Mortgage Finance: The Importance of an Effective Quality Control Program

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Reliable and effective Quality Control (QC) programs are essential for any organization operating today in the mortgage finance industry. Organizations having a strong commitment to quality control, recognize that quality begins even before a loan application is taken, and continues throughout both the origination and servicing lifecycles. Successful players in today's marketplace embrace quality and differentiate themselves across the industry by consistently monitoring and evaluating the integrity of critical loan origination, operations and servicing data/processes. Doing so allows for the performance of source-cause analysis of key issues identified in the QC process, enables management to provide feedback throughout the organization and lays a foundation for driving continuous process improvements, as necessary. Effective QC also allows organizations to identify and correct any compliance related issues before they become systemic in nature and impact the borrower. This further enhances an organization's internal control environment and provides regulators, rating agencies and other third-party auditors with an increased level of comfort that processes and protocols are being followed in accordance with underlying policies, procedures, applicable laws and regulations. Furthermore, this offers homeowners a sufficient level of trust and comfort that strengthens and fosters ongoing collaboration with the organization.

Quality Control Best Practices

A comprehensive review of various organizations throughout the industry reveals a number of factors that stand-out amongst mortgage originators and servicers relating to QC practices. Stewart Lender Services® has compiled a listing of the 'top ten (10)' factors from major organizations having the most successful QC programs proven to be strong and reliable. These 'Best Practices' suggest that effective QC programs must have:

- Document Procedures (Documented Procedures): Be documented and in-writing, with a vision, purpose and goal clearly stated upfront;
- Standard Operating Procedures: Provide standard operating procedures for all employees who will be involved in or affected by the QC process;
- Consistency of Performance: Be performed on a regularly scheduled and consistent basis (e.g., bi-weekly, monthly, quarterly);
- Independence: Be performed by personnel that are independent of the function being evaluated;
- Metrics: Include processes to review critical metrics and Key Performance Indicators (KPIs);
- Scope: Encompass all critical phases of the mortgage loan lifecycle, including: (i) underwriting and credit analysis, (ii) pre-closing processing activities, (iii) post-closing processing activities, (iv) closing processes, and (v) critical loan operations and servicing functions (including but not limited to: Loan Boarding, Customer Service, Collections, Loss Mitigation, Bankruptcy processing, REO management and Asset disposition);
- Sample Selection: Plainly define sample selection criteria;
- Findings - Reporting & Follow-up: Clearly define and implement procedures for the reporting of findings to management, and the effective monitoring of the appropriateness and timeliness relating to corrective actions that may be required;
- Root-Cause Analysis: Incorporate procedures to ensure that findings identified are analyzed, and root-cause analysis is performed in order to identify systemic vs. non-systemic issues and assist in the identification and execution of necessary corrective actions; and
- Continuous Process Improvements: Drive modifications to enhance existing processes (or implement new processes, as appropriate) based on the results of root-cause analysis performed; in addition, ensure ongoing evaluations are done to direct continuous process improvements (as necessary).

Regardless of whether or not QC is performed in-house or is outsourced to a third-party, organizations should designate a single point(s) of contact within their firm to be the subject matter expert(s) tasked with understanding the specific issues identified, be on point for proper escalation to management, and oversee the ongoing evaluation and monitoring of Corrective Action Plans (CAPs) that may be applicable. It is essential that feedback be provided throughout the organization on a consistent basis, as required, relating to: (i) any specific QC issues that have been identified, (ii) the results of any source-cause analysis that has been performed, and (iii) the impact that any process improvements made will have throughout the organization.

Sampling Methods

Clearly, it is not feasible nor is it practical or cost effective to perform a QC review of every loan that is originated and/or purchased. Depending upon an organization's origination or loan purchasing volume, a variety of different sampling techniques will be utilized in the QC process. In addition, timing for performing QC reviews will vary, with some organizations conducting reviews on a monthly basis, with others performing them on a quarterly basis. In some limited cases, we have identified firms utilizing a biweekly QC process - no firms have been identified that have a QC process being performed beyond quarterly. In rare instances, some organizations may perform annual QC of certain areas or reviews depending on volume, frequency of occurrence, etc.

In terms of sampling techniques, there are essentially three (3) methods that may be utilized, including: (i) statistical, (ii) random, and (iii) discretionary.

