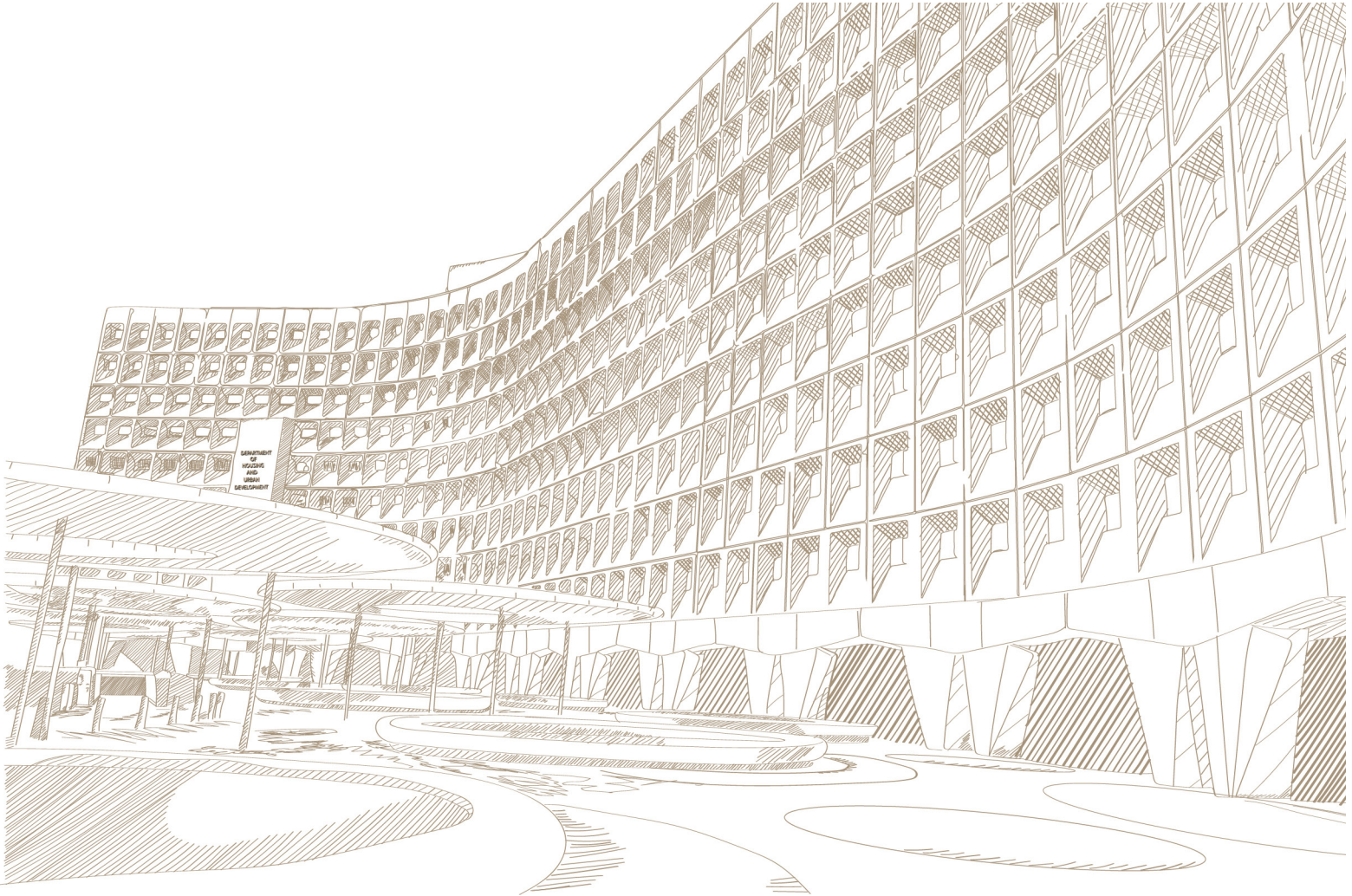


# STRATEGIC PLAN

## 2022 - 2026

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OFFICE of  
**INSPECTOR GENERAL**

