

**ADR USE IN THE INFORMAL EEO PROCESS
ADR OFFERS, ADR PARTICIPATION, AND RESOLUTION RATE
COMPARISON CHARTS
MID-YEAR FY-08 AND MID-YEAR FY-09
(QUARTERS 1 AND 2)**

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-08, VA's ADR offer rate was 74%. The ADR participation rate was 46%, and the resolution rate was 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-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 March 31, 2009.

ADR Initiatives

VA's Workplace ADR Program has worked closely with ORM field offices and VA administrations and staff offices to promote the use of ADR.

- Outreach and training is 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 is utilized by all EEO managers and ADR coordinators to better track EEO complaints and ADR use.
- 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.

ADR Accomplishments (Mid-Year FY-09 Compared to Mid-Year FY-08)

Department-Wide

Across the board increases were seen:

- ADR offers increased by 7%.

- ADR participation increased by 3%.
- Resolution rate increased by 2%.

NCA

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

- Meet EEOC's goals for ADR offers, participation, and resolution.
- MSNs 1, 2, and 3 are recognized as Networks meeting EEOC's goals for ADR offers, participation, and resolution as well.

VBA

ADR use improved:

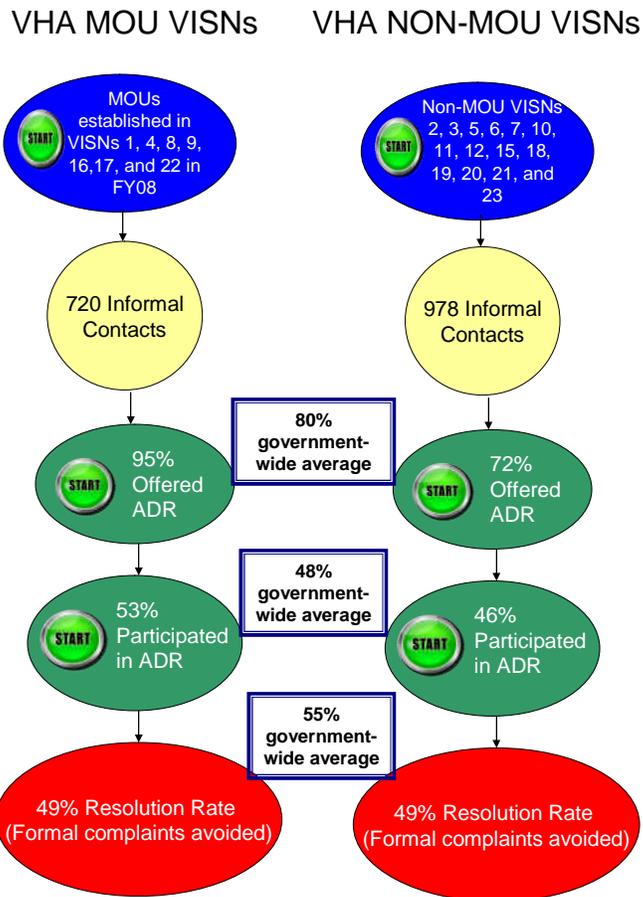
- VBA met the EEOC's goals for ADR offers and participation.
- Area 3 is recognized as the only Area to meet EEOC's goals for ADR offers, participation, and resolution.

VHA

ADR achievements were seen:

- VHA met EEOC's goals for ADR offers and participation.
- VISNs 1, 4, 15, and 17 are recognized as the only VHA Networks to meet EEOC's goals for ADR offers, participation, and resolution; VISNs 1, 4, and 17 have MOUs with ORM.

ORM sees the ADR MOUs established 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.

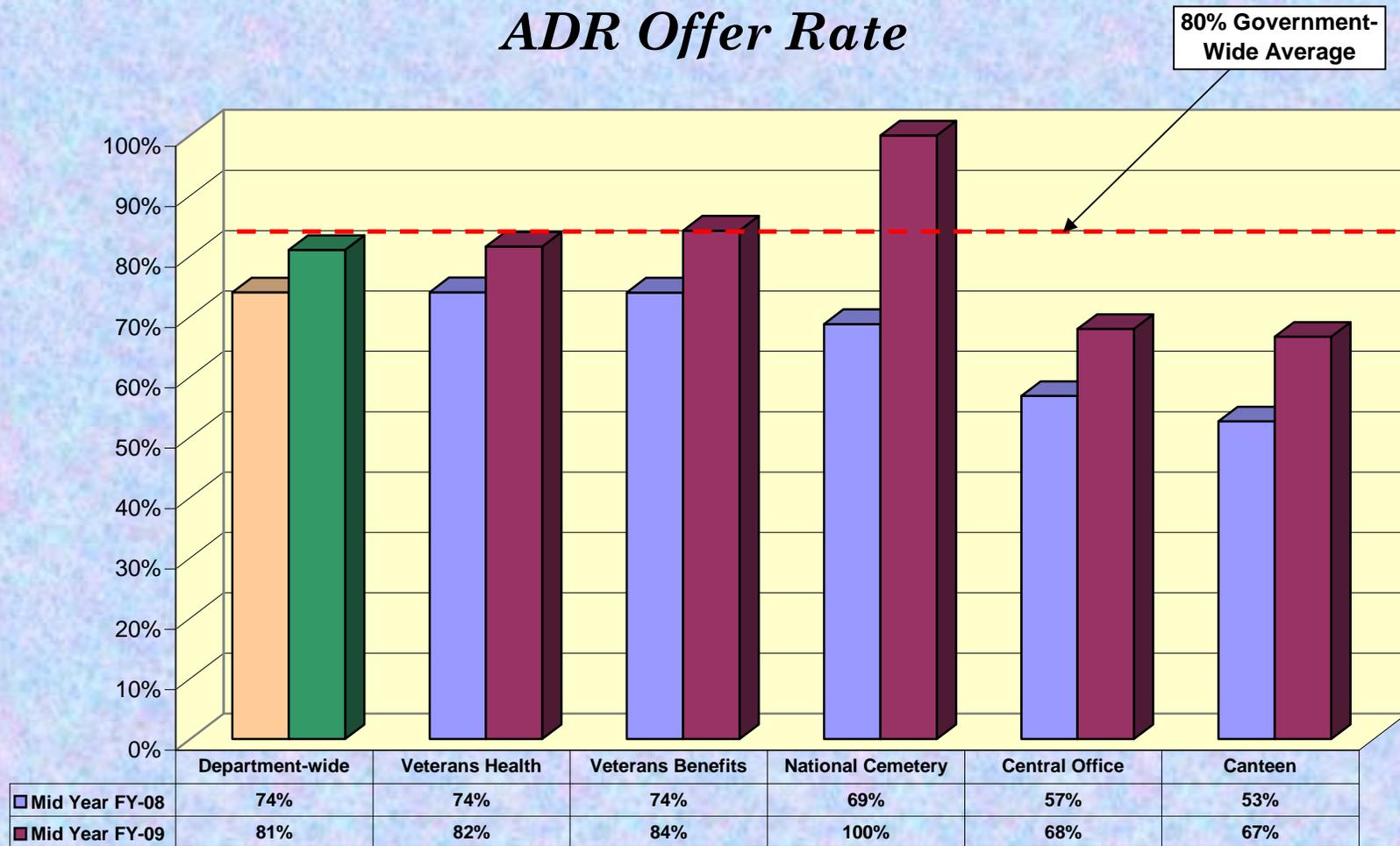


Conclusion

We look forward to collaborating with all VA organizations 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.

FY-08 and FY-09 Data as of 03/31/09

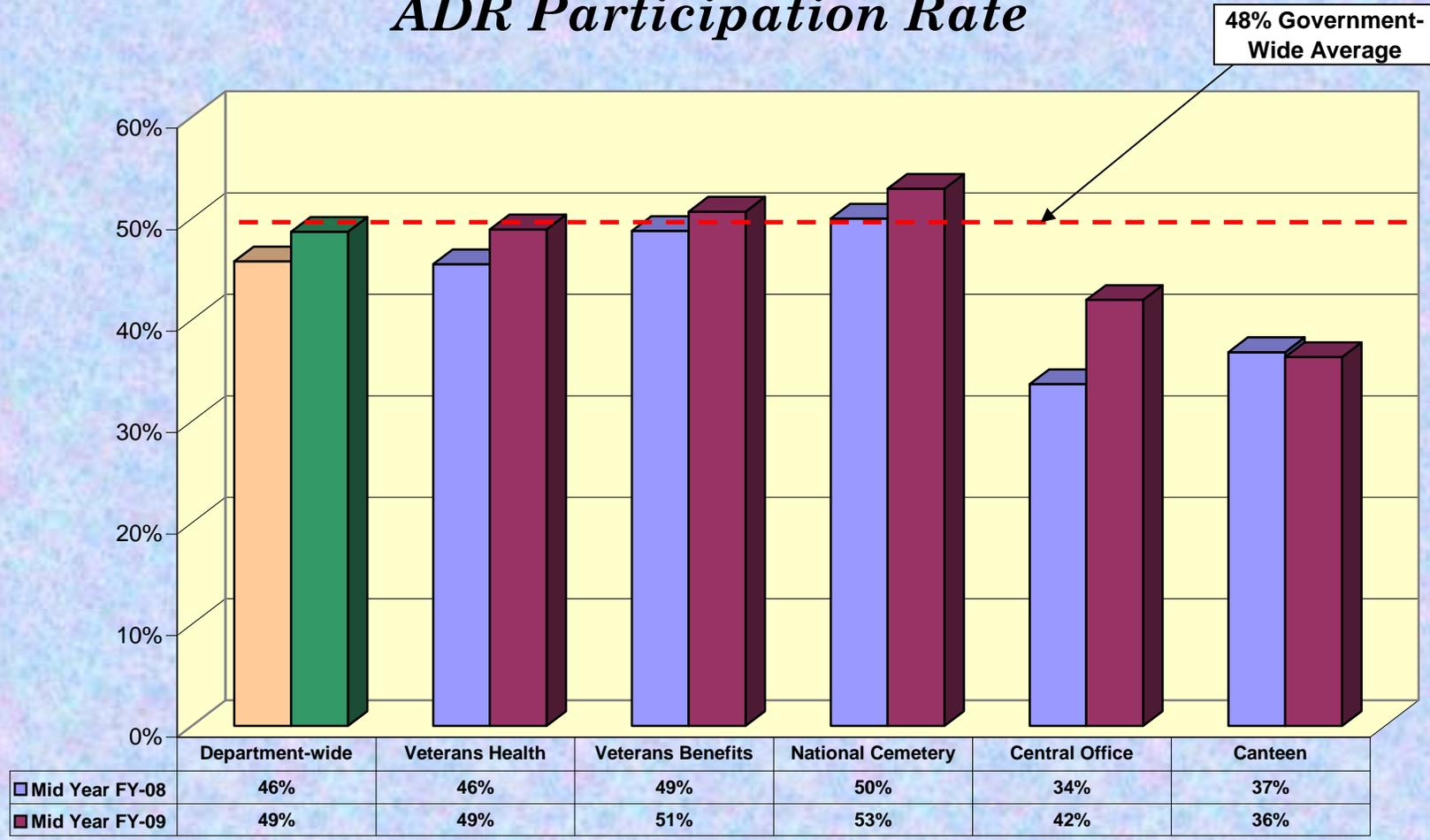
Department of Veterans Affairs Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate



Data Source: ADRTTracker System

FY-08 and FY-09 Data as of 03/31/09

Department of Veterans Affairs Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate

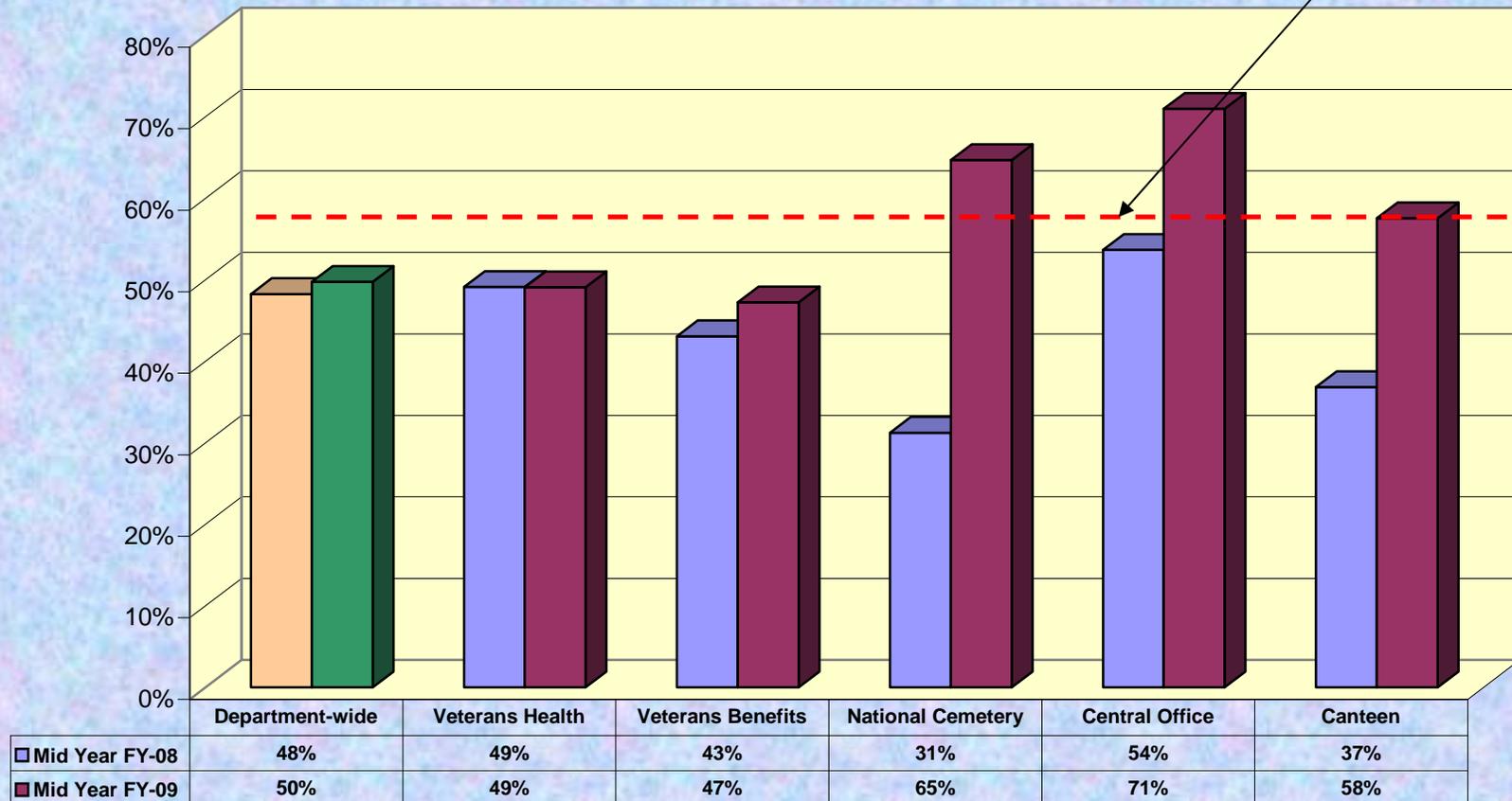


Data Source: ADRTTracker System

FY-08 and FY-09 Data as of 03/31/09

Department of Veterans Affairs Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate

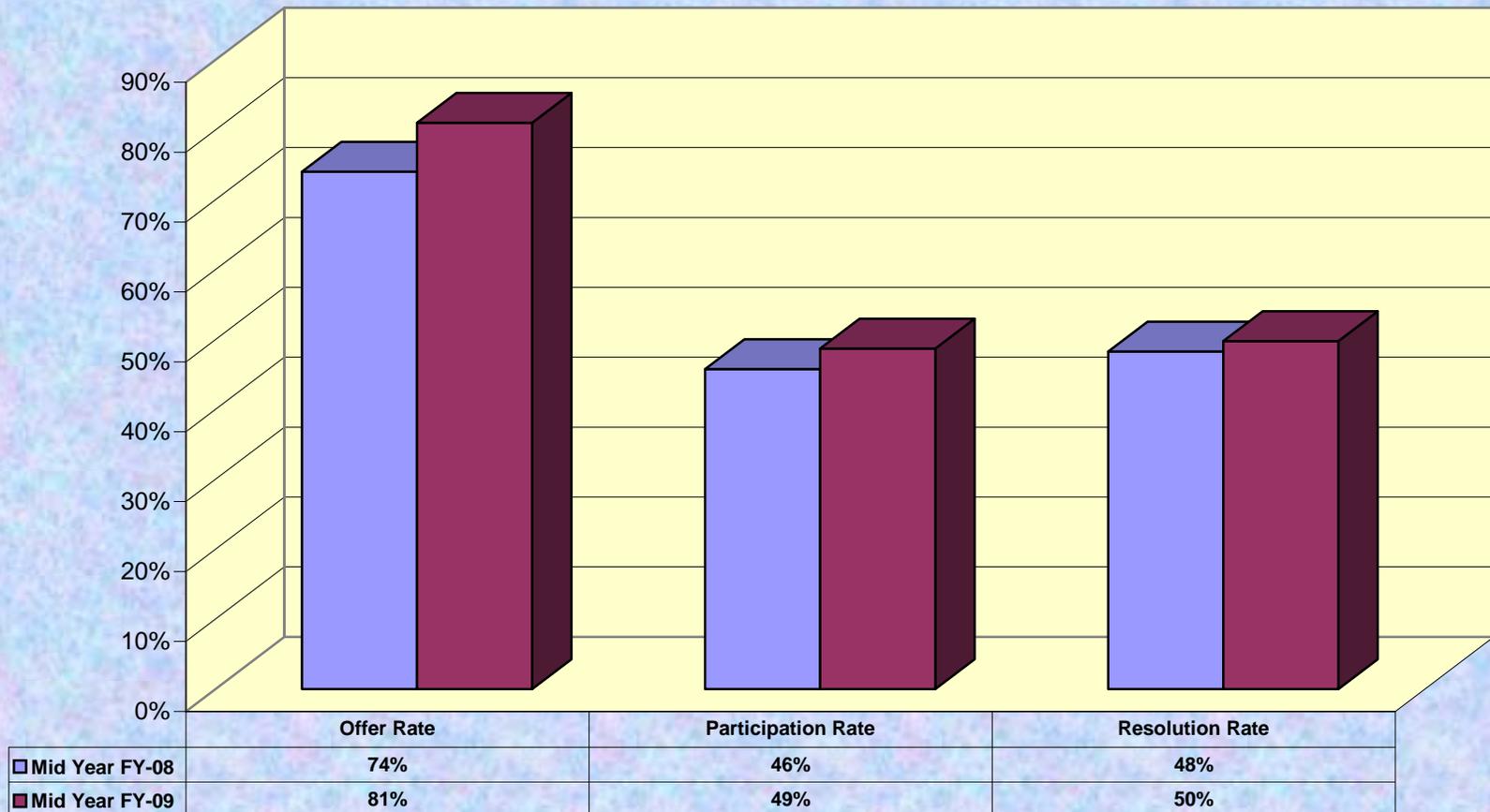
55% Government-Wide Average



Data Source: Complaints Automated Tracking System (CATS) and ADTracker System

FY-08 and FY-09 Data as of 03/31/09

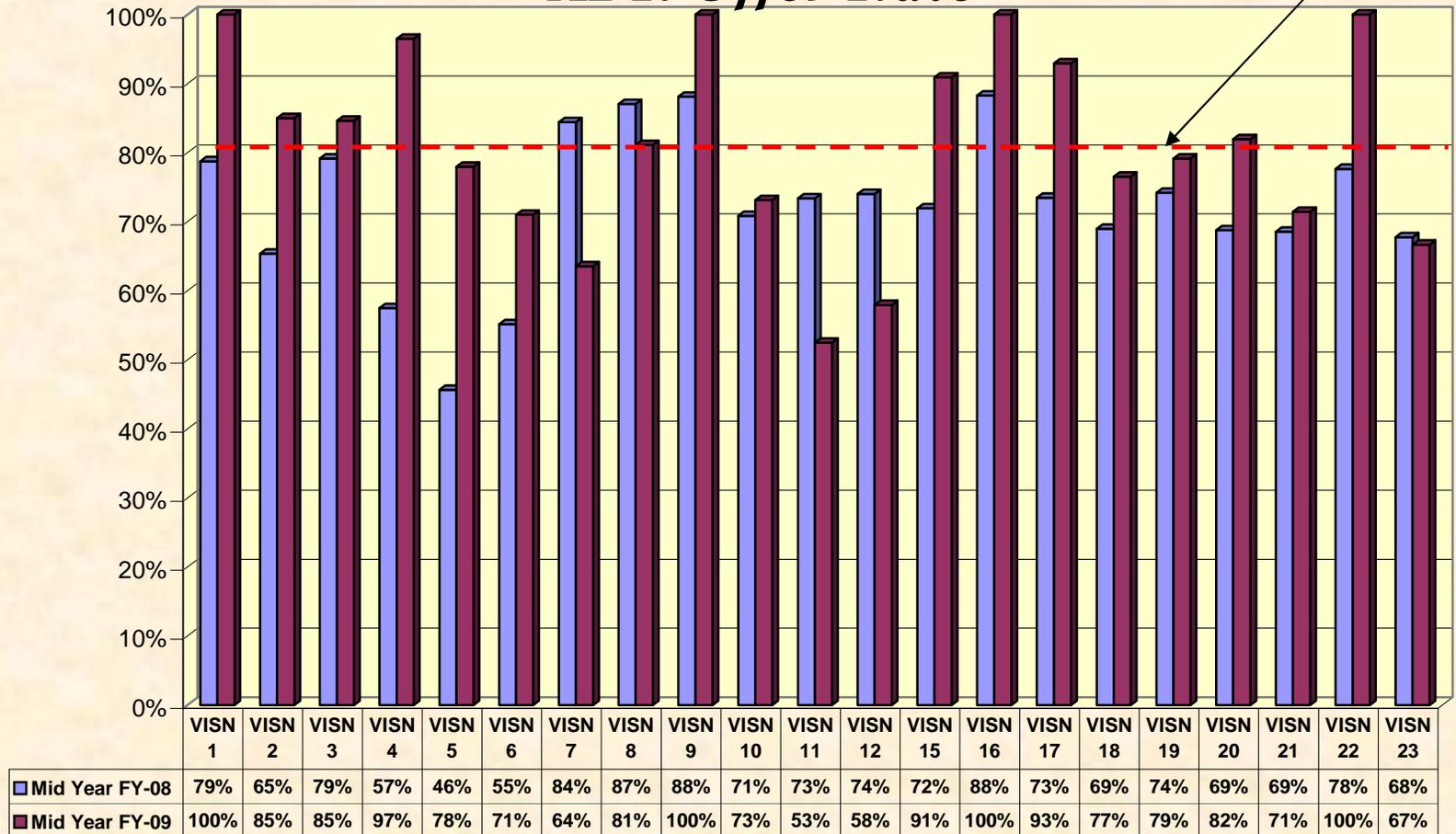
Department of Veterans Affairs Mid-Year FY-08 & Mid-Year FY-09 ADR Offers, ADR Participation, and Resolutions



Data Source: Complaints Automated Tracking System (CATS) and ADRTTracker System

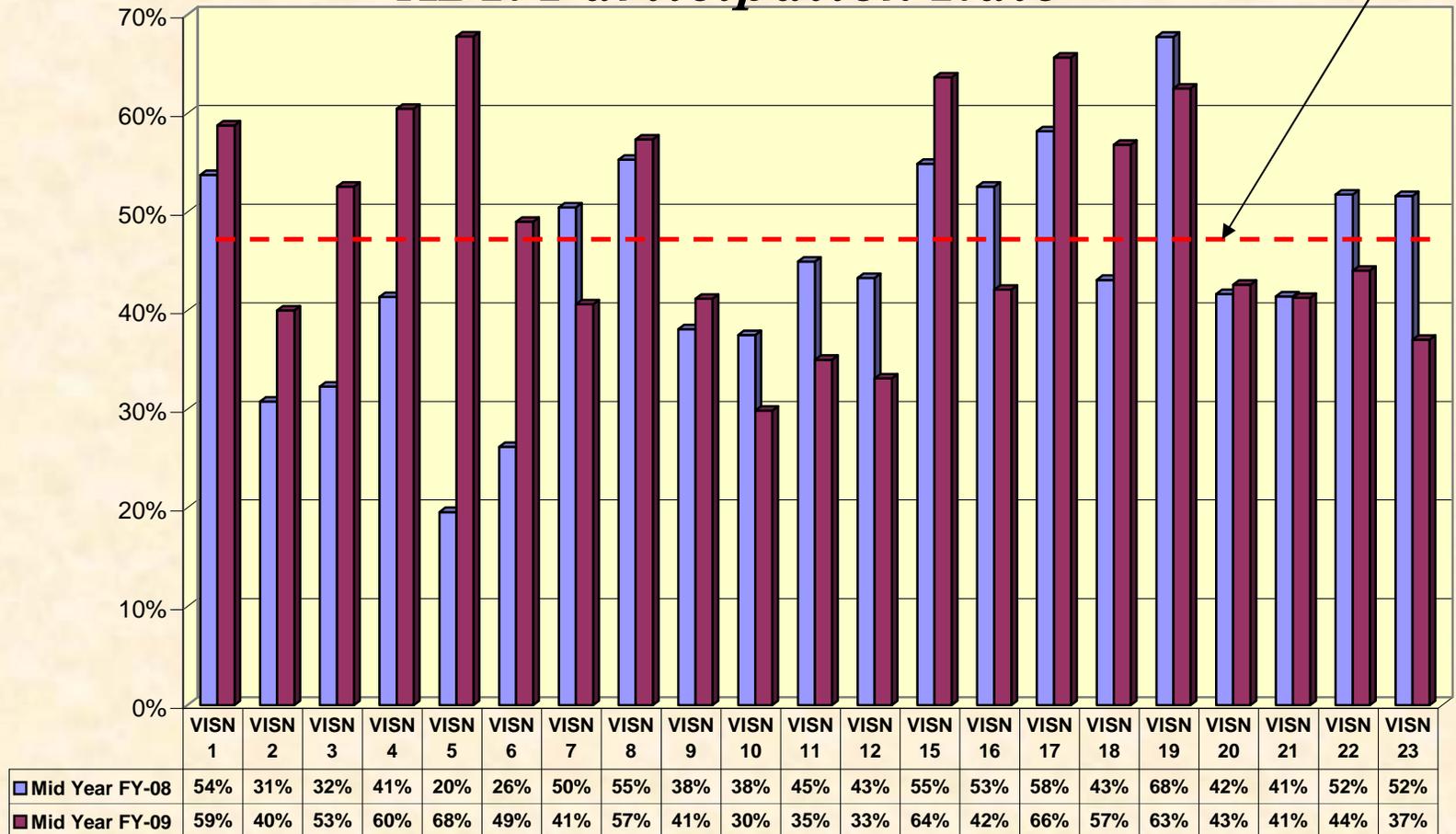
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate

80% Government-Wide Average



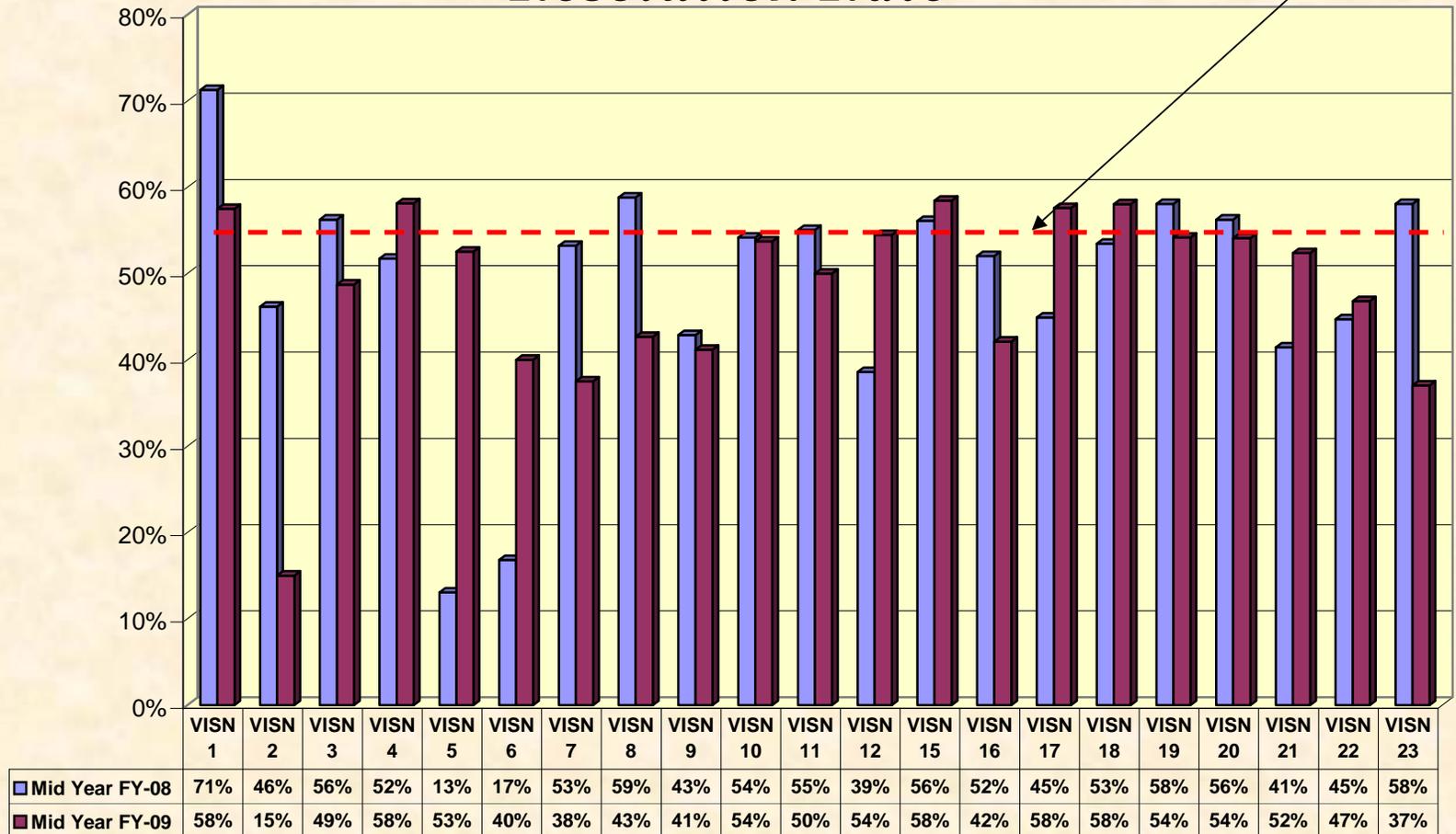
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate

