



**ADR USE FOR WORKPLACE DISPUTES
NON-EEO ADR REQUESTS AND NON-EEO ADR RESOLUTION RATE
ADR USE IN THE INFORMAL EEO PROCESS
ADR OFFERS, ADR PARTICIPATION, AND RESOLUTION RATE
COMPARISON CHARTS
FY-11 AND FY-12**

Introduction

The Office of Resolution Management's (ORM) goal is to work with all administrations and staff offices to prevent EEO complaints. We encourage the use of Alternative Dispute Resolution (ADR) before EEO complaints are initiated and when complaints cannot be avoided view ADR as a more efficient, effective, and satisfying way to address the underlying causes than allowing the EEO process to run its course. Thru direct communication and a neutral third party's assistance, VA employees and managers can better understand and bring closure to the issues that led to the complaint. Early resolution conserves VA's limited resources because it minimizes the time VA employees and managers spend engaged in the EEO process and maximizes the time spent serving our ever increasing Veteran population.

The data presented in this report represents the impact of using ADR prior to and during the informal stage of the EEO complaint process. We hope that you will carefully review the information and develop an action plan, if you do not already have one, to further improve the use of ADR in FY-13. VA's Workplace ADR Program is available to assist in reviewing ADR programs and offering recommendations and support on how they can be more effective.

Analysis

Five significant areas are depicted in the charts provided; non-EEO ADR requests, non-EEO ADR resolution rate, ADR offers, ADR participation, and resolution rate.¹

- **Non-EEO ADR Requests** represent the number of requests for ADR to address a workplace dispute when no EEO complaint has been initiated.
- **Non-EEO ADR Resolution Rate** represents the percentage of workplace disputes which were resolved as a result of using ADR.
- **ADR Offers** represent the percentage of informal EEO complaints in which VA offered the aggrieved person an opportunity to participate in ADR versus traditional counseling.

¹ References in the charts to "NA" reflect no ADR requests or no complaint activity at that location during the FY. Charts were not created for VBA and NCA non-EEO ADR data as each had less than twenty requests during the FY.

- **ADR Participation** represents the percentage of informal EEO complaints in which both VA and the aggrieved person agreed to participate in ADR.²
- **Resolution Rate** represents the percentage of informal EEO complaints that did not proceed to the formal stage.

In FY-11, ADR was used to address 1570 workplace disputes resulting in an 87% resolution rate. In FY-12, ADR was used to address 1724 workplace disputes resulting in an 88% resolution rate. The Department of Veterans Affairs estimates that approximately \$30,000 in cost is avoided for every workplace dispute that is resolved. Therefore, VA can estimate total cost avoidance for FY-12 of \$45,390,000 by using ADR to address workplace disputes prior to EEO complaints being filed.

In FY-11, VA's ADR offer rate for informal complaints was 98%. The ADR participation rate was 54%, and the resolution rate was 47%. In FY-12, VA's ADR offer rate increased to 99%, ADR participation rate to 58%, and the resolution rate to 48%.

The Equal Employment Opportunity Commission (EEOC) publishes an annual report on the Federal workforce which provides government-wide statistics that Federal agencies are encouraged to use for benchmarking. In FY-11, the government-wide average for ADR offers was 78%, ADR participation 49%, and the resolution rate was 53%.

Since VA has surpassed the government-wide averages for offer rate and participation rate and remains below the government-wide average for resolution rate, in this report, we use a combination of department-wide and government-wide targets as goals to assess the level of success that each administration, and VA as a whole, has had at meeting or exceeding these targets. If your organization is below the target, we encourage you to develop ways to move closer to the goal in FY-13.

All data presented in these reports was extracted from VA's ADR tracking system (ADRTracker). The data provided is based on information available as of October 22, 2012.

FY-12 ADR Accomplishments

Department-Wide

- ADR offers increased by 1%.
- ADR participation increased by 4%.
- Resolution rate increased by 1%.

² Within VA, labor must also agree to ADR when a bargaining unit employee is involved.

NCA

- All MSNs exceeded the government-wide target for ADR offers.
- MSNs 1, 2, 3 and 5 exceeded the Department-wide target for ADR participation.
- MSN 1 exceeded the government-wide average for resolution rate.

VBA

- All Areas exceeded the government-wide target for ADR offers.
- Area 3 exceeded the Department-wide target for ADR participation.
- No Areas met or exceeded the government-wide average for resolution rate.

VHA

- All VISNs exceeded the government-wide target for ADR offers.
- Fifteen of twenty-one VISNs met or exceeded the Department-wide target for ADR participation. (VISNs 1, 4, 5, 6, 7, 9, 11, 12, 15, 16, 17, 18, 19, 21 and 23)
- VISNs 9, 12, 18 and 19 met or exceeded the government-wide average for resolution rate.

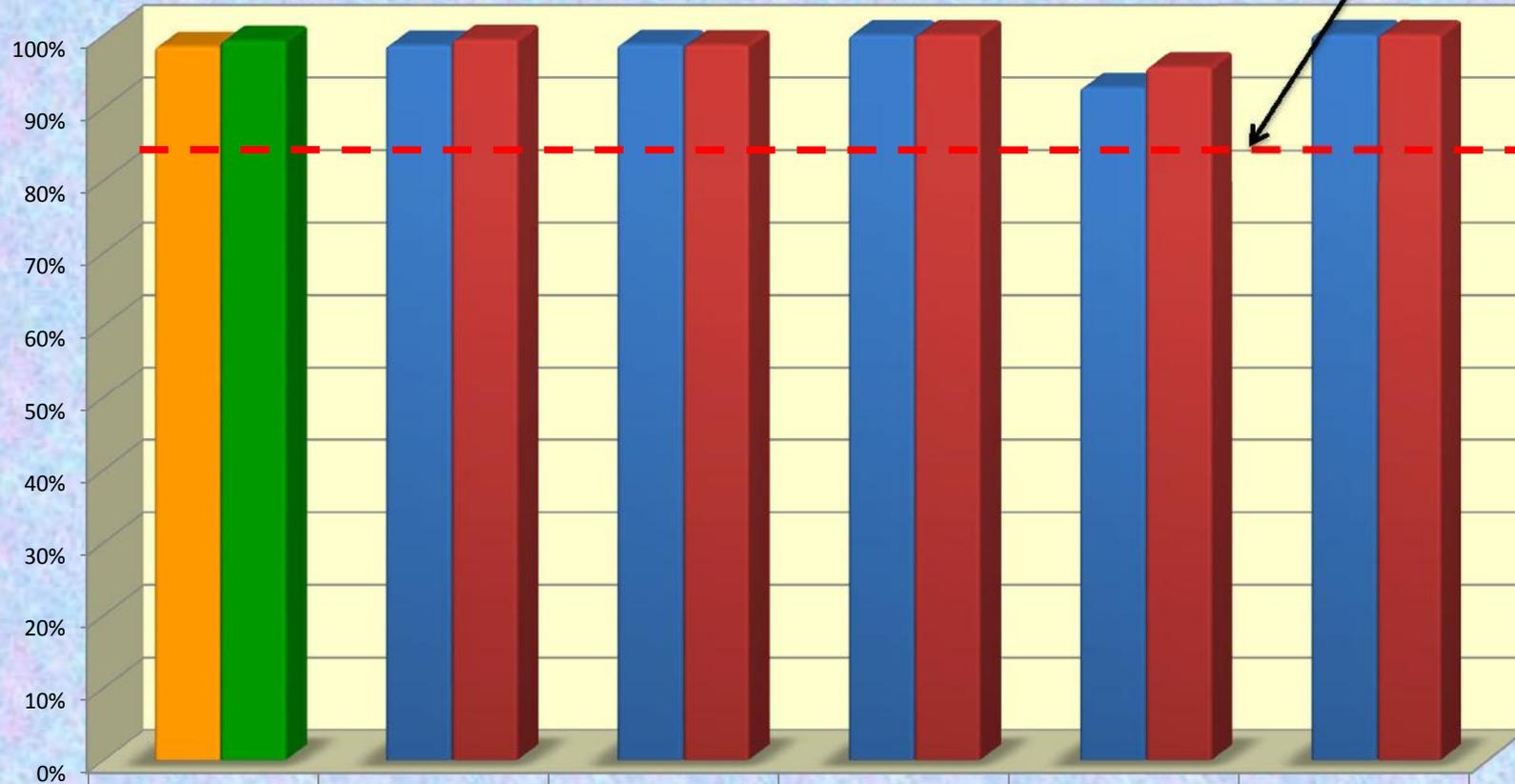
Conclusion

We look forward to collaborating with all VA organizations in FY-13 and welcome your ideas and suggestions on how ADR can play an even larger role in promoting organizational health and high levels of satisfaction and productivity in VA.

Department-Wide

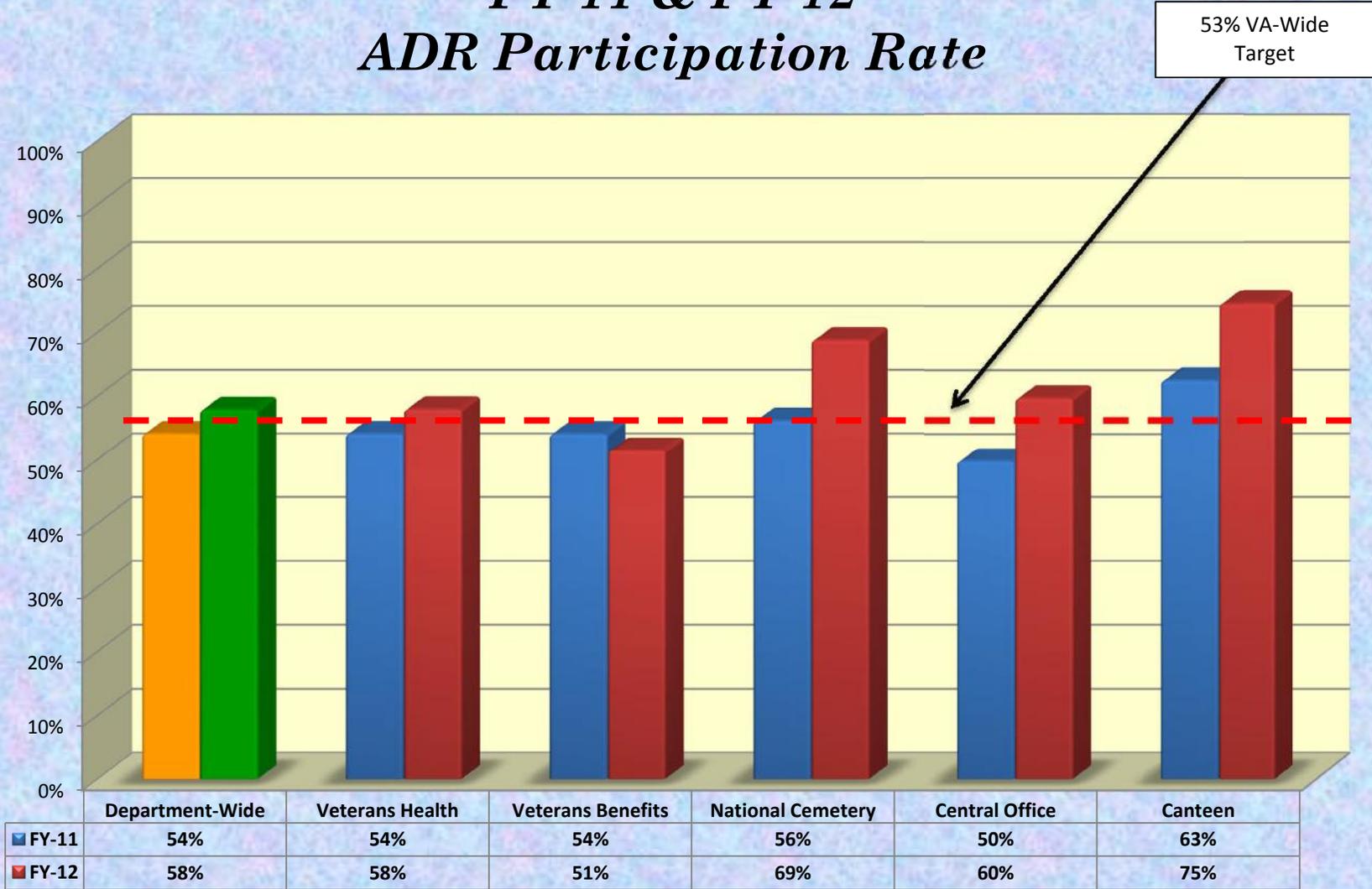
Department of Veterans Affairs FY-11 & FY-12 ADR Offer Rate

80% Government-Wide Target



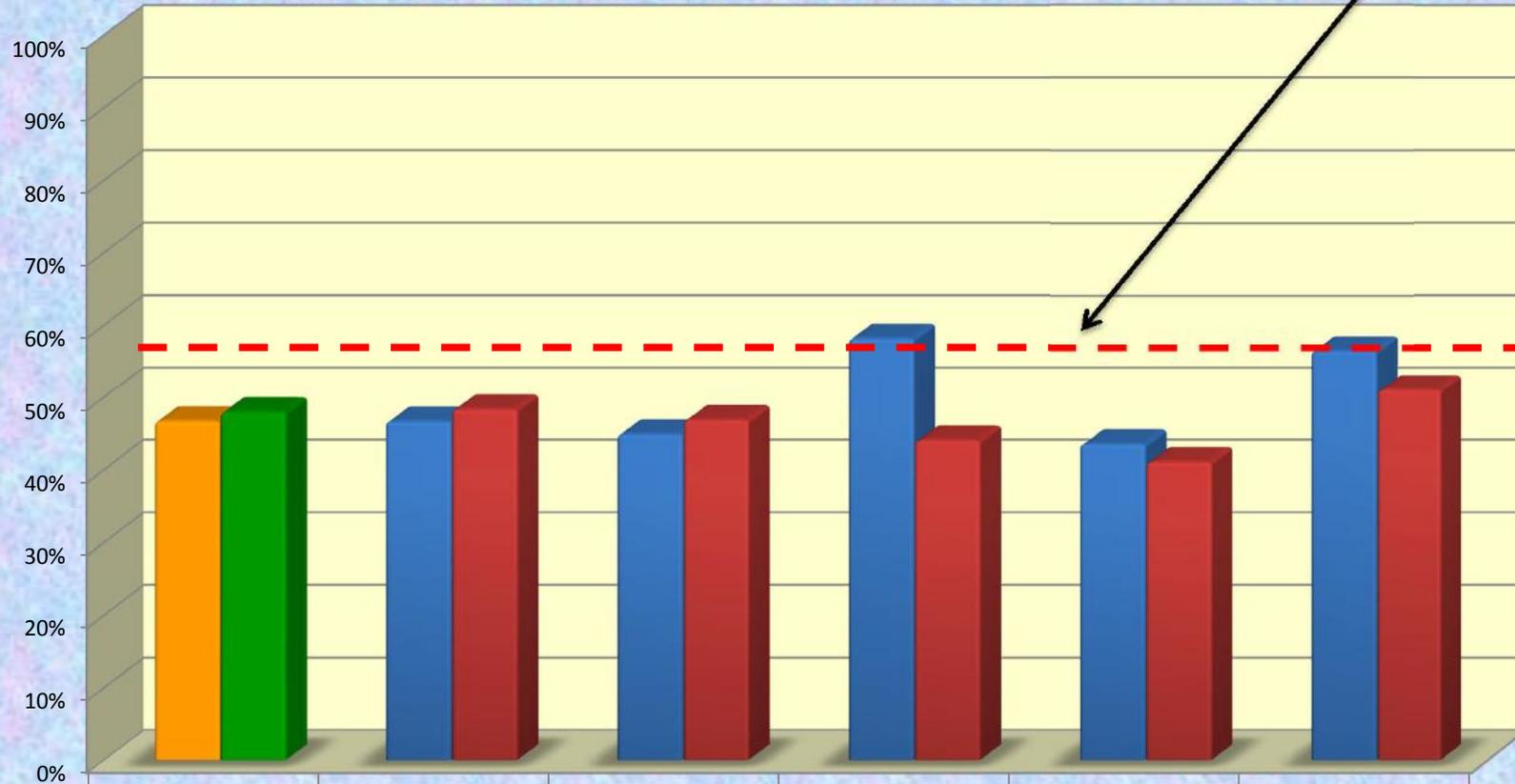
	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
■ FY-11	98%	99%	99%	100%	93%	100%
■ FY-12	99%	99%	99%	100%	96%	100%

Department of Veterans Affairs FY-11 & FY-12 ADR Participation Rate



Department of Veterans Affairs FY-11 & FY-12 Resolution Rate

53% Government-Wide Average



	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
■ FY-11	47%	47%	45%	58%	43%	57%
■ FY-12	48%	48%	47%	44%	41%	51%

Department of Veterans Affairs FY-11 & FY-12 ADR Offer, ADR Participation, and Resolution Rate



Veterans Health Administration

FY-11 and FY-12 Data as of 10/22/12

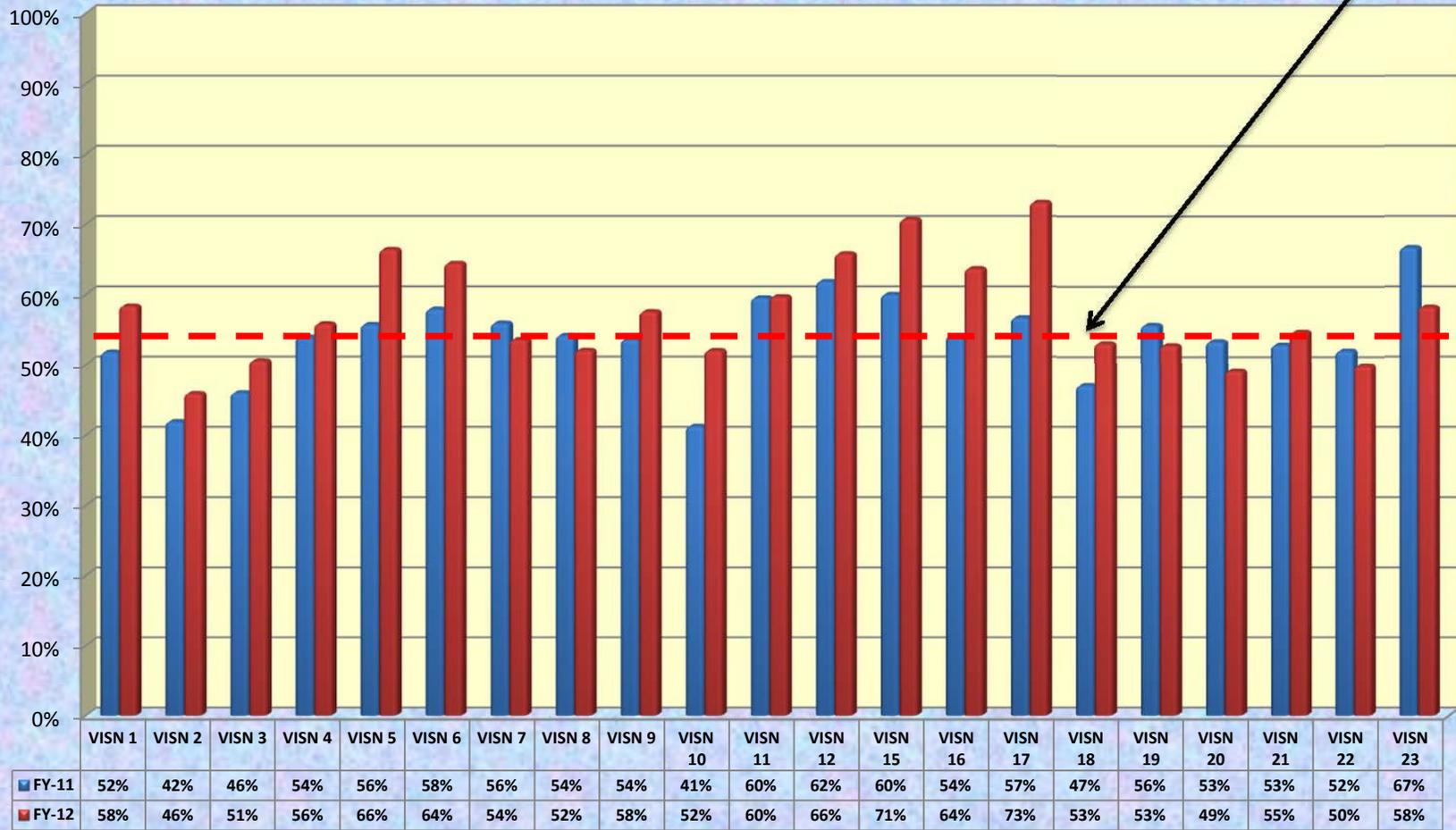
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate



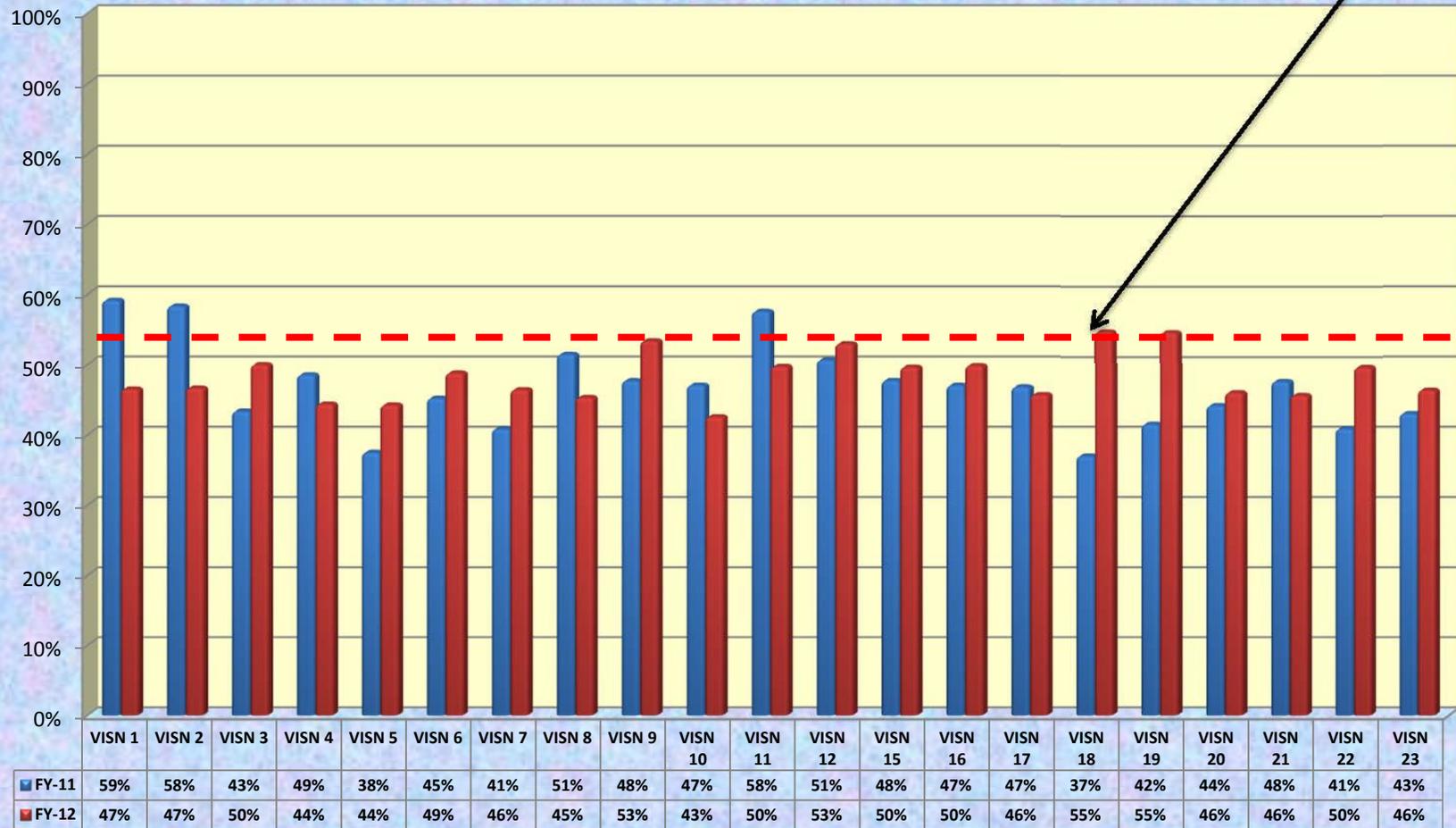
Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate

53% VA-Wide Target



Veterans Health Administration FY-11 & FY-12 Resolution Rate

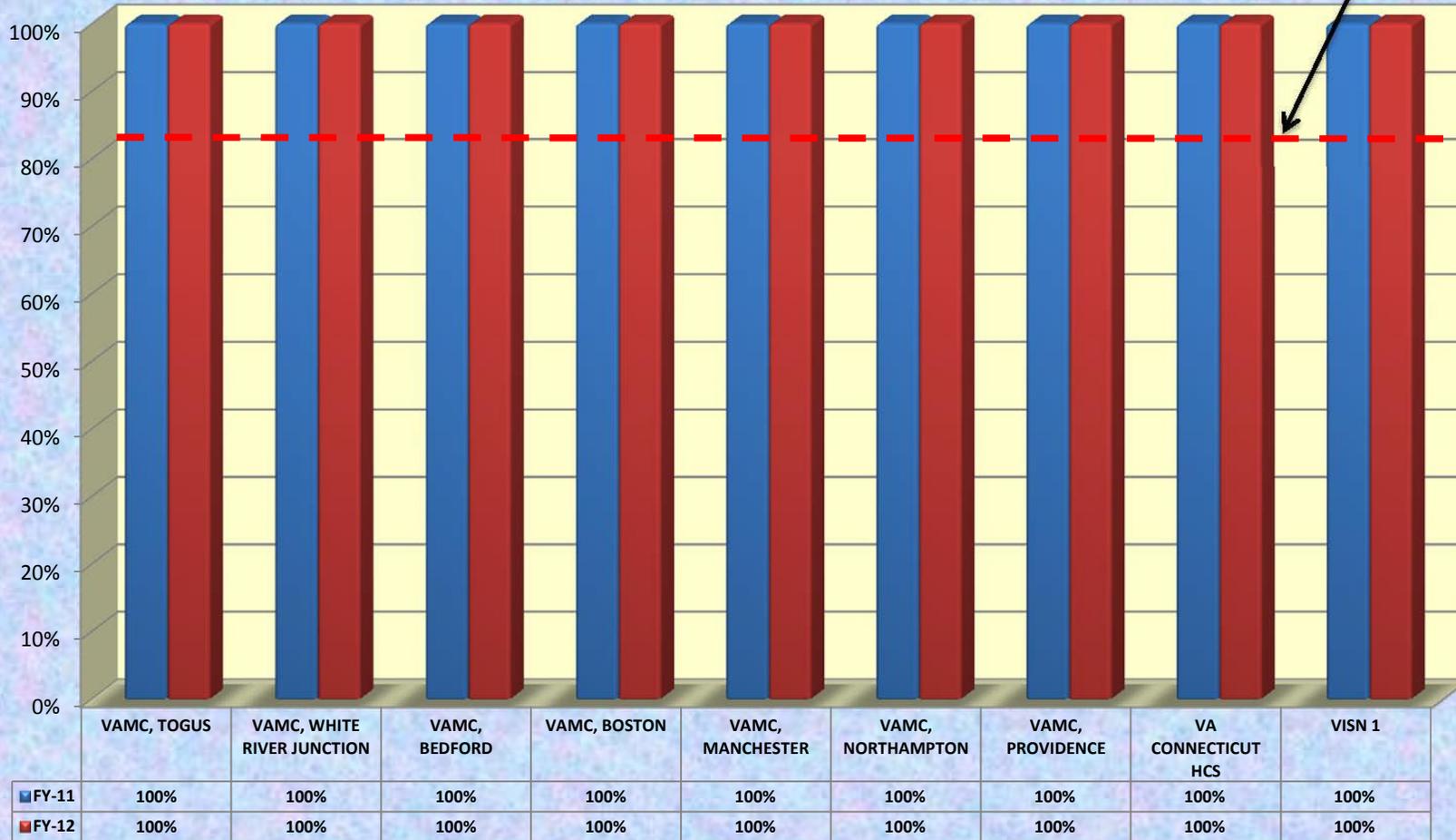


53% Government-Wide Average

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 1

80% Government-Wide Target

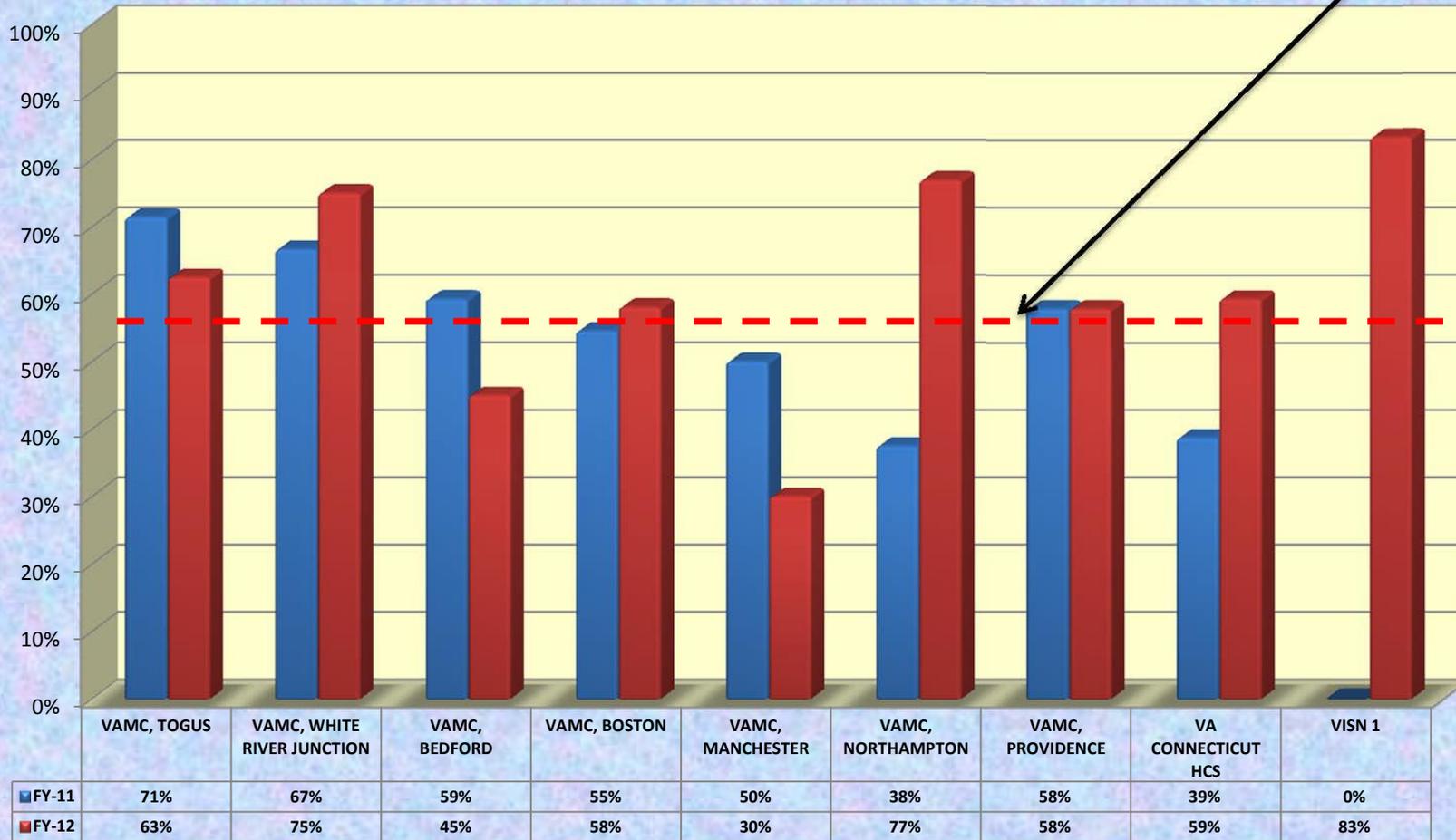


Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 1

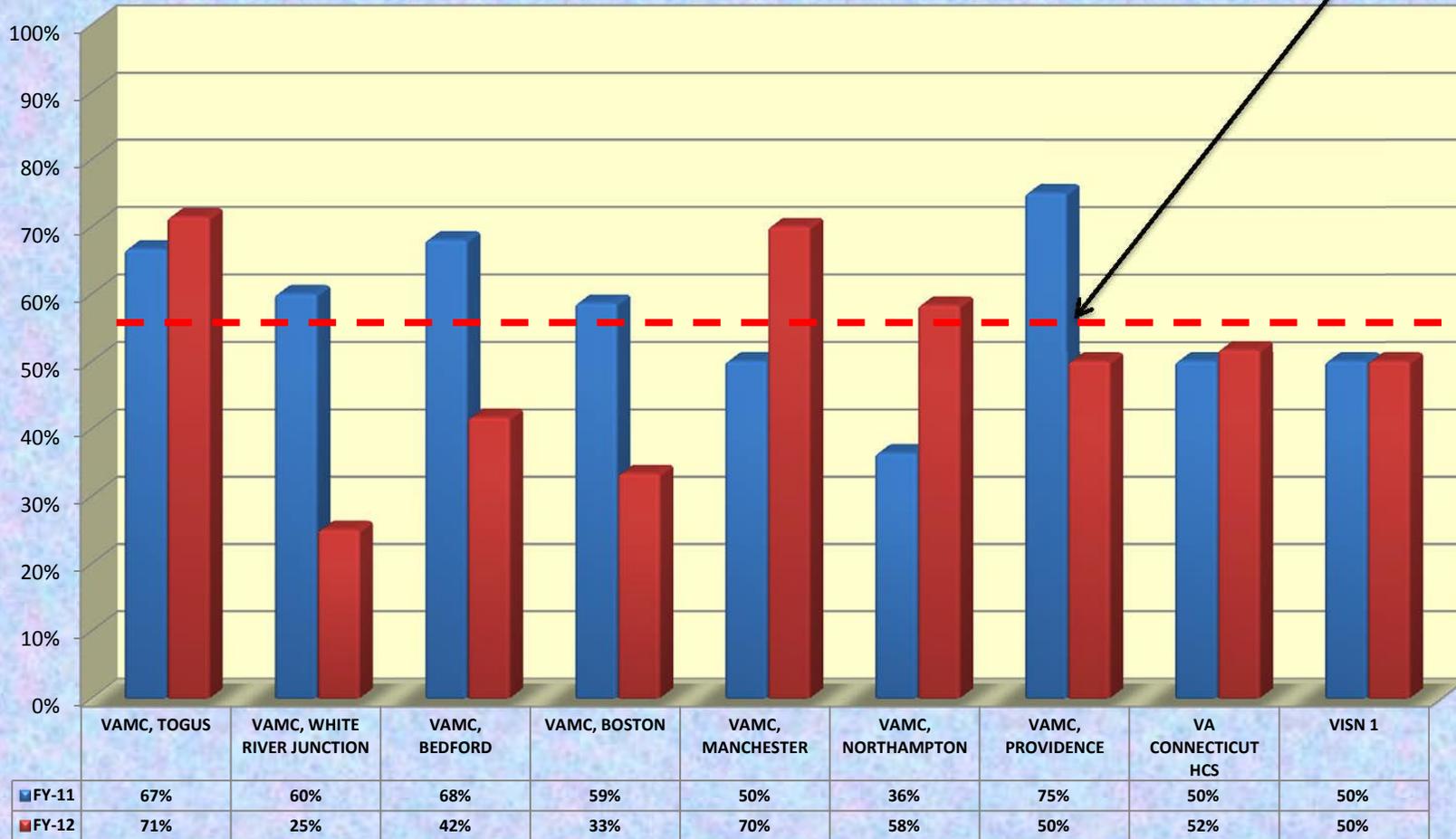
53% VA-Wide Target



Data Source: ADTracker System

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 1

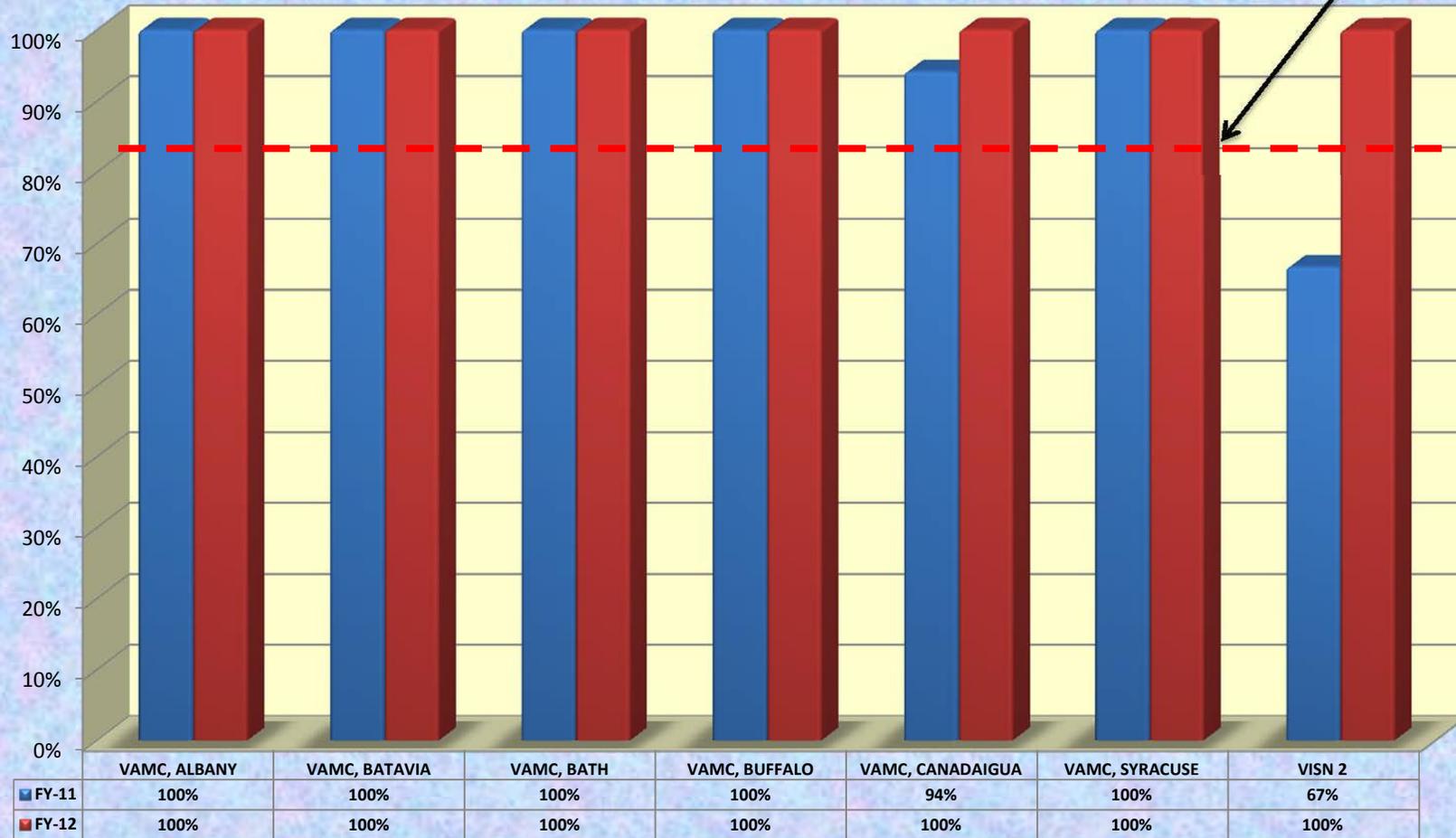
53% Government-Wide Average



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 2

80% Government-Wide Target

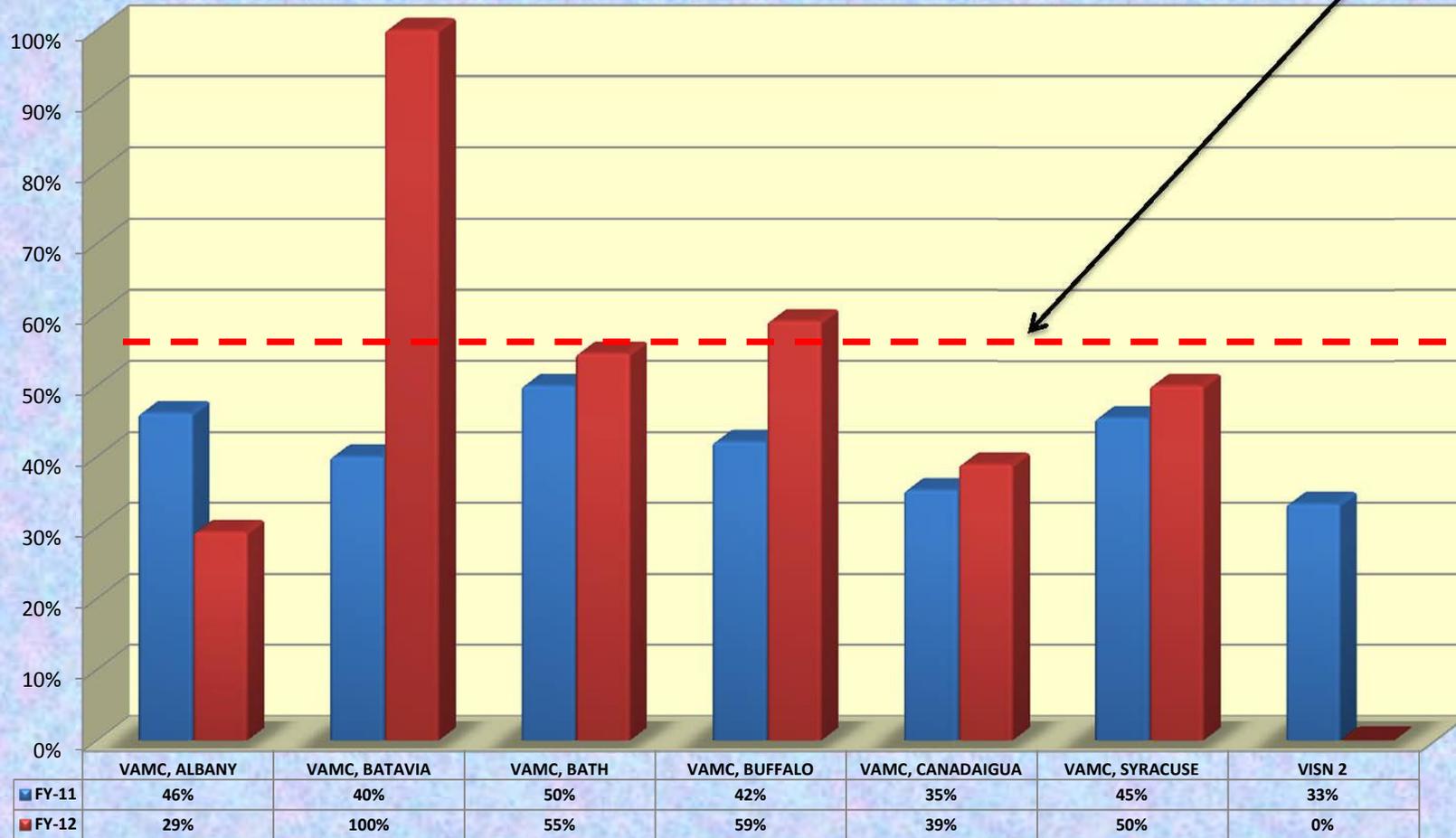


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 2

53% VA-Wide Target

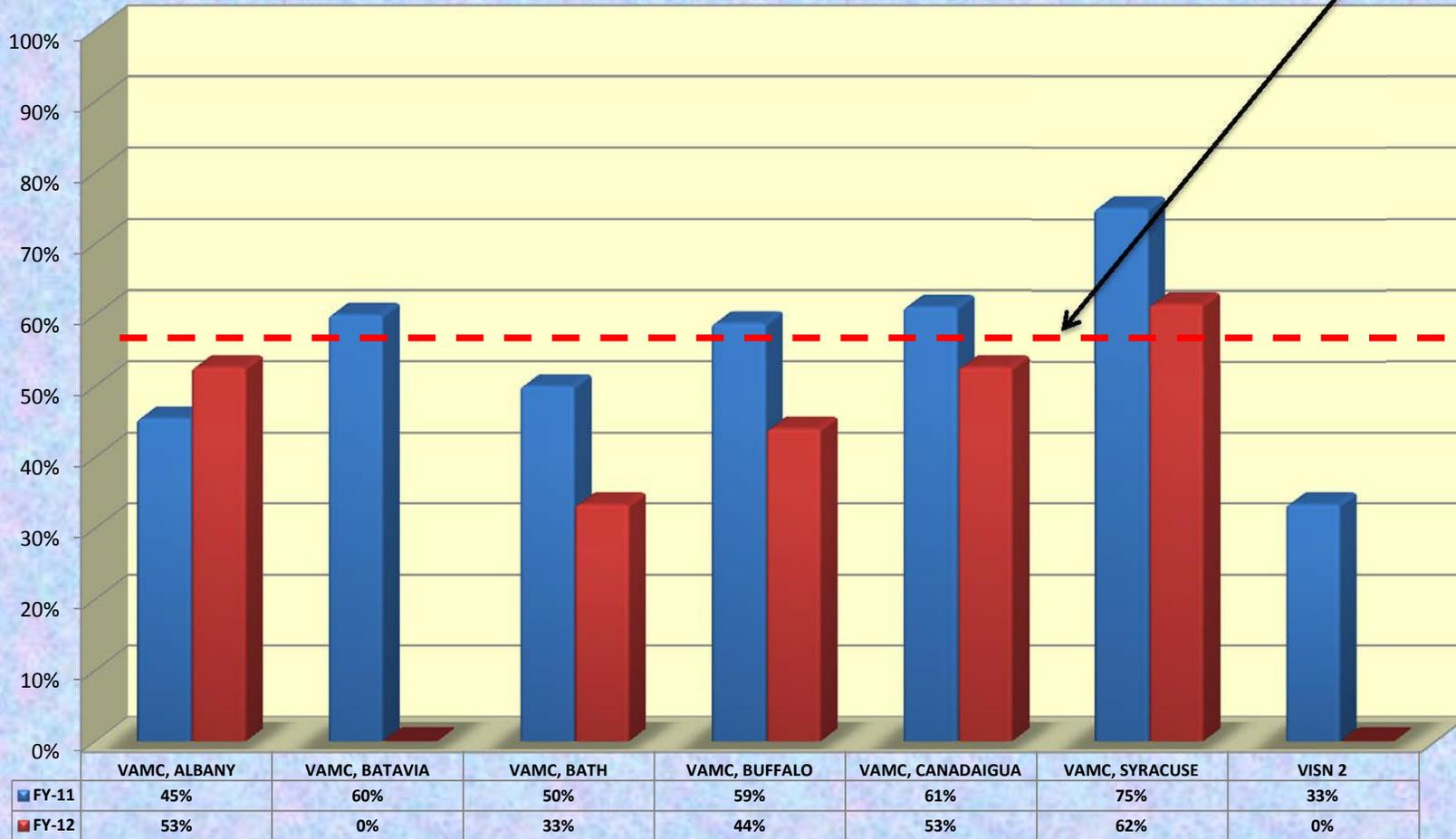


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

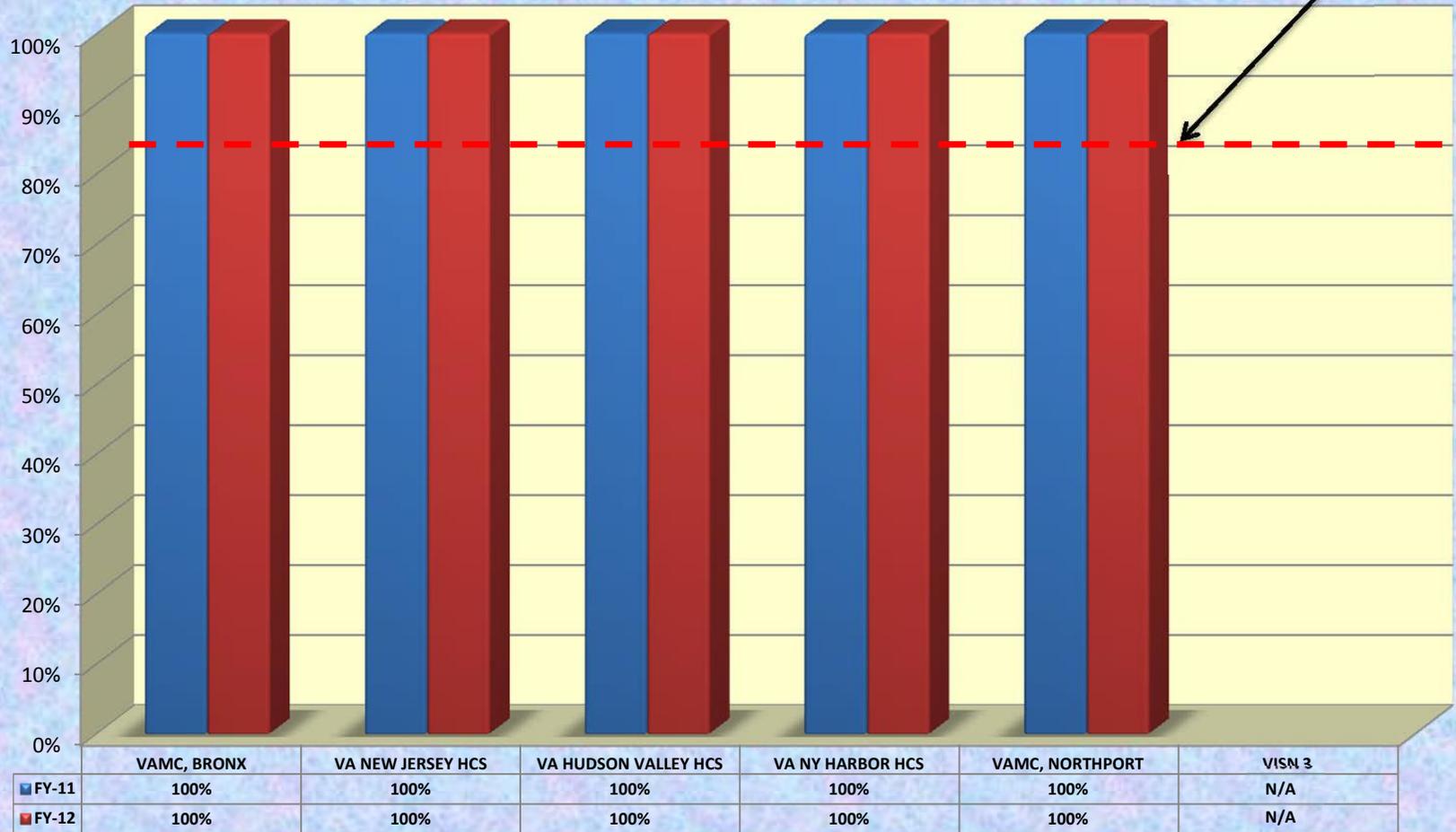
Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 2

53% Government-Wide Average



Data Source: ADRTTracker System

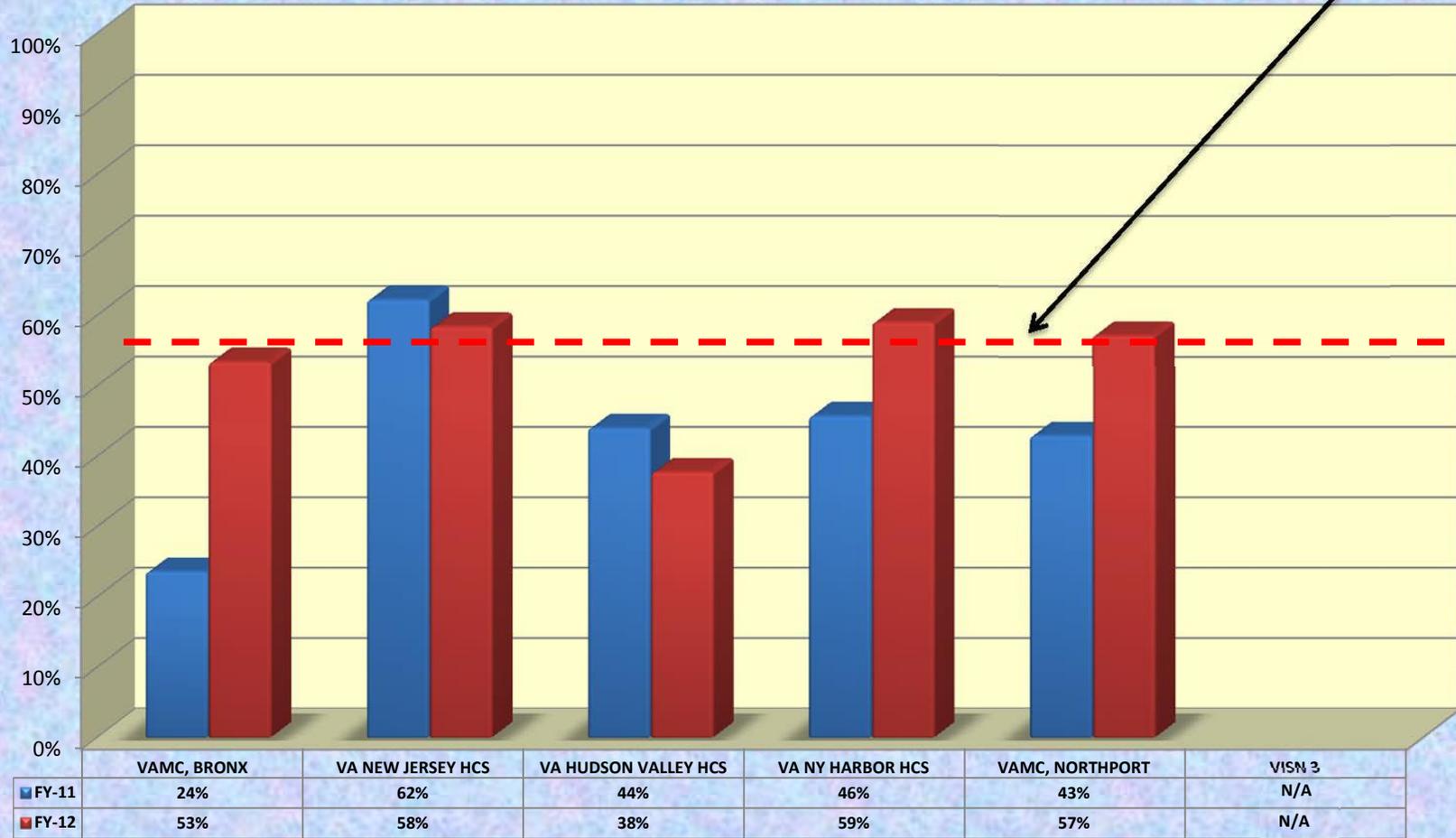
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 3



80% Government-Wide Target

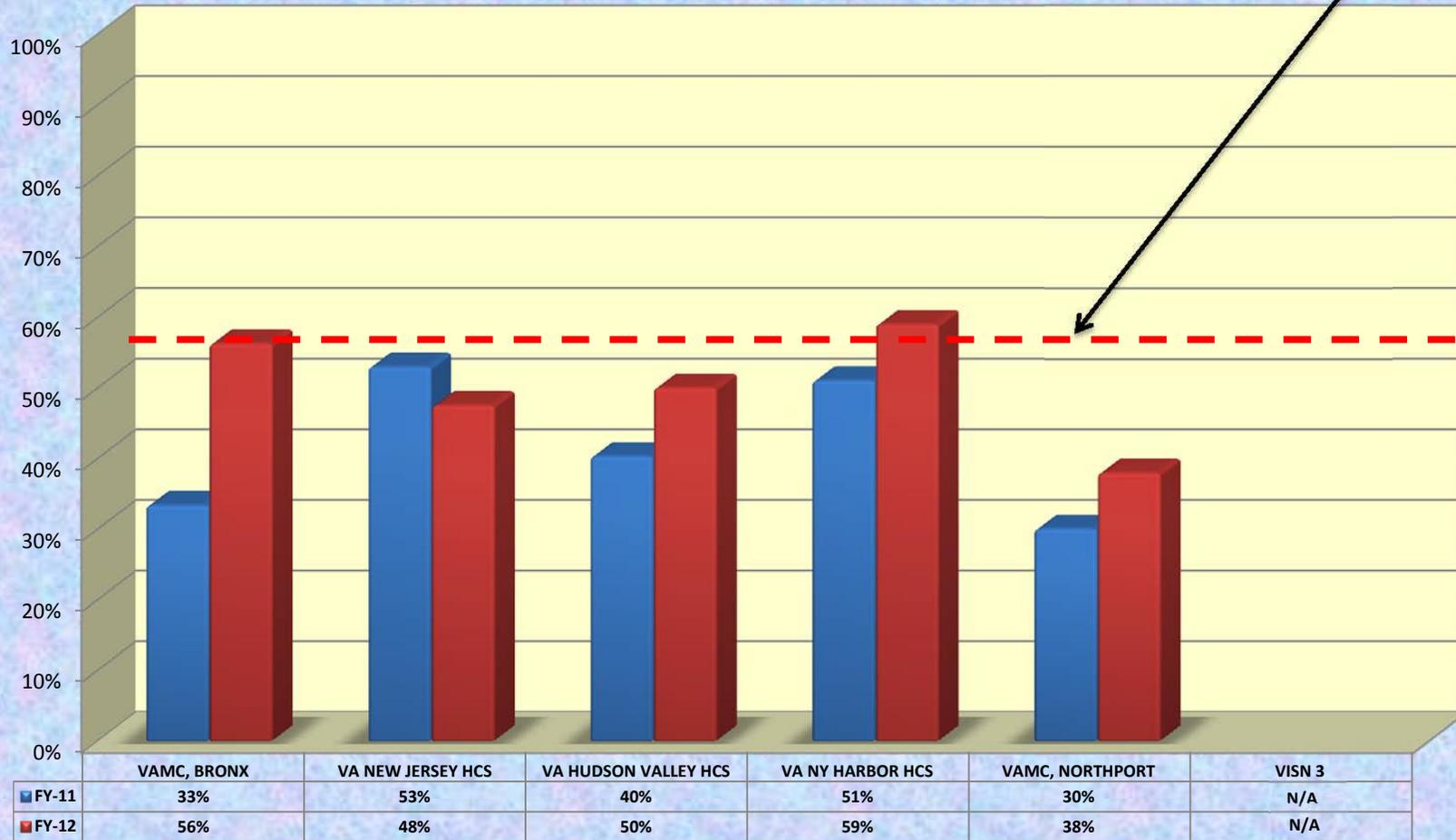
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 3

53% VA-Wide Target

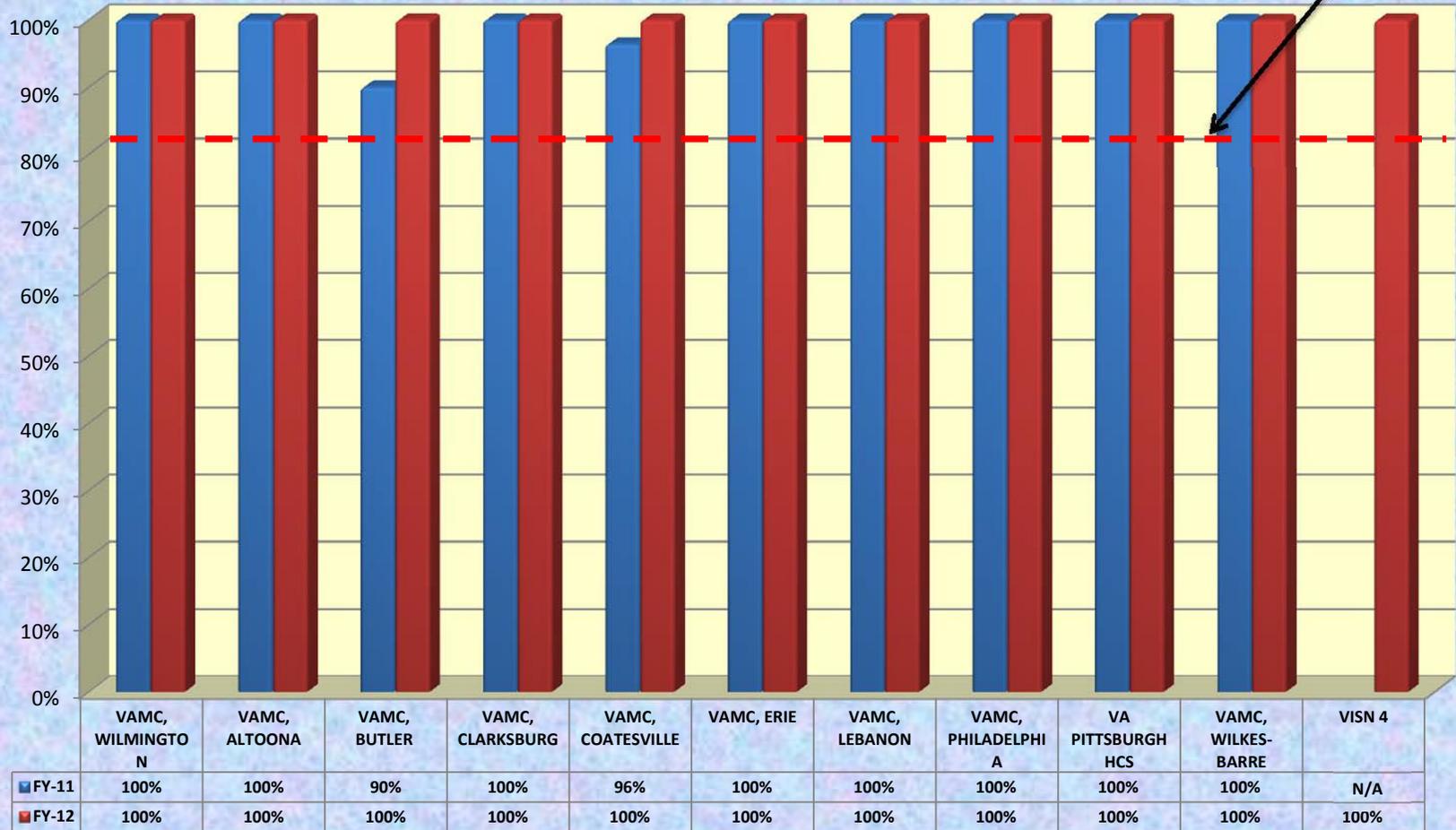


Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 3

53% Government-Wide Average



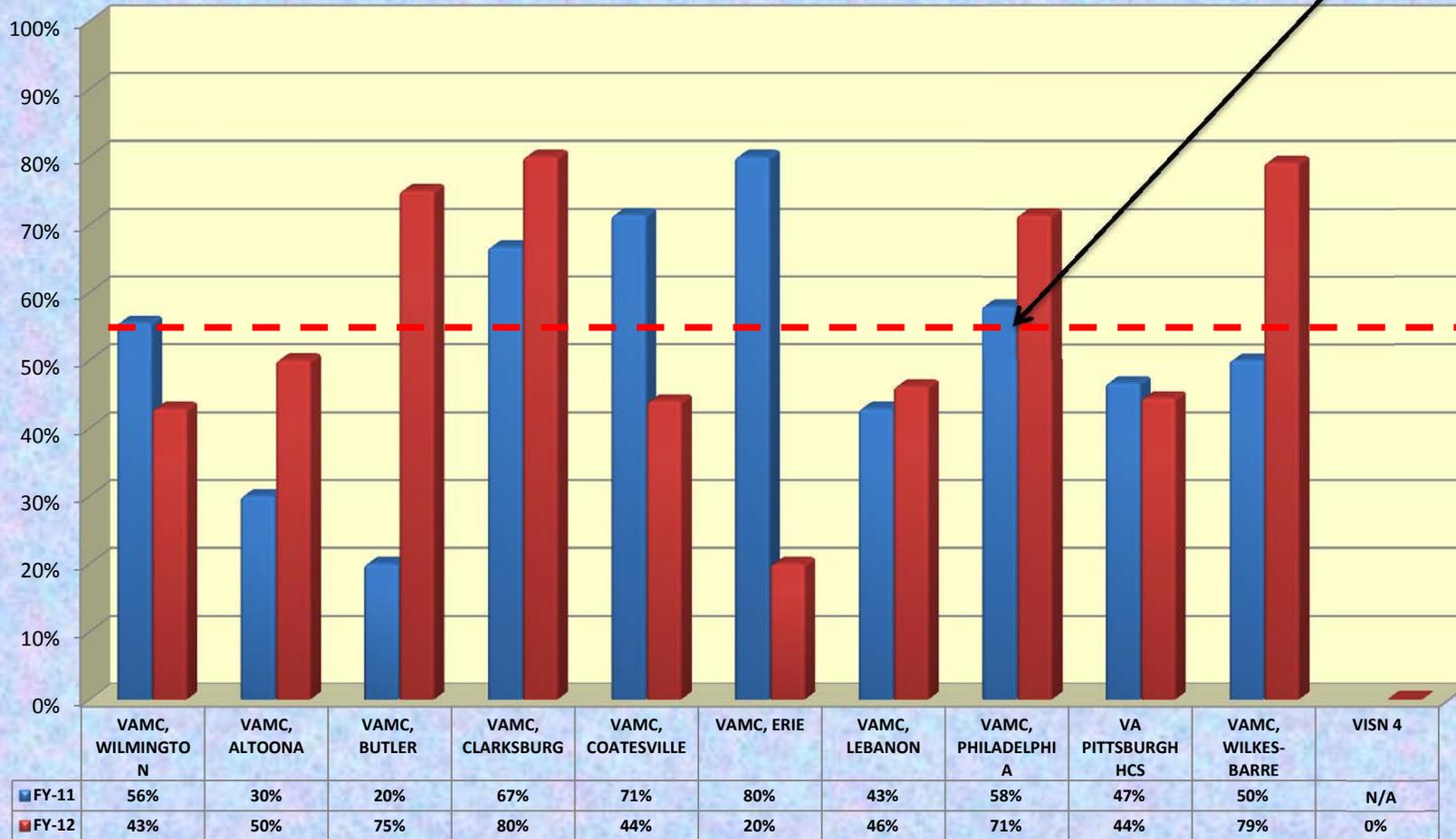
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 4



