



**DEPARTMENT OF VETERANS AFFAIRS
COMPARISON CHARTS of
INFORMAL AND FORMAL COMPLAINT ACTIVITY
FOR FY-11 AND FY-12**

Introduction

The Office of Resolution Management (ORM) has compiled the Department-wide discrimination complaints activity data for fiscal years 2011 and 2012. The data presented in this report represents EEO complaint activity at both the informal and formal stage of the process. The information is displayed in charts to provide a snapshot of complaint activity throughout the Agency. The data in these charts was extracted from ORM's Complaints Automated Tracking System (CATS). This tracking system categorizes informal and formal complaints by organizational units identified as Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), and VA Central Office (VACO).

The charts provide the following information:

- ❖ A comparison of EEO complaint activity for FY 11 and FY 12
- ❖ A breakdown of the top 5 claims and bases raised in EEO complaints
- ❖ A breakdown of the Department into each Administration (VHA, VBA, NCA)
- ❖ A breakdown of each Administration into their major operating components (VISN, Area, MSN¹)
- ❖ The conversion of the number of informal and formal filings into per capita filing rates per 100 employees.²

The charts are categorized according to the following Sections:

- Section 1 – Department of Veterans Affairs (VA)
- Section 2 – Veterans Health Administration (VHA)
- Section 3 – Veterans Benefits Administration (VBA)
- Section 4 – National Cemetery Administration (NCA)

Analysis

The information depicted in the charts shows the number of informal contacts; number of formal complaints filed; and the respective per capita figures for both 2011 to 2012.

- **Informal contacts** represent aggrieved individuals who have initiated an EEO complaint with an EEO counselor (this is also known as the pre-complaint phase).

¹ MSN: Not all cemeteries are depicted due to their smaller workforce (employee base).

² To calculate the per capita rates, the number of employees was extracted from the HR database of the VHA Support Service Center (VSSC) website. (The "per capita" filing rate calculation is: the number of complaints filed; divided by the number of employees; multiplied by 100)

- **Formal complaints** represent aggrieved individuals who have proceeded to file a formal complaint of discrimination after having gone through the informal stage.
- **Per capita filing rate** is the rate (per 100 employees) at which individuals file either an informal or formal complaint based on the total workforce of the organization.
- **Claim** is the term, condition or privilege of employment giving rise to the complaint (for example; a non-selection, award, disciplinary action, harassment, etc.).
- **Basis / Bases** are the protected classes covered under EEO regulations and Executive Orders (race, color, age, religion, national origin, disability, sex, reprisal, genetic information, sexual orientation and parental status).

In FY 12, the Department's total workforce increased by 8,038 (2.5%) over that of 2011; the informal contacts increased by 3.3%, and formal complaints decreased by 2.6%. At the end of FY 12, the per capita filing rate at the informal stage was 1.39% (government-wide³ average was 1.15%); and the formal filing rate was 0.73% (government-wide average was 0.49%). The Department must continue to make strides to reach the government-wide levels.

Now would be an opportune time for those organizations which experienced increased complaint activity to develop ways to reduce both their informal/formal complaints and per capita rates, thus moving the Department closer to the government-wide averages. Key to any such effort is determining what issues may lead to complaints and what can be done to prevent and resolve problems and conflicts before they result in serious disputes.

Leaders should make use of early dispute resolution to support healthy and productive work environments. ORM has several support services available to help the Department manage conflict and address workplace disputes. Please contact the ORM Field Manager servicing your area for more information on these and other services available. You can access ORM's website; at <http://vaww.va.gov/orm/index.asp> for more information.

FY-12 Accomplishments

- Pre-complaint EEO counseling and Alternative Dispute Resolution (ADR) addressed many employee concerns before they resulted in formal EEO complaints. Of the 4479 informal EEO complaints initiated in FY 12, 48% did not result in a formal complaint due either to settlement by the parties or withdrawal from the EEO process.
- In FY 12, the informal per capita filing rate increased from 1.37% to 1.39%; while the formal filing rate decreased from .75% to .73%

³ Information extracted from the Equal Employment Opportunity Commission's (EEOC) FY-11 Government-wide Annual Report.

- VHA, VBA and Canteen Service are recognized for collectively decreasing their overall per capita filing rates during FY 12.
- Additionally, the following VHA VISN's; VBA Areas; and NCA MSN's are recognized for their efforts in decreasing their overall⁴ formal filing rates (some significantly; while others slightly):

VHA

VISN 3 = from 0.90% to 0.75%	VISN 5 = from 1.18% to 0.89%
VISN 6 = from 0.98% to 0.83%	VISN 7 = from 0.90% to 0.83%
VISN 9 = from 0.62% to 0.53%	VISN 12 = from 0.80% to 0.67%
VISN 15 = from 0.78% to 0.68%	VISN 18 = from 0.83% to 0.64%
VISN 19 = from 0.78% to 0.65%	VISN 21 = from 0.54% to 0.53%
VISN 22 = from 1.02% to 0.90%	

VBA

- Central Area = from 0.70% to 0.59%
- Western Area = from 1.14% to 0.67%

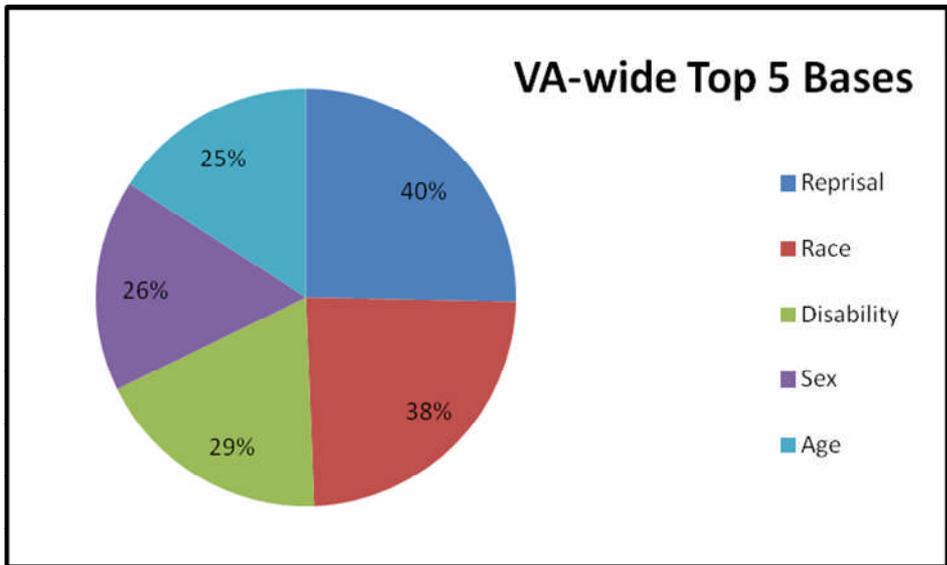
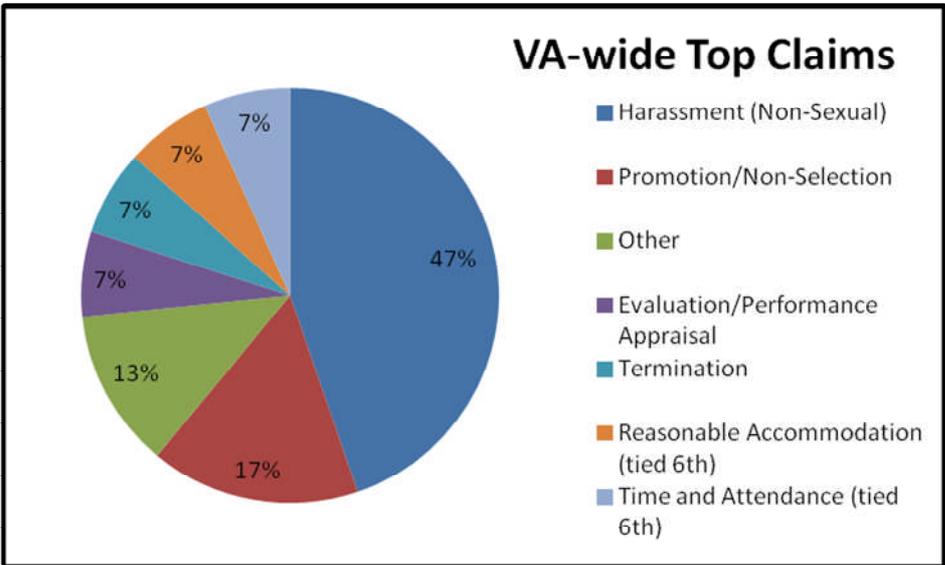
NCA

- MSN 5 = from 2.11% to 1.47%

Claims & Bases Charts

The following information depicts the Department-wide top claims and bases raised in the FY 12 EEO complaint activity. This data shows the claims most frequently raised in complaints and the bases of discrimination identified by complainants.

⁴ While an overall decrease was identified in these entities, some of their corresponding sub-stations may have experienced increases warranting your further review within these organizations.



Conclusion

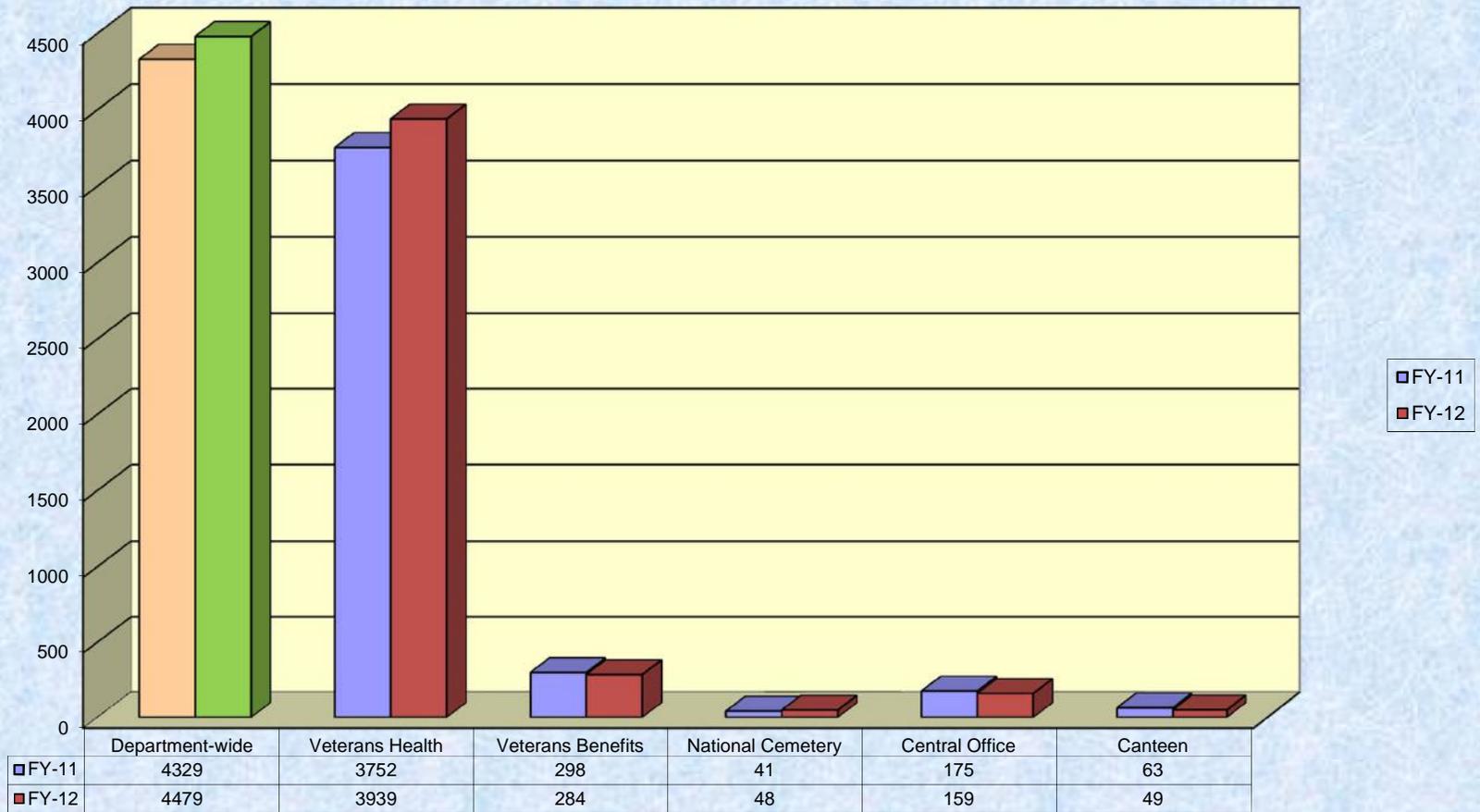
ORM looks forward to working with all VA organizations to achieve reductions in complaints in FY 13. We believe that improving the organizational environment in each facility is the key to realizing this goal. We have various tools to assist you; we welcome your suggestions and are available to support your organization in any way we can.

Section 1

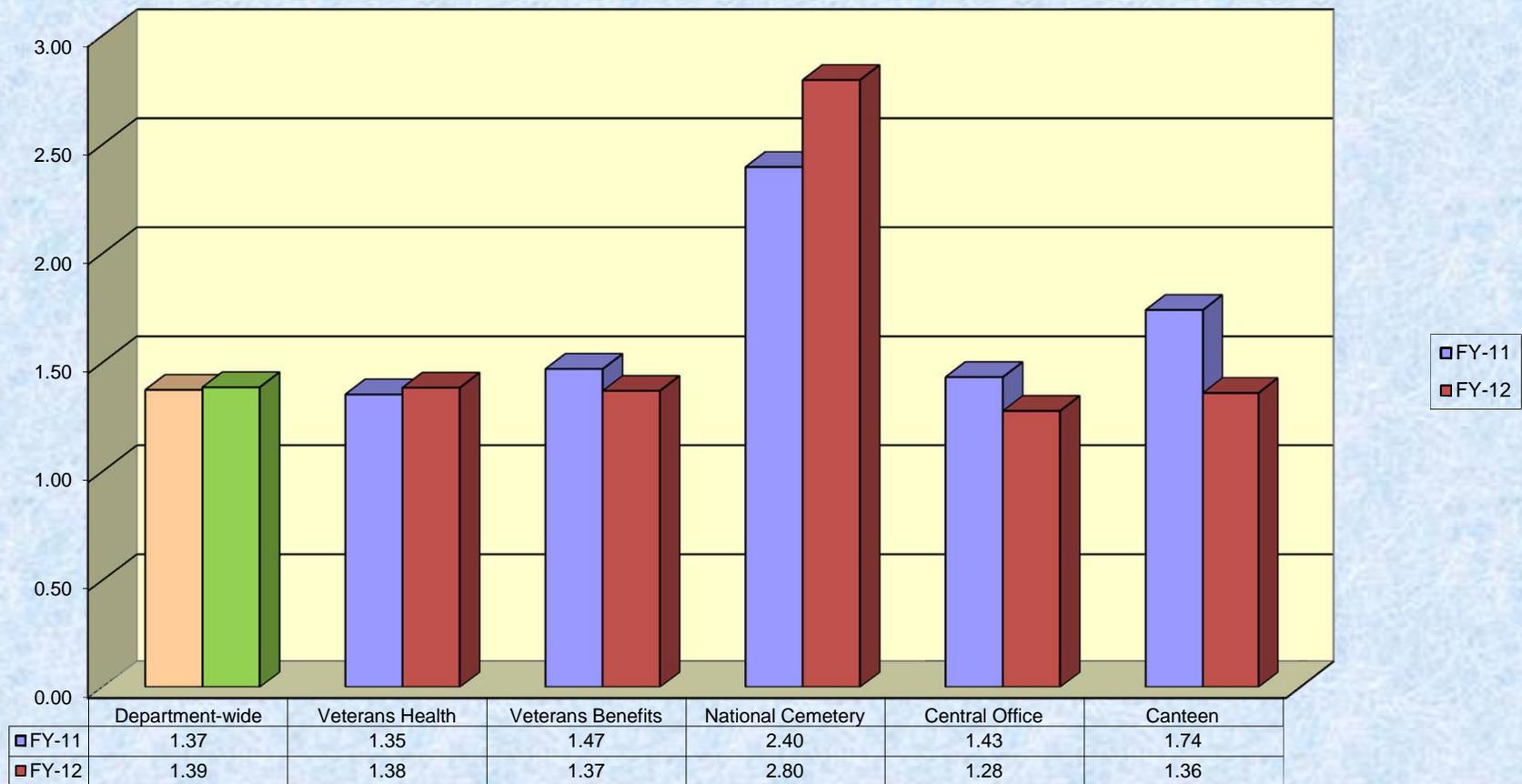
Department of Veterans Affairs

(Department Wide Data)

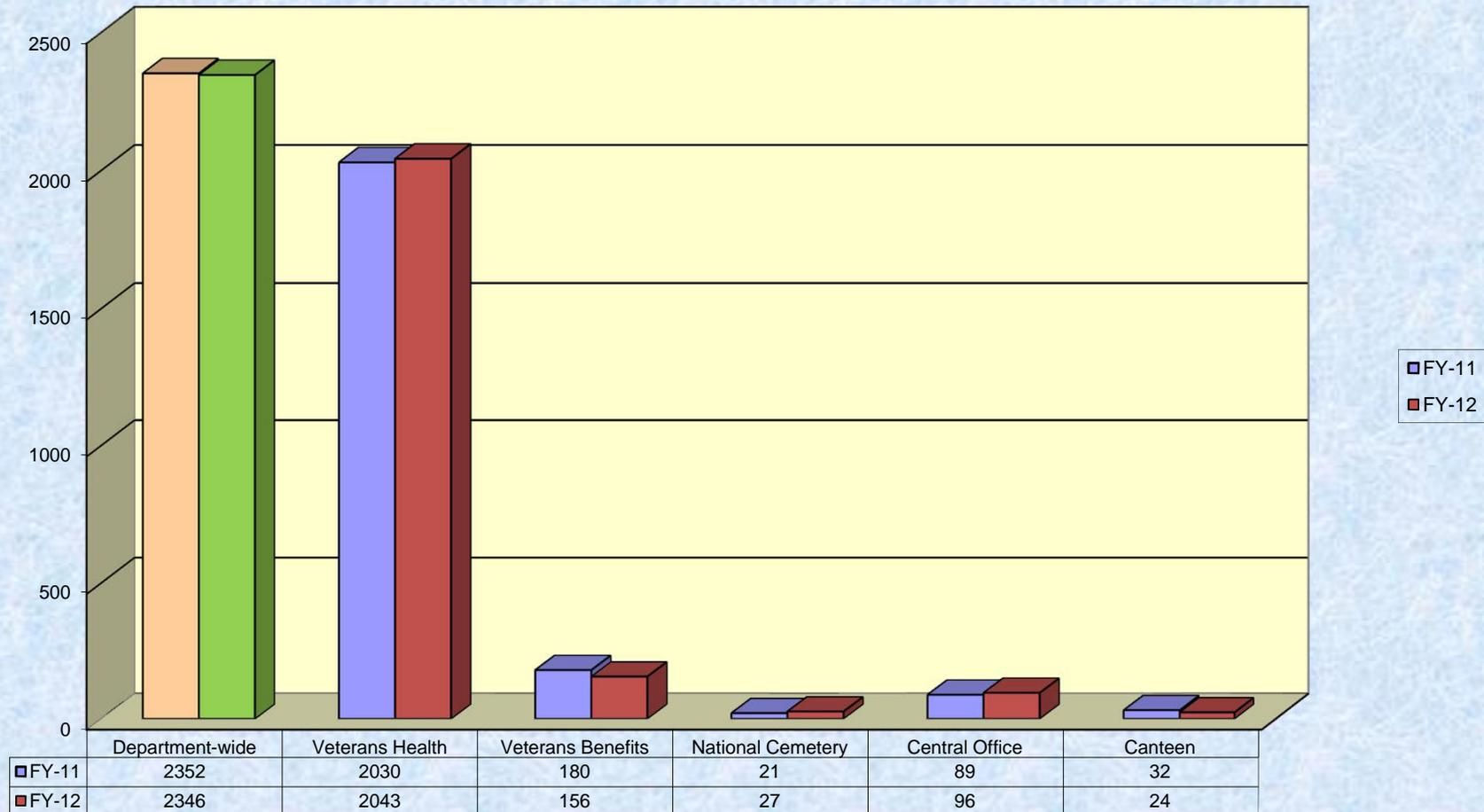
Department of Veterans Affairs FY- 11 & FY-12 Informal Contacts



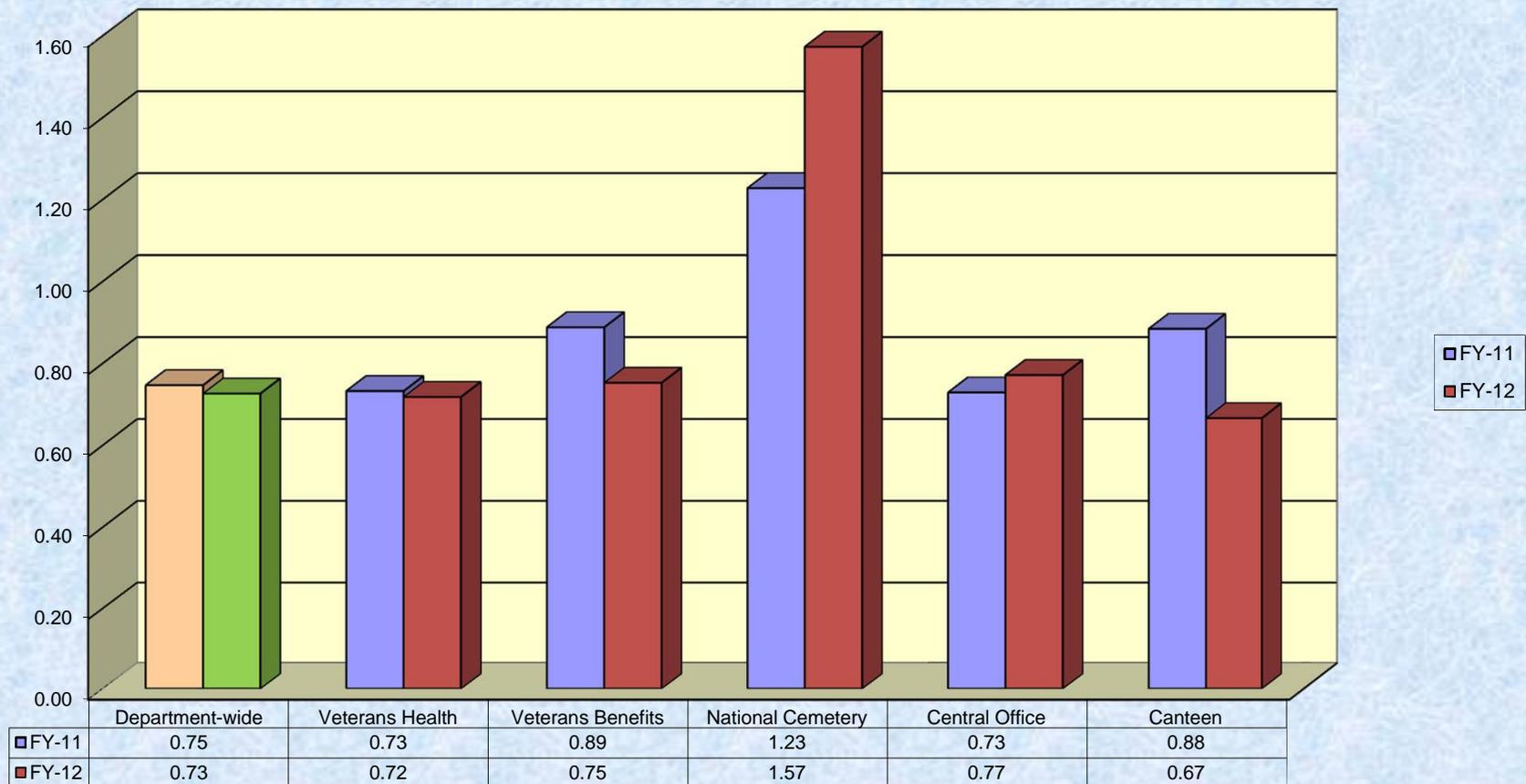
Department of Veterans Affairs FY-11 & FY-12 Informal Per Capita (per 100 employees)



Department of Veterans Affairs FY-11 & FY-12 Formal Complaints Filed



Department of Veterans Affairs FY-11 & FY-12 Formal Per Capita (per 100 employees)



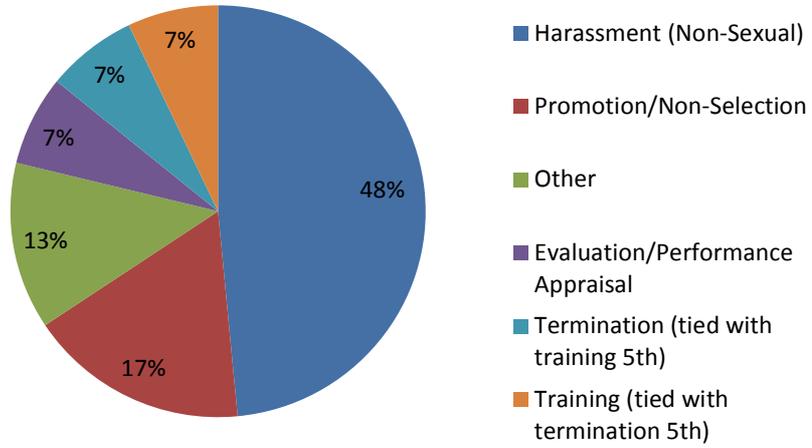
Section 2

Veterans Health Administration

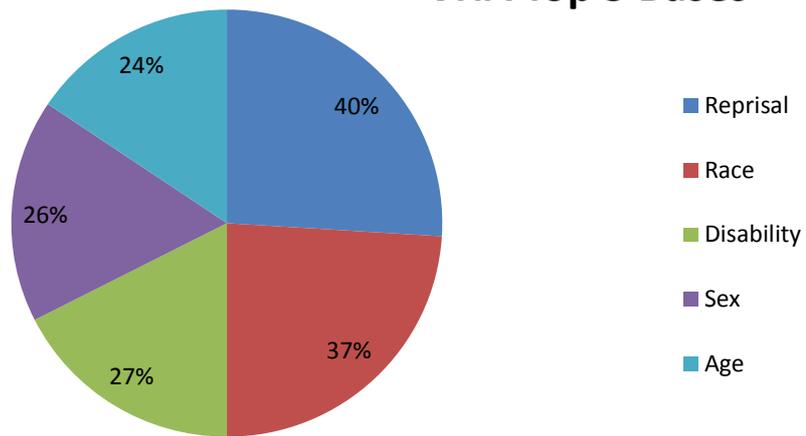
Data by

(Veterans Integrated Service Networks (VISN))

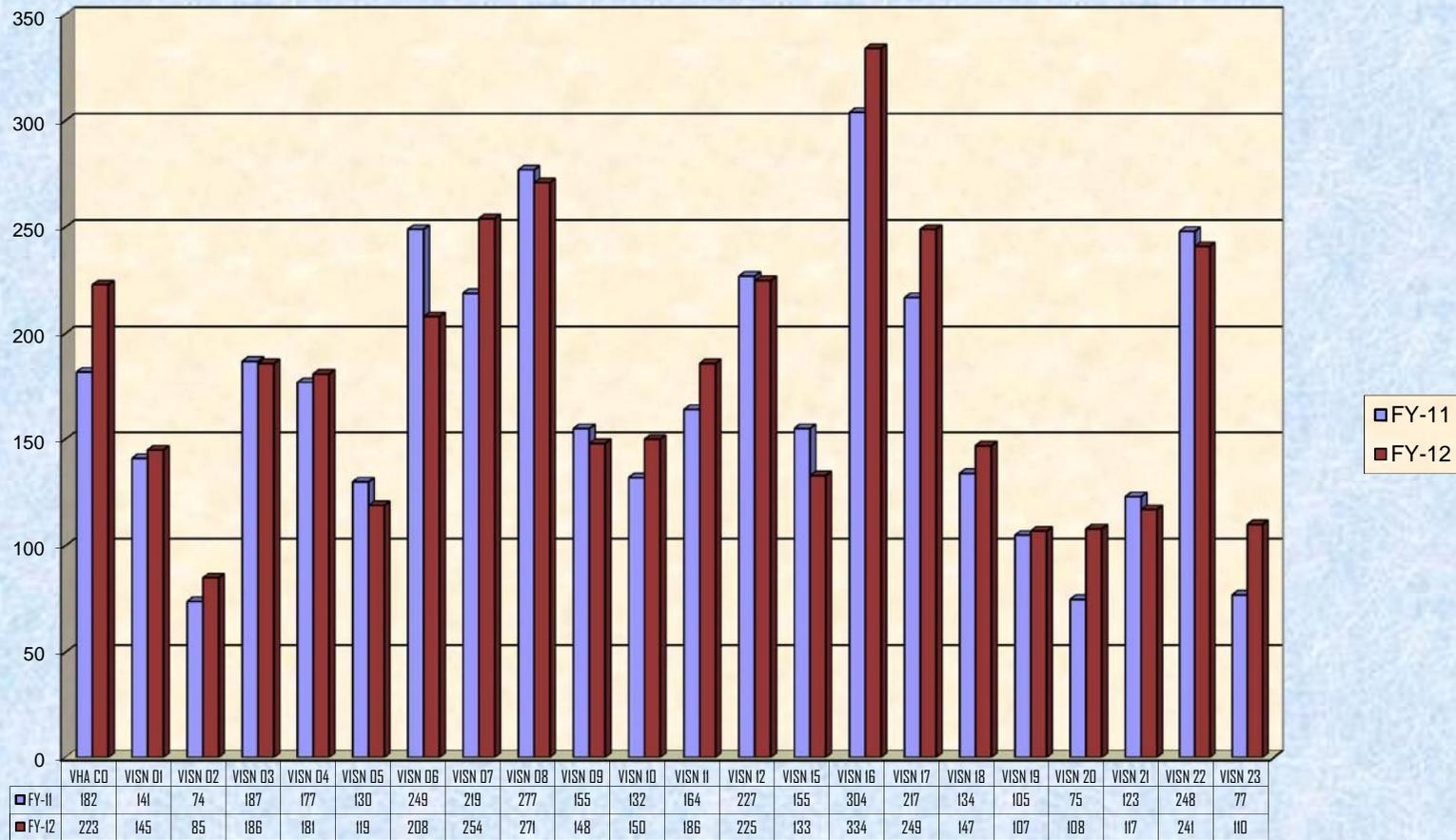
VHA Top Claims



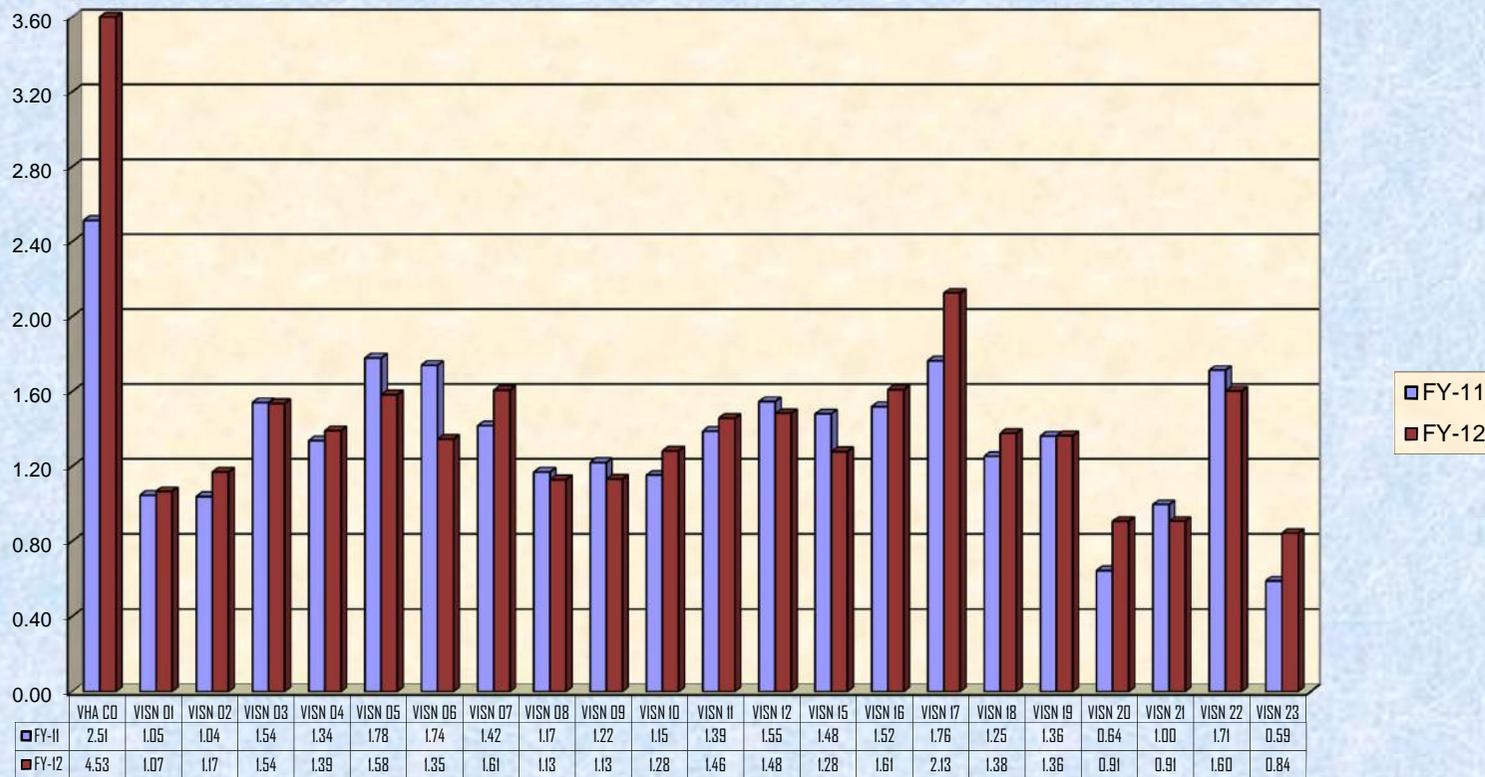
VHA Top 5 Bases



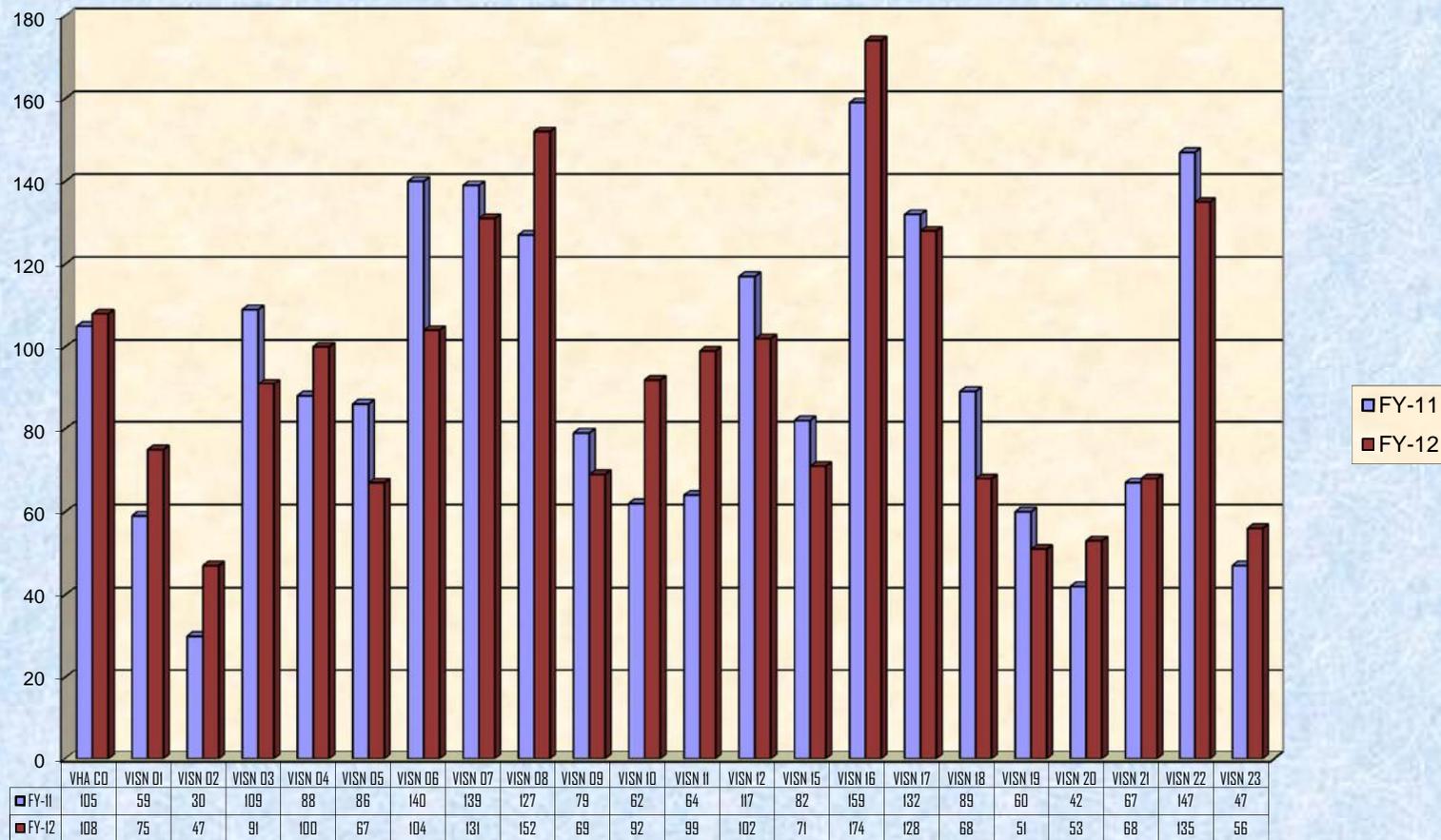
Veterans Health Administration FY-11 & FY-12 Informal Contacts



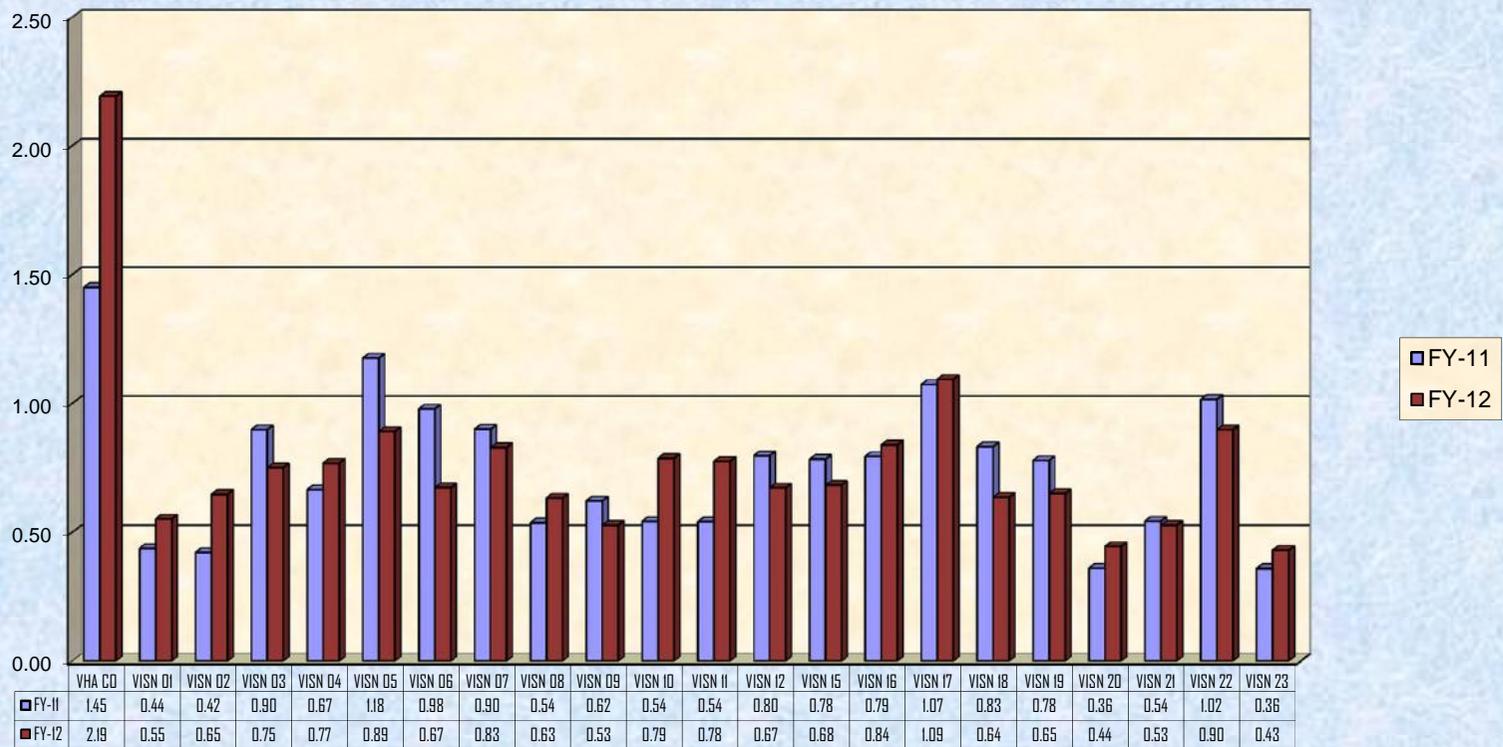
*Veterans Health Administration
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



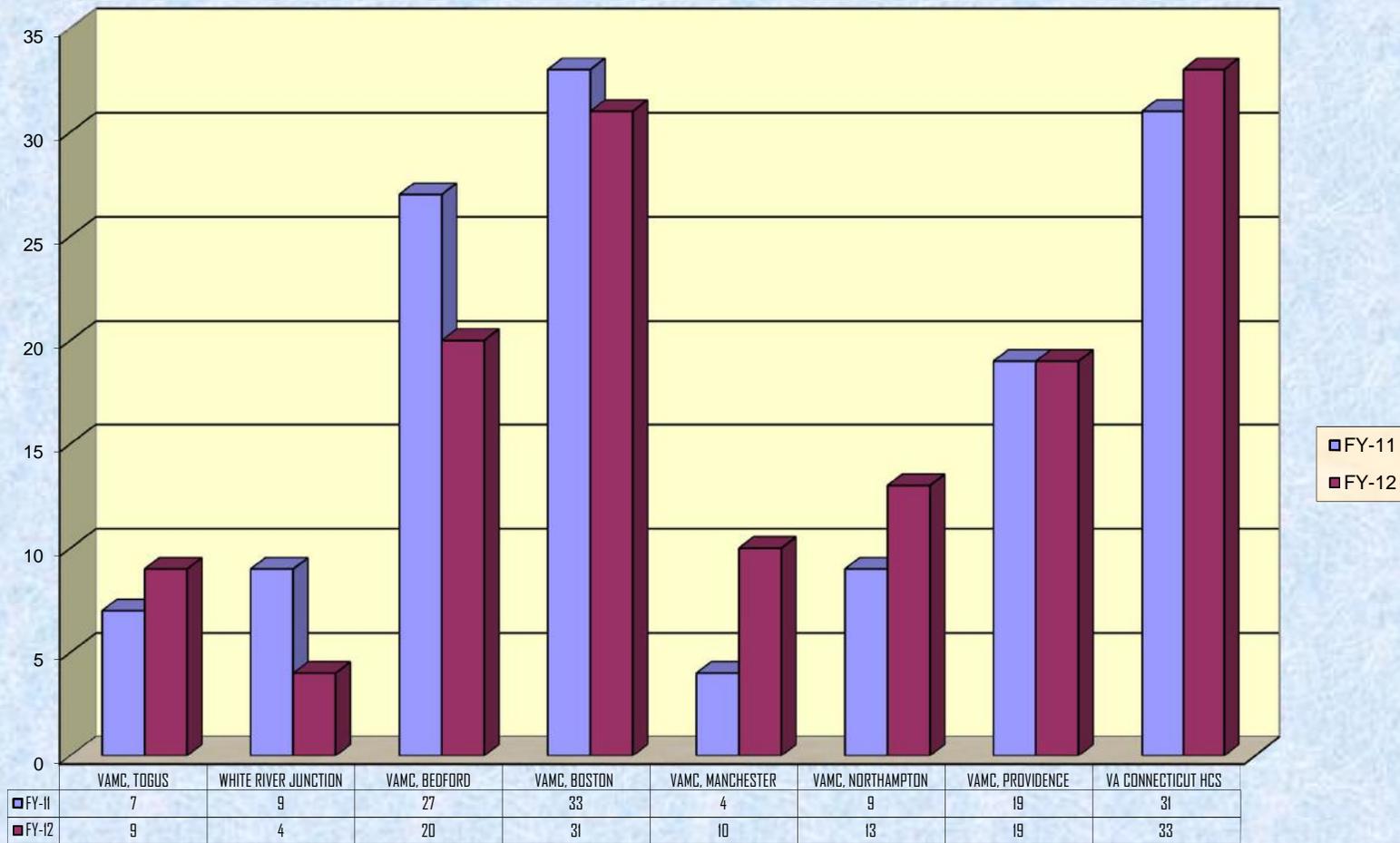
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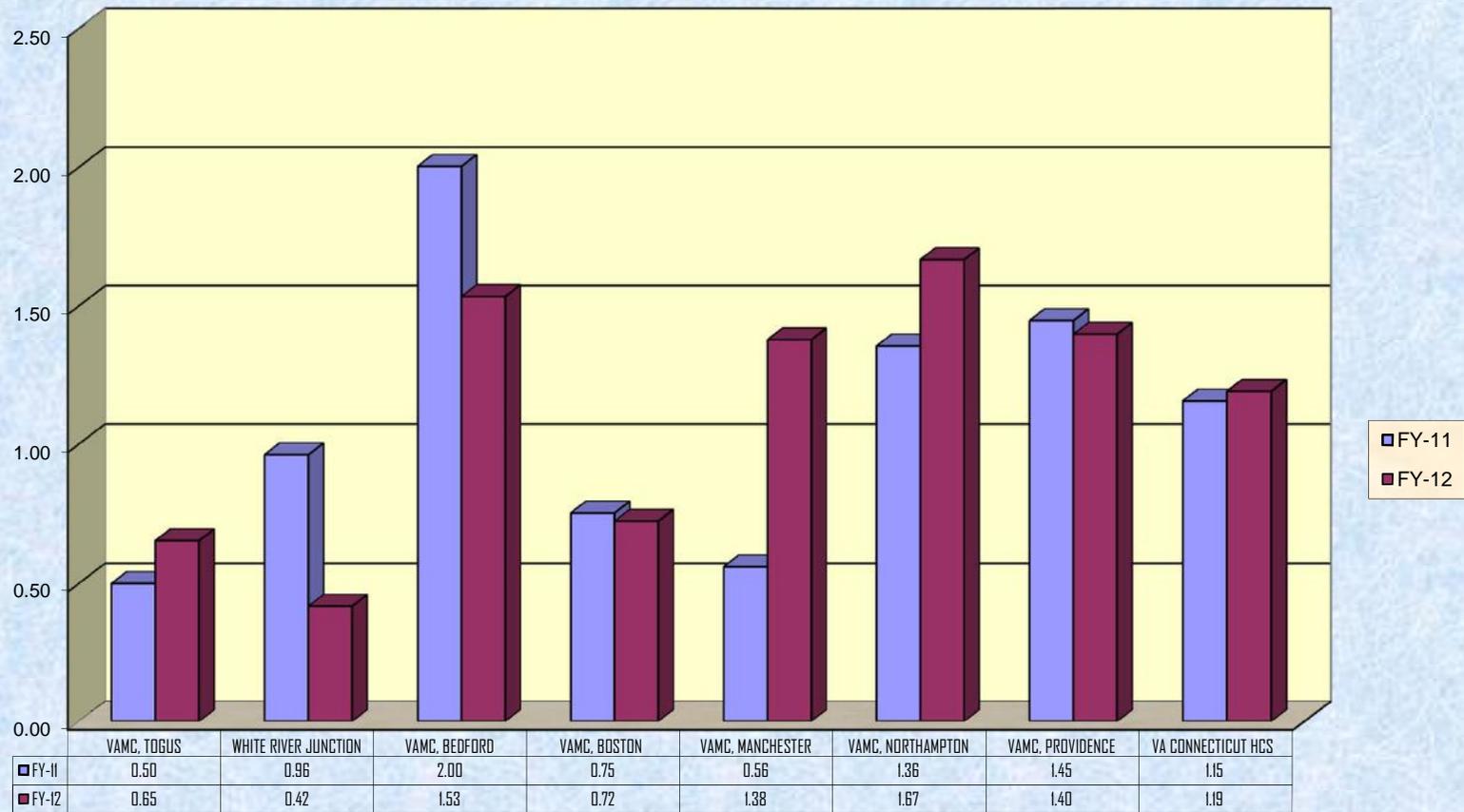
Veterans Health Administration FY-11 & FY-12 Formal Per Capita (per 100 employees)



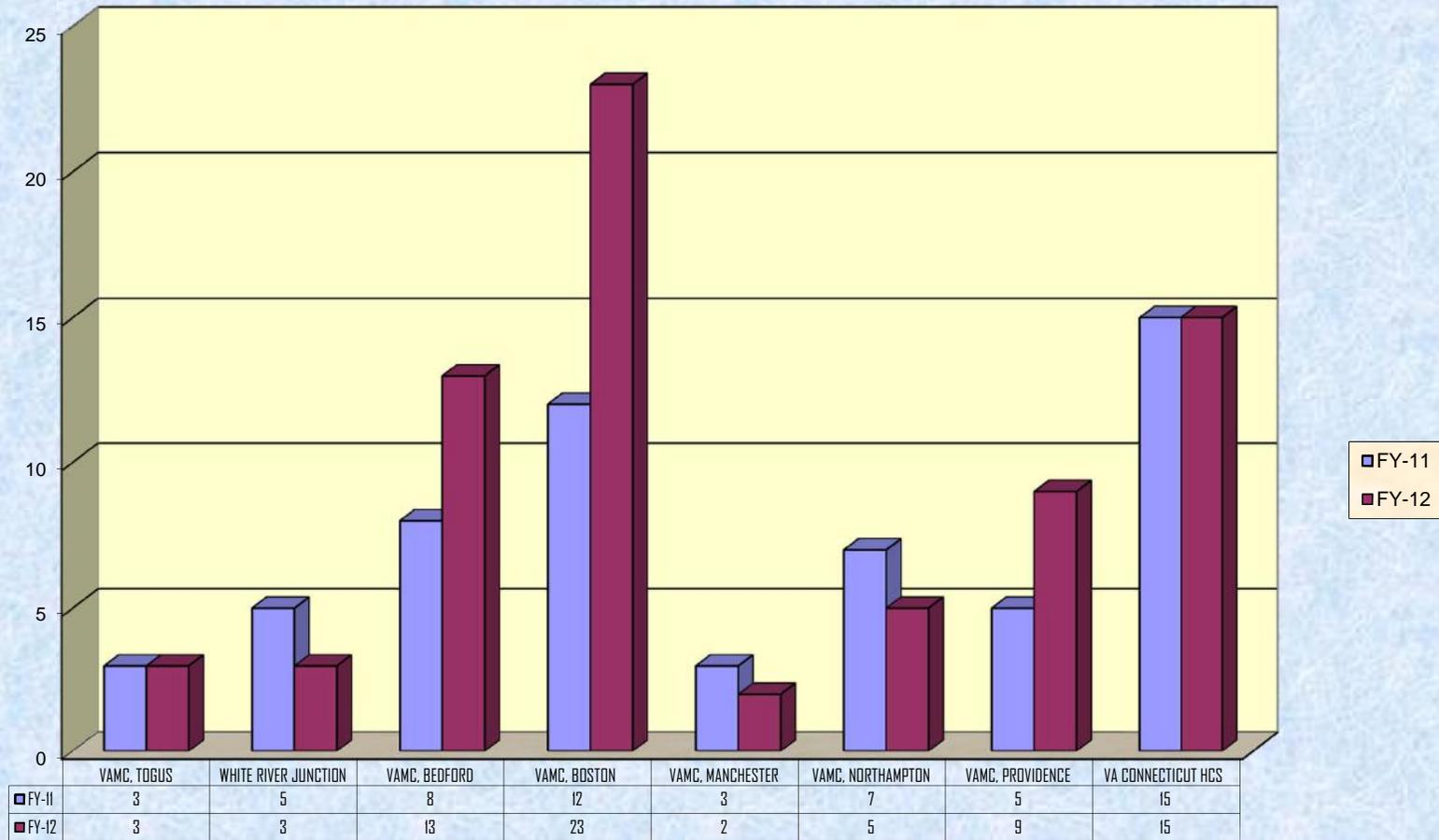
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FY-11 & FY-12 Informal Contacts*



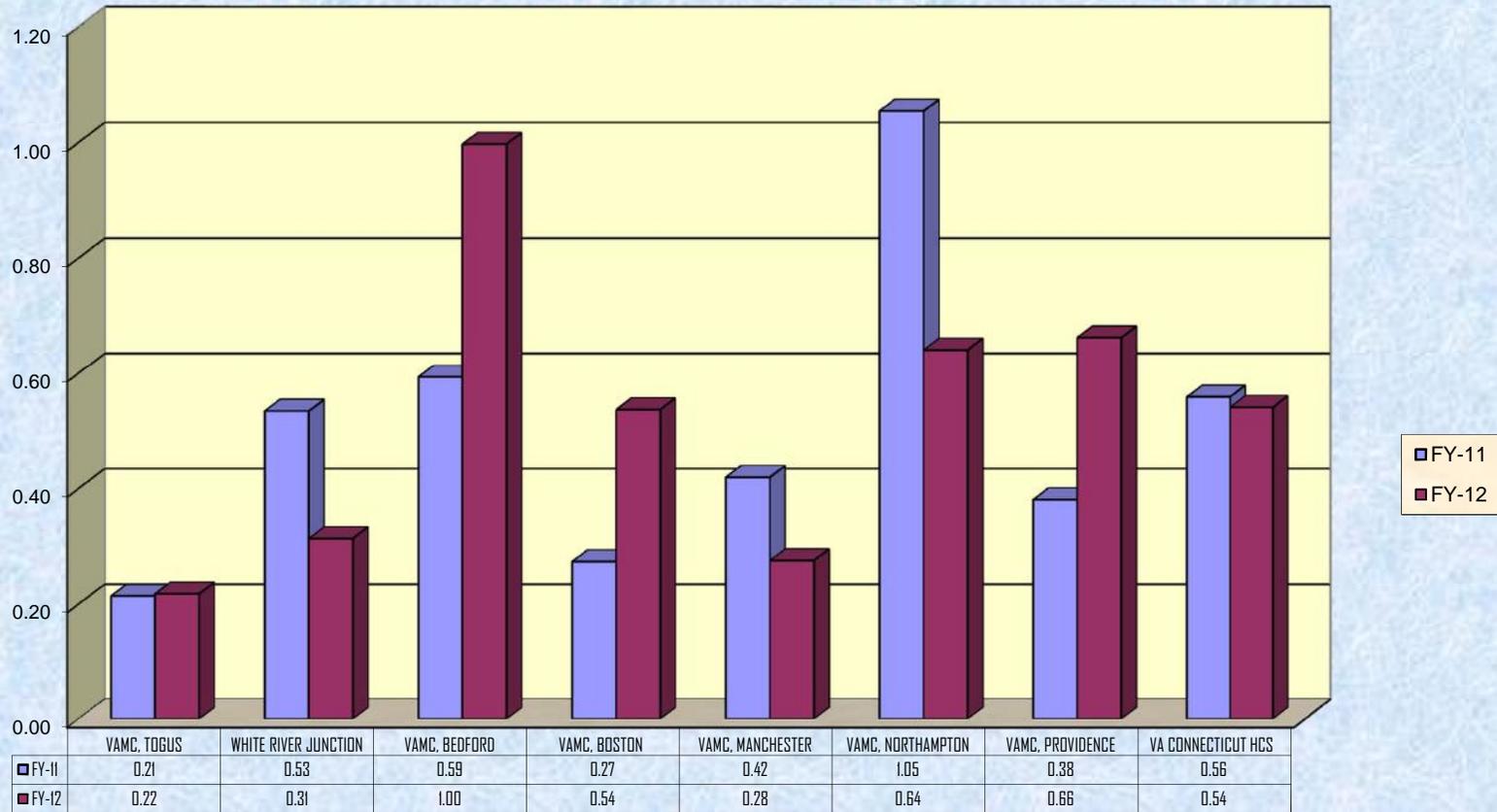
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 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