48% Government-Wide Average

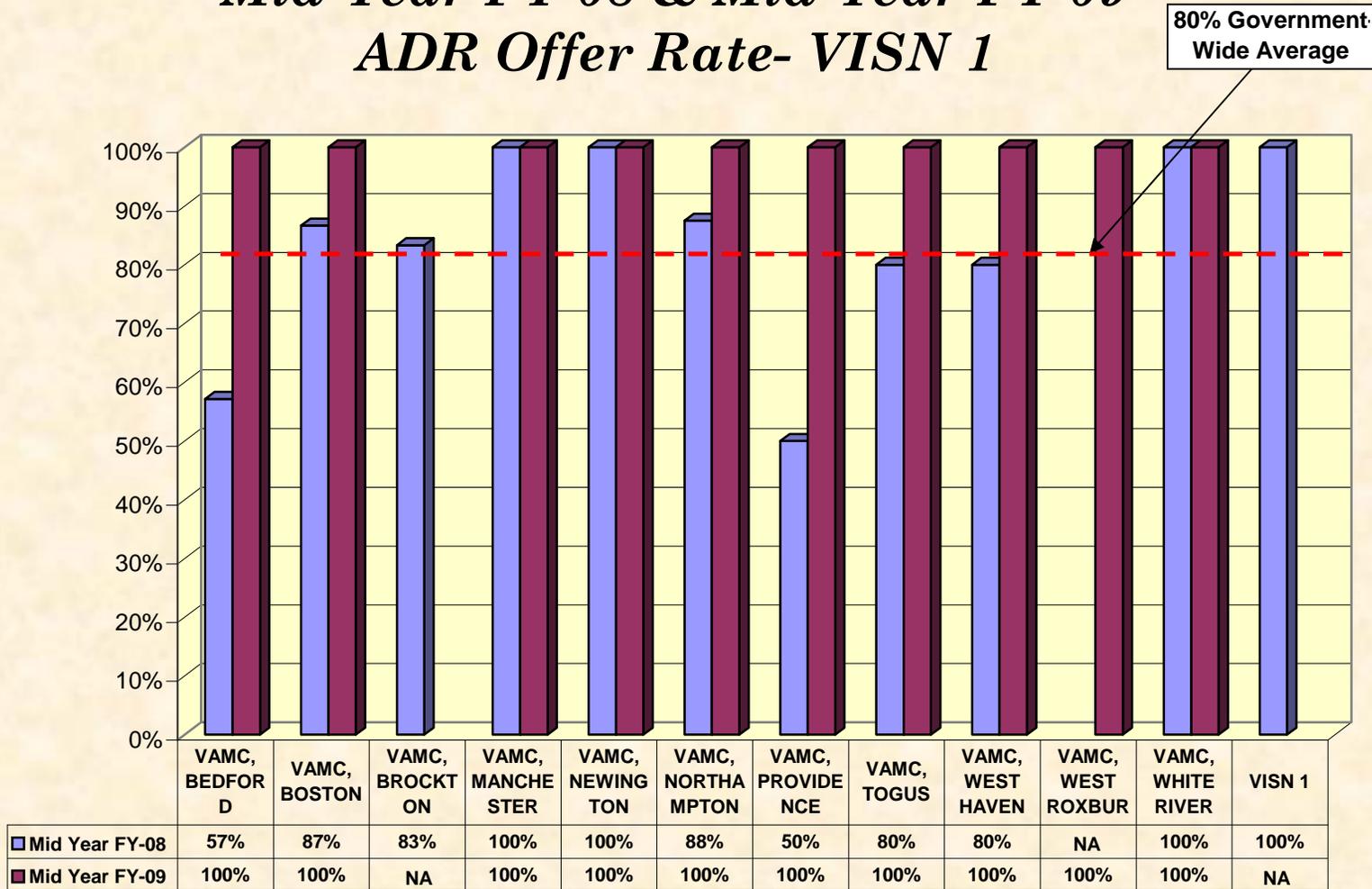


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate

55% Government-Wide Average

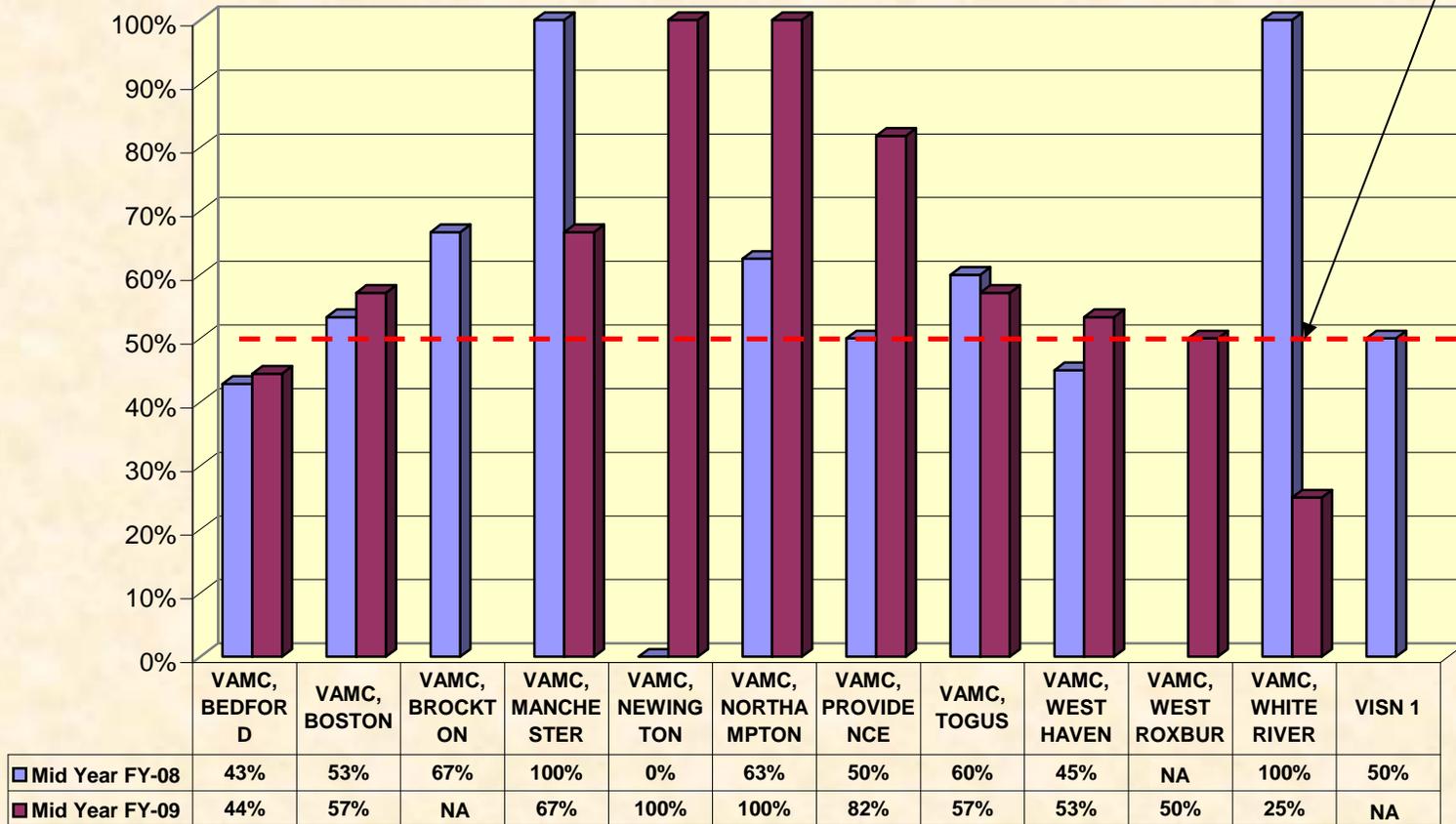


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate- VISN 1

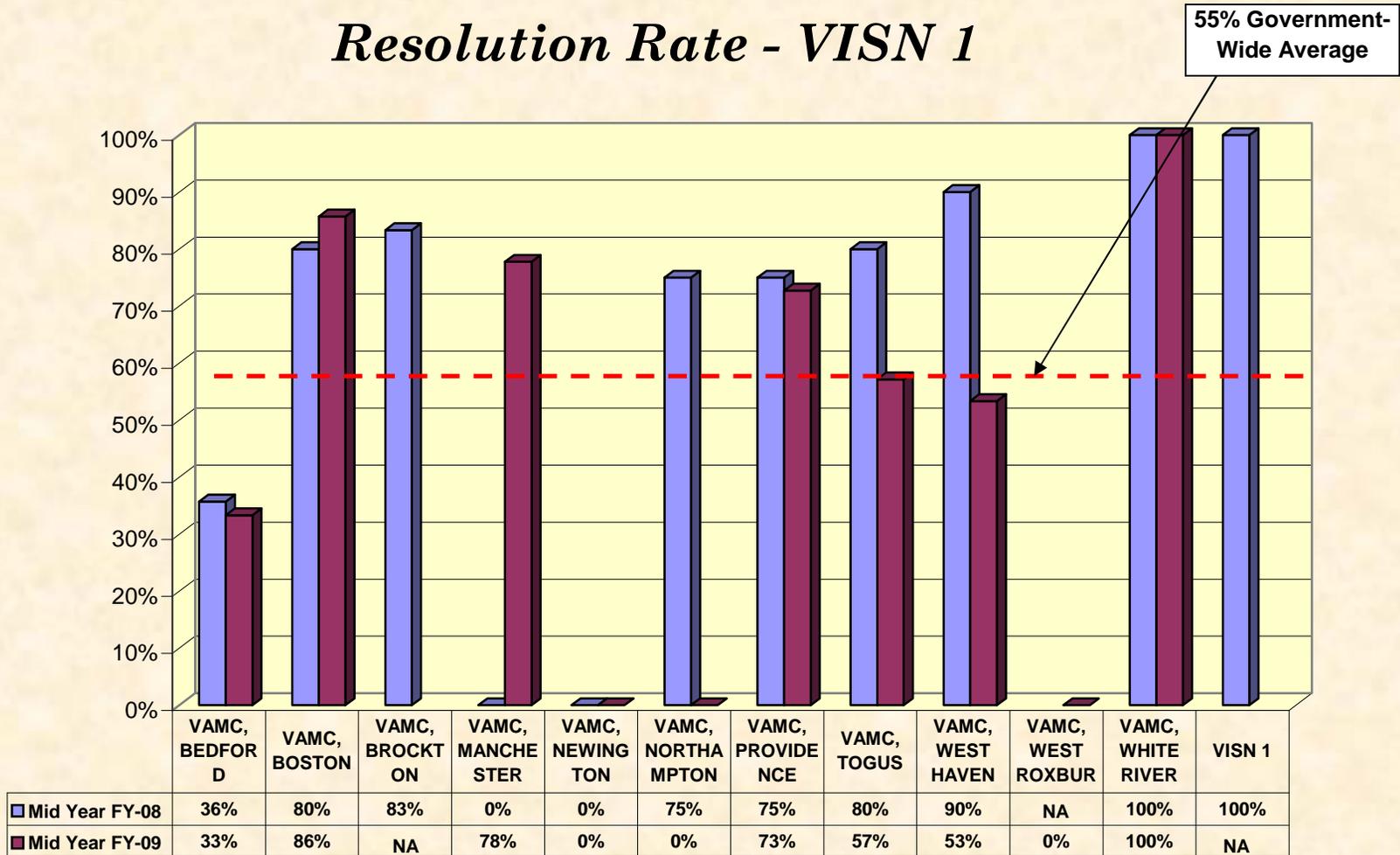


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate- VISN 1

48% Government-Wide Average

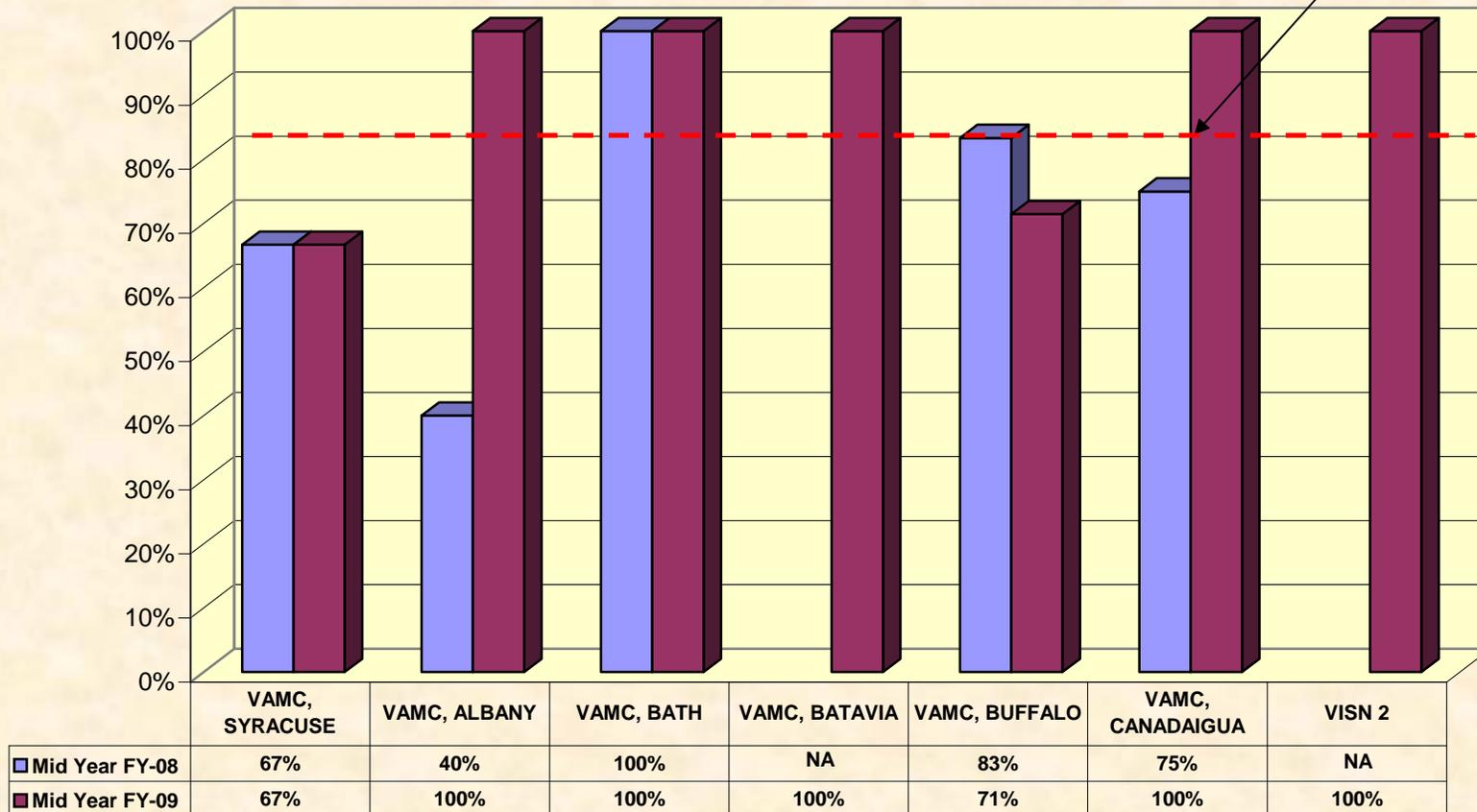


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 1

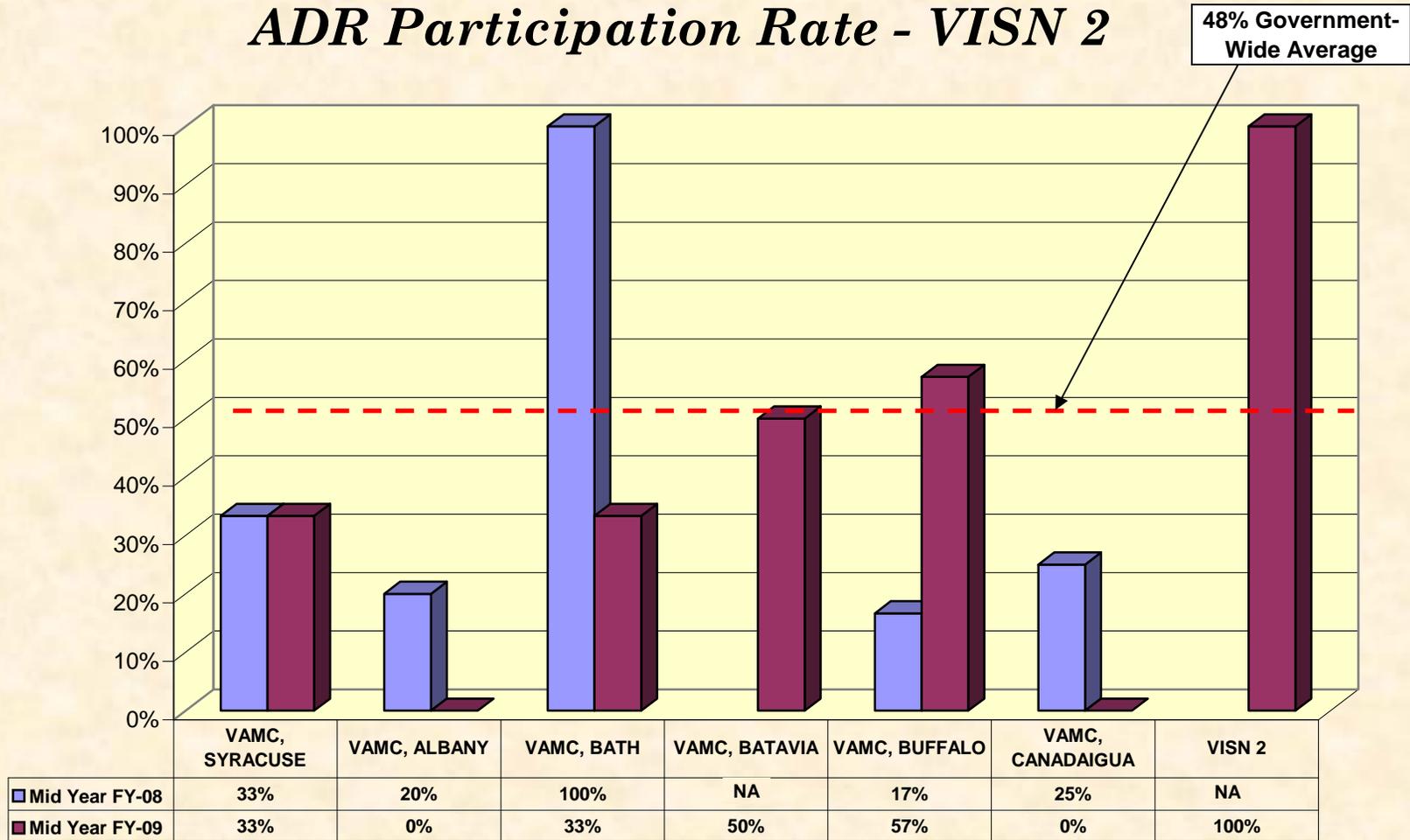


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 2

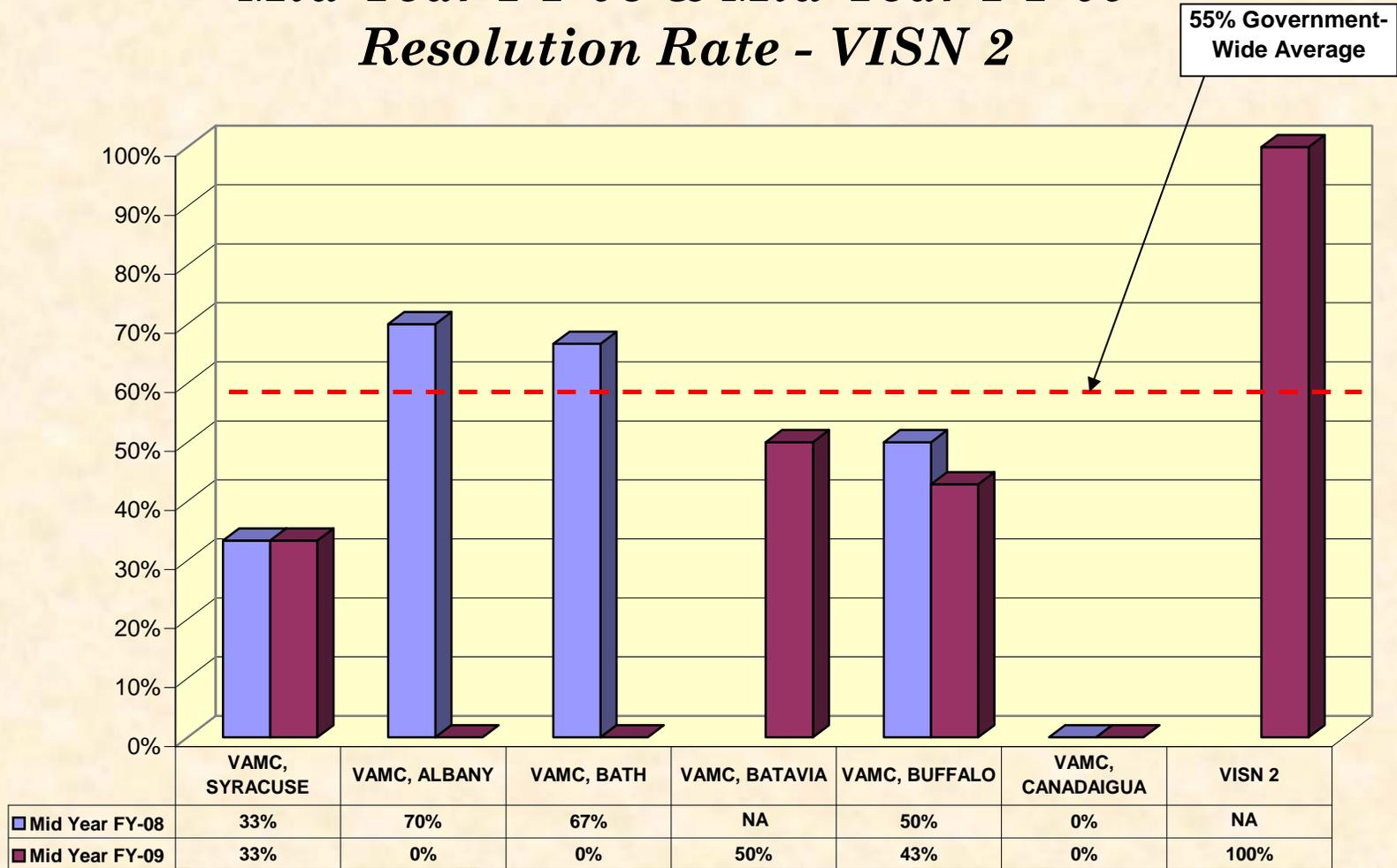
80% Government-Wide Average



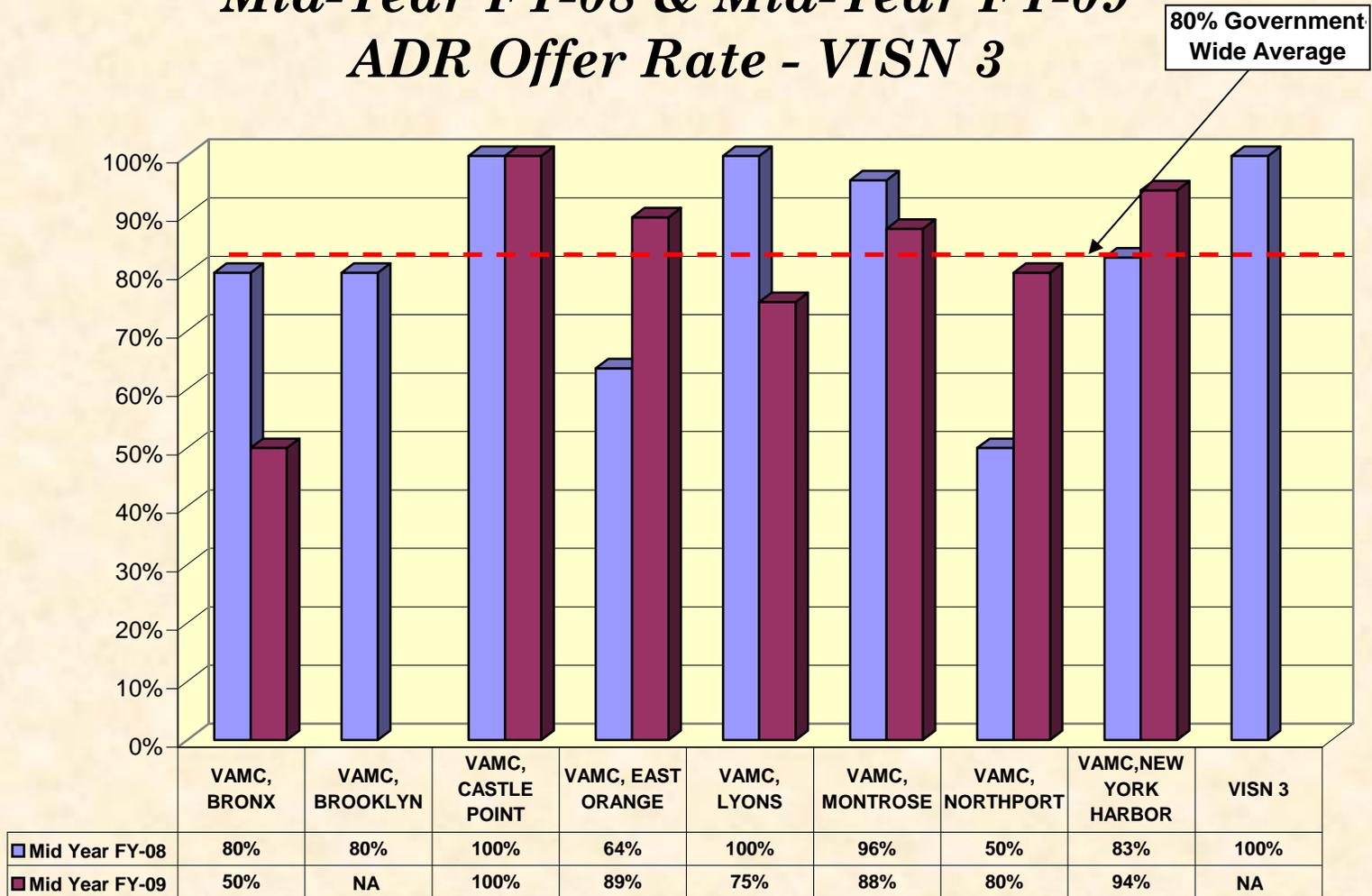
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 2



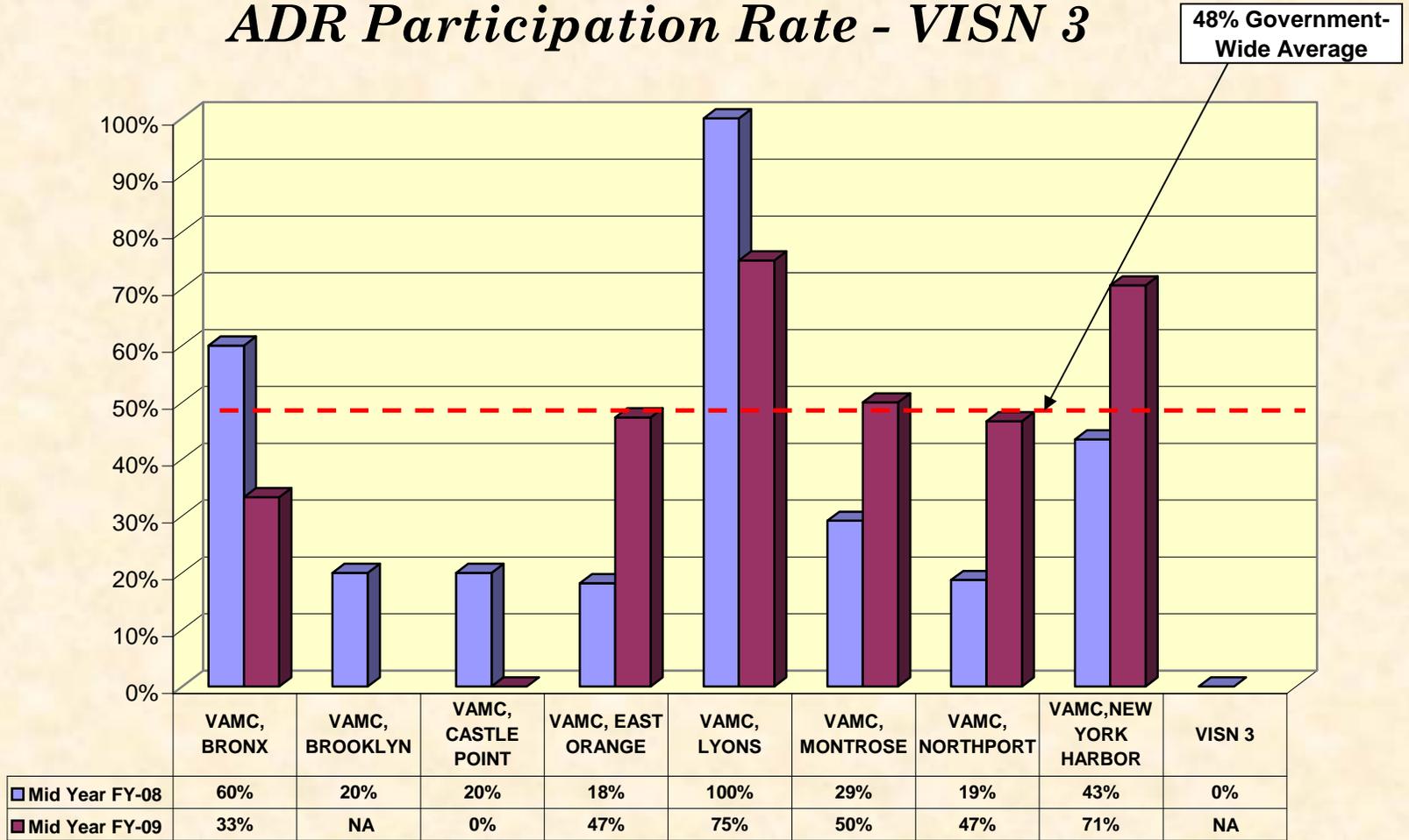
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 2



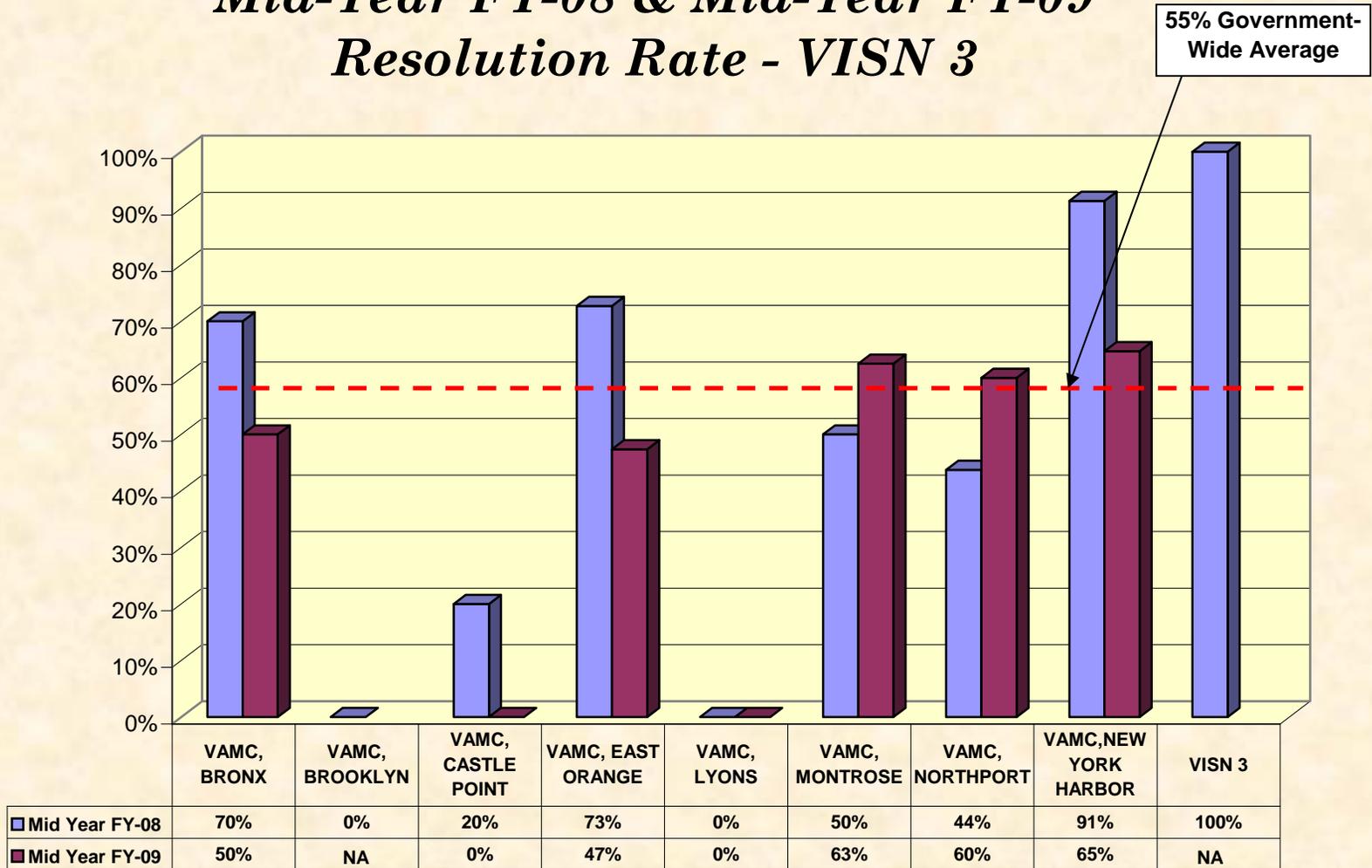
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 3



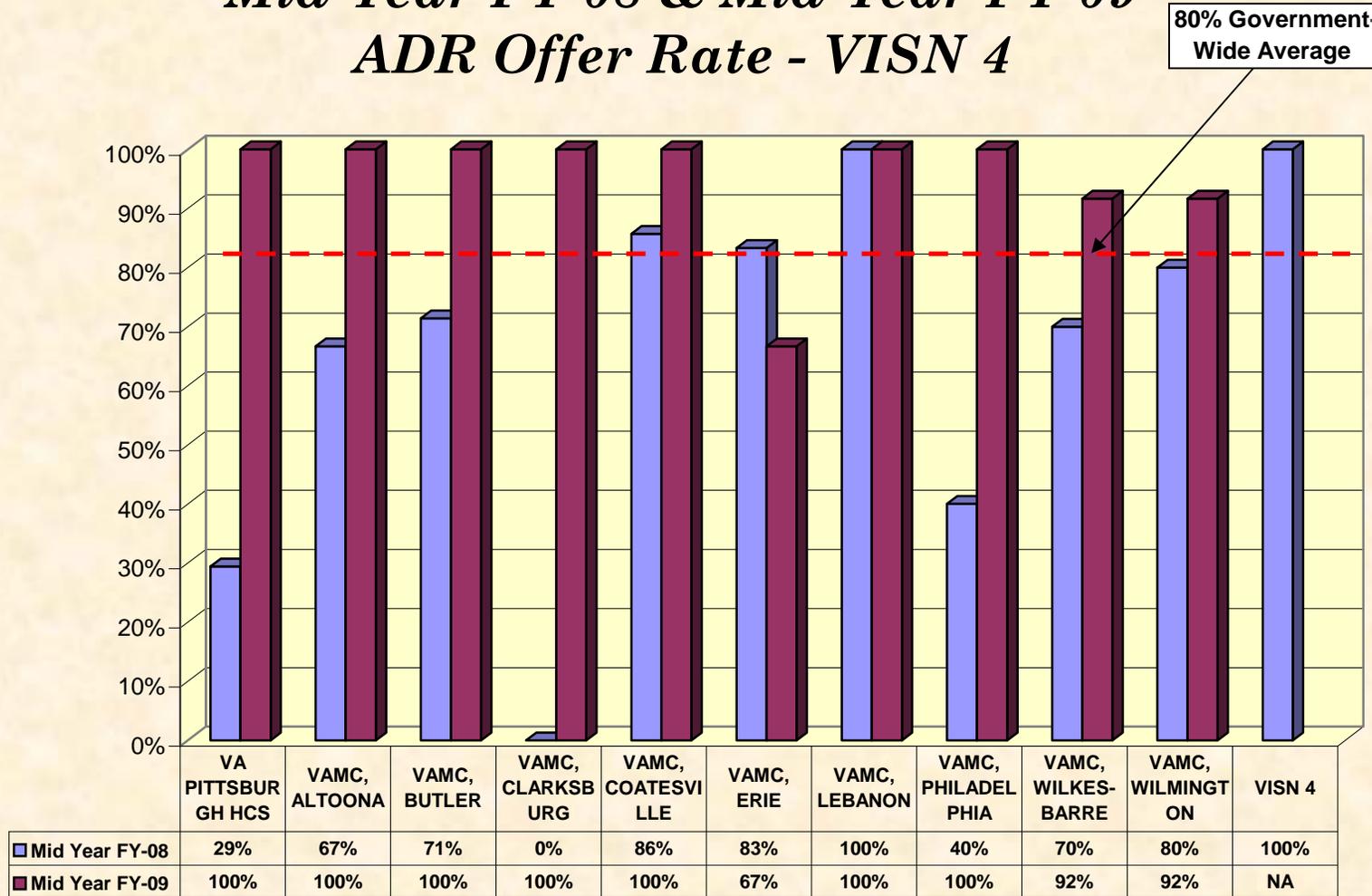
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 3



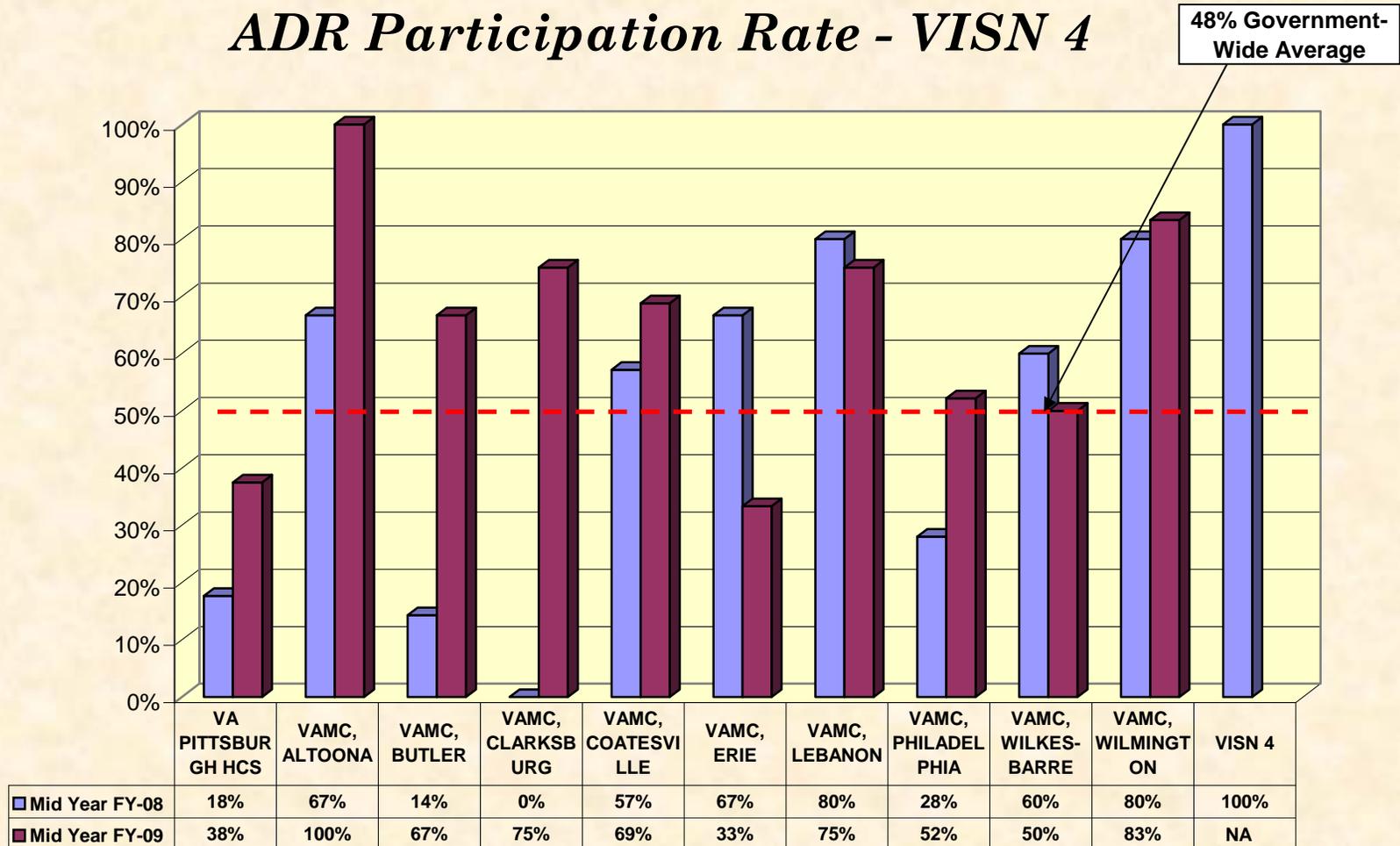
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 3



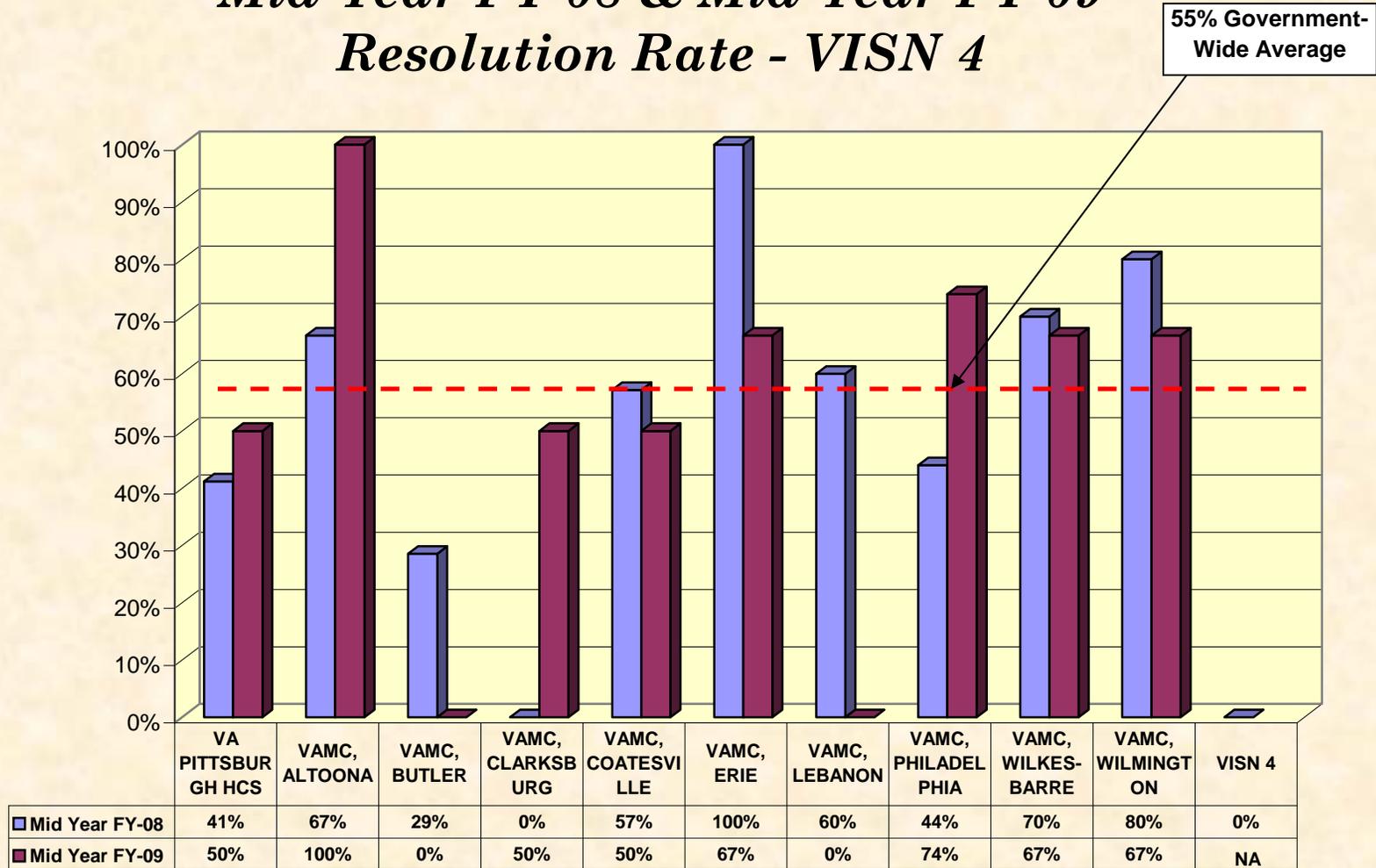
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 4



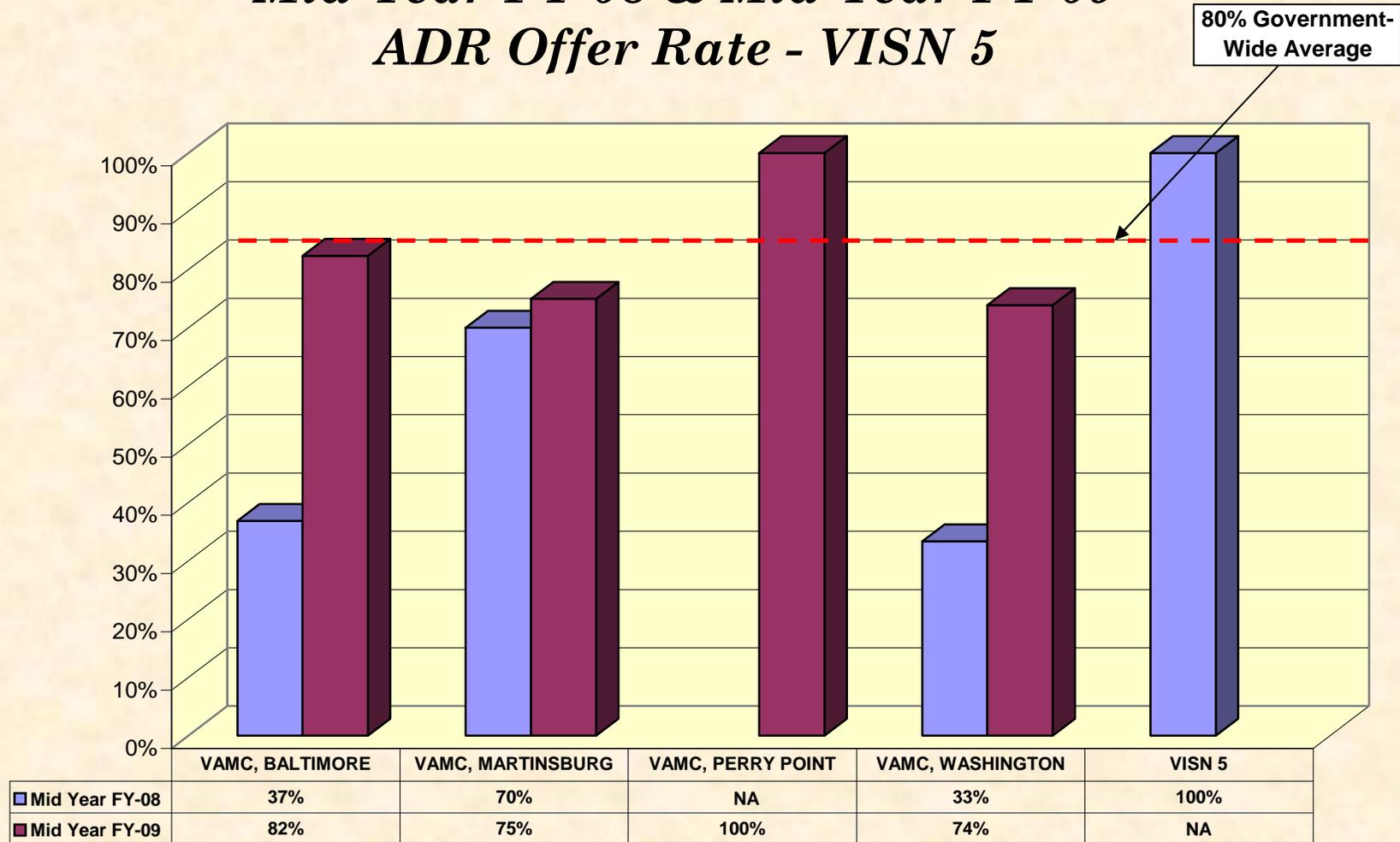
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 4



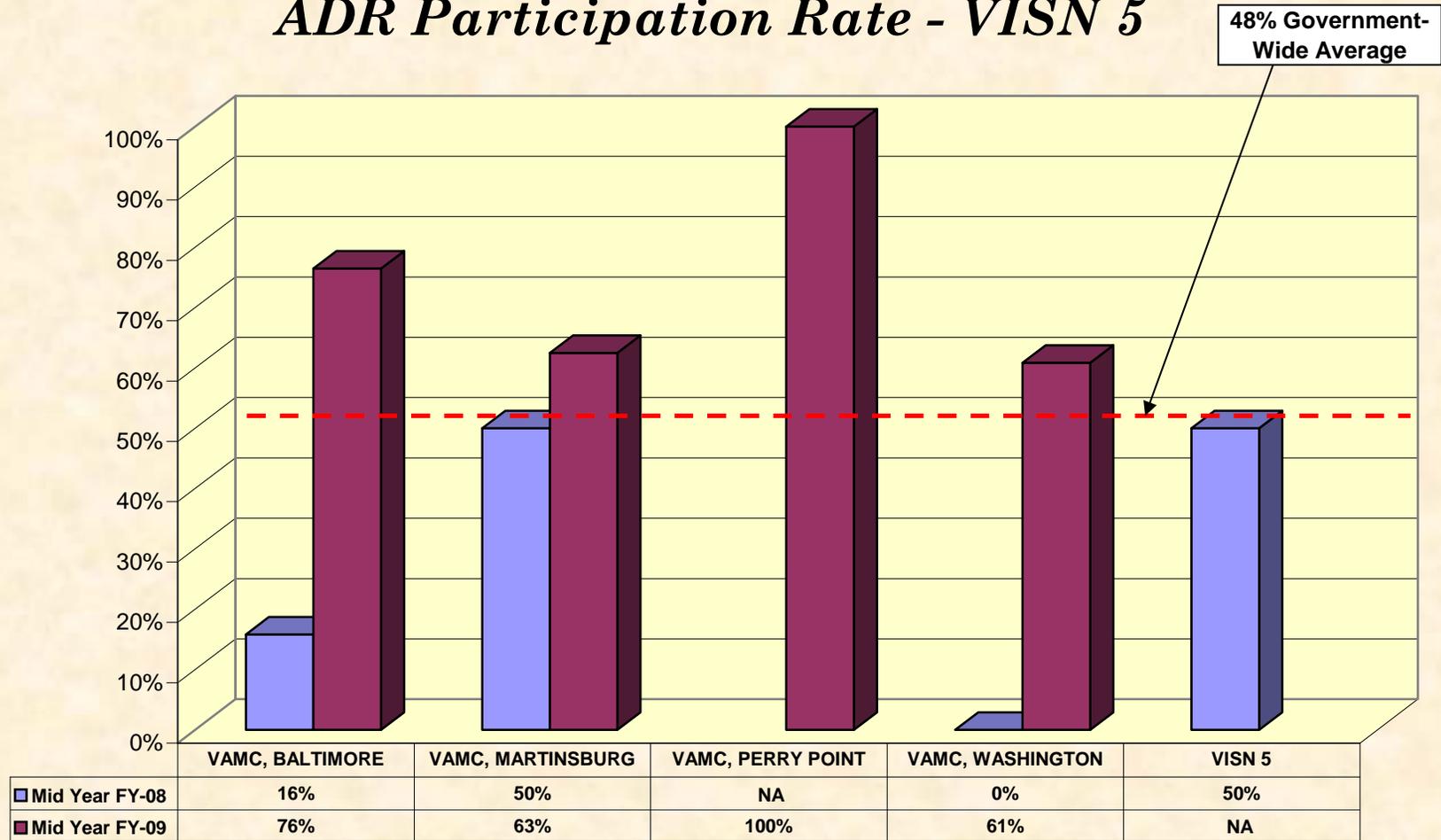
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 4