80% Government-Wide Target

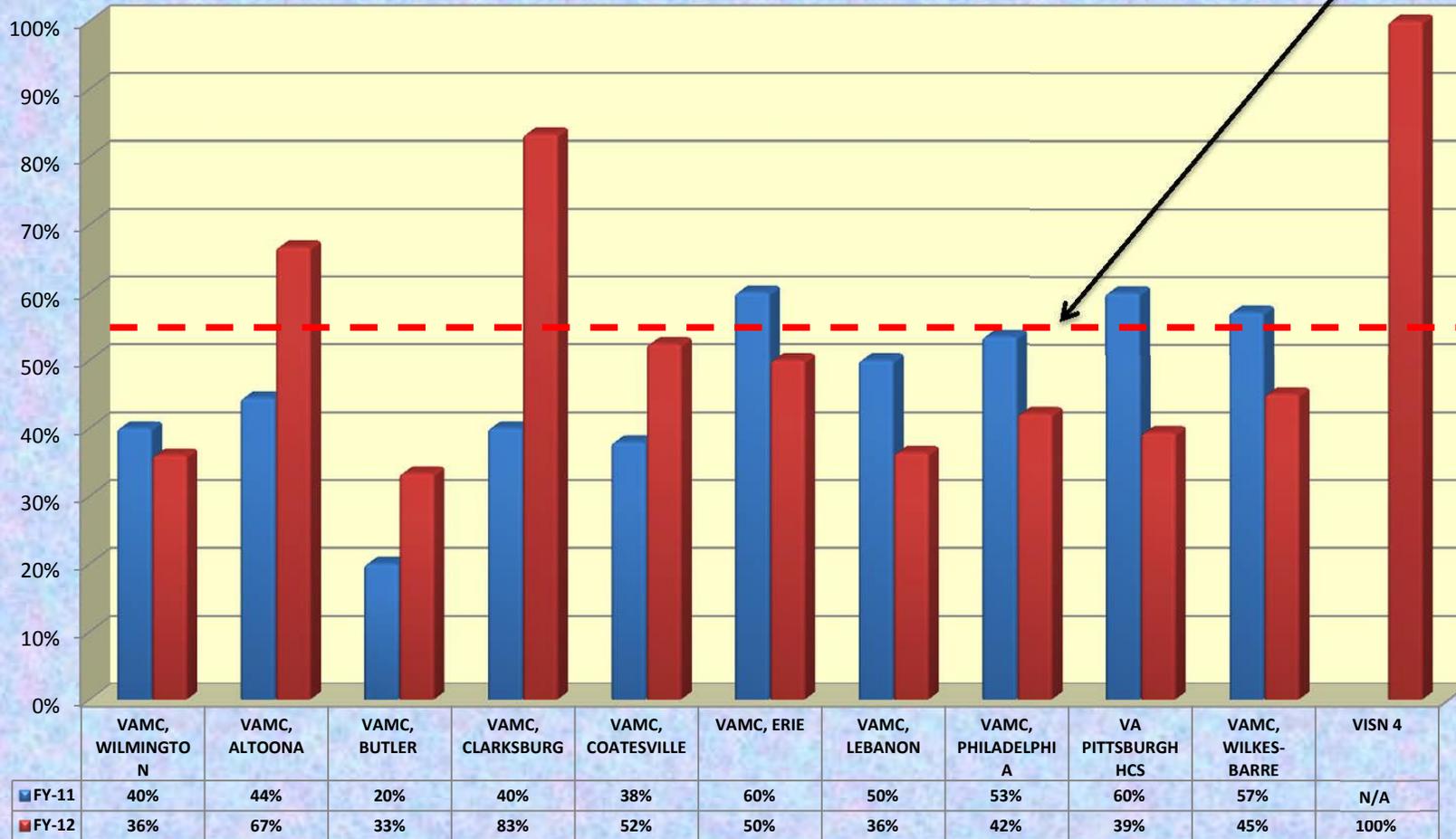
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 4

53% VA-Wide Target



Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 4

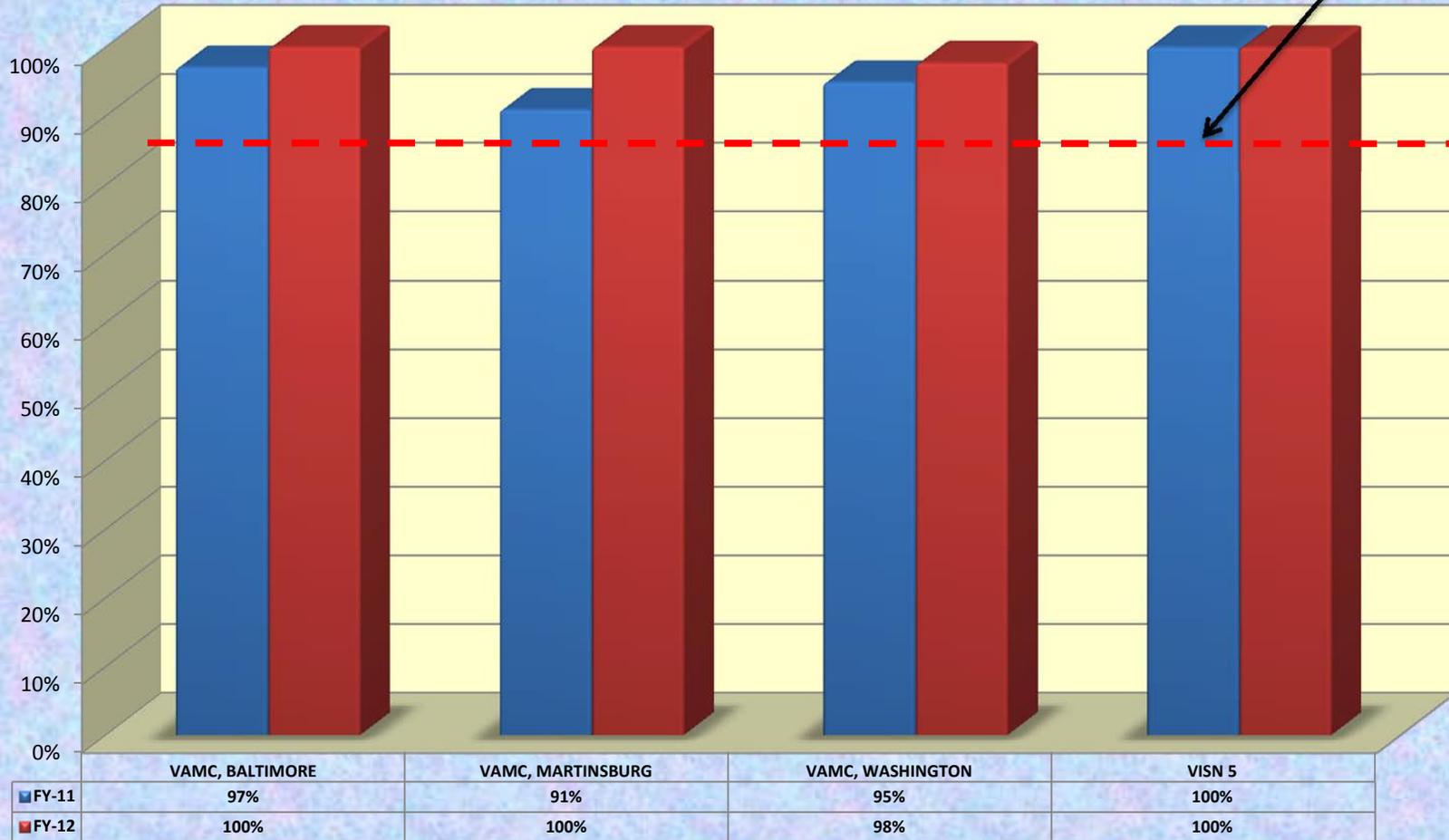
53% Government-Wide Average



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 5

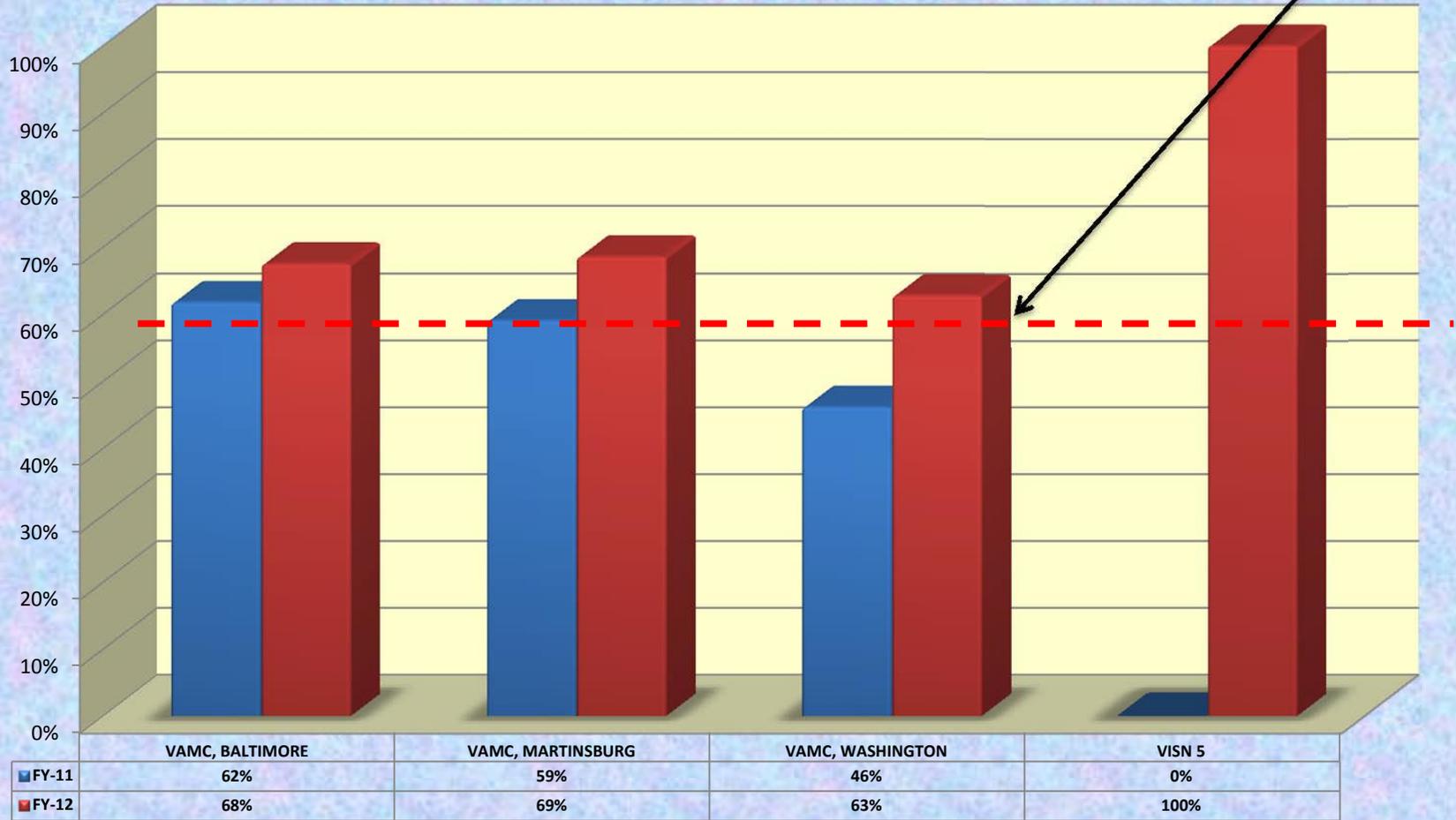
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 5

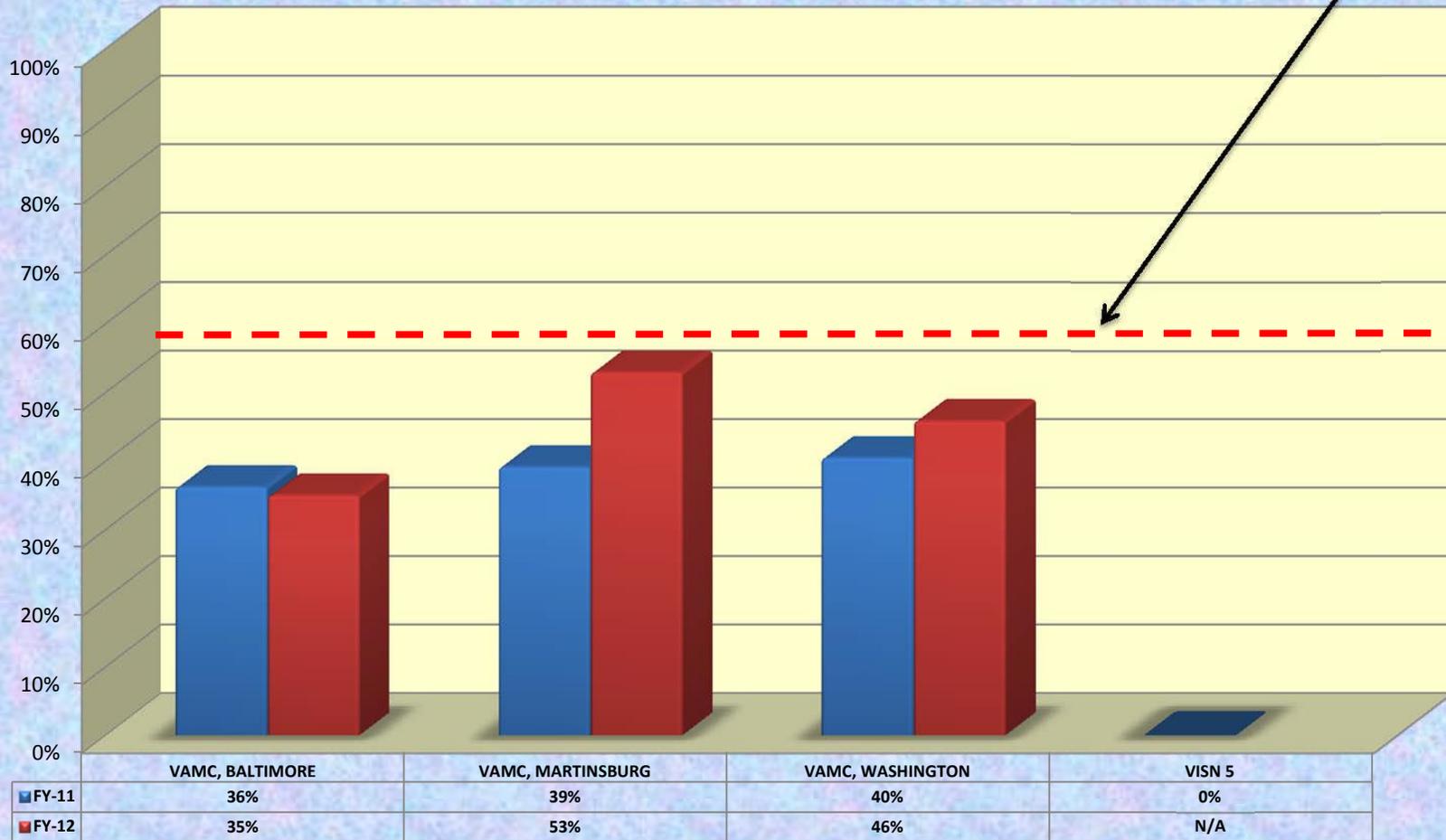


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 5

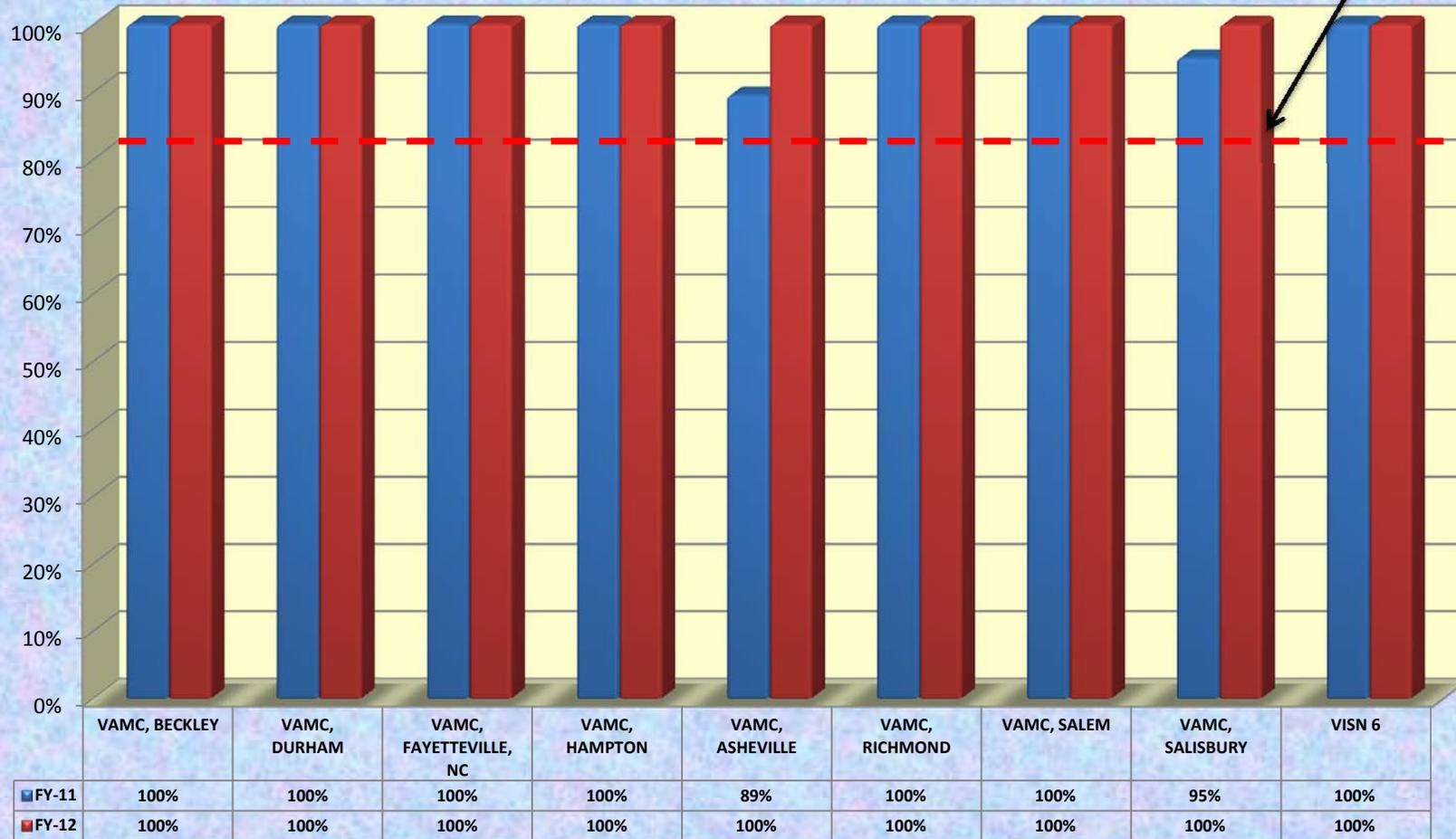
53% Government-
Wide Average



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

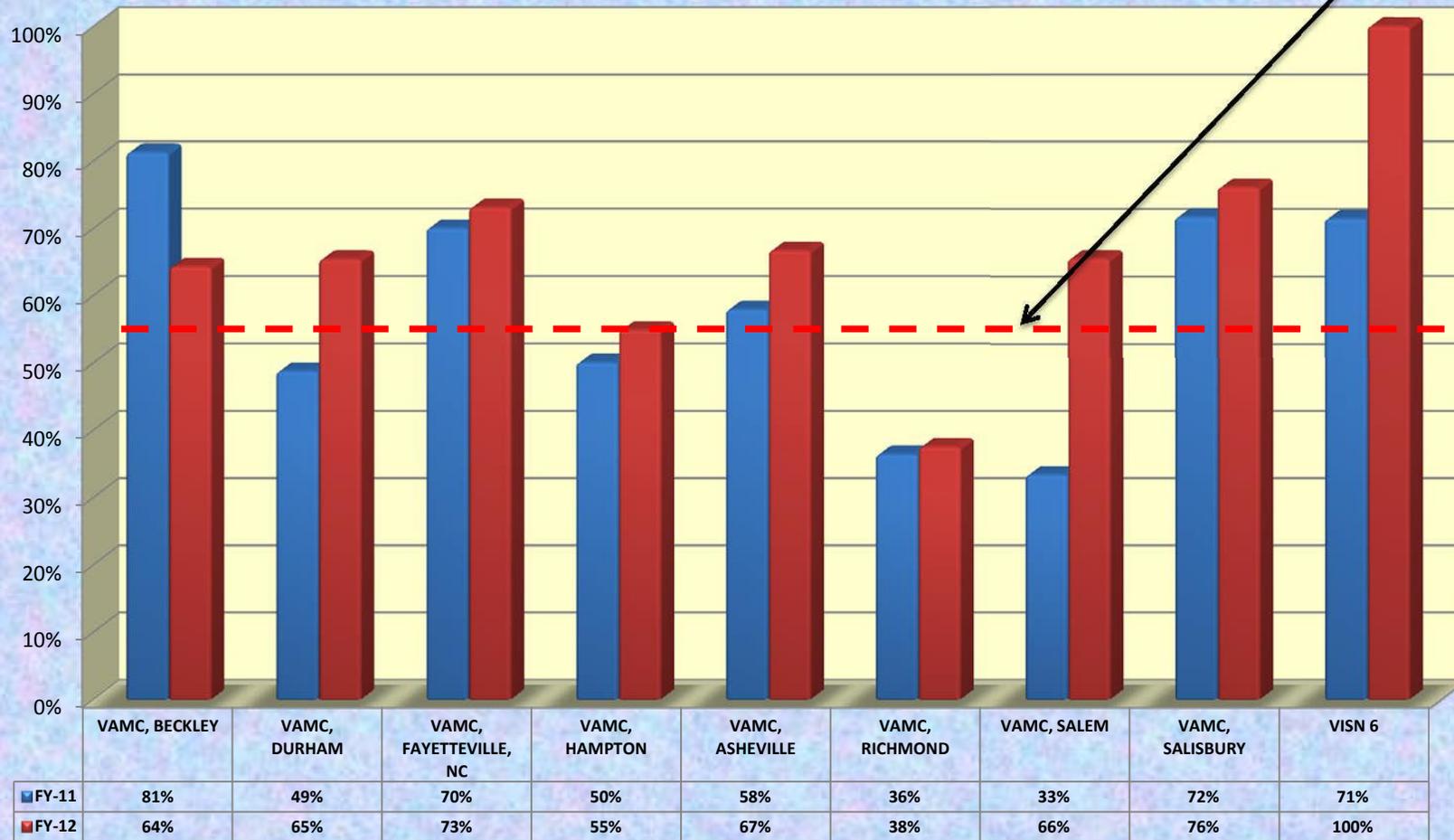
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 6



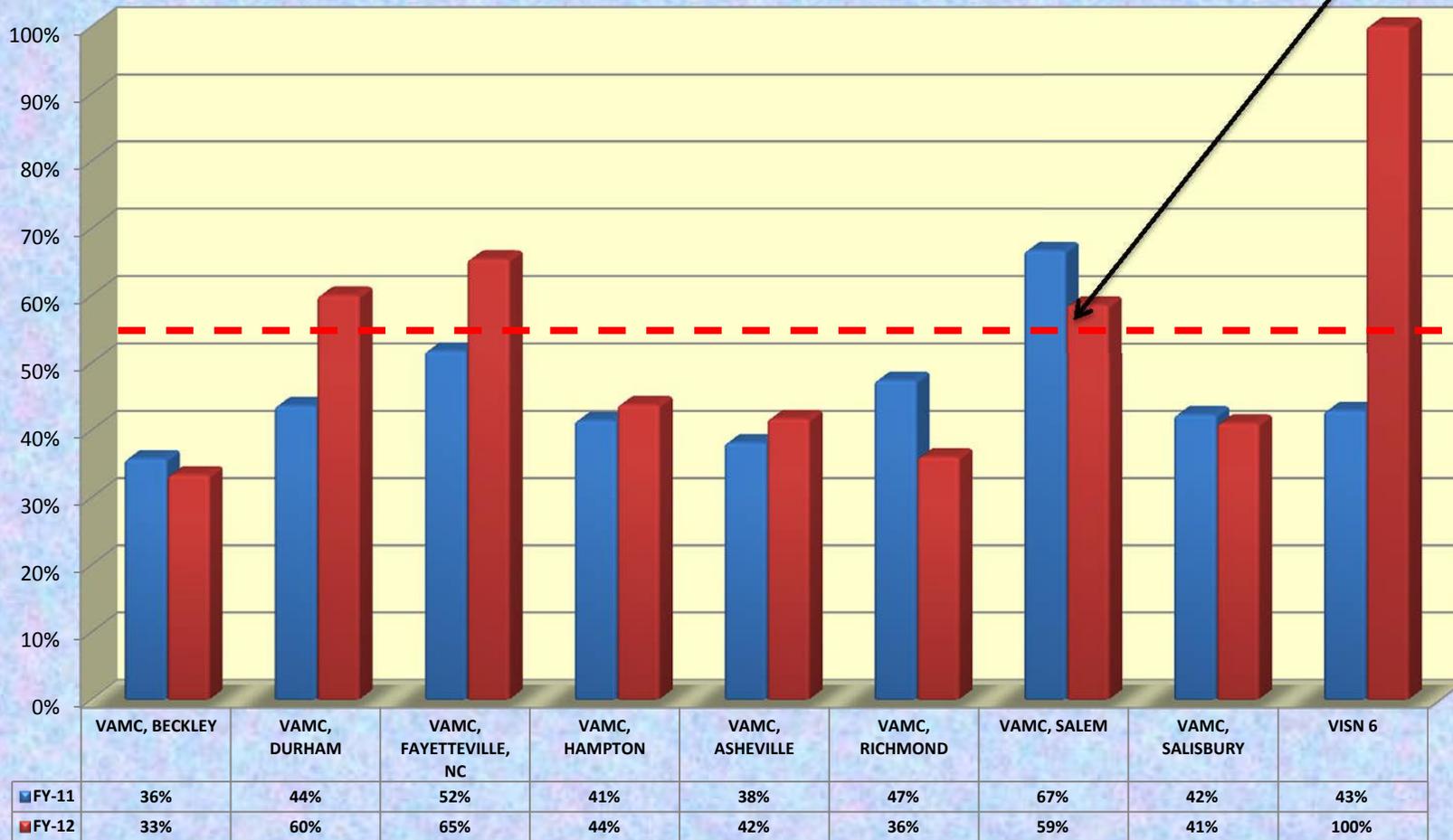
80% Government-Wide Target

Data Source: ADTracker System

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 6



Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 6

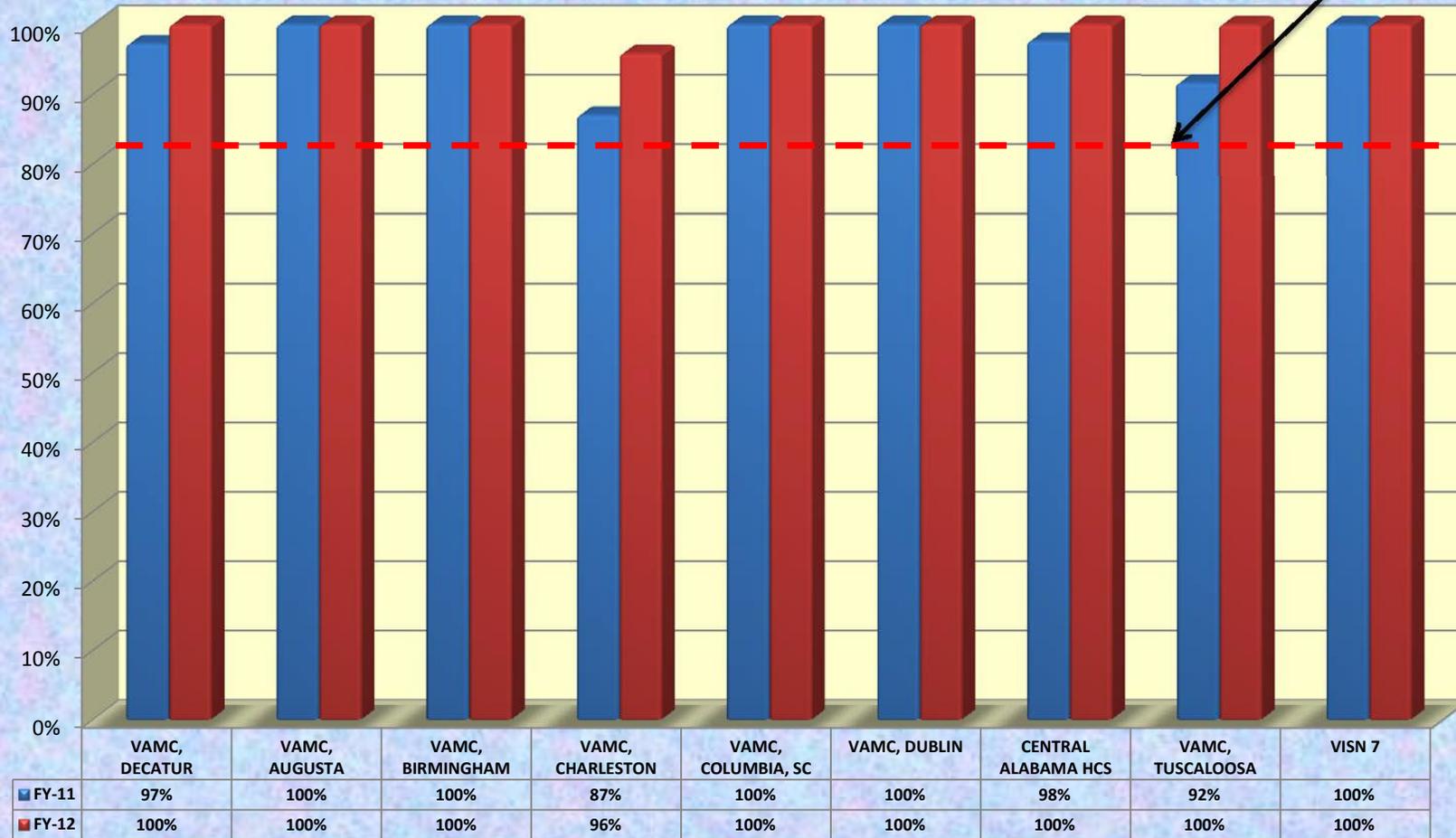


53% Government-Wide Average

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 7

80% Government-Wide Target

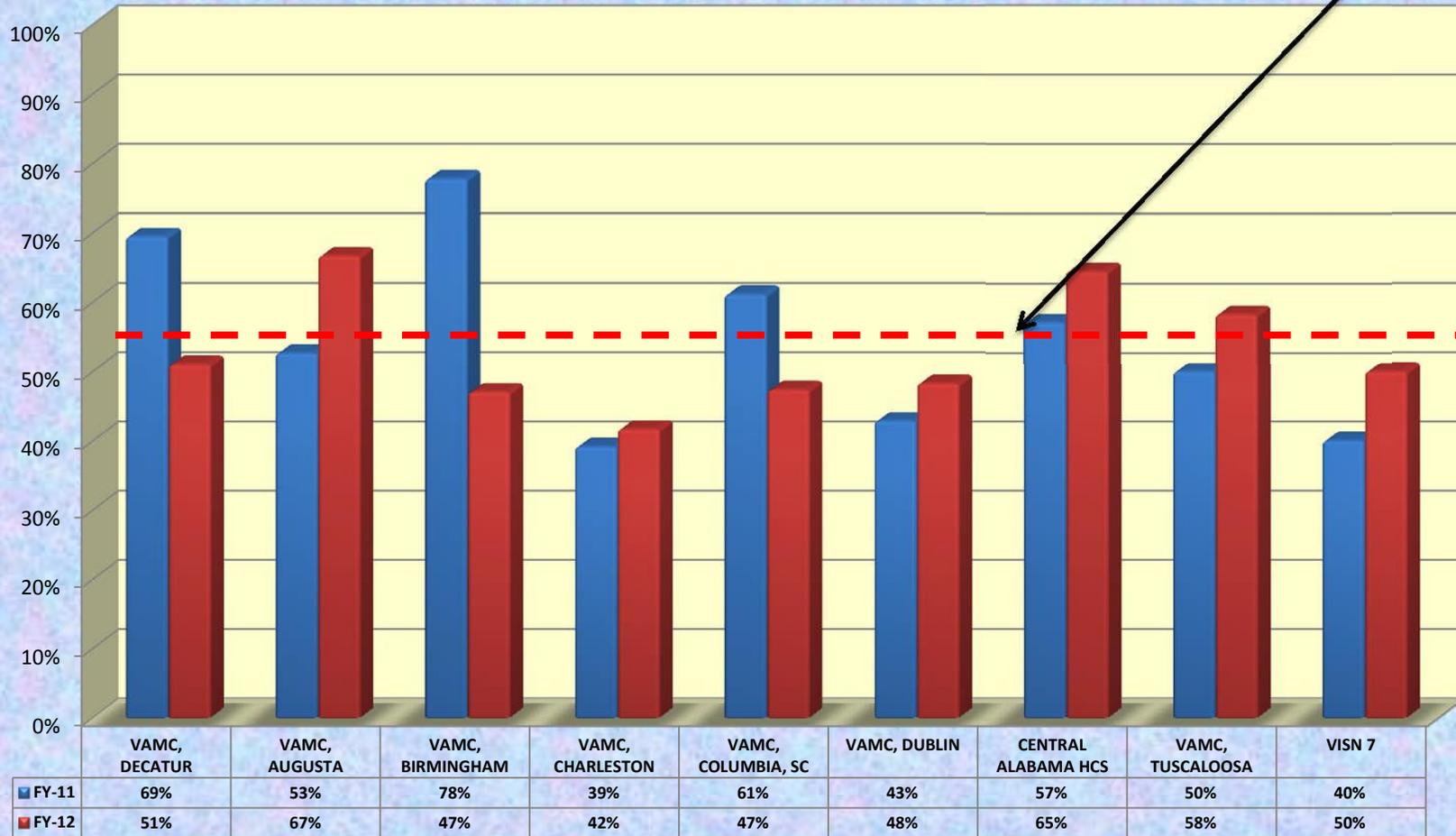


Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 7

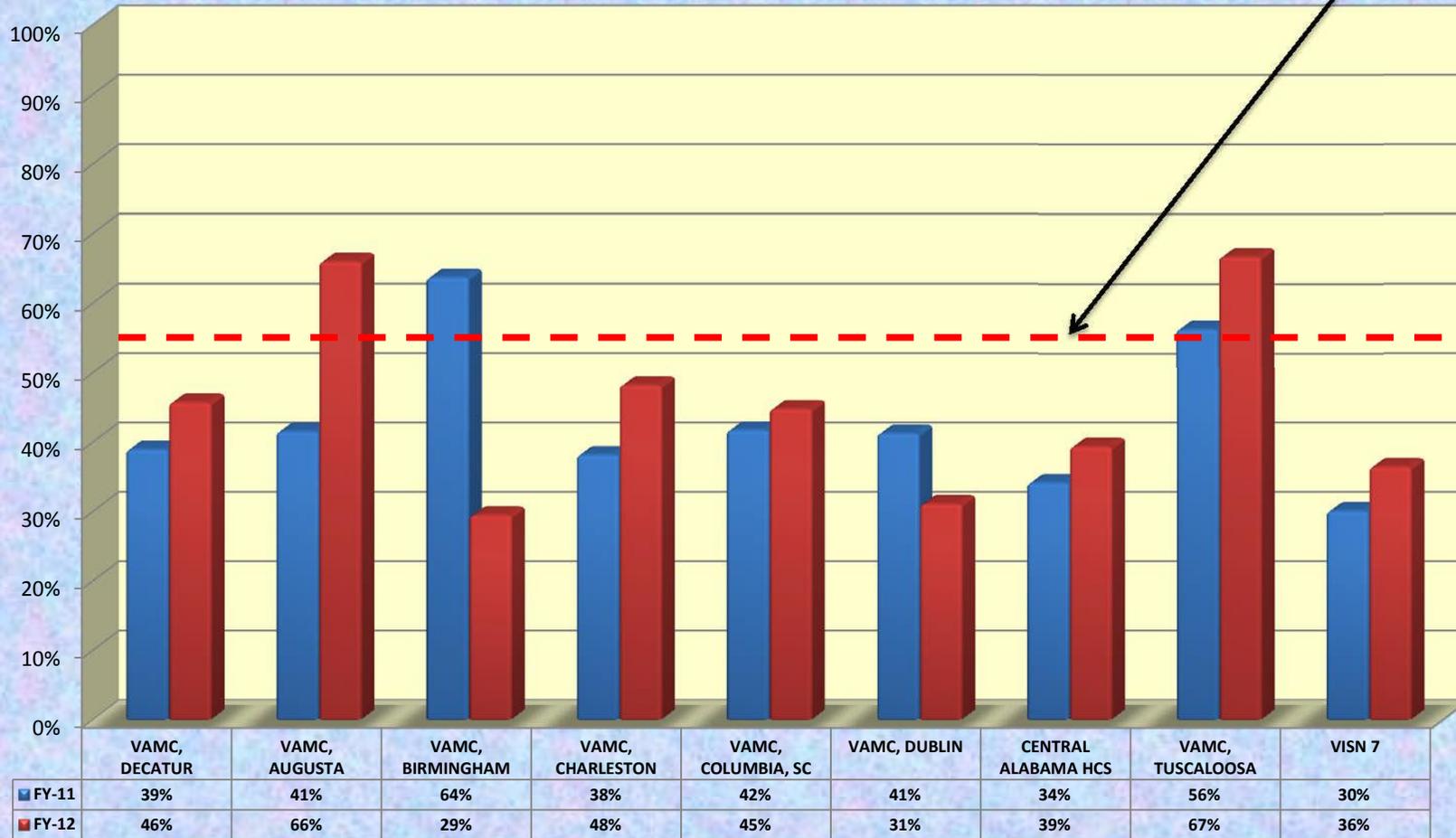
53% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 7

