

**ADR USE IN THE INFORMAL EEO PROCESS
ADR OFFERS, ADR PARTICIPATION, AND RESOLUTION RATE
COMPARISON CHARTS
FY-07 AND FY-08**

Introduction

The Office of Resolution Management's goal is to work with all administrations and staff offices to prevent EEO complaints. However, when complaints can not be avoided, ADR is 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 during the informal stage of the EEO complaint process. We hope that you will carefully review the information and develop action plans, where necessary, to further improve the use of ADR in FY-09. 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

Three significant areas are depicted in the charts provided; ADR offers, ADR participation, and resolution rate.¹

- **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.²
- **ADR Participation** represents the percentage of informal EEO complaints in which both VA and the aggrieved person agreed to participate in ADR.³
- **Resolution Rate** represents the percentage of informal EEO complaints that did not proceed to the formal stage.

¹ References in the charts to "NA" reflect no complaint activity at that location during the FY.

² Where ADR offers are less than 100%, a contributing factor could be that in some cases an aggrieved person withdraws their informal complaint before the VA organization is notified of the complaint and given an opportunity to offer ADR.

³ Within VA, labor must also agree to ADR when a bargaining unit employee is involved.

In FY-07, VA's ADR offer rate was 64%. The ADR participation rate was 26%, and the resolution rate was 50%. In FY-08, VA's ADR offer rate increased to 76%. The ADR participation rate rose to 46%, and the resolution rate was 55%. 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-07, the government-wide average for ADR offers was 80%, ADR participation 48%, and the resolution rate was 55%.

In this report, we use these government-wide averages as goals to assess the level of success that each administration, and VA as a whole, has had at meeting or exceeding these targets. Where an organization is below the target, we encourage you to develop ways to move closer to the goal in FY-09.

Data on ADR offers and participation was extracted from VA's ADR tracking system (ADRTracker) and information on resolution rate was extracted from ORM's Complaints Automated Tracking System (CATS). The data provided is based on information available as of October 31, 2008.

FY-08 ADR Initiatives

As noted above, during FY-08, VA made outstanding progress in increasing the use of ADR and moving towards the EEOC's goals for Federal agencies. VA's Workplace ADR Program worked closely with ORM field offices and VA administrations and staff offices to promote the use of ADR.

- Outreach and training was conducted nationwide to educate employees, managers, and labor unions about their organization's ADR programs and present the benefits of using ADR.
- A VA-wide database was developed for all EEO managers and ADR coordinators to better track EEO complaints and ADR use.
- ORM's complaint processes were reviewed and input sought from the administrations on how ADR offers could be more promptly obtained and agreements to engage in ADR more expeditiously scheduled and completed.
- Memoranda of Understanding (MOU) were established to improve the process by allowing ORM counselors to immediately offer ADR to the aggrieved party at the following locations:
 - National Cemetery Administration.
 - Veterans Benefits Administration, Cleveland, Oakland, and Pittsburgh Regional Offices.
 - Veterans Health Administration VISNs 1, 4, 9, 16, 17, and 22 and VISN 8 facilities in Gainesville/Lake City, Orlando, and Tampa.

The MOUs played a large part in VA's success as you will see from the results below.

FY-08 ADR Accomplishments

Department-Wide

Across the board increases were seen:

- ADR offers increased by 12%.
- ADR participation increased by 20%.
- Resolution rate increased by 5%.

NCA

Because of a nationwide MOU on ADR, NCA was the only administration to:

- Meet EEOC's goals for ADR offers, participation, and resolution.
- MSN 3 is recognized as the only Network to meet EEOC's goals for ADR offers, participation, and resolution as well.

VBA

ADR use improved:

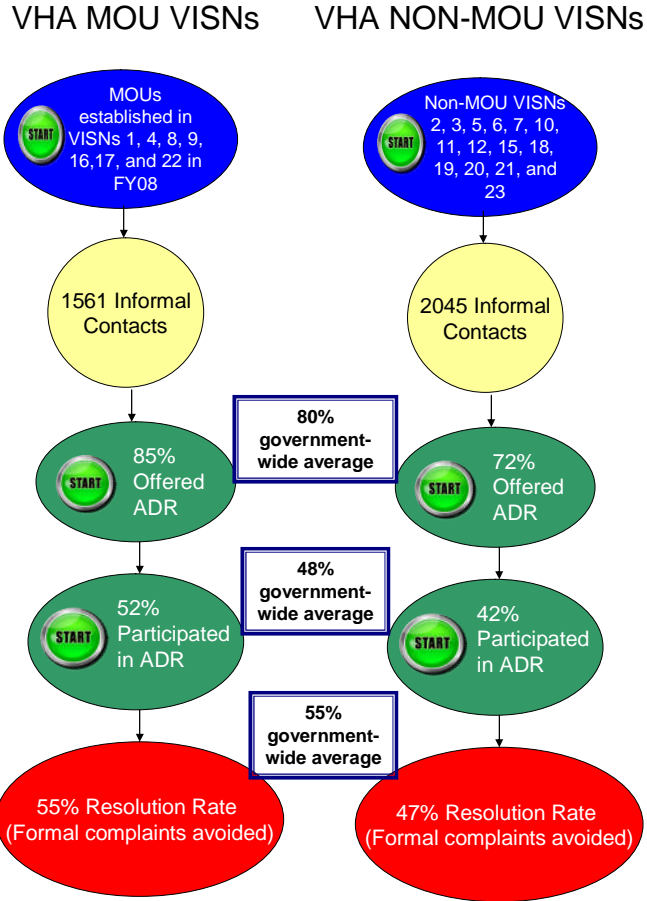
- VBA met the EEOC goal for ADR participation.
- Area 3 is recognized as the only Area to meet EEOC's goals for ADR offers and participation.

VHA

ADR achievements were seen:

- VISNs 1, 8, 9, and 22 are recognized as the only VHA Networks to meet EEOC's goals for ADR offers, participation, and resolution; all have MOUs with ORM.

ORM sees the ADR MOUs established in FY-08 playing a key role in efforts to continue reducing formal EEO complaints in FY-09. The chart below further expands on this concept and statistically supports the theory.



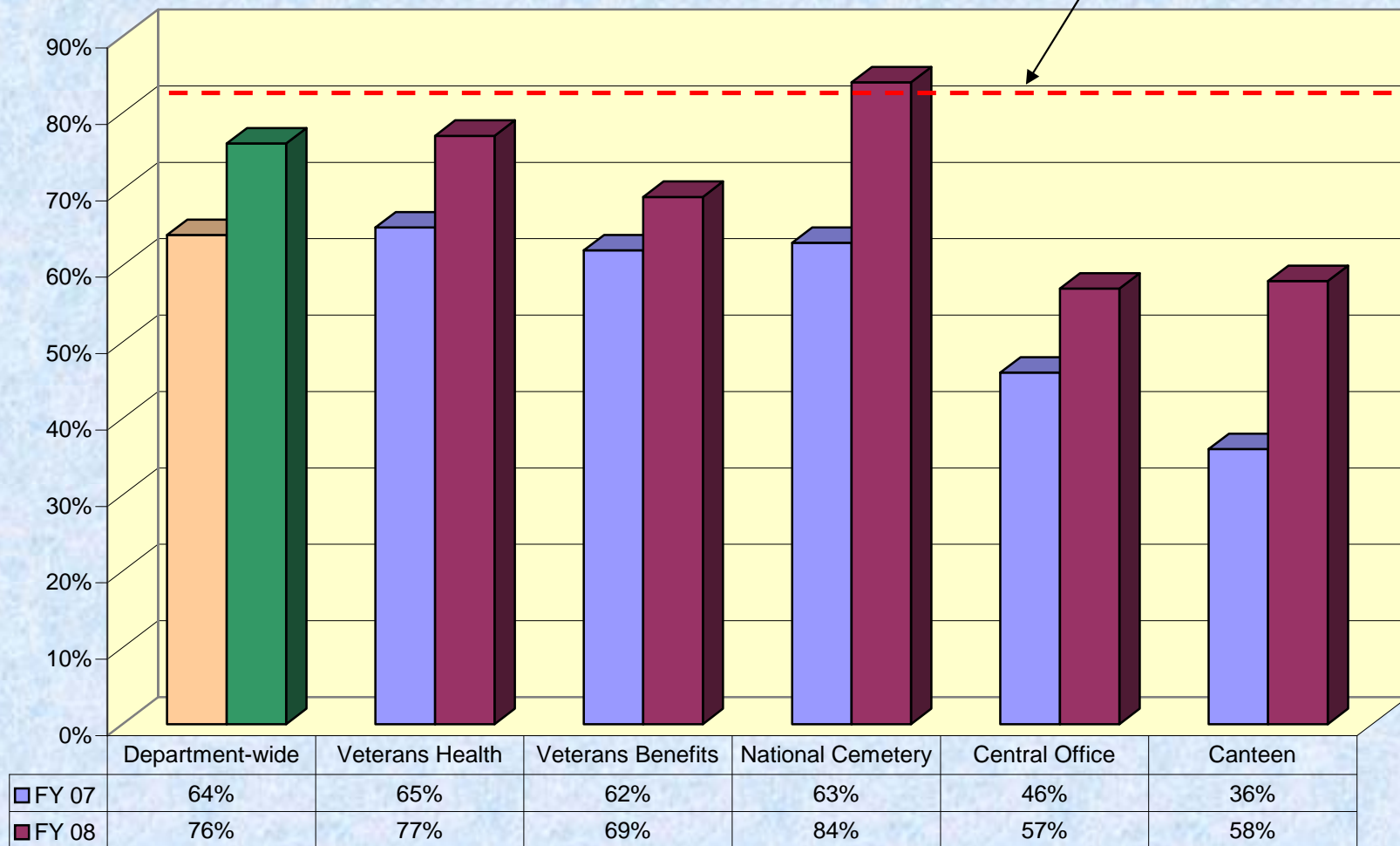
Conclusion

We look forward to collaborating with all VA organizations in FY-09 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

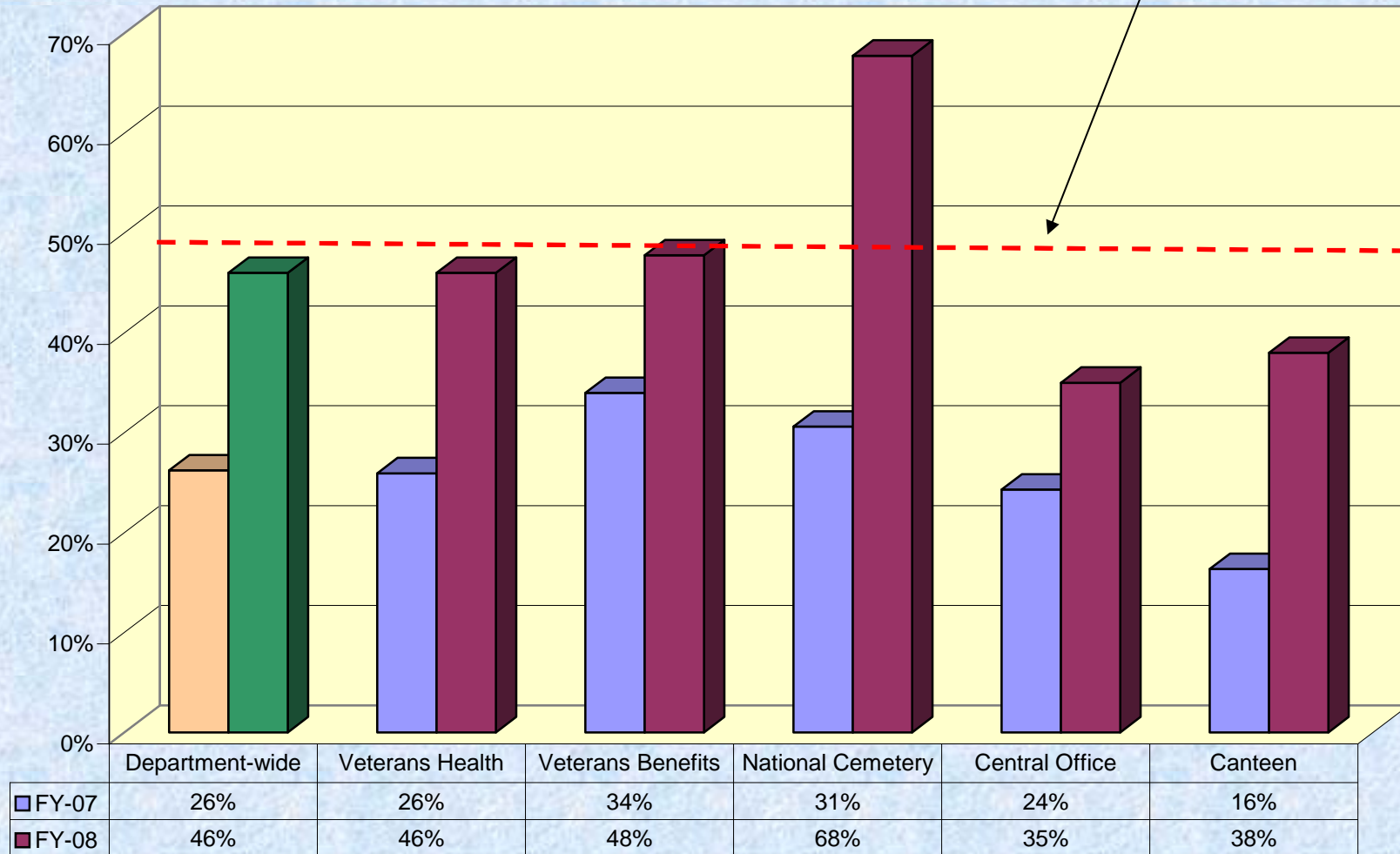
Department of Veterans Affairs FY-07 & FY-08 ADR Offers

80% Government-Wide Average



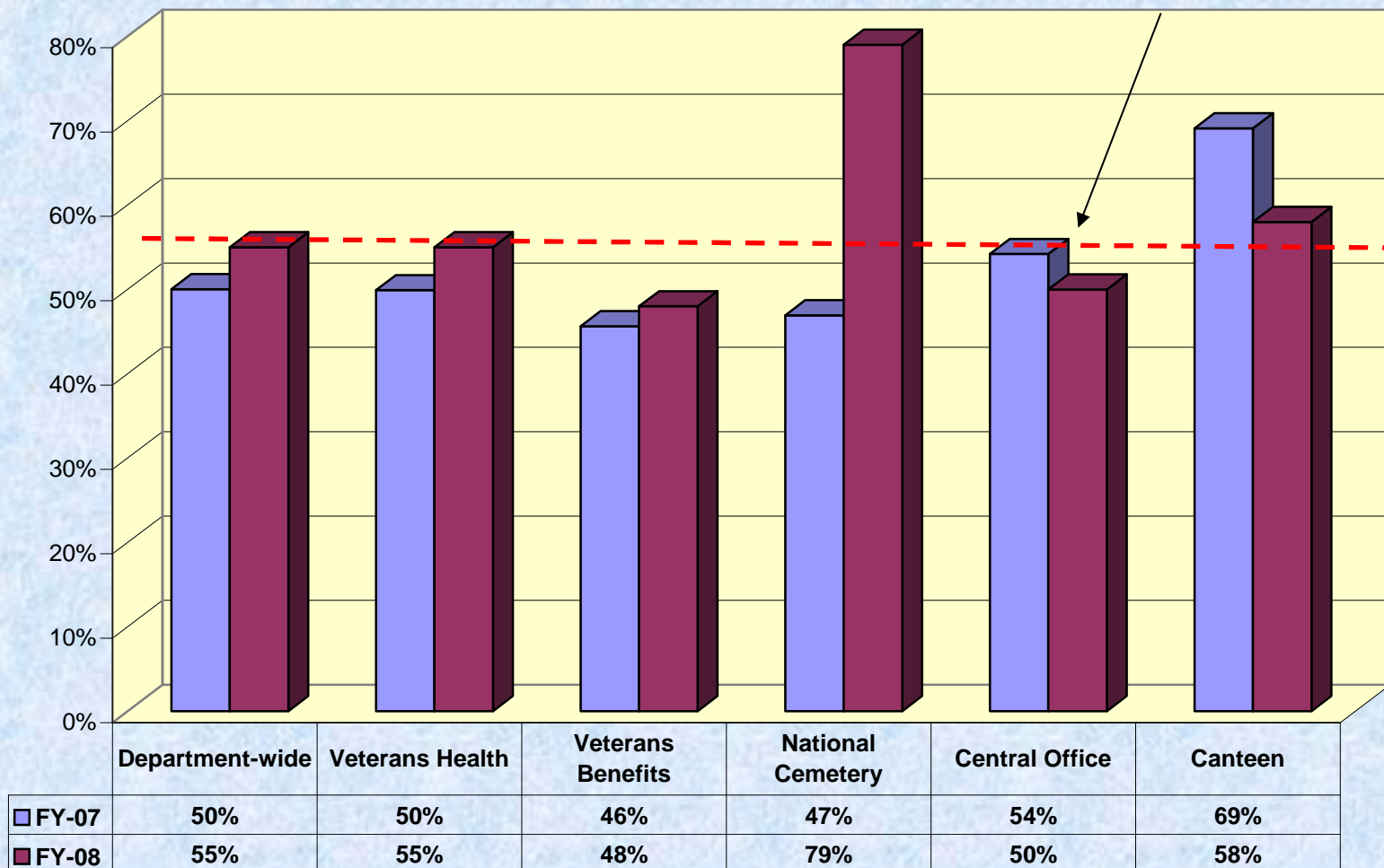
Department of Veterans Affairs FY-07 & FY-08 ADR Participation

48% Government-Wide Average



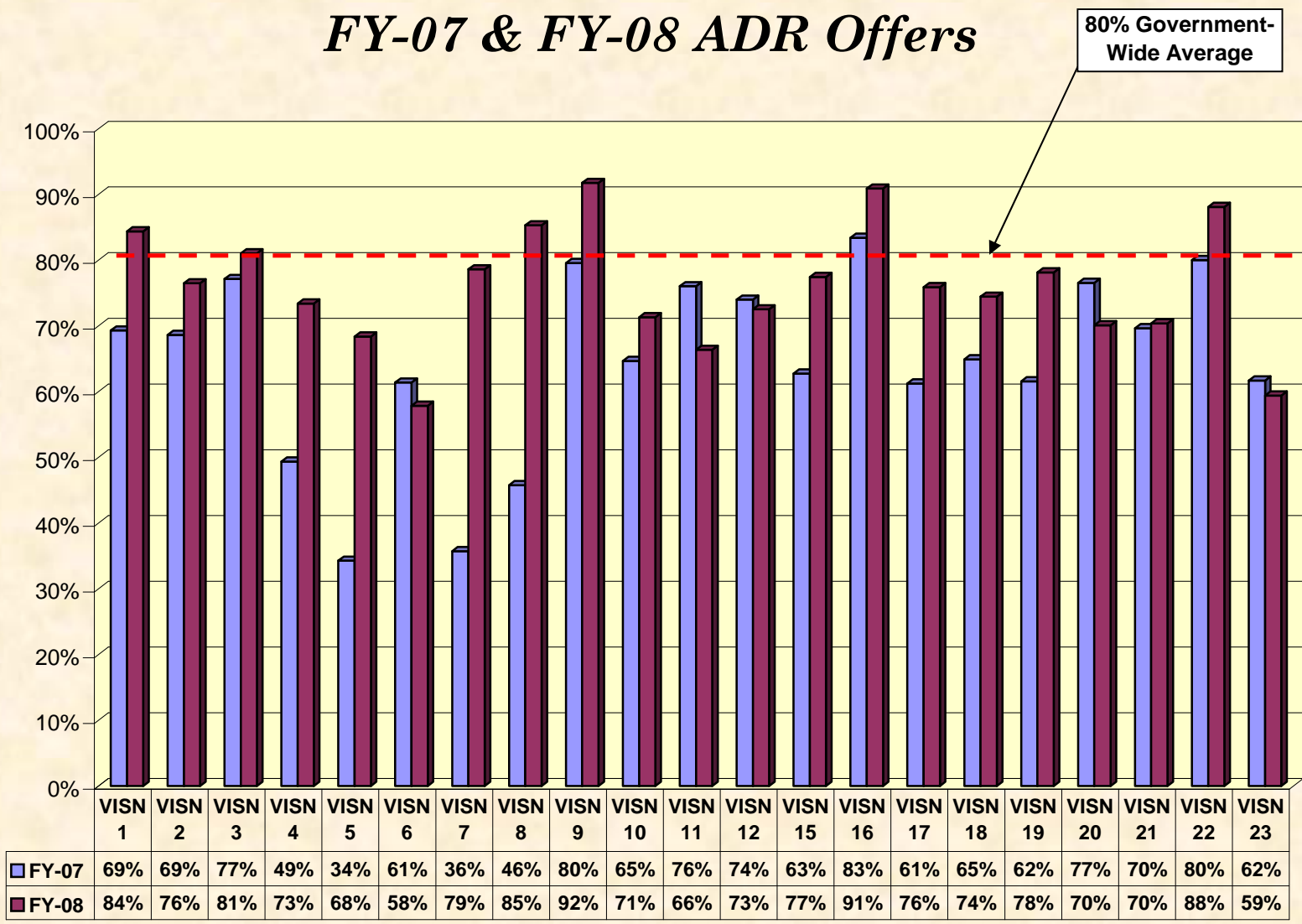
Department of Veterans Affairs FY-07 & FY-08 Resolution Rate

55% Government-Wide Average



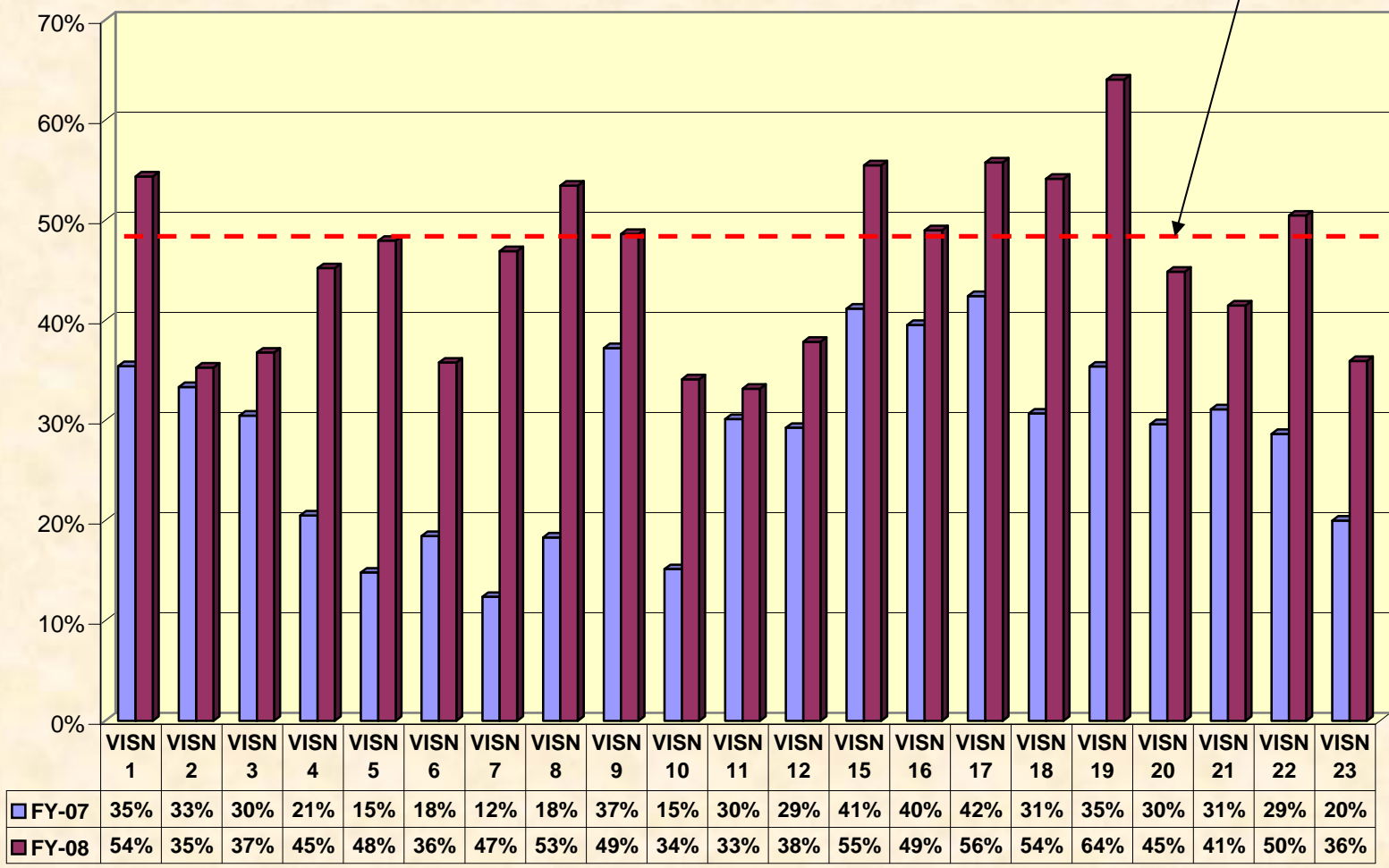
Veterans Health Administration

Veterans Health Administration FY-07 & FY-08 ADR Offers



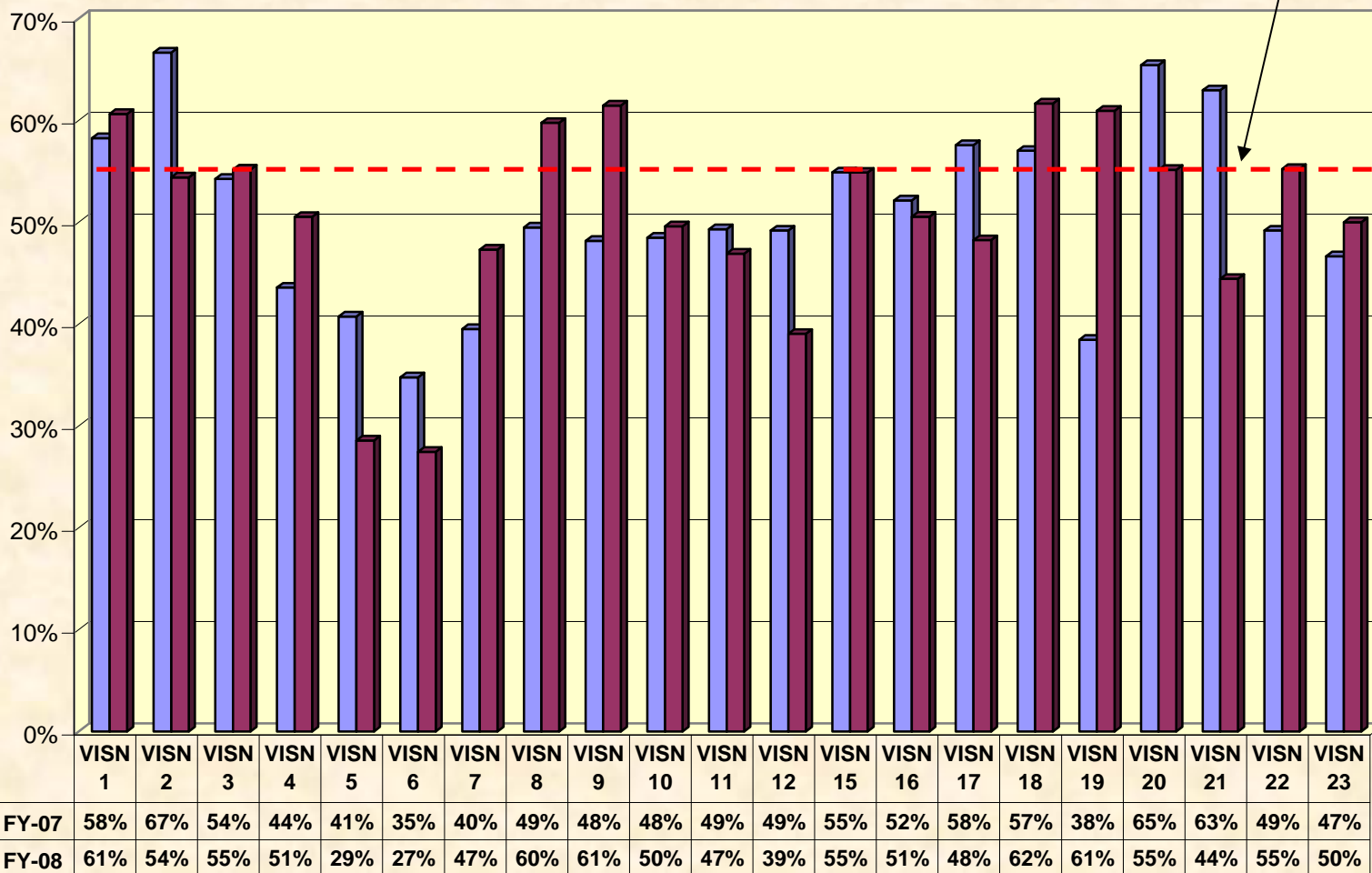
Veterans Health Administration FY-07 & FY-08 ADR Participation

48% Government-Wide Average



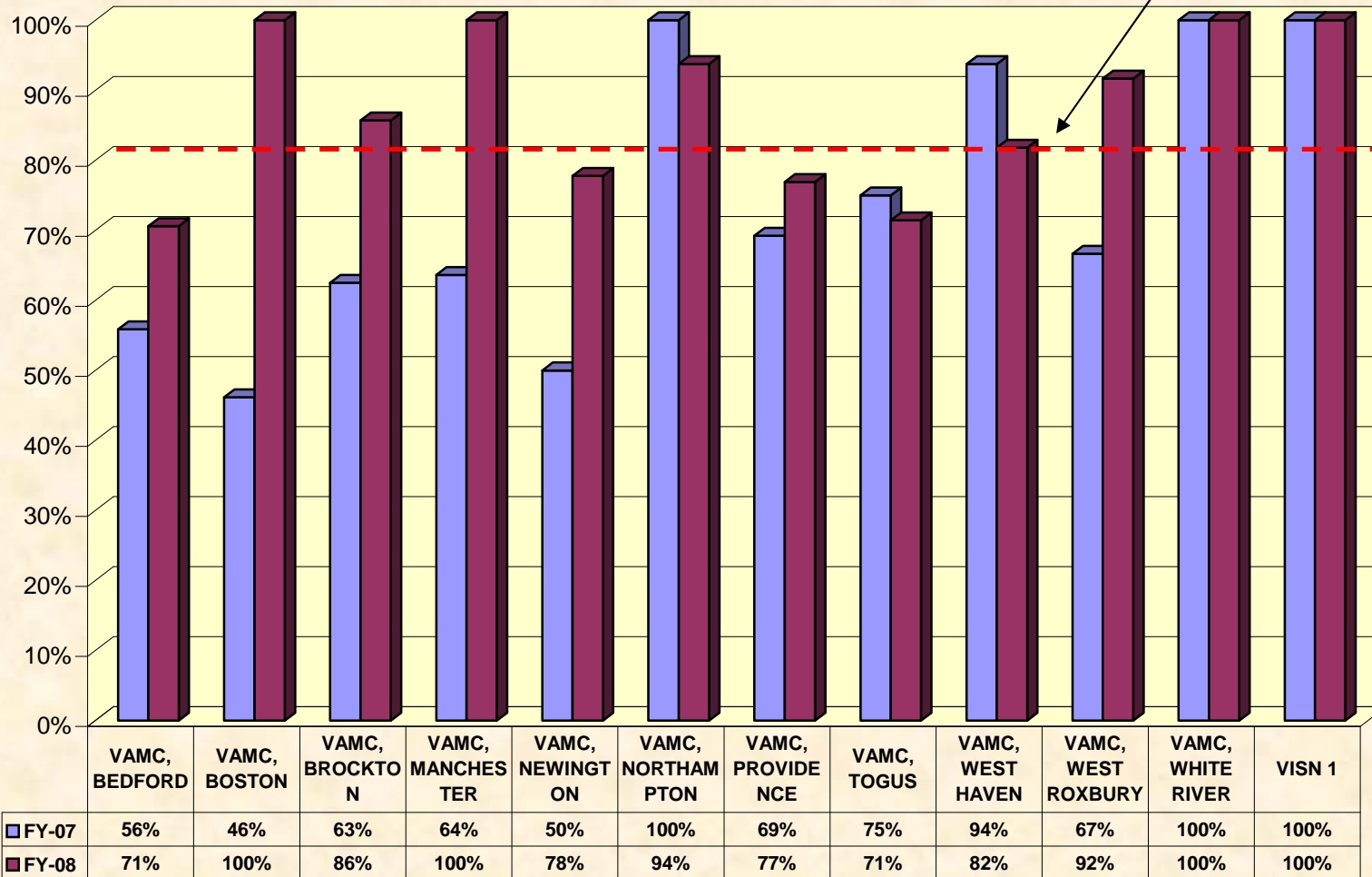
Veterans Health Administration FY-07 & FY-08 Resolution Rate

55% Government-Wide Average



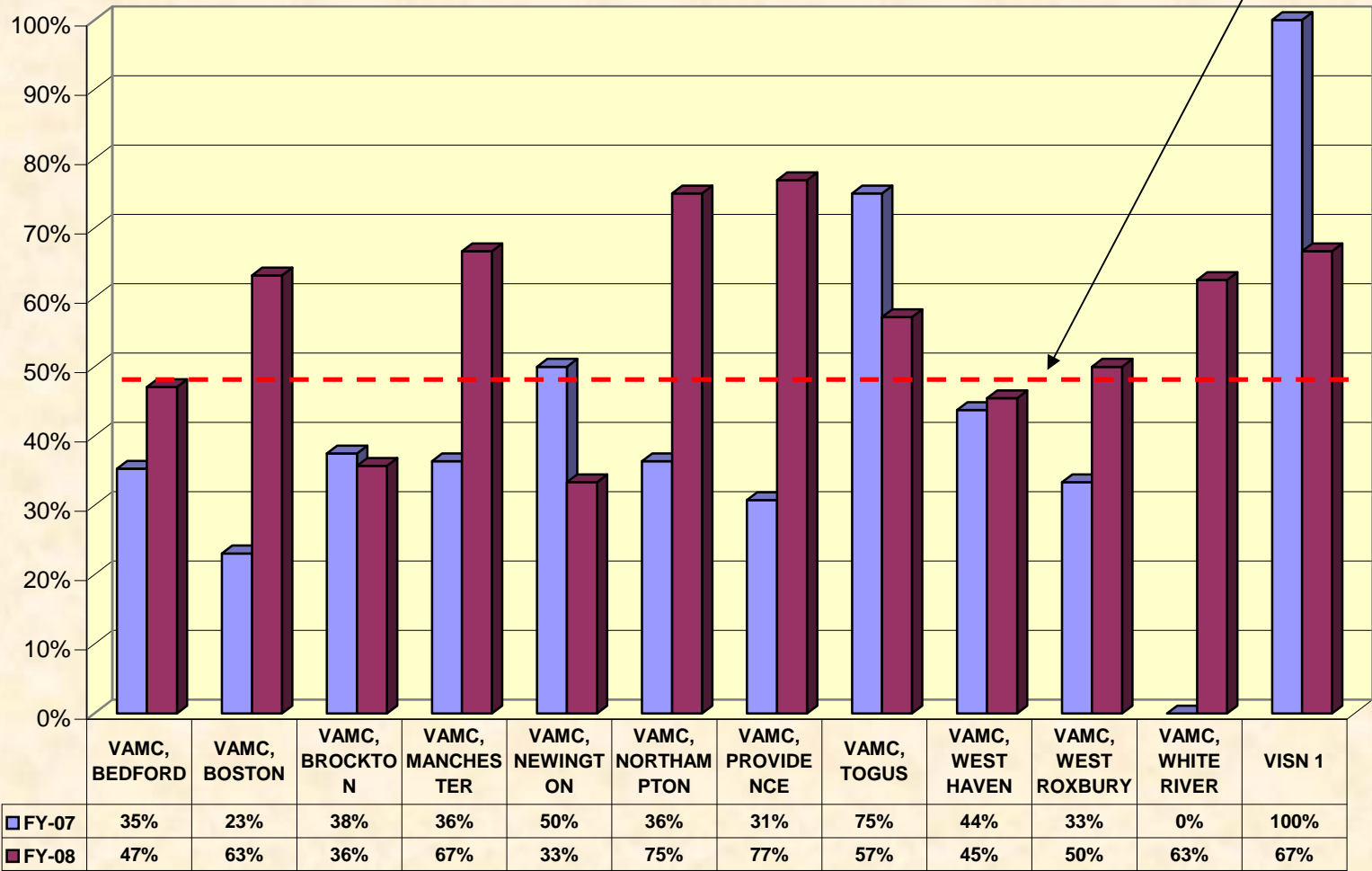
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 1

80% Government-Wide Average



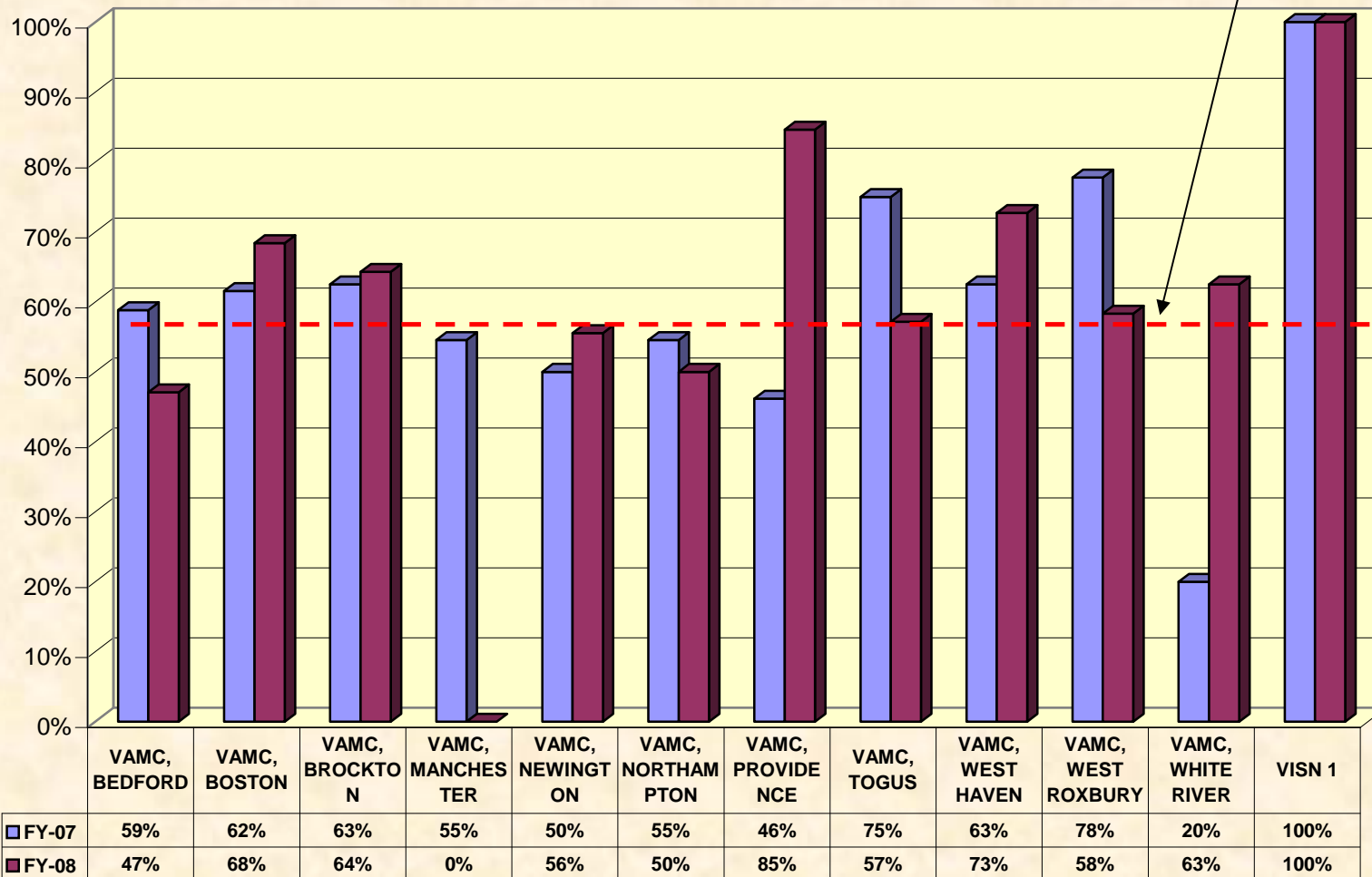
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 1

48% Government-Wide Average



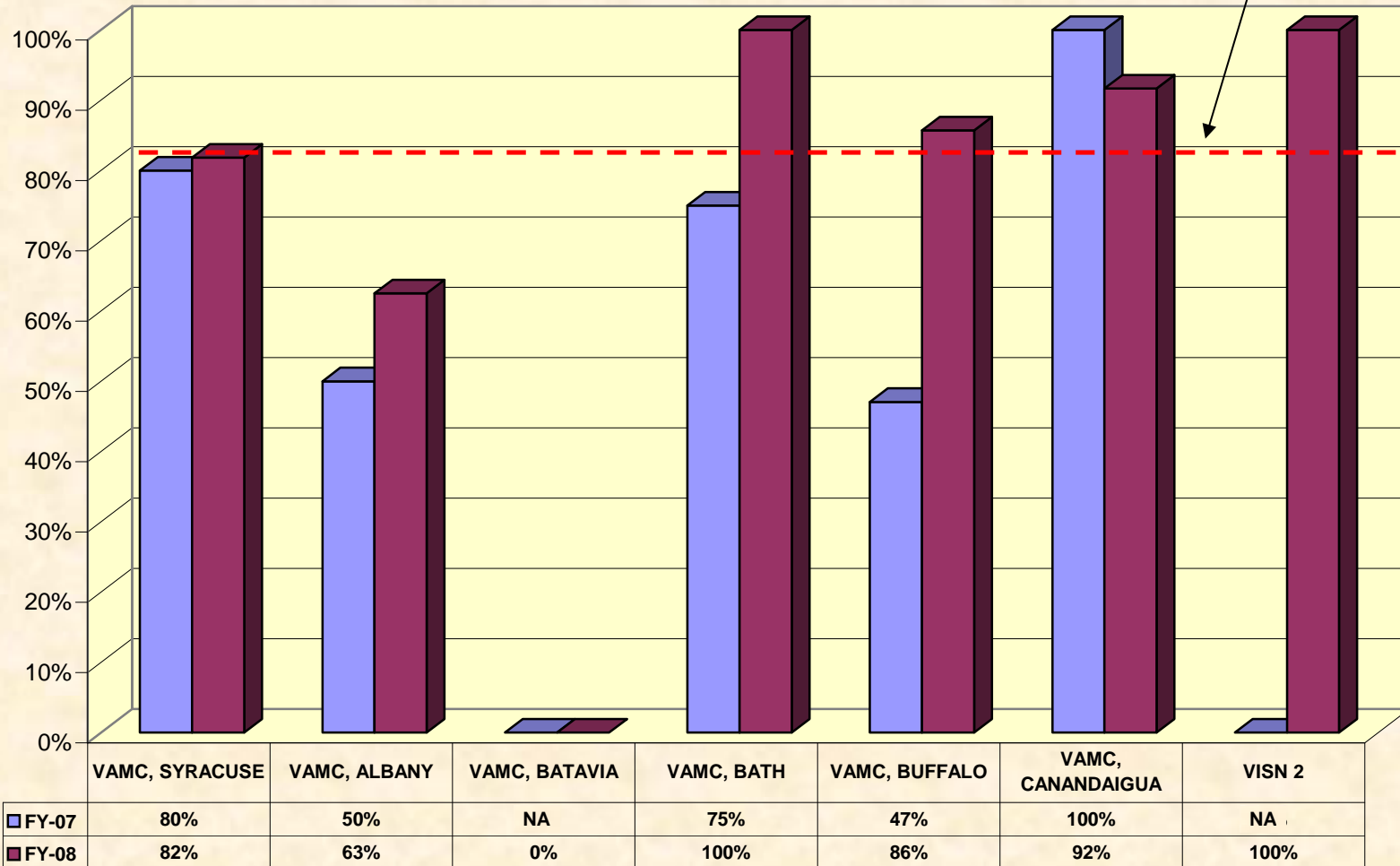
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 1

55% Government-Wide Average



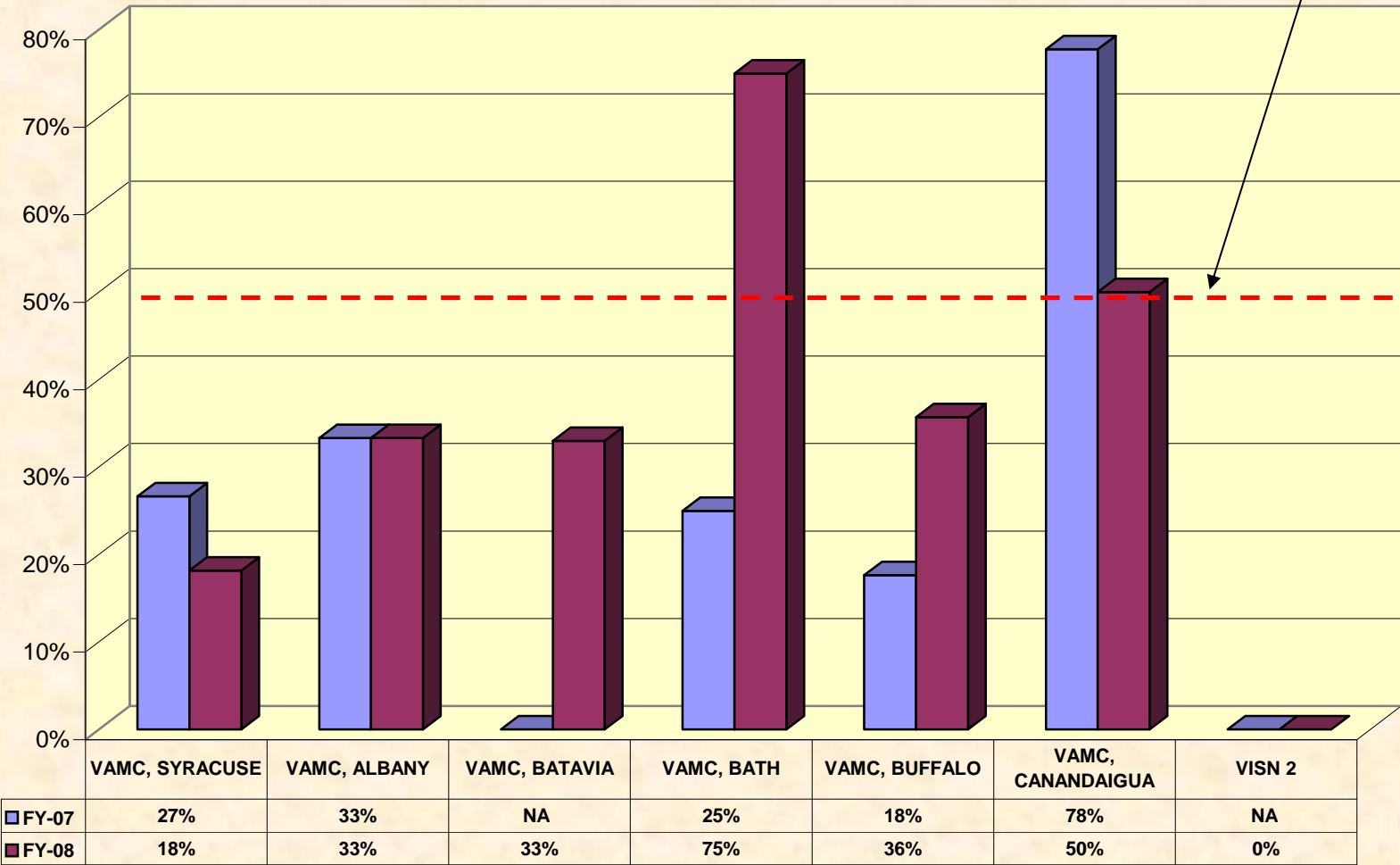
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 2