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 5

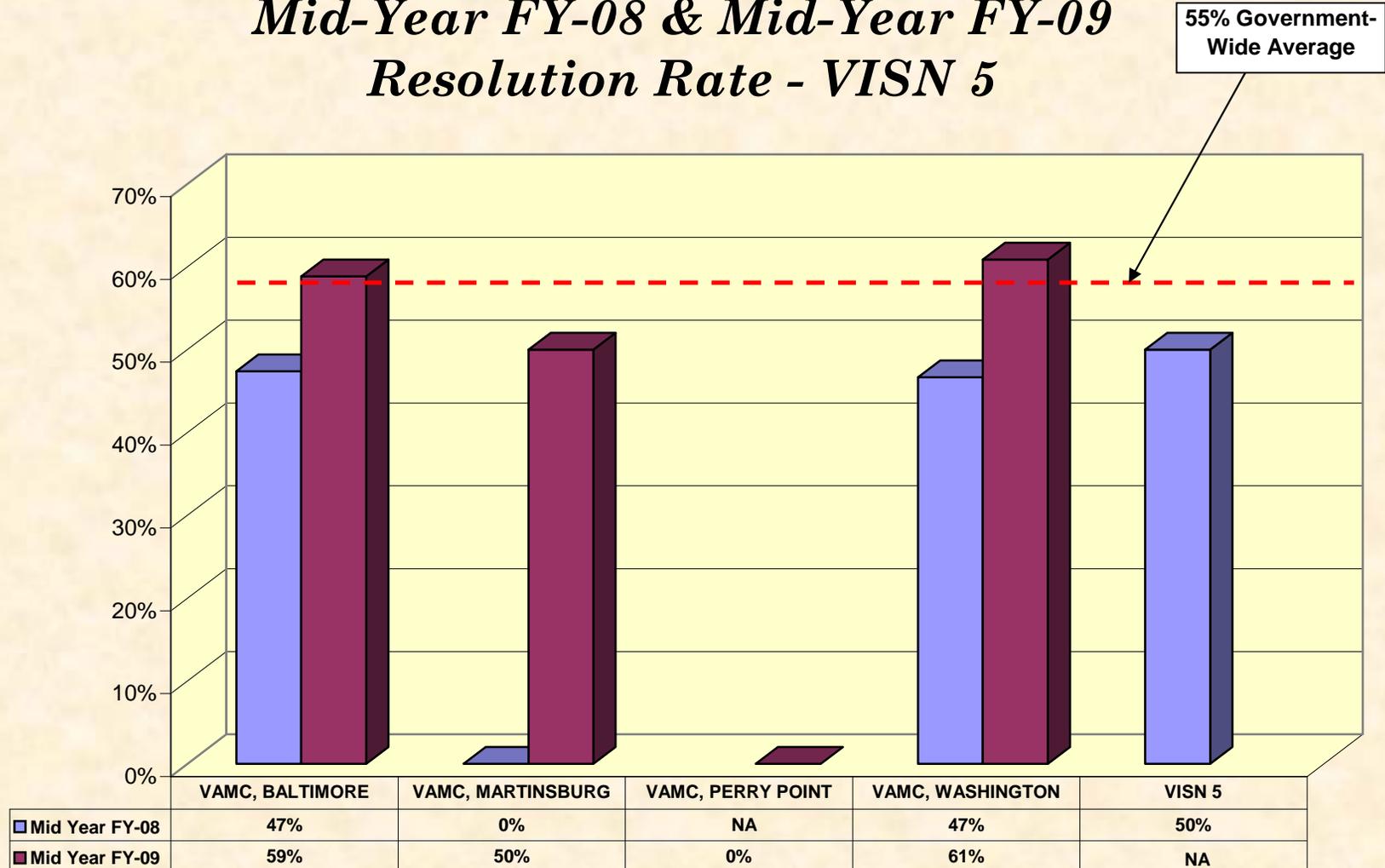


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 5



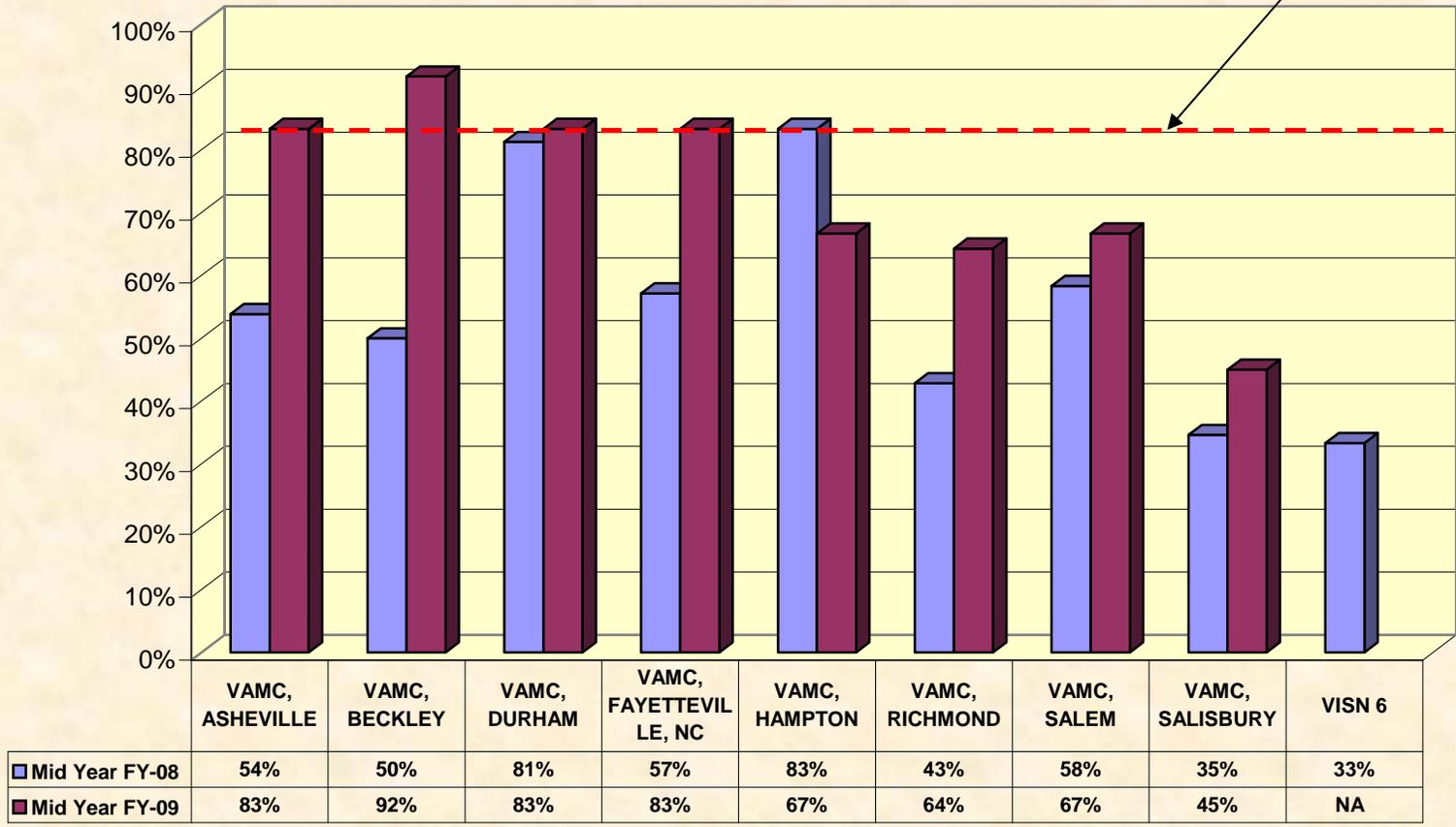
48% Government-Wide Average

Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 5

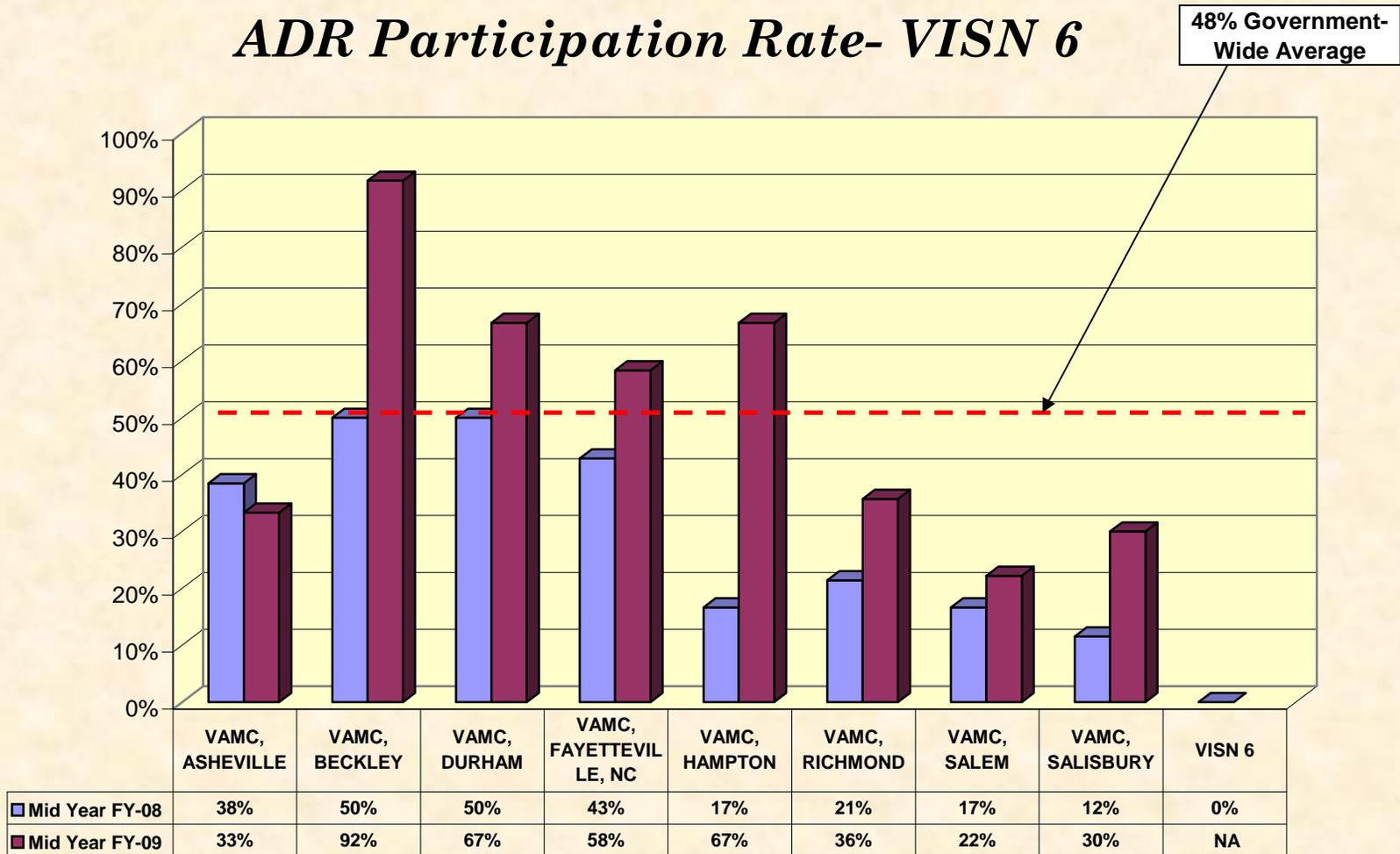


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate- VISN 6

80% Government
Wide Average



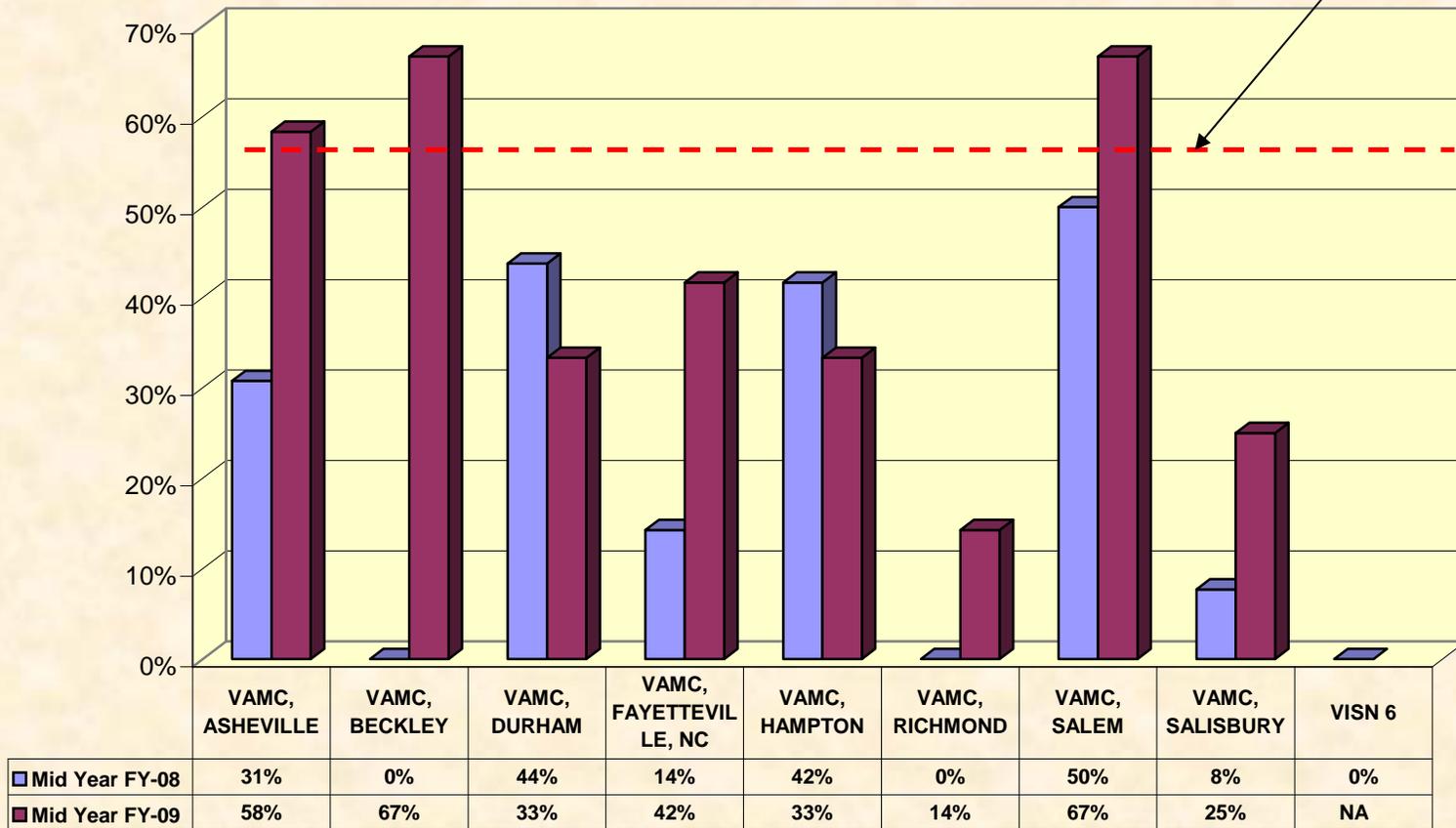
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate- VISN 6



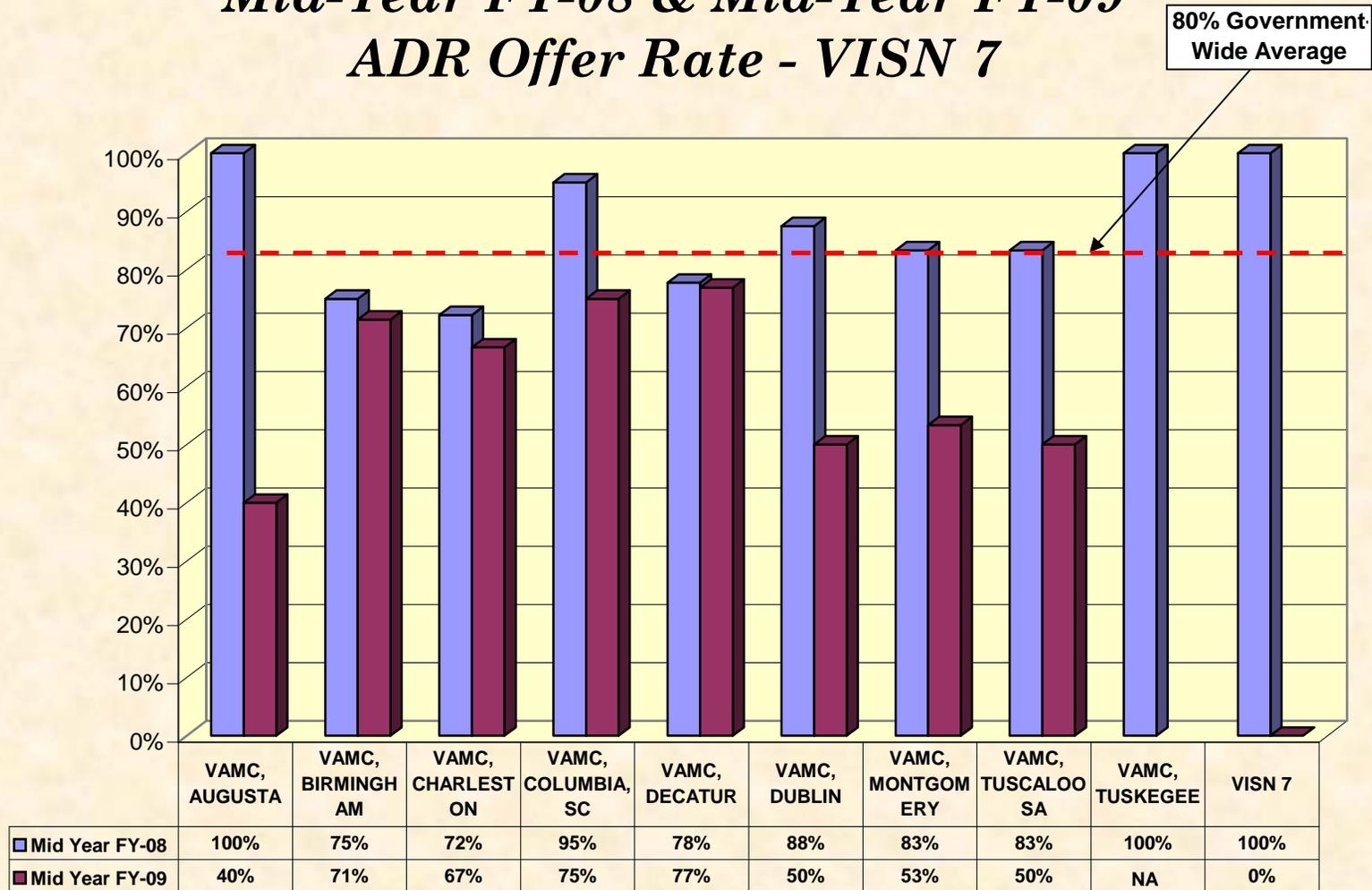
48% Government-Wide Average

Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate- VISN 6

55% Government-Wide Average

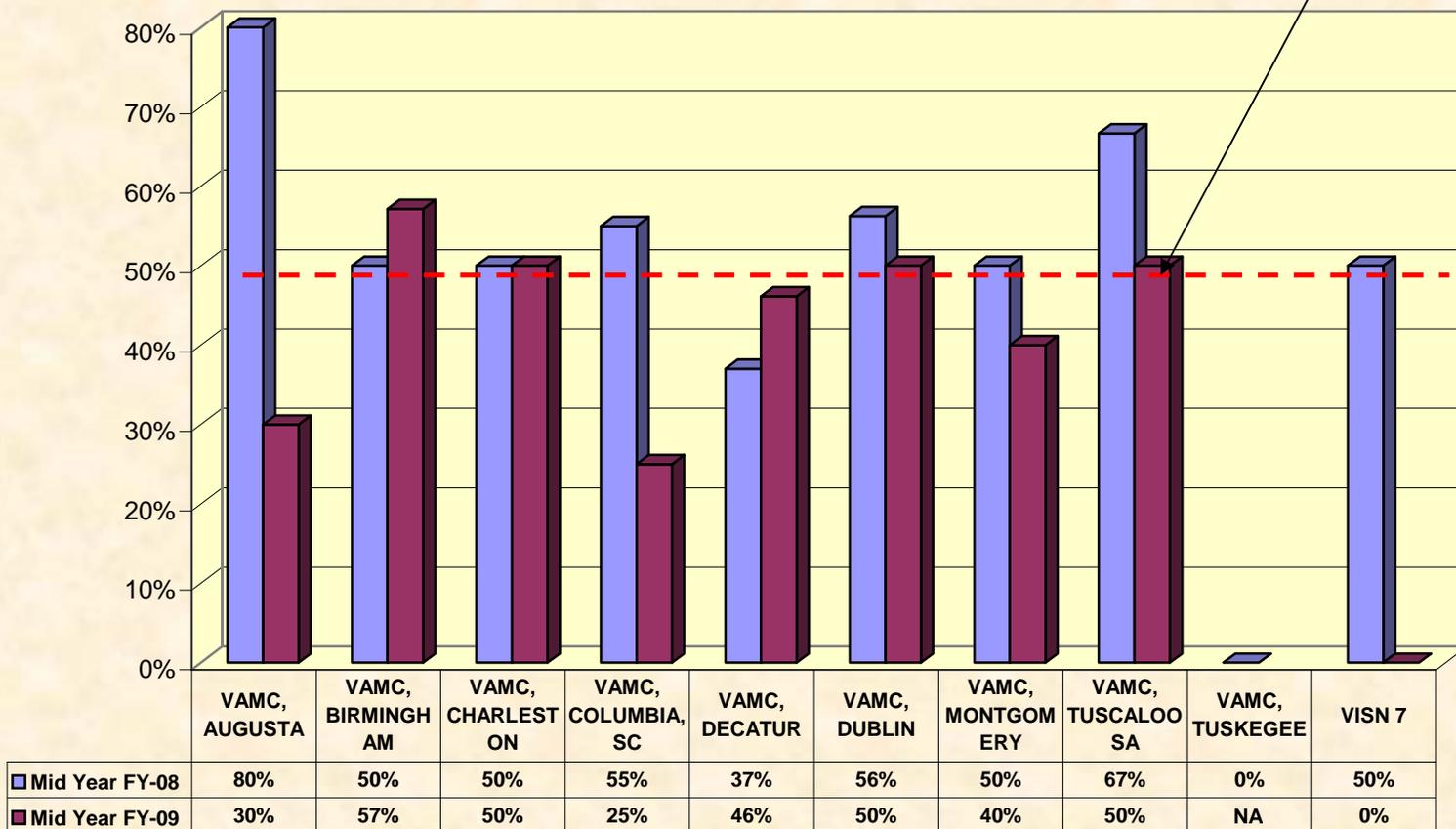


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 7

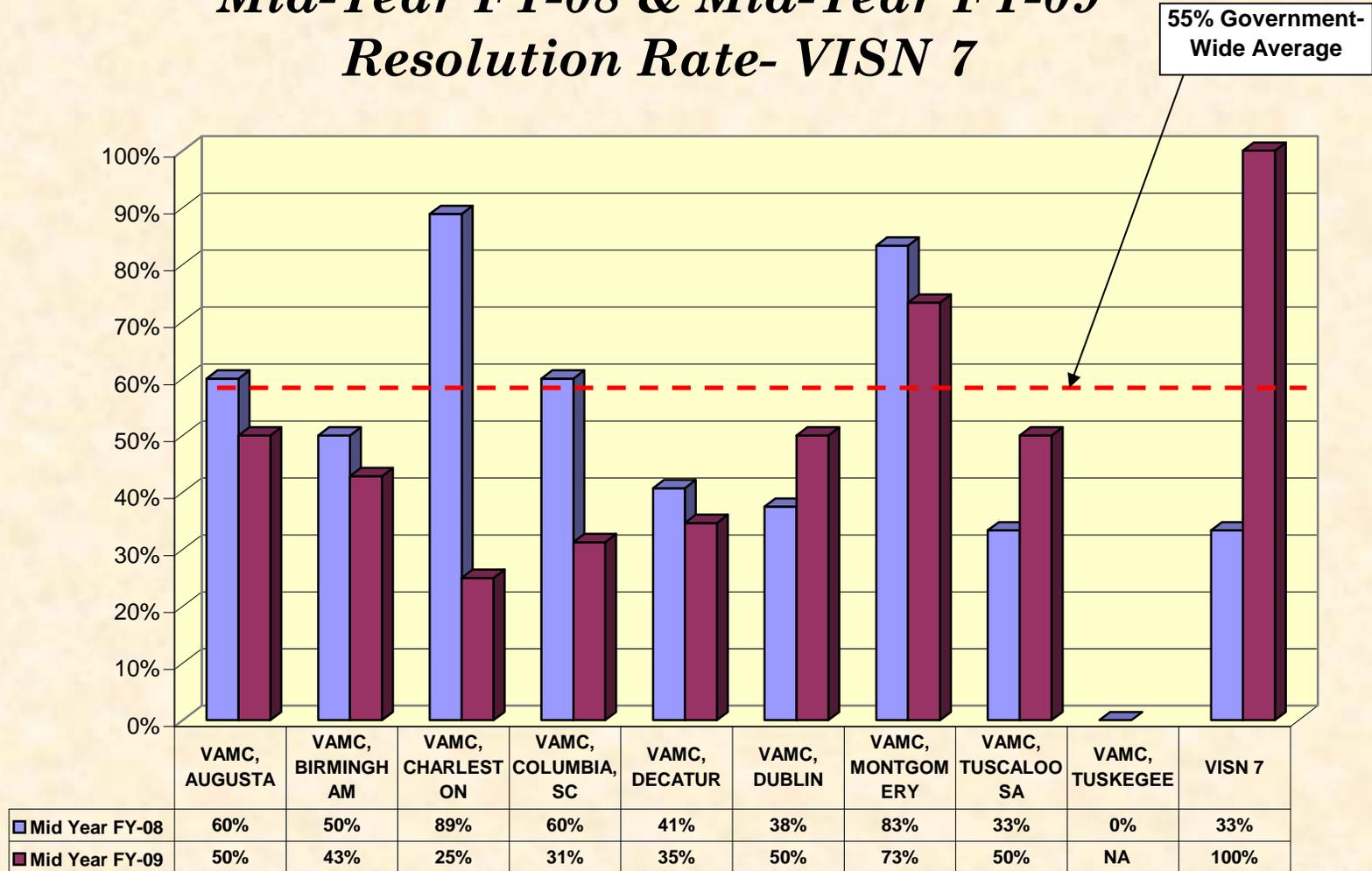


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 7

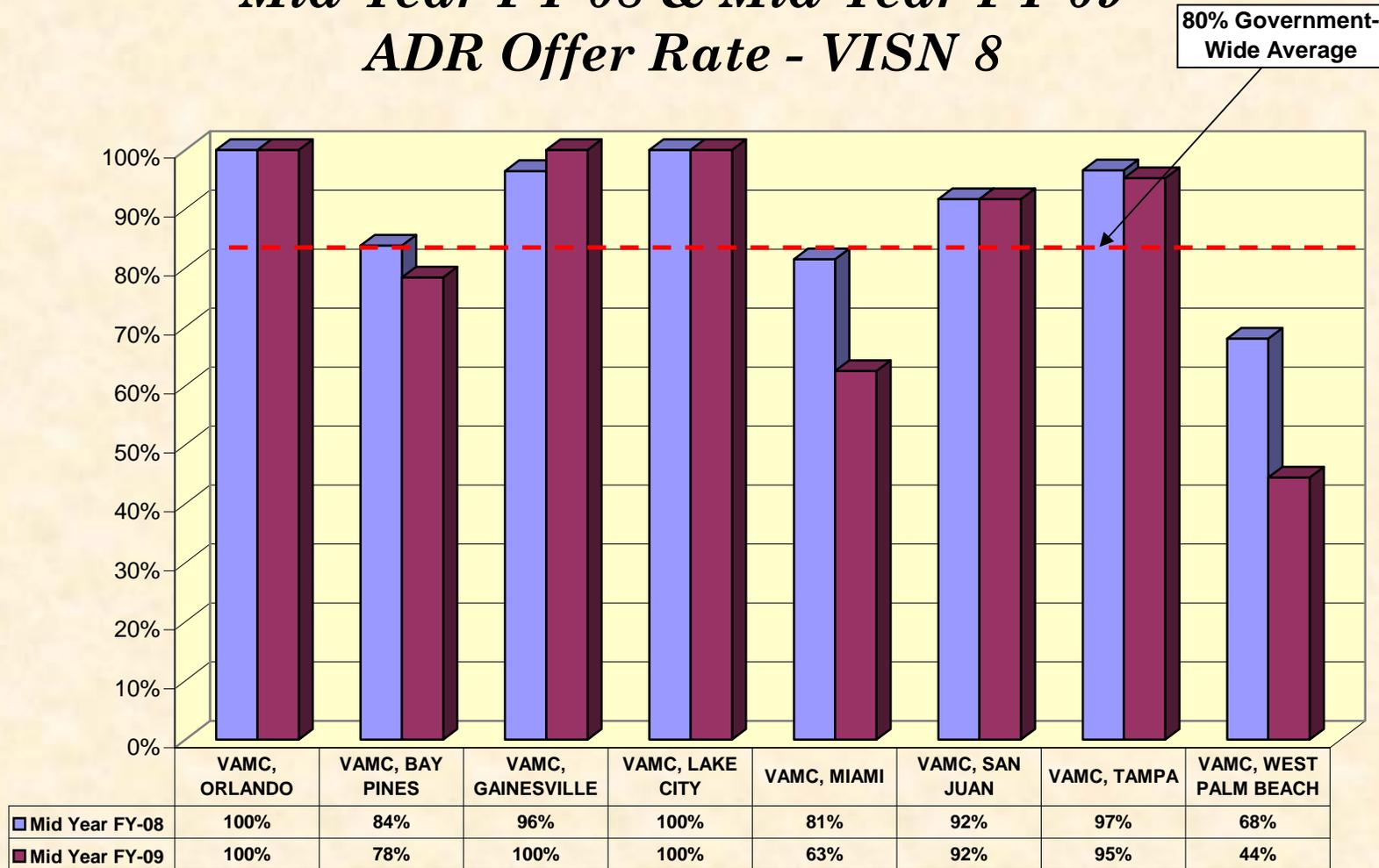
48% Government-Wide Average



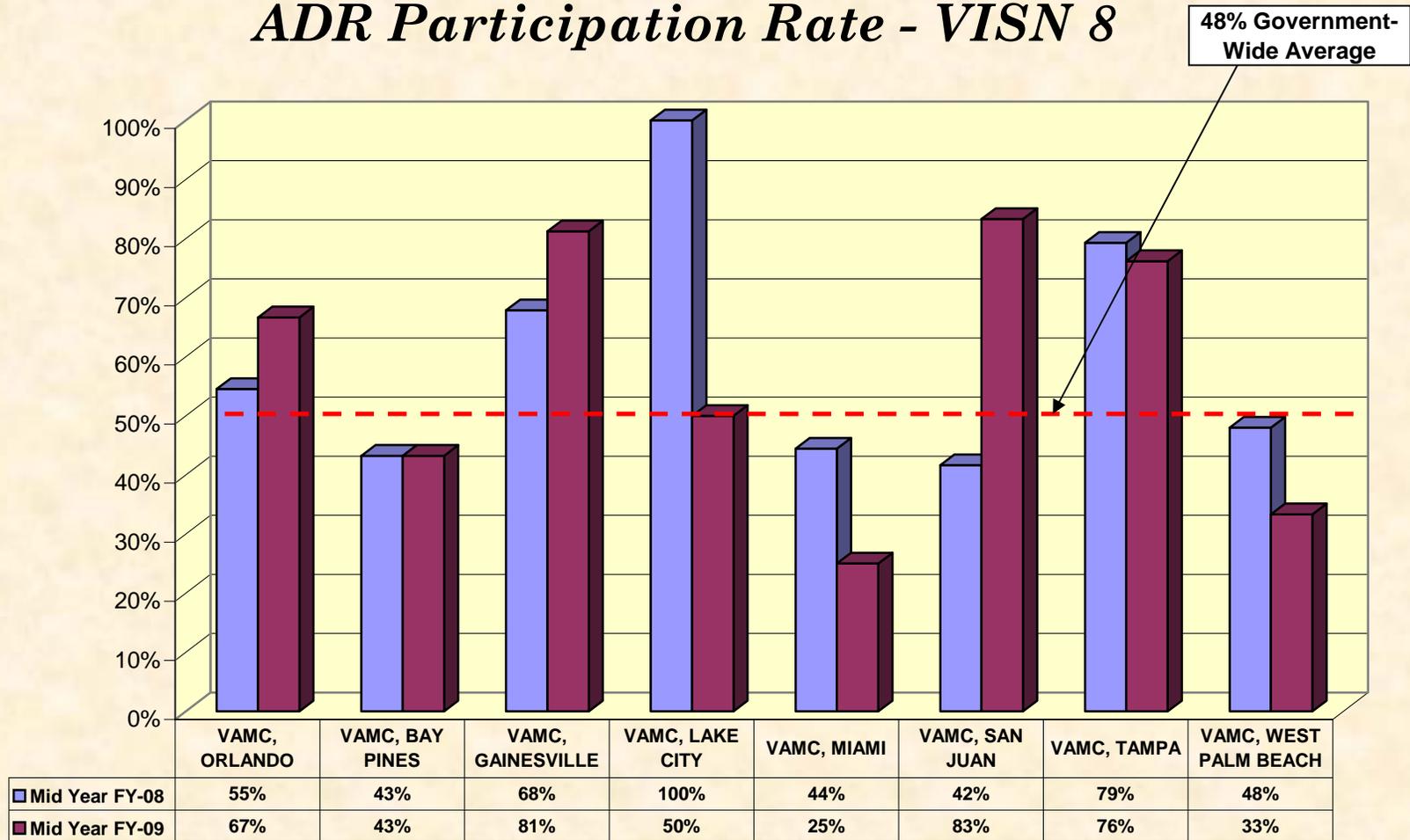
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate- VISN 7



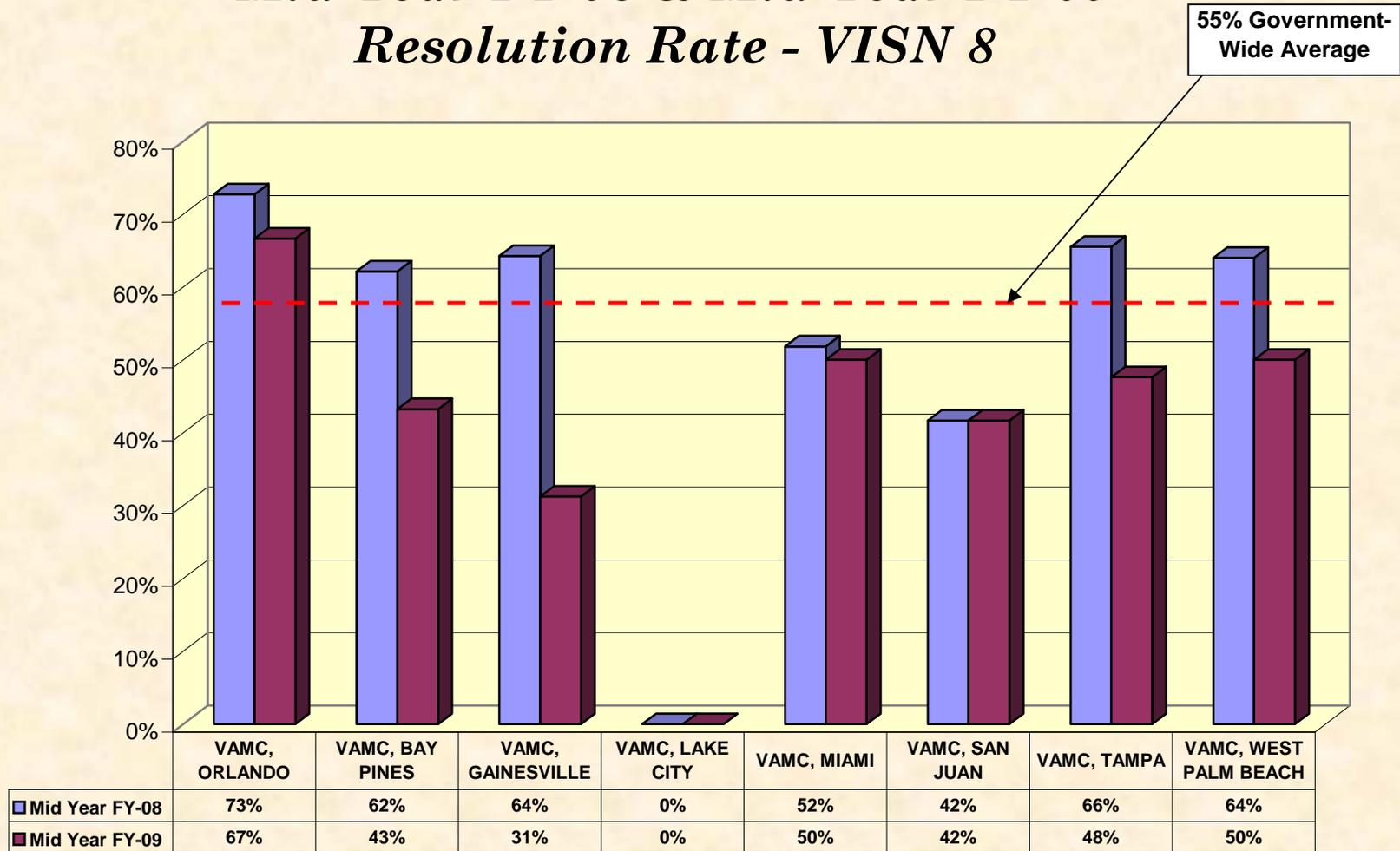
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 8



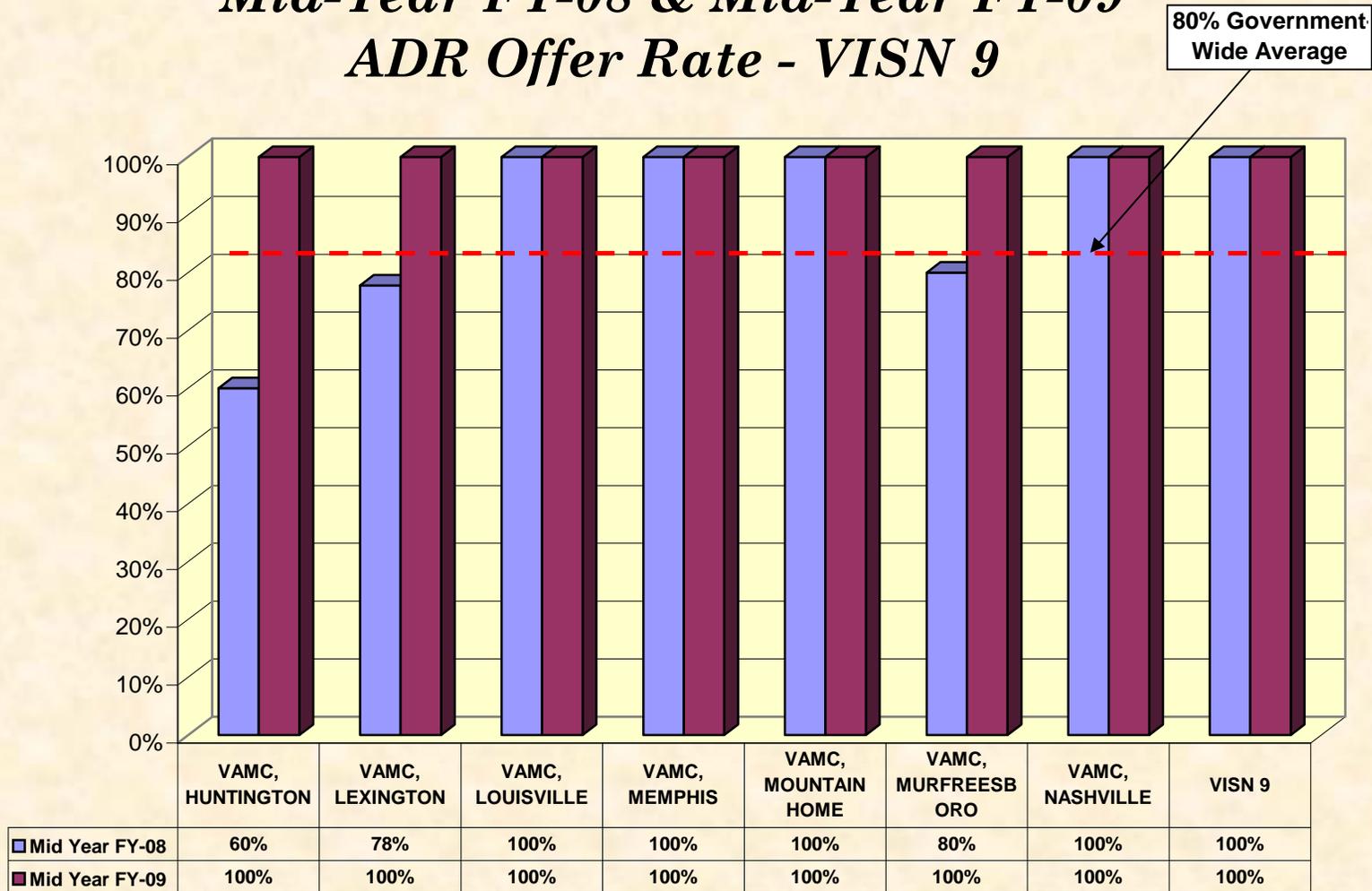
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 8



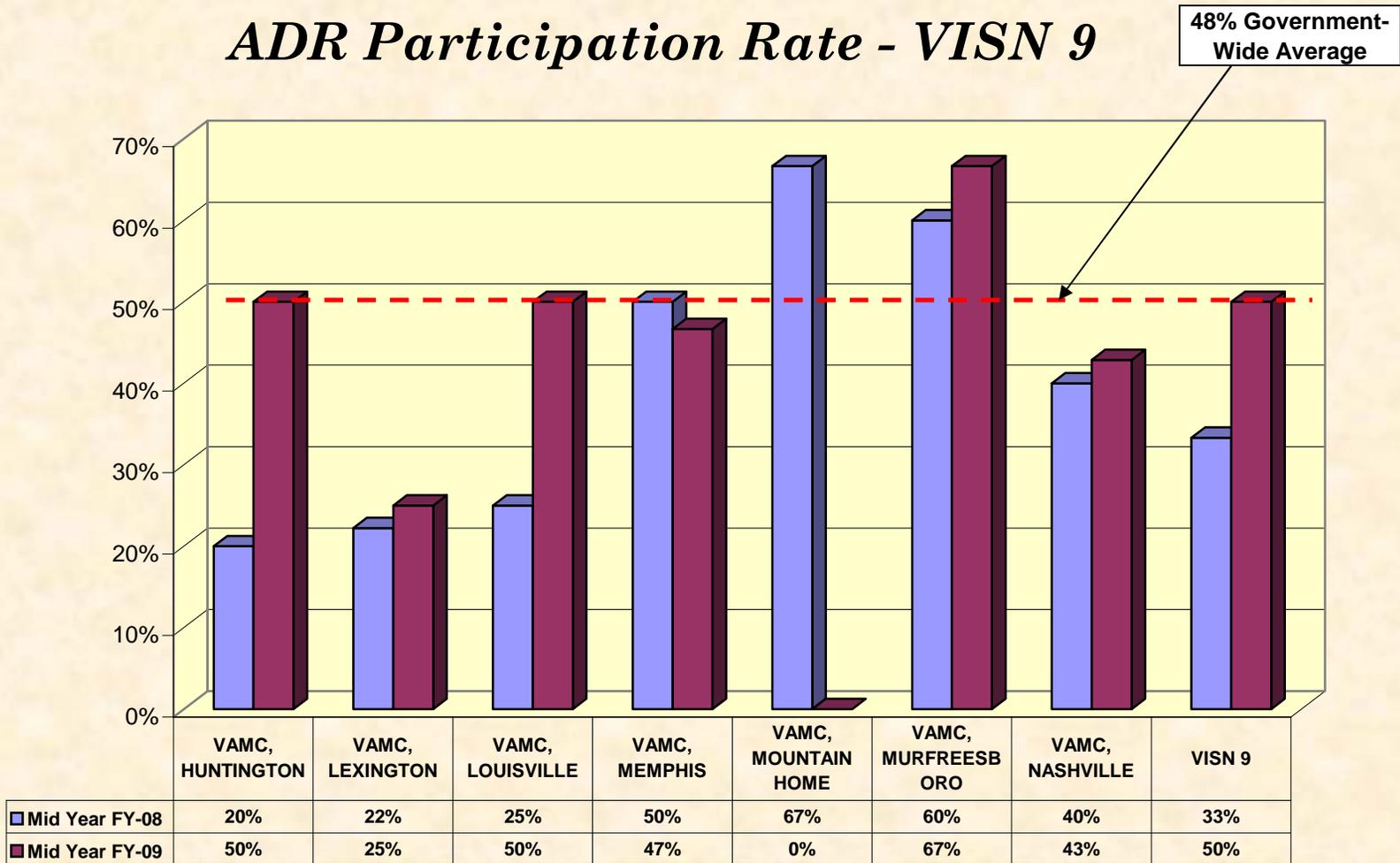
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 8



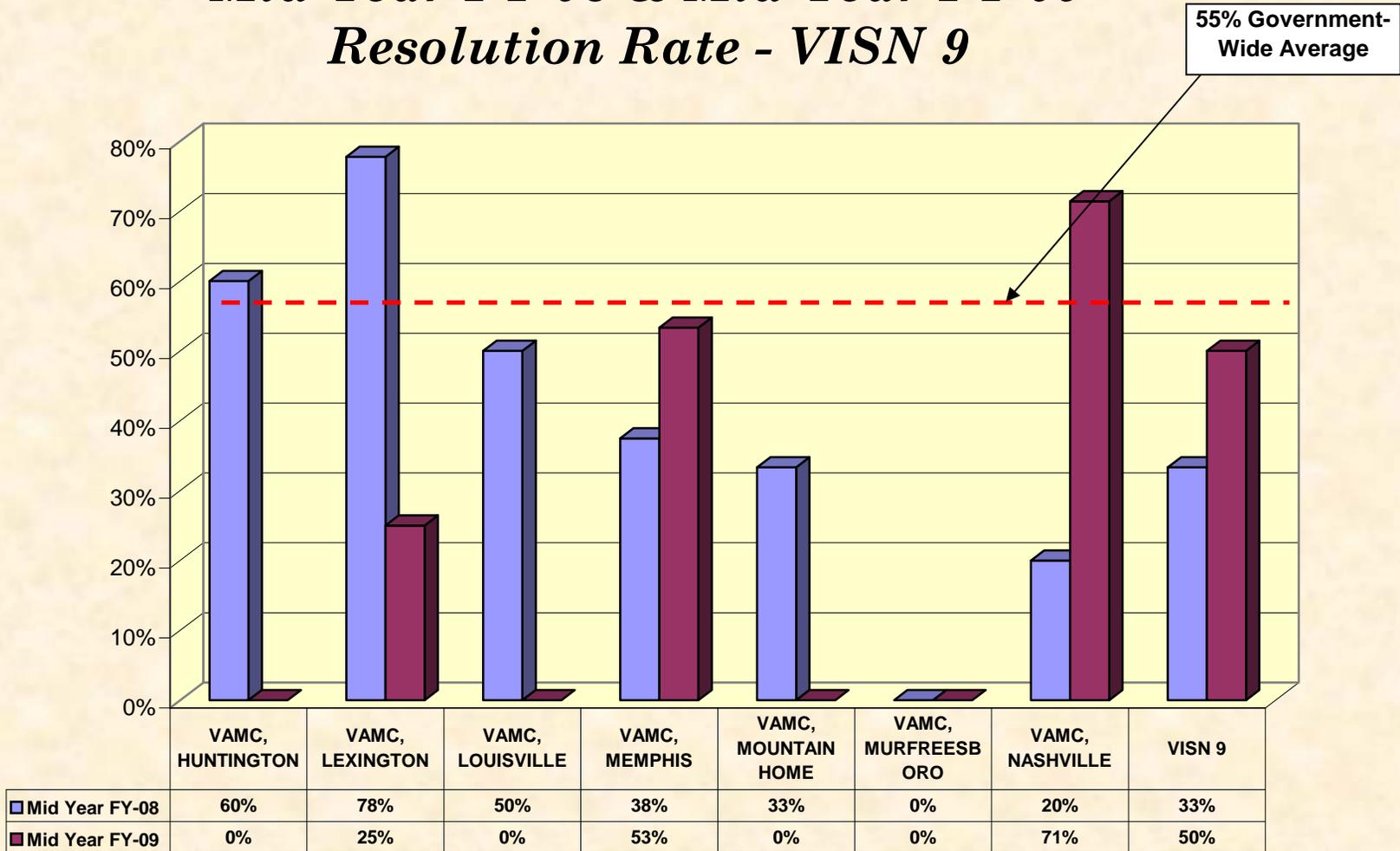
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 9



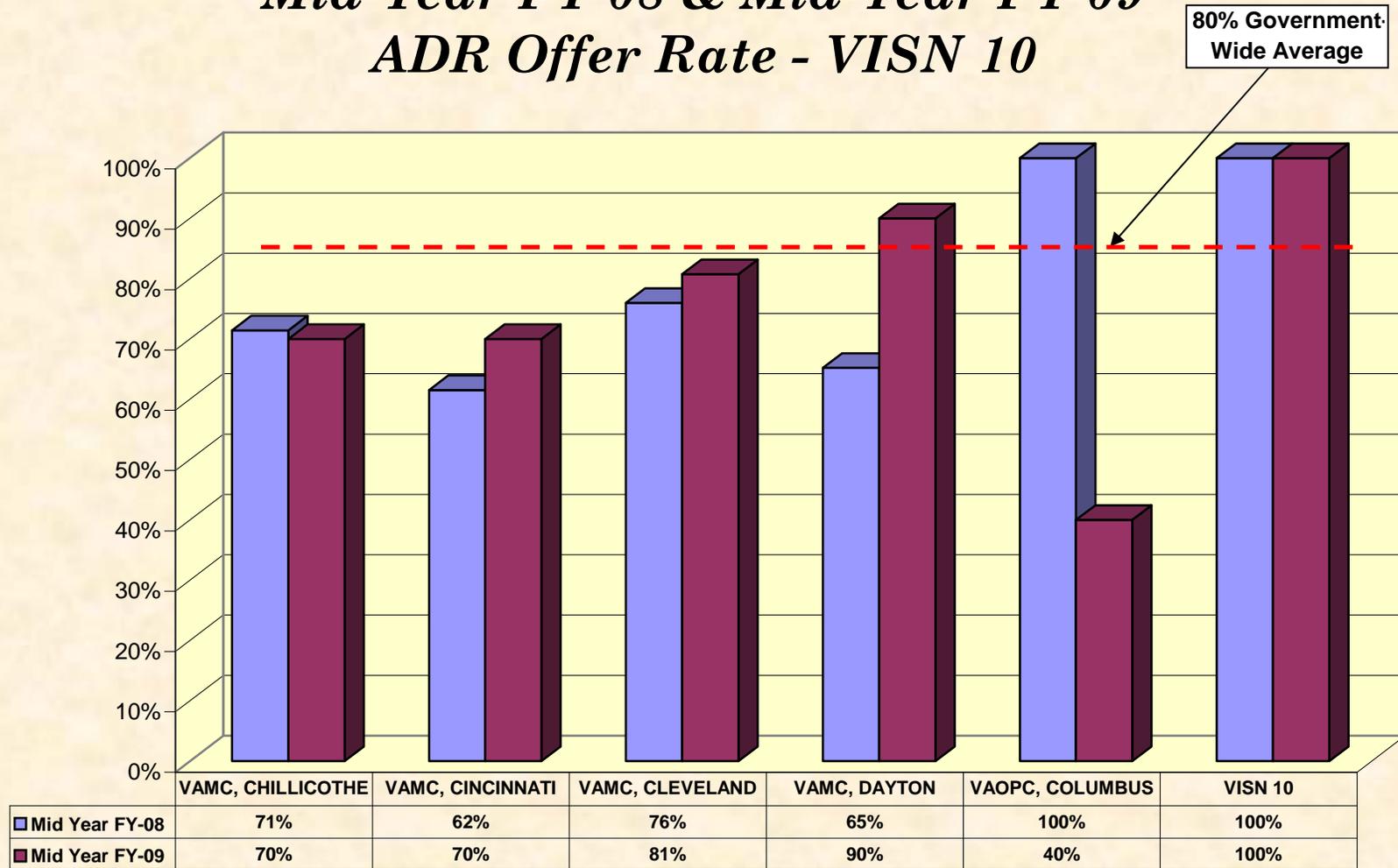
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 9