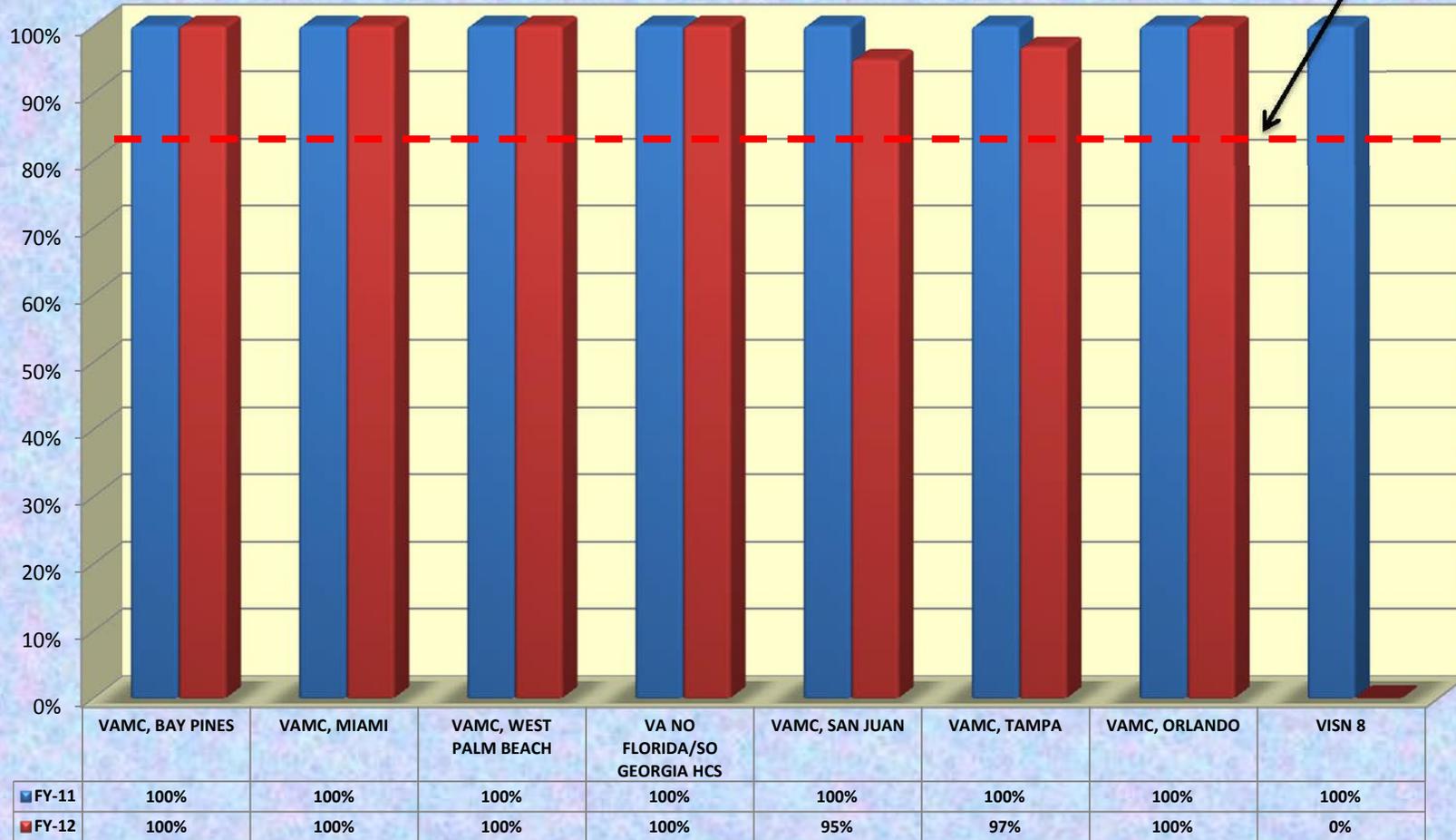
53% Government-Wide Average



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 8

80% Government-Wide Target

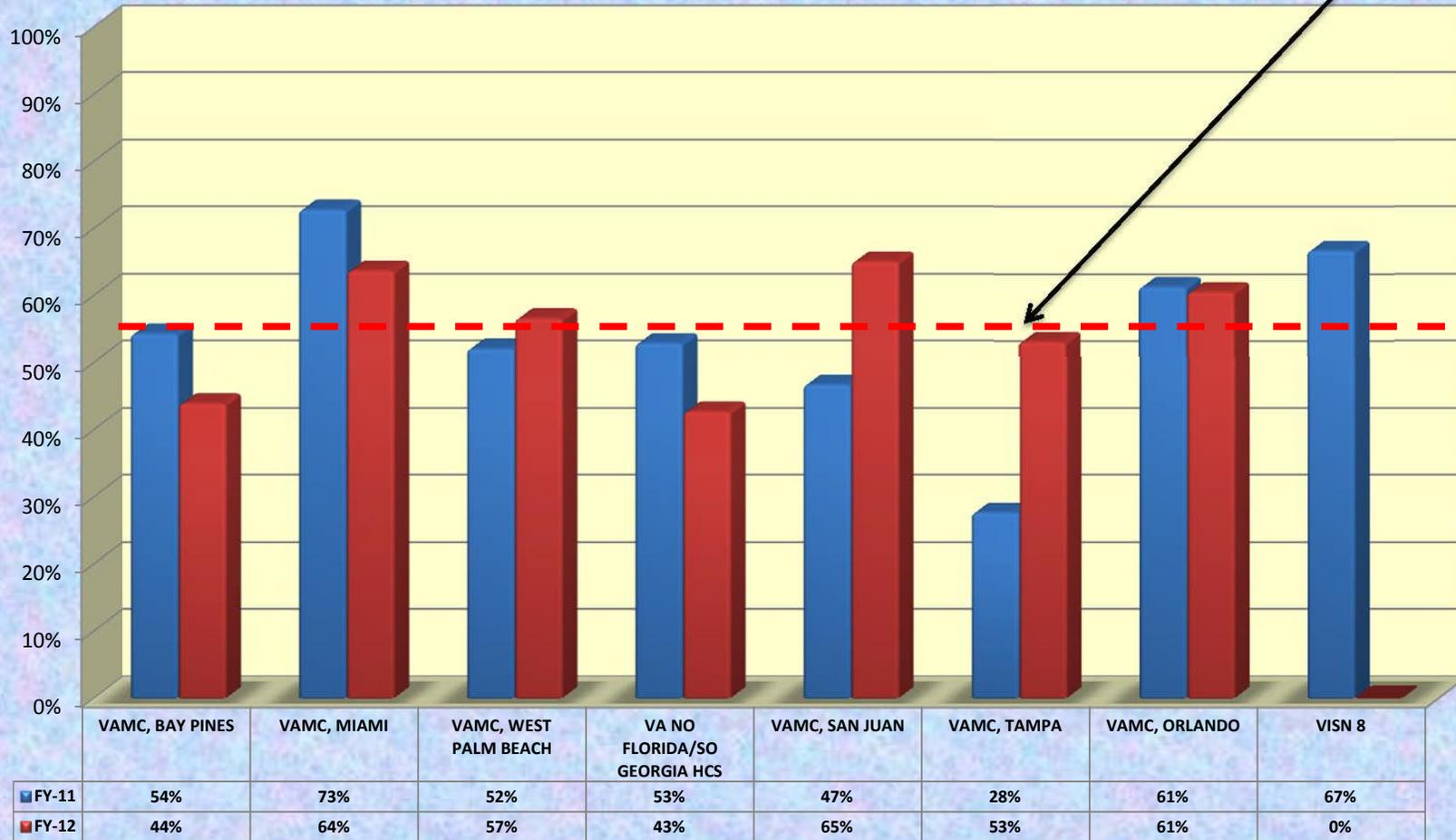


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 8

53% VA-Wide Target

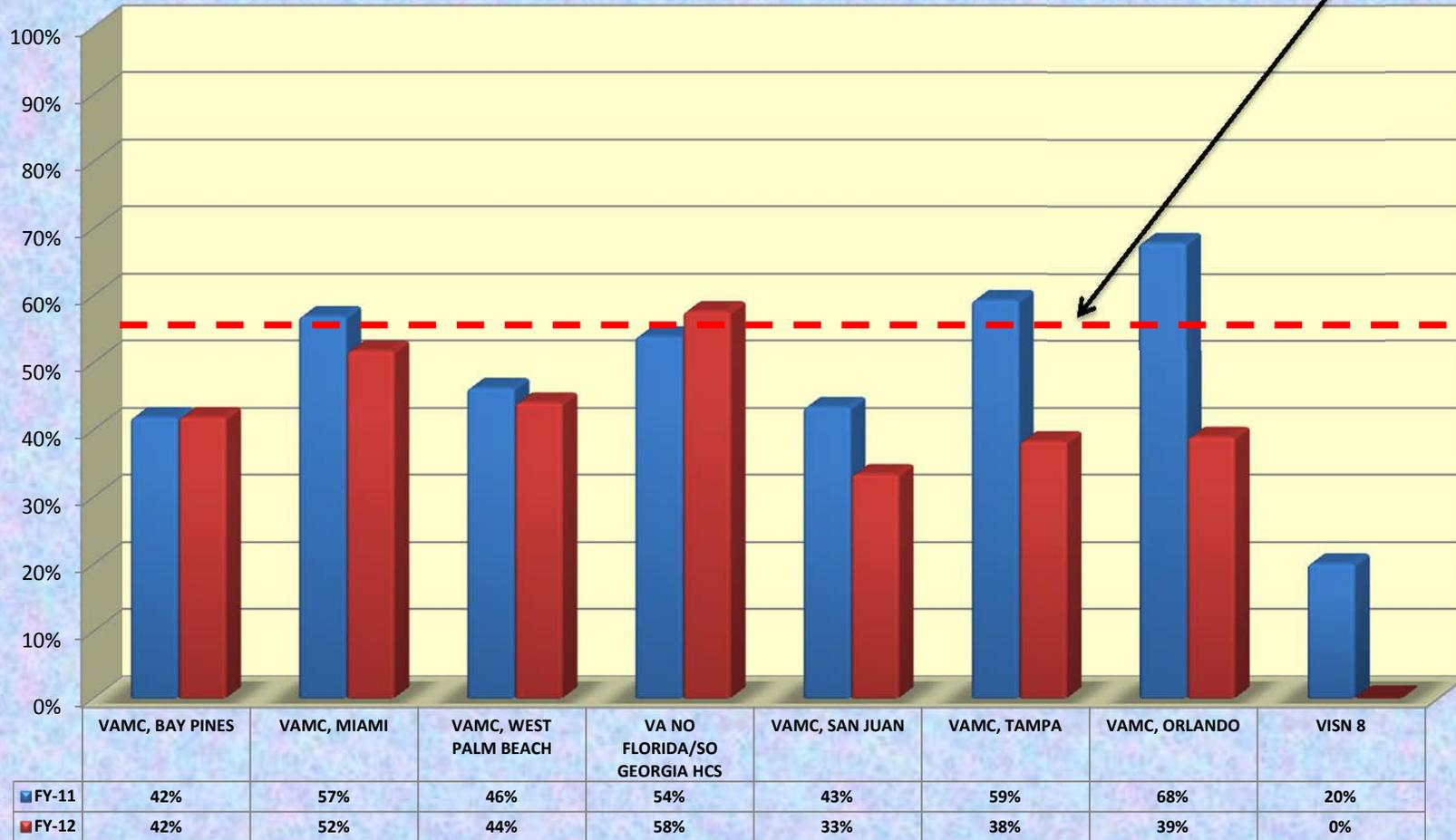


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 8

53% Government-Wide Average

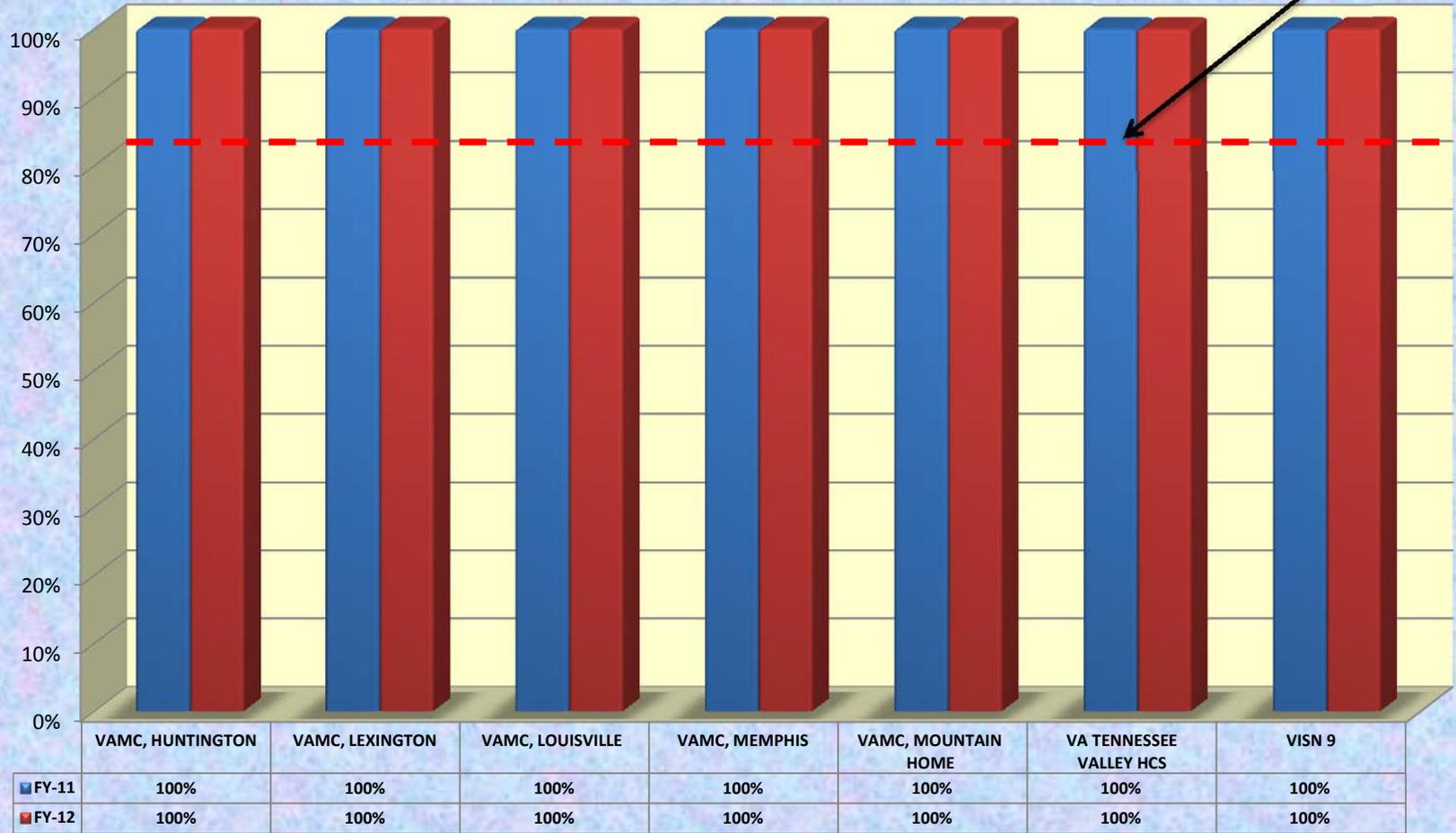


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 9

80% Government-Wide Target

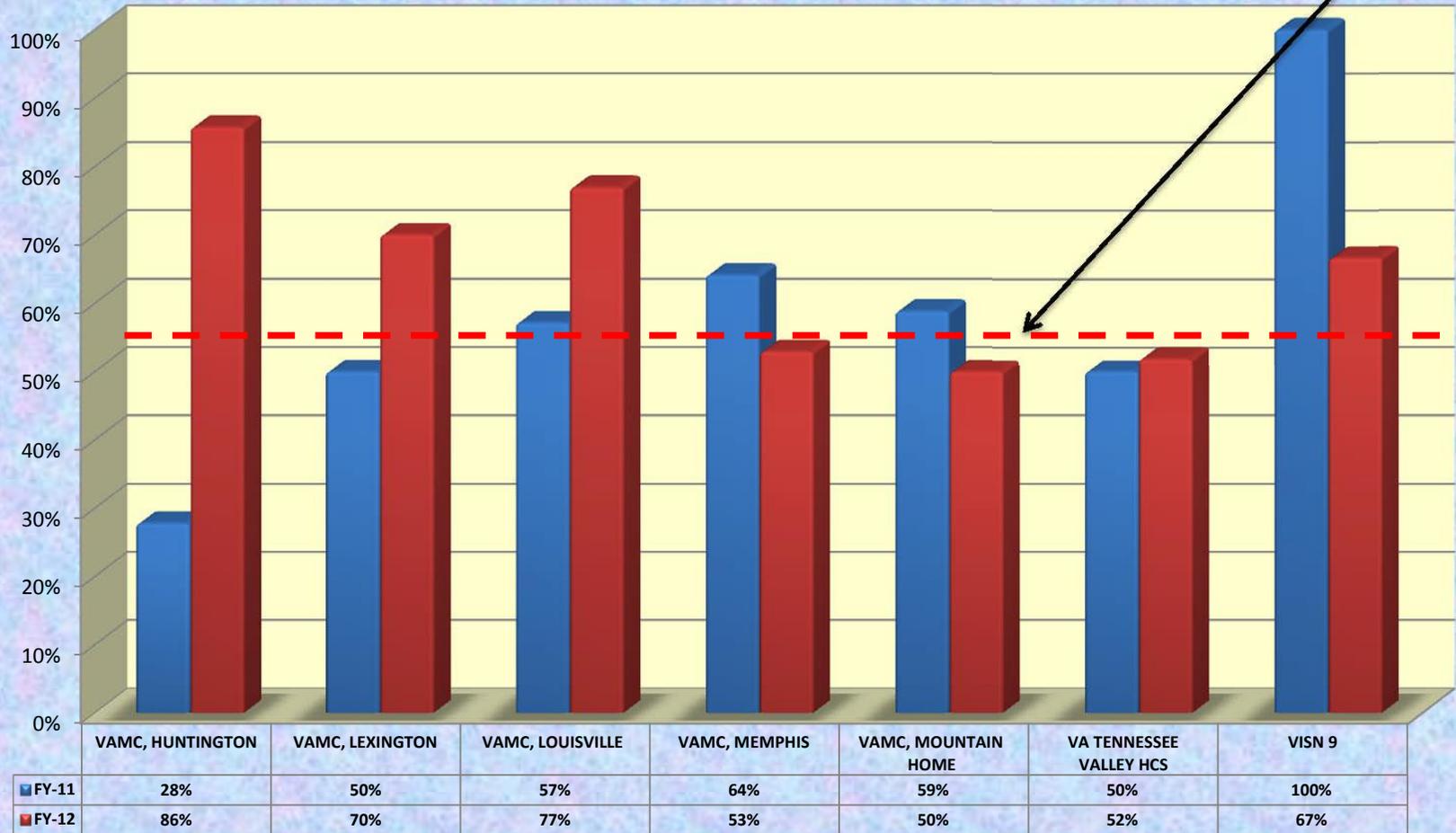


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 9

53% VA-Wide
Target

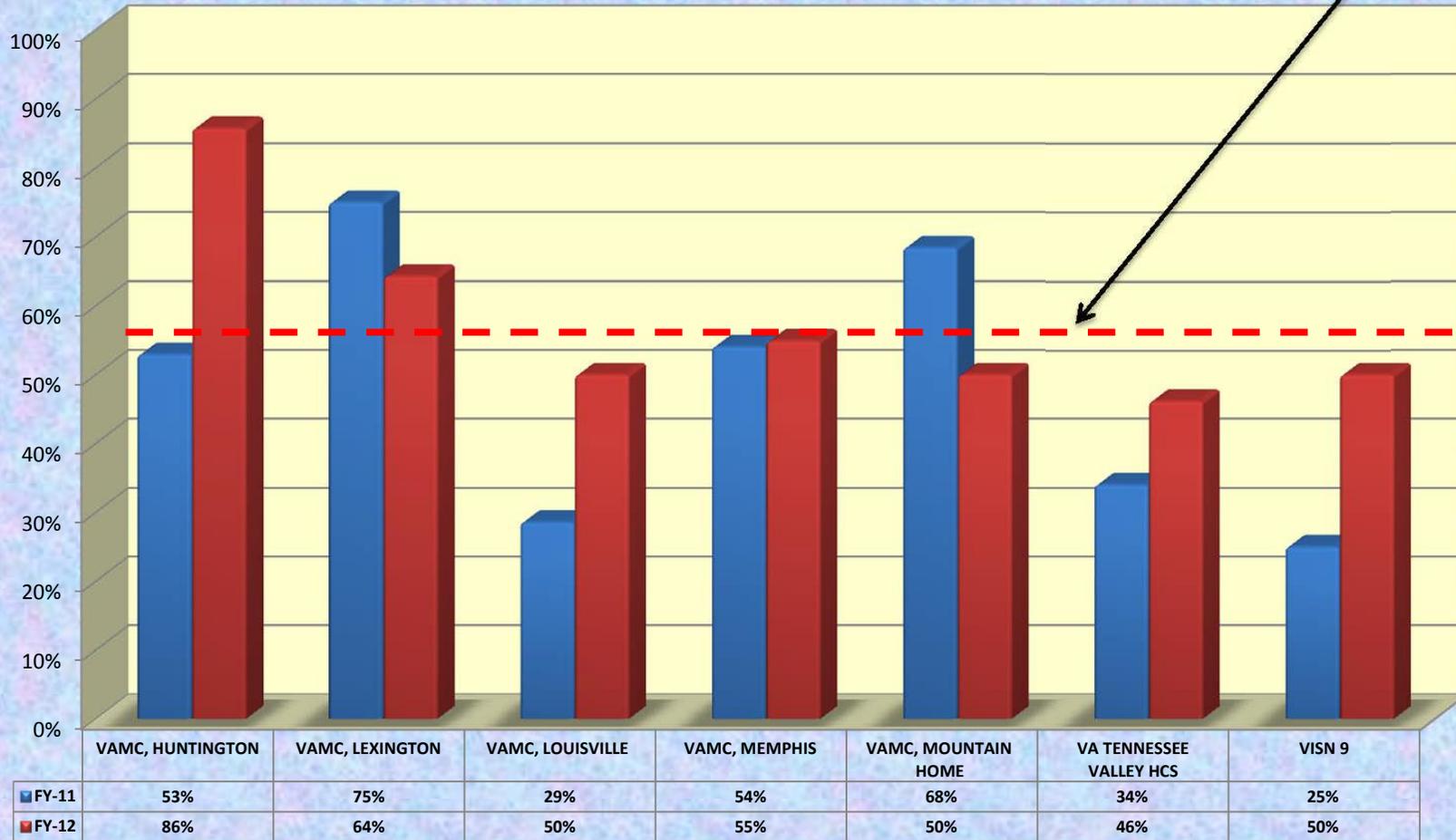


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 9

53% Government-Wide Average

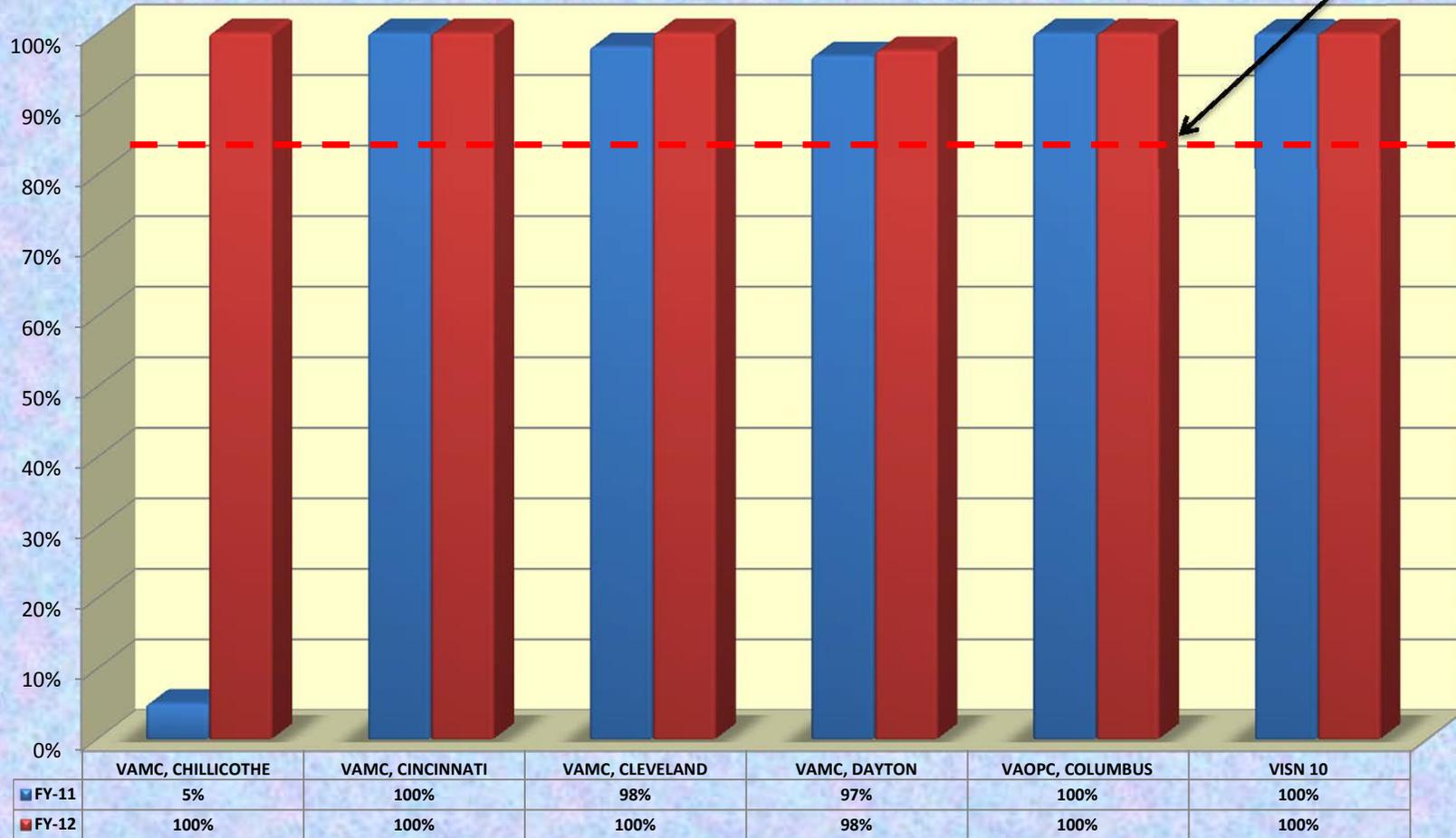


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 10

80% Government-
Wide Target

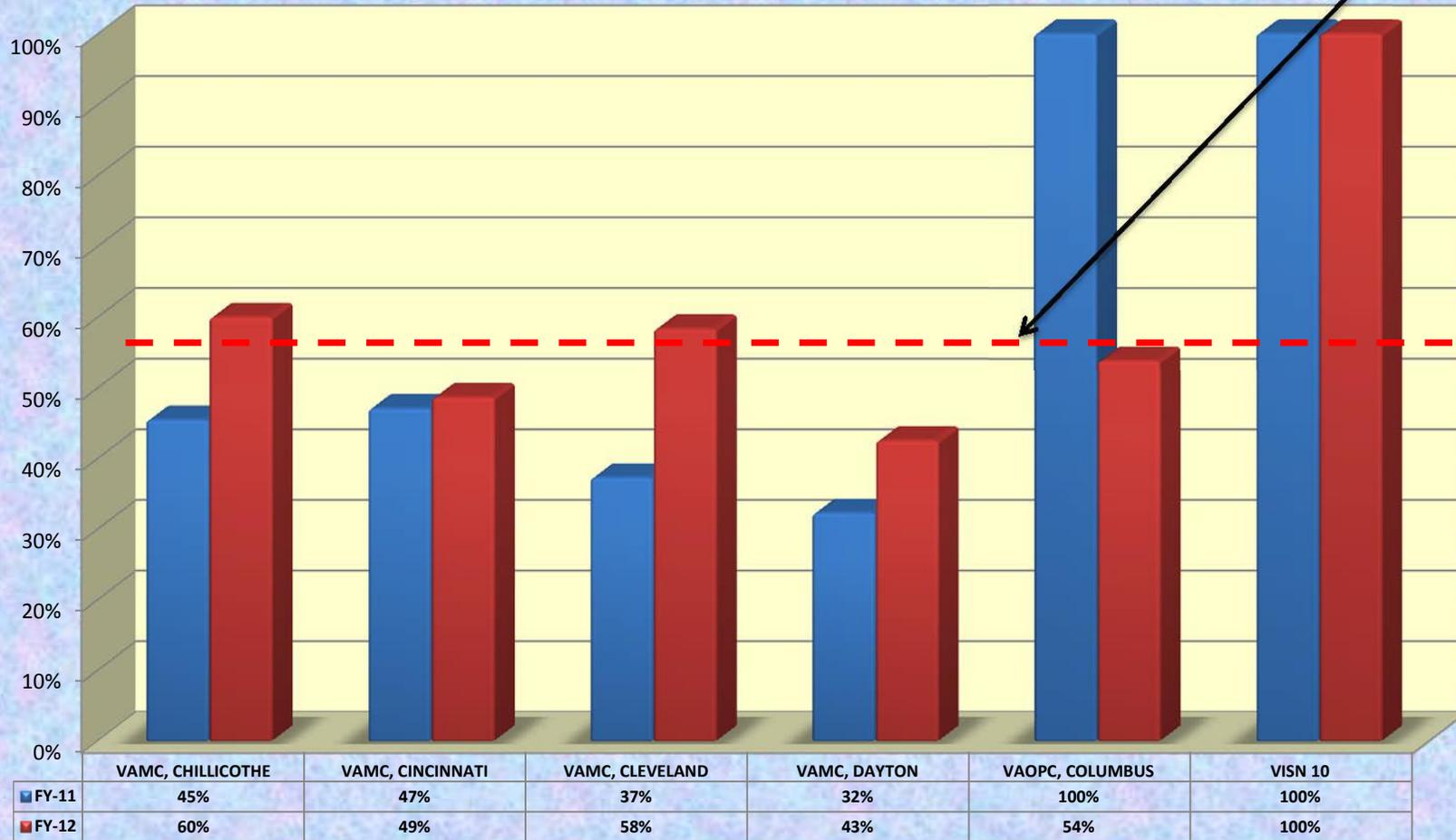


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 10

53% VA-Wide
Target

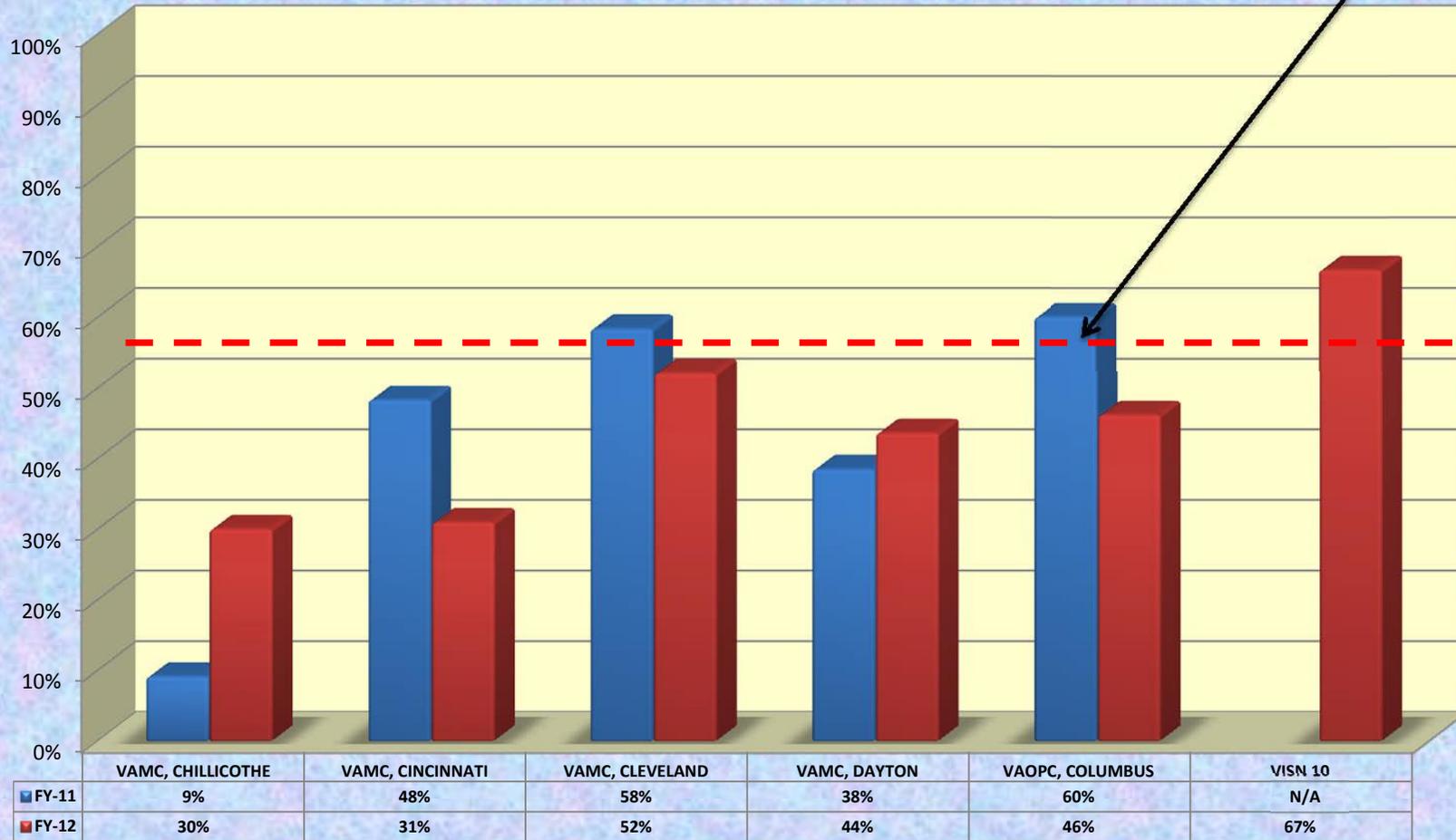


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 10

53% Government-
Wide Average

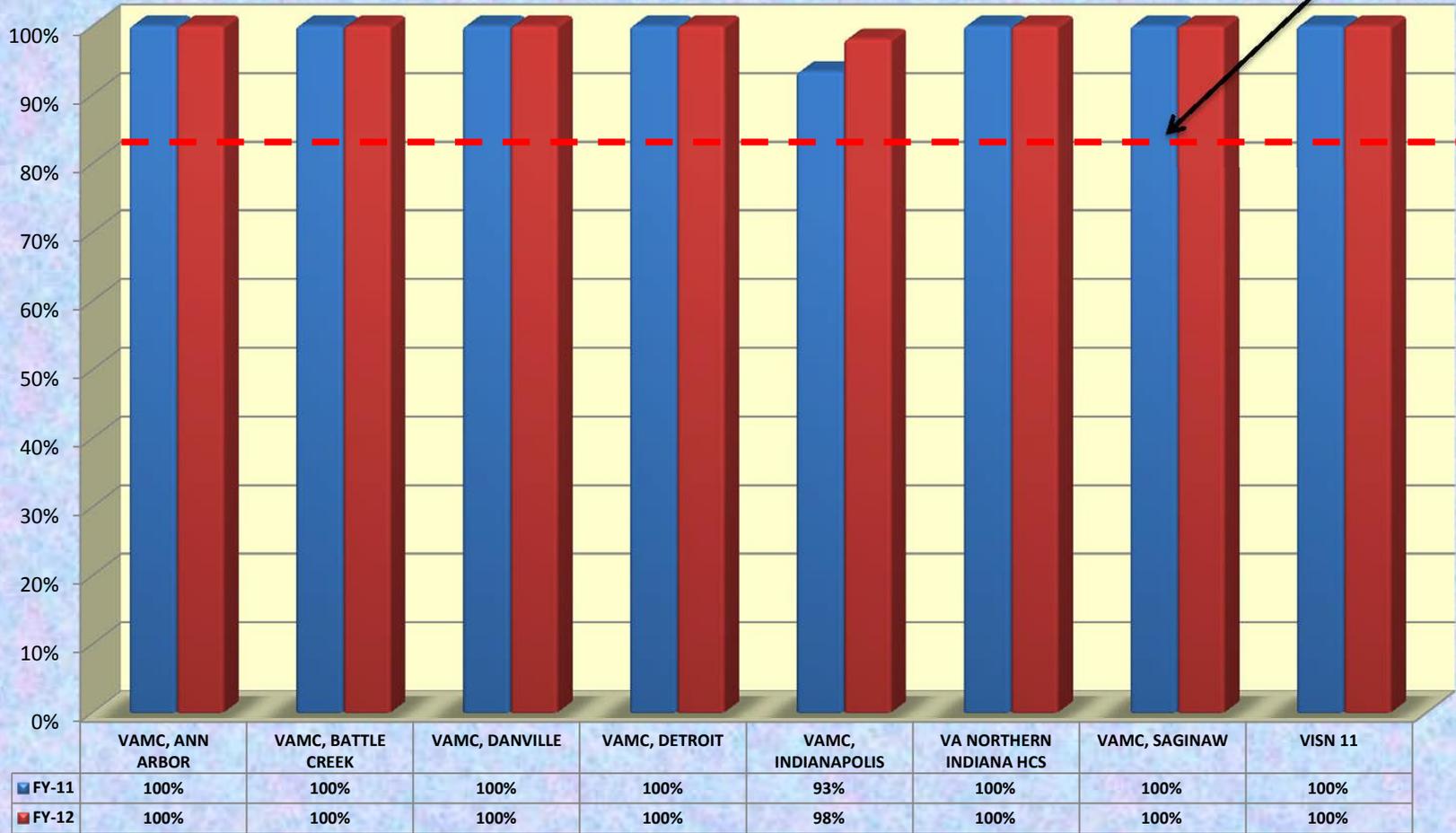


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 11

80% Government-Wide Target

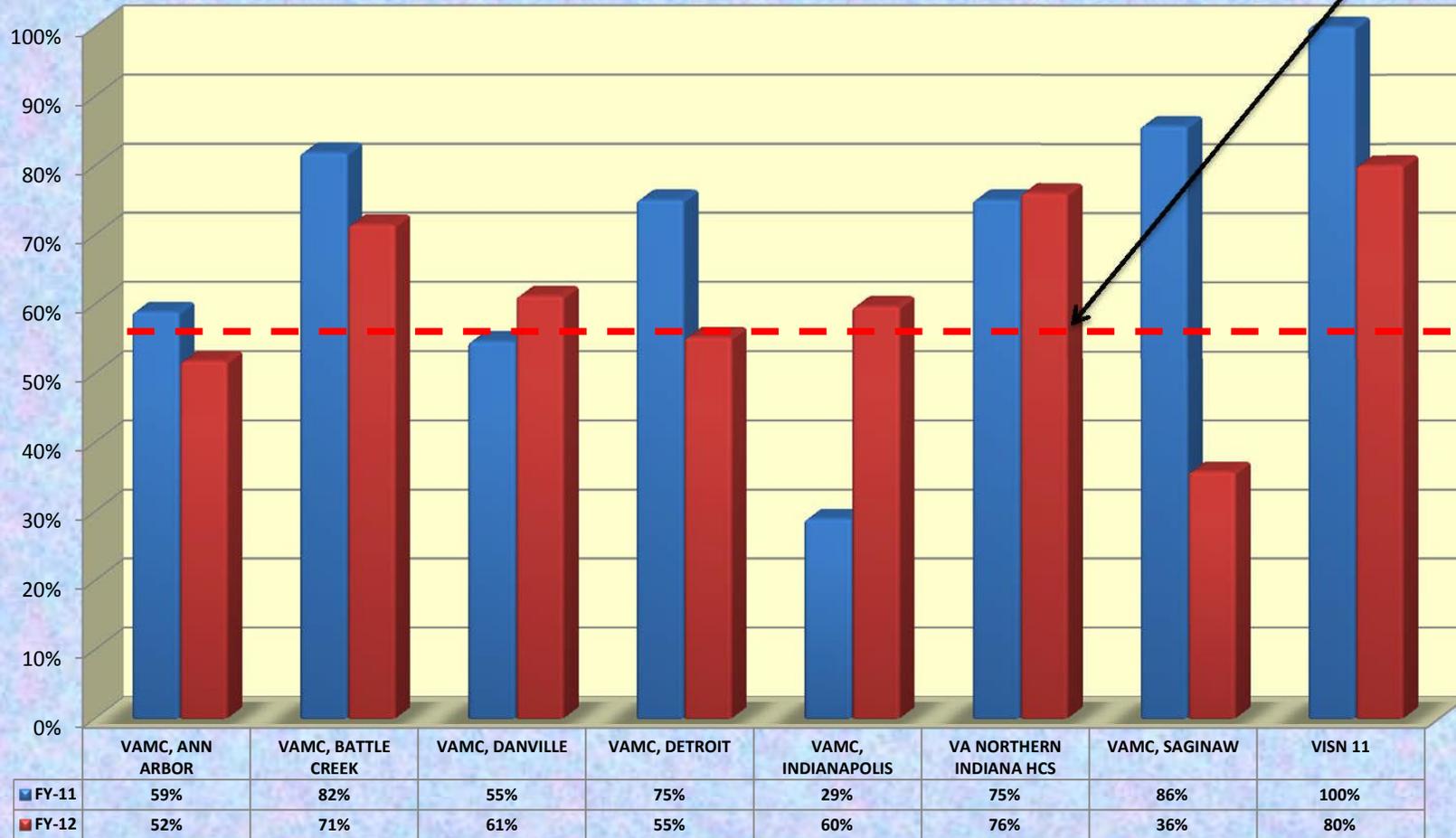


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 11

53% VA-Wide Target

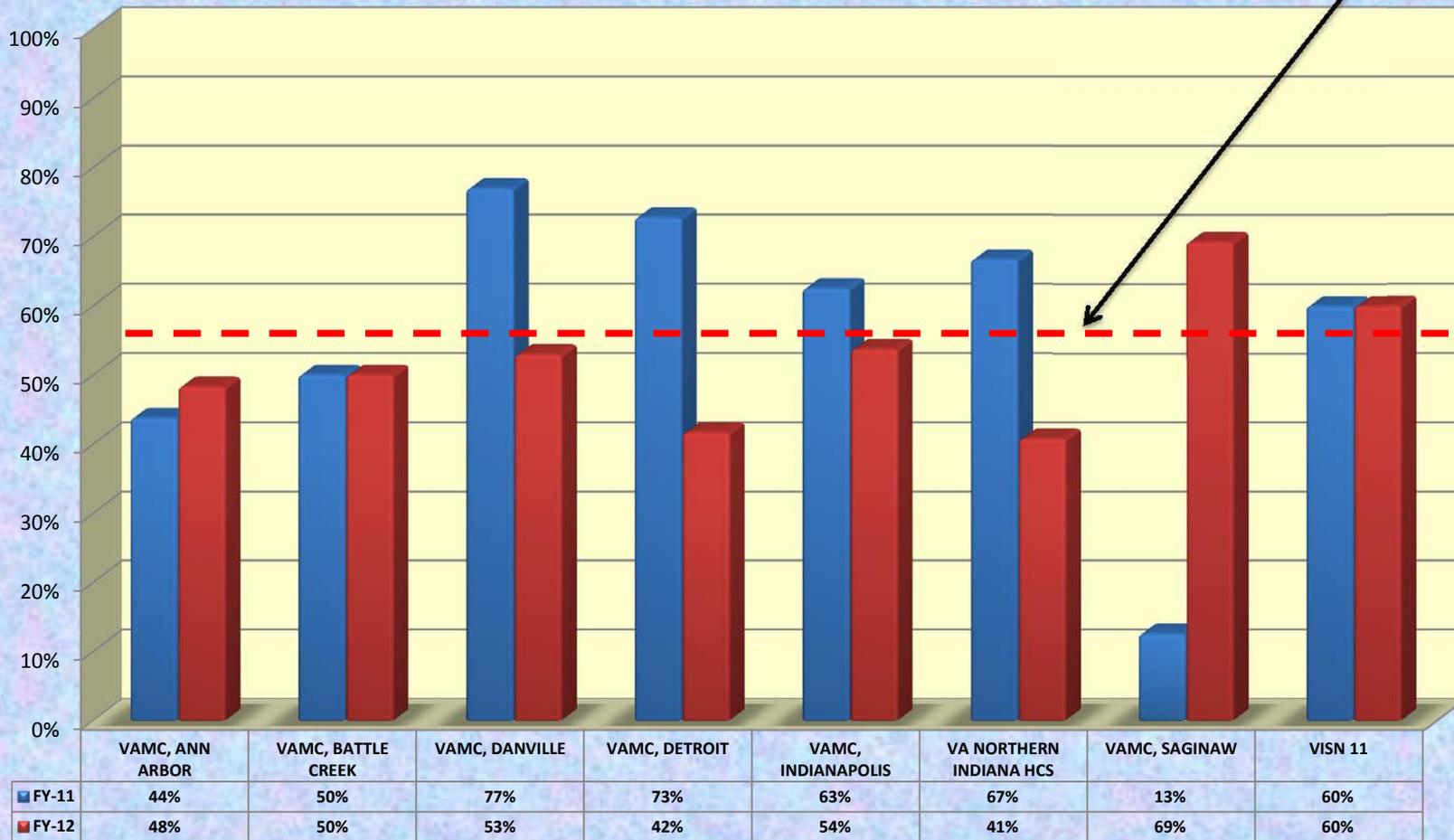


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 11

53% Government-
Wide Average

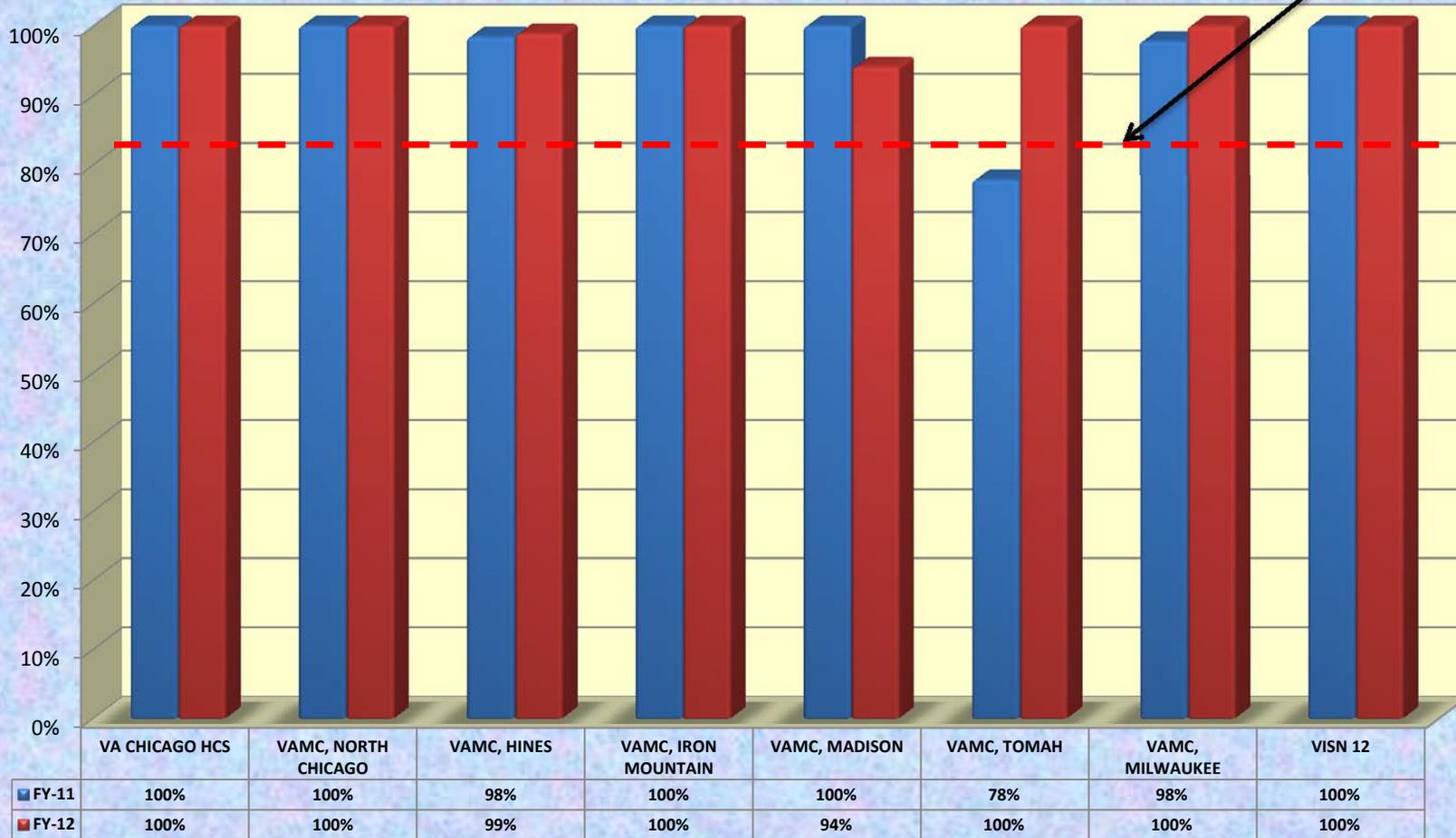


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 12

80% Government-Wide Target

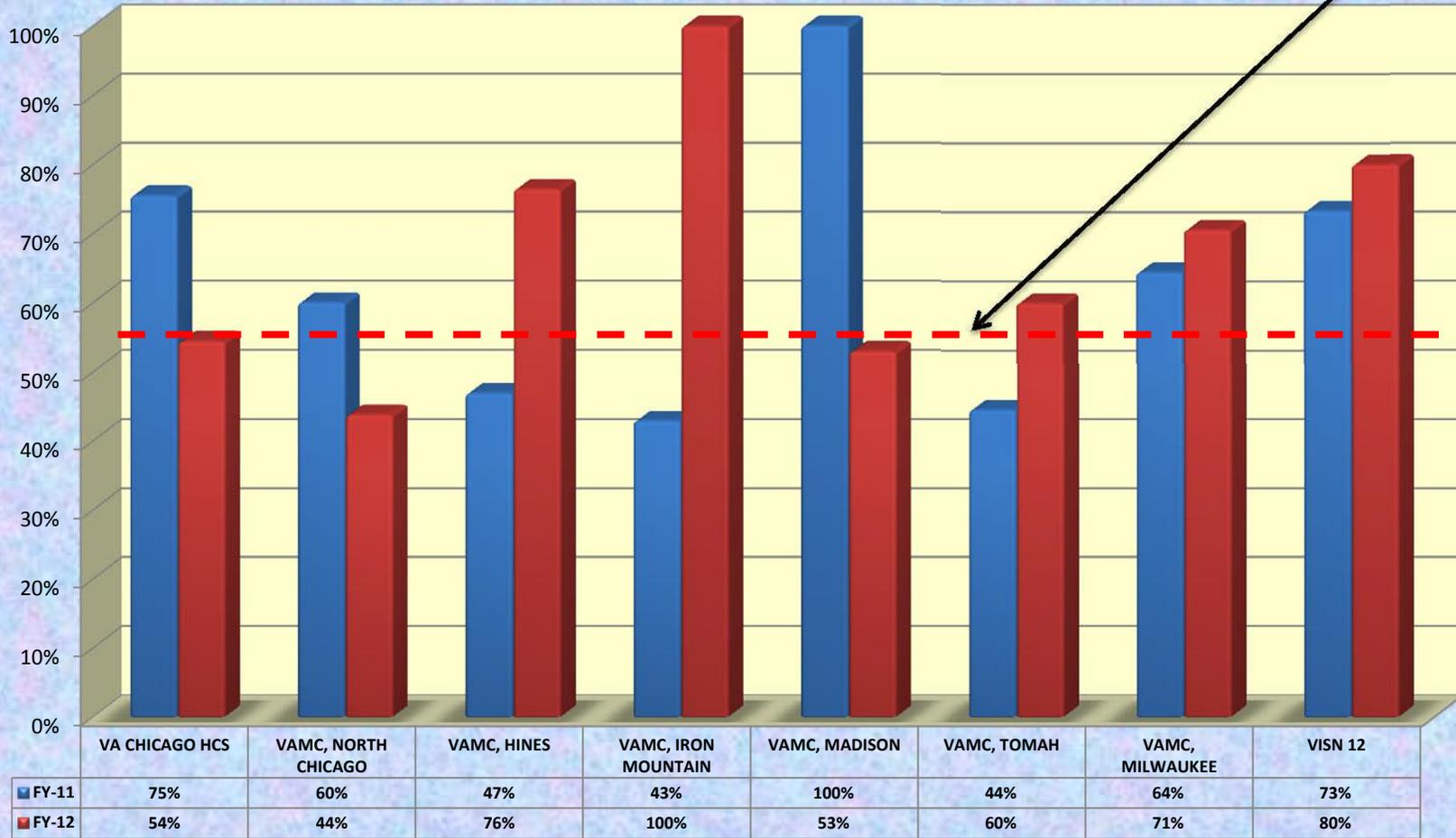


Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 12

53% VA-Wide
Target

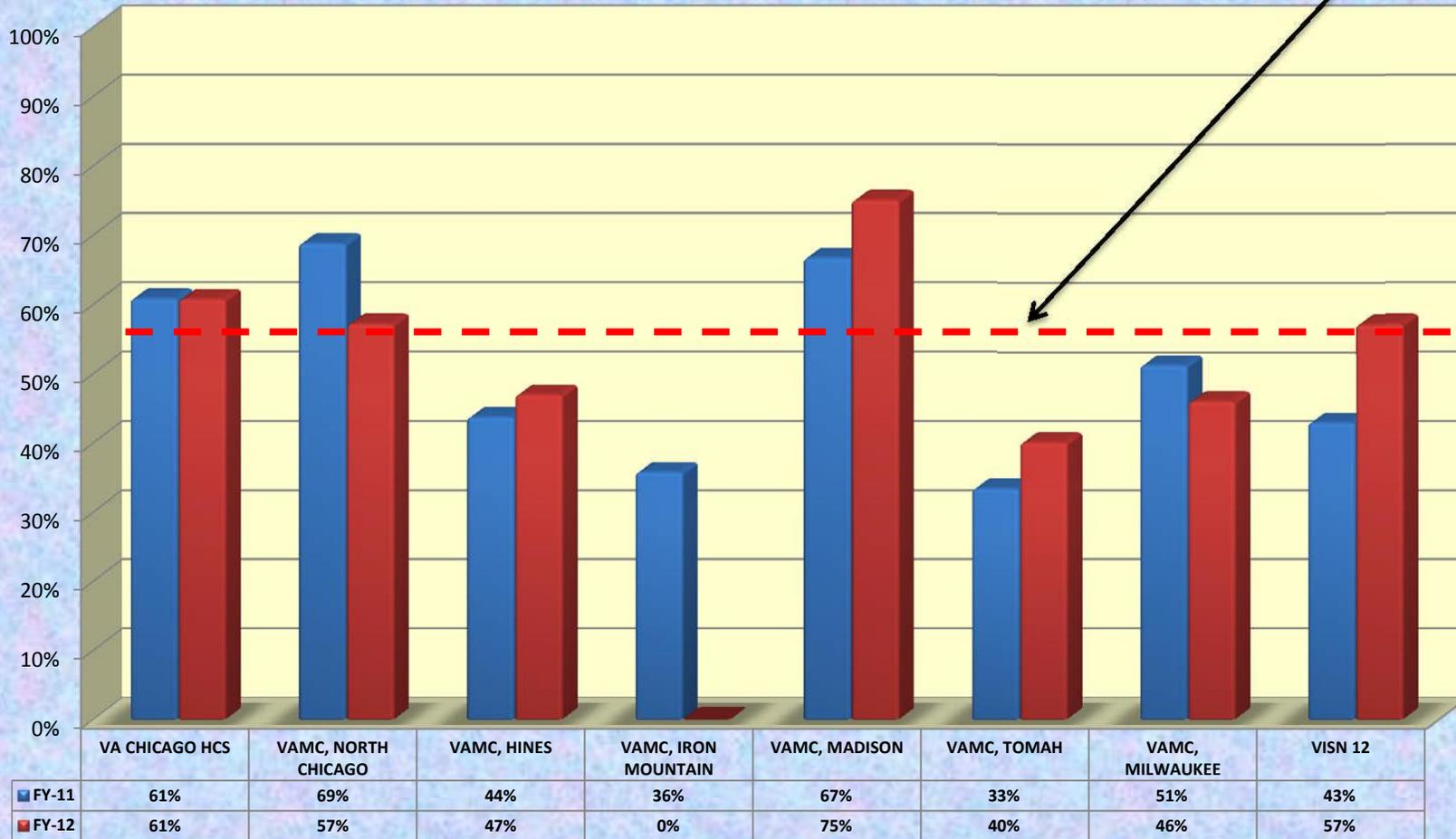


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 12

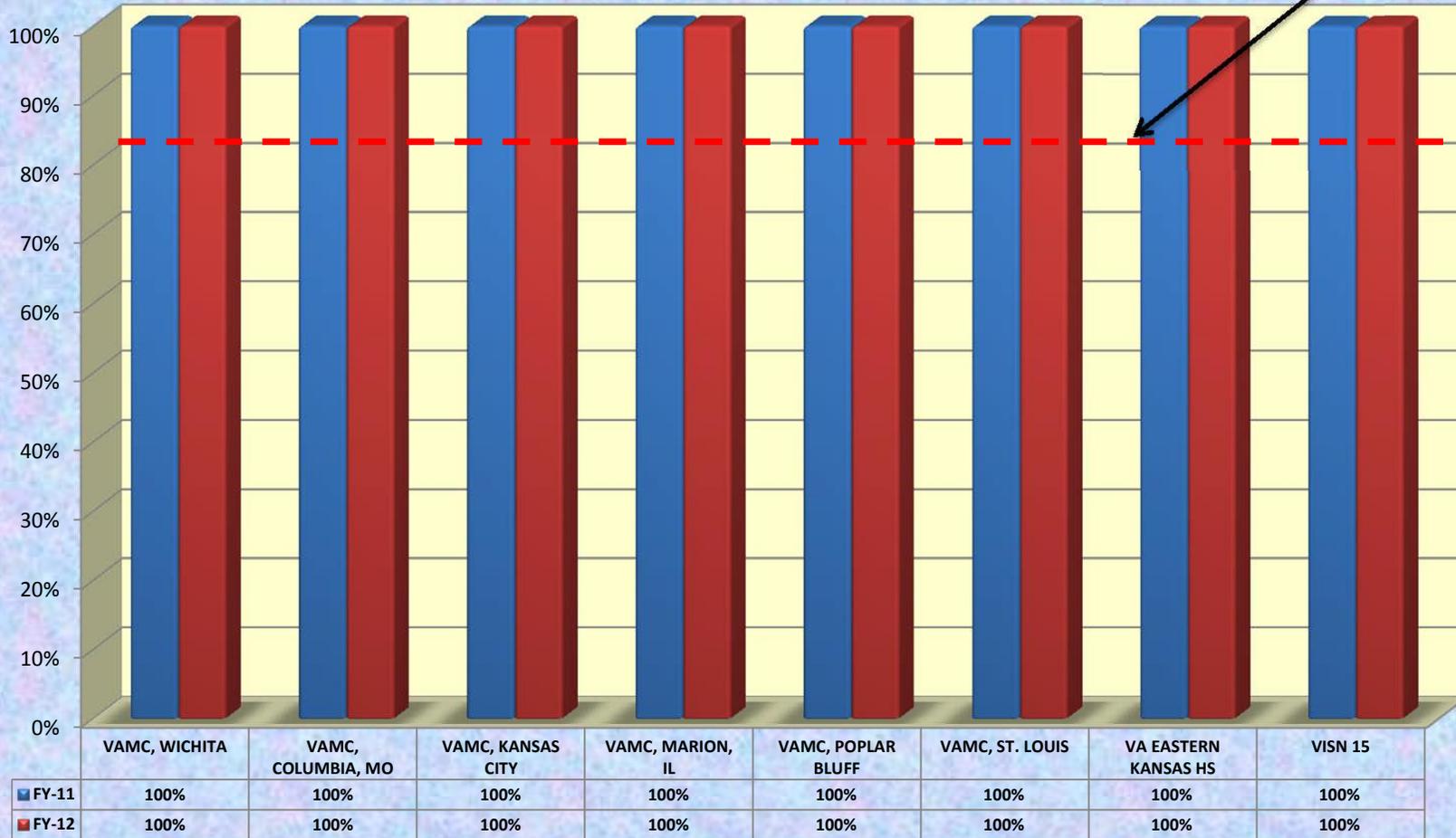
53% Government-Wide Average



Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 15

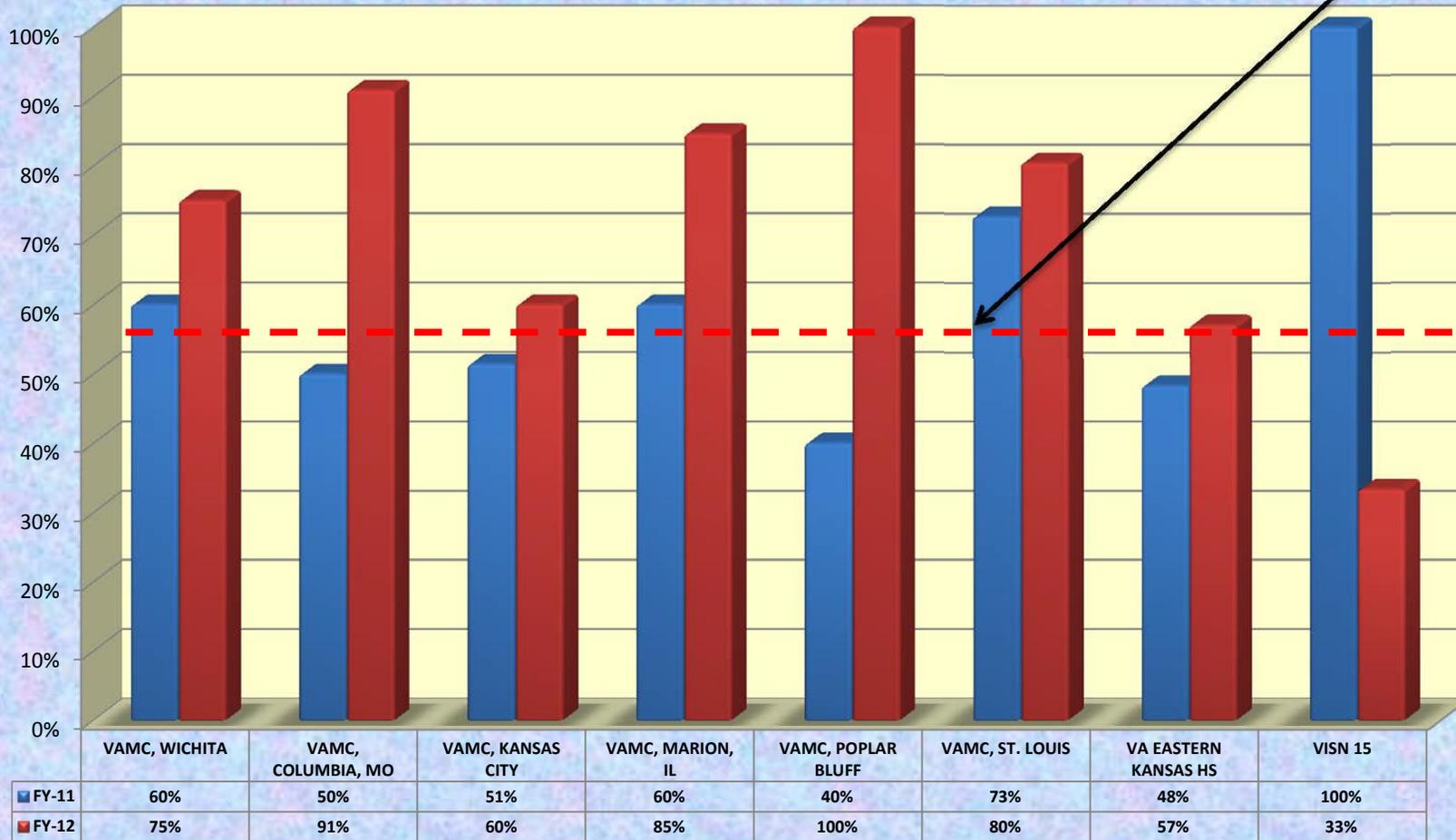
80% Government-Wide Target



FY-11 and FY-12 Data as of 10/22/12

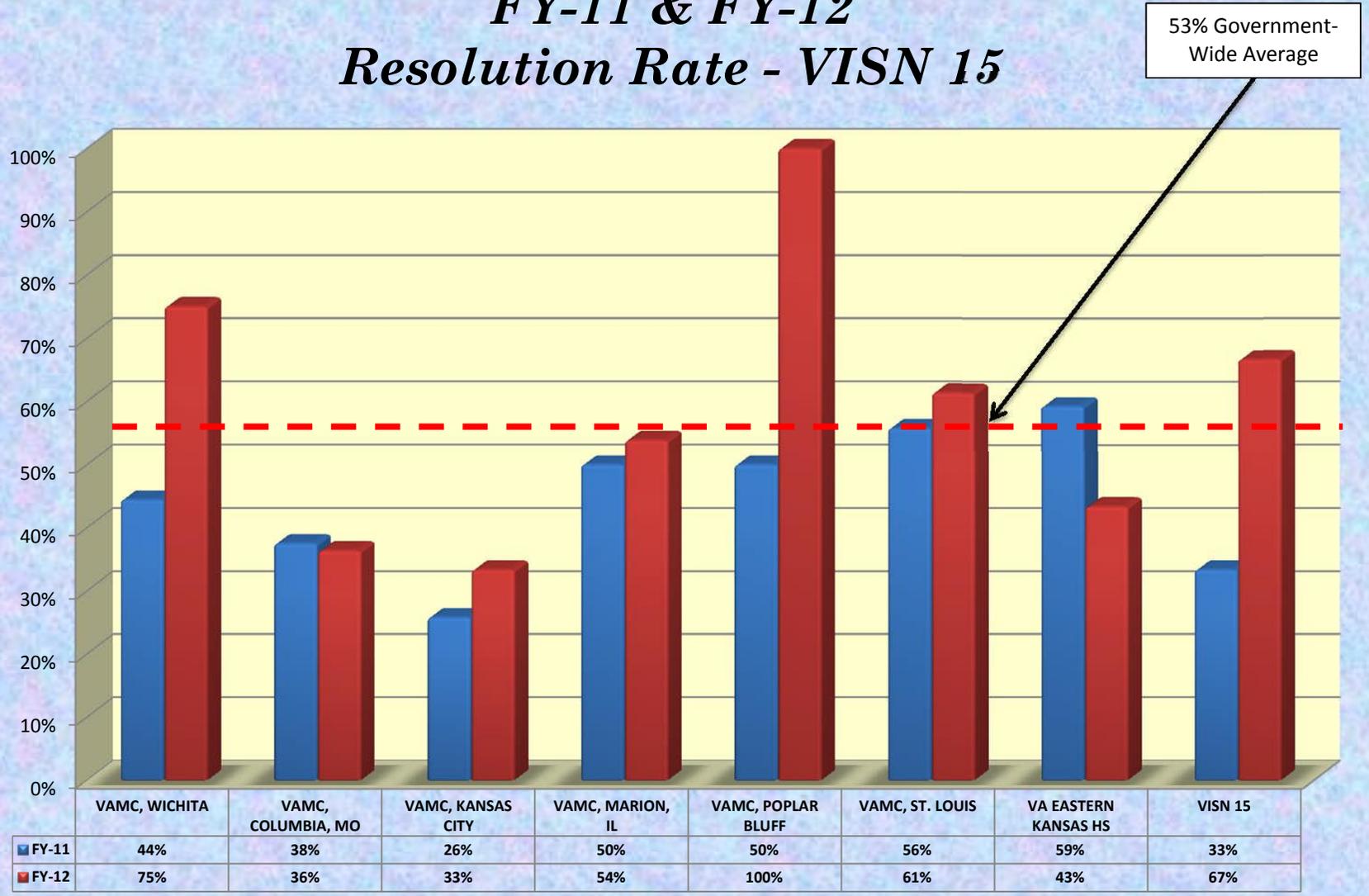
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 15

53% VA-Wide Target



Data Source: ADRTTracker System

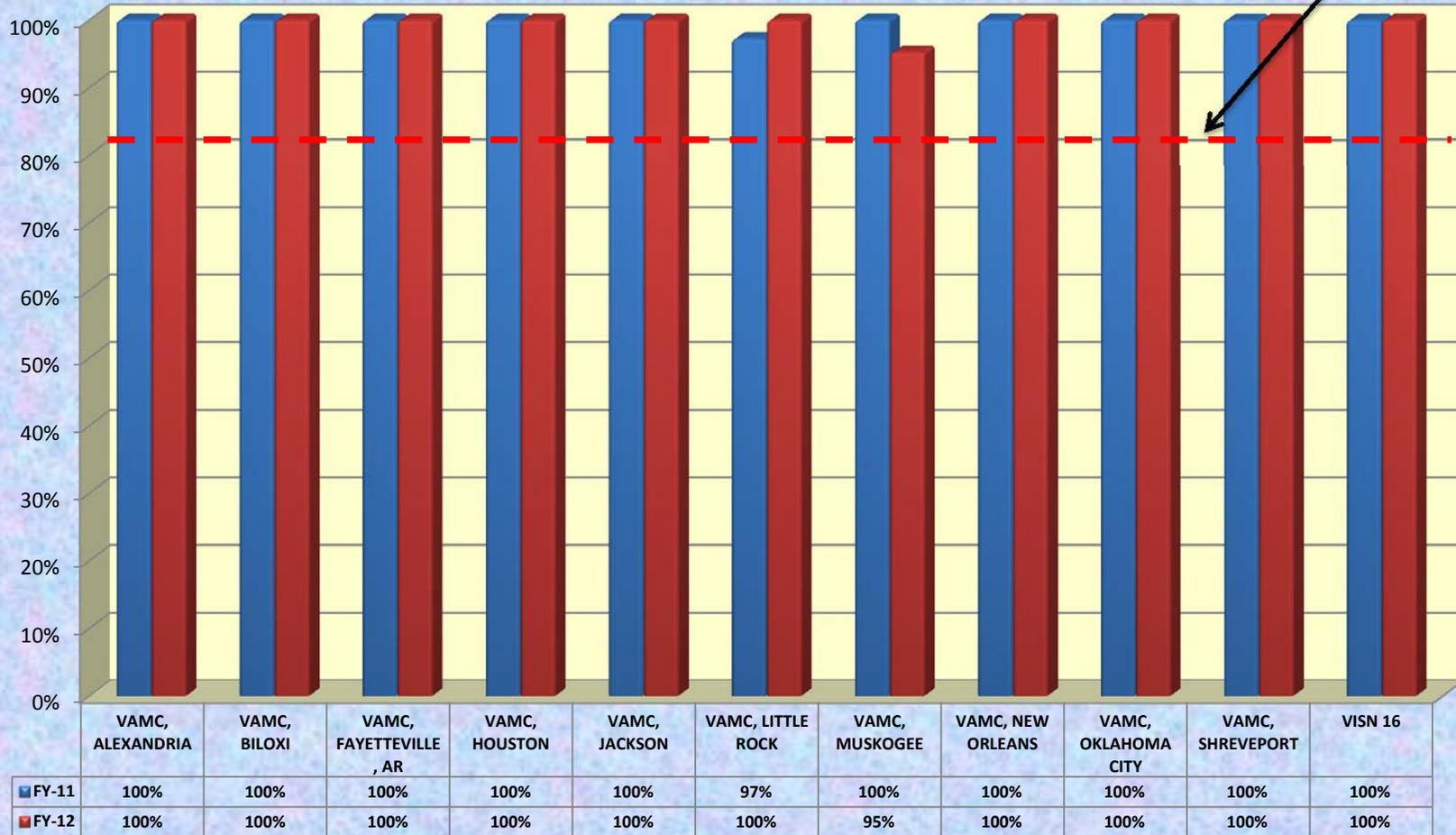
Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 15



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 16

80% Government-Wide Target

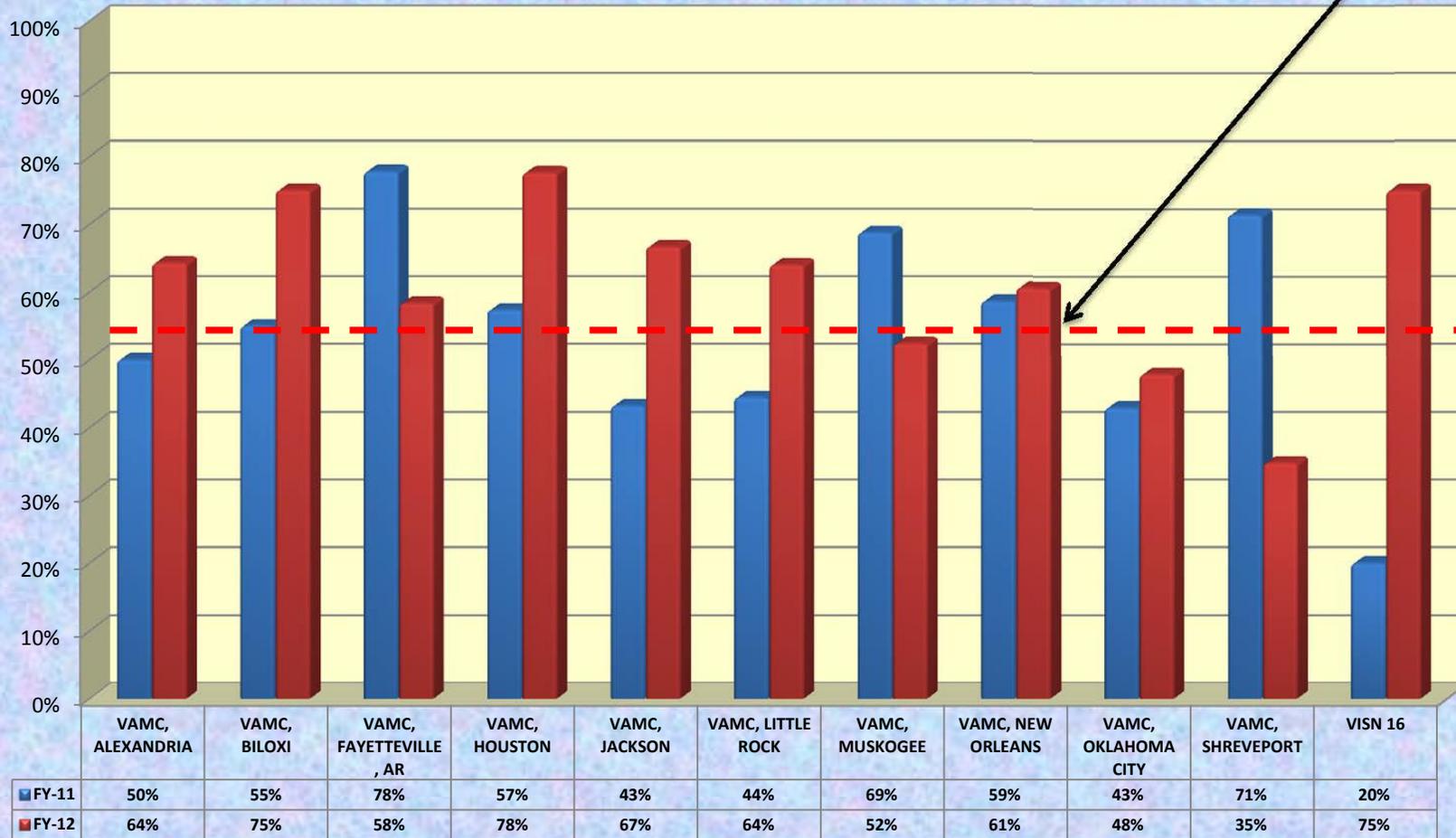


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 16

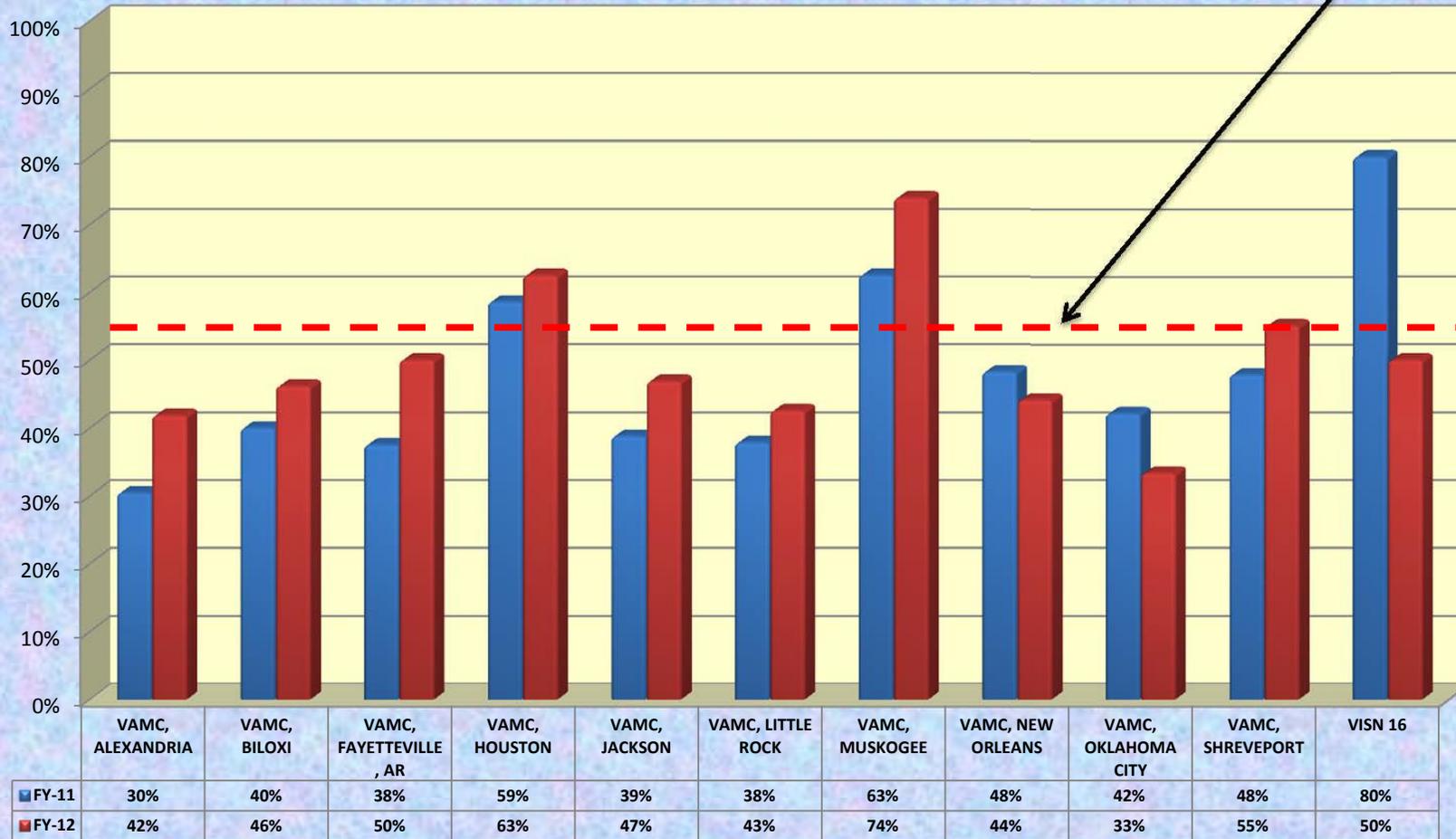
53% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 16

