed the Enterprises to establish and fund CSS as a joint venture to develop and operate a common securitization platform.

FHFA's strategic goals, objectives, and performance measures² have gone through some changes over the years. In its current Strategic Plan, FHFA identifies three strategic goals:

1. Secure the regulated entities' safety and soundness;
2. Foster housing finance markets that promote equitable access to affordable and sustainable housing; and
3. Responsibly steward FHFA's infrastructure.

OIG's Strategic Plan aligns with the Agency's Strategic Plan in that it supports the achievement of FHFA's mission and goals by promoting the economy, efficiency, and integrity of its programs and operations.

² FHFA identifies its performance measures in its Annual Performance Plan.

Mission, Vision, and Values

Mission

OIG promotes the economy, efficiency, and integrity of FHFA programs and operations, and deters and detects fraud, waste, and abuse, thereby supporting FHFA's mission. We accomplish our mission by conducting independent oversight activities of the Agency's programs and operations, engaging in robust enforcement efforts to protect the interests of the American taxpayers, and keeping our stakeholders fully and currently informed of our work.

Vision

OIG's vision is to promote excellence and trust through exceptional service to FHFA, Congress, and other stakeholders. OIG achieves this vision by being an independent oversight organization that acts as a catalyst for effective management, accountability, and positive change in FHFA. We hold accountable those who waste or steal funds in connection with the Agency or the regulated entities, whether inside or outside of the federal government. OIG also seeks to inspire a workforce that embodies the highest standards of integrity, professionalism, and technical proficiency.

Values

OIG has identified a number of values that apply to our work. These values are fundamental to accomplishing our mission and conducting our daily operations. OIG's core values are:

- **Integrity** – We hold ourselves and each other to the highest ethical standards.
- **Objectivity and Independence** – We follow applicable professional standards in the conduct of our work. Our work and reporting are based on sound evidence and all decisions and findings are made in an ethical manner without bias or undue influence.
- **Excellence** – We are committed to achieving the highest quality in everything we do.
- **Respect** – We treat each other and our stakeholders with professionalism, dignity, and respect.

OIG Strategic Goals

OIG accomplishes its mission by conducting independent oversight activities of the Agency’s programs and operations, engaging in robust enforcement efforts to protect the interests of the American taxpayers, and keeping our stakeholders fully and currently informed of our work. Our strategic goals are:

Strategic Goal I: Promote Economy, Efficiency, and Integrity in FHFA Programs, Operations, and Infrastructure

Strategic Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> I-1. Conduct audits, investigations, evaluations, compliance reviews, and special projects in areas of high risk and priority to promote (1) FHFA’s effective supervision of the regulated entities to ensure their safety and soundness, and (2) FHFA’s effectiveness as conservator of the Enterprises. 	<ul style="list-style-type: none"> I-1.1 Conduct audits, investigations, evaluations, compliance reviews, and special projects in areas of high risk and priority (areas of high risk and priority are identified in the Management and Performance Challenges memoranda; (planned) related audits, evaluations, and compliance reviews are identified in the OIG Annual Plan). I-1.2 Follow up on the implementation of agreed upon recommendations based on management’s planned corrective action(s). I-1.3 Conduct compliance reviews of select corrective actions to validate their implementation. I-1.4 Review and comment on proposed Agency- and OIG-related legislation, regulations, and other directives. 	<ul style="list-style-type: none"> I-1.1.1 Complete audits, evaluations, and compliance reviews in areas of high risk and priority in accordance with project plans. I-1.1.2 Where appropriate, make actionable recommendations, and monitor the acceptance or rejection rates of those recommendations. I-1.1.3 Promptly review and respond to Hotline complaints and issue investigative reports and recommendations in a timely fashion. Investigate potential criminal activity affecting the Enterprises and publicly report results of investigations as soon as it is appropriate. I-1.1.4 Review and respond to corrective actions (complete recommendation closure packages) within 60 days. I-1.1.5 Record the number of reports issued (type and date) quarterly. I-1.1.6 Maintain a tracking system with a record of comments provided on legislative and regulatory matters, and directives.