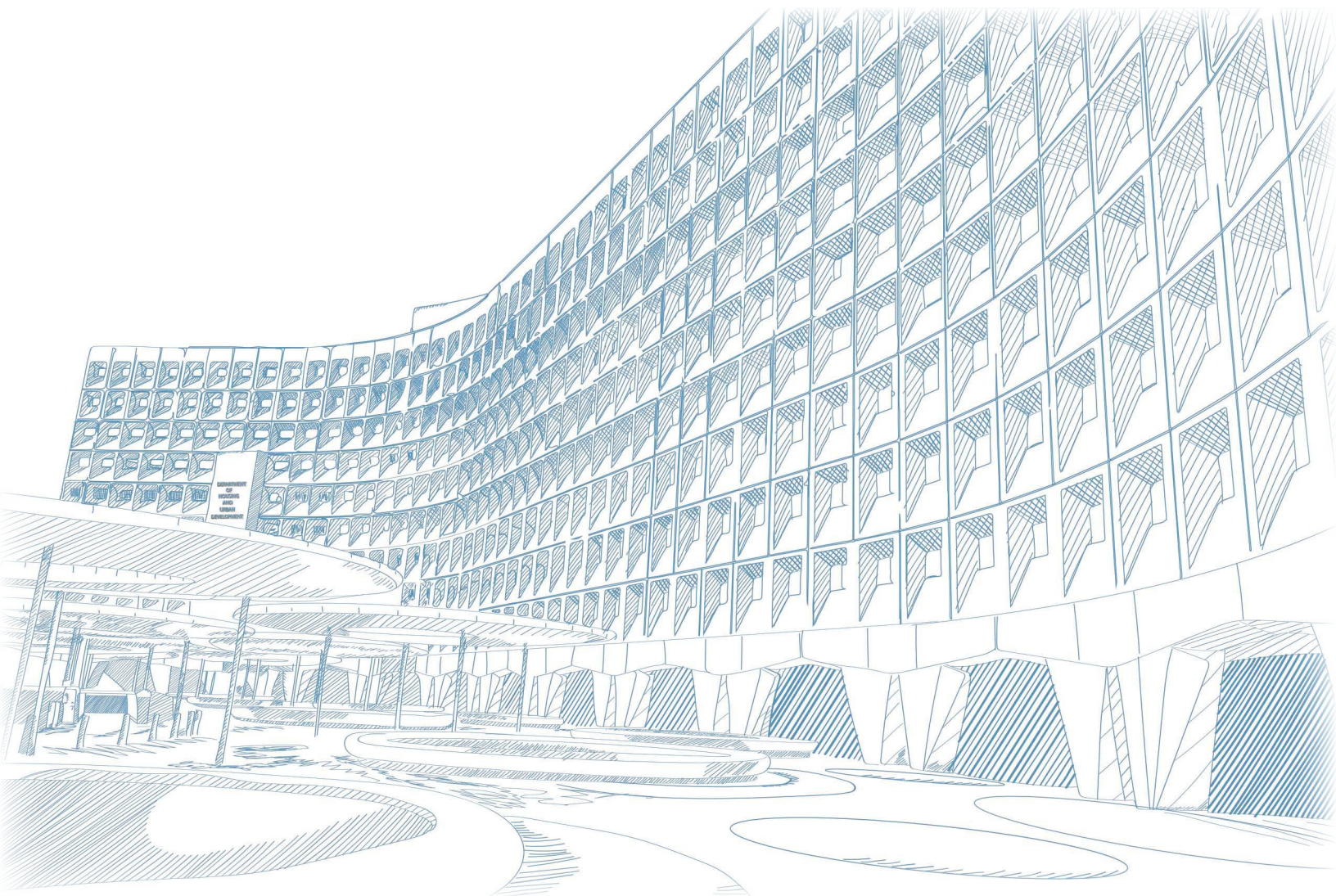
UNITED STATES DEPARTMENT OF  
HOUSING AND URBAN DEVELOPMENT



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# Message from the Inspector General

The Honorable Rae Oliver Davis



When I stepped into the role of Inspector General just over 3 years ago, I committed to delivering oversight that would help the U.S. Department of Housing and Urban Development (HUD) succeed in its mission to create strong, sustainable, inclusive, communities

and quality affordable homes for all. My focus has been doing the right work at the right time to safeguard HUD's programs and identify opportunities for HUD to improve its performance and delivery of critical housing assistance to its beneficiaries.

The Office of Inspector General (OIG) has made significant progress in the past 3 years. We enhanced our approach to identifying HUD's Top Management Challenges, which has sharpened the focus of our work on the most significant risks in HUD's programs. We also expanded the coverage of our oversight work into all of HUD's business functions. We created organizationwide oversight planning teams to spark innovation and transitioned from focusing primarily on compliance reviews to conducting more performance and agile reviews to provide better and more timely insights. We cultivated new relationships with HUD officials and worked with them to close more than 1,000 open recommendations during this period. We enhanced our partnerships within the OIG community, with our law enforcement partners, and with the U.S. Government Accountability Office.

We also made many improvements in our own operations. We expanded our hotline functionality, overhauled our internal- and external-facing websites, and established an Employee Engagement Council to encourage employees to suggest organizational improvements and share their perspectives with organizational decision makers. We implemented new performance and awards approaches and systems. We adapted quickly to an ongoing global health crisis and transitioned to virtual work to maintain continuity of operations while ensuring the wellbeing of our employees. Looking back, I am extremely proud of the grit and resiliency of our staff.

This strategic plan lays out how we will build on our progress and continue evolving over the next 4 years. It is designed to paint a clear and compelling picture of where we are headed.

We commit to this plan, knowing that it requires continued investment in our workforce and staying true to our core values.

Respectfully,

A handwritten signature in blue ink that reads "Rae Oliver Davis".