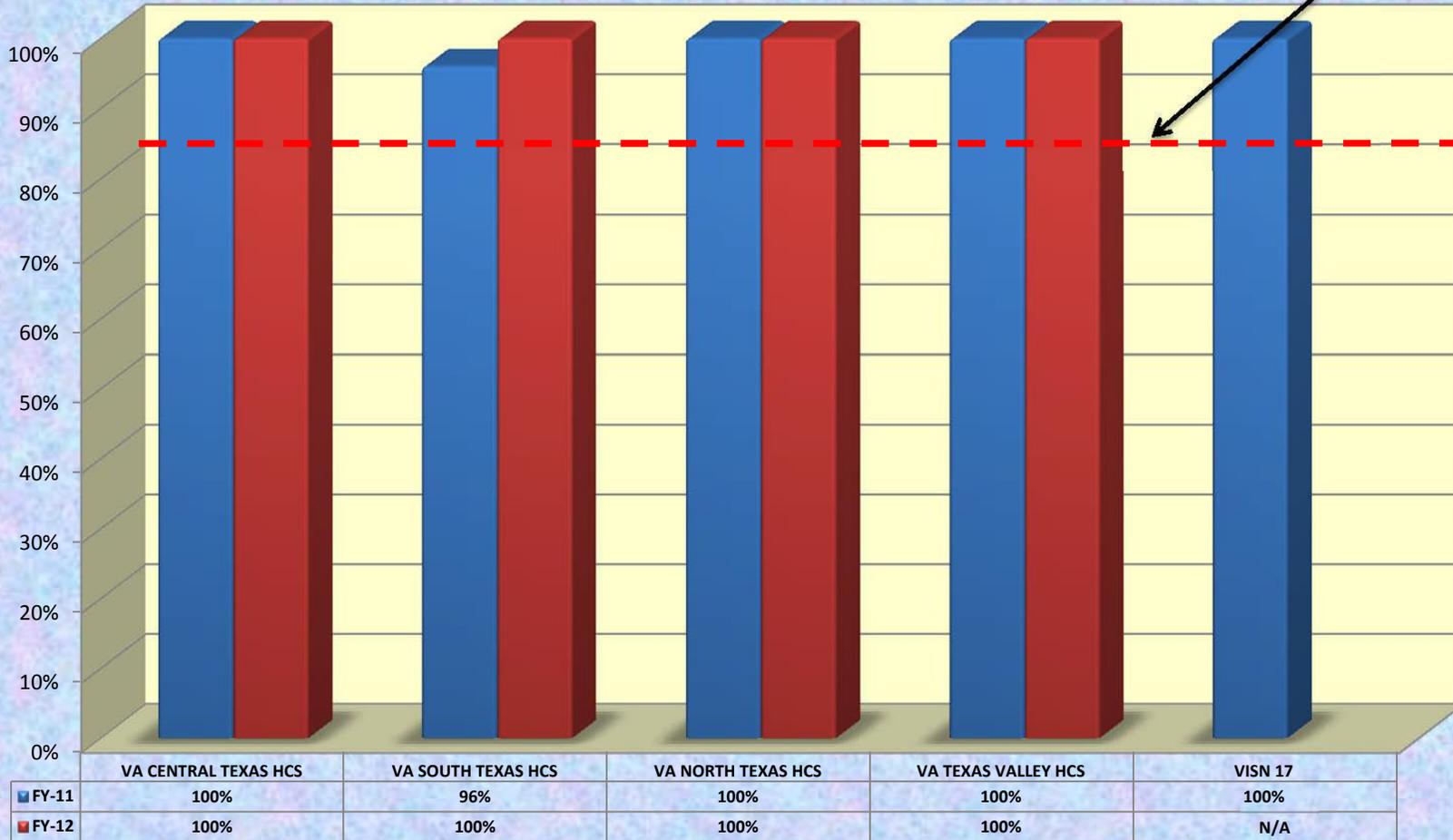
53% Government-Wide Average



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 17

80% Government-Wide Target

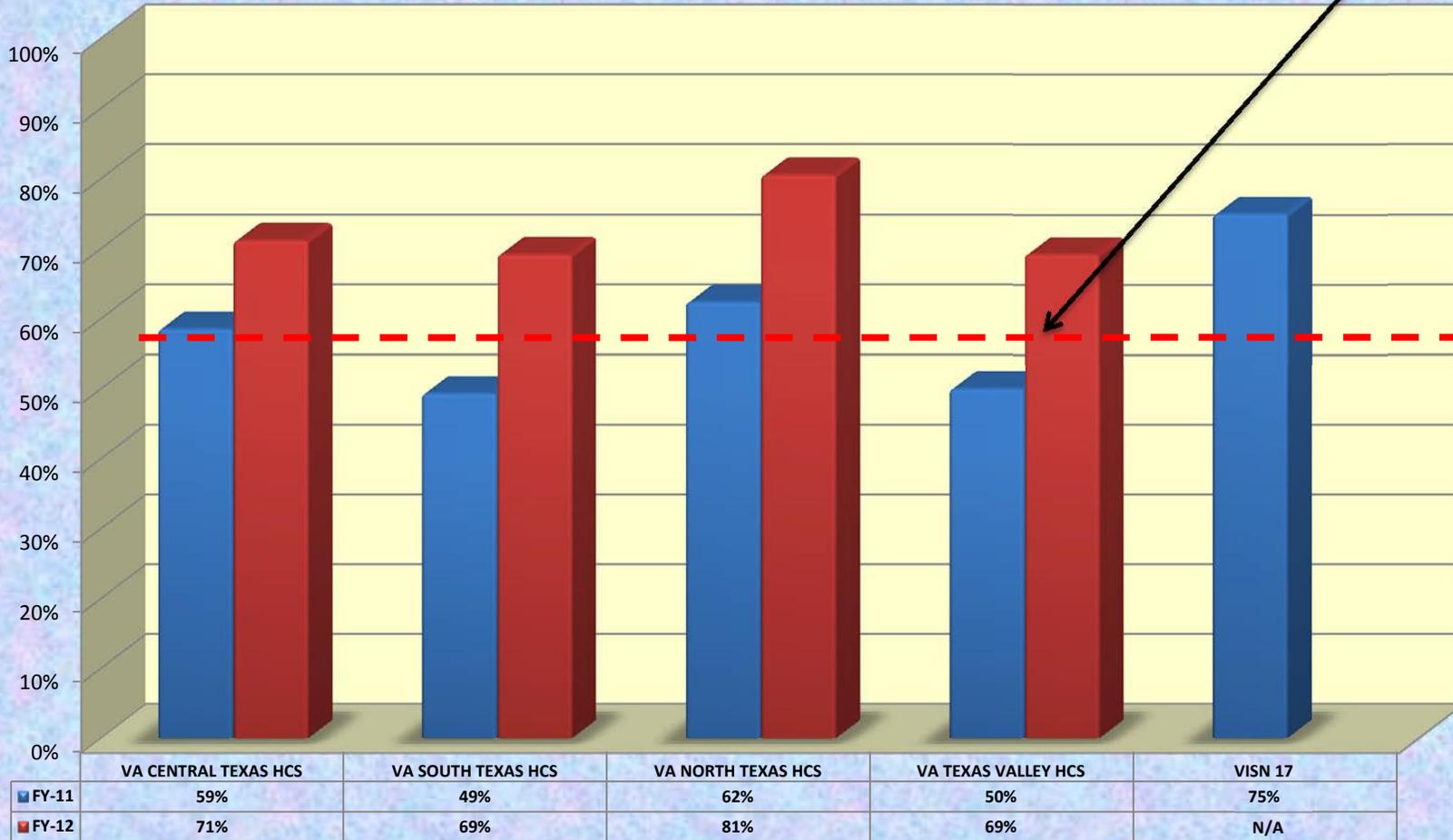


Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 17

53% VA-Wide
Target

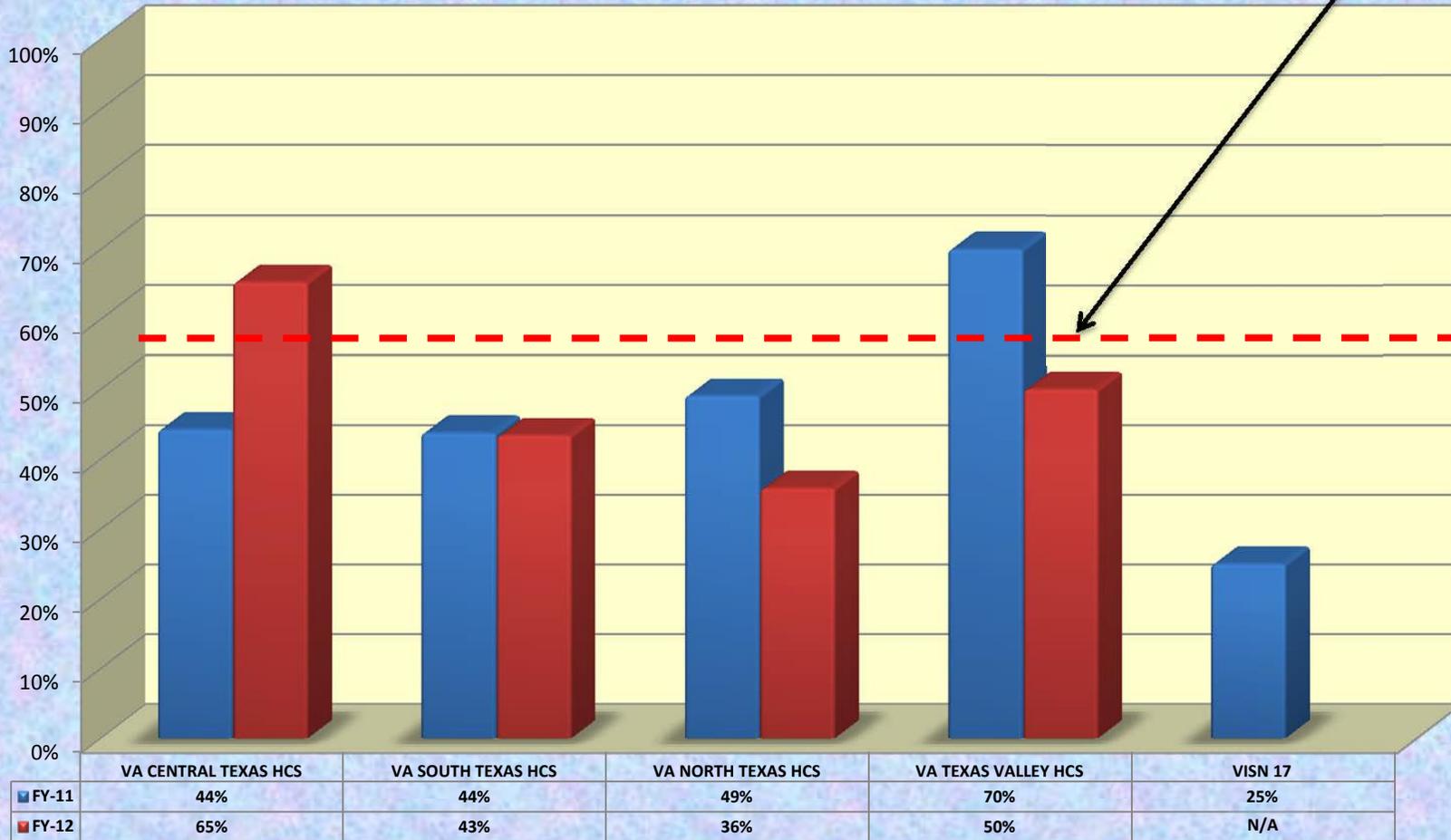


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 17

53% Government-Wide Average

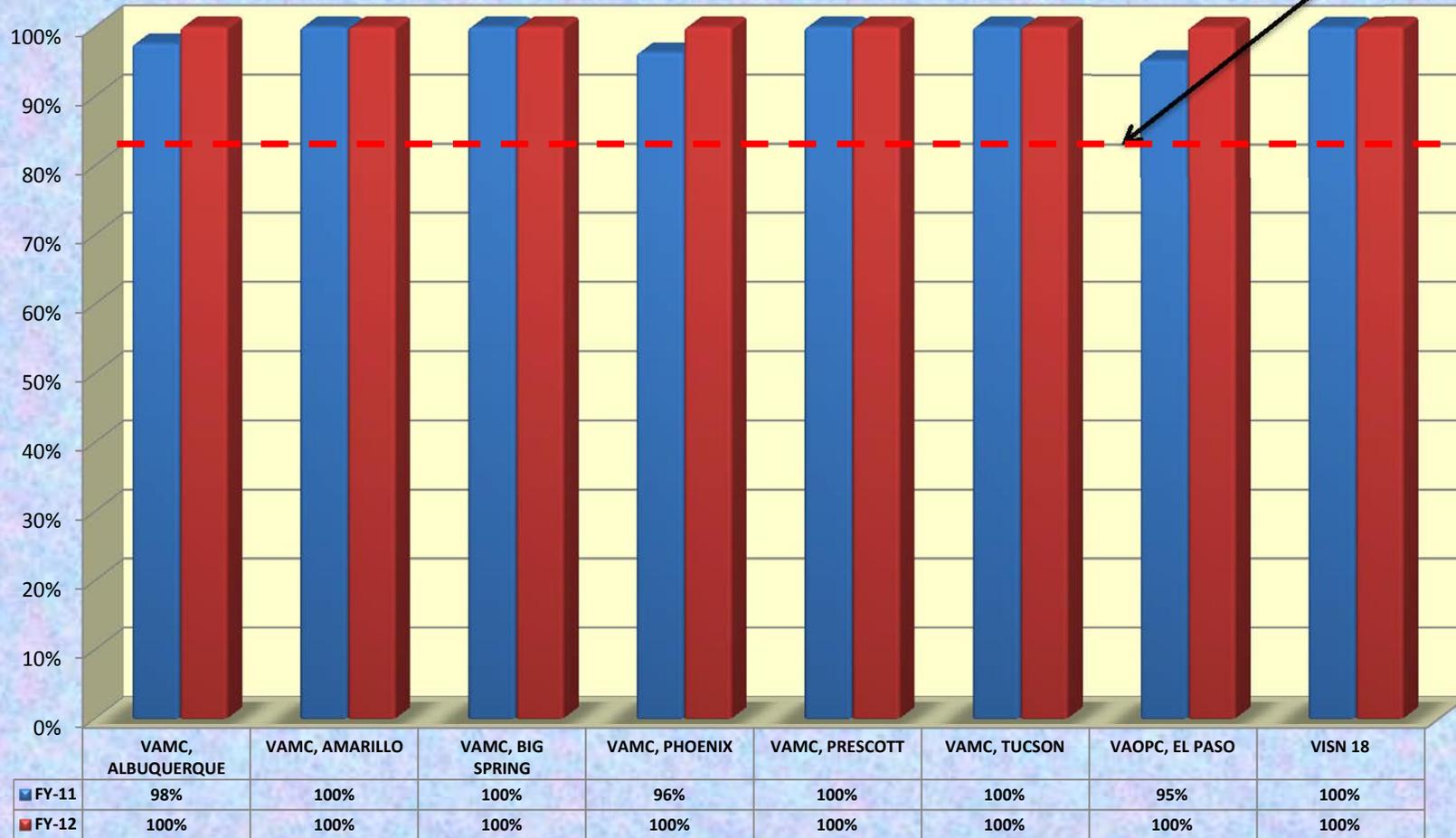


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 18

80% Government-Wide Target

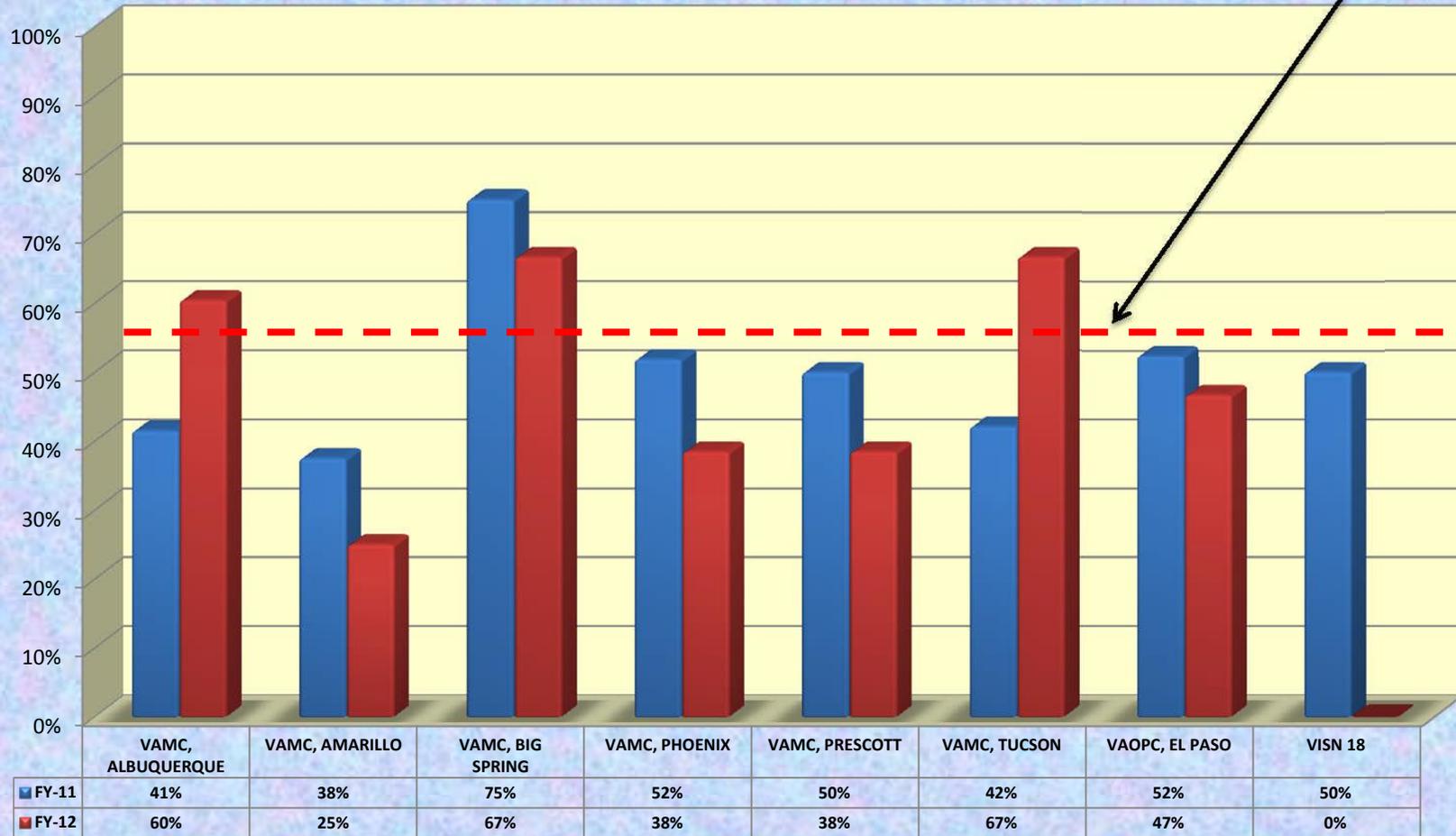


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 18

53% VA-Wide Target

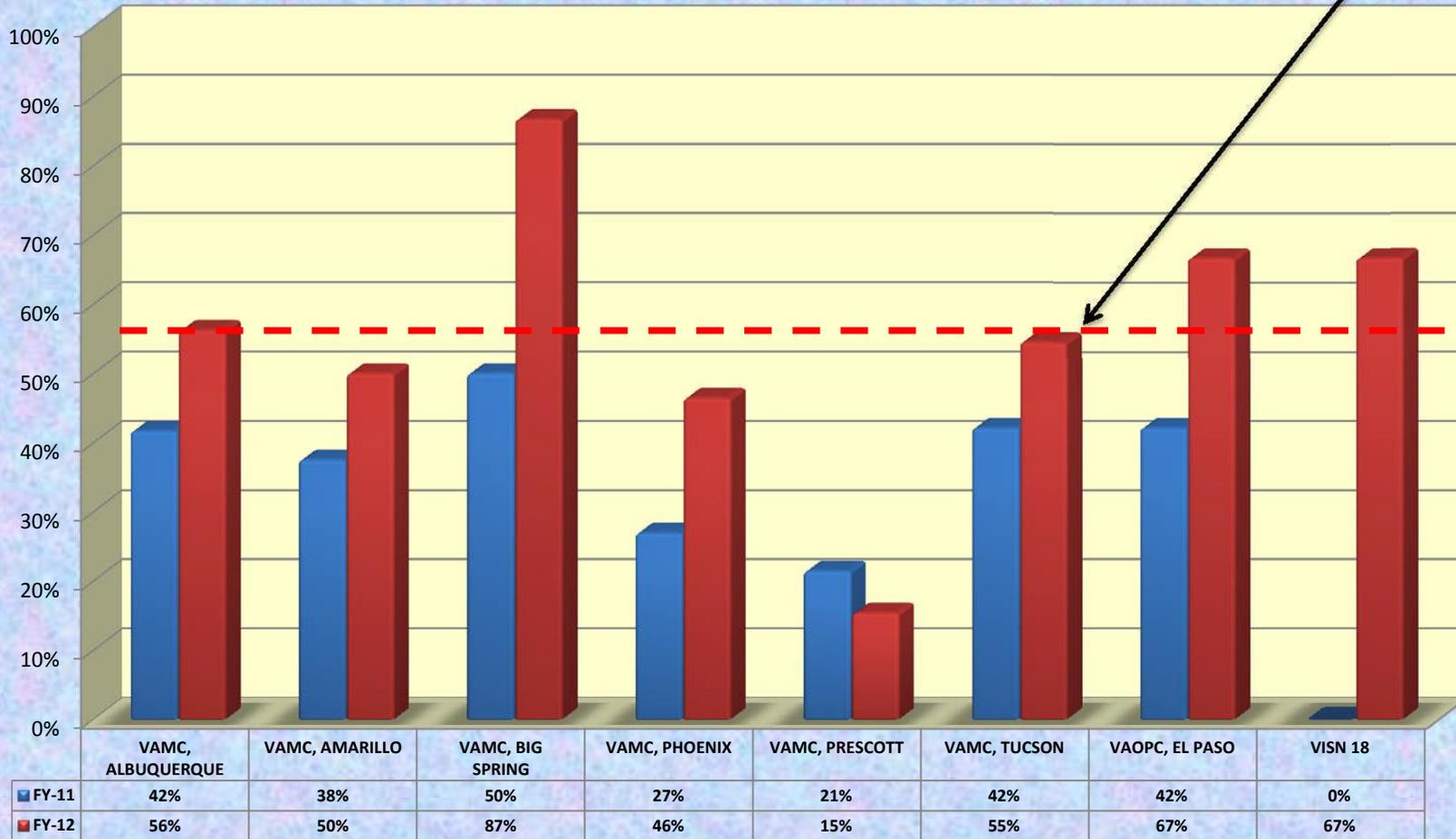


Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 18

53% Government-Wide Average

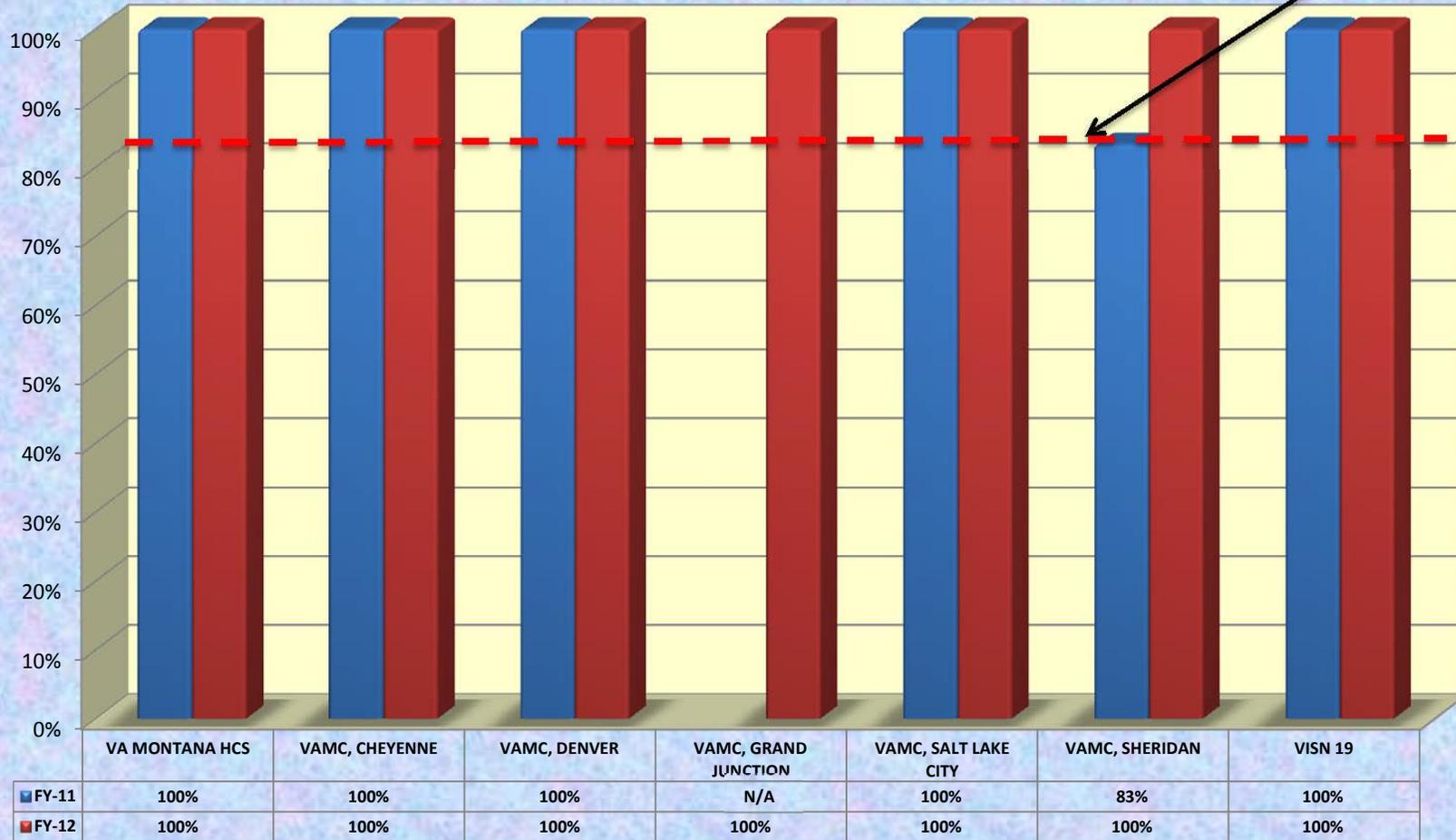


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 19

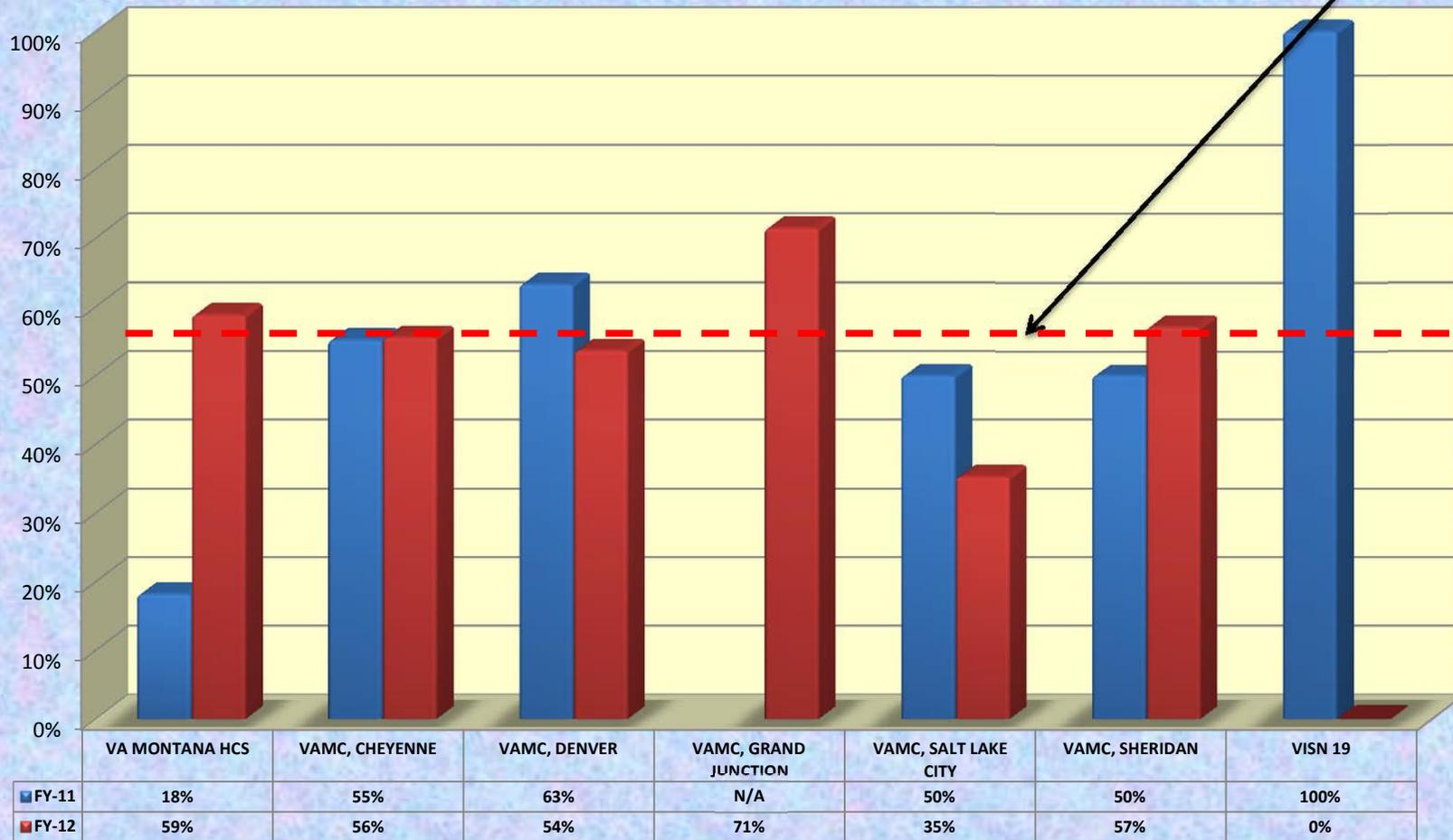
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

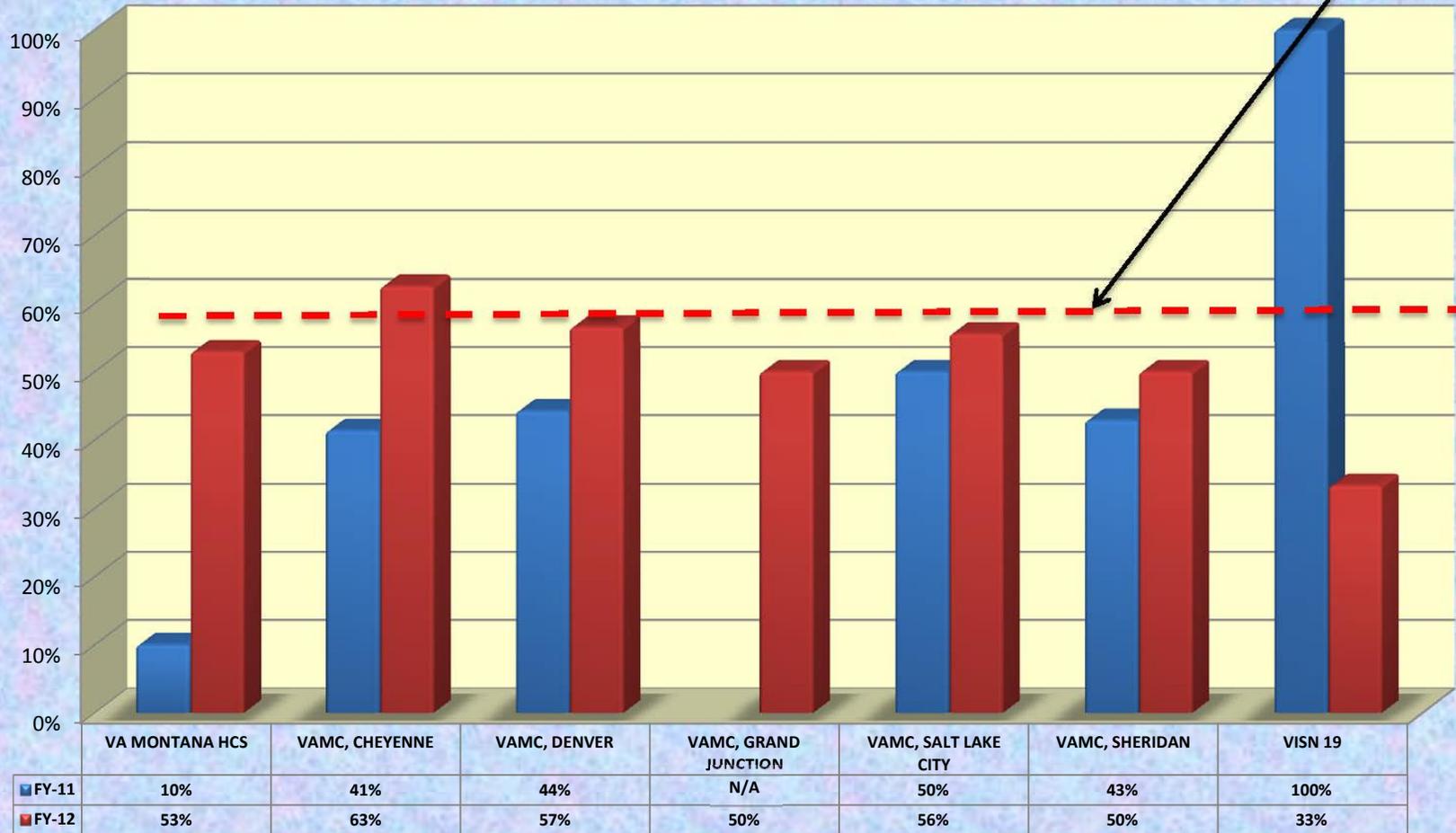
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 19



53% VA-Wide Target

FY-11 and FY-12 Data as of 10/22/12

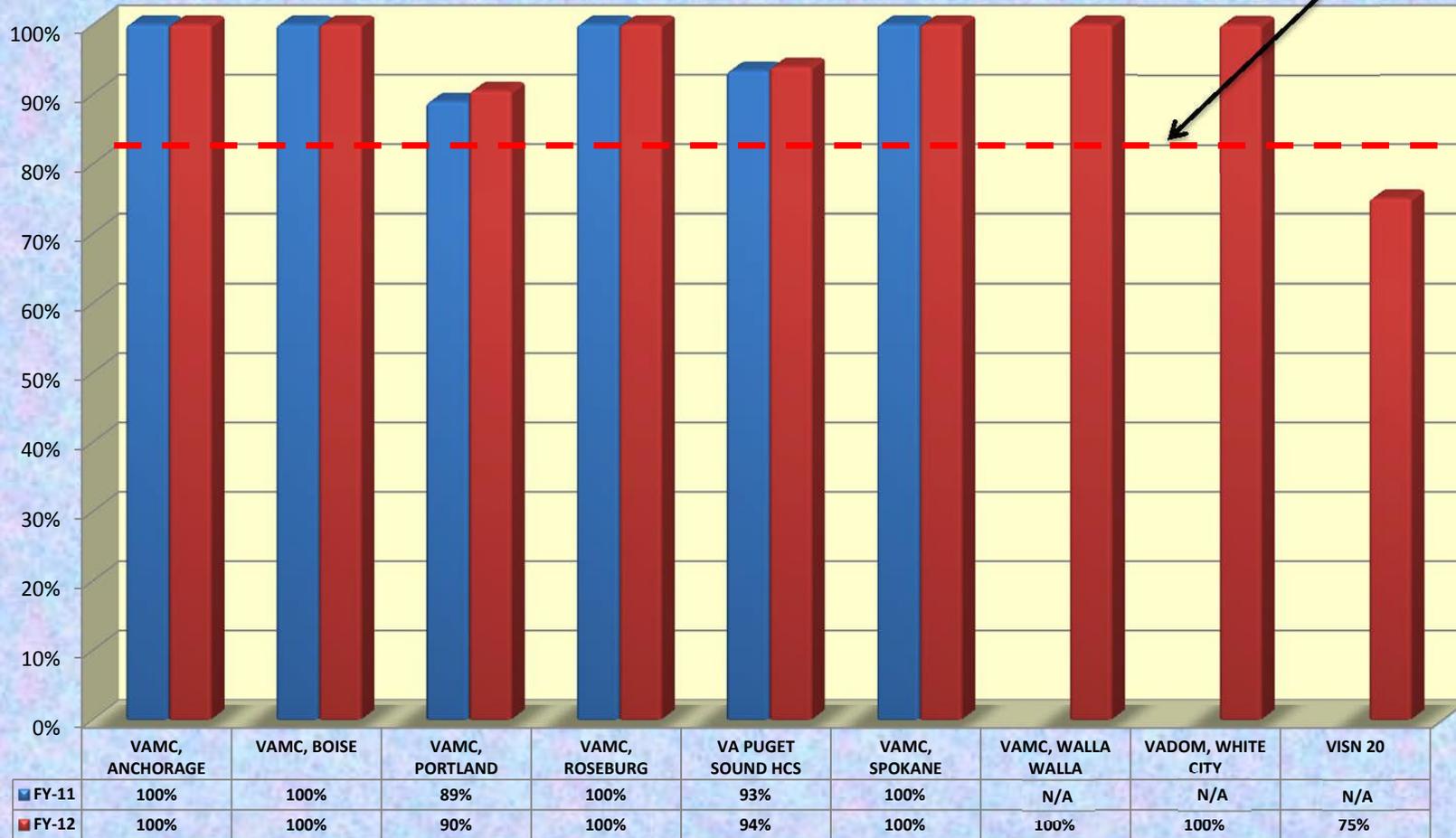
Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 19



Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 20

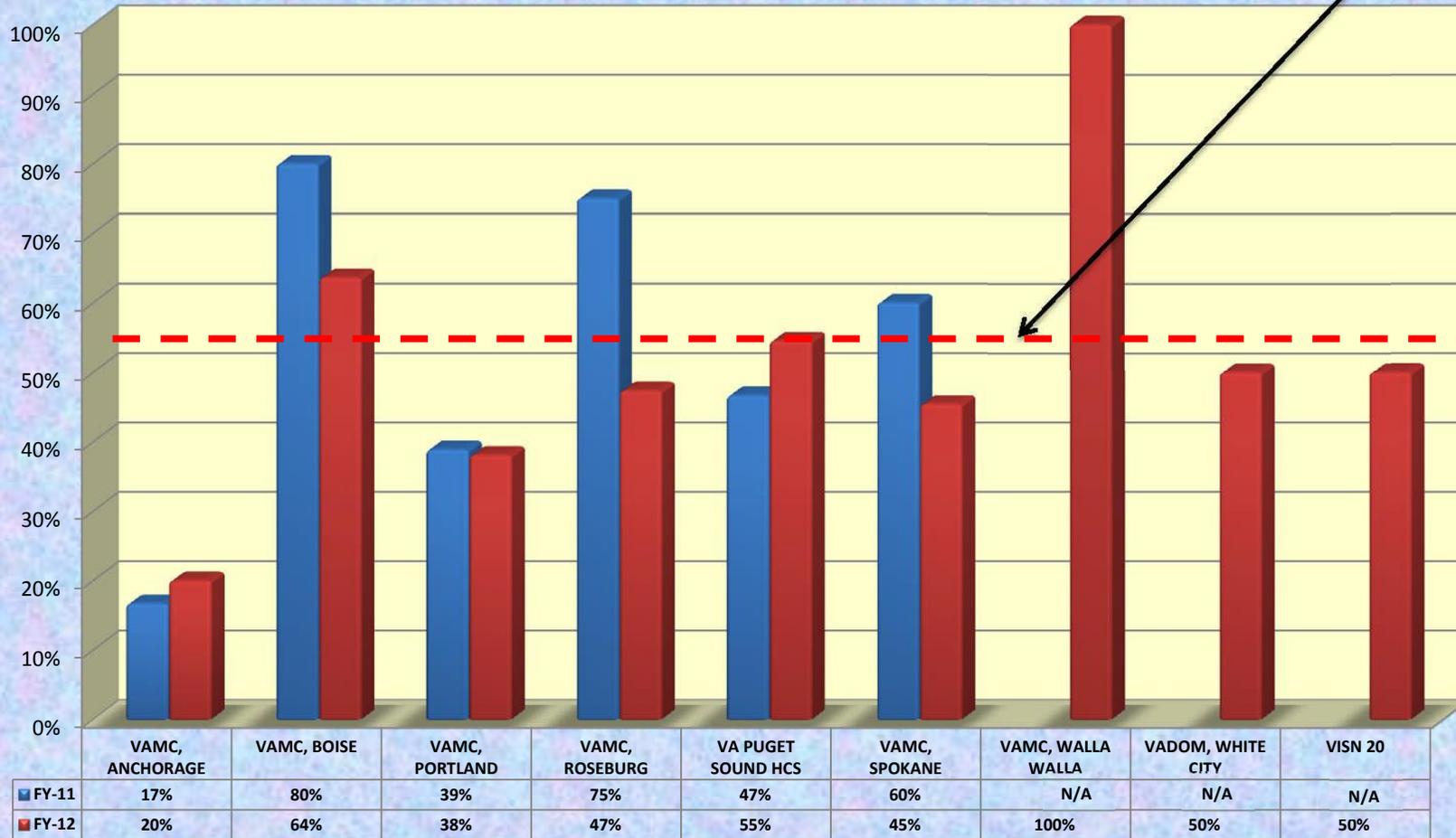
80% Government-Wide Target



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 20

53% VA-Wide Target

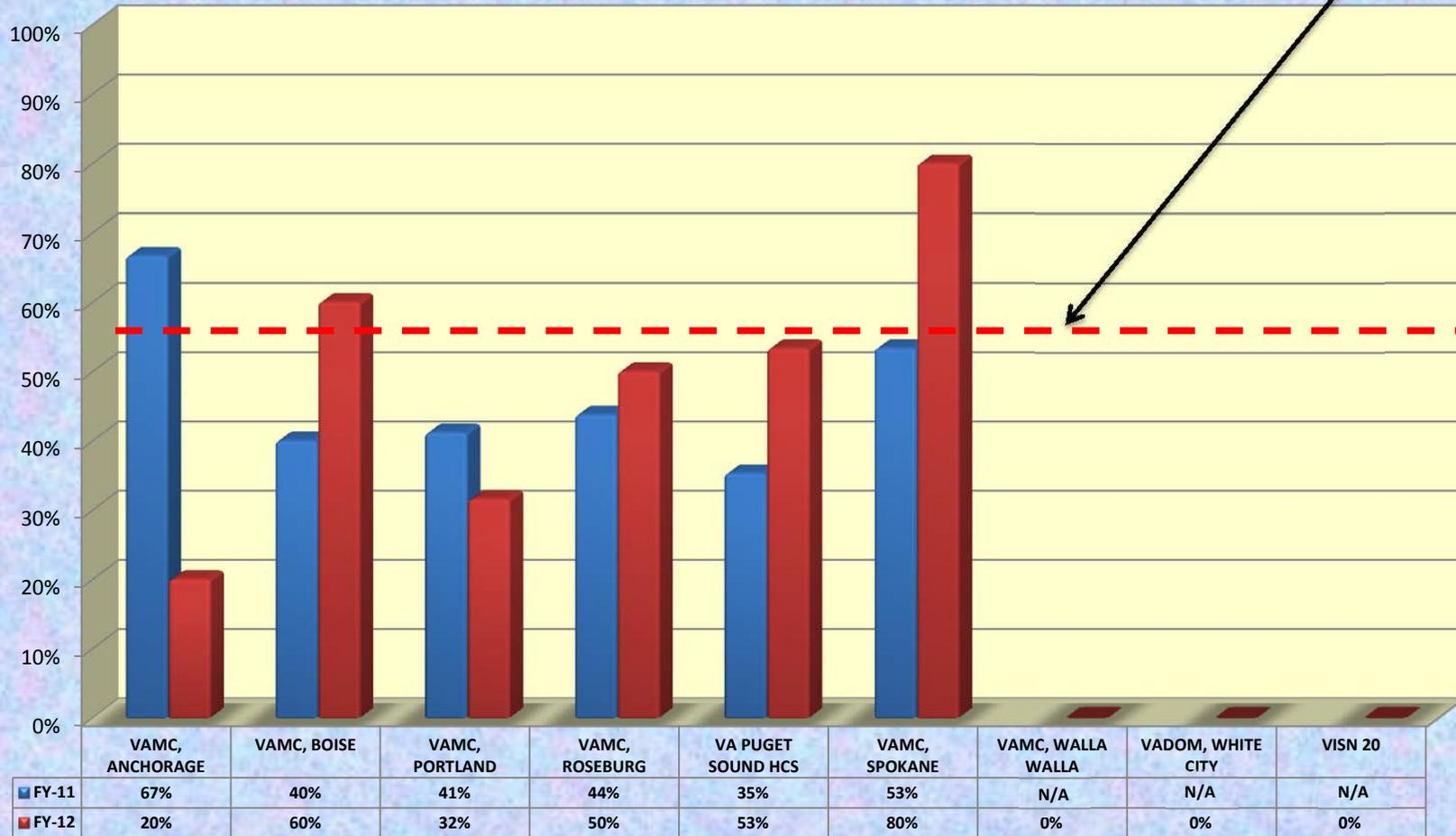


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 20

53% Government-Wide Average

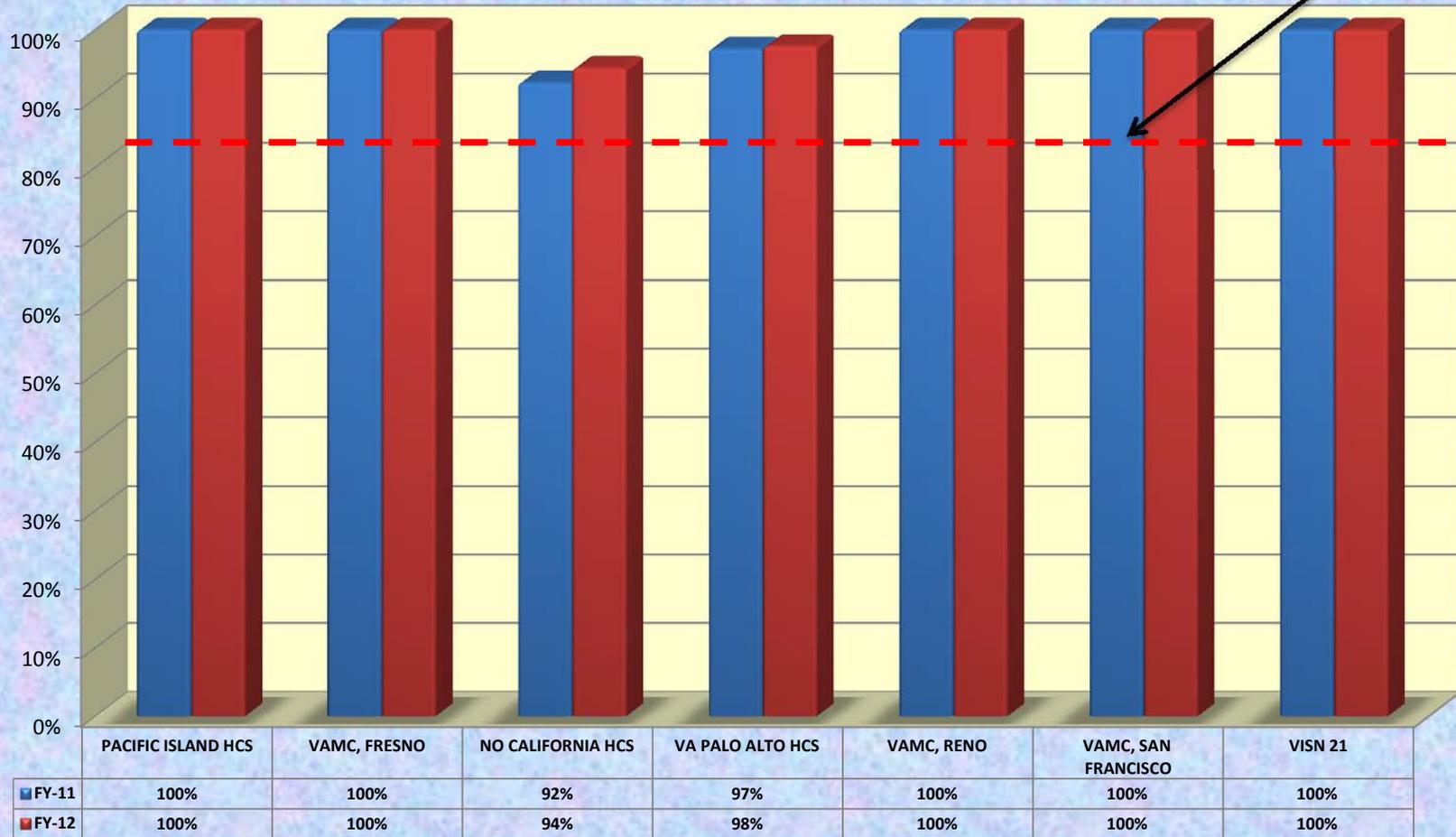


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 21

80% Government-Wide Target

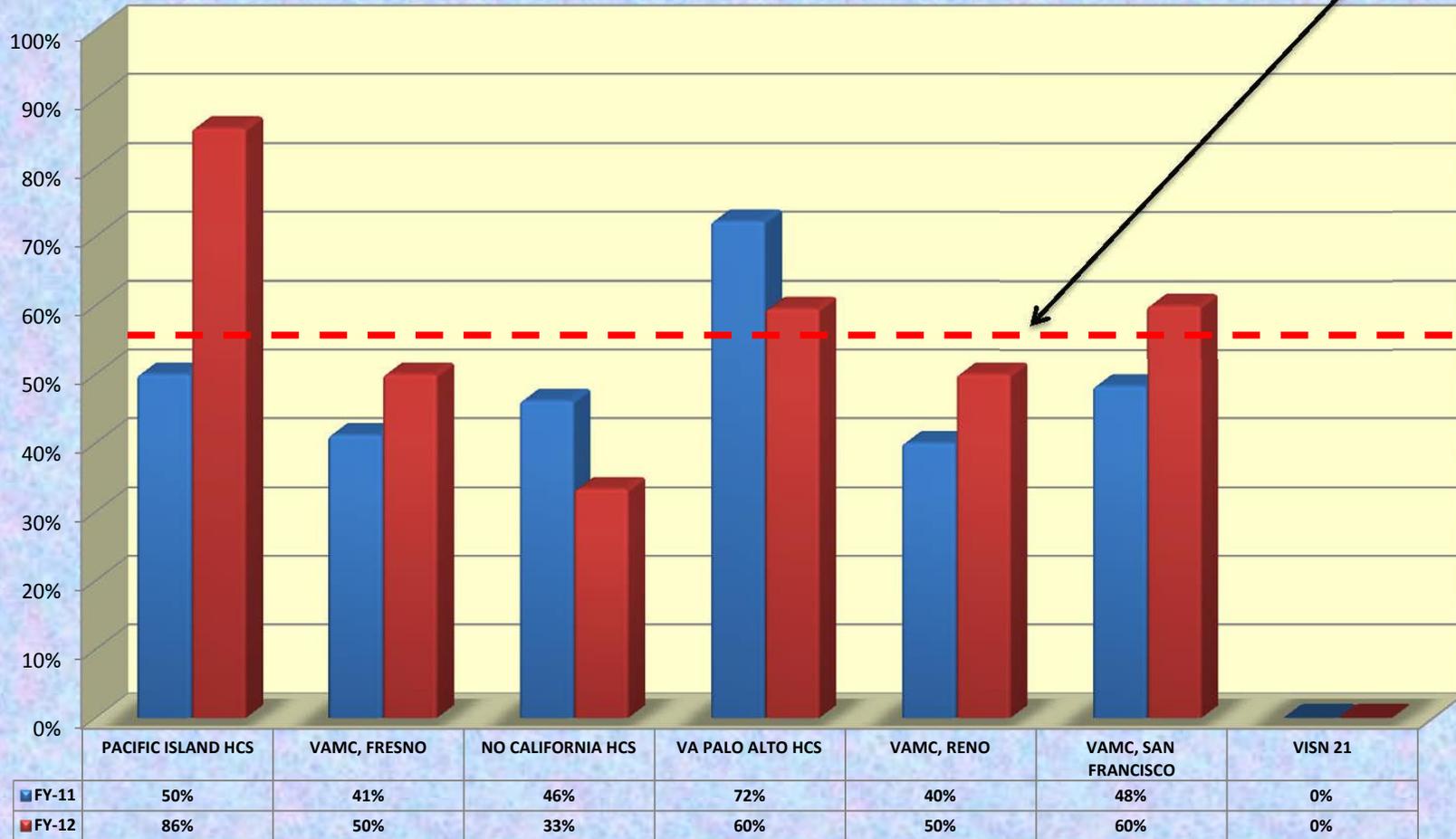


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 21

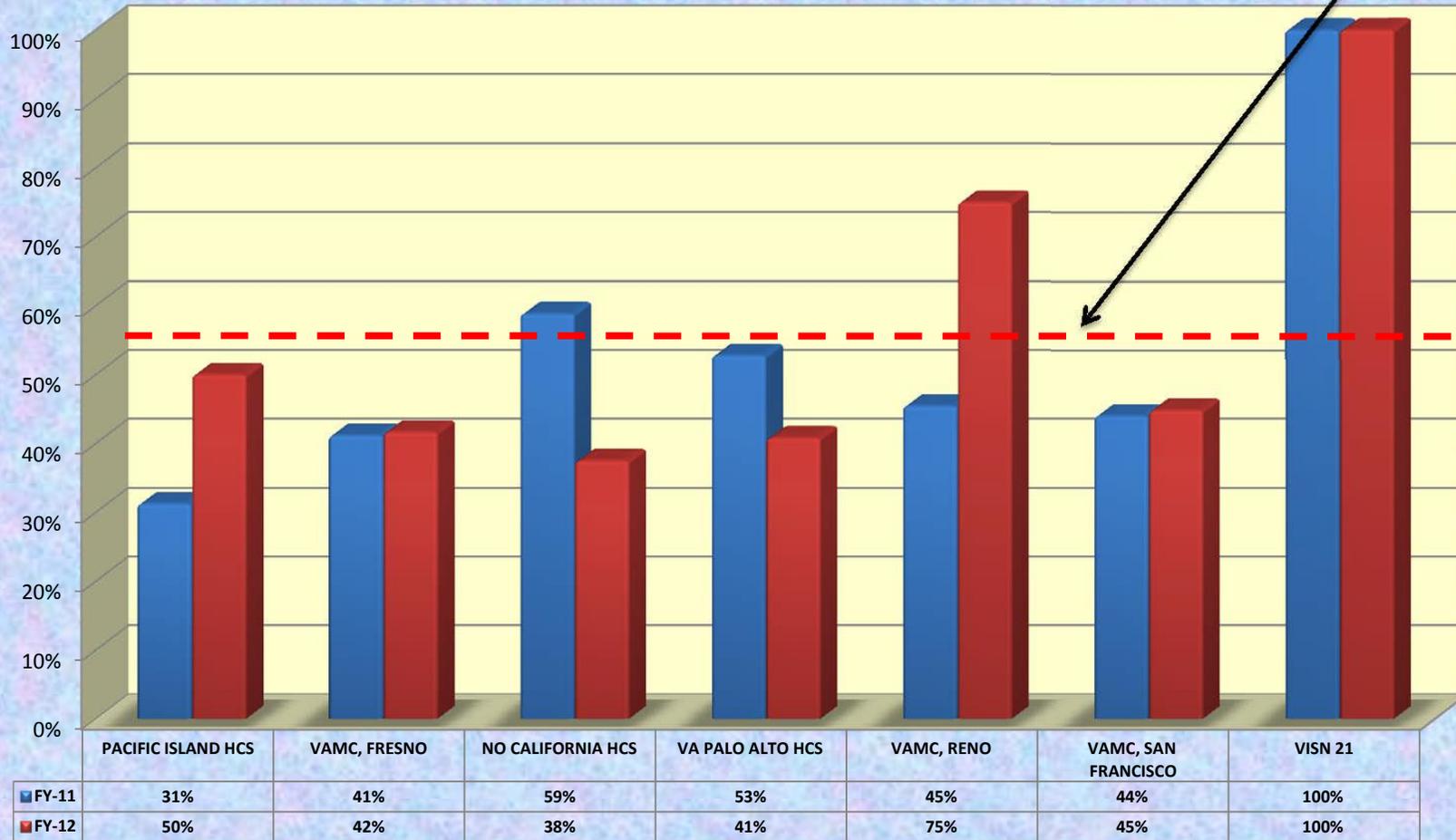
53% VA-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 21