Strategic Goal II: Deter and Detect Fraud, Waste, and Abuse in the Programs and Operations of FHFA, and Hold Individuals and Institutions Accountable for Both Their Actions and Inactions

Strategic Objectives	Strategies	Performance Measures
<ul style="list-style-type: none"> • II-1. Deter waste and abuse in the programs and operations of the Agency by heightening integrity awareness of FHFA employees and others. 	<ul style="list-style-type: none"> • II-1.1 Deliver briefings on integrity awareness and fraud deterrence to FHFA employees and others. • II-1.2 Develop and distribute an OIG brochure on integrity awareness and fraud deterrence. 	<ul style="list-style-type: none"> • II-1.1.1 Record the integrity awareness and fraud deterrence briefings provided on a quarterly basis (record the topics covered, date, and group or organization). • II-1.1.2 Distribute the OIG brochure to all FHFA employees and others.
<ul style="list-style-type: none"> • II-2. Detect fraud, waste, and abuse in the programs and operations of the Agency, and hold individuals and institutions accountable for both their actions and inactions. 	<ul style="list-style-type: none"> • II-2.1 Identify and perform audits, investigations, evaluations, compliance reviews, and special projects in areas susceptible to fraud or misconduct (planned projects that address areas susceptible to fraud or misconduct are identified in the OIG Annual Plan). • II-2.2 Investigate OIG Hotline complaints and other referrals of allegations of administrative or criminal misconduct. • II-2.3 Monitor the OIG Hotline. 	<ul style="list-style-type: none"> • II-2.2.1 Complete audits, evaluations, and compliance reviews in areas identified as susceptible to fraud or misconduct in accordance with project plans. • II-2.2.2 Determine the appropriate course of action promptly upon receipt of a Hotline complaint or other referral of alleged administrative or criminal misconduct. • II-2.2.3 Maintain a log of all OIG Hotline complaints received and a record of the associated disposition or resolution.

Strategic Goal III: Strengthen Communications with FHFA Leadership, Congress, and Other Stakeholders

Strategic Objectives	Strategies	Performance Measures
<ul style="list-style-type: none"> • III-1. Ensure stakeholders are informed of significant OIG work products and results. 	<ul style="list-style-type: none"> • III-1.1 Communicate issues to stakeholders through OIG work products and briefings. 	<ul style="list-style-type: none"> • III-1.1.1 Post all public OIG work products to OIG’s website within 3 days of issuance. • III-1.1.2 Regularly brief FHFA leadership on matters of interest and on the results of OIG work (record the number of briefings on a quarterly basis, including the subject, date, and participants). • III-1.1.3 Regularly provide Congressional staff with information on the results of OIG work (on a quarterly basis, record the type of information provided, the date it was provided, and the recipients of the information).
<ul style="list-style-type: none"> • III-2. Contribute to economy, efficiency, and integrity issues affecting the federal financial regulatory OIG community as well as the broader federal oversight community. 	<ul style="list-style-type: none"> • III-2.1 Work with the Council of the Inspectors General on Integrity and Efficiency (CIGIE) and other OIGs to identify common issues. • III-2.2 Participate in joint OIG projects, as appropriate. • III-2.3 Participate in the Council of Inspectors General on Financial Oversight (CIGFO) and support its working groups. 	<ul style="list-style-type: none"> • III-2.2.1 Regularly attend CIGIE meetings and relevant CIGIE committee meetings. • III-2.2.2 Periodically participate in joint projects with other OIGs to address common issues. • III-2.2.3 Regularly attend CIGFO meetings. • III-2.2.4 Periodically lead and regularly participate on CIGFO working group projects.
<ul style="list-style-type: none"> • III-3. Respond to all Congressional and public requests for information. 	<ul style="list-style-type: none"> • III-3.1 Respond to relevant Congressional committees. • III-3.2 Respond to all Freedom of Information Act (FOIA) requests. 	<ul style="list-style-type: none"> • III-3.3.1 Reply promptly to all Congressional requests. • III-3.3.2 Reply within 20 days, or 30 days if documented unusual circumstances exist, to FOIA requests.