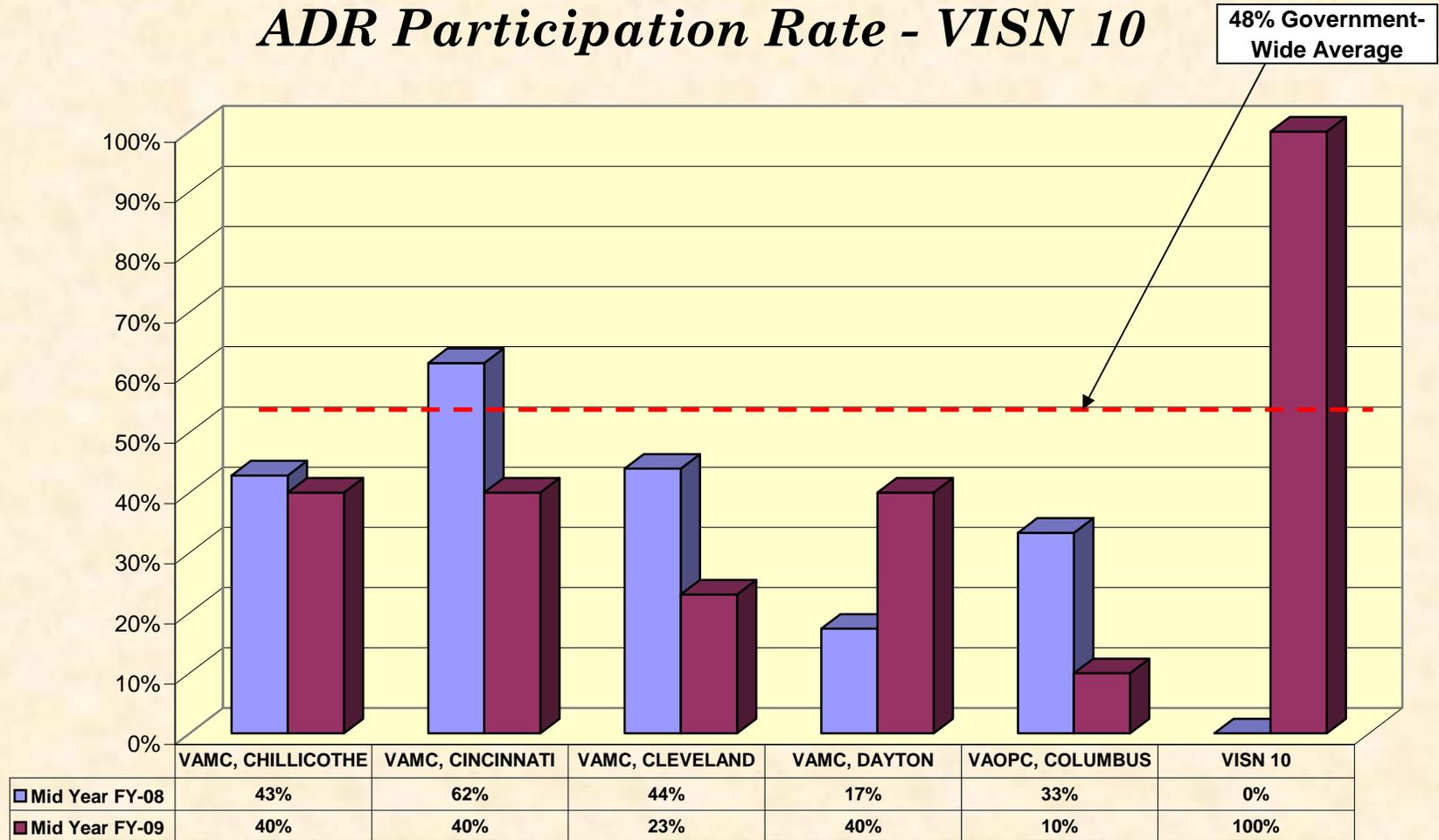
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 9



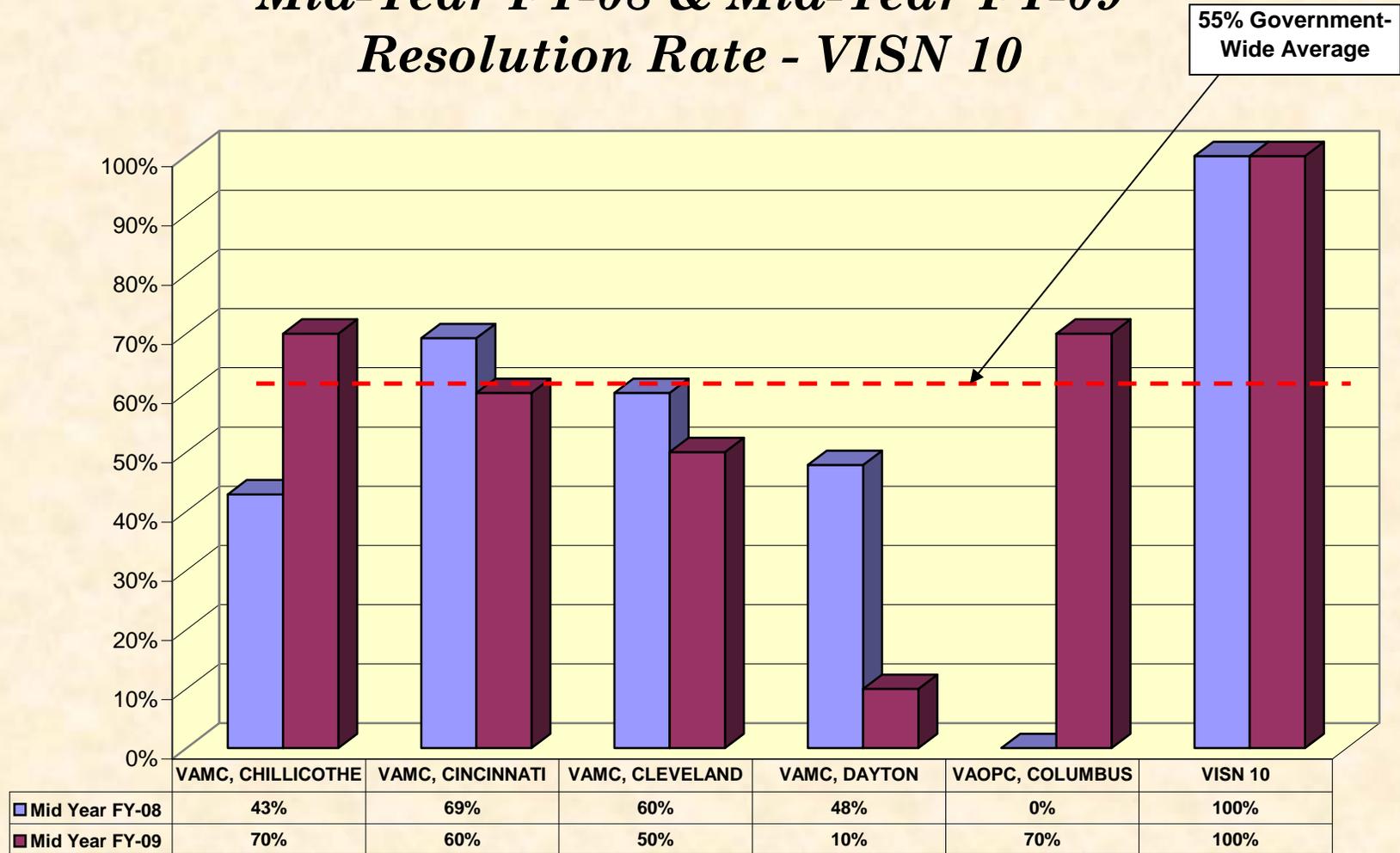
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 10



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 10

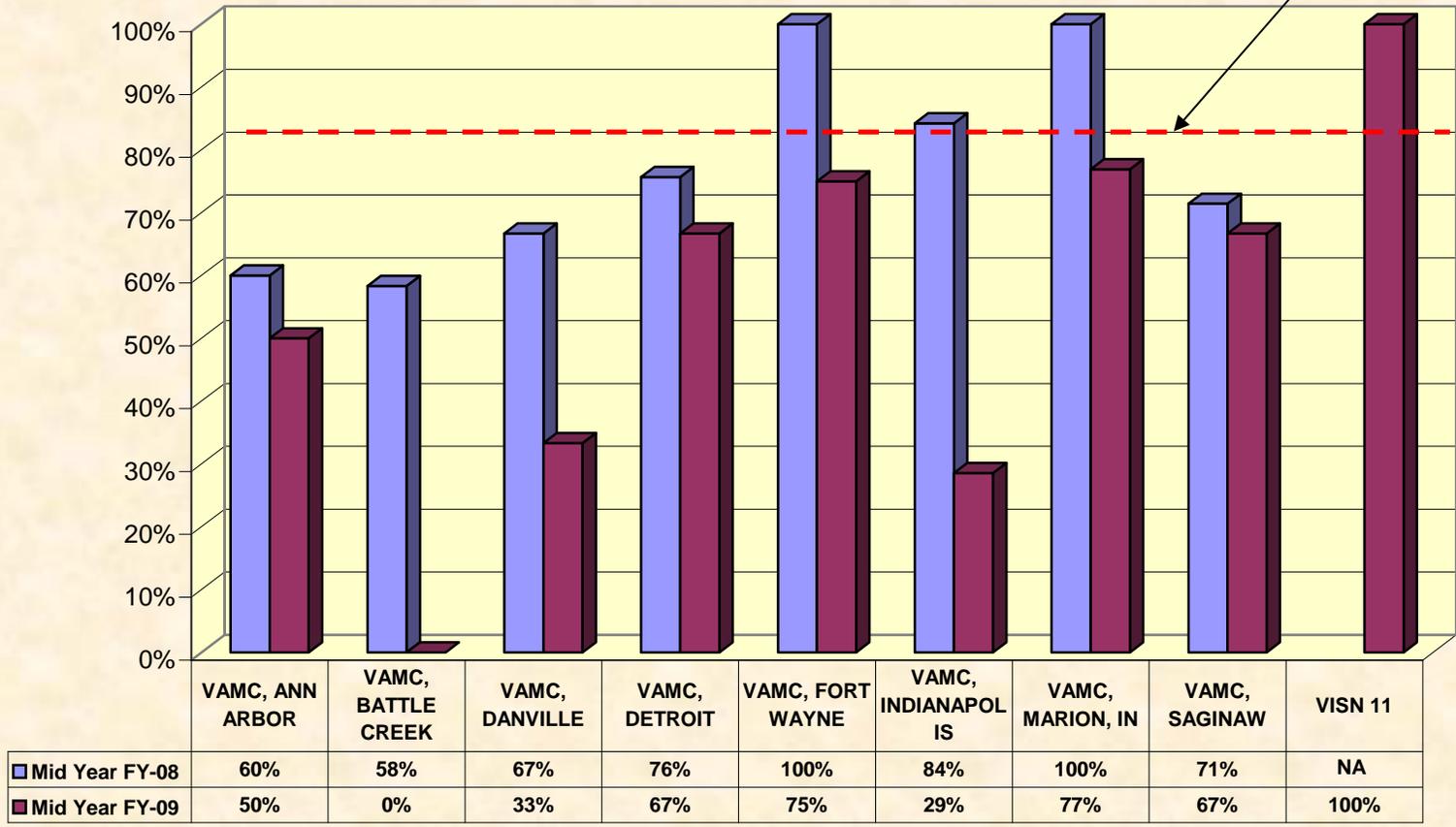


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 10

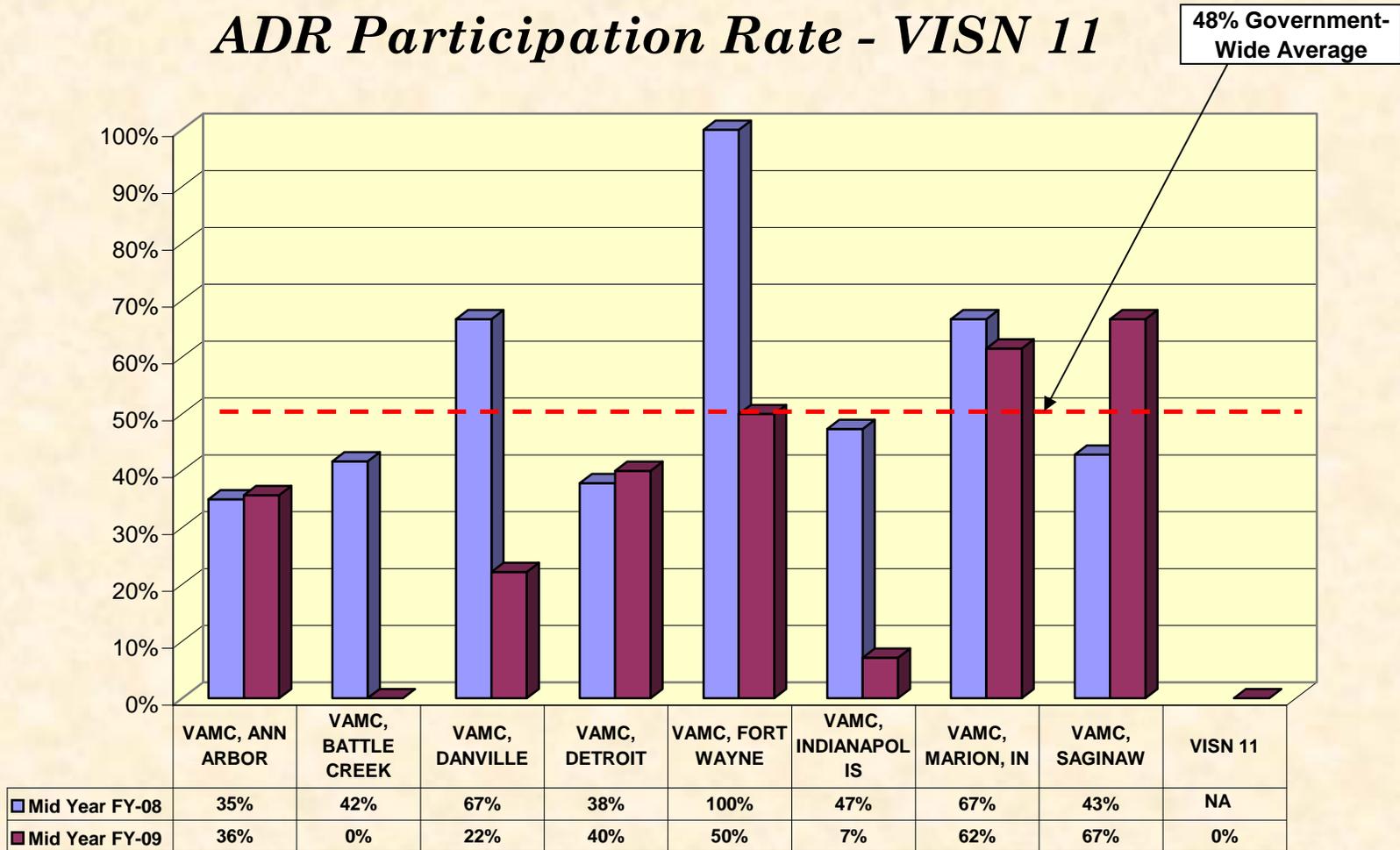


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 11

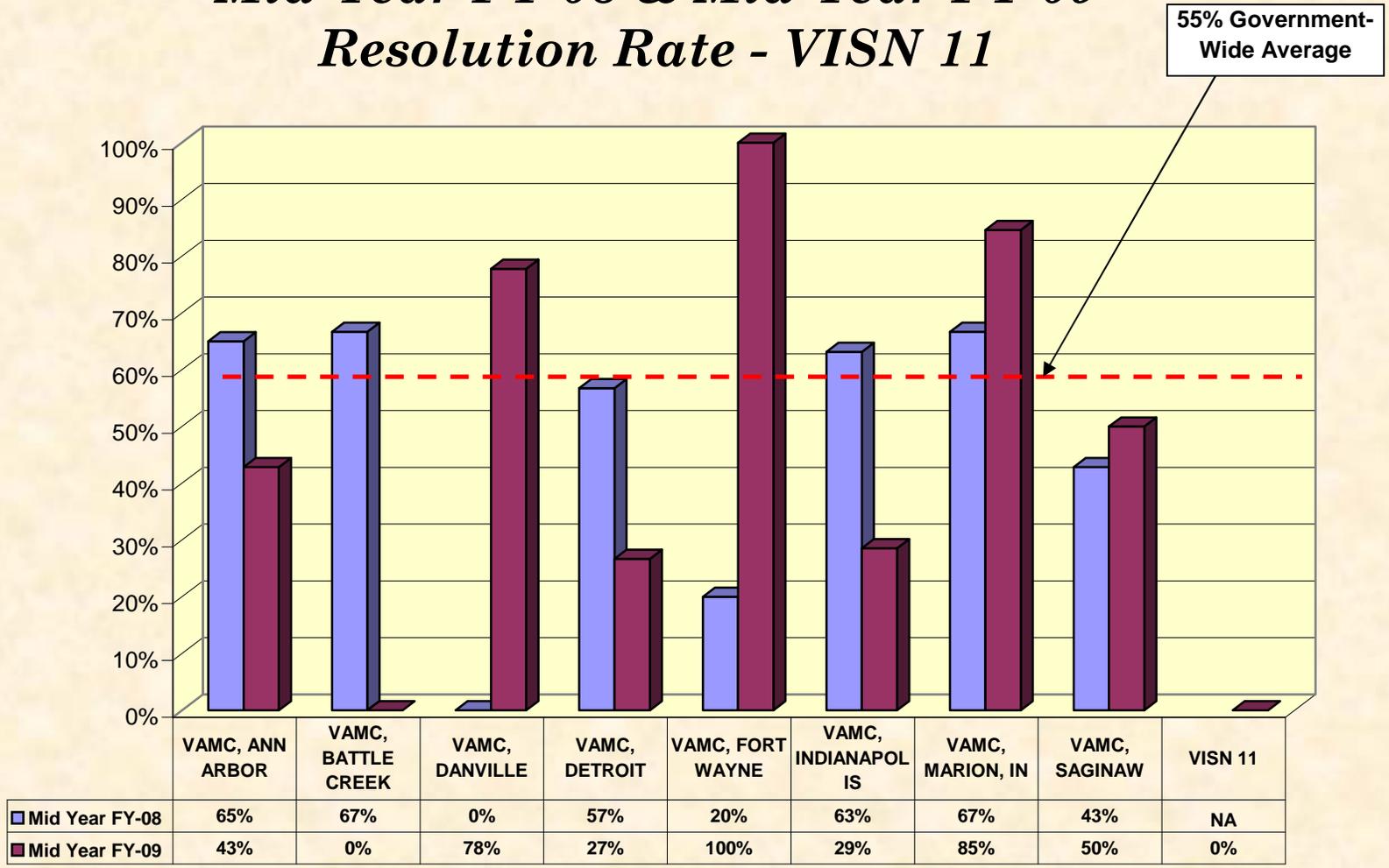
80% Government
Wide Average



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 11

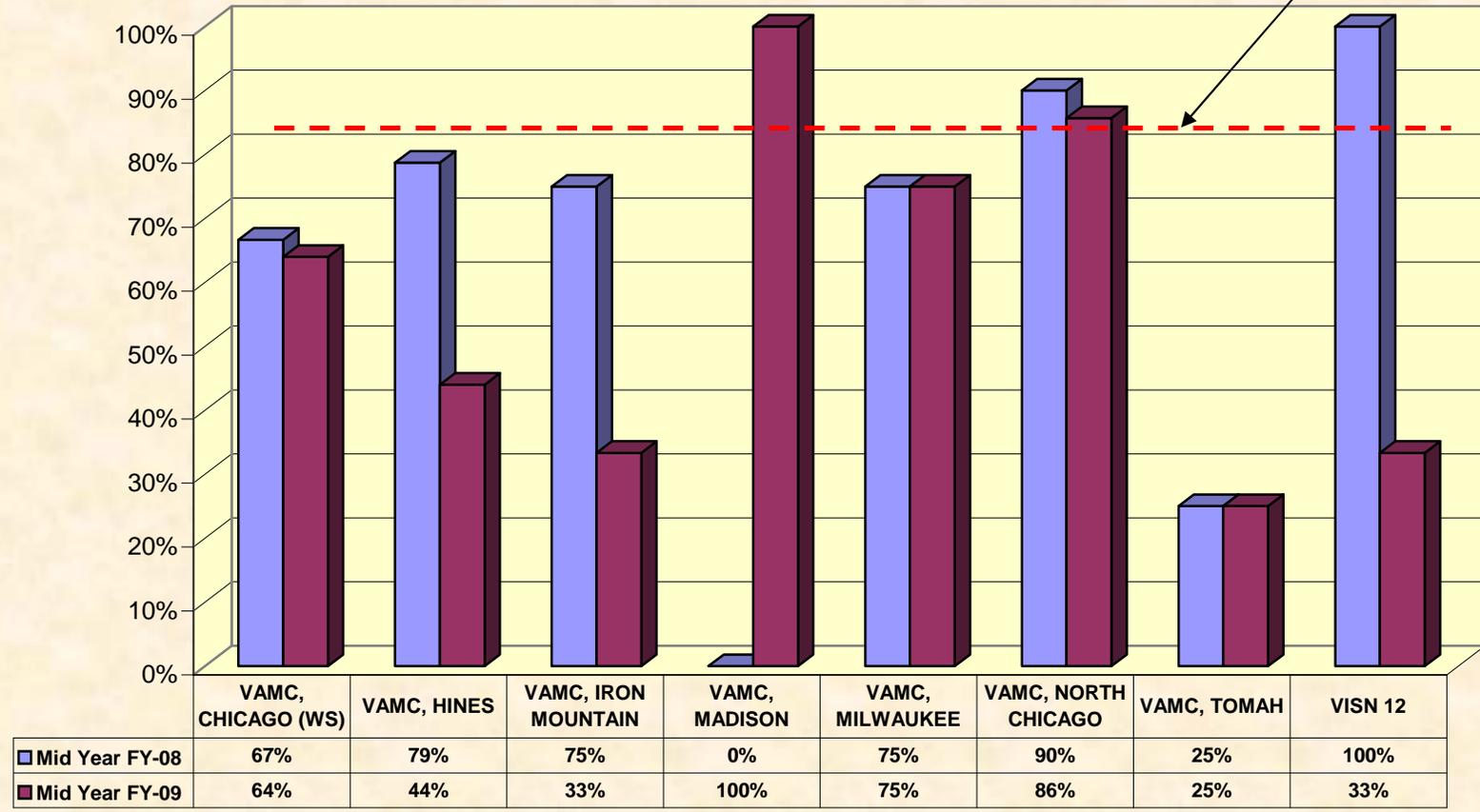


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 11

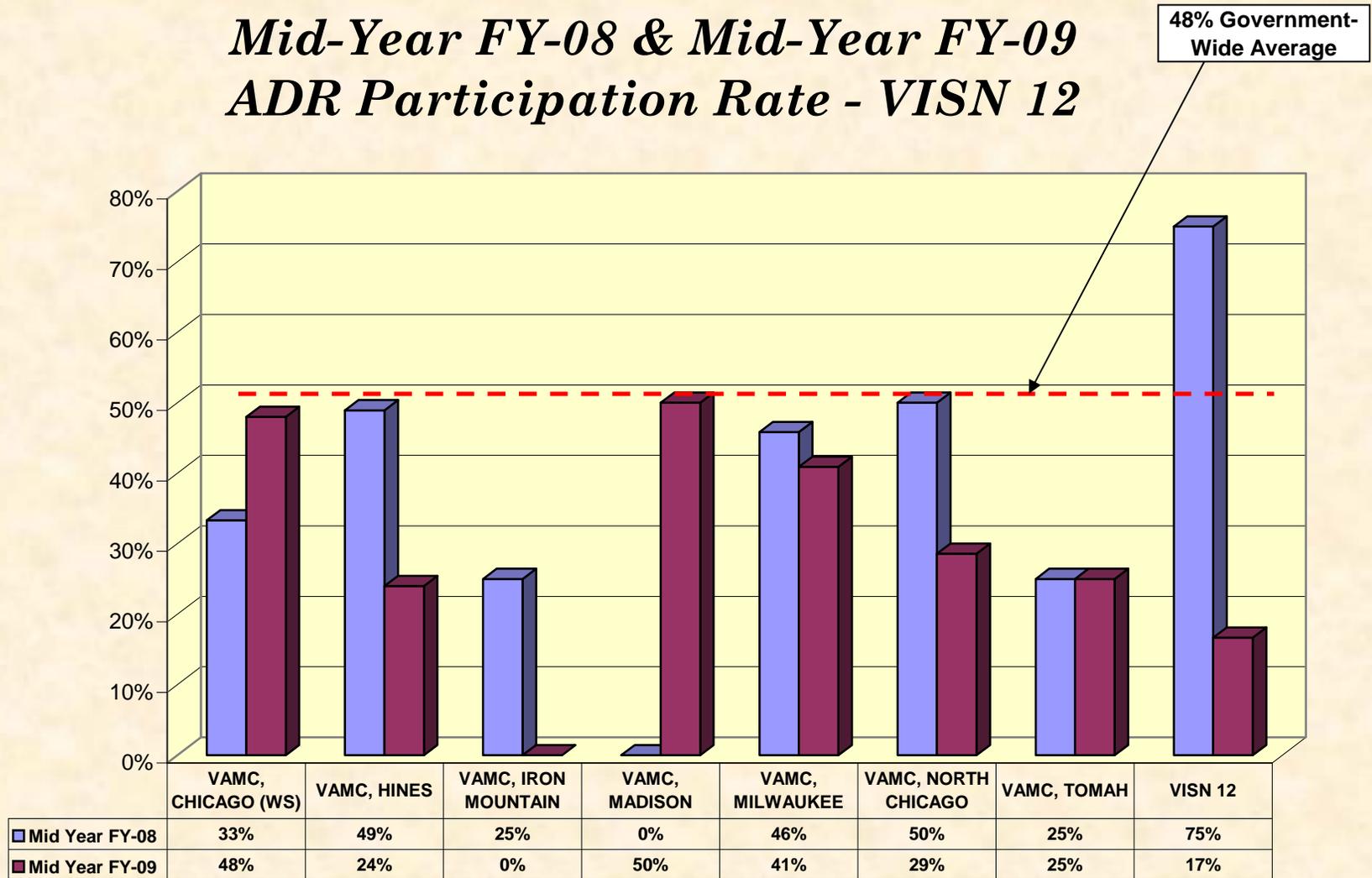


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 12

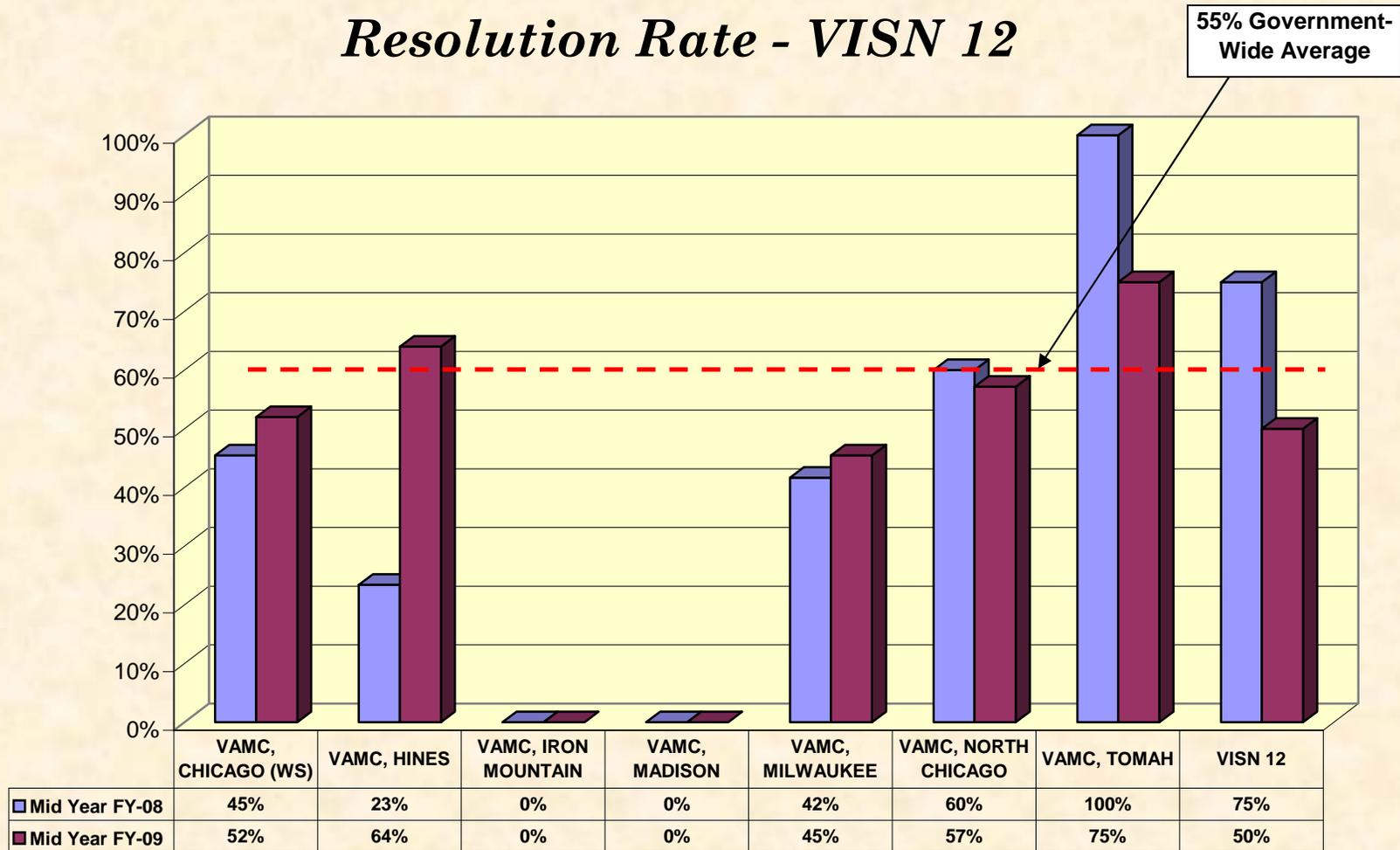
80% Government
Wide Average



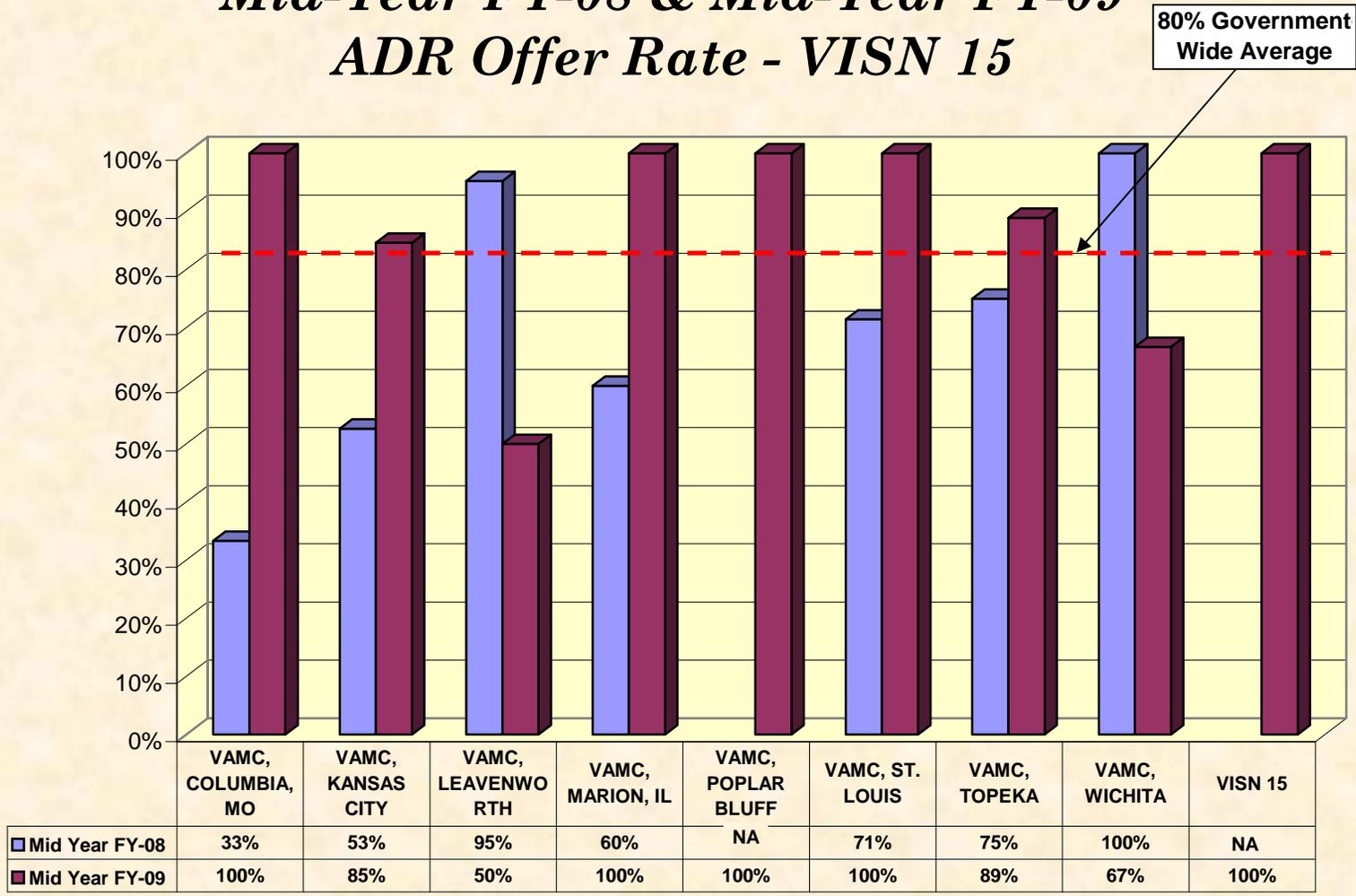
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 12



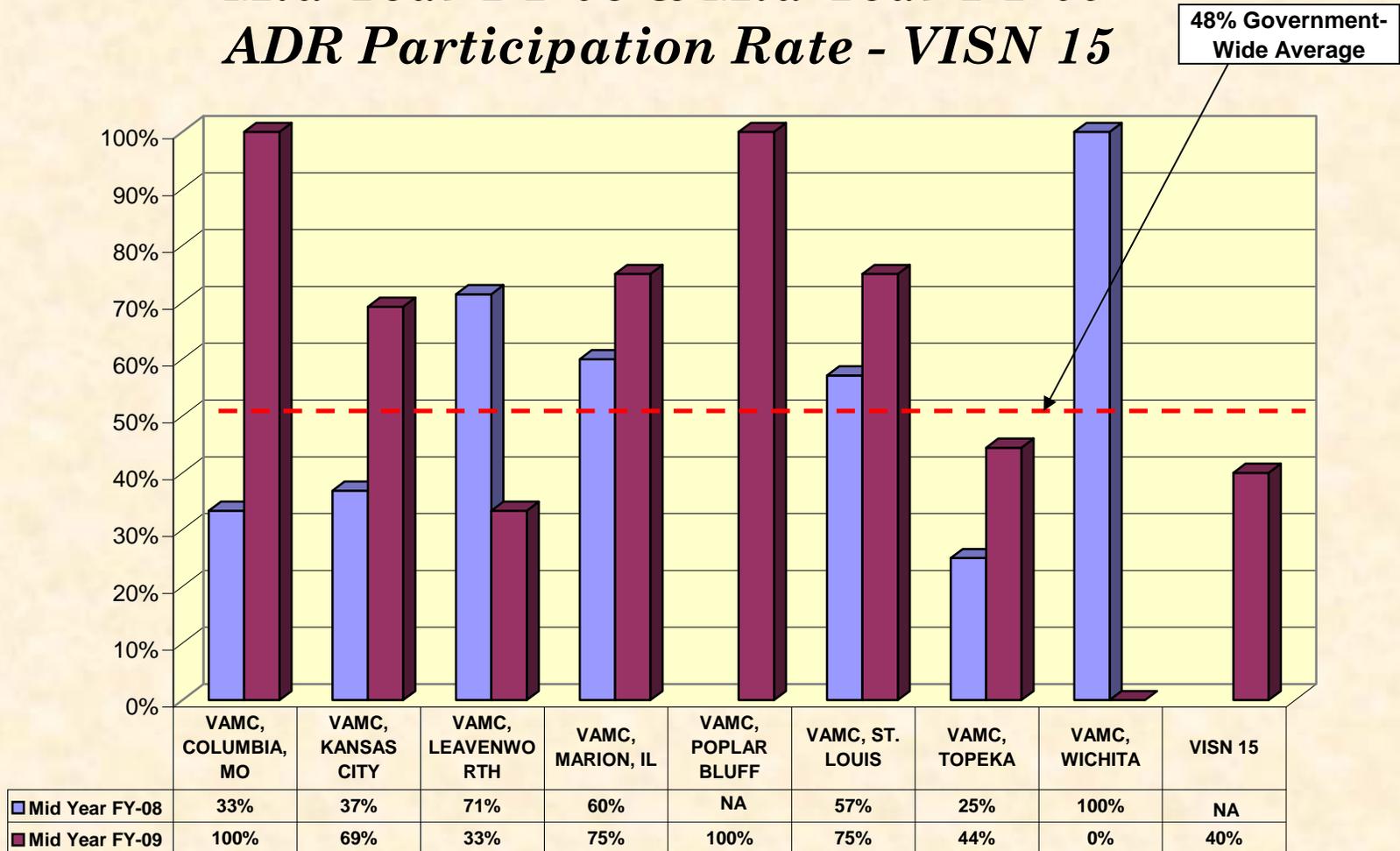
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 12



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 15

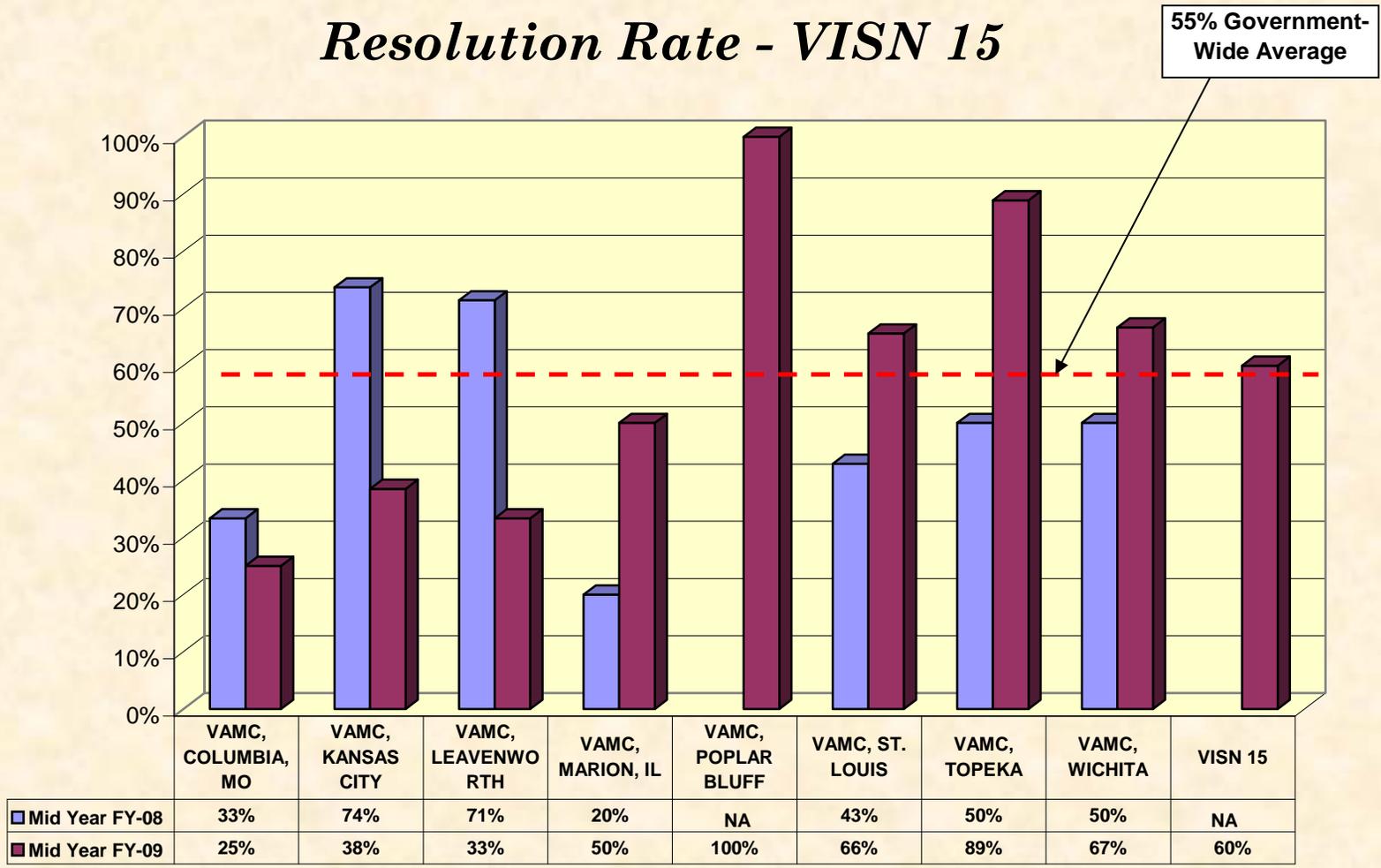


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 15

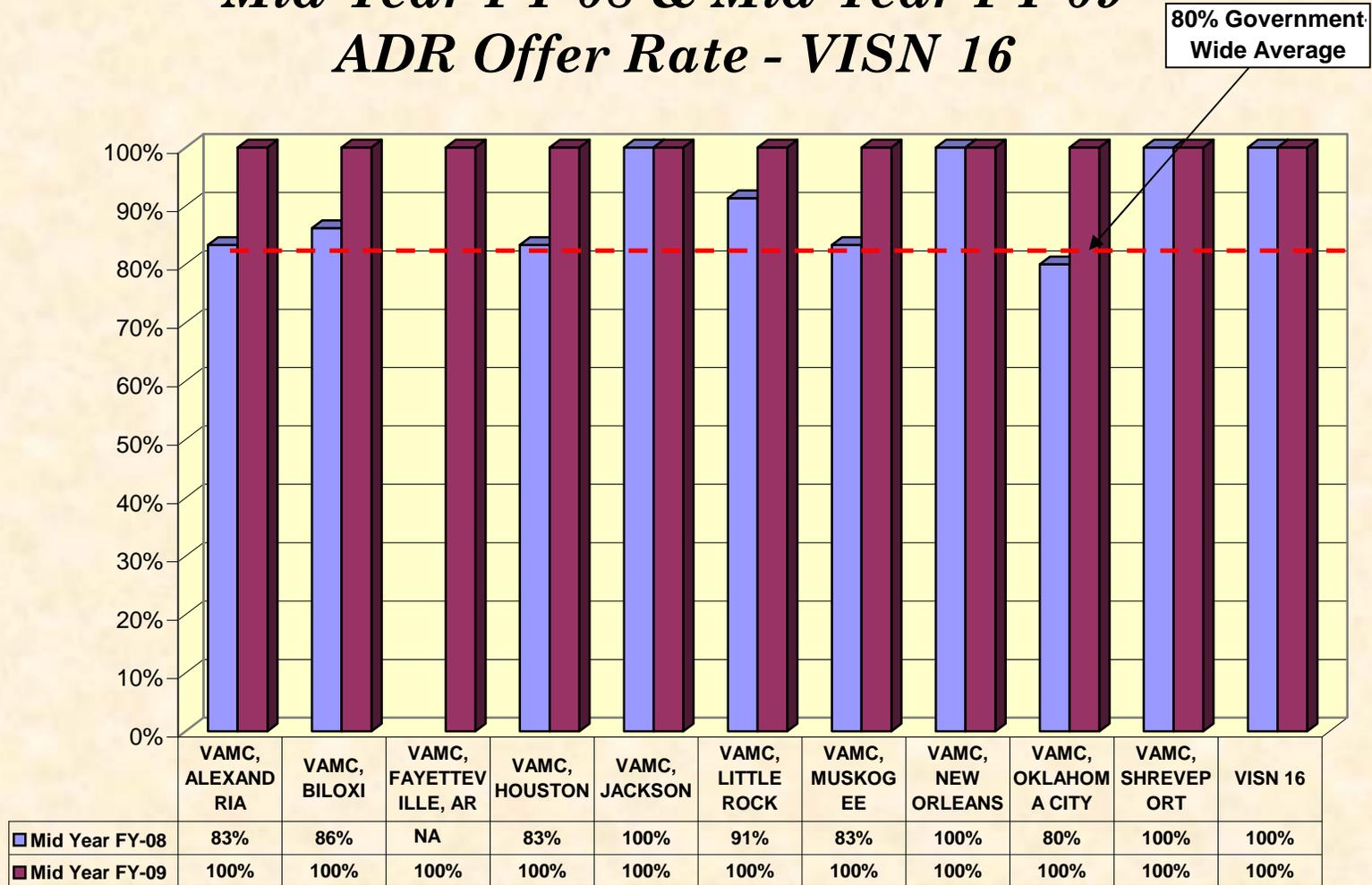


48% Government-Wide Average

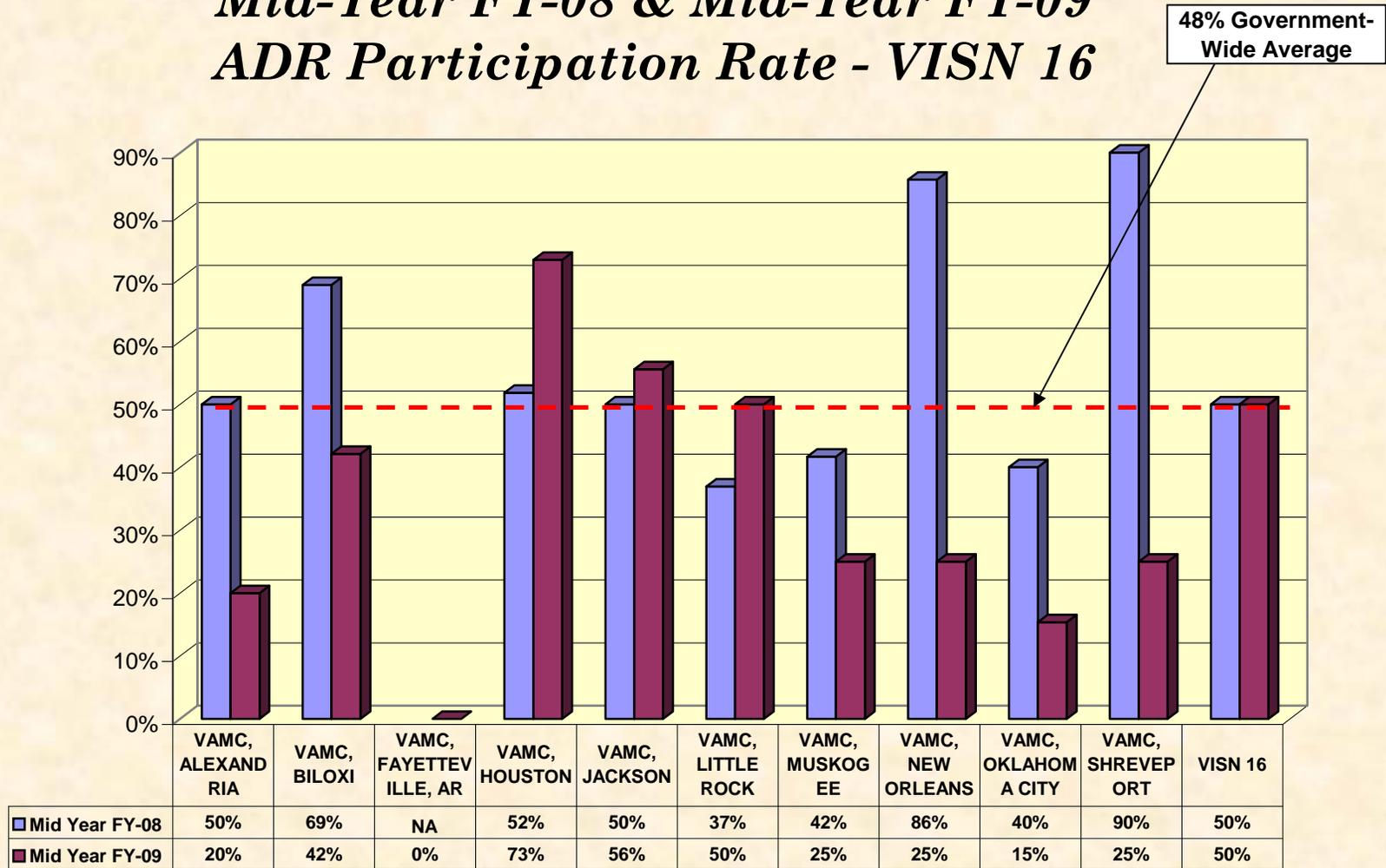
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 15