Washington, DC  
February 2022



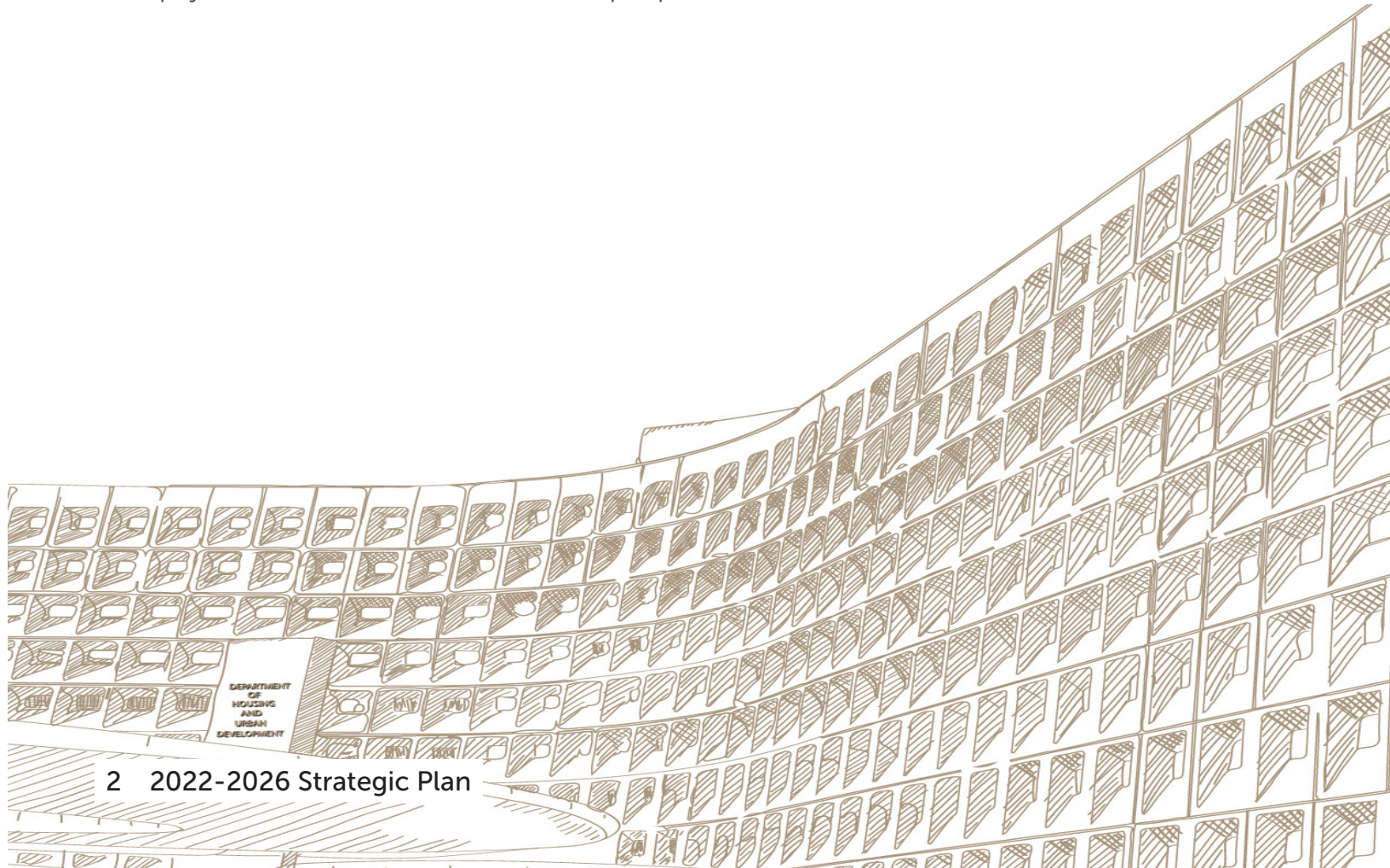
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# Who We Are

The mission of the U.S. Department of Housing and Urban Development (HUD) is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD accomplishes its mission through nearly 300 housing and community development grant, subsidy, and loan programs.

The HUD Office of Inspector General (OIG) is one of the original OIGs created by the Inspector General Act of 1978 (IG Act). The IG Act charges us with promoting economy, efficiency, and effectiveness and detecting and preventing fraud, waste, and abuse in HUD programs. To carry out those obligations, the IG Act granted OIGs with the authority to conduct and supervise audits, investigations, and reviews.

HUD OIG is a demographically and professionally diverse workforce of more than 500 employees dispersed across the United States. The Inspector General provides vision and leadership for our oversight work and operations. We emphasize collaboration and knowledge sharing among and within our offices to create the most impactful outcomes. Our work is independent and unbiased, yet we prioritize communication with HUD and our stakeholders to ensure that our work is informed and helpful to HUD in meeting its most pressing challenges. We take pride in our work and pursue excellence in the stewardship of taxpayer funds and advancement of all people.



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## OUR VISION



Influential oversight through strategic collaboration, innovation, and independent work.

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## OUR MISSION



Safeguard HUD's programs from fraud, waste, and abuse and identify opportunities for HUD programs to progress and succeed.