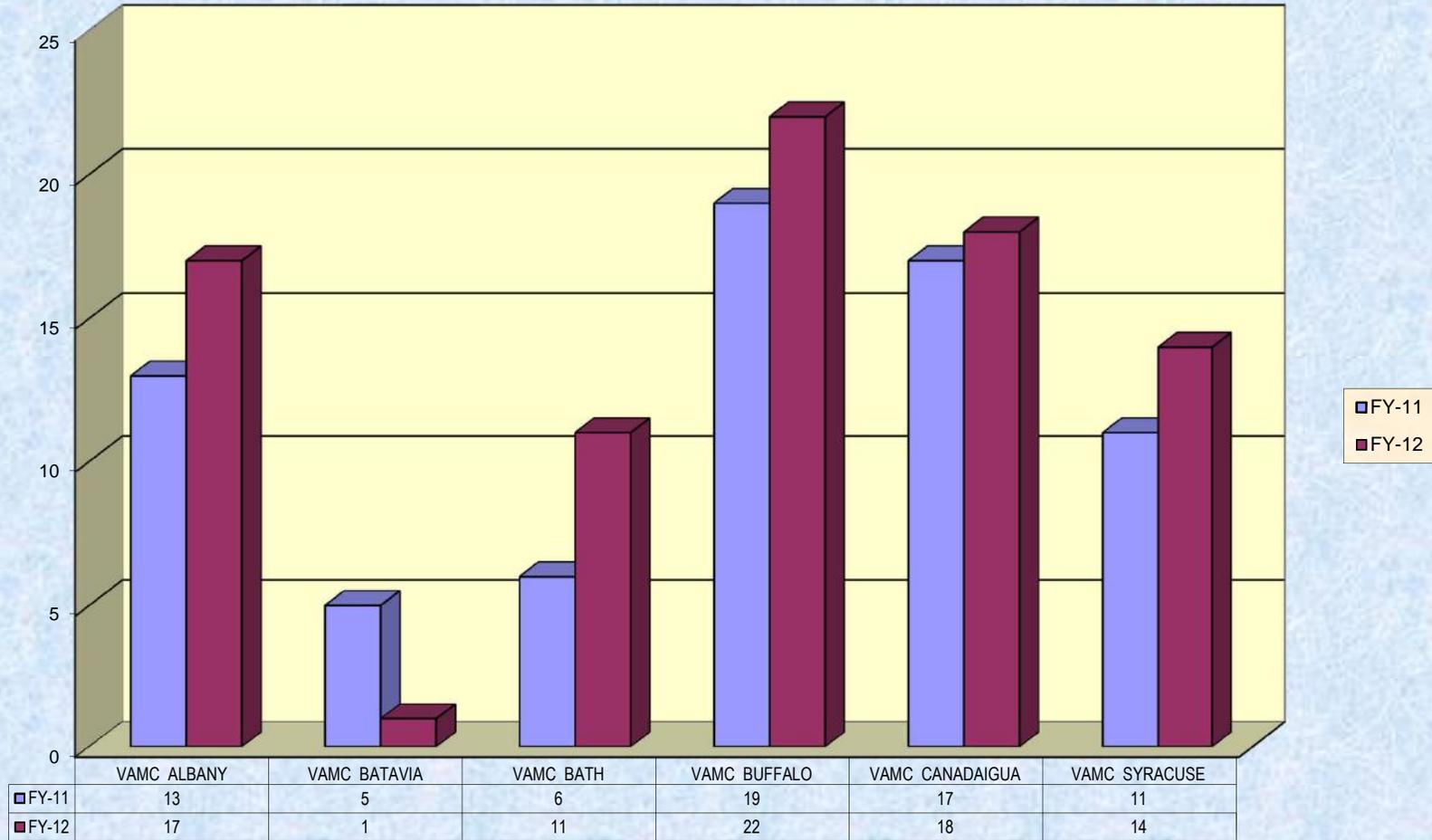
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FY-11 & FY-12 Formal Complaints Filed*



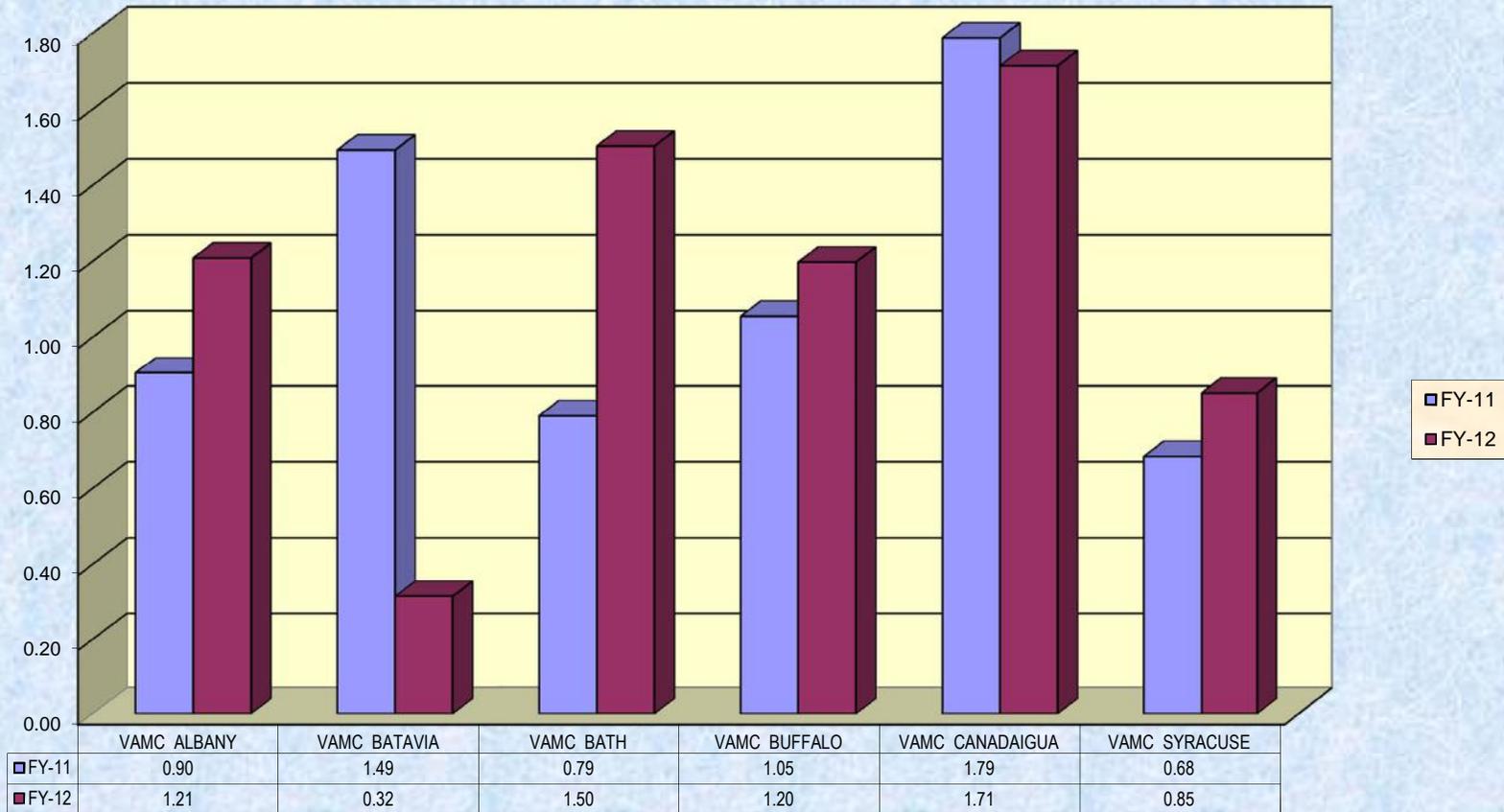
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FY-11 & FY-12 Formal Per Capita
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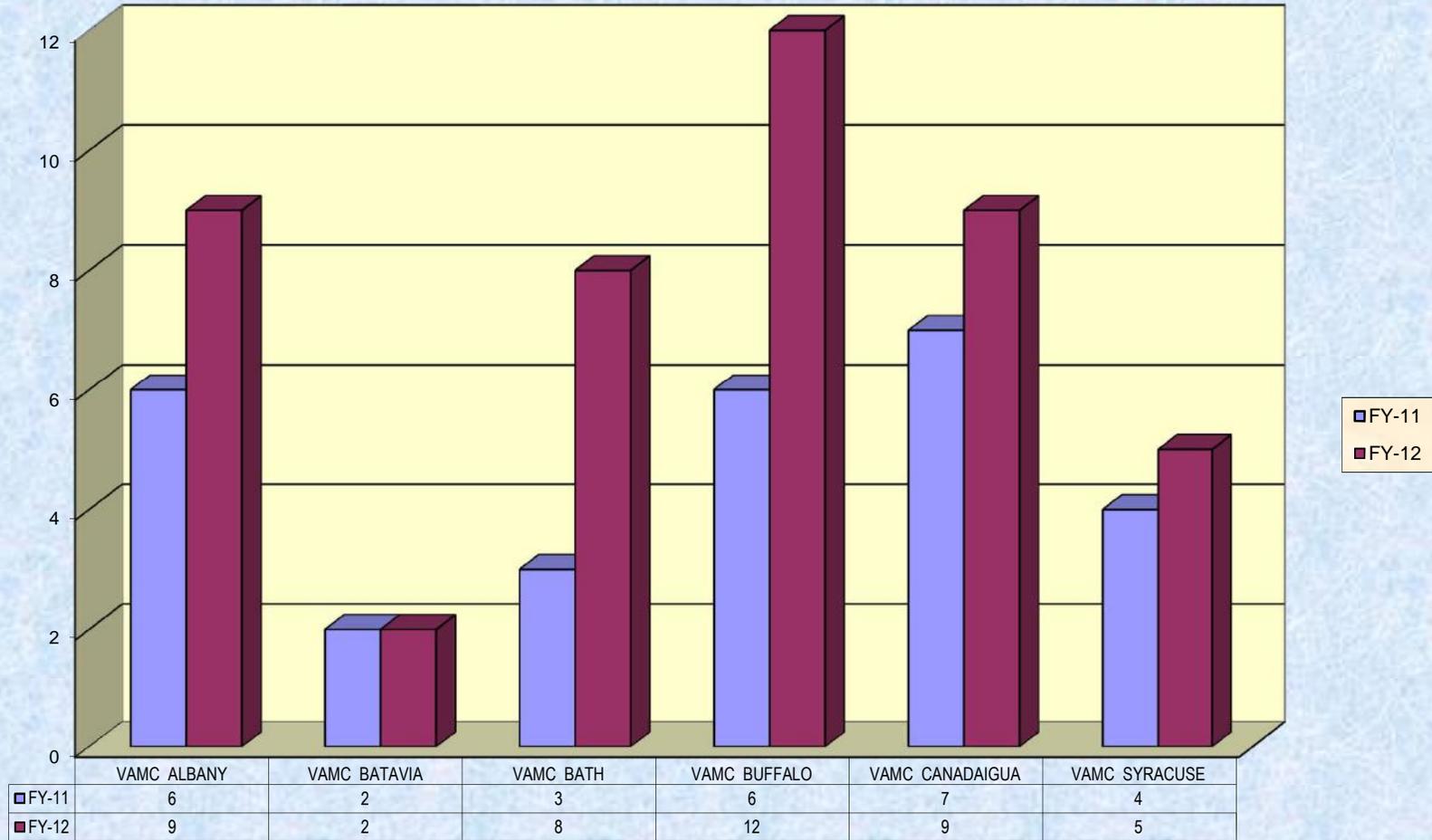
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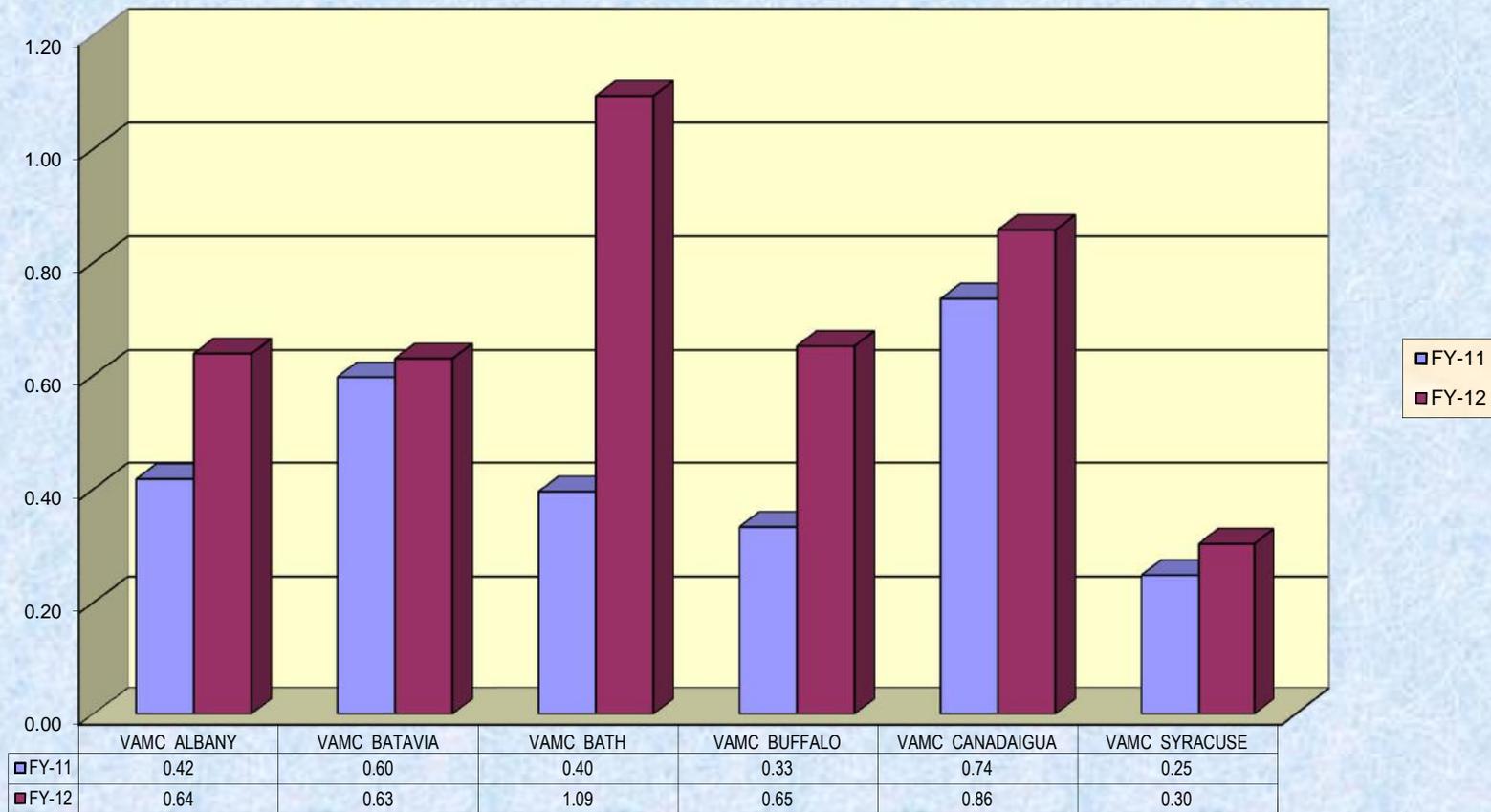
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 FY-11 & FY-12 Informal Per Capita
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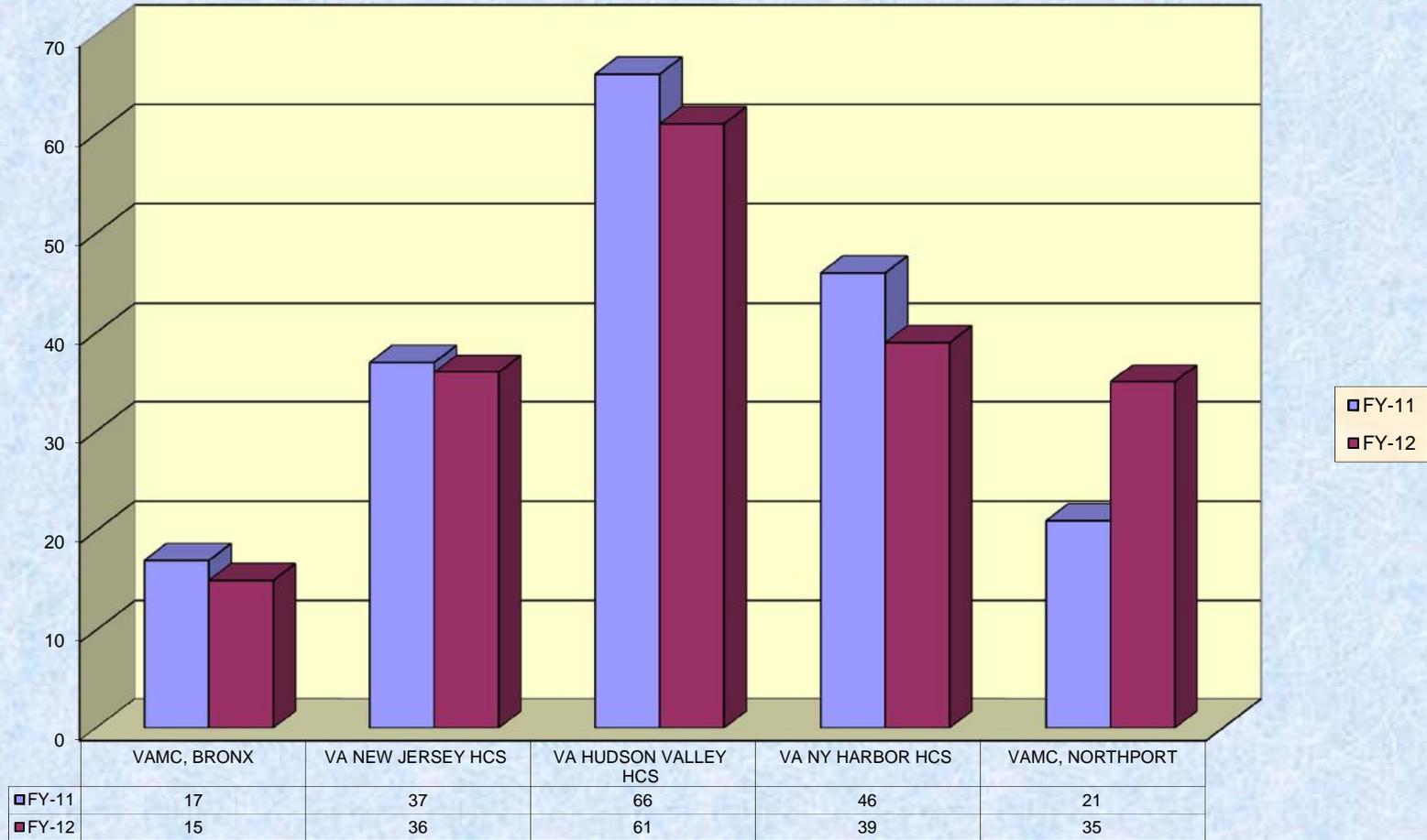
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FY-11 & FY-12 Formal Complaints Filed*



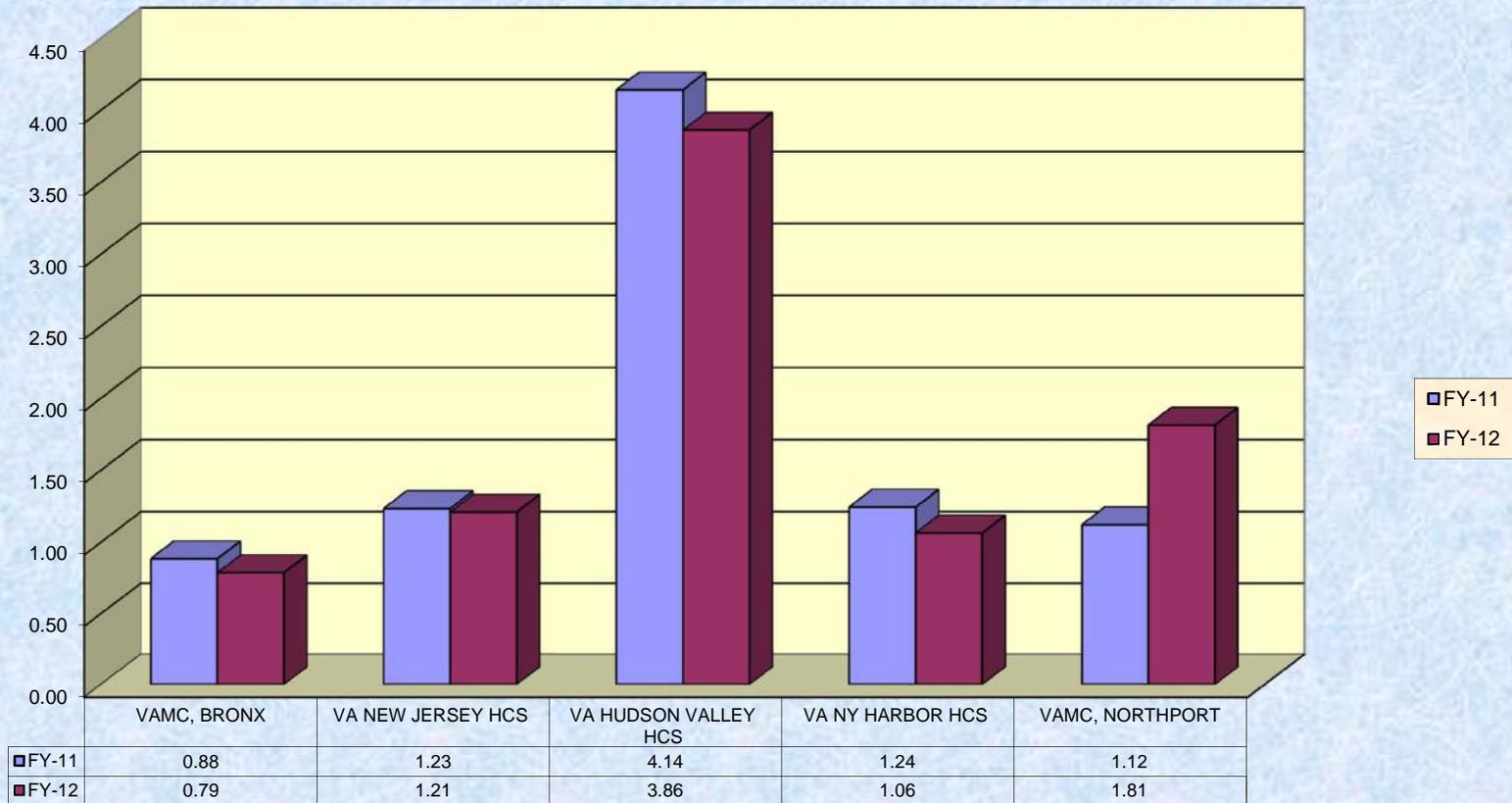
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



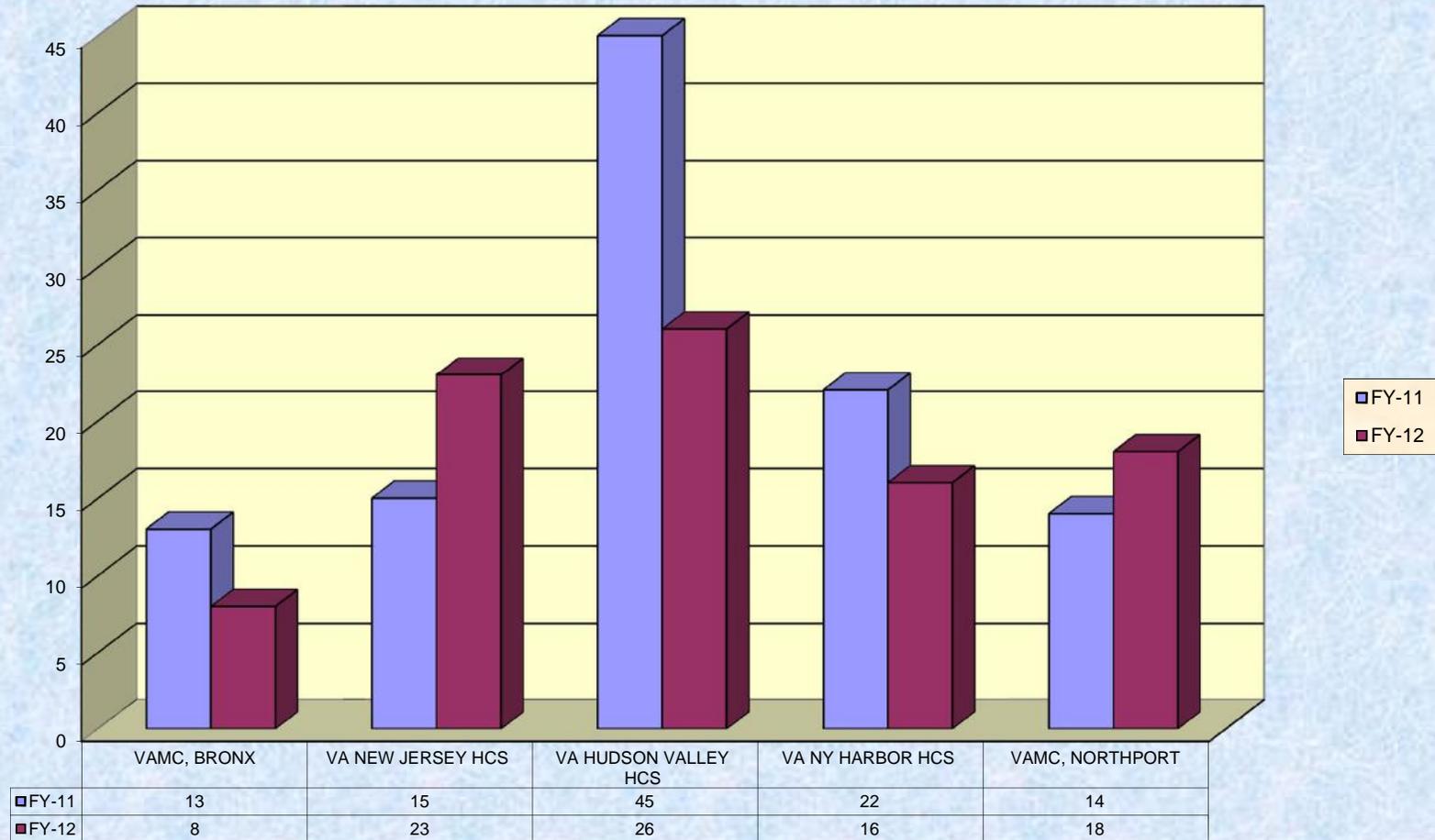
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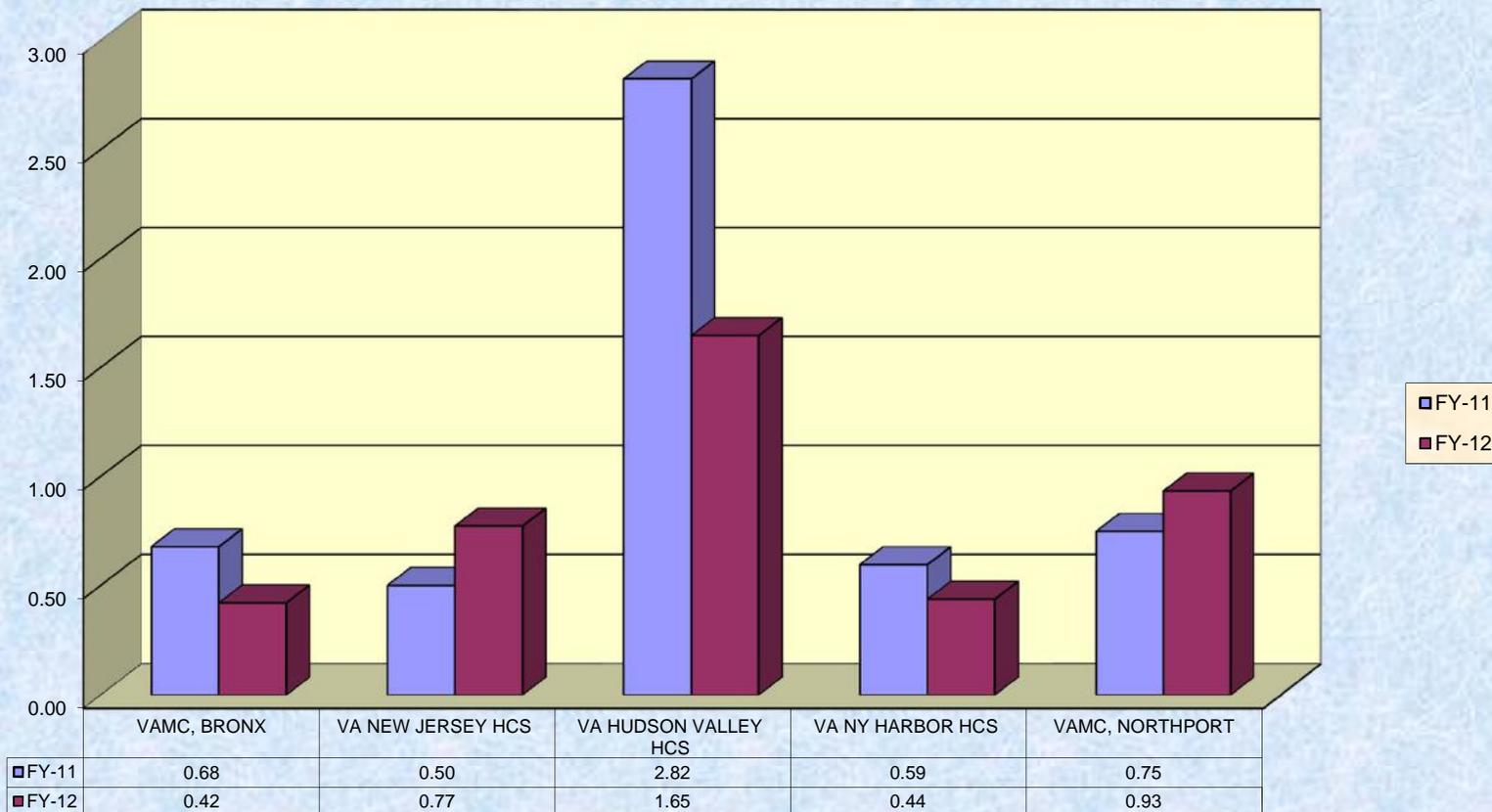
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



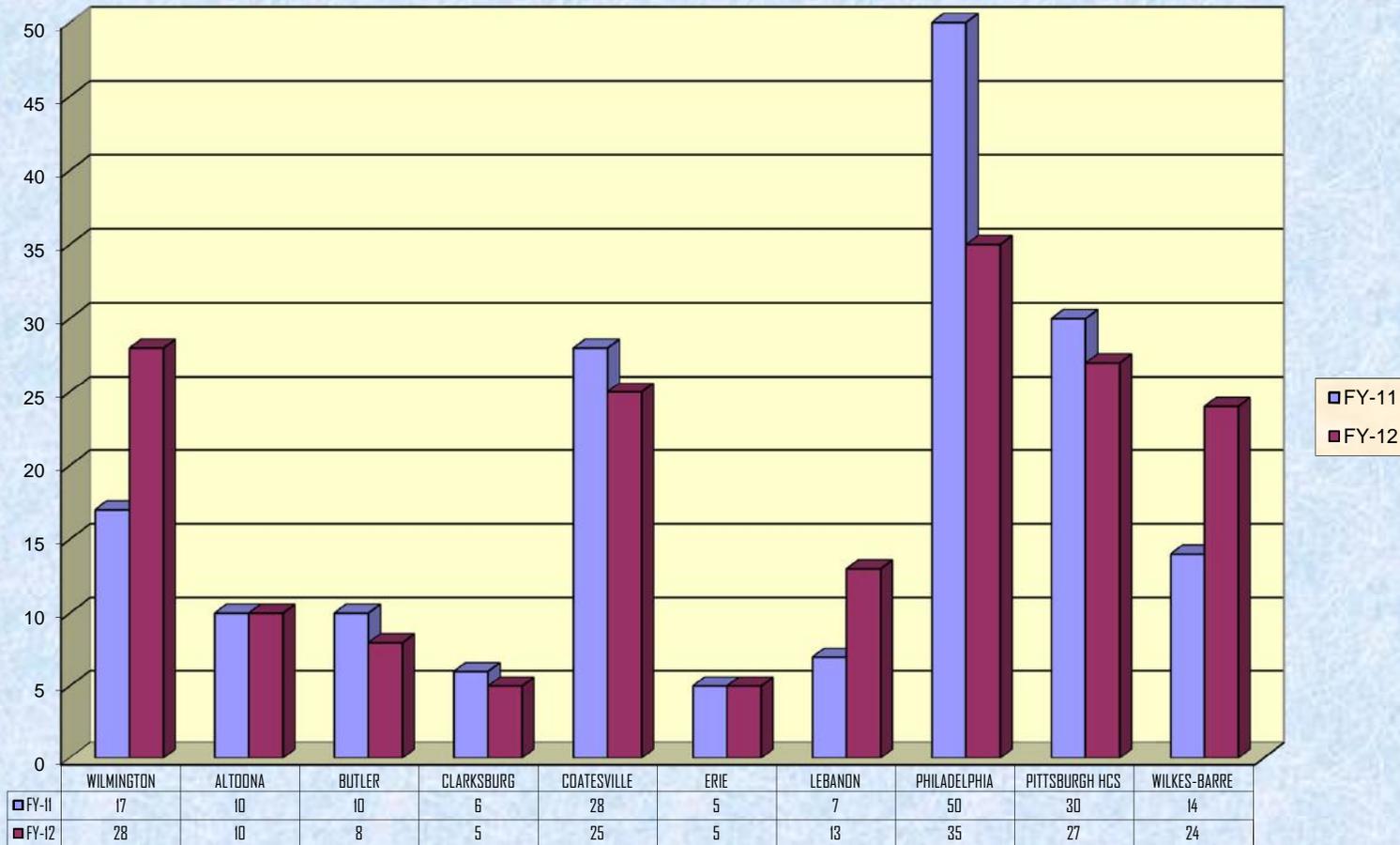
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FY-11 & FY-12 Formal Complaints Filed*



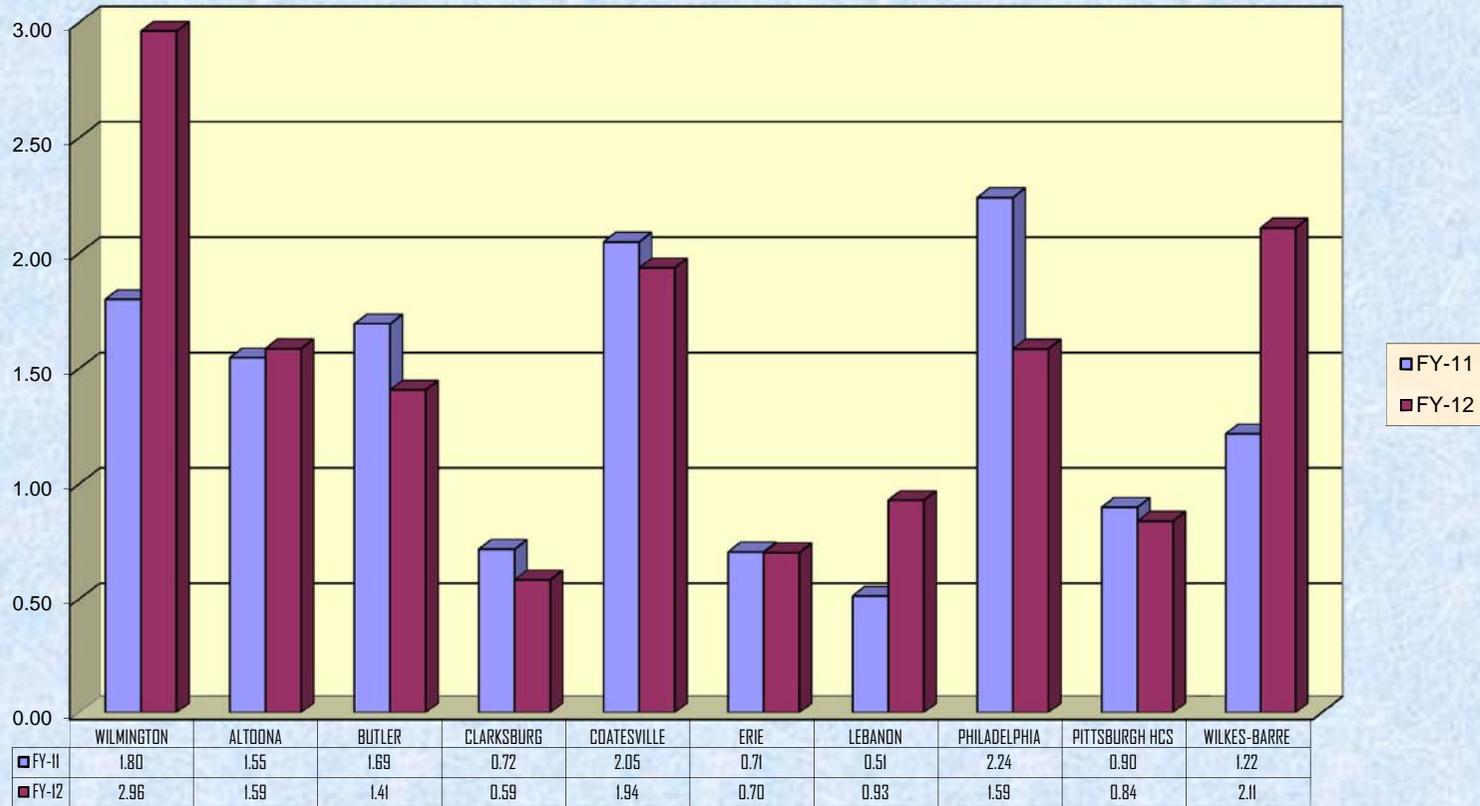
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



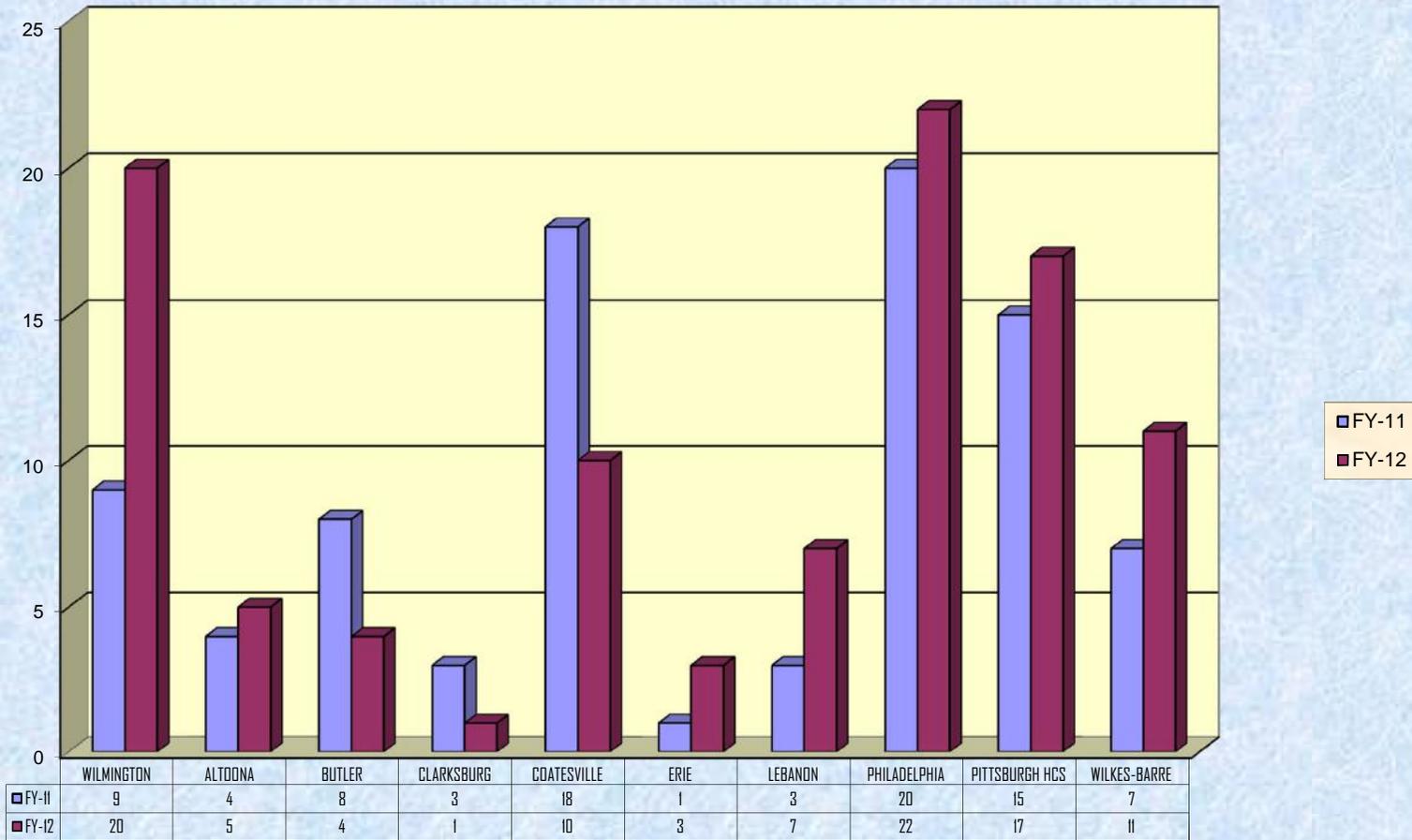
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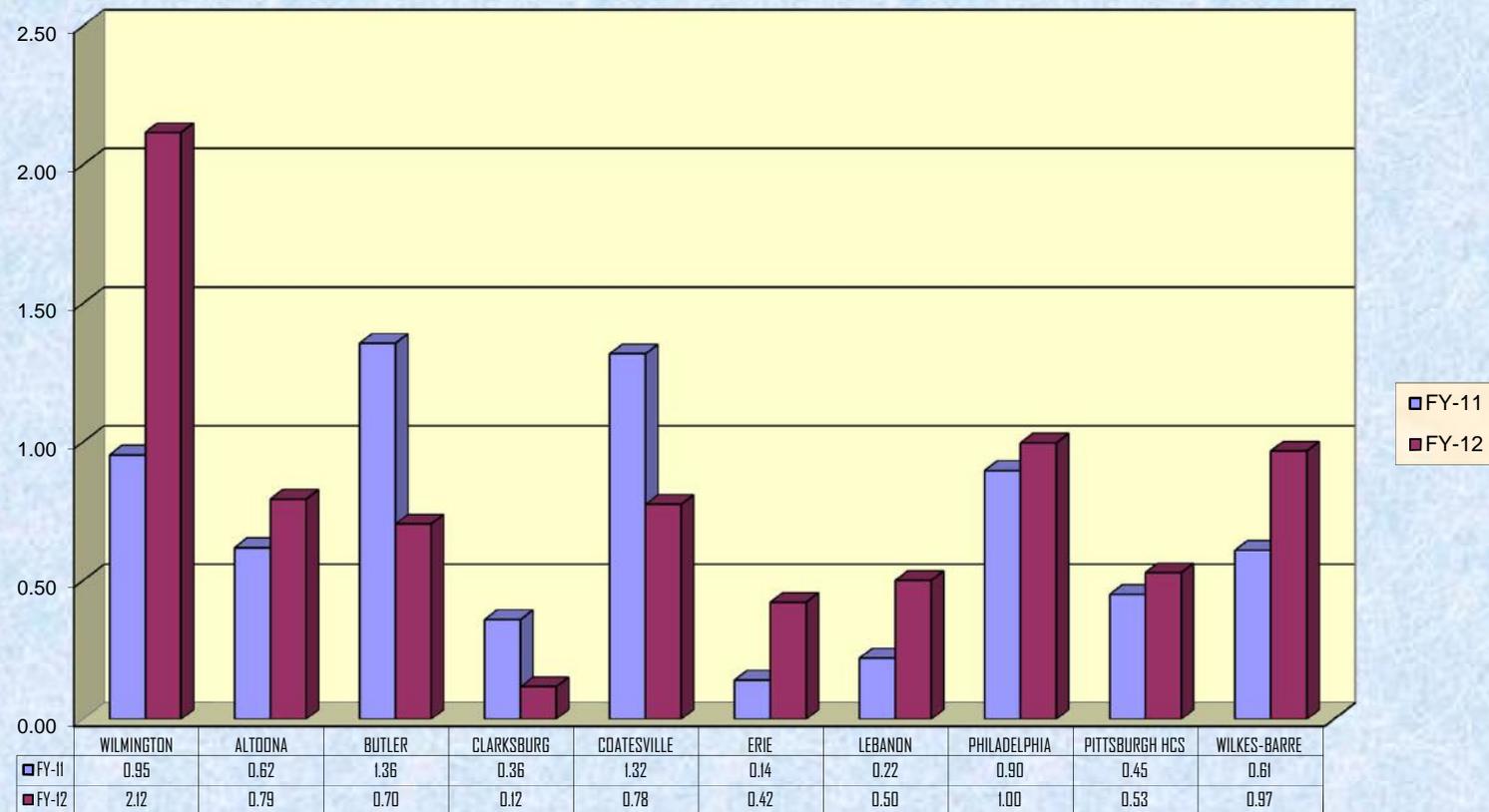
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



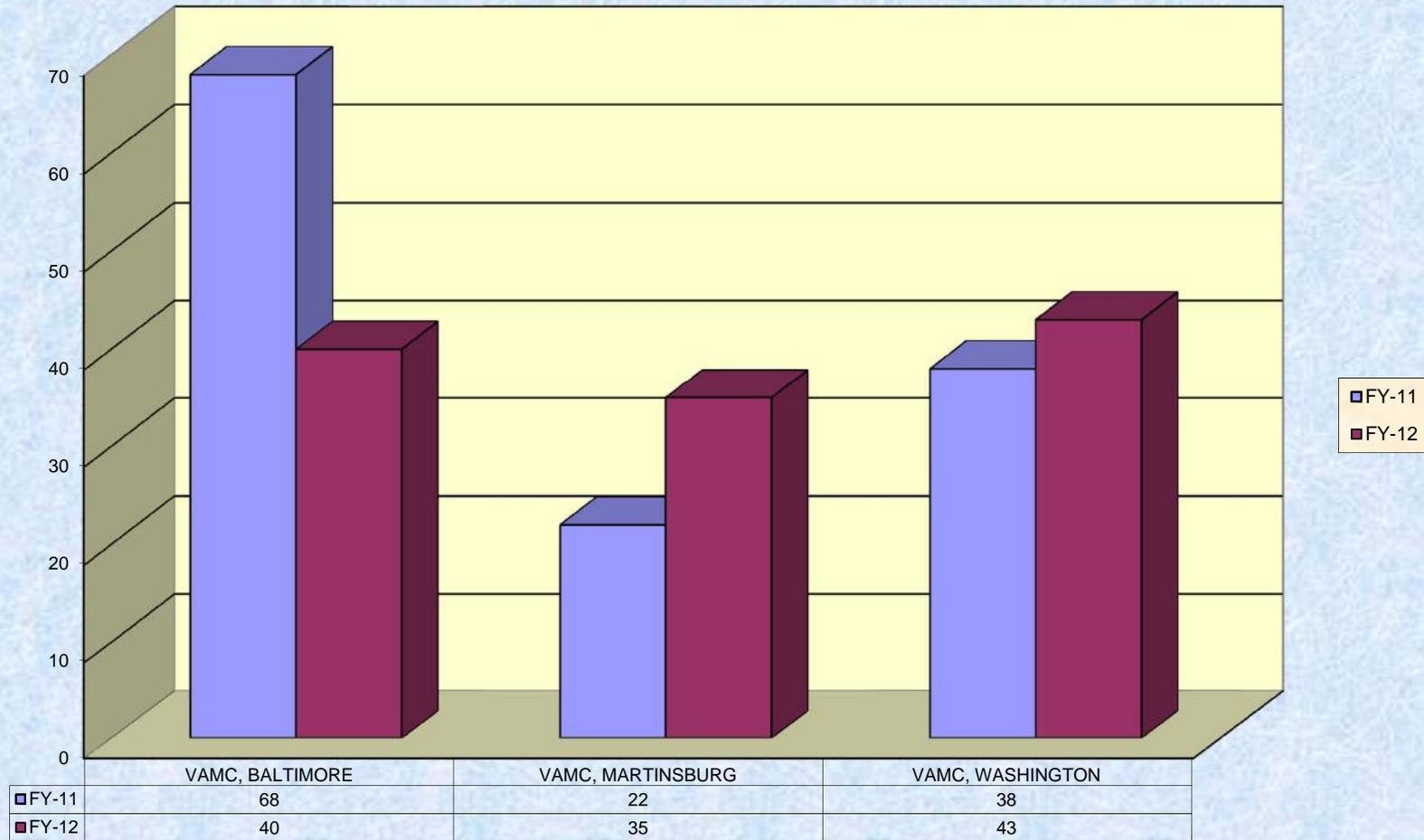
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FY-11 & FY-12 Formal Complaints Filed*



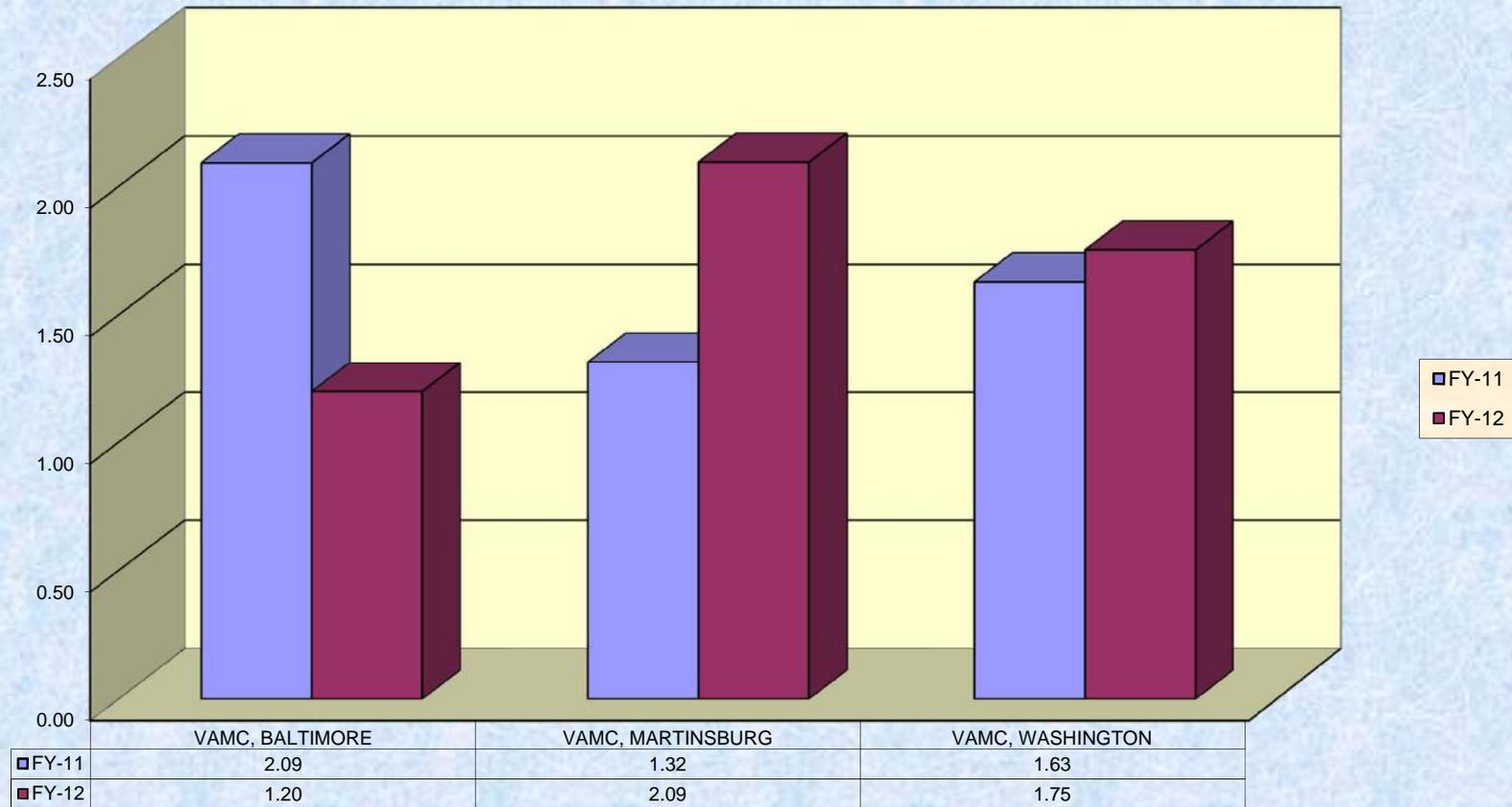
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



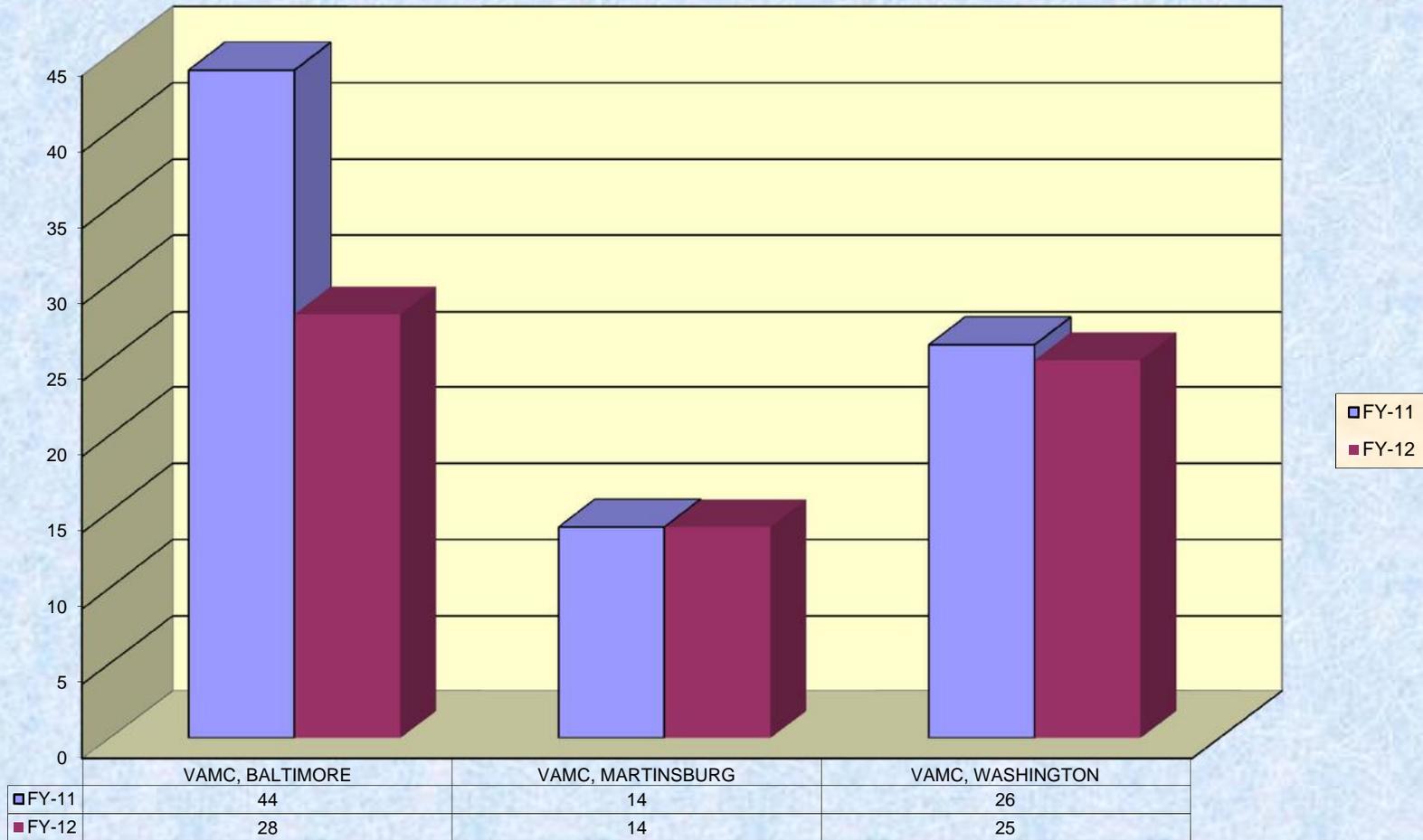
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FY-11 & FY-12 Informal Contacts*