80% Government-Wide Average



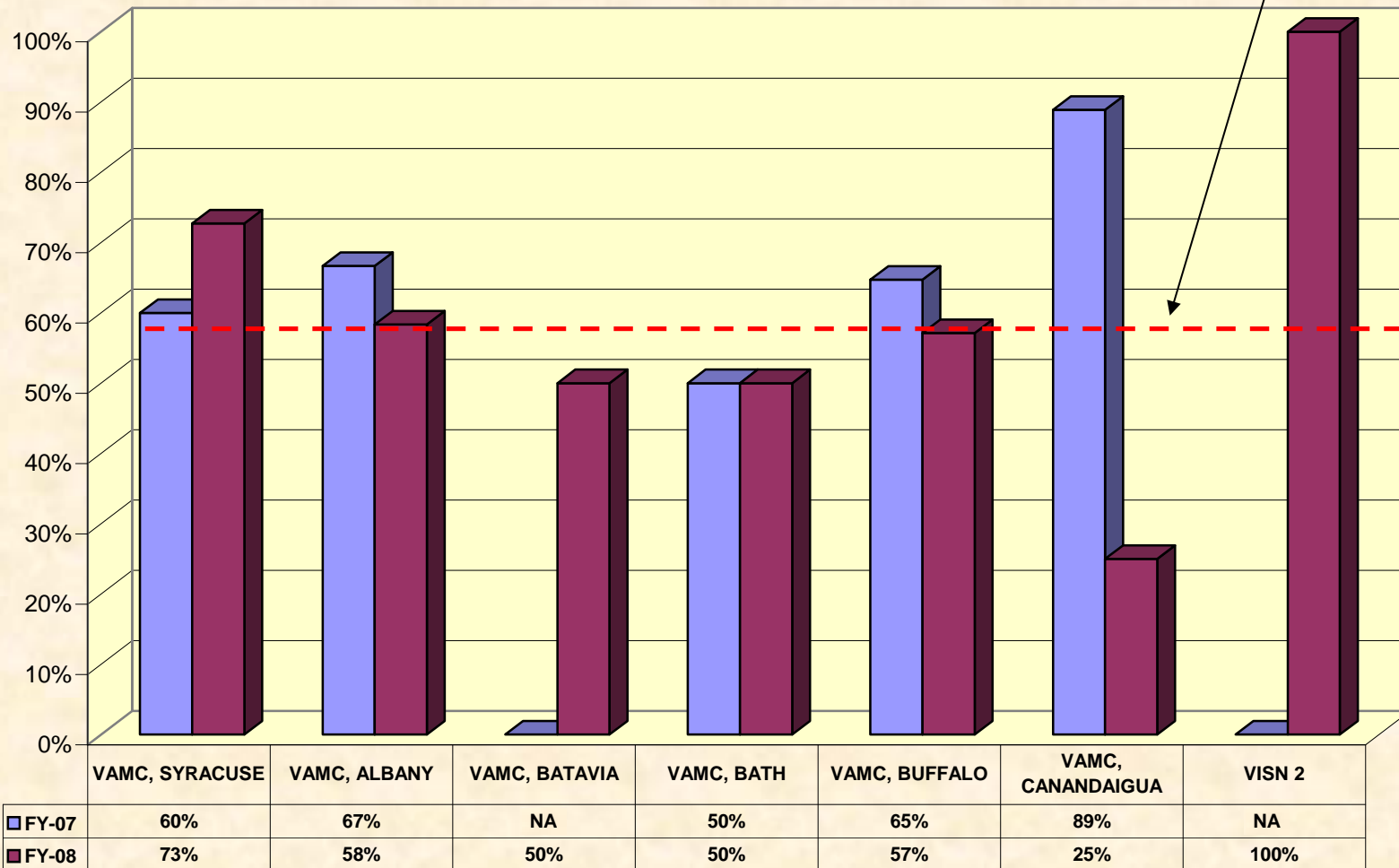
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 2

48% Government-Wide Average



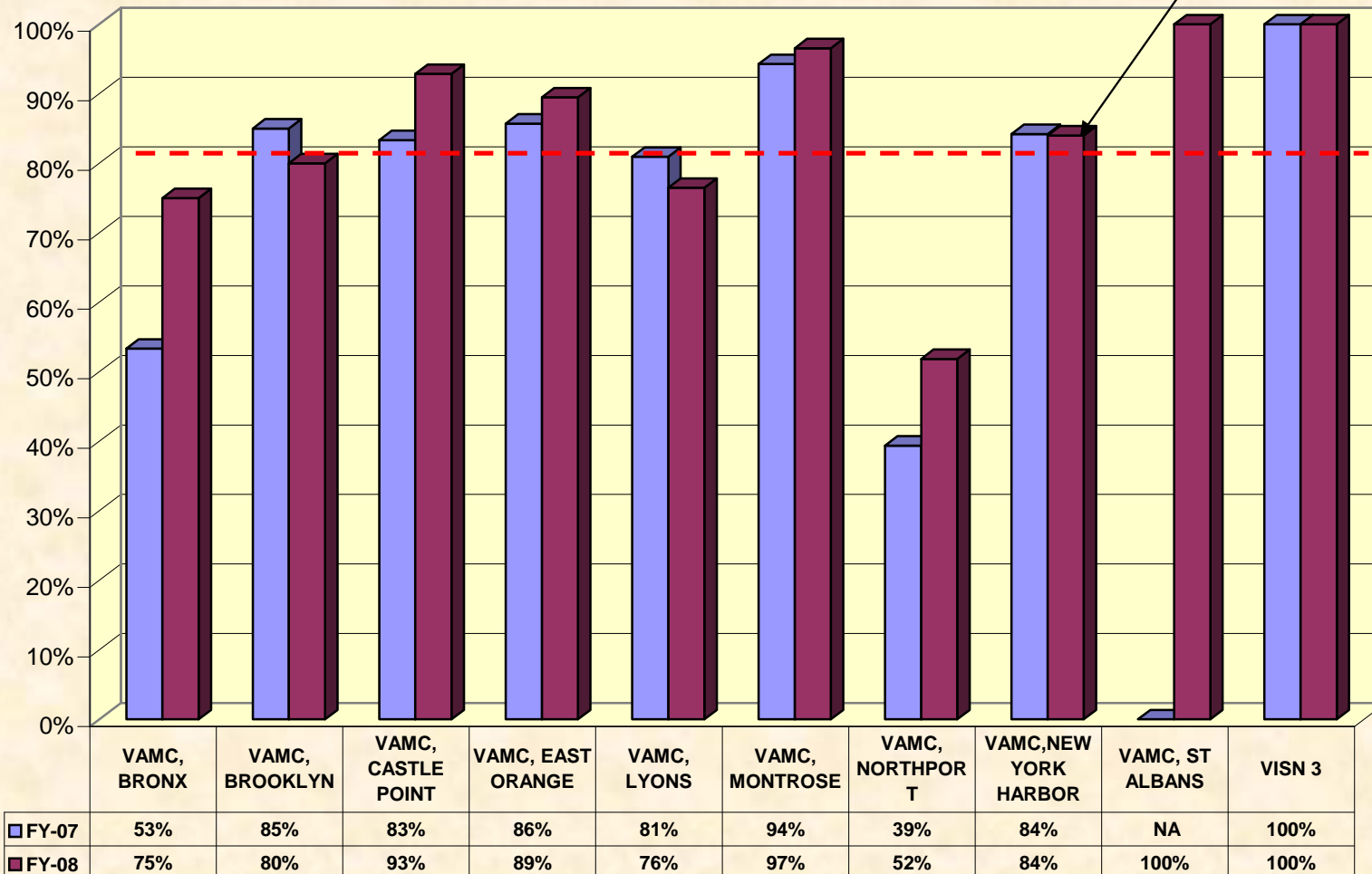
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 2

55% Government-
Wide Average



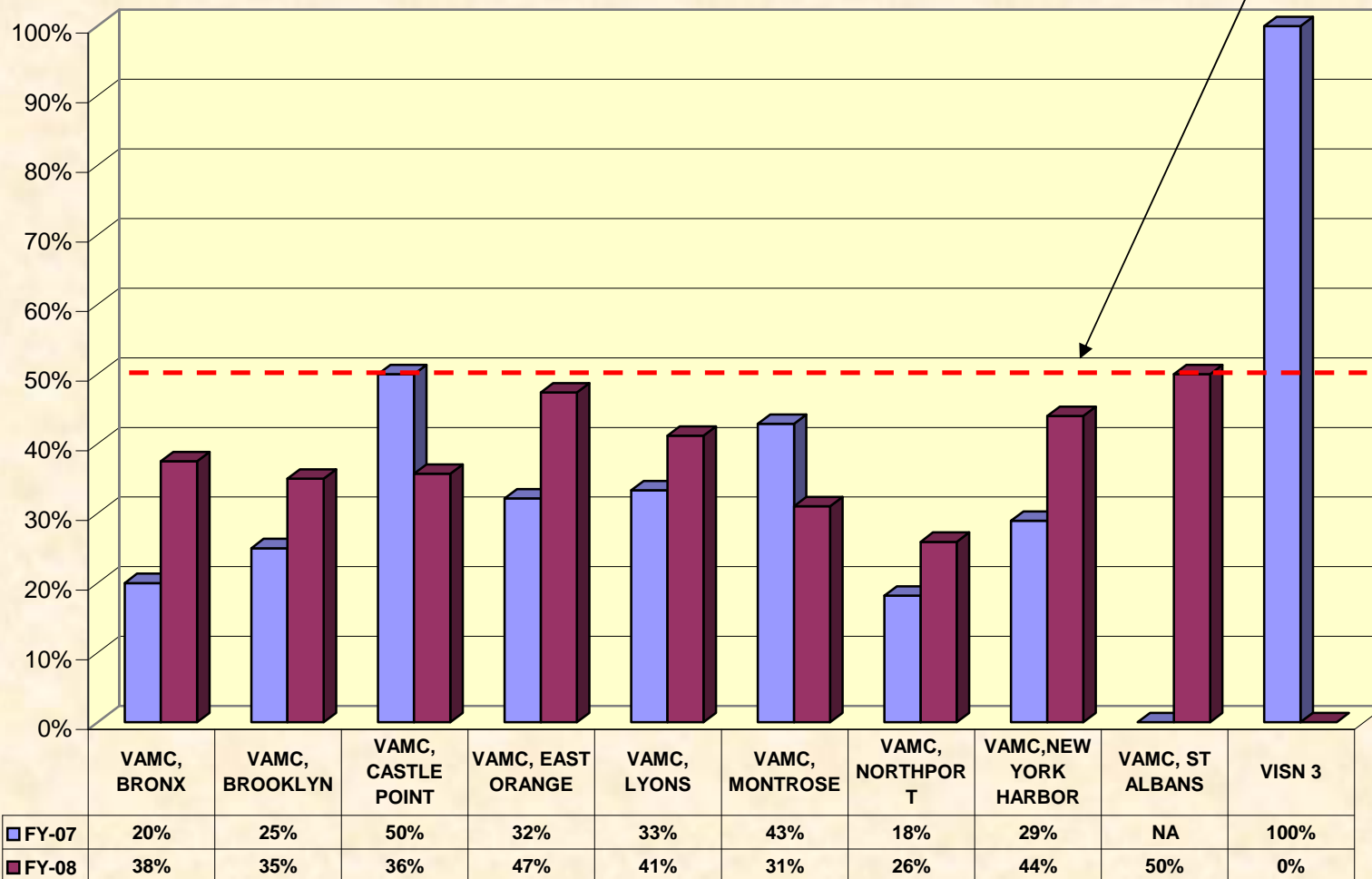
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 3

80% Government-
Wide Average



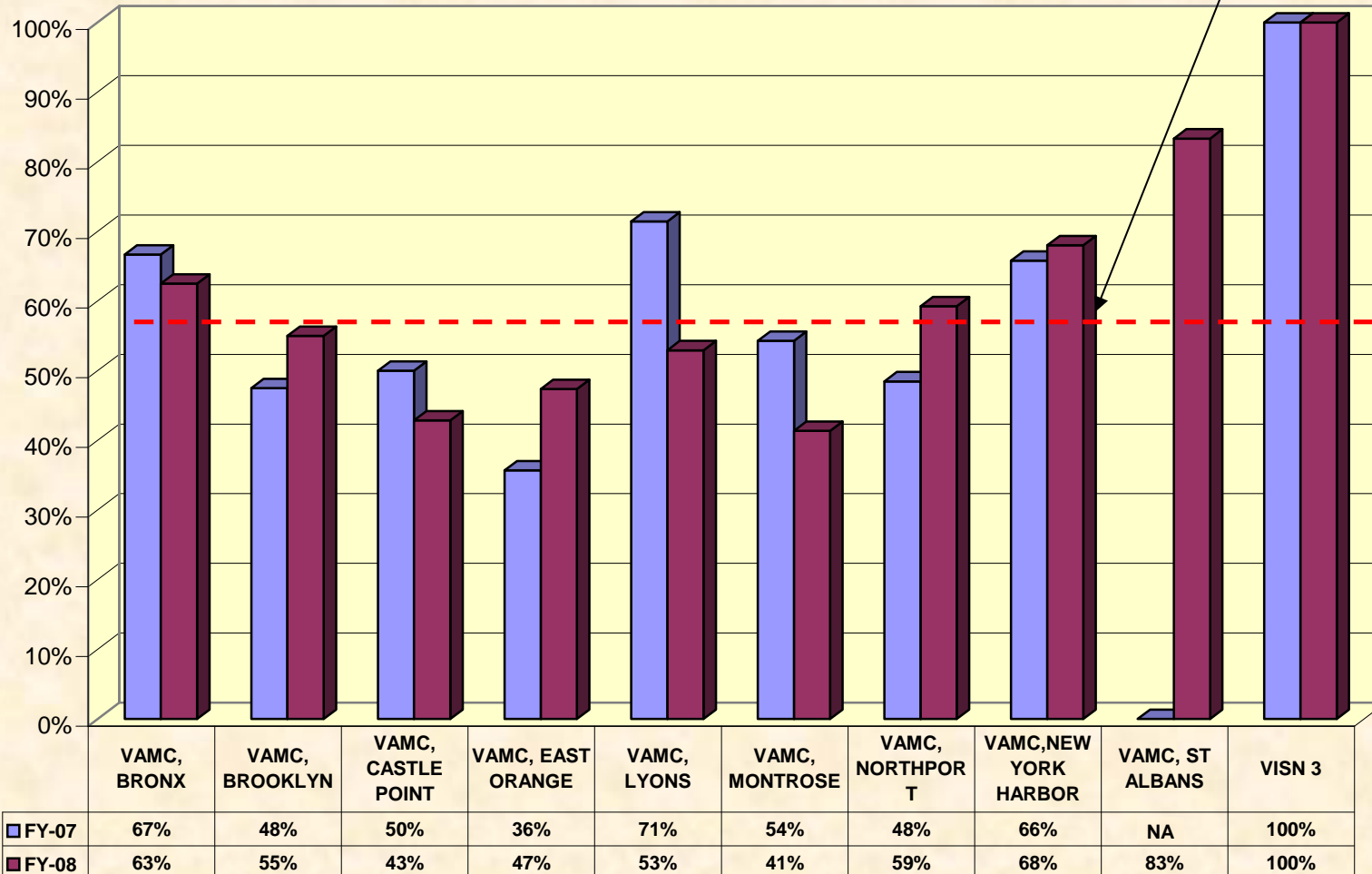
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 3

48% Government-
Wide Average



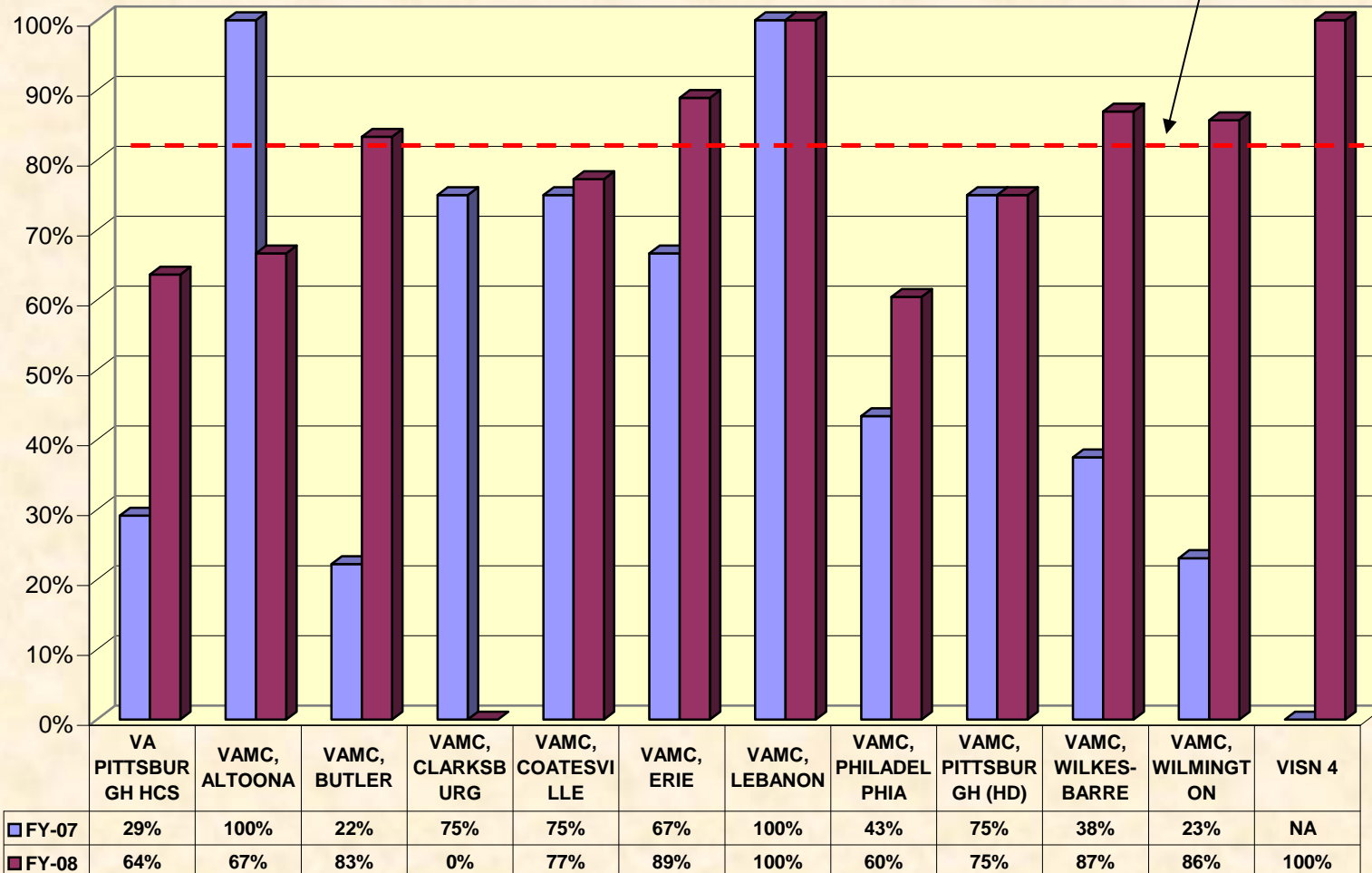
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 3

55% Government-Wide Average



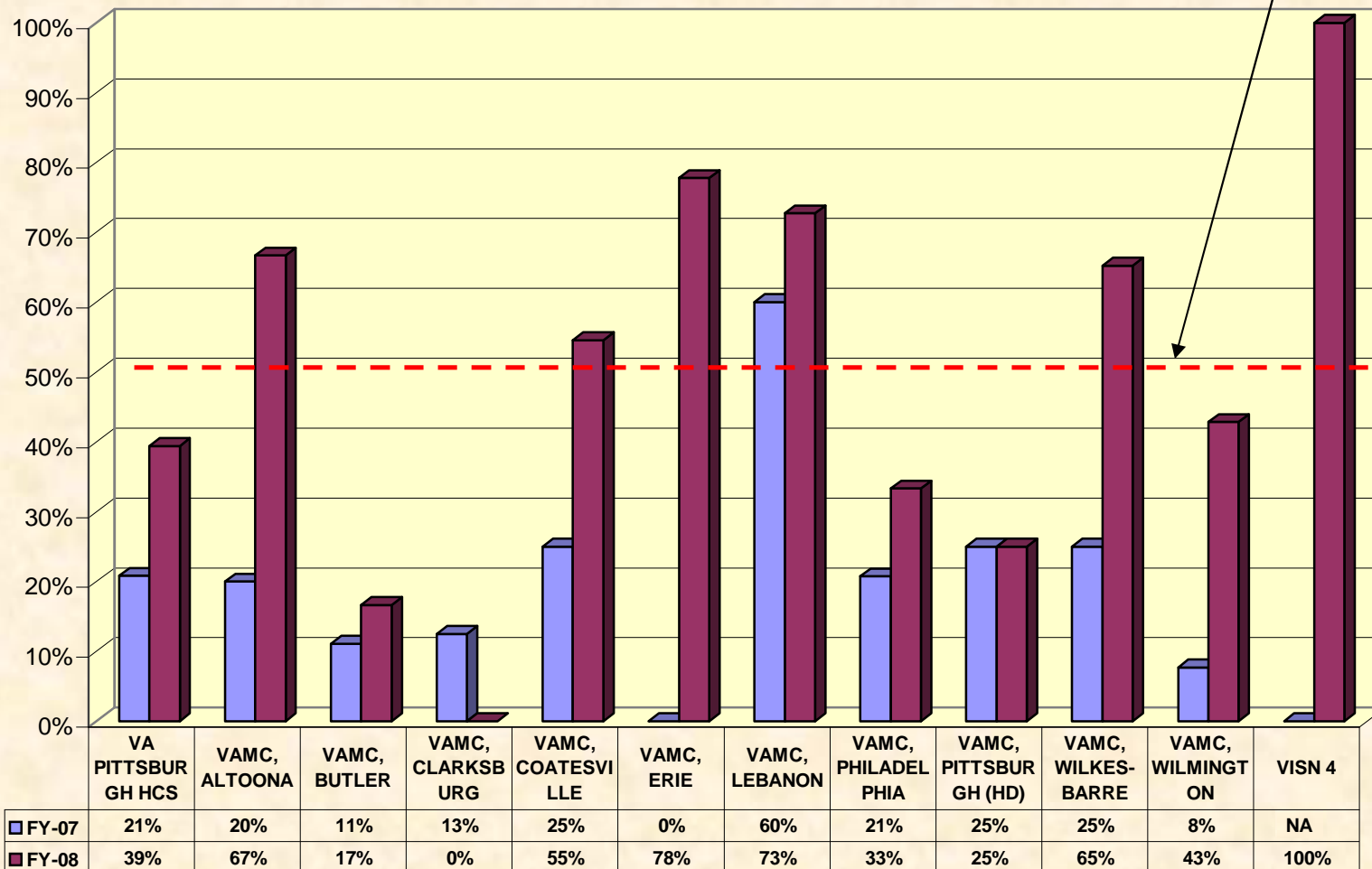
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 4

80% Government-Wide Average



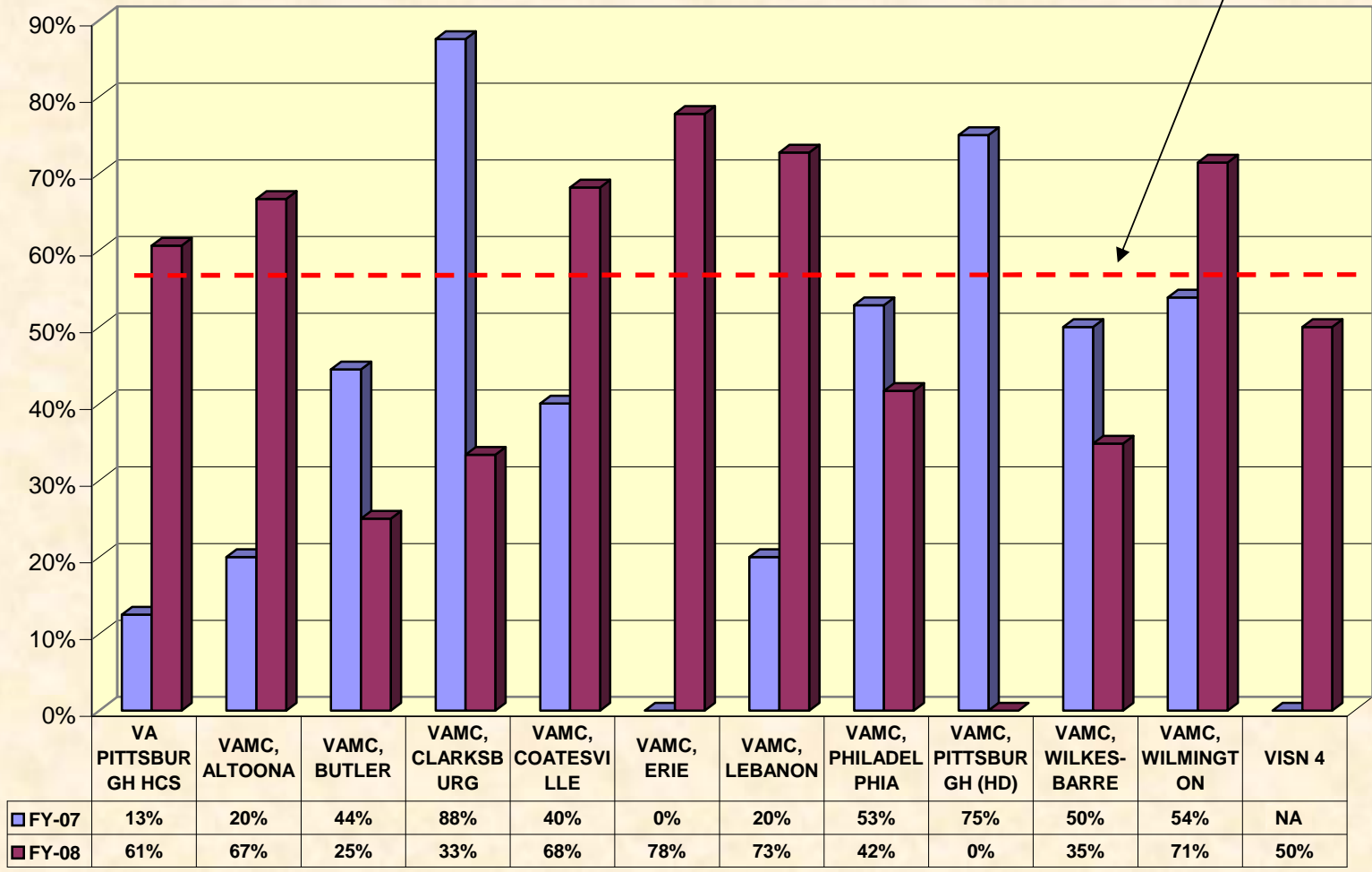
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 4

48% Government-Wide Average



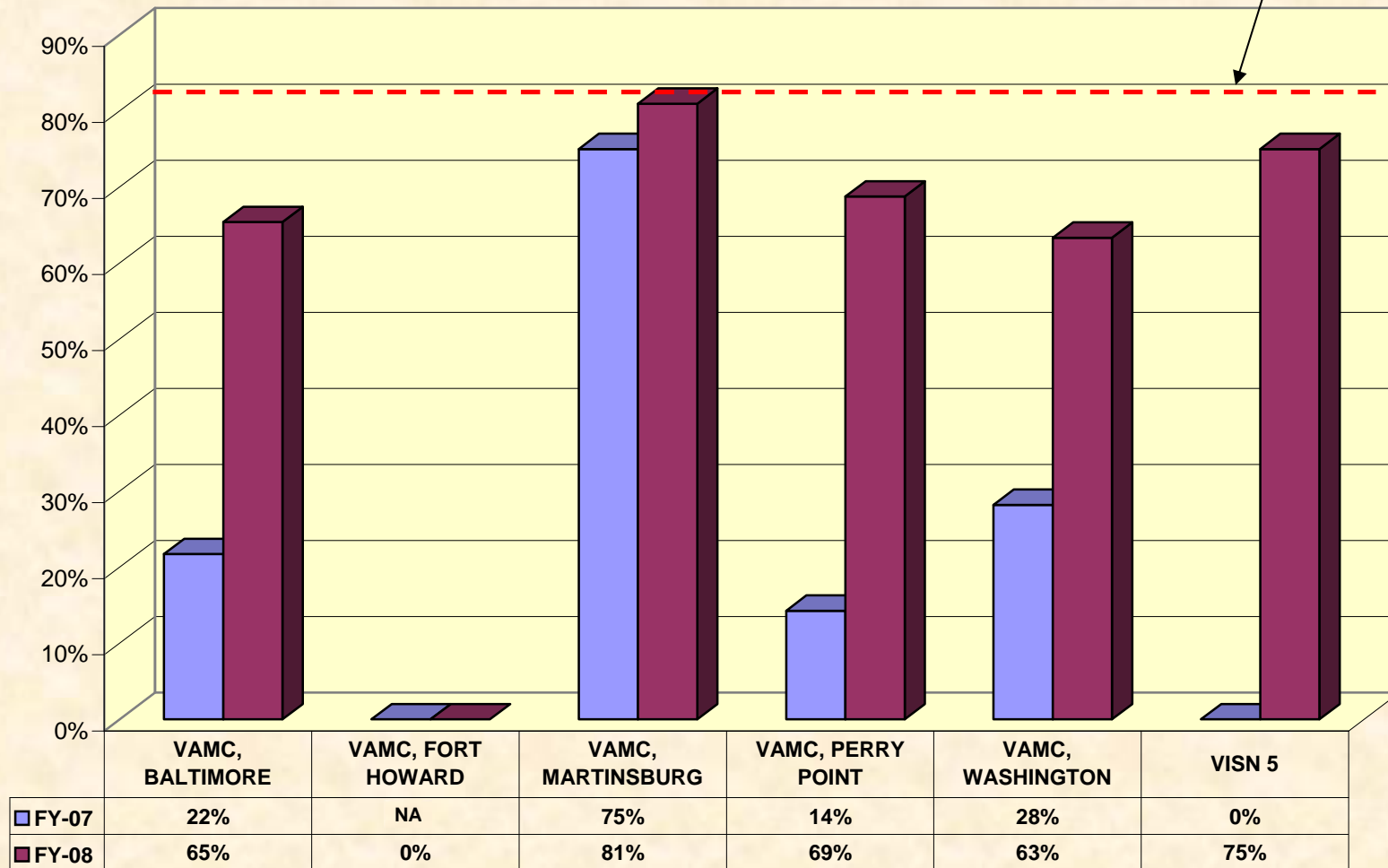
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 4

55% Government-Wide Average



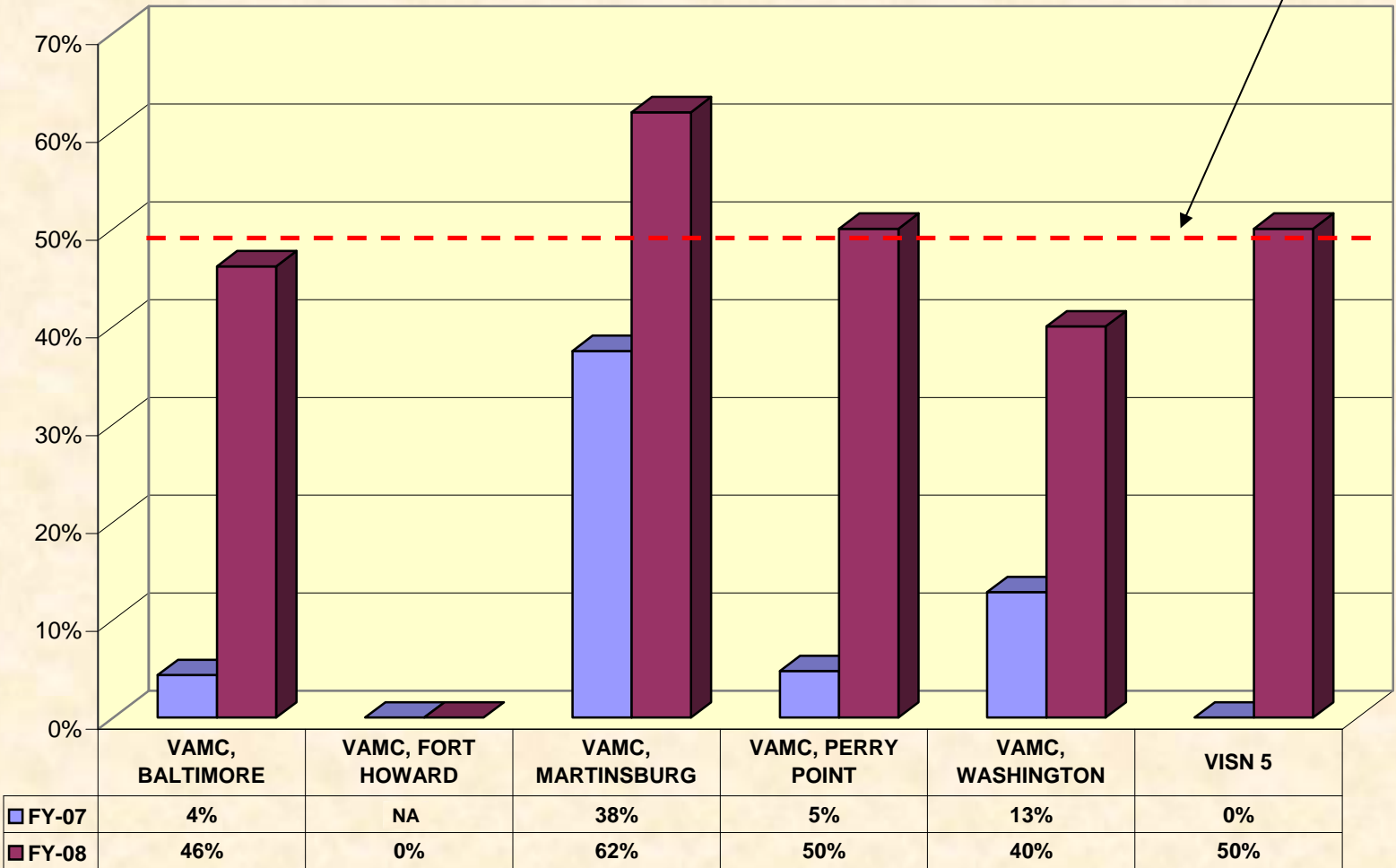
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 5

80% Government-Wide Average



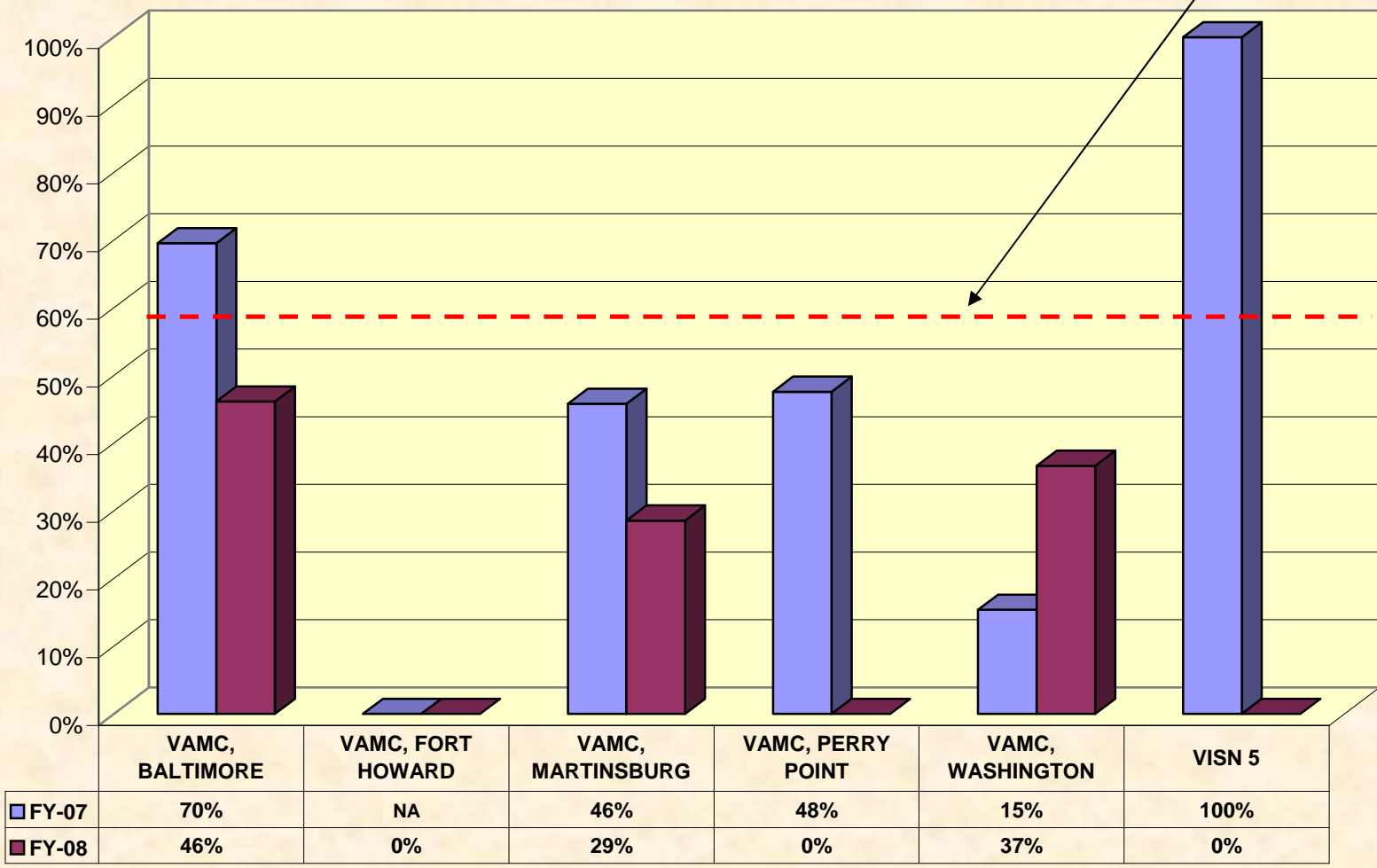
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 5

48% Government-Wide Average



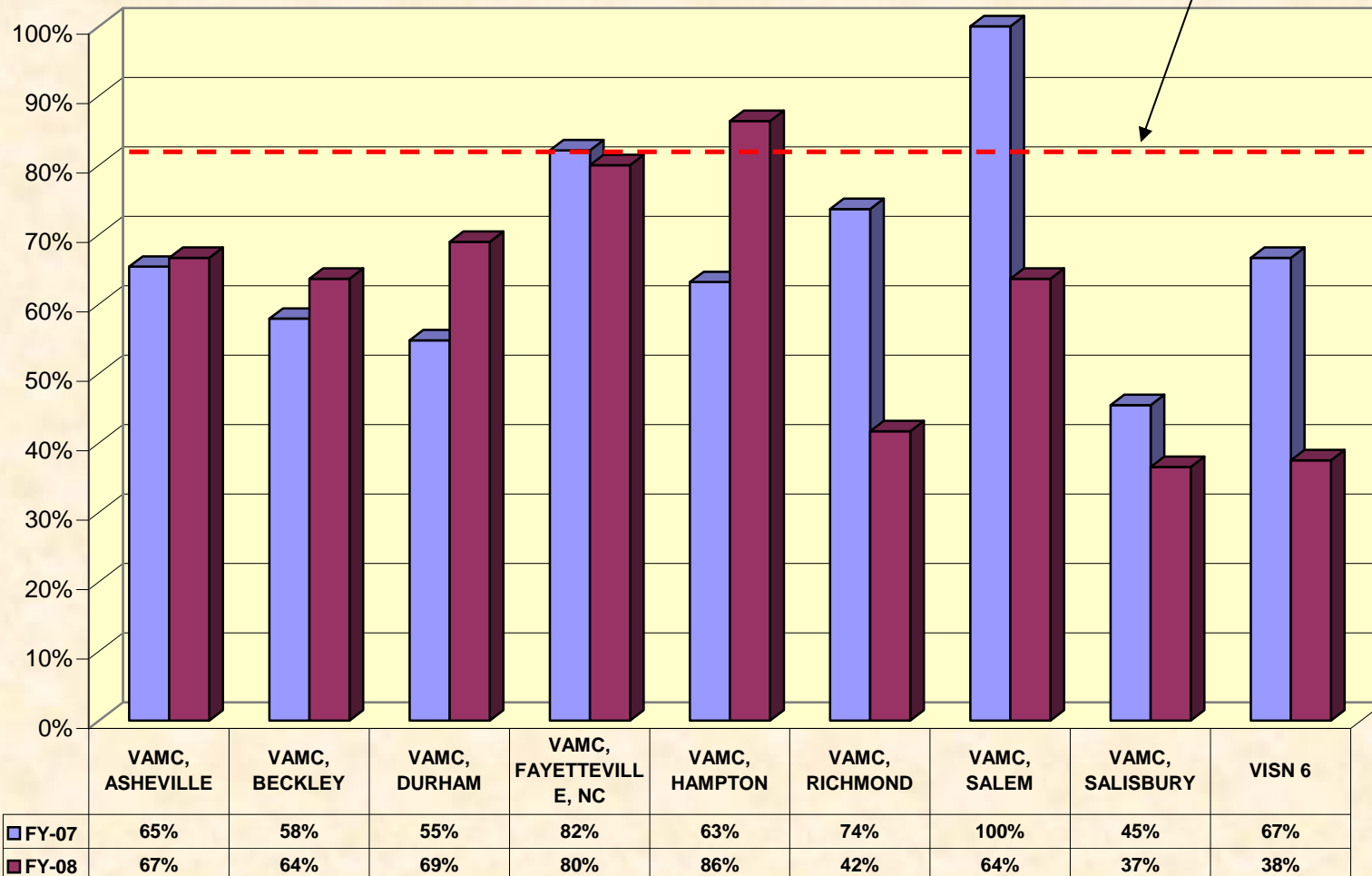
Veterans Health Administration FY-07 & FY-08 Resolution Rate - VISN 5

55% Government-Wide Average



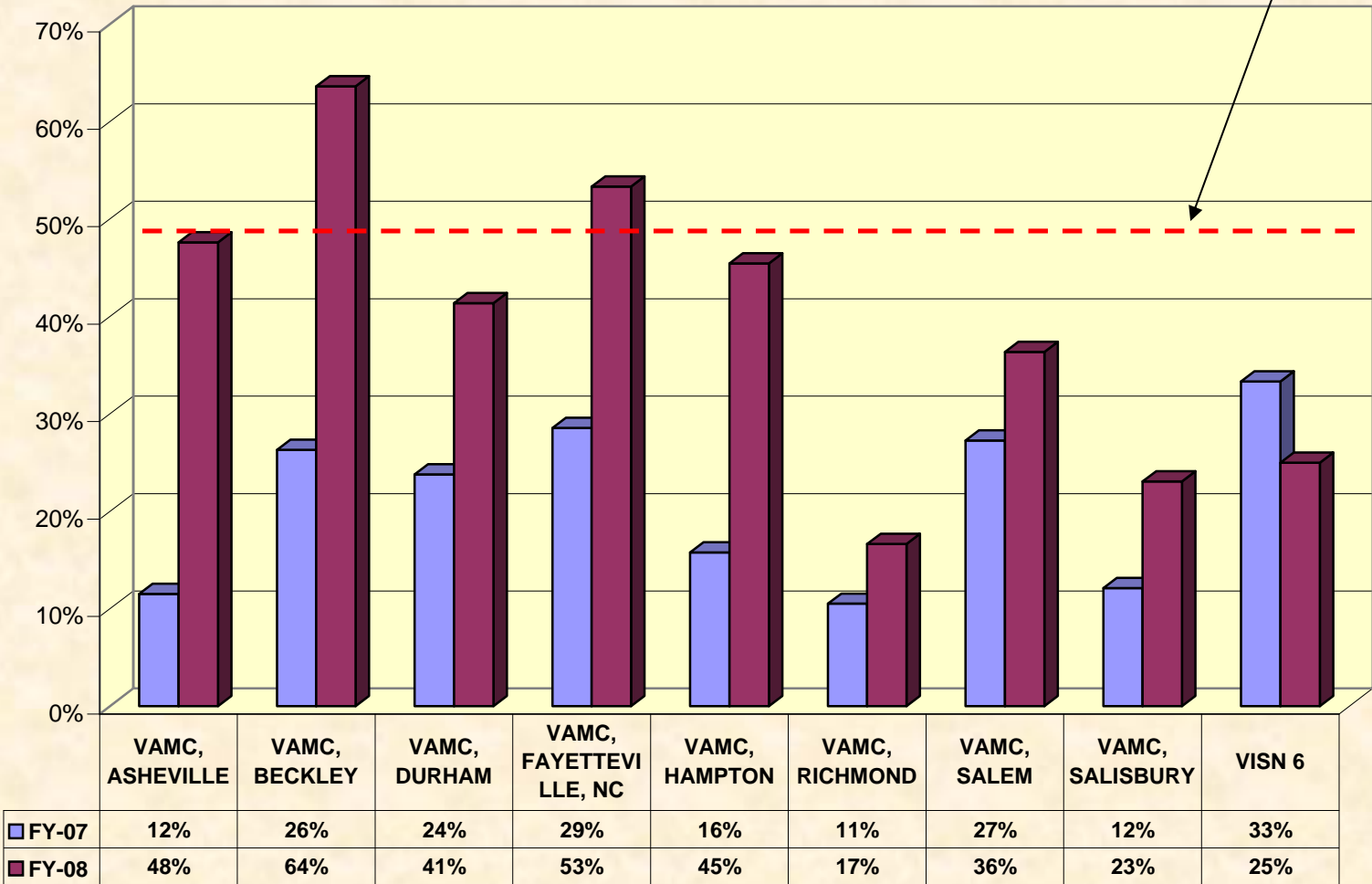
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 6

80% Government-Wide Average



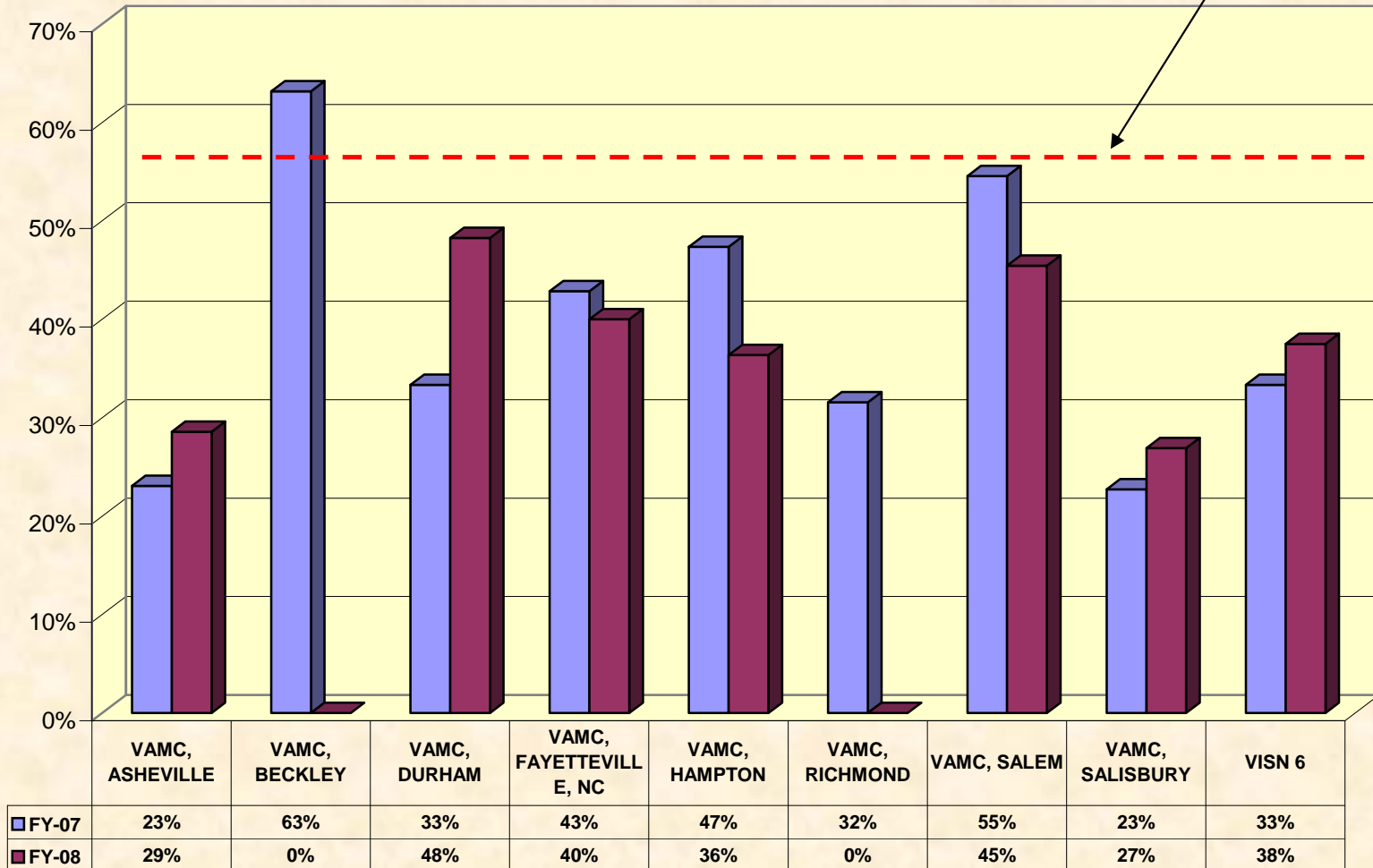
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 6