Statistical sampling provides the organization with objective results that minimize bias and can be used to draw conclusions relating to the entire population being reviewed. Some investor/insurers may have specific QC requirements; for example, HUD's QC Plan calls out specific requirements for statistical sampling as well as frequency. In addition, statistical sampling (as opposed to 100% sampling) may be the most efficient and cost effective means of conducting testing based upon a review of a finite number of items/transactions so that definitive conclusions can be drawn about a given population. When a sample is obtained statistically, it is possible to state with a stipulated degree of confidence that the number of errors in the sample applies proportionately to the un-sampled portion of the universe. Generally, statistical sampling is more widely used by independent audit firms and regulators, and is less commonly utilized when performing an internal QC process - except in cases where there is significant production or other transaction volume.

Random sampling relates to testing items selected within a larger population, and provides for an unfiltered view of the total mortgage population. As such, each loan has an equal chance of being selected for QC, since truly random samples are selected from distinct populations of loans from different product types or from specific regions or markets. Over the course of a twelve (12) month period, samples should be selected that are representative of: (i) the full scope of the product line being offered, (ii) the specific channel in which the offering is made (e.g., conduit, broker), and/or (iii) the purchasing source. This will ensure that QC is performed for loans included in each population segment. Random samples are generally chosen by use of a random number table, a computer generated program or a calculator capable of generating random numbers.

Discretionary sampling includes mortgage loans selected on a non-random basis from a specific population. Discretionary sampling is utilized to obtain knowledge about a desired topic more quickly (e.g., a specific process, a given product, a particular loan officer), than if random sampling was utilized. In addition, discretionary sampling may be used to evaluate the work of a particular employee, or if there is reason to suspect that fraudulent activities have occurred.

Random and discretionary sampling techniques are the methods most commonly utilized in performing an internal QC process.

Utilization of Metrics & Key Performance Indicators (KPIs)

Metrics, which assist in measuring and driving overall performance, should be analyzed on a regular basis to identify existing issues and related trends. Firms that have not developed an appropriate and robust set of metrics and key performance indicators (KPIs) will likely face challenges in effectively measuring performance, successfully maintaining a strong internal control environment and targeting specific areas requiring process improvements. An effective and robust QC program will incorporate metrics and KPIs into its overall design, and require performance trends be reviewed and analyzed, in addition to monitoring specific transaction processing items. Furthermore, it is critical that organizations periodically validate metrics to their underlying information source to ensure that information provided to senior management is accurate and is the basis for making proper decisions.

As part of the QC process, further analysis of critical metrics and KPIs may lead to the potential identification of adverse trends. This, in turn, should prompt the organization to perform root-cause analysis. For example:

- On the loan origination side of things, incomplete documentation or improper calculation of fees or debt to income (DTI) ratios may help identify loan officer or processor performance issues and/or help identify targeted training needs.
- On the operational and servicing side of things, excessive customer service inquiries, customer disputes, loss mitigation processing shortfalls and aged payment applications may mask a true underlying processing or staff training problem (e.g., untimely follow-up relating to loan modification processing and other loss mitigation activities, inadequate servicing/loss mitigation staffing, borrower confusion over payment transmittals caused by servicing transfer issues or false delinquencies due to the improper and untimely application of borrower payments).

More specifically, a sound QC process will incorporate a review of critical metrics and KPIs into the following areas:

Pre-closing, closing & post-closing functions: QC of transaction specific items should include a wide array of items, inclusive of pre-closing, closing and post-closing activities, including but not limited to: (i) proper calculation of debt to income (DTI) ratios, (ii) adherence to defined underwriting guidelines, (iii) proper calculation and distribution of fees, (iv) timely borrower disclosures, (v) adherence to established verification of deposit (VOD) and verification of employment (VOE) protocols, (vi) adequacy of mortgage insurance coverage, (vii) adherence to applicable disclosure and other regulatory requirements, (viii) verifying the accuracy and completeness of loan origination and servicing documents, (ix) a determination that proper approvals have been obtained in making the loan, and (x) defect resolution is proper and has been appropriately documented. Transaction specific QC is generally performed in loan origination, underwriting, closing and funding processes.

Operational and servicing functions: A robust QC process will also review critical metrics and performance trends to identify underlying processing issues, and will generally target performance after the loan has closed and has been funded. QC of metrics and KPIs should include a wide array of items, inclusive of operational and servicing activities, including but not limited to: (i) loan boarding timelines and data integrity reviews, (ii) customer service average speed of answer and call abandonment rates, (iii) cash flow velocities, (iv) delinquency roll rates, (v) right party contact, (vi) cash application timeliness, (vii) aging of unresolved customer disputes, (viii) loan modification and foreclosure timelines, (ix) loss mitigation activities, including loan modification recidivism rates, and (x) REO disposition and bankruptcy processing timelines.