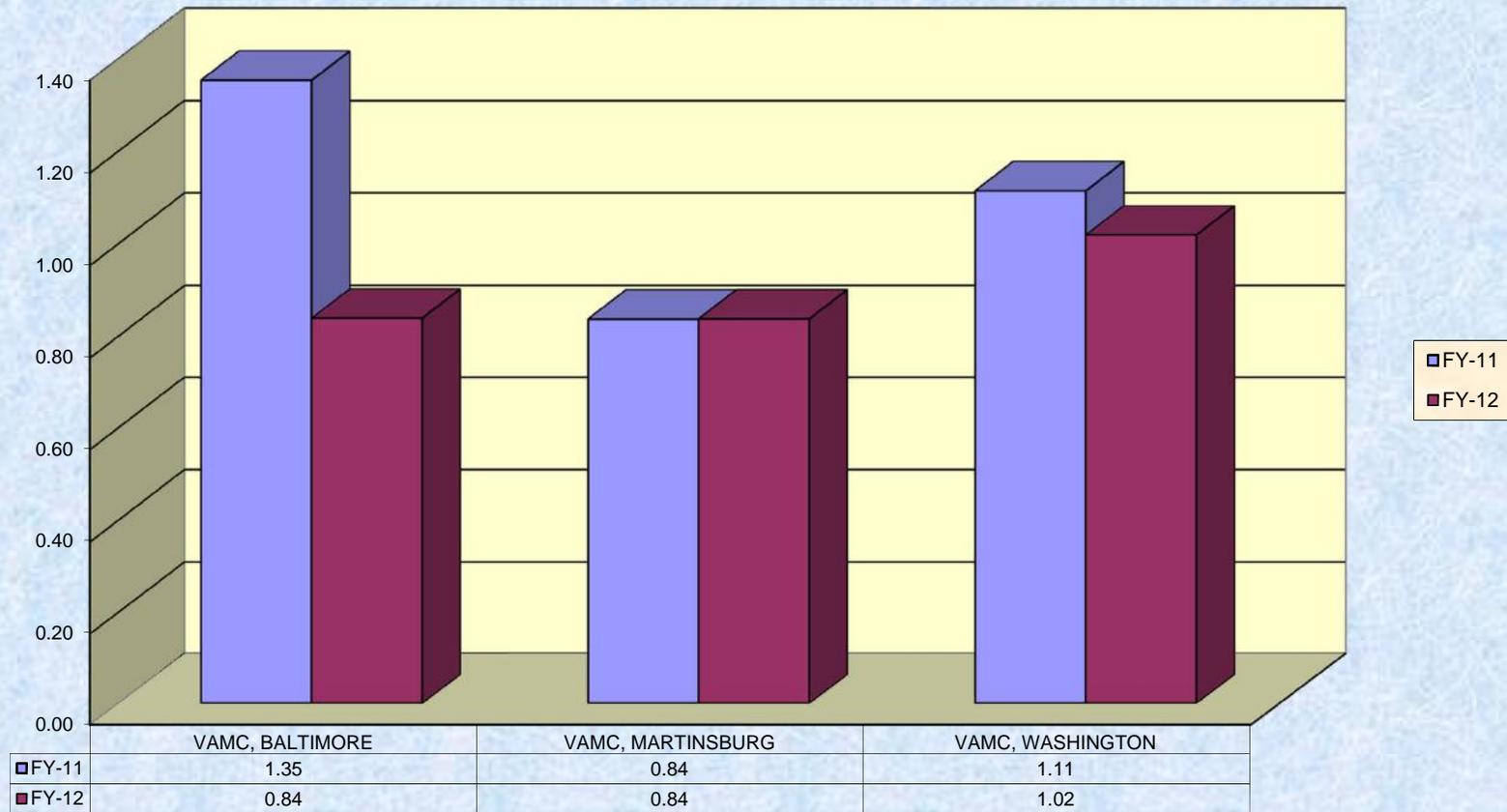
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 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



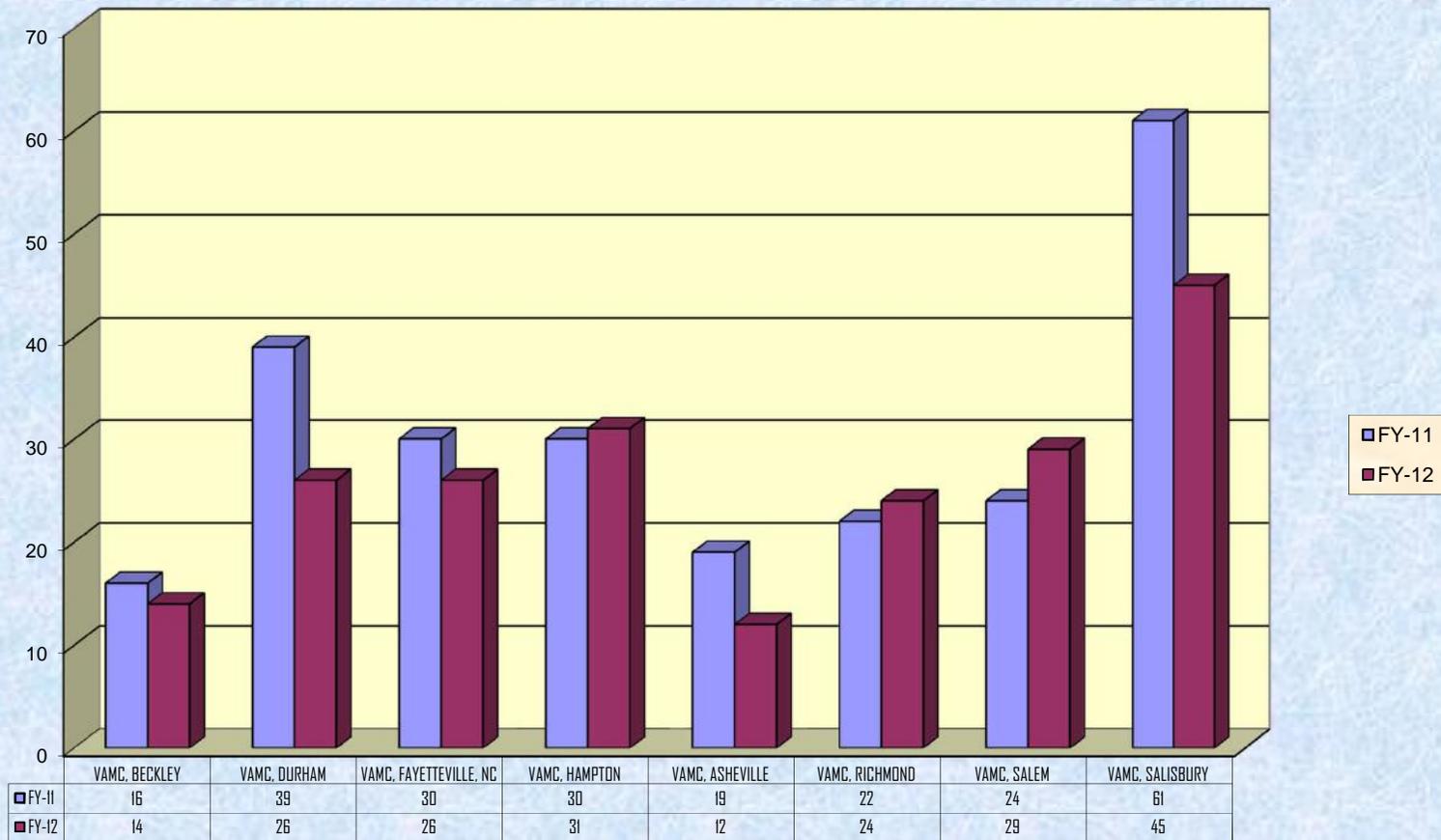
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FY-11 & FY-12 Formal Complaints Filed*



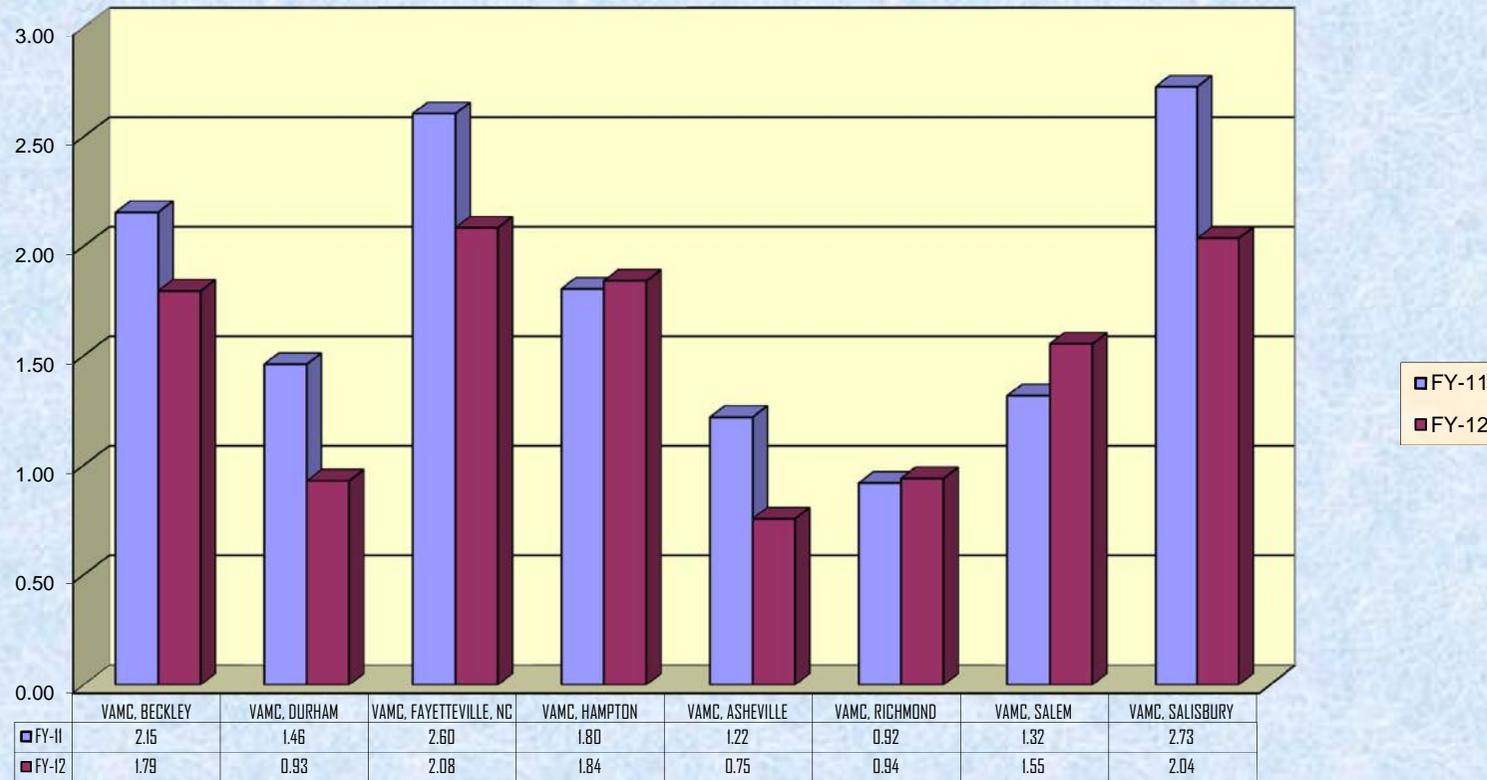
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 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)*



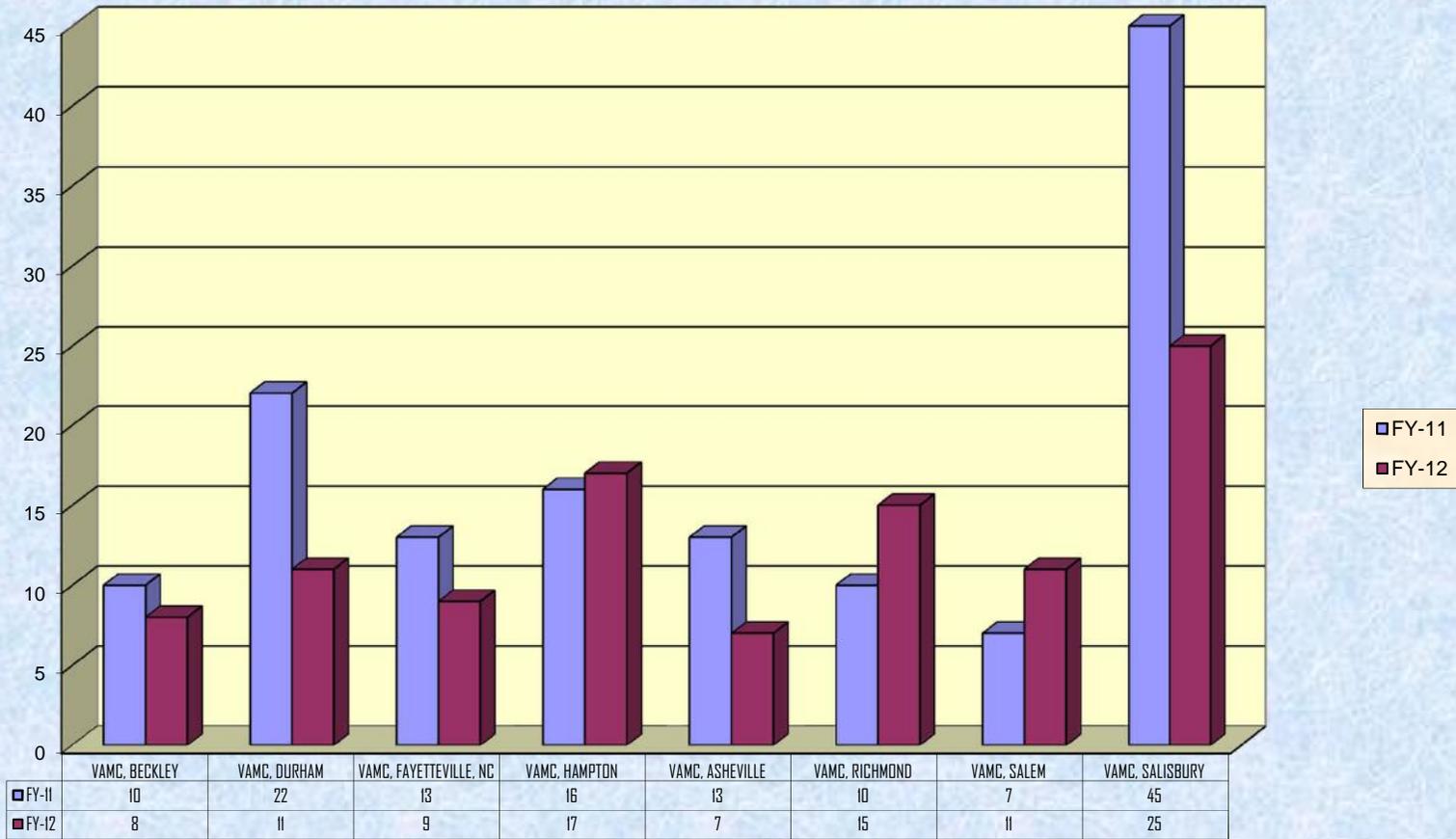
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FY-11 & FY-12 Informal Contacts*



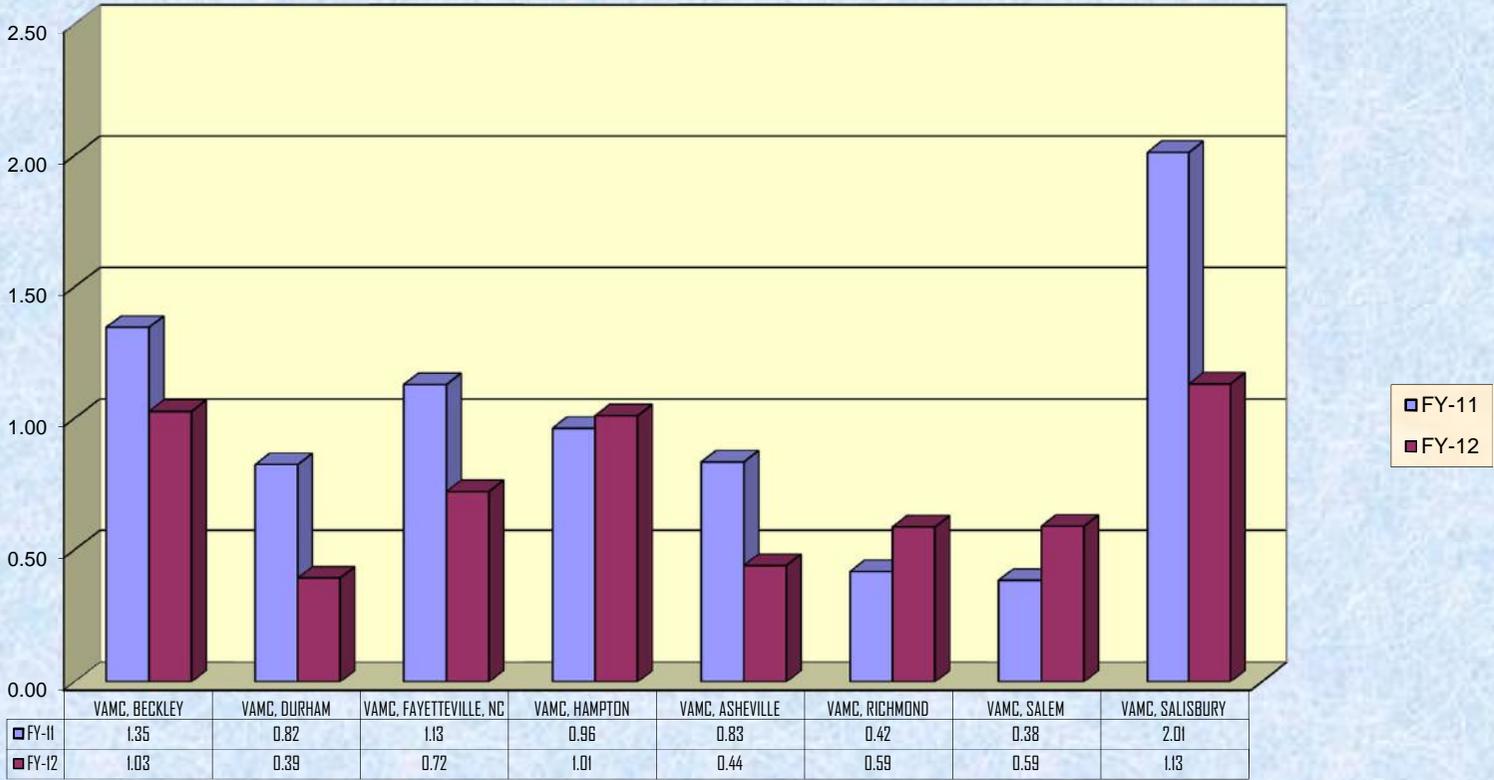
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 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



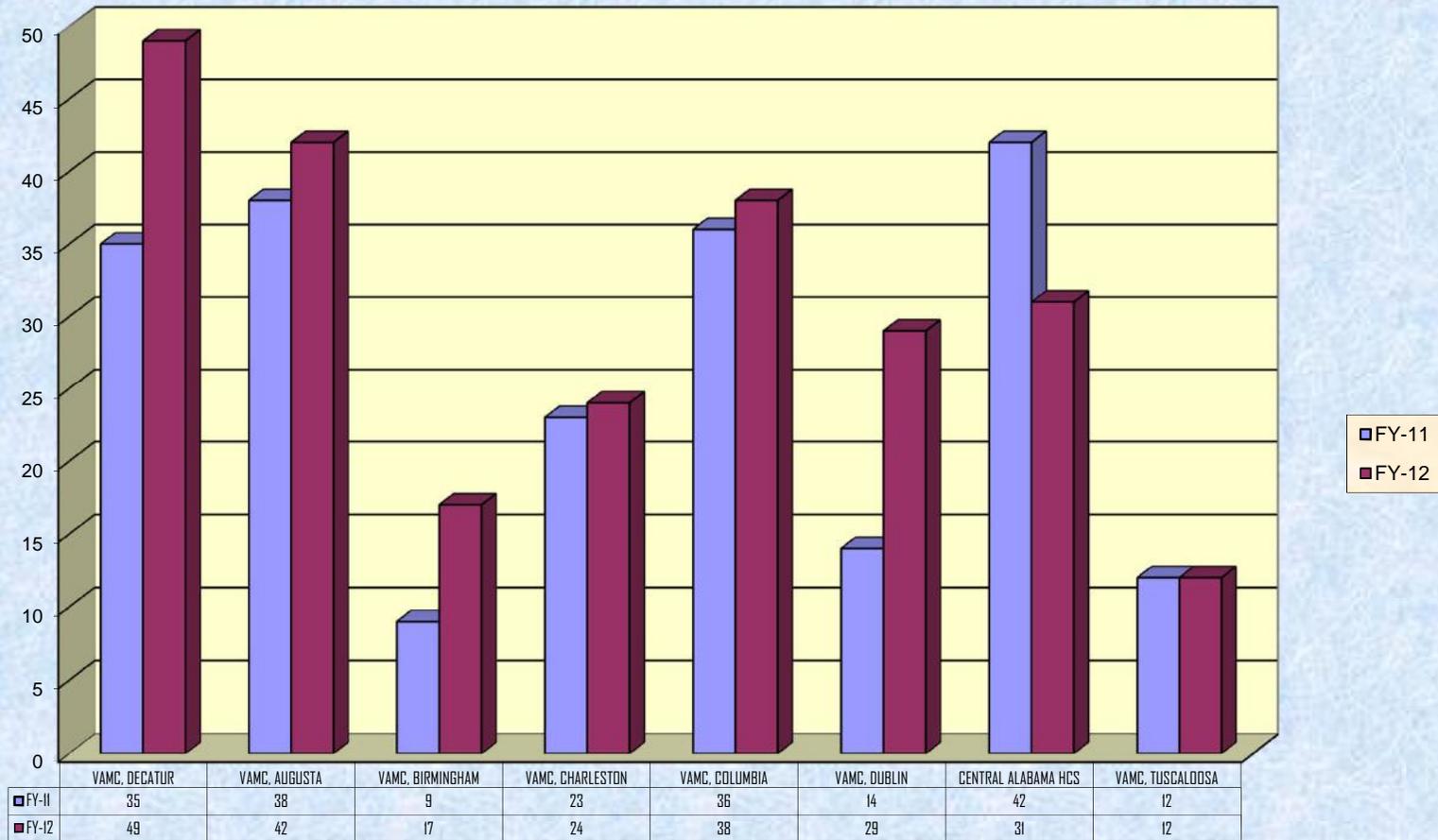
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FY-11 & FY-12 Formal Complaints Filed*



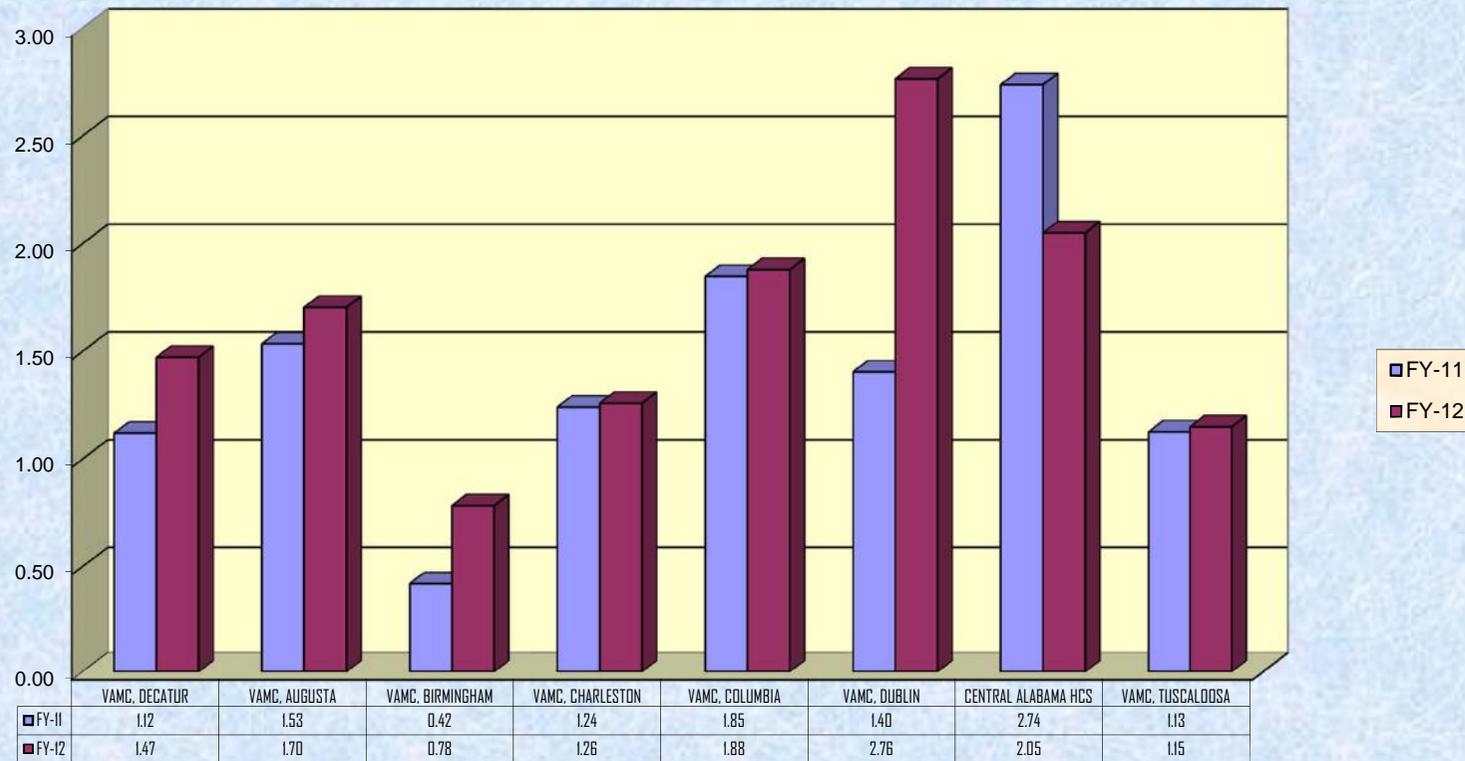
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 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)***



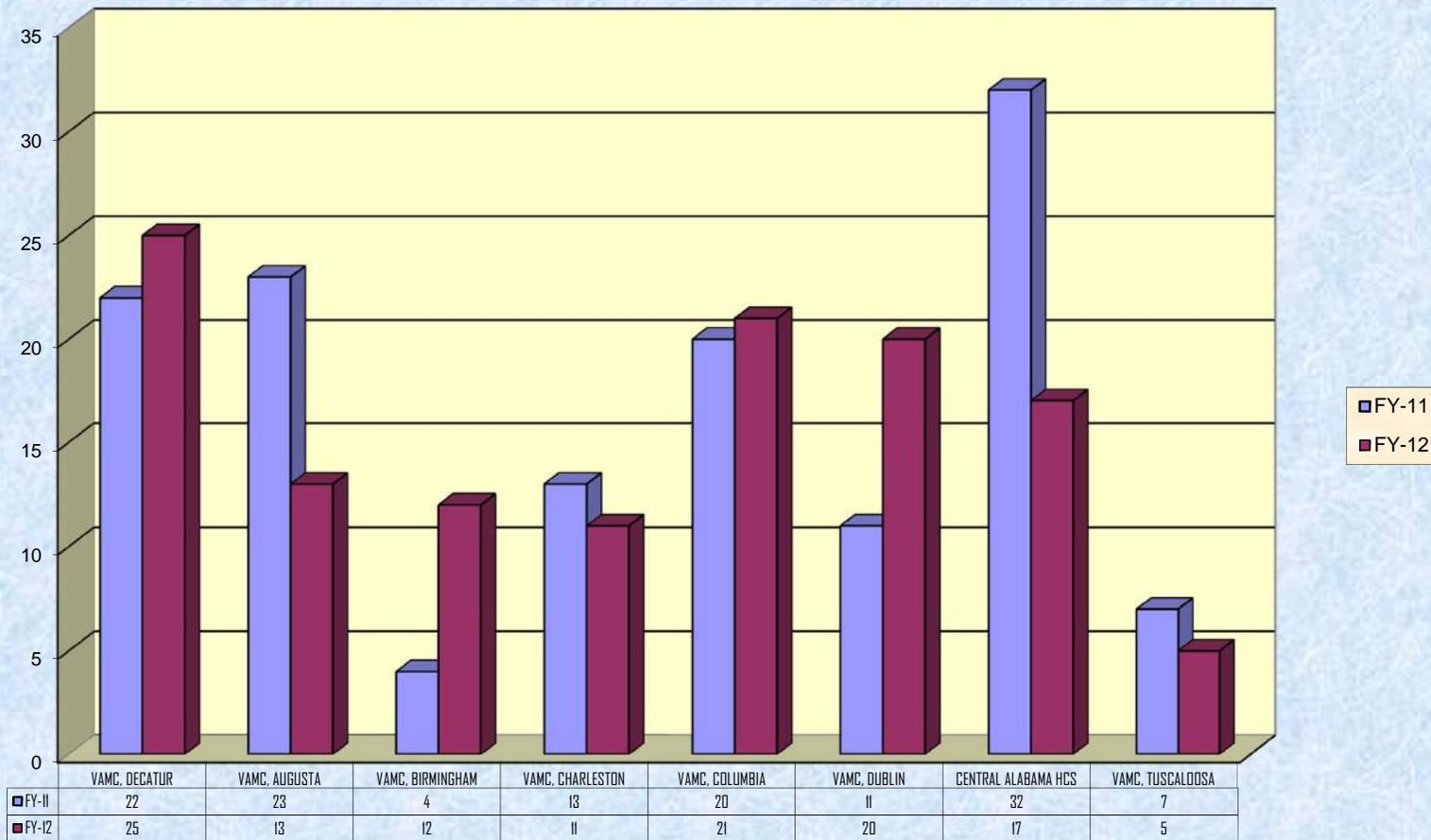
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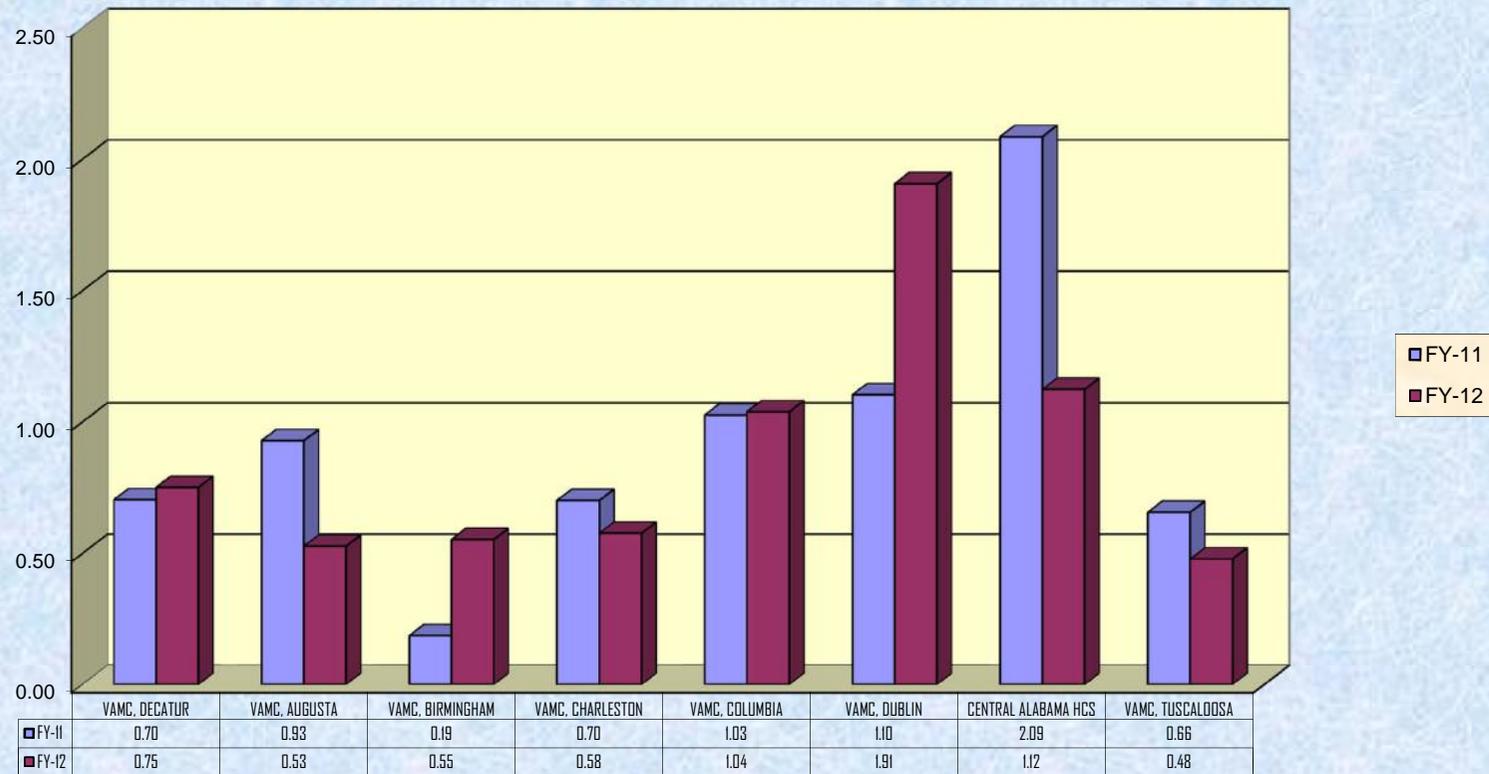
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 (per 100 employees)***



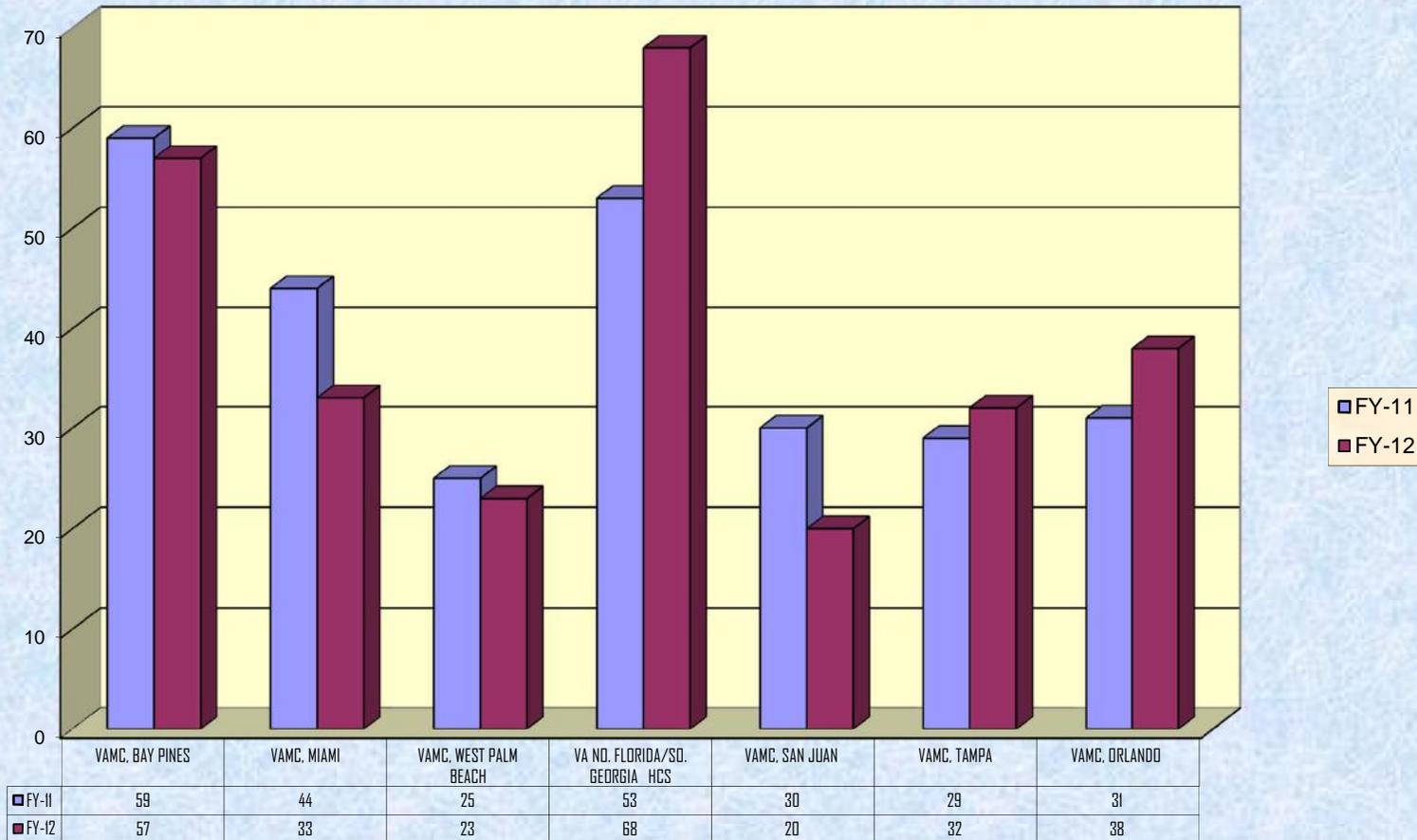
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FY-11 & FY-12 Formal Complaints Filed*



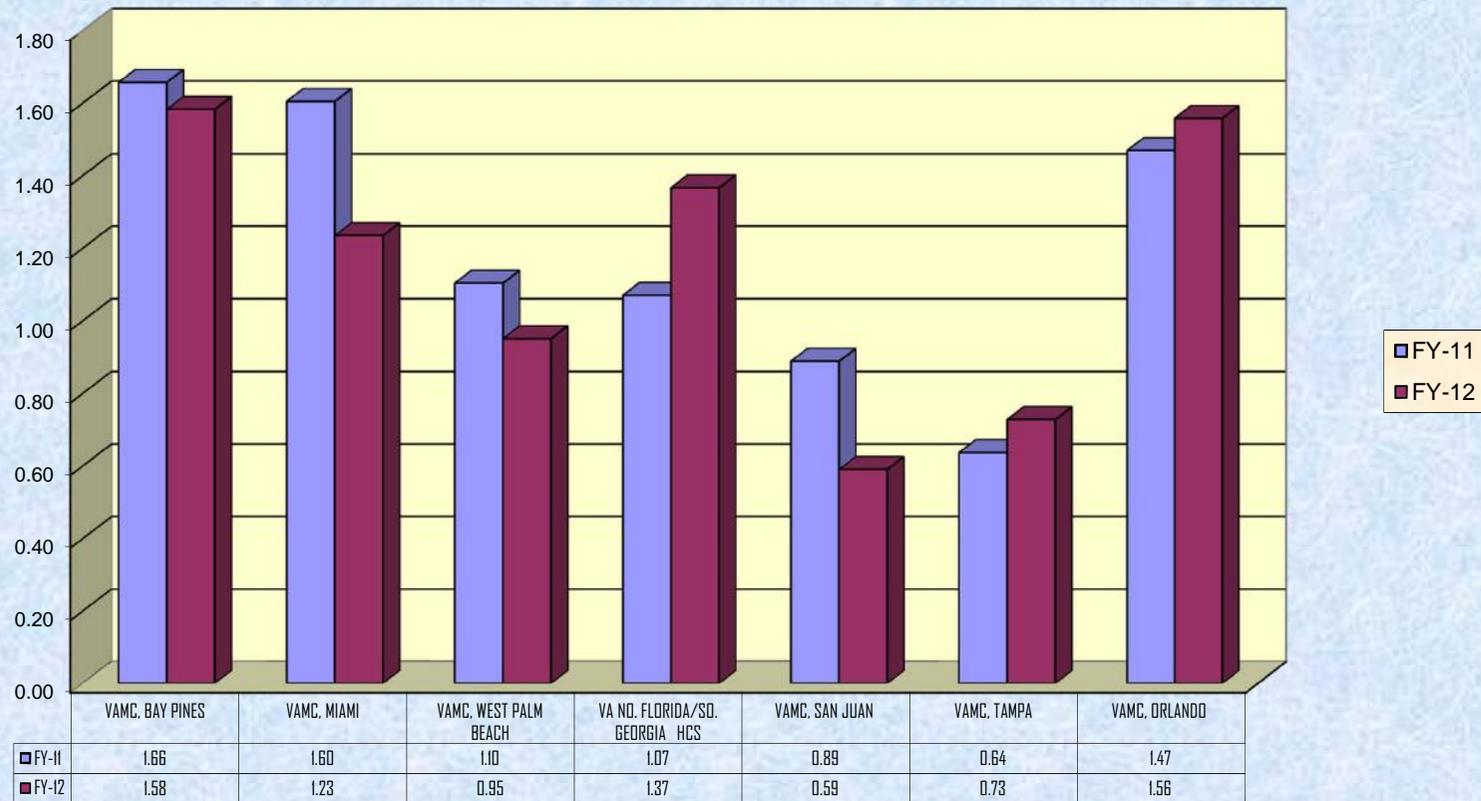
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



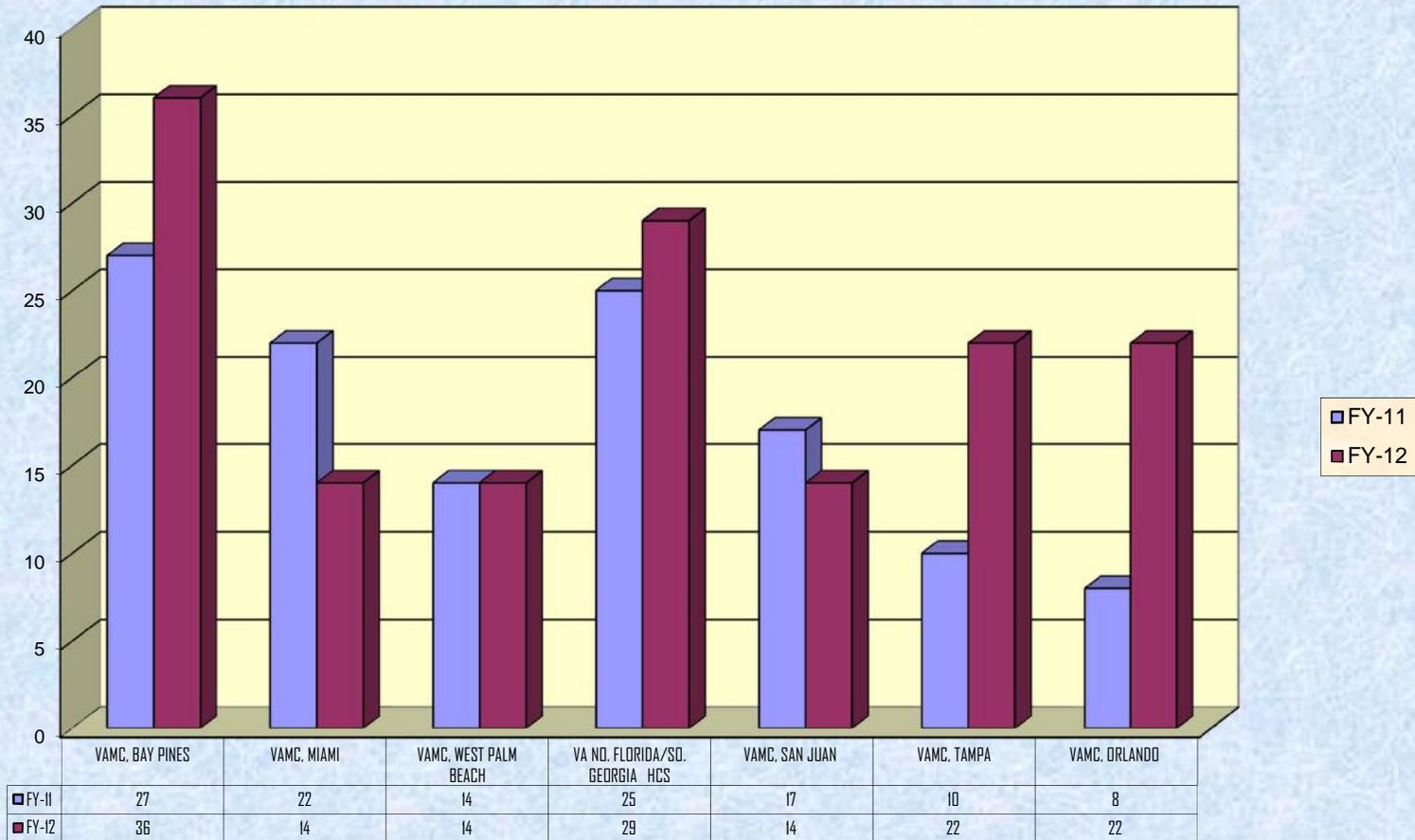
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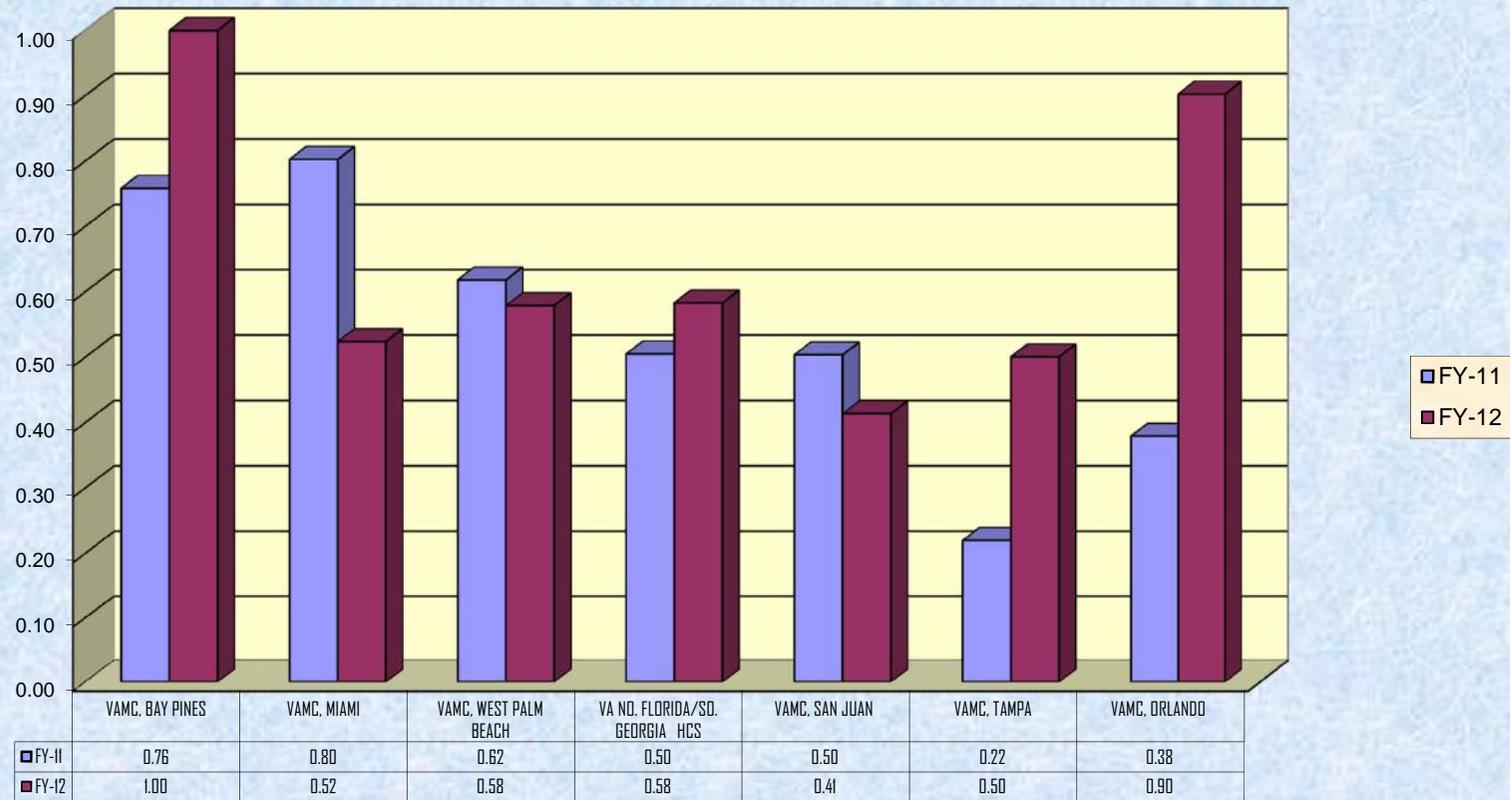
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



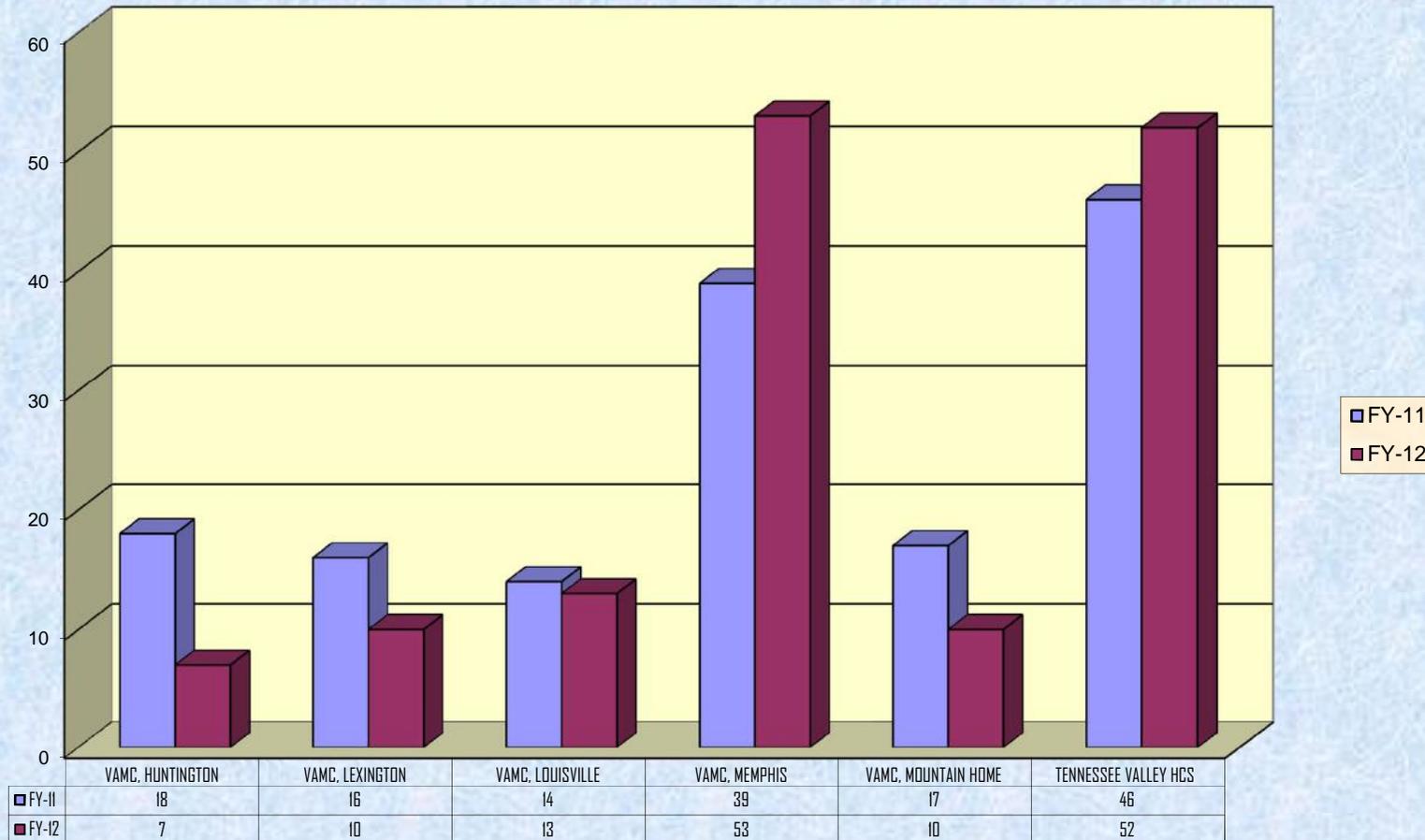
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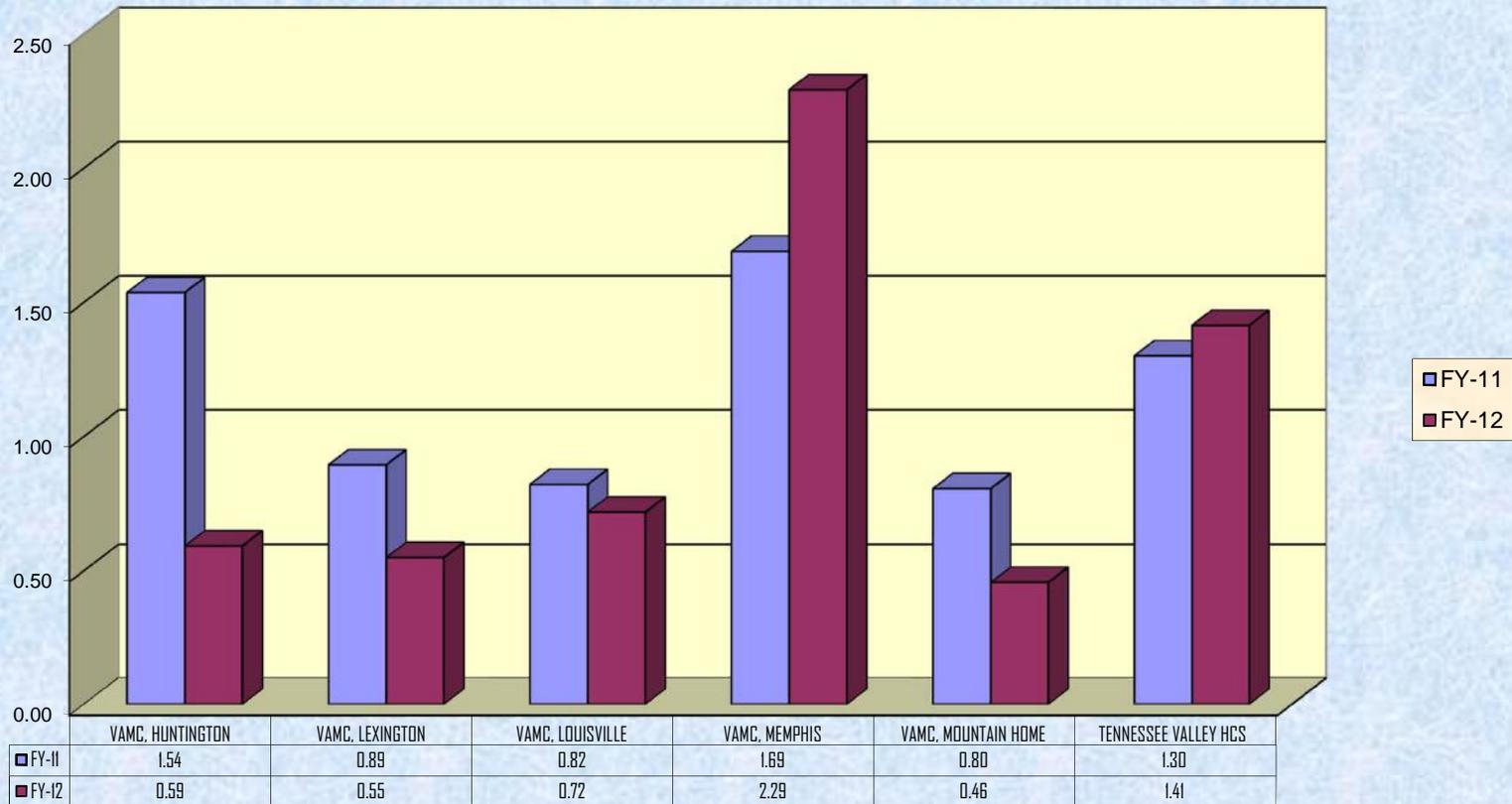
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