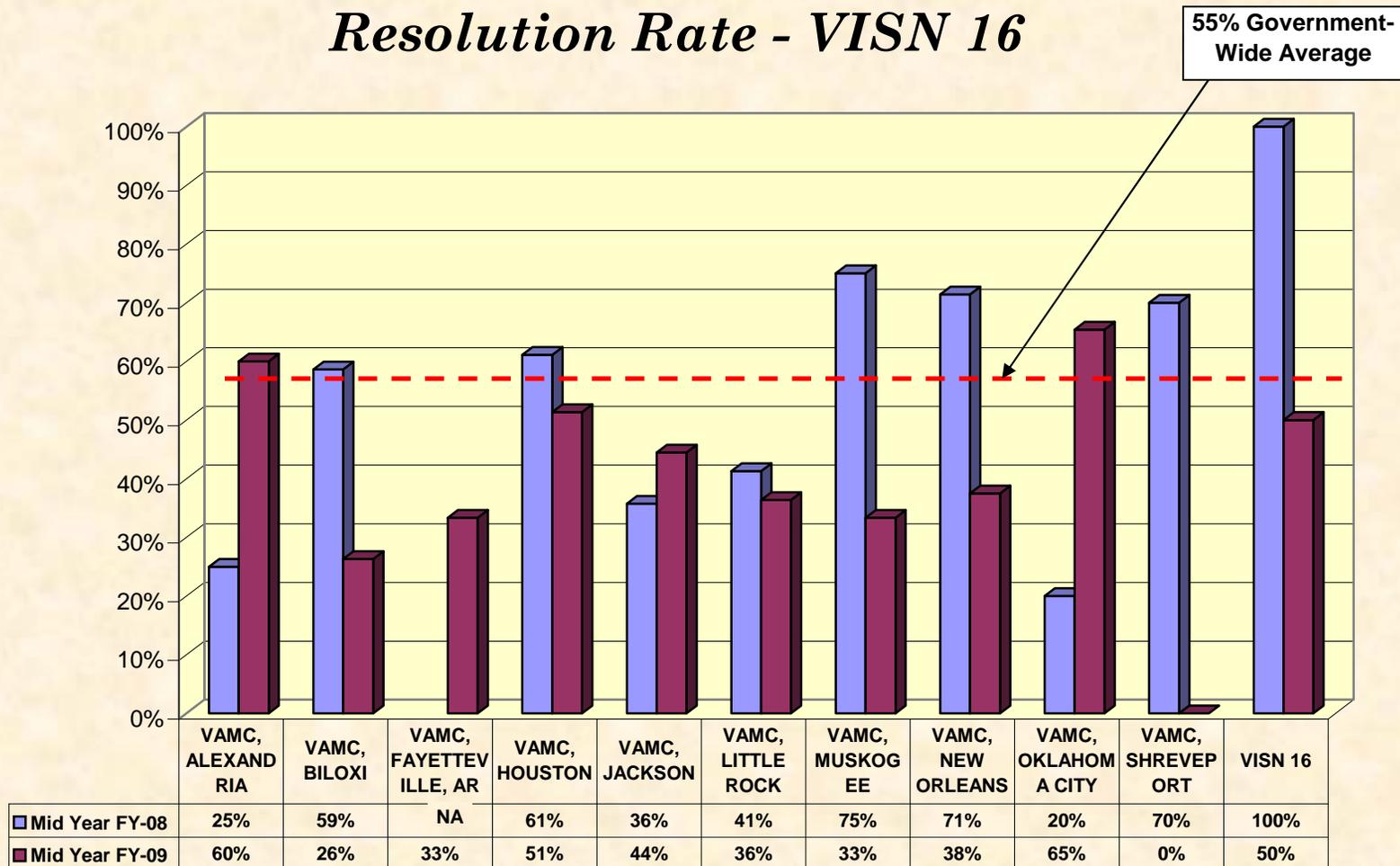
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 16



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 16

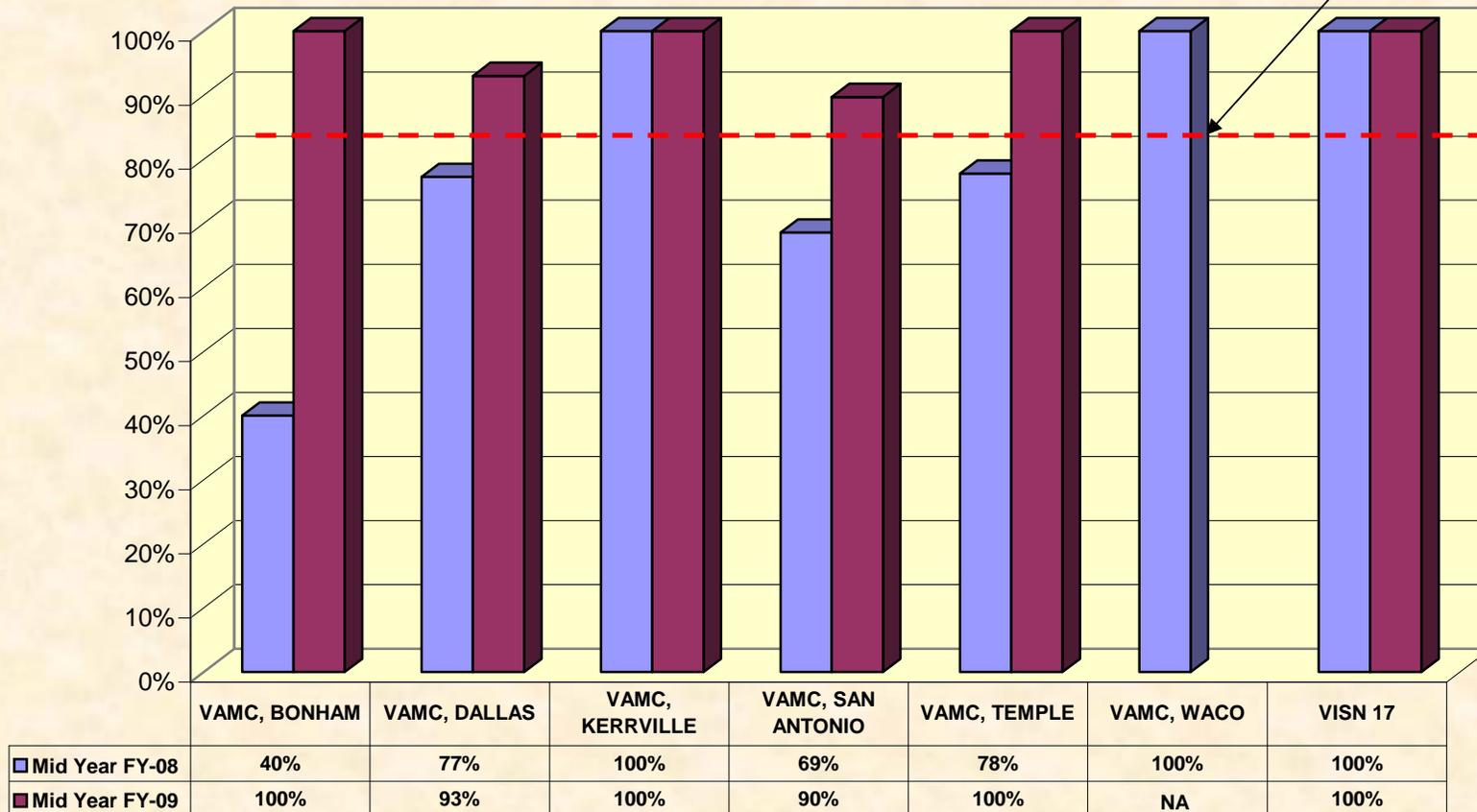


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 16

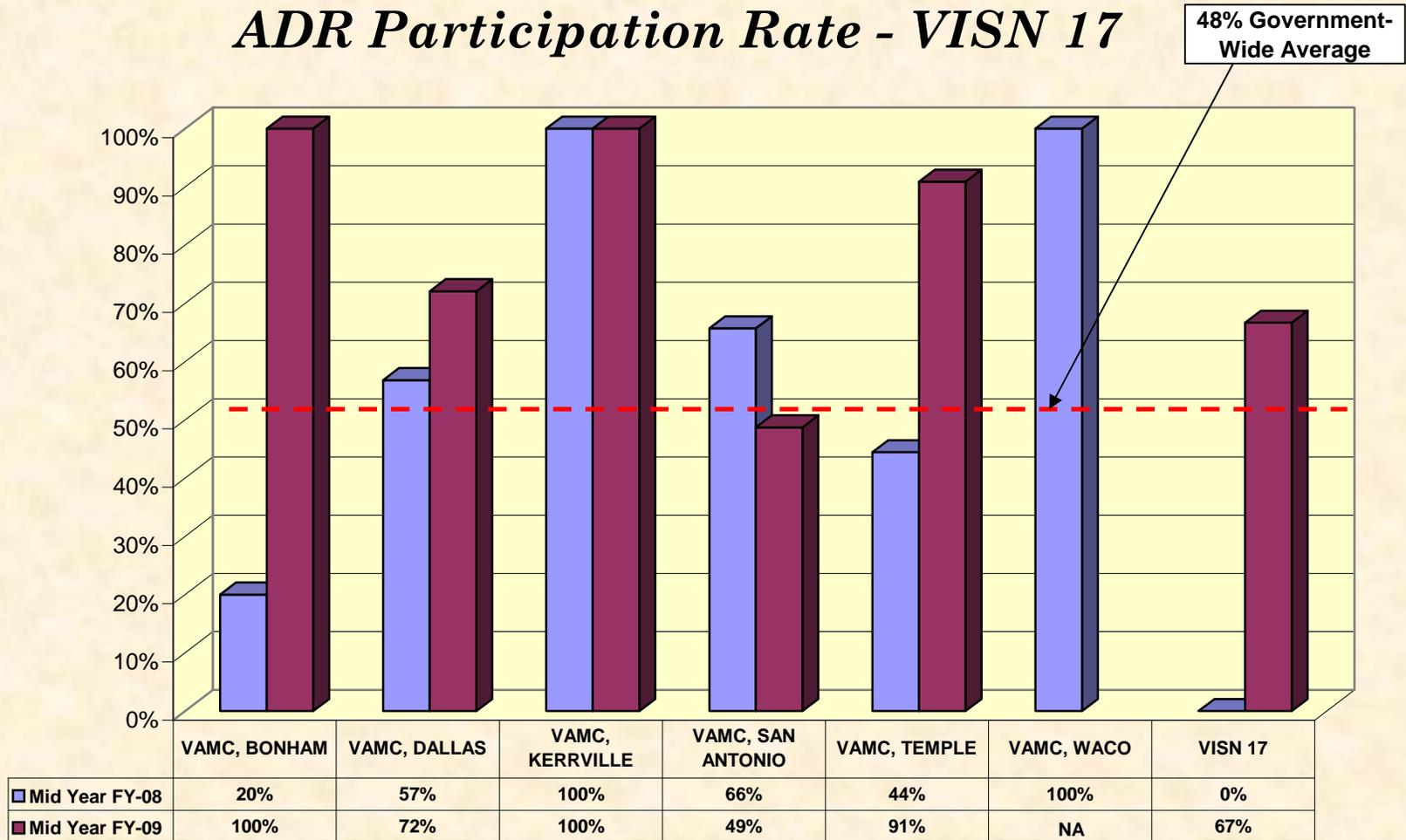


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 17

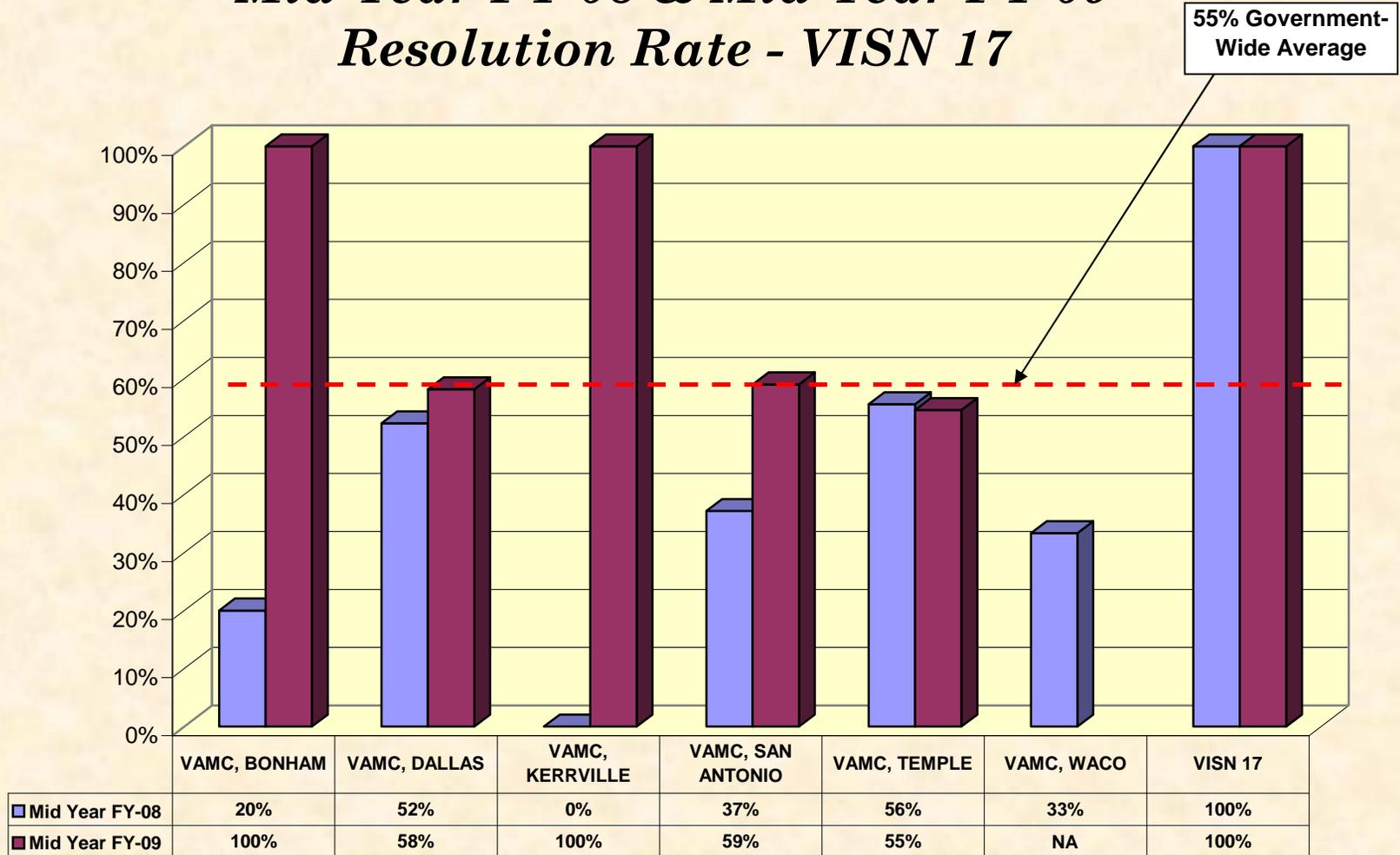
80% Government-Wide Average



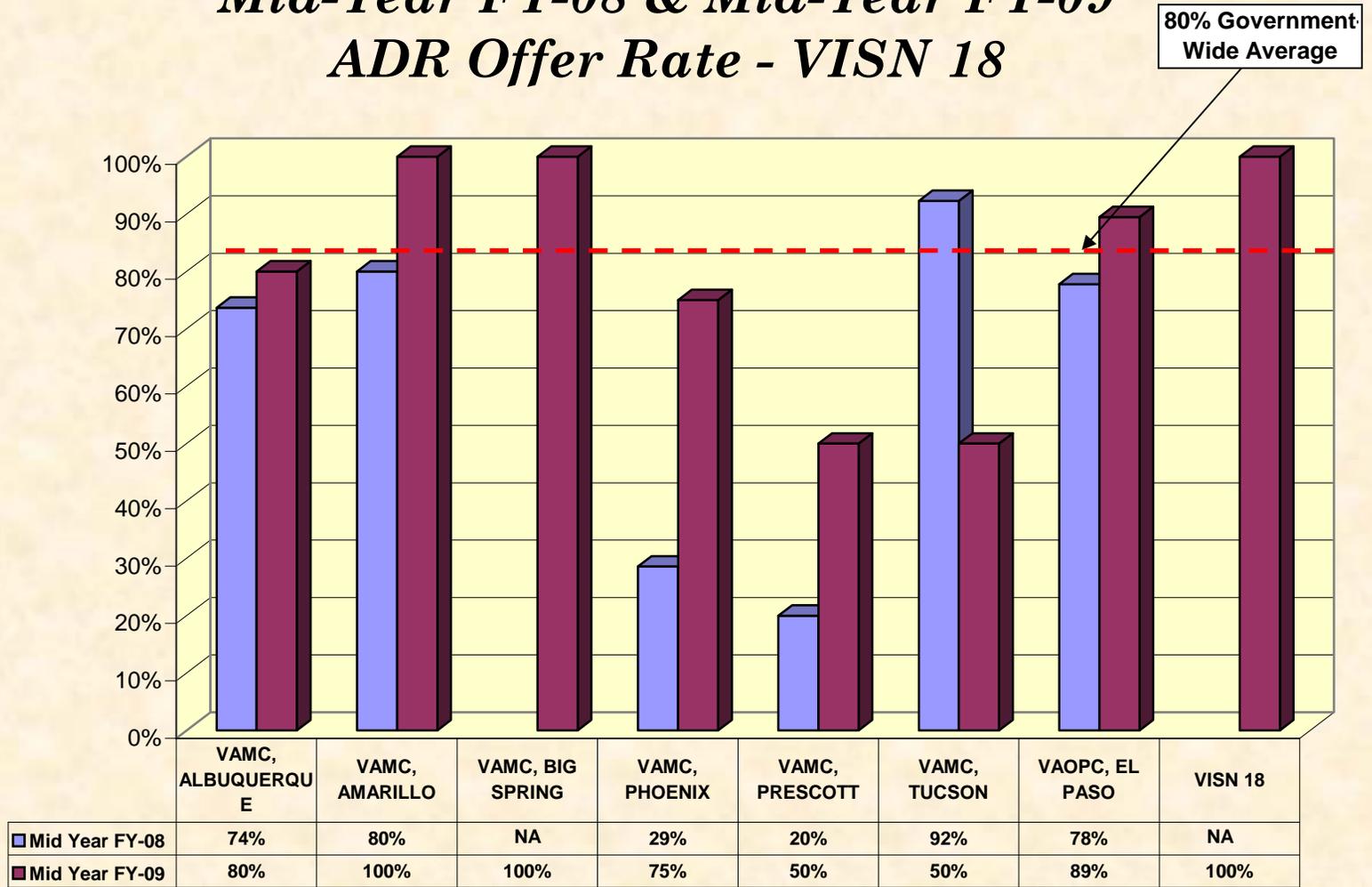
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 17



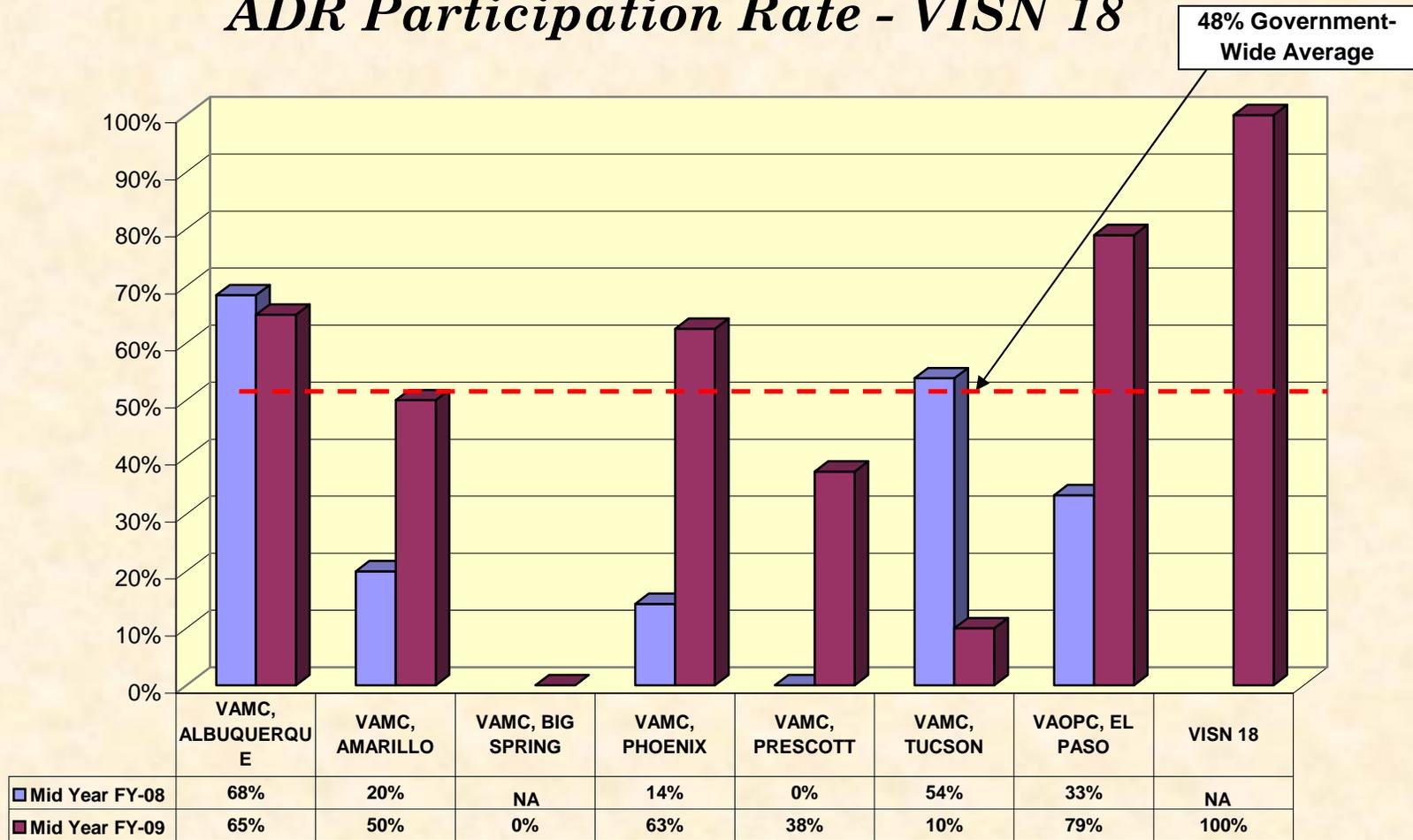
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 17



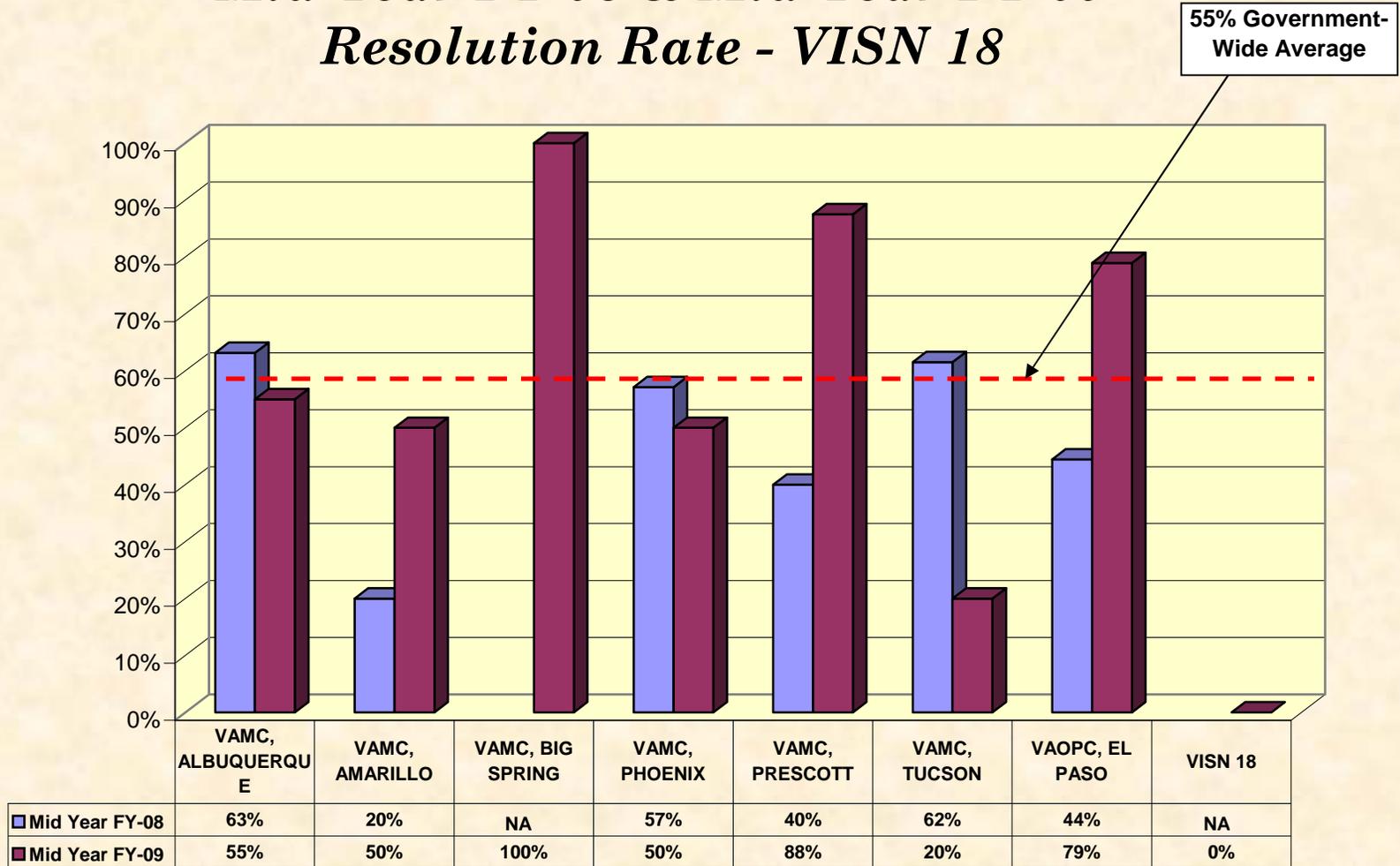
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Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 18

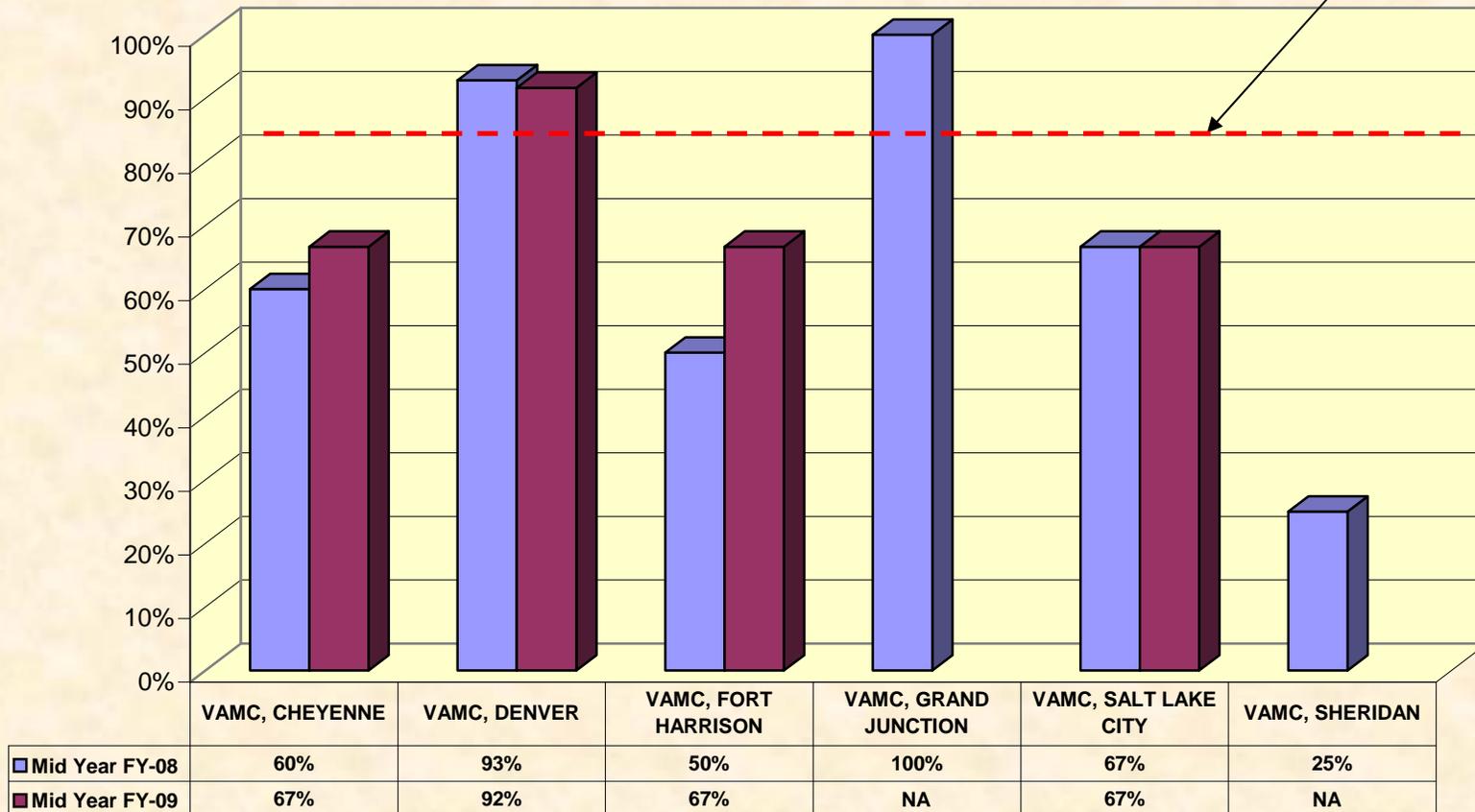


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 18

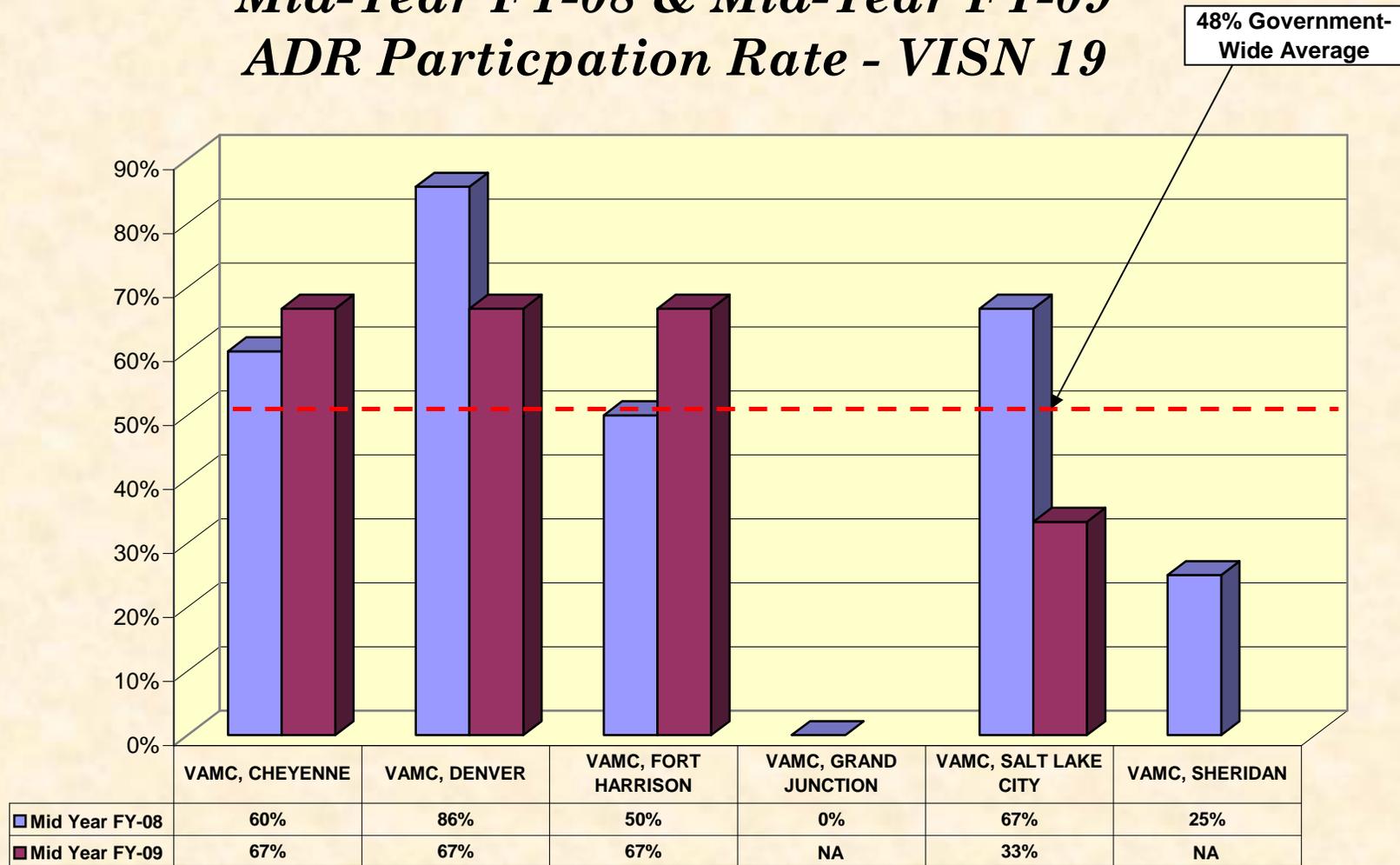


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 19

80% Government-Wide Average

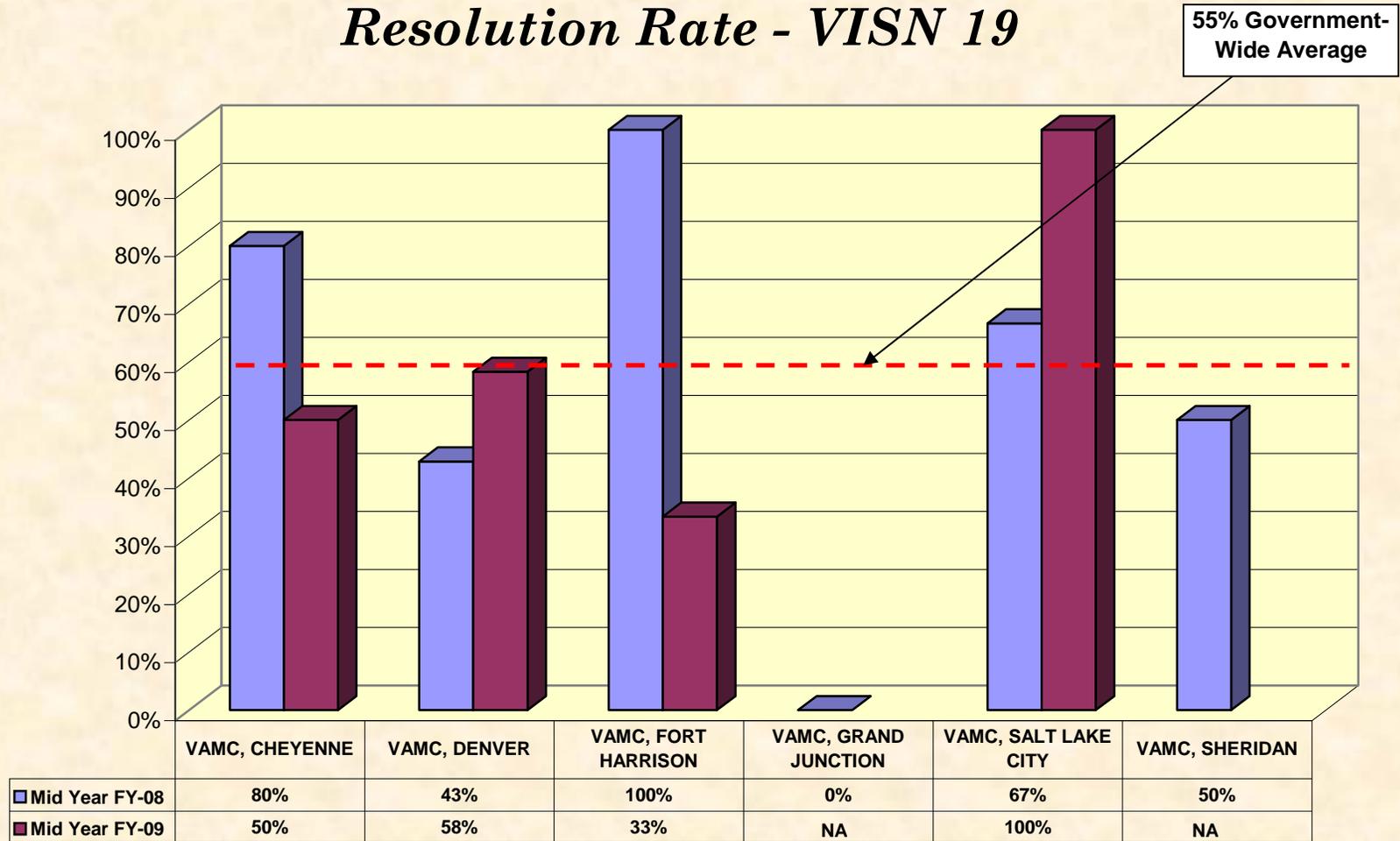


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 19

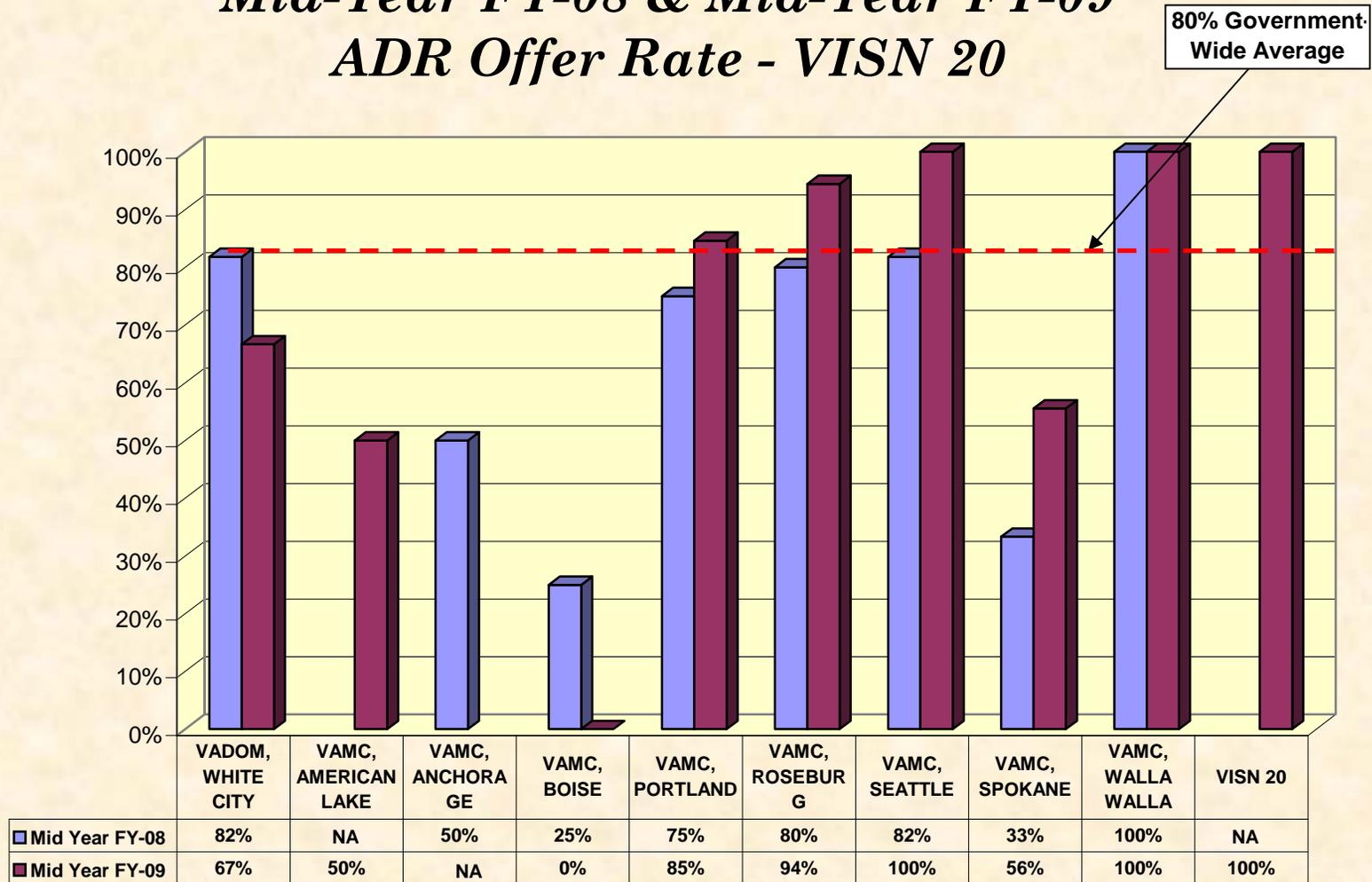


48% Government-Wide Average

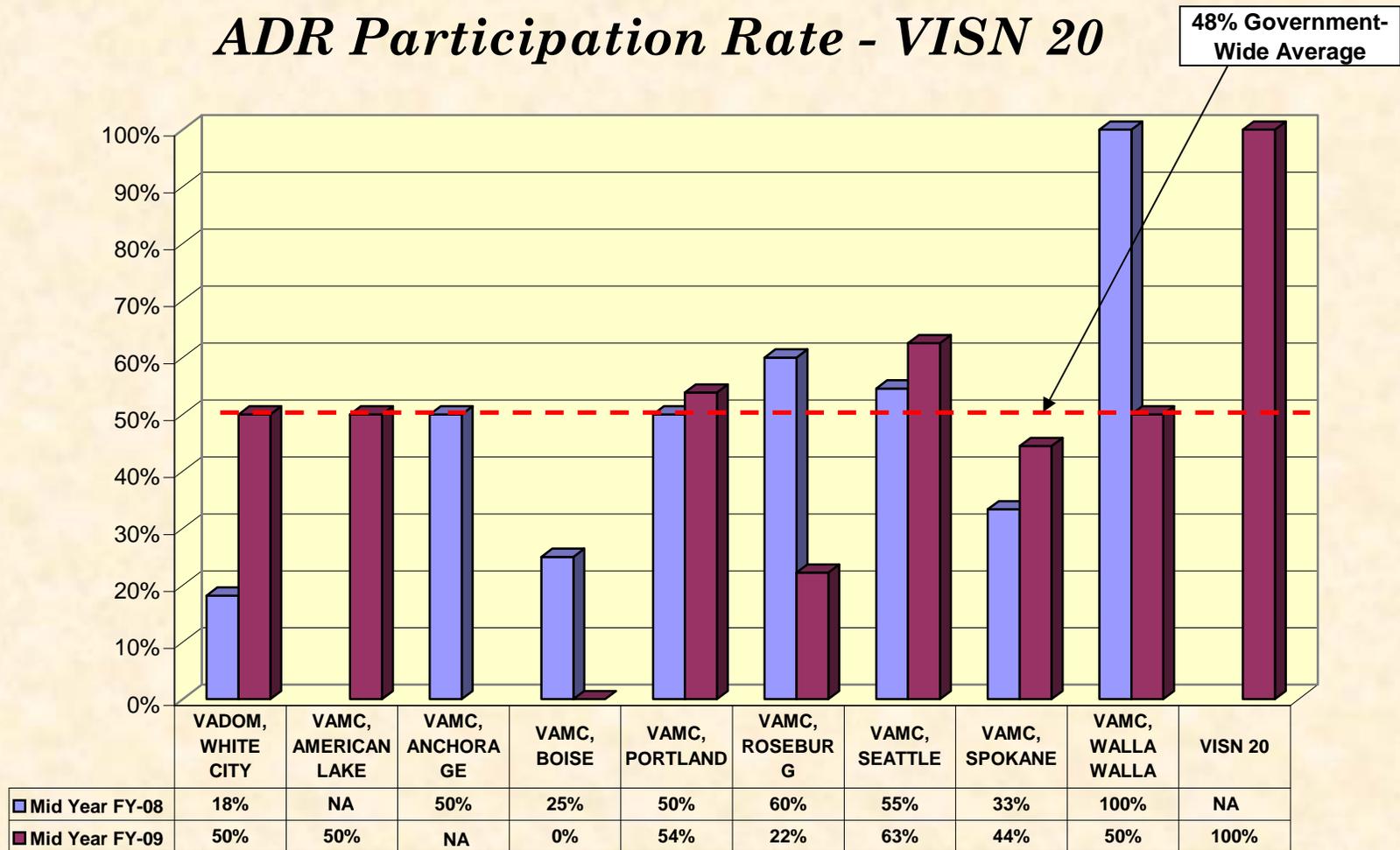
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 19