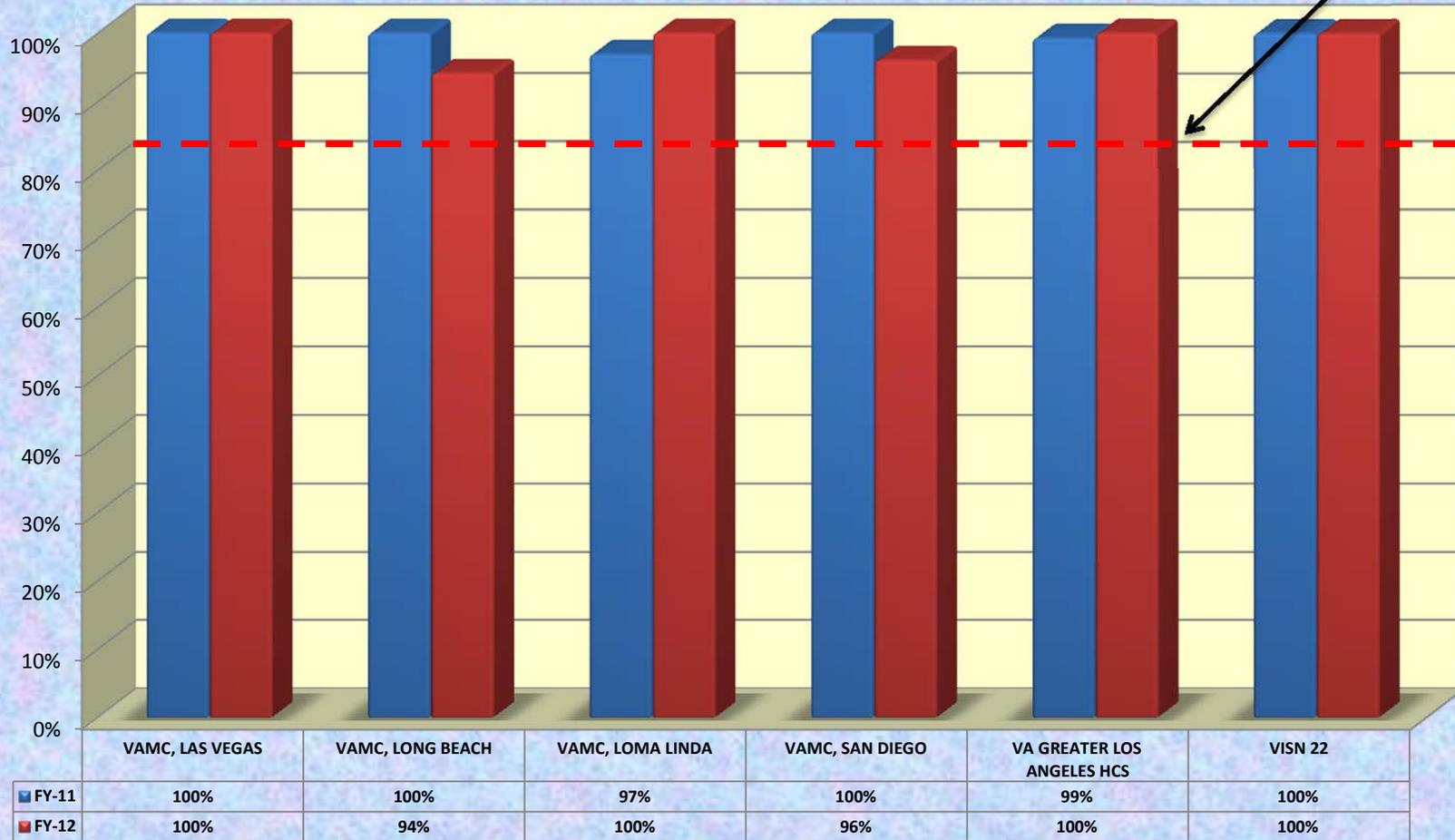
53% Government-Wide Average

Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 22

80% Government-Wide Target

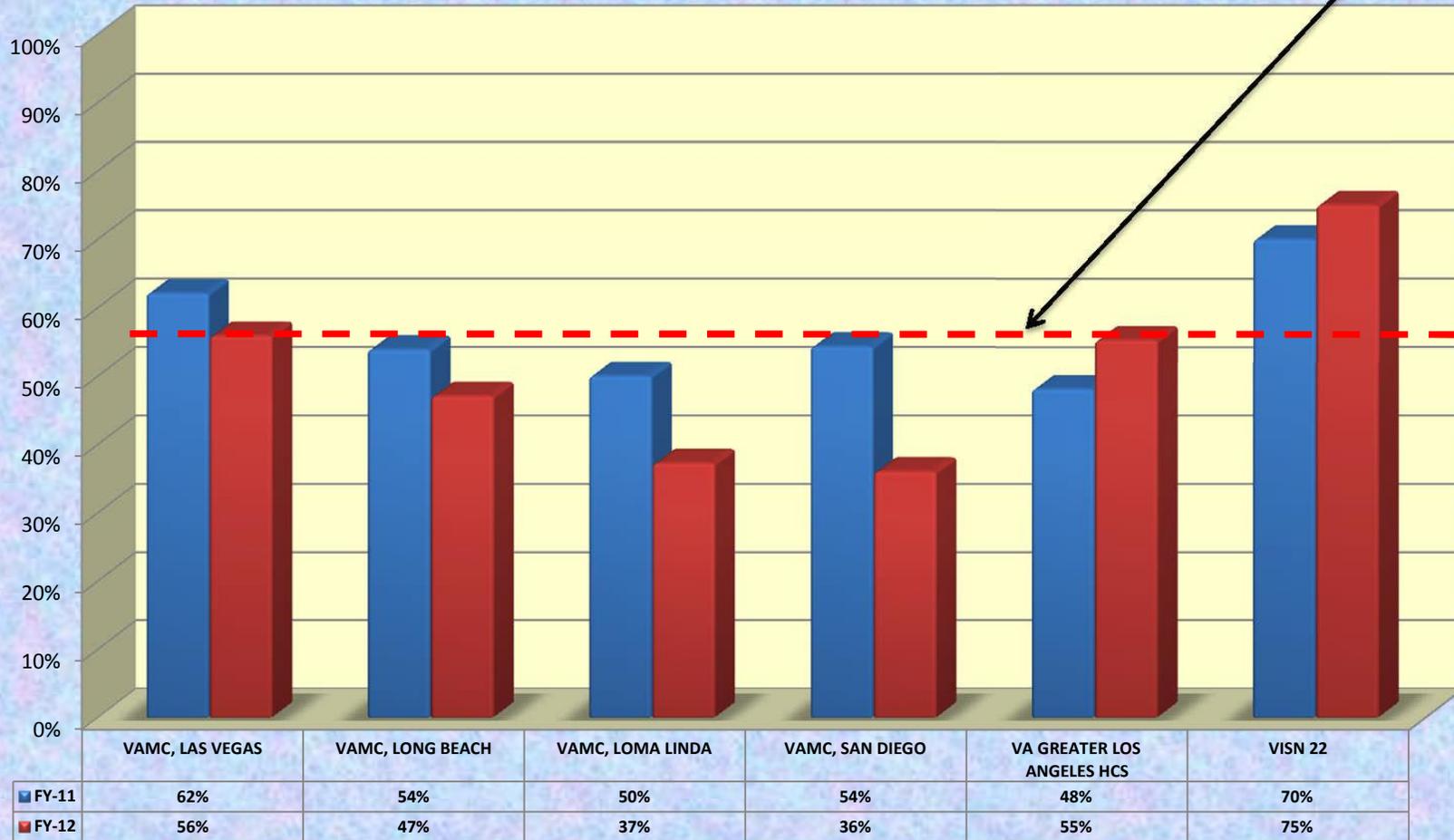


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 22

53% VA-Wide Target

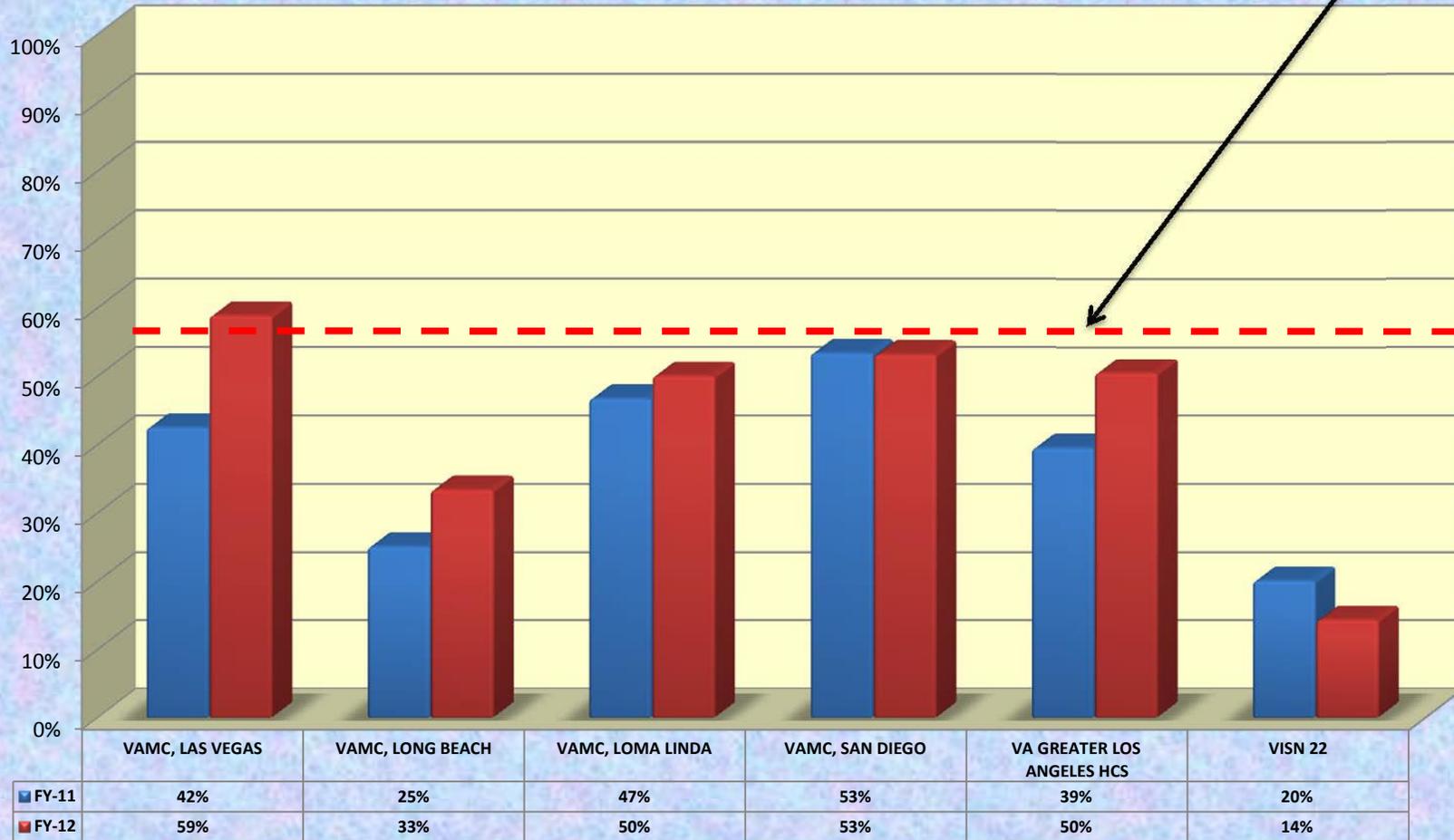


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 22

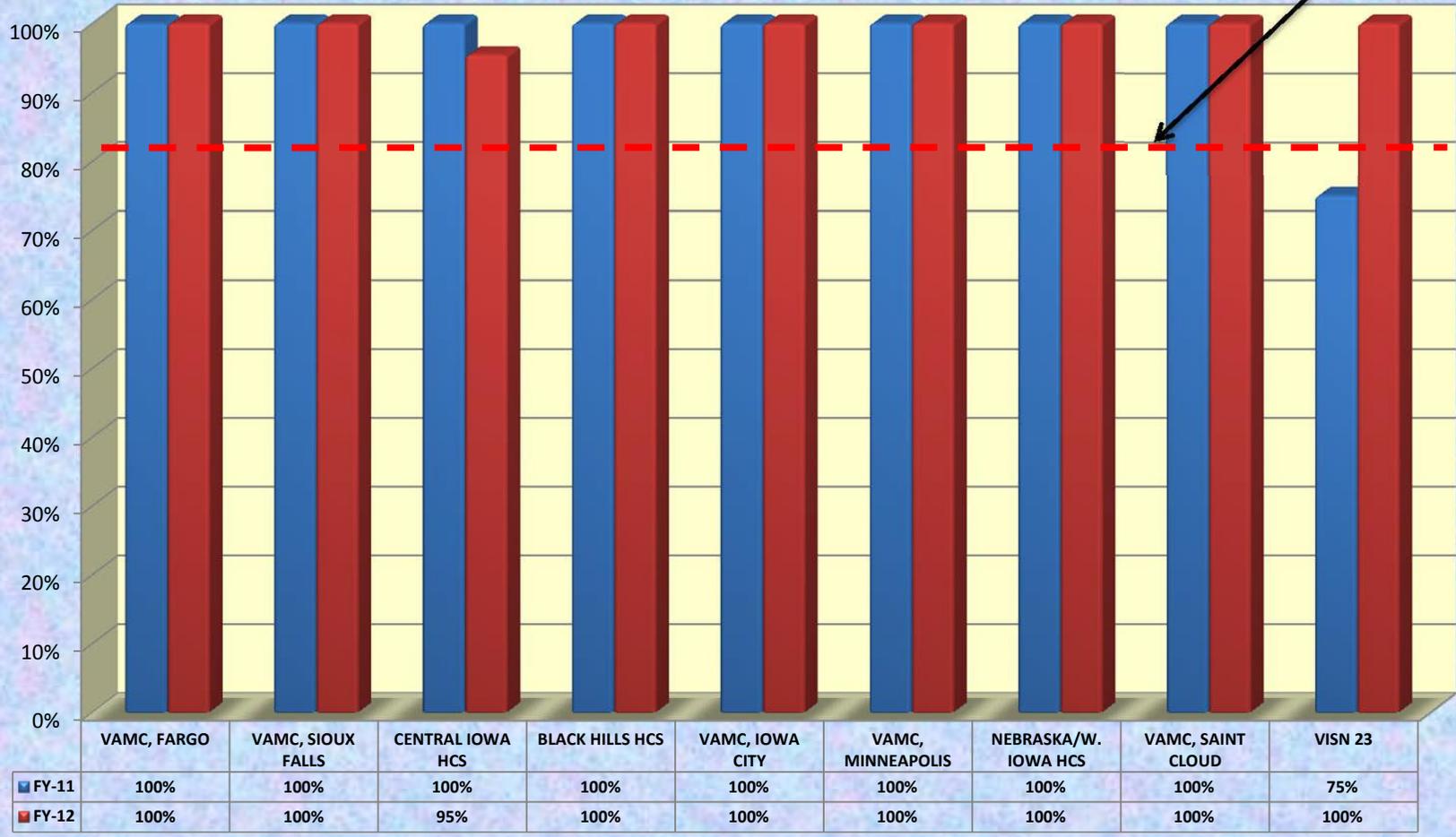
53% Government-Wide Average



Data Source: ADTracker System

Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 23

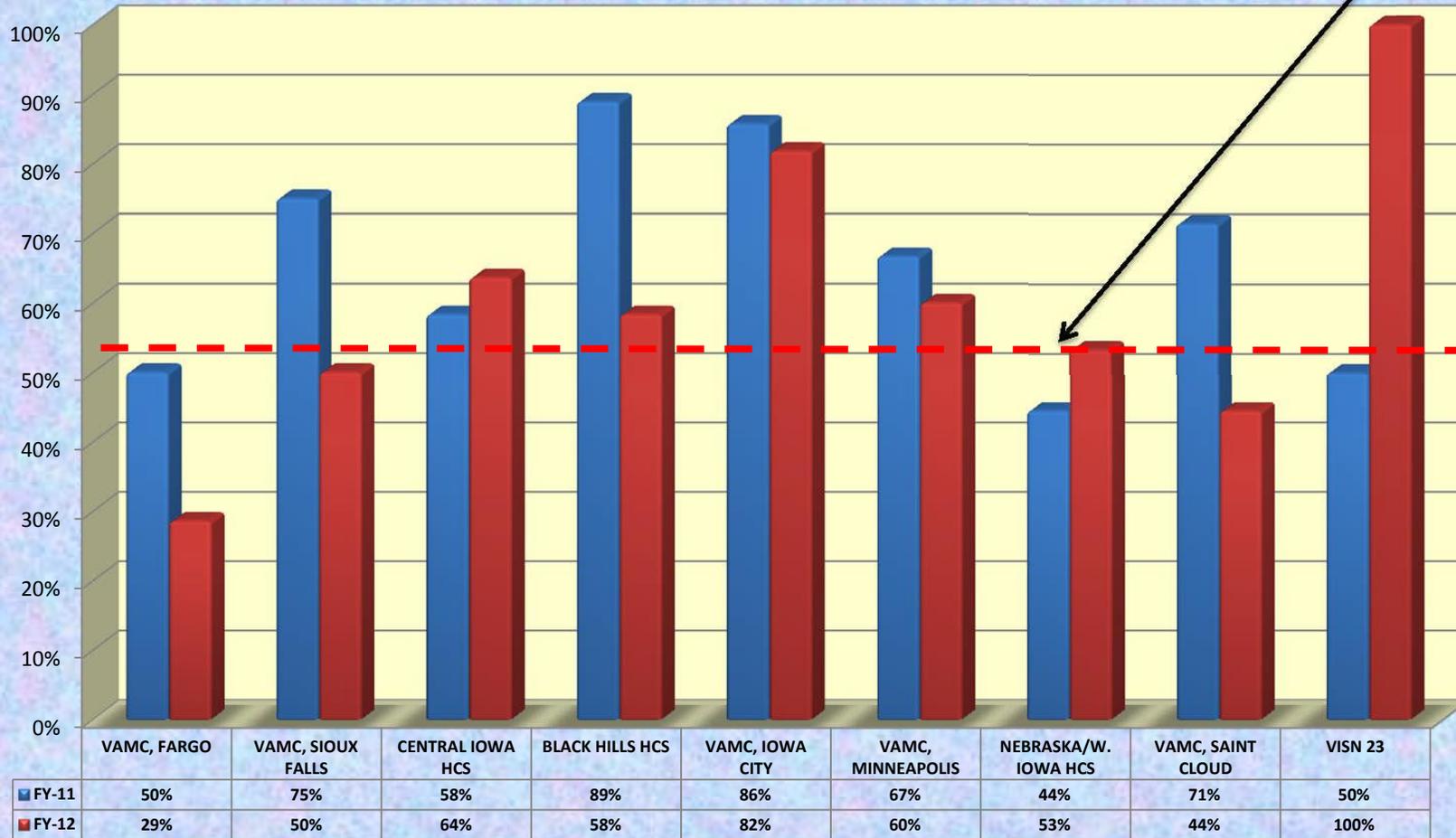
80% Government-Wide Target



FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 23

53% VA-Wide Target

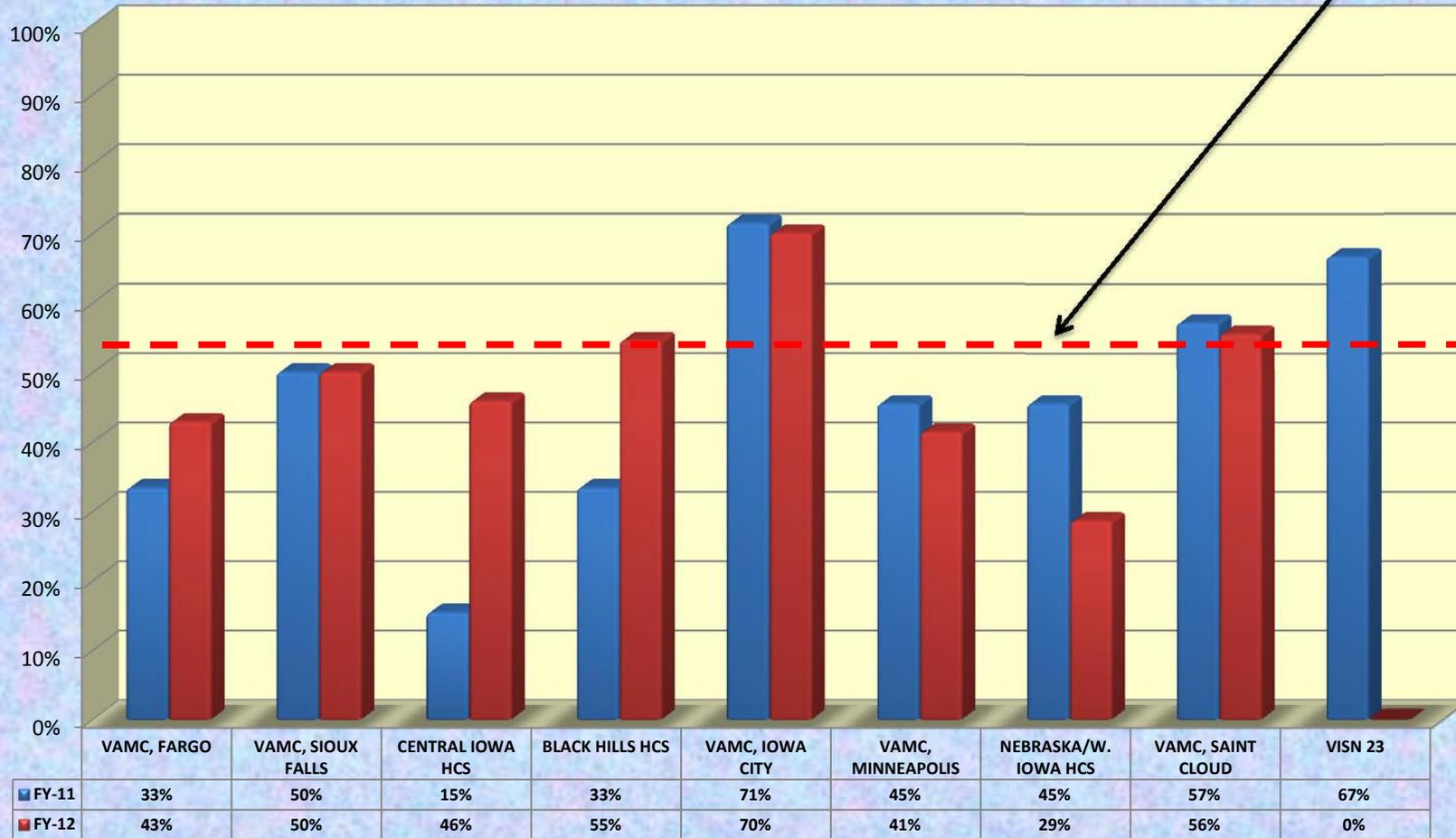


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 23

53% Government-Wide Average

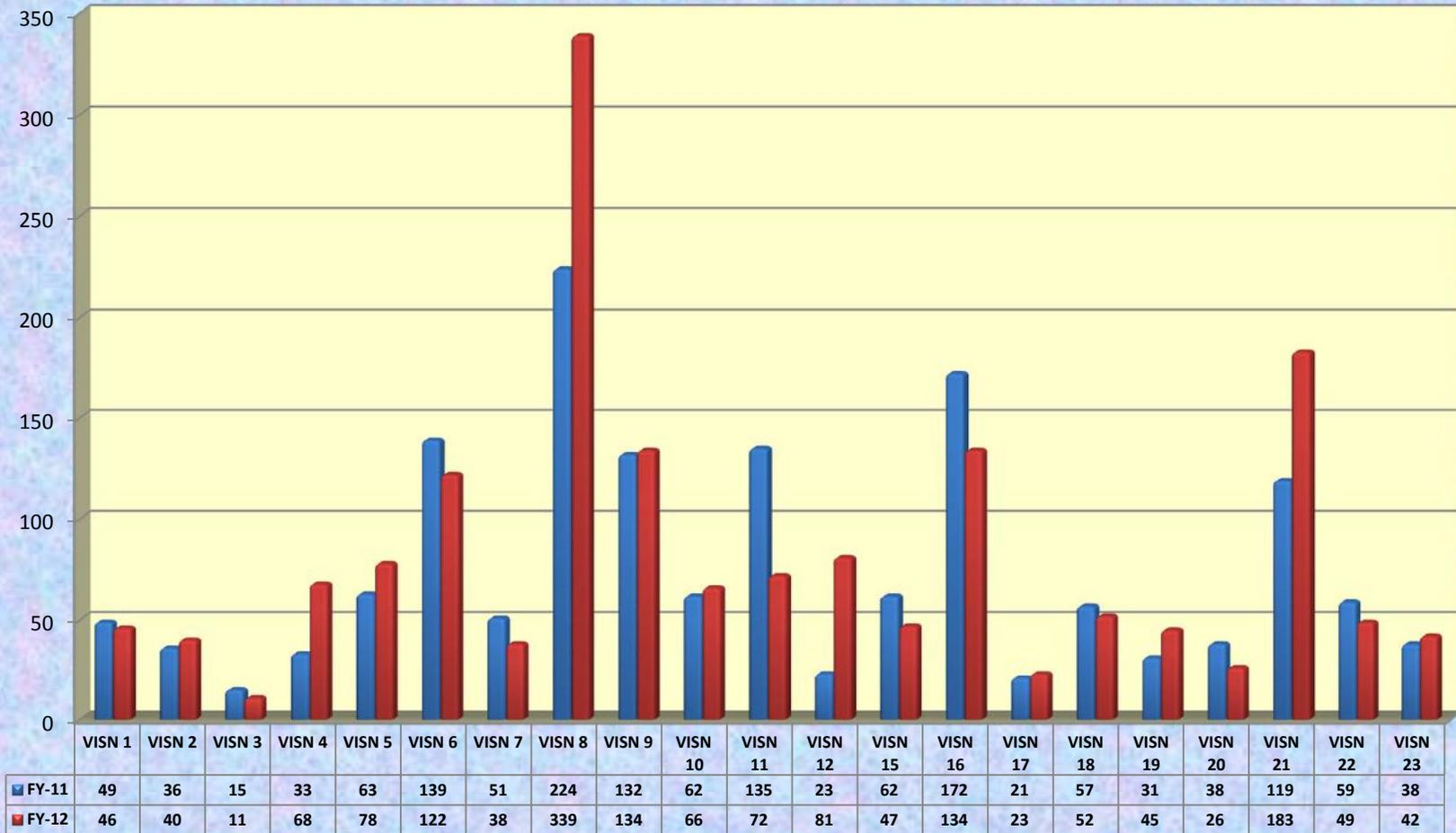


Data Source: ADRTTracker System

Veterans Health Administration
Non-EEO ADR Cases

FY-11 and FY-12 Data as of 10/22/12

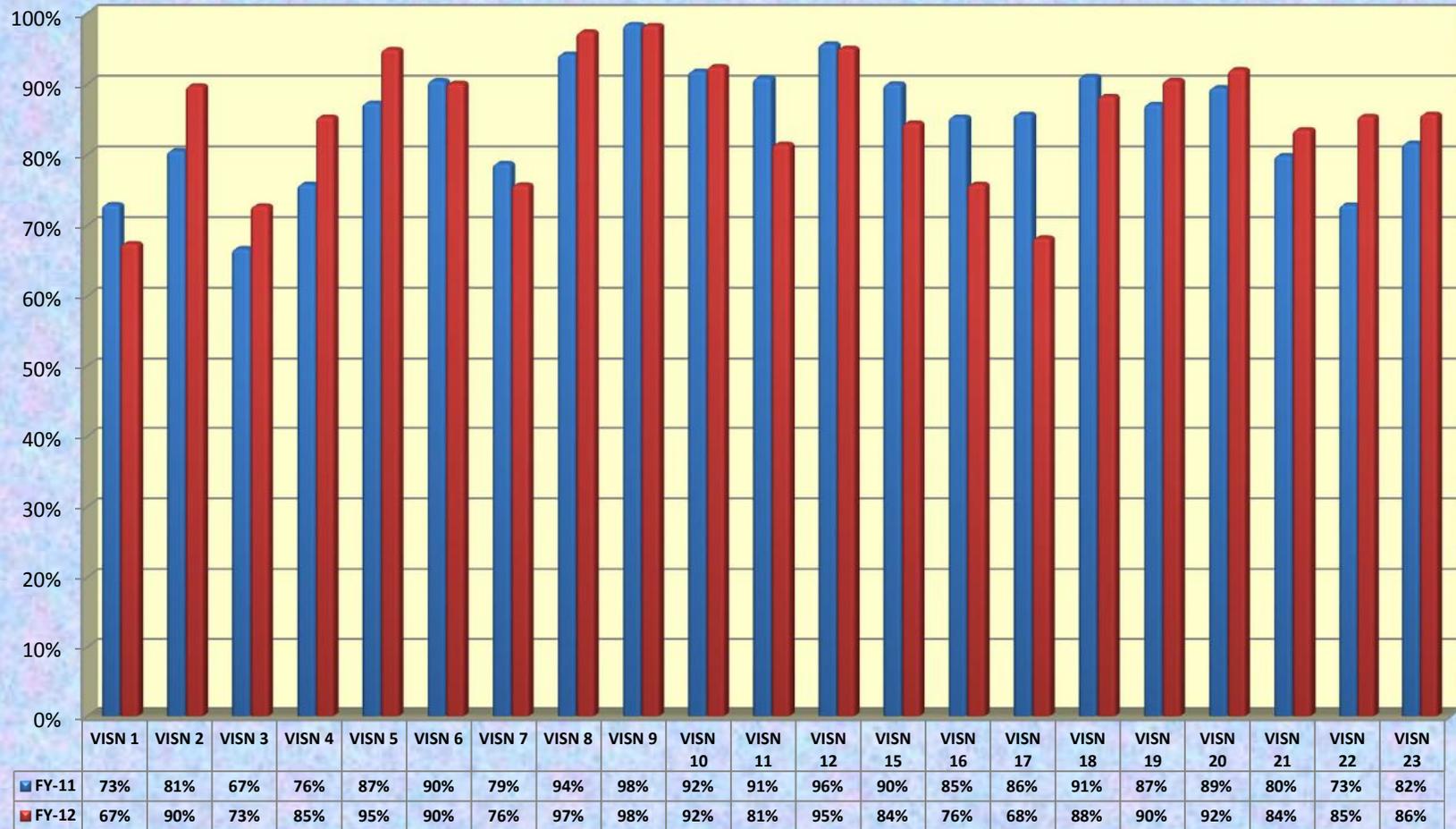
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

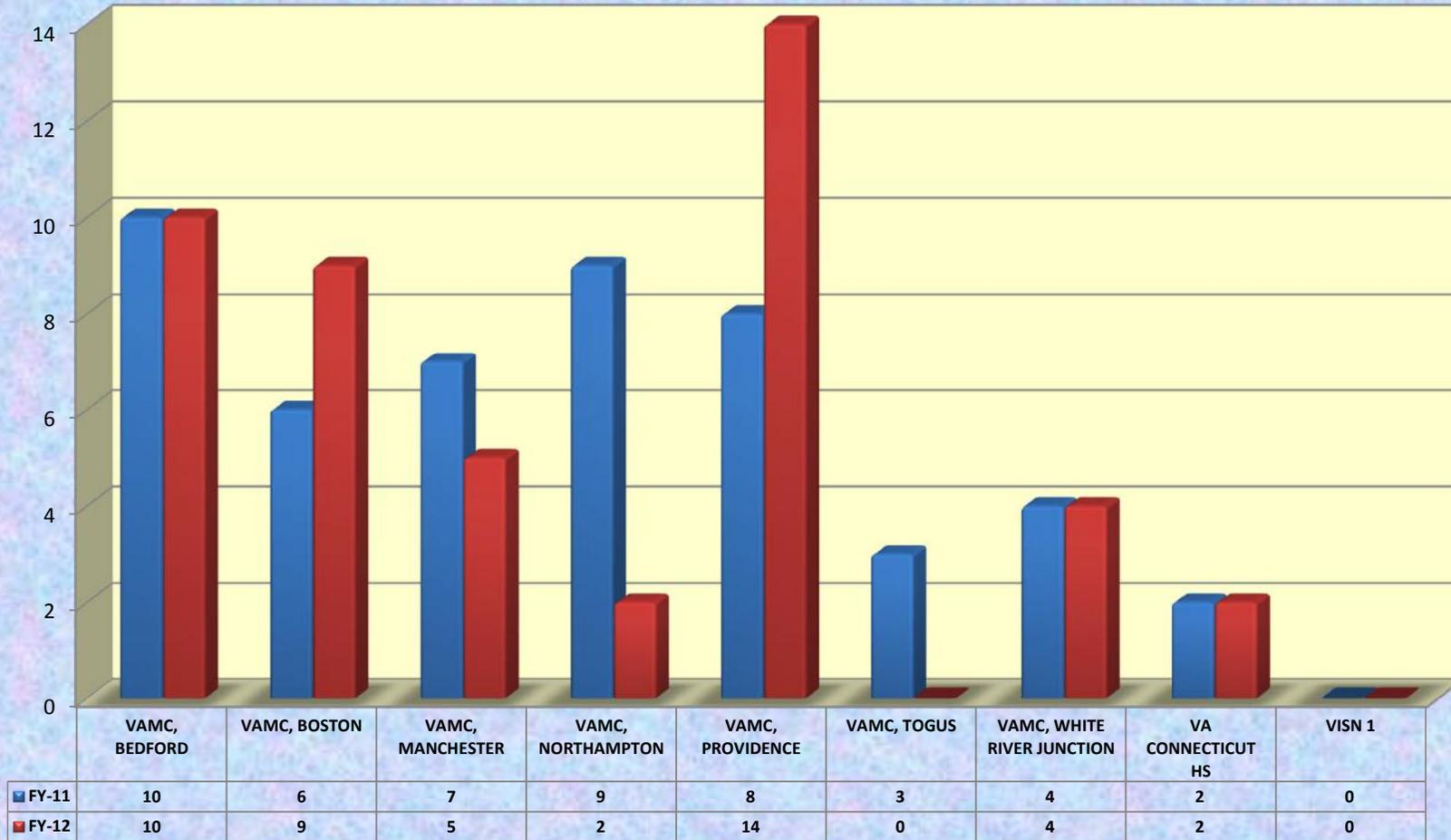
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

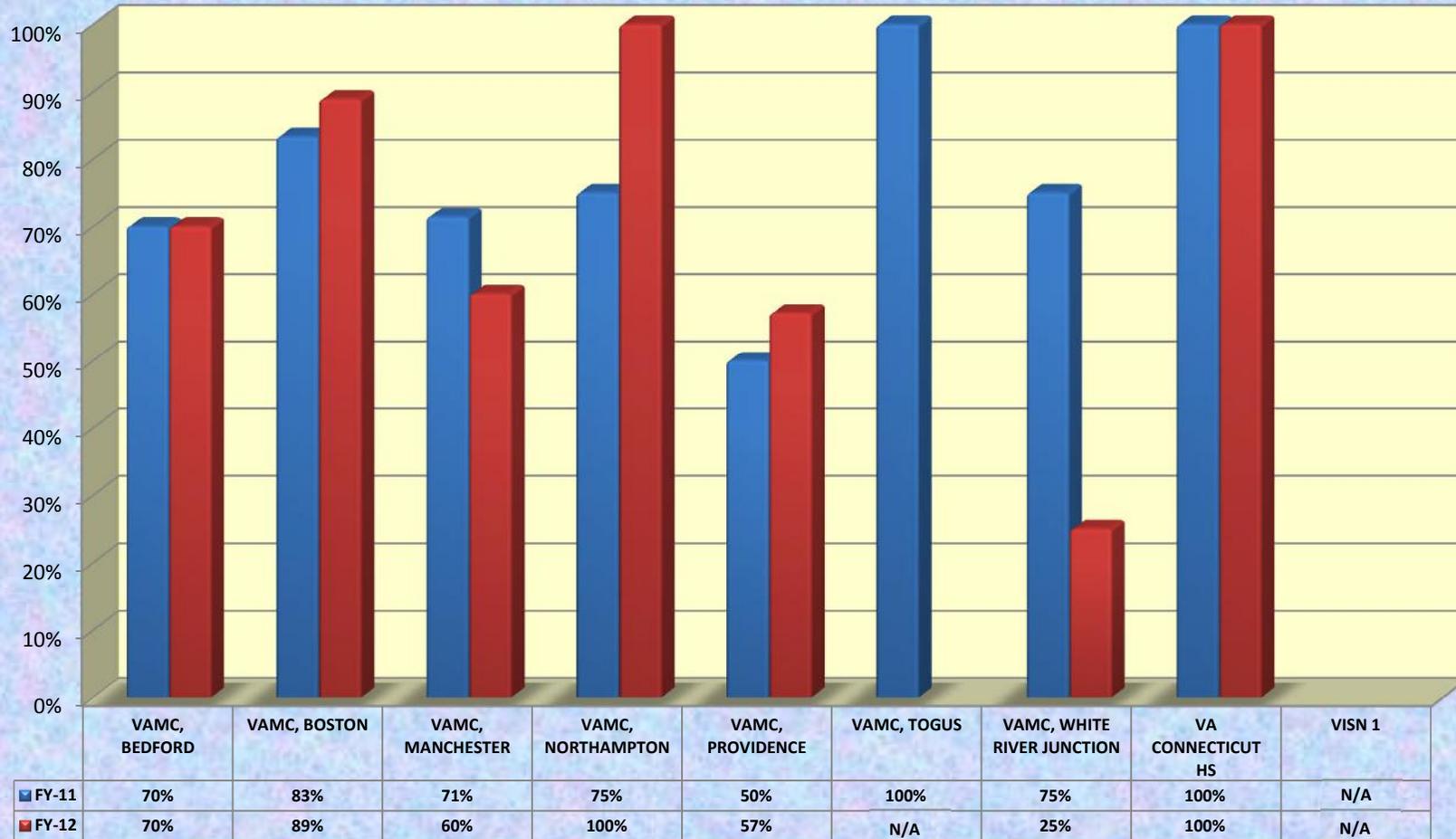
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 1



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 1



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

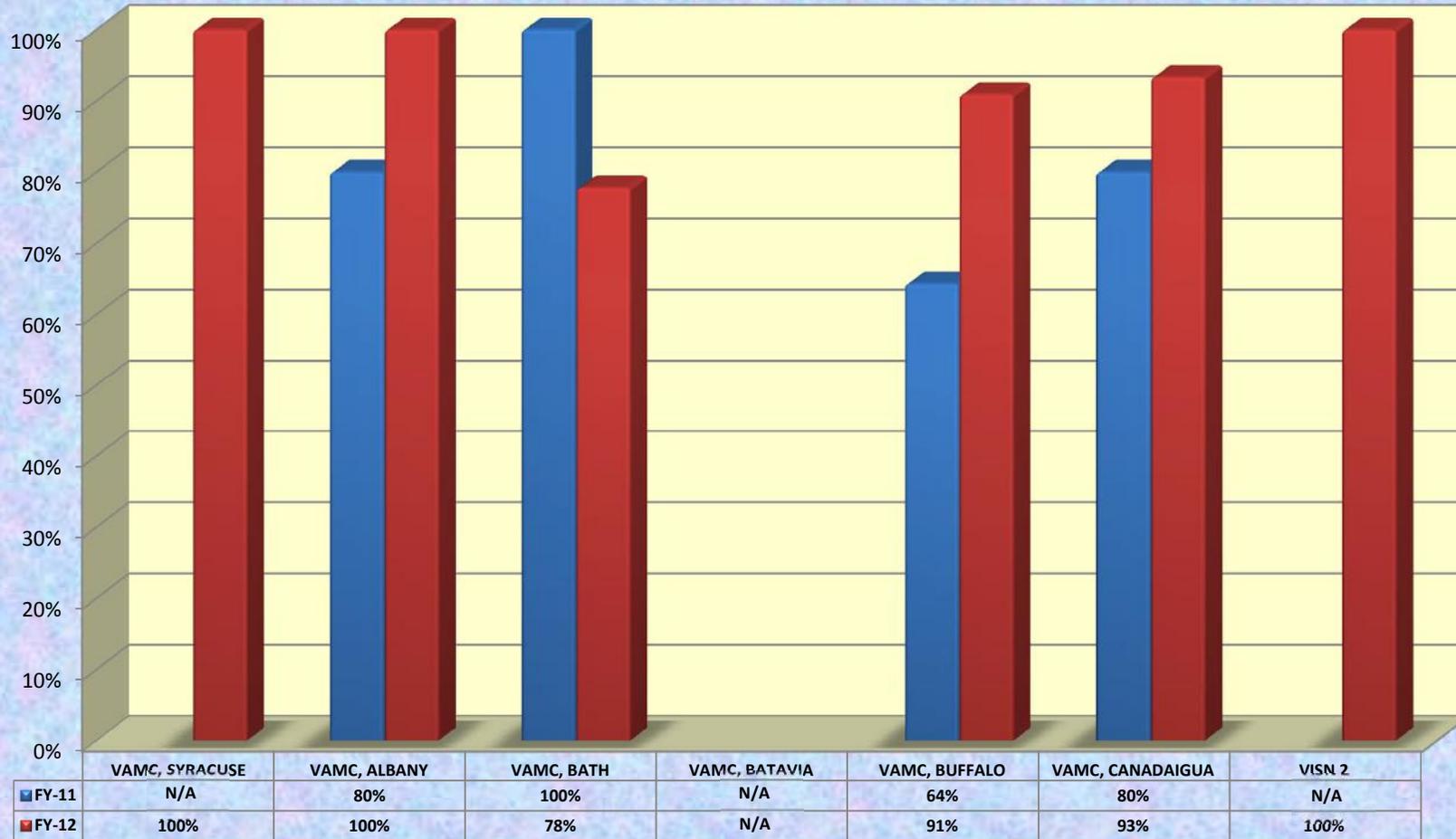
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 2



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

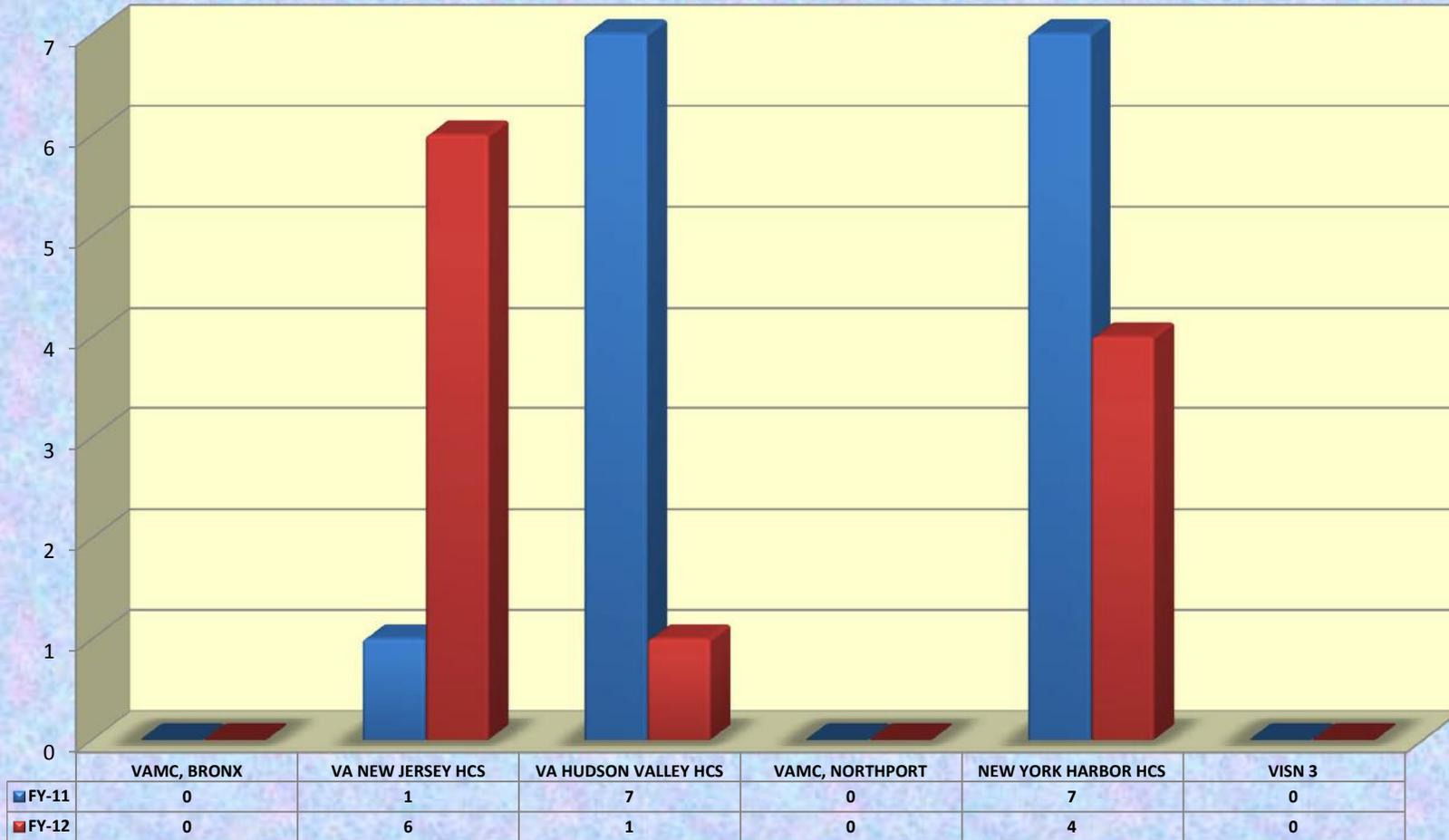
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 2



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

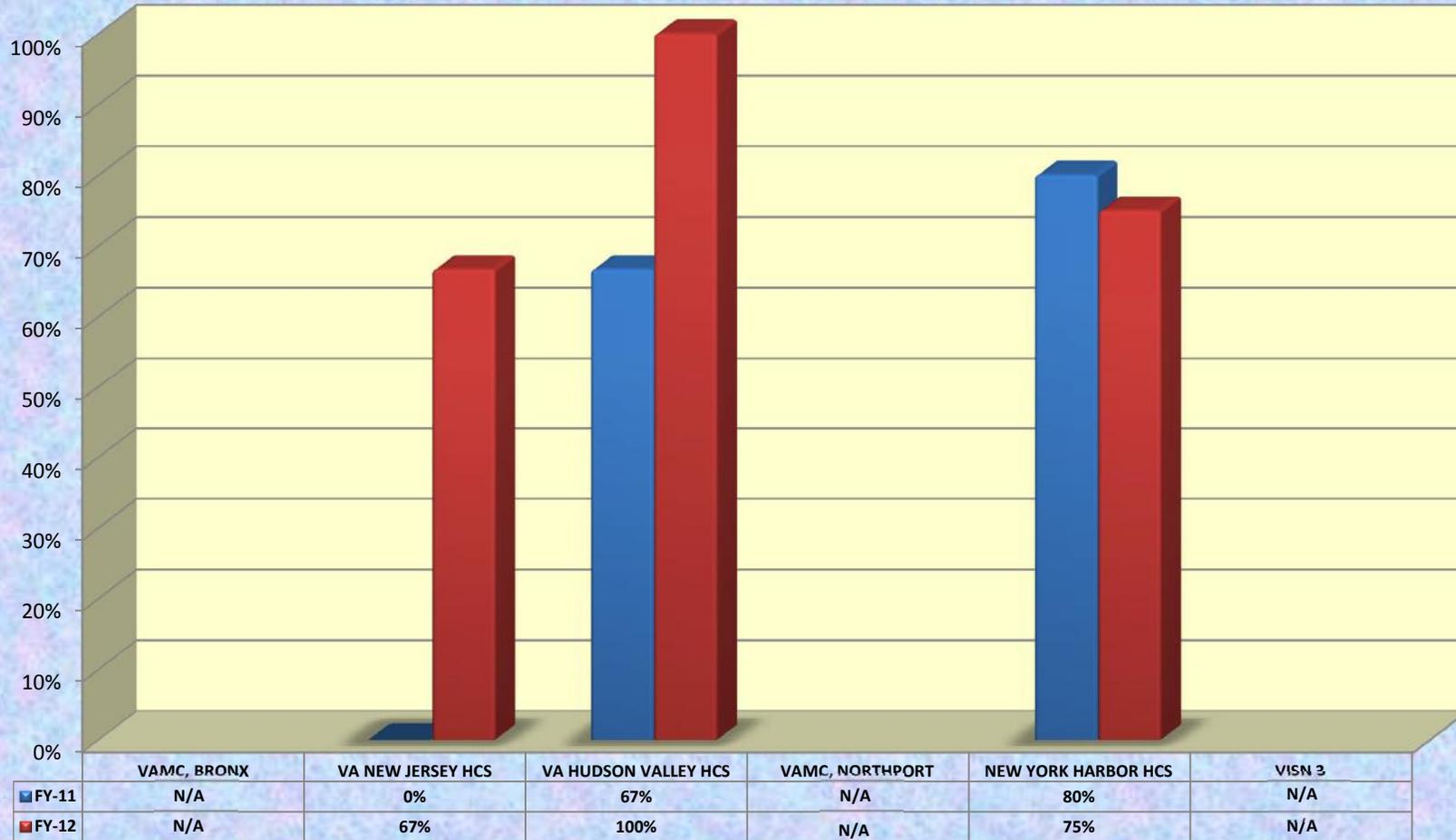
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 3



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

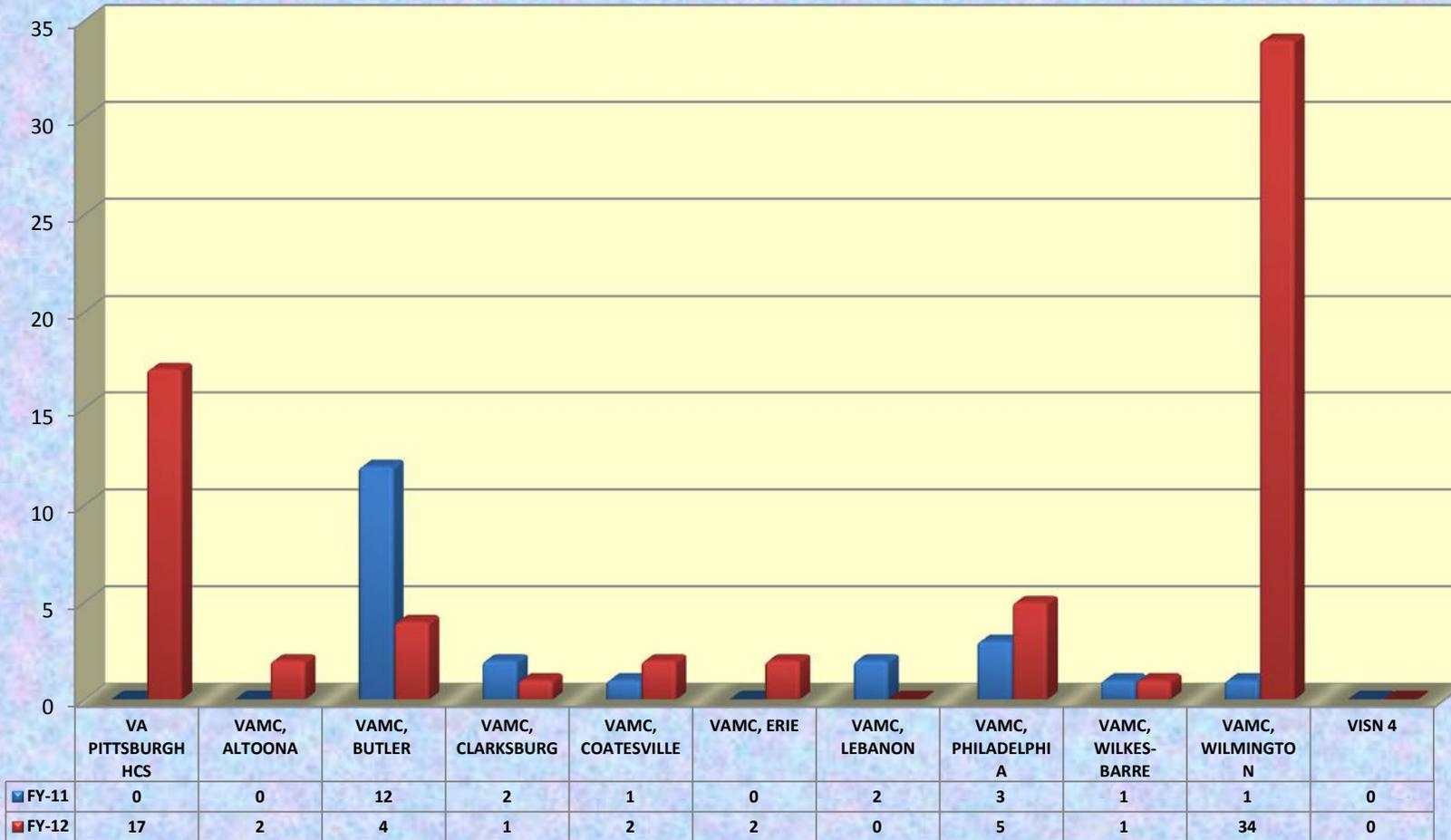
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 3



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

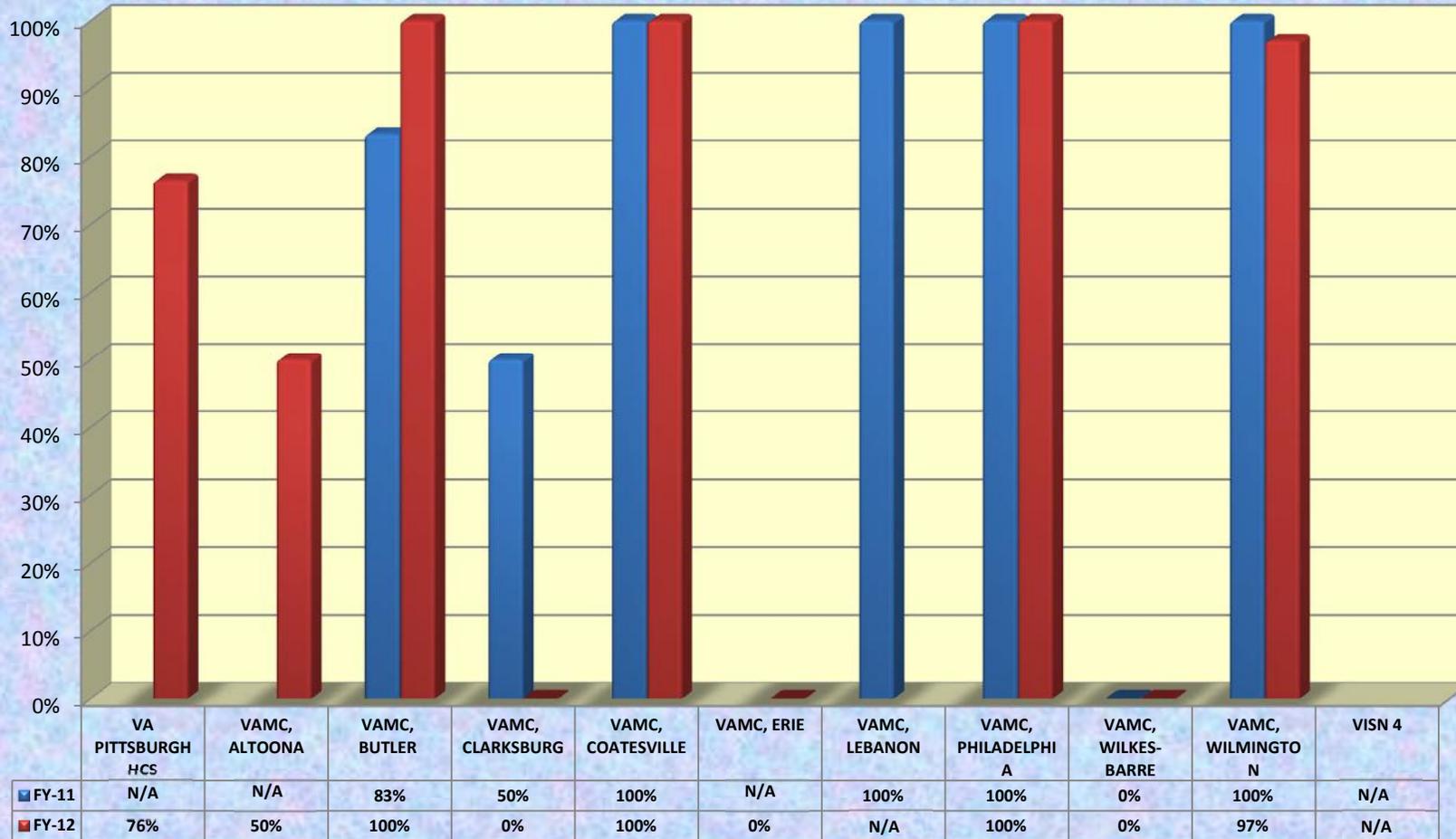
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 4



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

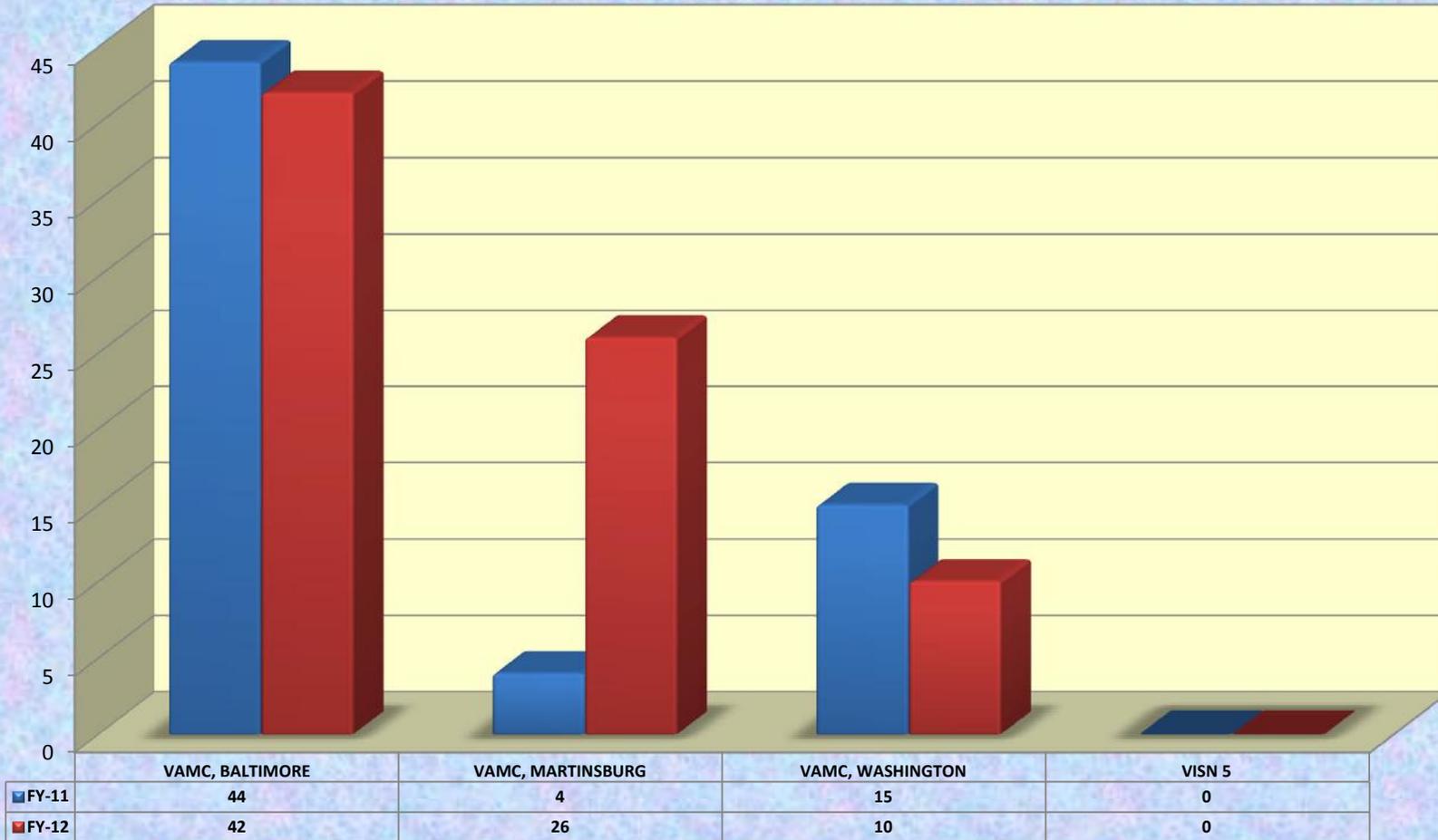
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 4



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

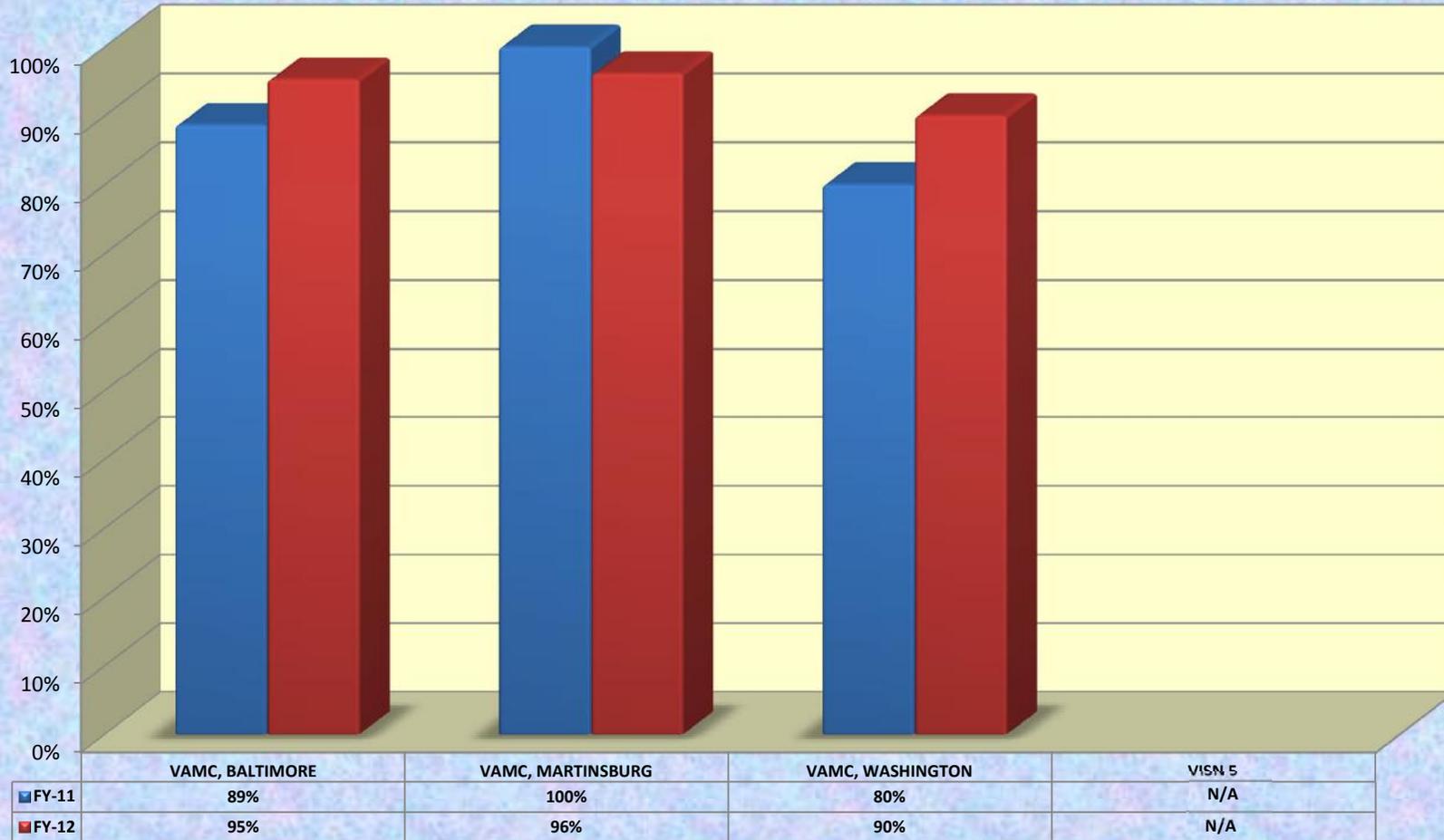
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 5



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

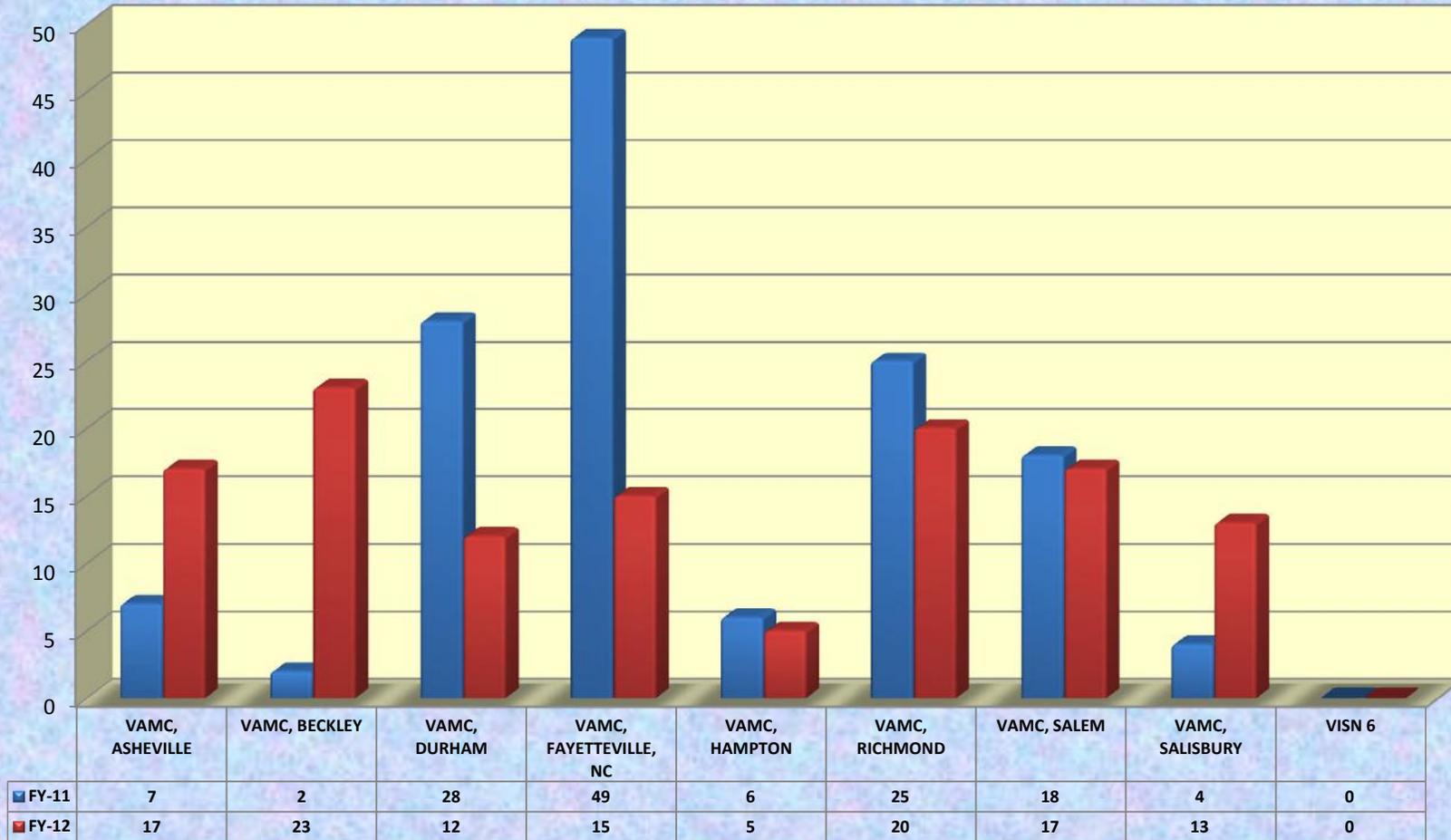
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 5



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

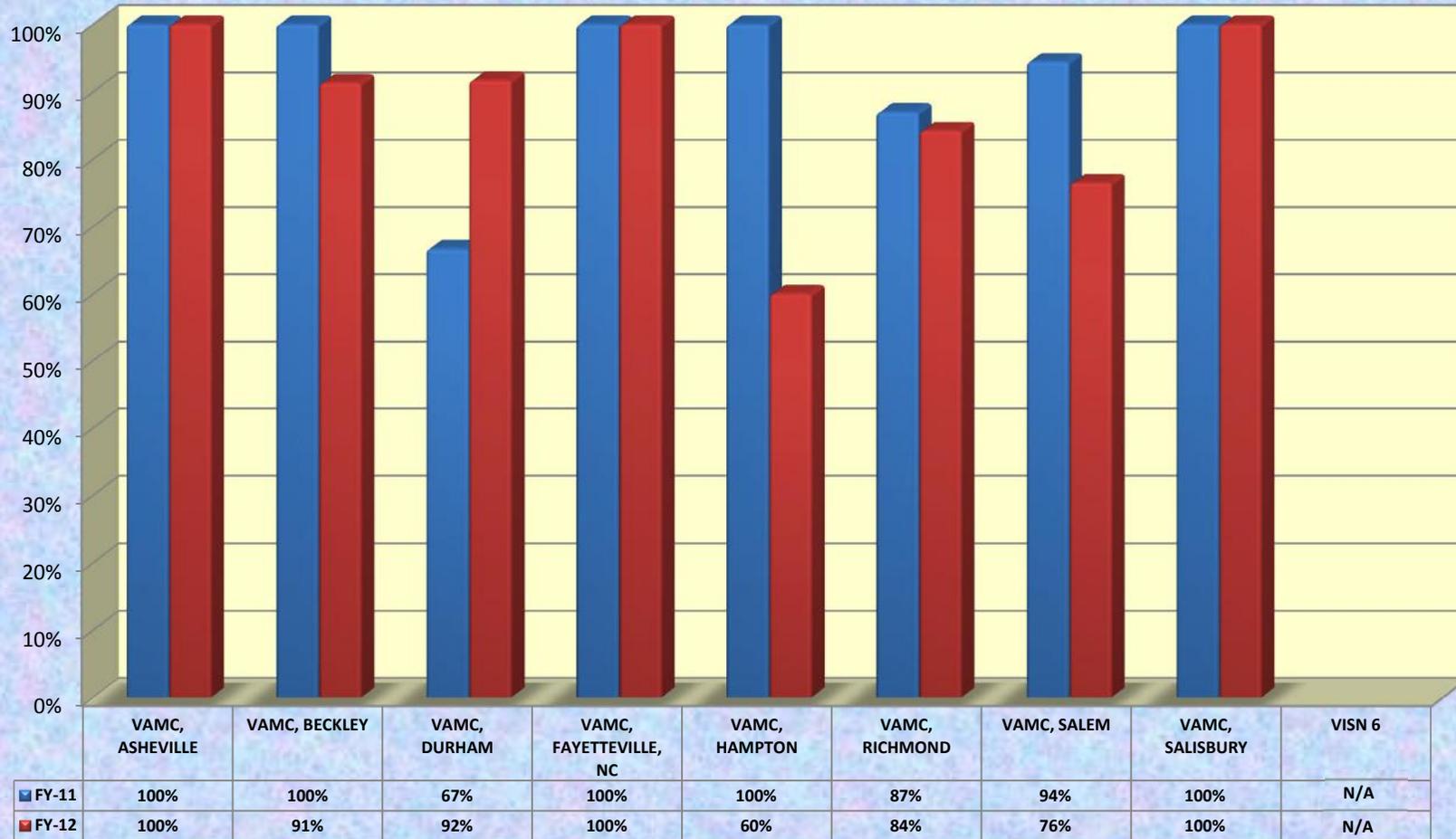
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 6



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

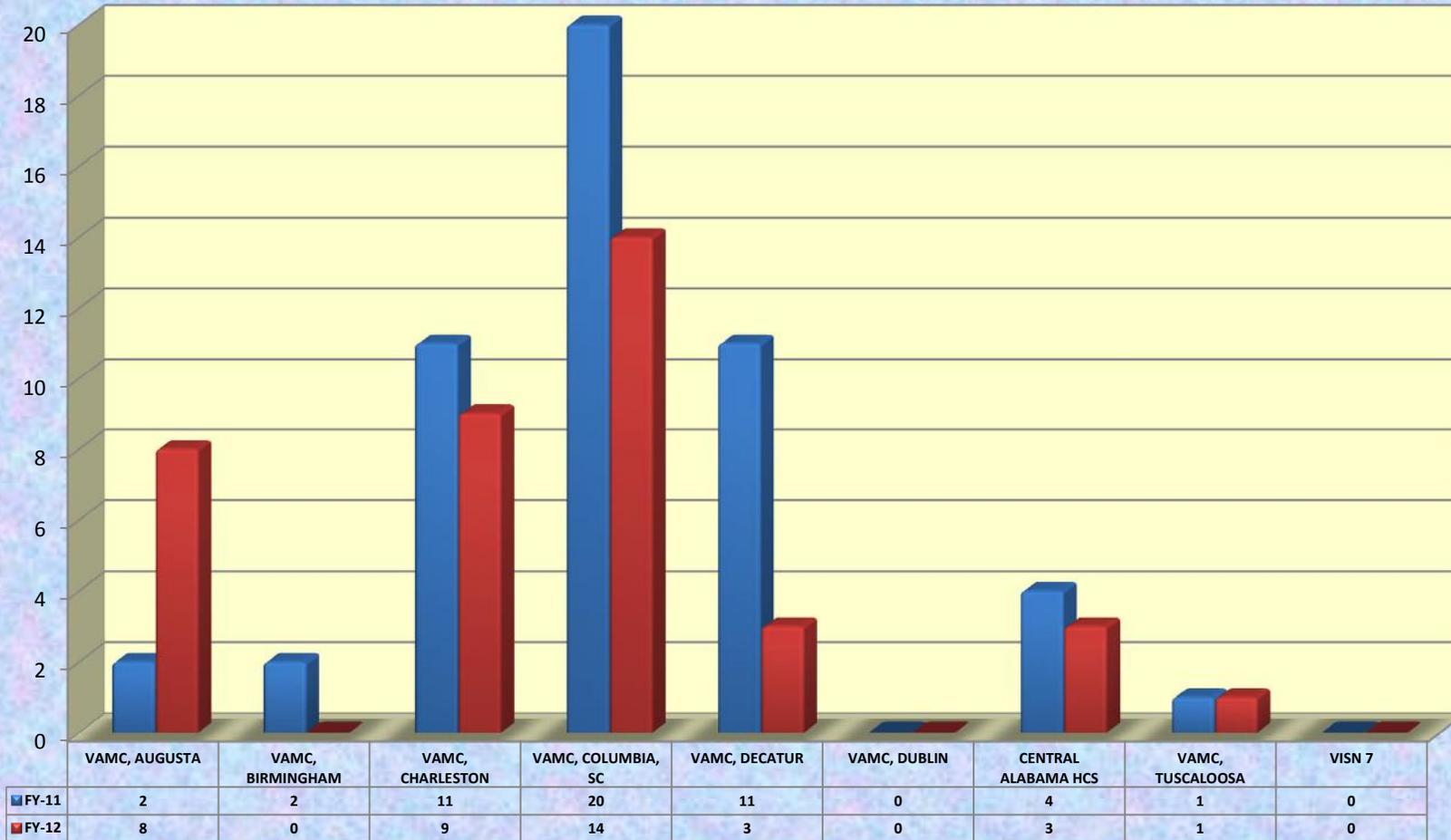
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 6



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

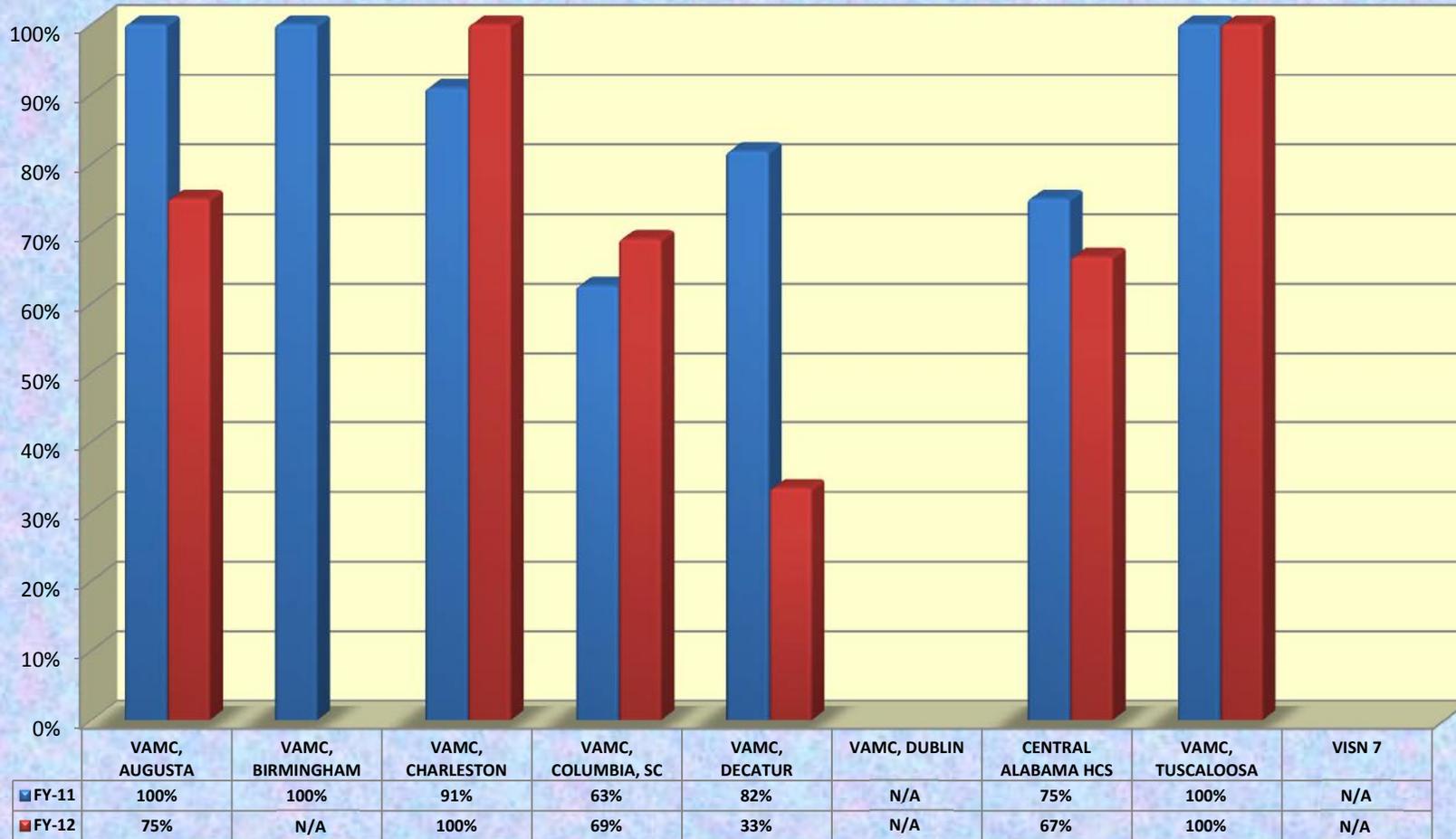
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 7



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

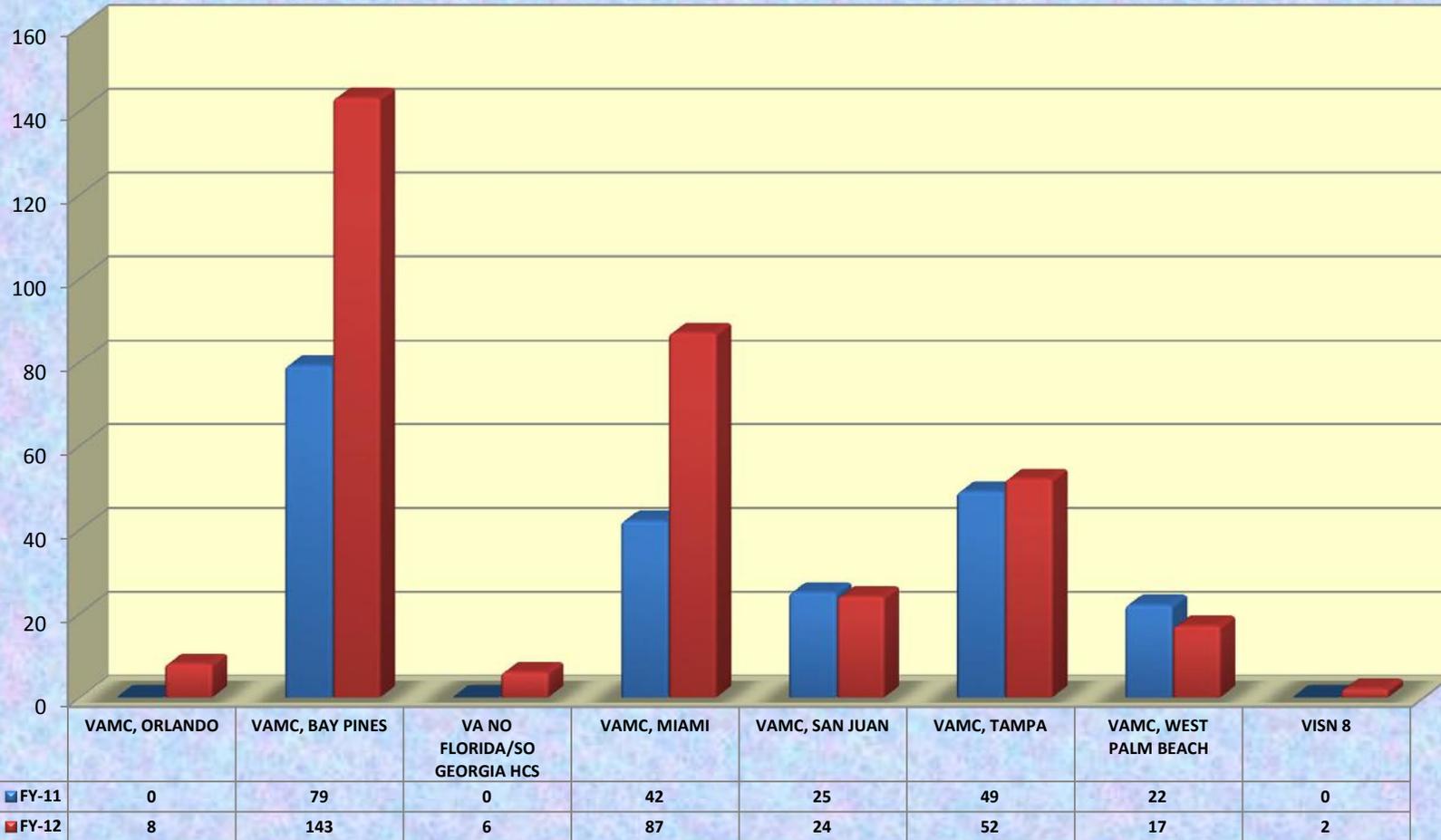
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 7



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

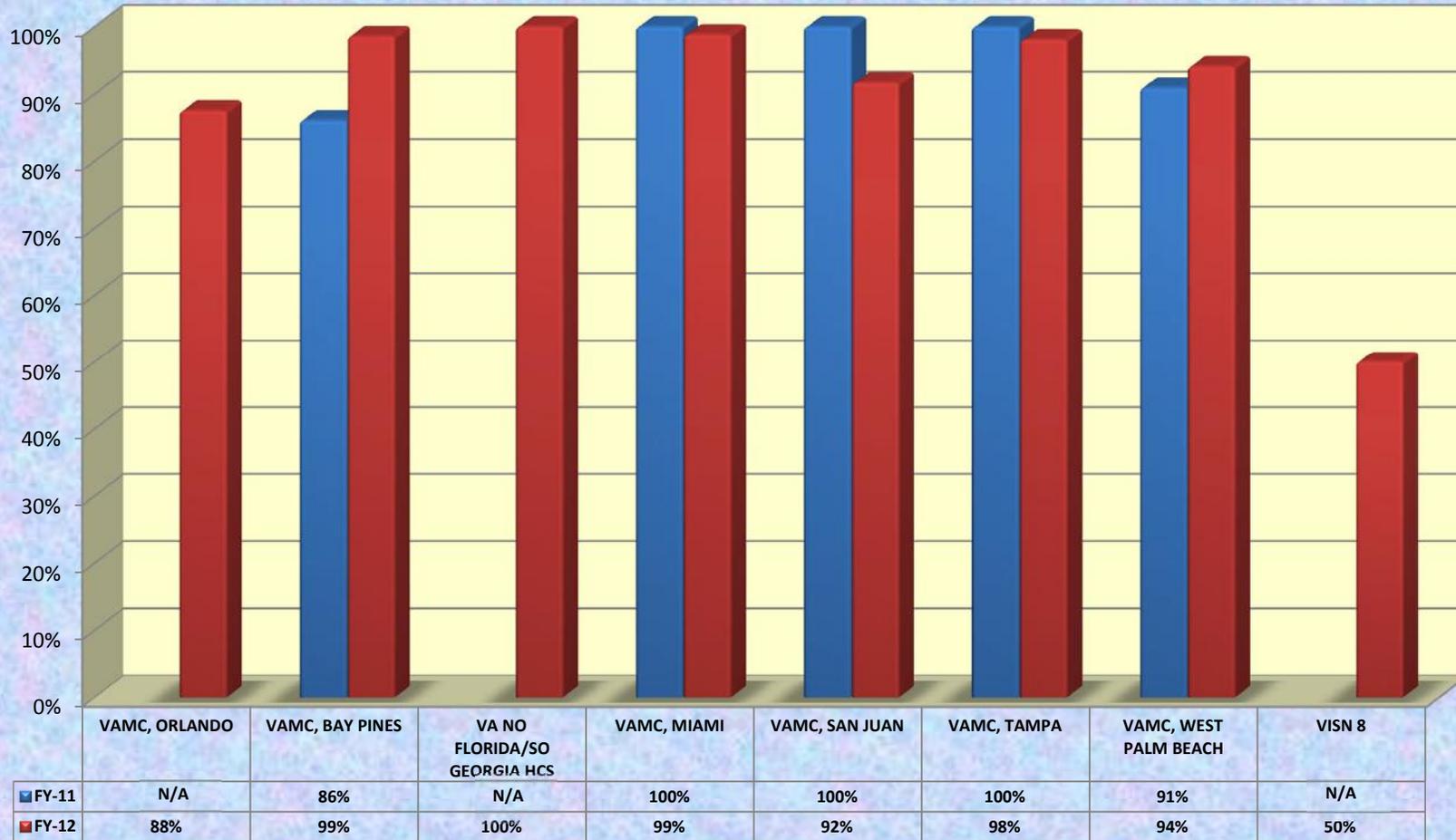
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 8