48% Government-Wide Average



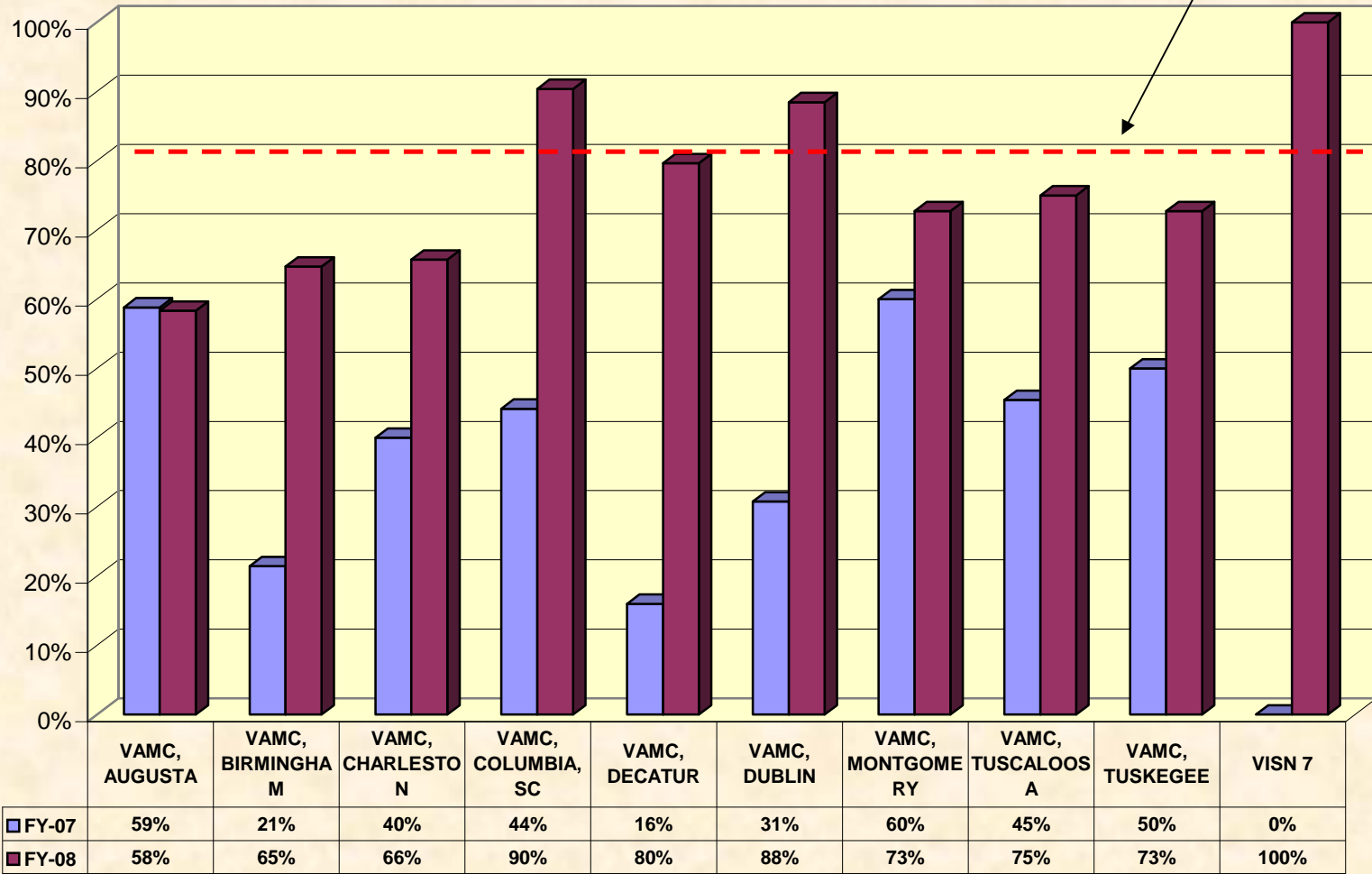
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 6

55% Government-Wide Average



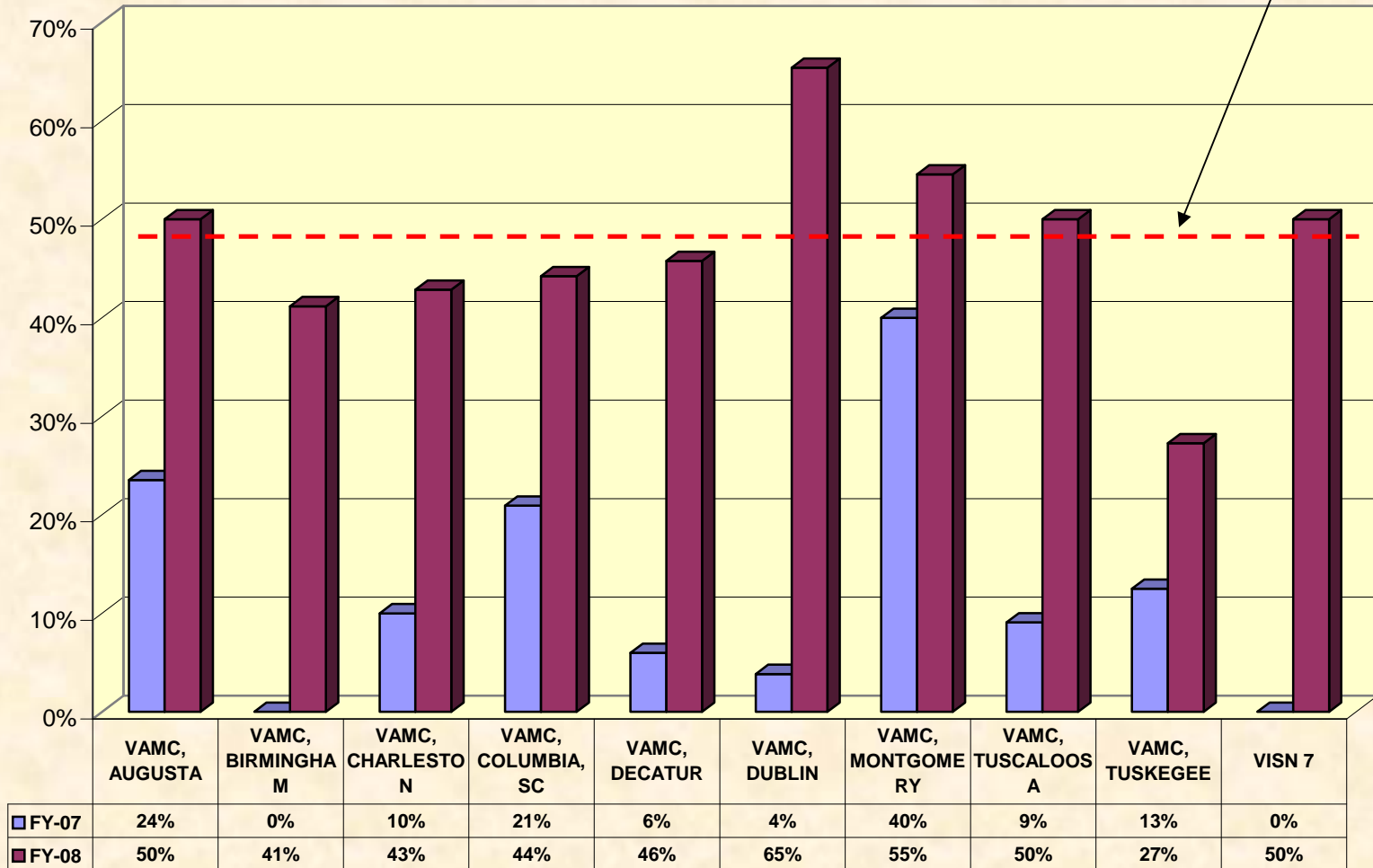
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 7

80% Government-Wide Average



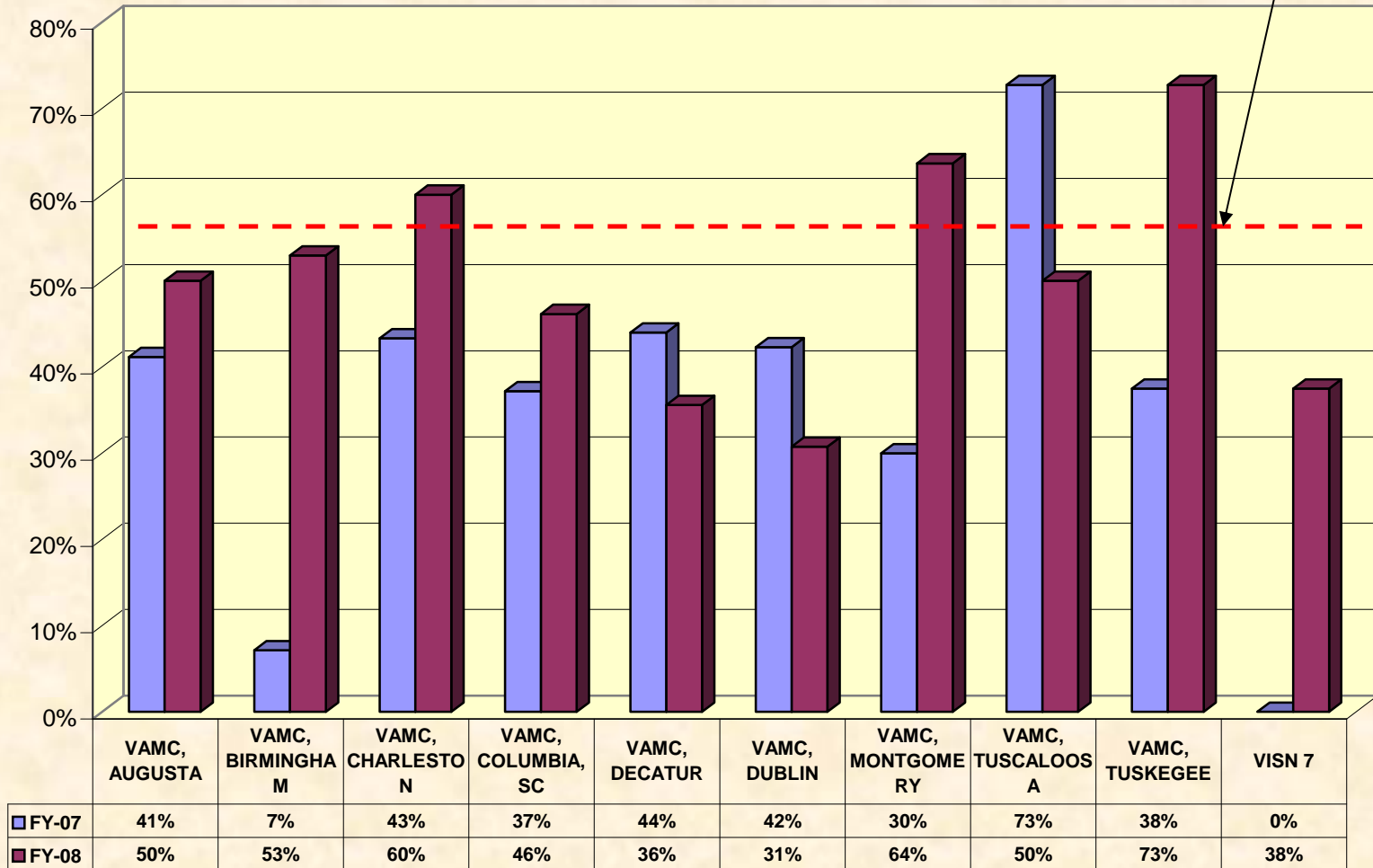
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 7

48% Government-Wide Average



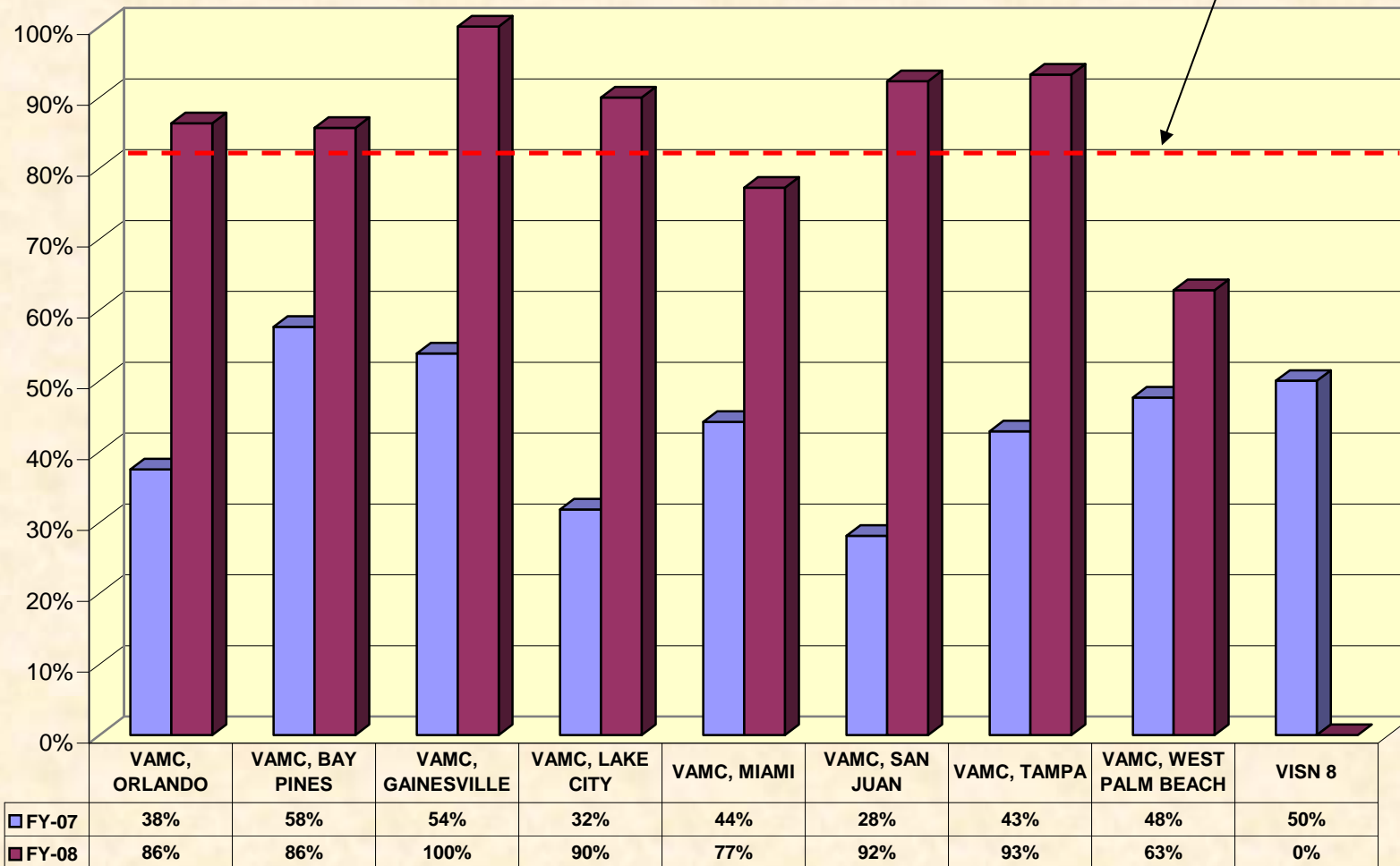
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 7

55% Government-Wide Average



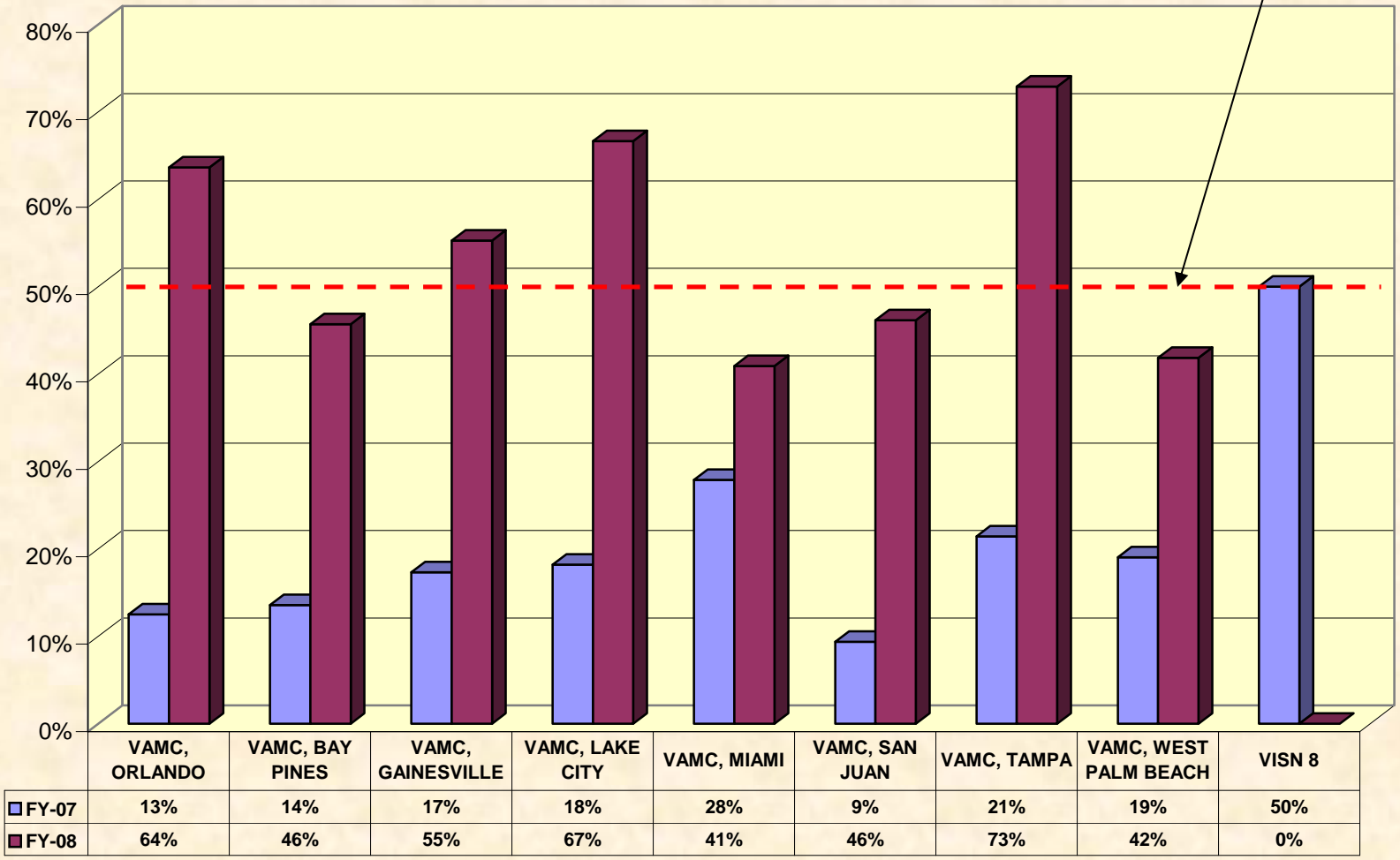
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 8

80% Government-Wide Average



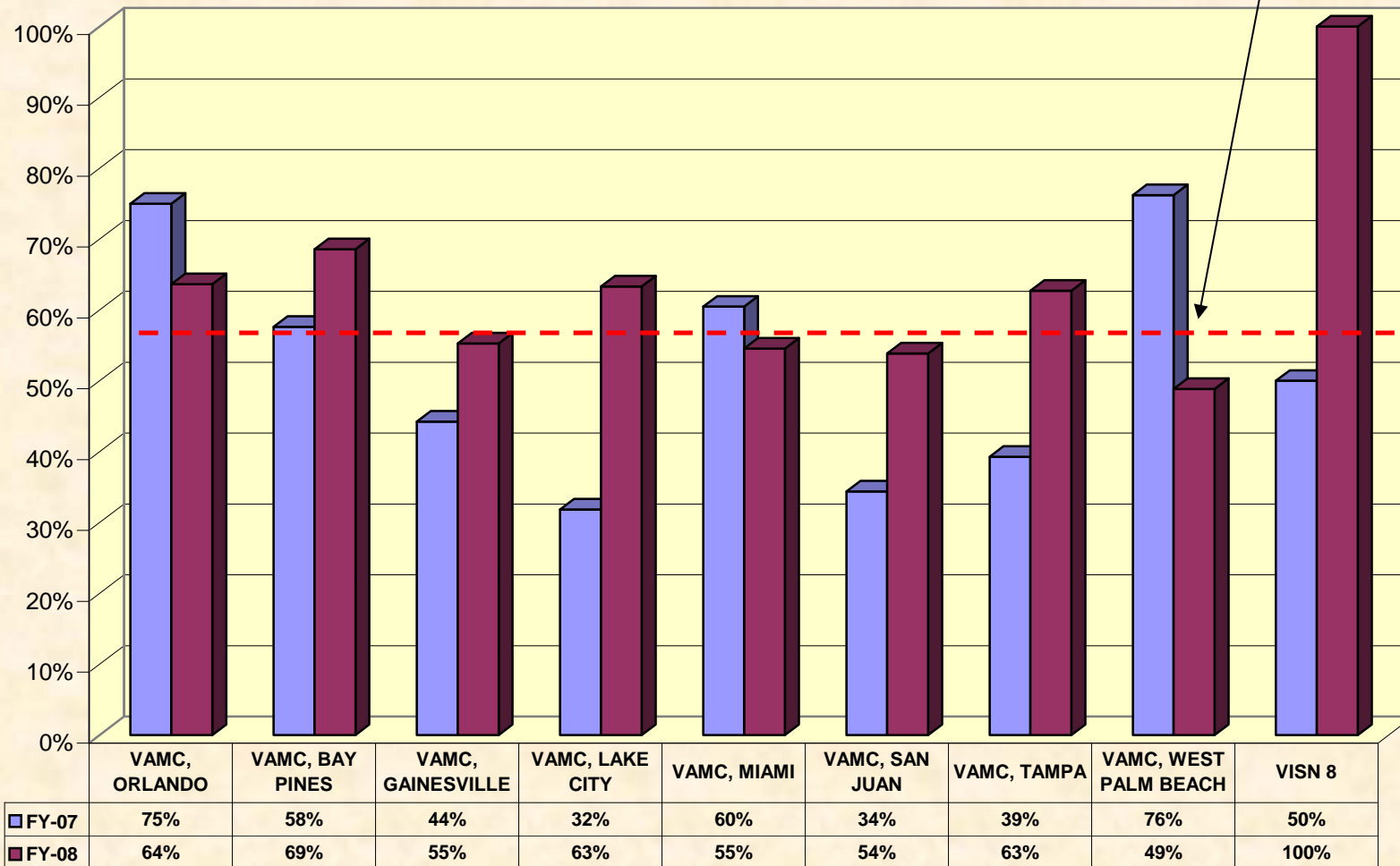
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 8

48% Government-Wide Average



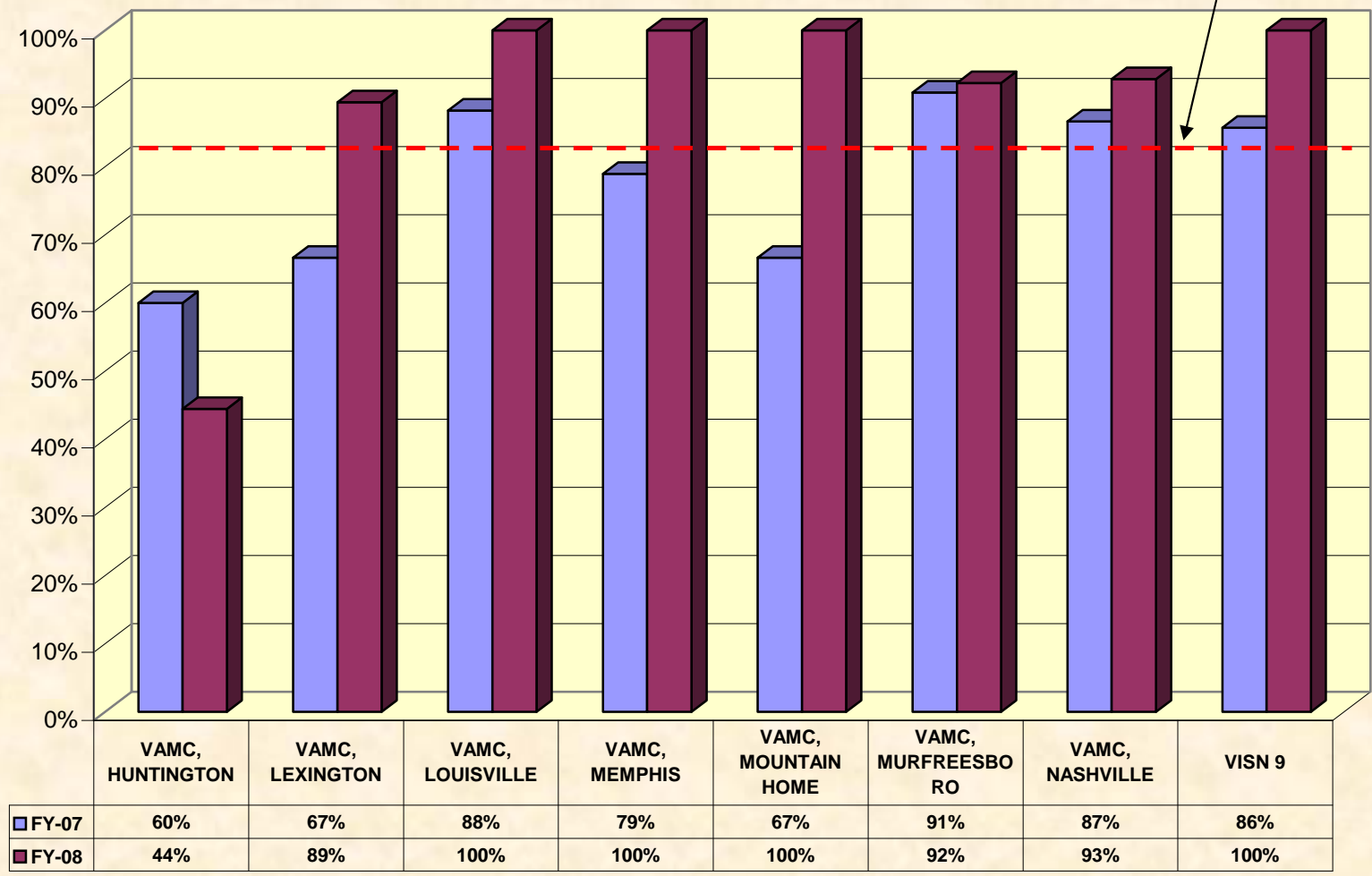
Veterans Health Administration FY-07 & FY-08 Resolution Rate - VISN 8

55% Government-Wide Average



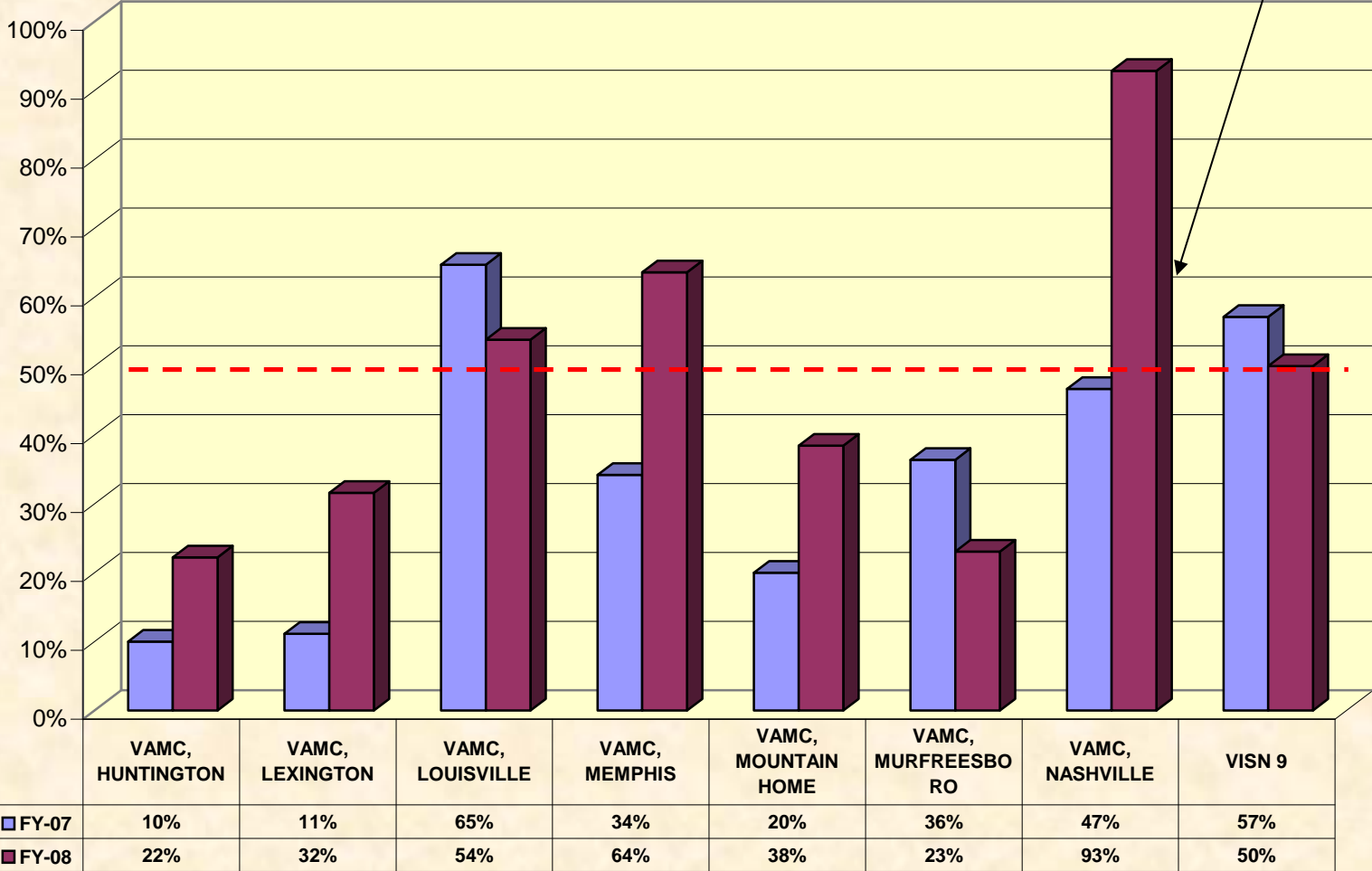
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 9

80% Government-Wide Average



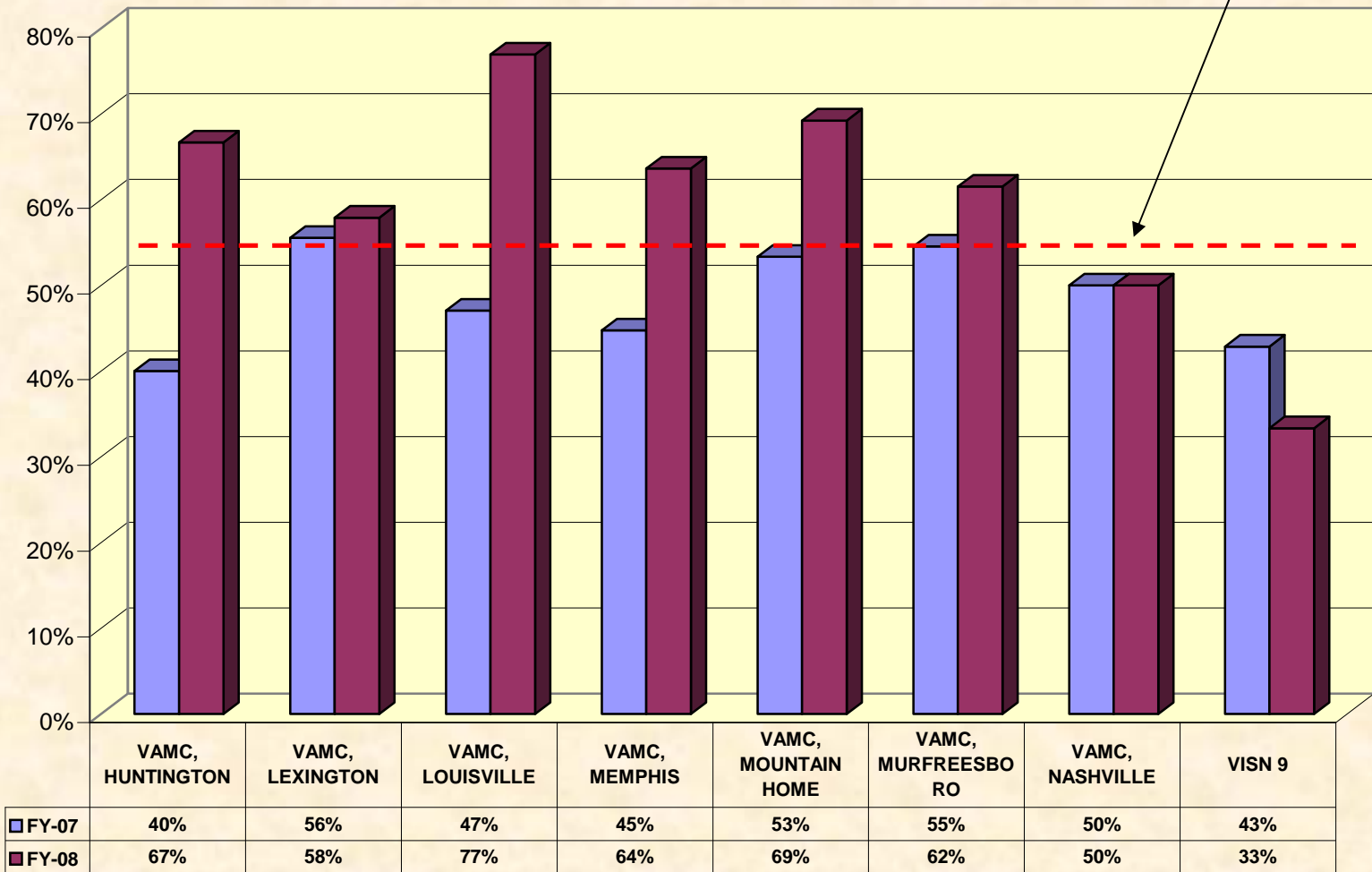
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 9

48% Government-Wide Average



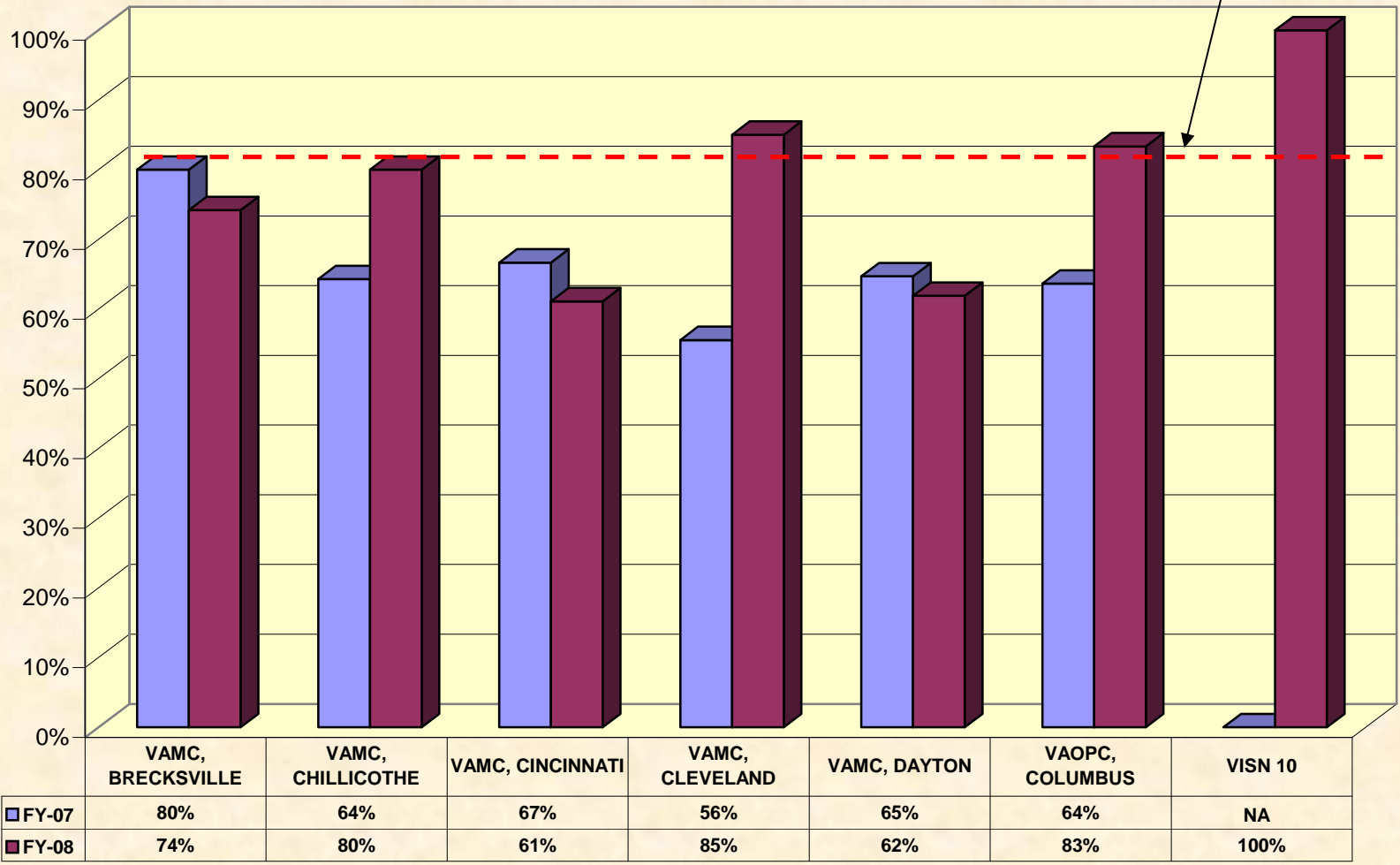
Veterans Health Administration FY-07 & FY-08 Resolution Rate - VISN 9

55% Government-Wide Average



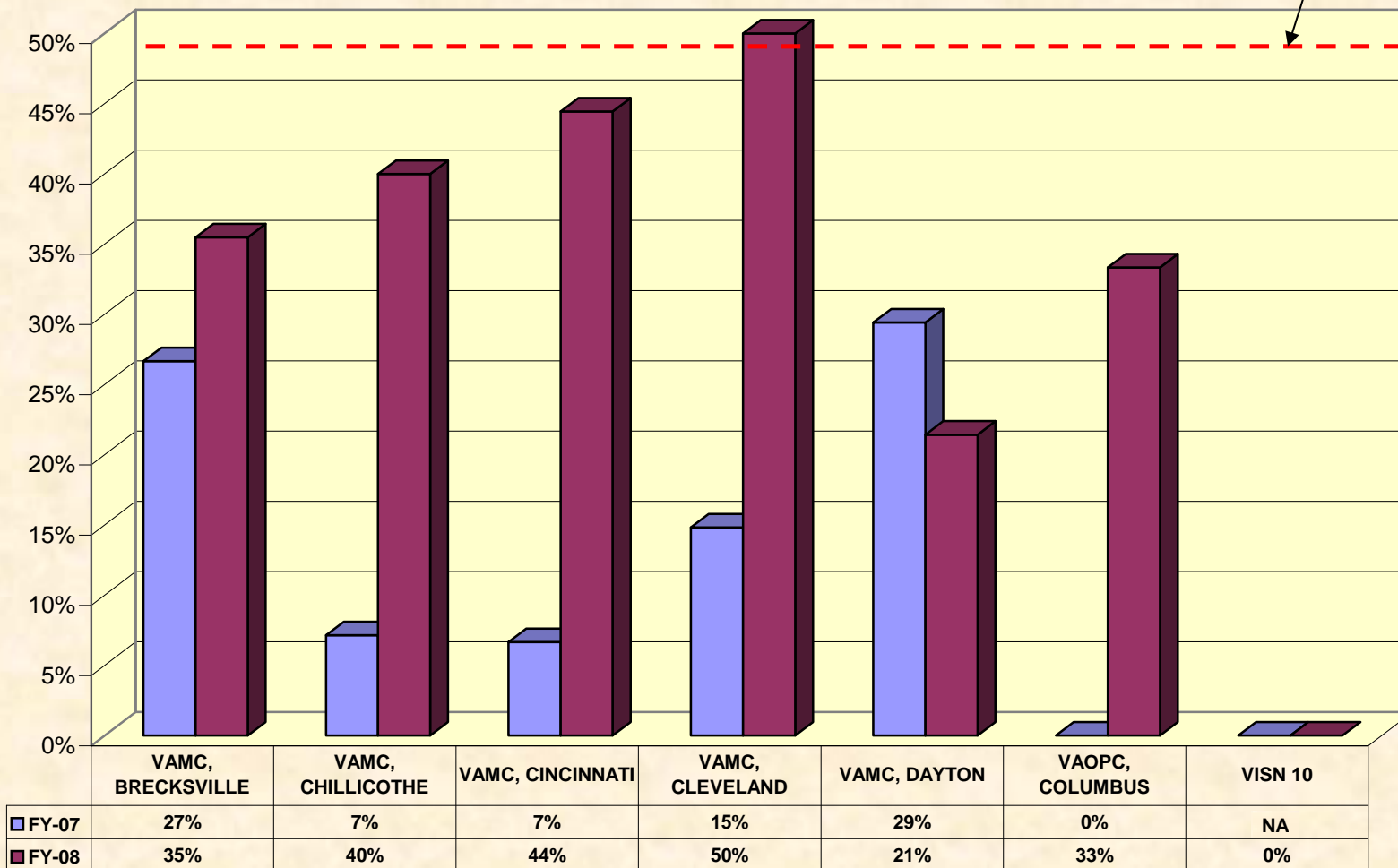
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 10

80% Government-Wide Average



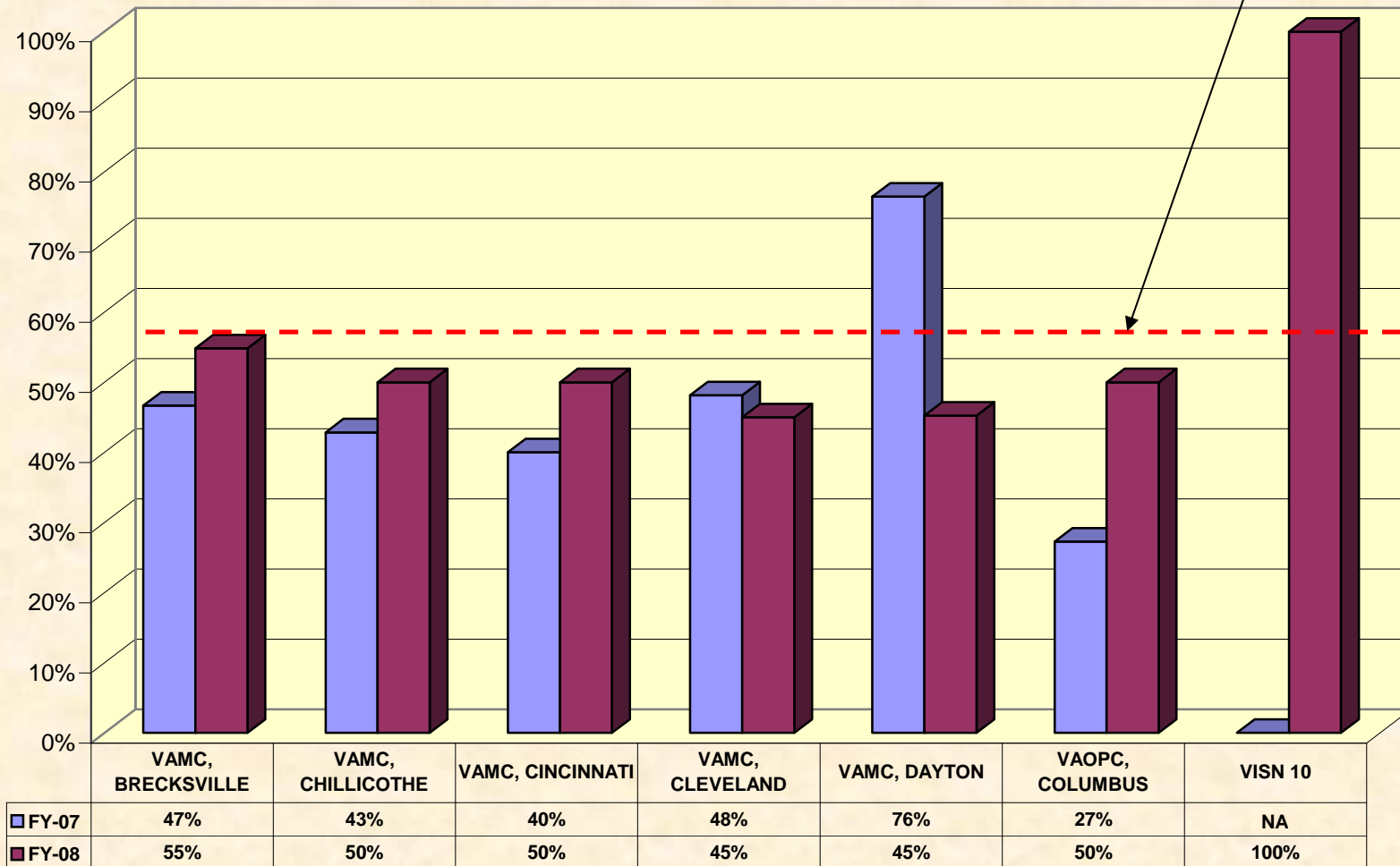
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 10

48% Government-Wide Average



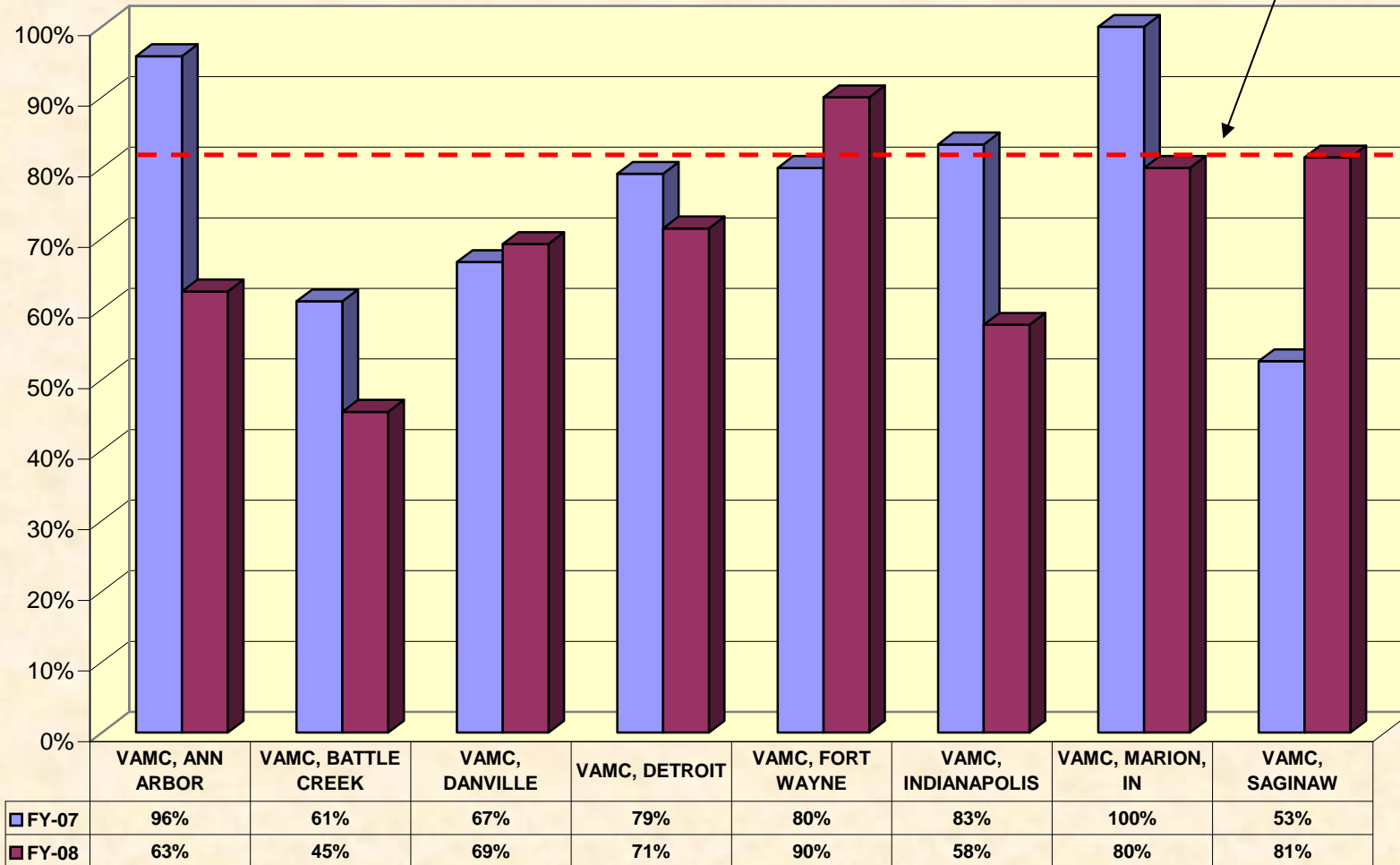
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 10