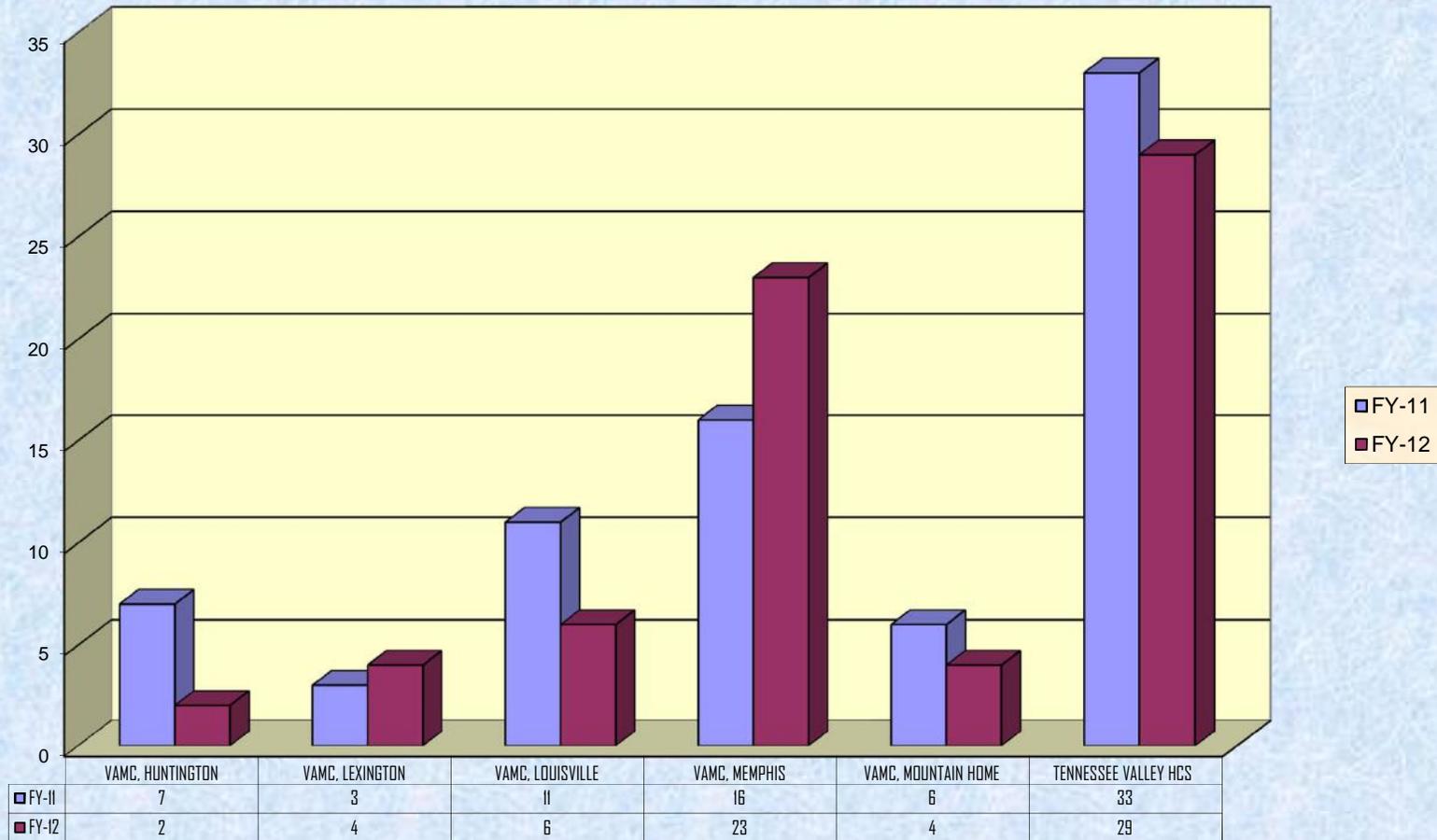
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FY-11 & FY-12 Informal Contacts*



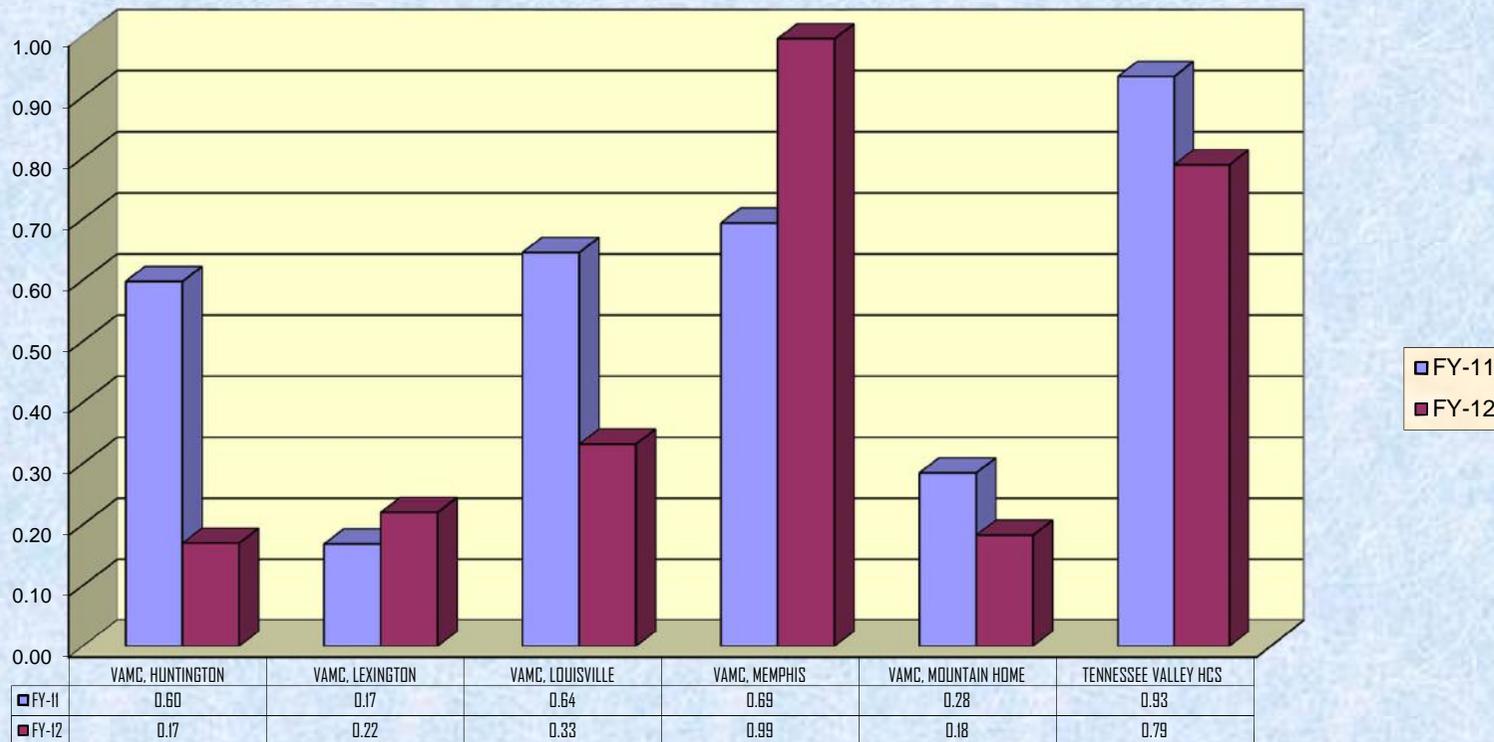
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 (per 100 employees)*



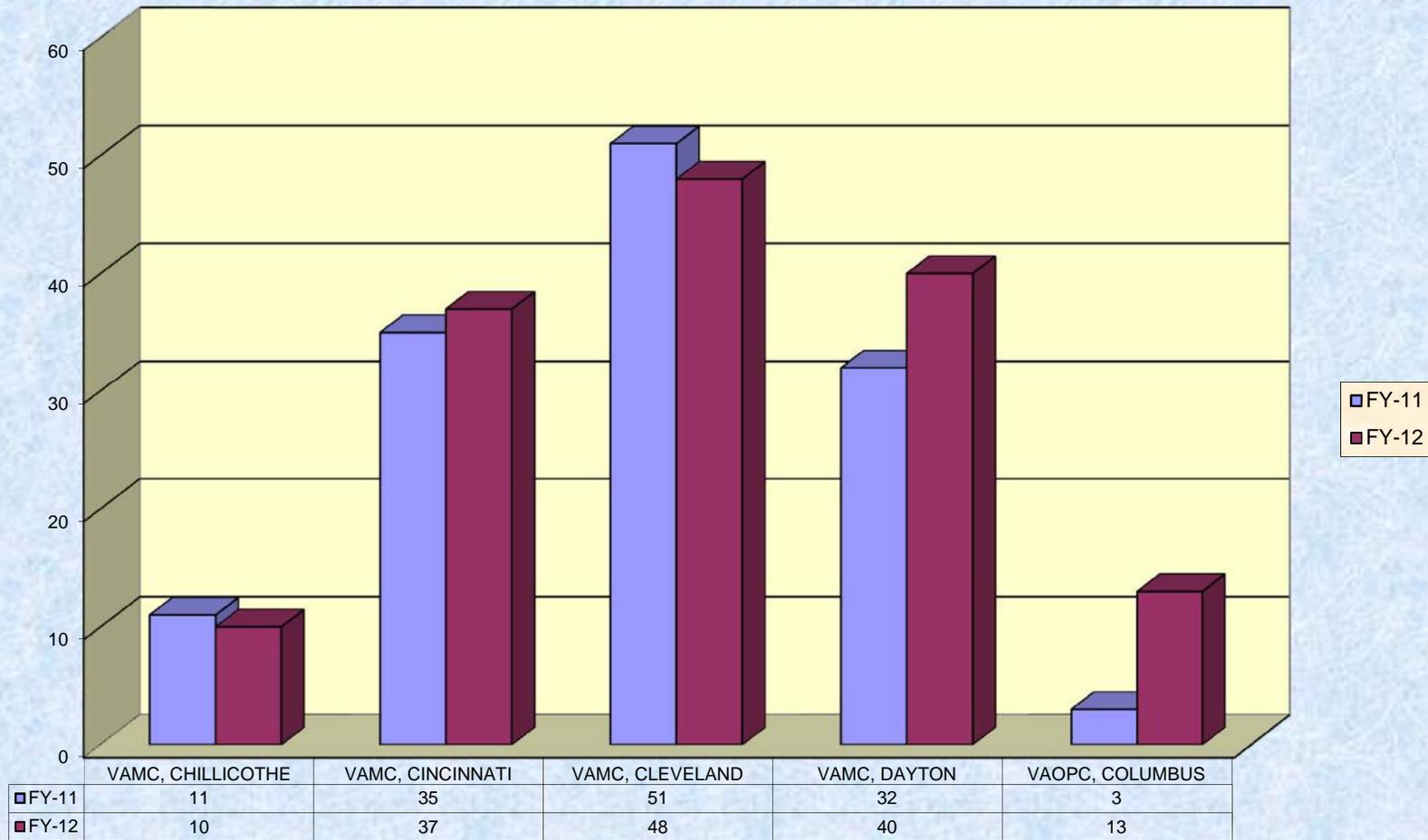
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FY-11 & FY-12 Formal Complaints Filed*



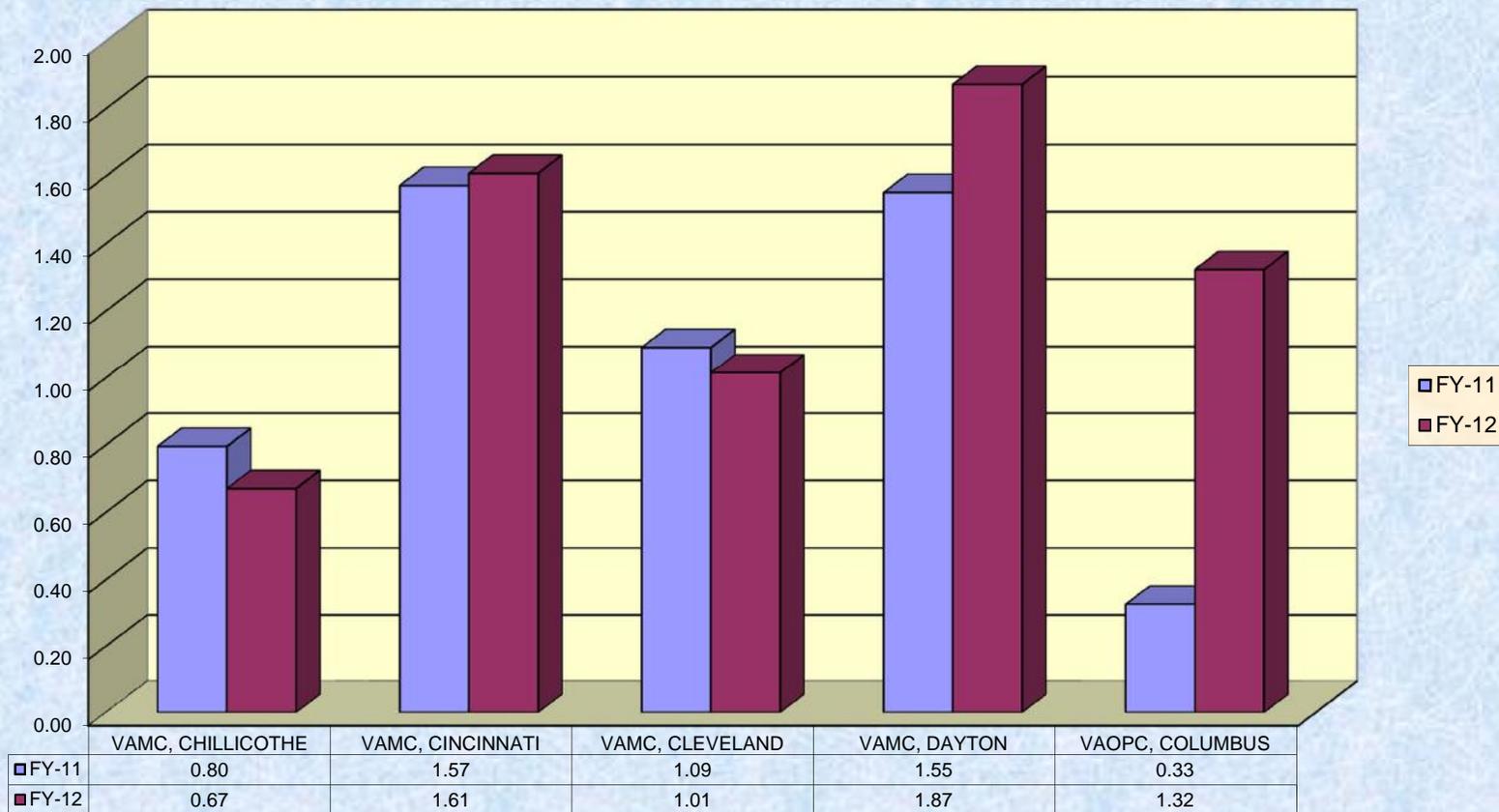
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



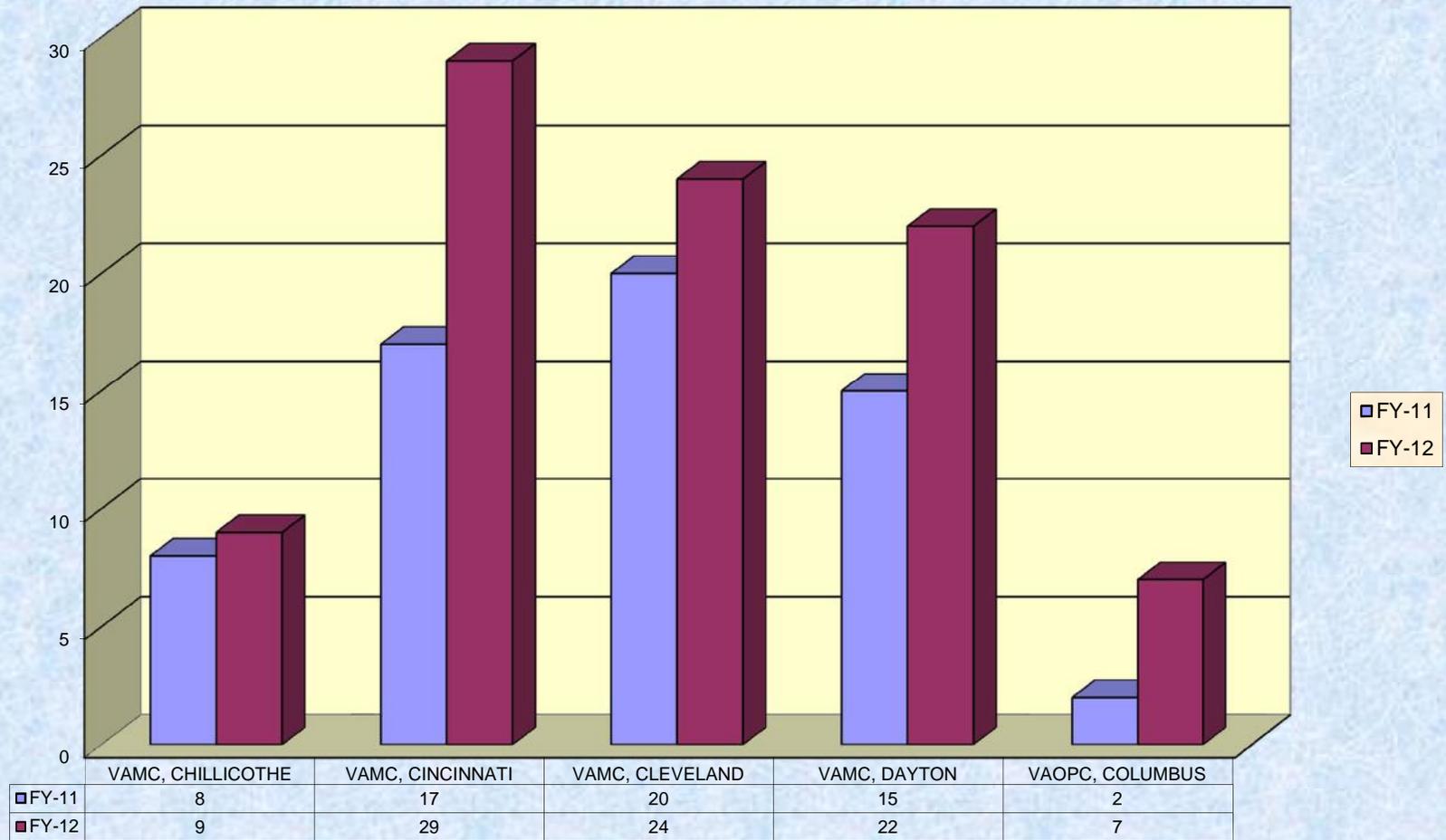
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FY-11 & FY-12 Informal Contacts*



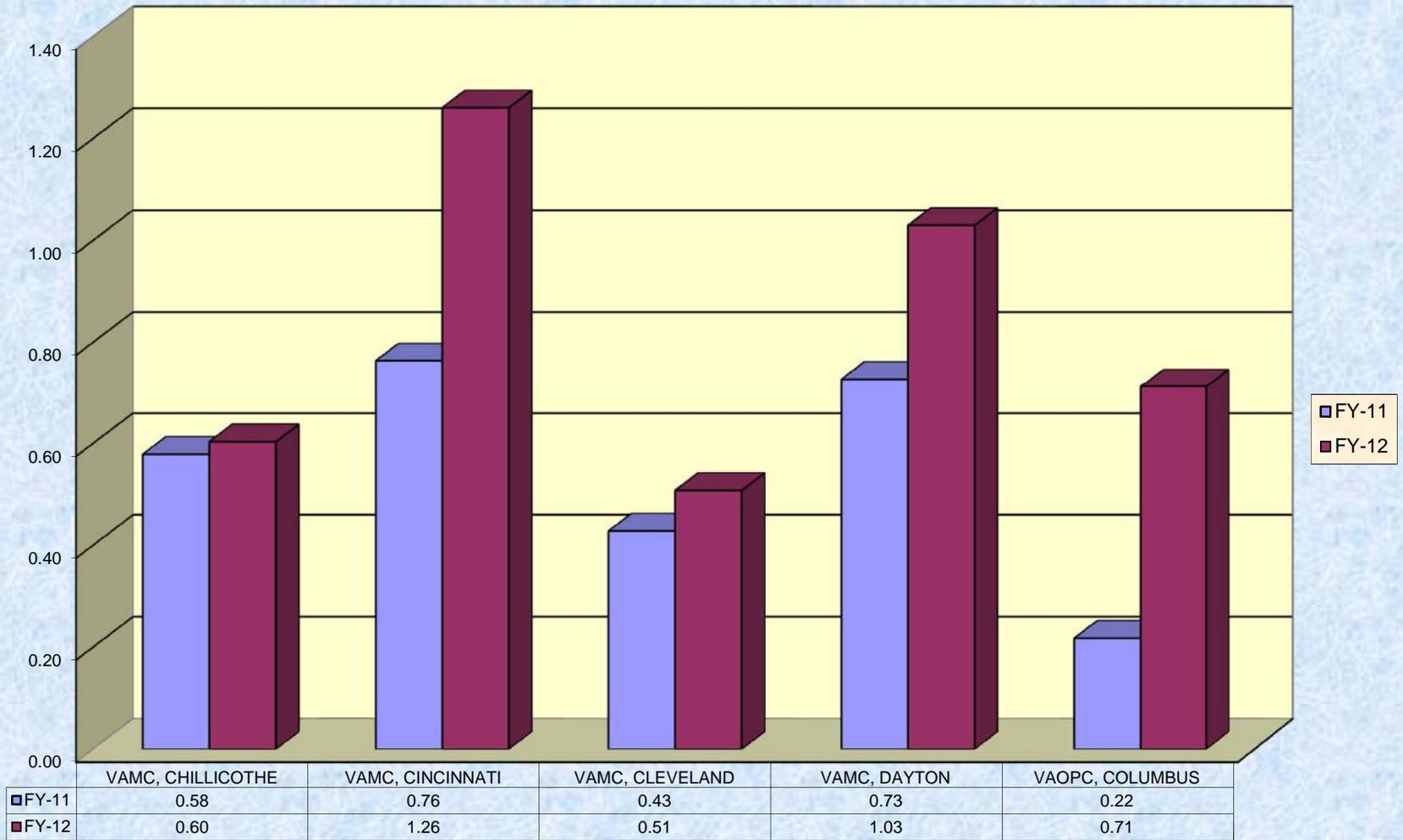
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



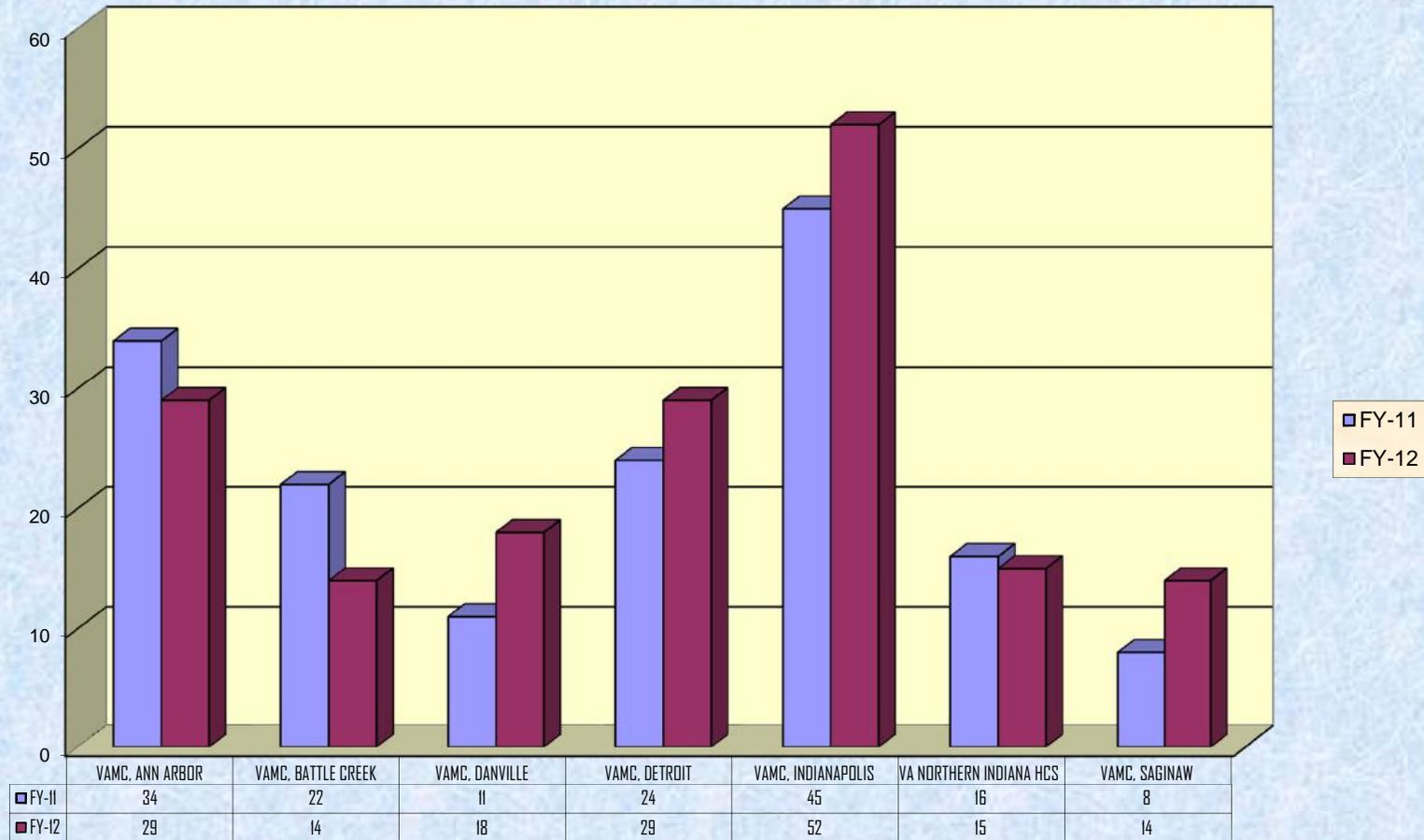
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FY-11 & FY-12 Formal Complaints Filed*



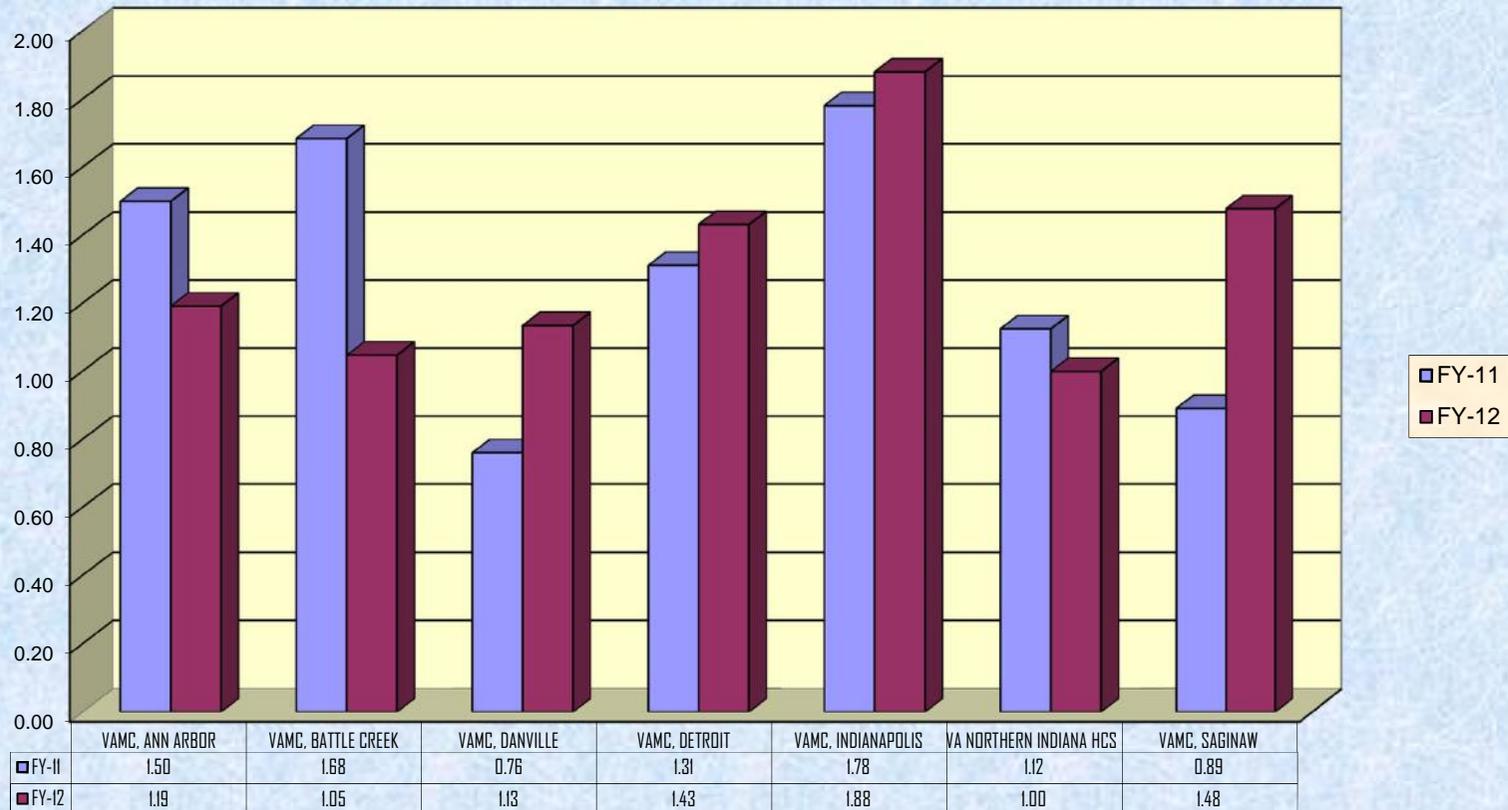
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 (per 100 employees)*



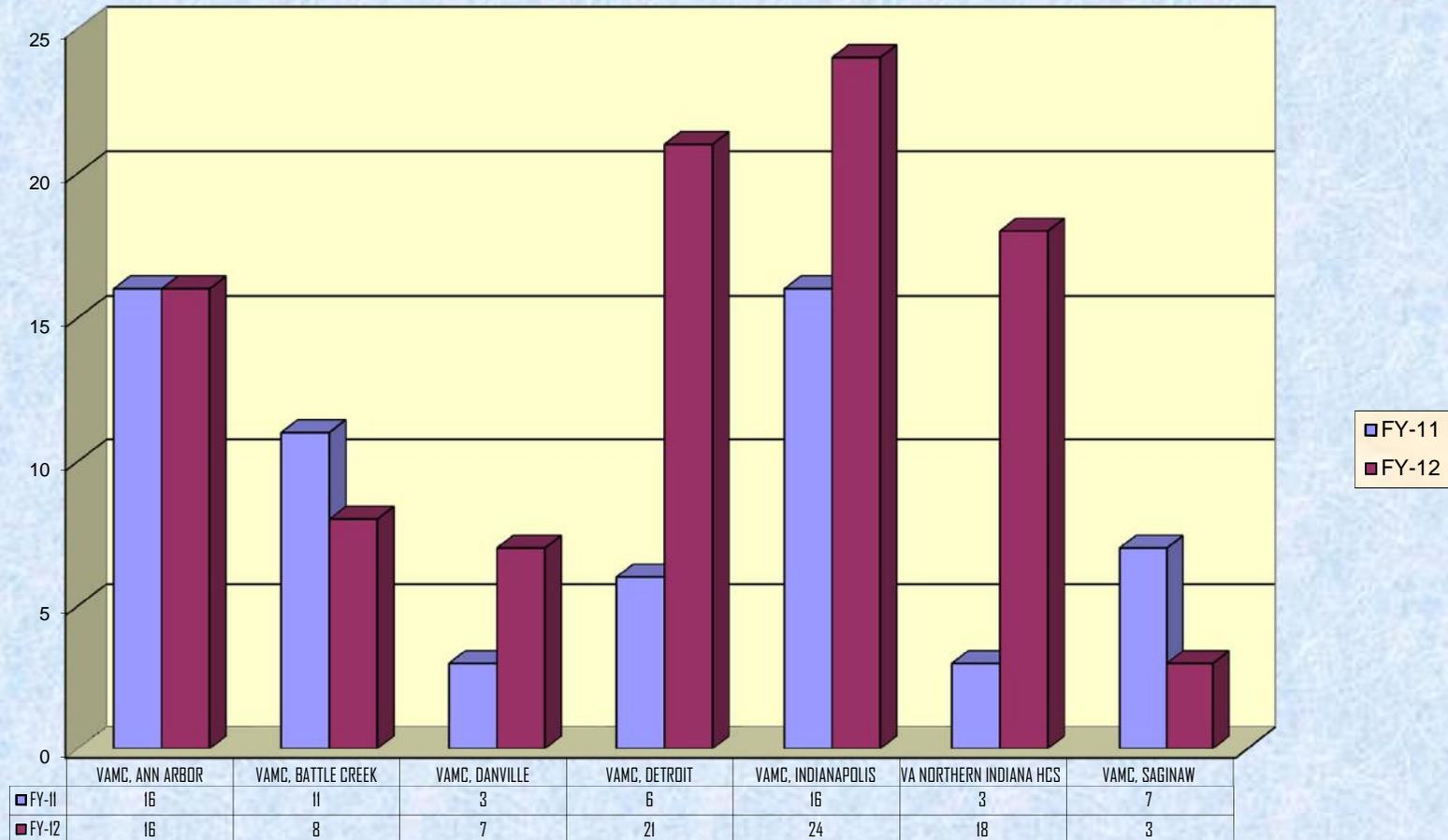
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FY-11 & FY-12 Informal Contacts*



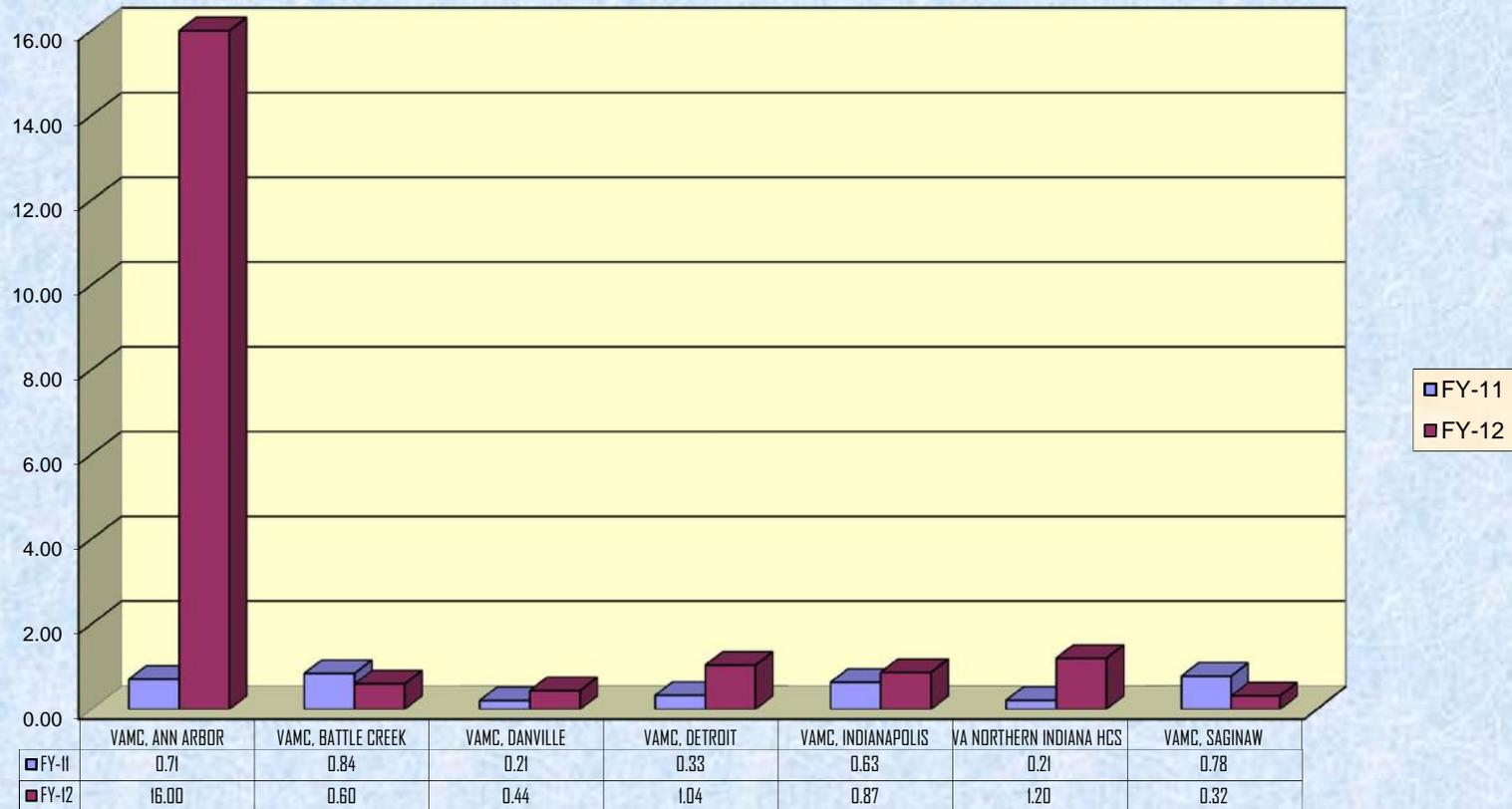
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



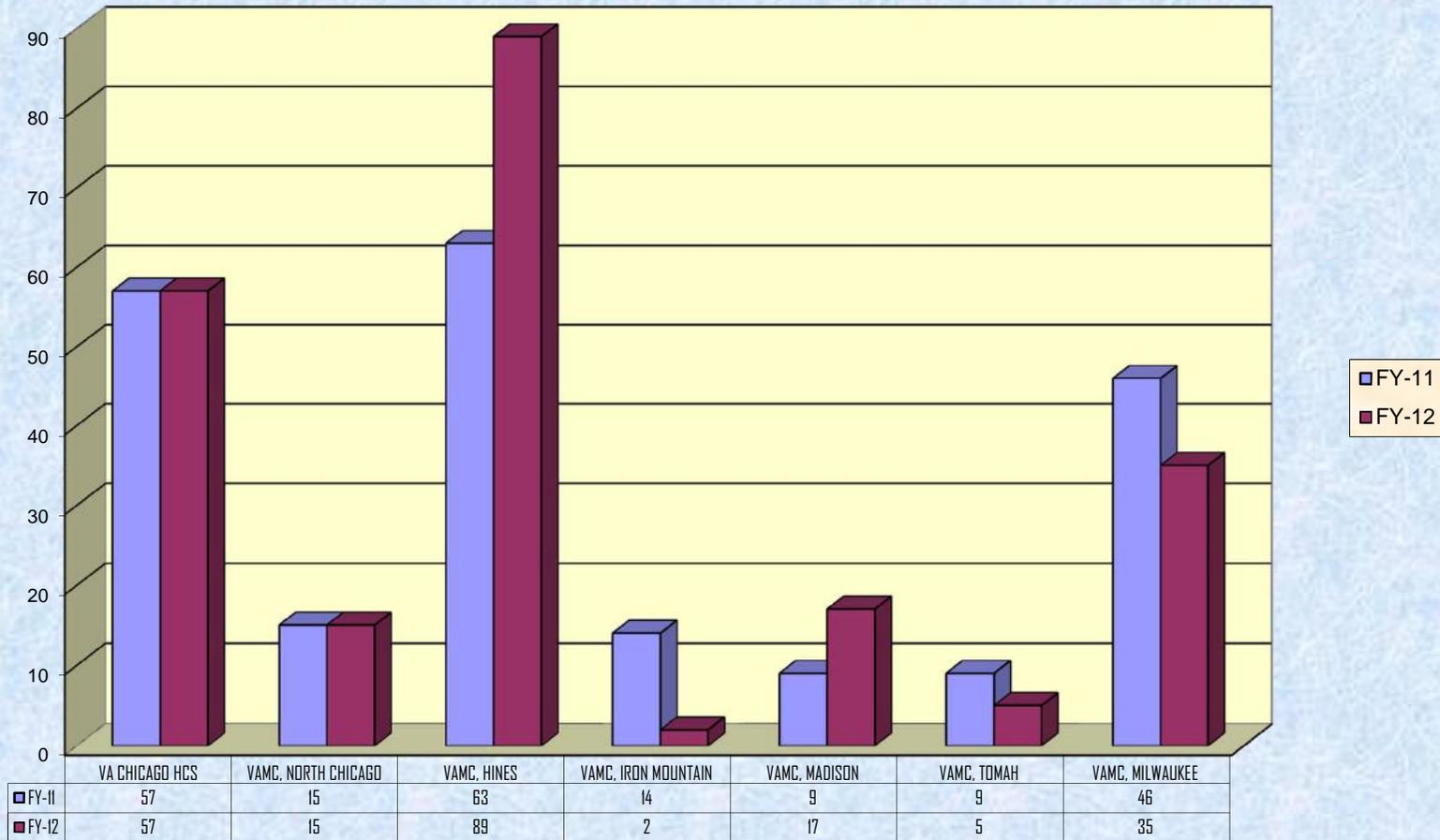
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FY-11 & FY-12 Formal Complaints Filed*



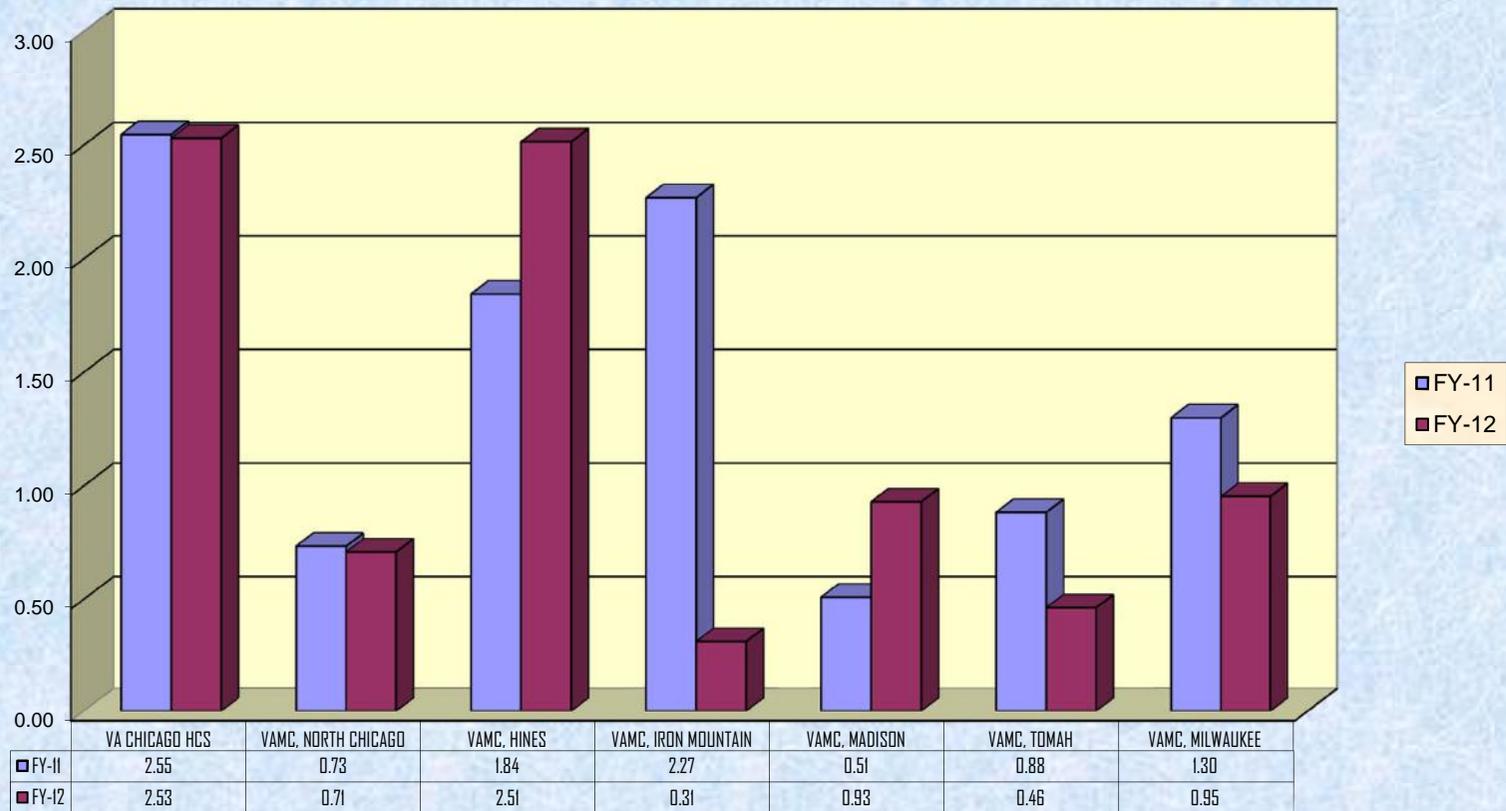
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



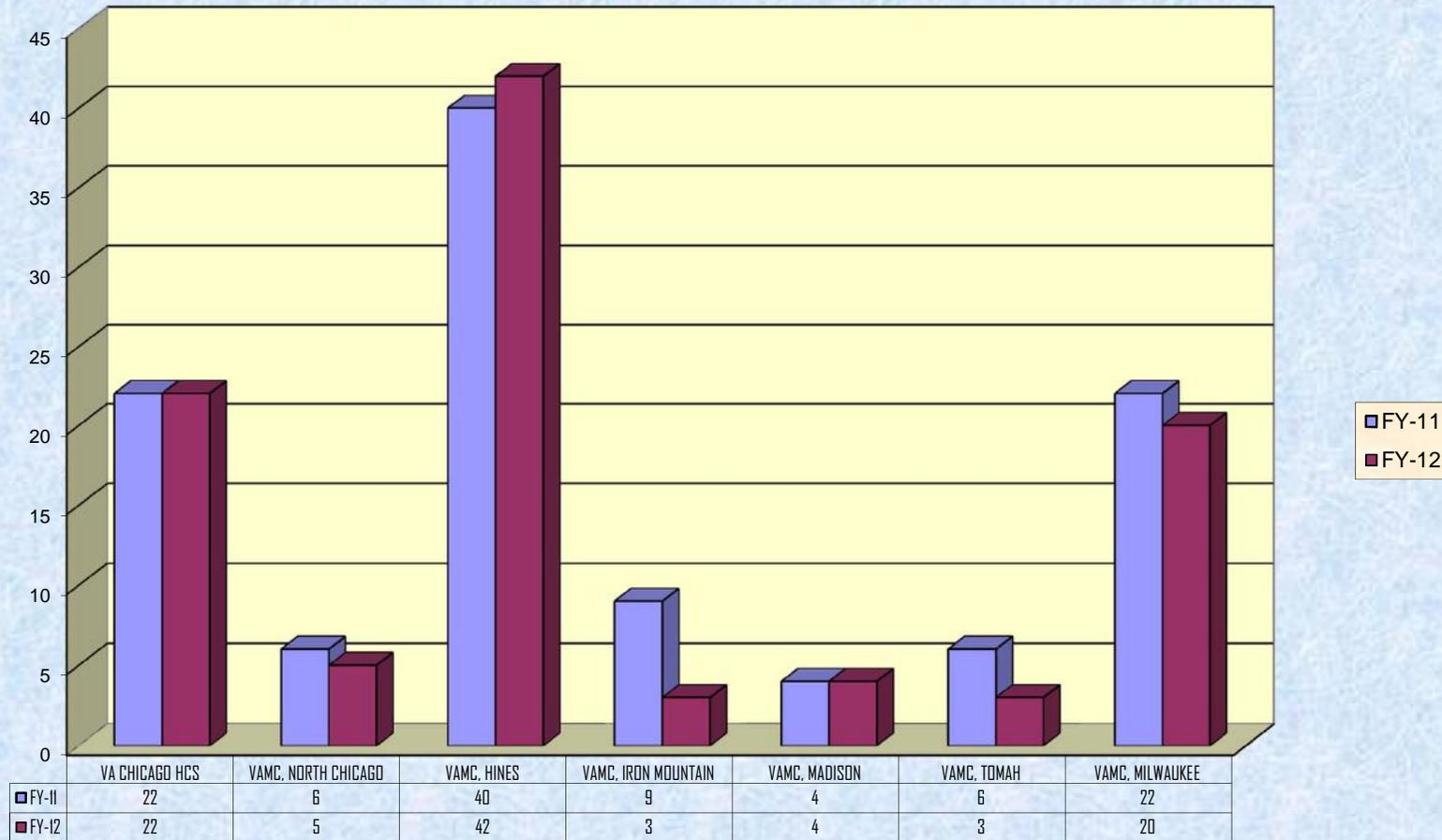
*Veterans Health Administration - VISN 12
FY-11 & FY-12 Informal Contacts*



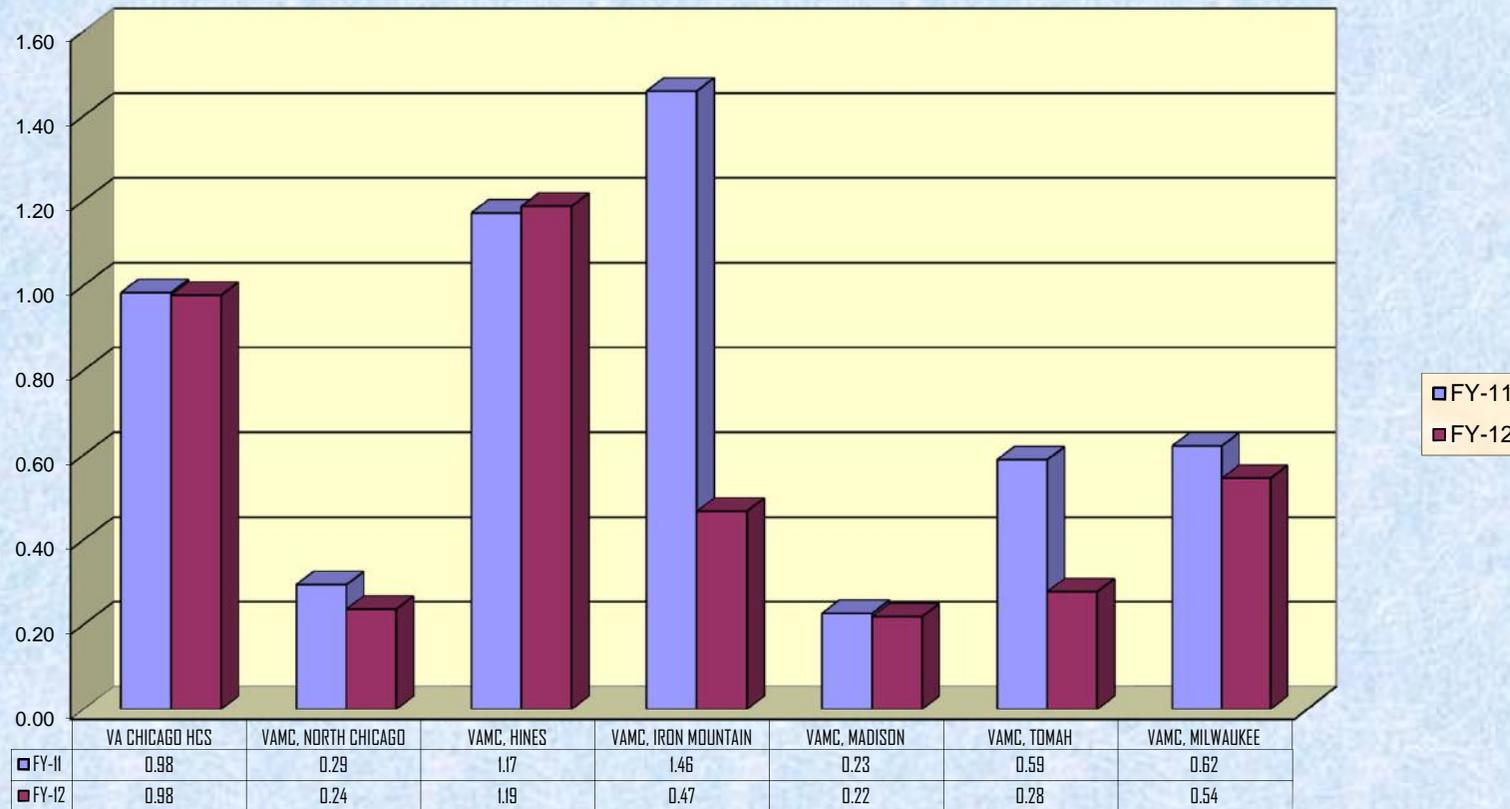
***Veterans Health Administration - VISN 12
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)***



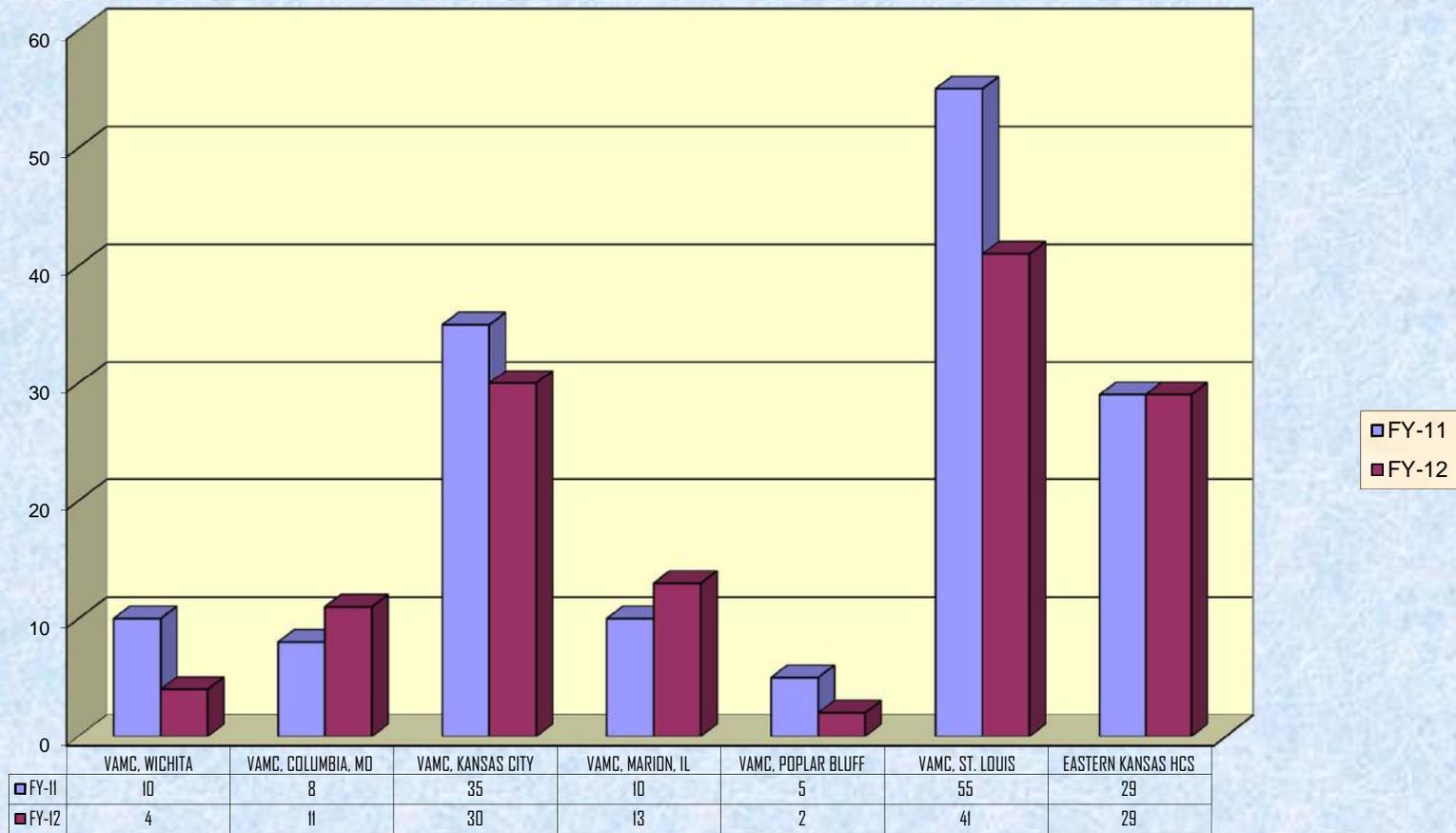
*Veterans Health Administration - VISN 12
FY-11 & FY-12 Formal Complaints Filed*