Advantages / Disadvantages of In-House Vs. Outsourced QC

Depending on a firm's overall size, volume and abilities to scale in response to changing marketplace events, a decision will be made as to whether or not QC should be designed and maintained in-house vs. utilizing the services of a qualified third-party to perform the role.

In-House QC Programs: A key component critical to the success of having a robust in-house QC process is staffing. Personnel tasked with performing the in-house QC process must be independent of the areas being evaluated, and ideally have a direct reporting line into the company's senior executive office. QC personnel must have extensive knowledge and prior experience working in the loan origination and underwriting areas, as well as with operational and servicing processes. Firms having in-house QC functions that are deemed to be 'best-in-class' generally have a mix of mortgage finance professionals with prior experiences in both the line of business and in audit. Additionally, firms having 'best-in-class' QC processes have developed formal training and rotational programs, in which selected QC professionals are transferred back into the line after completing a successful stint performing the QC role. In-house QC also provides organizations with greater flexibility and spontaneity to re-direct focus towards specifically targeted areas, and more closely collaborate with line management to discuss issues noted and implement corrective actions/enhance underlying processes, as necessary. On the downside, organizations having in-house QC programs may have a set of fixed costs (largely personnel costs) that remain during periods of lower production and purchase volume.

In terms of having the appropriate number of QC professionals on staff, the major influencing factor here relates mainly to the consistency of loan origination and servicing purchase/asset transfer volume. While budget is also a factor to be considered, development of a formal in-house QC process has been shown to be a worthwhile investment, allowing organizations to identify and correct errors and modify processes accordingly. Ultimately, this may lead to improved performance, and a stronger internal control environment. This will provide regulators, rating agencies and other third-party auditors with an increased level of comfort that processes and protocols are being followed in accordance with underlying policies, procedures, applicable laws and regulations.

Outsourced QC: Certain firms may not have the necessary expertise in-house to staff a formal QC unit. Furthermore, an organization may not have the size, consistency of volume and capability of 'scaling-up' to meet temporary volume and new business increases. For these reasons, organizations may appropriately choose to outsource the QC function. A key advantage of doing this will allow an organization to focus on its core competencies of originating and/or servicing loans. It also leverages the expertise and core competencies of selected firms that have been specifically formed to perform the QC process. Other advantages associated with outsourcing the QC function may include:

- Conflicts are eliminated associated with independence and conflicting management objectives (i.e., the balance of increasing production vs. maintaining and sacrificing a high level of quality);
- The elimination of hiring challenges relating to sourcing and on-boarding of experienced QC professionals;
- Greater adaptability and flexibility to deal with issues of scalability;
- Reliance on established subject matter experts;
- Increased knowledge of industry 'best practices', that will presumably be shared by the selected third-party vendor associated with their exposures to multiple firms in the mortgage finance industry;
- Increased ability to keep expenses lower due to the management of variable vs. fixed costs; and
- Use of established software and secure system protocols utilized by the selected vendor to track, monitor and report on QC issues and findings.

The decision to outsource the QC function should not be taken lightly, however. While the preceding summary of advantages may seem very attractive and appealing, there are three major challenges organizations face relating to the use of a third-party QC vendor. These are:

- Vendor Selection: Choosing the appropriate QC vendor is critical, and requires a fair amount of research and 'homework' to ensure proper selection;

- Communication: A single point of contact should be designated to deal with the third-party QC vendor (i.e., the QC vendor liaison), and: (i) be designated as the subject matter expert tasked with defining and re-directing the scope and timing of reviews to be performed, (ii) define and direct sampling methods, (iii) understand the specific issues identified, (iv) be on point for proper escalation to and follow-up with management, and (v) oversee the ongoing evaluation and monitoring of Corrective Action Plans (CAPs) that may be applicable; and

- Ongoing performance monitoring: A formal scorecard should be developed and reviewed with the selected third-party QC vendor on a periodic and consistent ongoing basis. This scorecard should provide metrics relating to the vendor's performance, and can be utilized as the basis to discuss with the vendor its performance and replace the third-party service provider, as necessary.