55% Government-Wide Average



Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 11

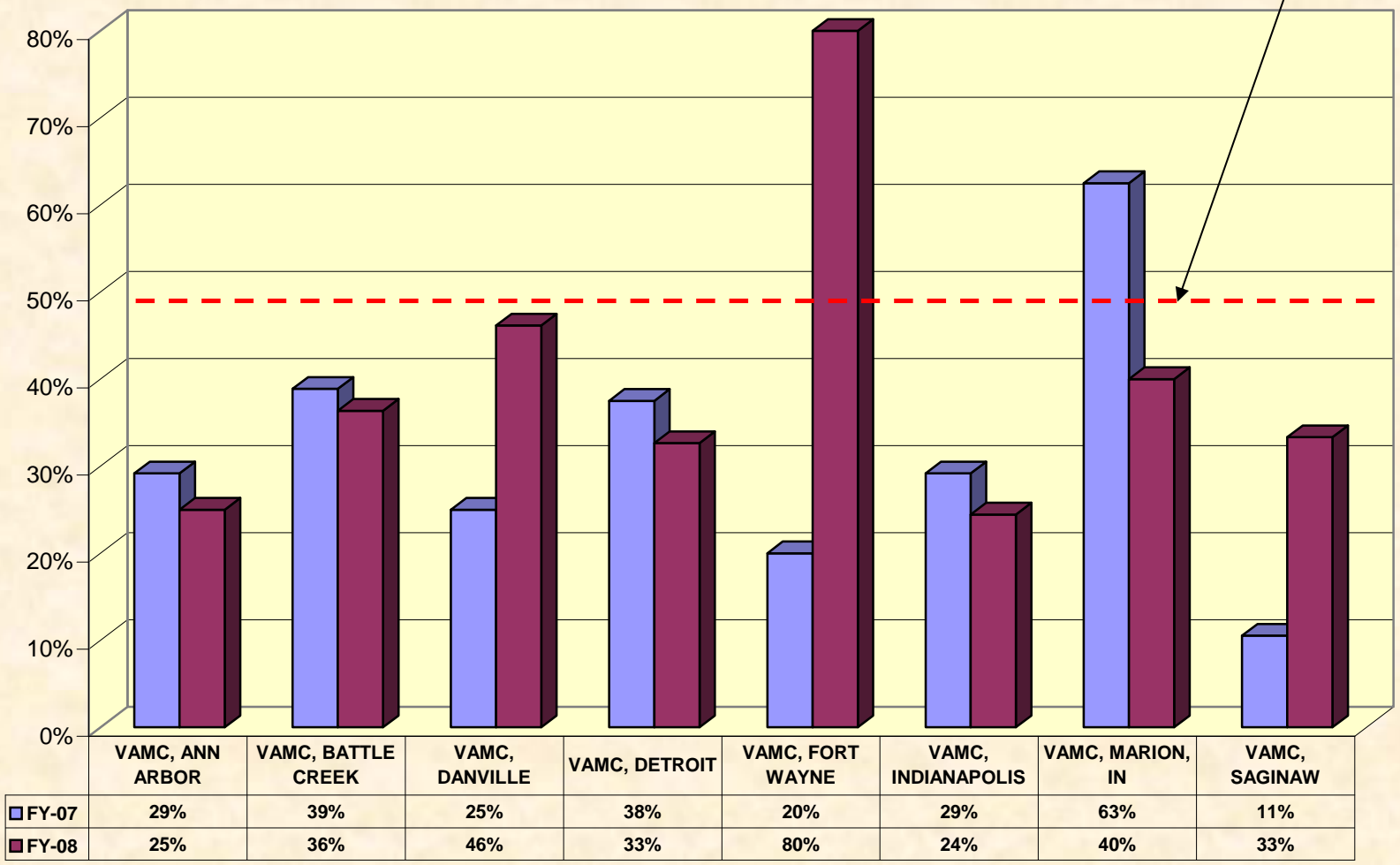
80% Government-Wide Average



Veterans Health Administration

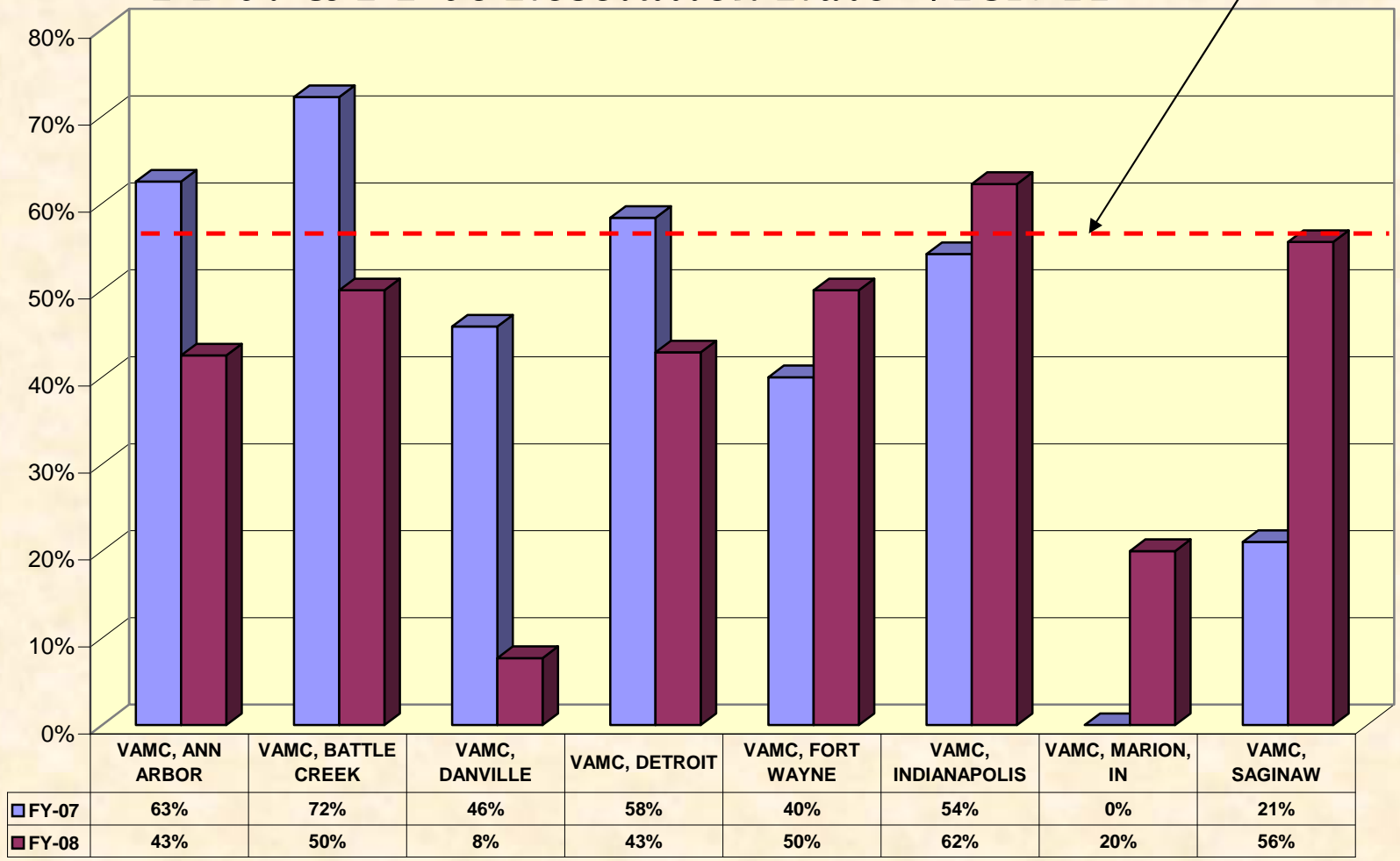
FY-07 & FY-08 ADR Participation - VISN 11

48% Government-Wide Average



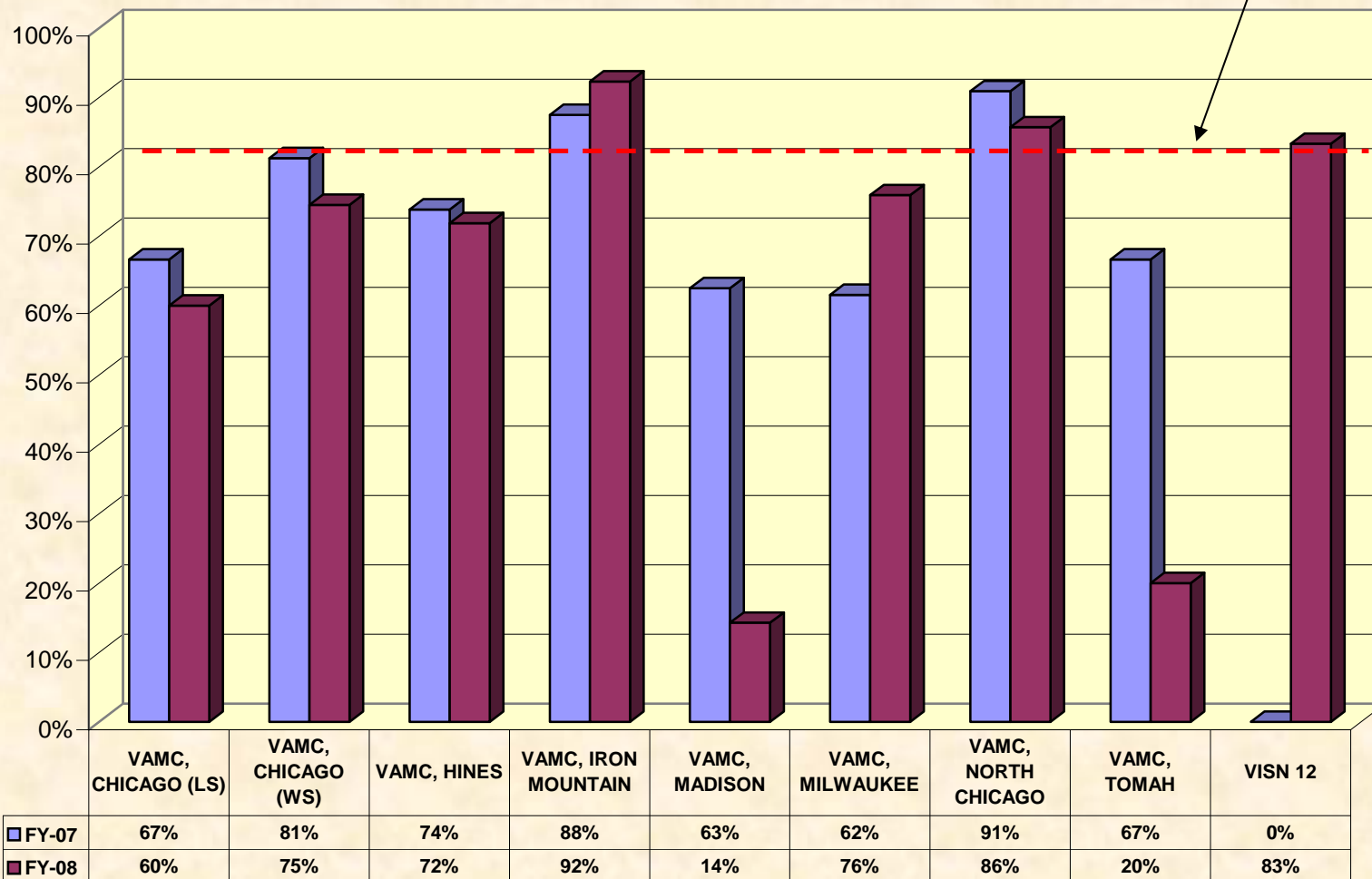
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 11

55% Government-Wide Average



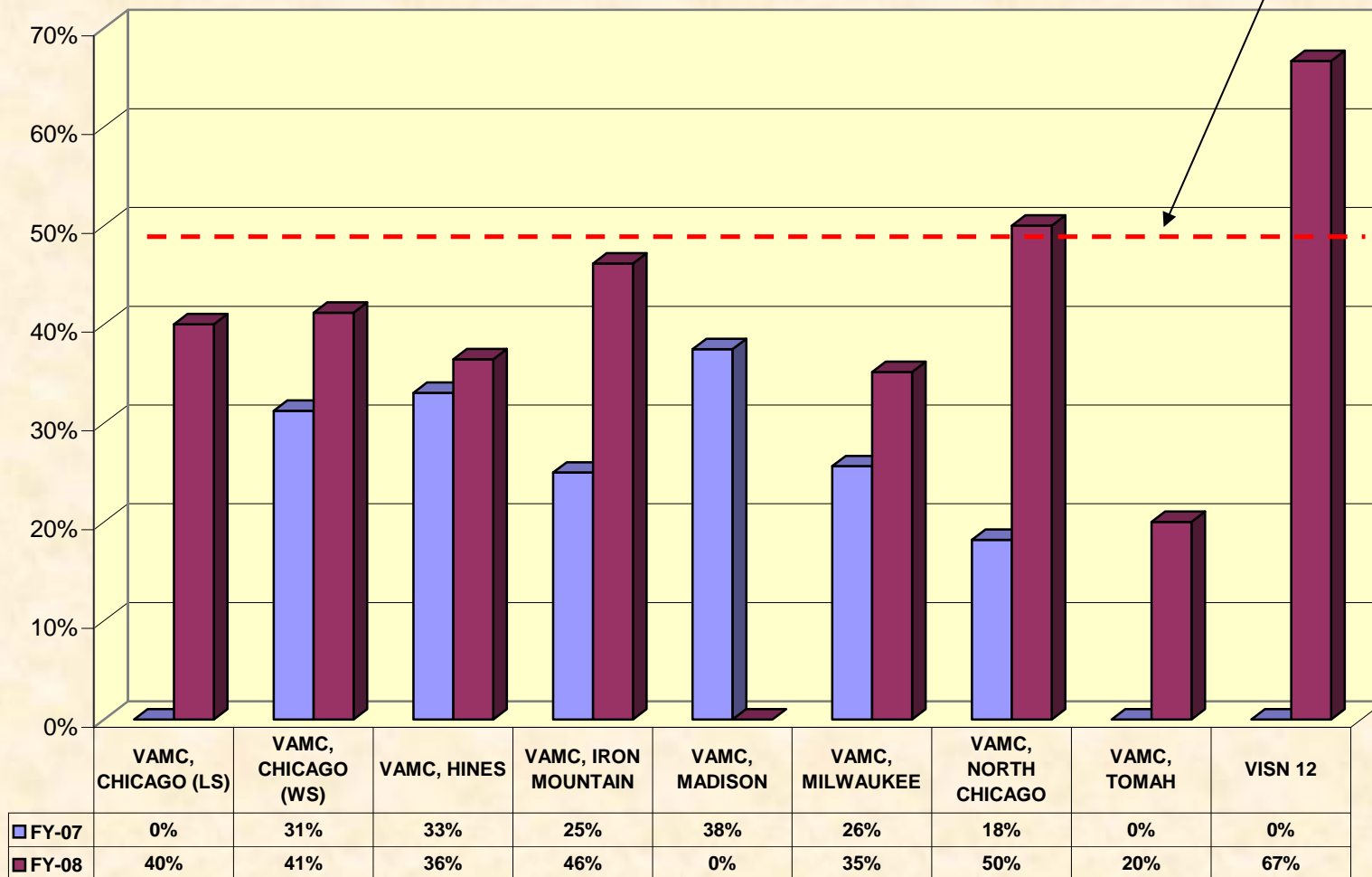
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 12

80% Government-Wide Average



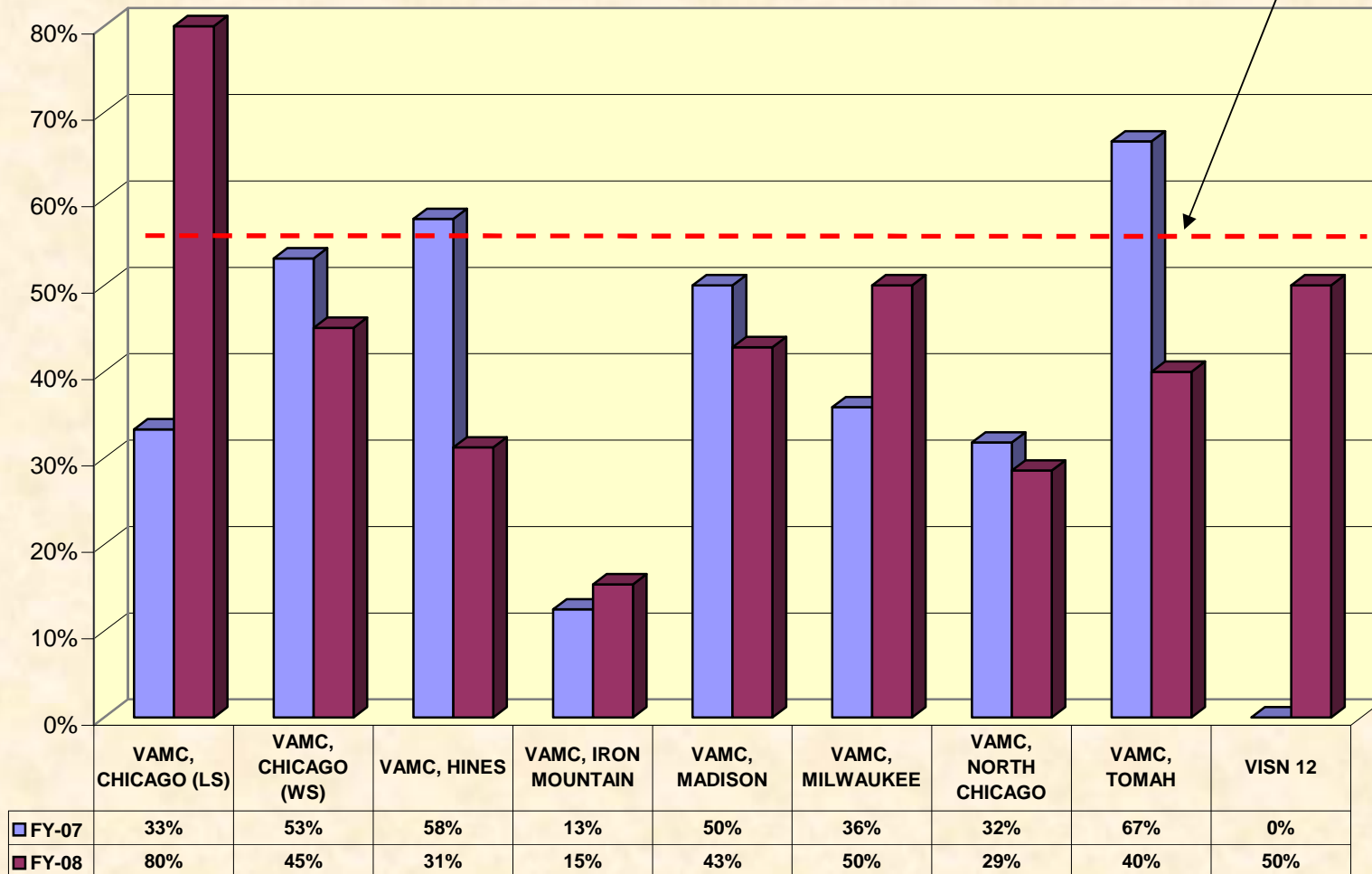
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 12

48% Government-Wide Average



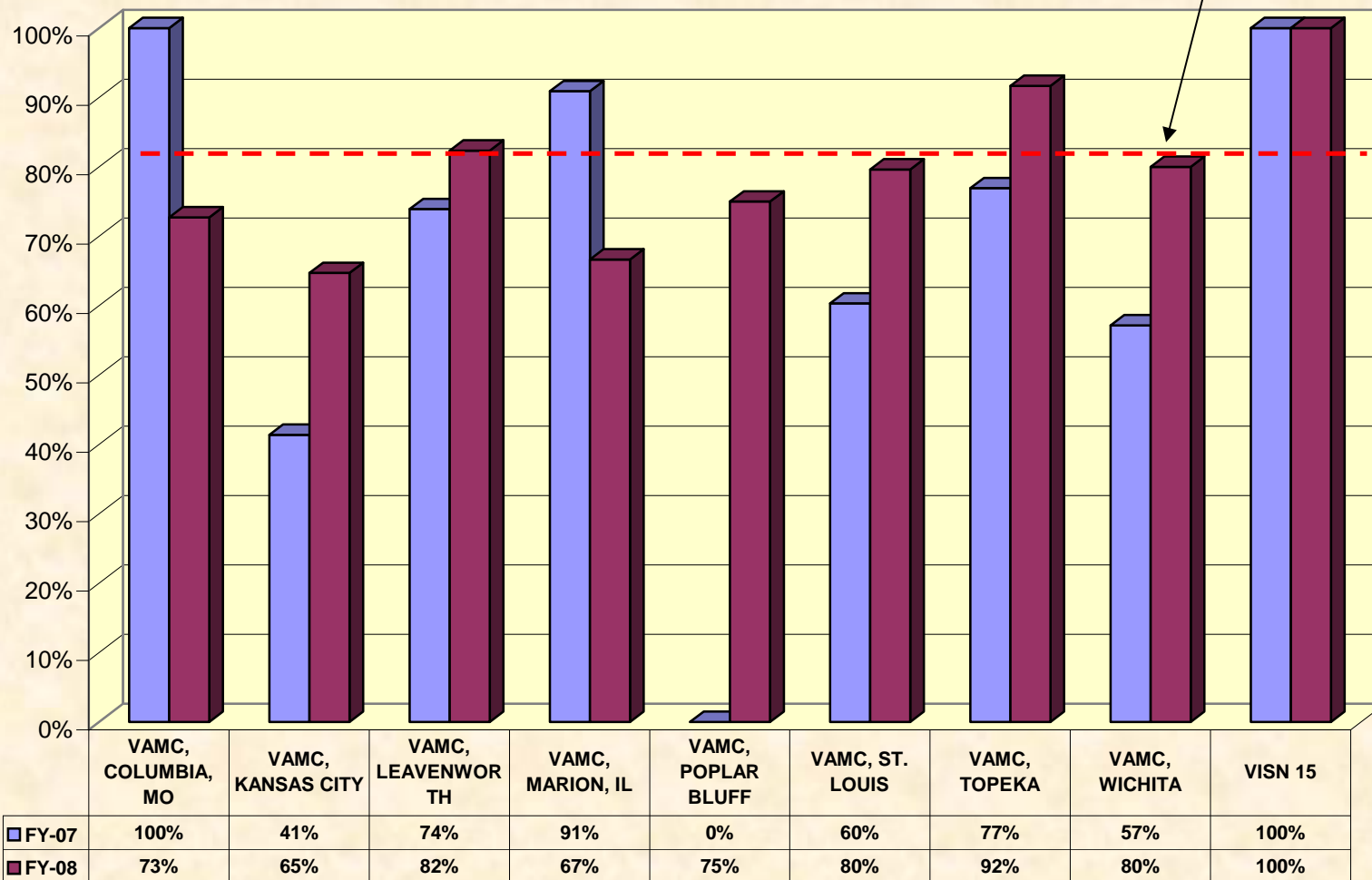
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 12

55% Government-Wide Average



Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 15

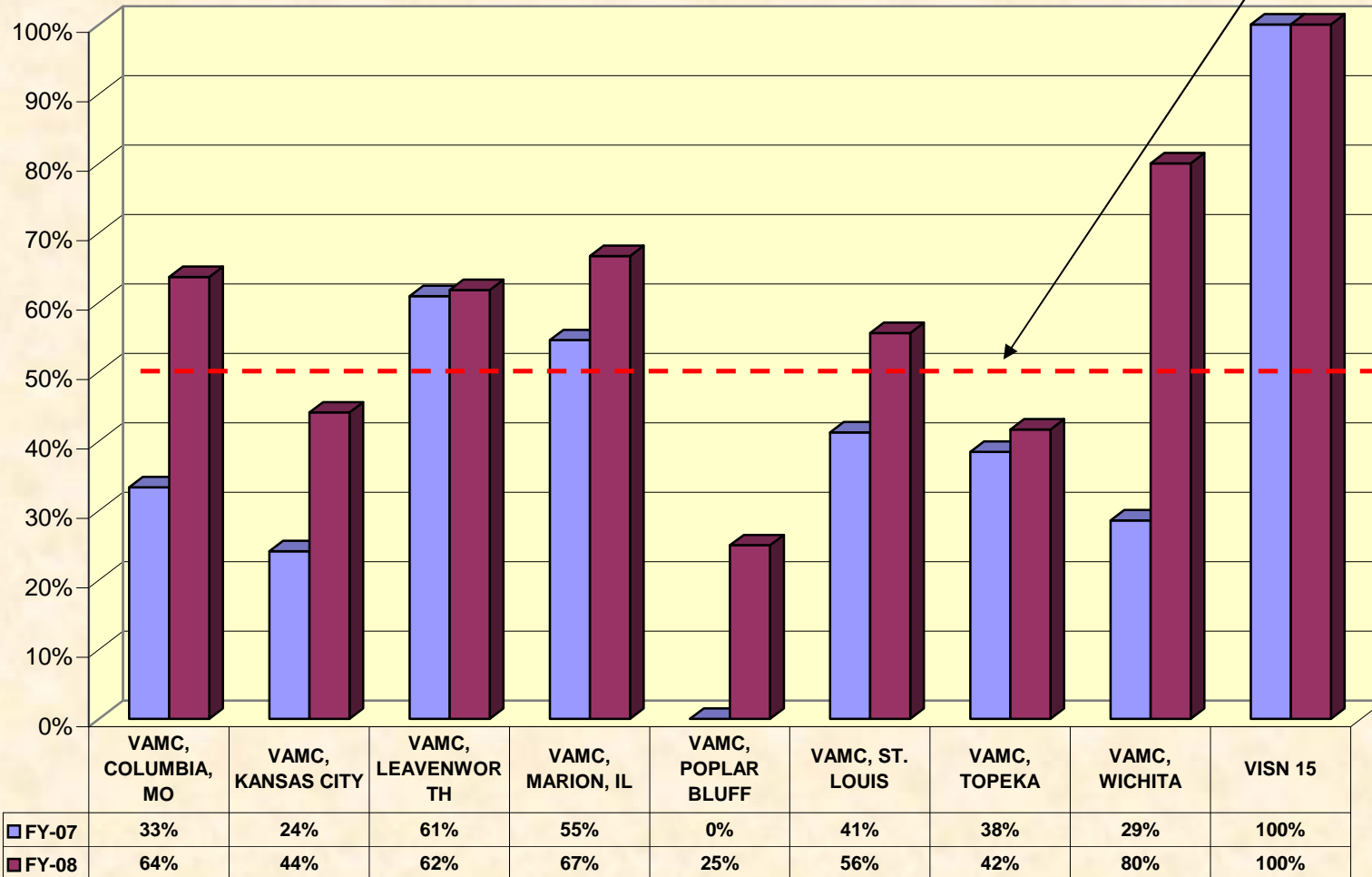
80% Government-Wide Average



Veterans Health Administration

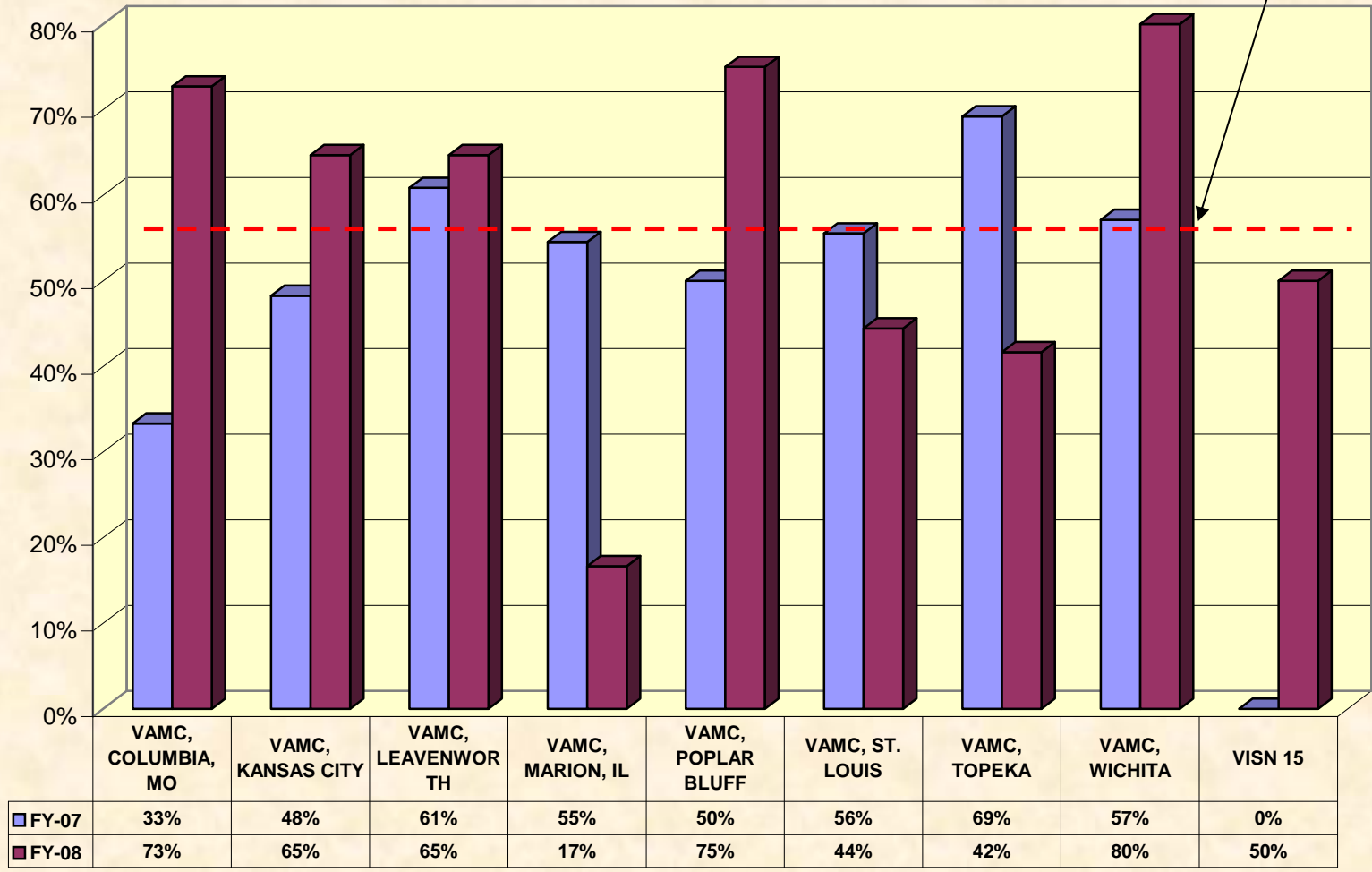
FY-07 & FY-08 ADR Participation - VISN 15

48% Government-Wide Average



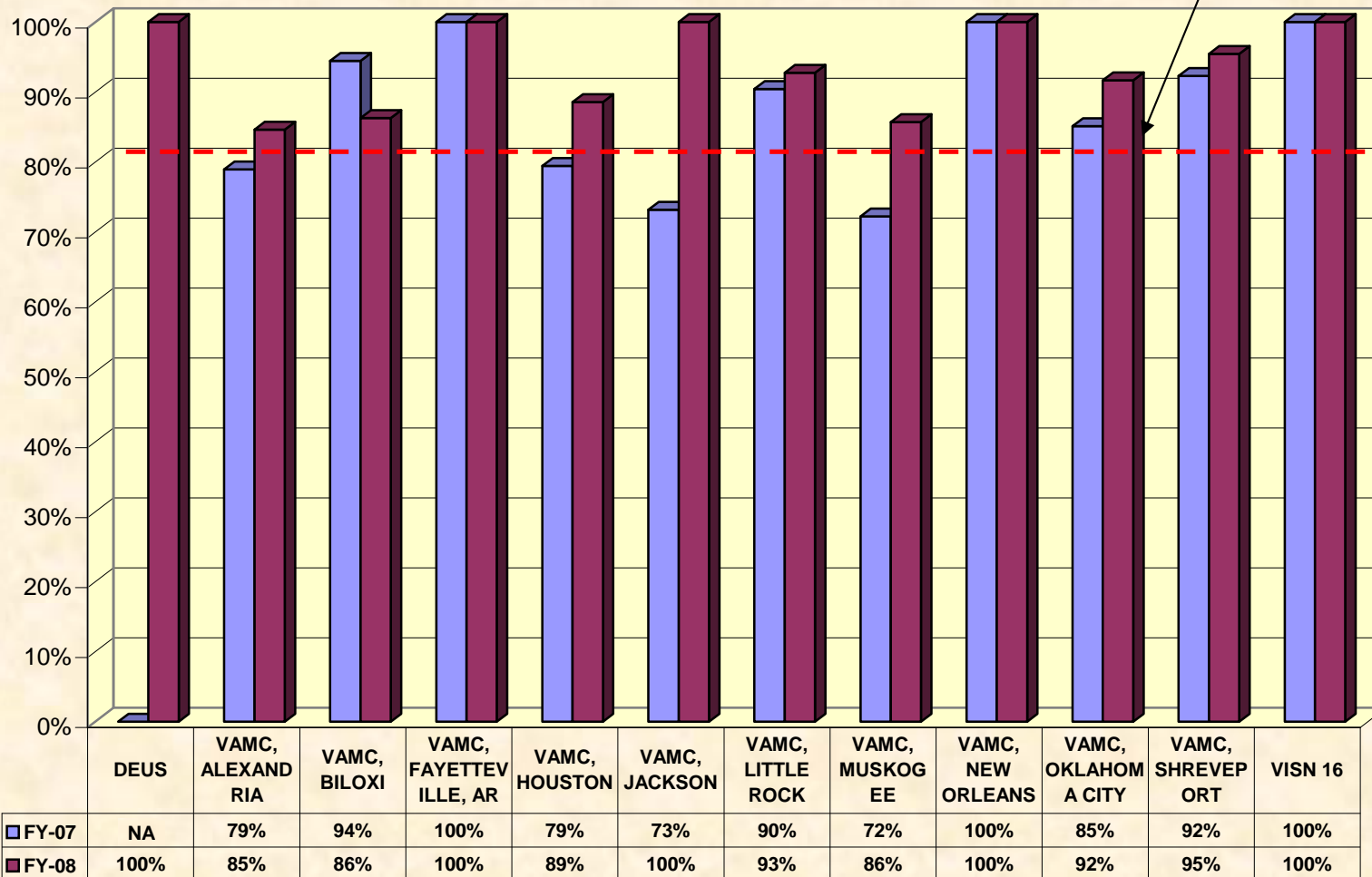
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 15

55% Government-Wide Average



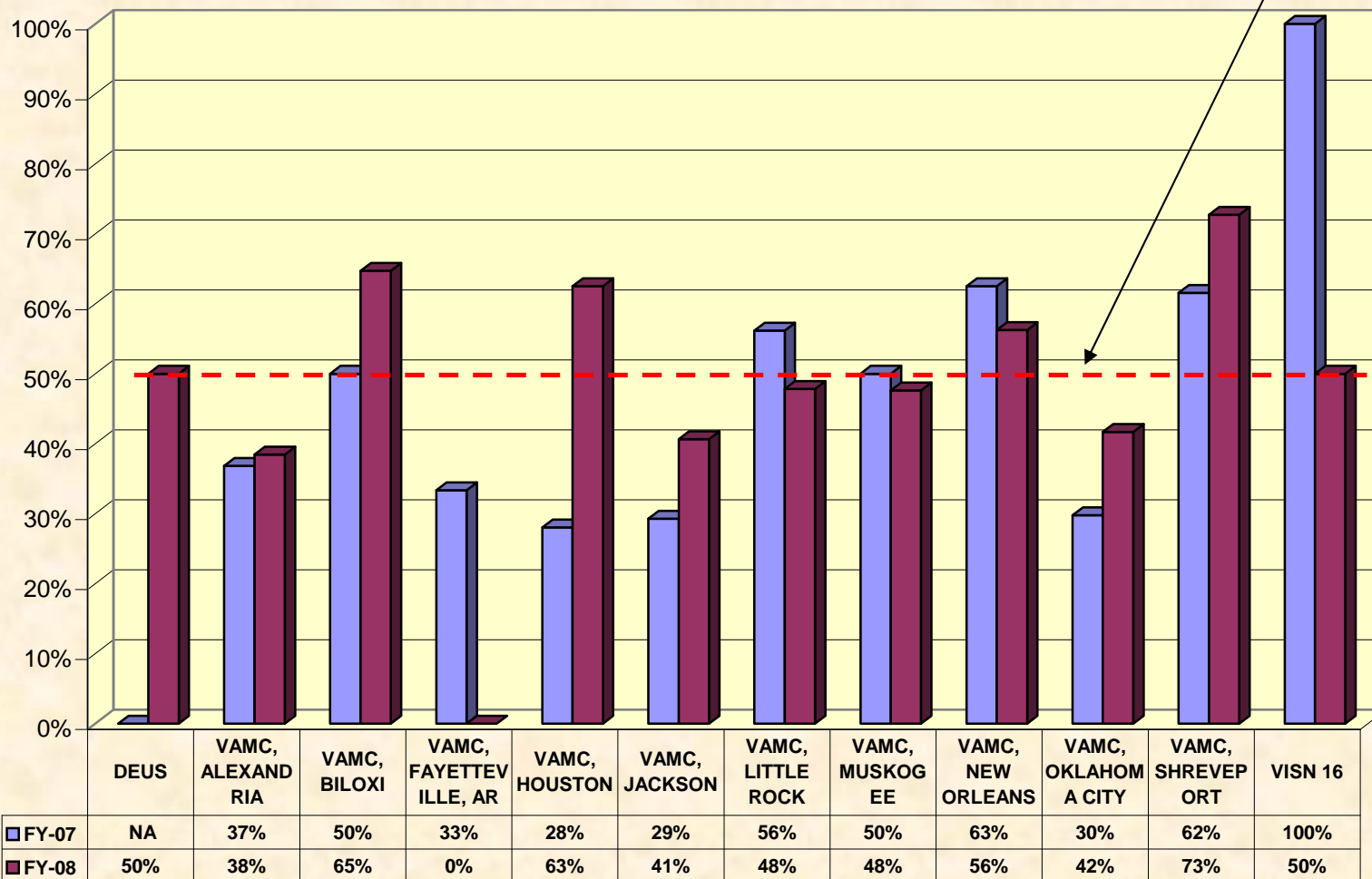
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 16

80% Government-Wide Average



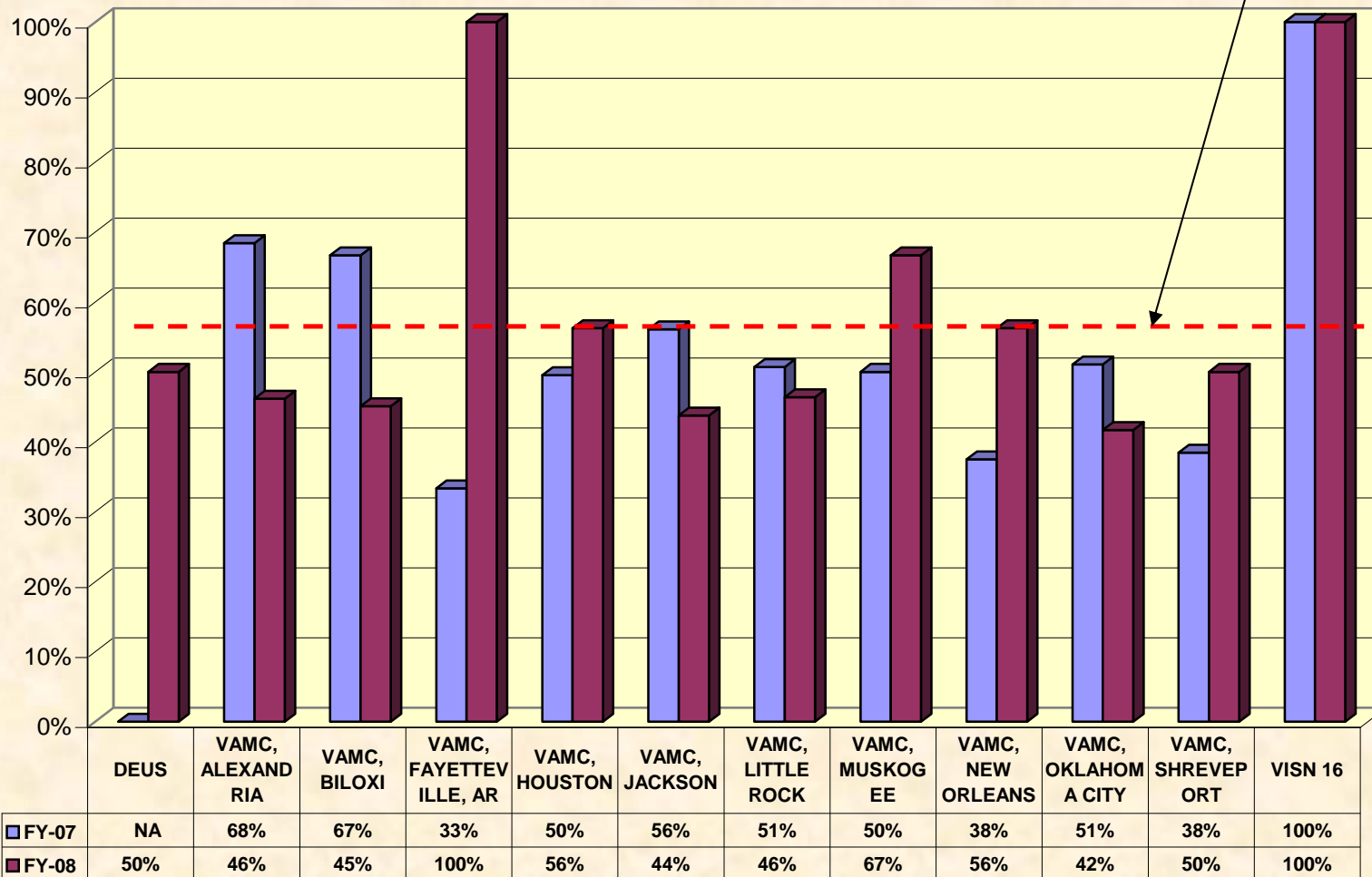
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 16

48% Government-Wide Average



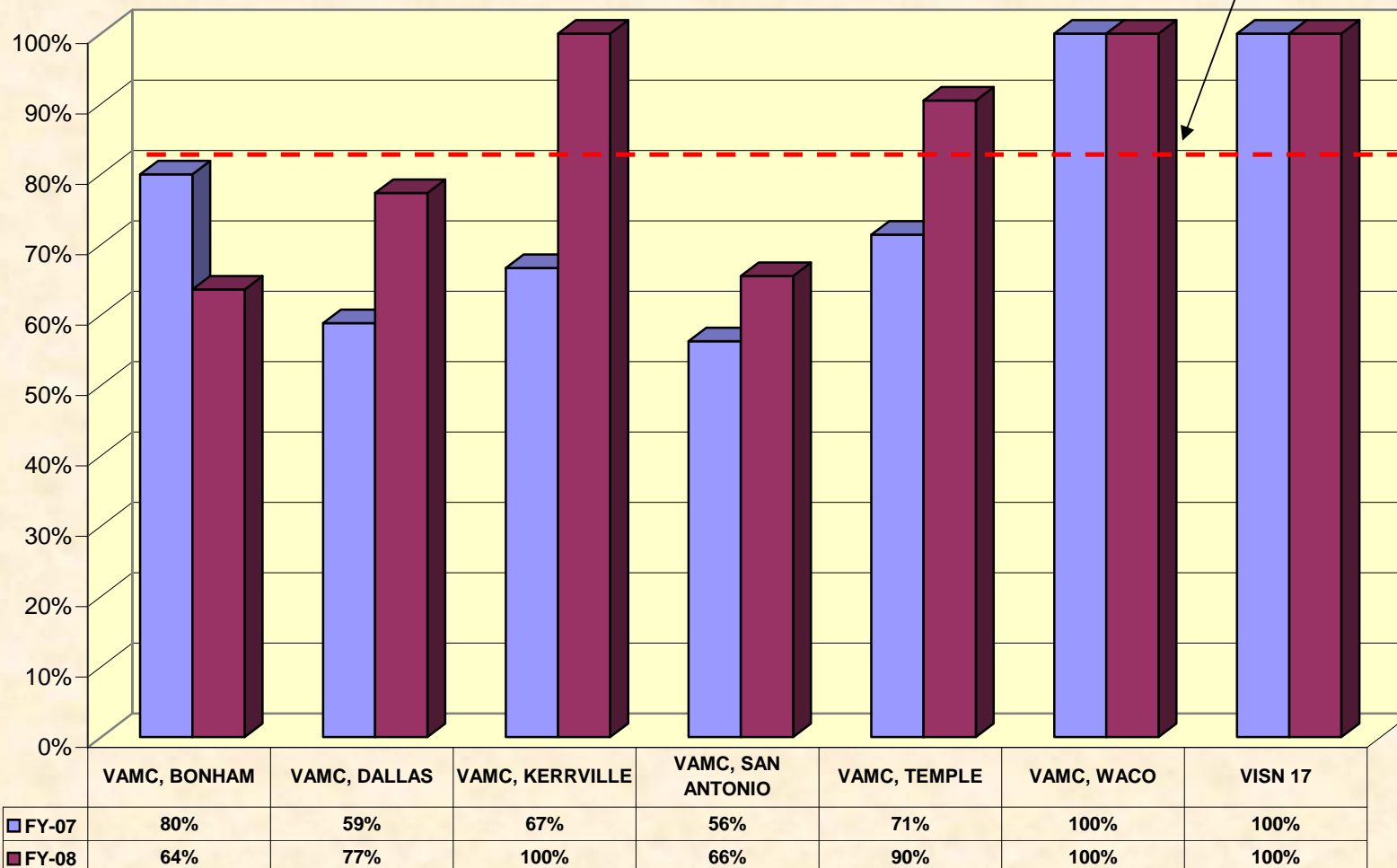
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 16

55% Government-Wide Average



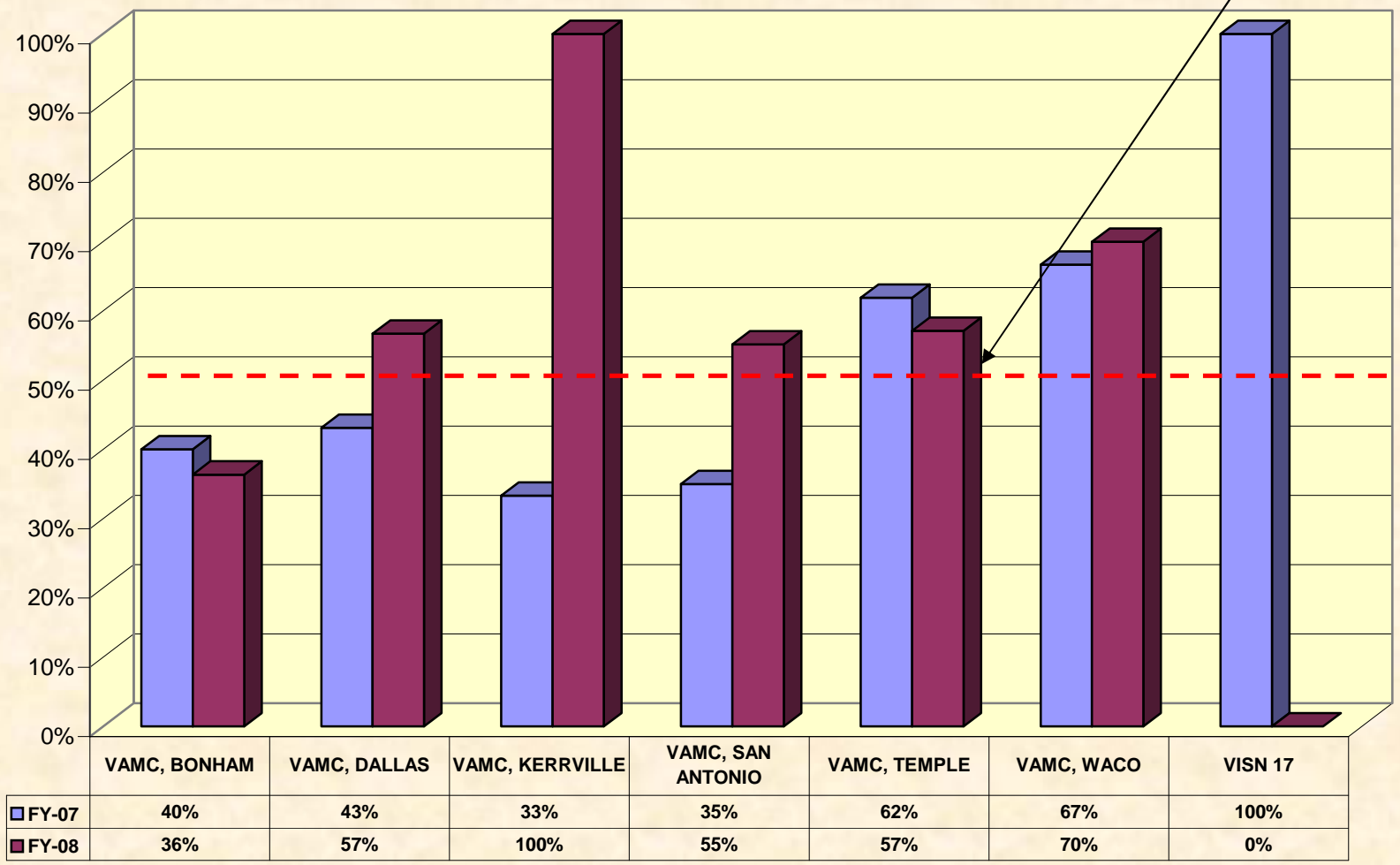
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 17