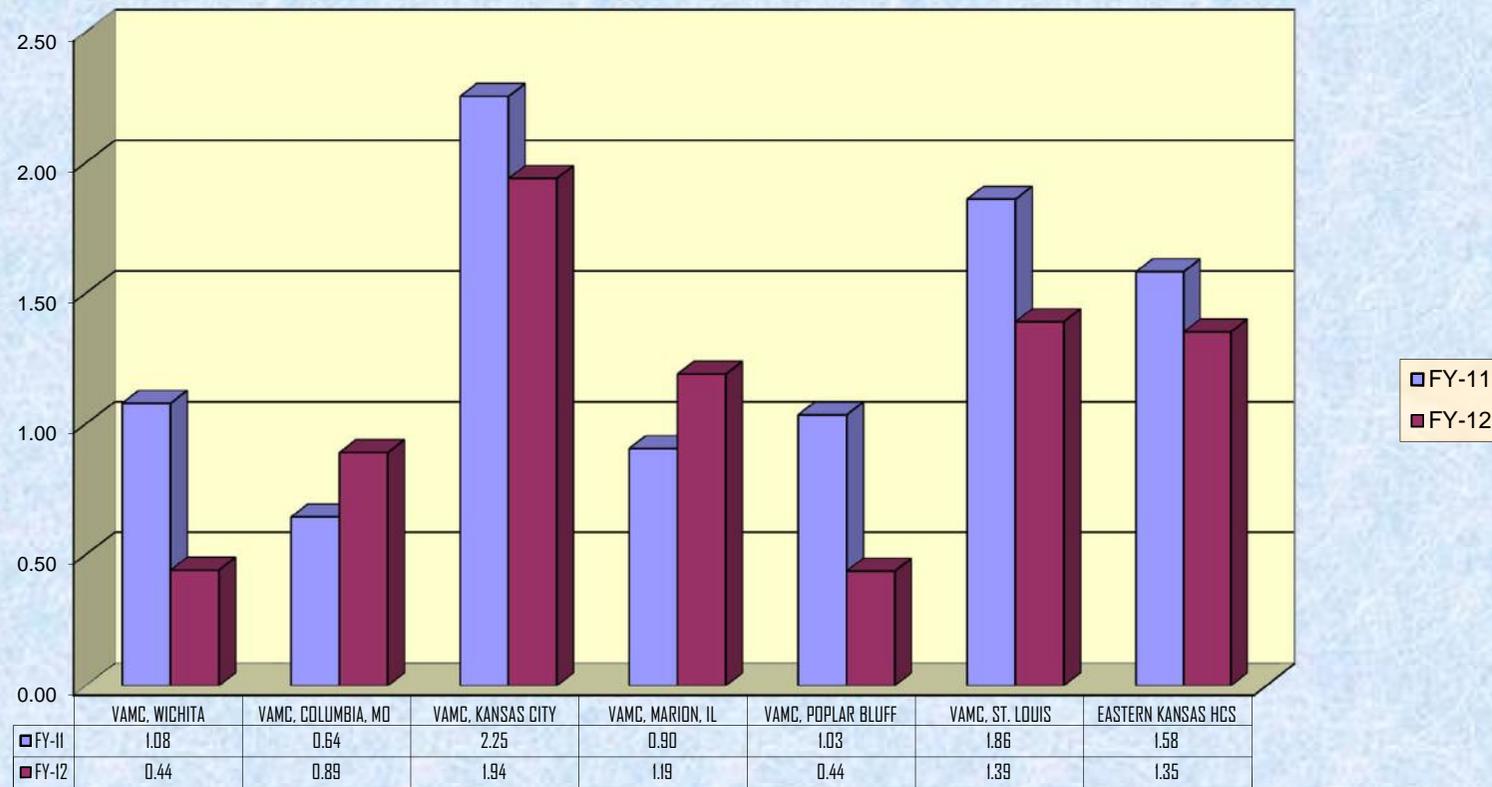
***Veterans Health Administration - VISN 12
 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)***



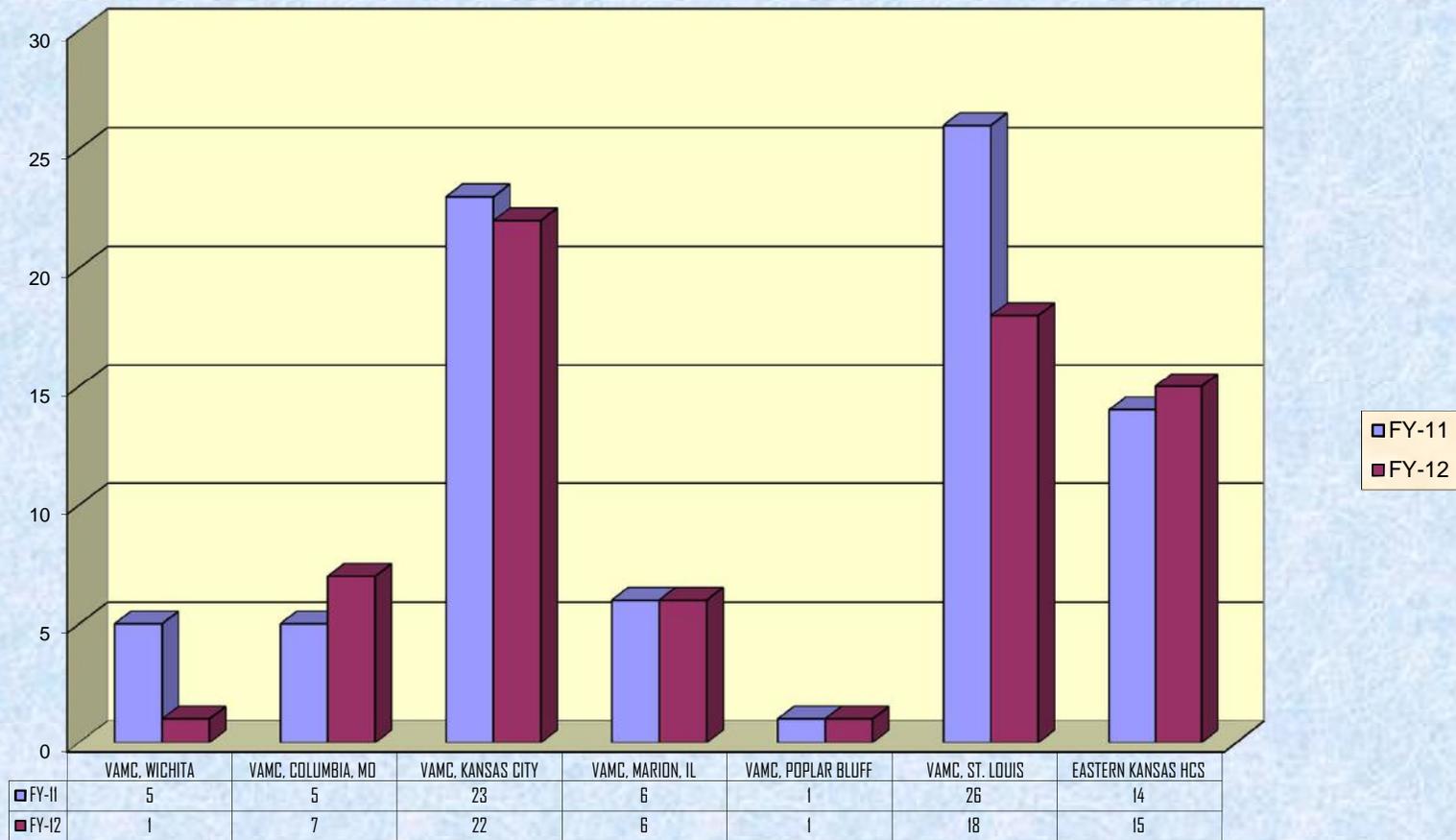
*Veterans Health Administration - VISN 15
FY-11 & FY-12 Informal Contacts*



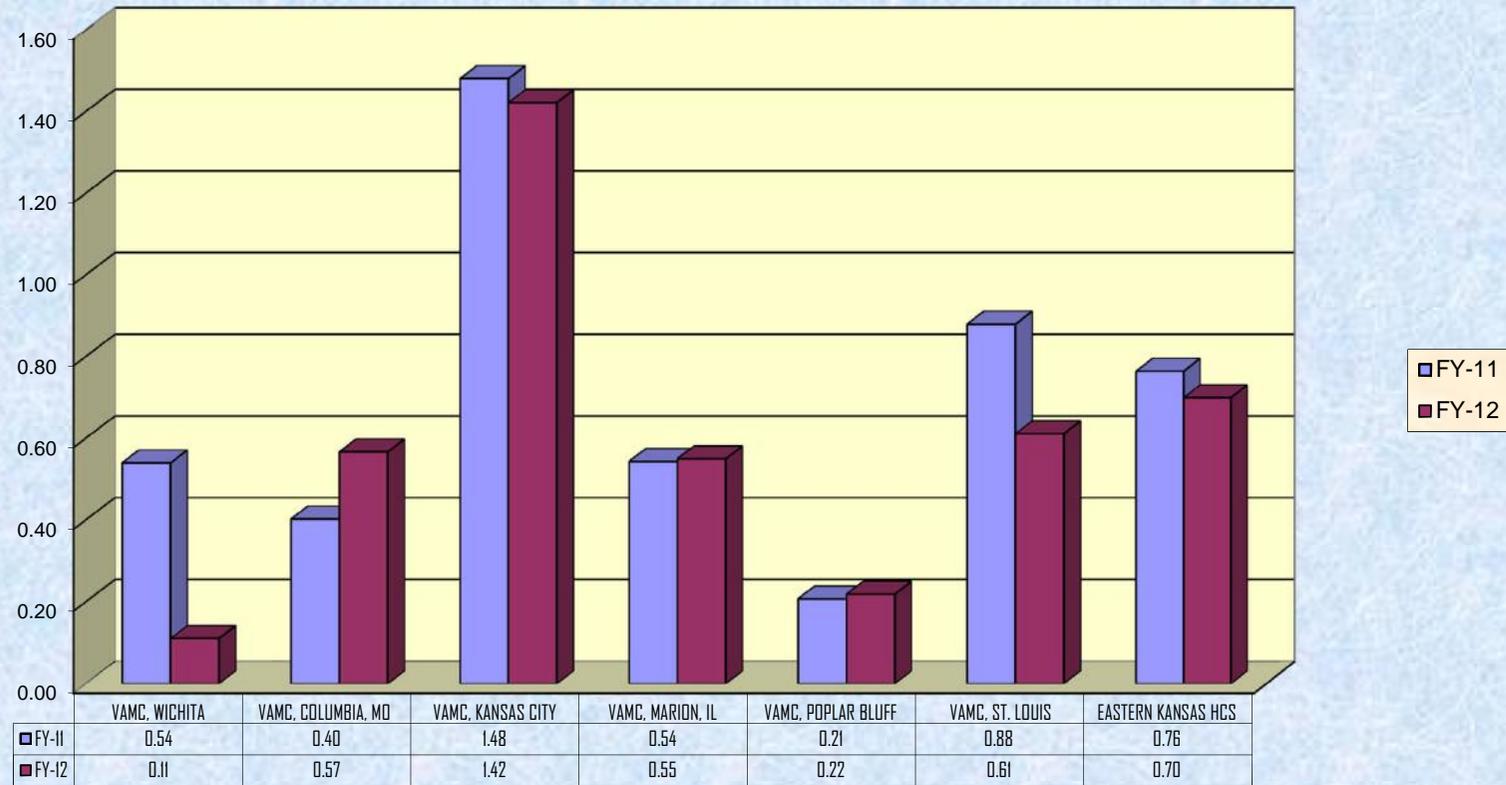
Veterans Health Administration - VISN 15
FY-11 & FY-12 Informal Per Capita
(per 100 employees)



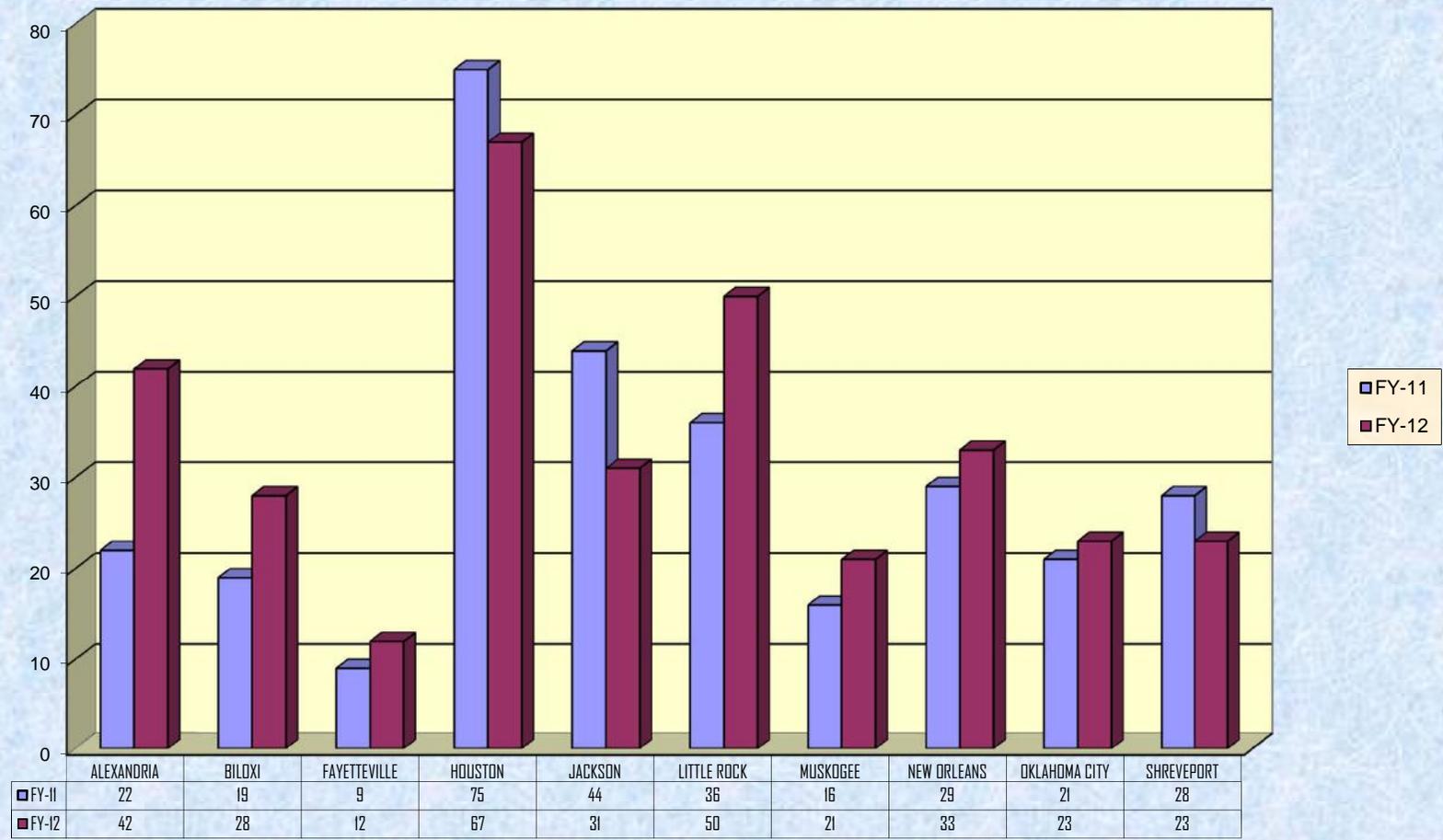
*Veterans Health Administration - VISN 15
FY-11 & FY-12 Formal Complaints Filed*



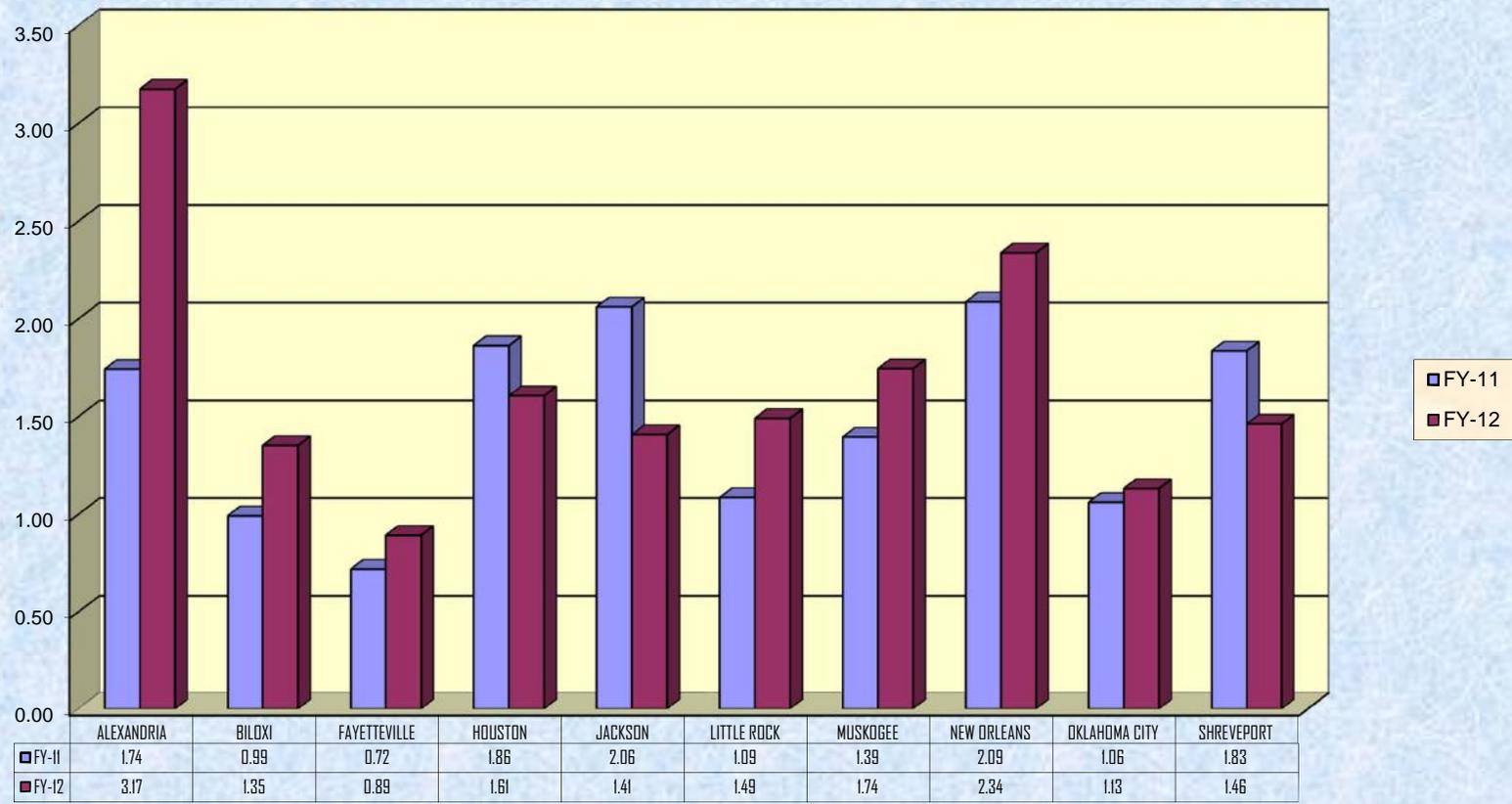
***Veterans Health Administration - VISN 15
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



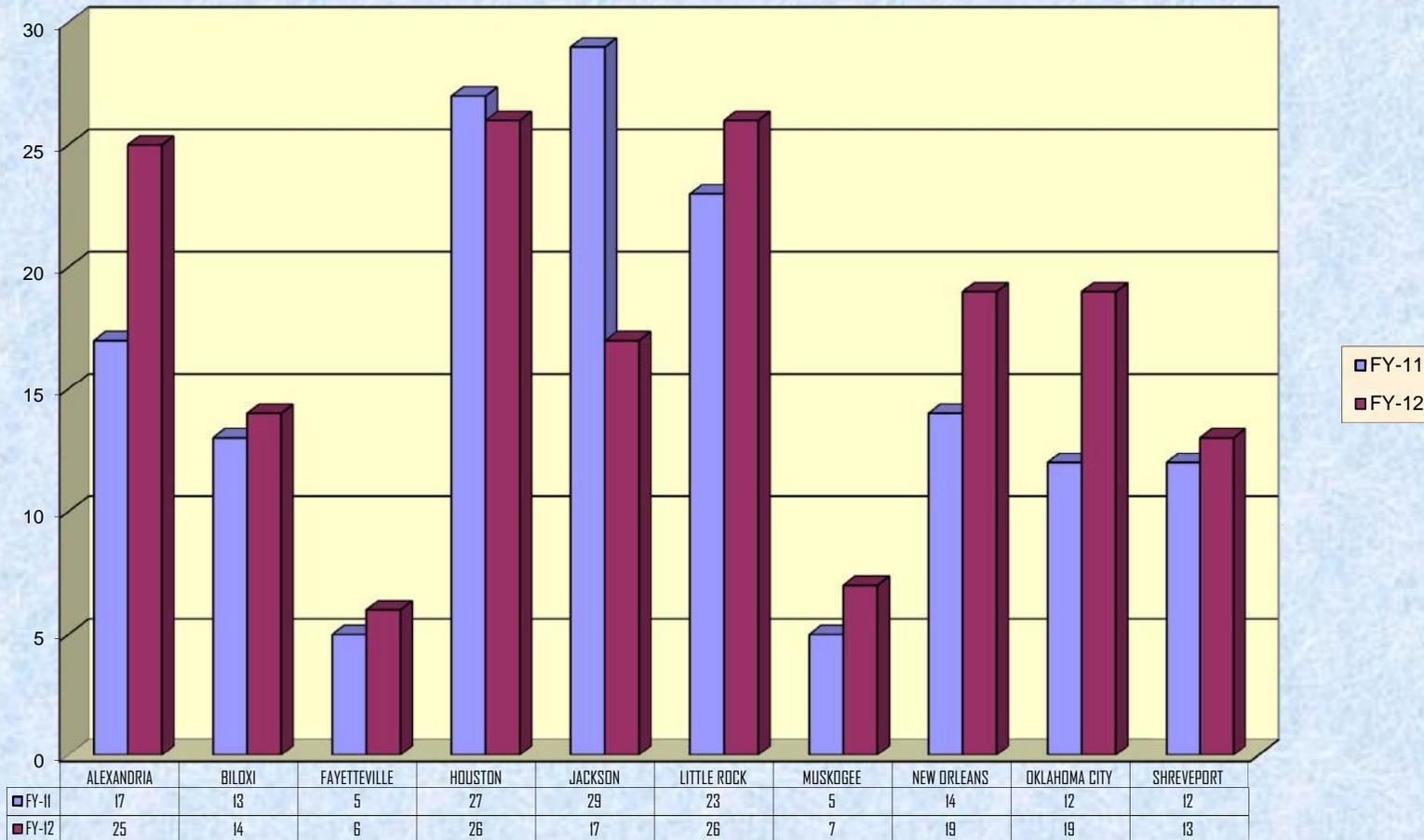
*Veterans Health Administration - VISN 16
FY-11 & FY-12 Informal Contacts*



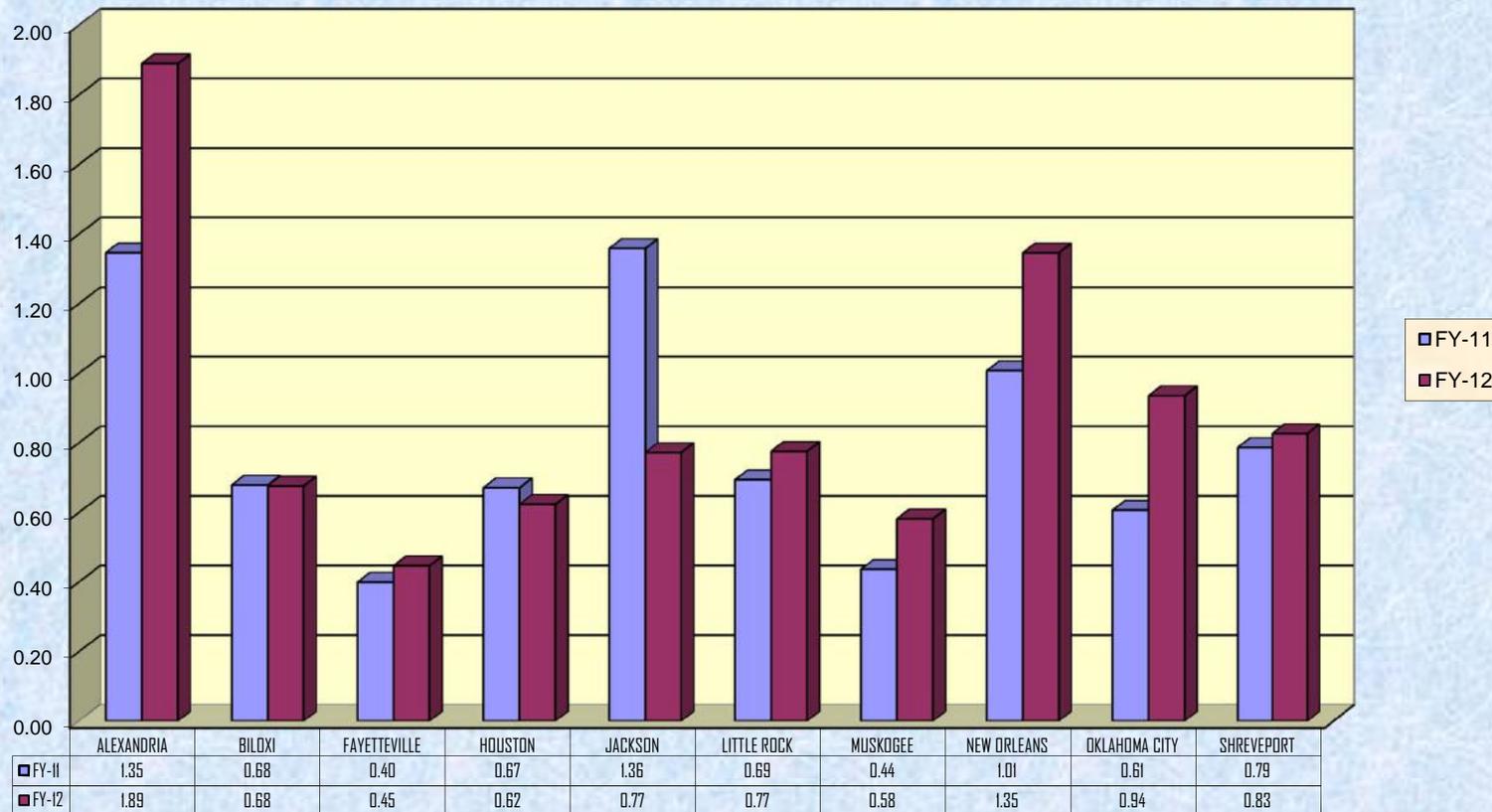
***Veterans Health Administration - VISN 16
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)***



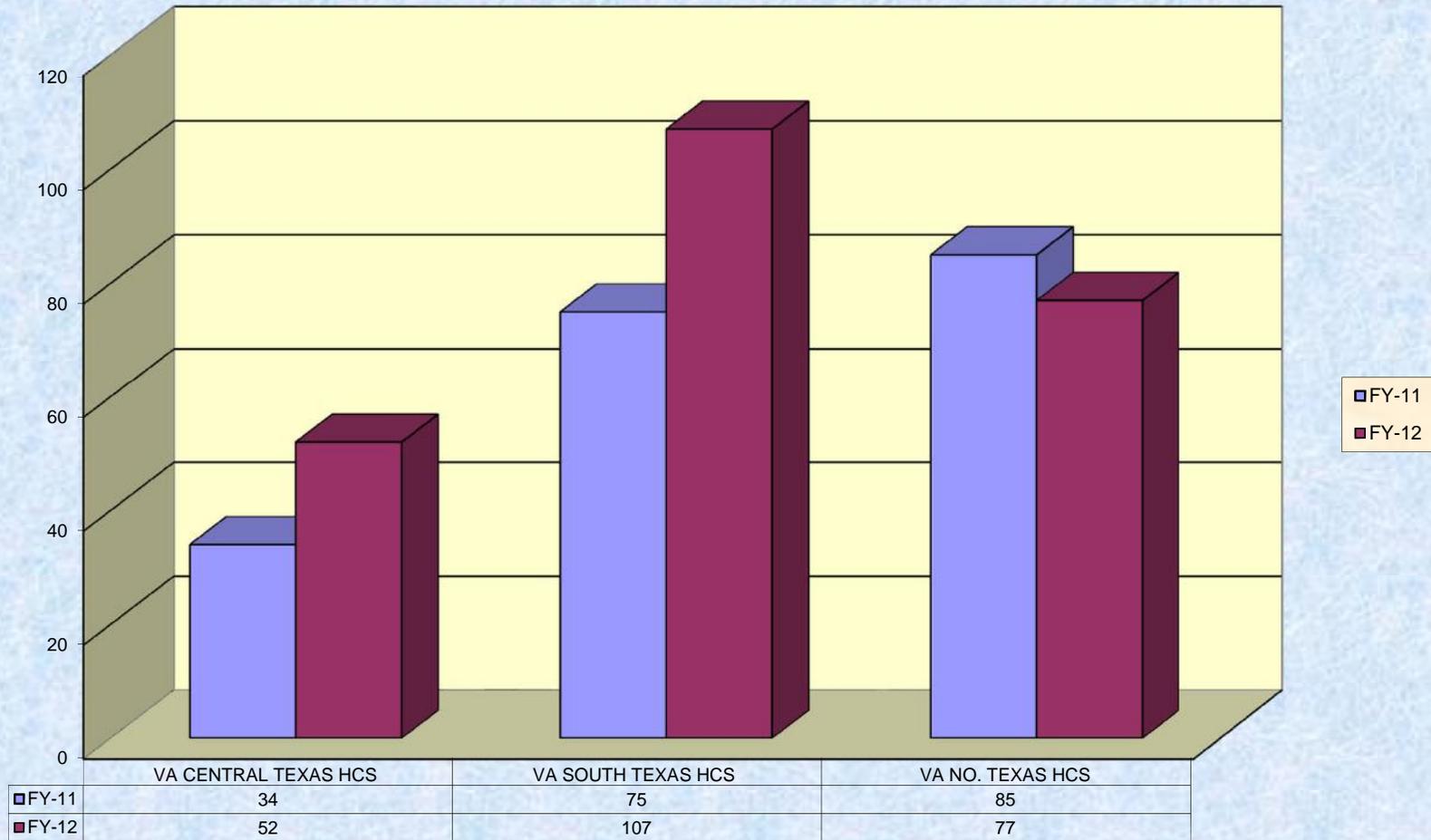
*Veterans Health Administration - VISN 16
FY-11 & FY-12 Formal Complaints Filed*



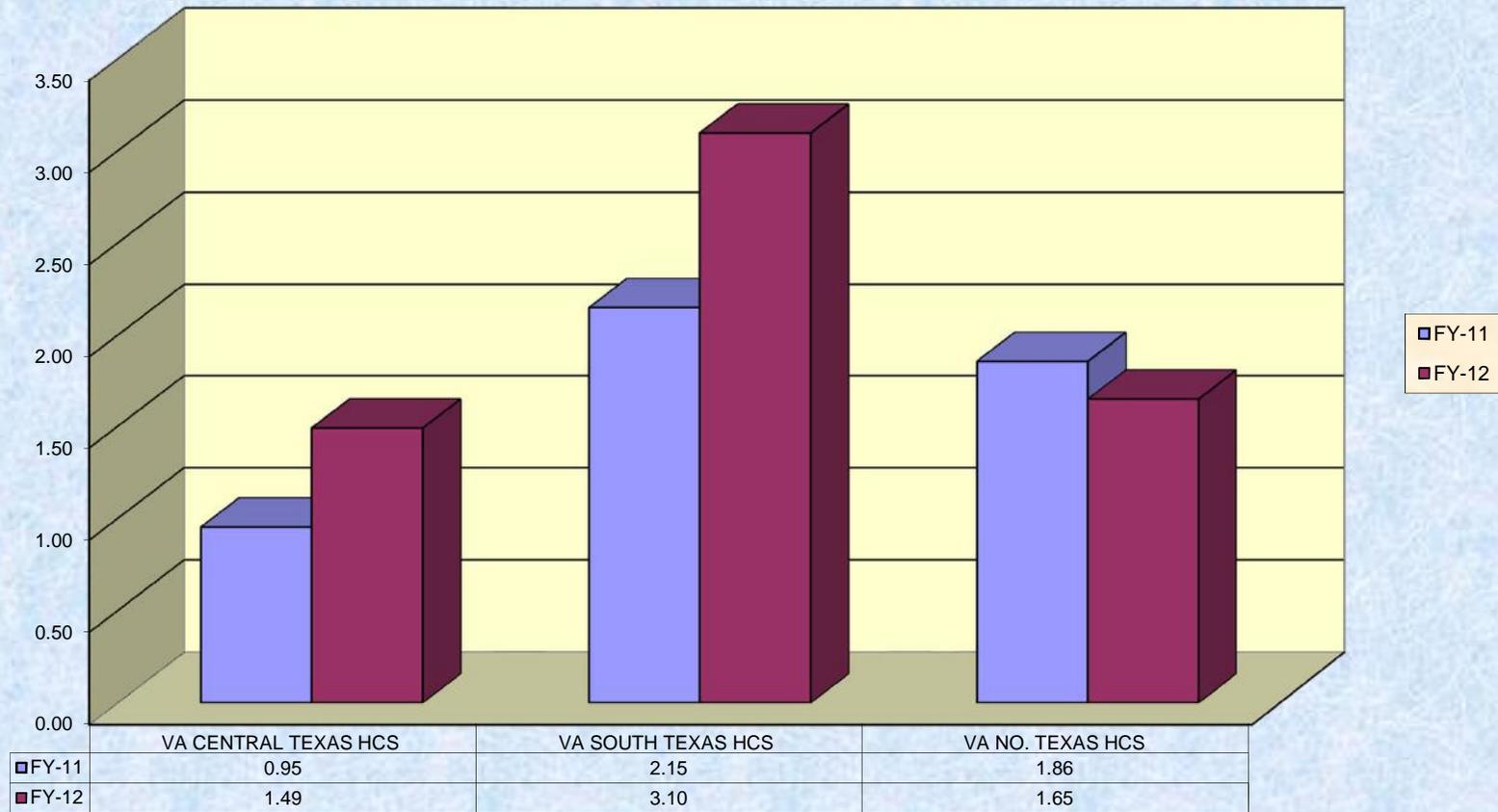
***Veterans Health Administration - VISN 16
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



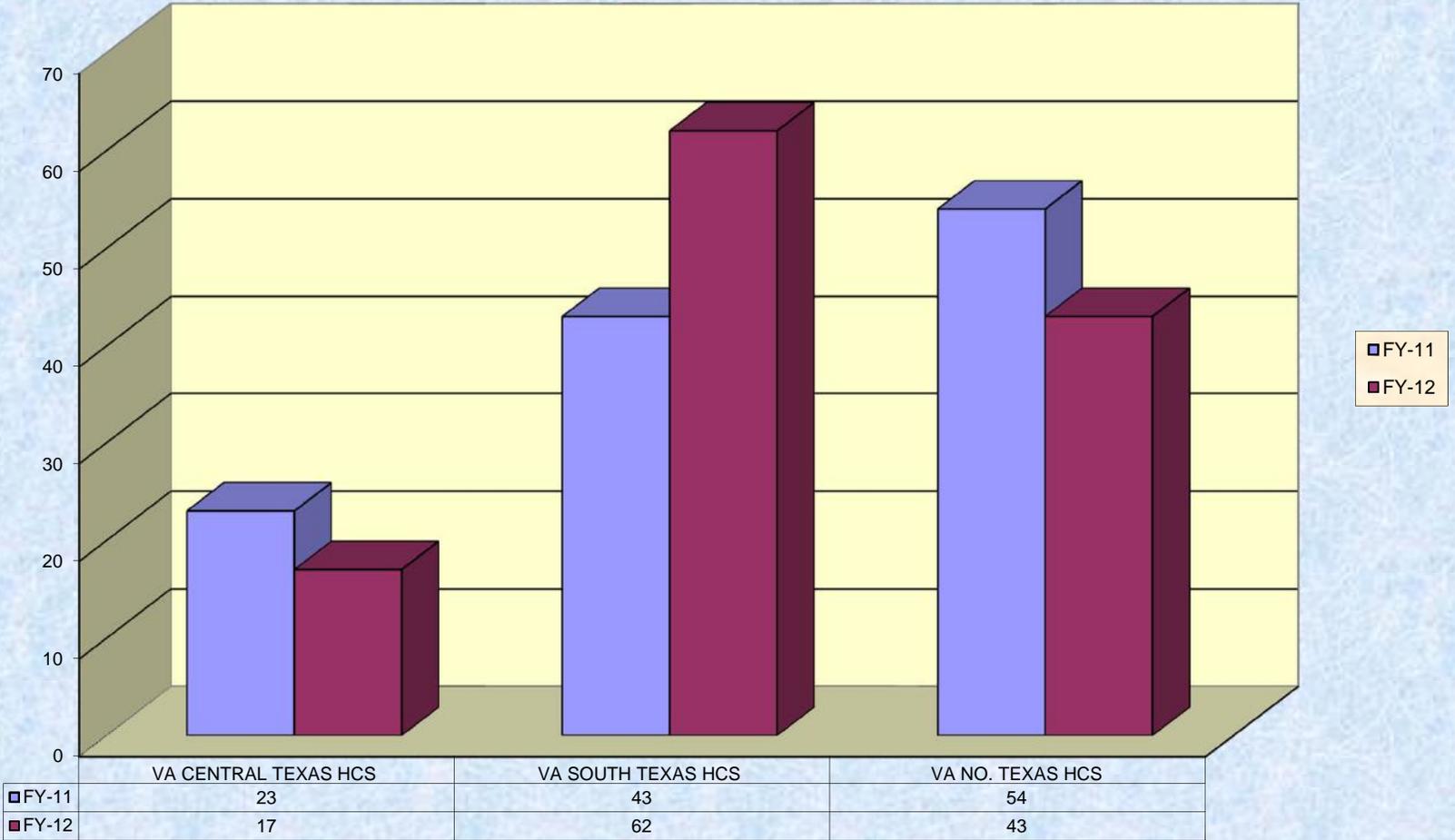
*Veterans Health Administration - VISN 17
FY-11 & FY-12 Informal Contacts*



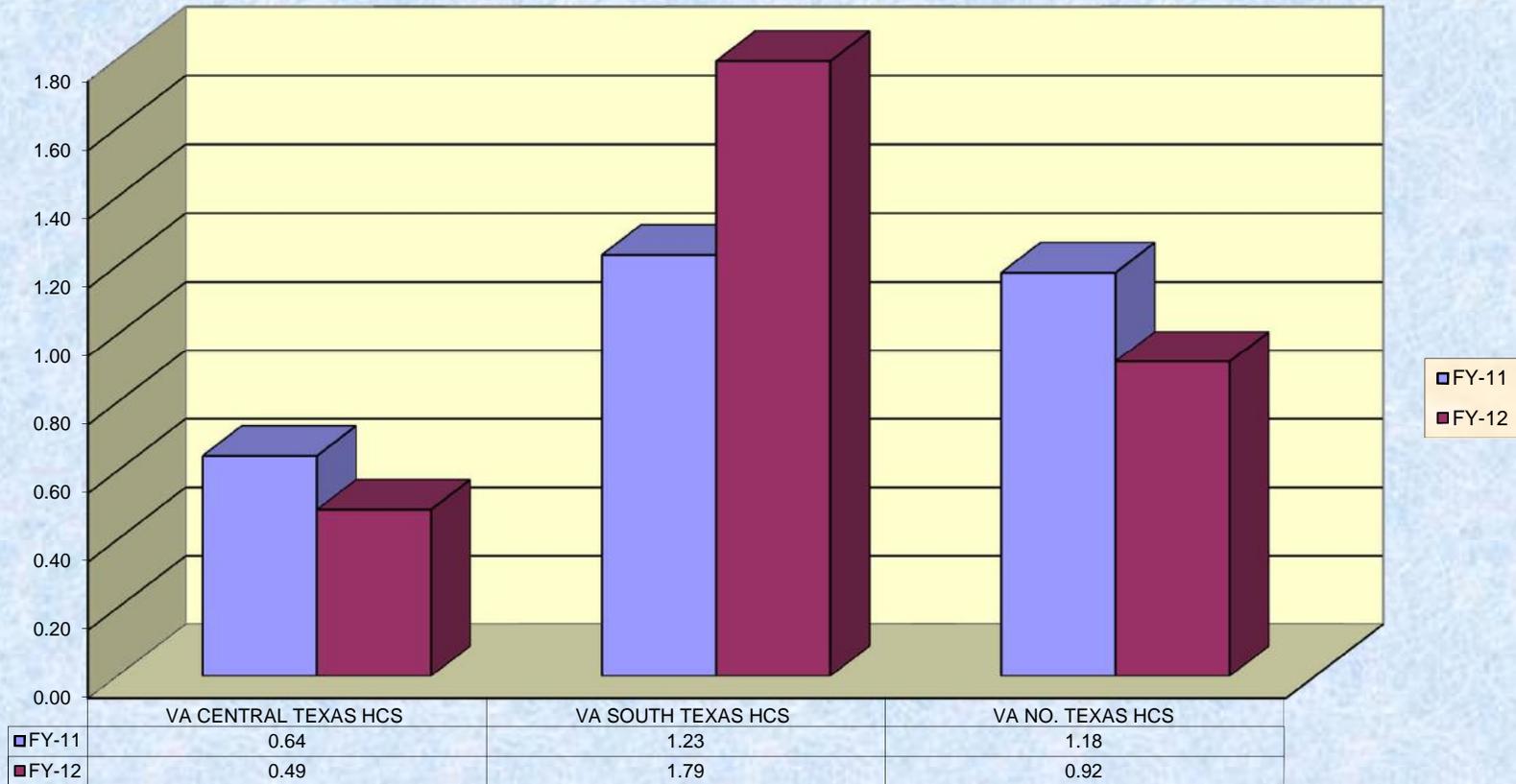
*Veterans Health Administration - VISN 17
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



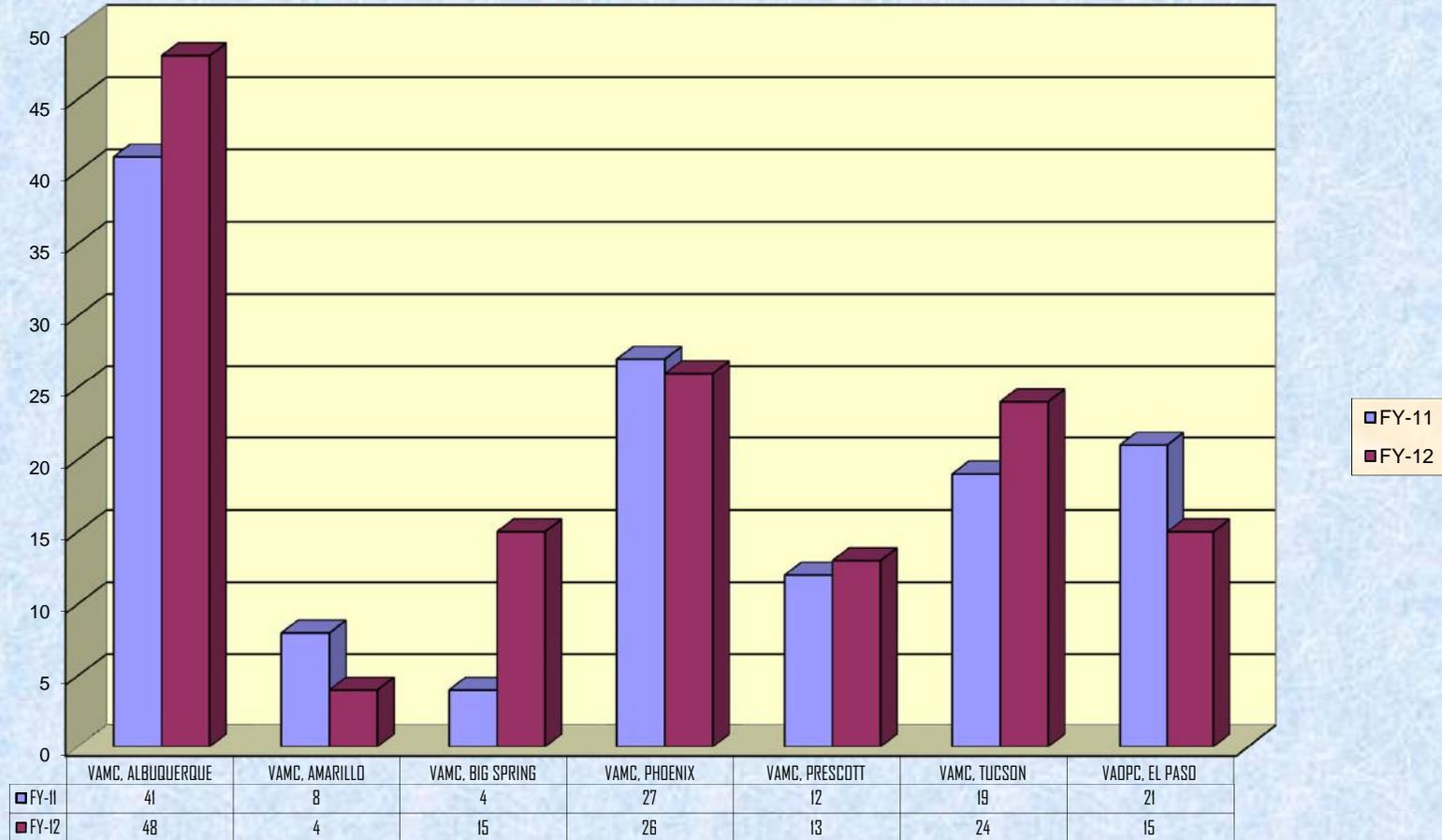
*Veterans Health Administration - VISN 17
 FY-11 & FY-12 Formal Complaints Filed*



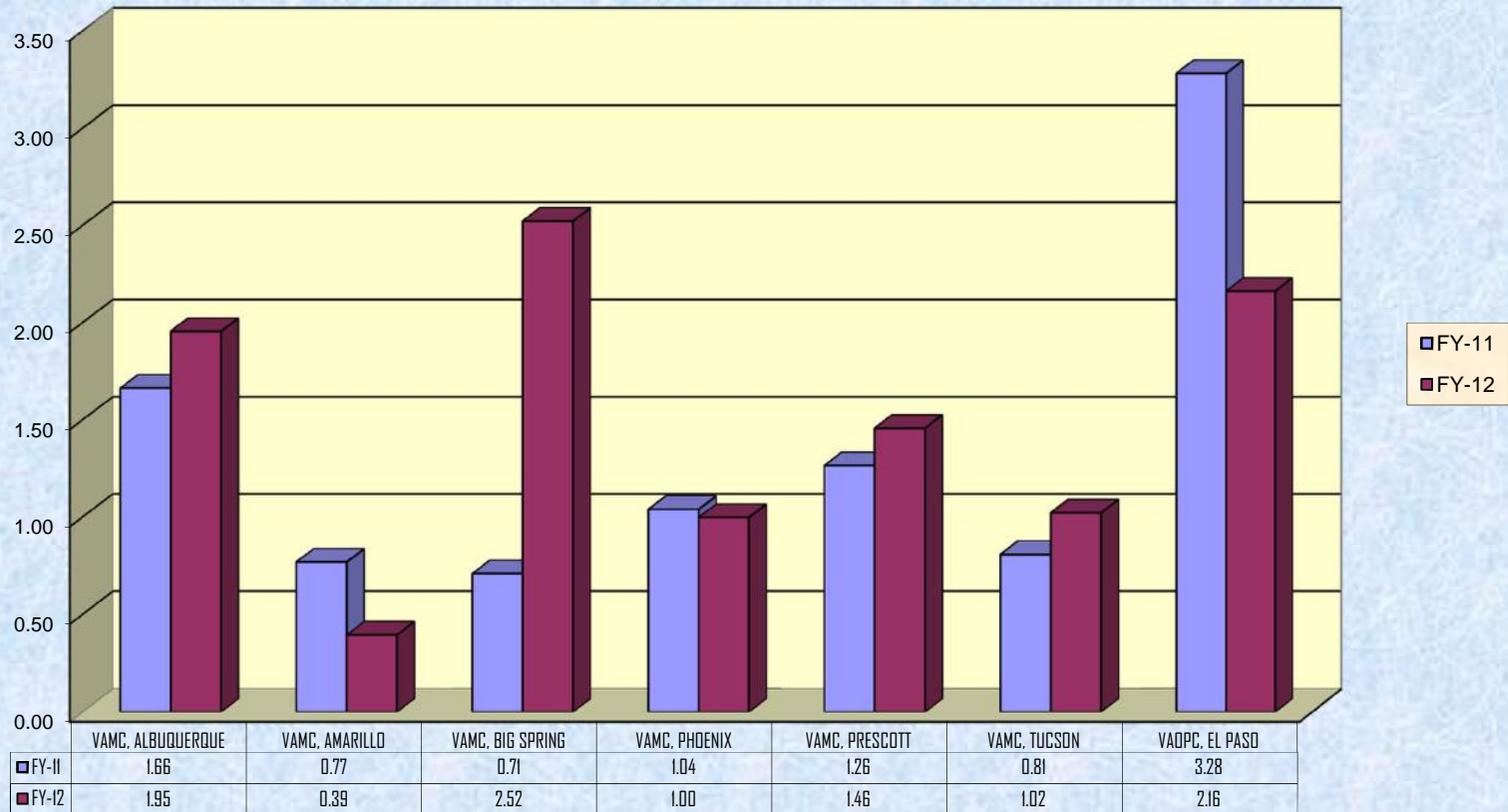
*Veterans Health Administration - VISN 17
 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)*



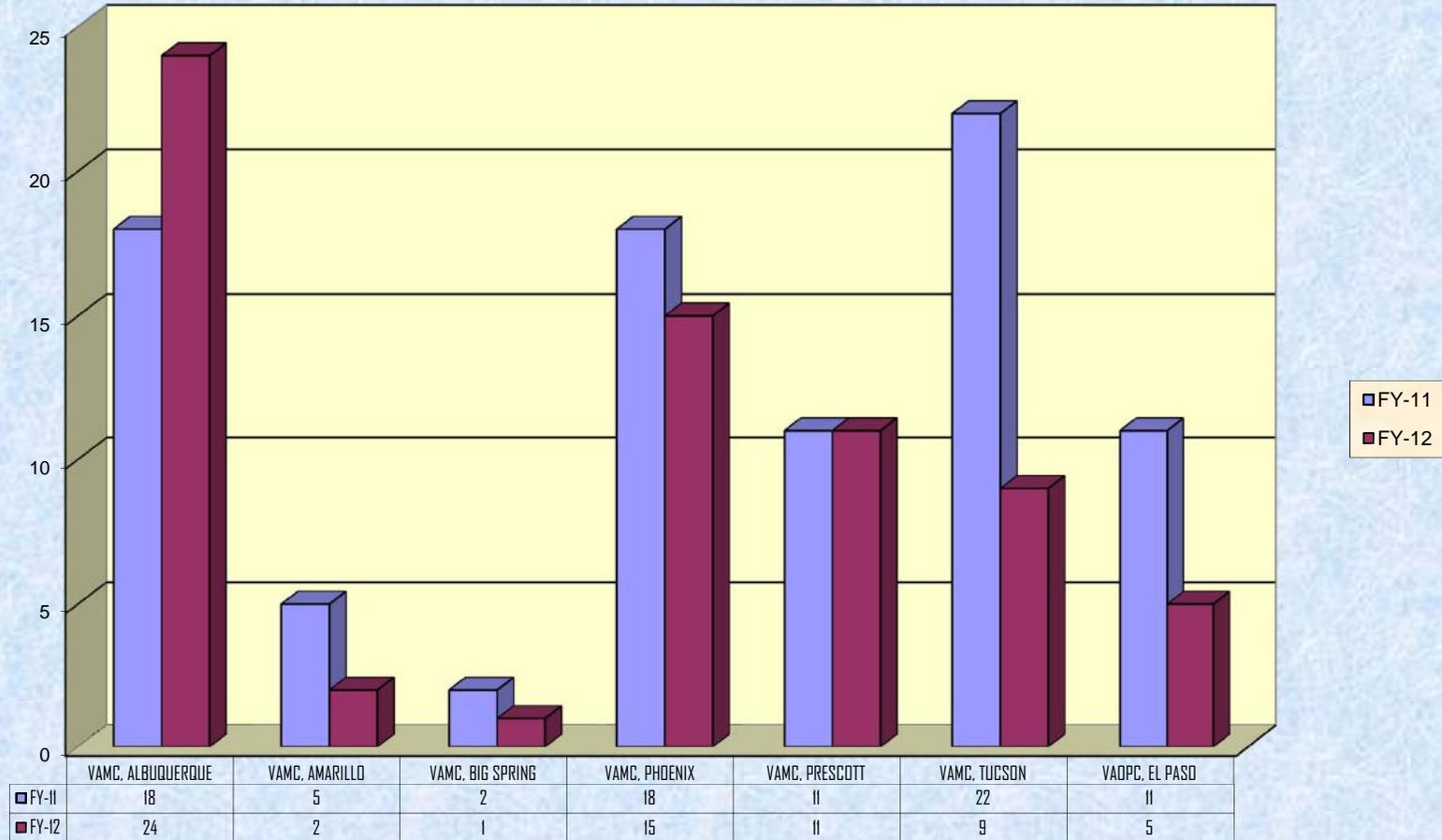
*Veterans Health Administration - VISN 18
FY-11 & FY-12 Informal Contacts*



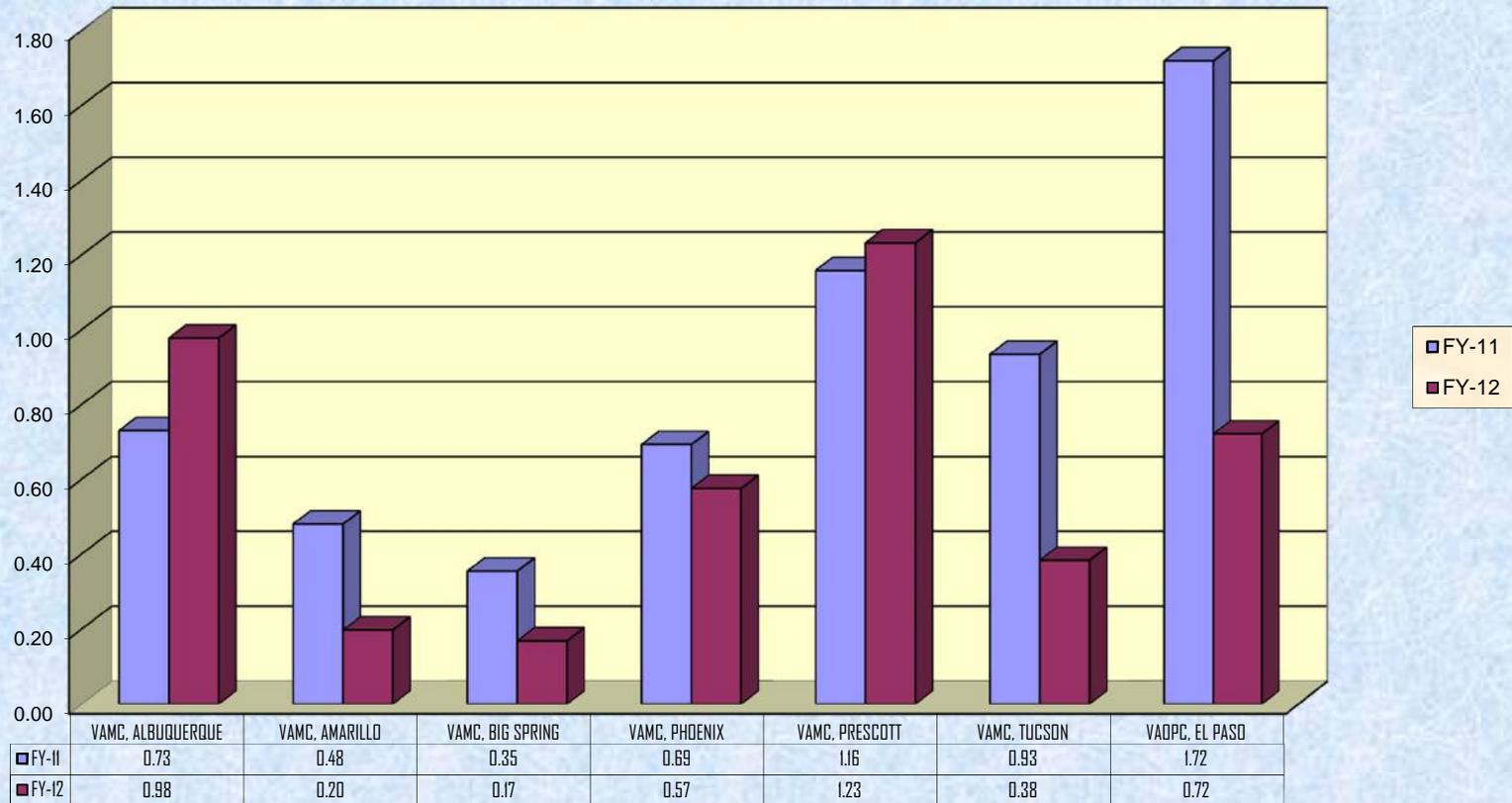
***Veterans Health Administration - VISN 18
FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