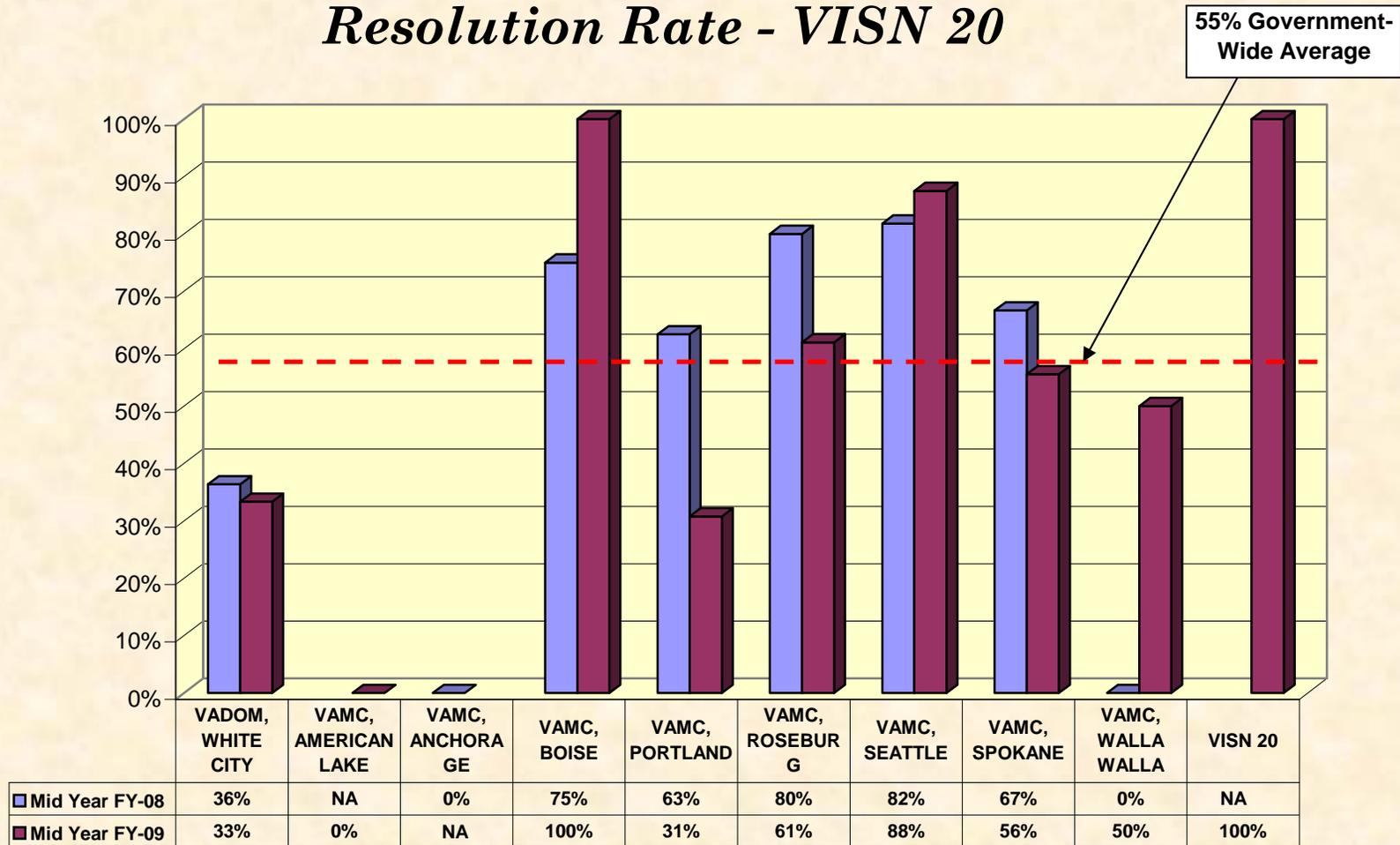
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 20



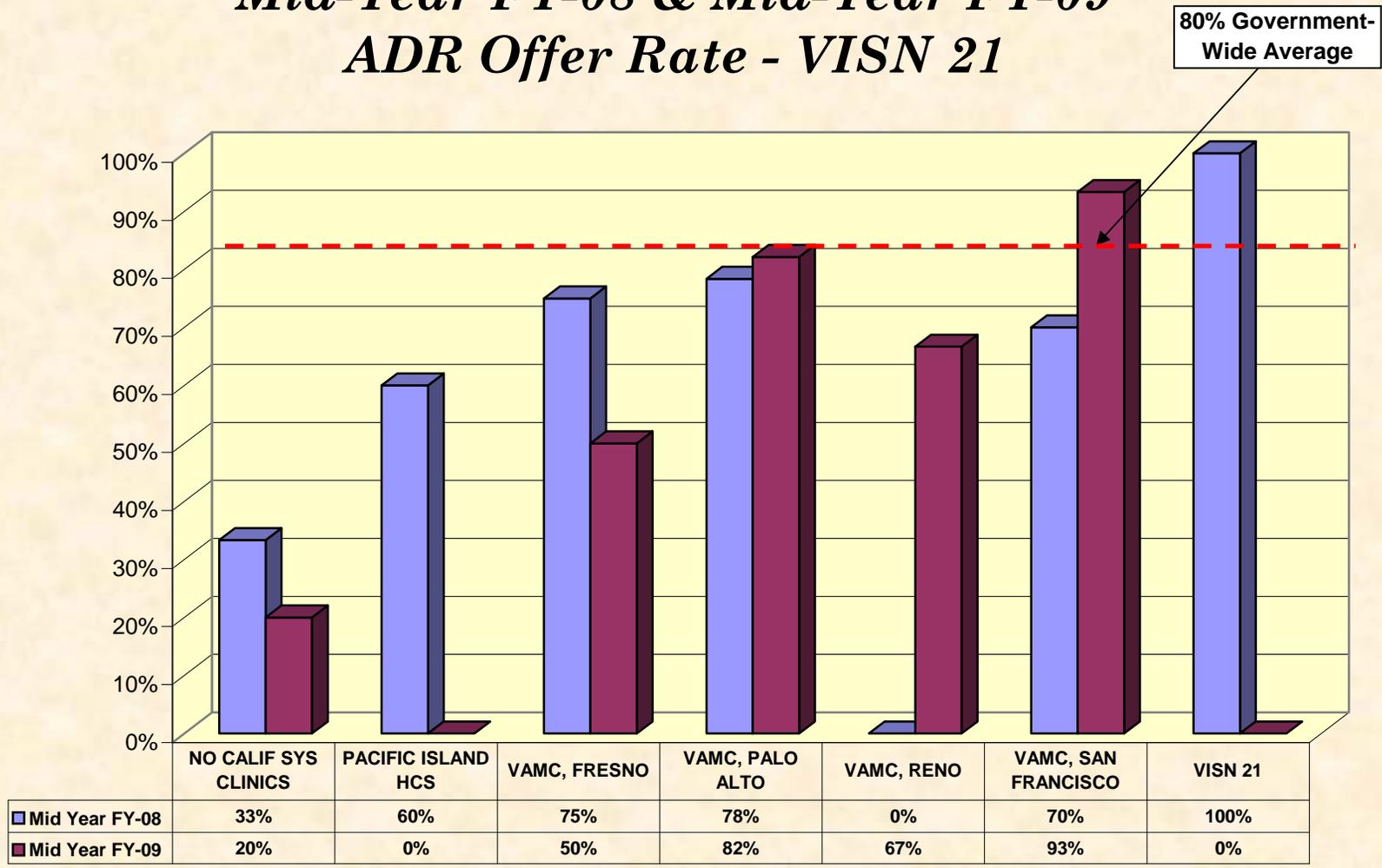
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 20



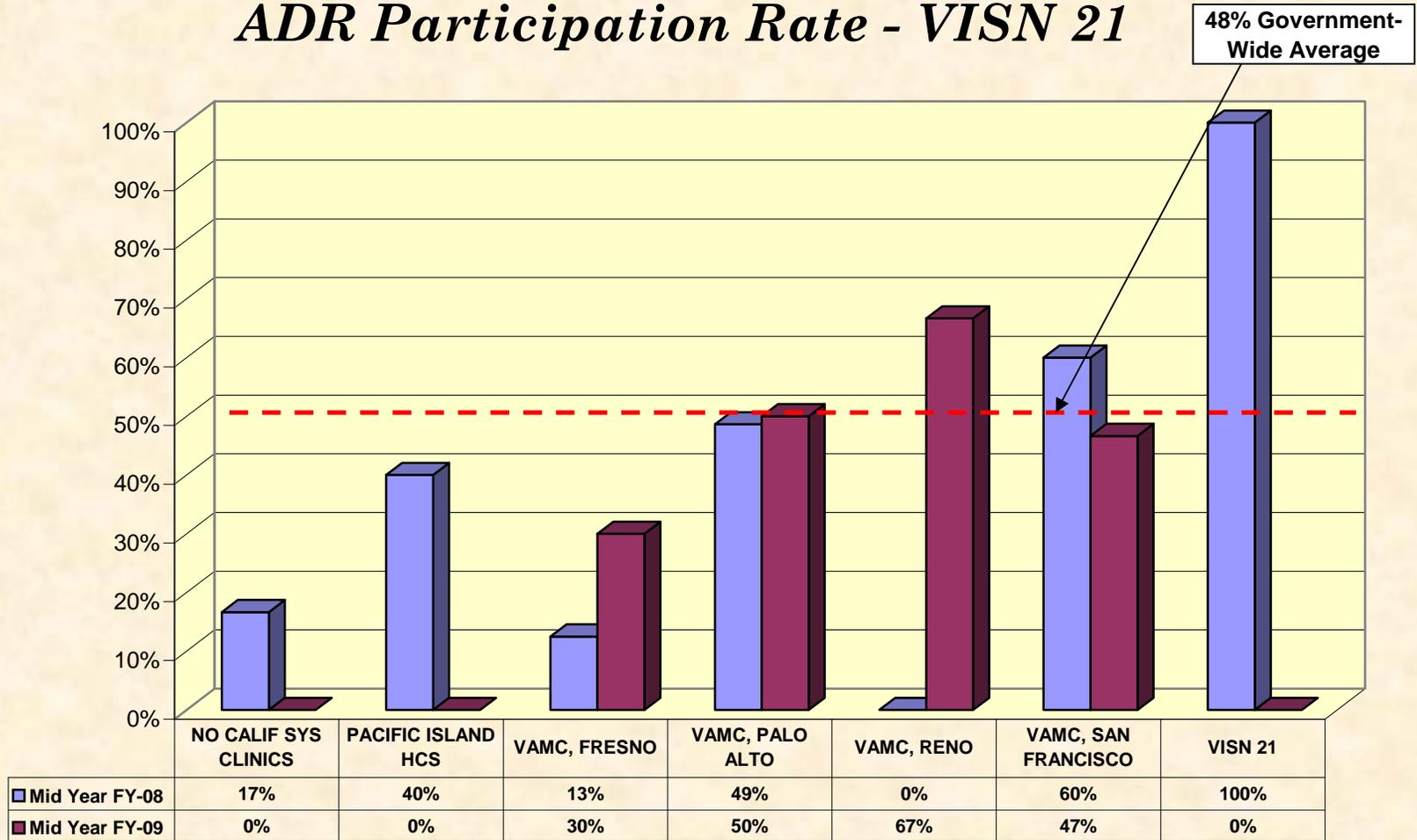
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 20



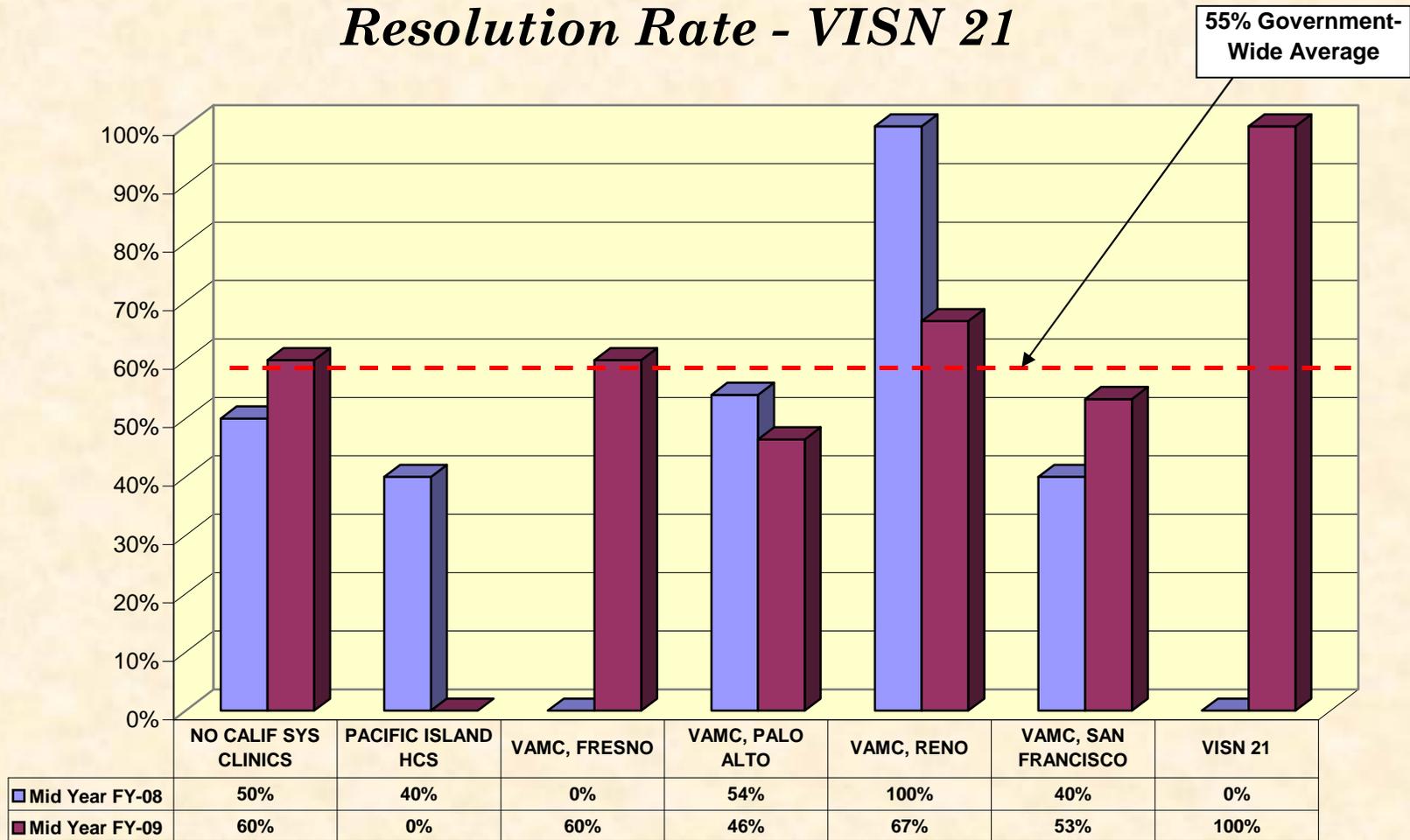
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 21



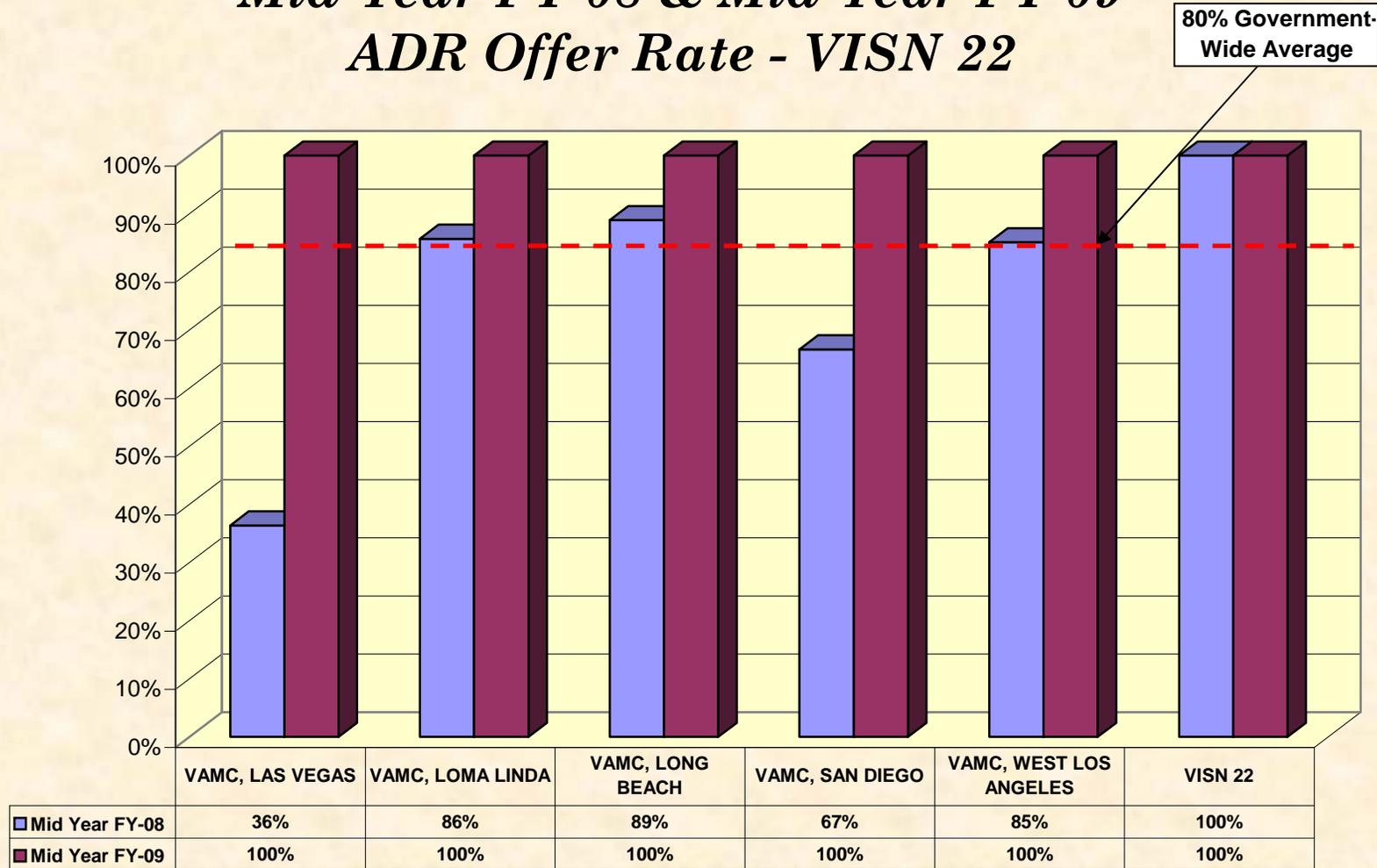
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 21



Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 21

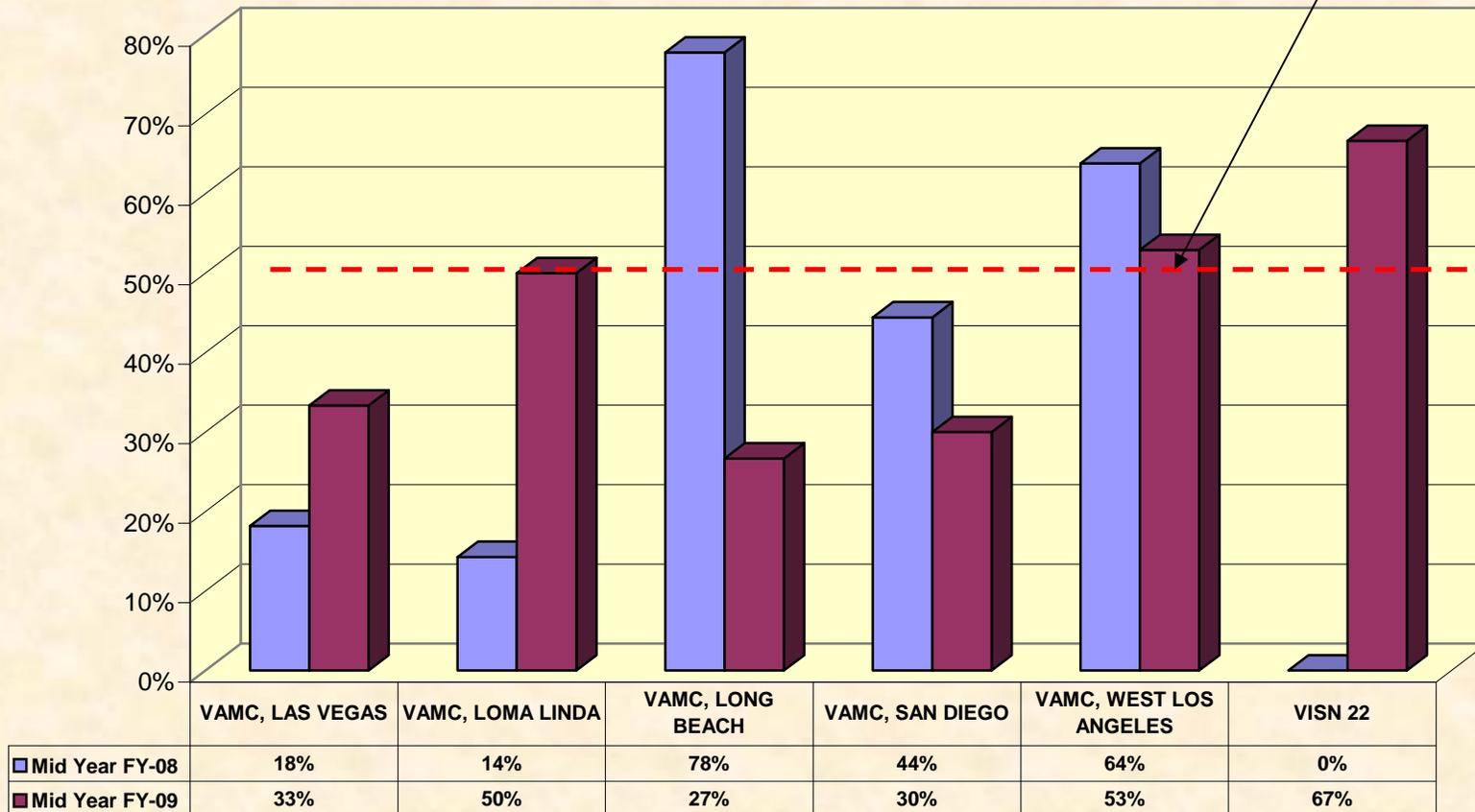


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 22

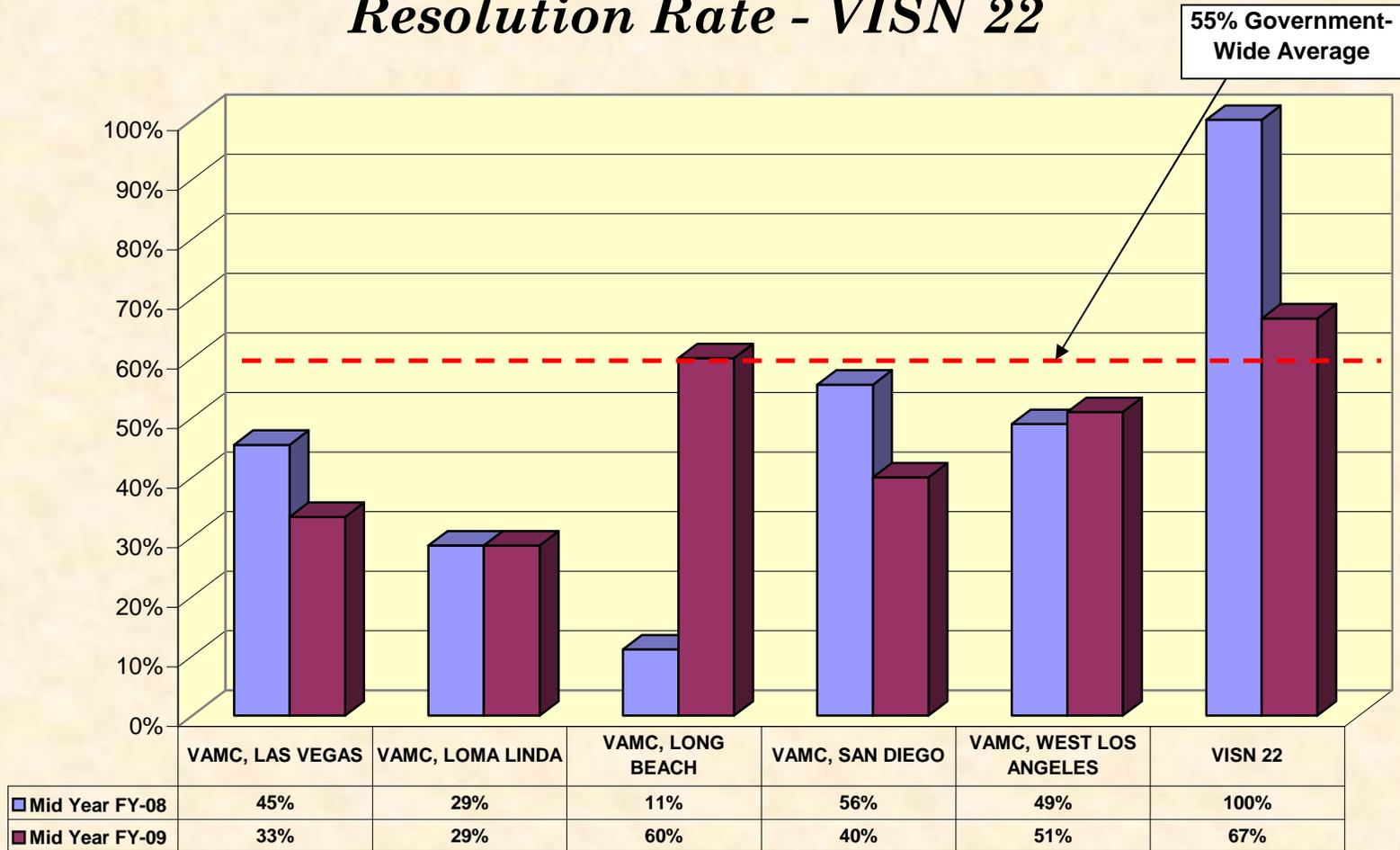


Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 22

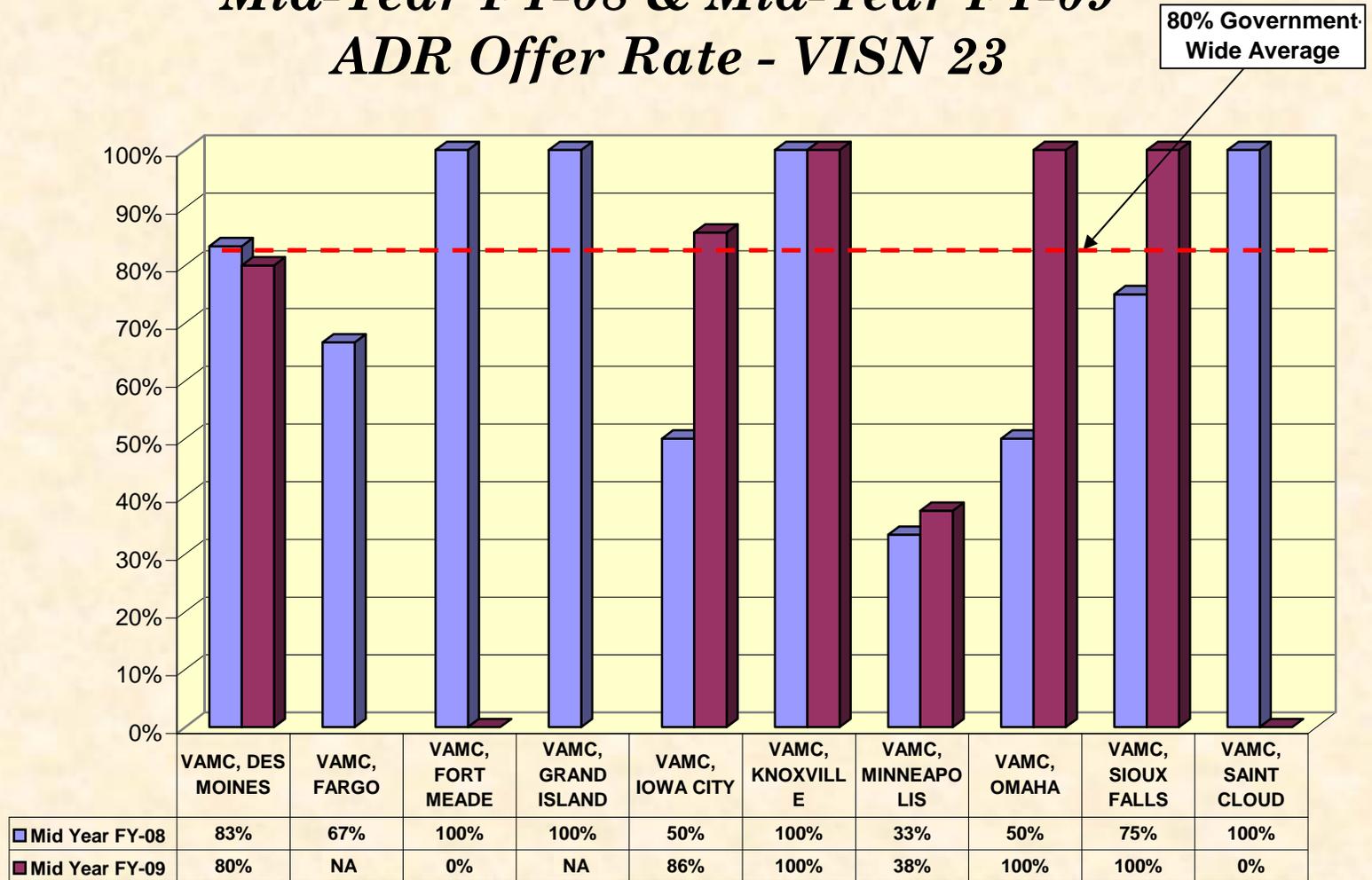
48% Government-Wide Average



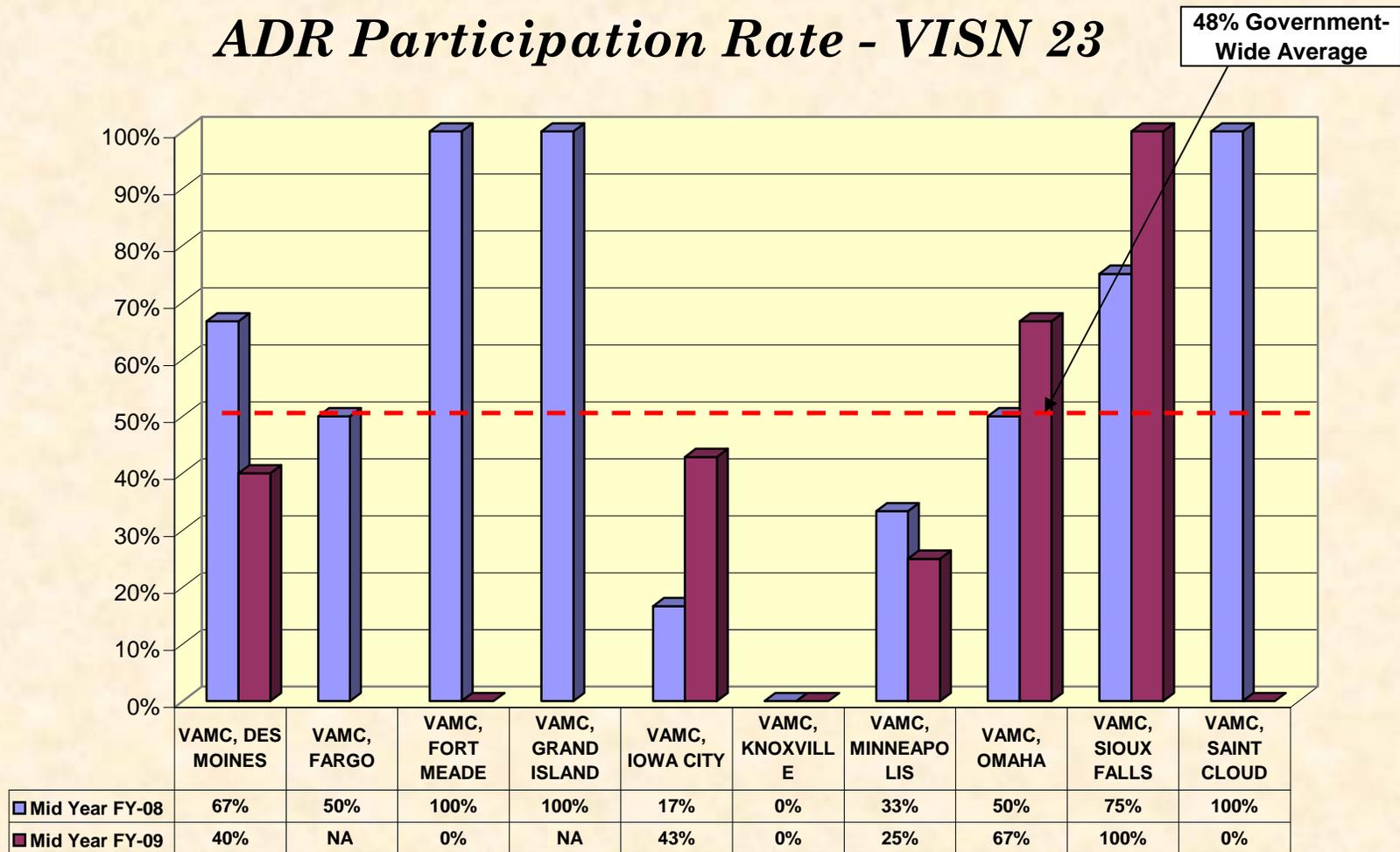
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 22



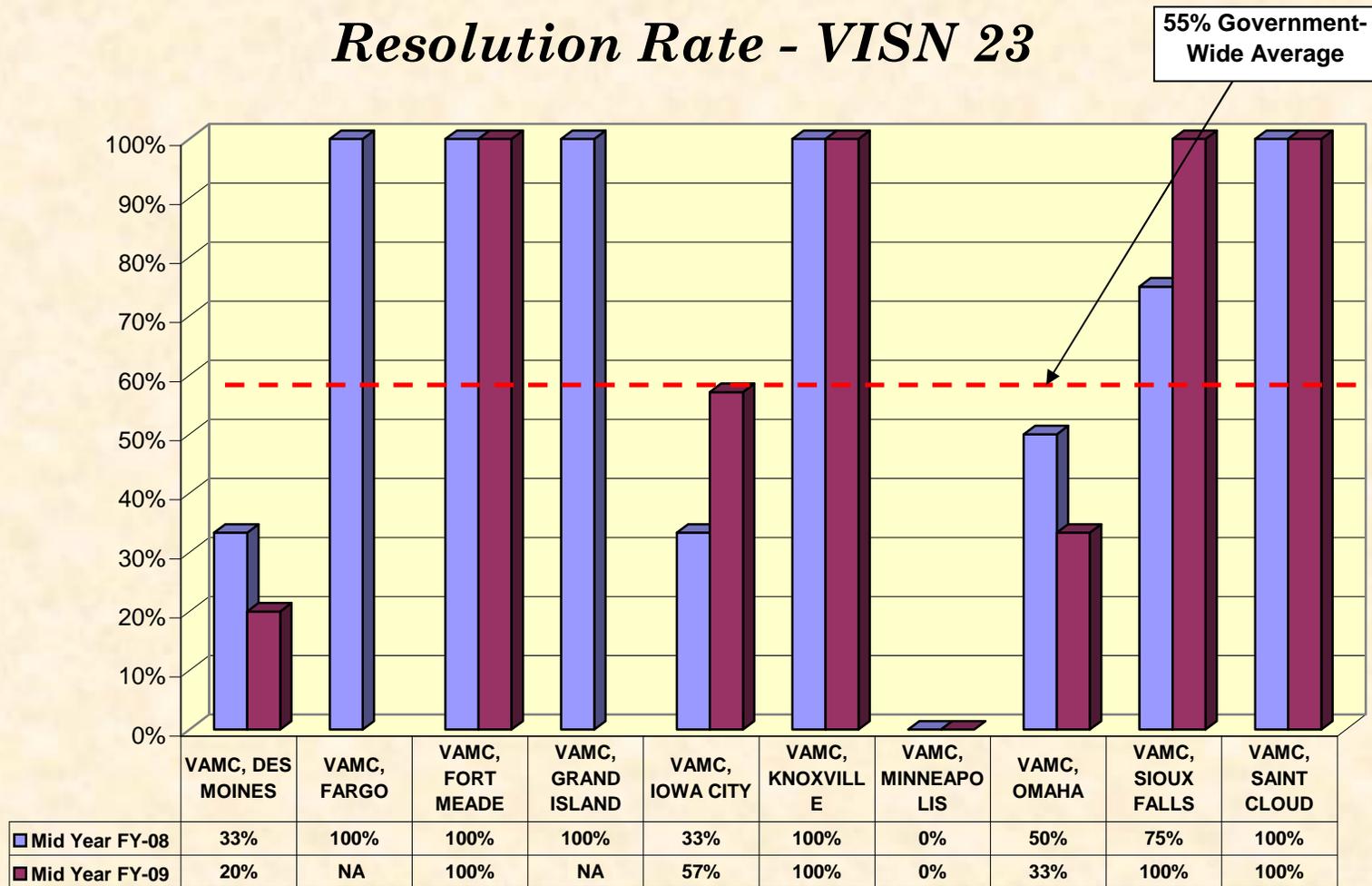
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - VISN 23



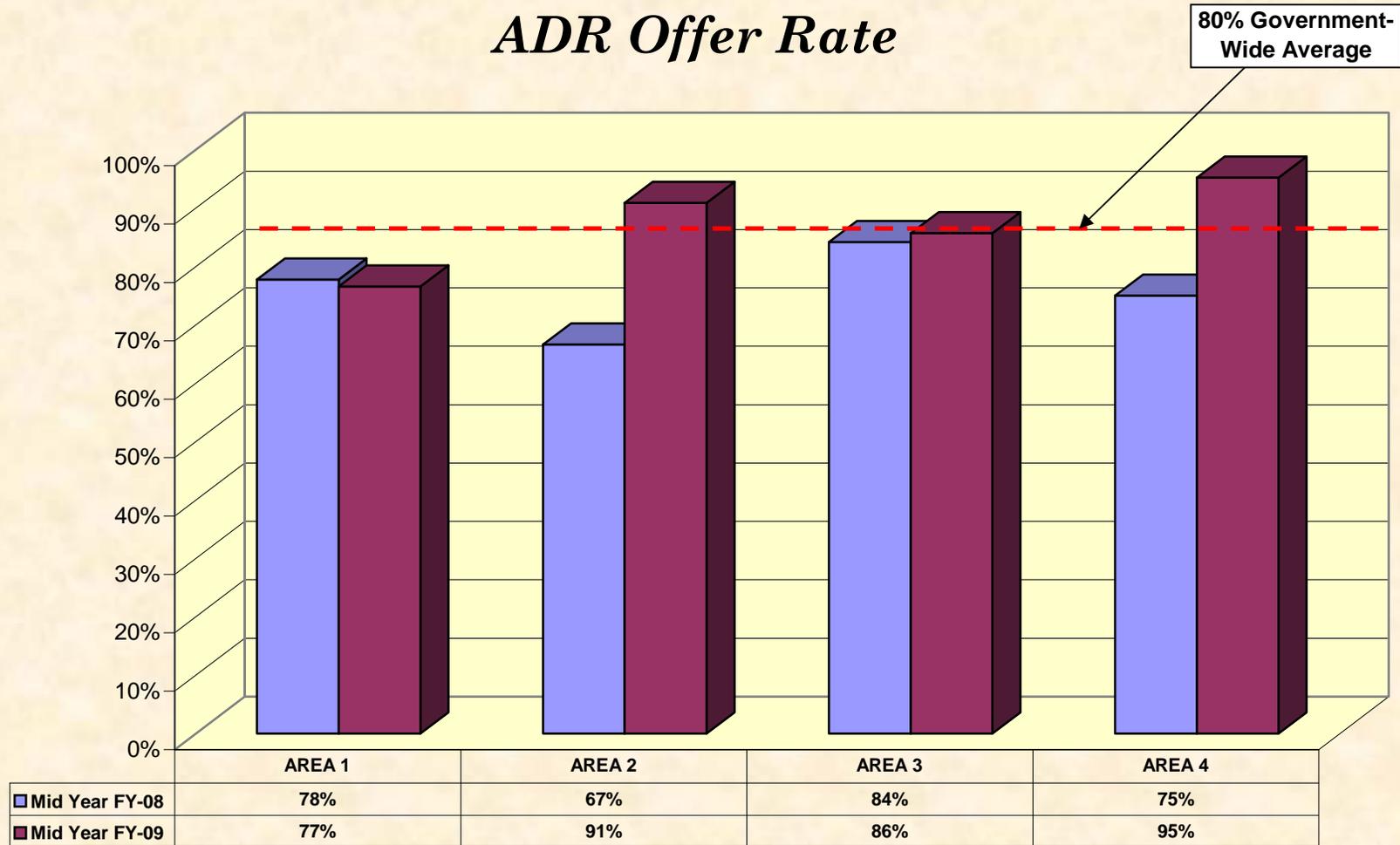
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - VISN 23



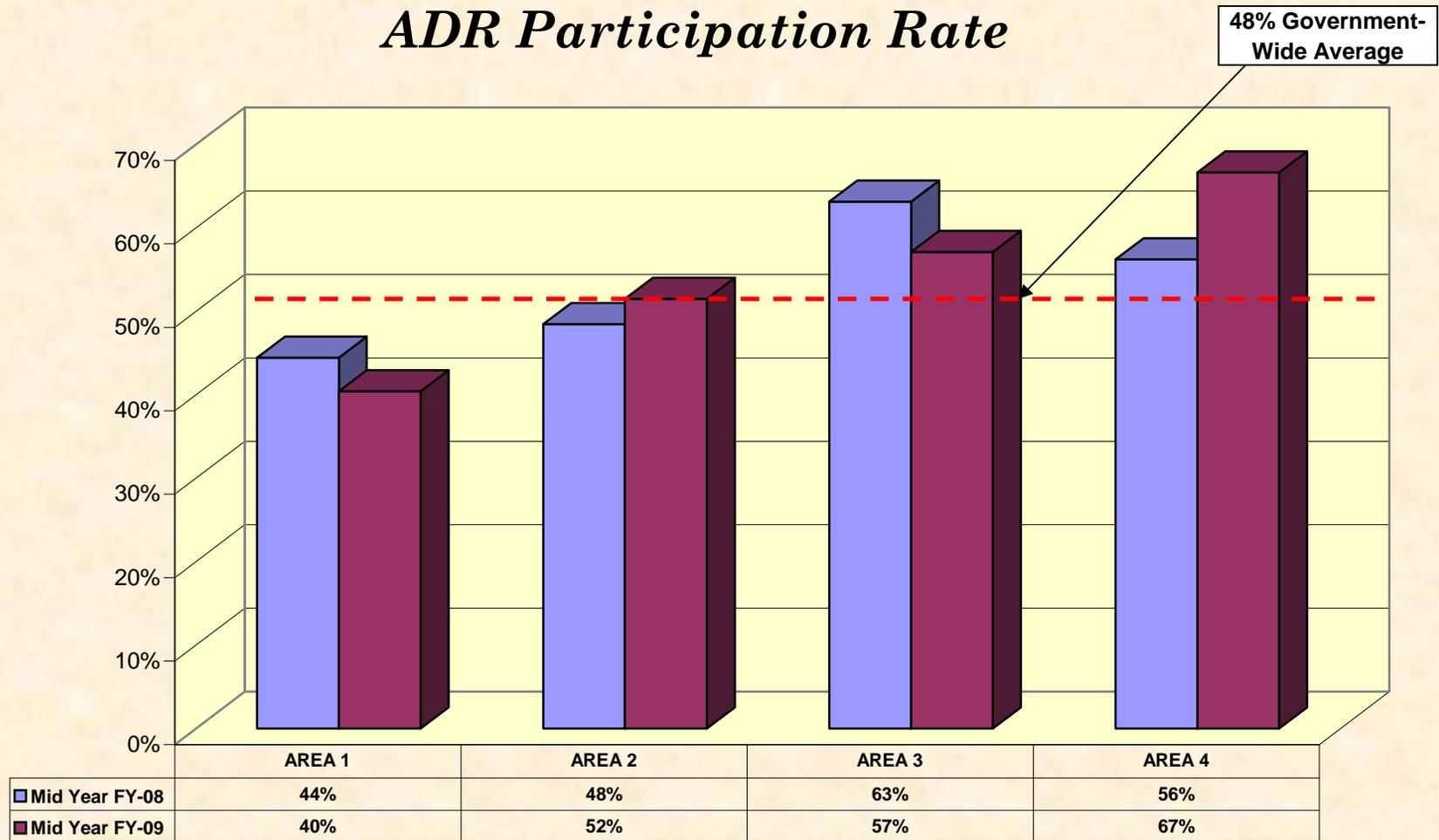
Veterans Health Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - VISN 23