80% Government-Wide Average



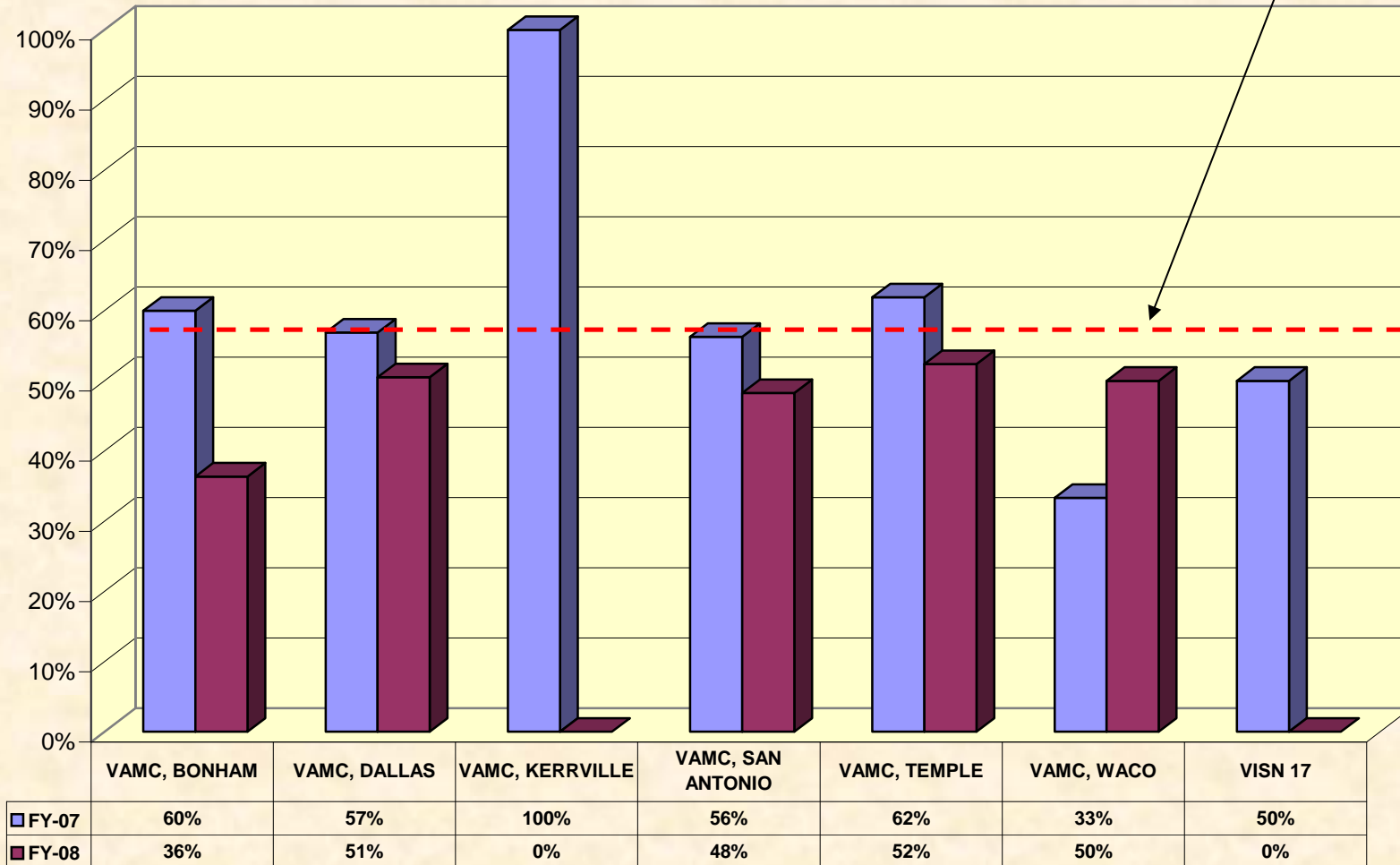
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 17

48% Government-Wide Average



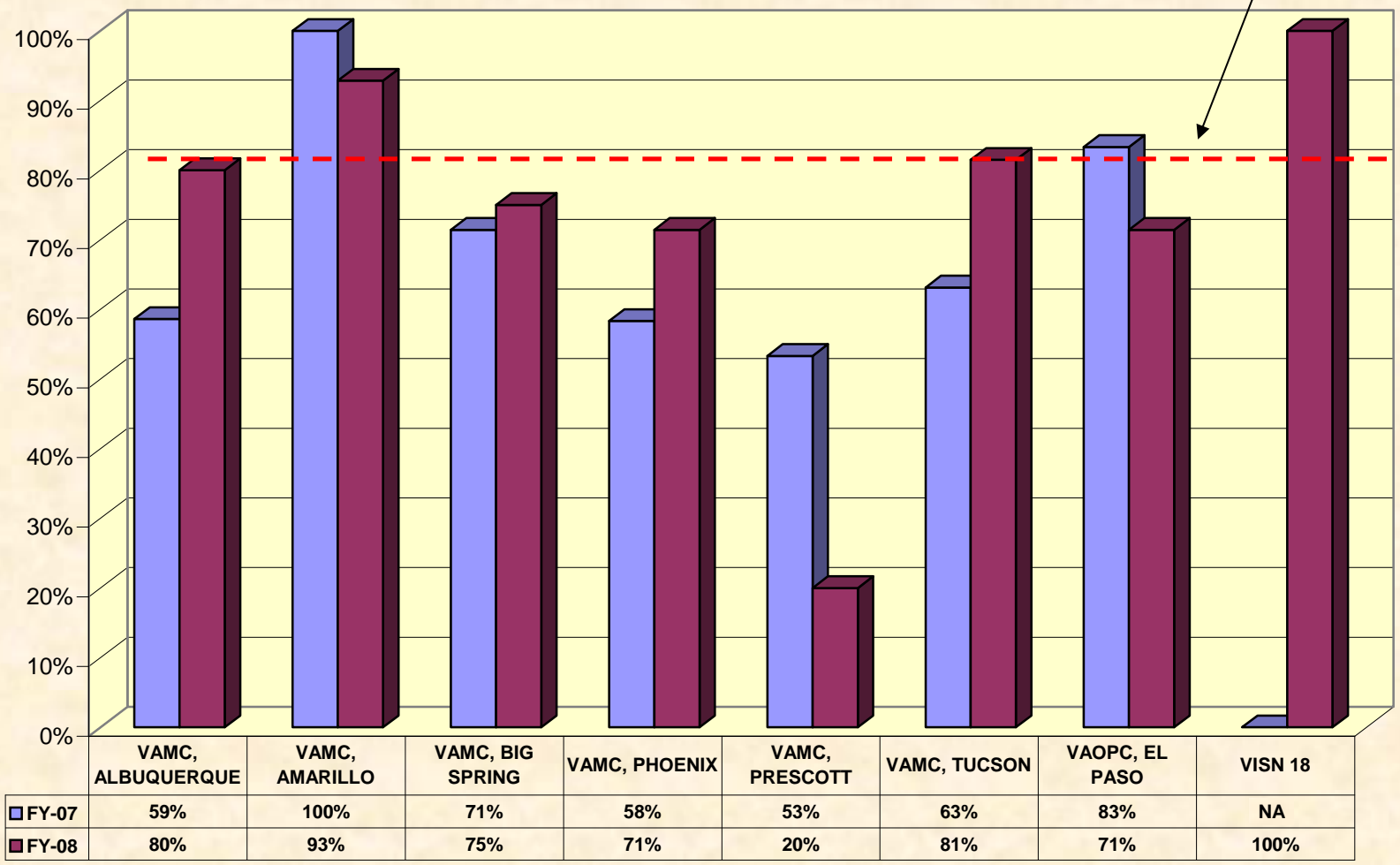
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 17

55% Government-Wide Average



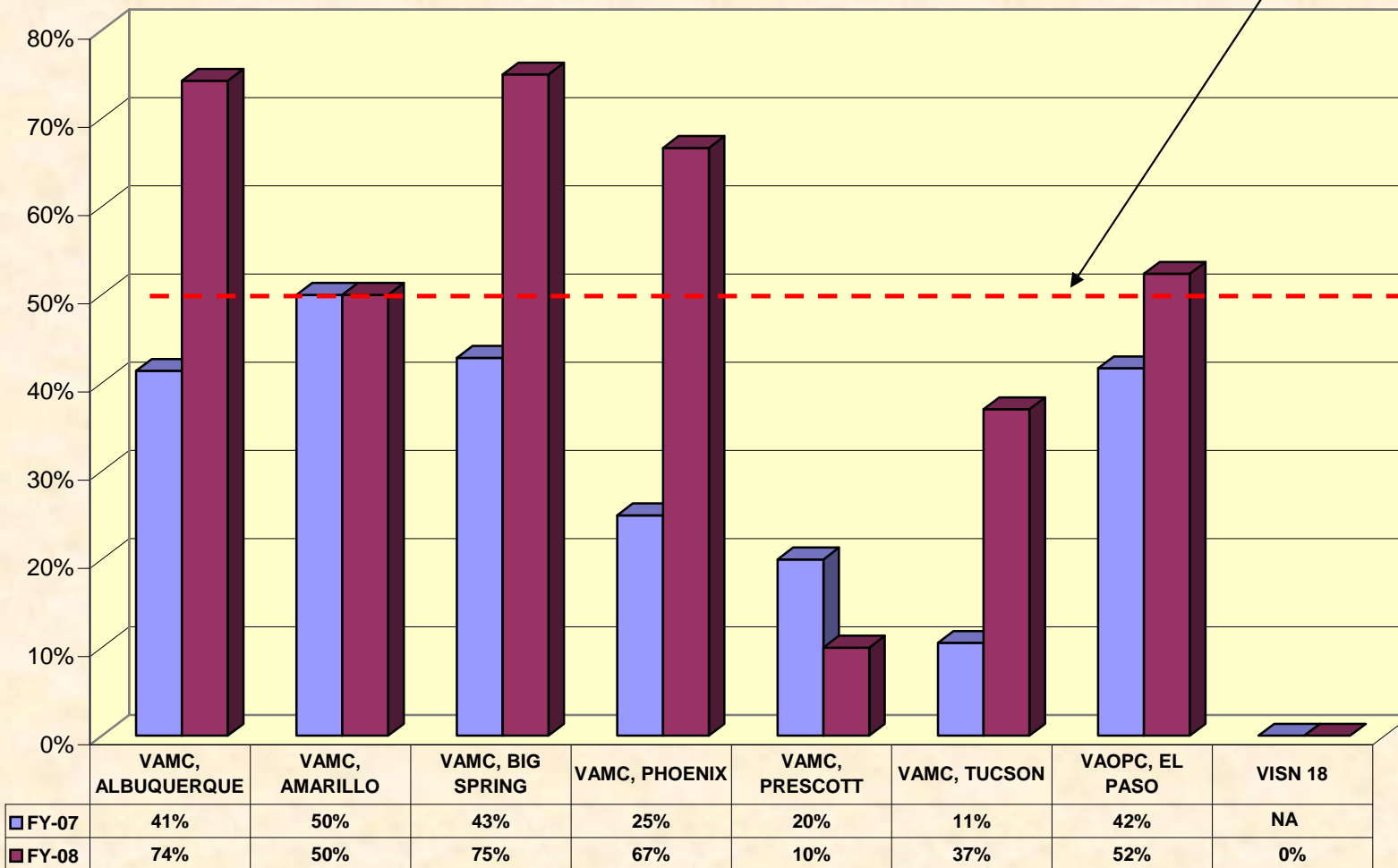
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 18

80% Government-Wide Average



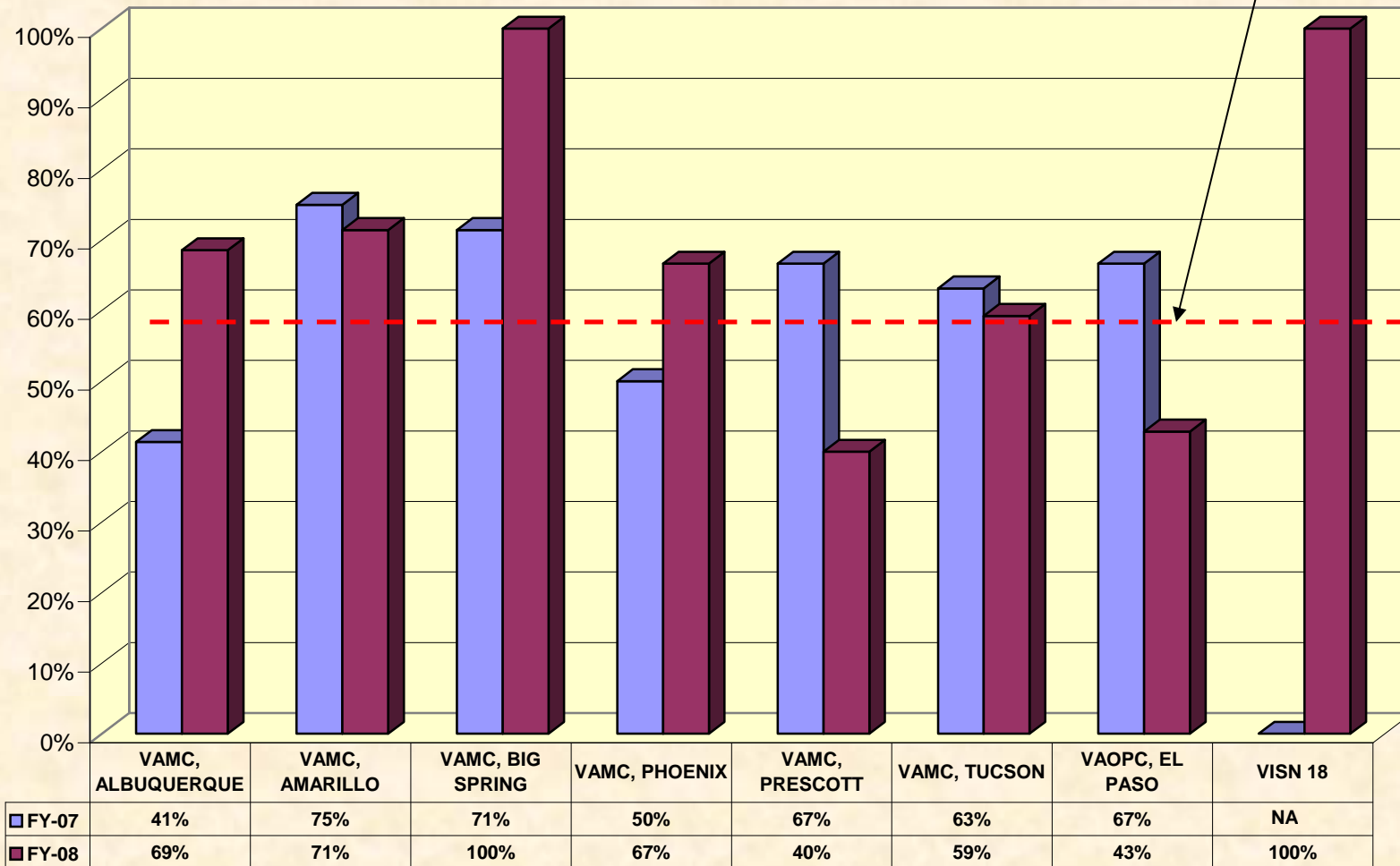
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 18

48% Government-Wide Average



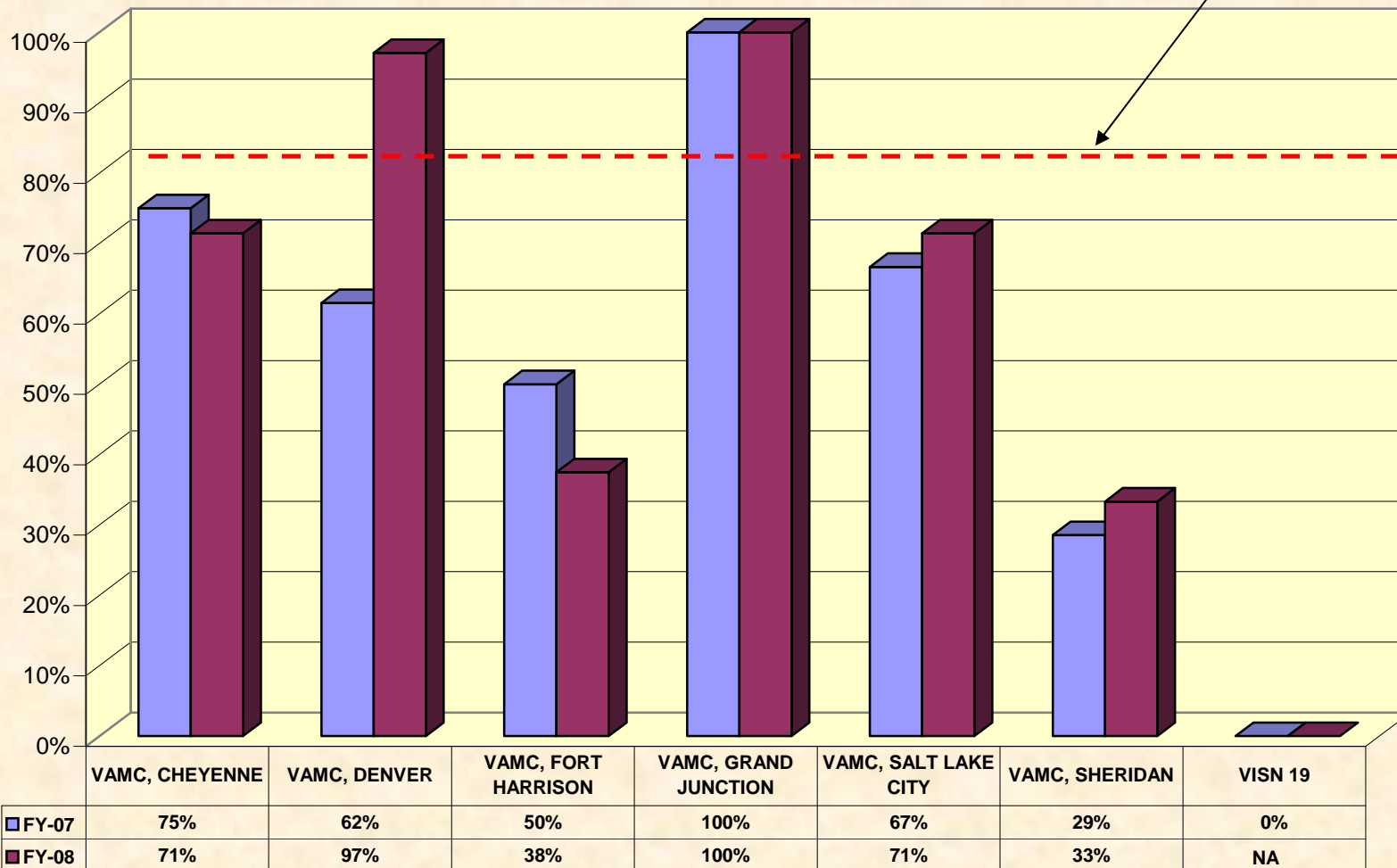
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 18

55% Government-Wide Average



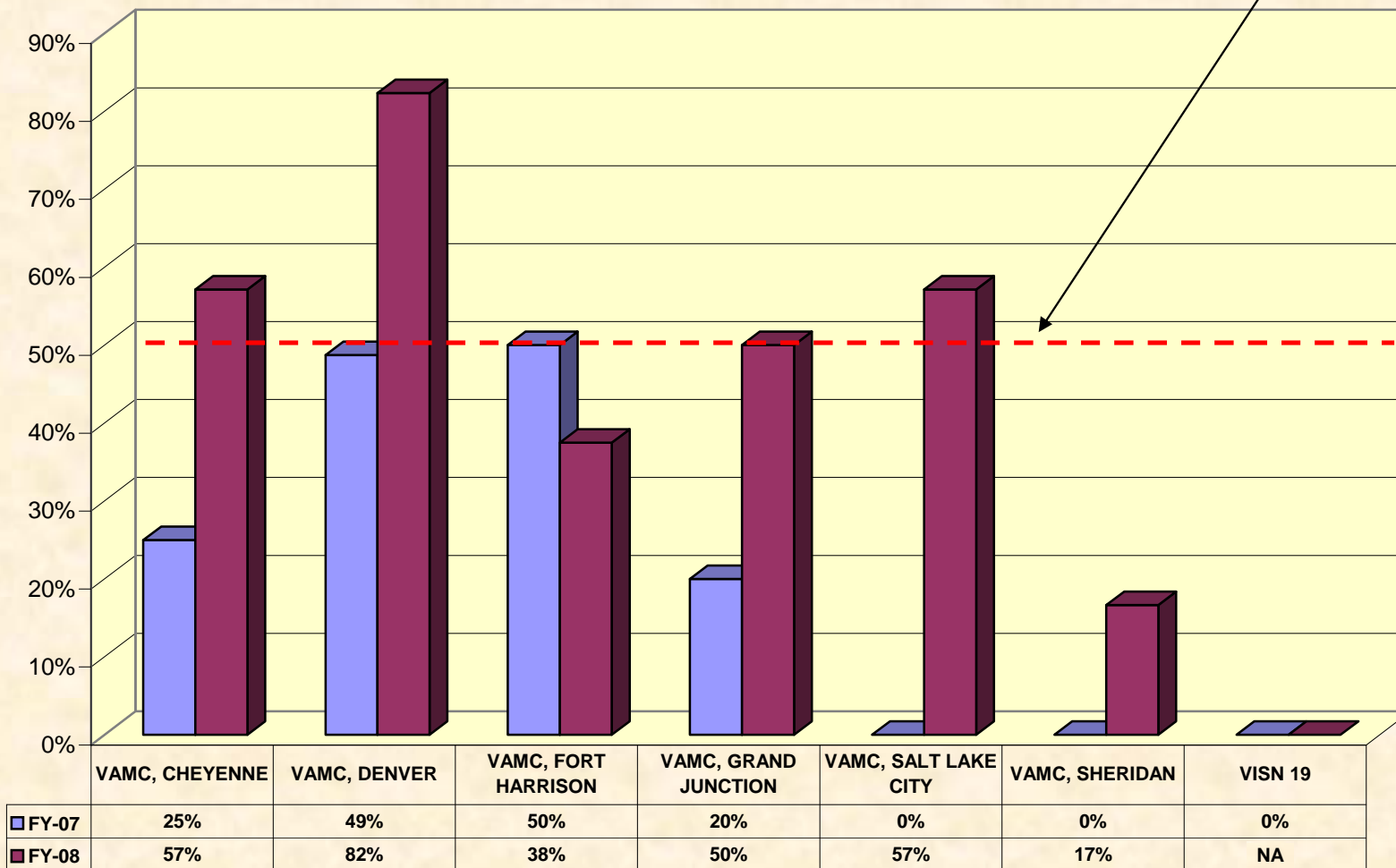
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 19

80% Government-Wide Average



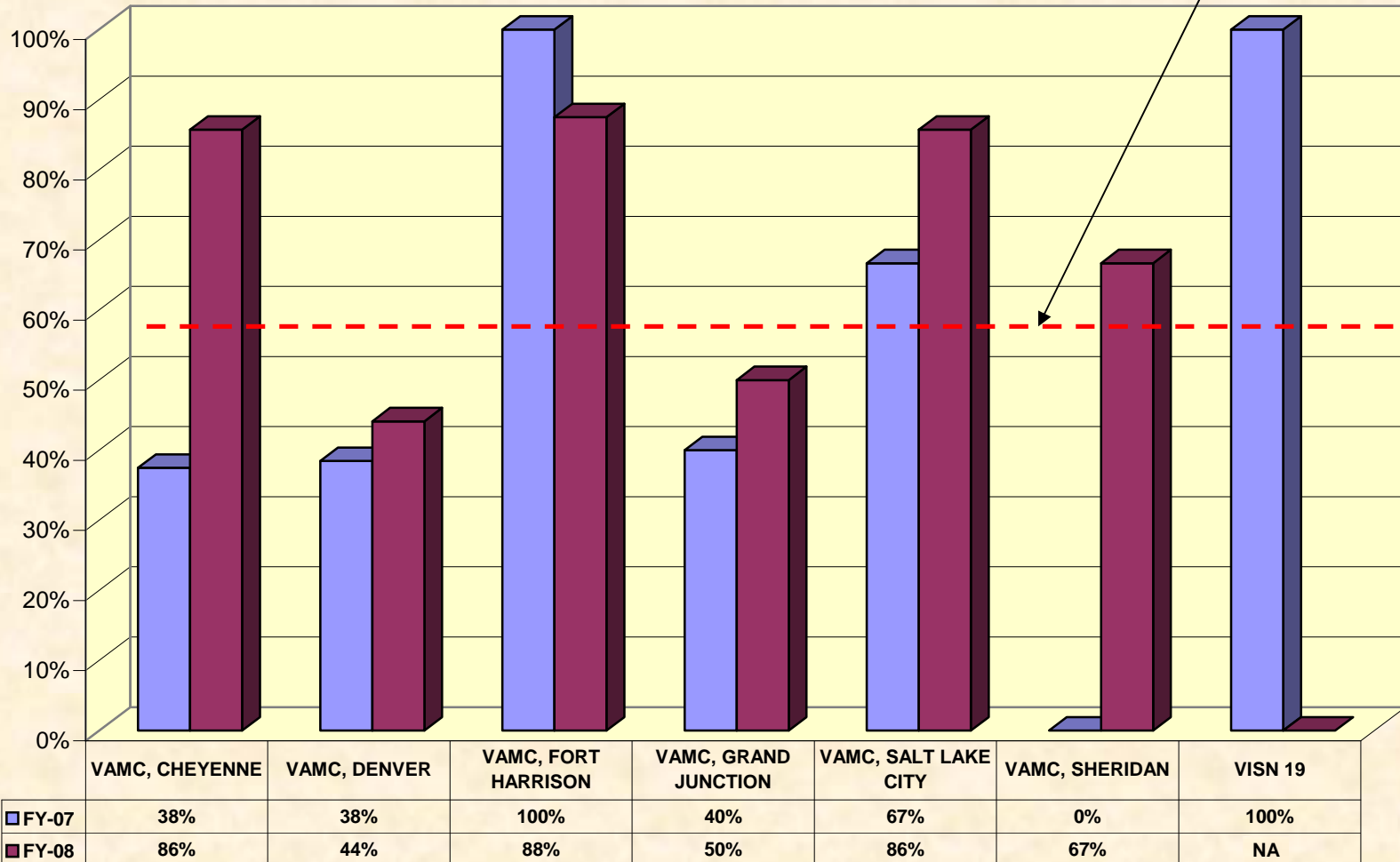
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 19

48% Government-Wide Average



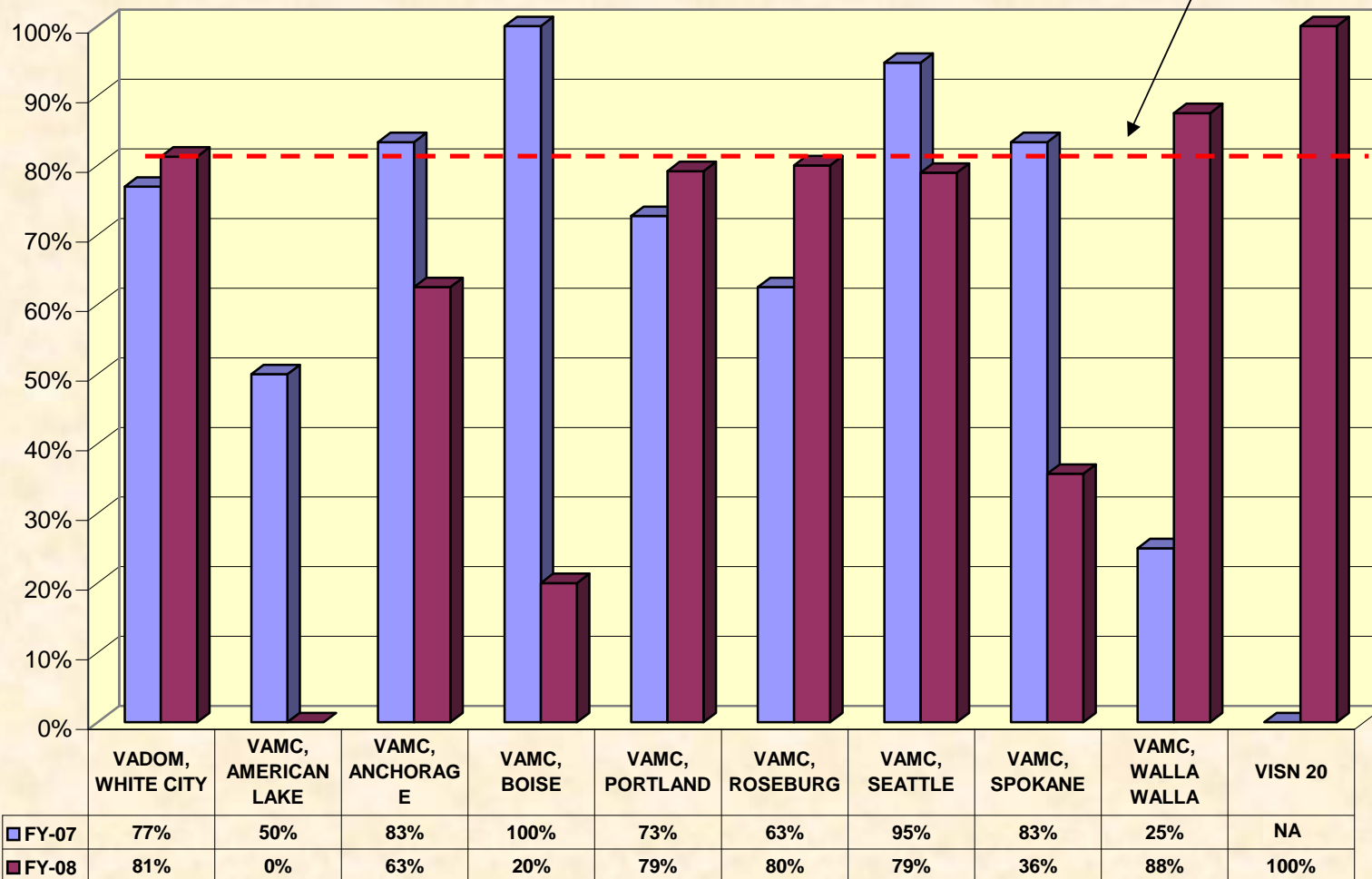
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 19

55% Government-Wide Average



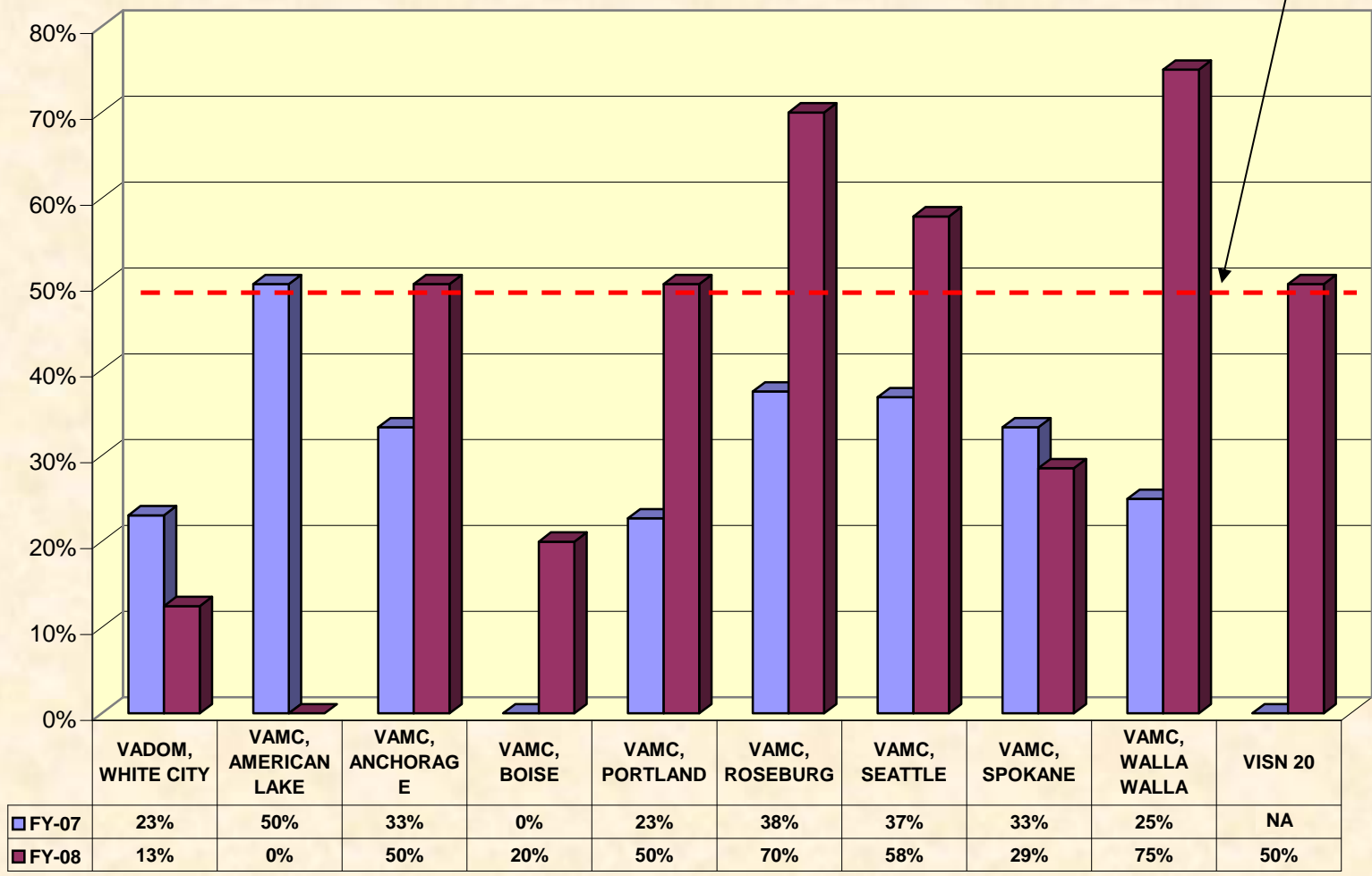
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 20

80% Government-Wide Average



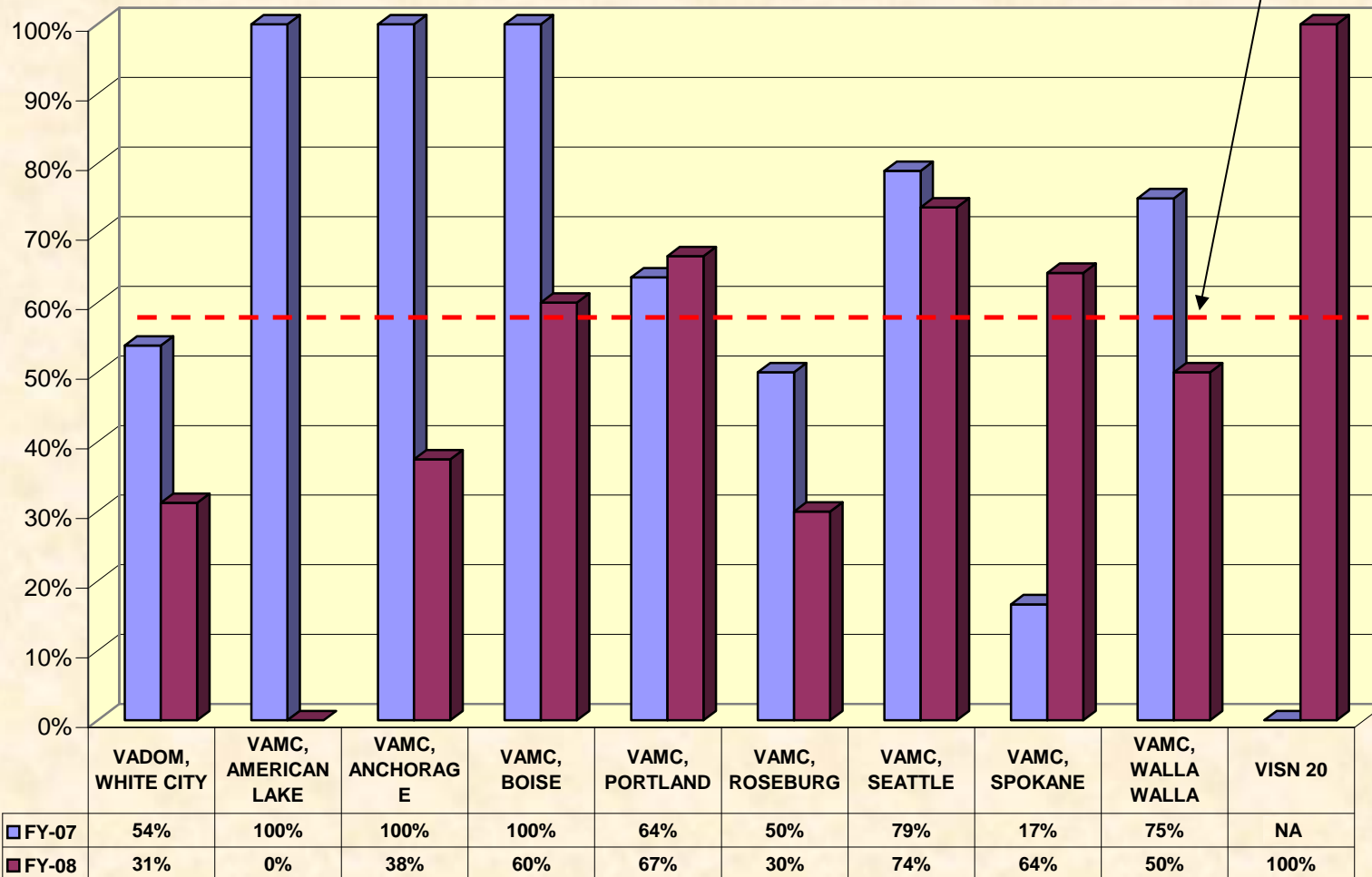
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 20

48% Government-Wide Average



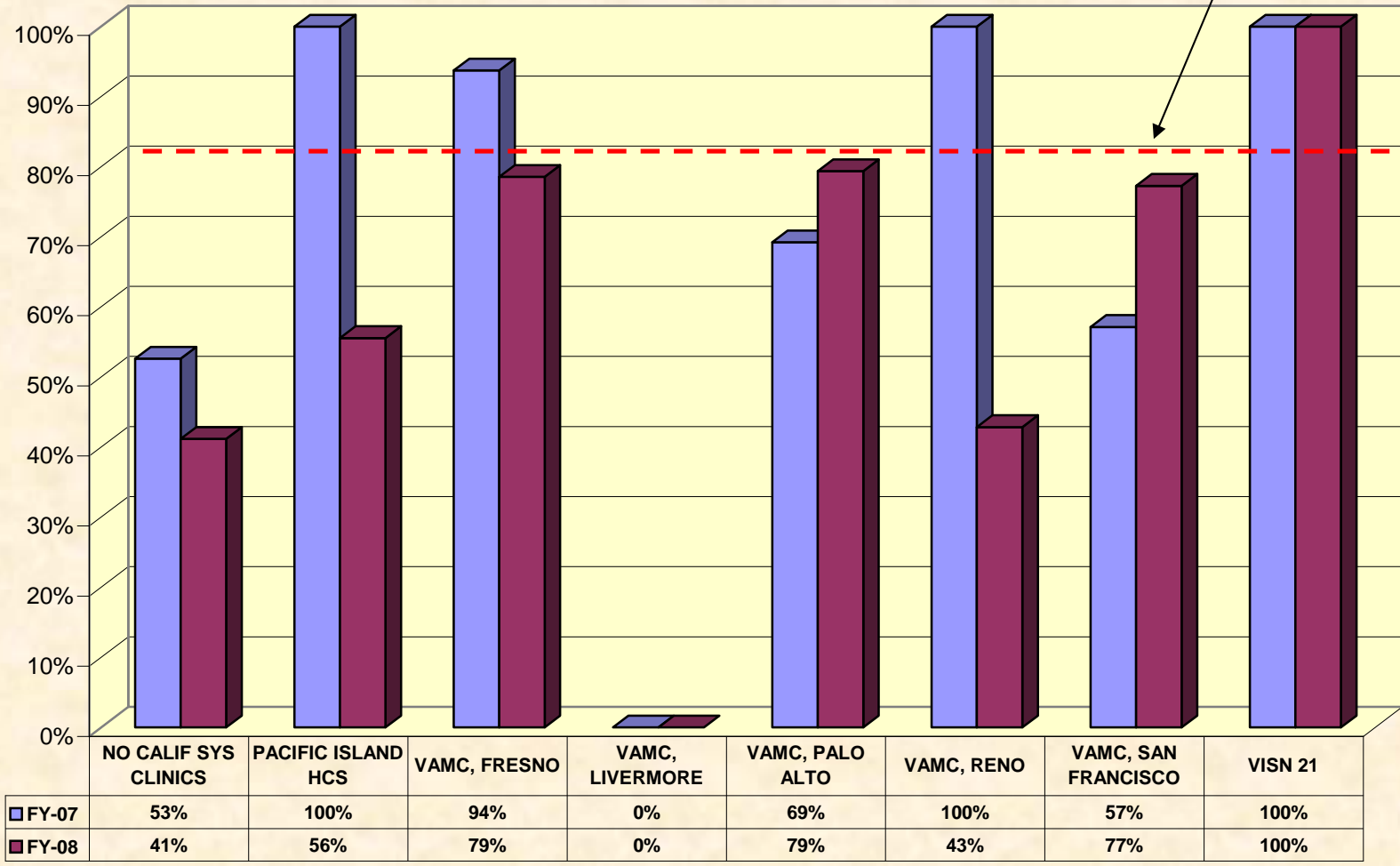
Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 20

55% Government-Wide Average



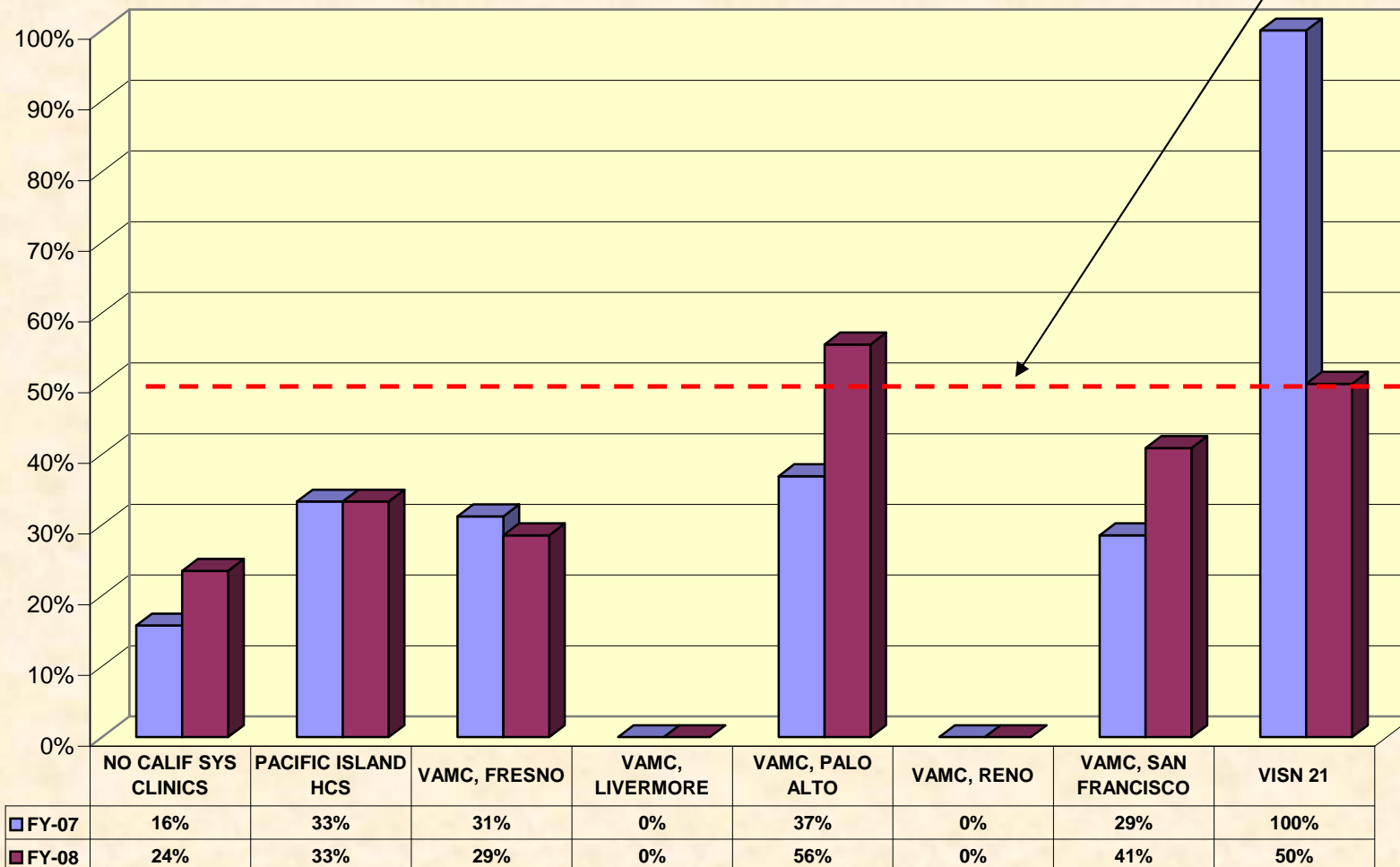
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 21