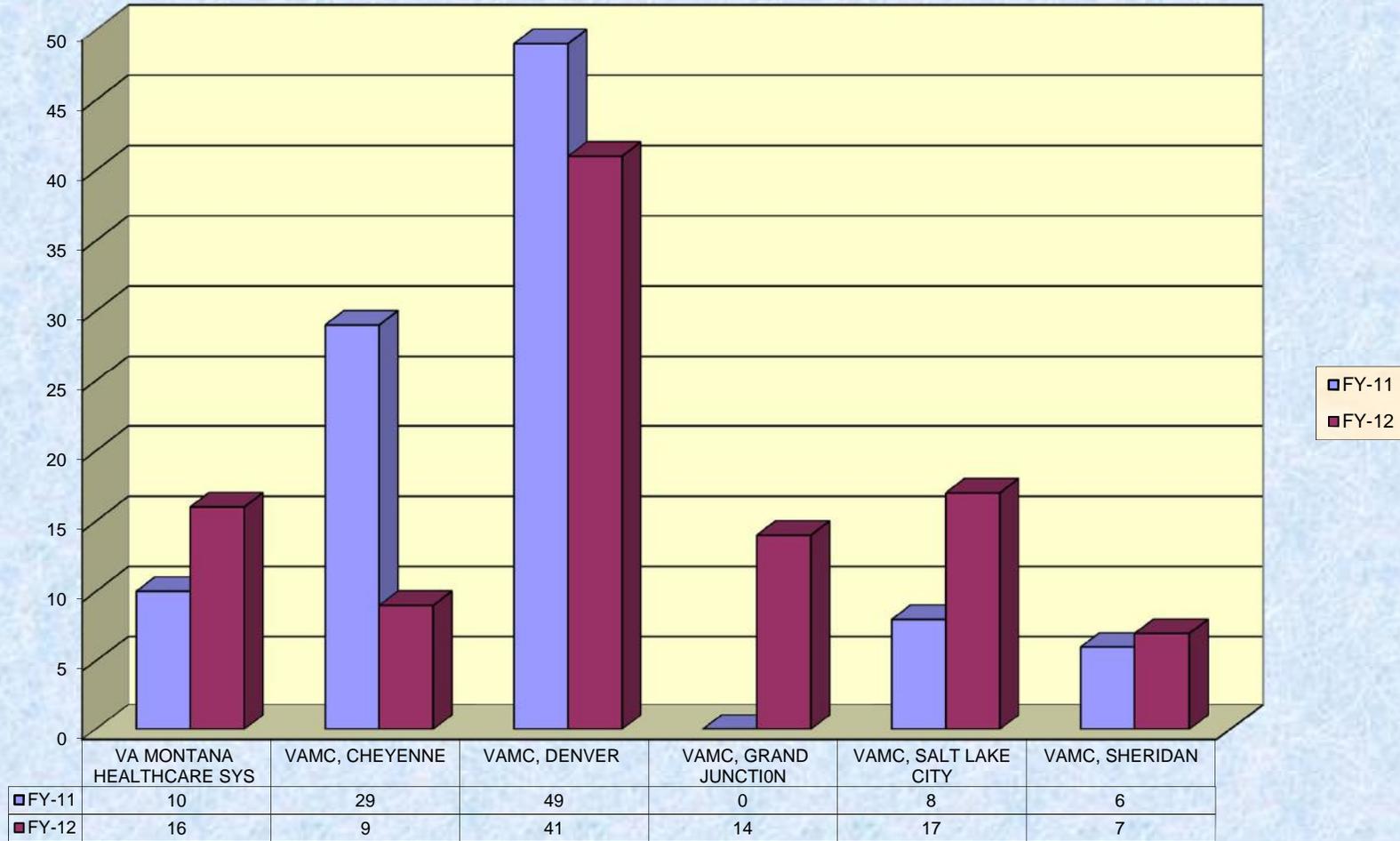
*Veterans Health Administration - VISN 18
FY-11 & FY-12 Formal Complaints Filed*



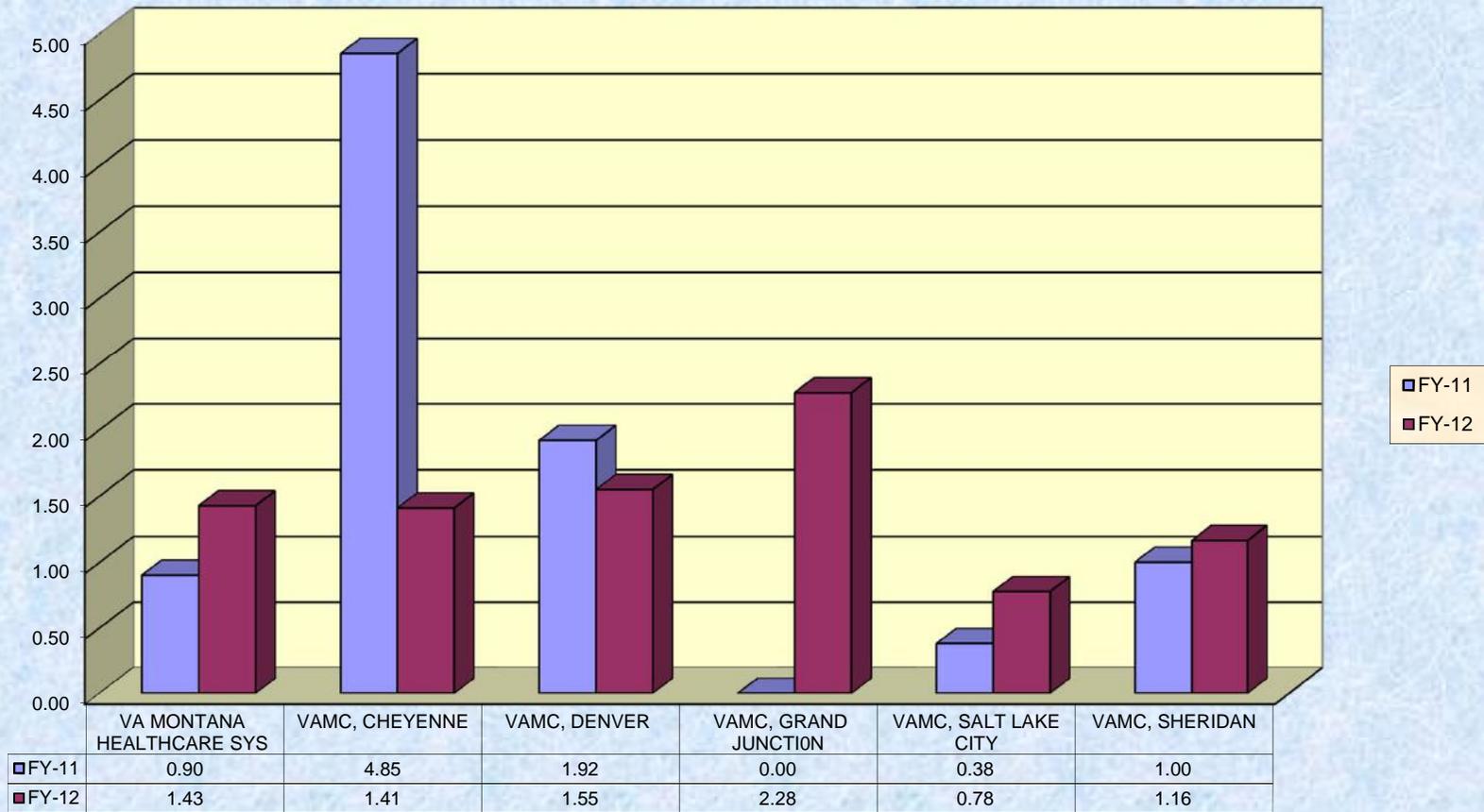
***Veterans Health Administration - VISN 18
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



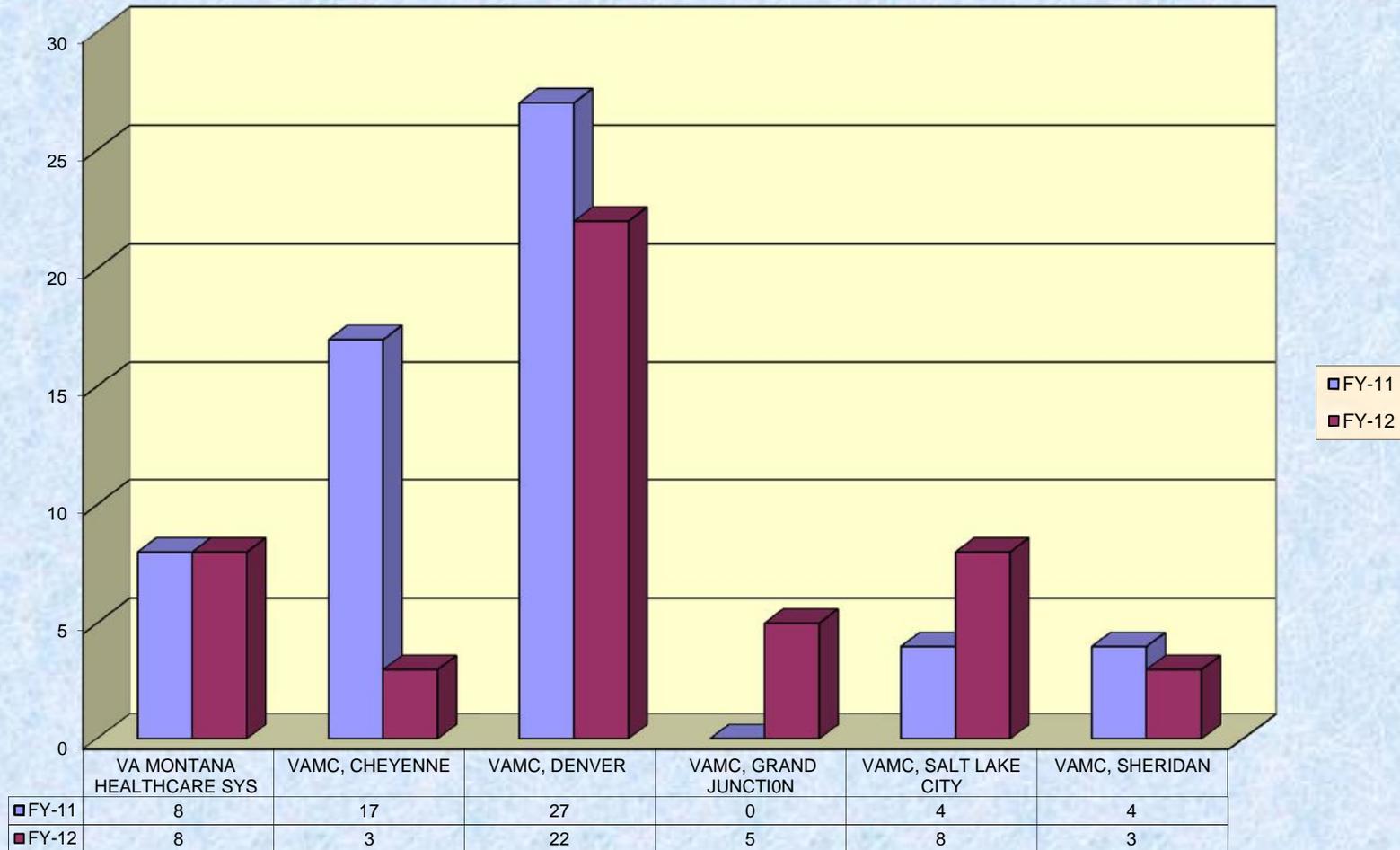
*Veterans Health Administration - VISN 19
FY-11 & FY-12 Informal Contacts*



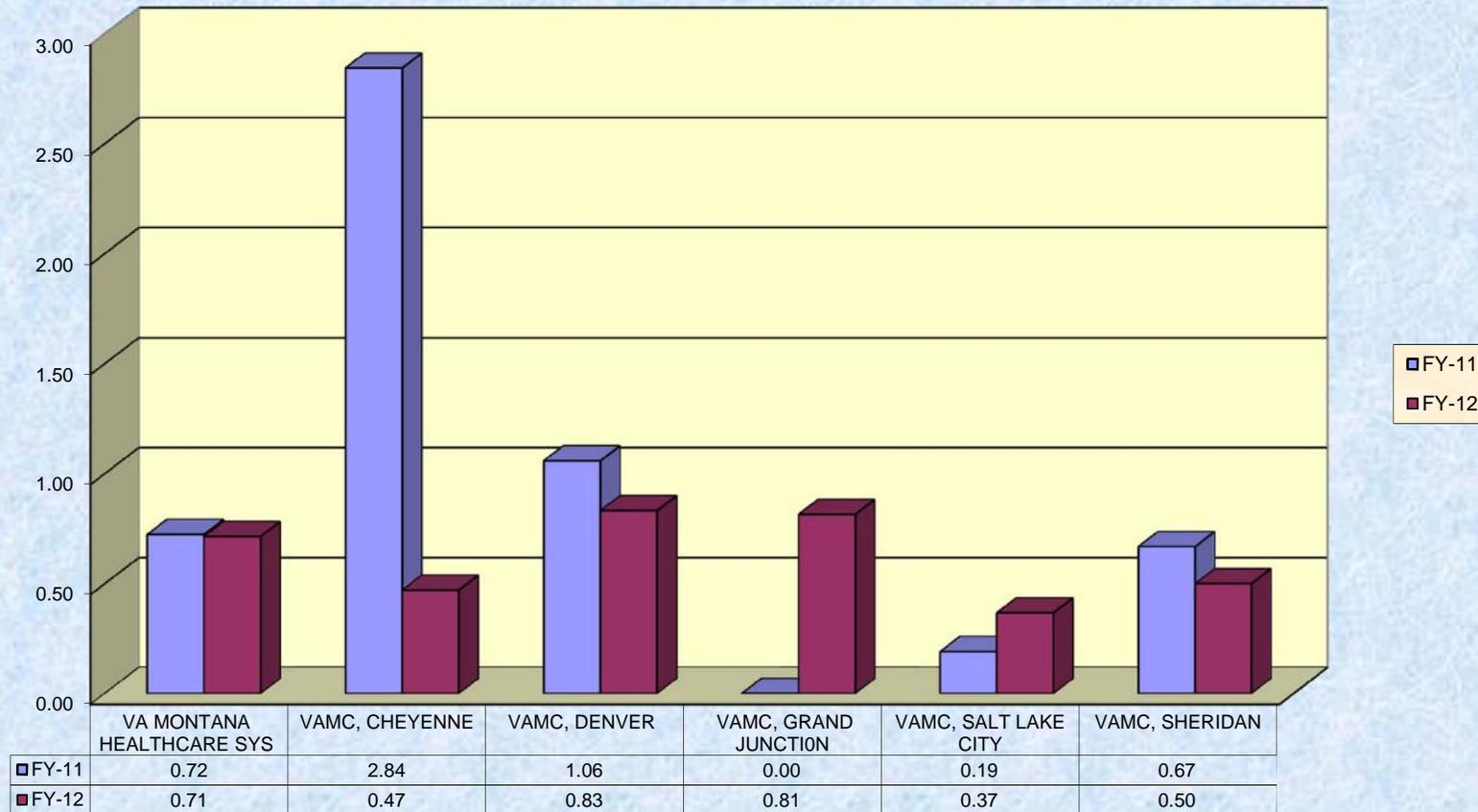
***Veterans Health Administration - VISN 19
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)***



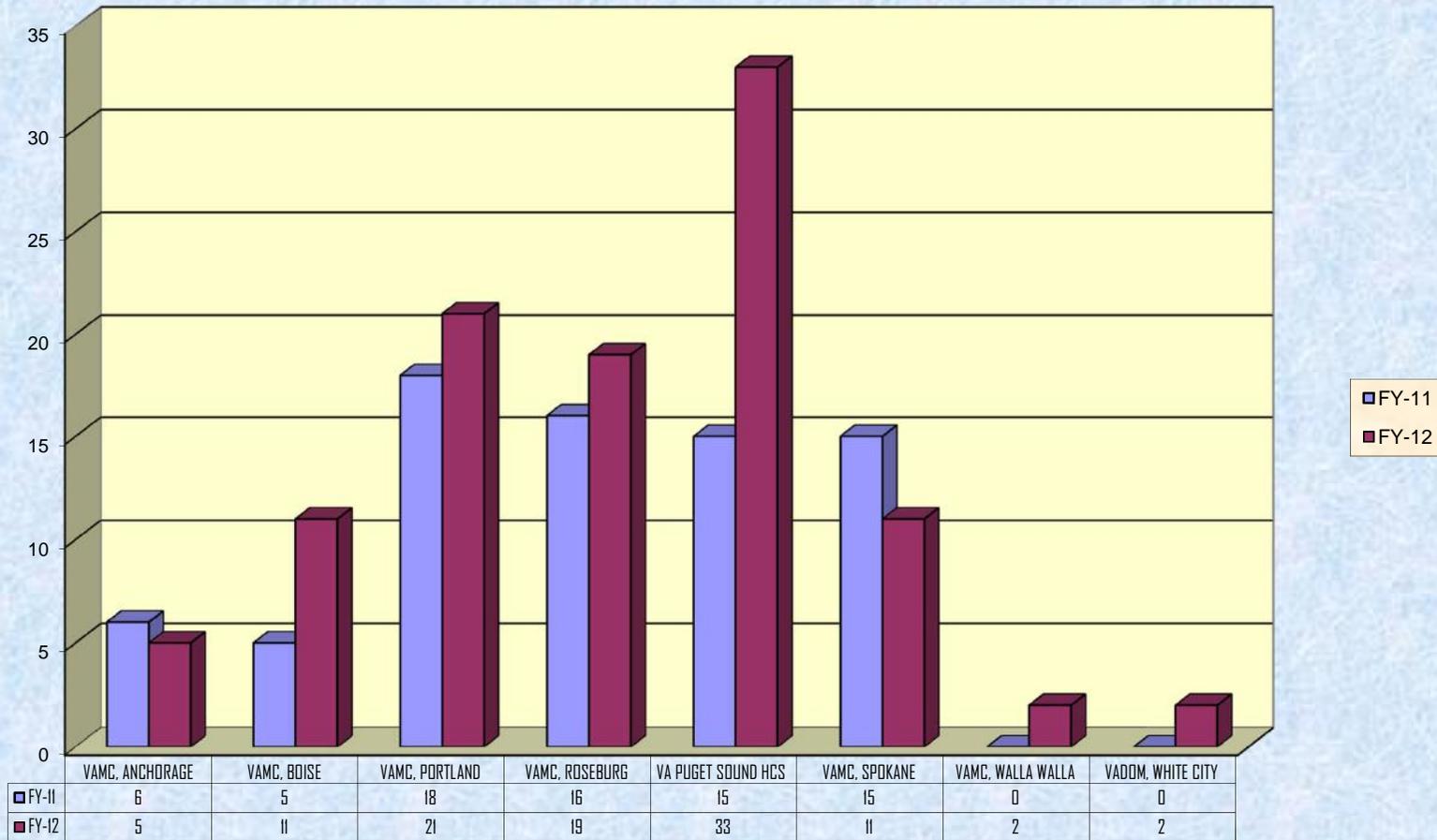
*Veterans Health Administration - VISN 19
FY-11 & FY-12 Formal Complaints Filed*



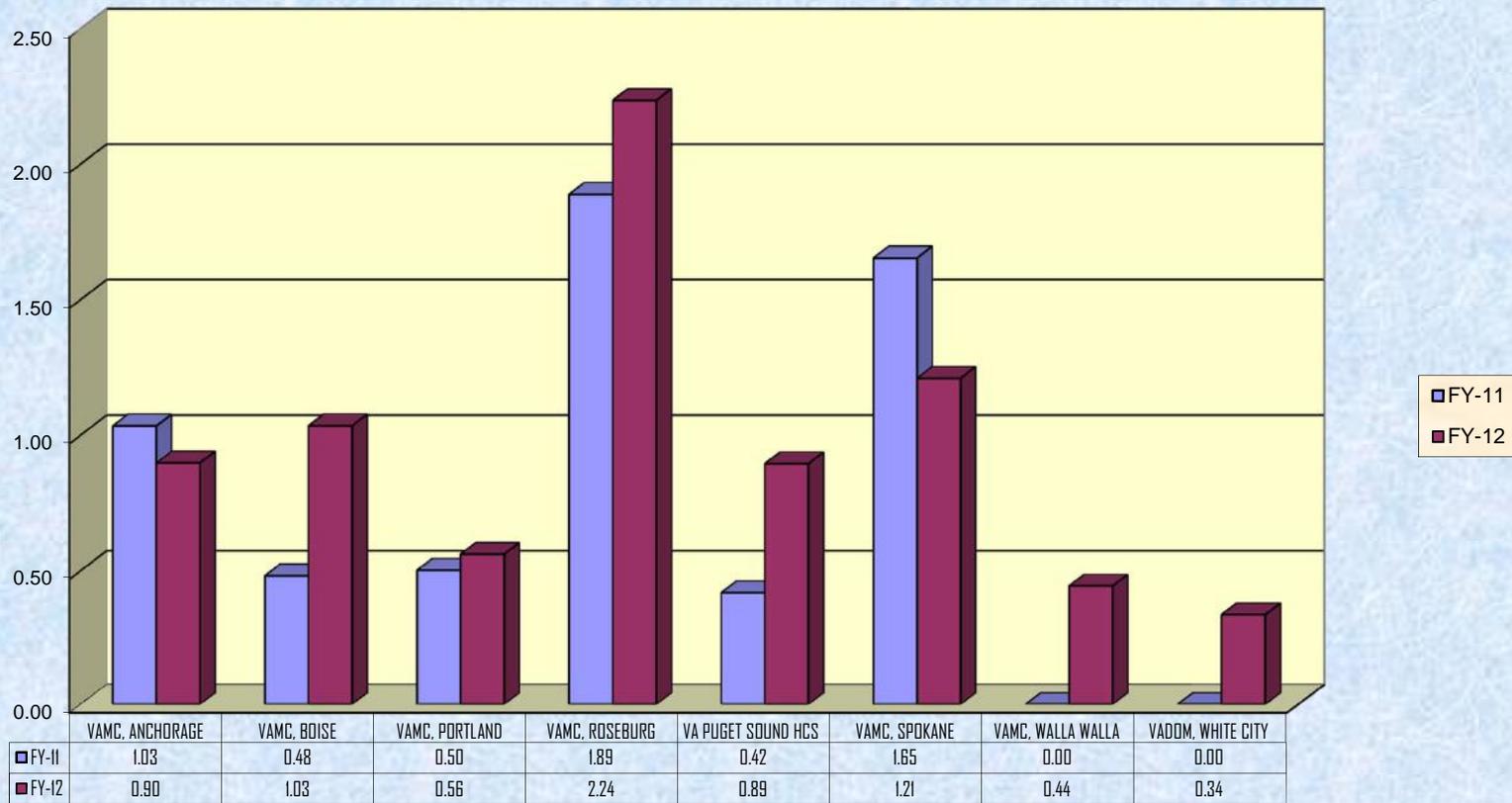
***Veterans Health Administration - VISN 19
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



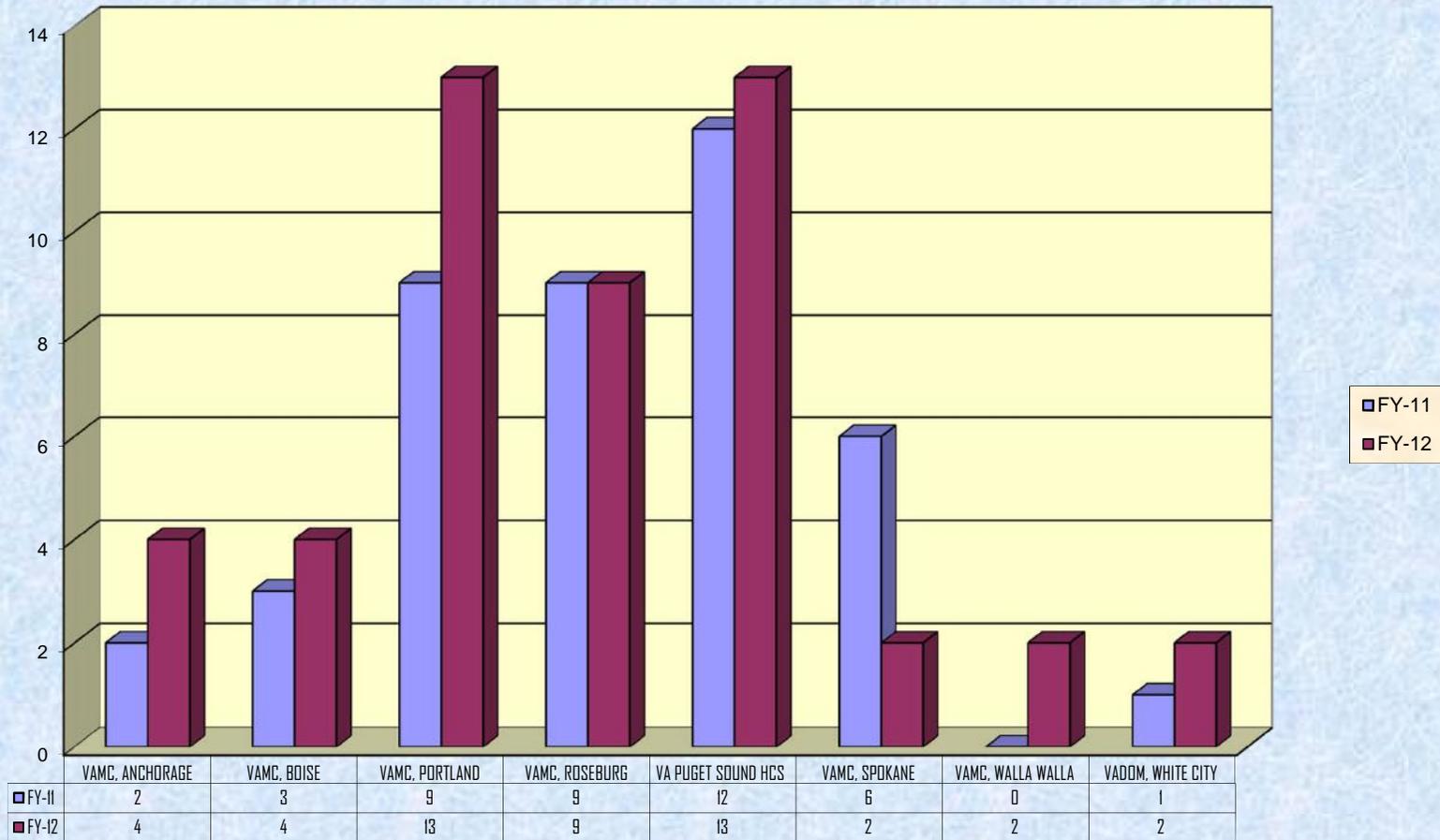
*Veterans Health Administration - VISN 20
FY-11 & FY-12 Informal Contacts*



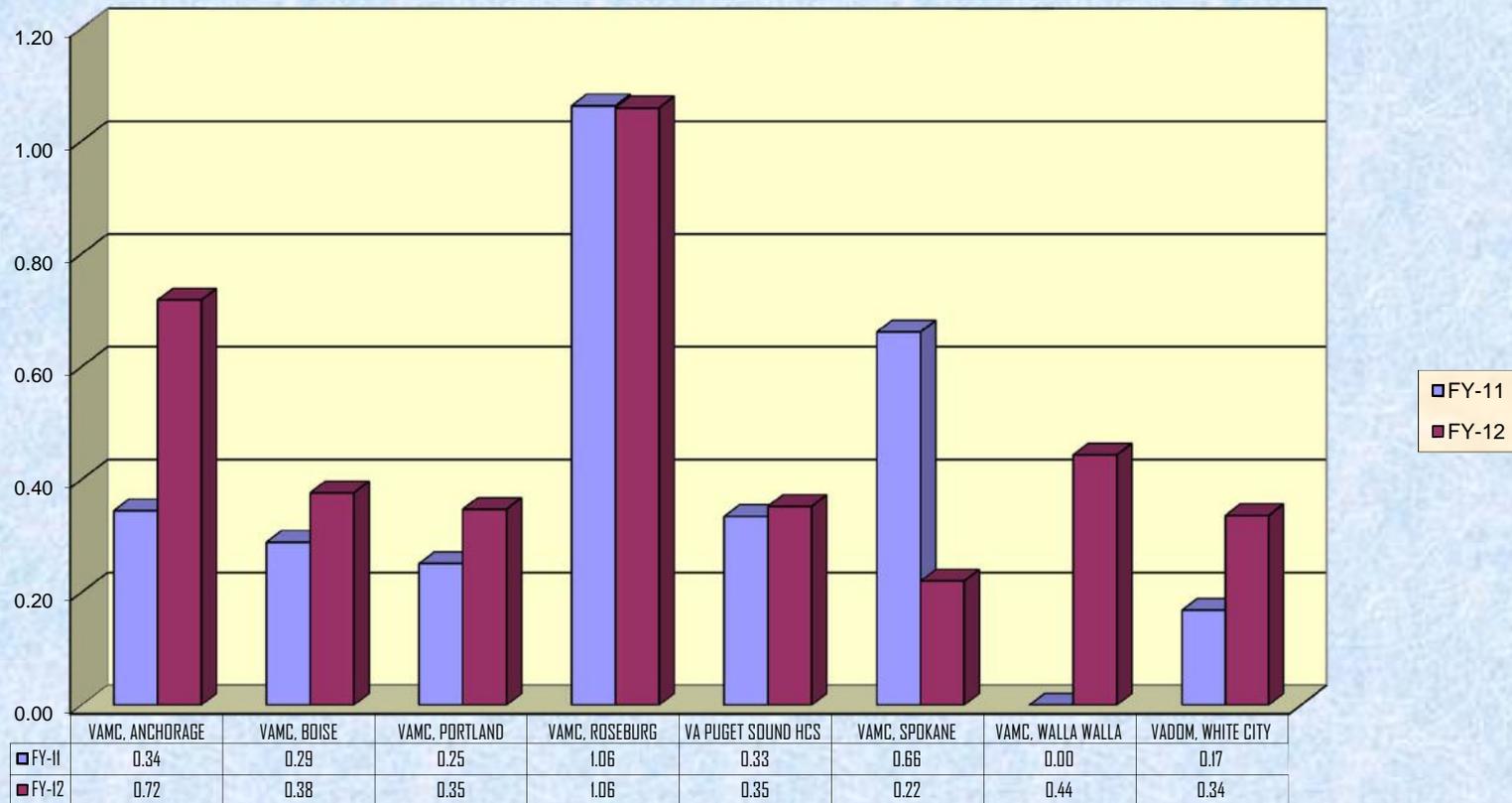
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



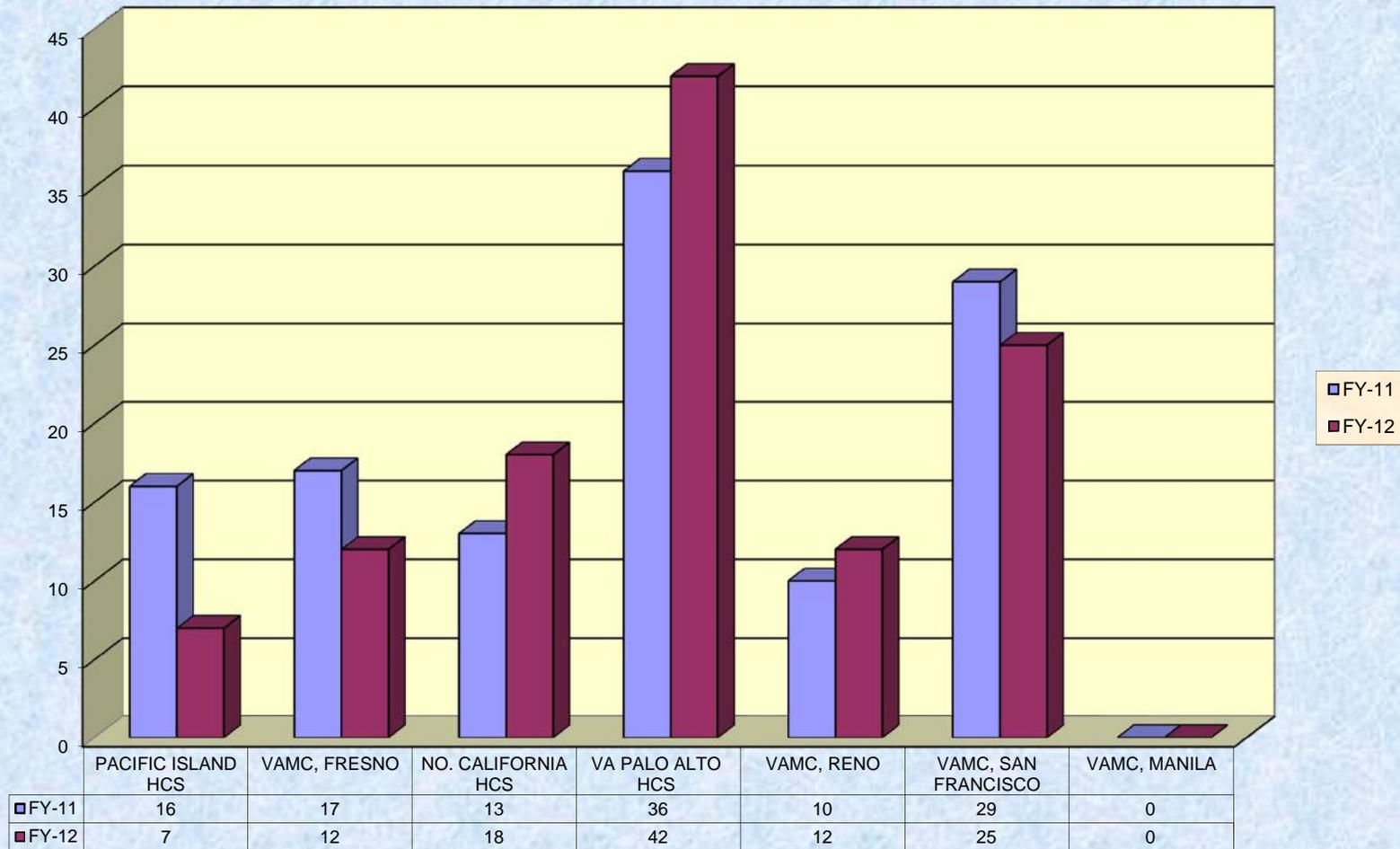
*Veterans Health Administration - VISN 20
FY-11 & FY-12 Formal Complaints Filed*



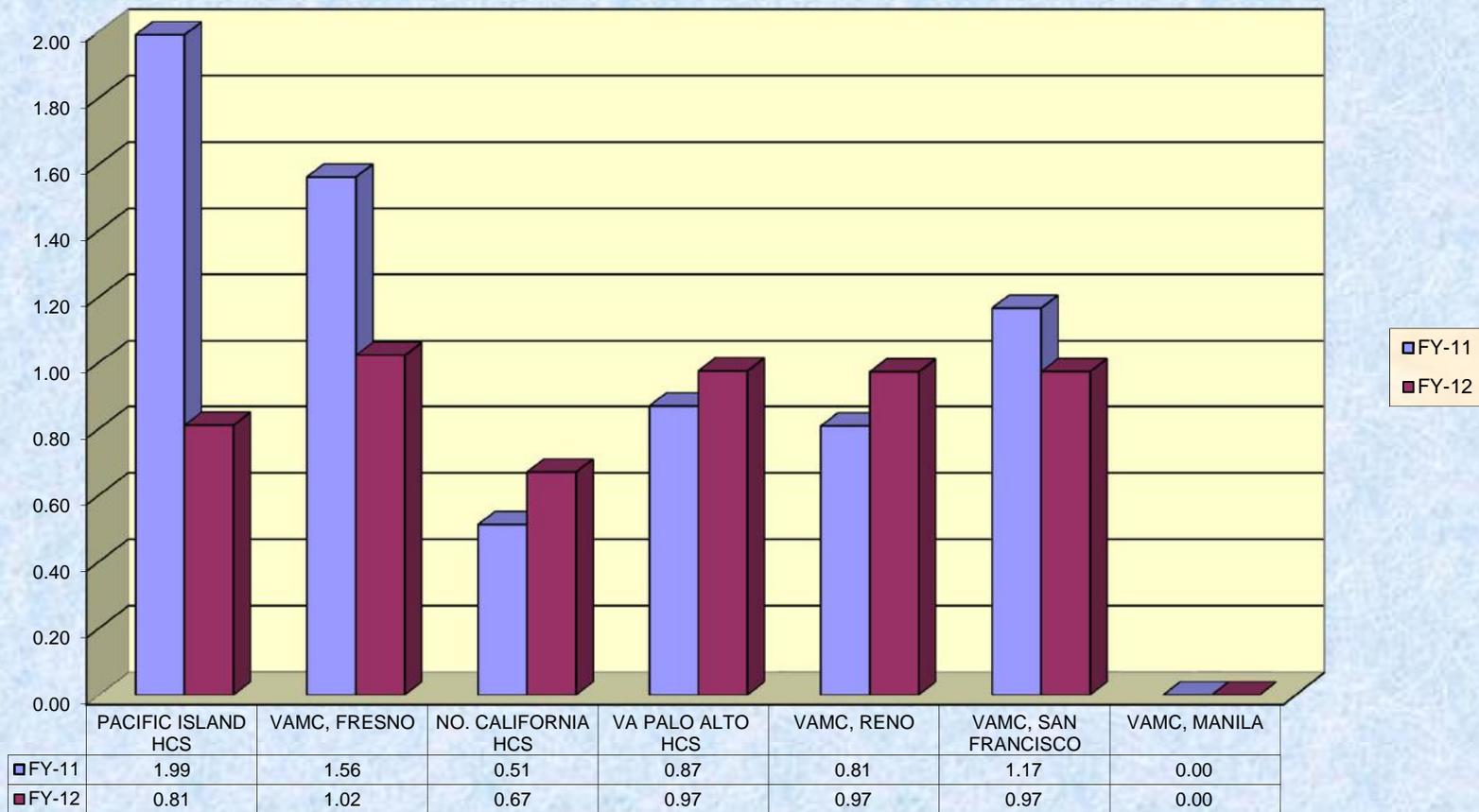
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 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)***



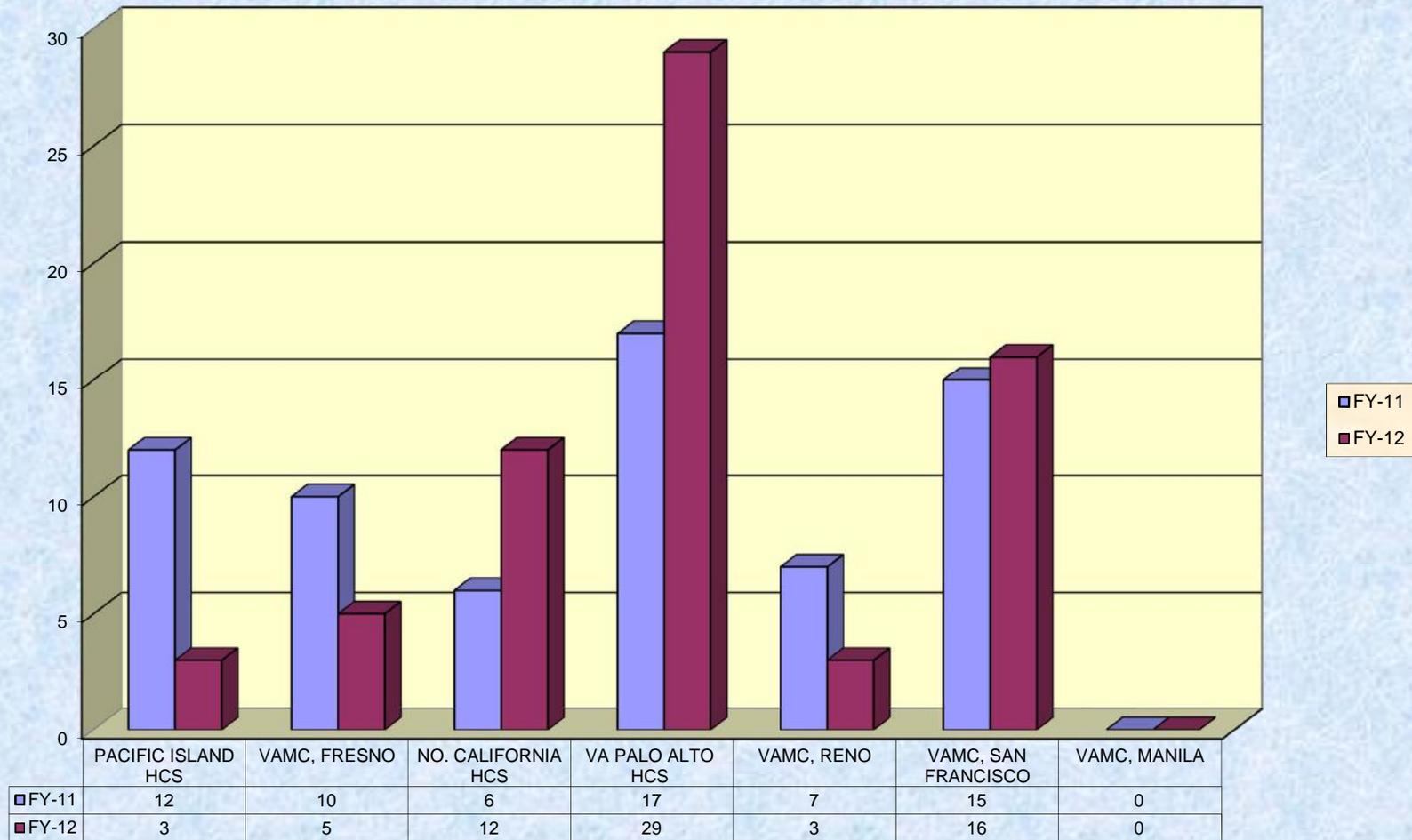
*Veterans Health Administration - VISN 21
FY-11 & FY-12 Informal Contacts*



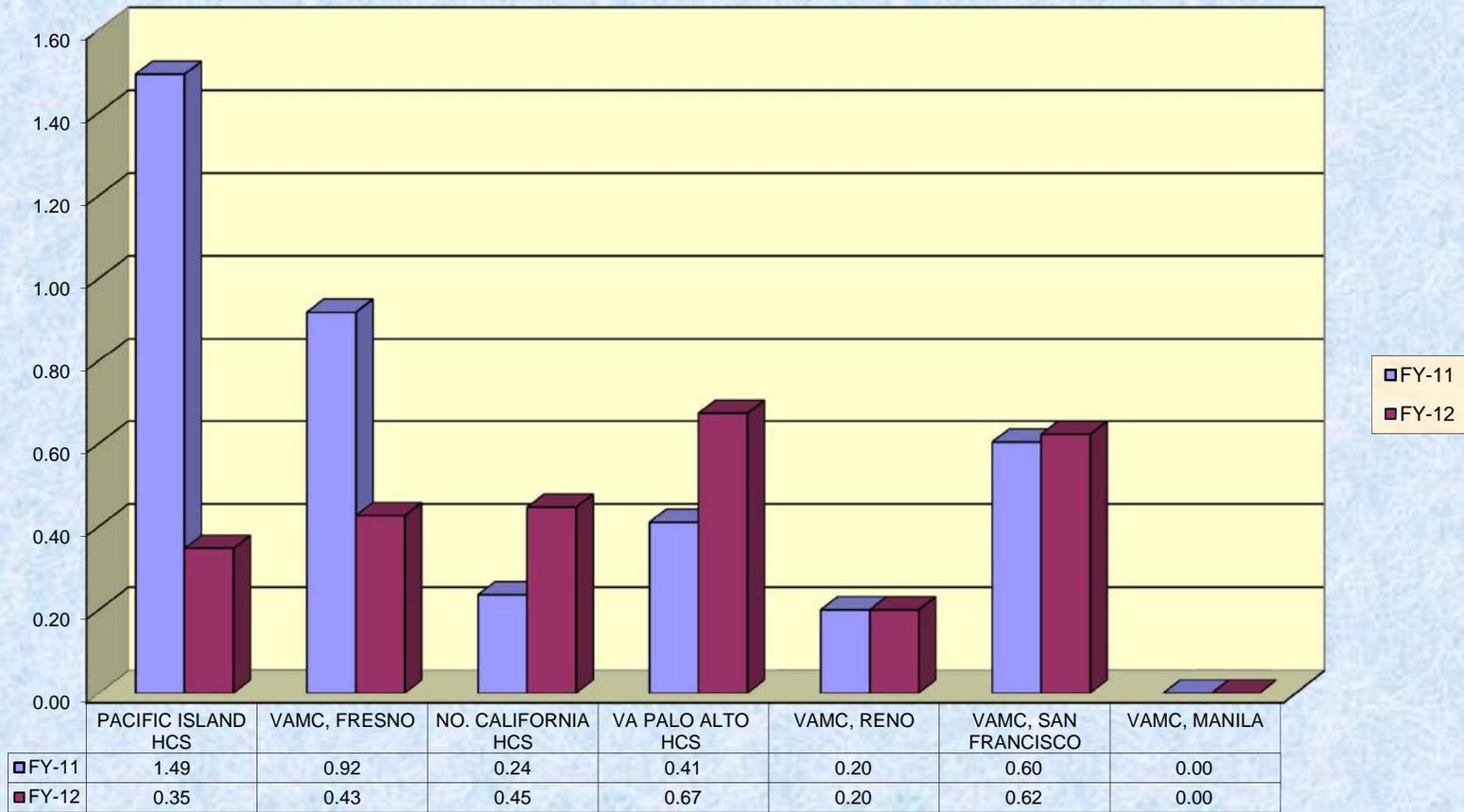
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FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



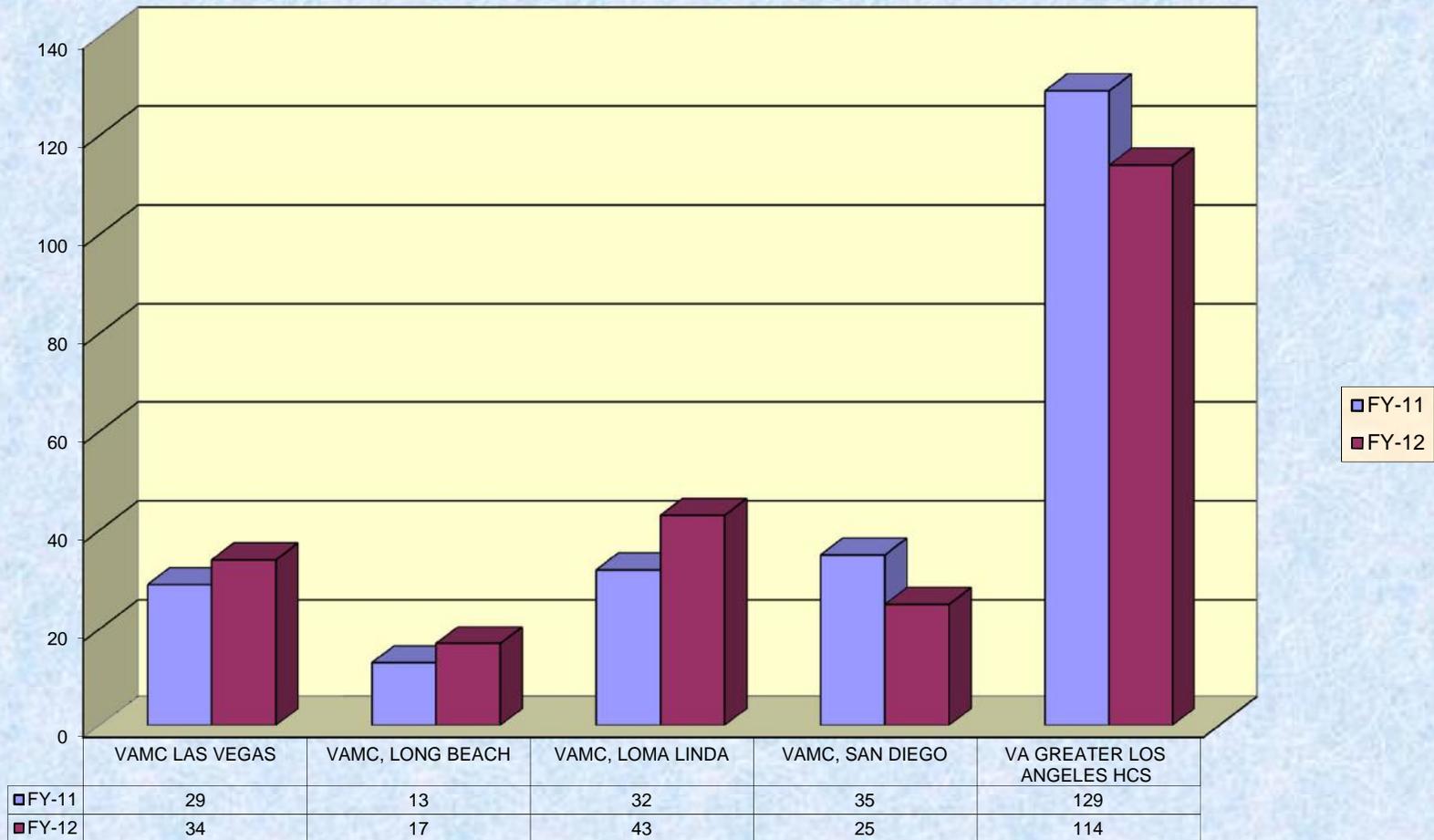
*Veterans Health Administration - VISN 21
FY-11 & FY-12 Formal Complaints Filed*



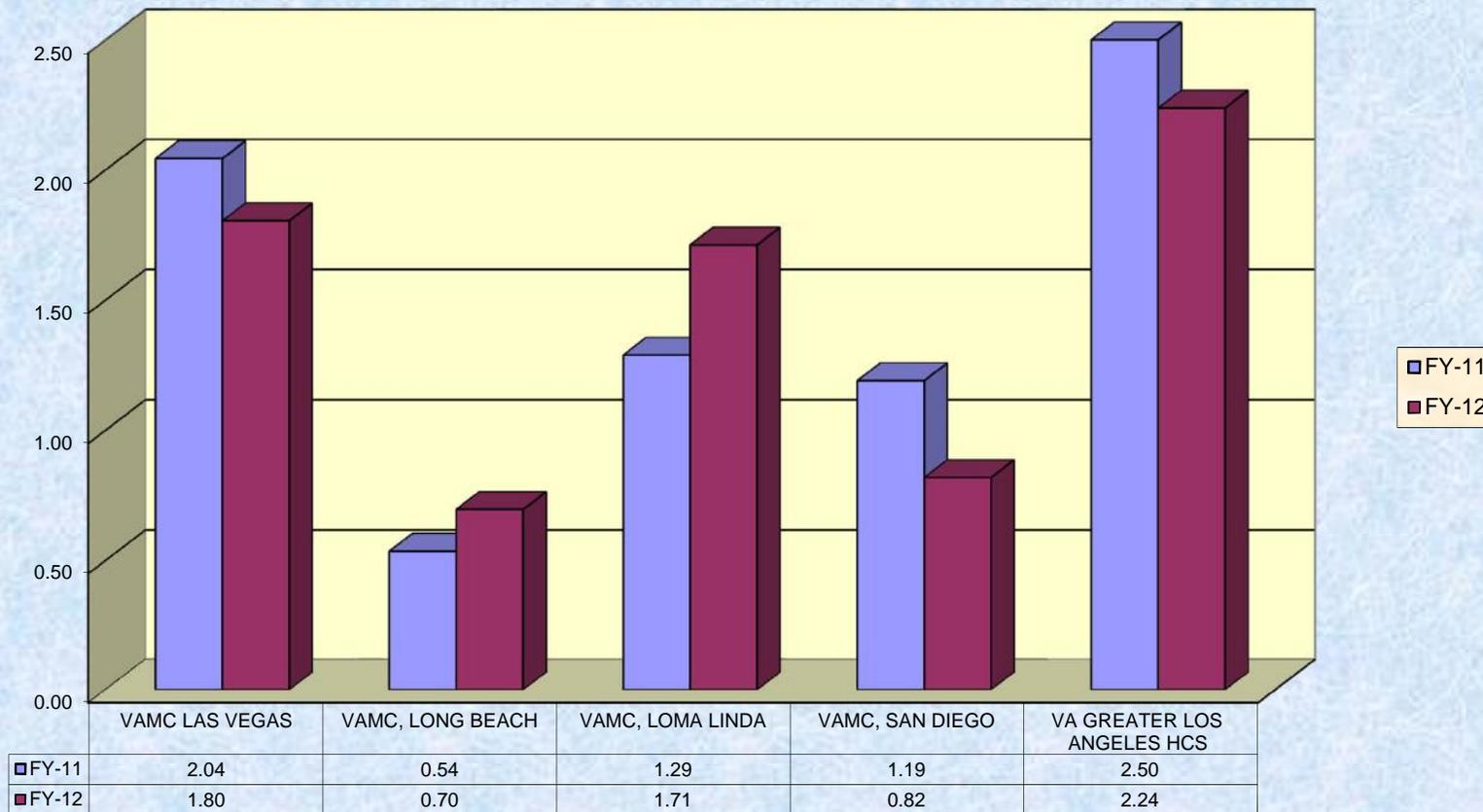
***Veterans Health Administration - VISN 21
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



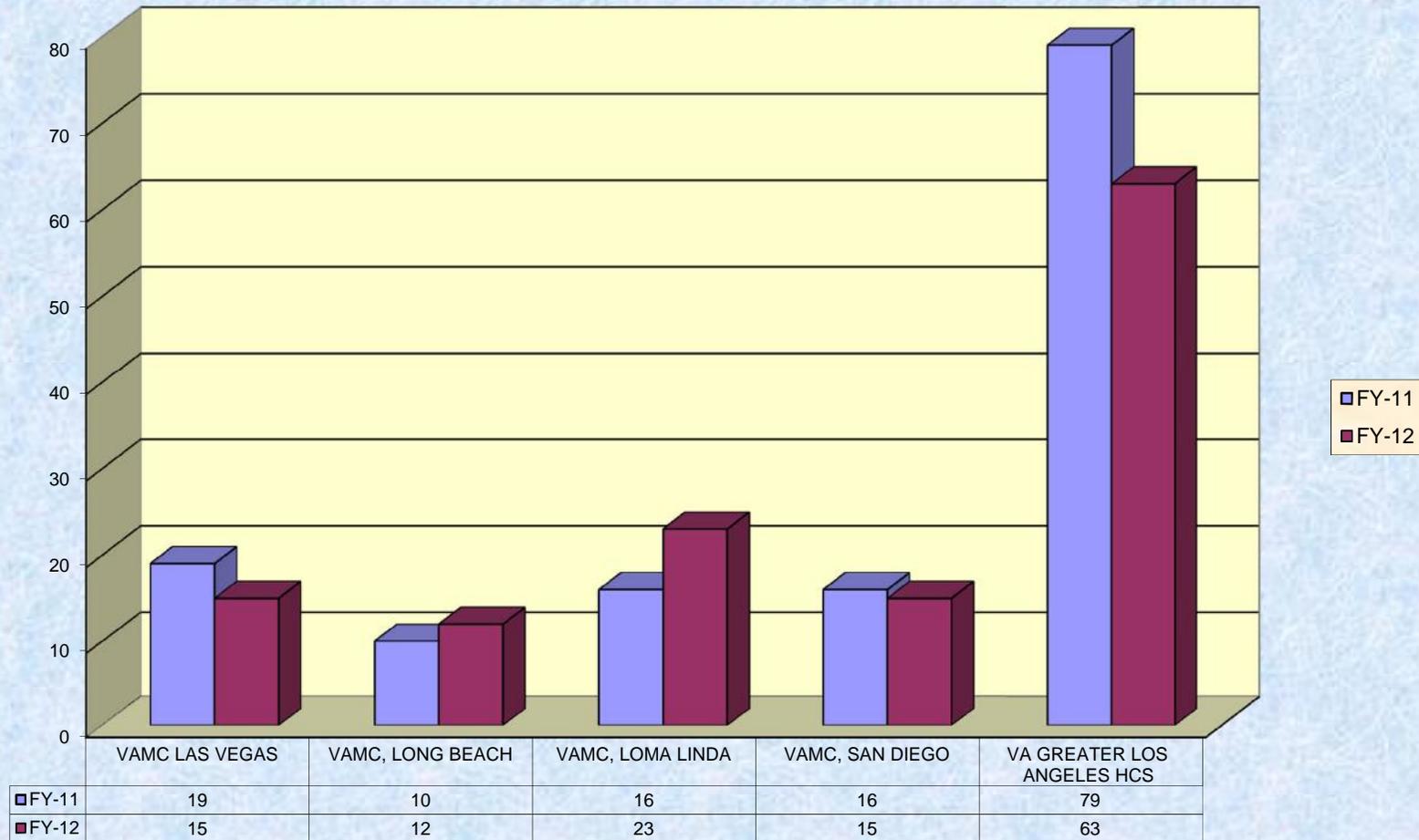
*Veterans Health Administration - VISN 22
FY-11 & FY-12 Informal Contacts*