While the decision to perform QC in-house or outsource it to a third-party will vary, one thing is highly recommended: Whether performed in-house or not, organizations should embrace the concept of having a formal QC process, utilize the findings and issues noted to enhance underlying processes and make the QC process integrally woven into its core fabric. One thing that Stewart Lender Services has consistently seen, however, is that QC outsourced to third parties eliminates conflicting management objectives relating to the bottom-line goal of increasing production to boost volume vs. the goal of maintaining a high level of quality without 'cutting-corners' or sacrificing standards. This added level of independence is critical to ensure that organizations 'do the right thing' and provide mortgage loan service to borrowers that takes into account their best interests.

Critical Components of the QC Process

When one thinks of QC, most people relate it to the up-front loan origination and underwriting process. Generally, this includes activities relating to pre-closing, closing and post-closing through the time in which the loan is closed and funded. QC Timing: Due to the transactional nature of these 'up-front' processes, we have observed that the timing of related 'best practice' protocols followed by major organizations having the most robust QC programs is performed on a quarterly basis, at a minimum.

A more comprehensive QC process may also be performed that should incorporate a review of key operations and servicing processes. QC Timing: Due to the processing nature of these activities, we have observed that the timing of related QC 'best practice' reviews over operational and servicing protocols followed by major organizations is semi-annual or annual.

Categorized below are four (4) areas that encompass a complete 'end-to-end' QC review processes, in line with the timing standards outlined. Also listed within each category are some of the more critical areas to review. This listing is not intended to be all inclusive, and is meant to only provide examples of some of the key items to be considered for QC review within each category.

Pre-Closing

Critical items to be reviewed as part of the pre-closing QC process include, but are not limited to the following:

- A completed and properly signed loan application exists;
- Credit report pulled;
- Credit rating (i.e., FICO score) obtained;
- Review of payment histories performed;
- Verification of employment (VOE) performed;
- Verification of all sources of income performed;
- Salaried employment and income verification performed (including a review of W-2s, pay stubs, etc.);
- Employment and income discrepancies adequately resolved (if applicable);
- Self-employment income verification performed (including a review of tax returns, financial statements, etc.);
- Verification of deposits (VOD) performed;
- Verification of assets performed (including bank account balances, review of deposit history, determination if gift funds were received and utilized, etc.);
- Appraisal review performed (including a review for completeness, mathematical accuracy, reasonability of comparables utilized, timing/date completed, etc.);
- Sales contract has been reviewed for proper signatures;
- Source of any large earnest money deposit verified;
- Review of all legal documents performed for completeness and to ensure consistency with other information in the mortgage file;
- Loan has been underwritten in accordance with applicable program guidelines;
- Debt to Income (DTI) ratio has been correctly calculated;
- Required insurance coverage and policies have been obtained;

- All title exceptions have been appropriately cleared, with any remaining title exceptions deemed to be acceptable;
- Borrower certification of owner occupancy has been obtained and reviewed;
- Confirmation obtained ensuring the loan is not been designated as ‘high cost’ or ‘high risk’;
- Compliance and disclosure exists in accordance with the Home Ownership and Equity Protection Act (HOEPA);
- Proof exists to ensure the borrower’(s) identity has been properly validated;
- Office of Foreign Asset Control (OFAC) disclosures have been properly vetted; and
- A complete listing of all non-essential documents required for closing (i.e., trailing documents) has been assembled.

Closing

Critical items to be reviewed as part of the closing QC process include, but are not limited to the following:

- All sign-offs and document approvals have been reviewed and are proper;
- A complete closing statement (HUD-1) has been prepared;
- All fee amounts have been correctly calculated and disclosed on the HUD-1;
- All fee amounts have been reviewed for reasonableness;
- The loan amount being funded is consistent with amounts contained on other documents in the file;
- All required disclosures were provided to and properly executed by the borrower(s);
- The loan has been funded for the stated amount;
- Escrow funds have been validated and have been properly disclosed; and
- Copies of all pertinent legal documents have been made for record retention purposes.

Post-Closing

Critical items to be reviewed as part of the post-closing QC process include, but are not limited to the following:

- A separate and independent review of items listed in the aforementioned pre-closing section has been performed;
- All outstanding issues and conditions identified in the pre-closing review have been resolved;
- Trailing documents have been obtained and are in the file; and the loan file is complete and the loan is ready for sale/securitization.