80% Government-Wide Average



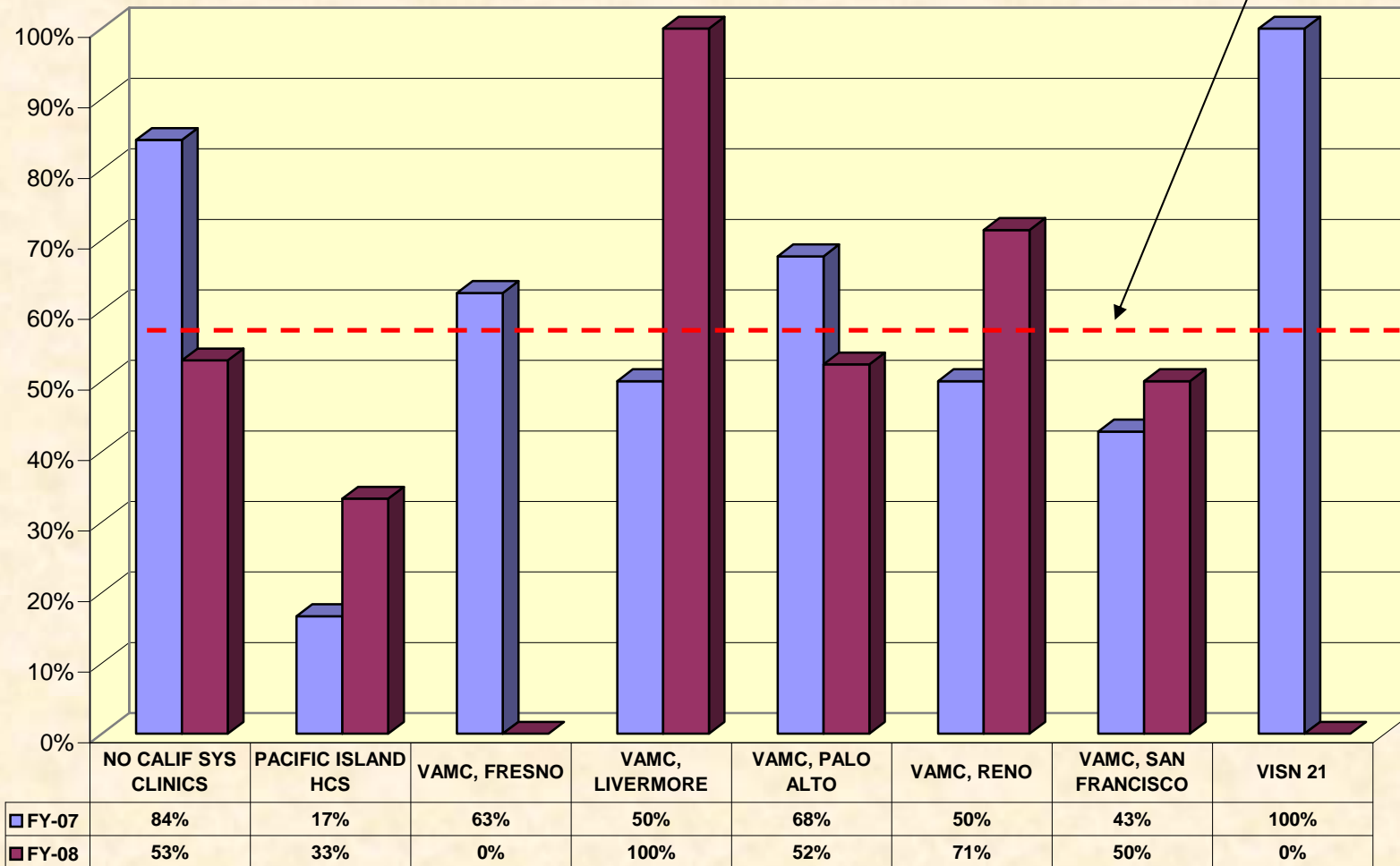
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 21

48% Government-Wide Average



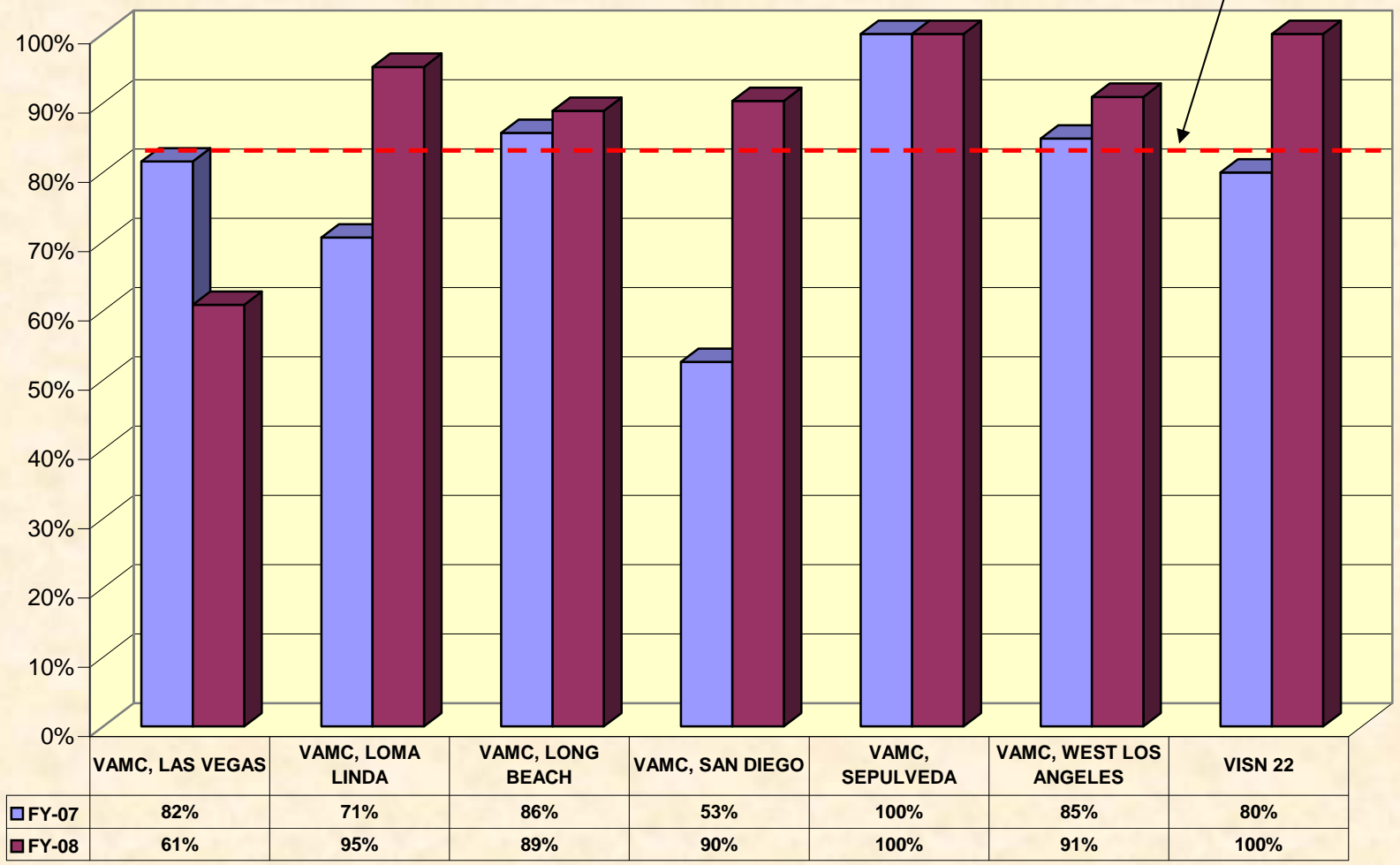
Veterans Health Administration FY-07 & FY-08 Resolution Rate - VISN 21

55% Government-Wide Average



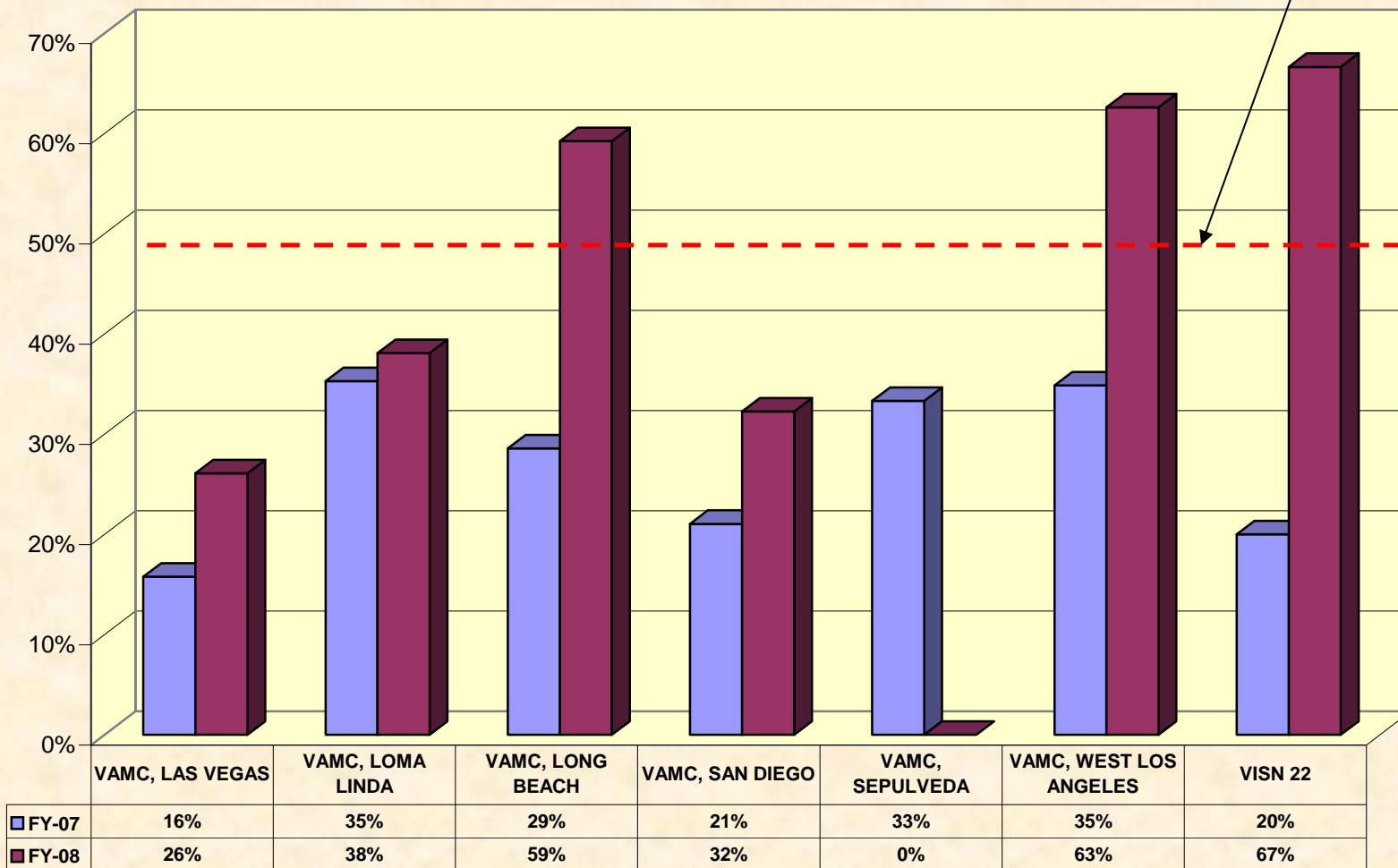
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 22

80% Government-Wide Average



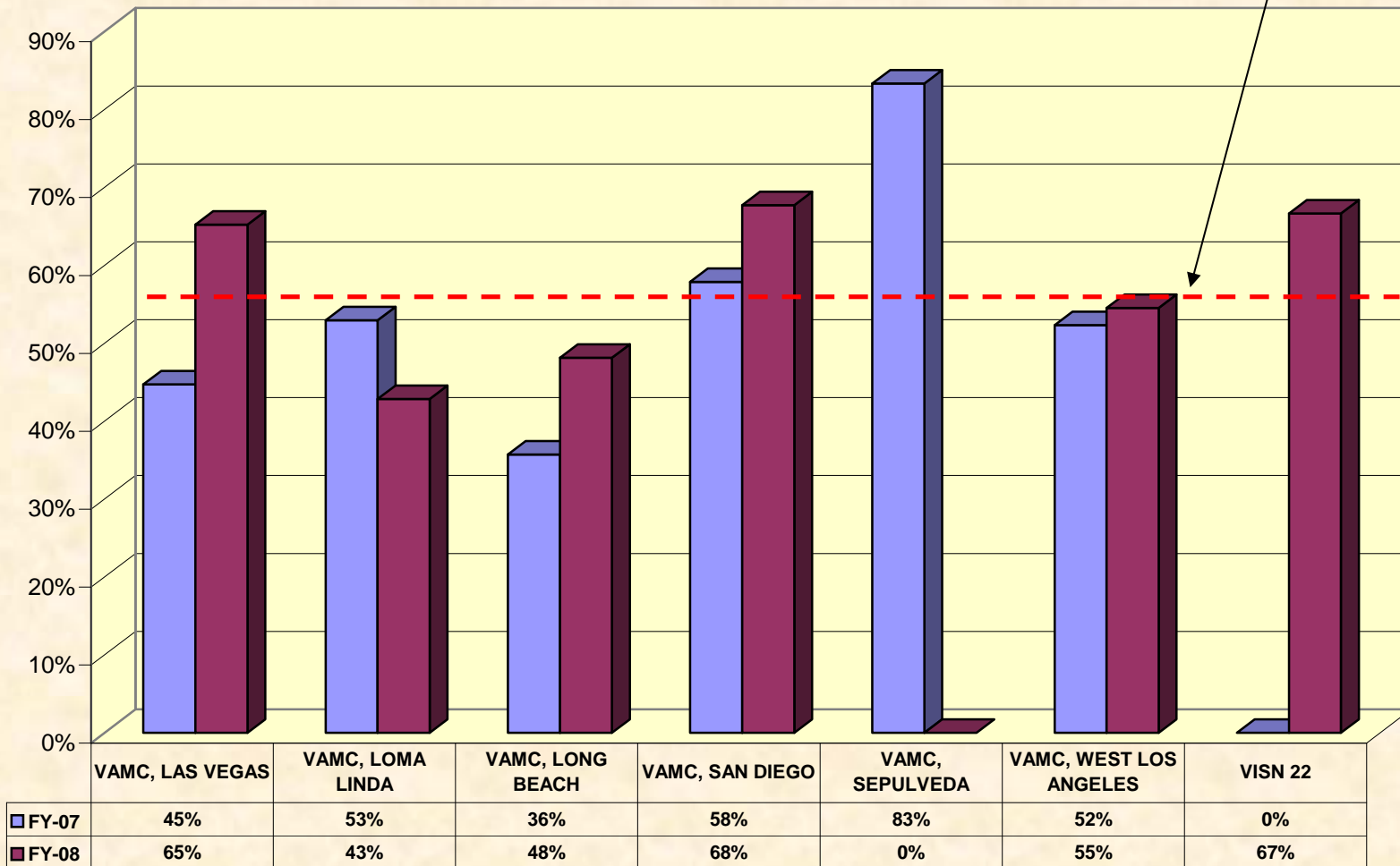
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 22

48% Government-Wide Average



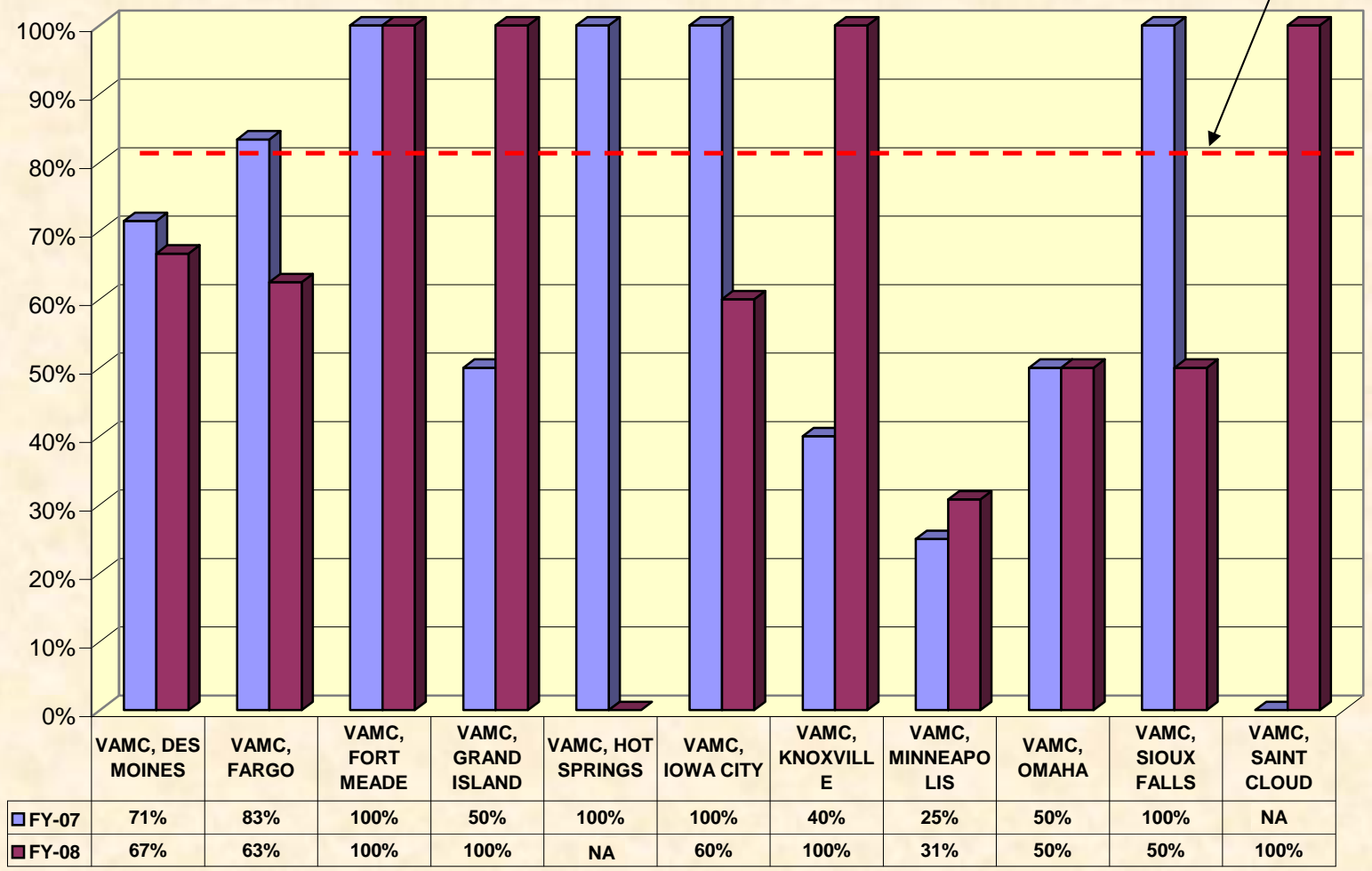
Veterans Health Administration FY-07 & FY-08 Resolution Rate - VISN 22

55% Government-Wide Average



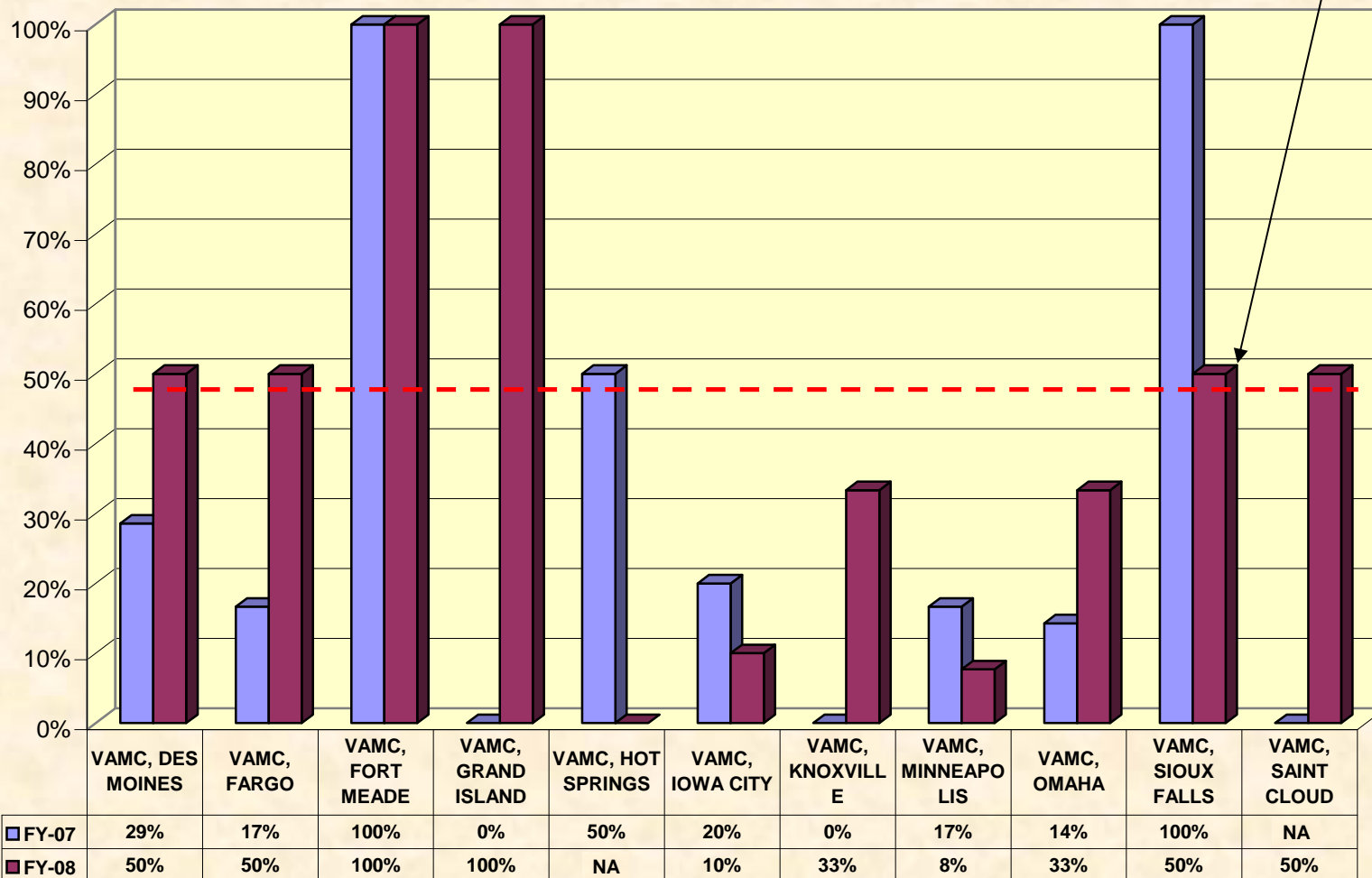
Veterans Health Administration FY-07 & FY-08 ADR Offers - VISN 23

80% Government-Wide Average



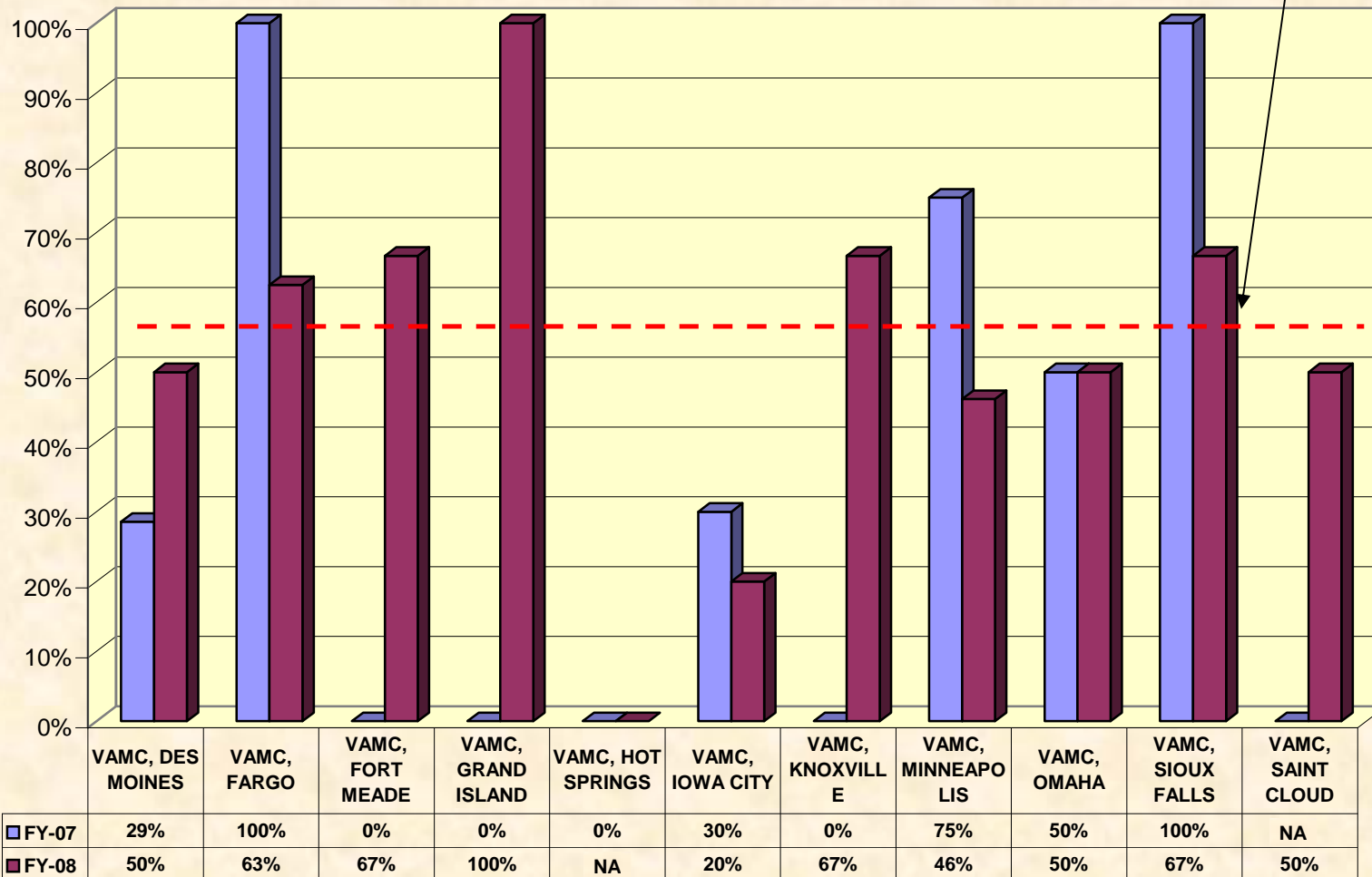
Veterans Health Administration FY-07 & FY-08 ADR Participation - VISN 23

48% Government-Wide Average



Veterans Health Administration FY-07 & FY-08 Resolution Rate- VISN 23

55% Government-Wide Average



Veterans Benefits Administration

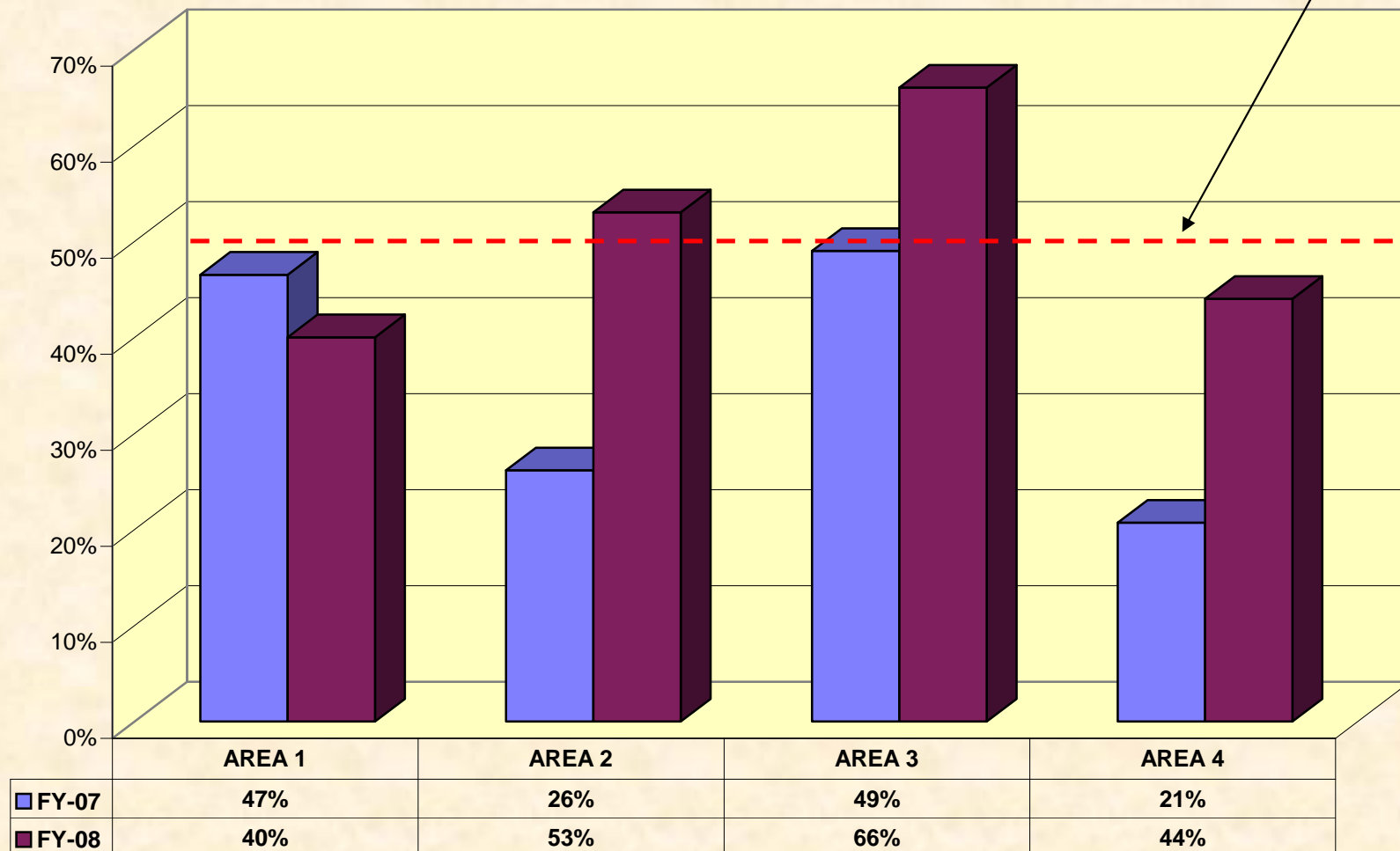
Veterans Benefits Administration FY-07 & FY-08 ADR Offers

80% Government-Wide Average



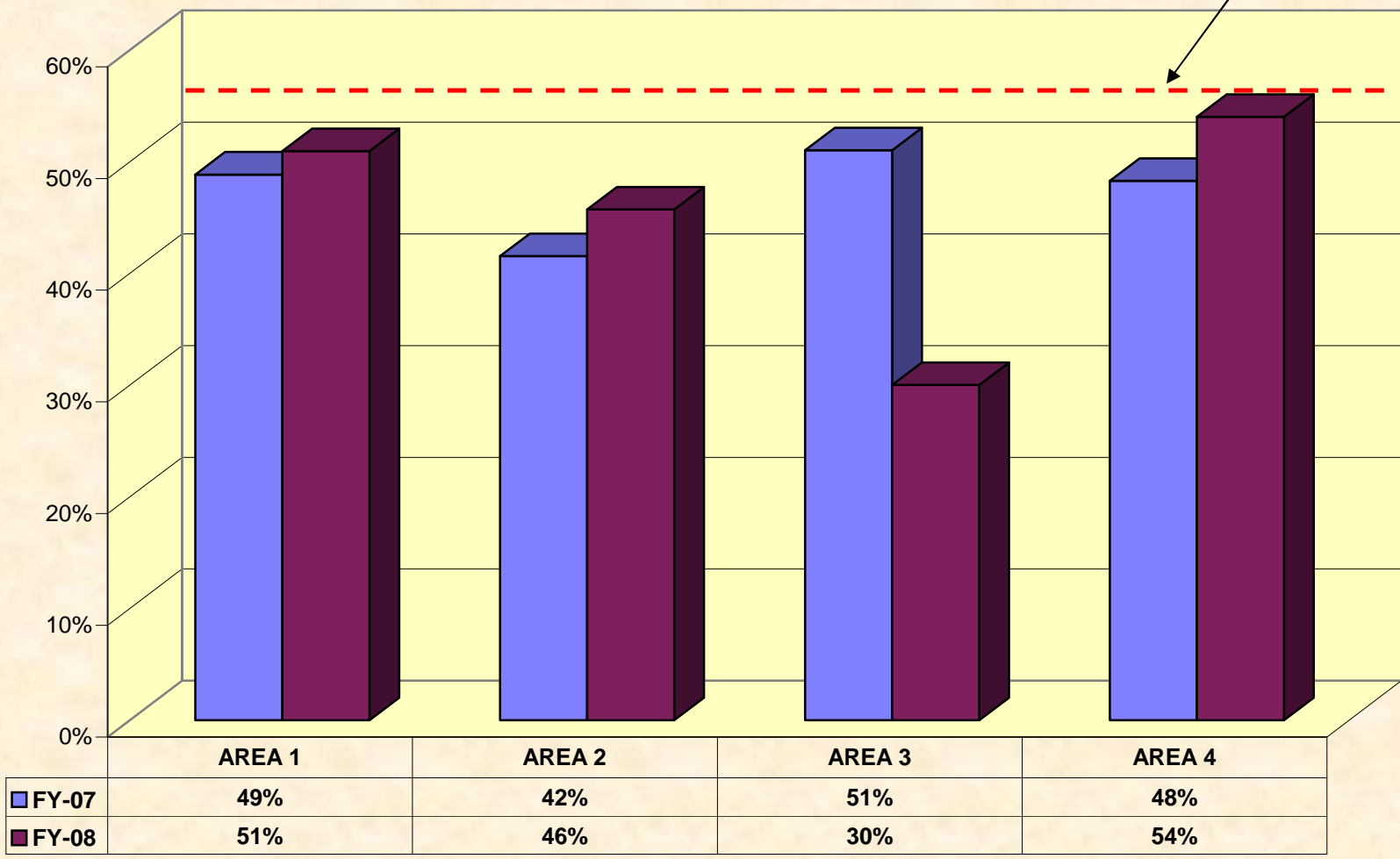
Veterans Benefits Administration FY-07 & FY-08 ADR Participation

48% Government-Wide Average



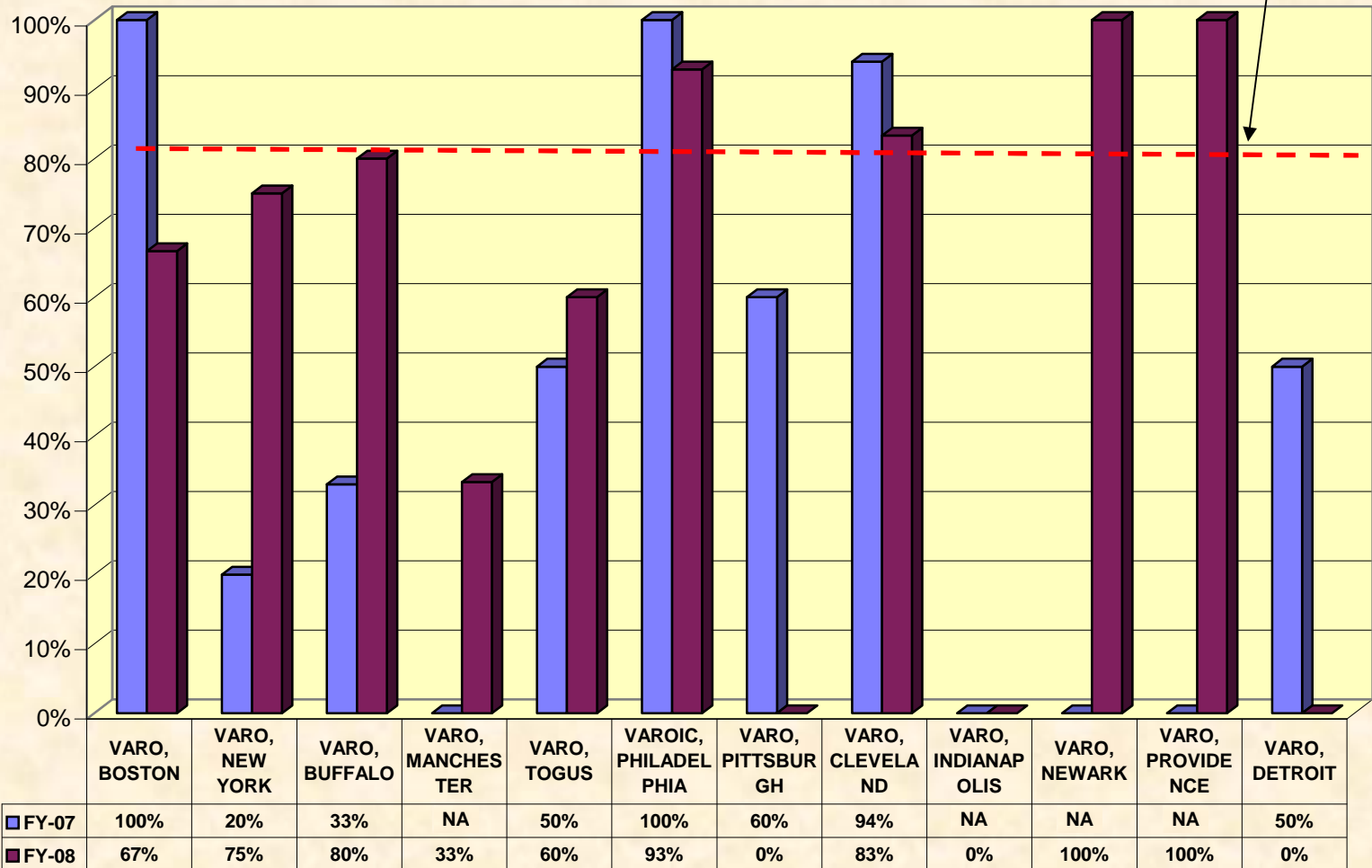
Veterans Benefits Administration FY-07 & FY-08 Resolution Rate

55% Government-Wide Average



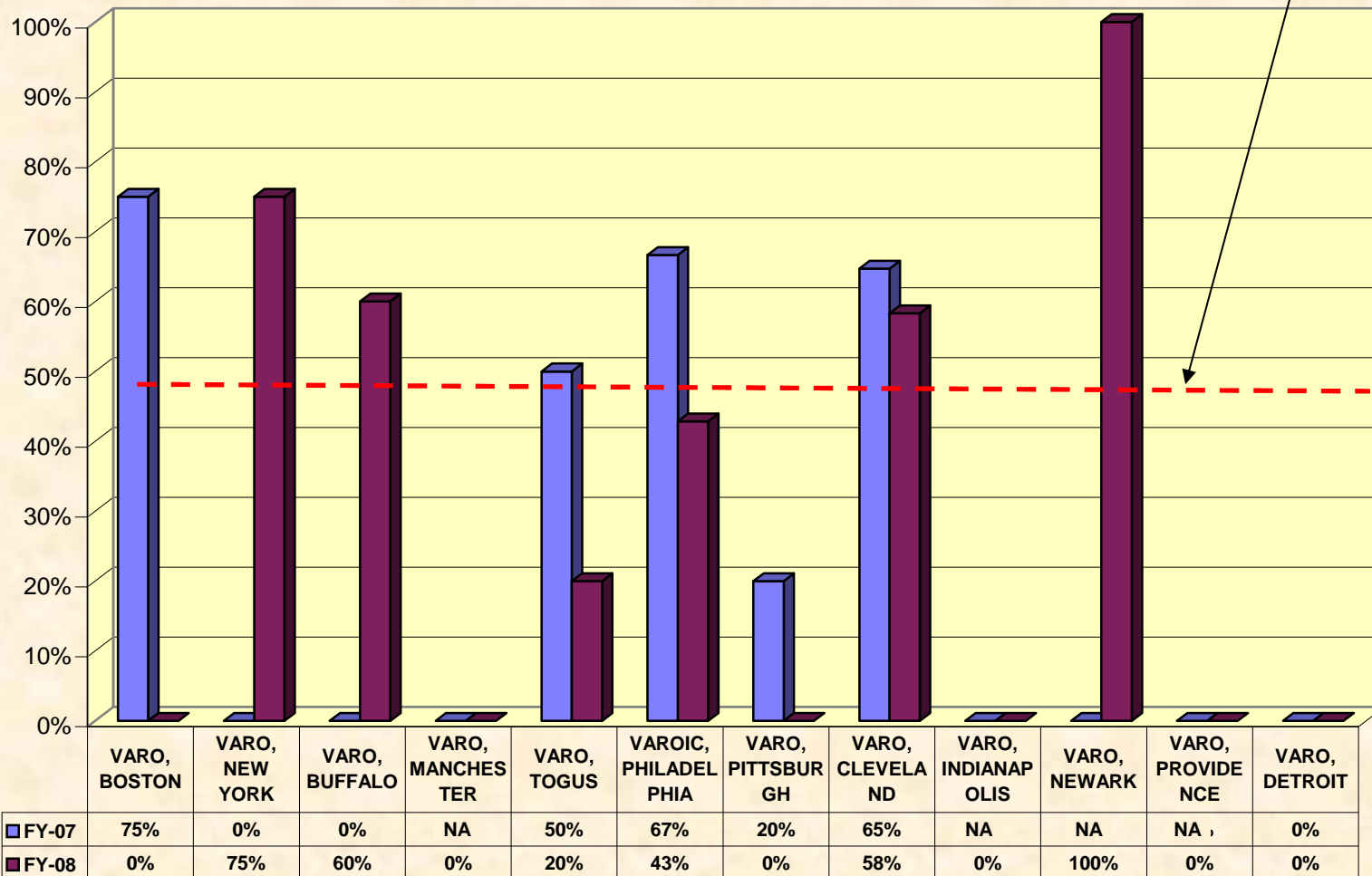
Veterans Benefits Administration FY-07 & FY-08 ADR Offers - AREA 1

80% Government-Wide Average



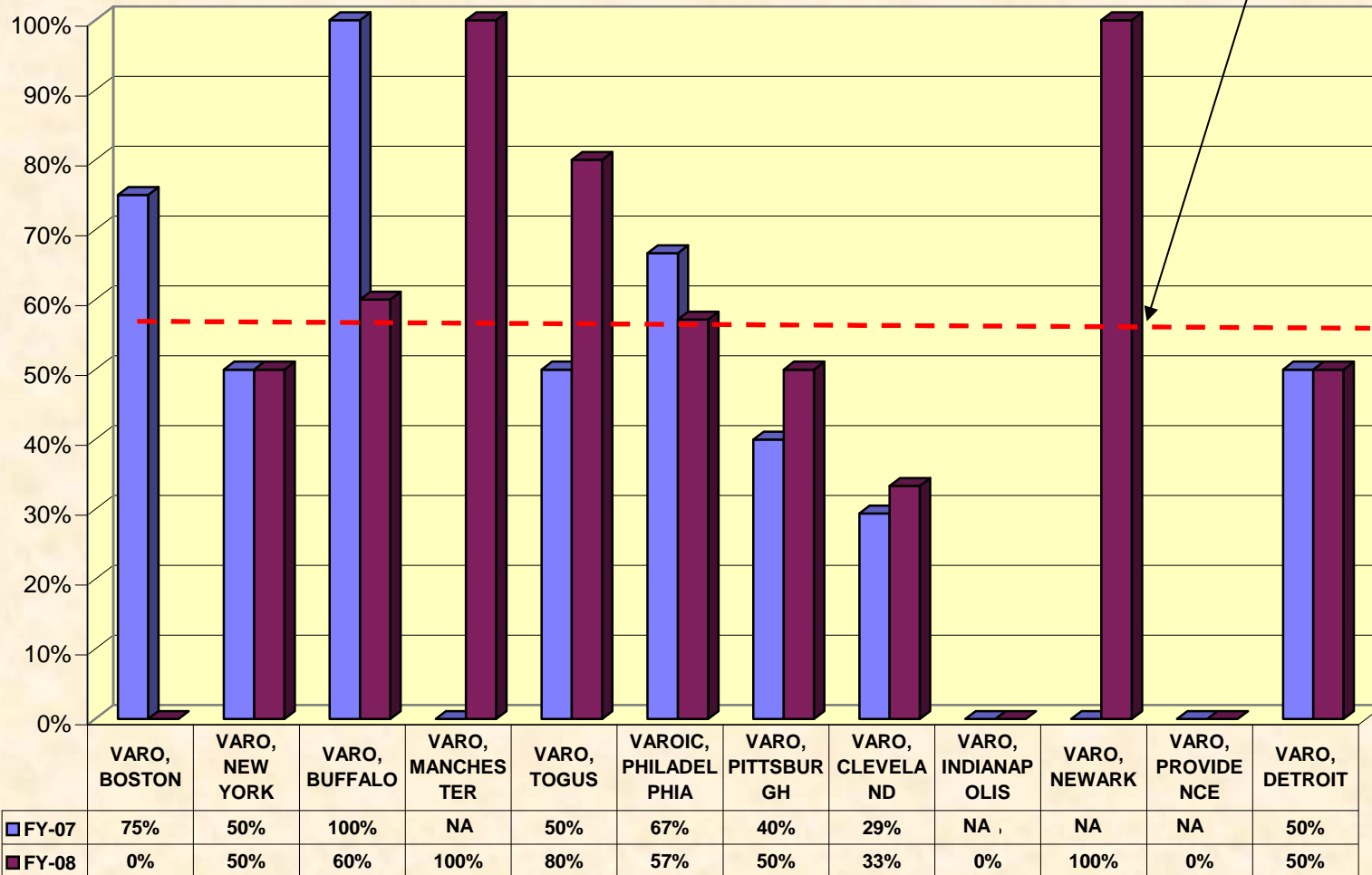
Veterans Benefits Administration FY-07 & FY-08 ADR Participation - AREA 1

48% Government-Wide Average



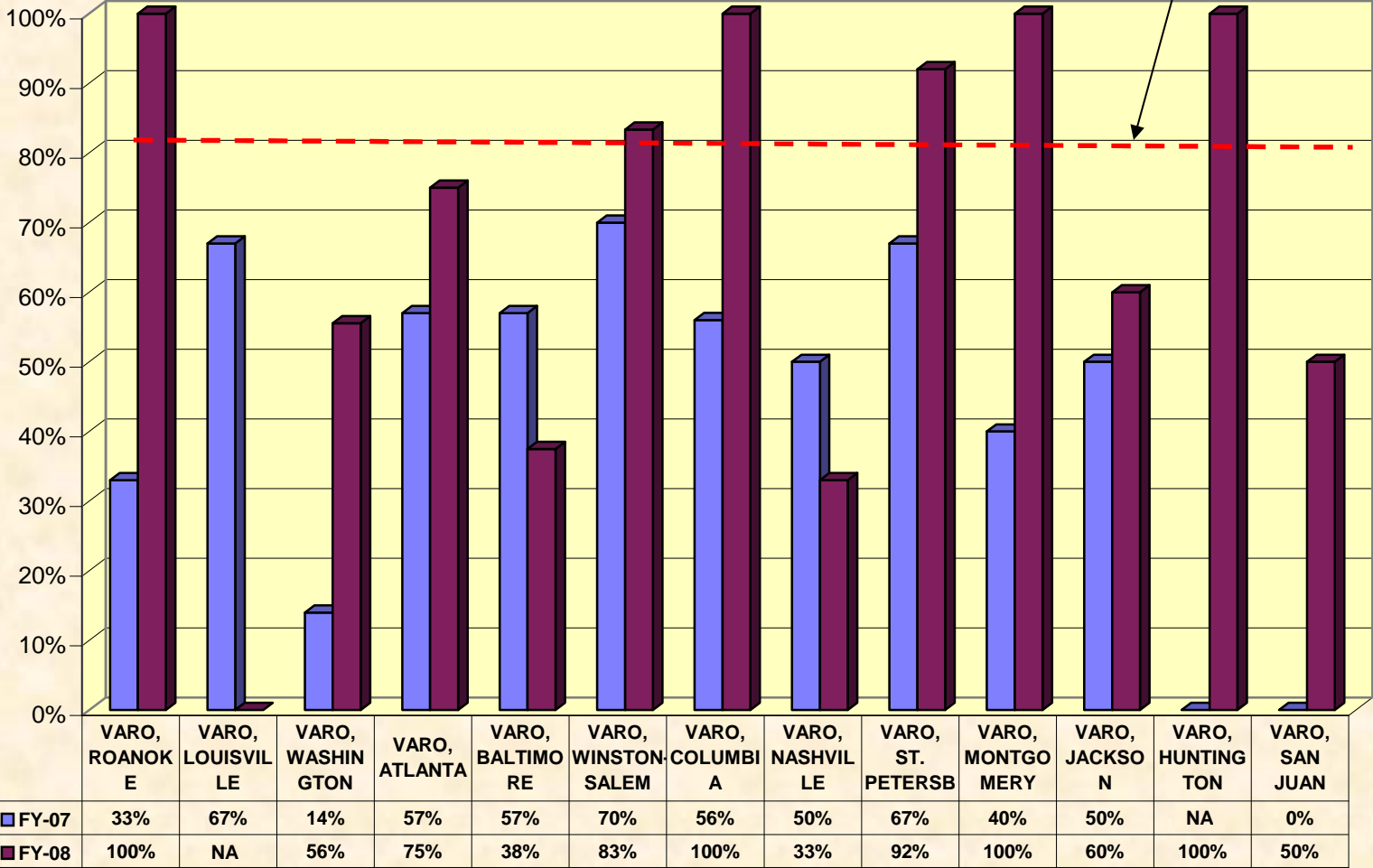
Veterans Benefits Administration FY-07 & FY-08 Resolution Rate - AREA 1