## OUR CORE VALUES

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### Integrity

is consistently practicing honesty and fairness with an uncompromising adherence to strong moral and ethical principles and values. We rely upon these principles to guide our actions and decisions no matter how small they may seem.

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### Accountability

is taking responsibility for the outcomes of decisions and actions and being able to explain the reasoning to stakeholders affected by them. We are mindful that as an independent agency, we answer to Congress, HUD, and the American people for our work.

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### Diversity

is honoring, respecting, and proactively including individuals of diverse backgrounds, perspectives, and life experiences while providing equal access and fostering a sense of value and empowerment in employees. We consciously put forth efforts, behaviors, policies, and norms to make all individuals feel seen, heard, and valued.

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### Courage

is doing what one thinks is right despite difficulty, personal sacrifice, or discomfort. We speak the truth even as a dissenting voice, lead even in the face of resistance, and take the initiative to try something new even if we fear we don't have the answers or may fail.

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# Our Strategic Framework

During the period covered by our 2018-2022 strategic plan, we made significant progress in accomplishing our strategic goals and objectives, despite and in part due to experiencing the longest Federal Government shutdown in history, followed a year later by a global pandemic of a scale and duration never seen before in the modern era. The goals in our previous strategic plan, coupled with these historic events, provided a unique opportunity to reflect critically upon and modernize our work and operations. We now have the opportunity with our 2022-2026 strategic plan to build upon our progress to date.

To generate the content of this plan, we conducted a series of activities designed to gather extensive internal and external input and insights. We kicked off our process by conducting an organizationwide survey and consulted with the U.S. Government Accountability Office, the Office of Management and Budget, and the Pandemic Response Accountability Committee. We also considered historical knowledge of congressional and law enforcement partner interest. Senior leaders from across OIG then conducted extensive analysis through several working sessions to develop updated mission, vision, and values statements and the new goals and objectives contained in this plan, gathering additional employee insights along the way.

Our strategic plan for 2022-2026 states our priorities for the next 4 years. This plan not only guides the more than 500 dedicated HUD OIG employees, but also informs our relationships with Federal, State, and local partners as well as with HUD and our congressional stakeholders. In addition, it sets expectations to which the American public may hold us accountable in the coming 4-year period. Our plan includes three strategic goals:

- Goal 1: Influence positive outcomes for HUD programs and operations through timely and relevant oversight
- Goal 2: Optimize HUD's program success by combating fraud, waste, abuse, and mismanagement
- Goal 3: Maximize HUD OIG's value through operational excellence

We have developed objectives and strategies for each of these goals, as described in this document, which we will use to develop annual performance plans and reports that establish and track performance goals and measures over the next 4 years. As our environment changes, we will monitor our plan to ensure that it remains current and relevant.





# Strategic Goal 1

Influence positive outcomes for HUD programs and operations through timely and relevant oversight

The IG Act makes it clear that our responsibility is to improve and protect HUD's programs and operations. We are driven to help HUD achieve greater success through our work. One of the ways we do this is through proactive audits, evaluations, investigations, and other reviews that are informed by strategic priorities, congressional mandates and concerns, prior OIG work, and citizen complaints. Annually, we document HUD's greatest management and performance challenges, which identify priorities for much of our work. We also perform risk assessments and develop our own analyses of threats to HUD programs. The results of the work performed by our analysts, auditors, evaluators, investigators, attorneys, critical support staff, and others provide the means to keep the HUD Secretary and Congress fully informed about the challenges HUD faces. We continue to

look for innovative ways to identify what is working and what could be improved within HUD's programs and operations and offer useful and relevant solutions. In seeing many of the same issues persist within HUD over the years, we are mindful of the need to try new ways to study these issues, identify opportunities for improvement, and directly address root causes. We bring a unique skillset, additional resources, and an independent perspective to the reviews and assessments we provide to HUD leadership. Understanding the long-term nature of organizational change and the scale of HUD's governing presence, we are cautious to not become complacent or deterred by longstanding challenges. We will continue to identify additional sources of data and look at current data in different ways to identify new and compelling revelations about ways in which HUD can address these problems.

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# Objective 1.1

## Concentrate oversight on high-risk and mission-critical areas and emerging issues

Our work will continue to focus on high-risk and mission-critical areas. One of the underlying responsibilities of an oversight organization is to safeguard taxpayers' dollars and ensure that they are used efficiently and as intended. We see the top management challenges as HUD's most pressing issues and will use them as well as our own risk analyses to make decisions about the level of risk associated with HUD programs and operations and to prioritize our work. In addition, HUD administers programs that are critical to the health, safety, and well-being of many Americans. We will also continue to evaluate and identify oversight objectives that promote sustainability and accountability in these important programs. Staying abreast of the portfolio of reporting that our oversight partners have produced in each of HUD's business functions will enable us to identify gaps and produce a more holistic body of work.