Operations & Servicing

Critical items to be reviewed as part of the operations and servicing QC process include, but are not limited to the following:

Loan Set-Up/Loan Boarding

- The loan file has been properly set-up on the servicing system;
- A comprehensive post-boarding quality control and data integrity review has been performed to validate the completeness of underlying loan documents;
- Loan boarding aging timelines are reasonable;
- and Timing of Hello Letters and Welcome Calls sent/made to borrowers is reasonable.

Loan Administration

- Periodic Statement;
- Escrow/Non-Escrow;
- ARM setup and adjustments;
- Forced-Place Insurance;
- MIP/PMI;
- Payoffs;
- Servicing acquired/servicing transferred.

Investor Accounting and Reconciliations

- Separate clearing accounts exist for each security to ensure funds are not comingled;
- Open item aging for all unapplied cash, accounts receivable, accounts payable and suspense accounts are reasonable;
- Processes are in place for tracking, recovering and reconciling advances (e.g., delinquency advances, escrow advances and corporate advances);
- Processes are in place to monitor and manage test of expected cash;
- Stop-advance processes and calculation methods appears reasonable; and
- Processes are in place to ensure that the appropriate information is reported to the appropriate regulatory bureau(s) for loans that are within the scope of the Service Members Civil Relief Act (SMCRA).

Payment Processing

- A variety of payment processing alternatives are utilized (e.g., ACH, direct pay, internet pay, partial payment processing protocols) to ensure borrowers are provided with the most efficient and expeditious methods available for making payments;
- Unapplied payment aging appears reasonable;
- Verification done to ensure that principal and interest (P&I) is applied prior to the application of any fees;
- Verification done to ensure that cash flow velocity is monitored on a regular and consistent basis, and that trends appear reasonable;
- Validation done to ensure that interest on escrows is paid to borrowers as required; and
- Verification done to ensure that annual escrow analyses are sent to borrowers, as required.

Customer Service

- Processes exist for the tracking of incoming calls and for monitoring the top five [5] reasons for them;
- Root-cause analysis of customer service calls/ inquires received is performed to assist in determining necessary process improvement enhancements;
- Validation is performed of the fact that customer contact information is confirmed on every call;
- The average turn-around time for handling borrower phone inquiries requiring research appears reasonable;
- An on-line tracking system is utilized to monitor borrower inquiries requiring research;
- Processes exist for handling escalated phone inquiries to a dedicated research group;
- Verification performed that Spanish speaking representatives or other language line services are available;
- Verification done to ensure processes exist for conducting random, independent call monitoring of staff;
- Processes exist for sharing with customer service staff the results of call monitoring performed;
- Processes exist for consistently monitoring critical customer service metrics, including: (i) average speed of answer (ASA), (ii) abandonment rate, (iii) number of calls offered, (iv) number of calls answered, and (v) first time call resolution; and
- A process exists to apprise borrowers that calls are being recorded.

Customer Inquiry Administration/Customer Correspondence

- Internal standards for cycle times with regard to resolving customer disputes are reasonable;
- The aging of outstanding borrower disputes is reasonable;
- A process exists to ensure that ongoing monitoring of the top five [5] reasons for incoming customer disputes is performed;
- A process and tracking system exists to monitor disputes outstanding, through resolution;
- Turn-around times to respond to borrowers who make written inquiries or inquiries requiring research are reasonable;
- A process exists to handle Presidential/Executive complaints;
- Validation performed to ensure compliance with RESPA, CFPB guidelines and other applicable regulations regarding receipt and response to Qualified Written Requests (QWRs);
- The process for handling credit bureau reporting and corrections appears reasonable; and
- A formal process exists for tracking and responding to RESPA, FDCPA, CFPB or other regulatory complaints.

Default Management - Collections

- The hours of operation and staffing level of the Collection Department appears reasonable;
- Validation done to ensure that weeknight hours up to and including 9 p.m. EST, as well the existence of Saturday/Sunday hours exist;
- The average number of accounts handled per collector is reasonable and in line with normal and usual industry standards;
- Validation done to ensure that delinquency roll rates are monitored on a regular and consistent basis;
- Validation done to ensure that procedures and protocols are in place regarding the use of auto-dialers vs. power dialers vs. the performance of manual collection calls;
- Validation done to ensure adherence to FDCPA regarding the use of Mini-Miranda recitals for each collection call that is made;
- Validation done to ensure that customer contact information is validated on every collection call;
- Skip tracing process timelines utilized appear reasonable;