55% Government-Wide Average



Veterans Benefits Administration FY-07 & FY-08 ADR Offers - AREA 2

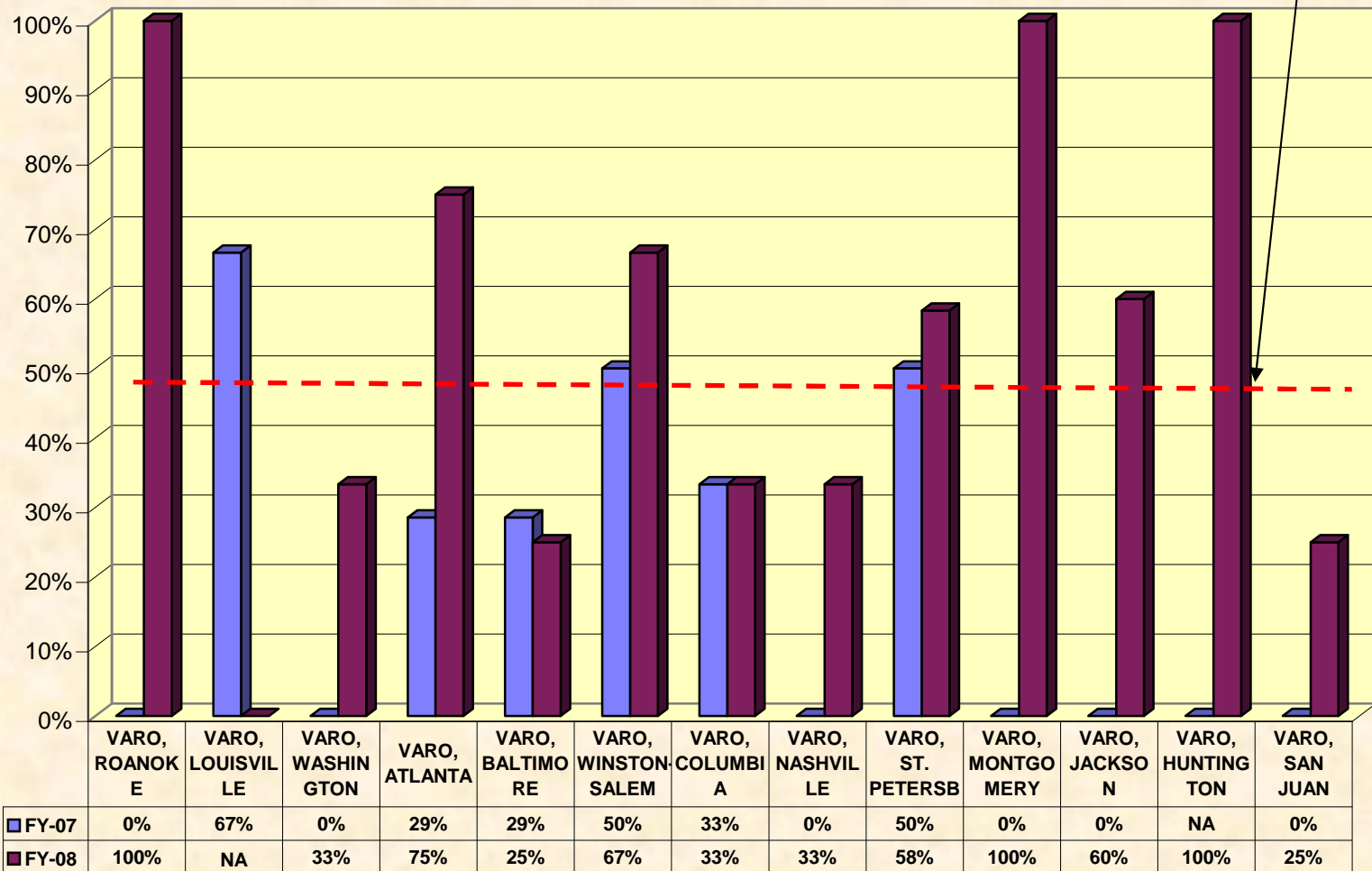
80% Government-Wide Average



Veterans Benefits Administration

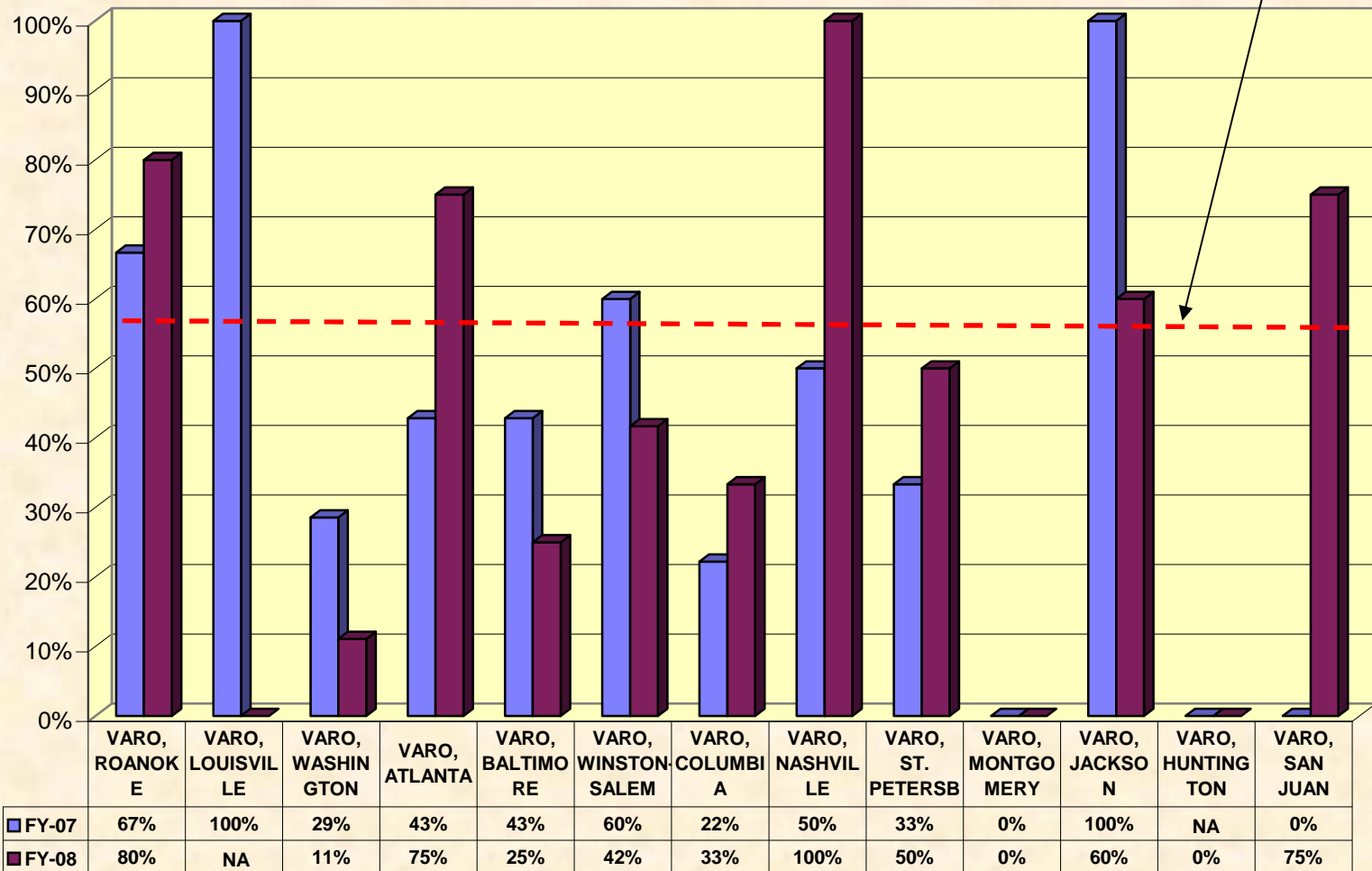
FY-07 & FY-08 ADR Participation - AREA 2

48% Government-Wide Average



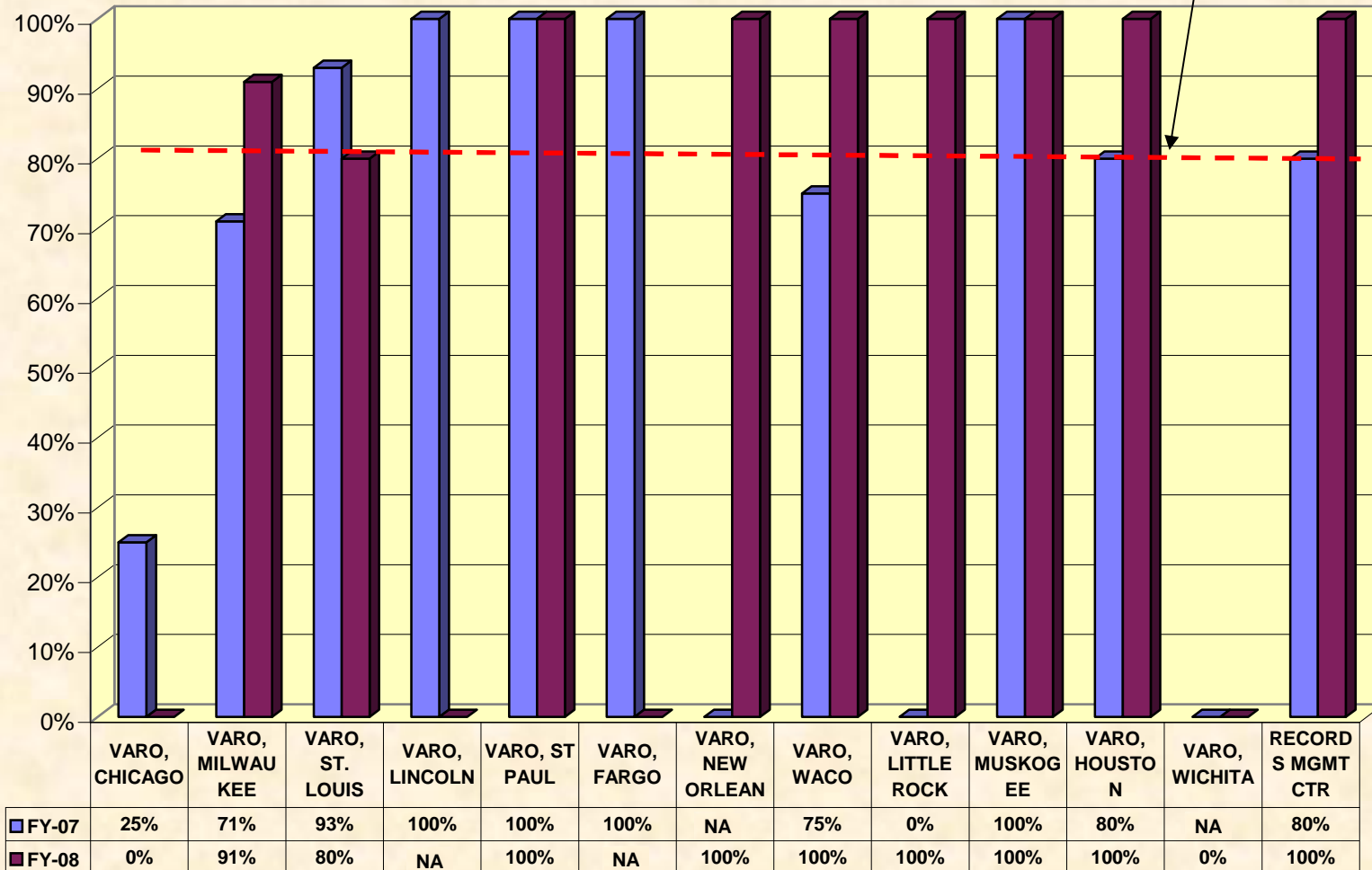
Veterans Benefits Administration FY-07 & FY-08 Resolution Rate - AREA 2

55% Government-Wide Average



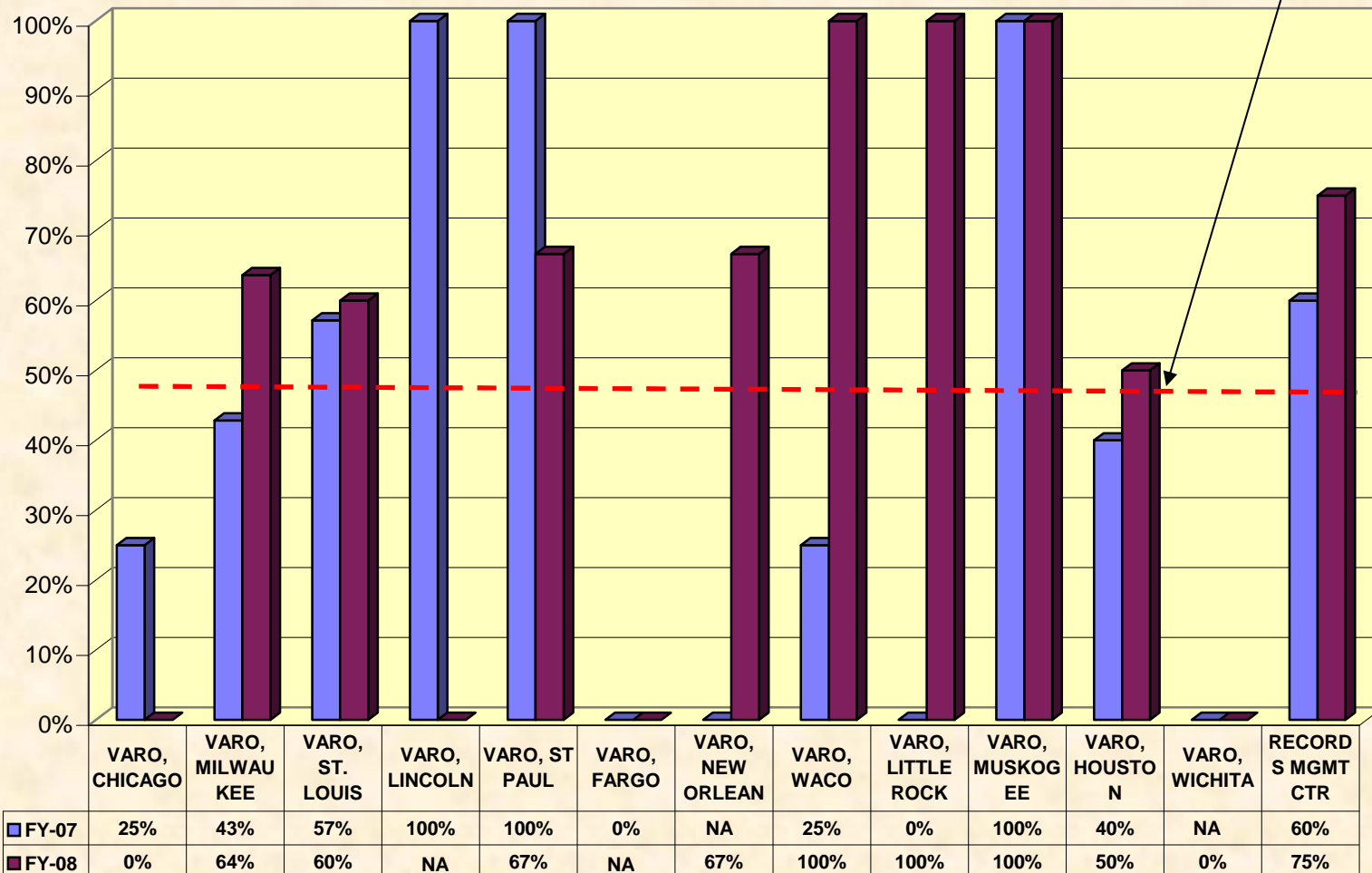
Veterans Benefits Administration FY-07 & FY-08 ADR Offers - AREA 3

80% Government-Wide Average



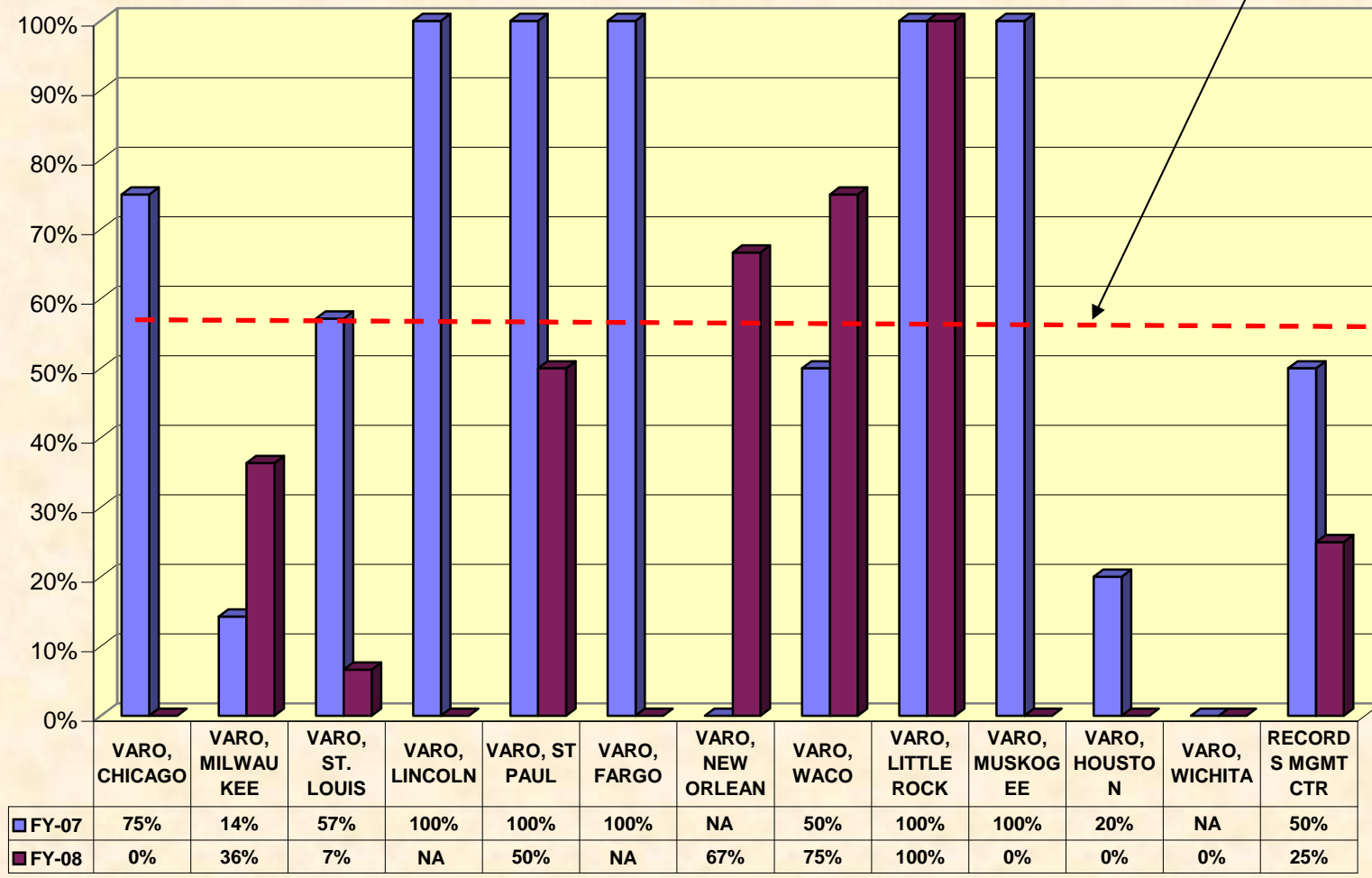
Veterans Benefits Administration FY-07 & FY-08 ADR Participation - AREA 3

48% Government-Wide Average



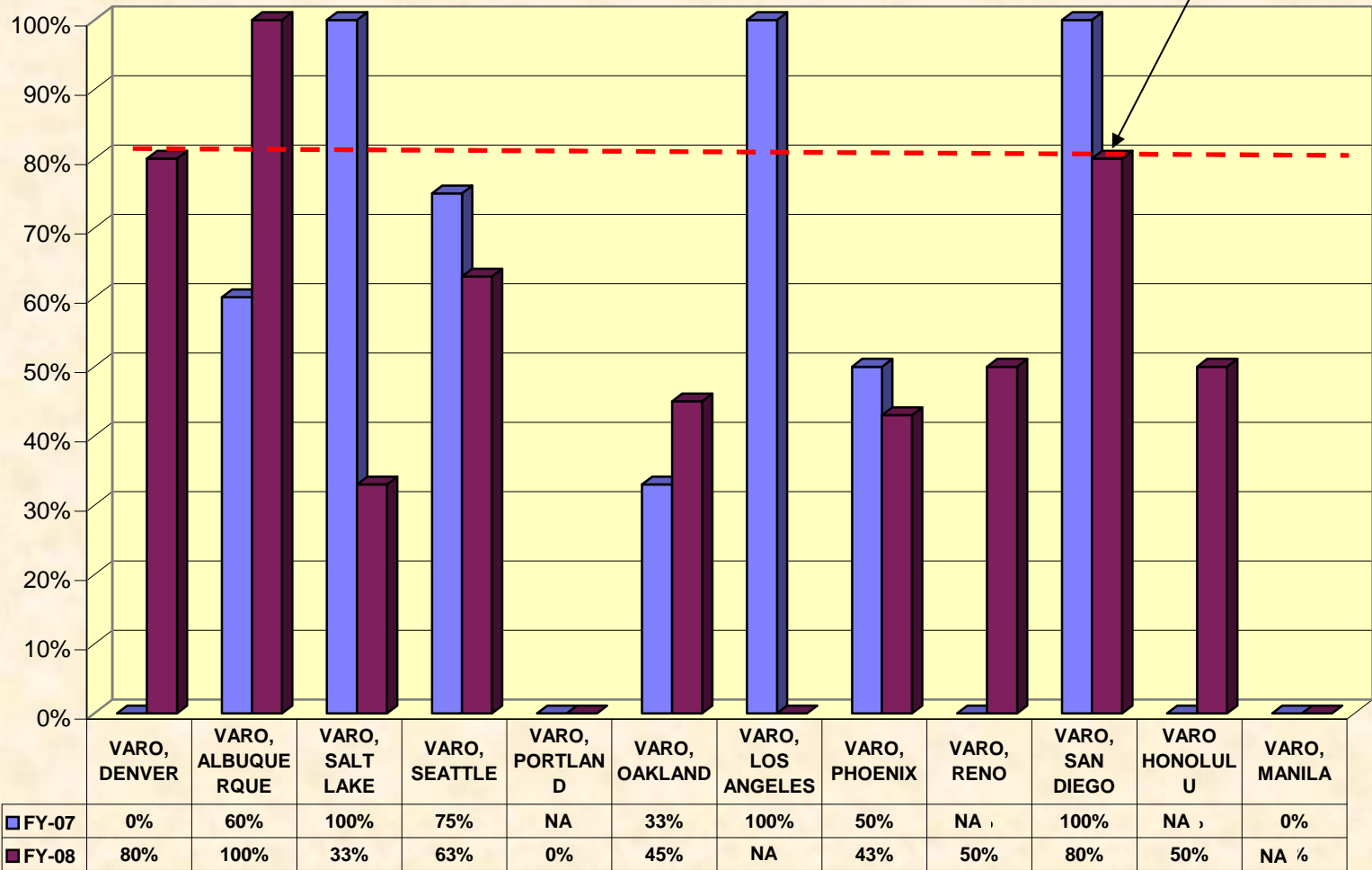
Veterans Benefits Administration FY-07 & FY-08 Resolution Rate - AREA 3

55% Government-Wide Average



Veterans Benefits Administration FY-07 & FY-08 ADR Offers - AREA 4

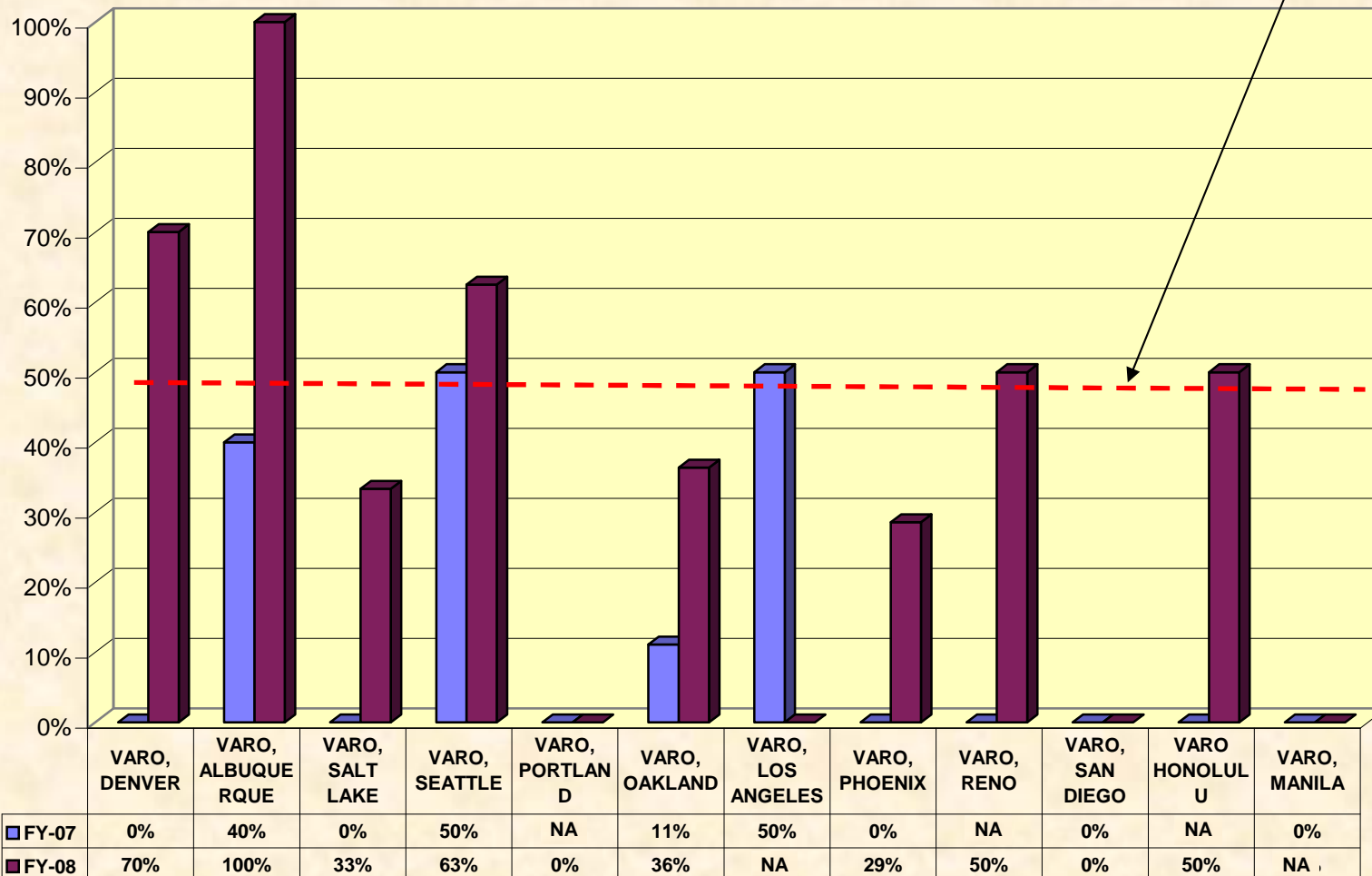
80% Government-Wide Average



Veterans Benefits Administration

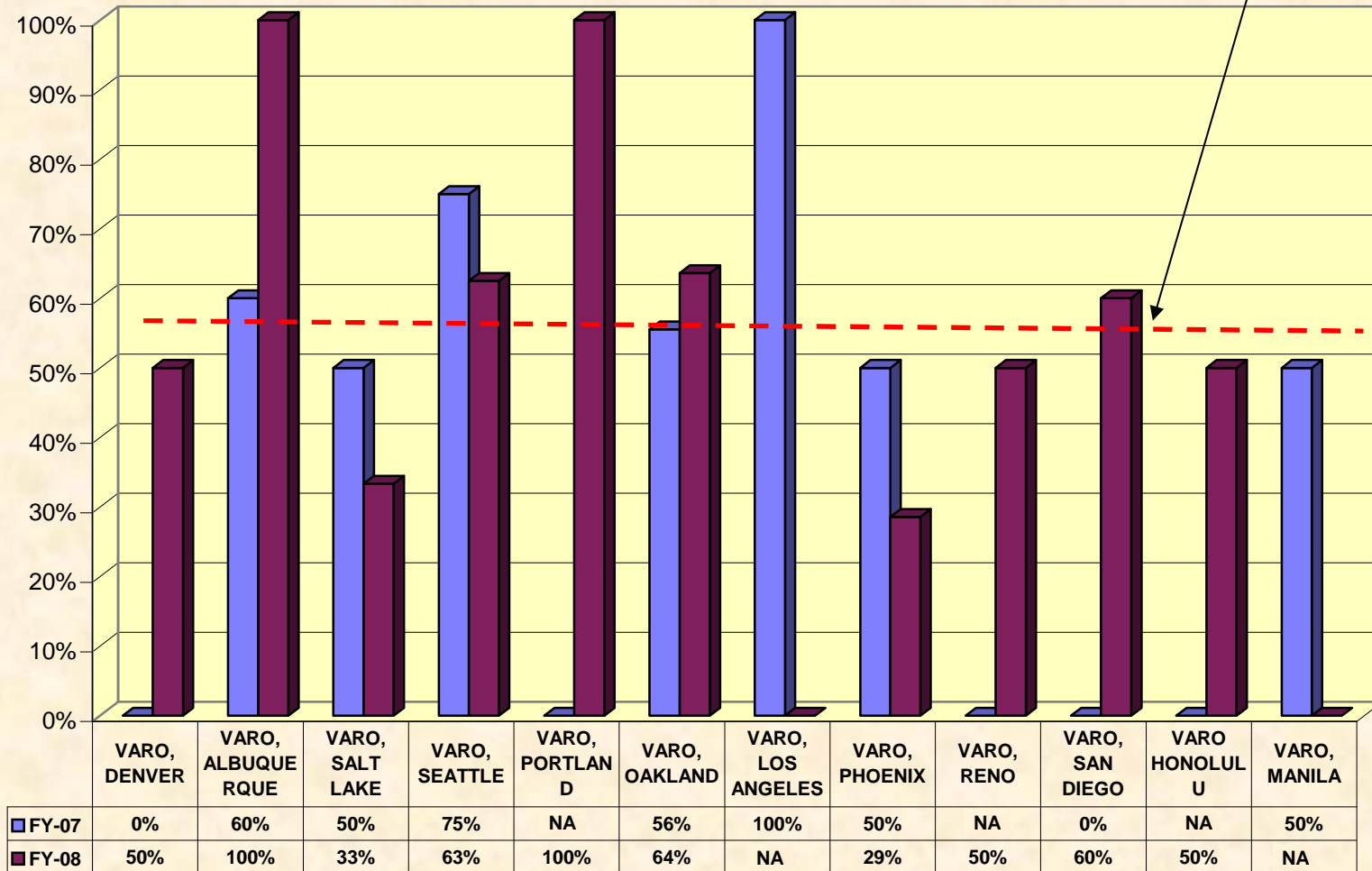
FY-07 & FY-08 ADR Participation - AREA 4

48% Government-Wide Average



Veterans Benefits Administration FY-07 & FY-08 Resolution Rate - AREA 4

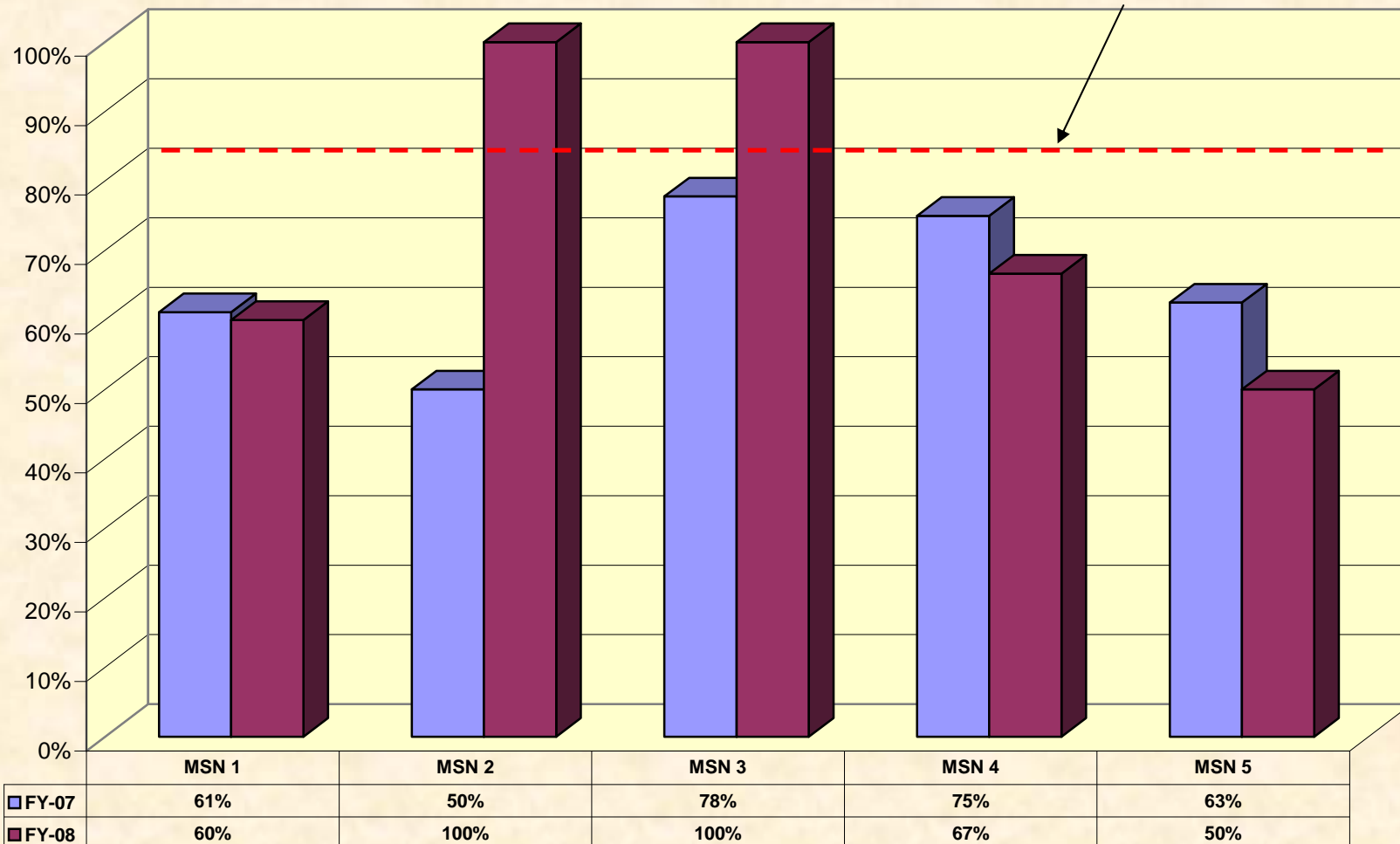
55% Government-Wide Average



National Cemetery Administration

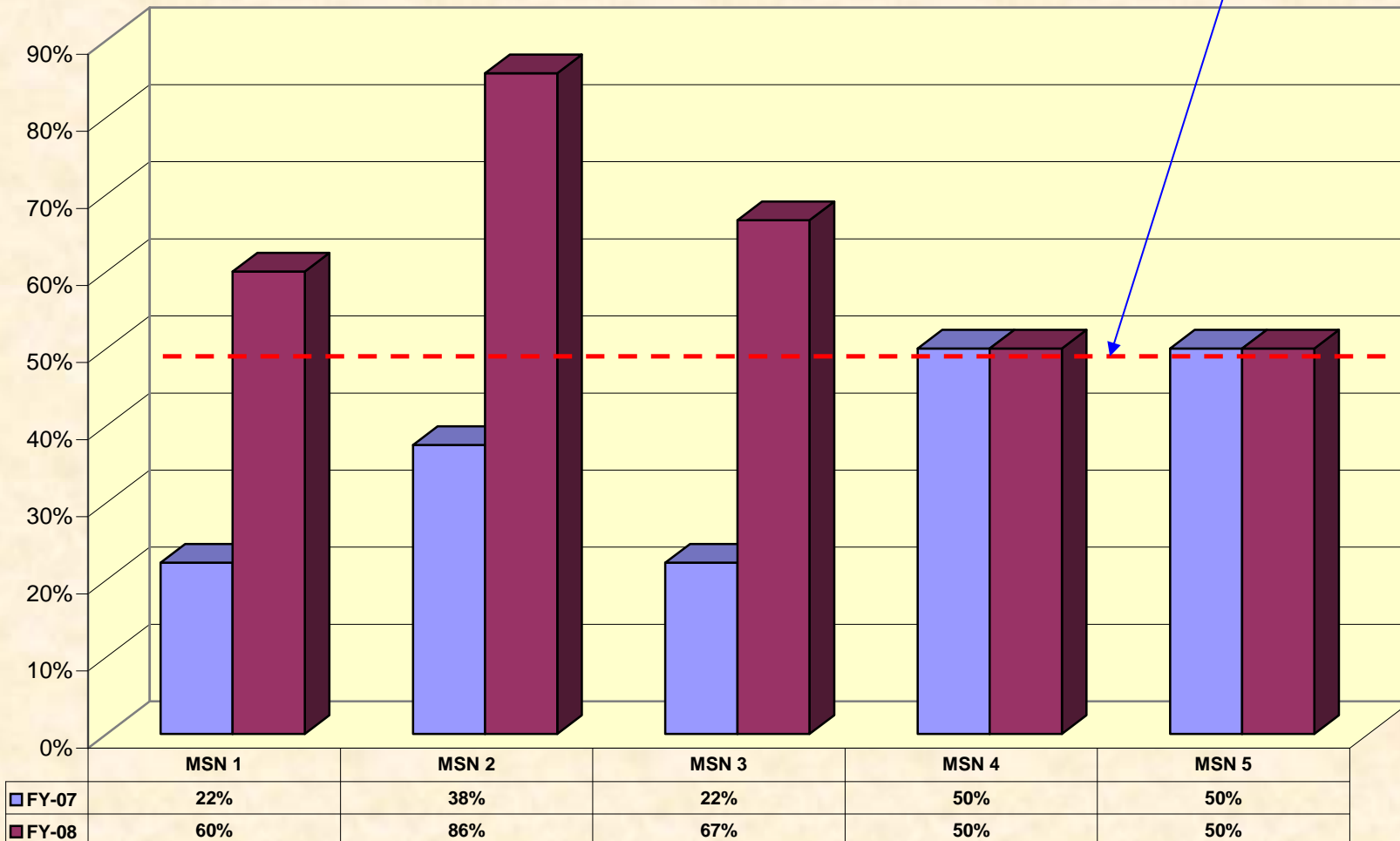
National Cemetery Administration FY-07 & FY-08 ADR Offers

80% Government-
Wide Average



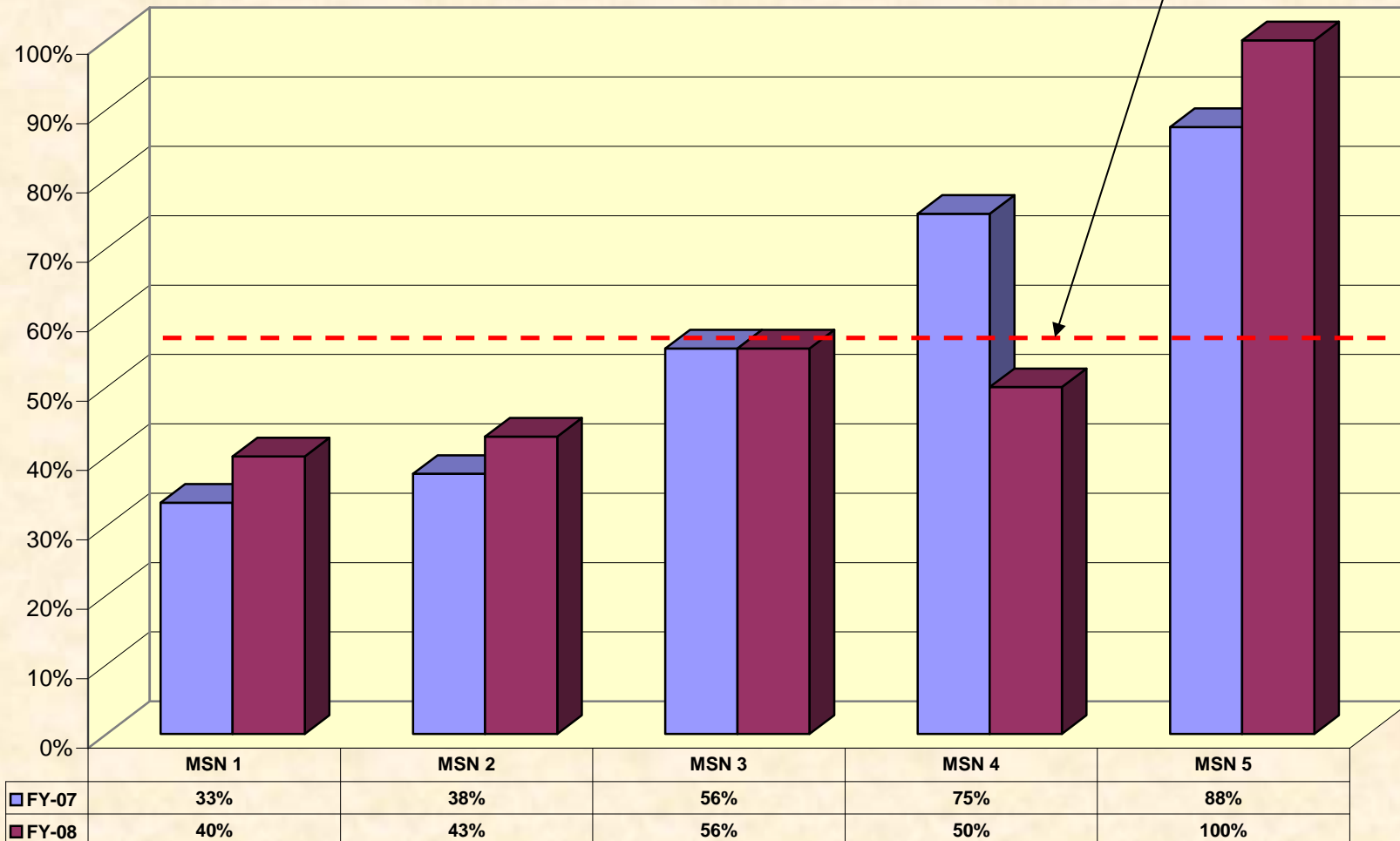
National Cemetery Administration FY-07 & FY-08 ADR Participation

48% Government-Wide Average

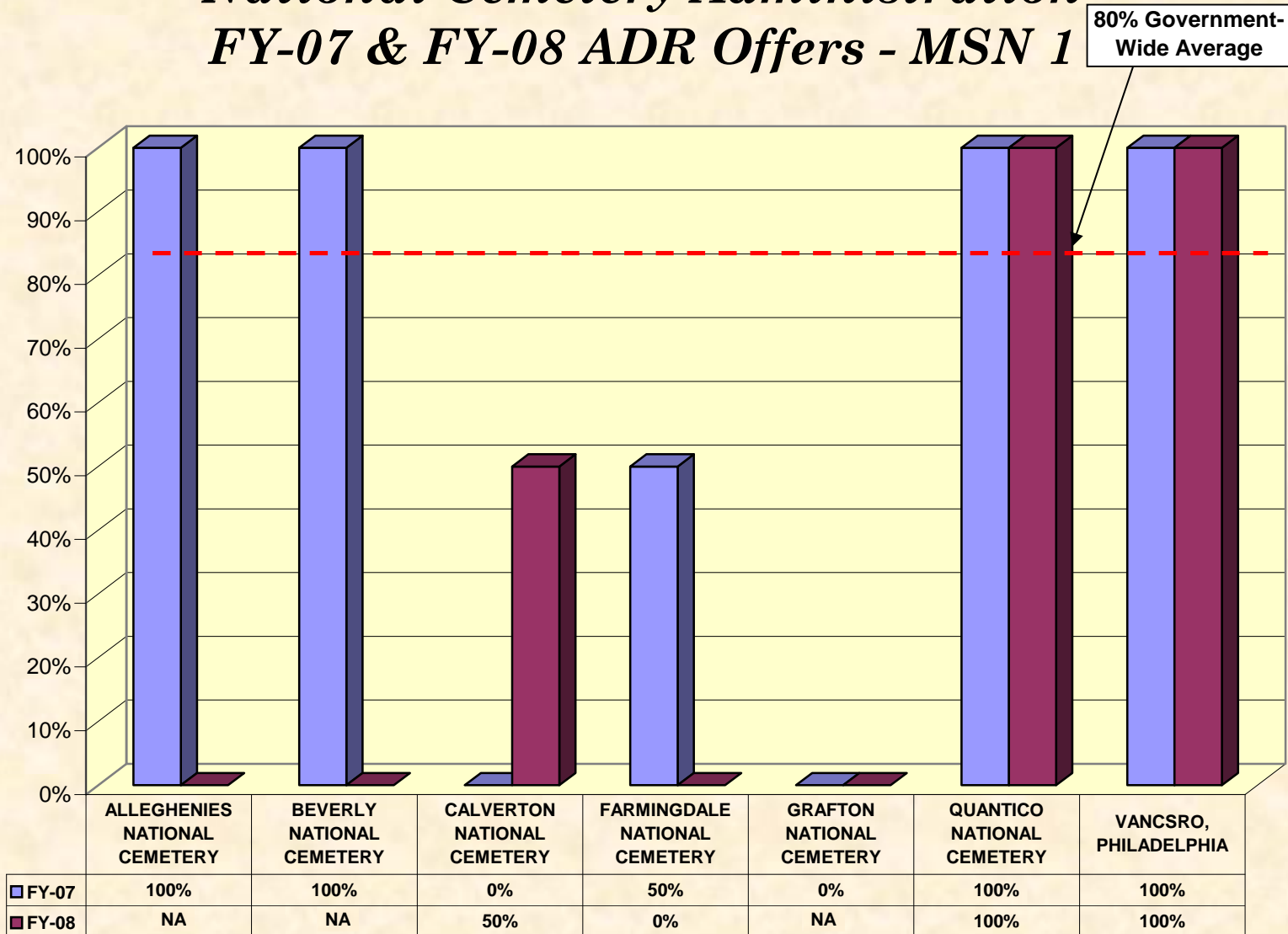


National Cemetery Administration FY-07 & FY-08 Resolution Rate

55% Government-Wide Average



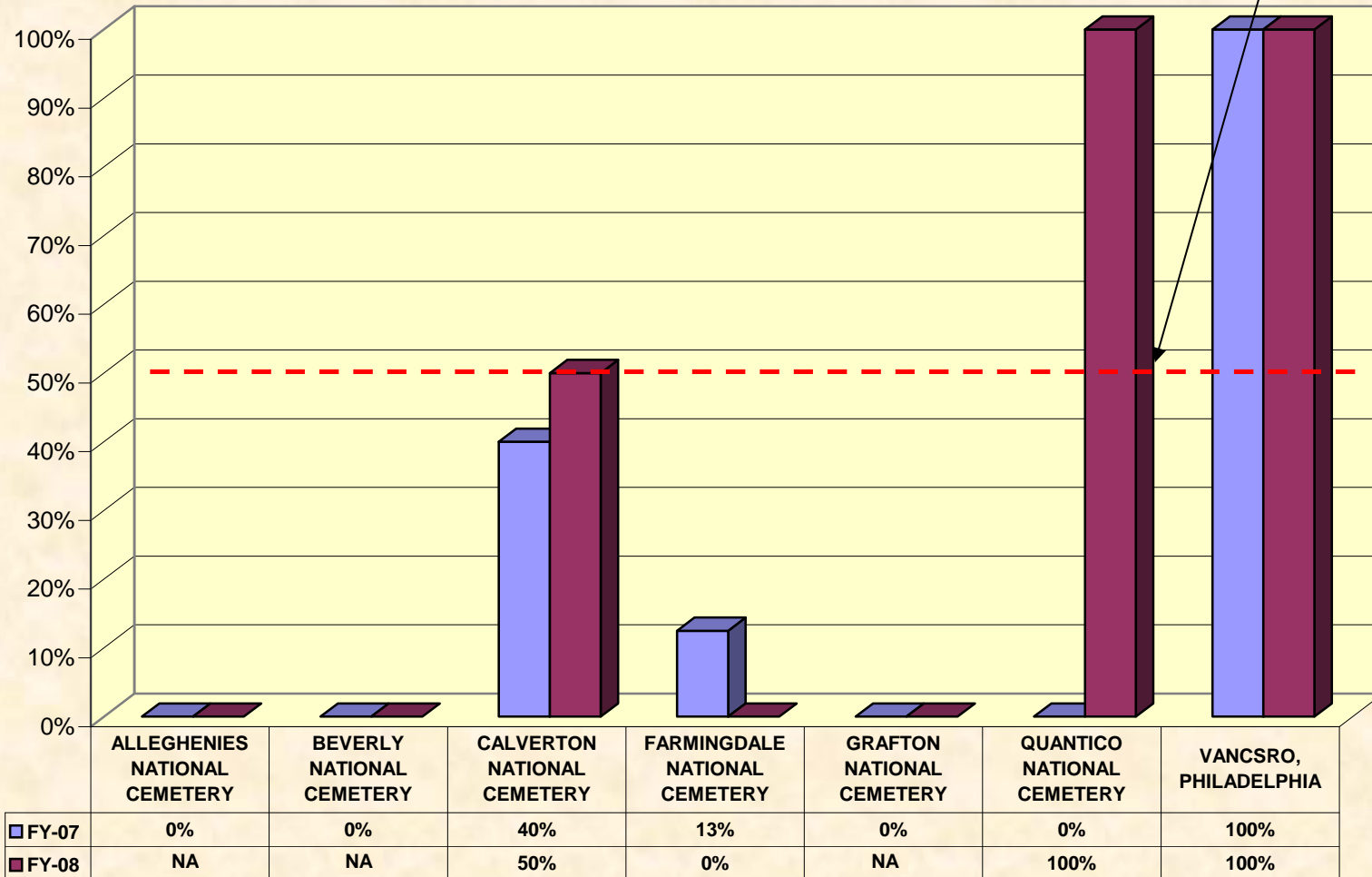
National Cemetery Administration FY-07 & FY-08 ADR Offers - MSN 1