To provide impactful insights, we will prioritize agile and timely work. To remain agile in our work means monitoring our environment and quickly pivoting to new opportunities as they arise. Agile work products allow us the opportunity to quickly report urgent risks, interim results when prompt action is needed, and lessons learned. To be timely, our work must speak to the issues of the moment and be shared while it is still valuable to stakeholders. Agile and timely work products will have a more immediate impact on current and developing situations because decision makers will be able to make the best use of our findings.

To build upon the foundation laid by assigning our audit and evaluation staff to HUD business functions, we have begun developing internal communities of practice. This measure positions auditors and evaluators to develop specialized expertise in their areas of focus and allows others in our organization to draw upon their knowledge. Communities of practice provide an avenue for sharing knowledge across the organization, which will enable us to create a culture in which our different disciplines work together to develop new methods, analyses, and foundations for improving our oversight of HUD programs. Additionally, we will continue to assess, map, and leverage HUD's available program and operations data. Identifying and fully integrating these data sources into our communities of practice will deepen our subject-matter expertise and yield more comprehensive assessments of HUD's challenges, thereby furthering HUD OIG's roadmap in selecting and focusing on the most timely and critical oversight priorities.

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### Strategies

- ✓ Focus our work on the most impactful issues
- ✓ Be agile and timely when addressing emerging and time-sensitive issues
- ✓ Develop deep subject-matter expertise



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## Objective 1.2

### Deliver high-quality and objective oversight, outreach, services, and support to stakeholders

To create change in HUD programs, our work must be persuasive, with results presented in a way that convinces HUD officials that there is an opportunity to improve. Ideally, our work should fill knowledge gaps that HUD may or may not know it has. We have benefited from proactive outreach with HUD, Congress, and other partners to better understand their needs during the planning of our engagements, and we will continue leveraging these efforts. Having a common understanding of an issue and knowledge gaps before performing work enables us to provide a more useful work product.

Displaying objectivity in our reporting is also essential to our ability to be persuasive and compelling. We will remain fairminded by looking at potential deficiencies from different perspectives and gaining a better understanding of the issues we seek to improve. Being fair also requires us to allow HUD adequate time to correct issues before starting new work. Our reporting must present a clear picture of our findings and HUD's position on those findings. It should highlight areas in which HUD must improve as well as areas in which HUD has shown success. HUD's ability to effect change, through active monitoring of program activities and outcomes, policies that improve organizational results, and regulations that create a greater positive impact on those that administer and benefit from its programs, is essential to its long-term success.

Identifying a range of activities through which we can play a role in improving HUD programs will also enhance our influence. Traditional oversight and program recommendations are not the only ways we can influence HUD program success. For example, providing antifraud and compliance training to HUD's grantees and subrecipients helps them become better equipped to meet program expectations.

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#### Strategies

- ✓ Continue to conduct strategic outreach with stakeholders to better understand their needs
- ✓ Take a balanced approach to reporting HUD's successes and opportunities for improvement
- ✓ Find new and innovative approaches to assist HUD in addressing its longstanding challenges

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## Objective 1.3

### Make actionable recommendations to drive continuous improvement

Through knowledge sharing and collaboration, we will provide recommendations that are clear, impactful, and actionable. HUD officials are experts in their fields, and we will proactively work with them to come up with creative solutions to the challenges and concerns identified during our oversight work. Industry groups are another valuable resource for us in identifying those that have faced and overcome similar challenges. When possible, we will acknowledge practical considerations and challenges HUD may face in addressing our recommendations.

Fortunately, we have made significant progress in reducing the number of open recommendations. Recommendations can become obsolete or superseded by more recent ones. Over the past 4 years, in a concerted effort to work with HUD officials to address the number of open recommendations, we have cut the number by more than half. To assess the effectiveness of our recommendations, we must also be more proactive in verifying that the recommendation was implemented as intended and determine whether the recommendation resolved the problem that was identified.

We will continue to work with HUD officials in this endeavor to find common ground. Through this process, we have improved our understanding of what makes a clear, actionable, and impactful recommendation and will apply these lessons in the future.

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#### Strategies

- ✓ Be rigorous in developing clear, impactful, and actionable recommendations
- ✓ Continue to work with HUD to reduce the number of outstanding recommendations
- ✓ Assess the effectiveness of recommendations on improving HUD programs and operations



A hand holding a magnifying glass over stacks of coins and wooden houses.

# Strategic Goal 2

## Optimize HUD's program success by combating fraud, waste, abuse, and mismanagement

Our office plays a critical role in preventing and deterring fraud, waste, abuse, and mismanagement in HUD programs. We promote accountability and integrity in HUD programs through timely investigations, oversight, and outreach to stakeholders and HUD beneficiaries. We leverage complaints, hotline tips, and referrals to prioritize and identify bad actors and weaknesses in the systems that are vulnerable to those bad actors and pursue criminal and administrative avenues to bring them to justice.