Strategic Goal IV: Recruit, Enhance, and Sustain a Highly Skilled, High-Performing, Diverse Workforce

Strategic Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> • IV-1. Recruit and retain a diverse, highly skilled, high-performing, inclusive workforce. 	<ul style="list-style-type: none"> • IV-1.1 Follow the merit system principles to recruit a highly qualified, diverse workforce. • IV-1.2 Identify training necessary to ensure appropriate professional or technical development is provided to employees. • IV-1.3 Identify continuous learning and leadership opportunities to retain highly qualified staff. • IV-1.4 Identify those employees where continuing education is a requirement of the job or necessary to maintain a professional certification. • IV-1.5 Participate in the OPM Federal Employee Viewpoint Survey (FEVS). 	<ul style="list-style-type: none"> • IV-1.1.1 Maintain OIG hiring practices to be consistent with the merit system principles. • IV-1.1.2 Within OIG, where appropriate, maintain a training inventory for employees that provides for progressive professional development. • IV-1.1.3 Provide continuous learning and leadership opportunities to highly qualified staff and record the opportunities provided. • IV-1.1.4 Affirm that all employees (100%) who need to meet continuing education requirements have met them for the measurement period. • IV-1.1.5 Monitor response rates (to establish benchmarking baselines) to a specific FEVS question³ and a specific FEVS “strength.”⁴

³ Monitor OIG’s positive response rate relative to the small agency average for the FEVS question “My work unit has the job relevant knowledge and skills necessary to accomplish organizational goals.”

⁴ Monitor the FEVS “Employee Engagement Index” for OIG.

Strategic Goal V: Ensure Internal Operations Support the Achievement of OIG’s Mission, Vision, and Strategic Goals

Strategic Objective	Strategies	Performance Measures
<ul style="list-style-type: none"> V-1. Ensure OIG’s infrastructure and practices support the workforce’s ability to achieve OIG’s mission, vision, and strategic goals. 	<ul style="list-style-type: none"> V-1.1 Align the appraisal process with strategic goals and measures. V-1.2 Acquire technology to enable OIG to securely meet its strategic goals. V-1.3 Periodically review the budget formulation process to ensure alignment with strategic priorities. V-1.4 Provide timely and reliable legal and management services to support the effective functioning of all OIG components. V-1.5 Support the integrity of OIG operations by maintaining an effective internal control environment through the Executive Committee on Internal Control (ECIC). 	<ul style="list-style-type: none"> V-1.1.1 Tie employee performance plans to relevant strategic goals and measures. V-1.1.2 Deploy technology to enable OIG to securely meet its strategic goals. V-1.1.3 Review the budget at least quarterly to ensure it remains aligned with strategic priorities. V-1.1.4 Provide timely and reliable legal and management advice, reports, and services to support the effective functioning of all OIG components. V-1.1.5 Document that ECIC regularly monitors and annually tests key OIG controls, and when necessary, takes action to ensure they are operating effectively.

Additional Information and Copies

For additional copies of this report:

- Call: 202-730-0880
- Fax: 202-318-0239
- Visit: www.fhfa.ig.gov

To report potential fraud, waste, abuse, mismanagement, or any other kind of criminal or noncriminal misconduct relative to FHFA's programs or operations:

- Call: 1-800-793-7724
- Fax: 202-318-0358
- Visit: www.fhfa.ig.gov/ReportFraud
- Write:

FHFA Office of Inspector General
Attn: Office of Investigations – Hotline
400 Seventh Street SW
Washington, DC 20219