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

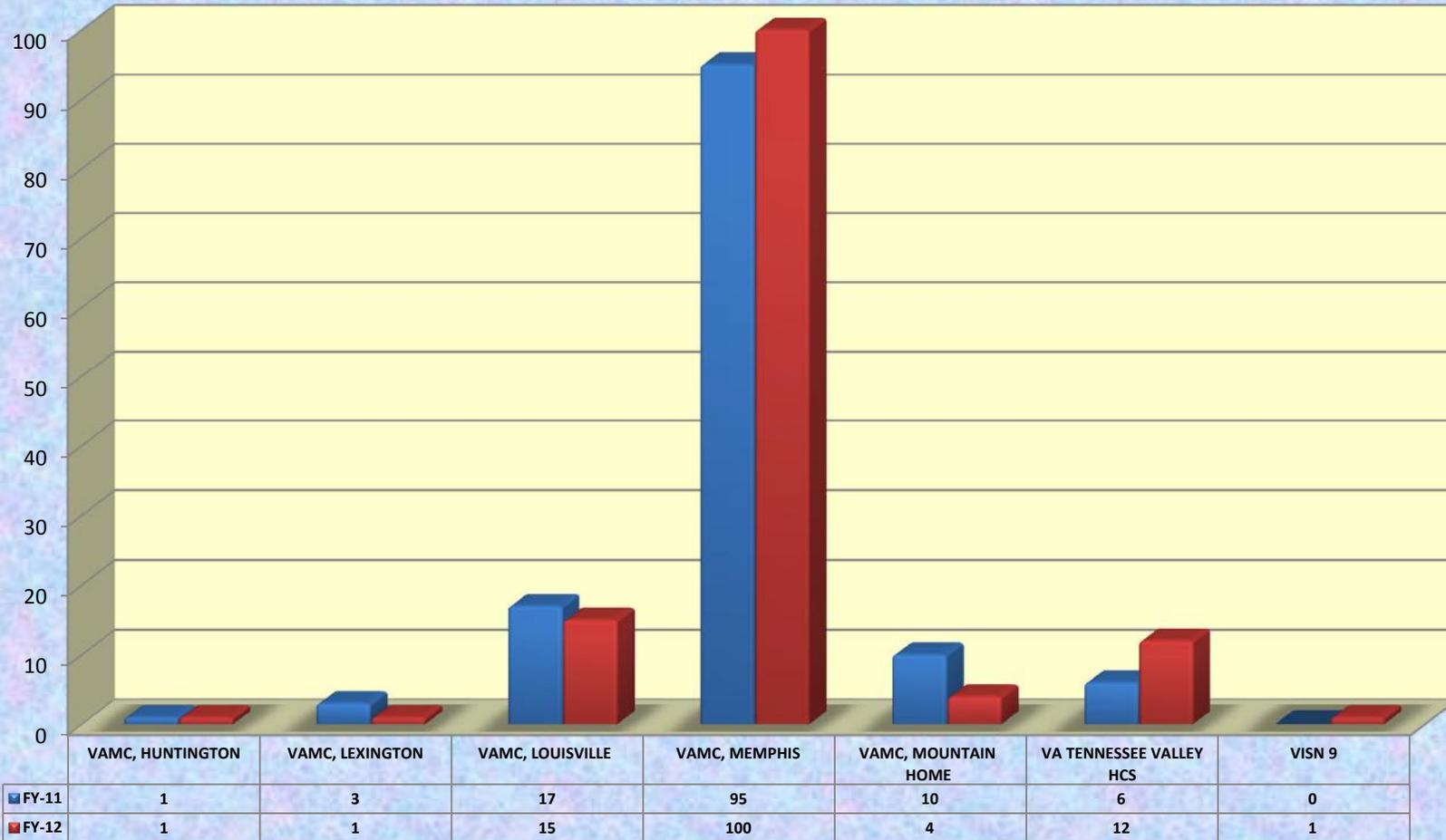
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 8



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

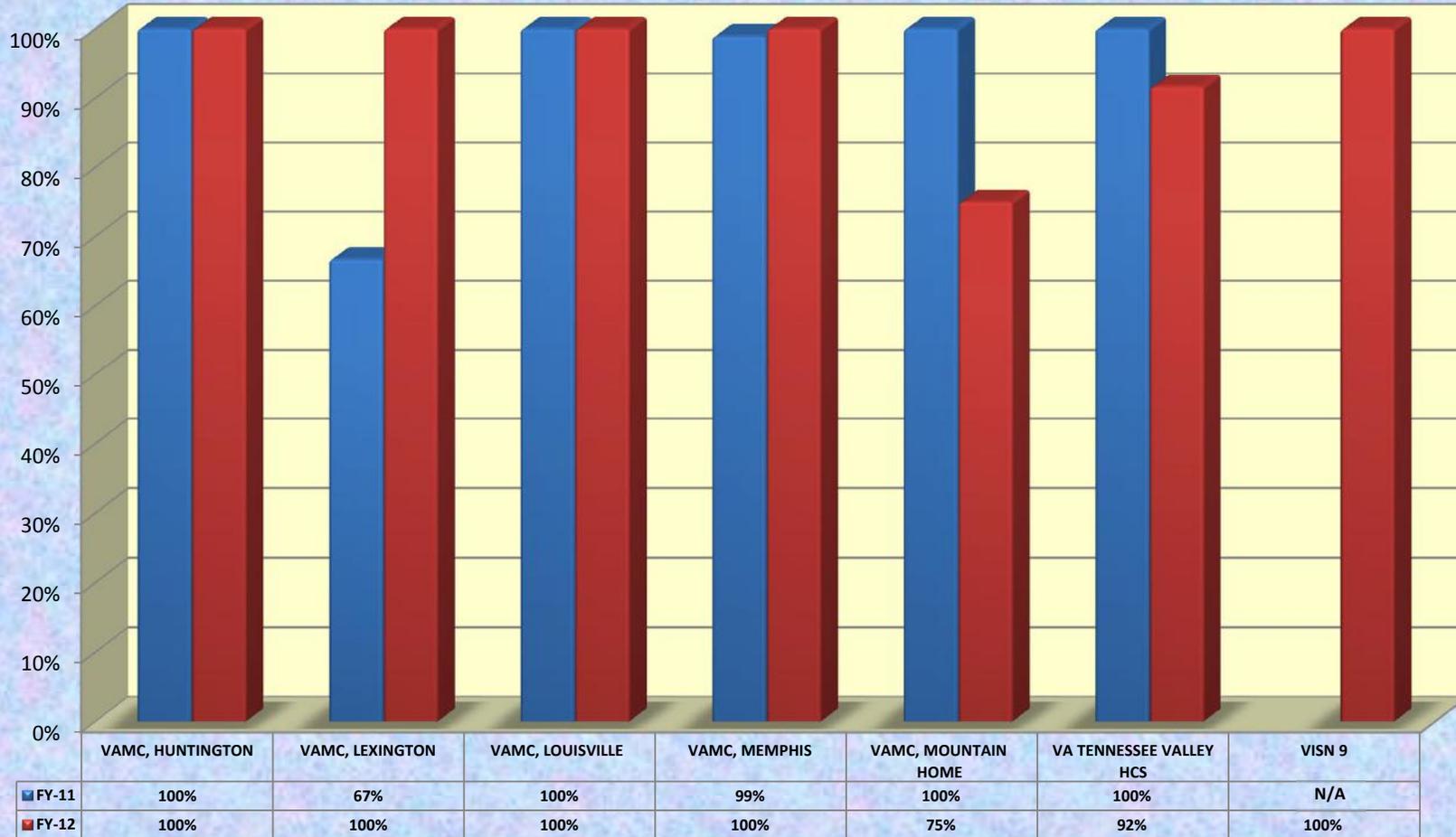
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 9



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

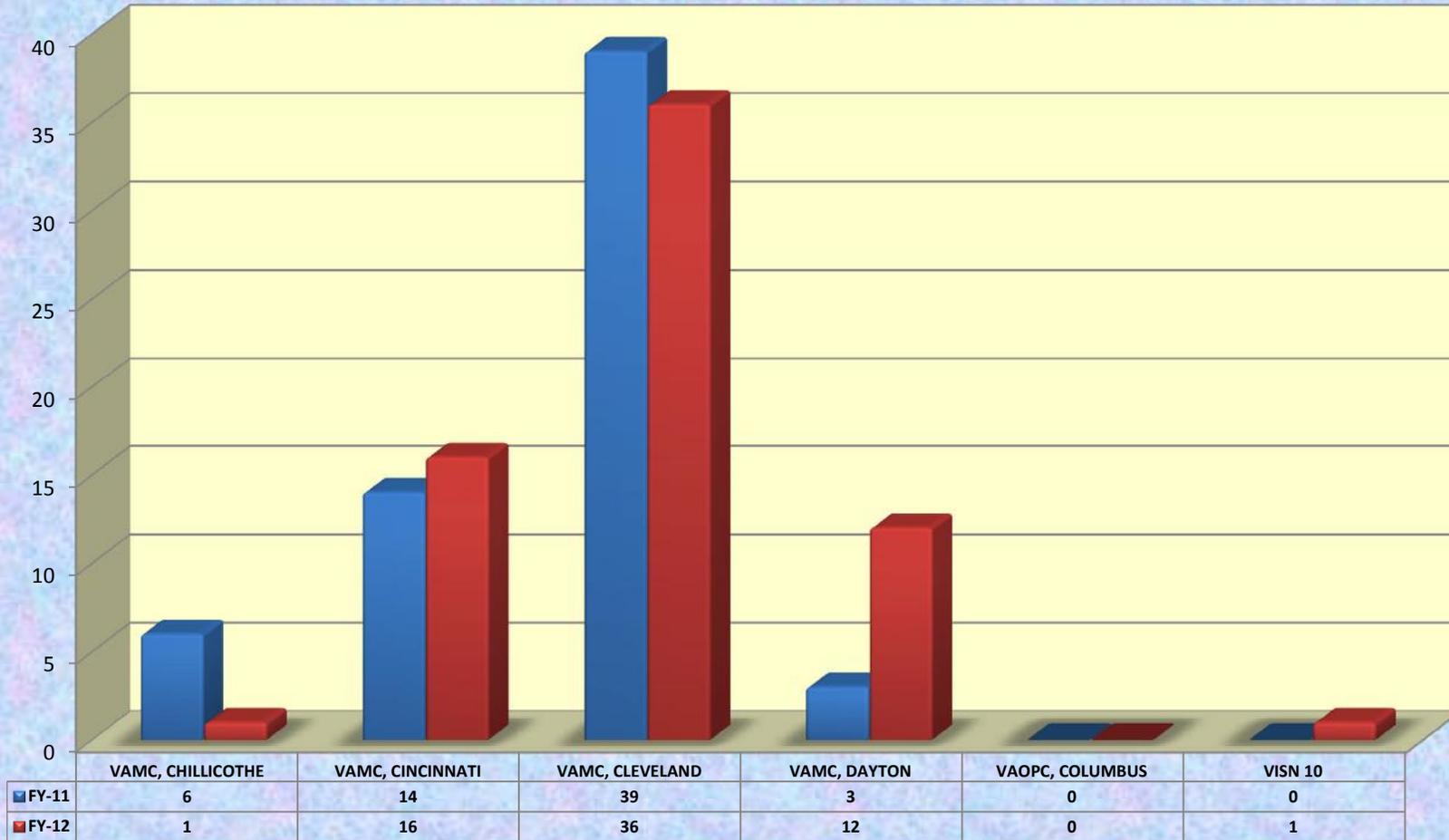
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 9



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 10



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

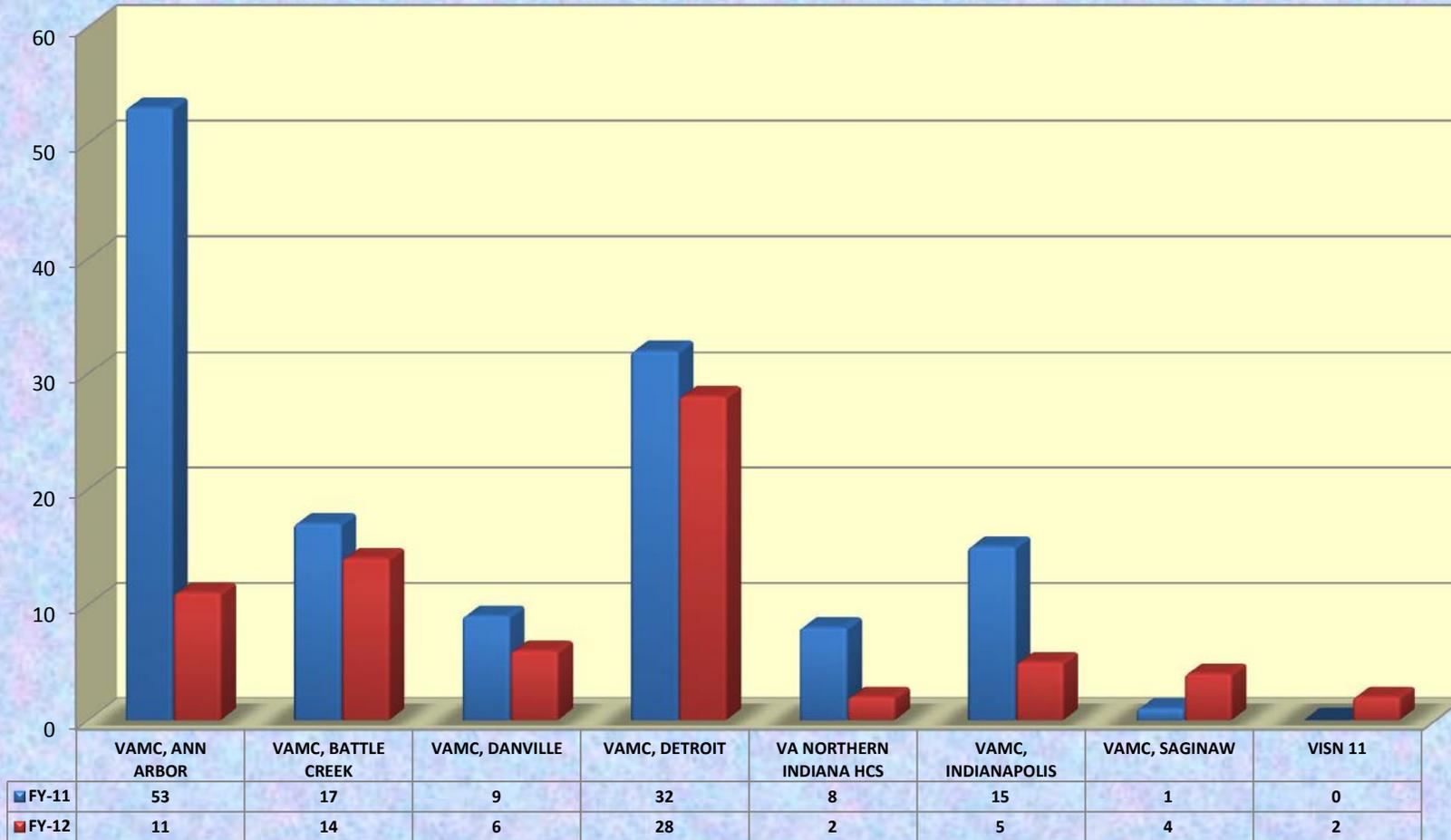
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 10



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

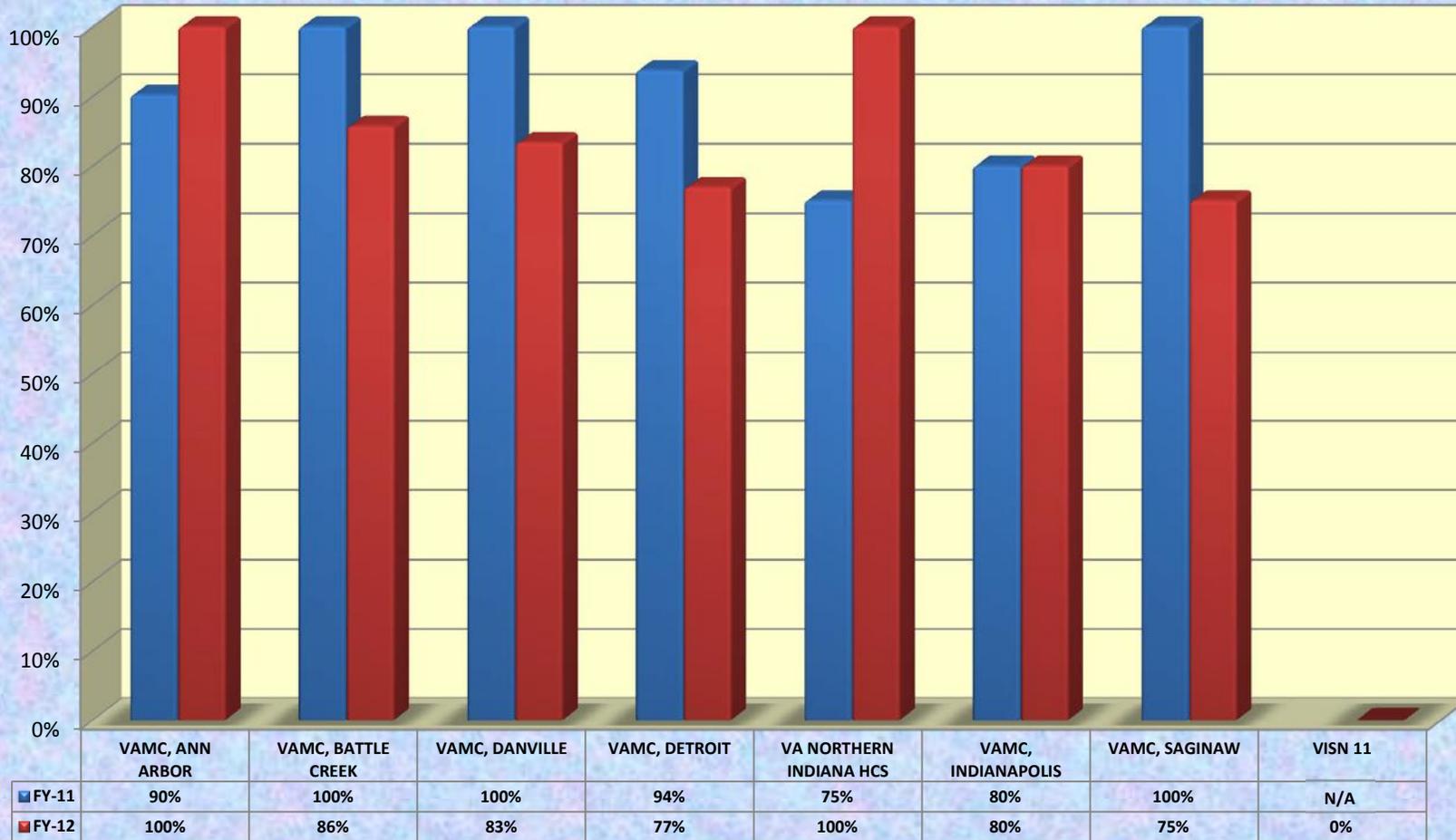
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 11



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

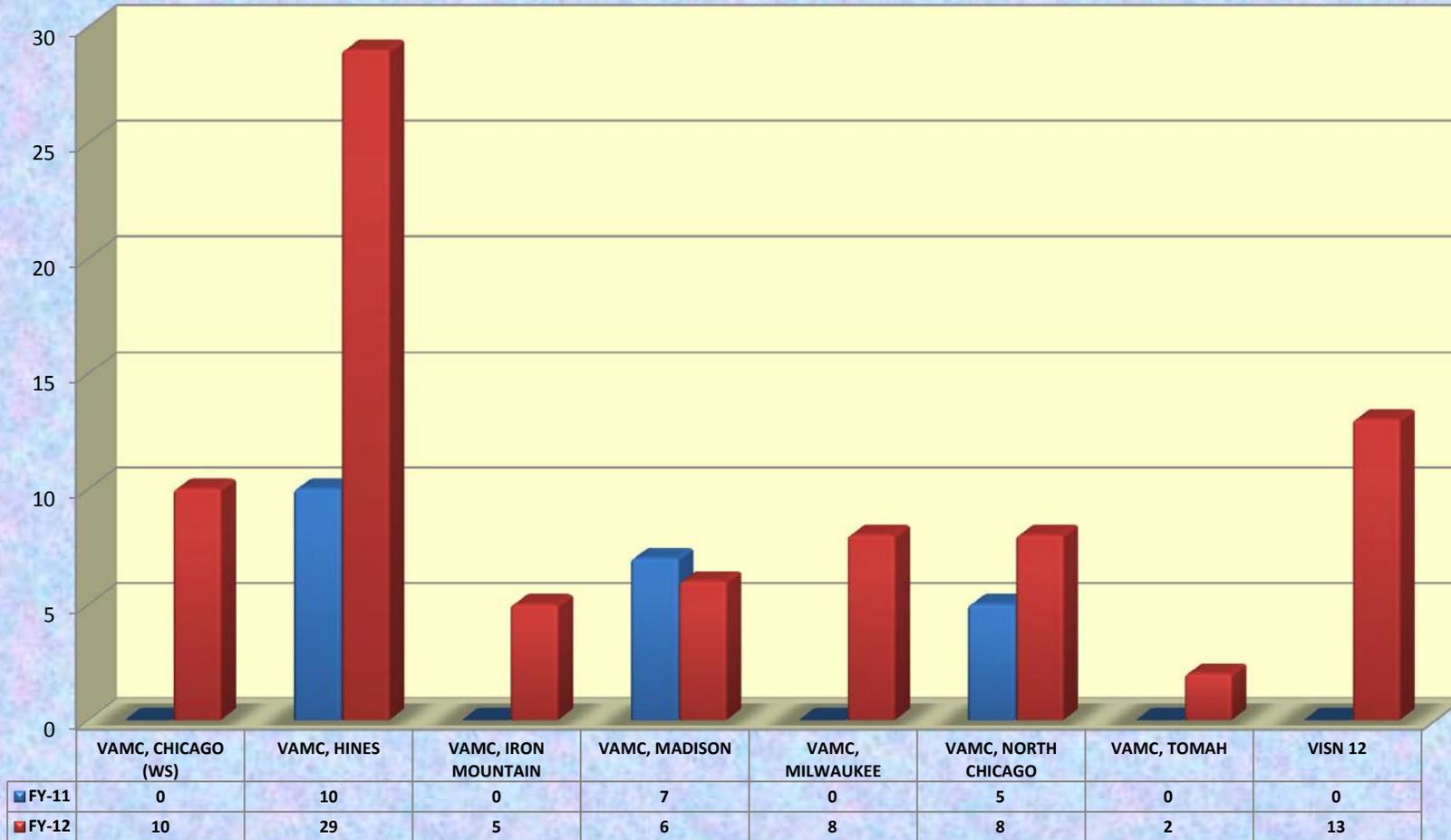
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 11



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

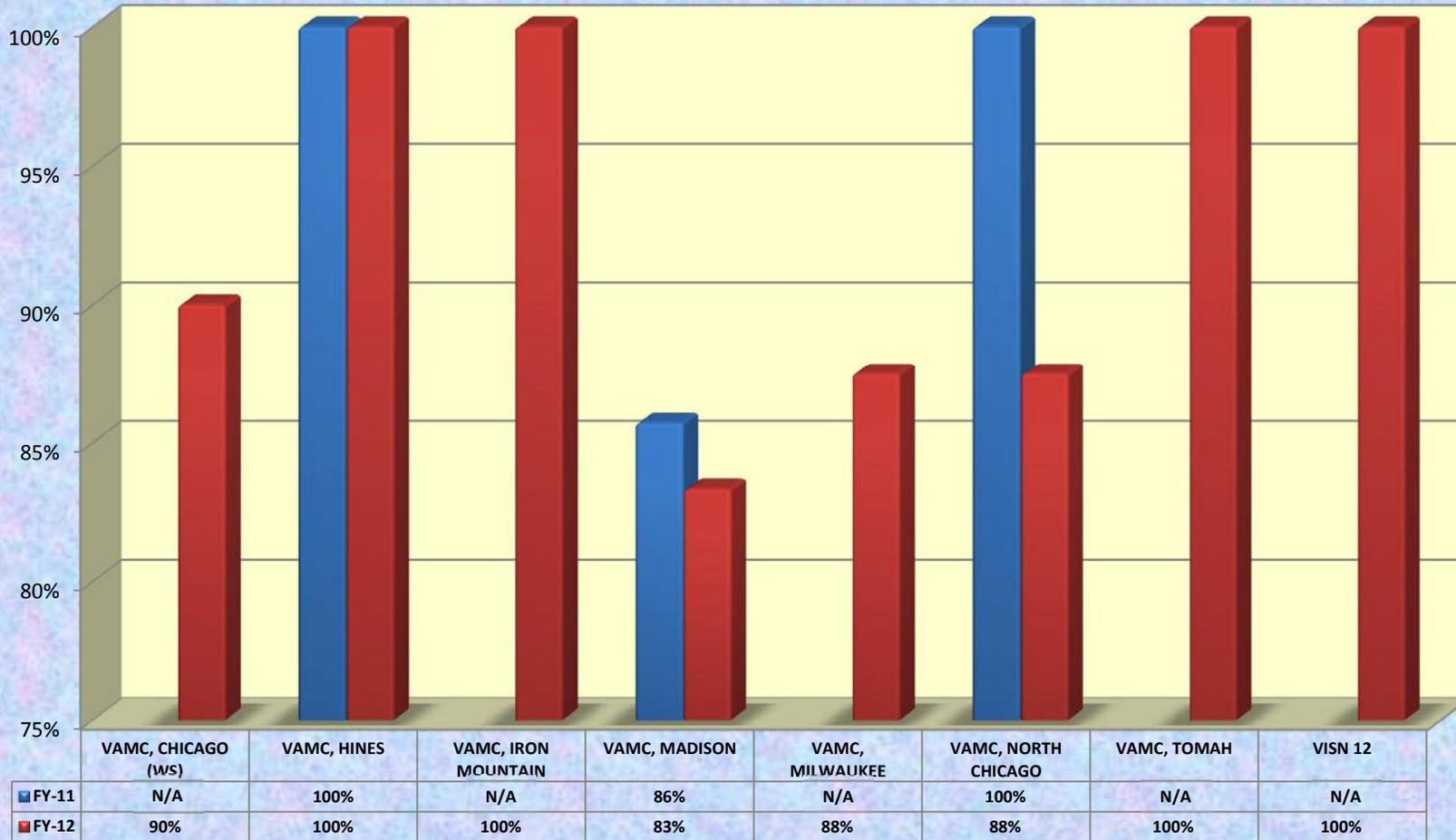
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 12



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

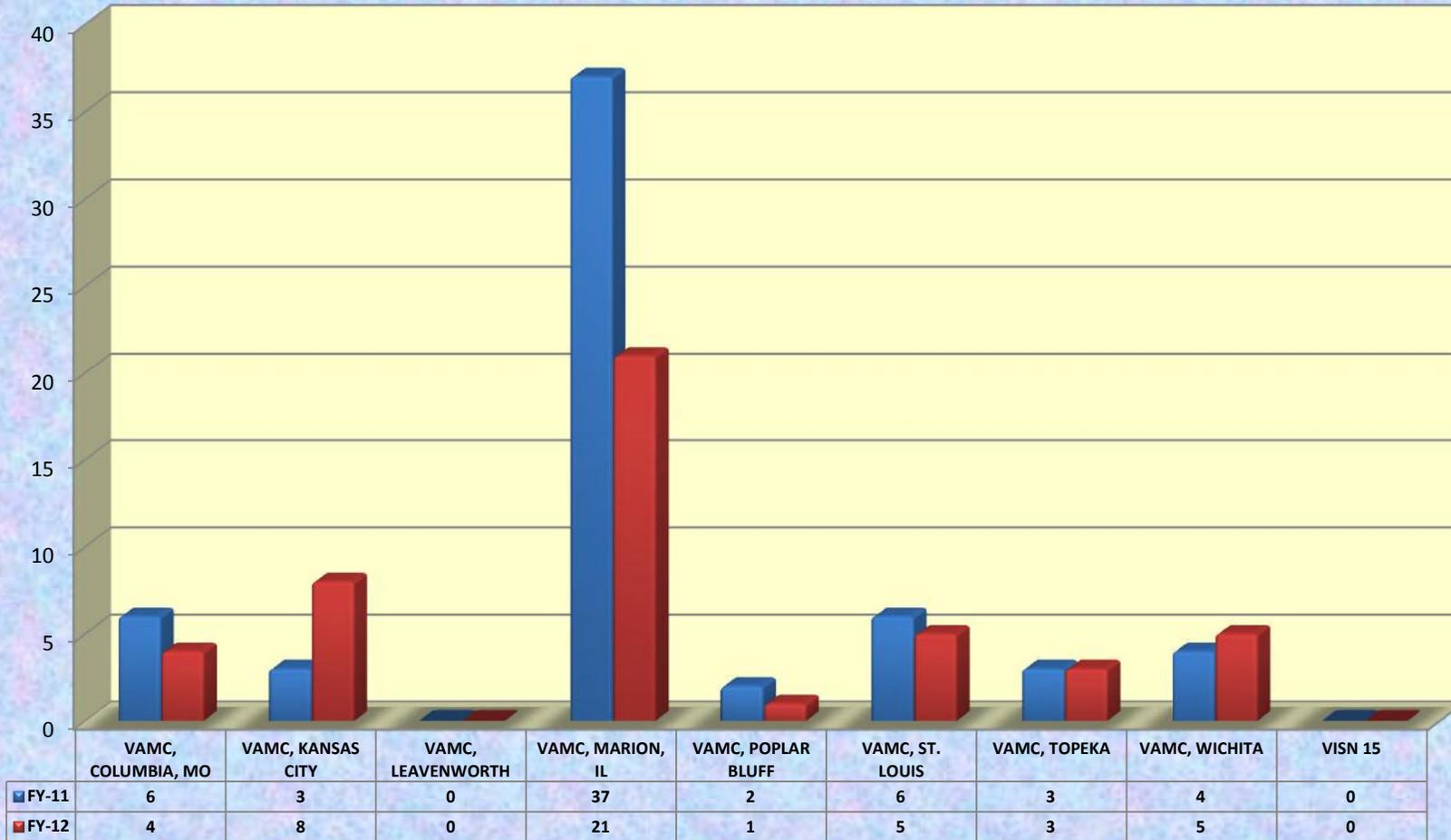
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 12



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

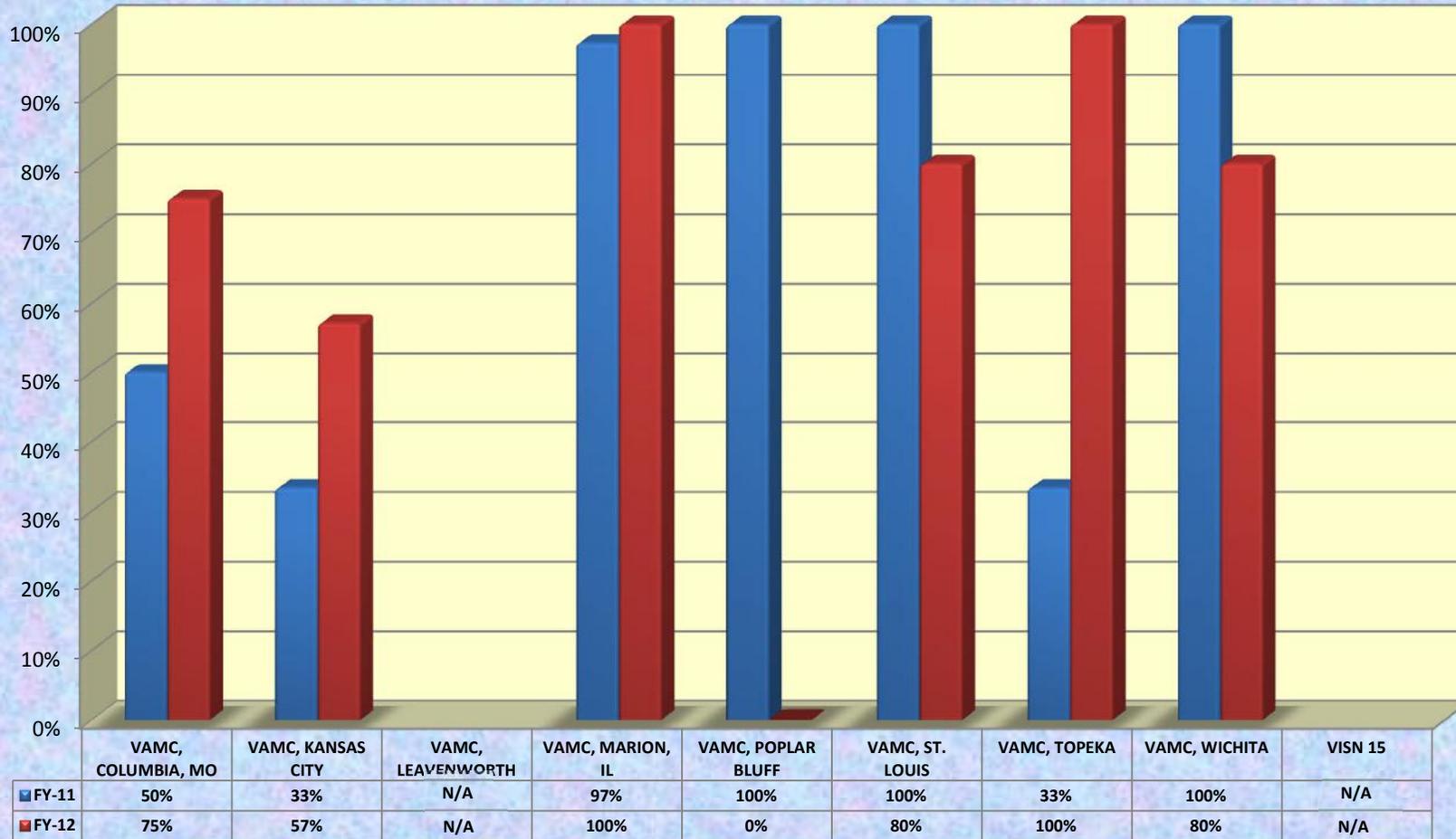
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 15



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

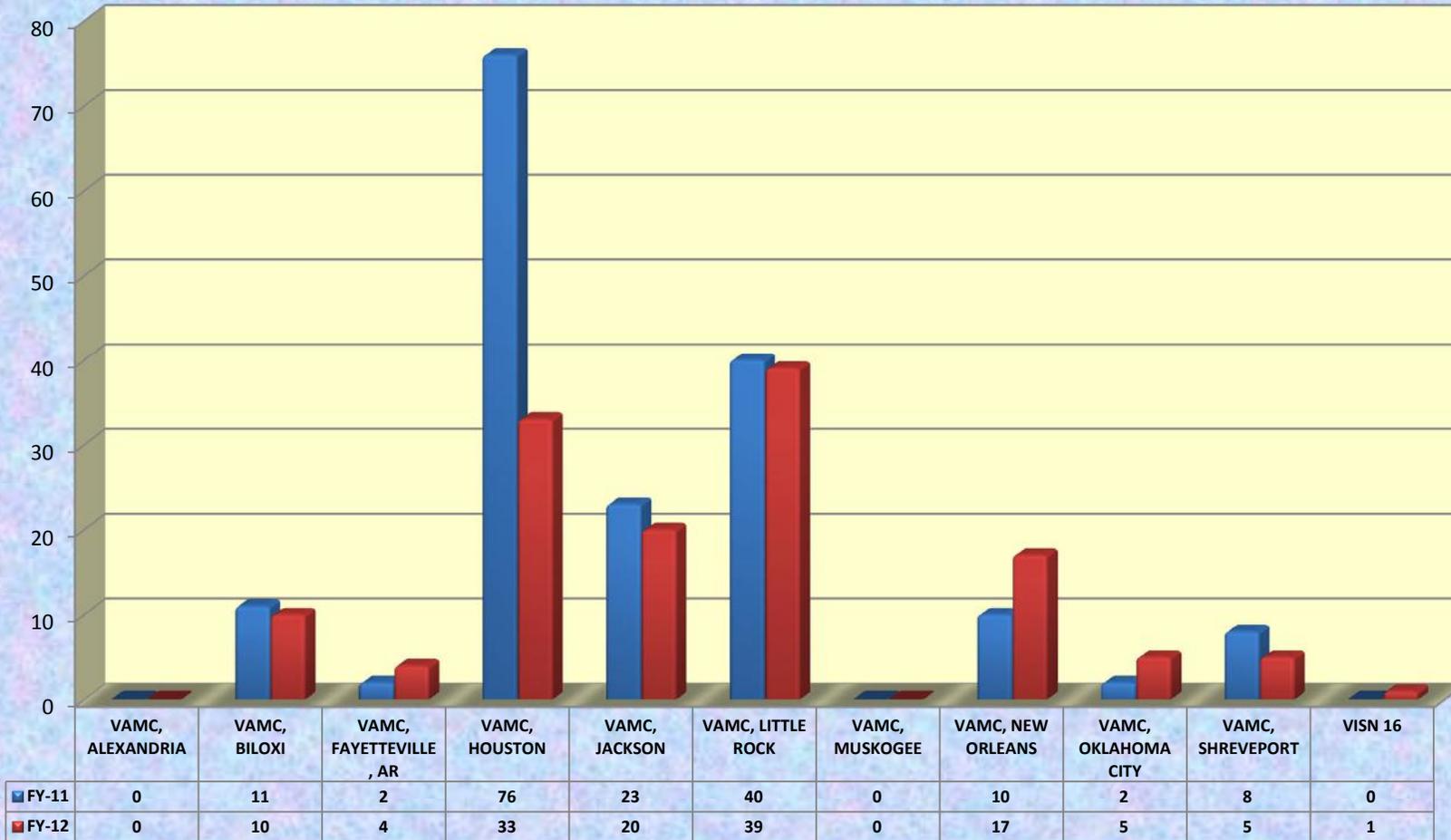
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 15



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

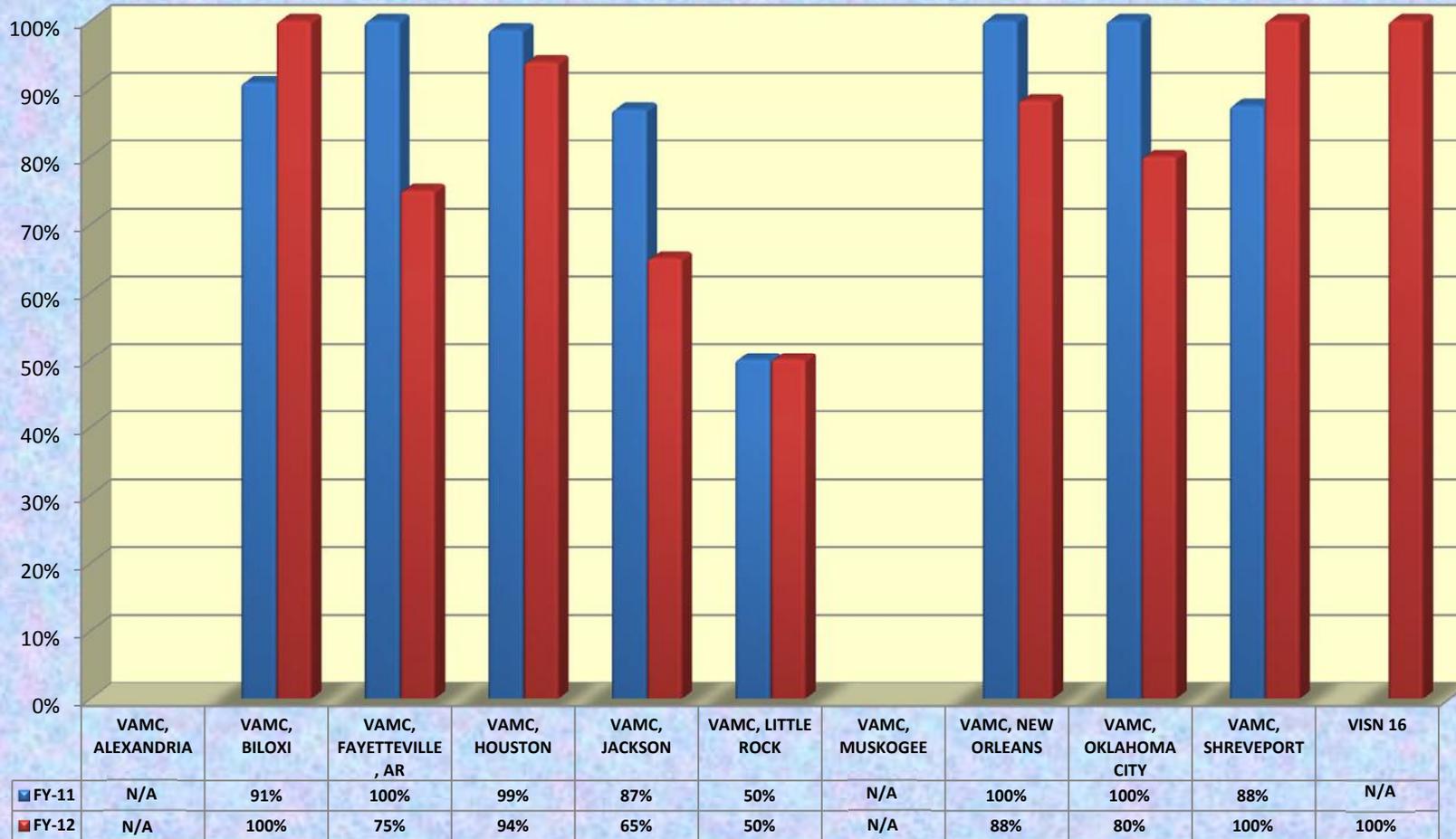
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 16



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12
N/A

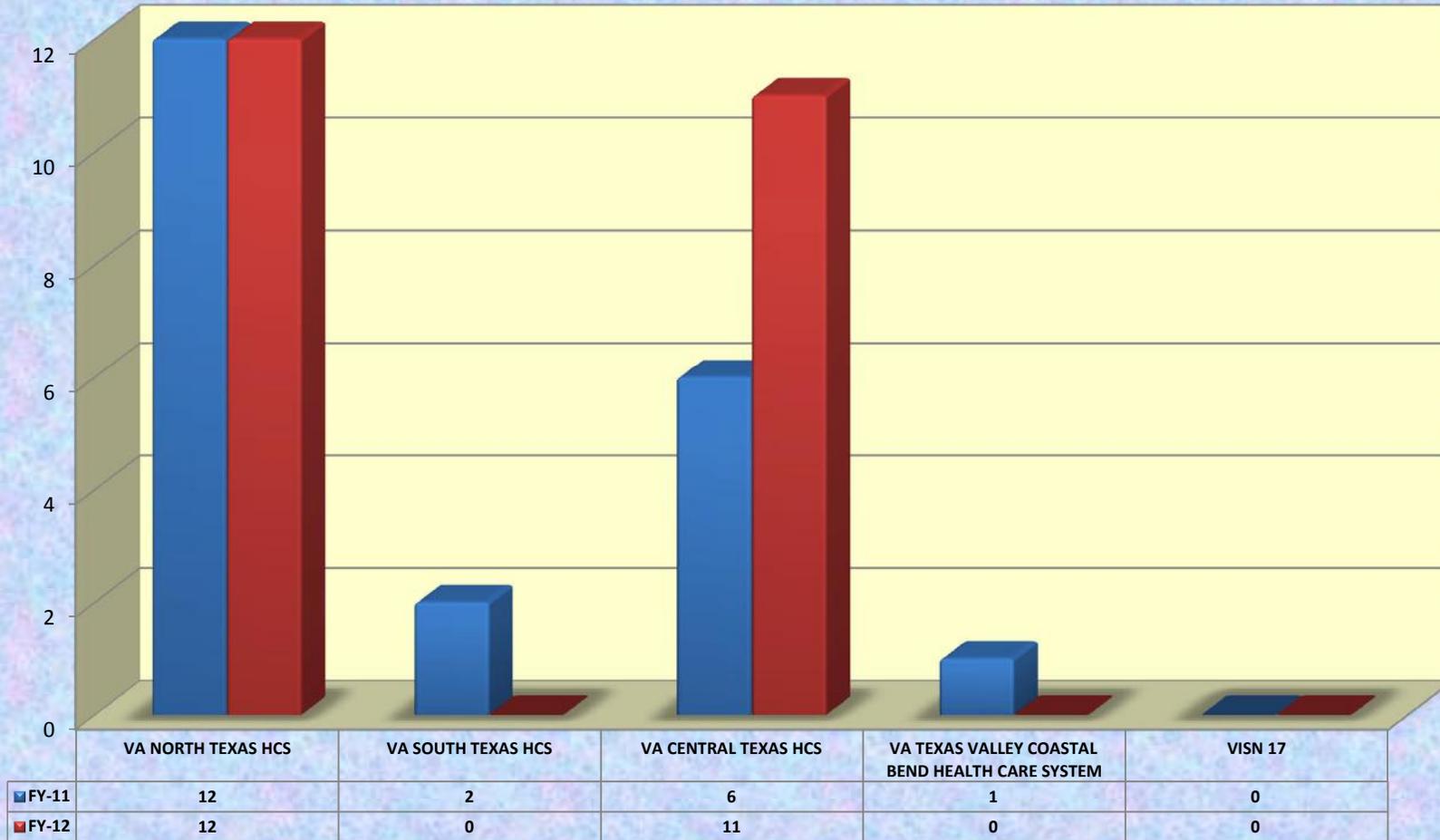
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 16



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

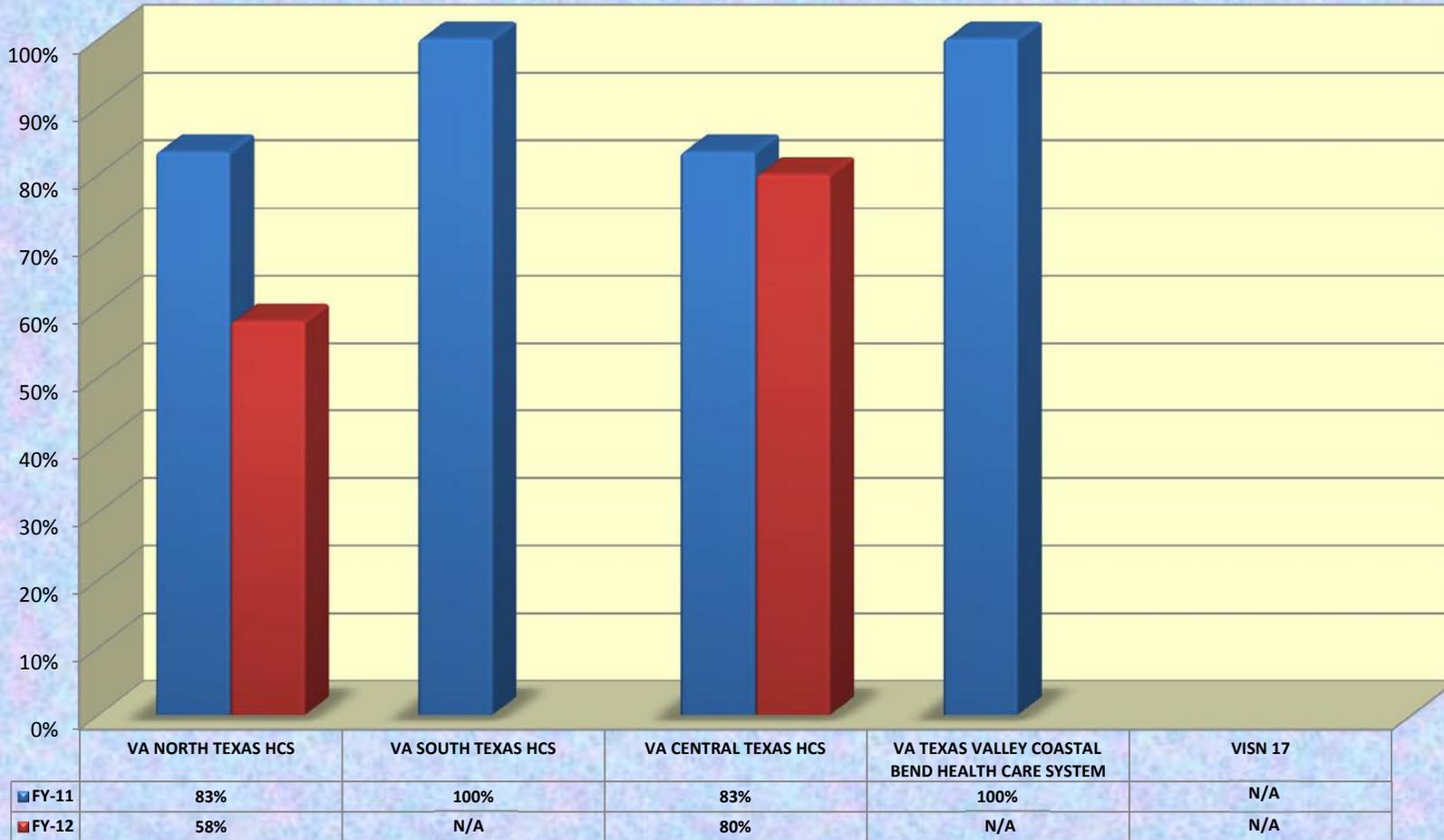
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 17



Data Source: ADRTTracker System

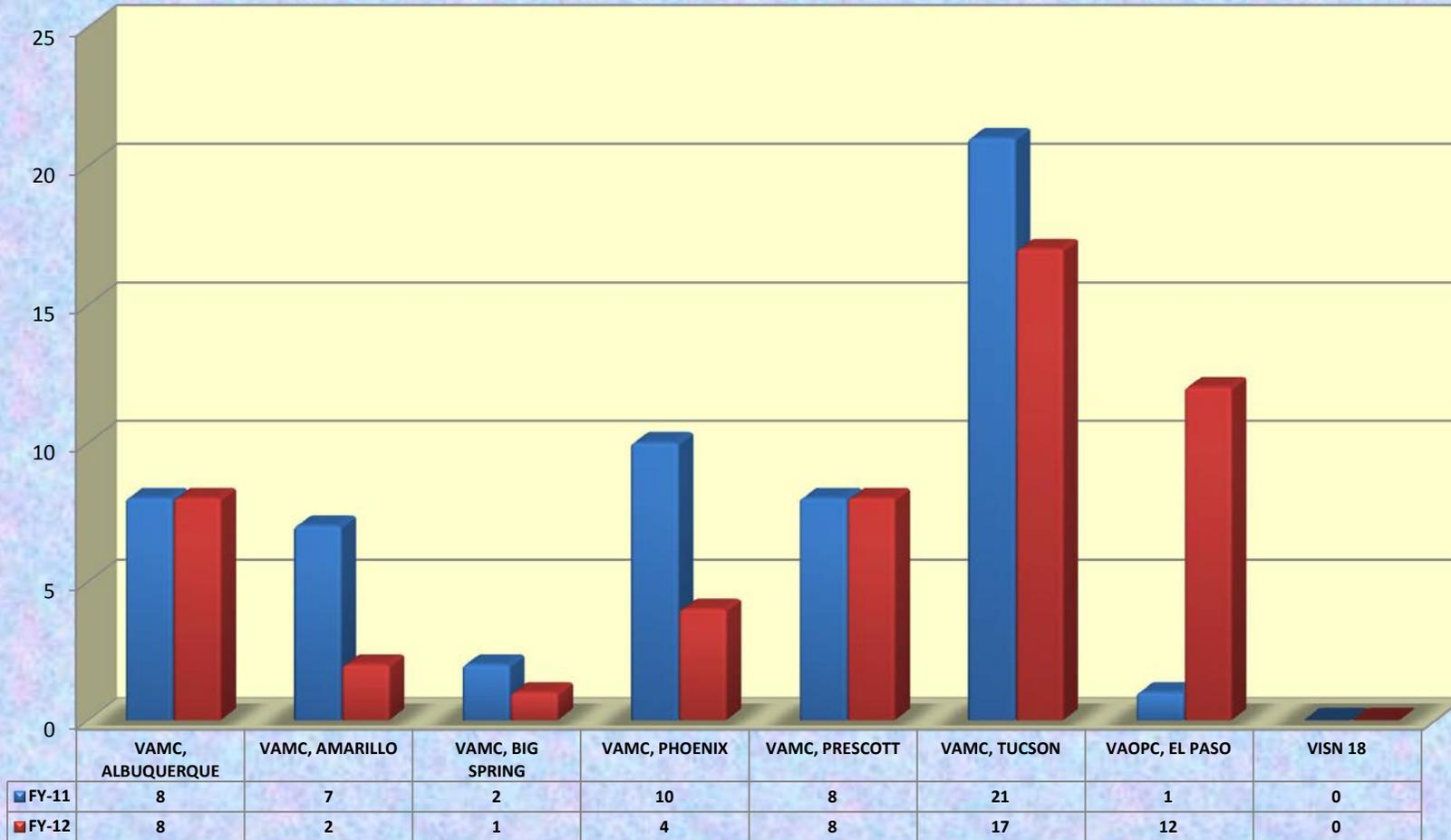
FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 17



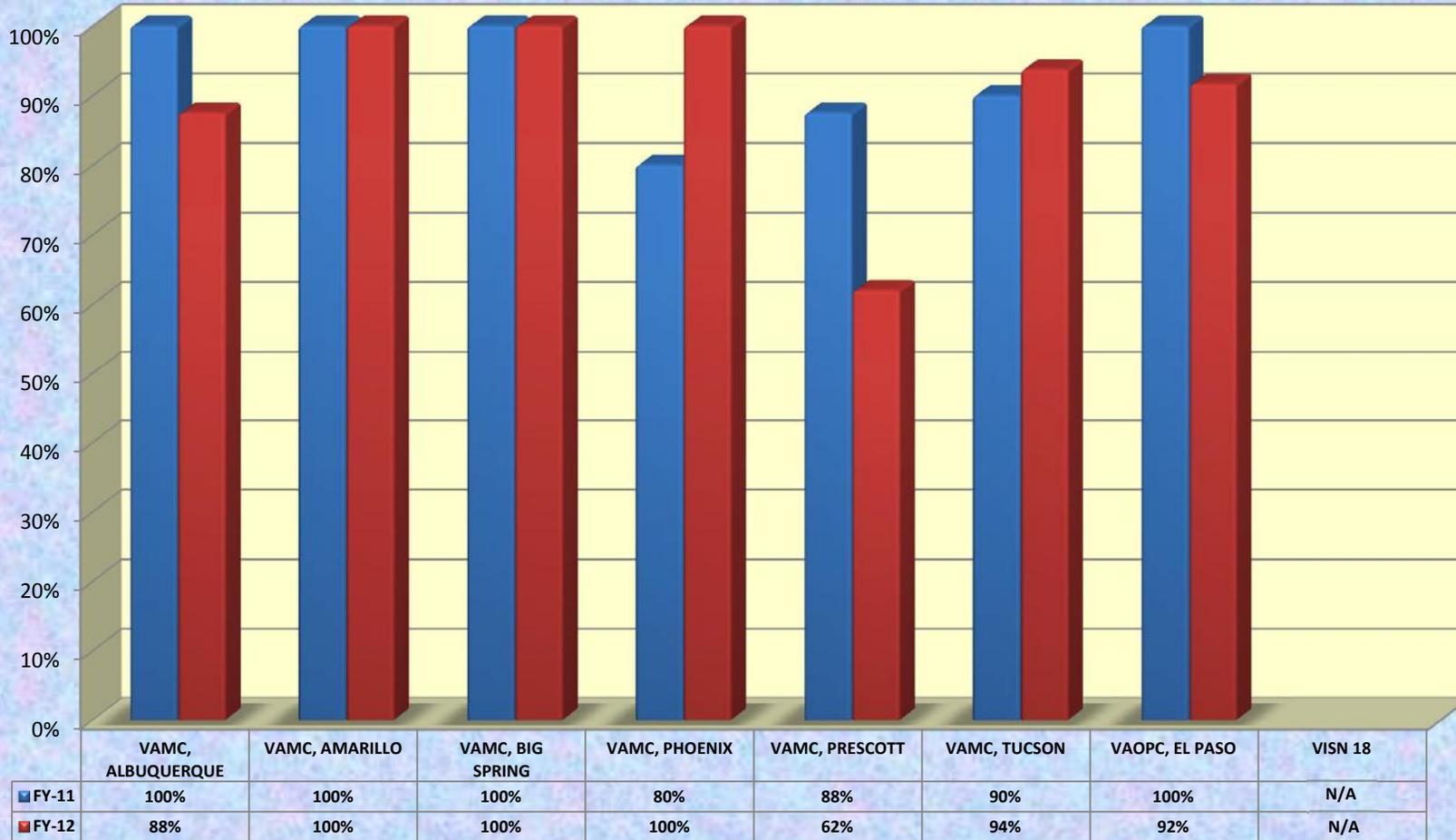
Data Source: ADRTTracker System

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 18



FY-11 and FY-12 Data as of 10/22/12

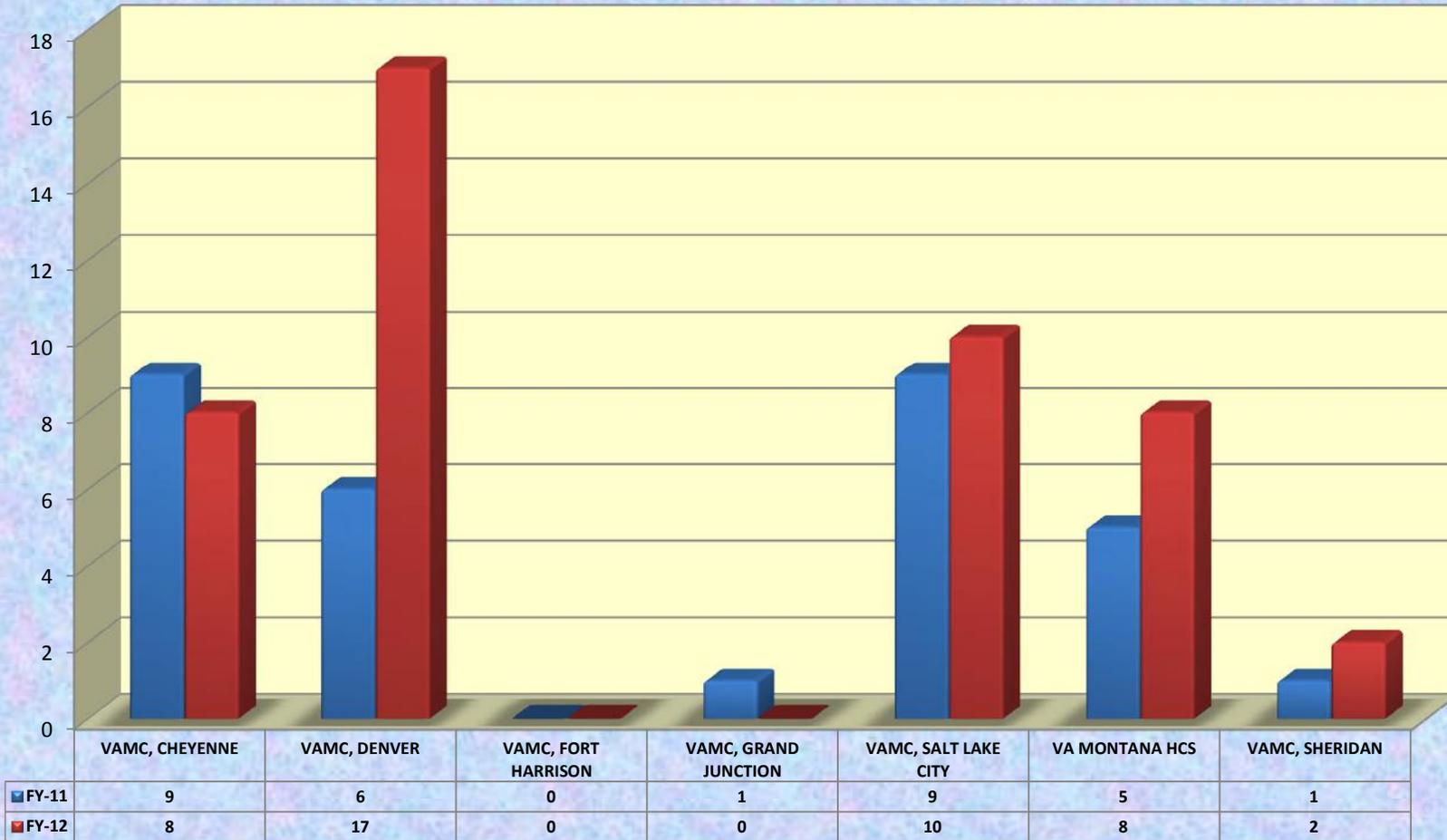
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 18



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 19



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

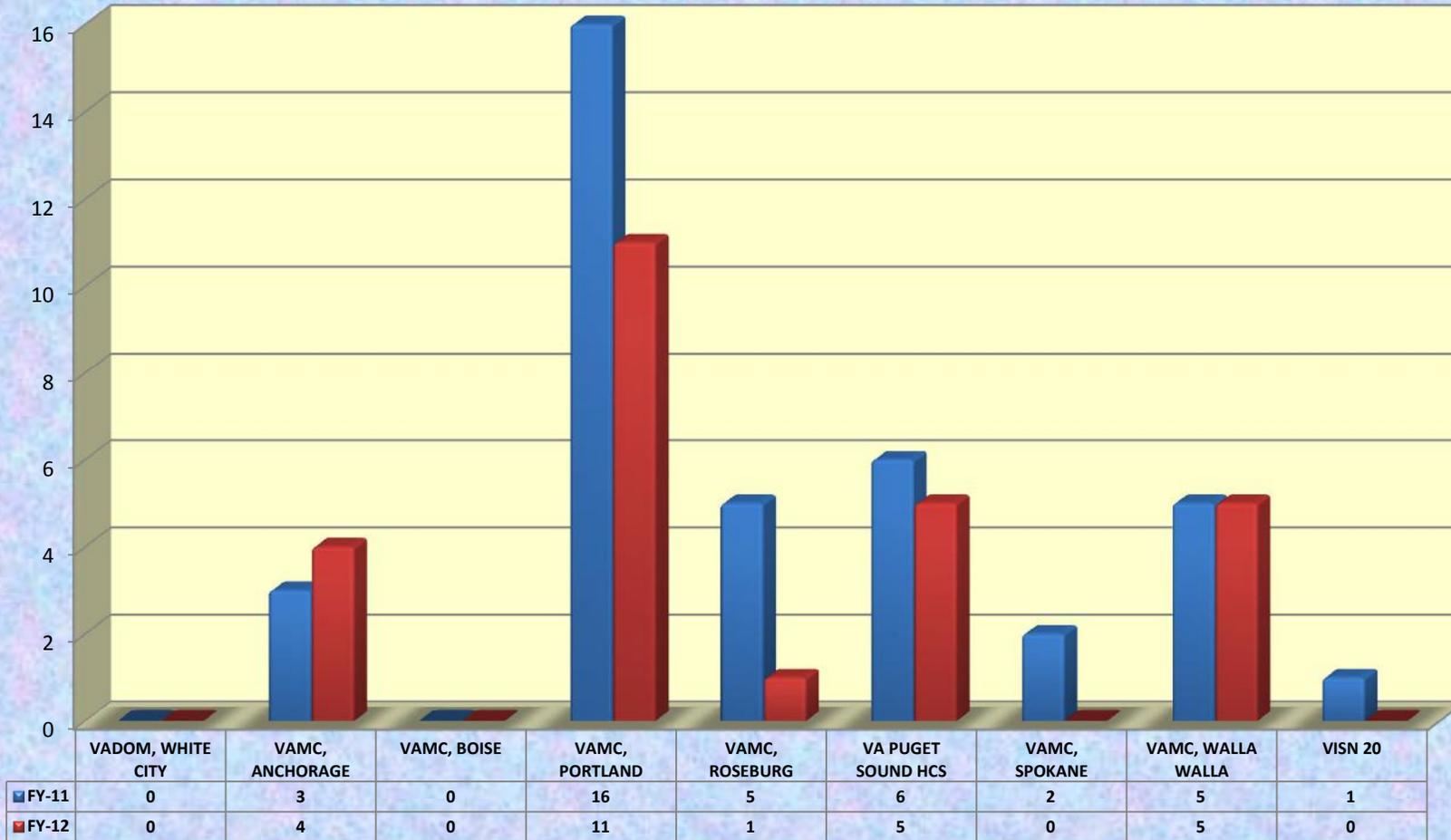
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 19