We are committed to developing strategies and better using data to enhance our ability to prevent and detect fraud, enforce program requirements, and inform stakeholders. As an organization, we recognize the integral need to cultivate and maintain public trust in how HUD operates and uses taxpayer resources. By exploring new and differing avenues to prevent fraud from occurring and developing both internal and external best practices, OIG proactively attempts to identify and deter bad actors. We will

work with our external partners and HUD to gather data that will help us monitor and detect fraud. This knowledge will help us identify bad actors as well as the schemes they are using so we can respond and identify effective ways to deter similar fraud schemes in the future. We will find additional ways to ensure that we hold those who handle HUD funds responsible for following regulations to increase accountability. Most importantly, we will share information with HUD, its partners, intended targets, and policymakers to help them protect themselves and prevent fraud.

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## Objective 2.1

### Assist HUD in strengthening its internal controls to prevent fraud, waste, abuse, and mismanagement

The most effective way to address fraud, waste, abuse, and mismanagement is to prevent it. New programs and funding sources expose HUD to new threats, especially when they involve emergency situations. We collaborate regularly with HUD on proposed program changes and guidance and offer input to strengthen programs against risk. We will continue to be vigilant in identifying new ways to uncover weaknesses and vulnerabilities. As we review programs, we will continue to evaluate the effectiveness of HUD's controls and make recommendations to enhance HUD's ability to prevent others from abusing HUD programs, while continuing to work with HUD staff to develop proactive programmatic and regulatory solutions.

Over the next 4 years, we will work to maintain and enhance the tools available to our employees and Federal, State, and local partners to prevent fraud. We will work collaboratively to identify universal causes for identified fraud schemes to assist HUD, Congress, and other stakeholders in developing solutions. We will highlight and support legislative fixes that further our efforts to stem fraud, waste, abuse, and mismanagement. We will promote a culture of accountability and outreach internally. We will work with our Federal and State partners to establish a data exchange to share knowledge and best practices for preventing, detecting, and pursuing fraud schemes throughout the life cycle of HUD's programs.

Since we know that information is key to prevention, we will continue to work expeditiously to inform HUD employees of common fraud schemes to ensure that they are aware of and knowledgeable about fraud manifesting in their programs. We are committed to continuously sharing data within the OIG community to uncover fraud and work with others to discover ways to prevent further abuse. We will continue to provide training to improve the skills of HUD employees, our employees, and grant recipients. We continue to train HUD and our employees on successfully deterring bad actors. We will also train on and promote the use of data analytics and expand our thinking on how we identify common trends.

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#### Strategies

- ✓ Identify improvements to HUD's internal controls and fraud prevention practices
- ✓ Share information and tools to help our employees, our partners, and HUD's program officials prevent and identify fraud
- ✓ Enhance the tools available to and skills of our employees and Federal partners in the fight against fraud



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## Objective 2.2

### Enhance fraud detection efforts and outreach

We are taking steps to enhance the protection of HUD programs through partnerships and improved detection initiatives. We prioritize collaborating with other Federal and State agencies that serve similar populations to benefit from shared priorities, ideas, and best practices and potentially identify fraud risks pertaining to false claims, duplicate benefits, and identity theft. Working with HUD employees, we can consistently perform outreach with those who administer HUD programs and industry groups to share red flags and best practices for identifying fraud in HUD programs. We coordinate with HUD officials to identify HUD's fraud risks to strengthen its ability to identify fraud under its fraud risk program. We will reinforce the requirement for HUD employees to report fraud to us as well as promote educational opportunities for HUD employees on whistleblower protections and how to identify potential fraud activities. These partnerships help us protect taxpayer dollars and lead to new prevention techniques.

Sharing data with other agencies and OIGs is another priority in our effort to increase our ability to detect fraud. We strive to learn new ways to integrate data from multiple sources to identify suspicious and evolving patterns of activities in HUD programs. We will better enhance our efforts to analyze data from our hotline to identify trends, explore ways to leverage social media data, and expand the use of data analytics and predictive modeling to enhance our ability to find fraud in HUD programs. Over the next 4 years, we will continue to promote data uniformity in HUD's systems; improve data collection methods for accountability; ensure that HUD is collecting the right data to adequately monitor its programs; and make recommendations in our audits, evaluations, investigations, and reviews, when appropriate.

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#### Strategies

- ✓ Improve and expand our outreach to enhance knowledge sharing of red flags, best practices, and fraud identification techniques
- ✓ Share educational tools and increase outreach to grantees, subrecipients, and industry groups
- ✓ Enhance the use of data analytics and data sharing to support investigations

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## Objective 2.3

### Develop partnerships and practices to successfully pursue criminal, civil, and administrative remedies

We maintain a strong relationship with Federal, State, and local law enforcement partners to hold bad actors accountable. In the coming years, we will remain focused on working with these partners, other OIG task forces and working groups, the Council of the Inspectors General on Integrity and Efficiency, and the Pandemic Response Accountability Committee to share information on best practices for prosecuting fraud and protecting Federal funds. This effort includes working closely and expanding our working relationship with the U.S. Attorneys' Offices. Understanding their priorities and those of the Attorney General allows us to strategically align our work plans throughout the regional offices of investigation. Sharing our expertise and understanding of HUD programs and schemes used to defraud these programs helps ensure that our partners understand the intricacies of these cases. We can continue to leverage our working relationship with the Federal Bureau of Investigation and its public corruption task forces, with which we have had success in the past. We will explore the benefit of expanding relationships with State and local OIGs and State prosecutors on specific topics like disaster funding. In addition, we will continue to work with our partners at HUD to refer matters for administrative action, when appropriate, and to track and report on our referrals.