- Timing for performance of the initial and all subsequent property inspections appears reasonable;
- Confirmation done to ensure that collection calling strategies and campaigns exist to comply with specific investor guidelines;
- Validation done to ensure that a scripting tool is utilized for staff making collections and loss mitigation calls;
- Right Party Contact (RPC) rates appear reasonable;
- Confirmation done to ensure that a process exists for advising delinquent borrowers of available counseling/assistance services;
- Timing for the commencement of delinquent letter campaigns appears reasonable;
- Policies exist and appear reasonable for dealing with payment shock and related defaults created by payment increases after an escrow analysis or after ARM rate adjustments;
- The stage at which delinquent loans are referred to loss mitigation and foreclosure processing staff appears reasonable; and
- A formal process exists regarding the hand-off from collections to loss mitigation (i.e., 'warm transfer' vs. 'cold transfer').

Default Management - Loss Mitigation

- An assessment has been done regarding the reasonableness of the servicer's loss mitigation process, including: (i) forbearance/repayment plans, (ii) short sales, (iii) deeds in lieu, (iv) modifications, and (v) discounted payments;
- Loan modification recidivism rates appear reasonable;
- Borrowers have been provided with a listing of loss mitigation options available to prevent the possibility of foreclosure;
- The average number of accounts handled per loan resolution specialist is reasonable and in line with normal and usual industry standards; and
- Confirmation done to ensure that processes exist to insure files under loss mitigation review do not unreasonably extend default timelines (e.g., foreclosure referrals, foreclosure sales).

Default Management - Foreclosure Processing and Claims

- Confirmation done to ensure processes exist to prohibit and prevent dual tracking;
- An assessment has been made regarding the reasonableness of the elapsed time between actions for loans in foreclosure relating to: (i) date of default and first legal action, (ii) date of default and foreclosure sale, and (iii) date of acquisition and conveyance date;
- The timeline relating to the formal referral of loans to foreclosure appears reasonable;
- The average number of accounts handled per foreclosure specialist is reasonable and in line with normal and usual industry standards;
- Timing and frequency as to when property inspections are ordered appears reasonable;
- Timing relating to transition of loans from foreclosure to REO or bankruptcy appears reasonable;
- Processes relating to loan reinstatements and cash processing procedures for loans in foreclosure appears reasonable; and
- Processes undertaken when a property is found vacantas a result of drive-by inspections or door knocks appears reasonable.

Bankruptcy Processing

- The timing in which Proof of Claims are filed appears reasonable;
- The timing in which Motions for Relief are filed appears reasonable;
- Validation done to ensure post-petition and pre-petition due dates are tracked and monitored; and
- The average number of accounts handled per bankruptcy specialist is reasonable and in line with normal and usual industry standards.

Real Estate Owned (REO) Processing

- An assessment has been done regarding the reasonableness of the servicer's REO processes relating to: (i) REO set-up date to sale date (# days), (ii) REO set-up date to listing date (# days), (iii) REO listing date to sale date, (iv) average eviction timeline, (v) list price to BPO, (vi) REO loss severity, and (vii) number of assets in eviction status;
- Reasonableness review done of broker oversight procedures;
- The percentage of the REO portfolio that is aged over 180 days appears reasonable;
- The average age of the REO portfolio (current and historical trend) appears reasonable and is in line with normal and usual industry standards; and
- The average number of accounts handled per REO processing specialist appears reasonable and in line with normal and usual industry standards.

Conclusion

Stewart Lender Services, through its years of experience and close collaboration with originators, brokers, title companies, legal counsel and mortgage loan servicers, has the proven skills necessary to provide clients with a comprehensive array of QC services that can be customized to meet their individual needs. For those clients interested, our comprehensive QC services can provide an end-to-end solution which spans the loan origination to servicing lifecycle. For those clients that may only be interested in a particular QC component (whether it be production, operations or servicing), a set of tailored solutions can be offered.

Throughout the last 30 years, we have worked with an extensive number of firms in the industry and, as a result, have garnered significant insights, knowledge and intelligence around QC 'best practices'. We have seen many instances across several firms where sound QC disciplines have helped with the identification of processing issues. This has in turn led to changes being made that have enhanced organizational effectiveness across loan origination/production and operational/servicing activities. As a result of having a strong and robust QC process, many organizations have been able to streamline processes, strengthen the internal control environment, eliminate redundancies and reduce costs. Furthermore, by reducing errors and introducing process improvements, customer satisfaction has increased, as a greater level of comfort and trust has been realized with homeowners.

For more information about our quality control review services, contact us today at (800) 577-6674.

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