National Cemetery Administration

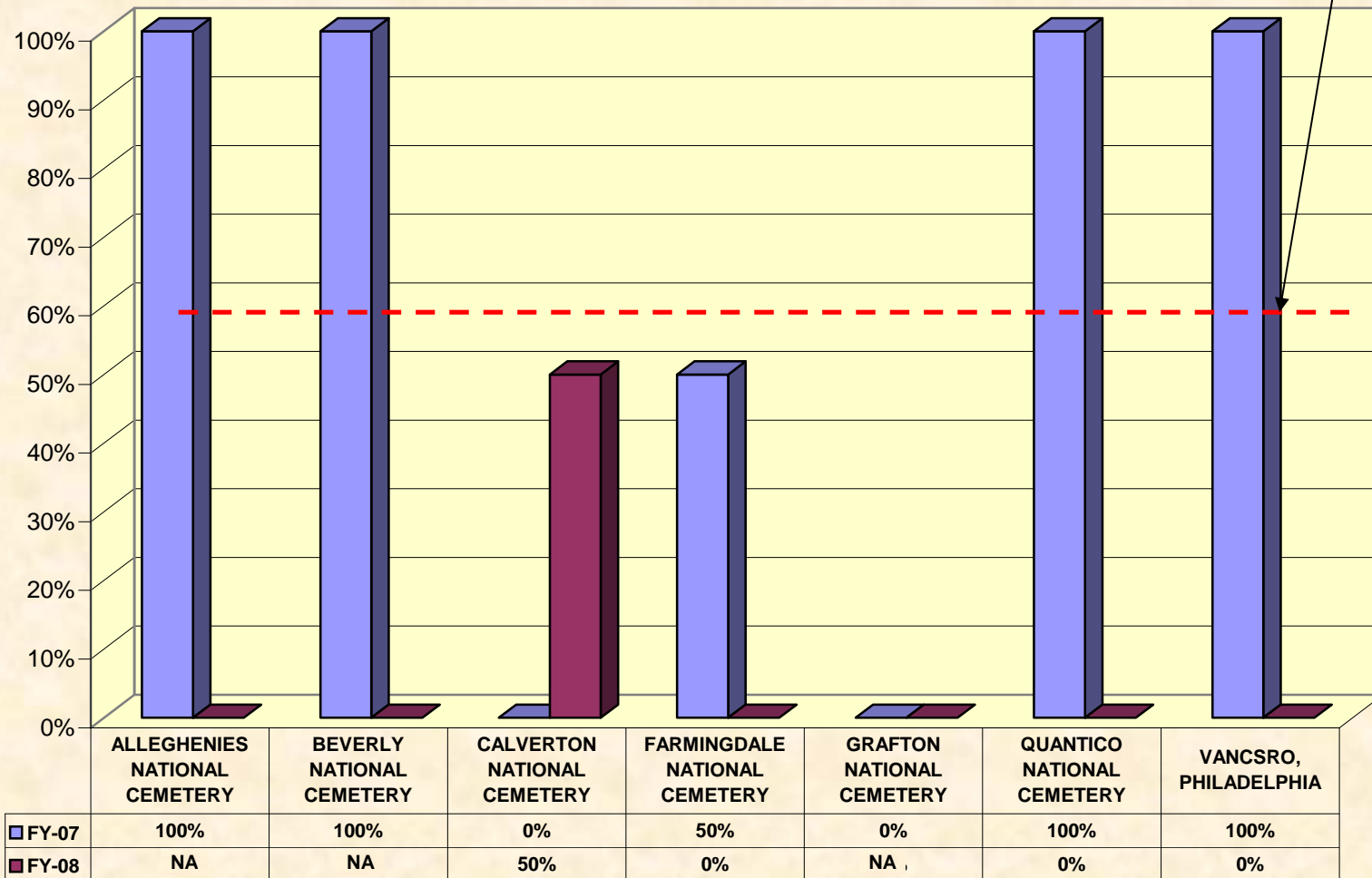
FY-07 & FY-08 ADR Participation - MSN 1

48% Government-Wide Average



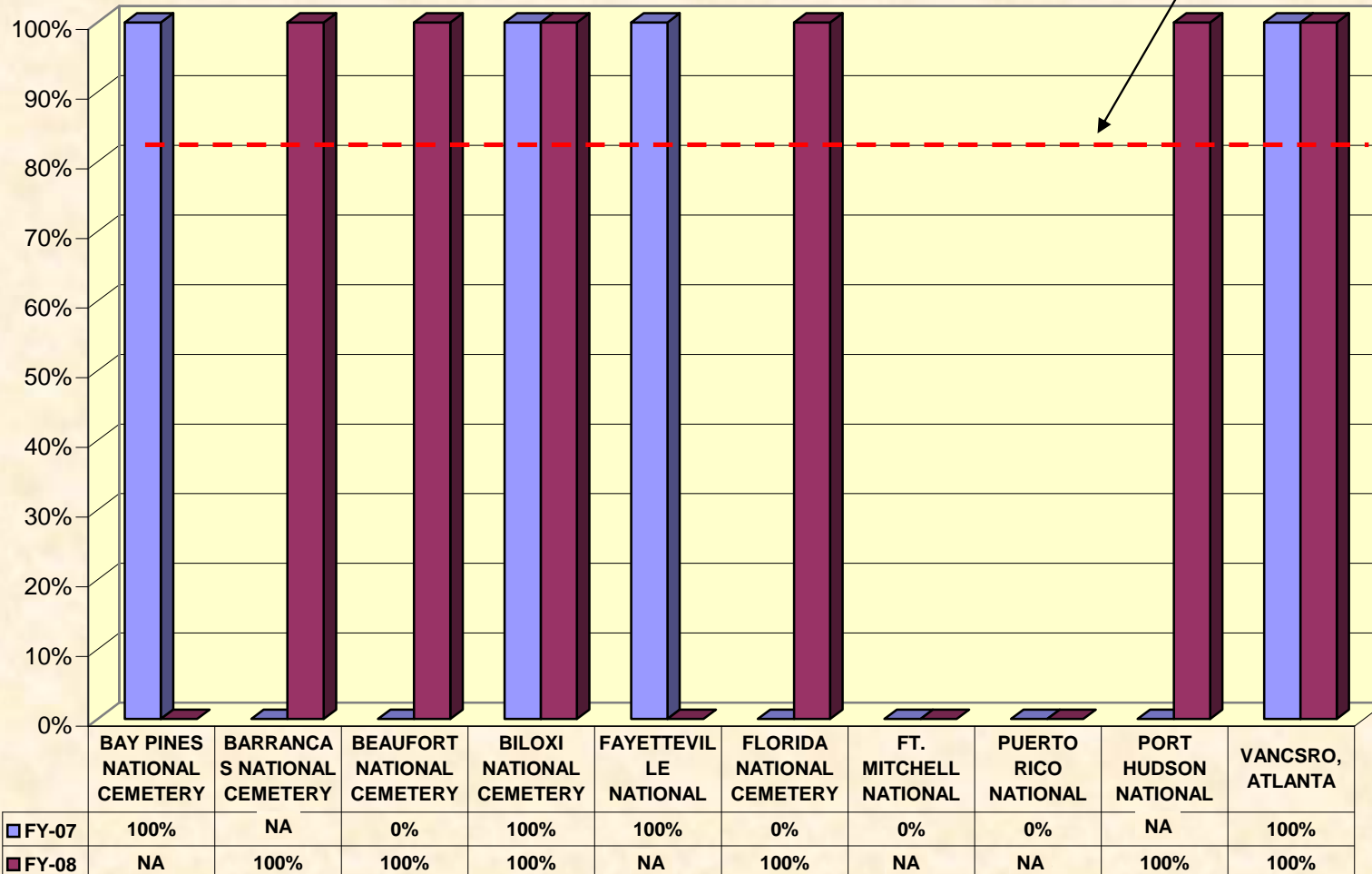
National Cemetery Administration FY-07 & FY-08 Resolution Rate - MSN 1

55% Government-Wide Average



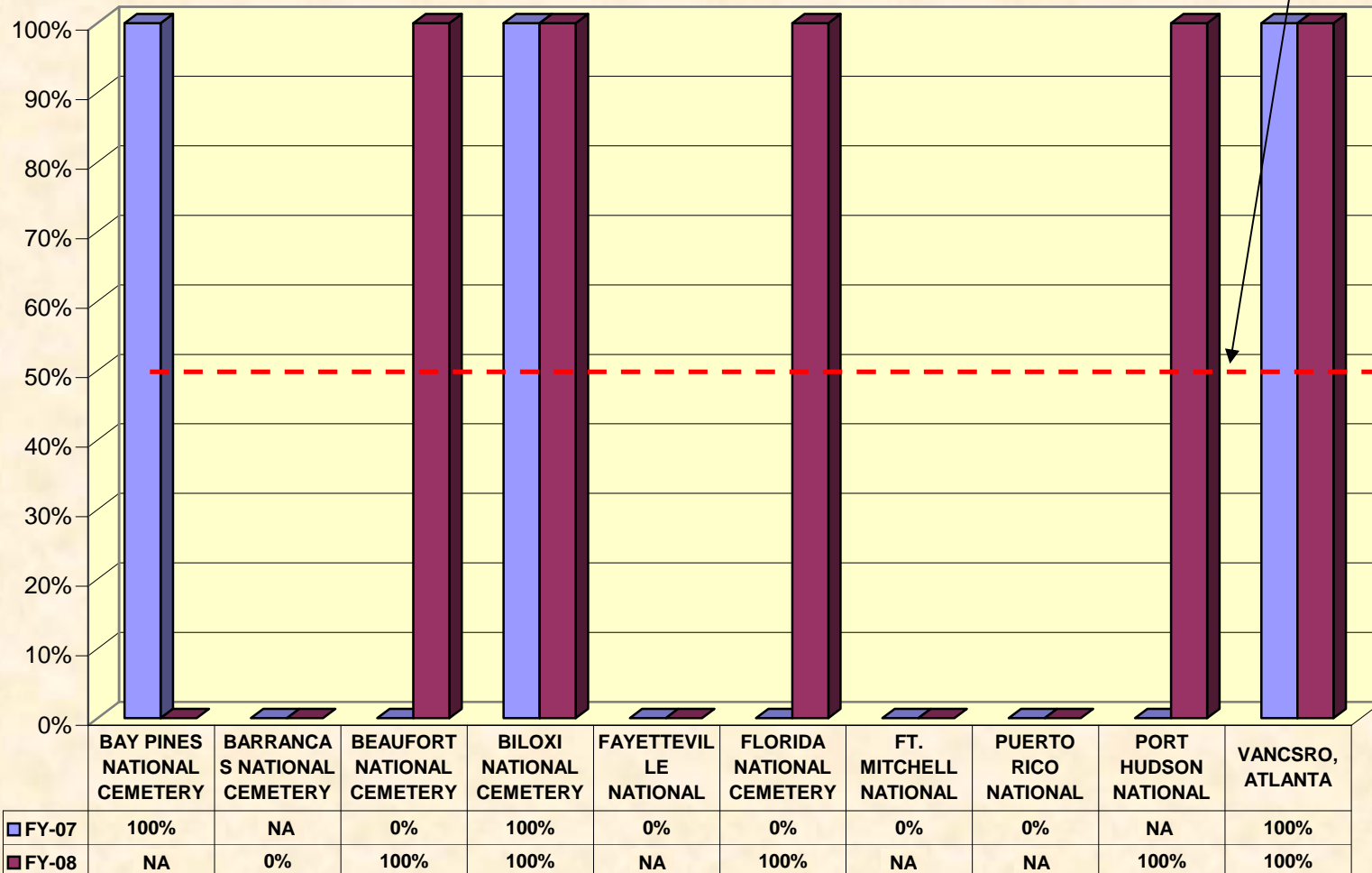
National Cemetery Administration FY-07 & FY-08 ADR Offers - MSN 2

80% Government-Wide Average



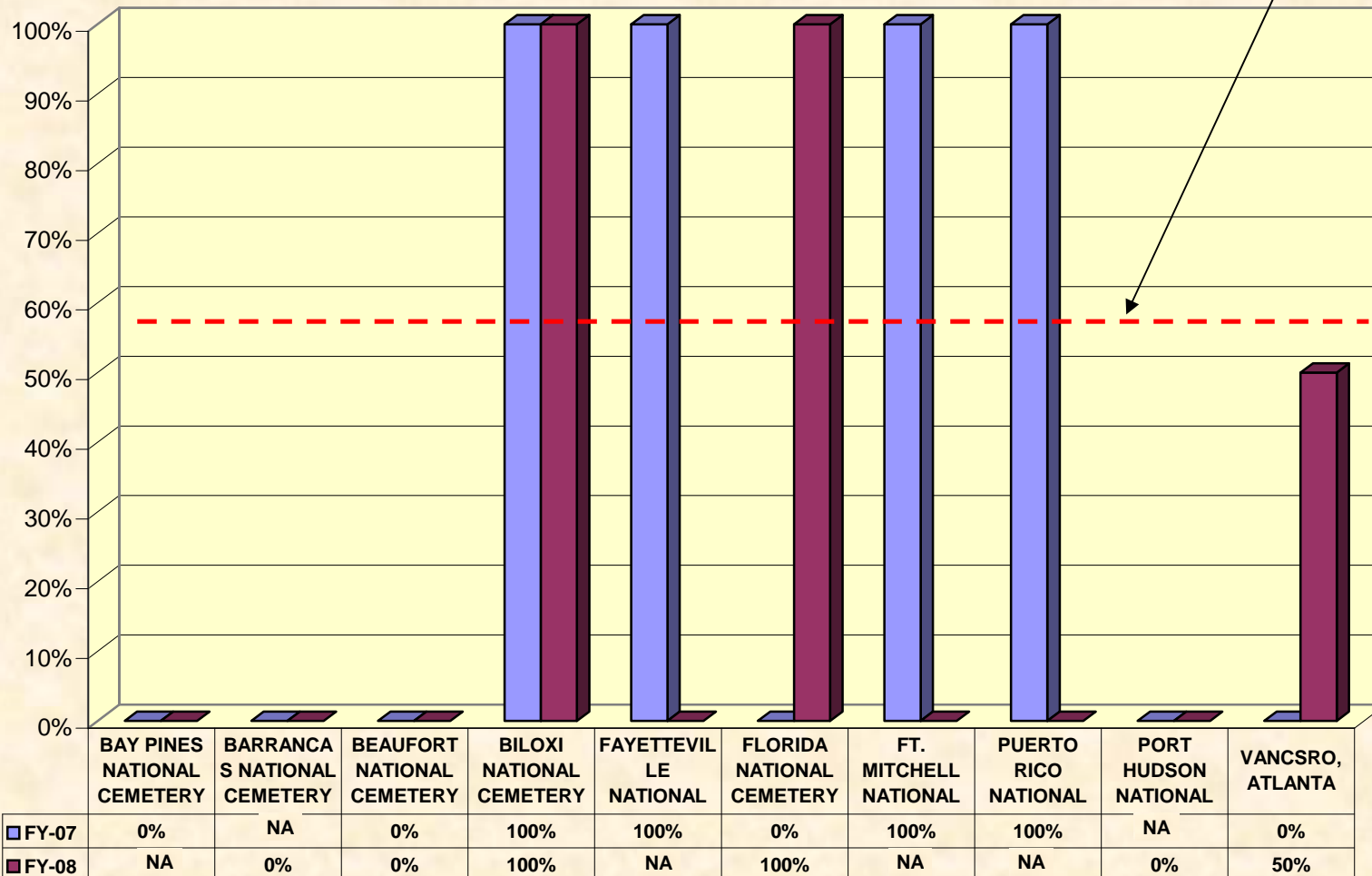
National Cemetery Administration FY-07 & FY-08 ADR Participation - MSN 2

48% Government-Wide Average



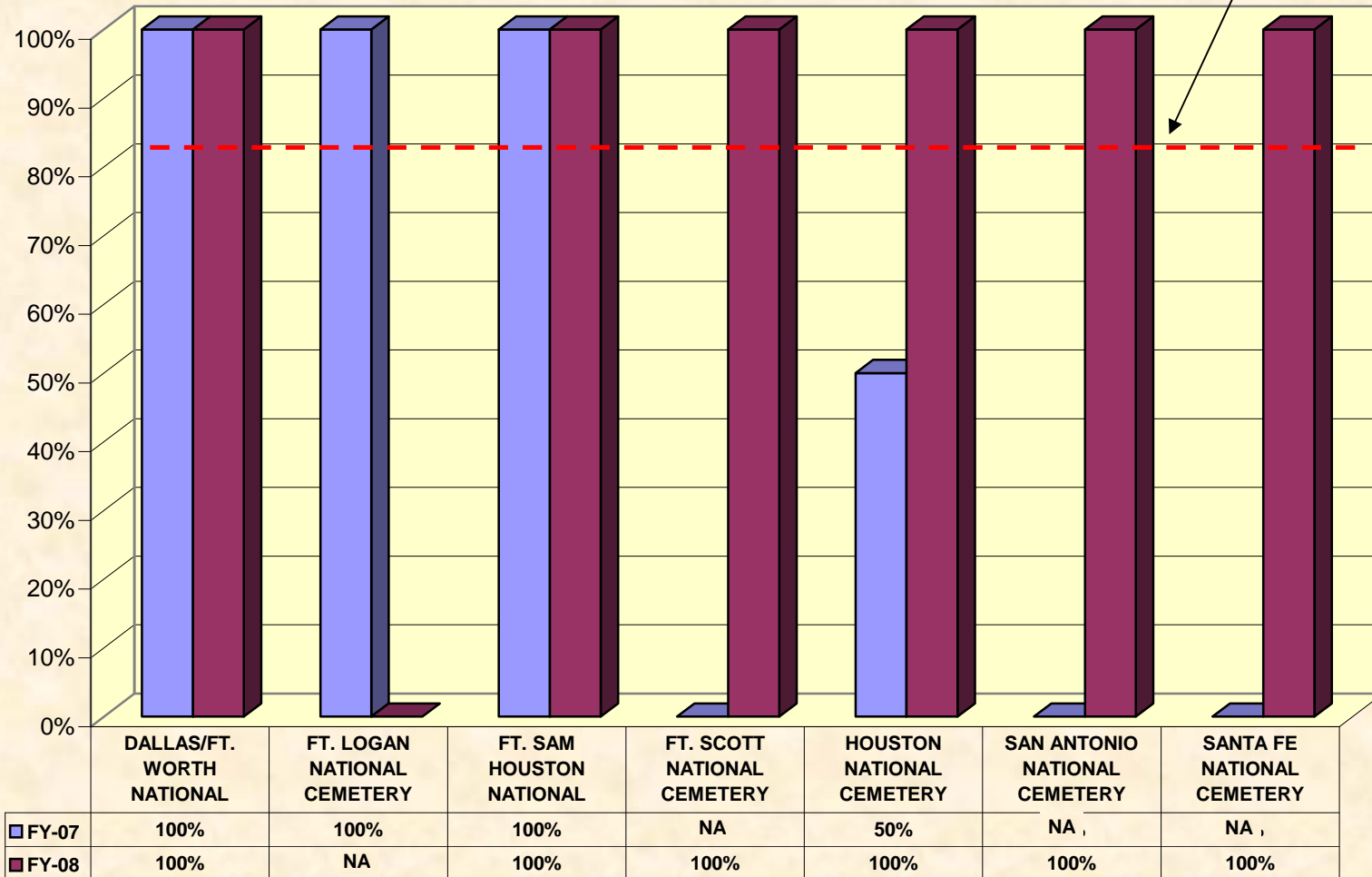
National Cemetery Administration FY-07 & FY-08 Resolution Rate - MSN 2

55% Government-Wide Average



National Cemetery Administration FY-07 & FY-08 ADR Offers - MSN 3

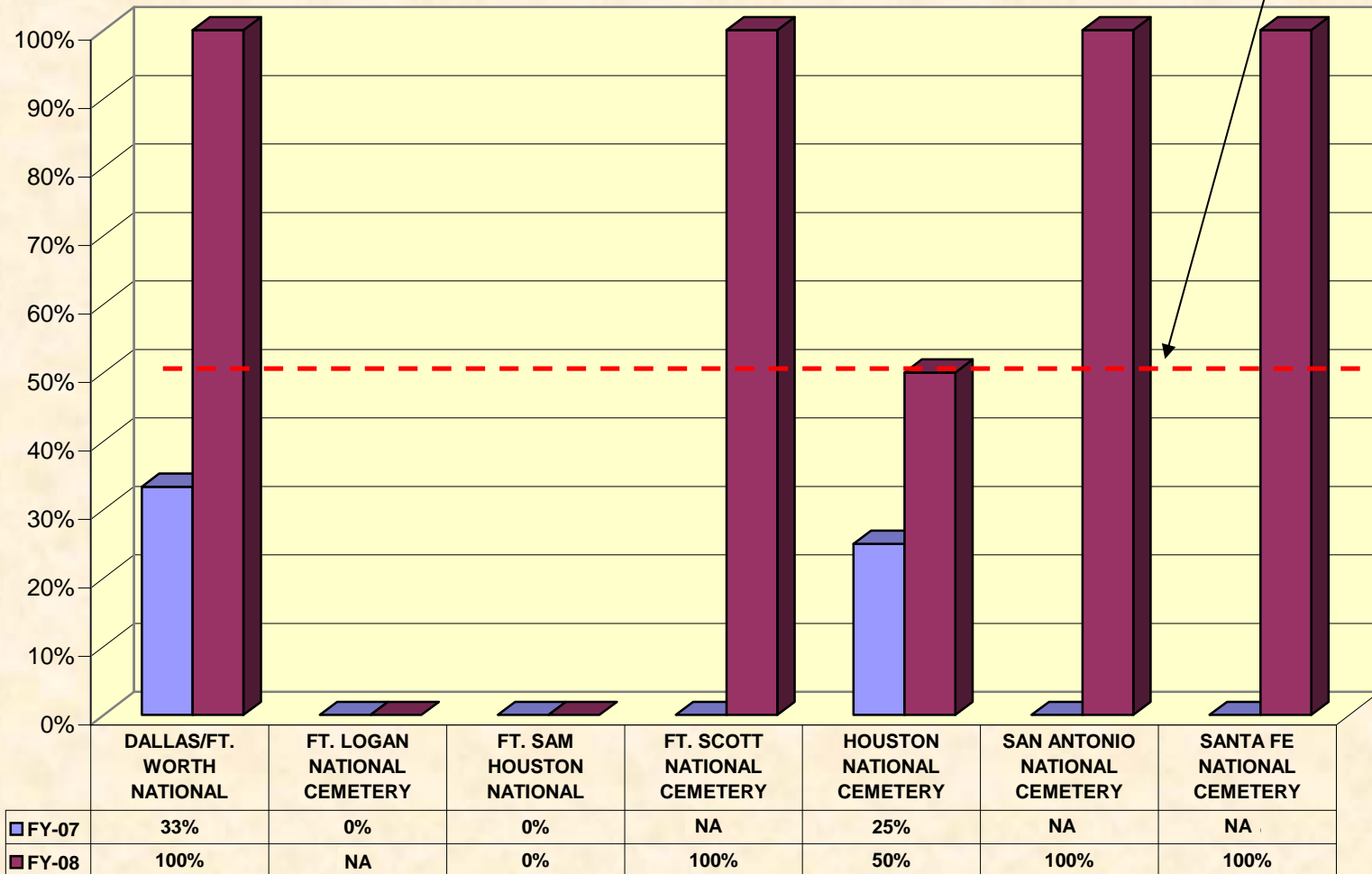
80% Government-Wide Average



National Cemetery Administration

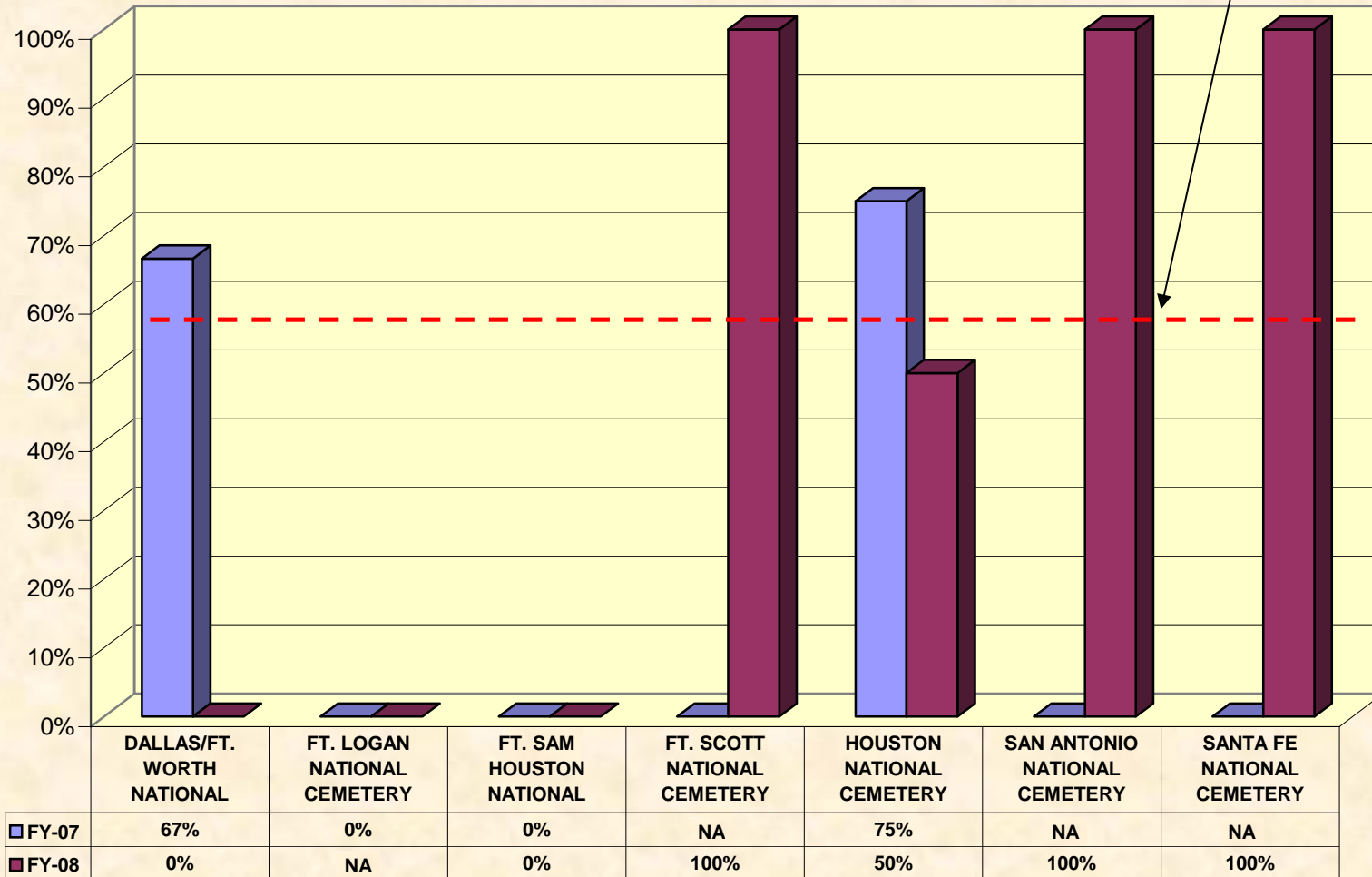
FY-07 & FY-08 ADR Participation - MSN 3

48% Government-Wide Average



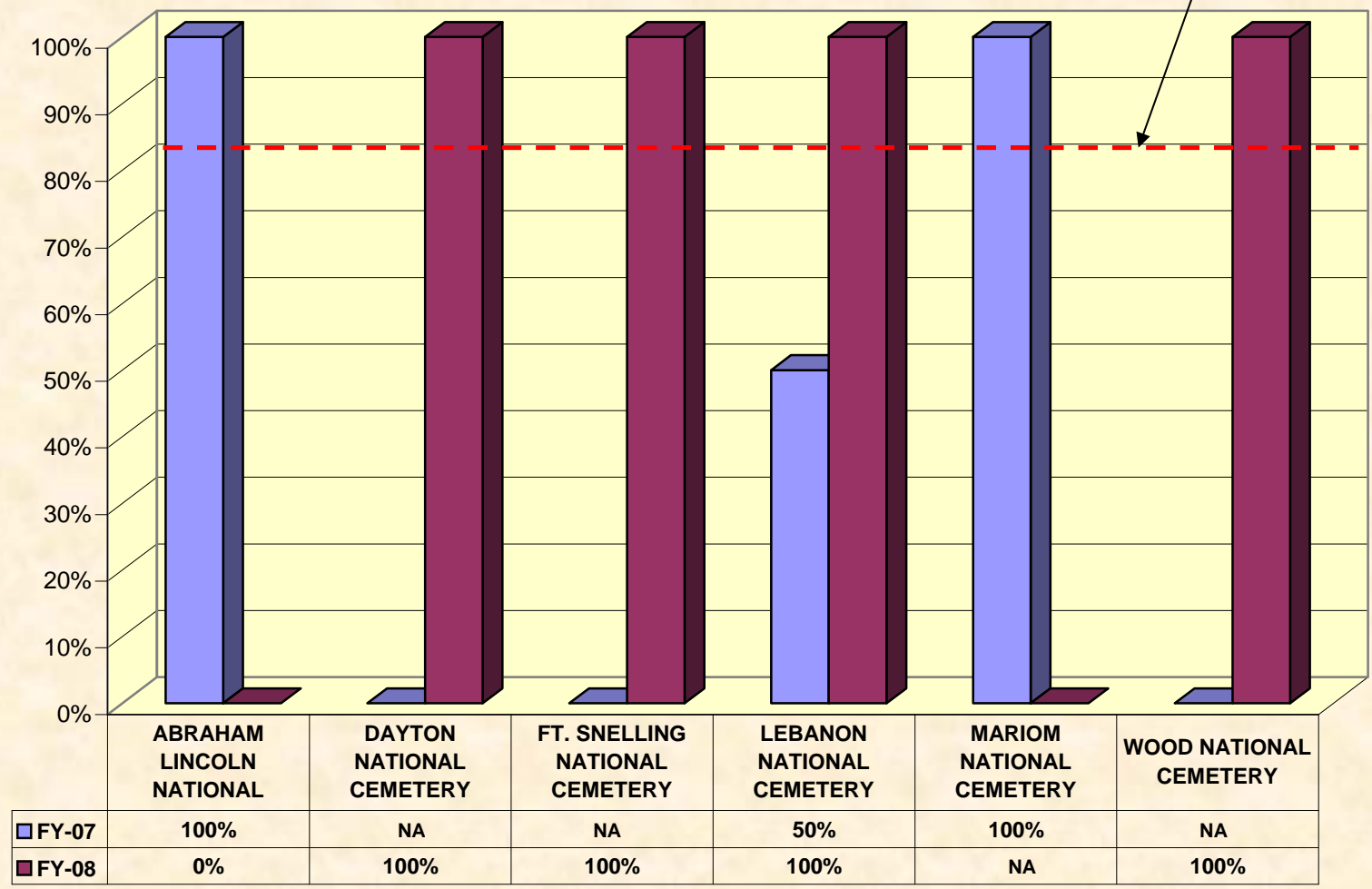
National Cemetery Administration FY-07 & FY-08 Resolution Rate - MSN 3

55% Government-Wide Average



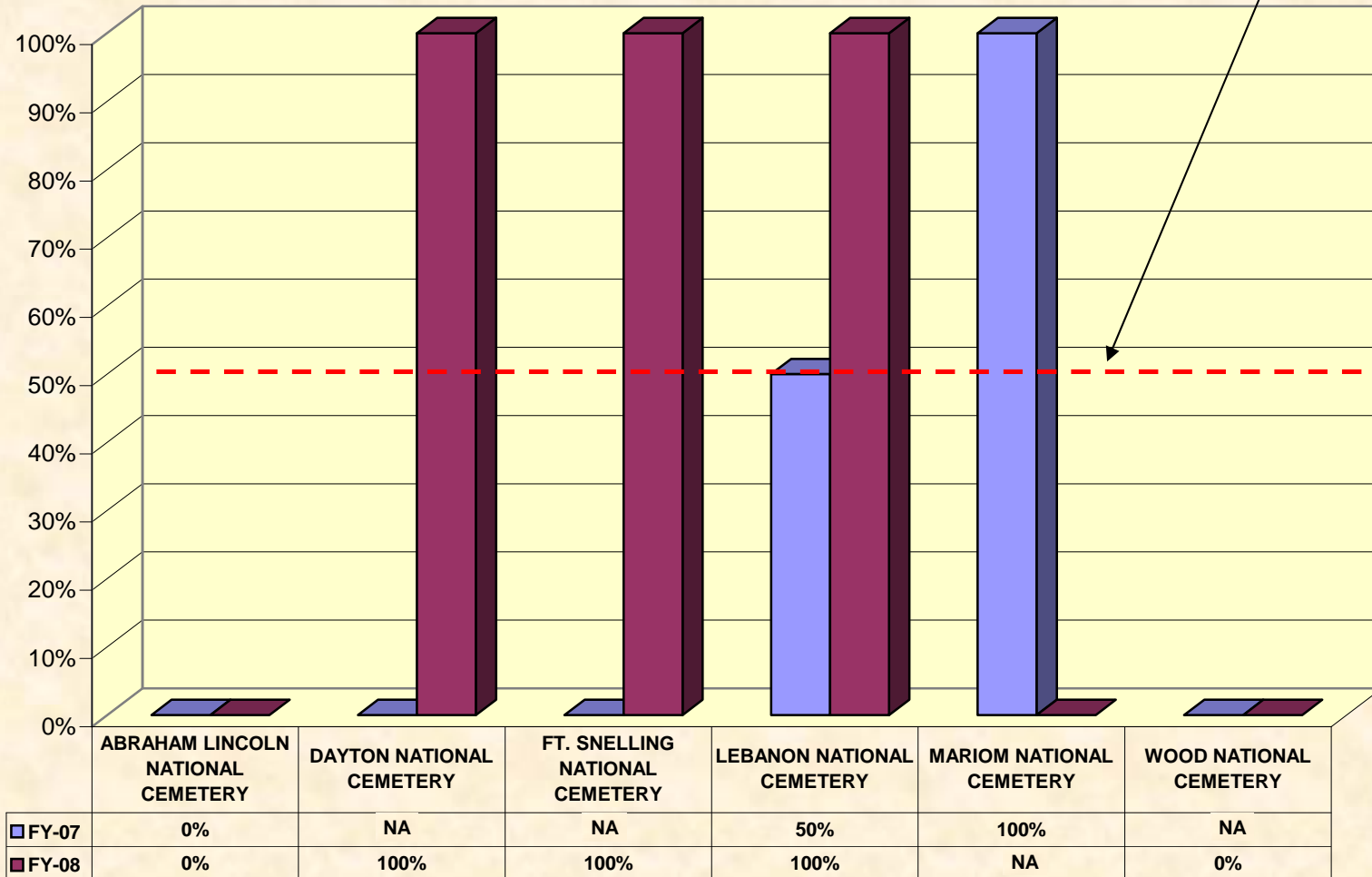
National Cemetery Administration FY-07 & FY-08 ADR Offers - MSN 4

80% Government-Wide Average



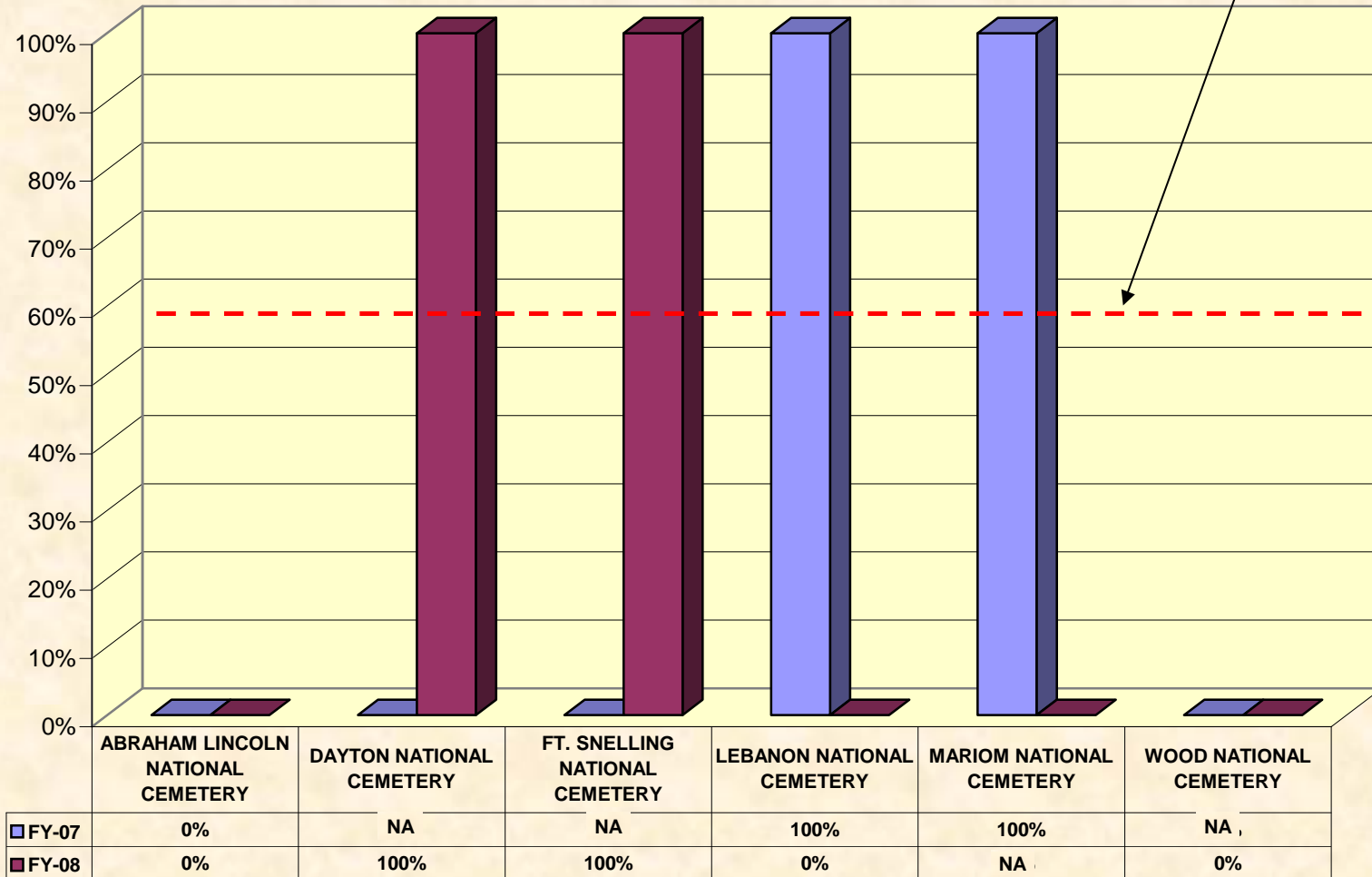
National Cemetery Administration FY-07 & FY-08 ADR Participation - MSN 4

48% Government-Wide Average



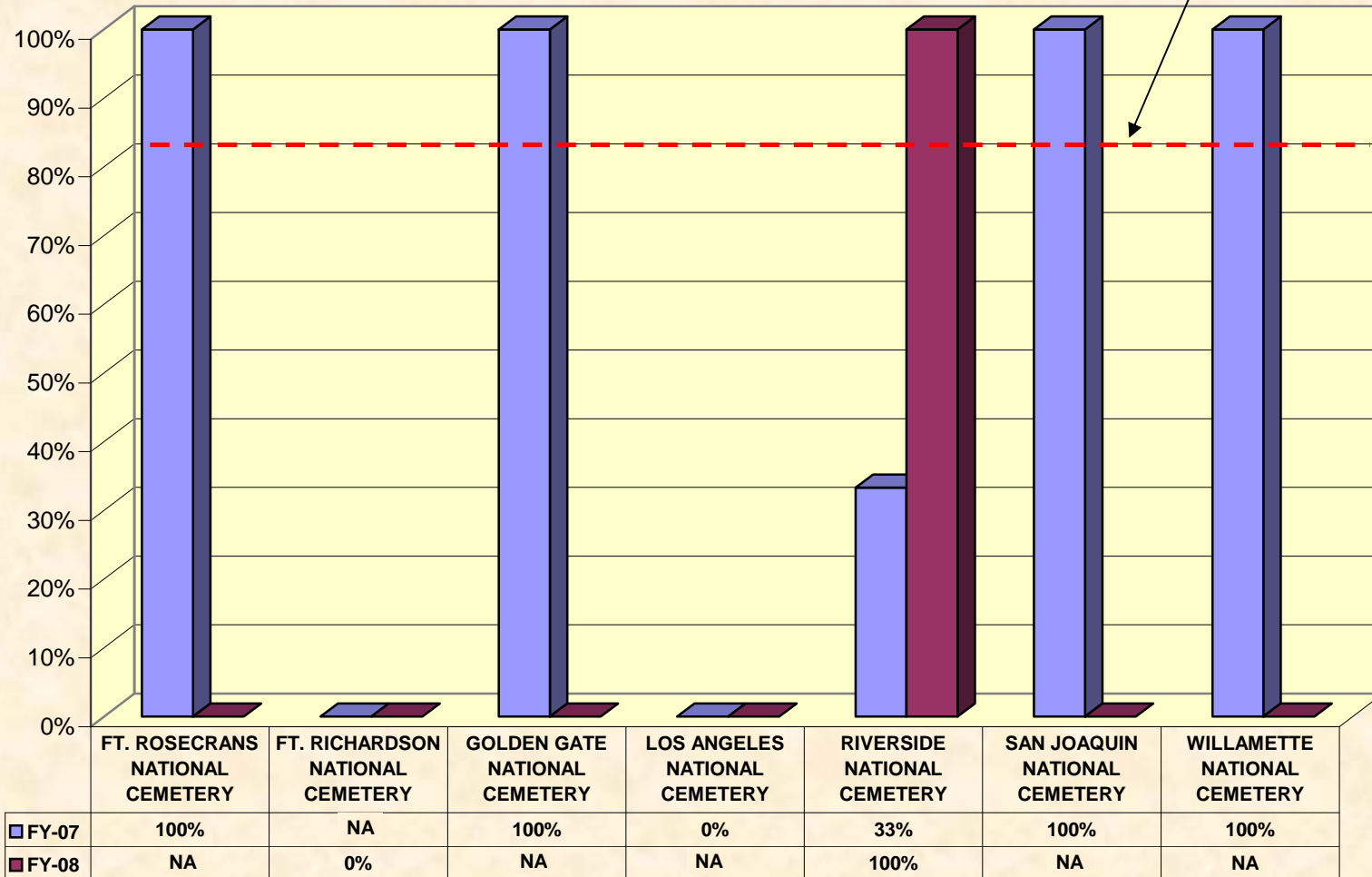
National Cemetery Administration FY-07 & FY-08 Resolution Rate- MSN 4

55% Government-Wide Average



National Cemetery Administration FY-07 & FY-08 ADR Offers - MSN 5

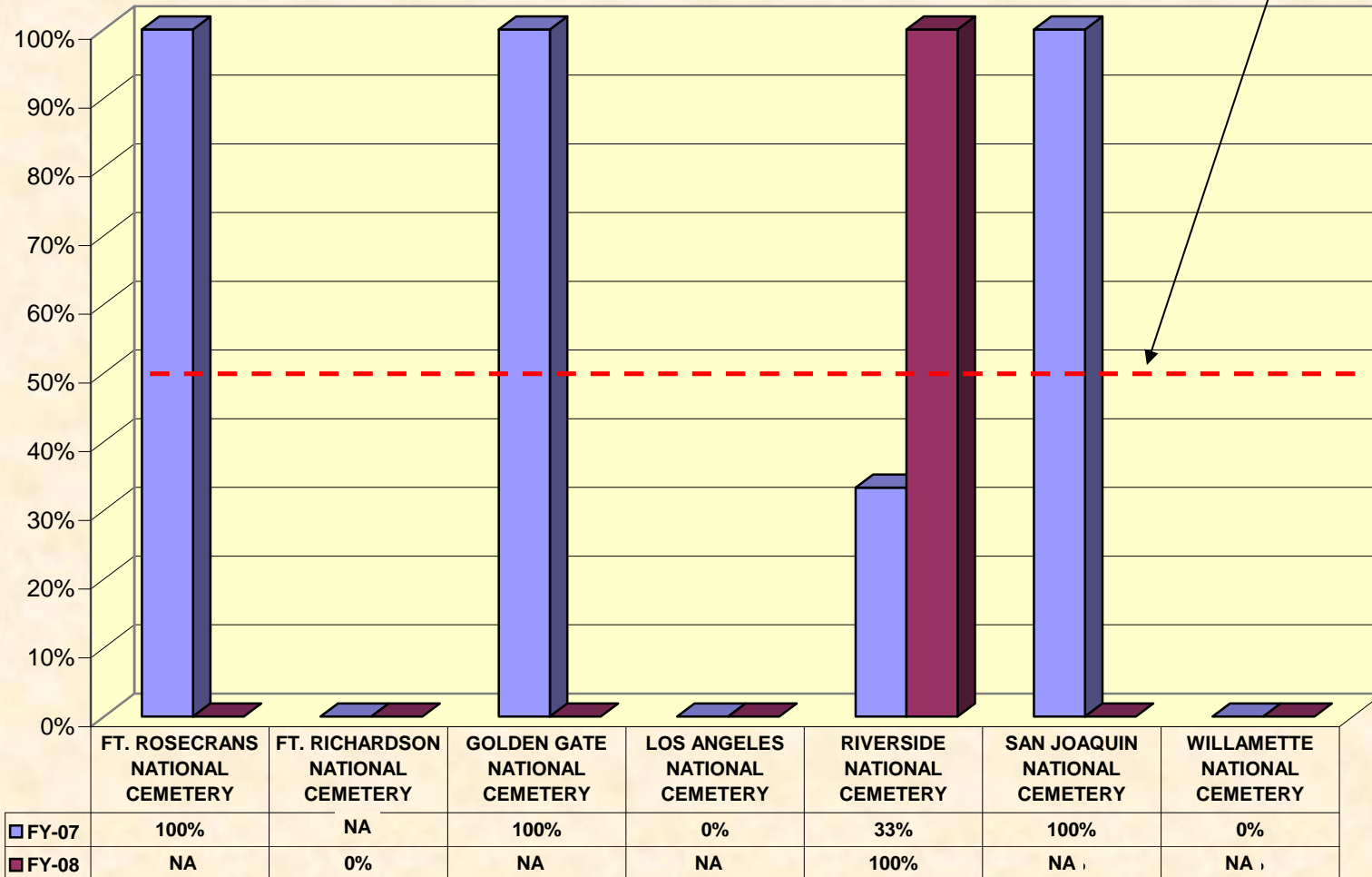
80% Government-Wide Average



National Cemetery Administration

FY-07 & FY-08 ADR Participation - MSN 5

48% Government-Wide Average



National Cemetery Administration FY-07 & FY-08 Resolution Rate- MSN 5

55% Government-Wide Average