We will actively assess our internal processes and systems to improve our ability to generate cases that will withstand scrutiny in a courtroom and ensure that our work meets the highest quality standards. This assessment includes benchmarking with other agencies to ensure that we have the right knowledge, skills, equipment, systems, and practices to be efficient and effective in our investigations. Lastly, we will work internally and with our oversight partners at the Federal and State level to ensure that laws and regulations are sufficient to hold bad actors accountable.

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#### Strategies

- ✓ Improve and expand our partnerships with law enforcement partners to increase the effectiveness of enforcement activities
- ✓ Actively consider all available criminal, civil, and administrative remedies, to include governmentwide suspension and debarment, for each substantiated investigation to protect Federal funds
- ✓ Identify best practices for more effective prosecutions



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## Objective 2.4

### Keep the public informed about red flags and common fraud schemes

We are committed to continued collaboration with HUD and other partners to leverage avenues to share information that will protect the public and deter bad actors. We will implement communication and outreach strategies to expand our reach to targeted audiences. One technique that has been effective is providing educational activities for those who administer HUD programs and grant recipients. Additional methods include press releases, quick reference guides, and social media posts. Taking a more proactive approach to promote the positive impact of our work in ways that are more frequent, easier to digest, and more visible to the public will also enhance our visibility with Congress and other external stakeholders.

We will publish our fraud bulletins in multiple languages for increased visibility. We will continue to update and share fraud bulletins and other communications to help the public identify fraud indicators and know who to contact when they encounter improprieties. Going forward, we will also improve how we interact with members of the public and program participants by expanding our use of technology for the hotline and training forums. We are also exploring tools and educational resources to help the public recognize fraud, waste, and abuse in HUD programs.

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#### Strategies

- ✓ Leverage social media platforms to promote successful prosecutions and identify bad actors
- ✓ Broaden the sharing of fraud bulletins in multiple languages
- ✓ Improve customer engagement tools and training



# Strategic Goal 3

## Maximize HUD OIG value through operational excellence

We must promote economy, efficiency, and effectiveness in our operations with the same vigor that we exert in our oversight of HUD. In our pursuit of excellence, we must be willing to hold ourselves to the highest standards. Experiencing change ourselves has the added benefit of providing awareness of the complexities and challenges of change so that we may better understand what it will take for HUD to improve.

The pandemic caused by COVID-19 led to unplanned and urgent changes in how we operate to ensure the continuity of our mission, including the transition of many in-person to virtual processes and the implementation of new health and safety measures and workplace flexibilities to best support our employees. We have begun returning to a hybrid workplace, and we are committed to sustain and build upon what we learned during this period of workplace experimentation, growth, and learning.

As we move forward in this environment, we will continue building on activities that have helped us leverage our exceptionally skilled and diverse workforce to perform work efficiently and improve the outcomes of our efforts. We made an upgrade to our quality assurance program, as well as leadership training across OIG to provide tools and support to employees at all levels to champion and lead change. We kicked off a Data Literacy Initiative to provide employees across OIG more resources and tools to use data in our oversight work and also our decision making. We continued to pursue and implement technology solutions to allow for efficiency, collaborative work efforts, and meaningful results.

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## Objective 3.1

### Model stewardship by enhancing our operational efficiency and effectiveness

We will continue to assess our operations to ensure our compliance with laws and regulations, our progress toward strategic goals, and improvements in our performance. We will leverage tools like process mapping and organizational development activities to assess opportunities for improvement. This effort includes finding innovative technology solutions to streamline our processes and automating processes to save time, prevent errors, and ensure that we can respond to our stakeholders in a timely manner. We will leverage data, technology, and insights from within our diverse workforce to pursue excellence and innovate.

A robust quality assurance function will enable us to better assess and monitor our performance. Our quality assurance program will emphasize collaboration and learning. Documented controls enable us to determine whether we are complying with requirements. In addition, we will expand the reviews of our internal business operations to ensure that internal operations are optimized to deliver on both efficiency and effectiveness. When shortcomings are identified, recommendations will be implemented quickly and measured long term to ensure that they are effective.

Another way we will continue to evaluate and monitor our processes is through our Enterprise Risk Management program. We have developed processes to identify and manage our enterprise-level risks, and as a result, we have addressed several significant enterprise risks over the past 4 years. To mature our program, we will develop repeatable processes that will be established at the component level and will provide consistency in identifying and assessing risks. We will automate the reporting process to better track and monitor our risks. We expect every employee to assess risk in our operations and foster an environment in which it is safe to report and acknowledge risk.