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

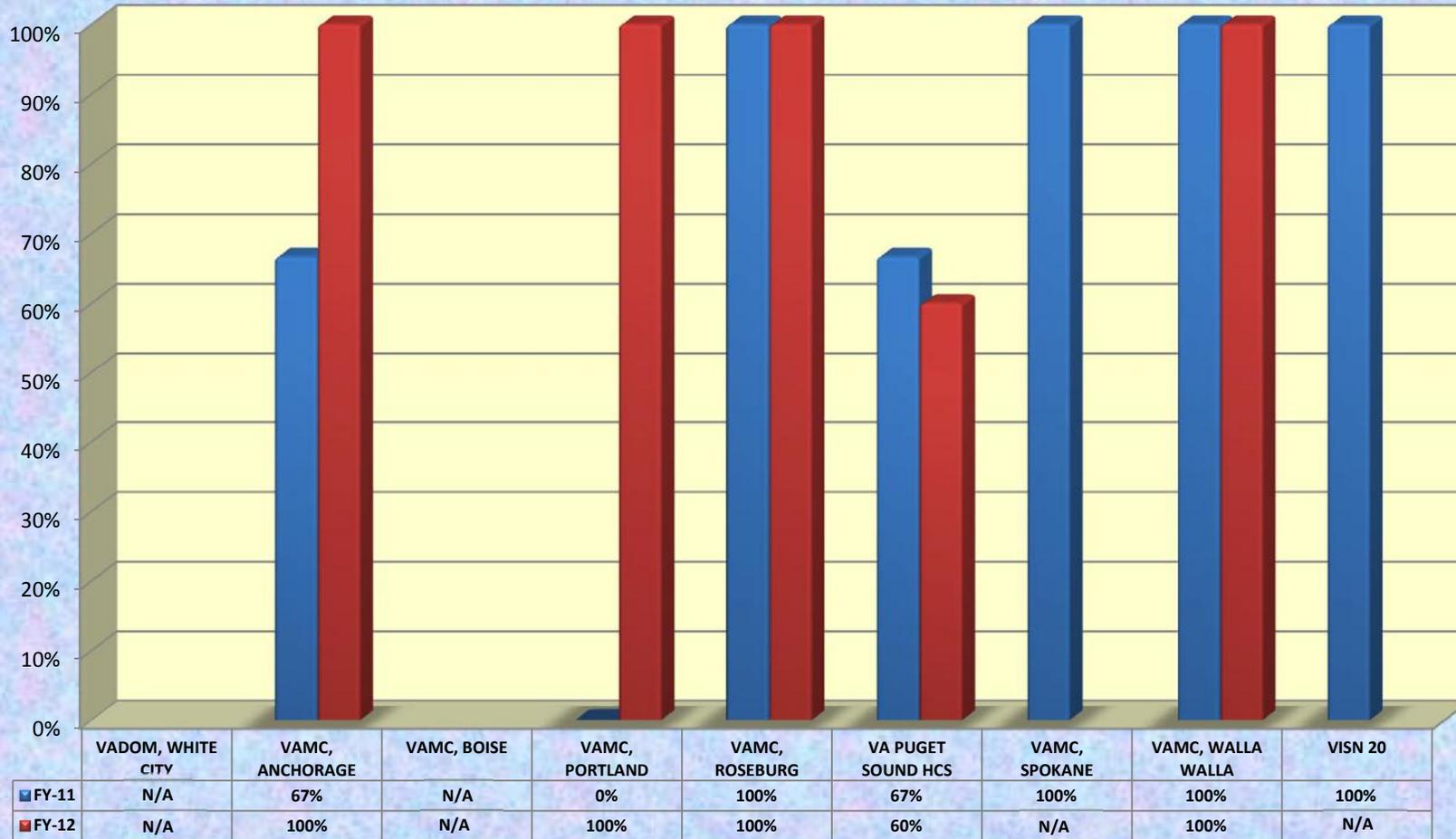
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 20



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

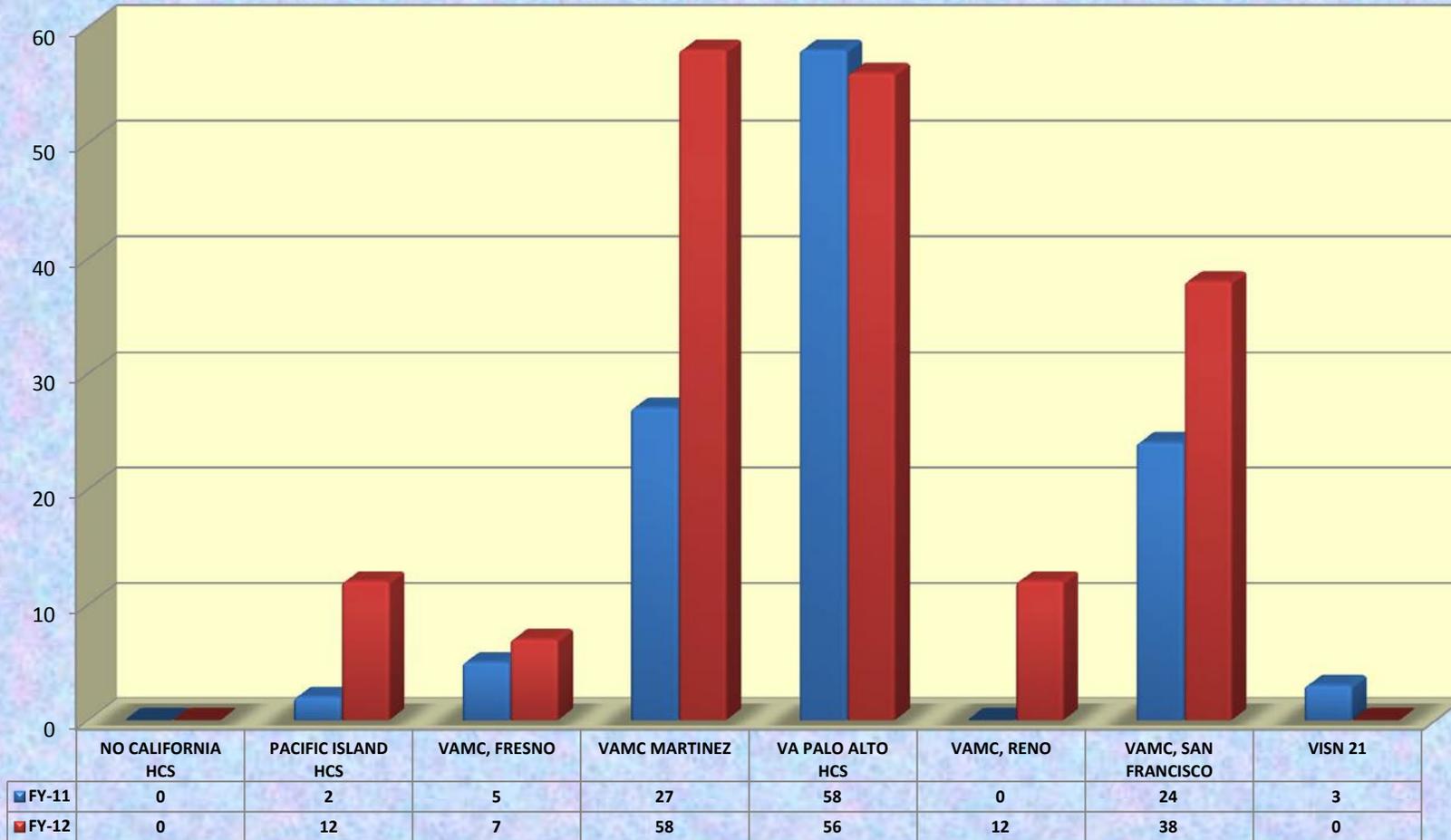
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 20



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

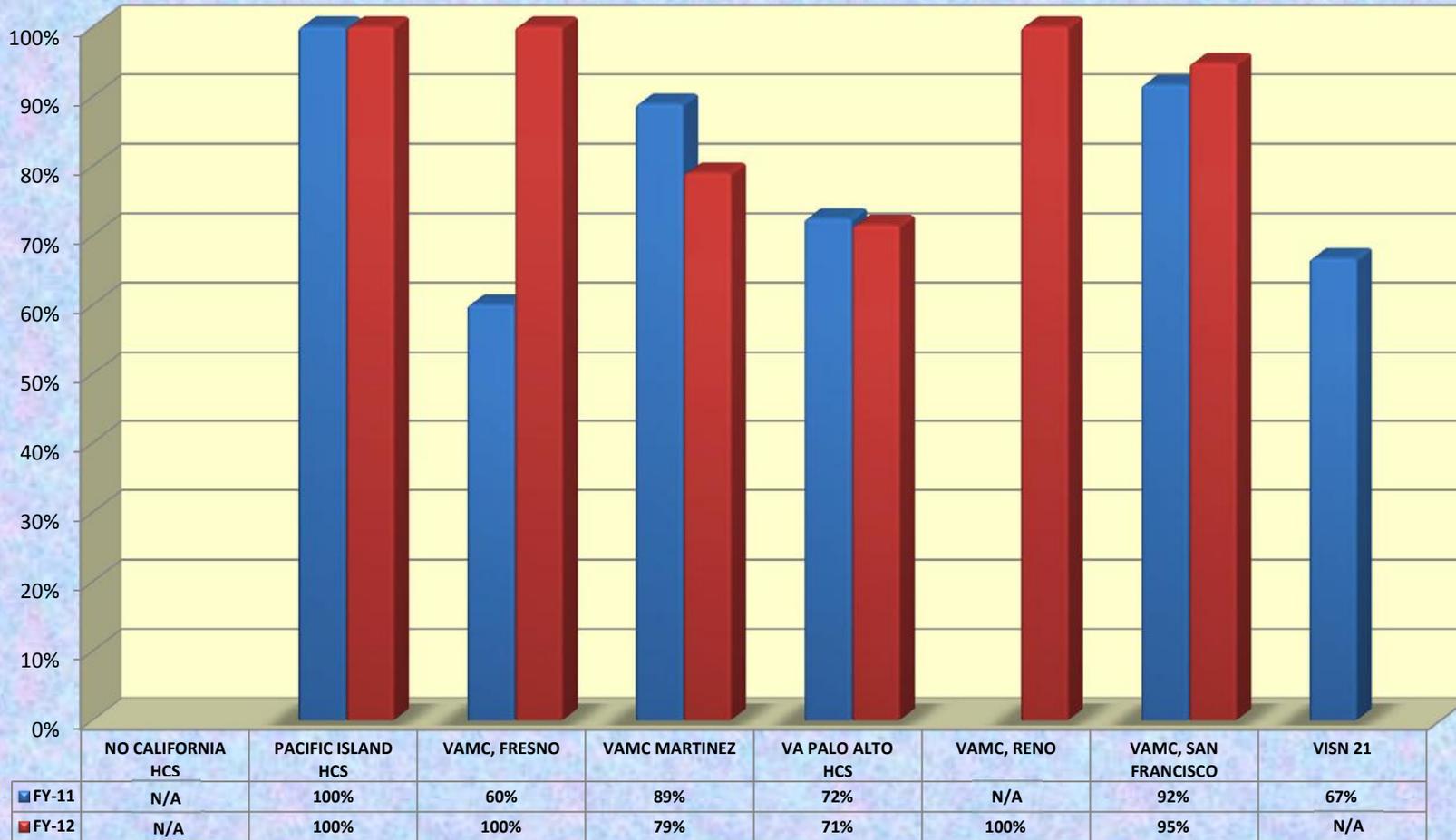
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 21



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

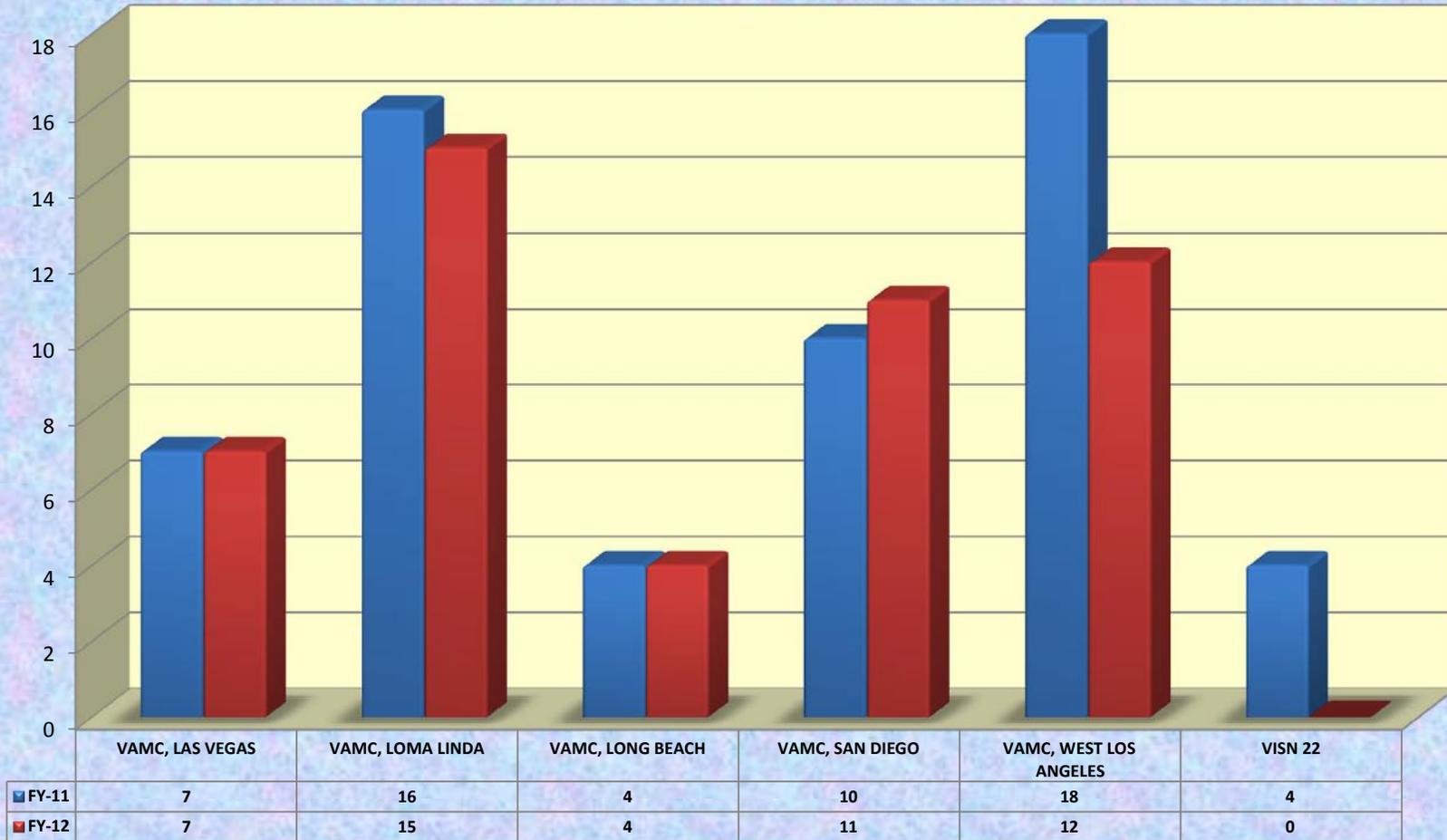
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 21



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

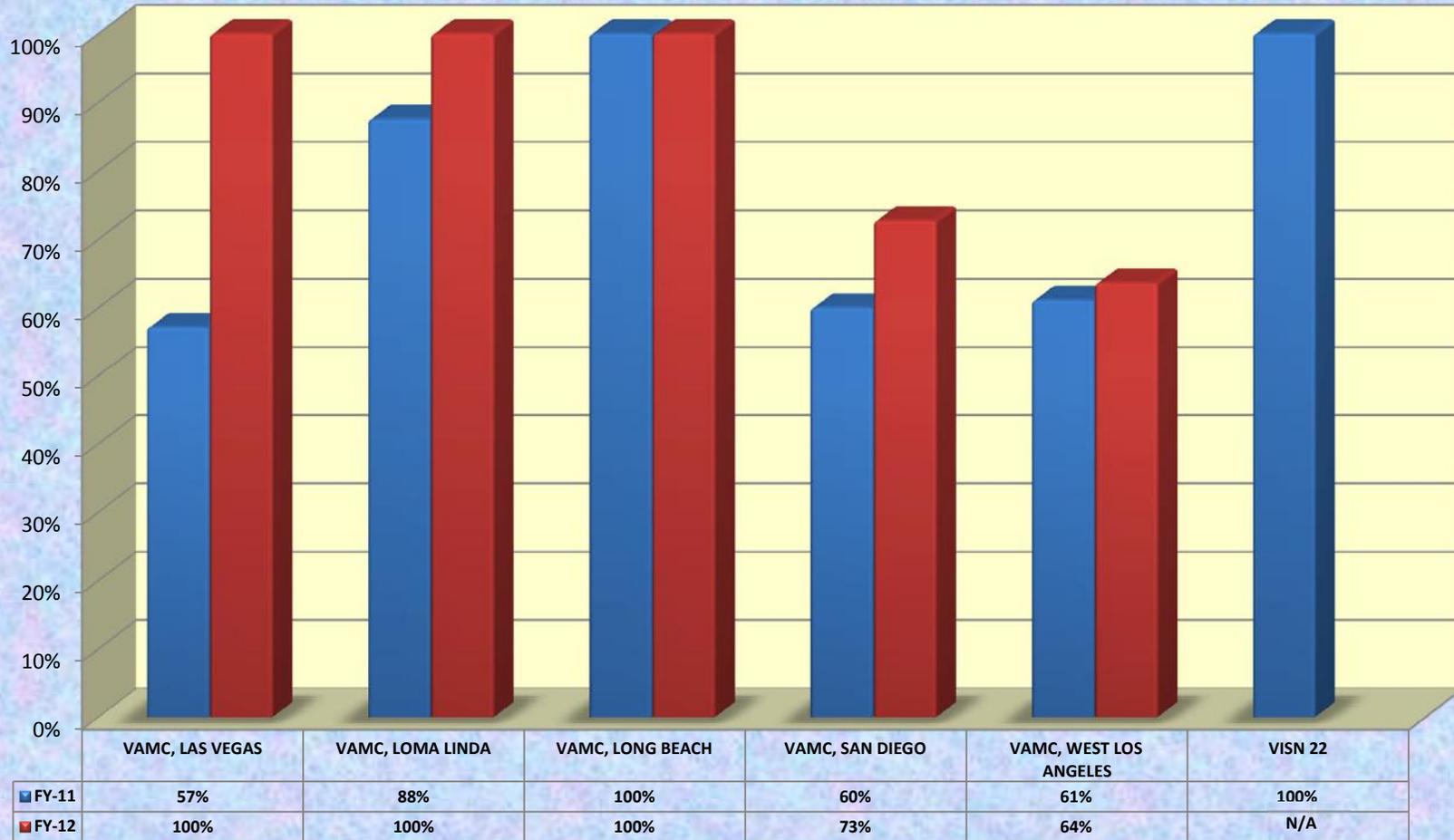
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 22



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

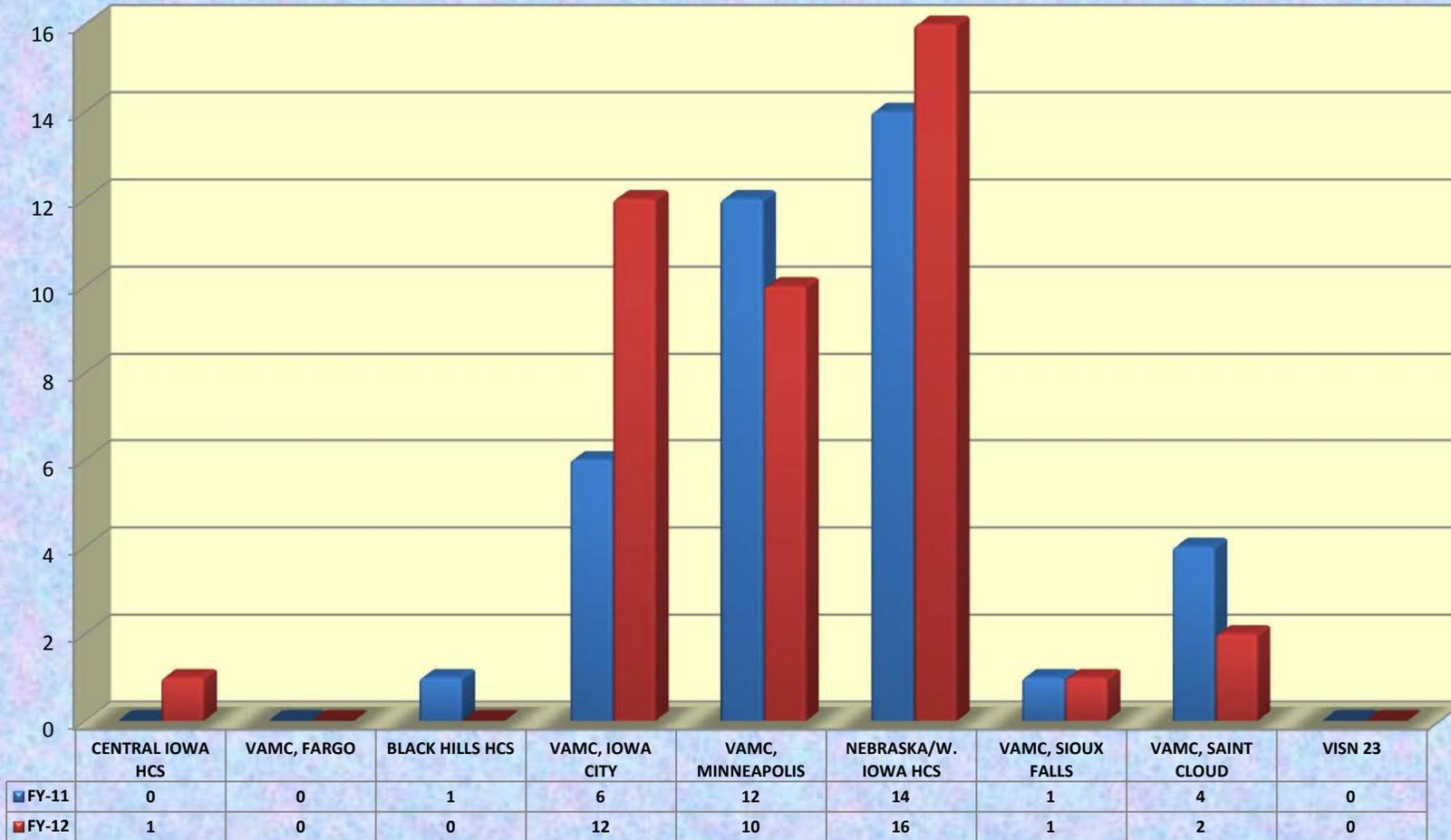
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 22



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

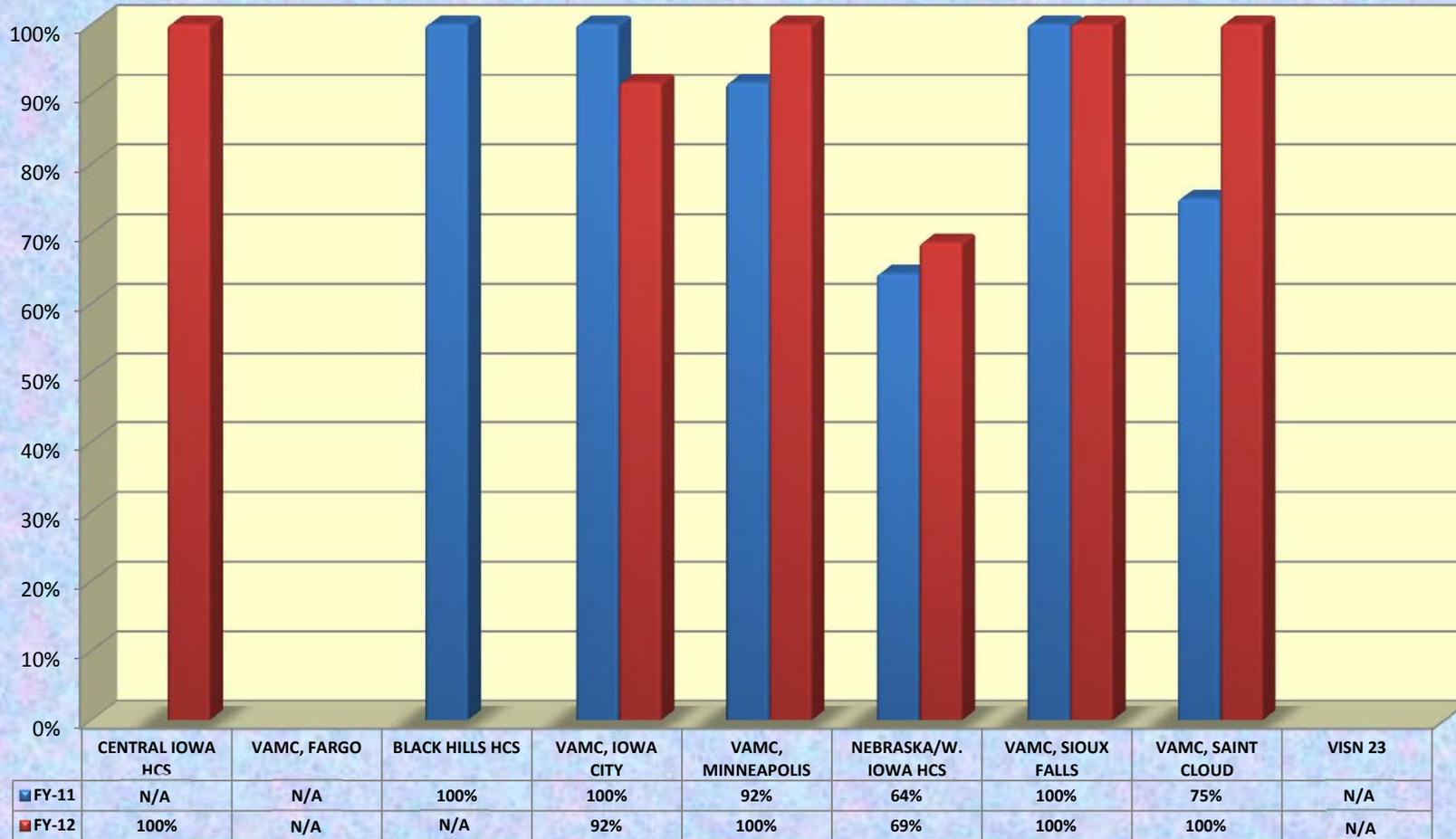
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 23



Data Source: ADTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 23



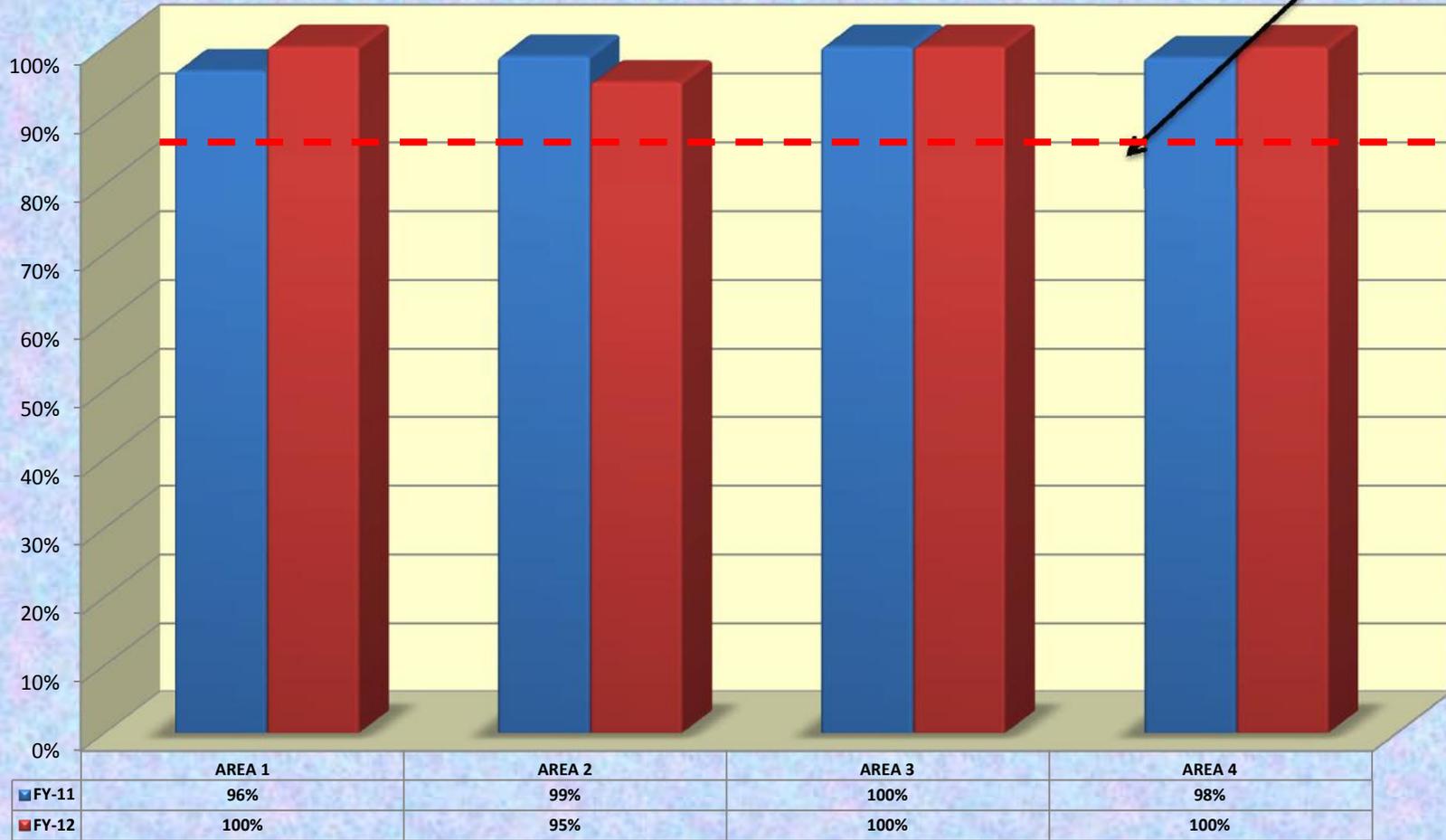
Data Source: ADRTTracker System

Veterans Benefits Administration

FY-11 and FY-12 Data as of 10/22/12

Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate

80% Government-
Wide Target

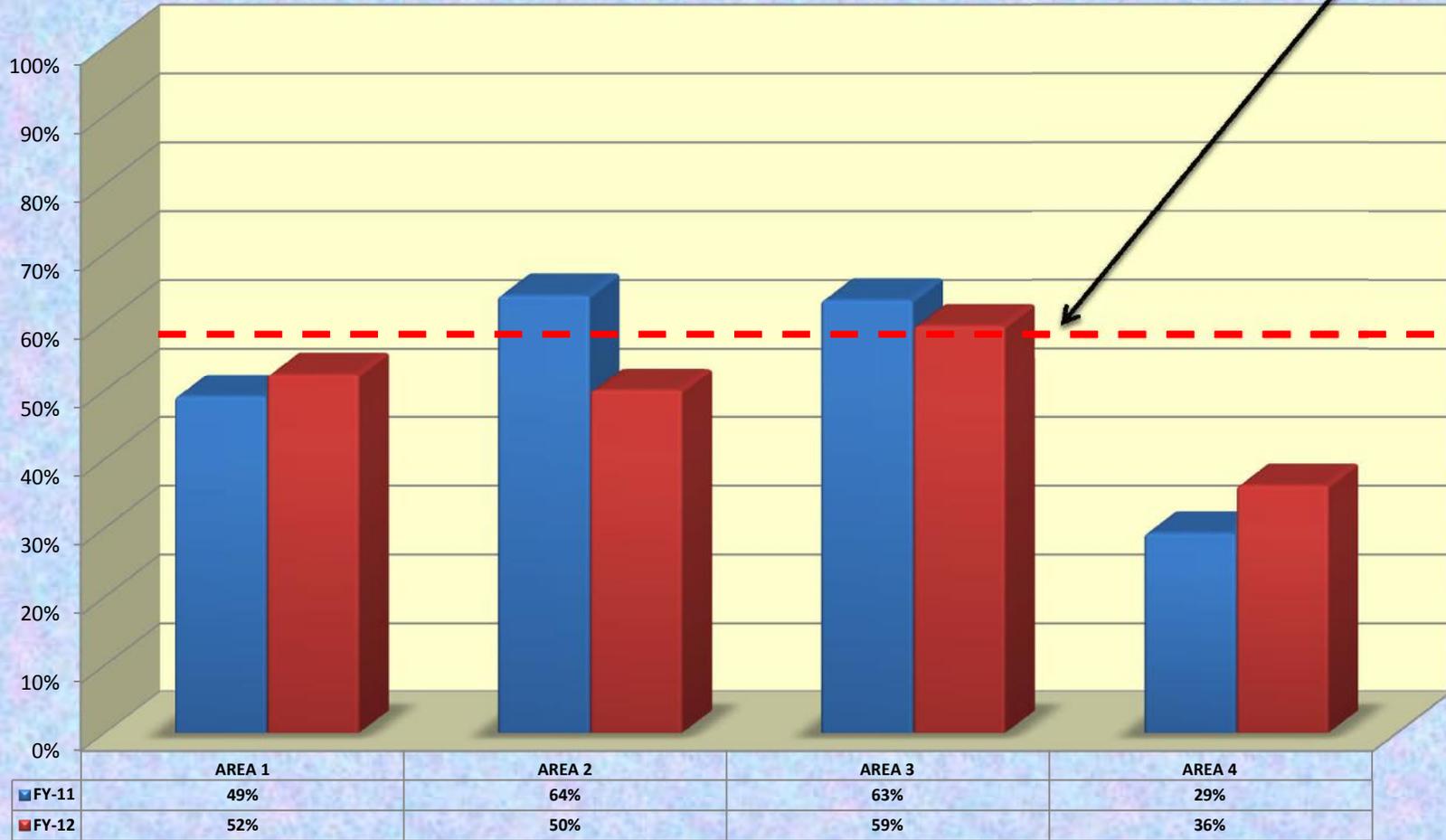


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate

53% VA-Wide
Target

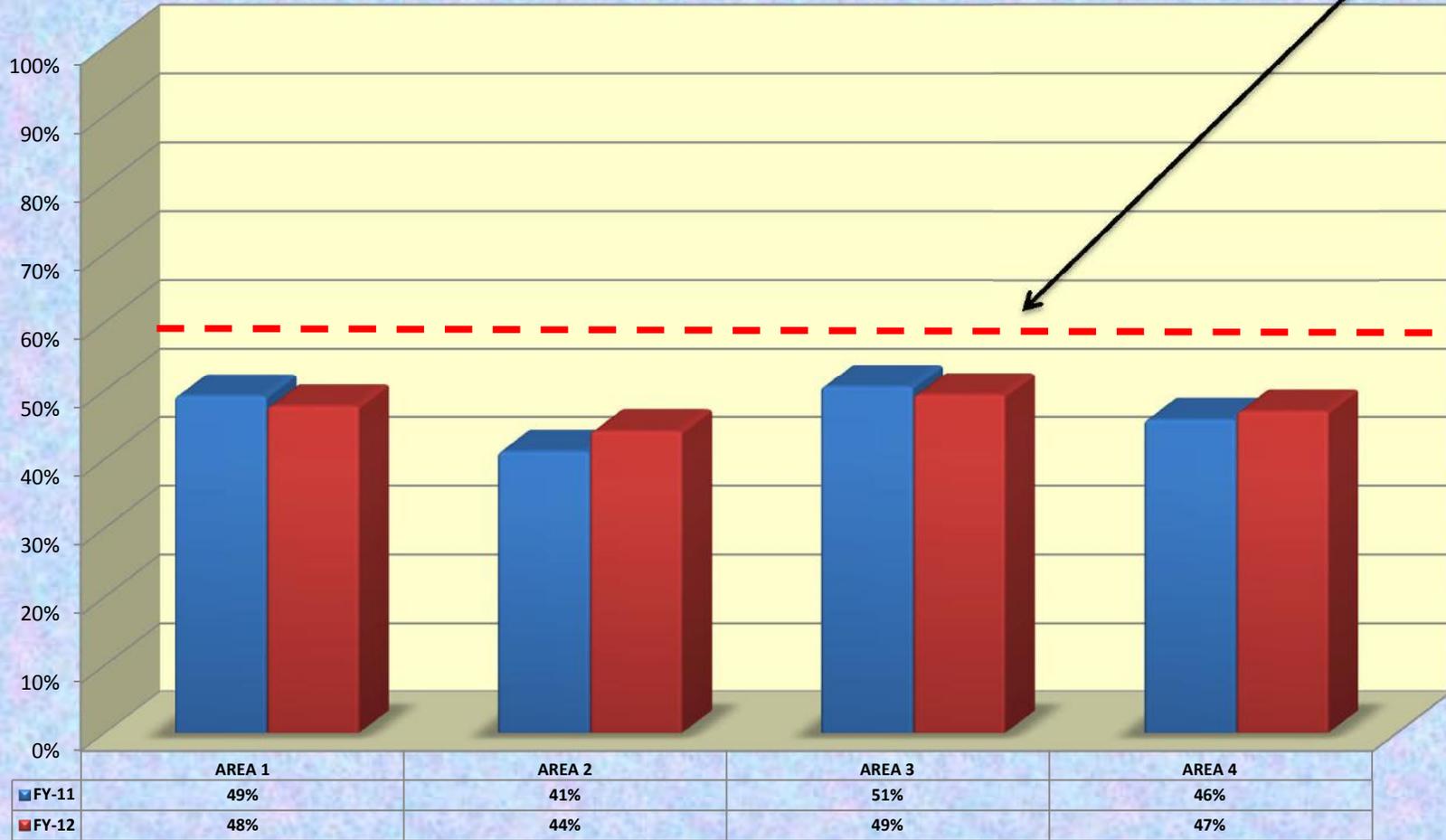


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

Veterans Benefits Administration FY-11 & FY-12 Resolution Rate

53% Government-Wide Average



Data Source: ADRTTracker System

Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 1

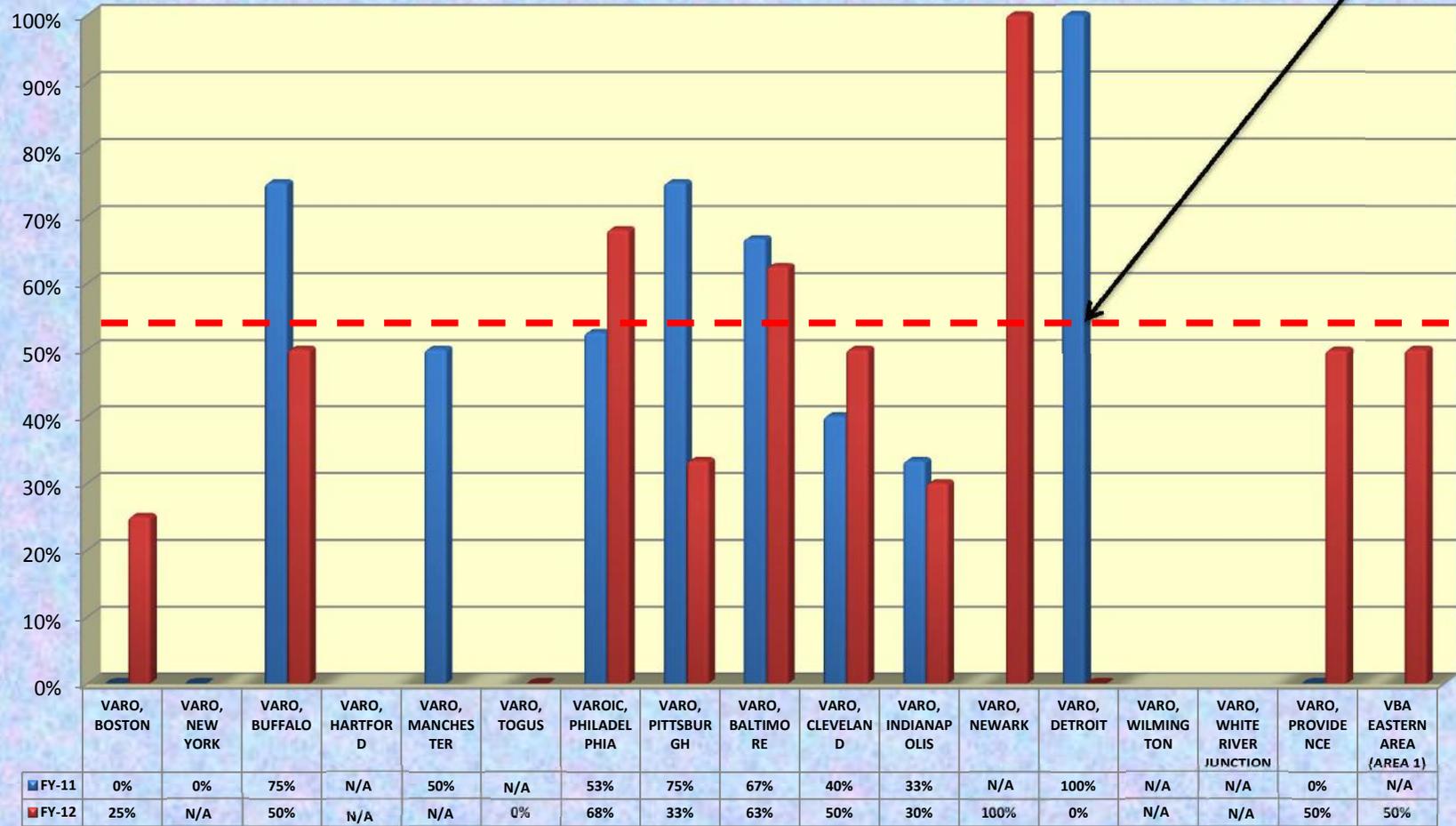
80% Government-Wide Target



FY-11 and FY-12 Data as of 10/22/12

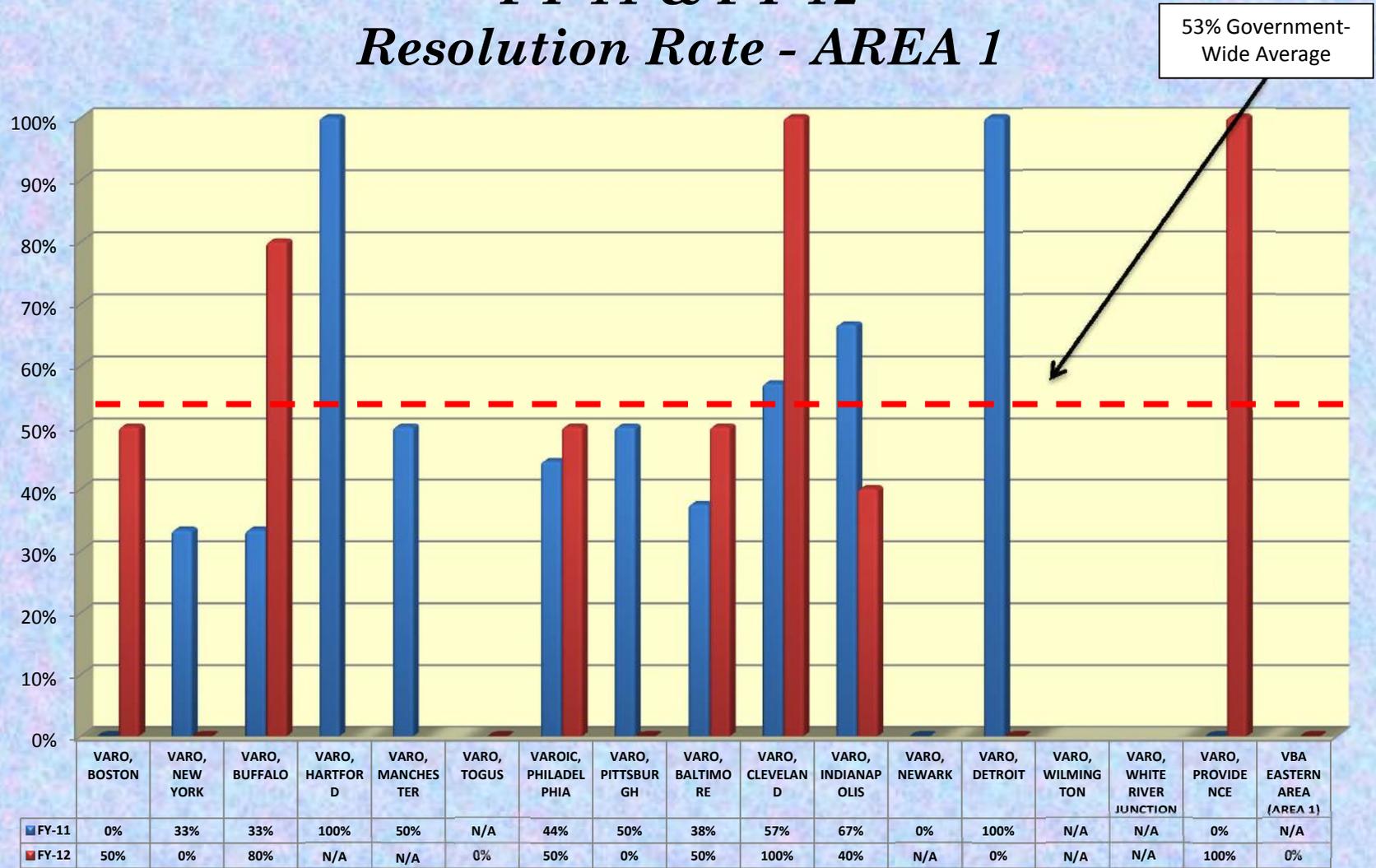
Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate - AREA 1

53% VA-Wide Target



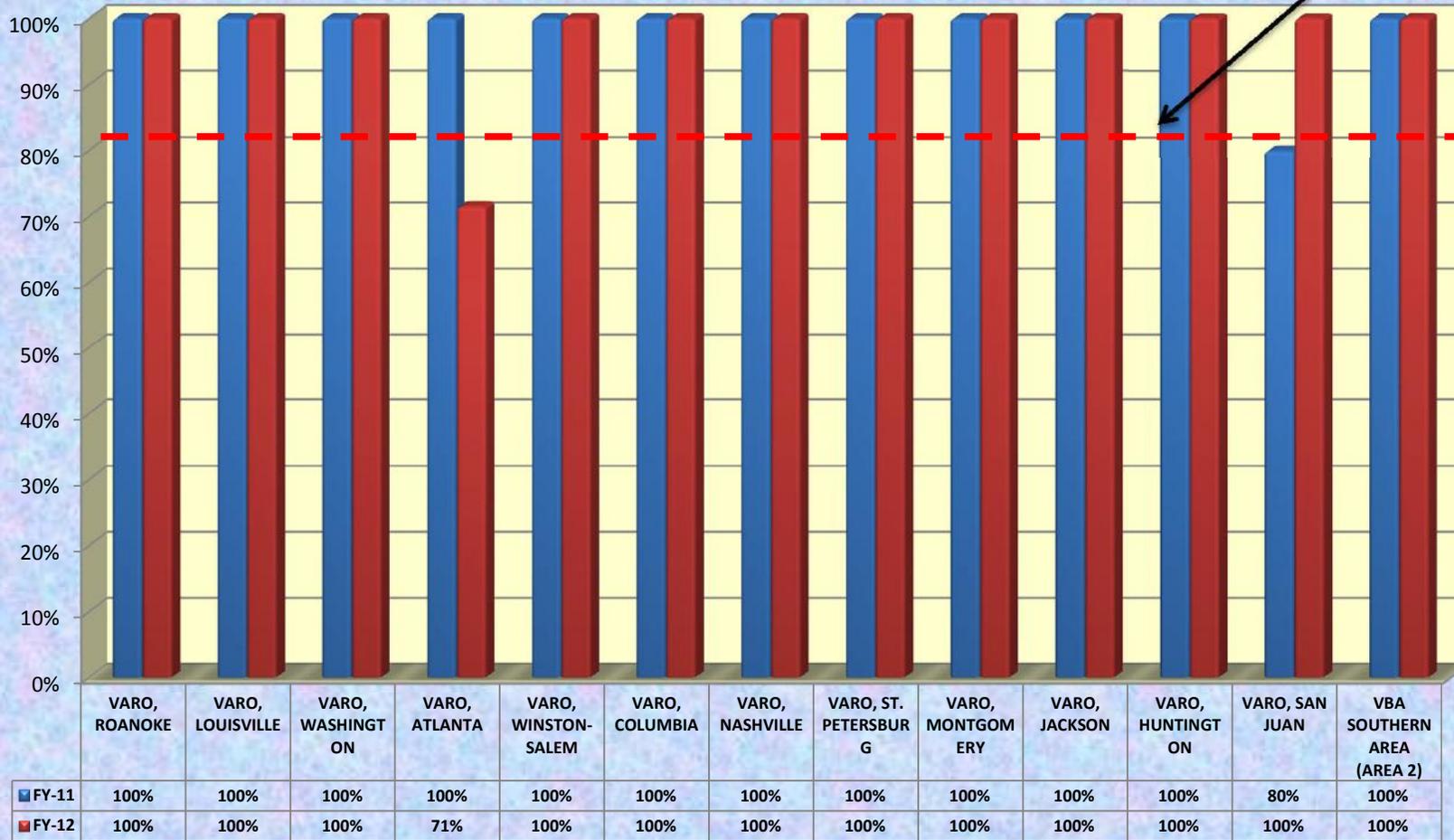
Data Source: ADTracker System

Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 1



Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 2

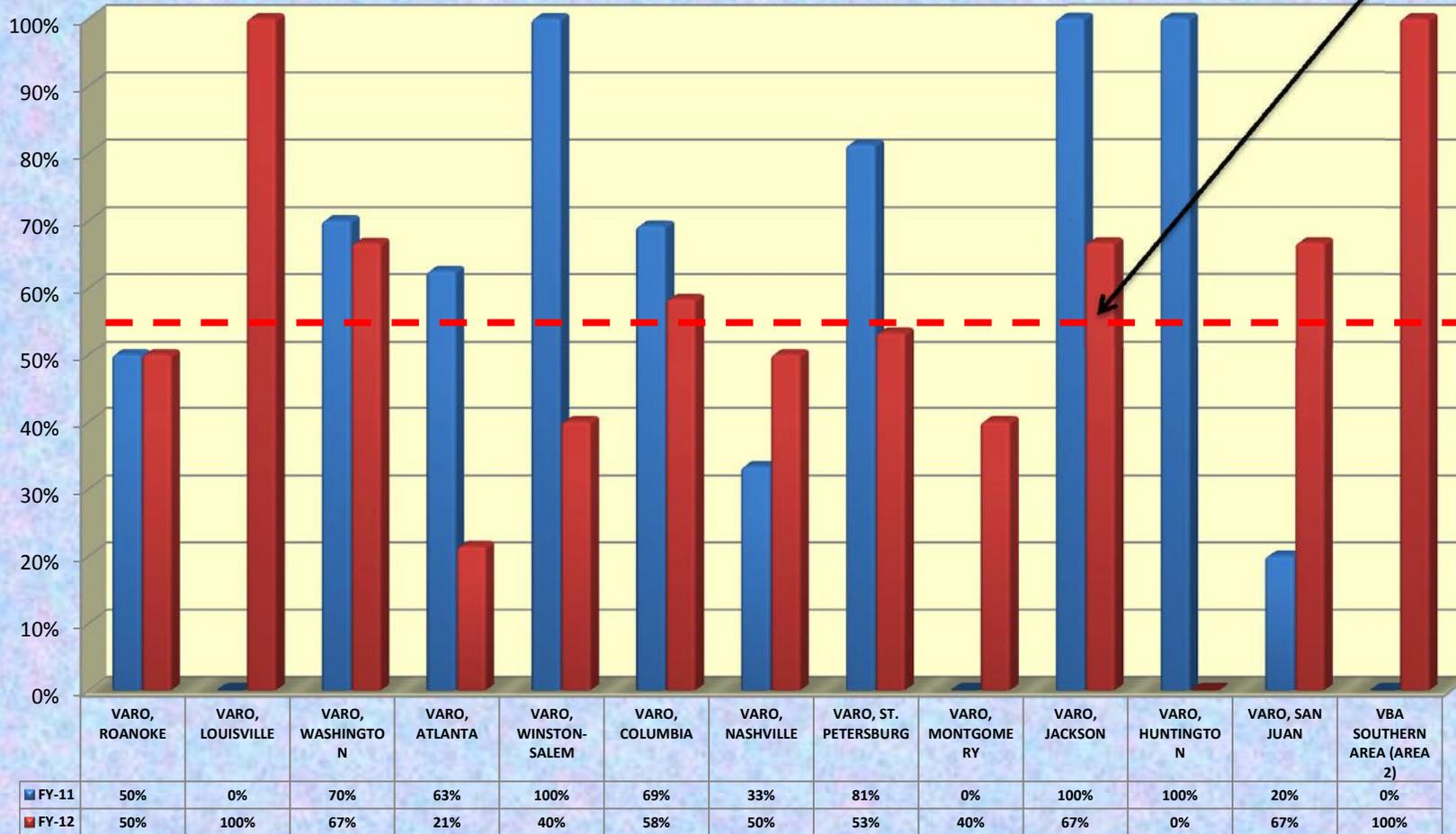
80% Government-Wide Target



FY-11 and FY-12 Data as of 10/22/12

Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate - AREA 2

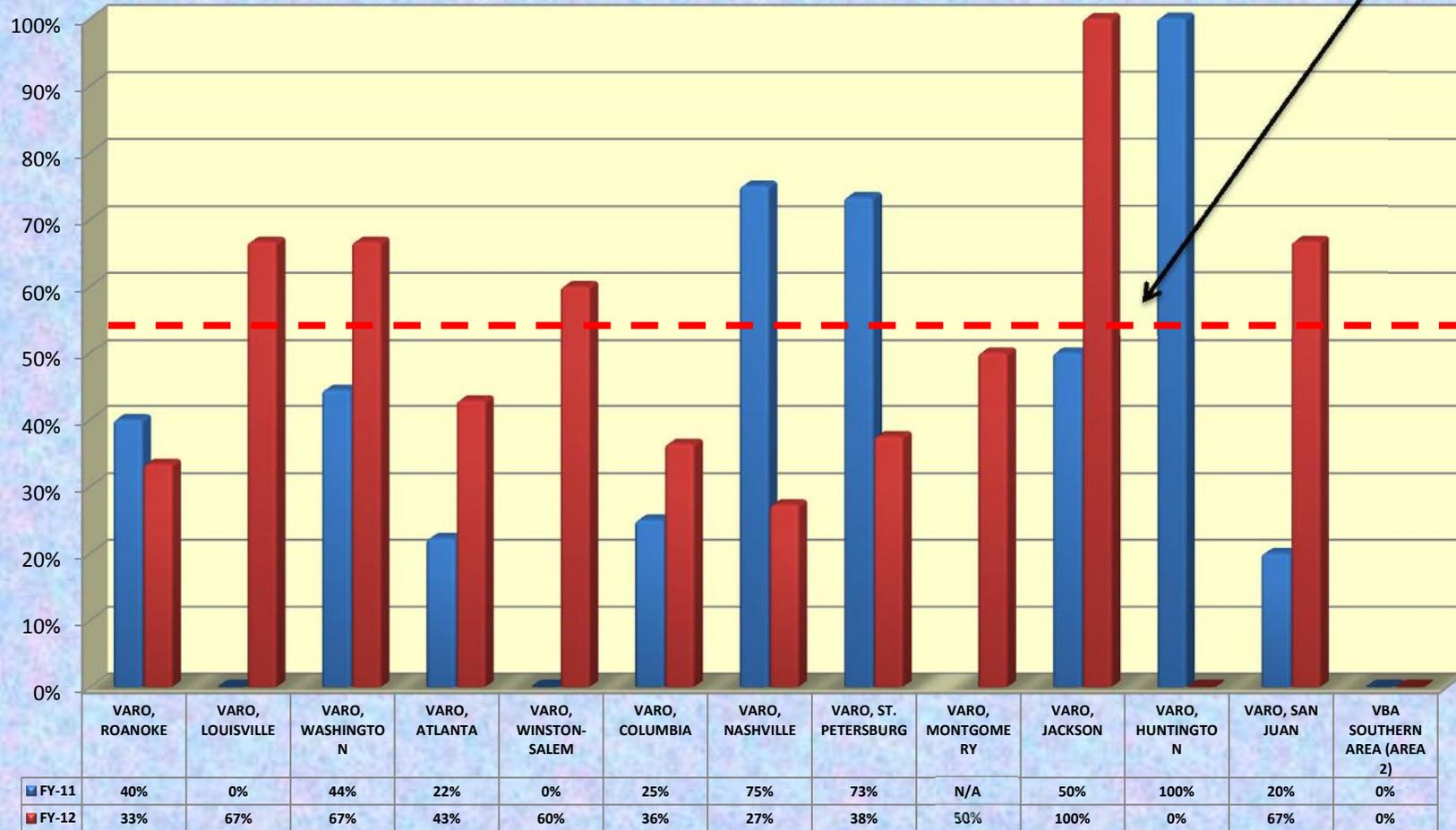
53% VA-Wide Target



Data Source: ADTracker System

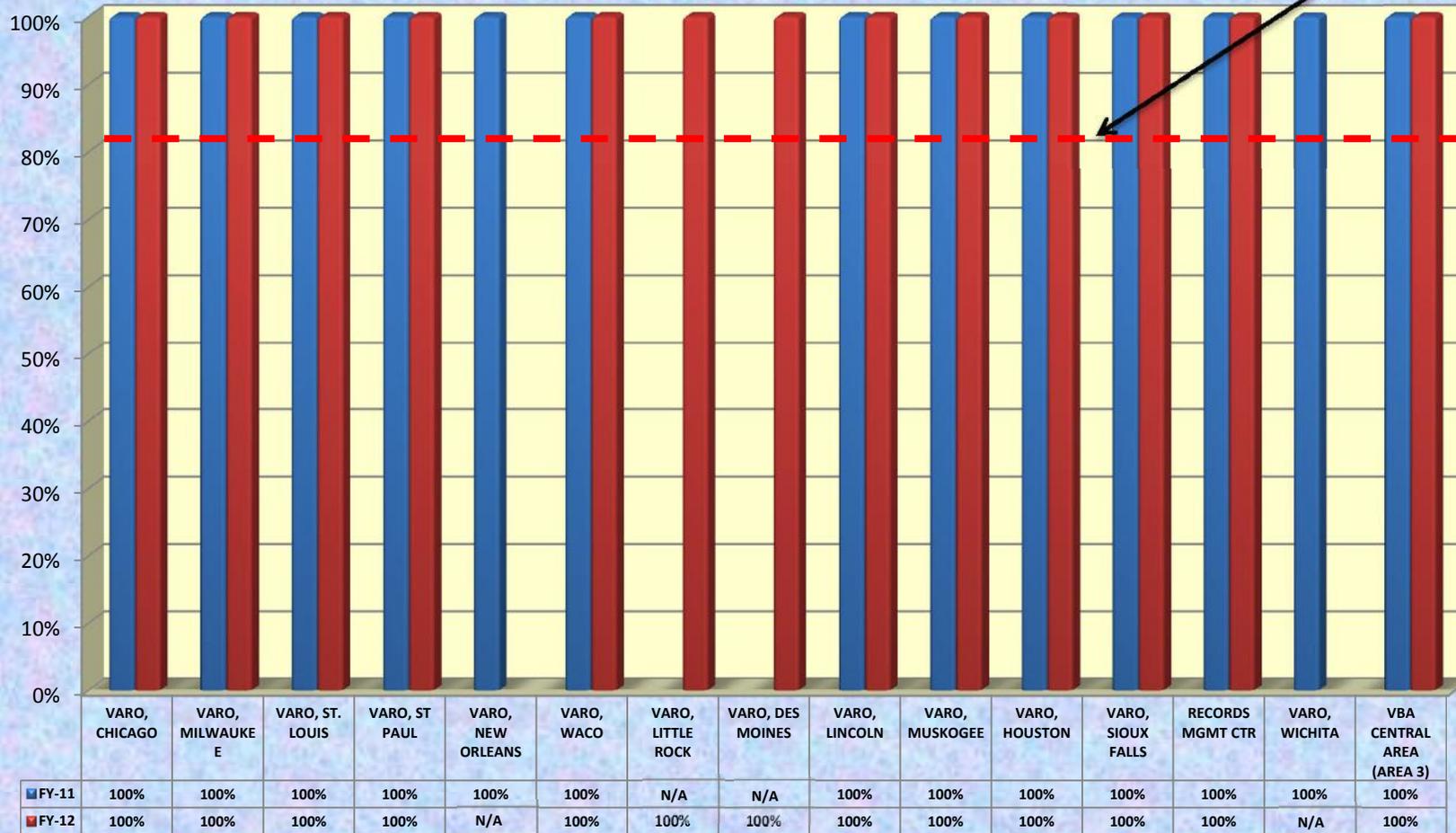
Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 2

53% Government-Wide Average



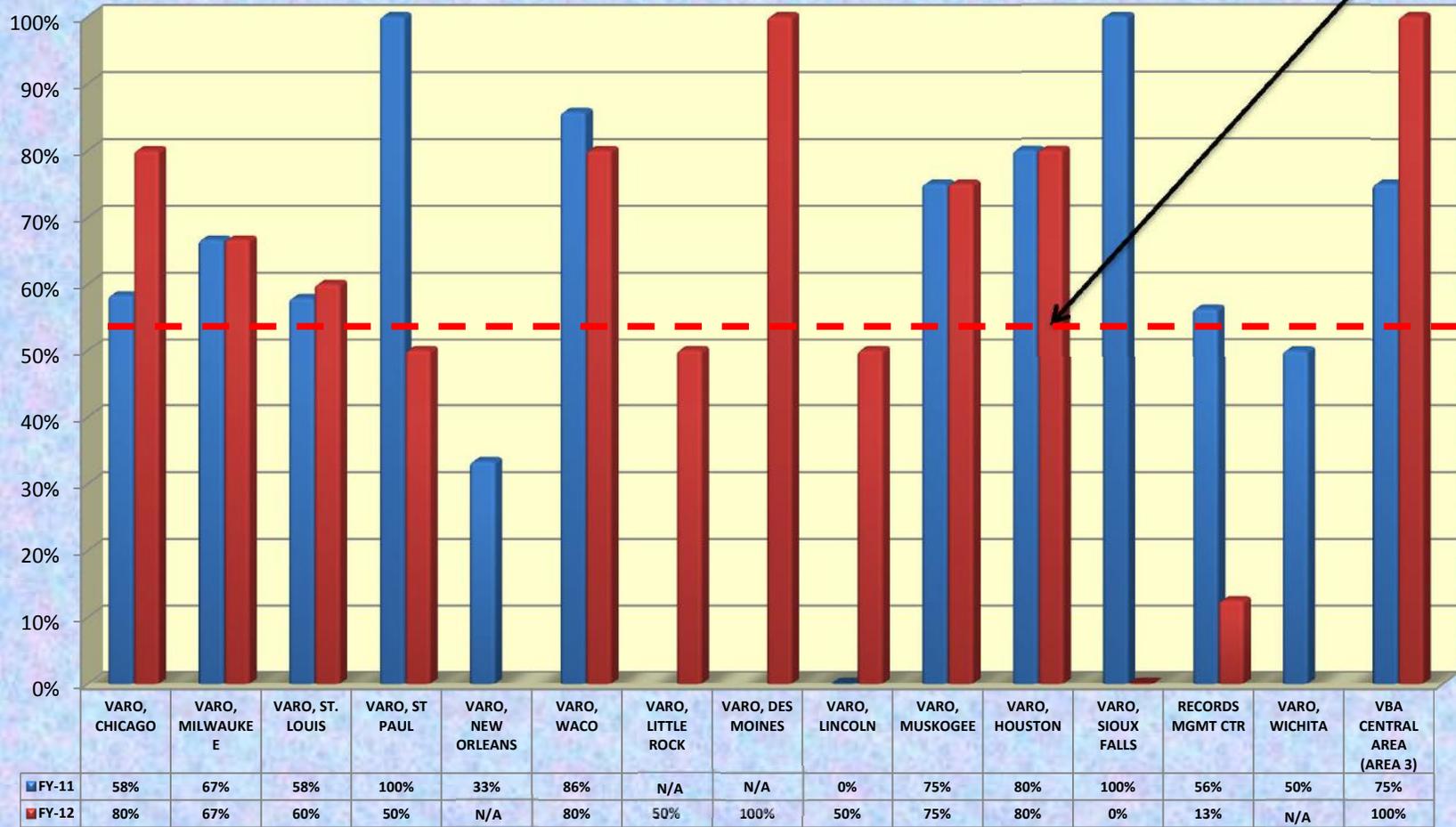
Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 3