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate

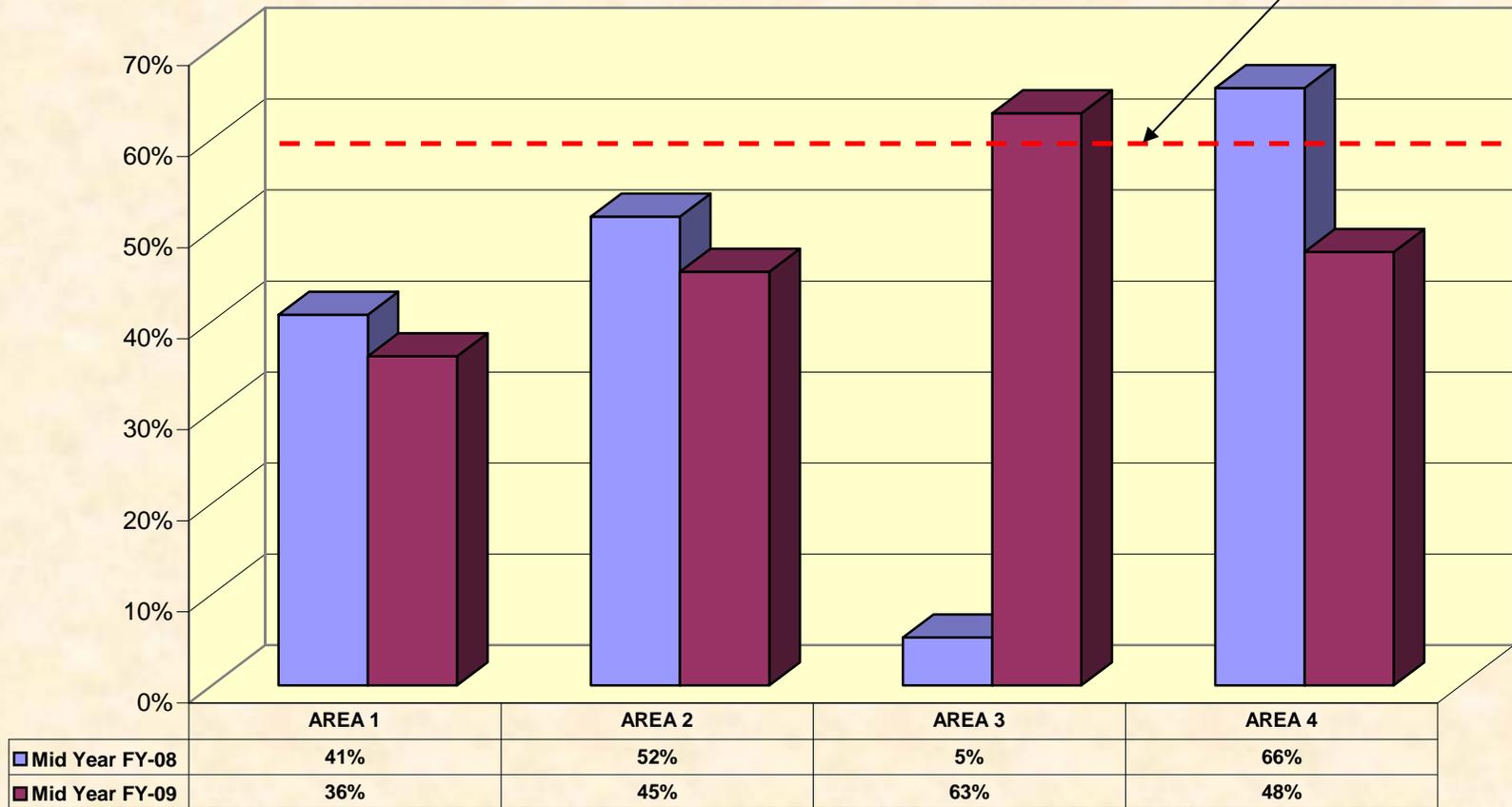


Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate

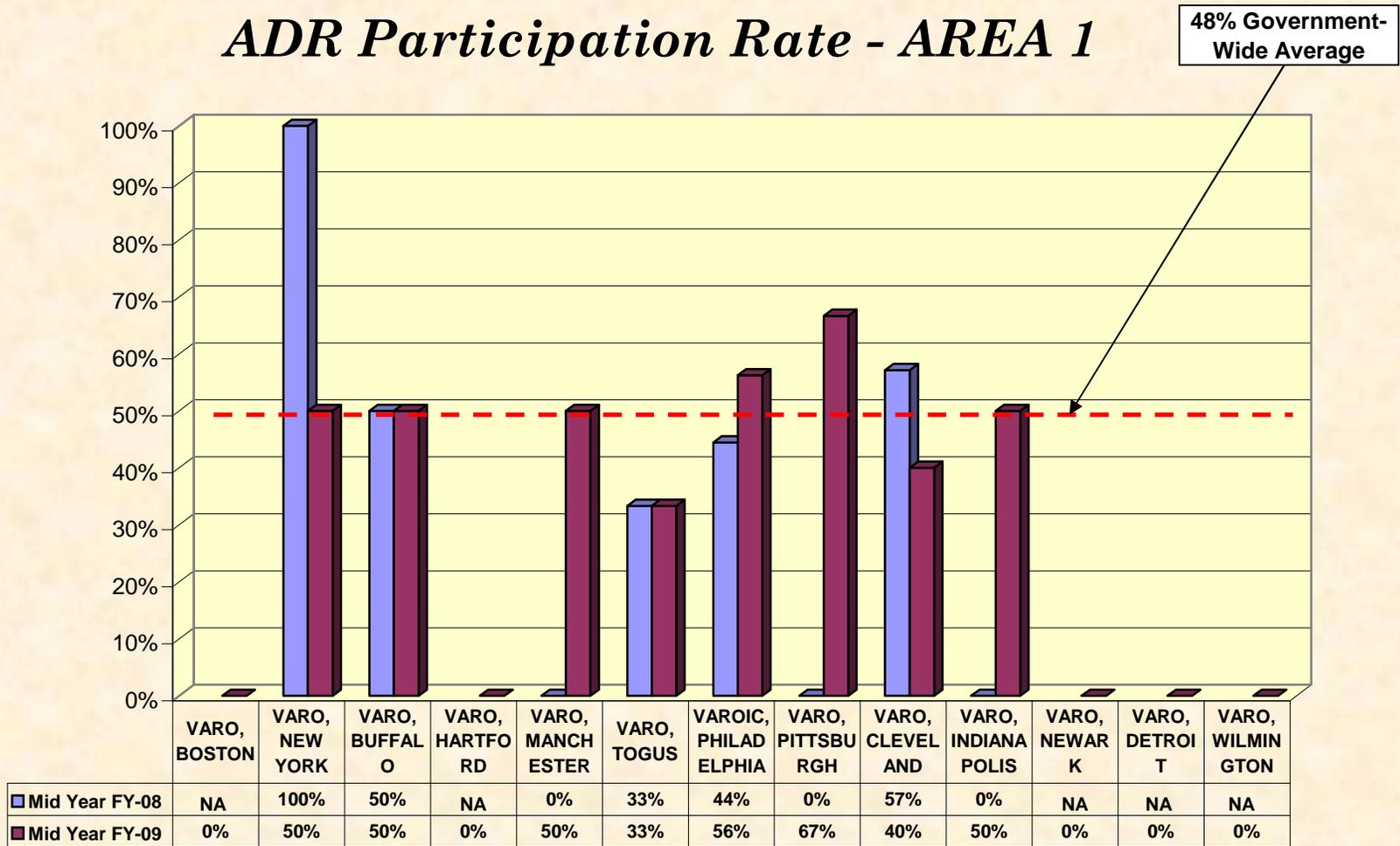
55% Government-Wide Average



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - AREA 1



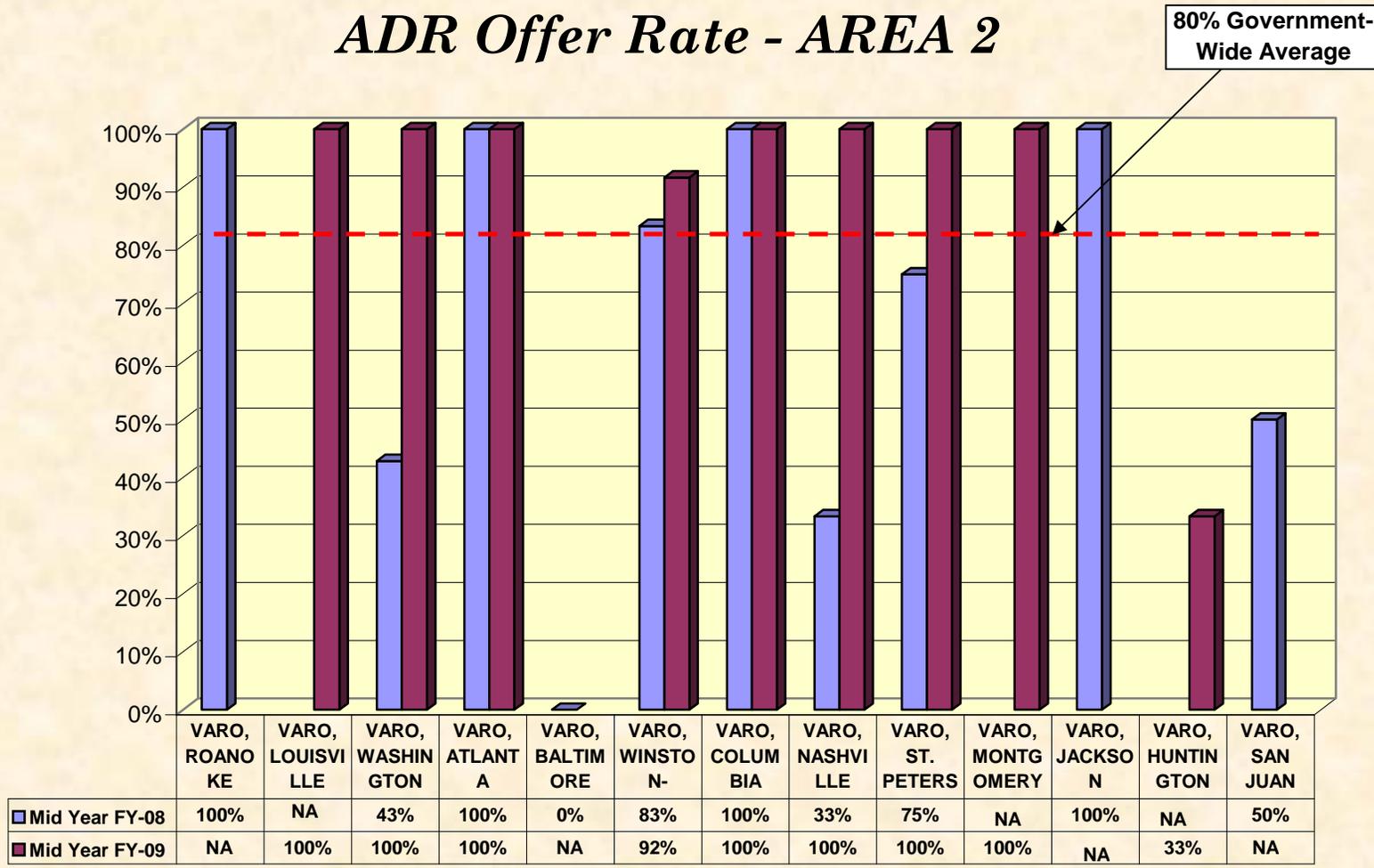
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - AREA 1



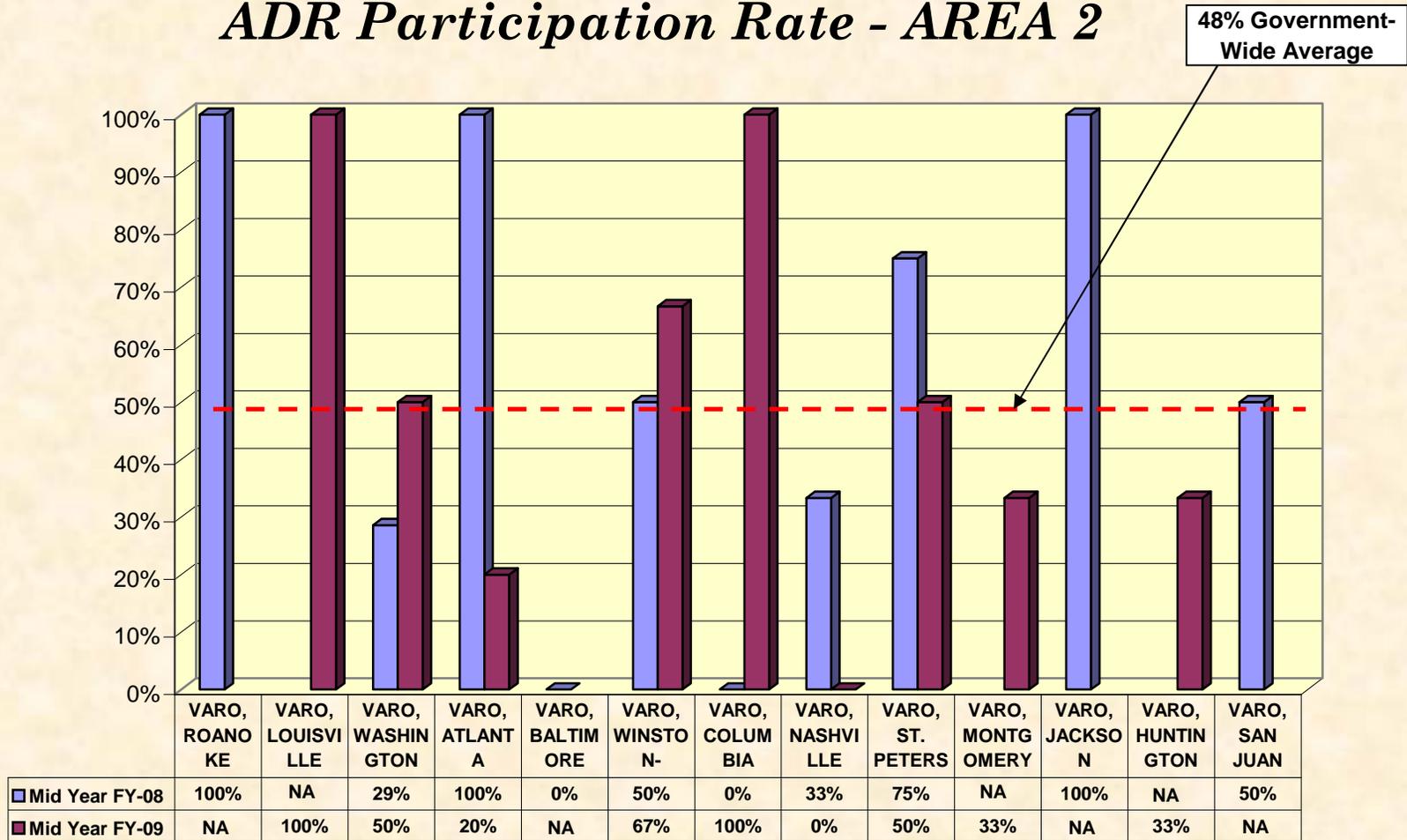
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - AREA 1



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - AREA 2



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - AREA 2

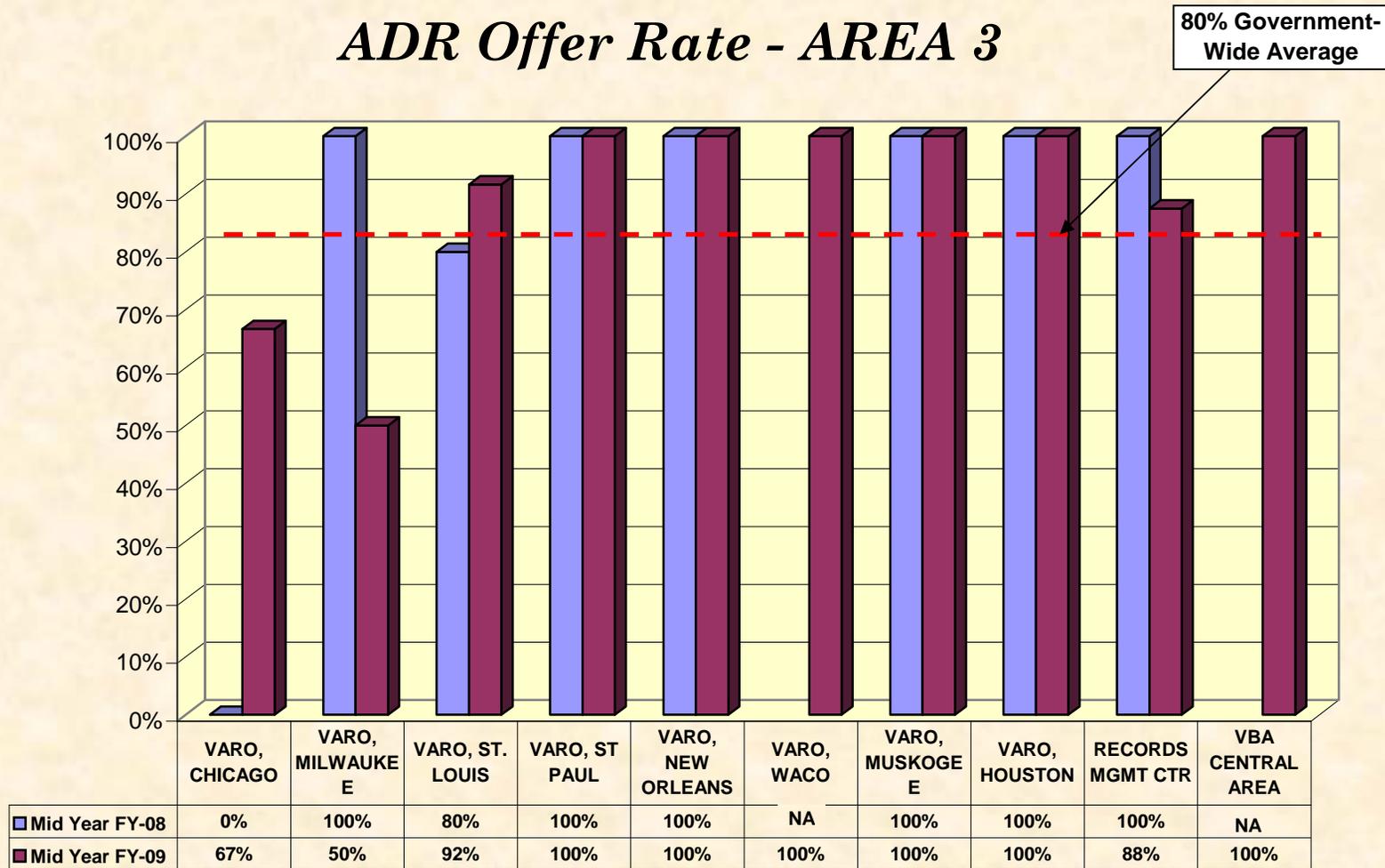


48% Government-Wide Average

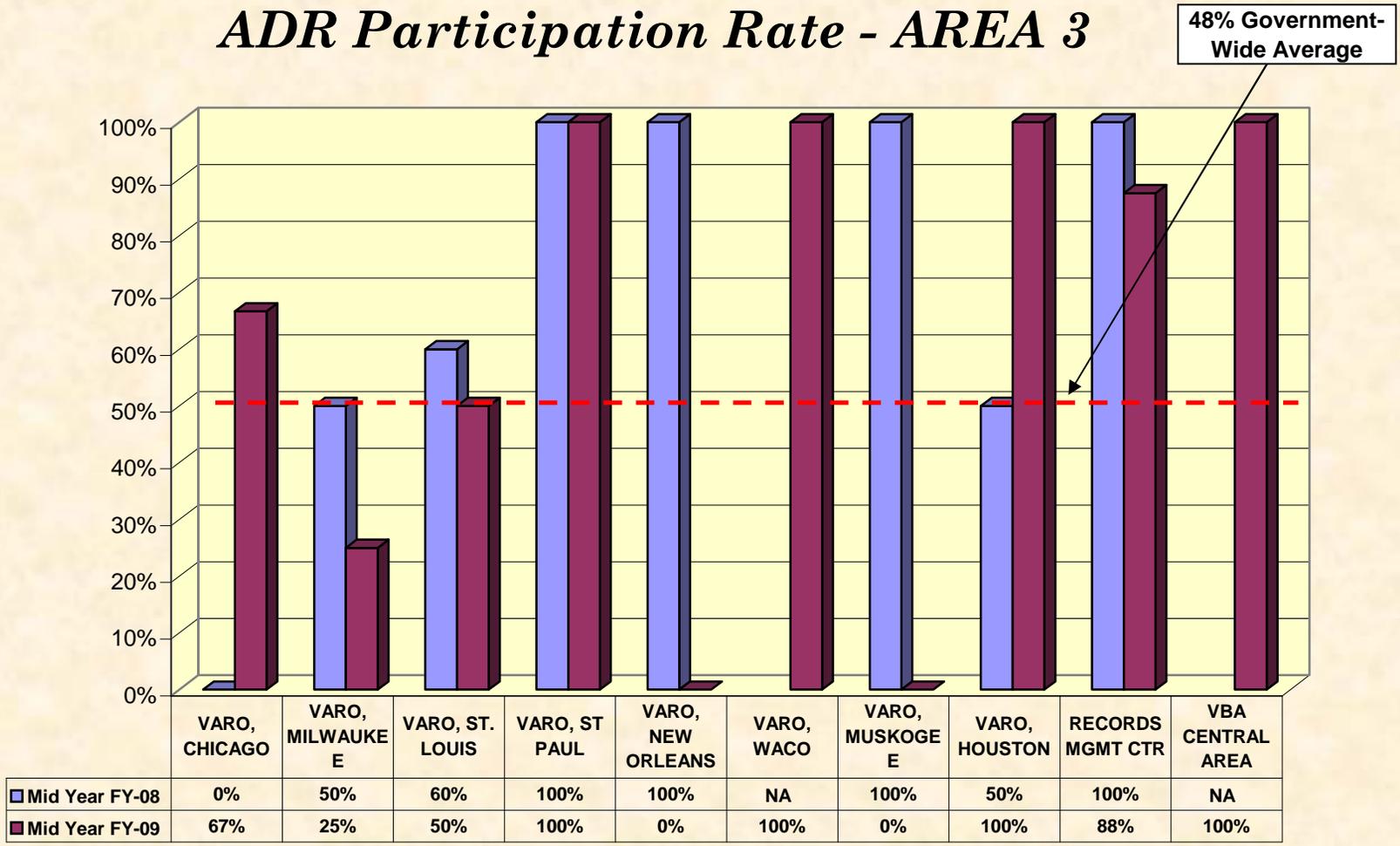
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - AREA 2



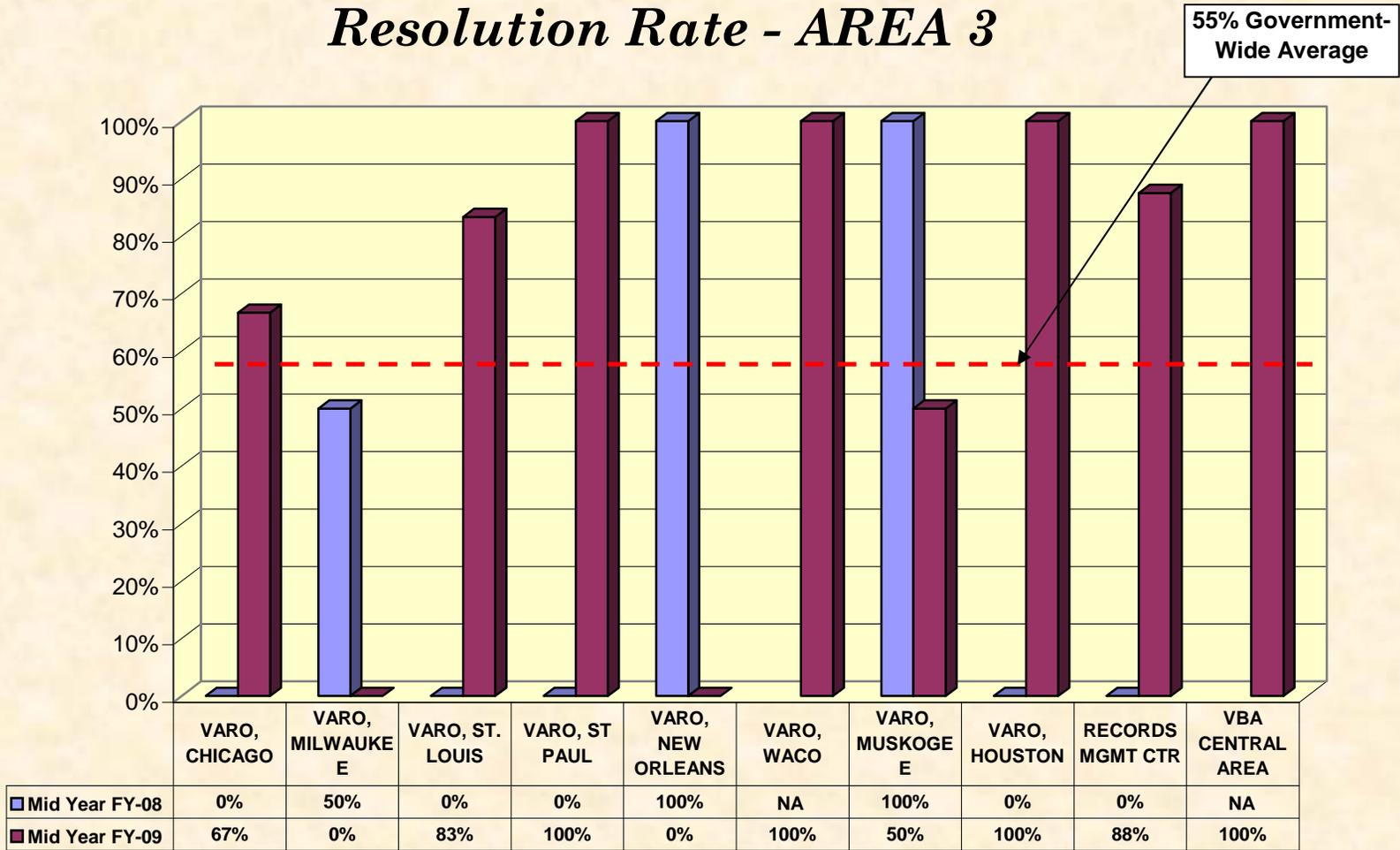
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - AREA 3



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - AREA 3



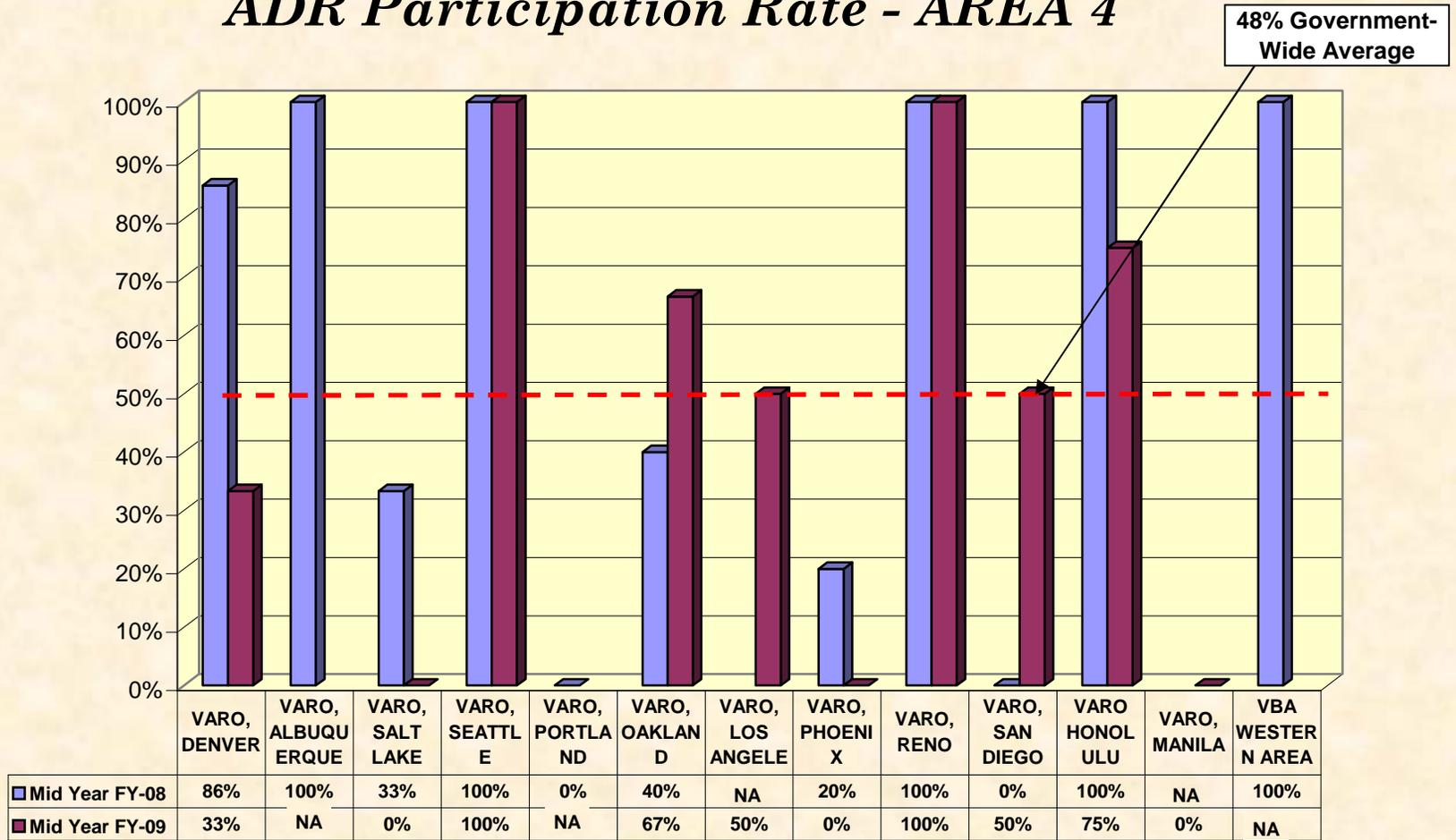
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - AREA 3



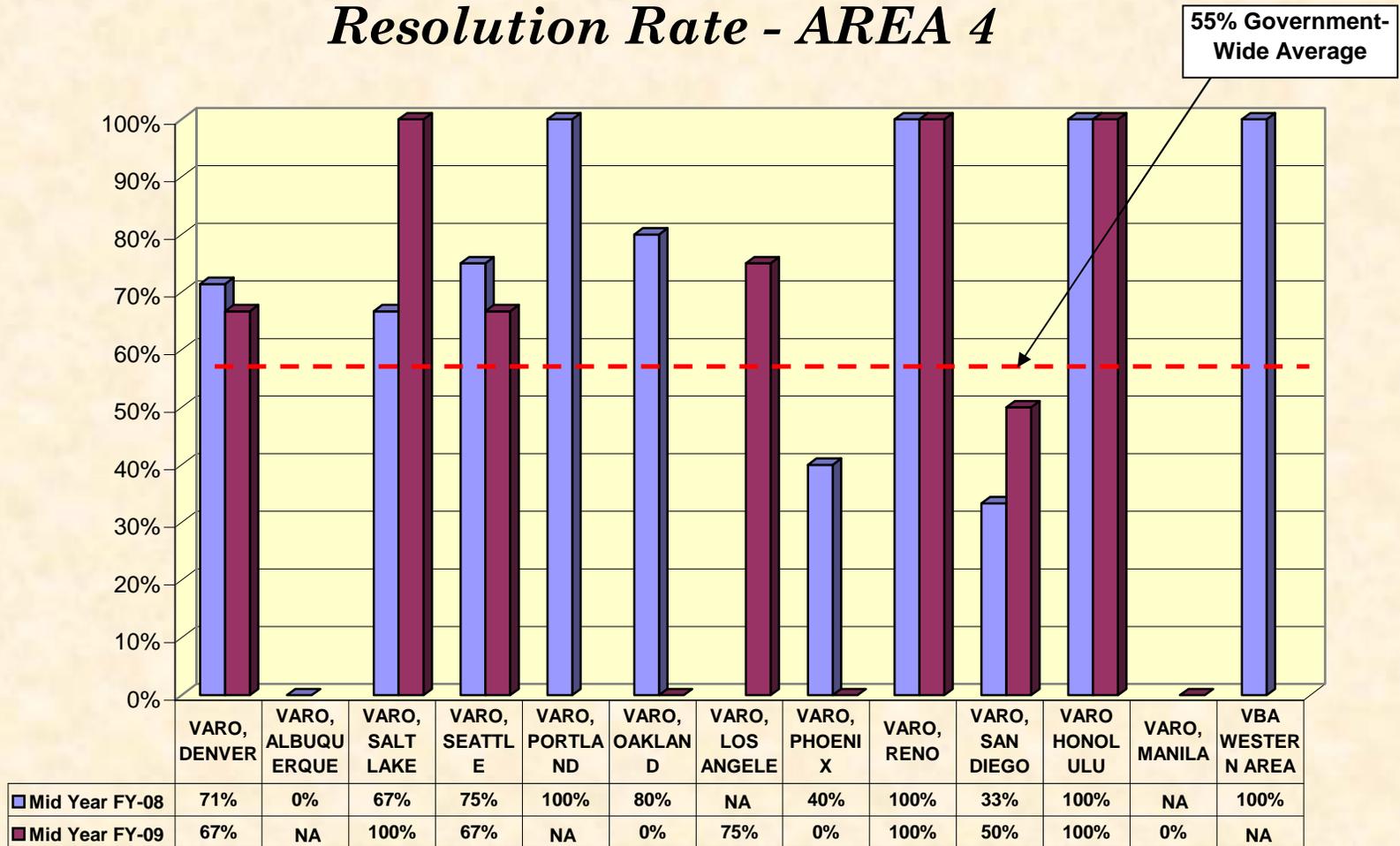
Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - AREA 4



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - AREA 4



Veterans Benefits Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - AREA 4

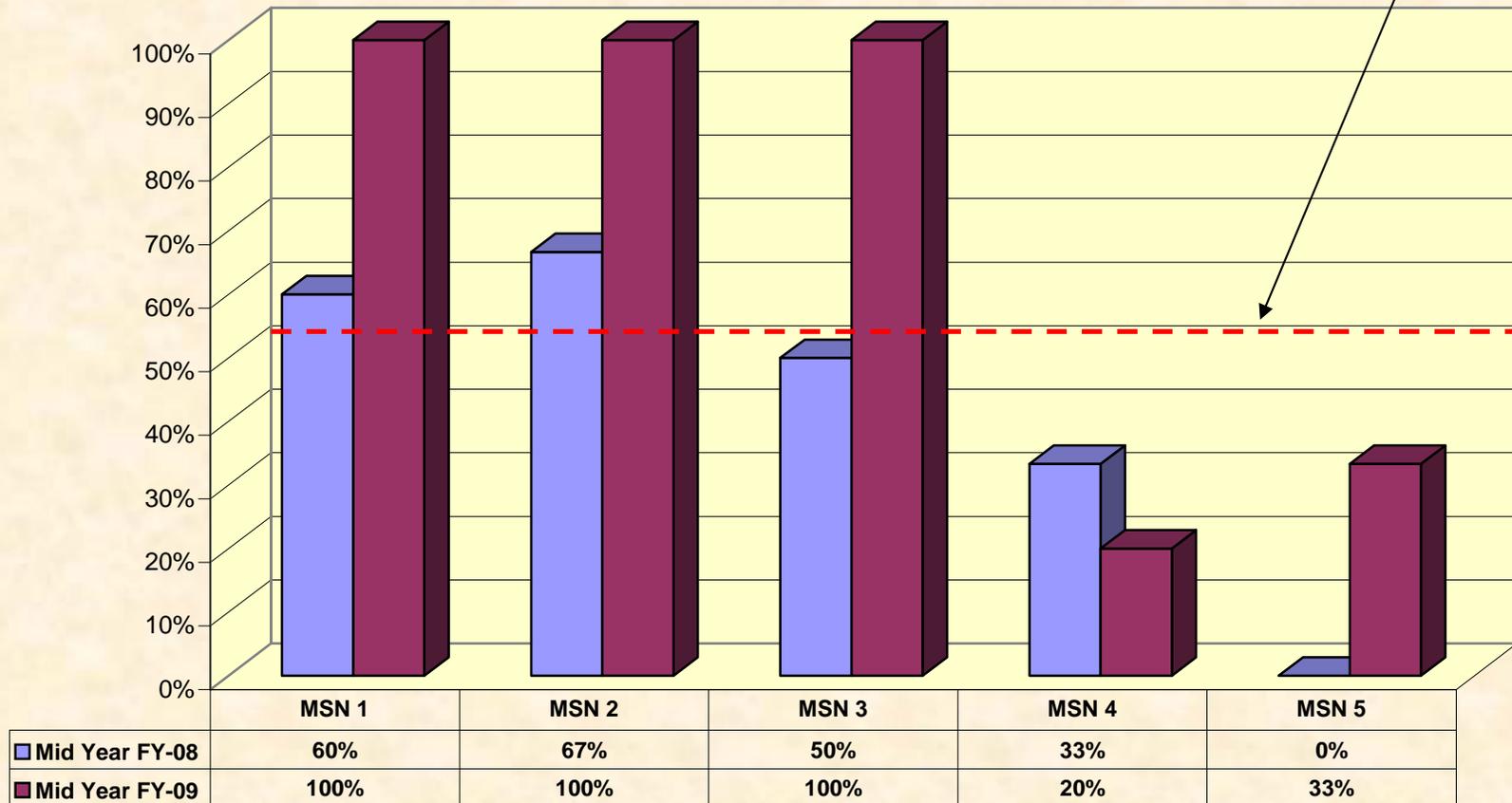


National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate

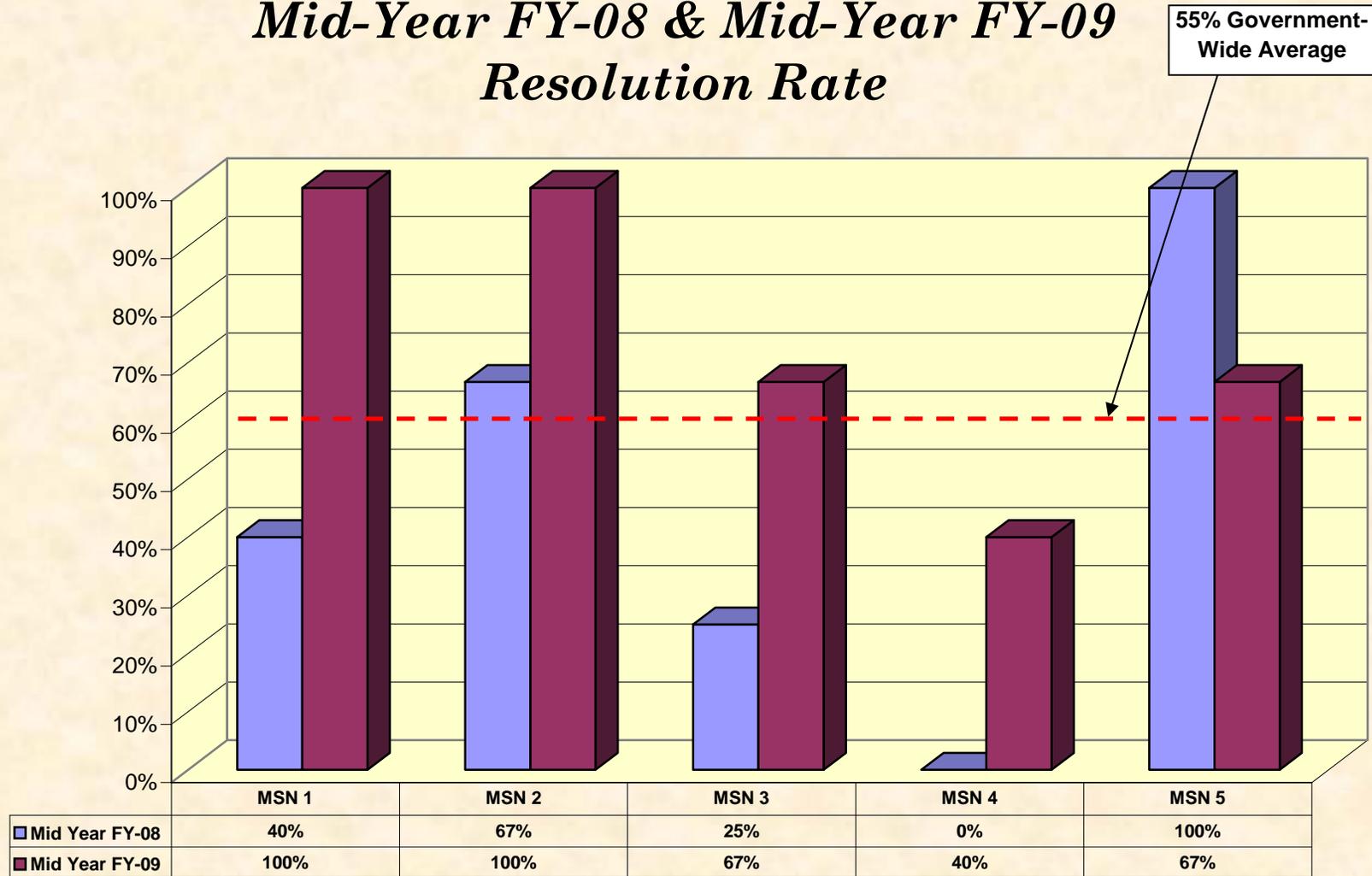


National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate

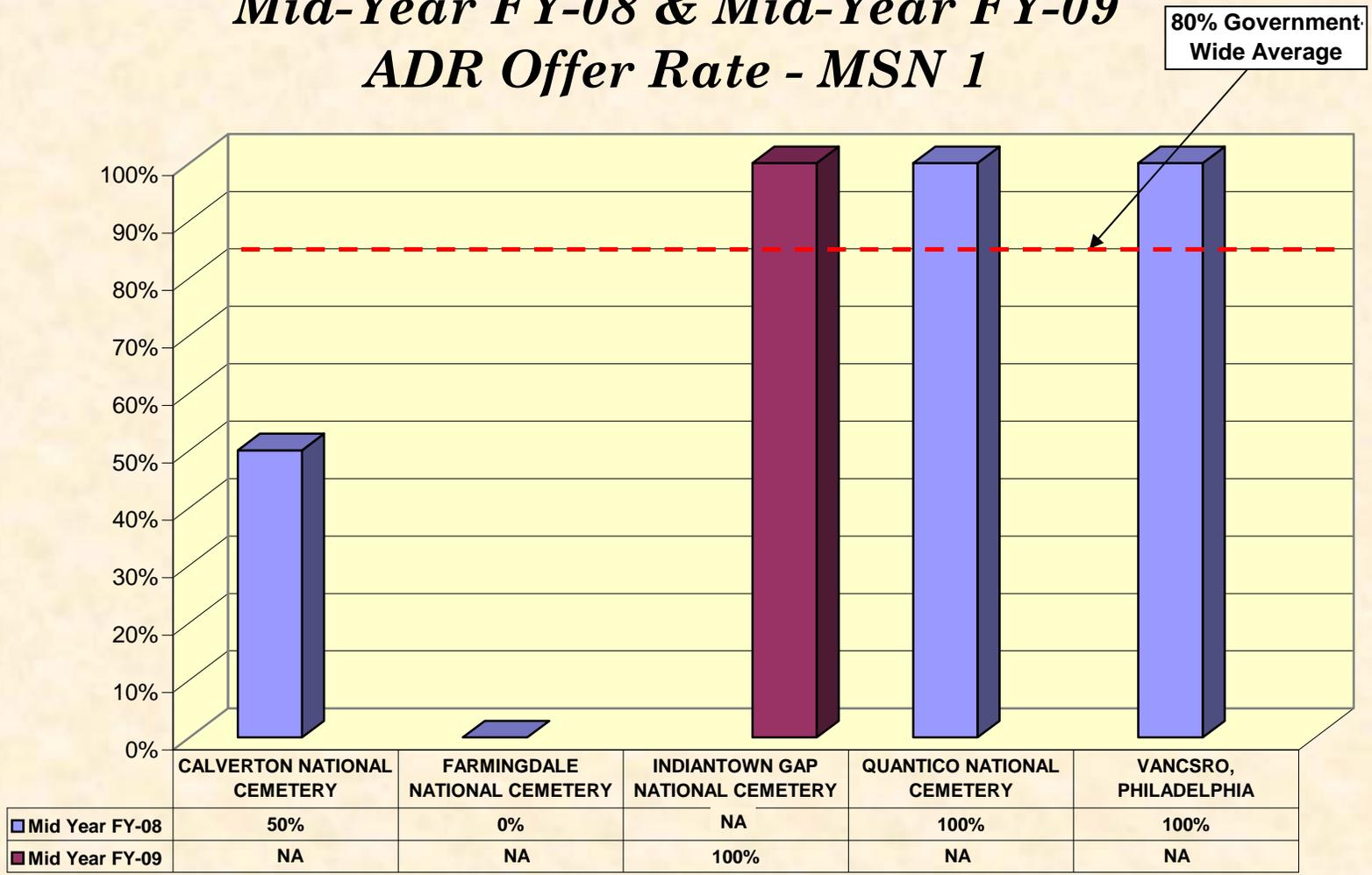
48% Government-Wide Average



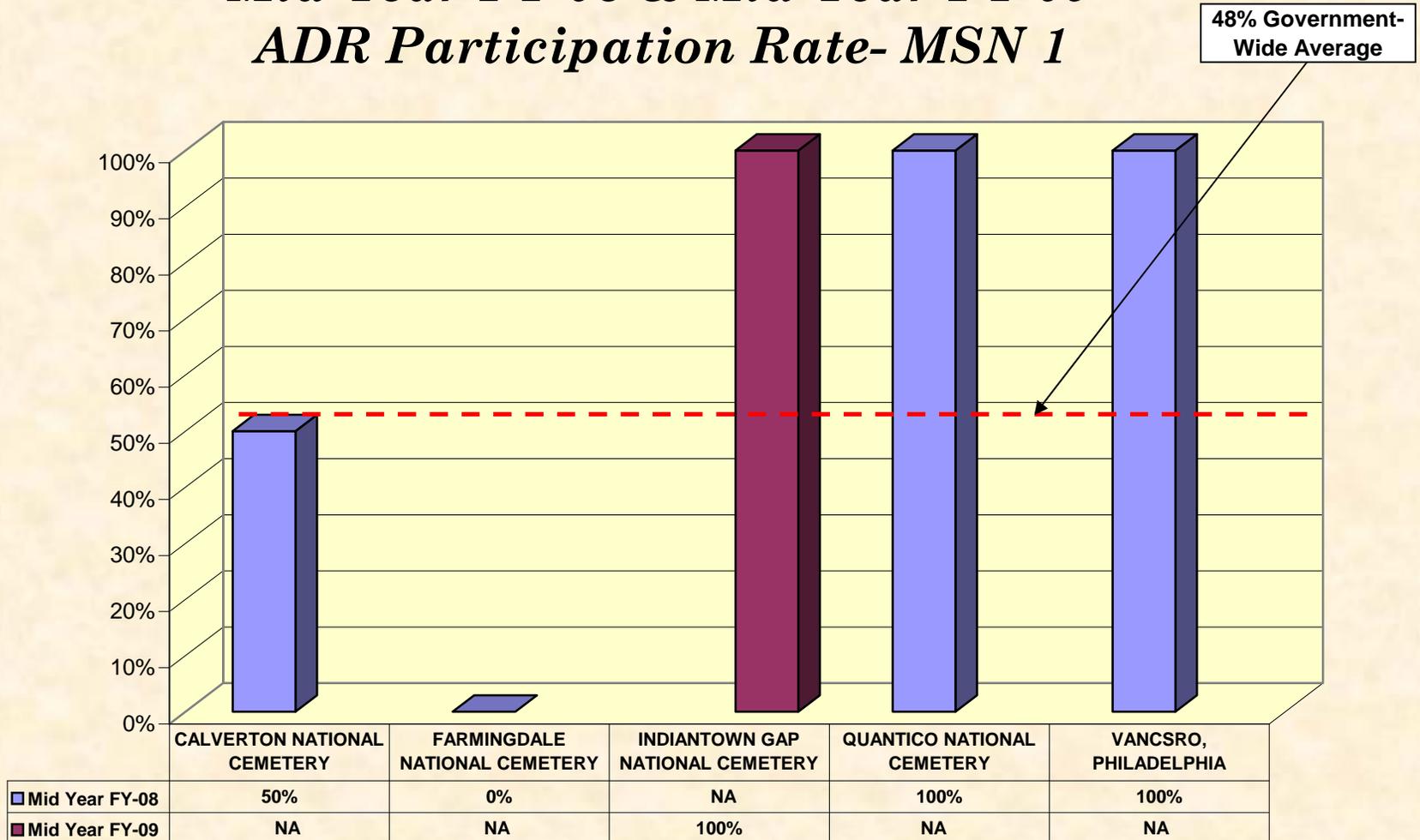
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate