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#### Strategies

- ✓ Strive for continuous improvement in our operations
- ✓ Increase confidence in the quality of our work products and operations
- ✓ Continue to mature our risk management program



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## Objective 3.2

### Build data-driven decision making into our business processes

We will continue our efforts to enhance management information systems to better capture and use our own data in deciding how to allocate and use our resources. The Foundations for Evidence-Based Policymaking Act requires us to modernize our data management practices, evidence-building functions, and statistical efficiency to inform policy decisions. Establishing and updating key information systems allow us to gain valuable insights from our own data. Fully mapping out and understanding our processes, identifying the data points we need to capture in each phase of our processes, and developing insightful visualizations and reporting of our information give us the information we need to make better decisions.

Building this foundation requires us to expand our data intelligence through developing a data governance plan, strategy, and framework. We will use our strategic goals to help identify our data needs to ensure that we are collecting only the data we need. At the same time, we will look for gaps in the data we have to better round out our information. To take advantage of best practices, we will benchmark with other OIGs to find new ways to gather and look at our data and continue our Data Literacy Initiative to enhance our skills in this area.

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#### Strategies

- ✓ Enhance our management information systems
- ✓ Support our decisions with data
- ✓ Ensure that we are collecting all necessary data
- ✓ Find new and meaningful ways to use and visualize our data

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## Objective 3.3

### Enhance efforts to recruit and retain a diverse workforce

Diversity is not only one of our core values, it is paramount for us to successfully accomplish our mission. We all benefit from a workforce that includes a collection of individual characteristics and also encompasses differences among people based on their backgrounds and experiences. We will focus on attracting, developing, and retaining an exceptionally skilled and diverse workforce. We will expand how and where we advertise job announcements to ensure that we reach diverse groups. We will expand the use of internships, special hiring authorities, and career ladder positions to attract candidates. We will review our policies and practices for selecting candidates and ensure that hiring managers are equipped with the knowledge and tools needed to select the best and most diverse candidates to enter our workforce.

We achieve equity through consistent and systematic fair, just, and impartial treatment of all individuals. We also emphasize inclusion in a culture that encourages collaboration, flexibility, and fairness and leverages diversity throughout the organization, so that all individuals can participate and contribute to their full potential. We appointed a Chief Diversity and Inclusion Officer, who will lead our efforts in these areas.

To ensure that we sustain adequate staffing levels and skills, we will create organizational workforce plans focused on needs for the future, which identify existing gaps in knowledge, skills, and competencies, and prescribe targeted hiring, training, and succession planning activities. Our staff members will be better positioned for career advancement when we invest more in

their leadership development and provide opportunities for them to pursue challenging work. We will expand our training and development opportunities to foster personal and professional growth, with an emphasis on the skills needed to collaborate effectively, promote employee engagement, and lead change. In addition, we will expand our mentoring program and use of details to help develop our employees and prepare them for greater responsibilities in OIG. We will provide opportunities for employee engagement and to pursue challenging work, to include engaging in cross-cutting projects with the OIG community.

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#### Strategies

- ✓ Expand recruitment outreach to encourage diversity
- ✓ Emphasize inclusion in our culture
- ✓ Expand professional development opportunities

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## Objective 3.4

### Envision and enable the workplace of the future

Like most public and private-sector entities, we were required to adapt to the conditions caused by the global pandemic, which initially forced our move to mandatory telework for more than 18 months before shifting to maximum telework. For the first time, our employees were required to work in a fully virtual work environment, which also provided us the opportunity to pilot new work flexibilities. We initiated a Workplace Safety Coordination Team to monitor workplace safety and advise decision making regarding the return to physical offices. We also initiated a Workplace of the Future Task Force, which studied the use of physical space, employee perspectives on virtual work, and policies in place throughout the pandemic.

While we have effectively sustained our mission during prolonged periods of fully remote work, we do believe the lack of in-person connection has had an impact on cohesion and momentum in our change initiatives. We will continue liberal telework practices while returning employees to work in person with an emphasis on collaboration, following the recommendation of our Workplace of the Future Task Force and consistent with best practices encouraged by the Office of Personnel Management. In addition, we will continue to employ our Employee Engagement Council in our efforts to ensure an inclusive, engaged, and collaborative workforce.

To ensure our success, we must continue to enhance our information technology to provide the tools we need to conduct our work, collaborate, and communicate as we move from a virtual to a hybrid workplace. We will seek and implement best practices to help us thrive in our changing environment.

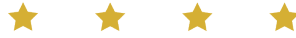
#### Strategies

- ✓ Reevaluate physical space needs to sustain the mission
- ✓ Develop an effective hybrid work environment
- ✓ Use technology to enhance collaboration and knowledge sharing





OFFICE *of*  
**INSPECTOR GENERAL**



UNITED STATES DEPARTMENT OF  
HOUSING AND URBAN DEVELOPMENT

**Report fraud, waste, and  
mismanagement in HUD programs and  
operations by**

**Calling the HUD OIG hotline:**

1-800-347-3735

**Visiting online at:**

<https://www.hudoig.gov/hotline>



[www.hudoig.gov](https://www.hudoig.gov)

Scan to Report Fraud