80% Government-Wide Target



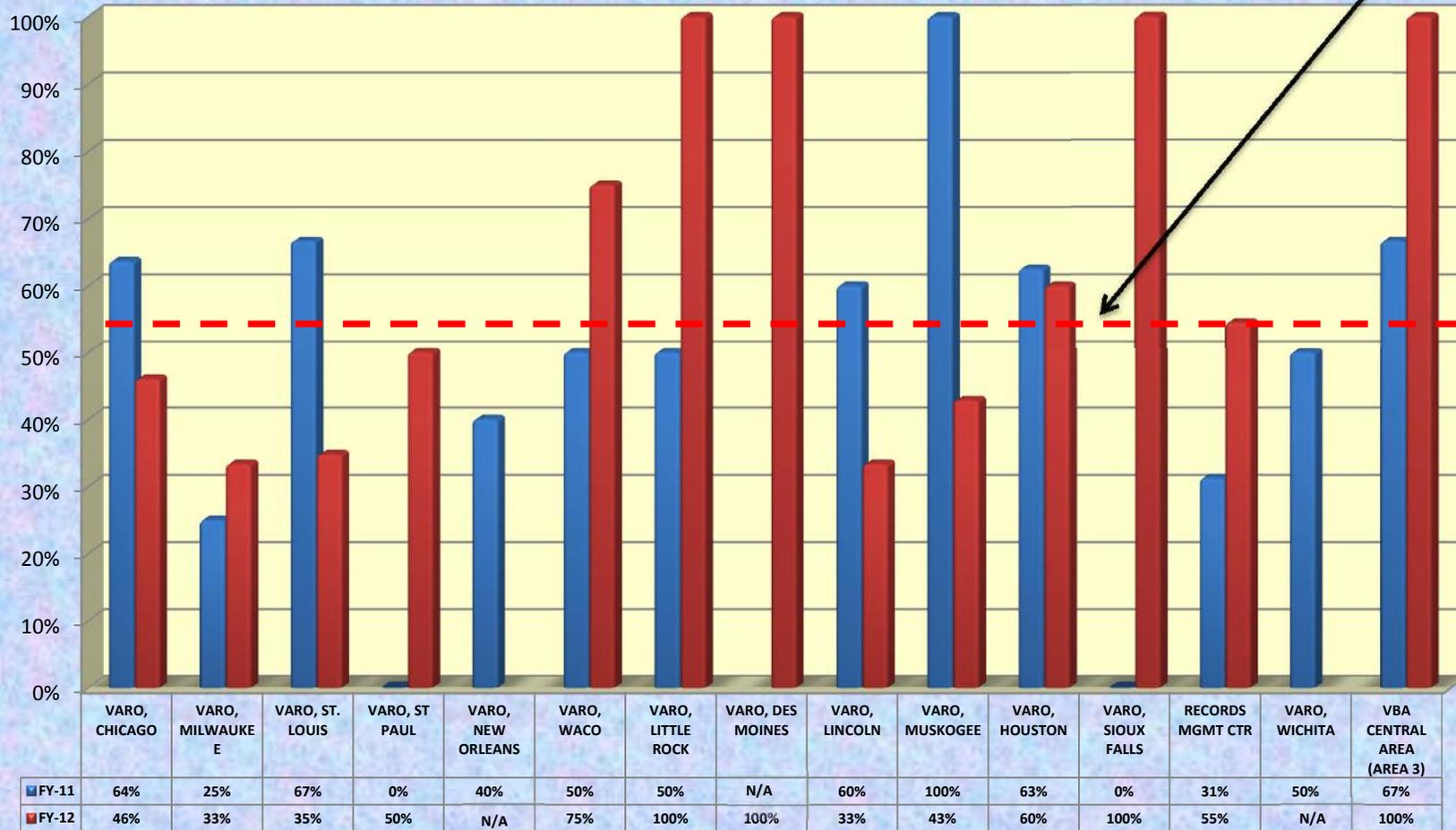
Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate - AREA 3

53% VA-Wide Target



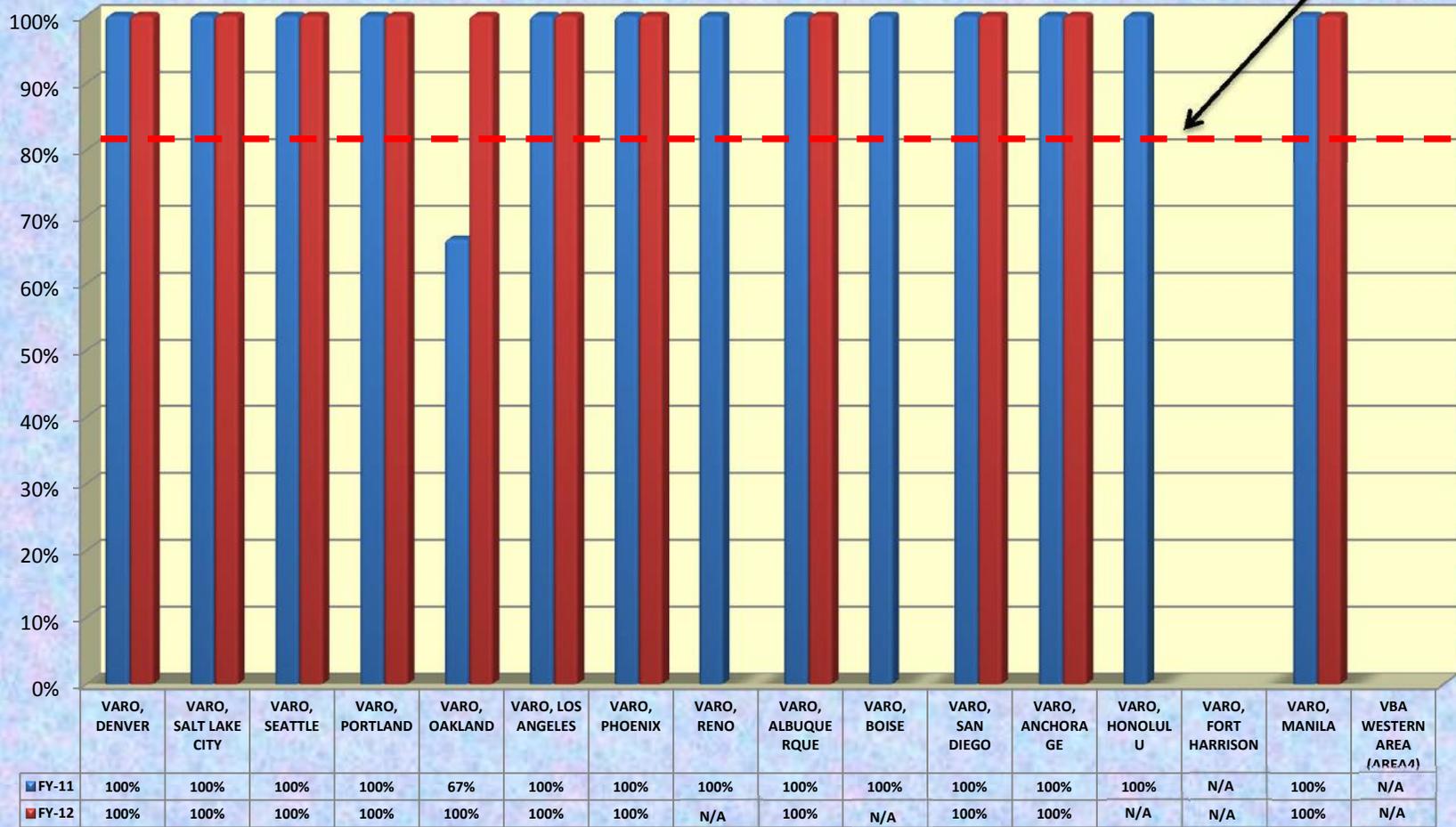
Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 3

53% Government-Wide Average



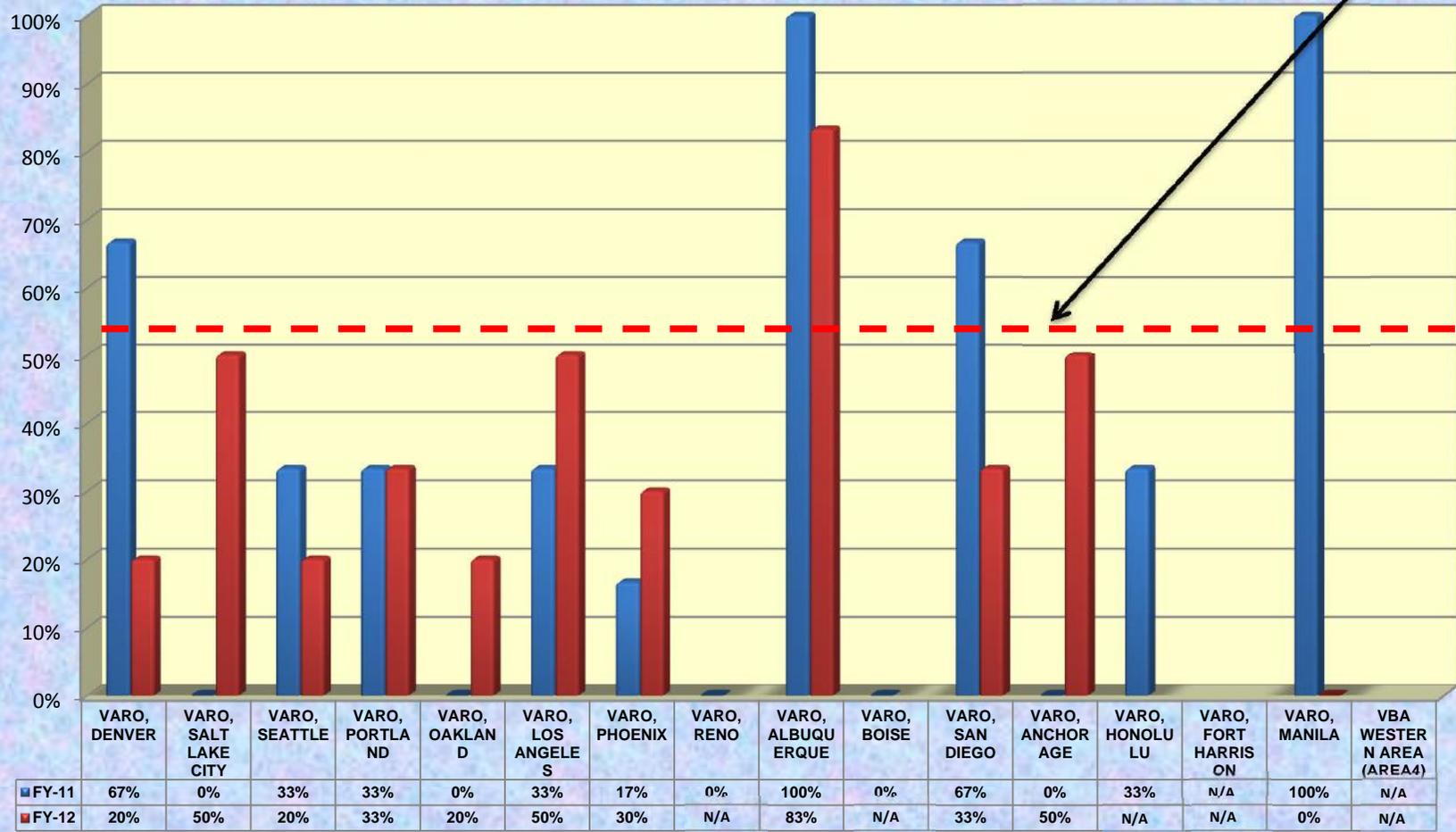
Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 4

80% Government-Wide Target



Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate - AREA 4

53% VA-Wide Target



FY-11 and FY-12 Data as of 10/22/12

Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 4

53% Government-Wide Average



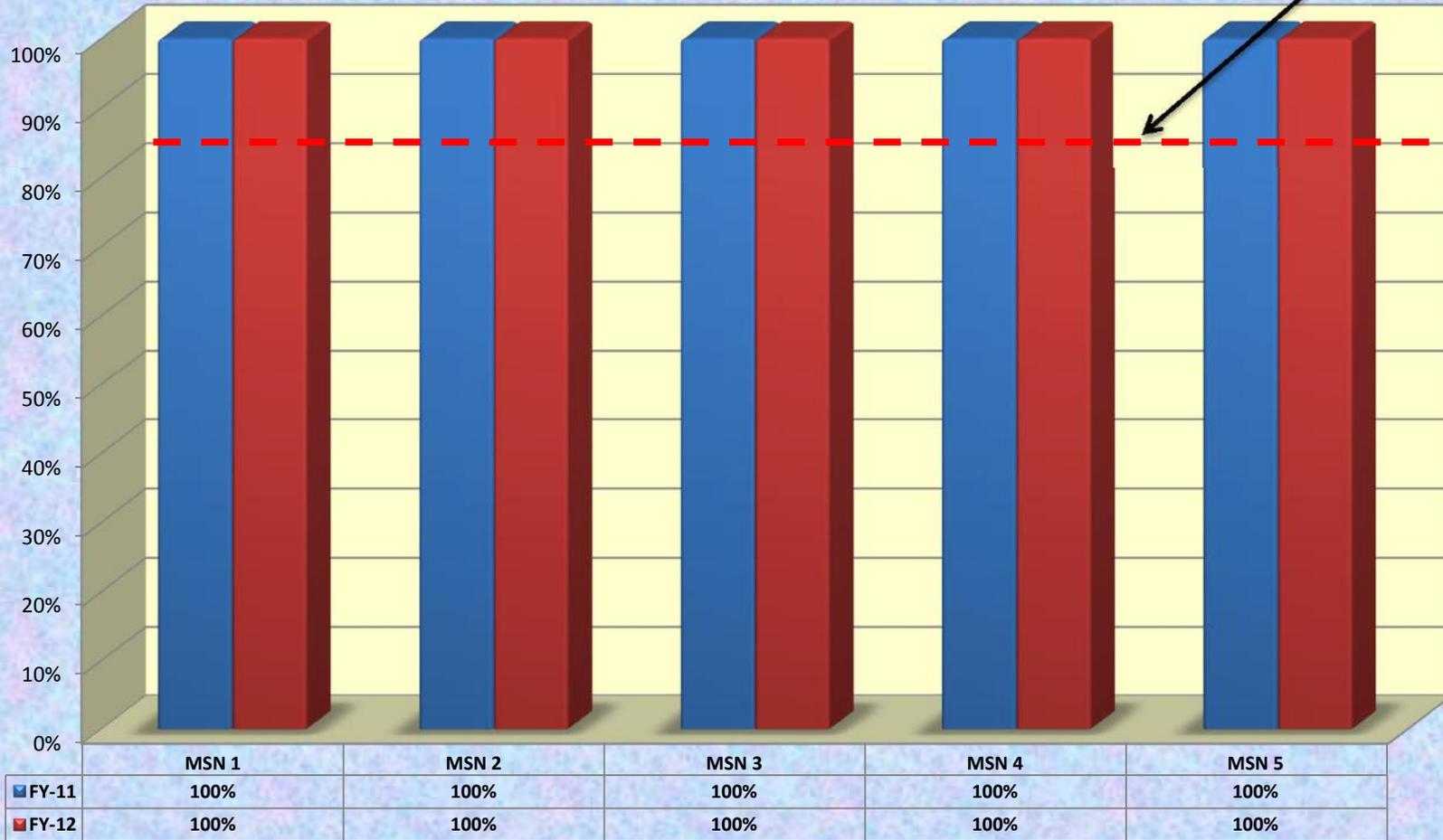
Data Source: ADRTTracker System

National Cemetery Administration

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate

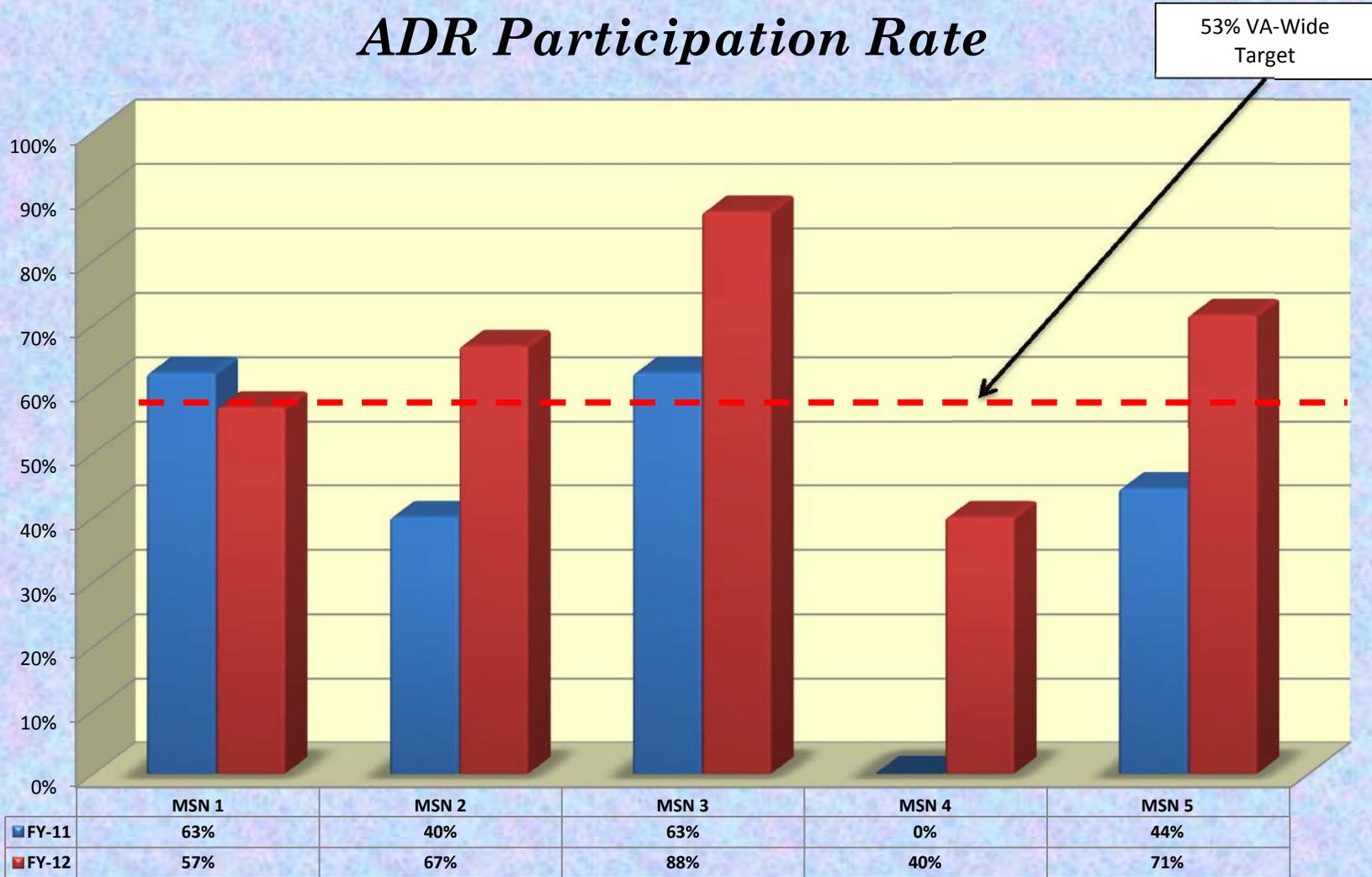
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Participation Rate



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 Resolution Rate

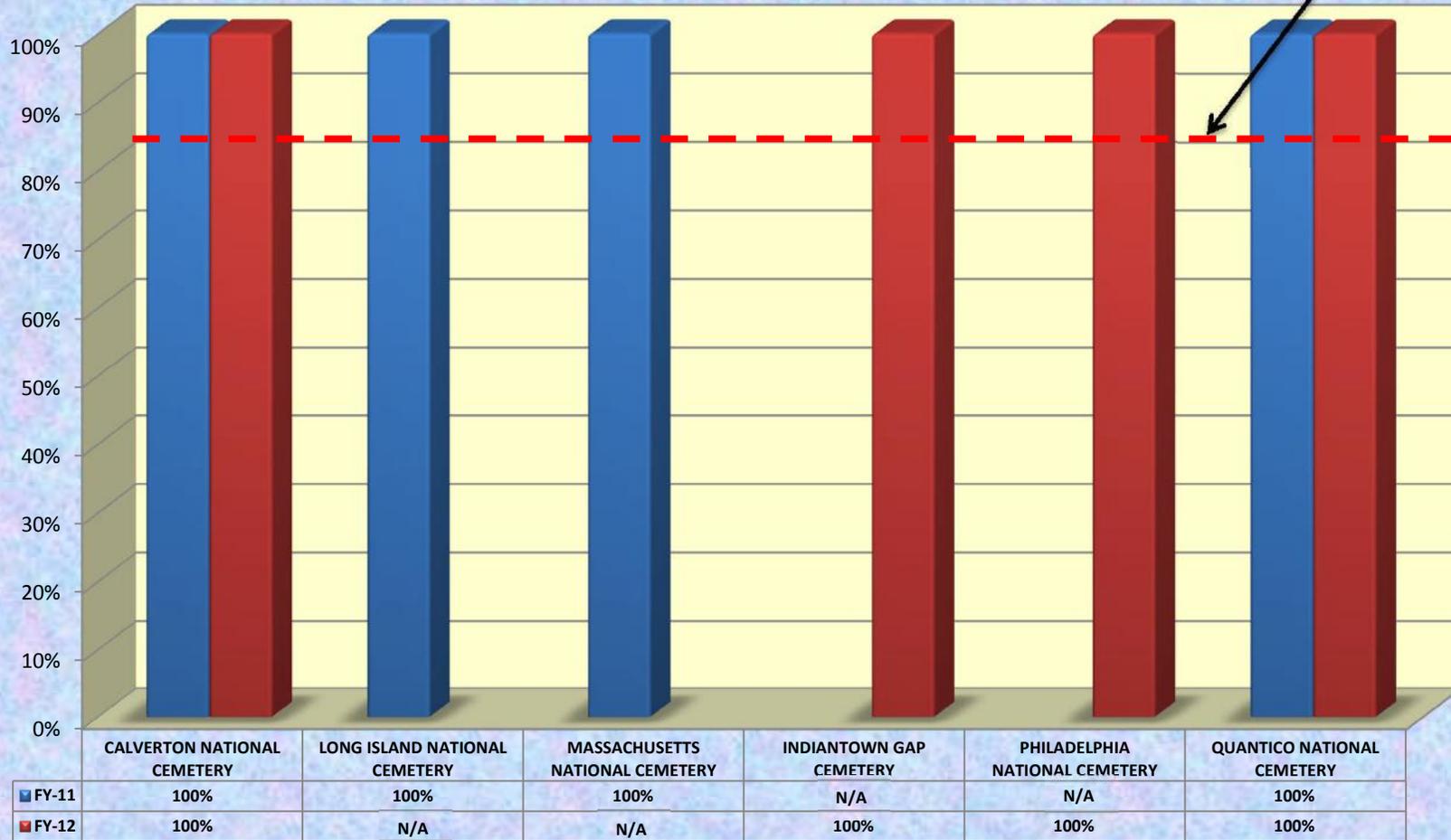


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 1

80% Government-Wide Target

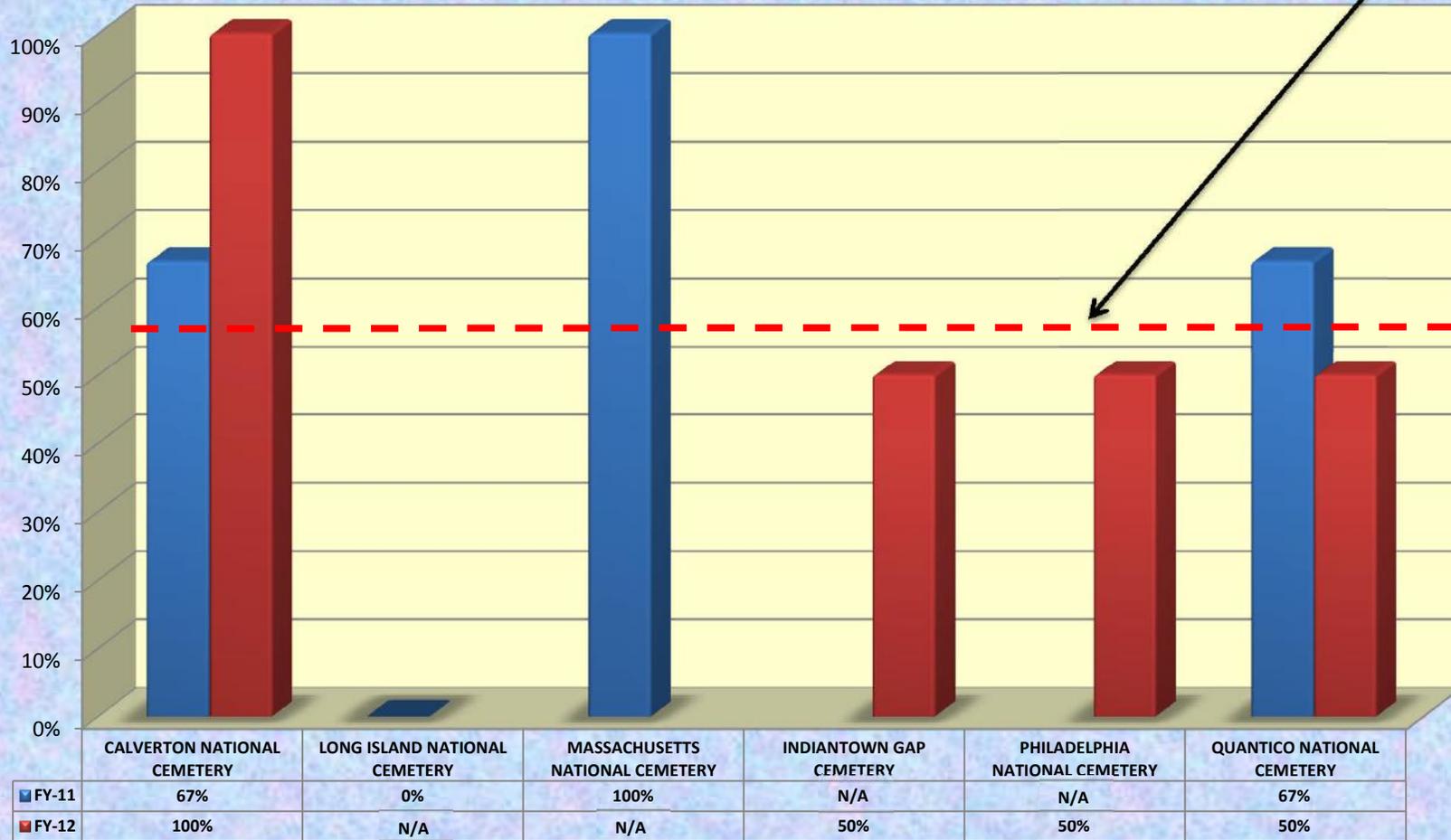


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Participation Rate - MSN 1

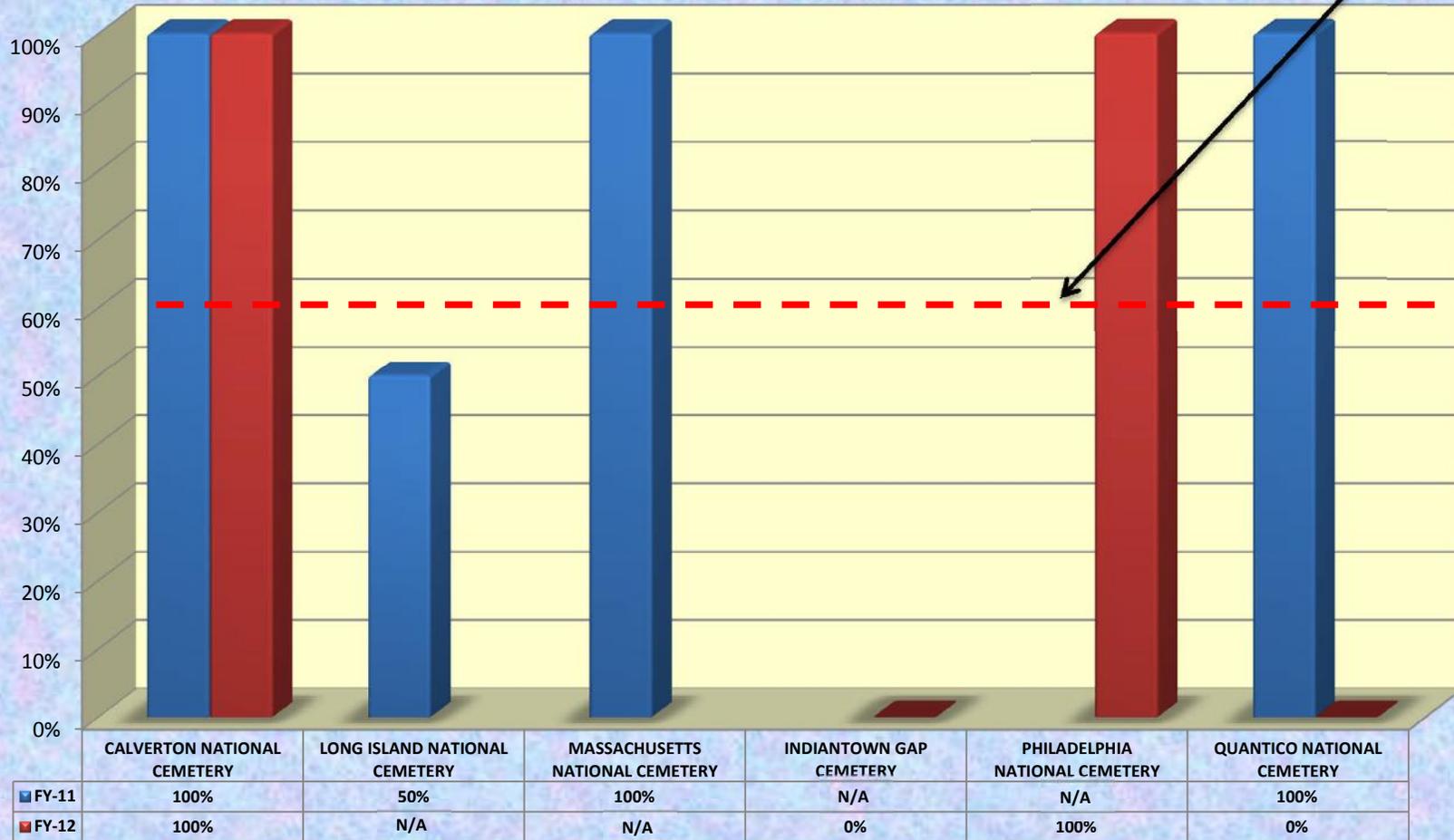
53% VA-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 Resolution Rate - MSN 1

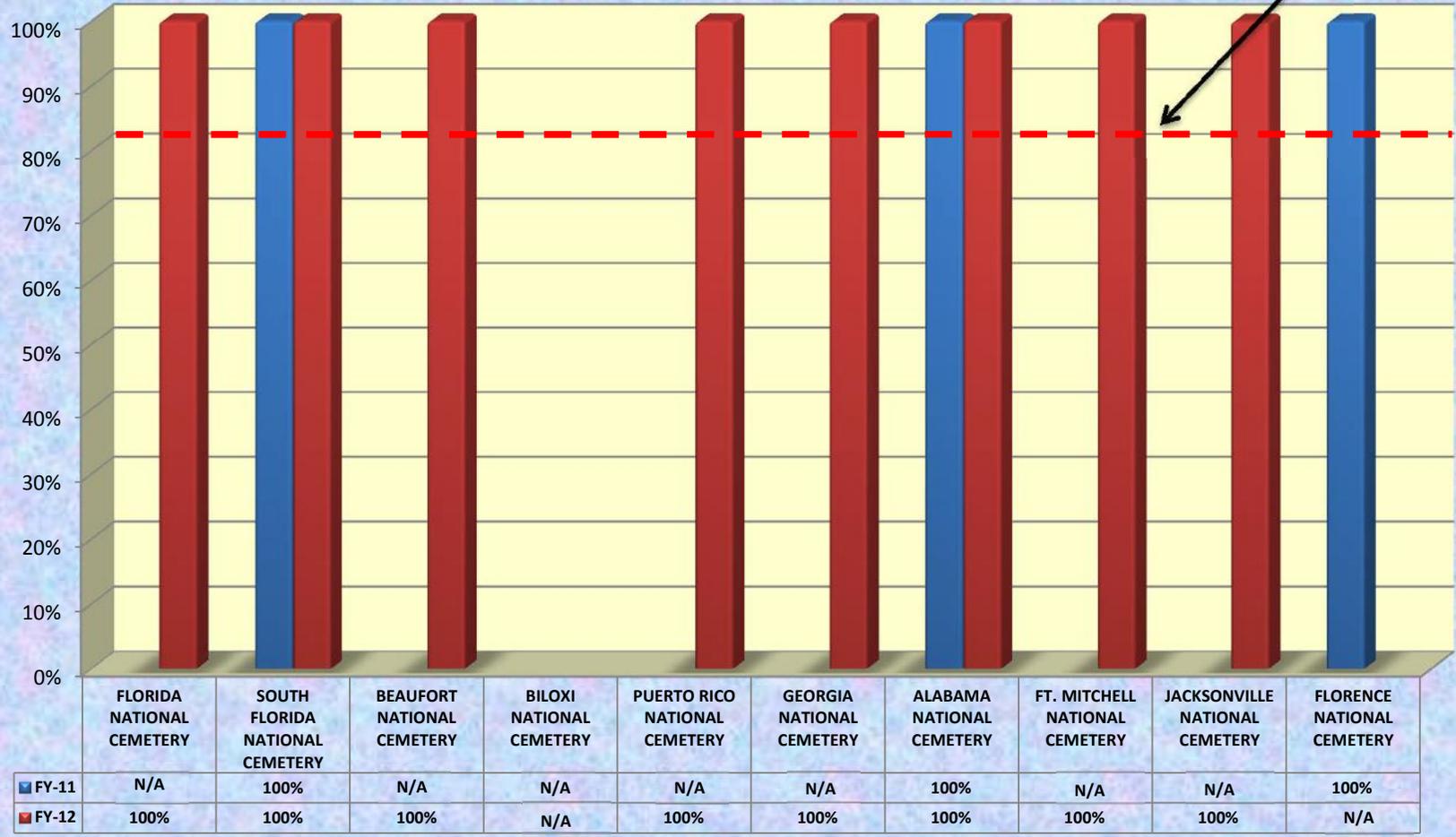


53% Government-Wide Average

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 2

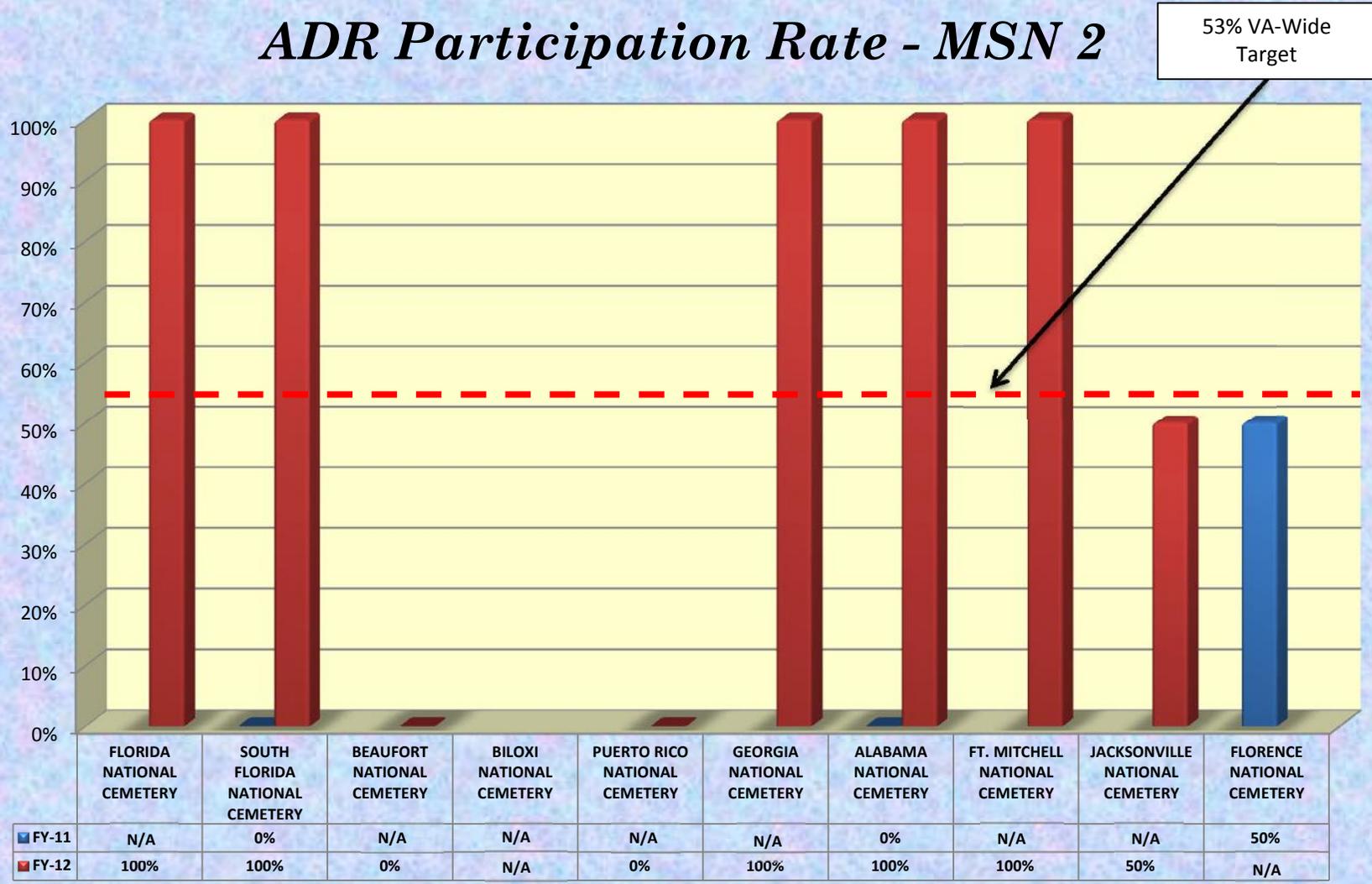
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Participation Rate - MSN 2



Data Source: ADRTTracker System

National Cemetery Administration FY-11 & FY-12 Resolution Rate - MSN 2

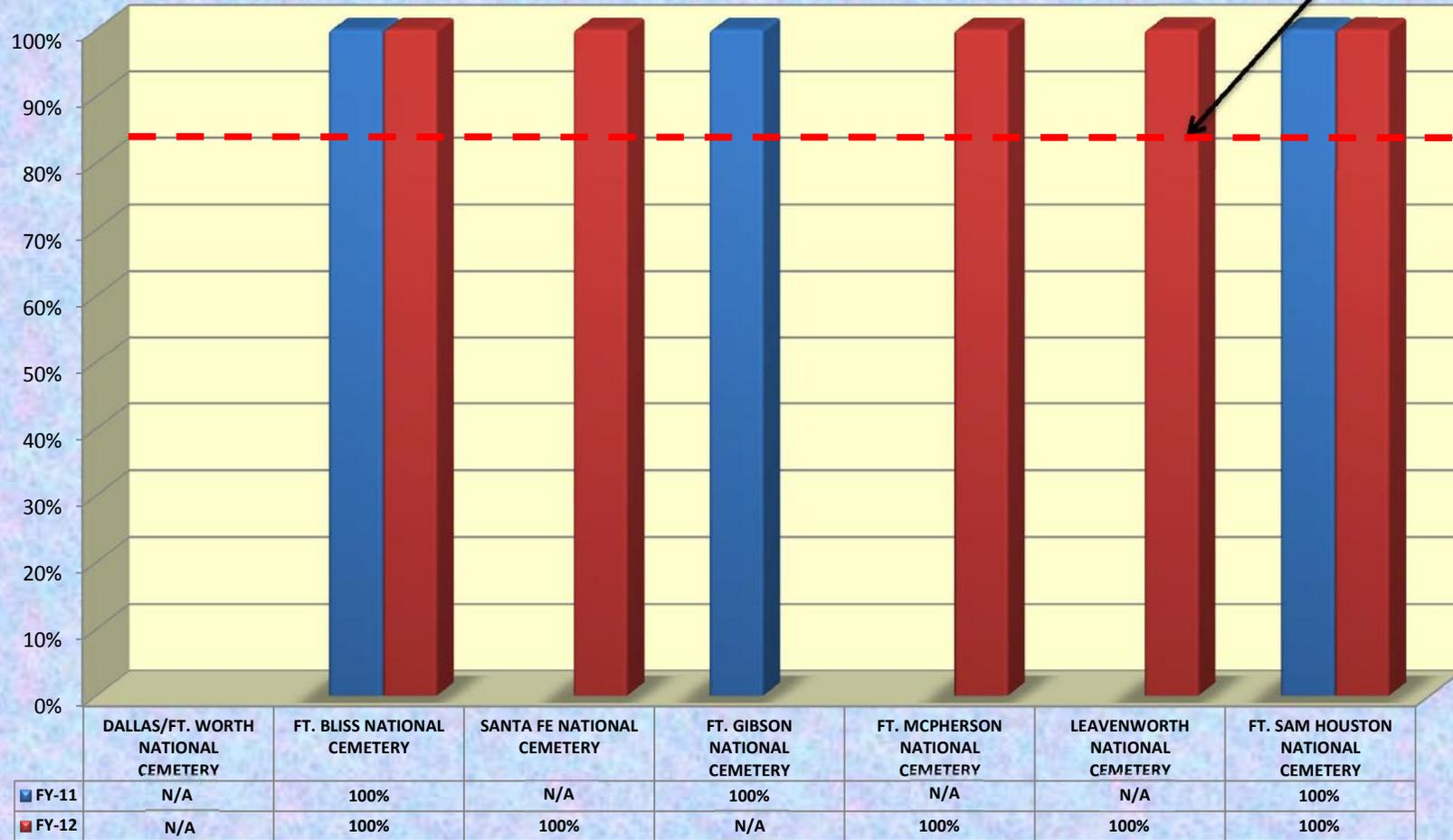


53% Government-Wide Average

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 3

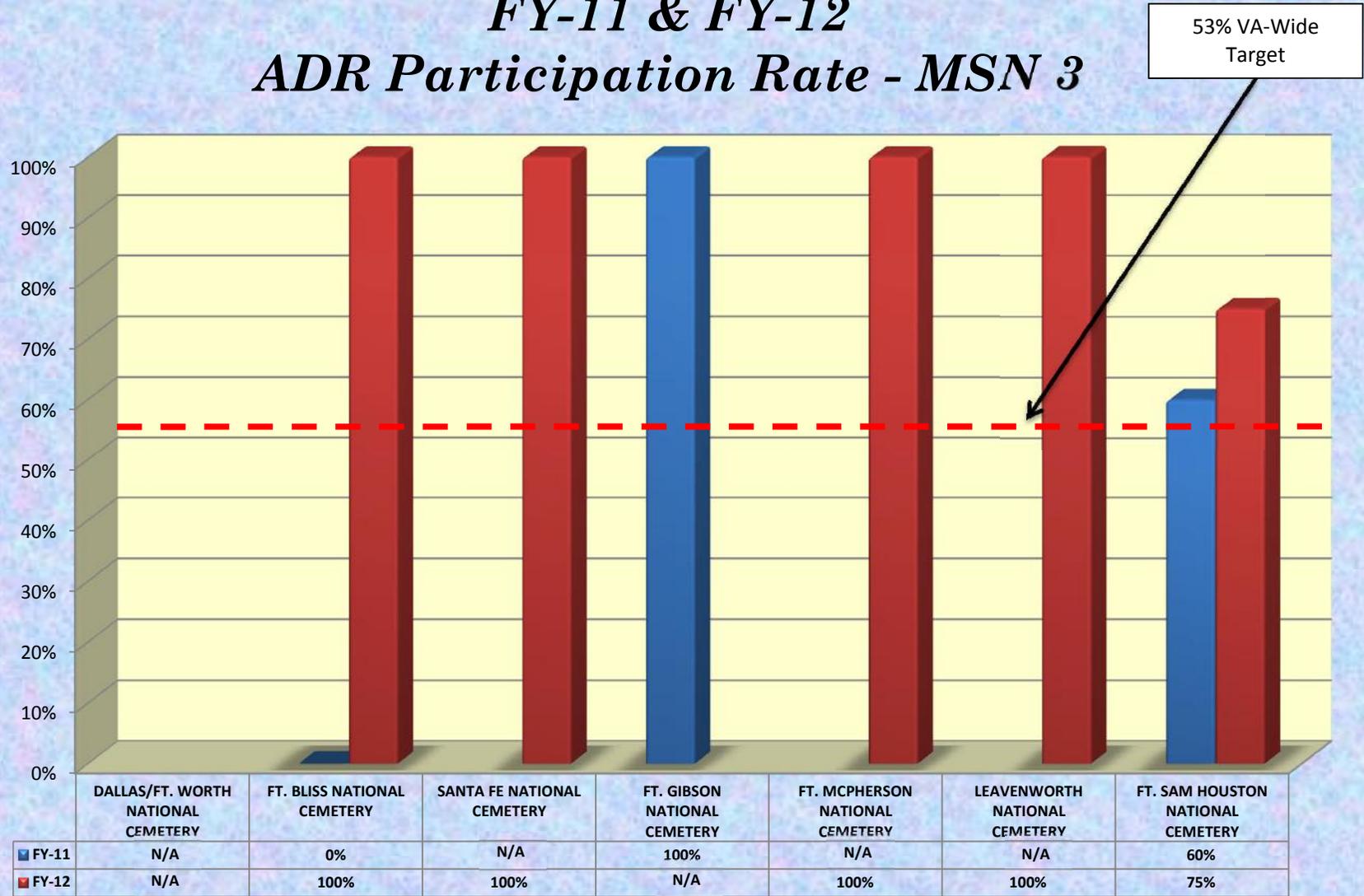
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

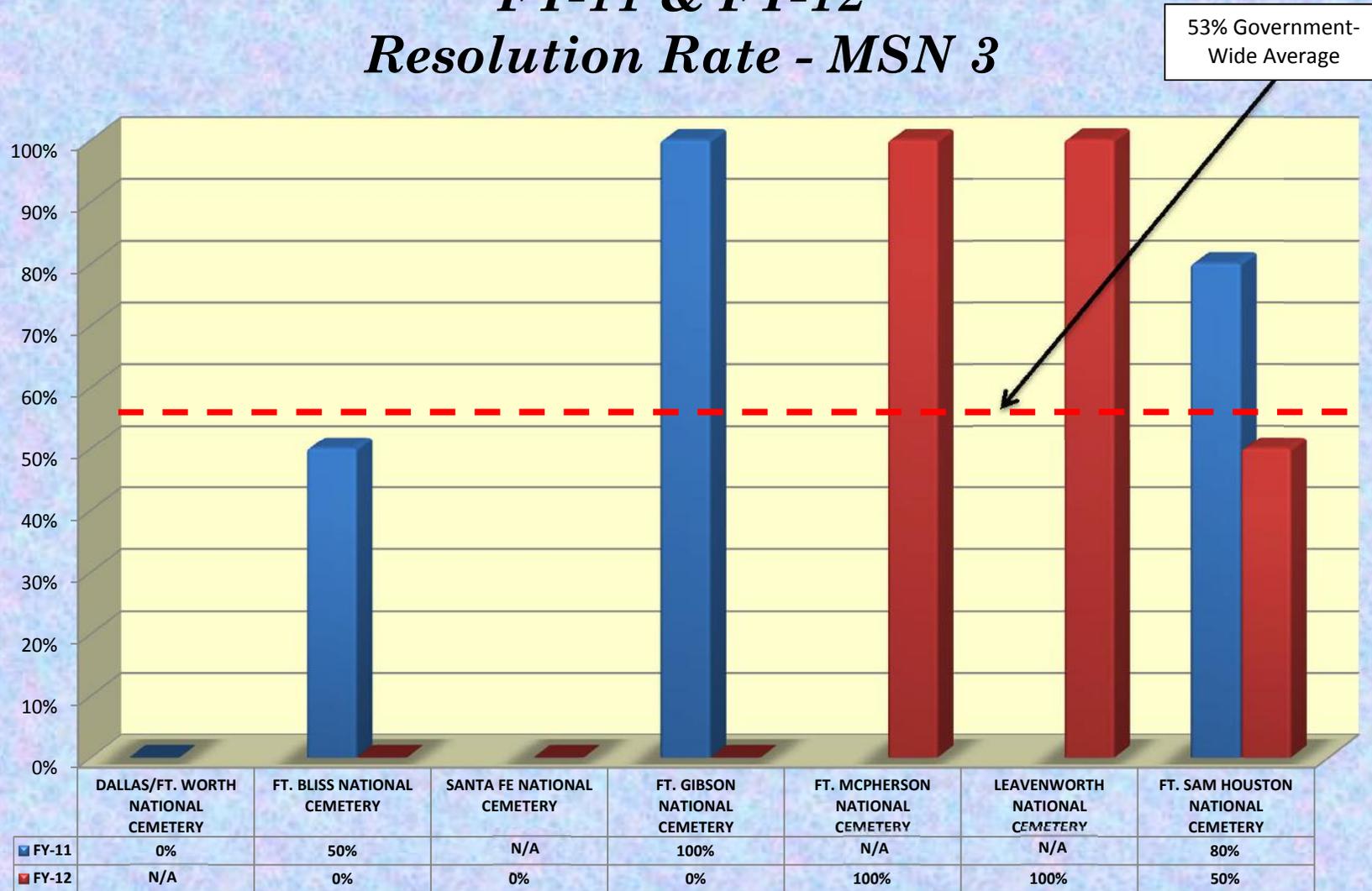
National Cemetery Administration FY-11 & FY-12 ADR Participation Rate - MSN 3



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 Resolution Rate - MSN 3



53% Government-Wide Average

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 4

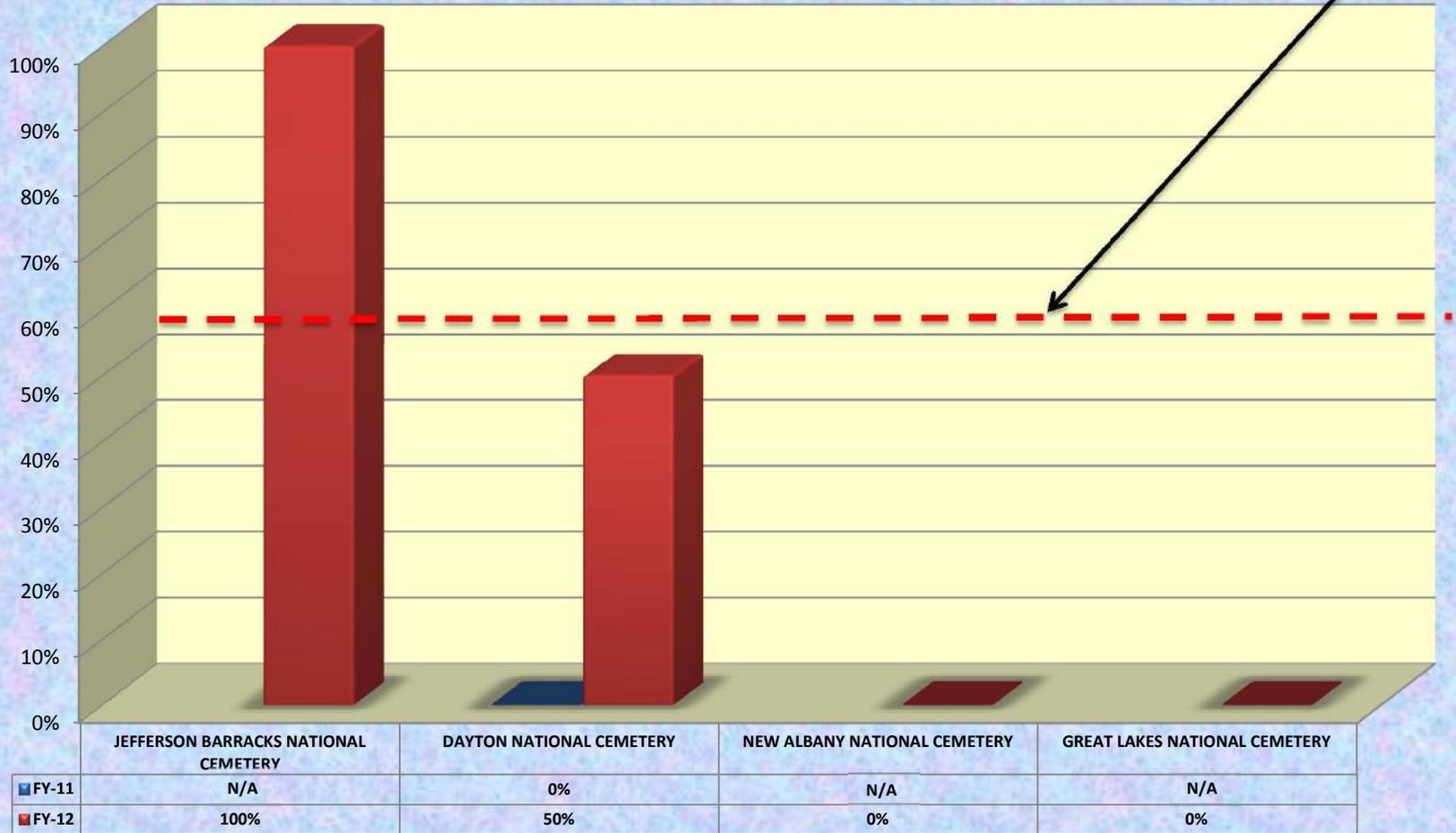
80% Government-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Participation Rate - MSN 4



Data Source: ADTracker System

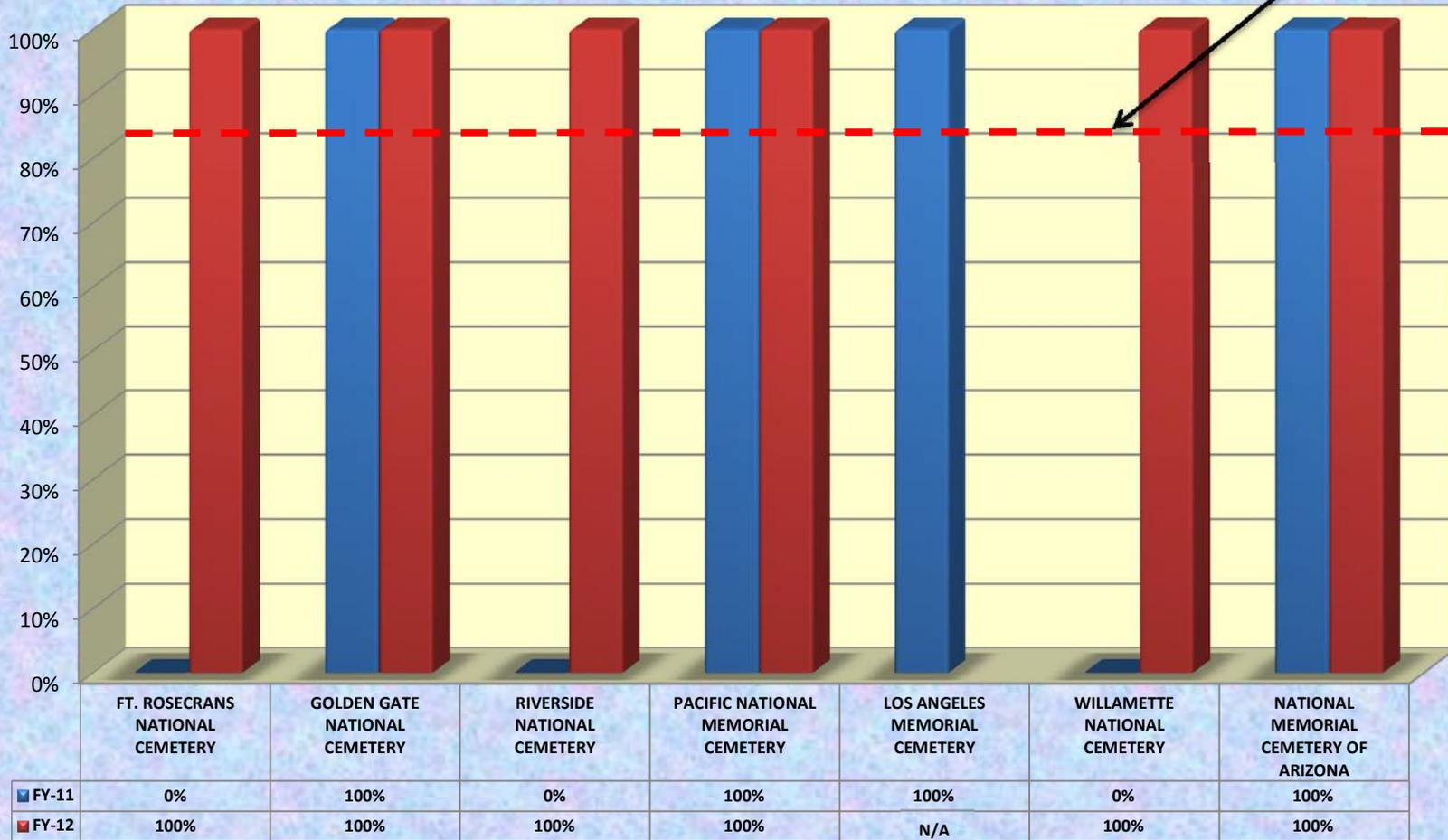
National Cemetery Administration FY-11 & FY-12 Resolution Rate - MSN 4



FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 5

80% Government-Wide Target

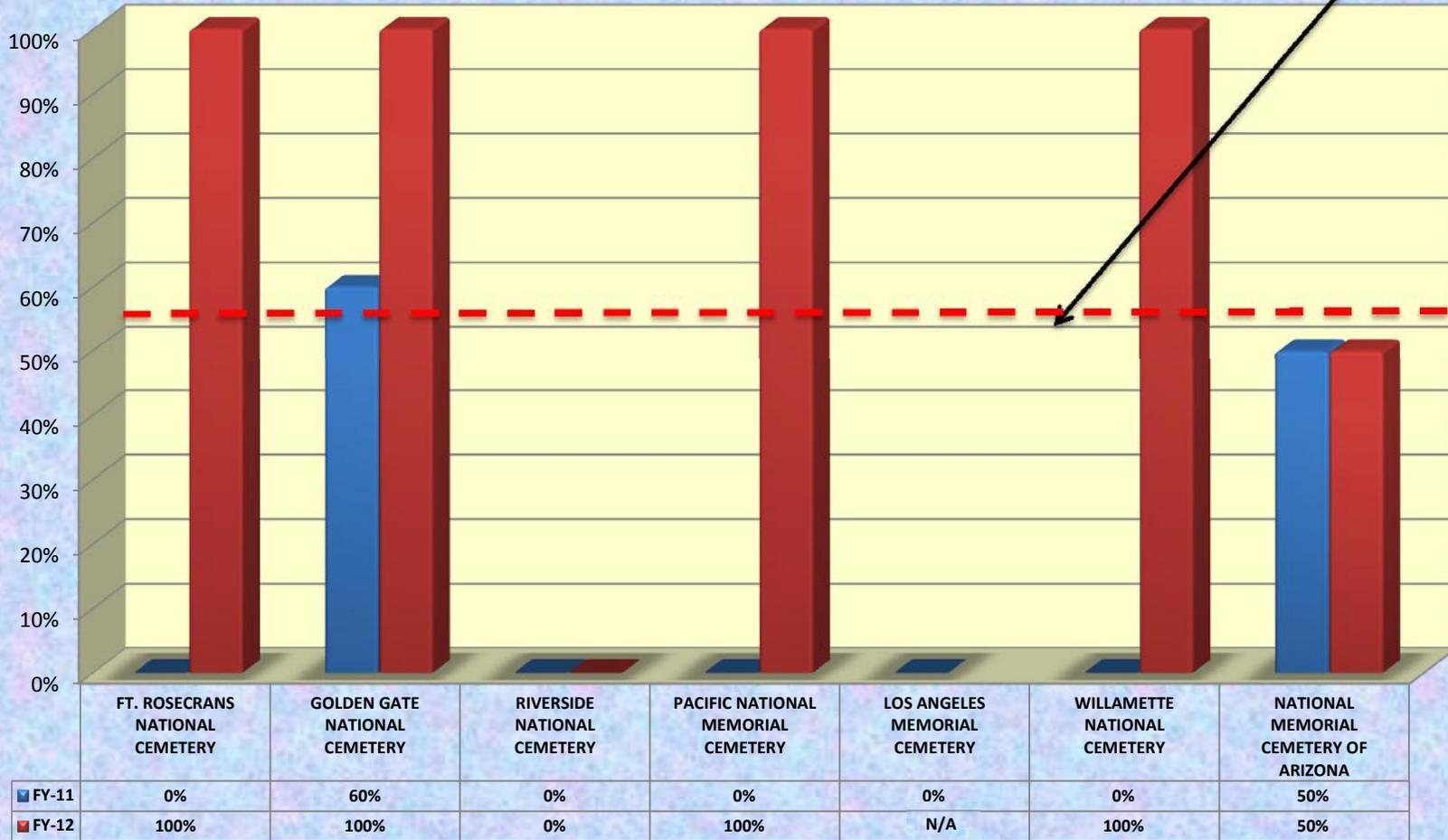


Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 ADR Participation Rate - MSN 5

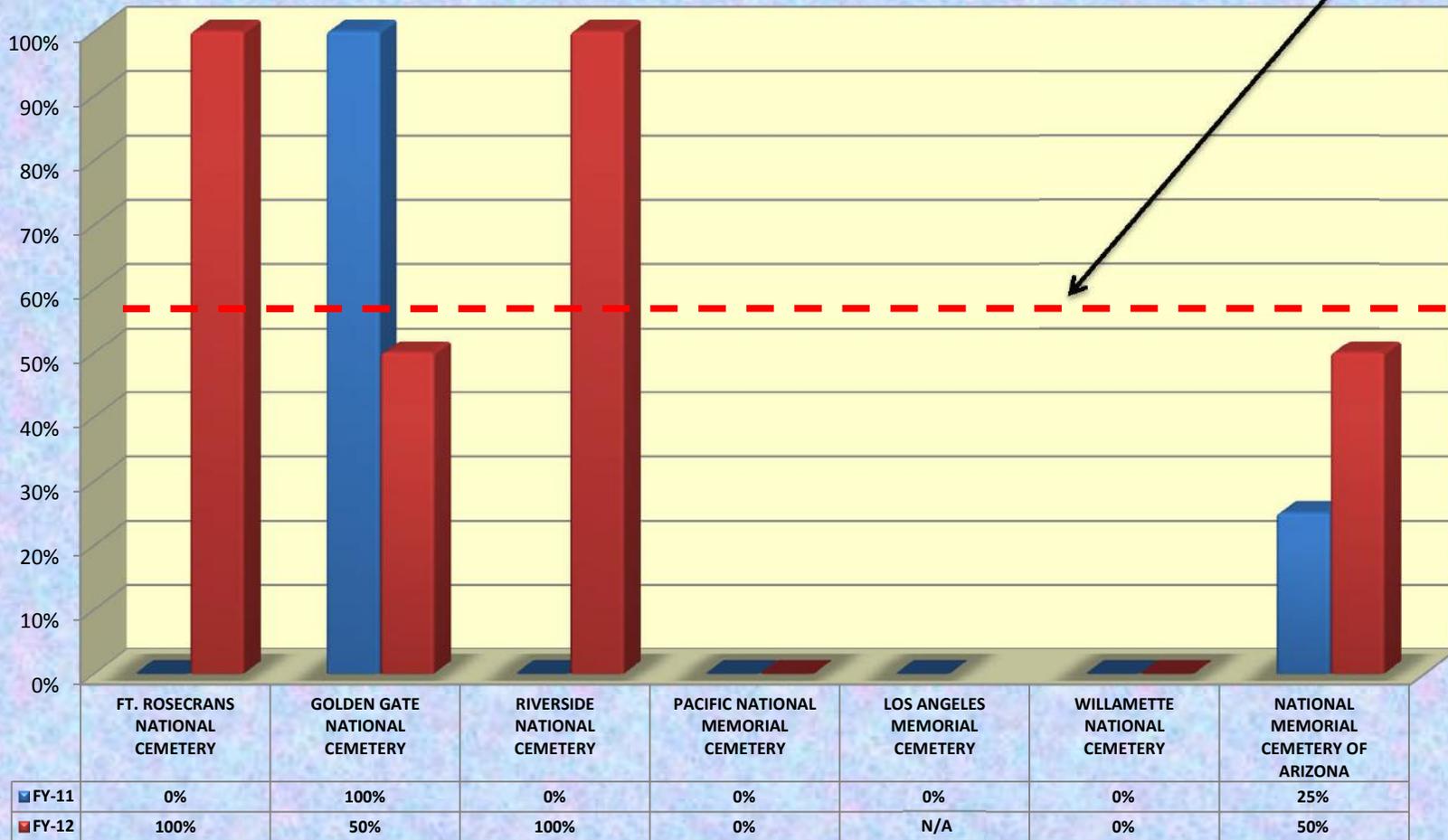
53% VA-Wide Target



Data Source: ADRTTracker System

FY-11 and FY-12 Data as of 10/22/12

National Cemetery Administration FY-11 & FY-12 Resolution Rate - MSN 5



53% Government-Wide Average