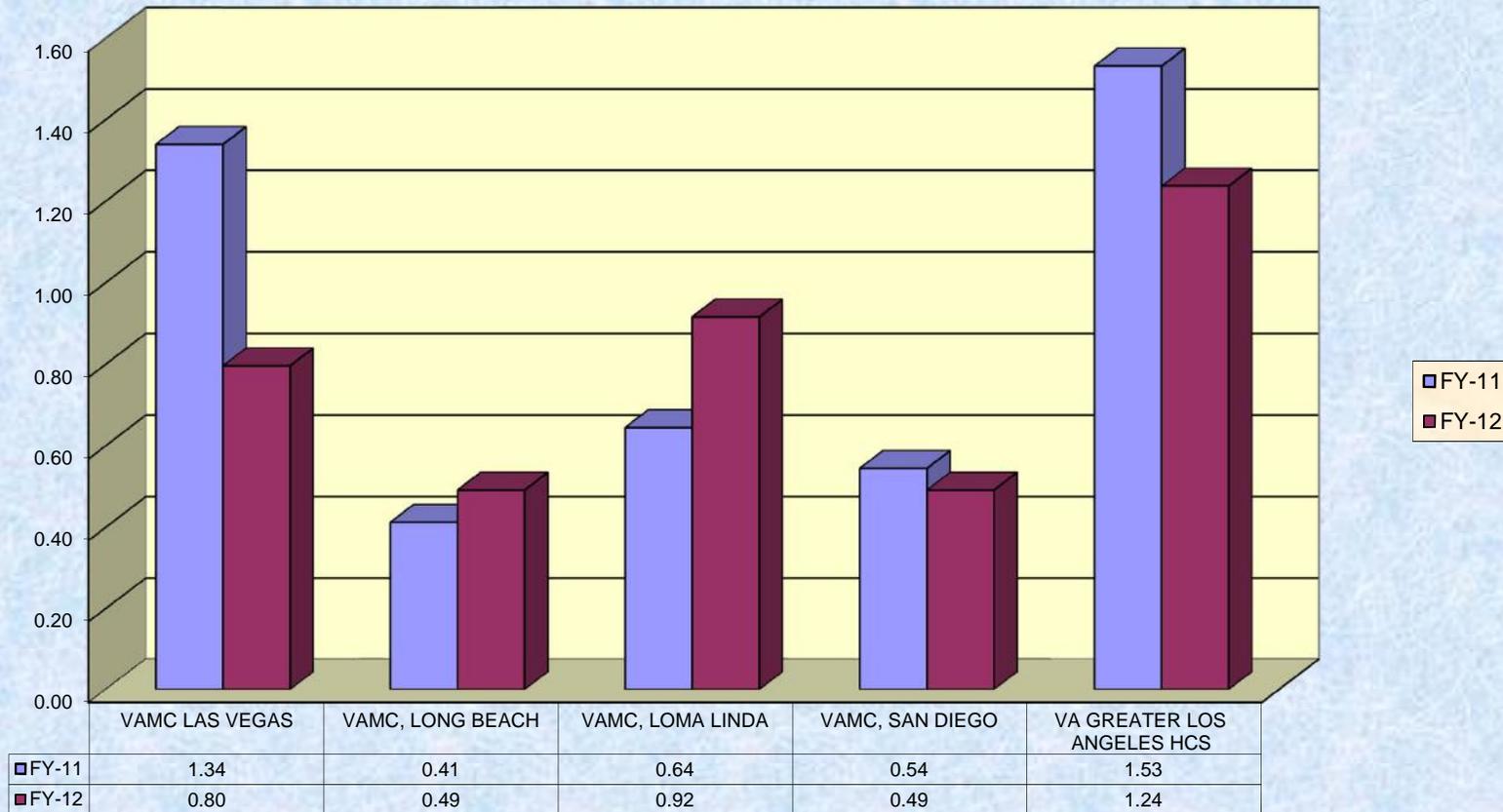
***Veterans Health Administration - VISN 22
FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



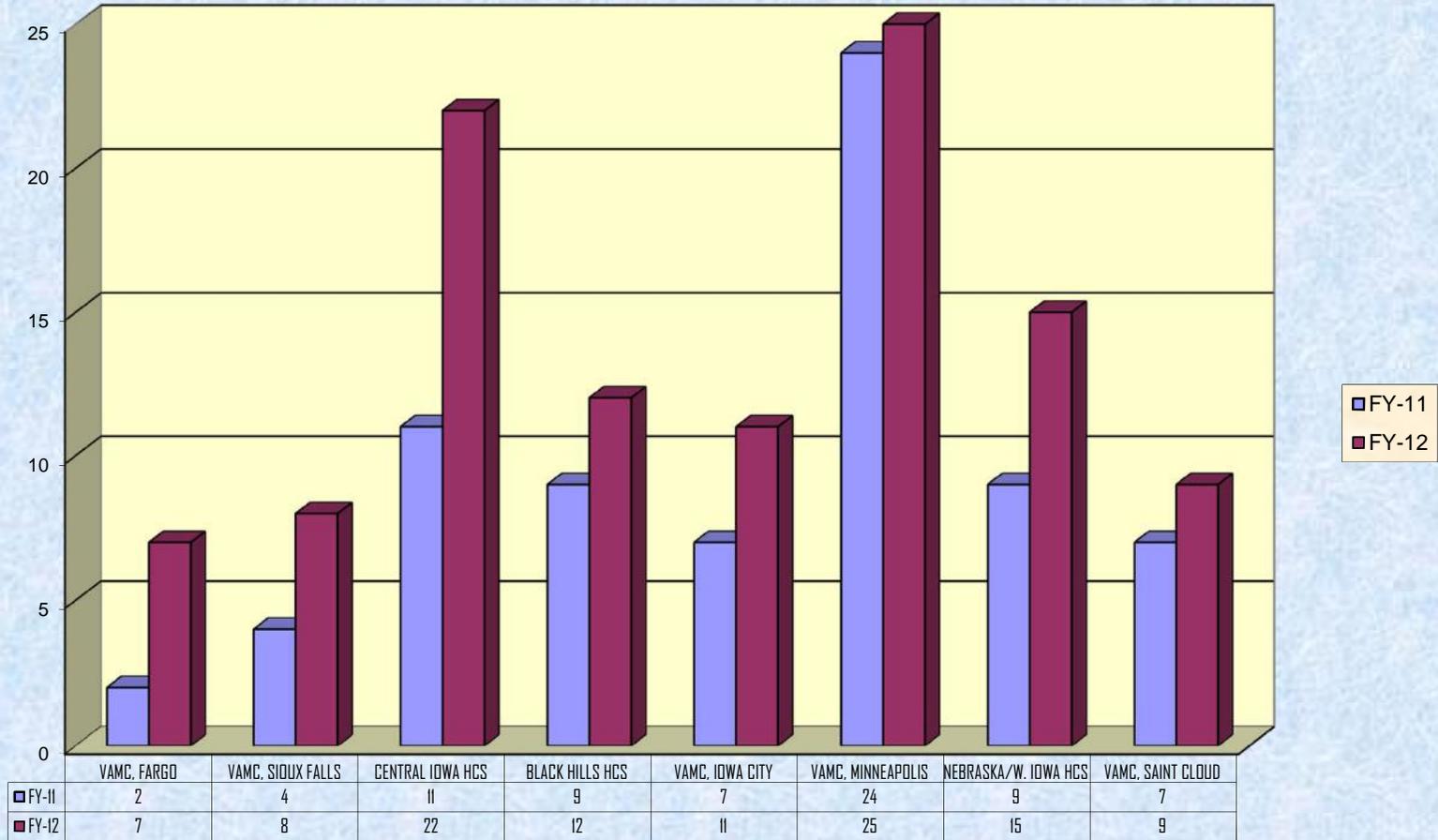
*Veterans Health Administration - VISN 22
FY-11 & FY-12 Formal Complaints Filed*



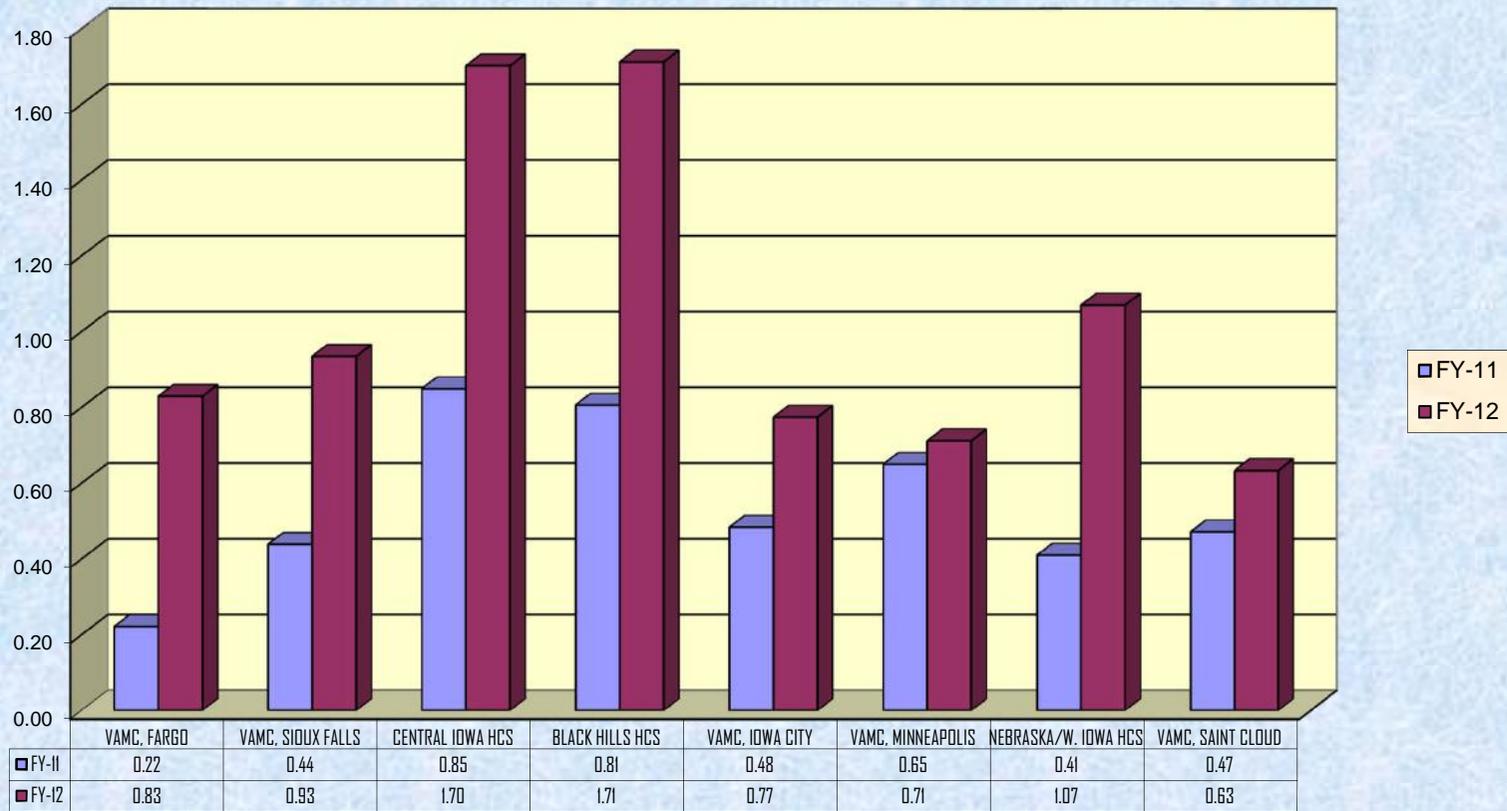
Veterans Health Administration - VISN 22
FY-11 & FY-12 Formal Per Capita
(per 100 employees)



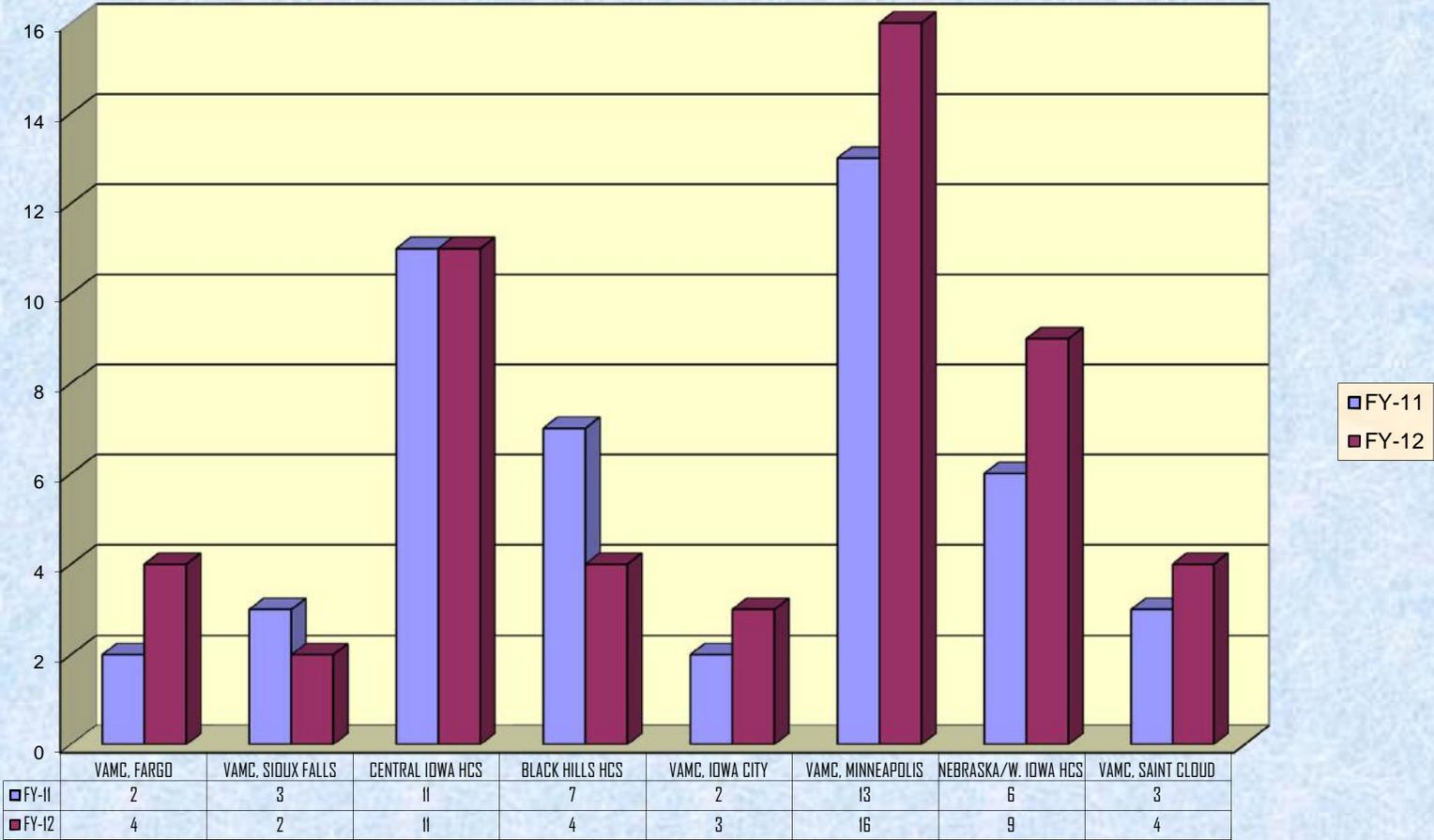
*Veterans Health Administration - VISN 23
FY-11 & FY-12 Informal Contacts*



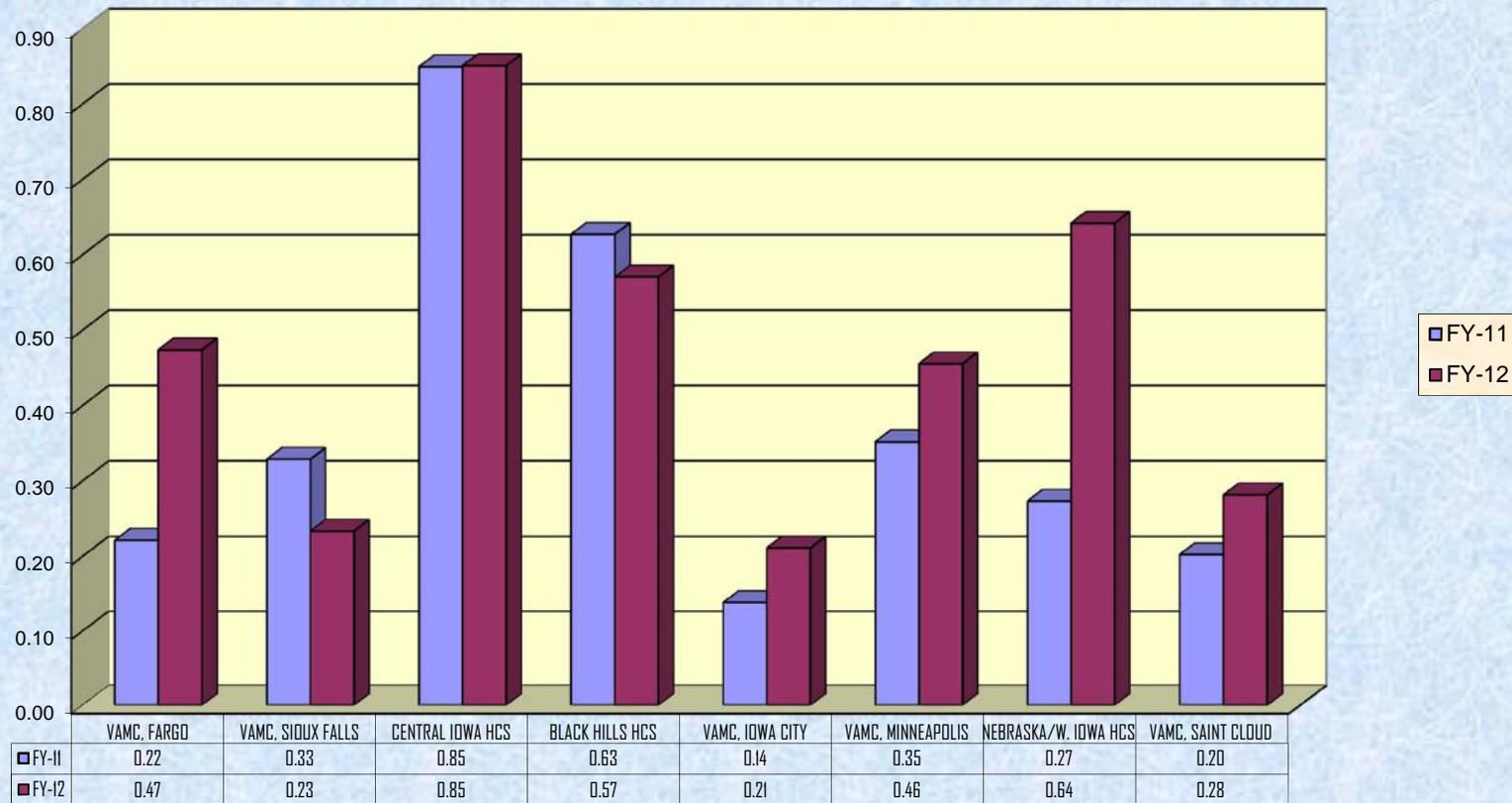
***Veterans Health Administration - VISN 23
FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



*Veterans Health Administration - VISN 23
 FY-11 & FY-12 Formal Complaints Filed*



***Veterans Health Administration - VISN 23
 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)***

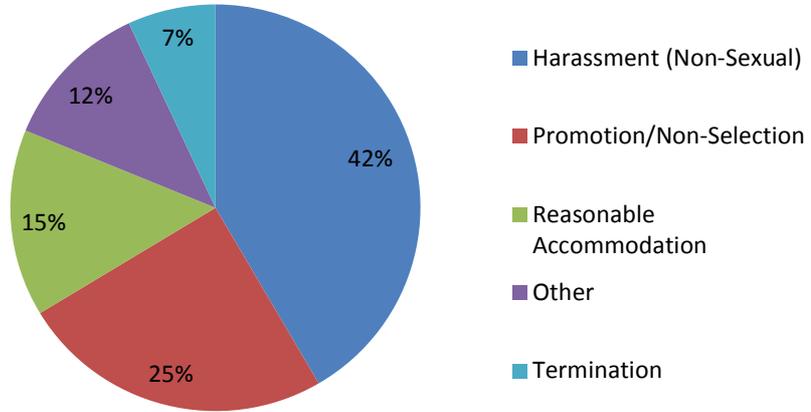


Section 3

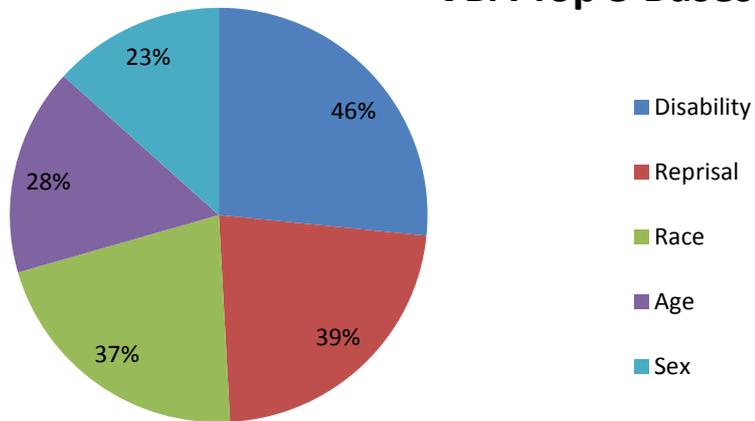
Veterans Benefits Administration

(Data by Regional - Areas)

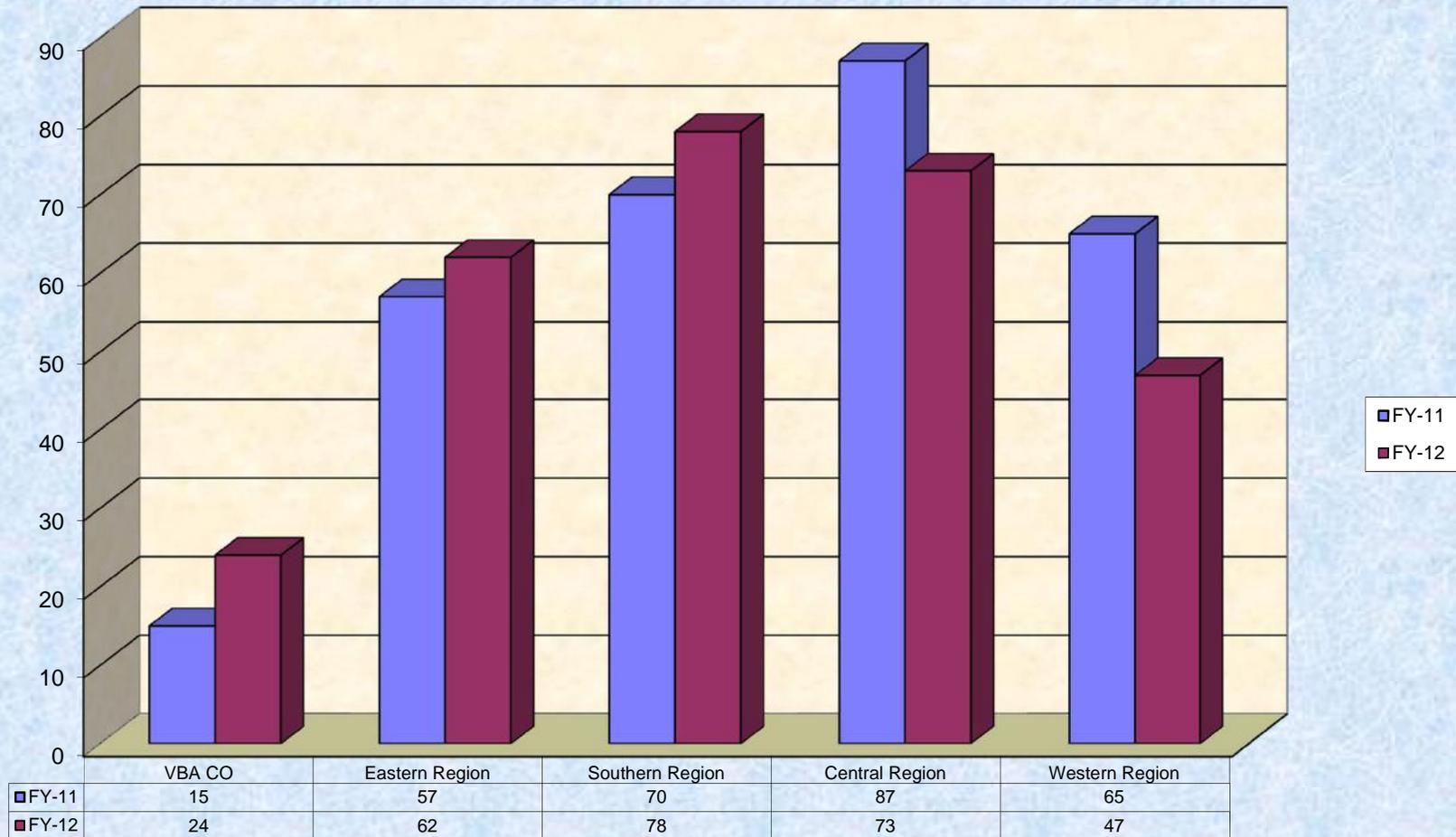
VBA Top 5 Claims



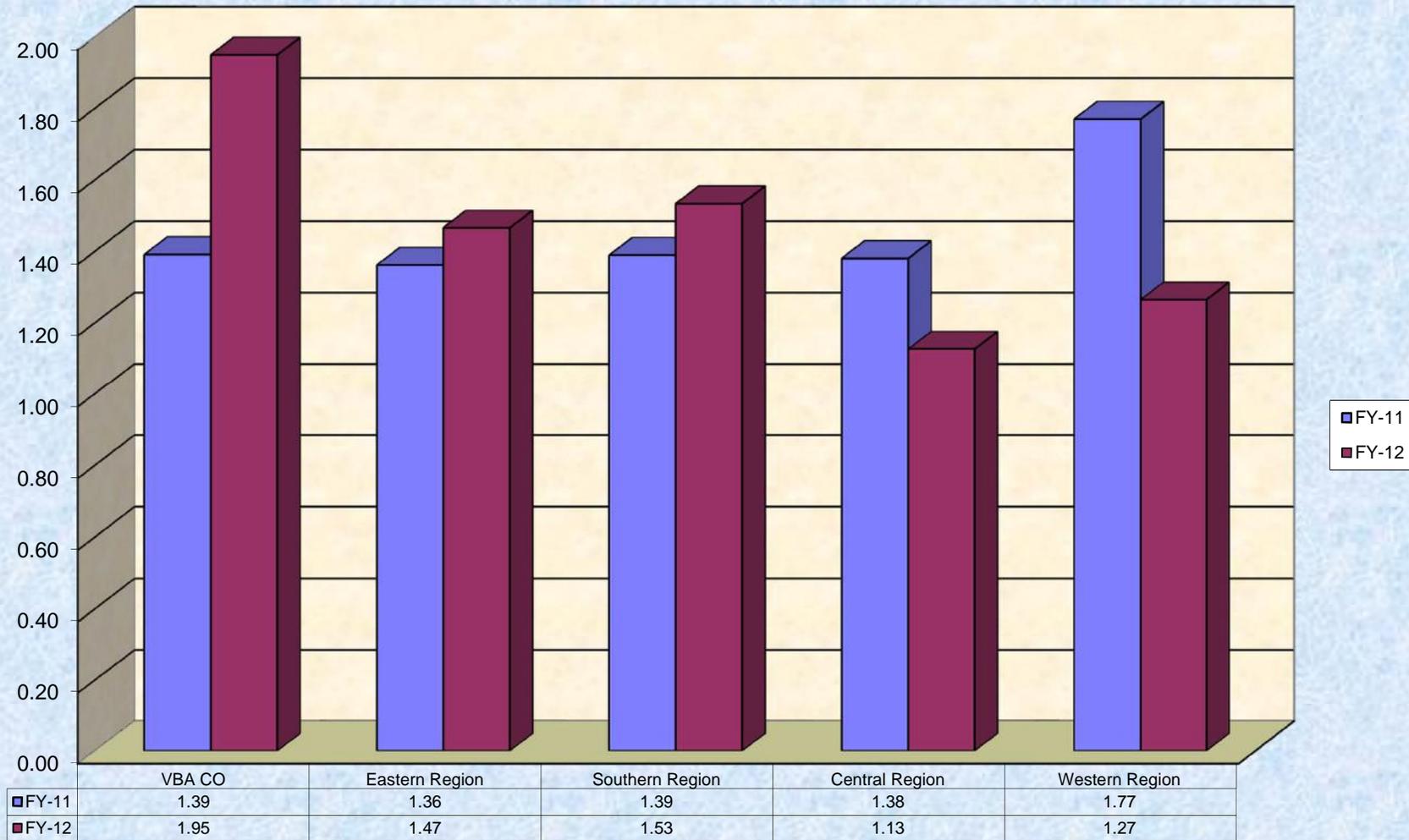
VBA Top 5 Bases



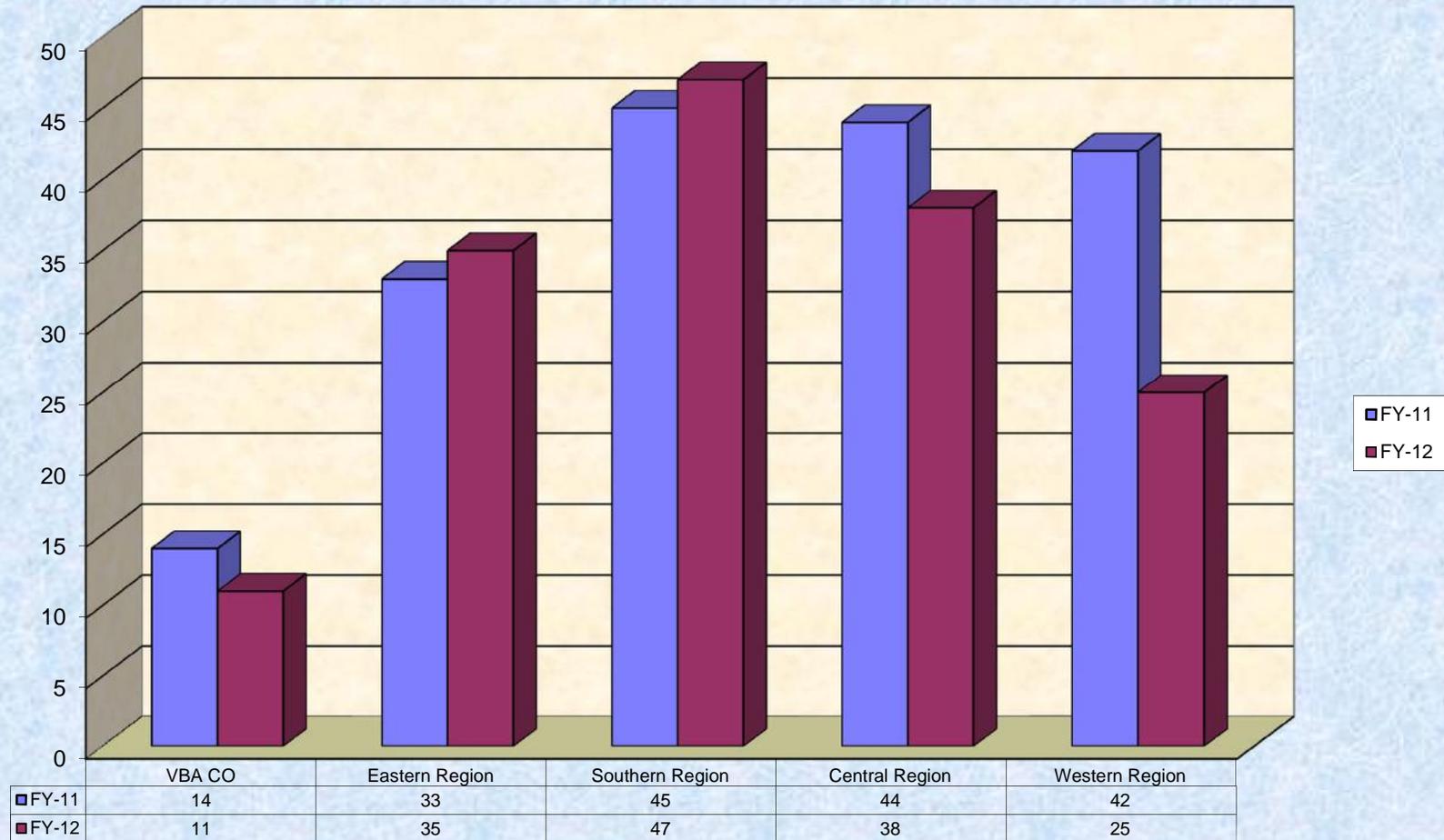
*Veterans Benefits Administration
FY-11 & FY-12 Informal Contacts*



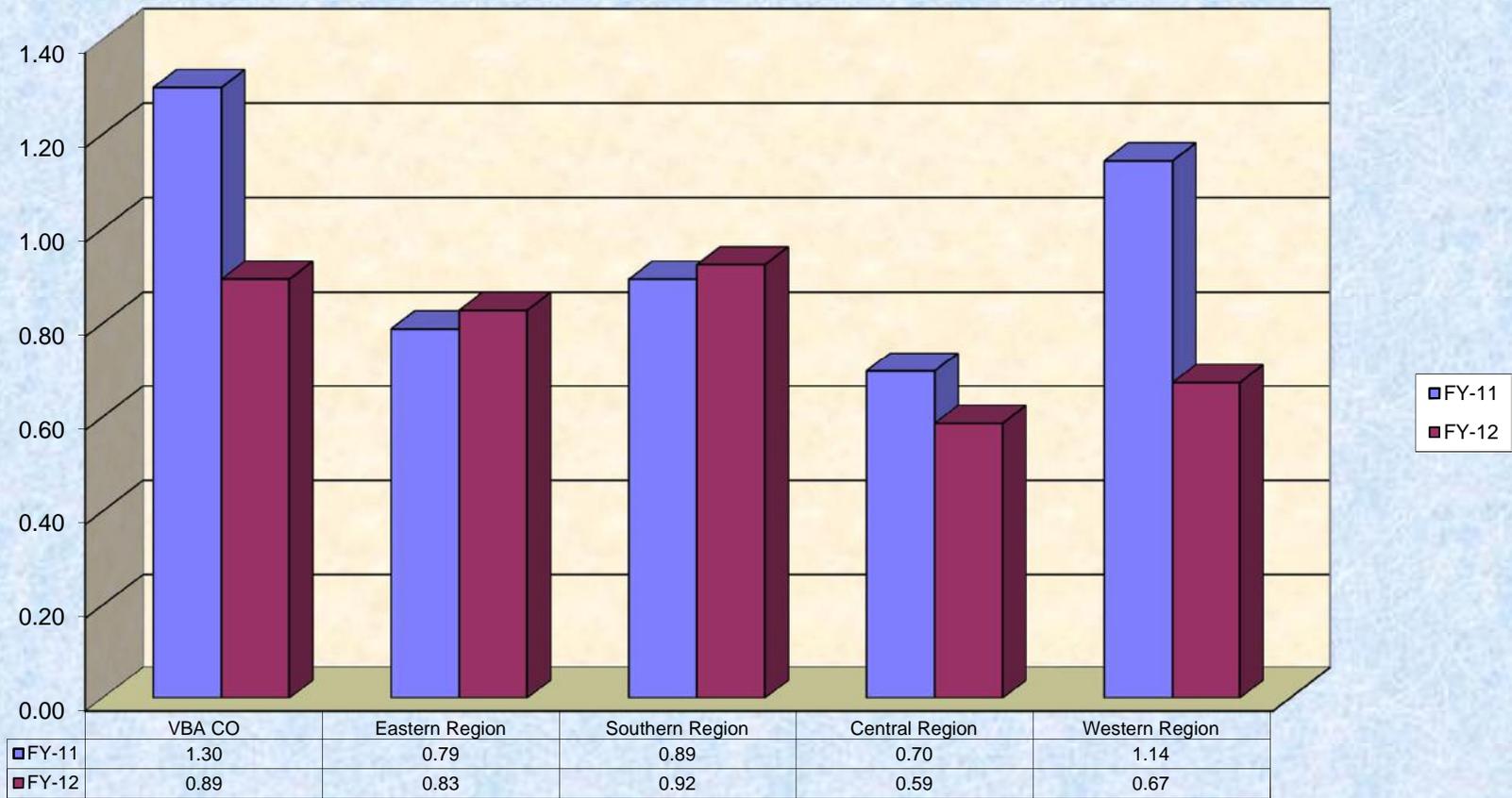
*Veterans Benefits Administration
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



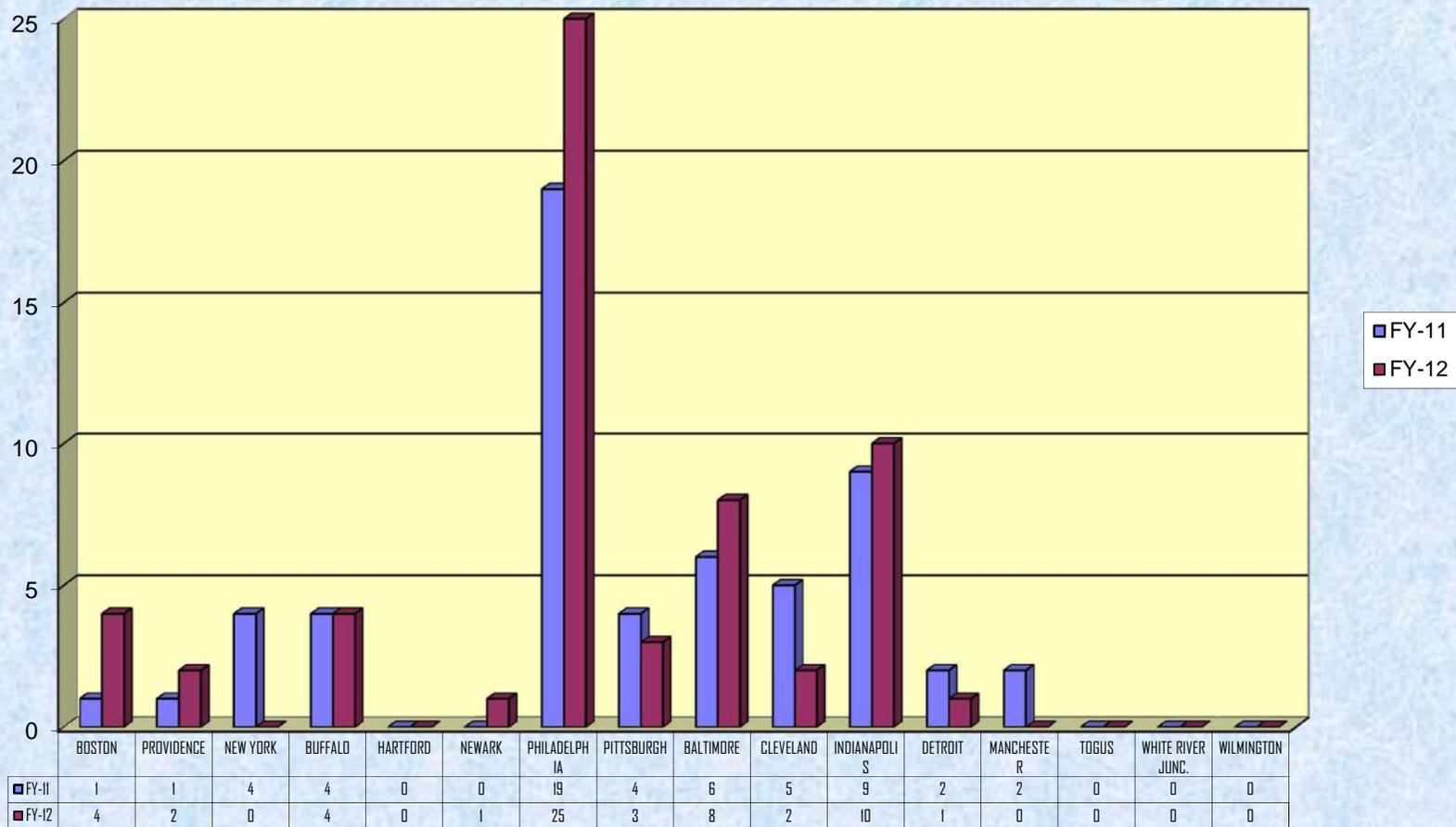
*Veterans Benefits Administration
FY-11 & FY-12 Formal Complaints Filed*



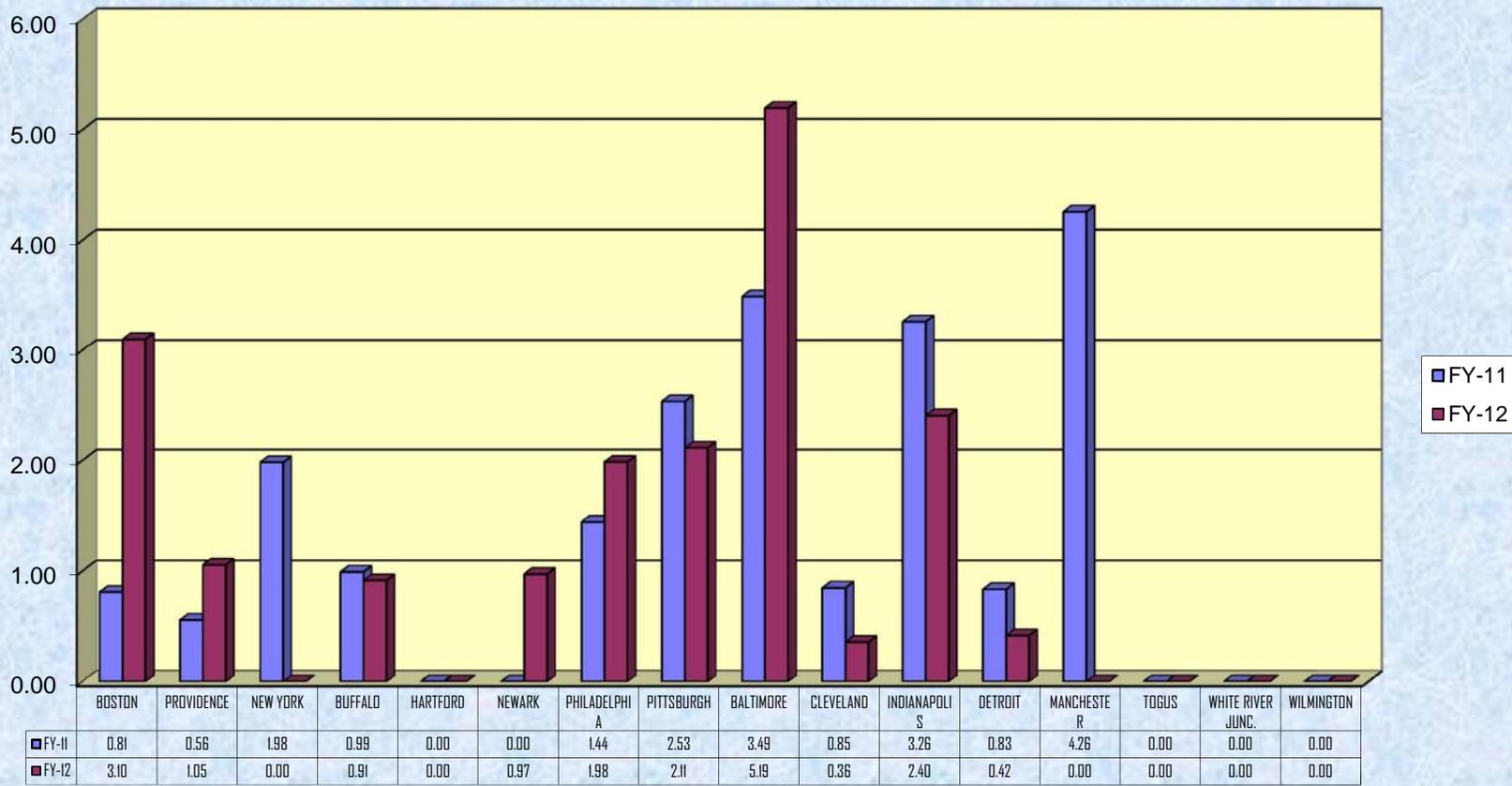
*Veterans Benefits Administration
 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)*



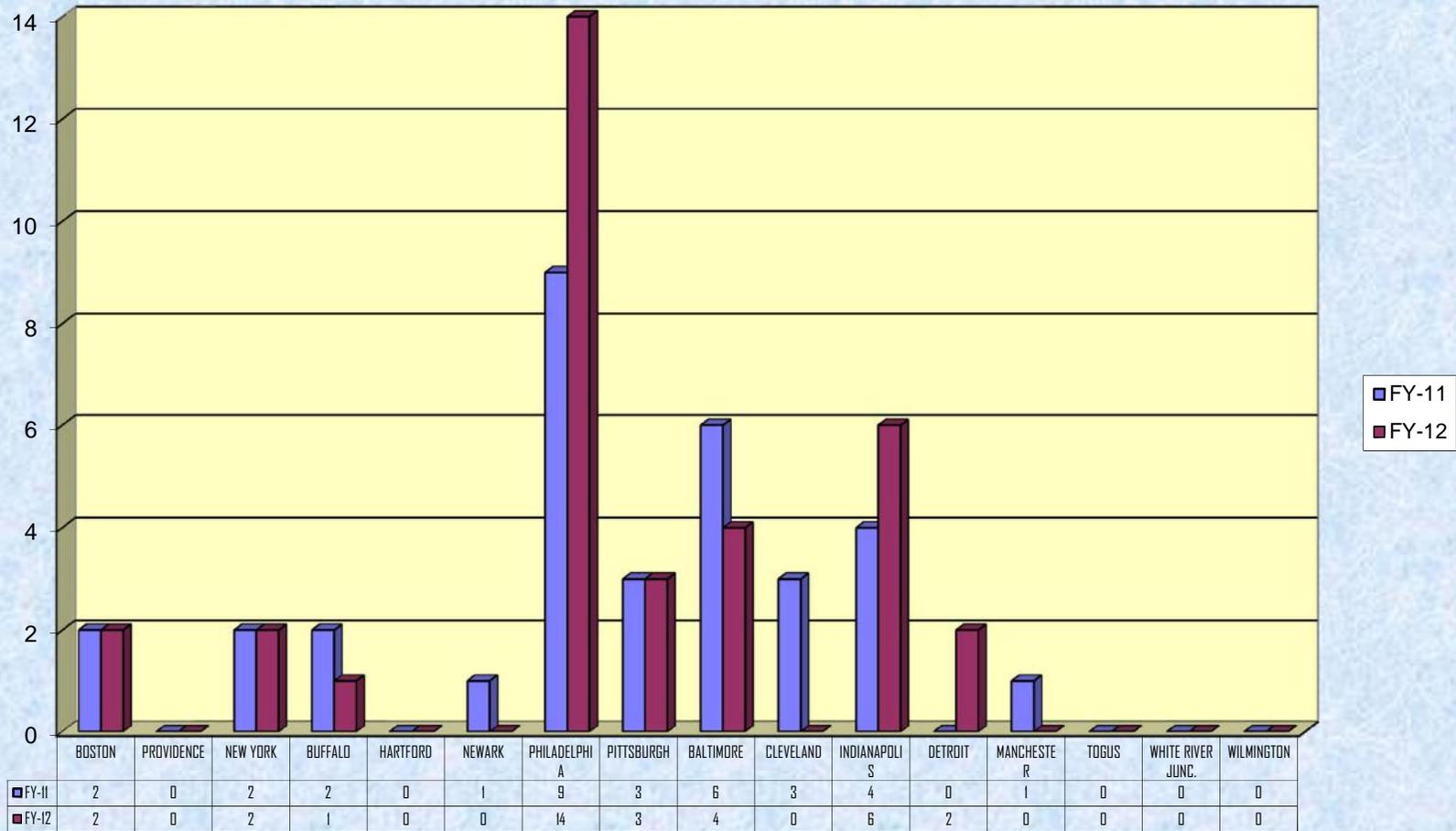
*Veterans Benefits Administration
Eastern Region (Area 1)
FY-11 & FY-12 Informal Contacts*



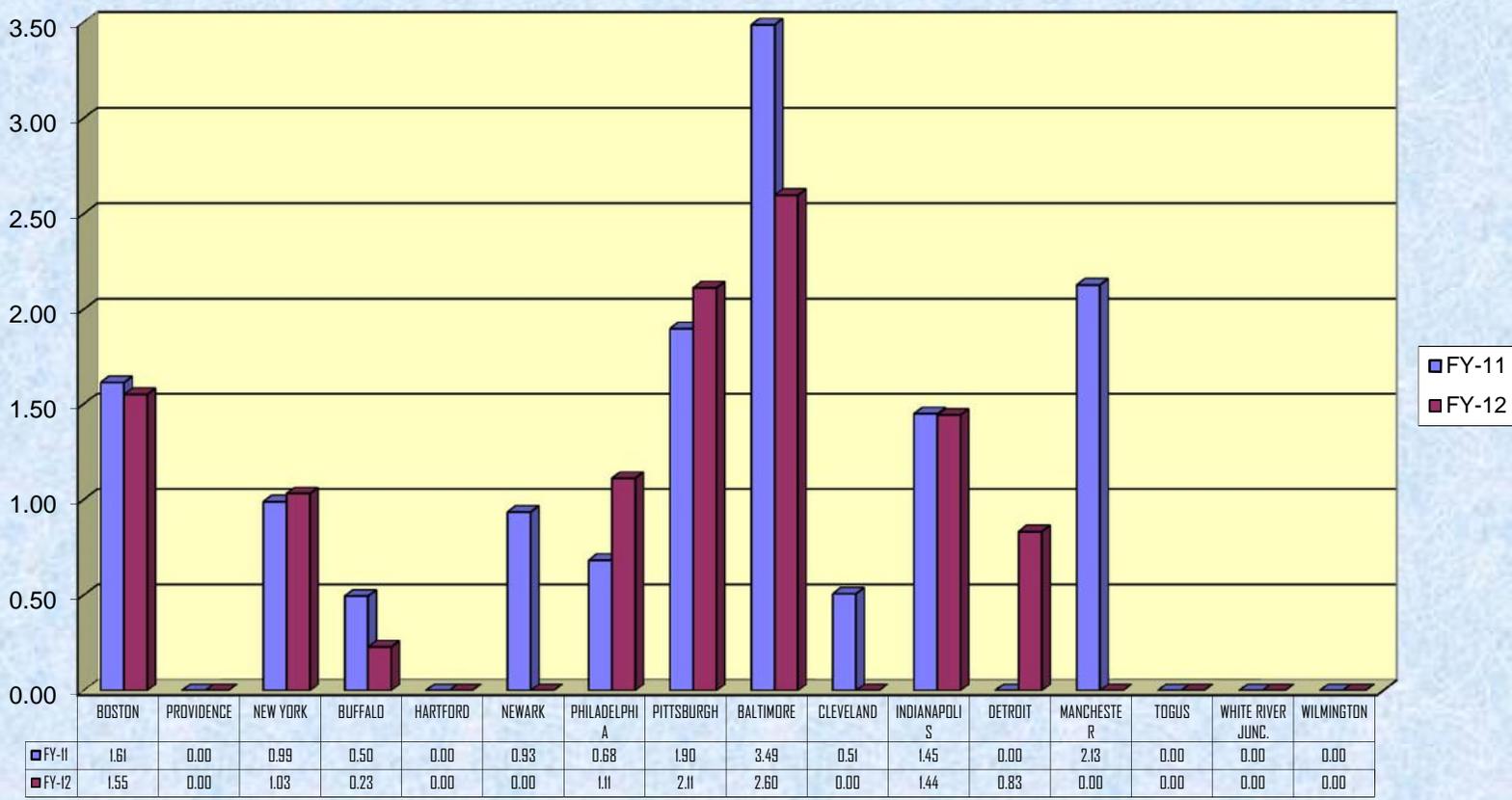
*Veterans Benefits Administration
Eastern Region (Area 1)
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



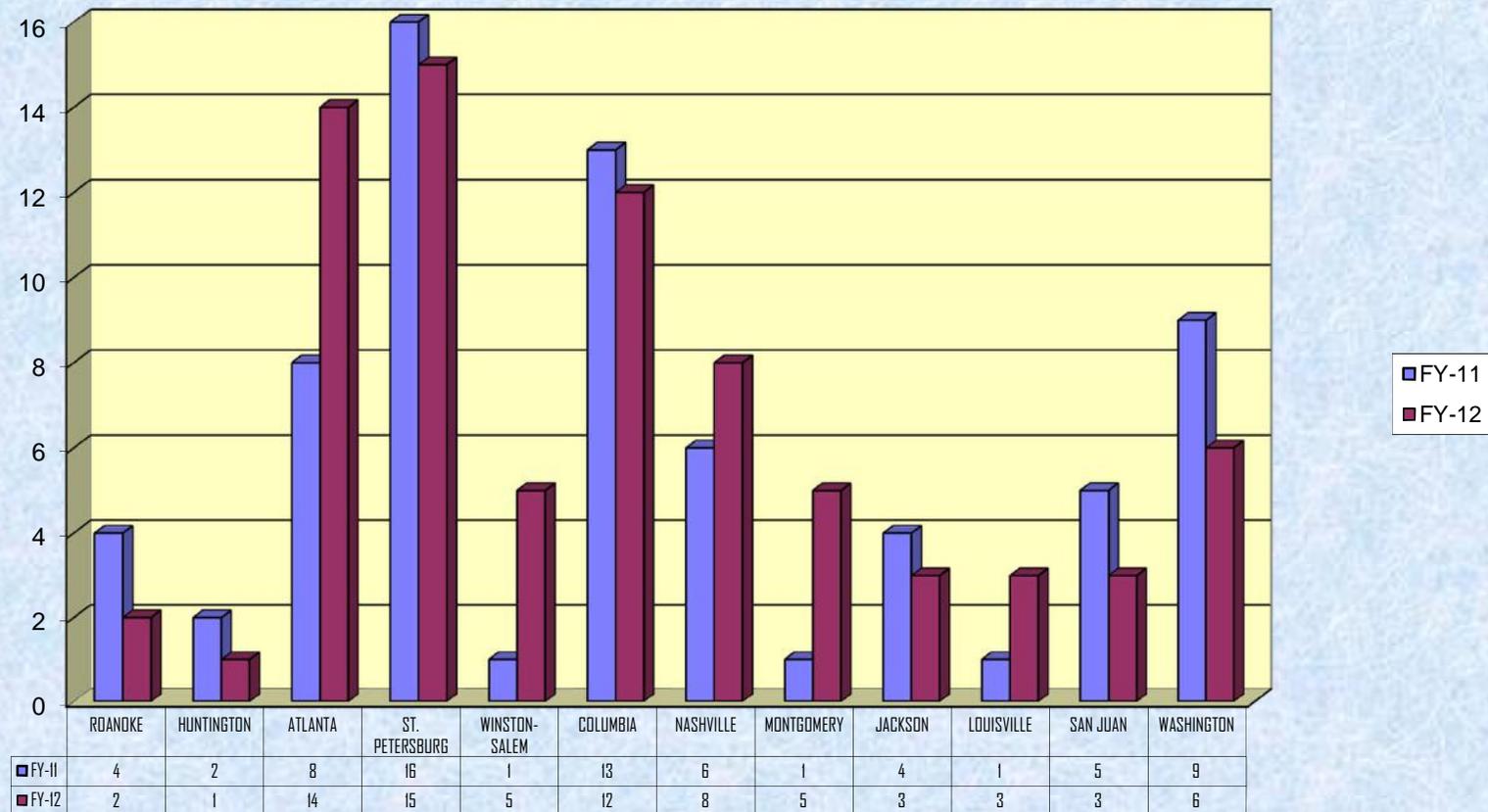
*Veterans Benefits Administration
Eastern Region (Area 1)
FY-11 & FY-12 Formal Complaints Filed*



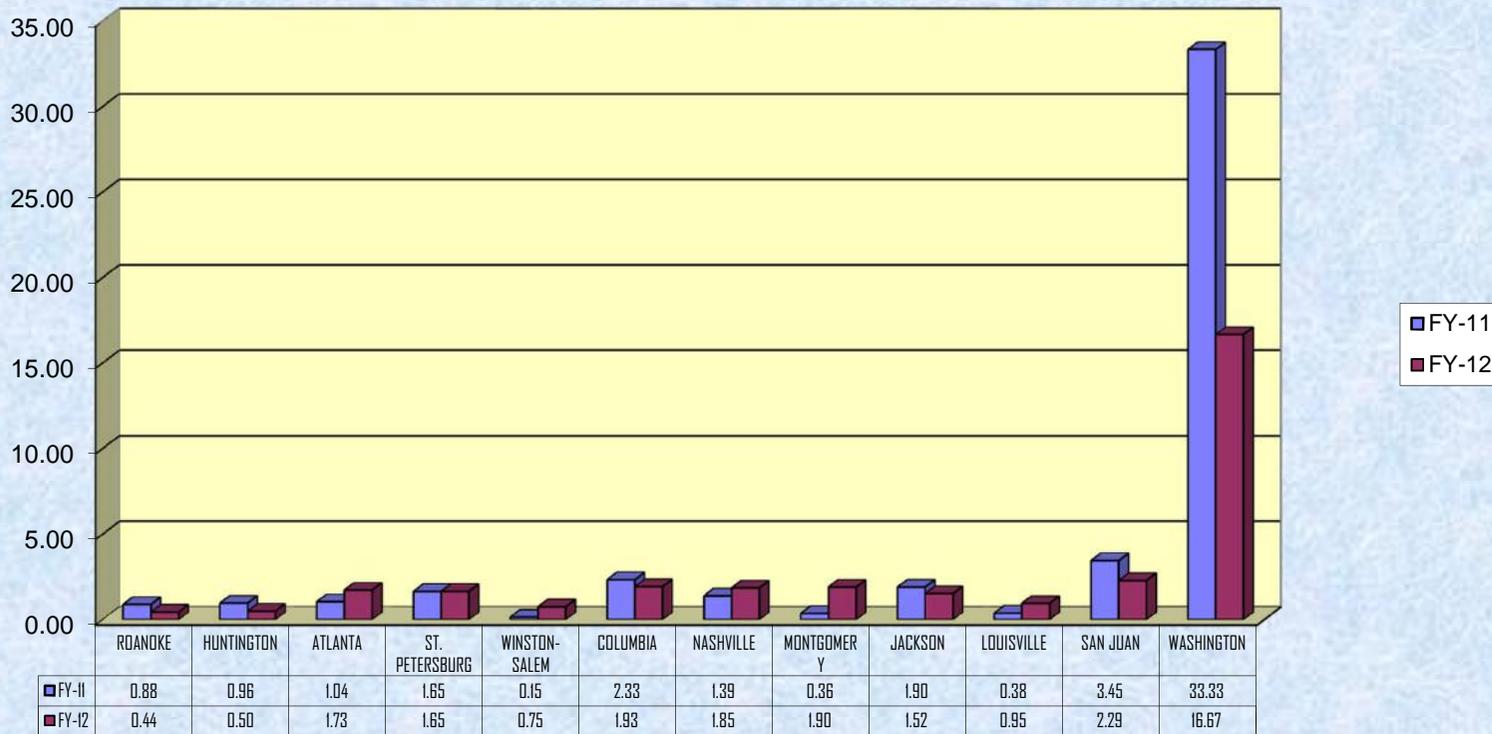
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Eastern Region (Area 1)
FY-11 & FY-12 Formal Per Capita
(per 100 employees)*