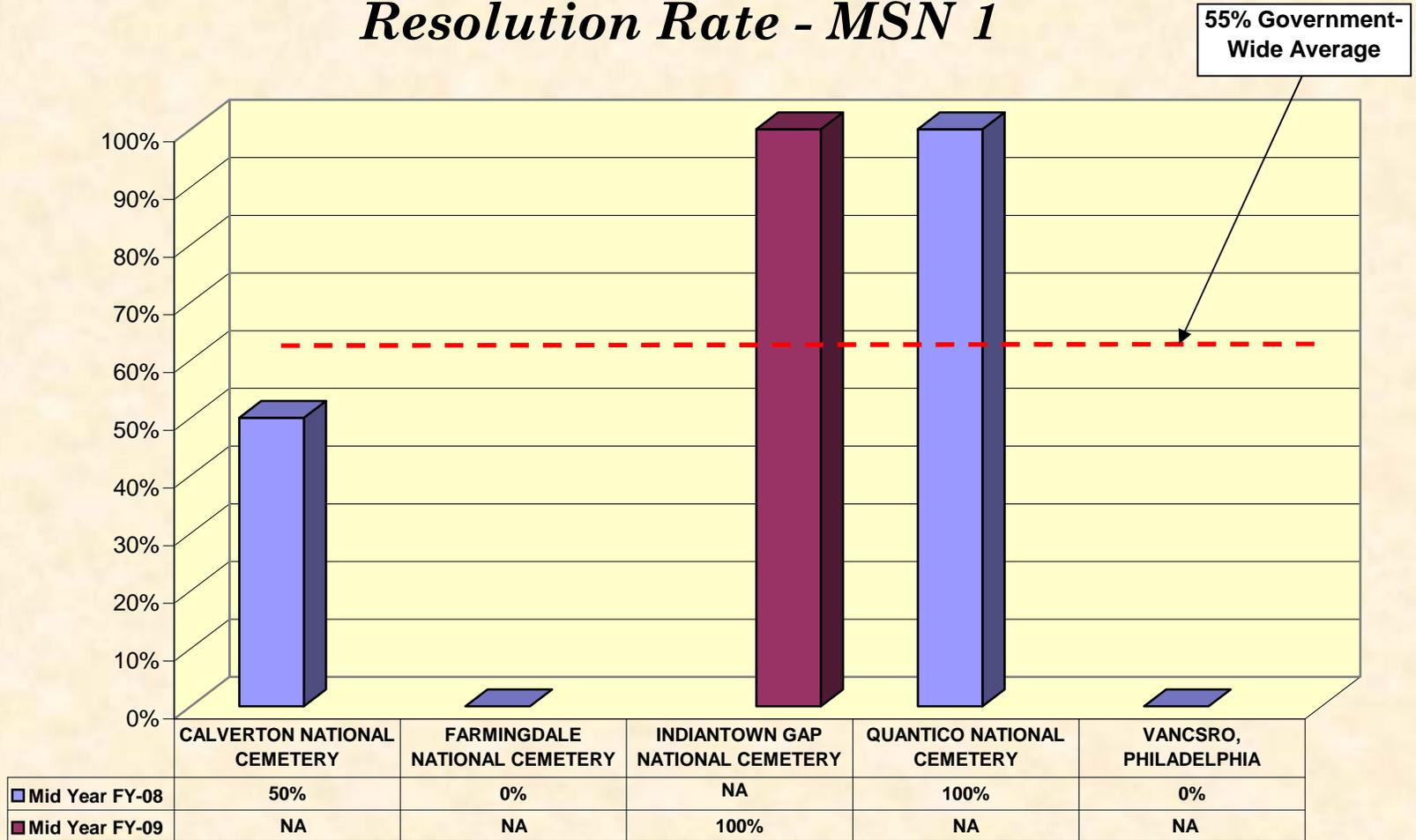
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - MSN 1



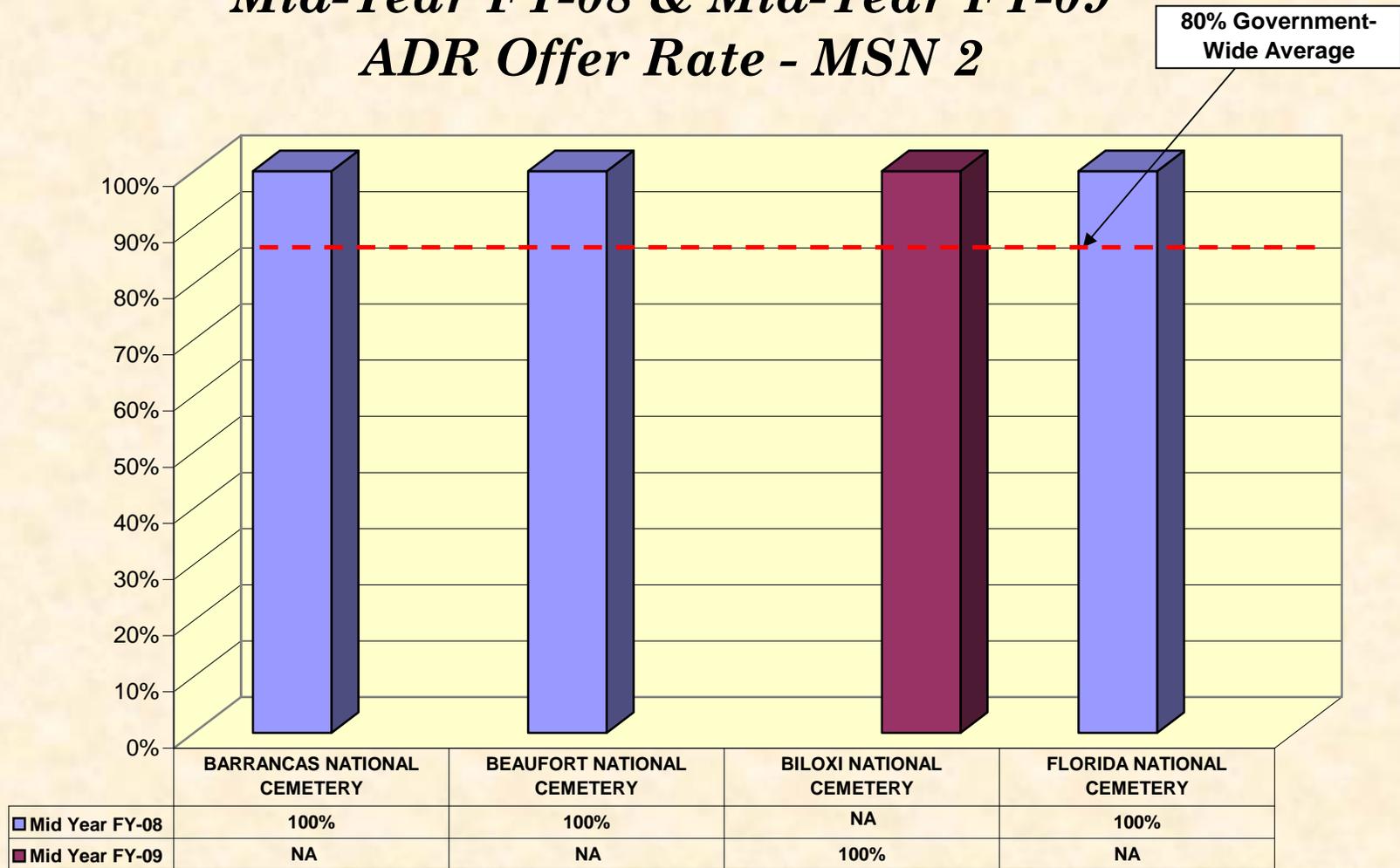
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate- MSN 1



National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - MSN 1

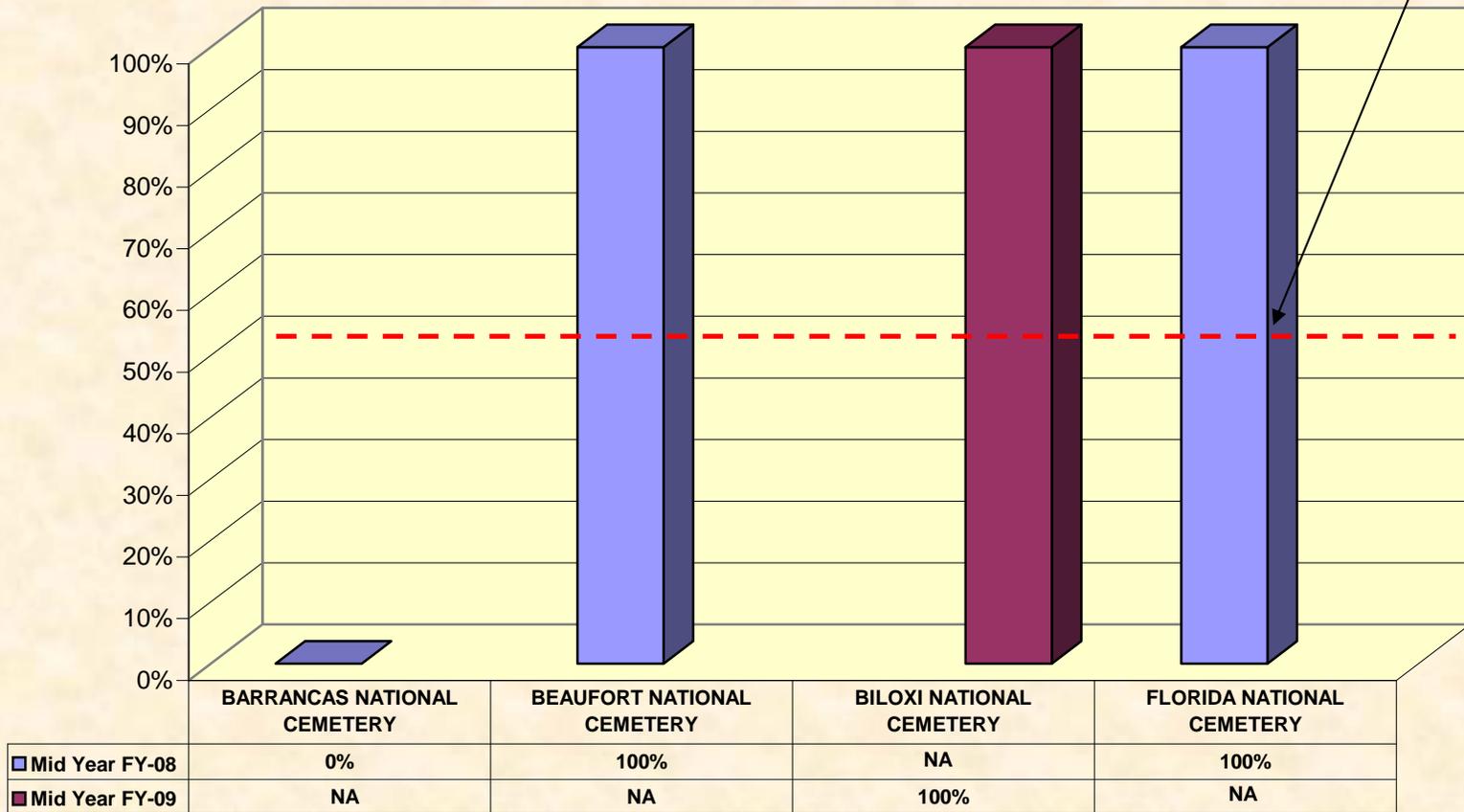


National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - MSN 2



National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - MSN 2

48% Government-Wide Average

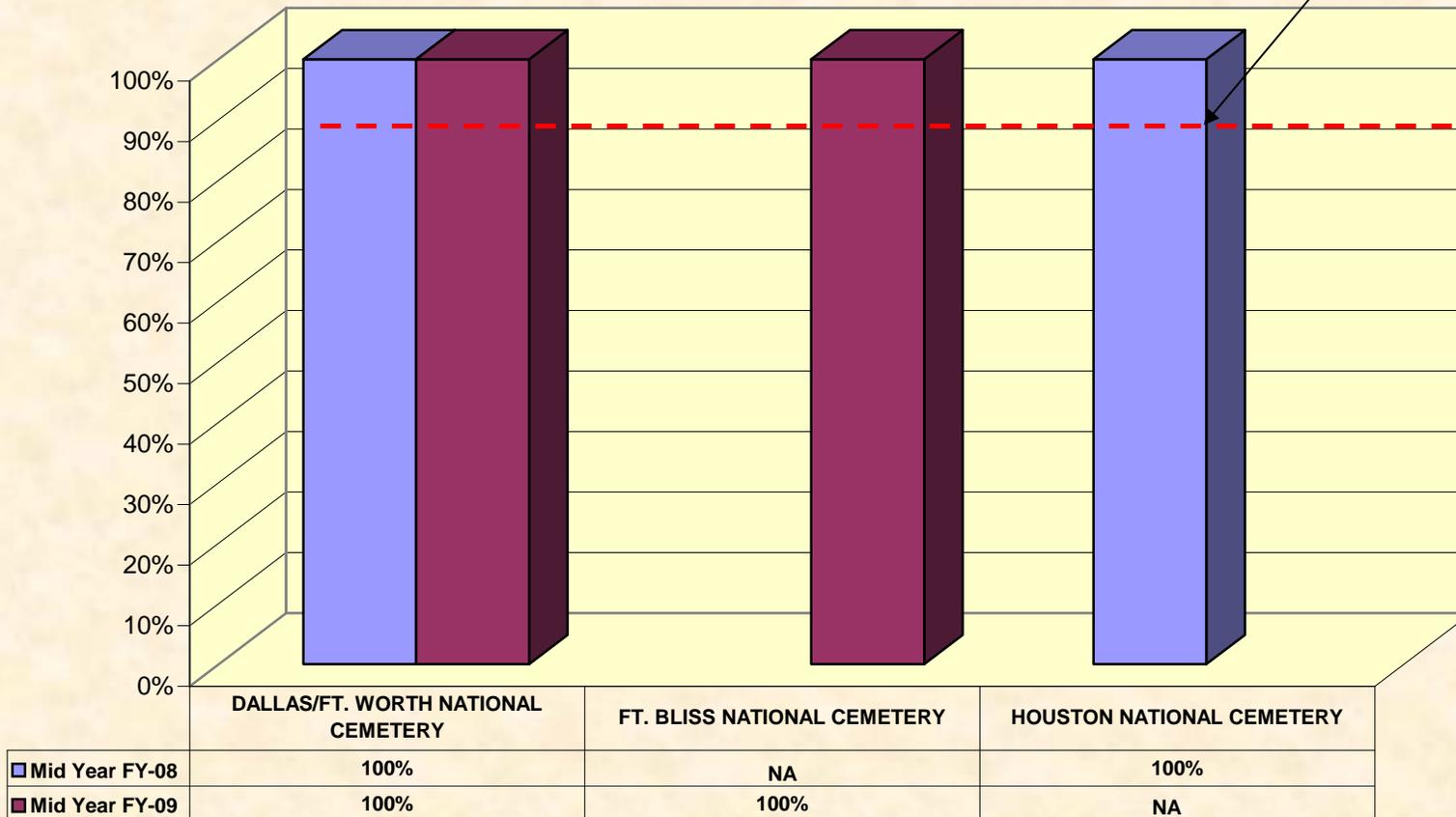


National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - MSN 2

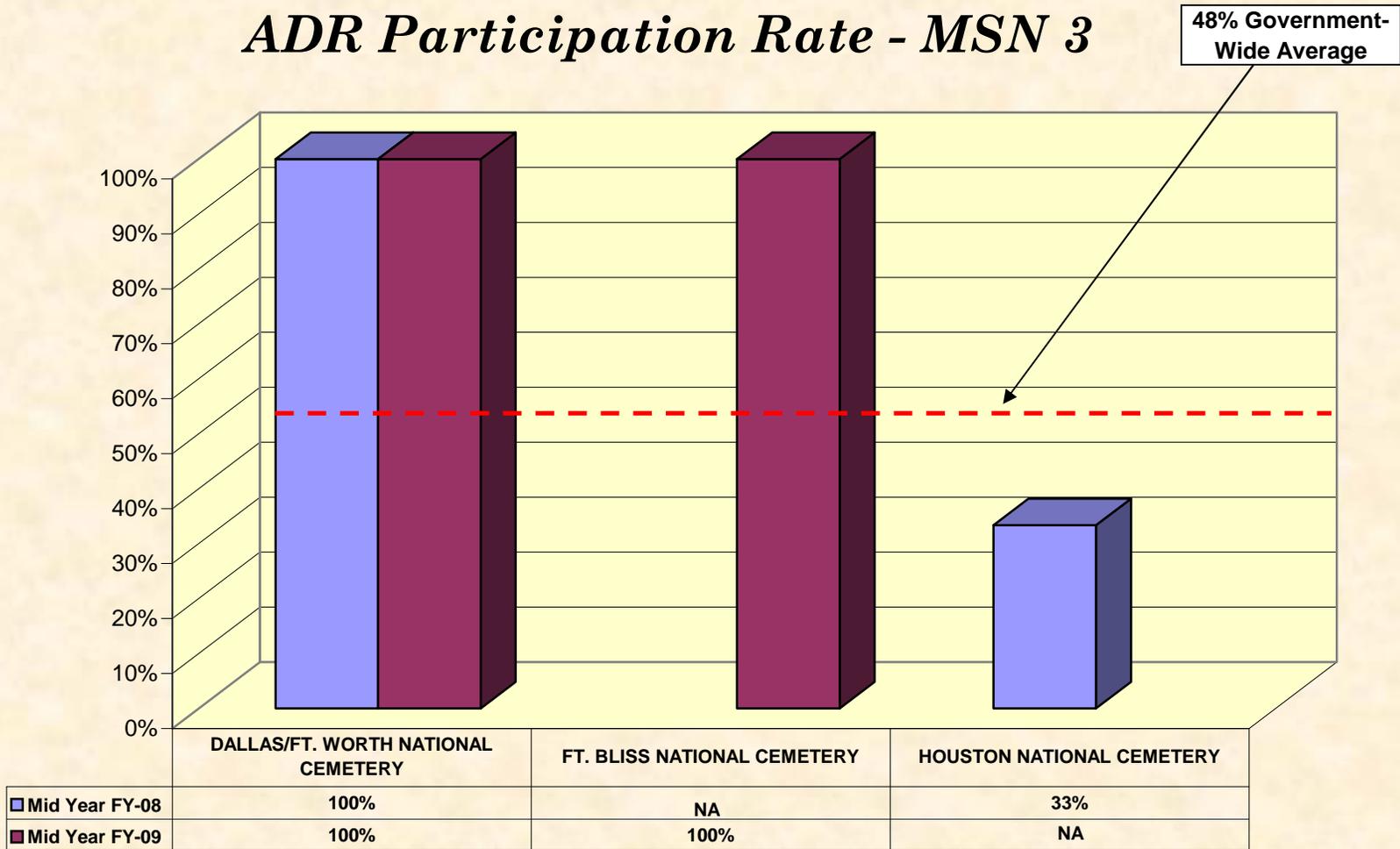


National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - MSN 3

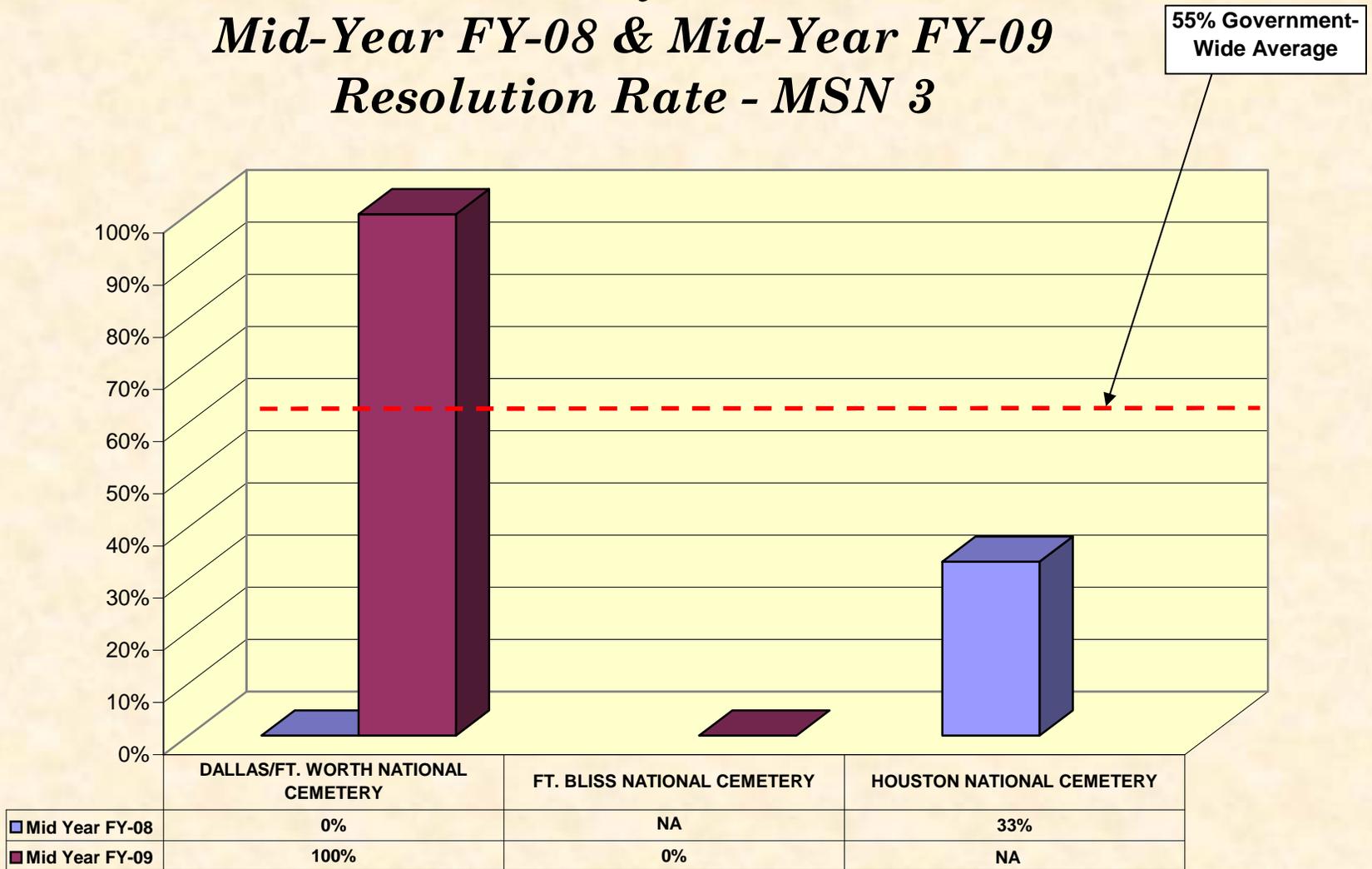
80% Government-Wide Average



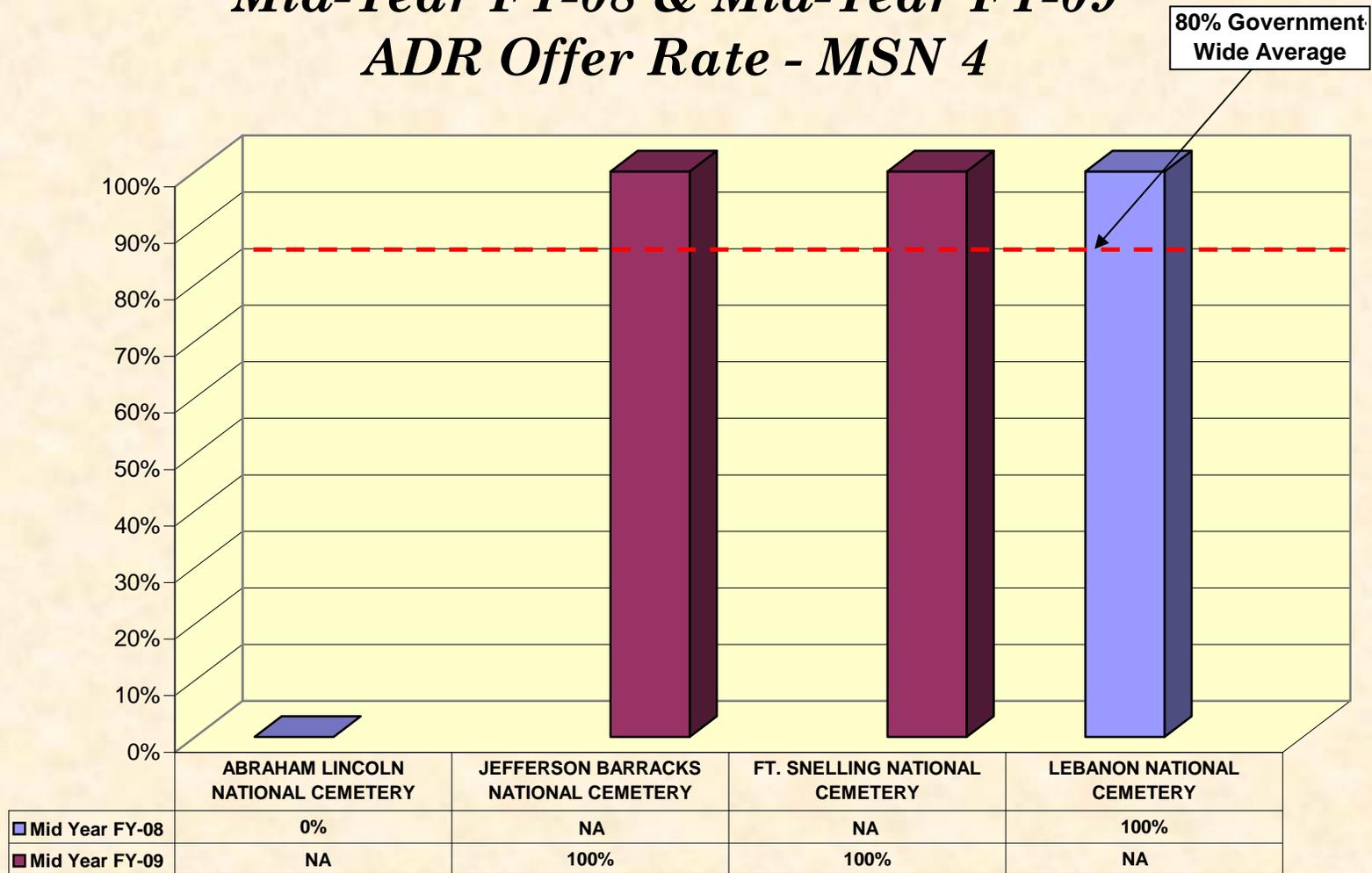
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - MSN 3



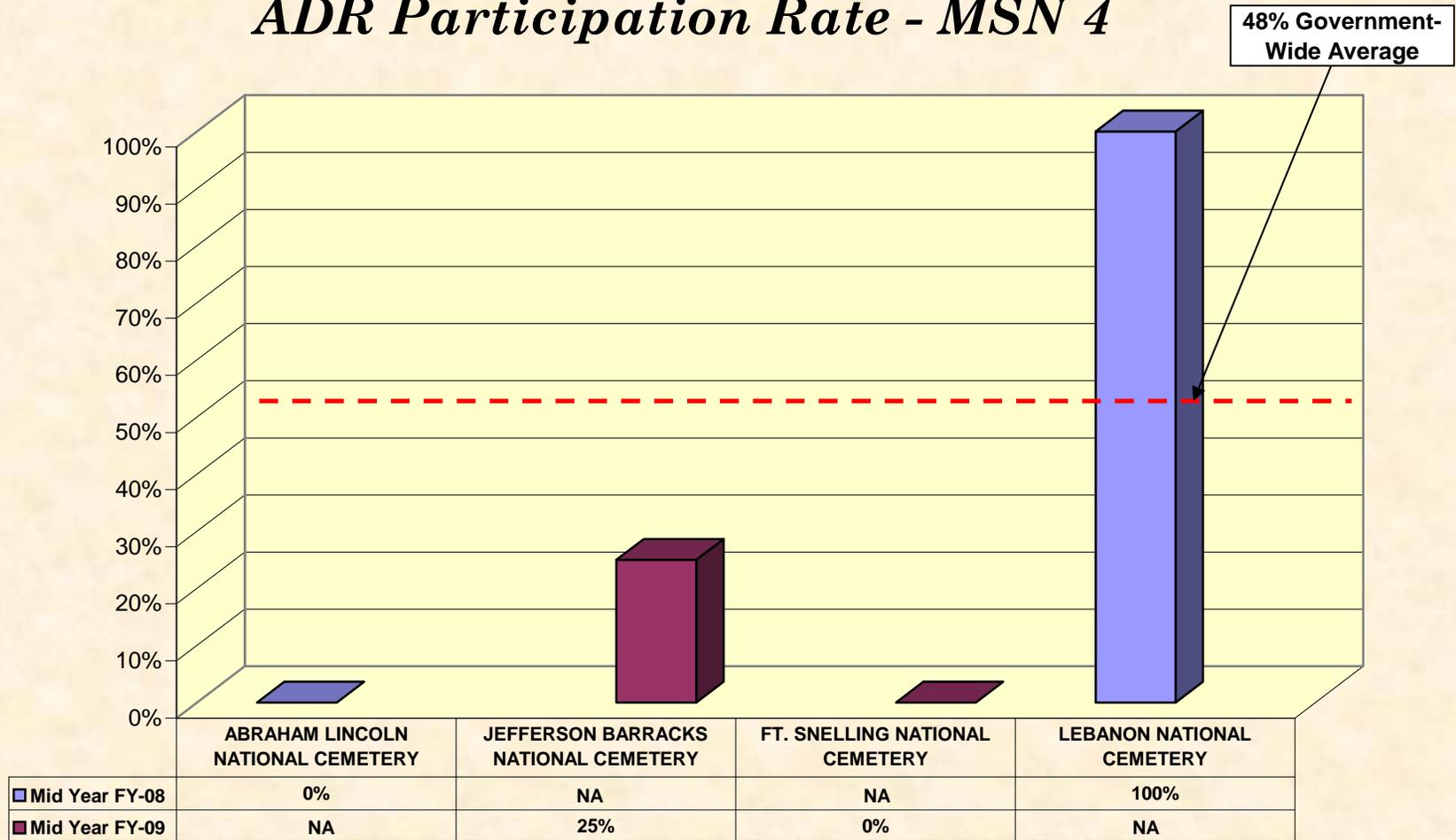
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - MSN 3



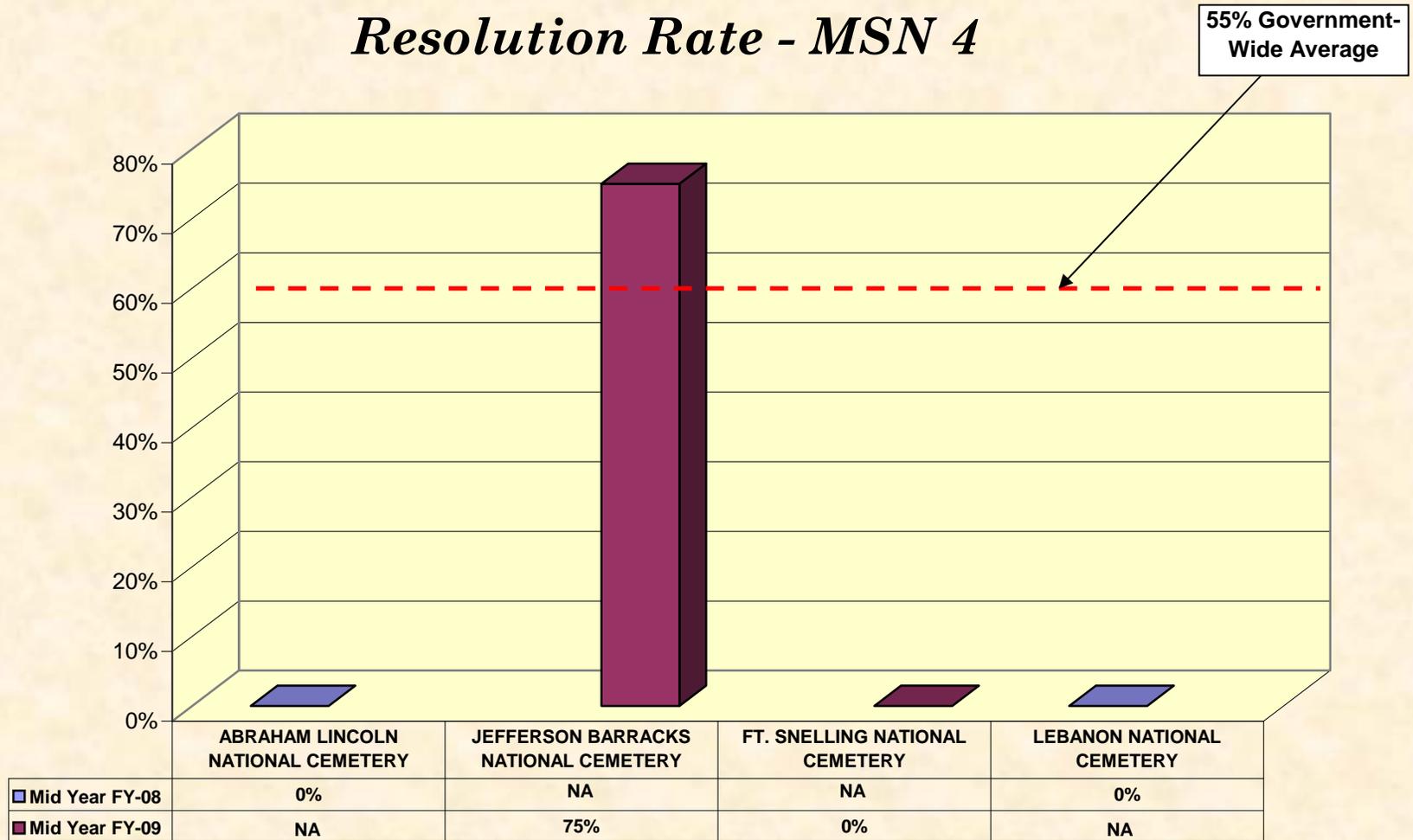
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - MSN 4



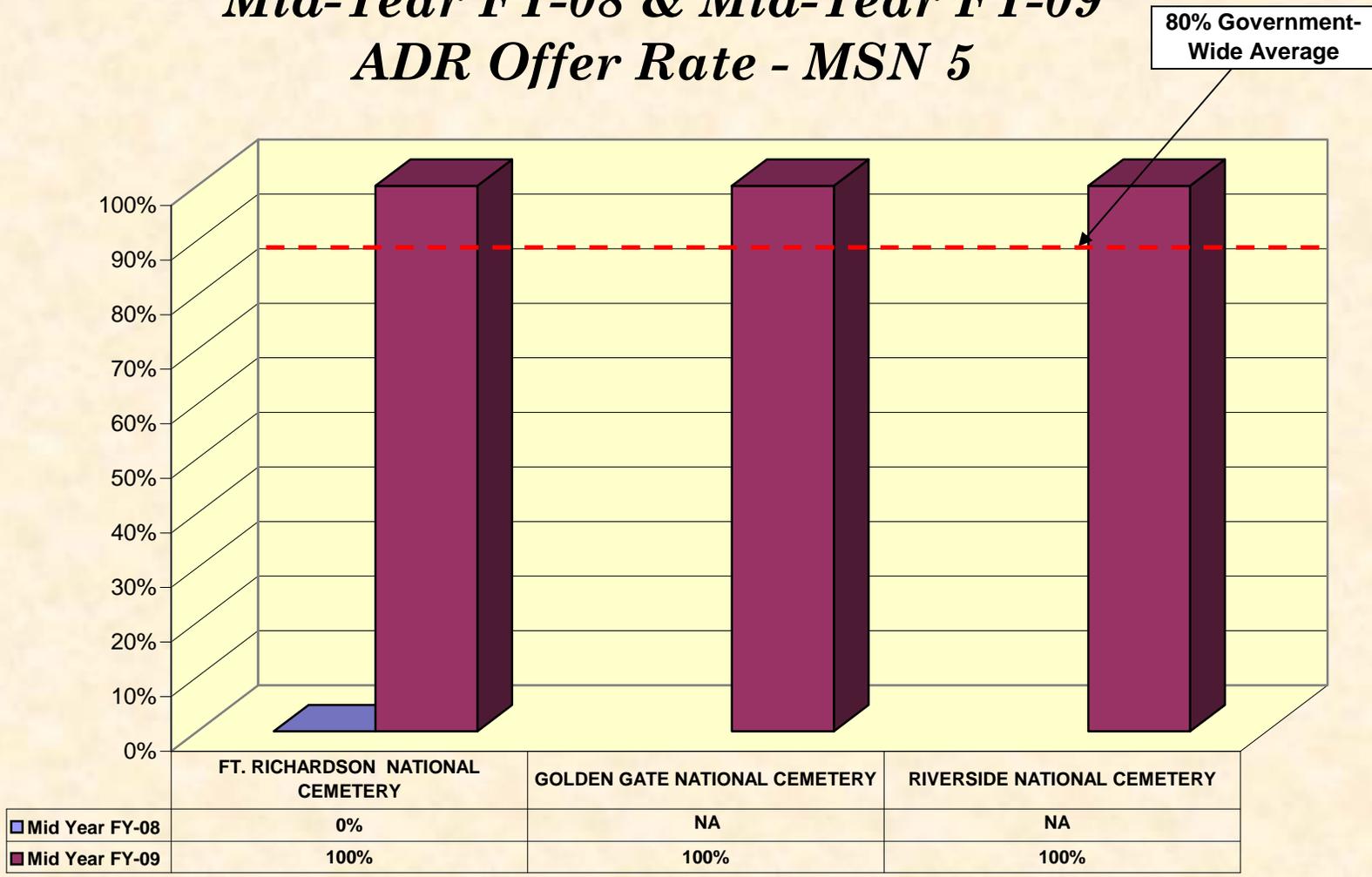
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - MSN 4



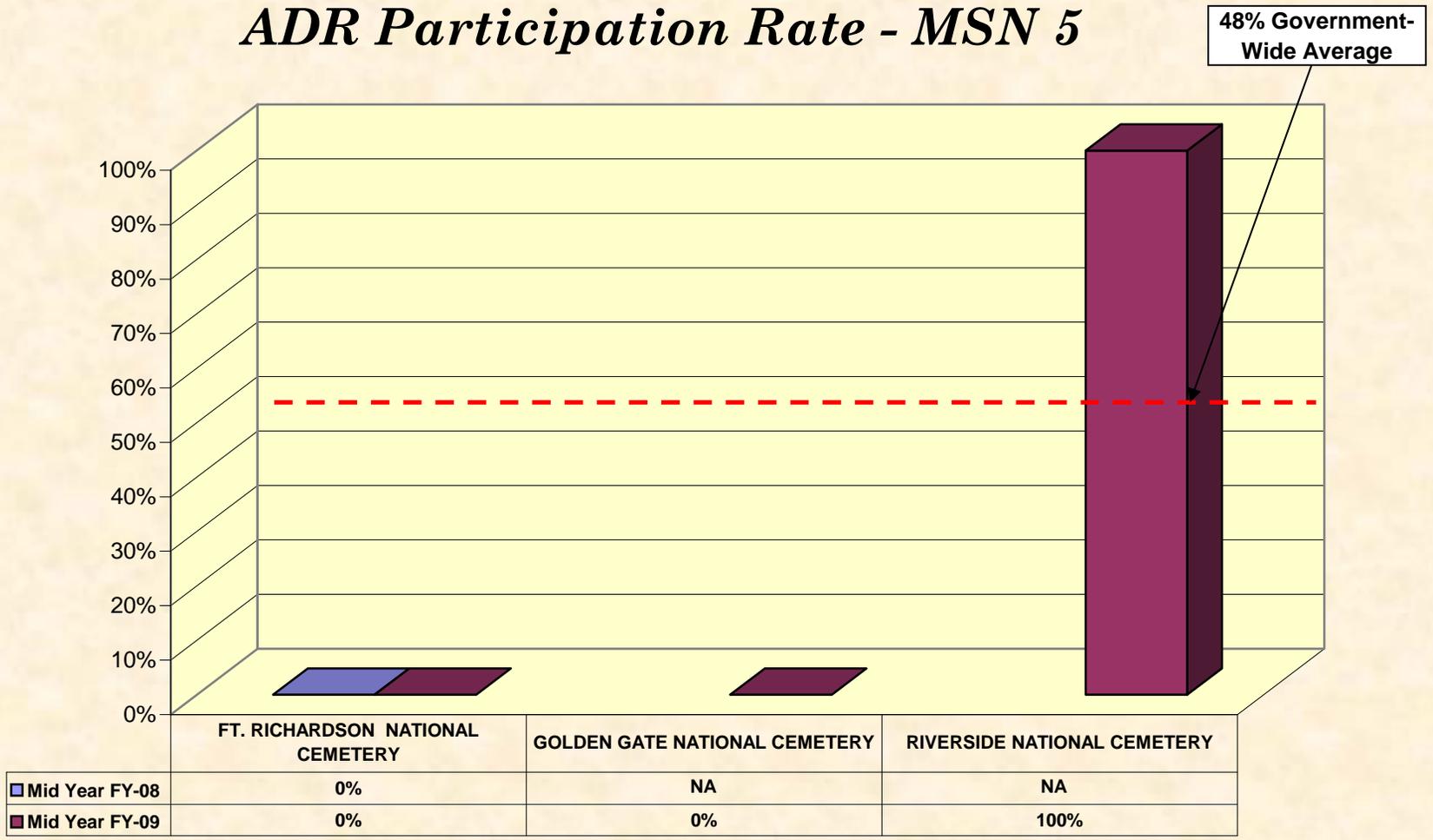
National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - MSN 4



National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Offer Rate - MSN 5



National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 ADR Participation Rate - MSN 5



National Cemetery Administration Mid-Year FY-08 & Mid-Year FY-09 Resolution Rate - MSN 5