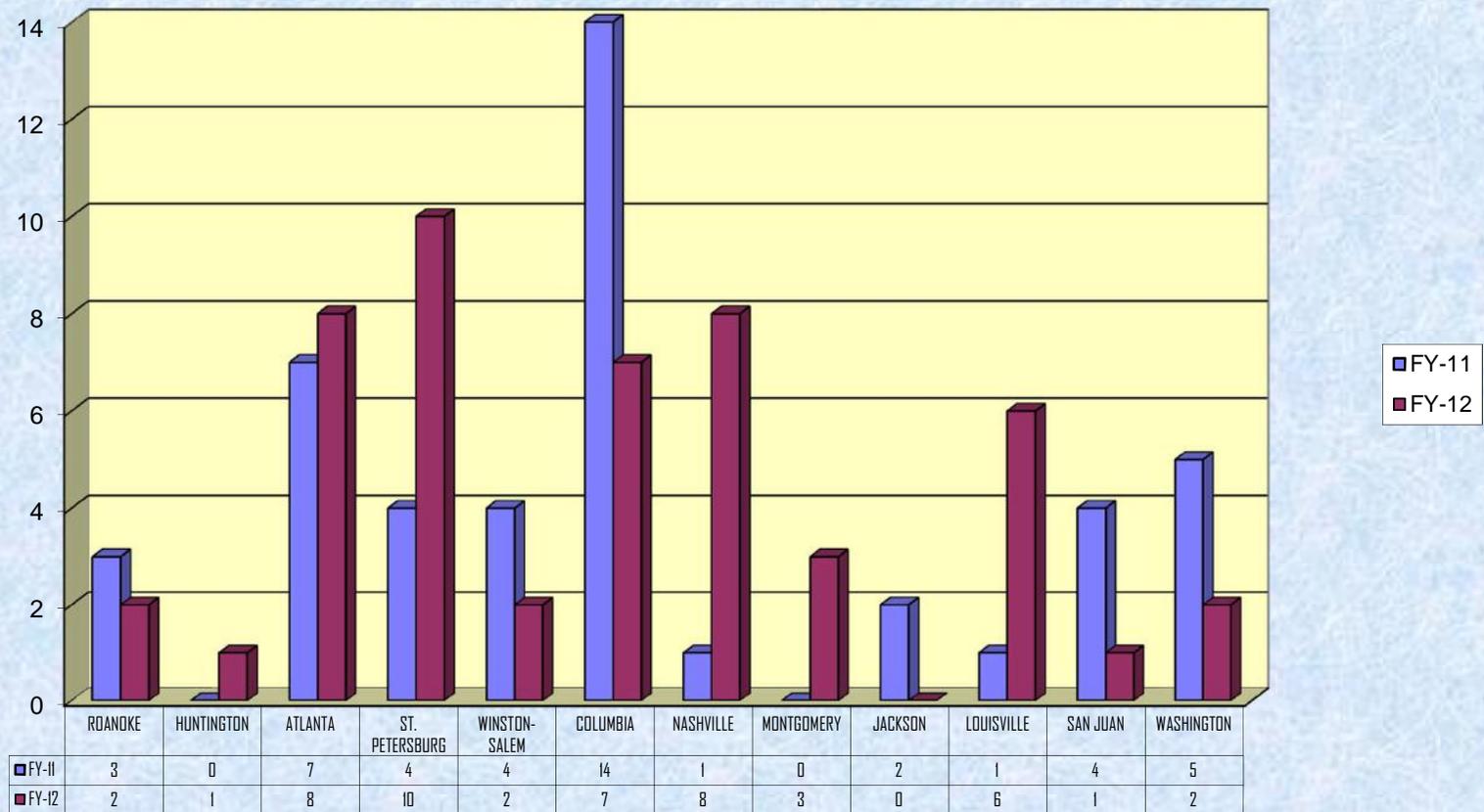
*Veterans Benefits Administration
Southern Region (Area 2)
FY-11 & FY-12 Informal Contacts*



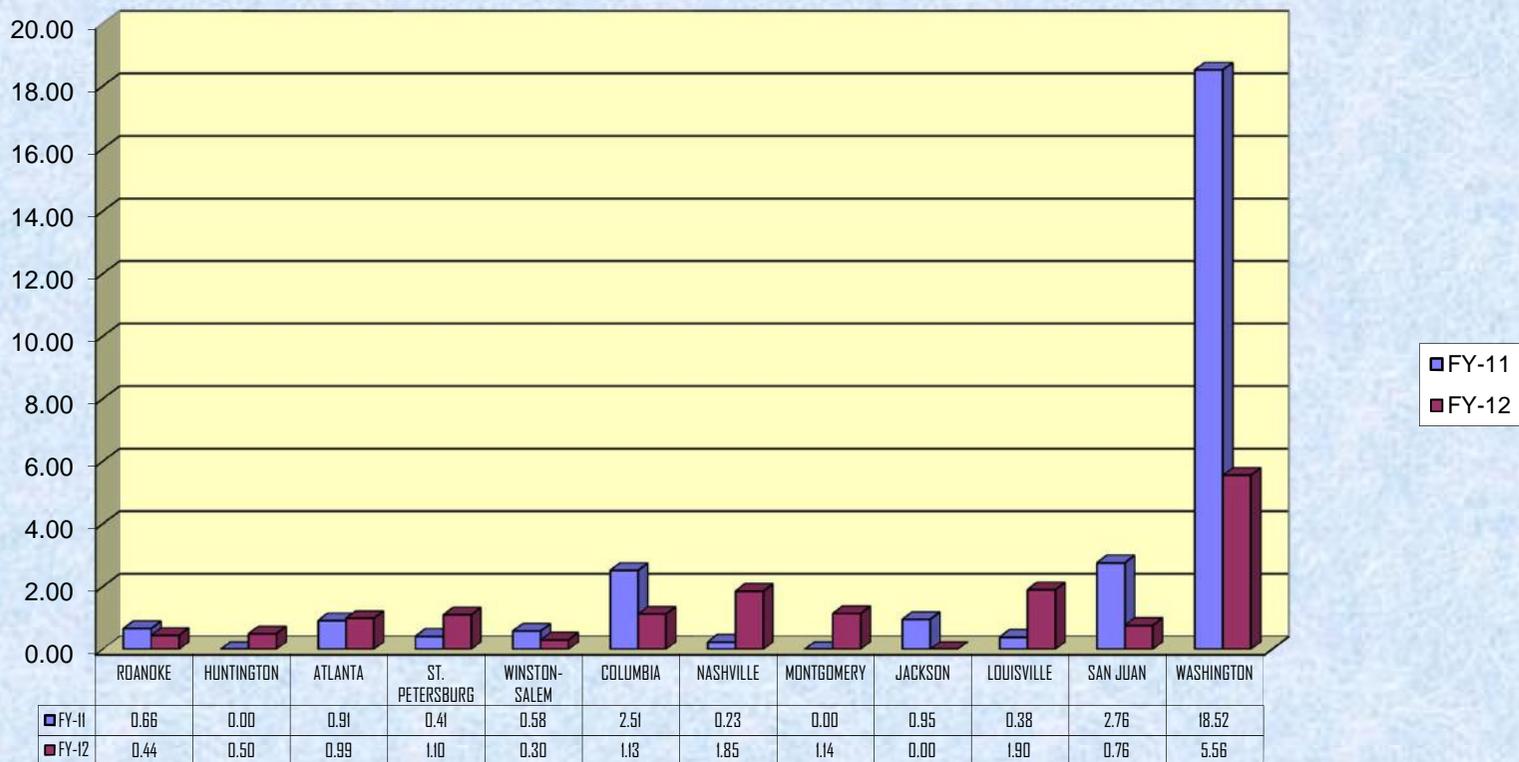
*Veterans Benefits Administration
Southern Region (Area 2)
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



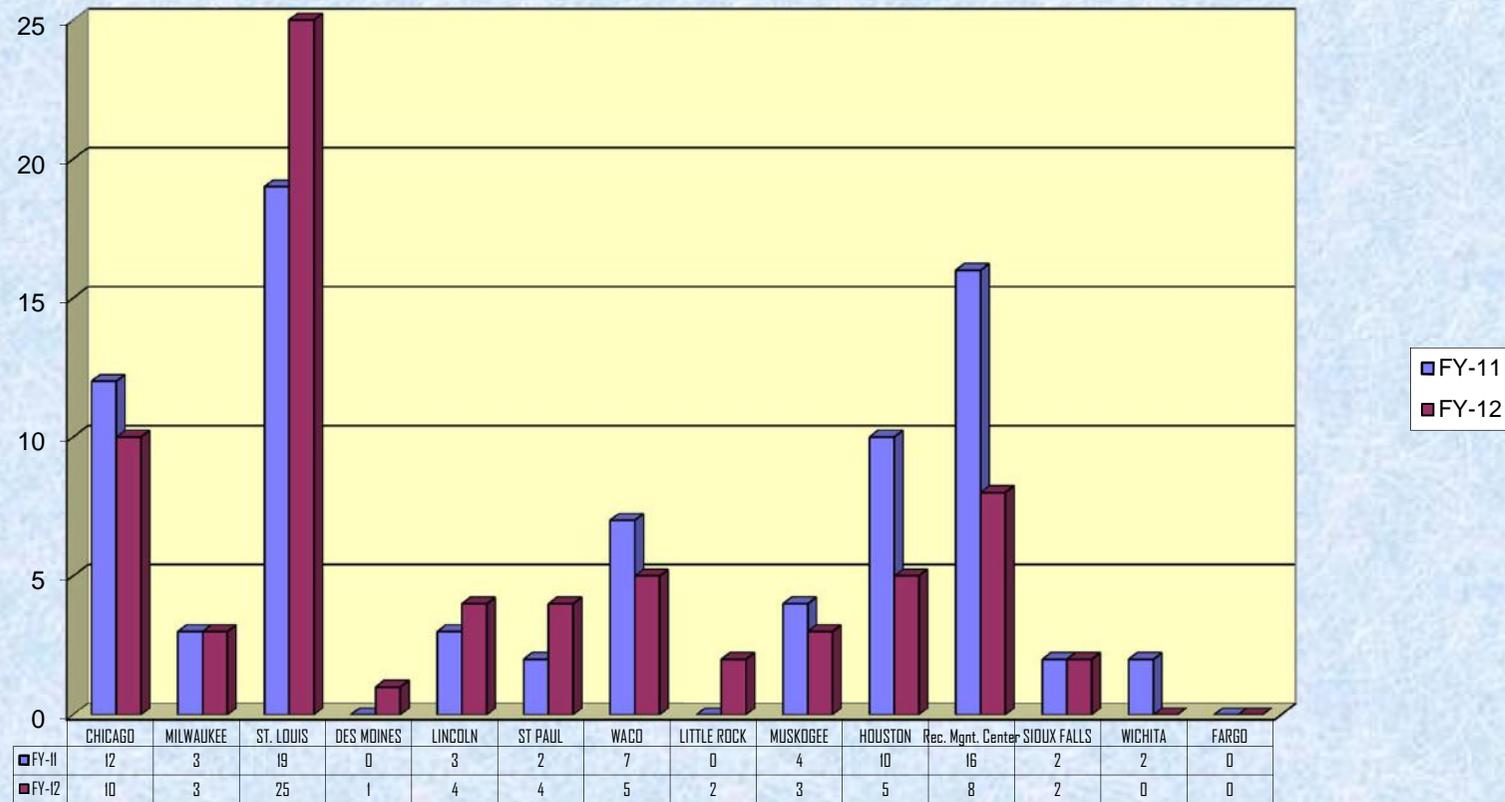
*Veterans Benefits Administration
Southern Region (Area 2)
FY-11 & FY-12 Formal Complaints Filed*



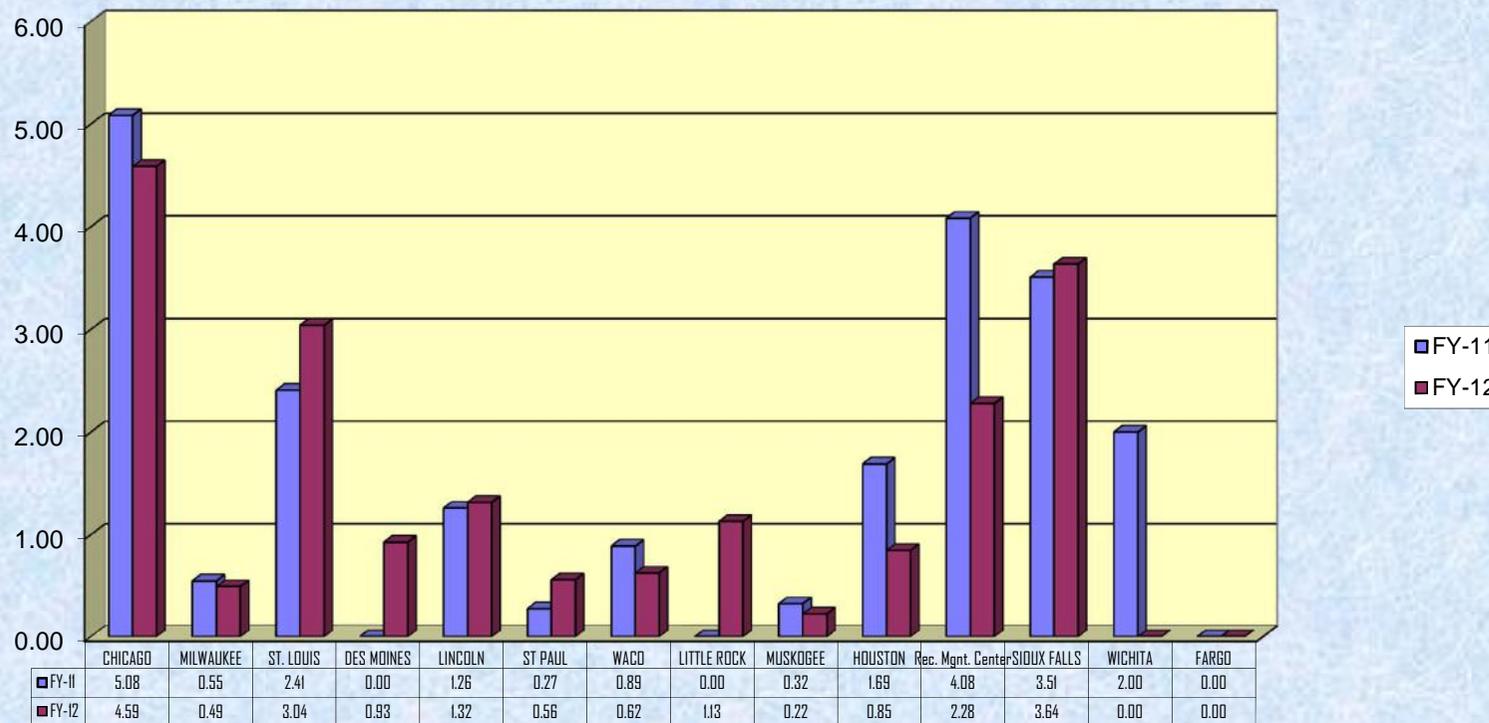
*Veterans Benefits Administration
Southern Region (Area 2)
FY-11 & FY-12 Formal Per Capita
(per 100 employees)*



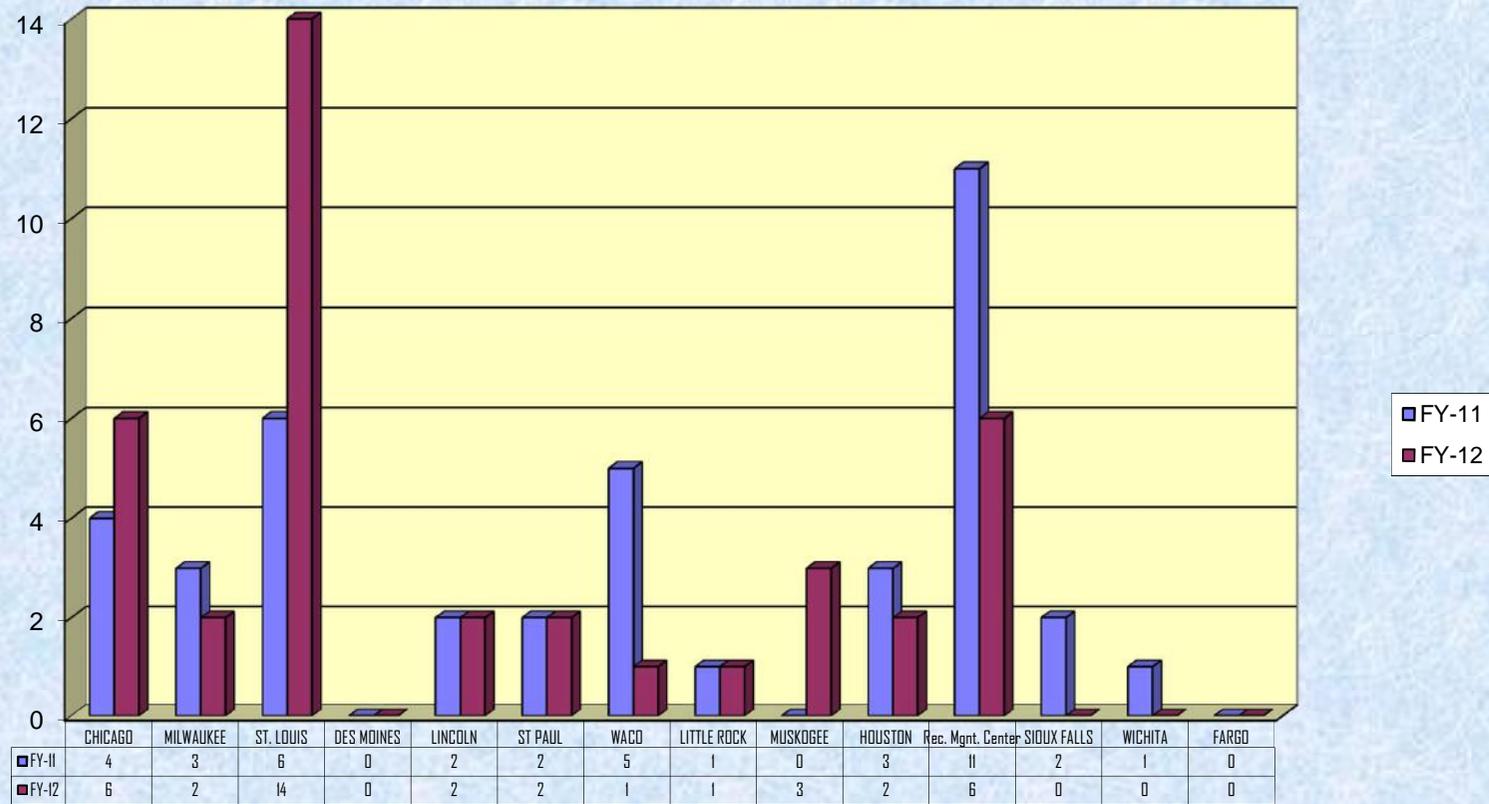
*Veterans Benefits Administration
Central Region (Area 3)
FY-11 & FY-12 Informal Contacts*



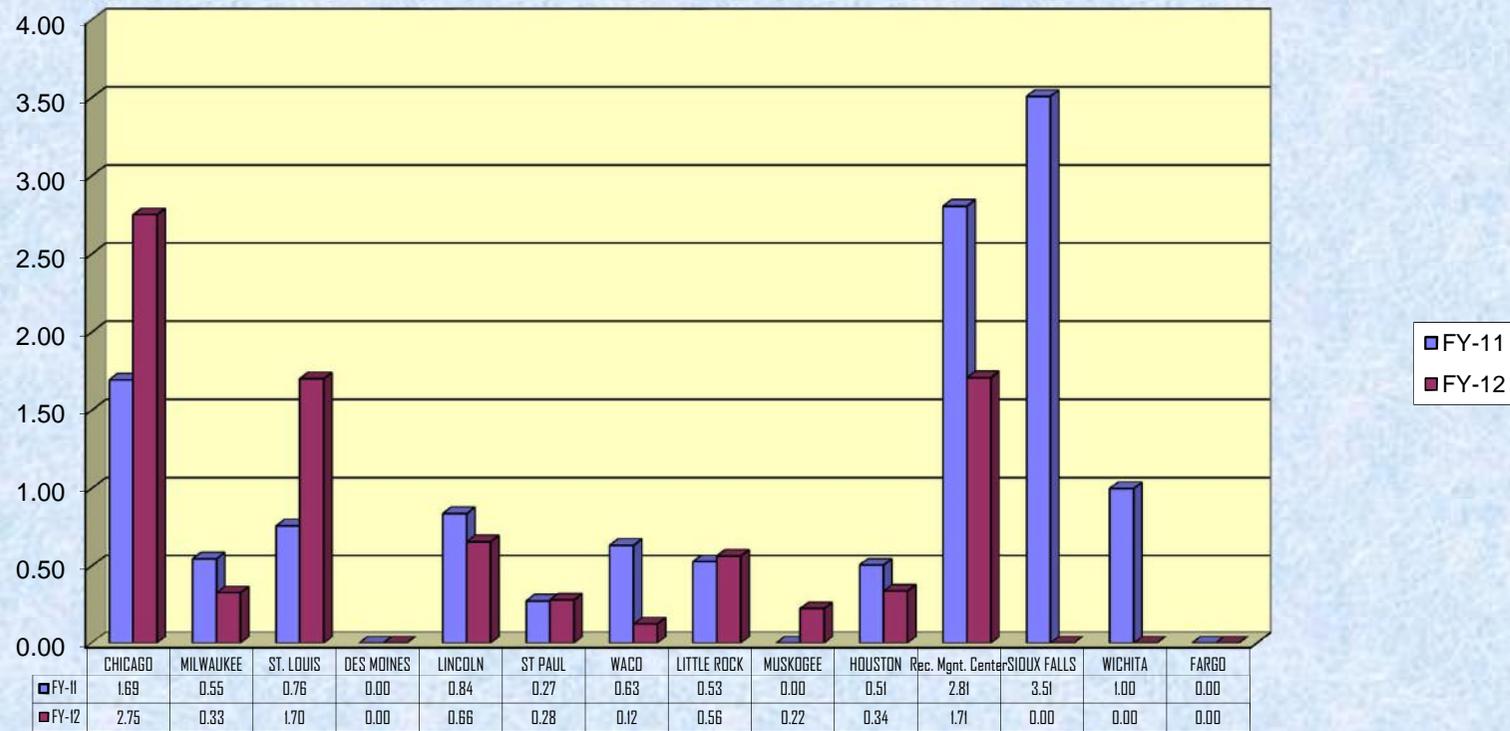
*Veterans Benefits Administrations
Central Region (Area 3)
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



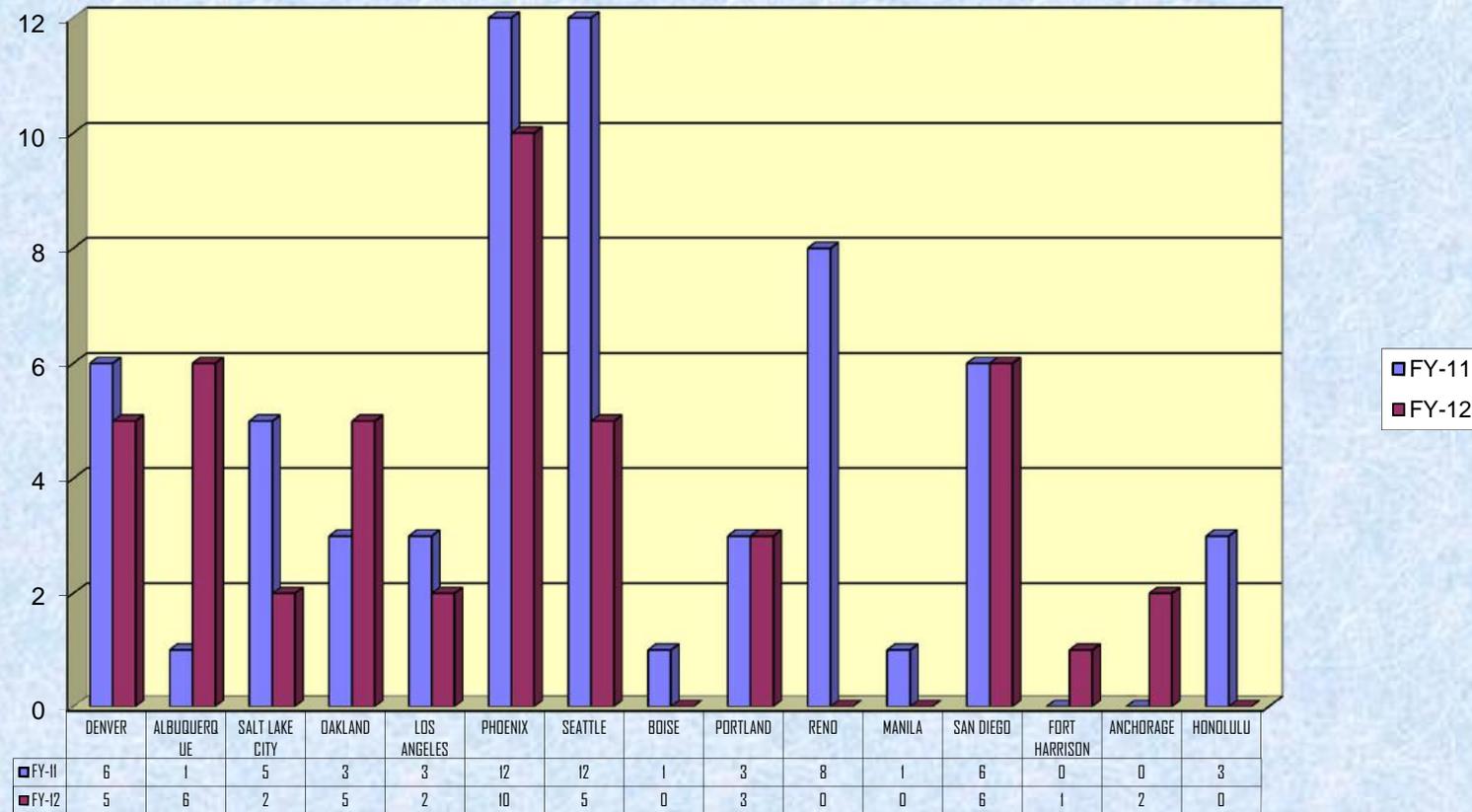
*Veterans Benefits Administration
Central Region (Area 3)
FY-11 & FY-12 Formal Complaints Filed*



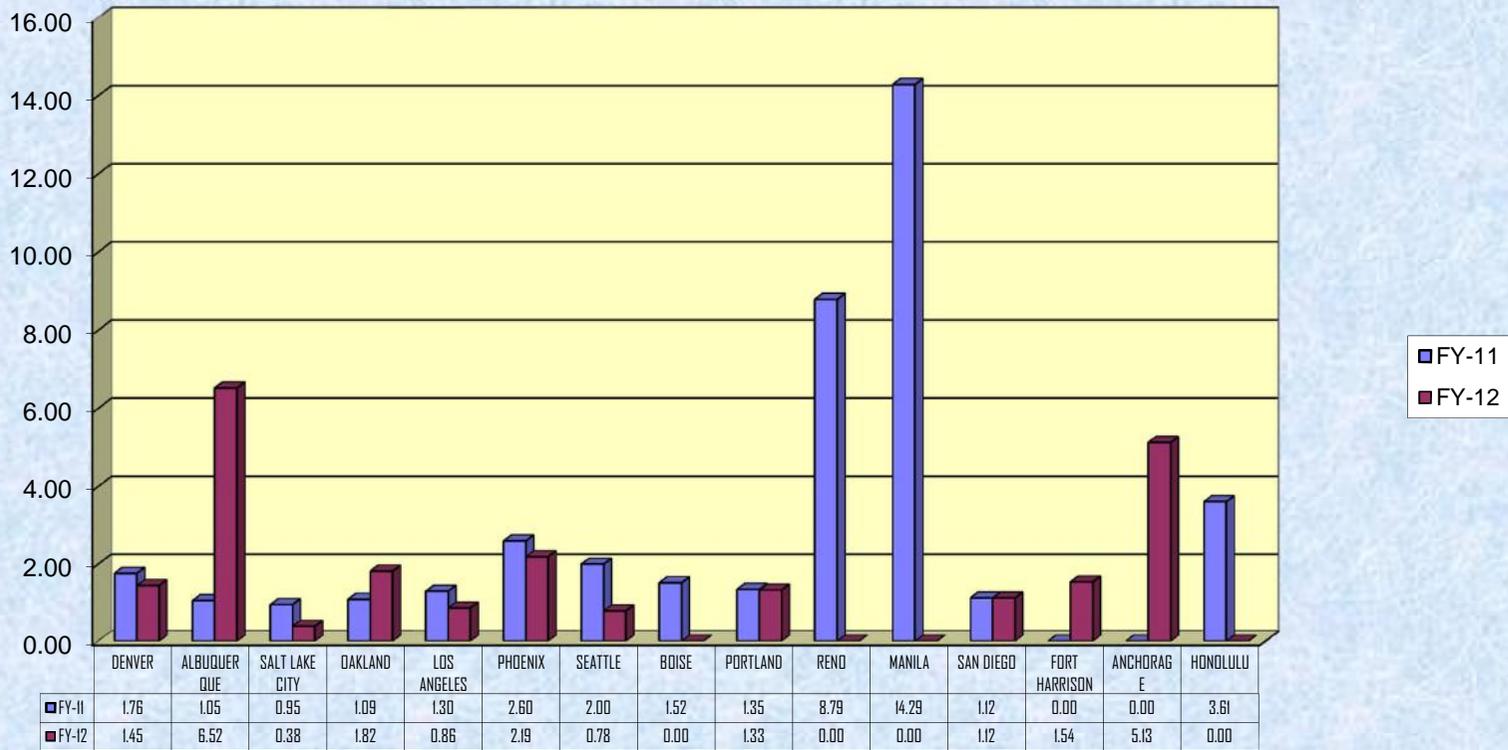
*Veterans Benefits Administration
Central Region (Area 3)
FY-11 & FY-12 Formal Per Capita
(per 100 employees)*



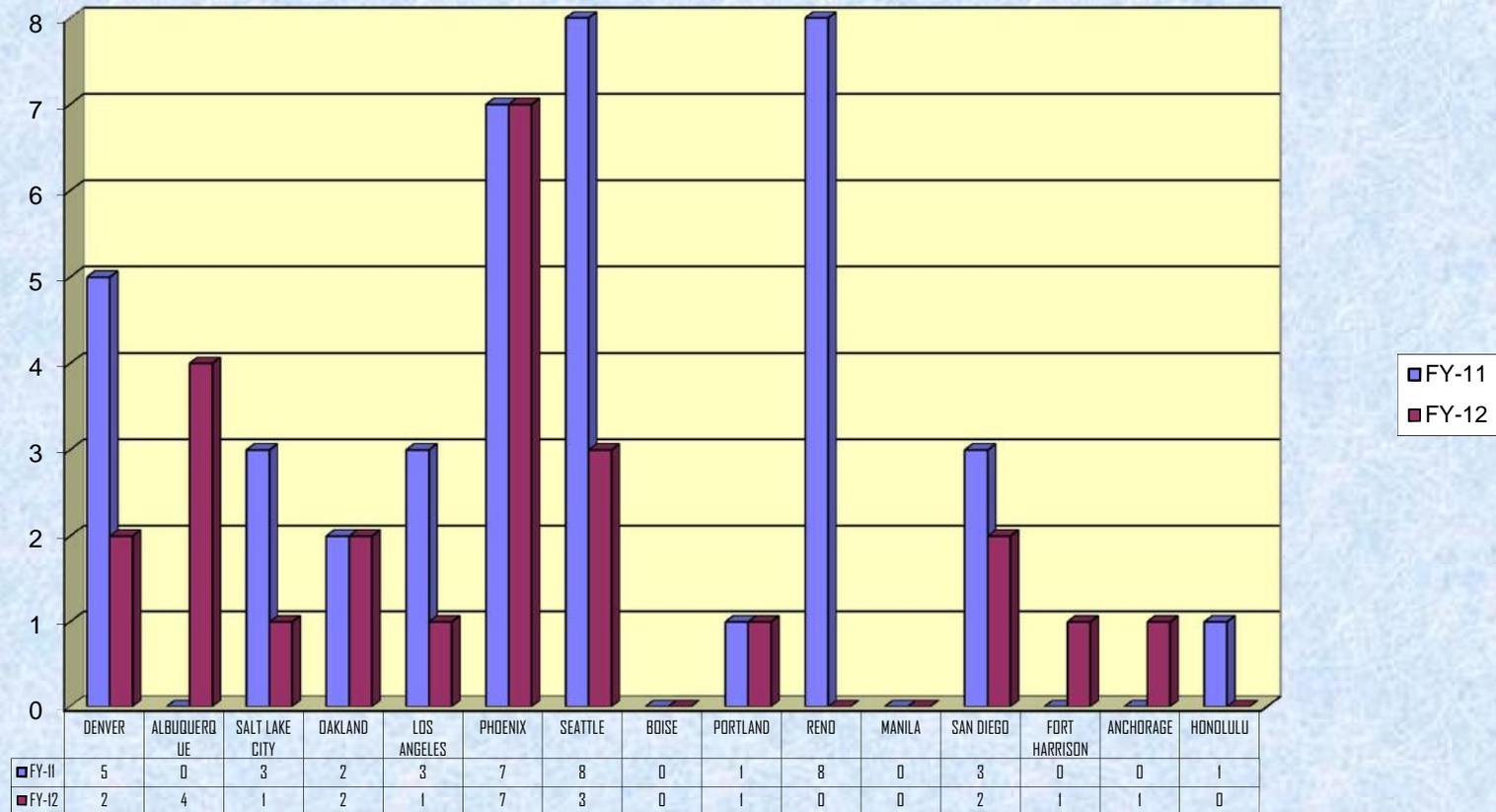
*Veterans Benefits Administration
Western Region (Area 4)
FY-11 & FY-12 Informal Contacts*



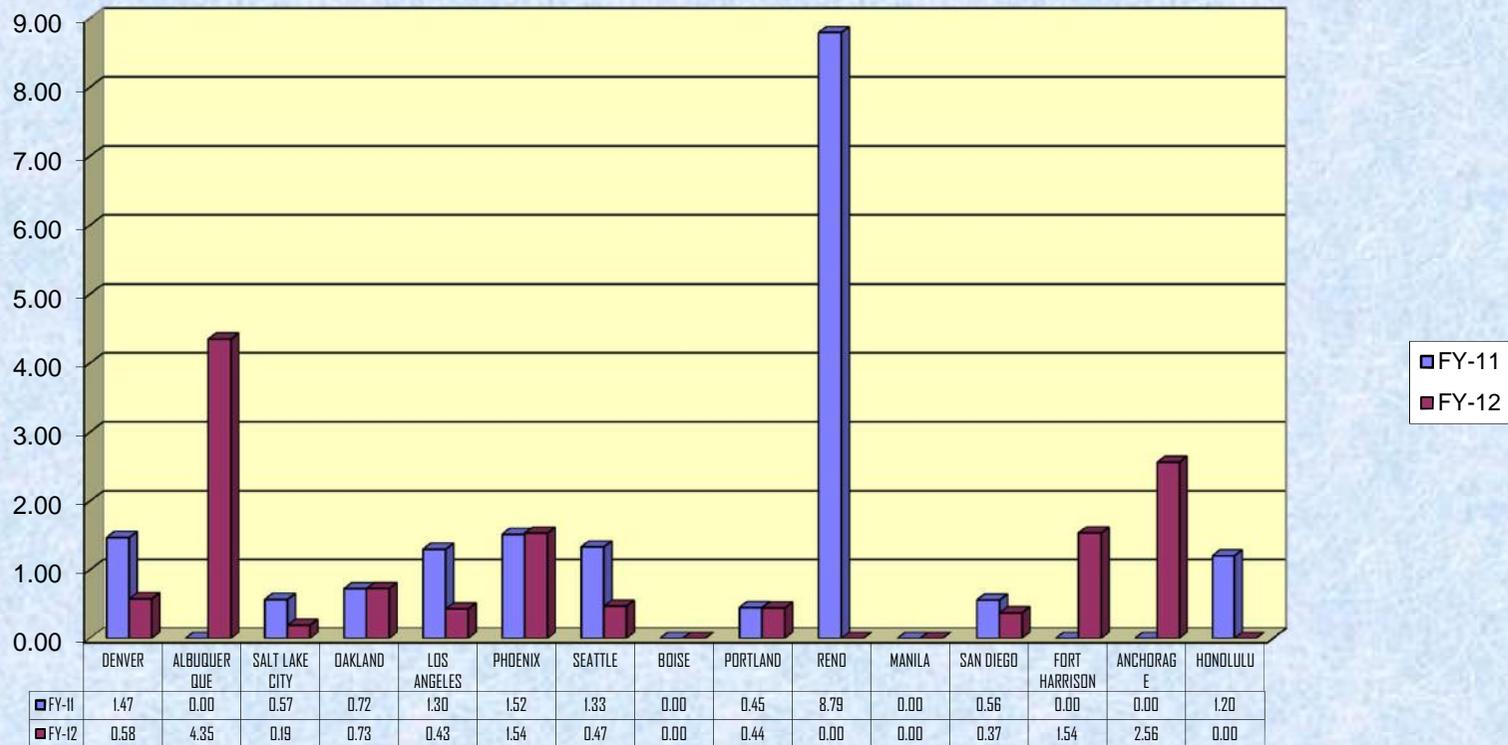
*Veterans Benefits Administration
Western Region (Area 4)
FY-11 & FY-12 Informal Per Capita
(per 100 employees)*



*Veterans Benefits Administration
Western Region (Area 4)
FY-11 & FY-12 Formal Complaints Filed*



*Veterans Benefits Administration
Western Region (Area 4)
FY-11 & FY-12 Formal Per Capita
(per 100 employees)*

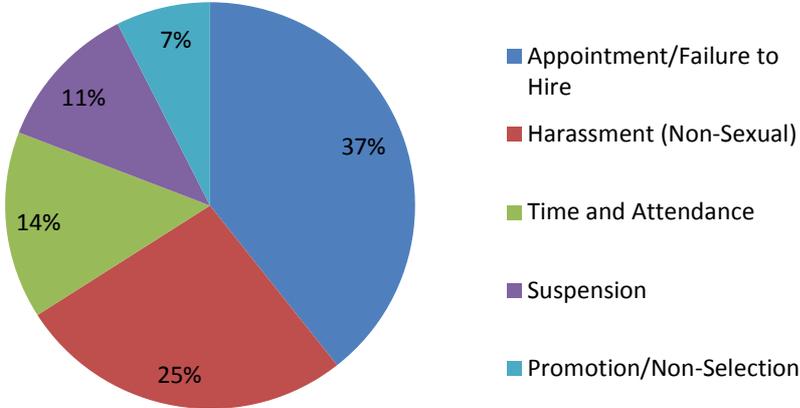


Section 4

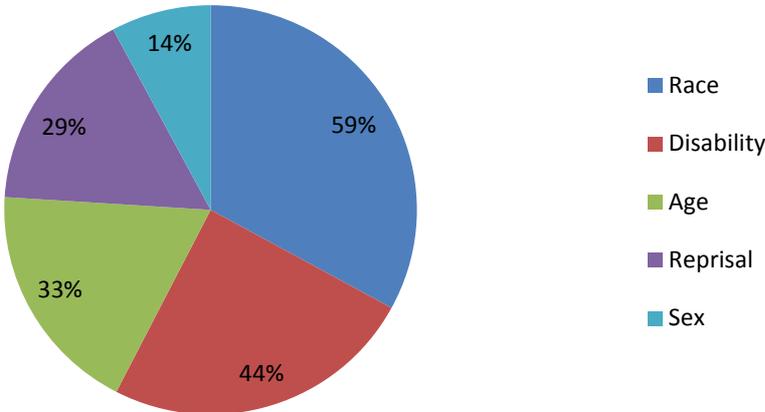
National Cemetery Administration

(Data by Memorial Service Networks (MSN))

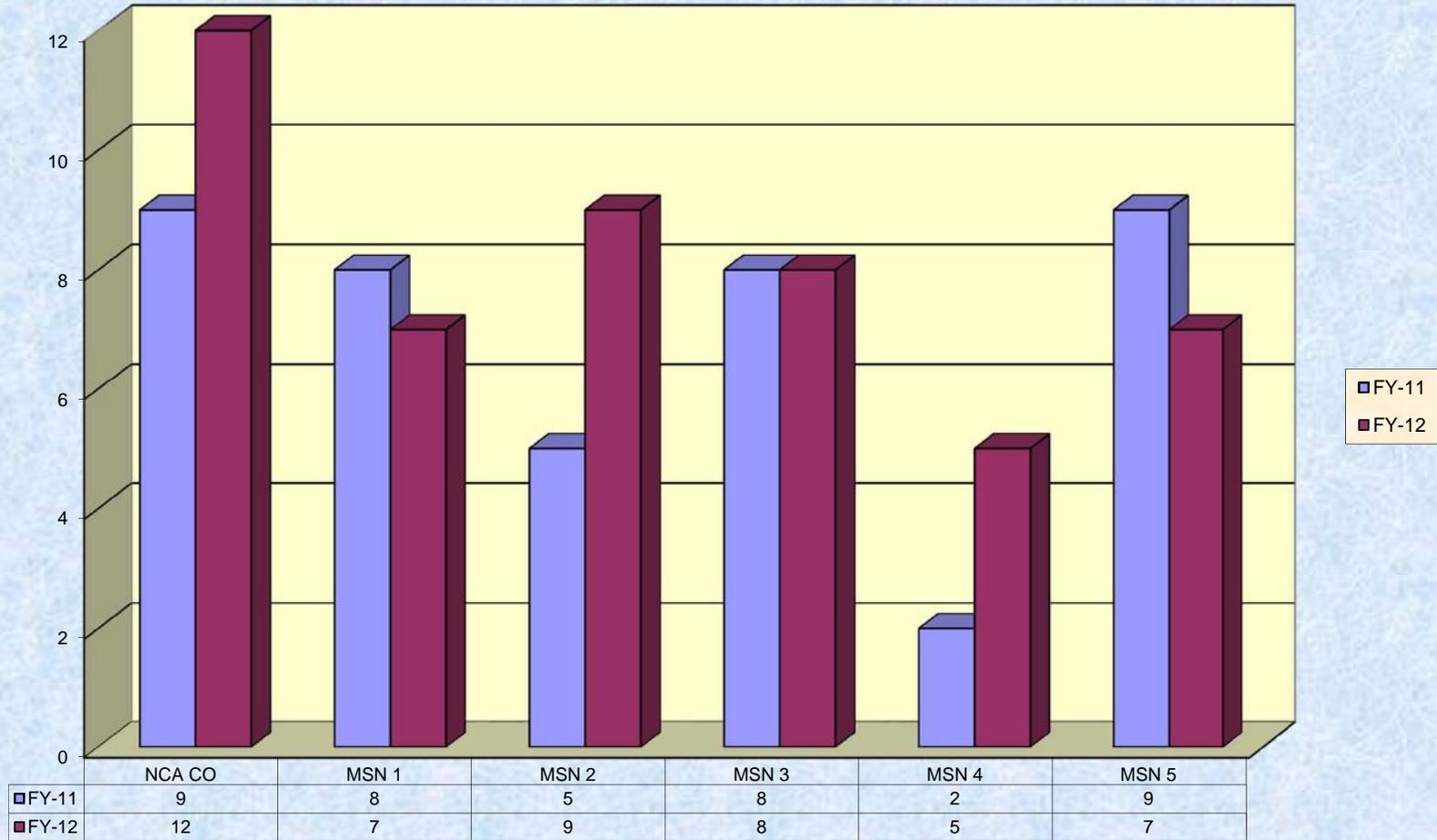
NCA Top 5 Claims



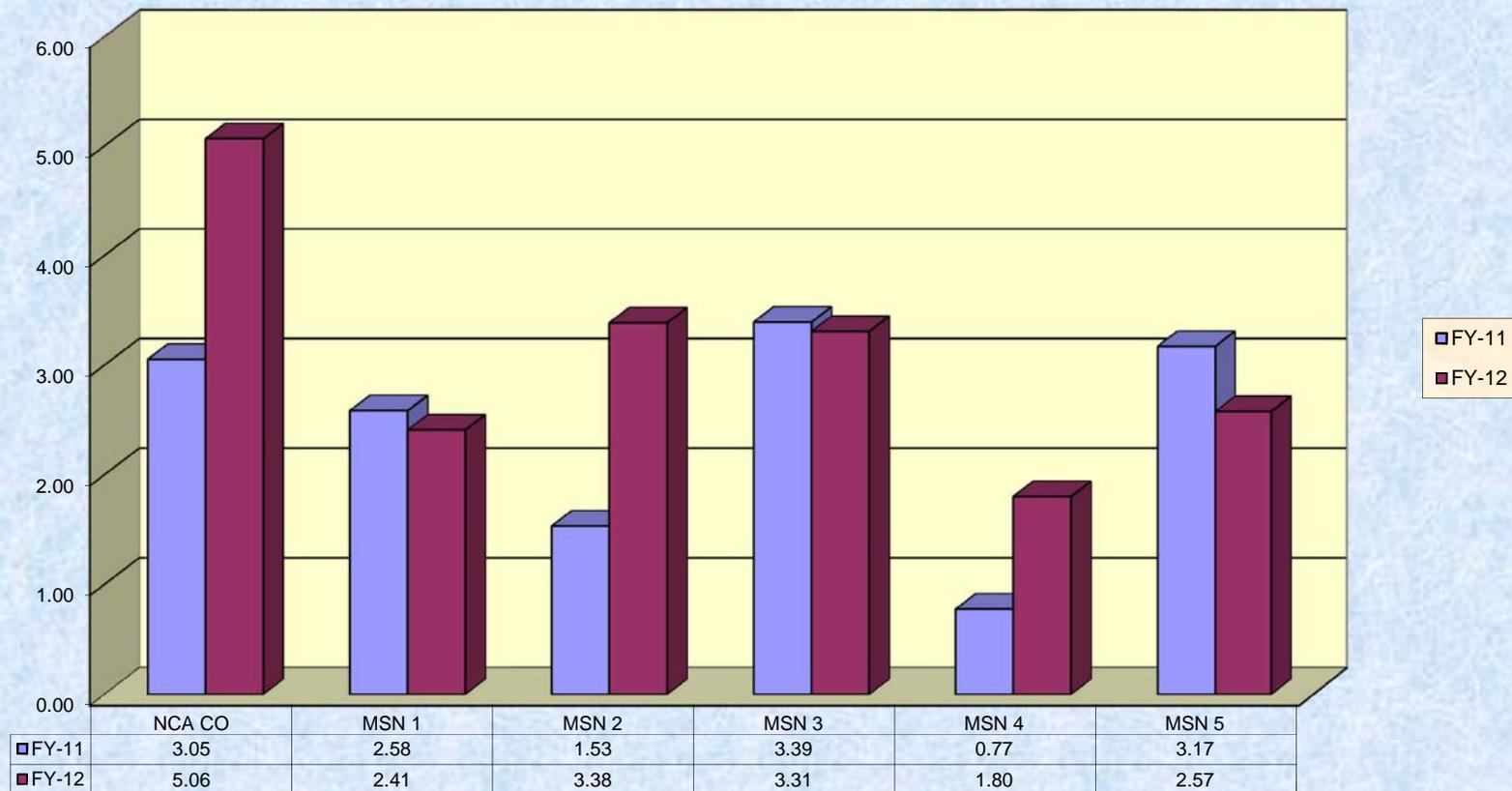
NCA Top 5 Bases



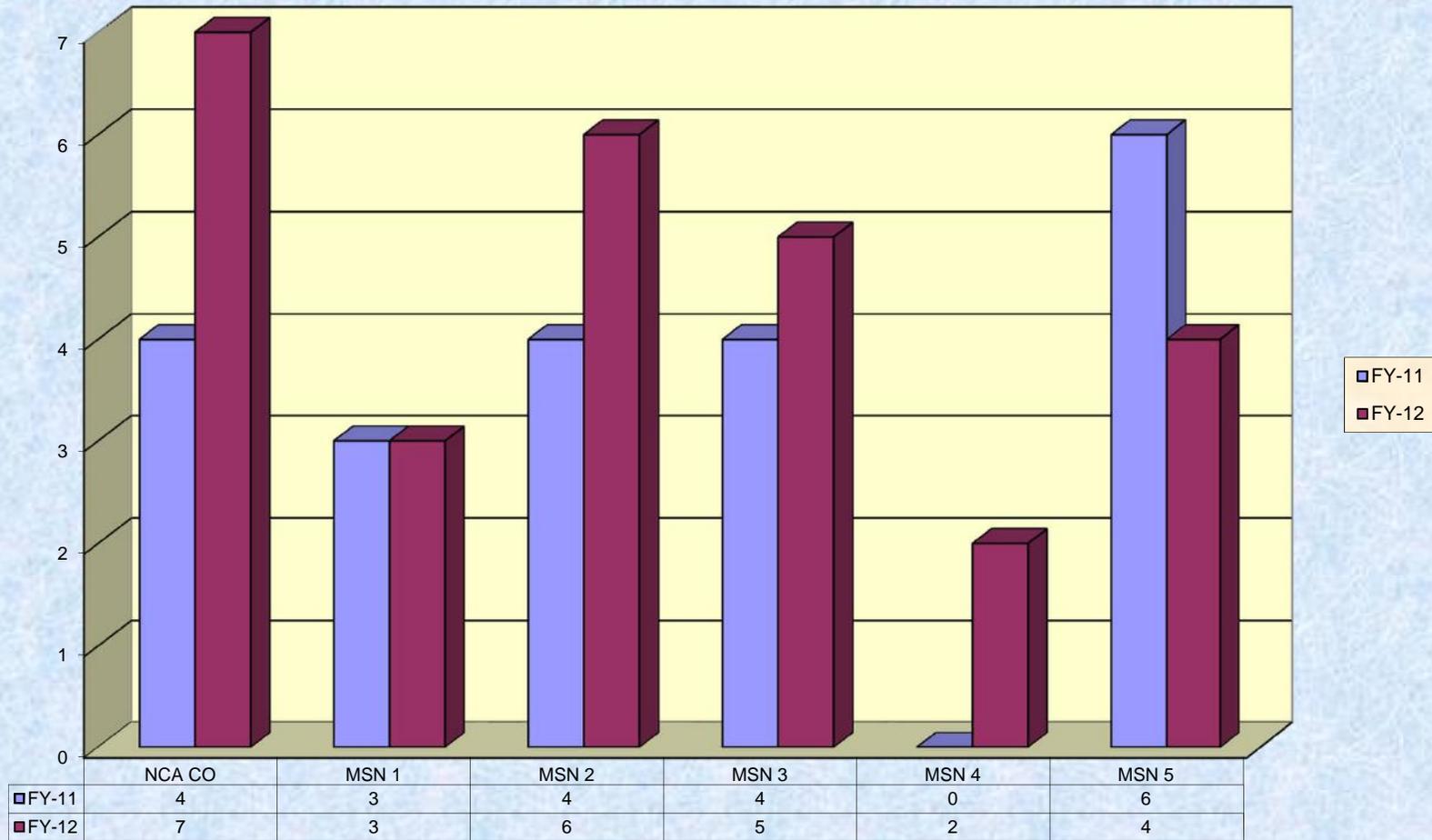
*National Cemetery Administration
FY-11 & FY-12 Informal Contacts*



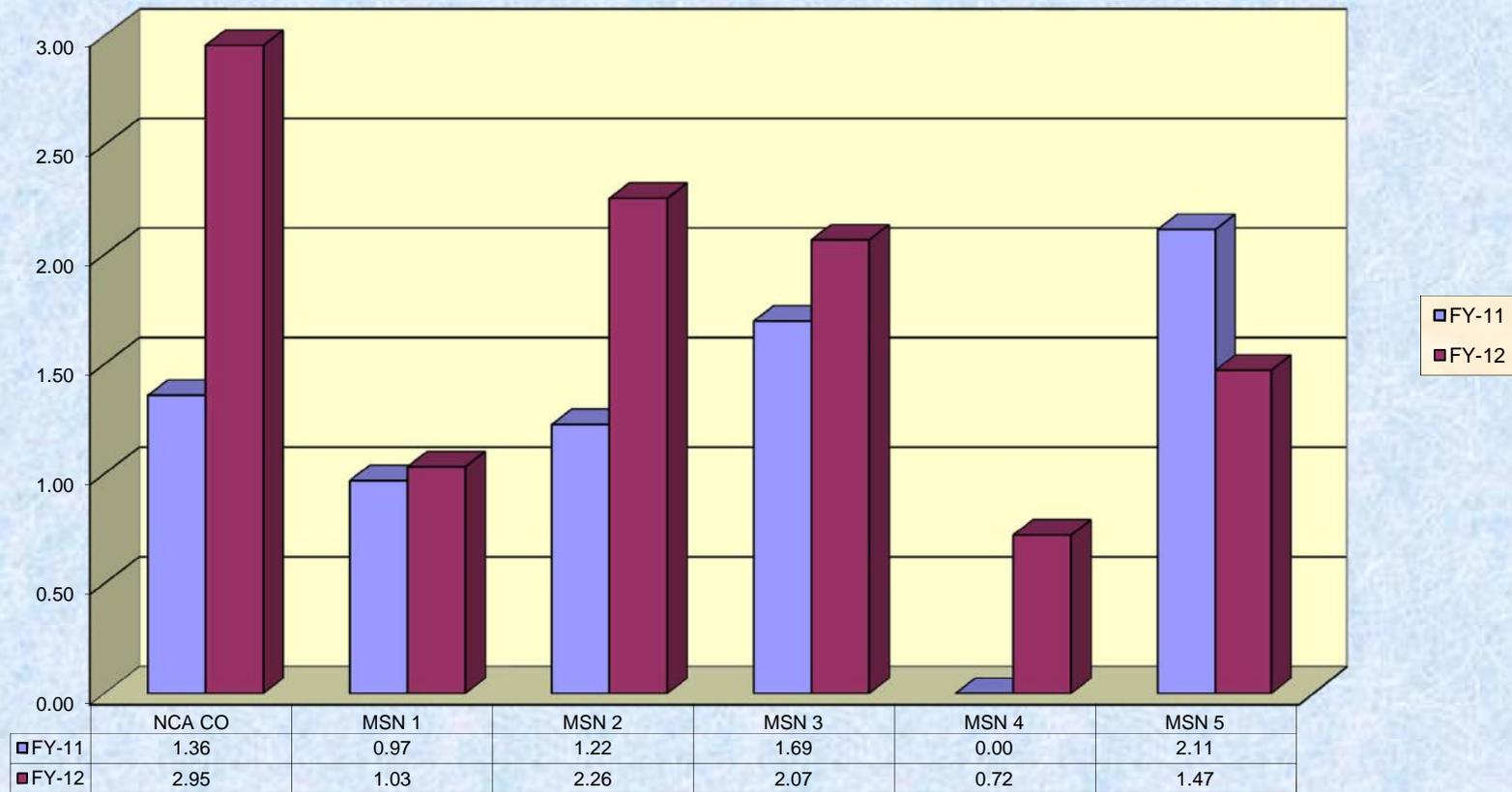
*National Cemetery Administration
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



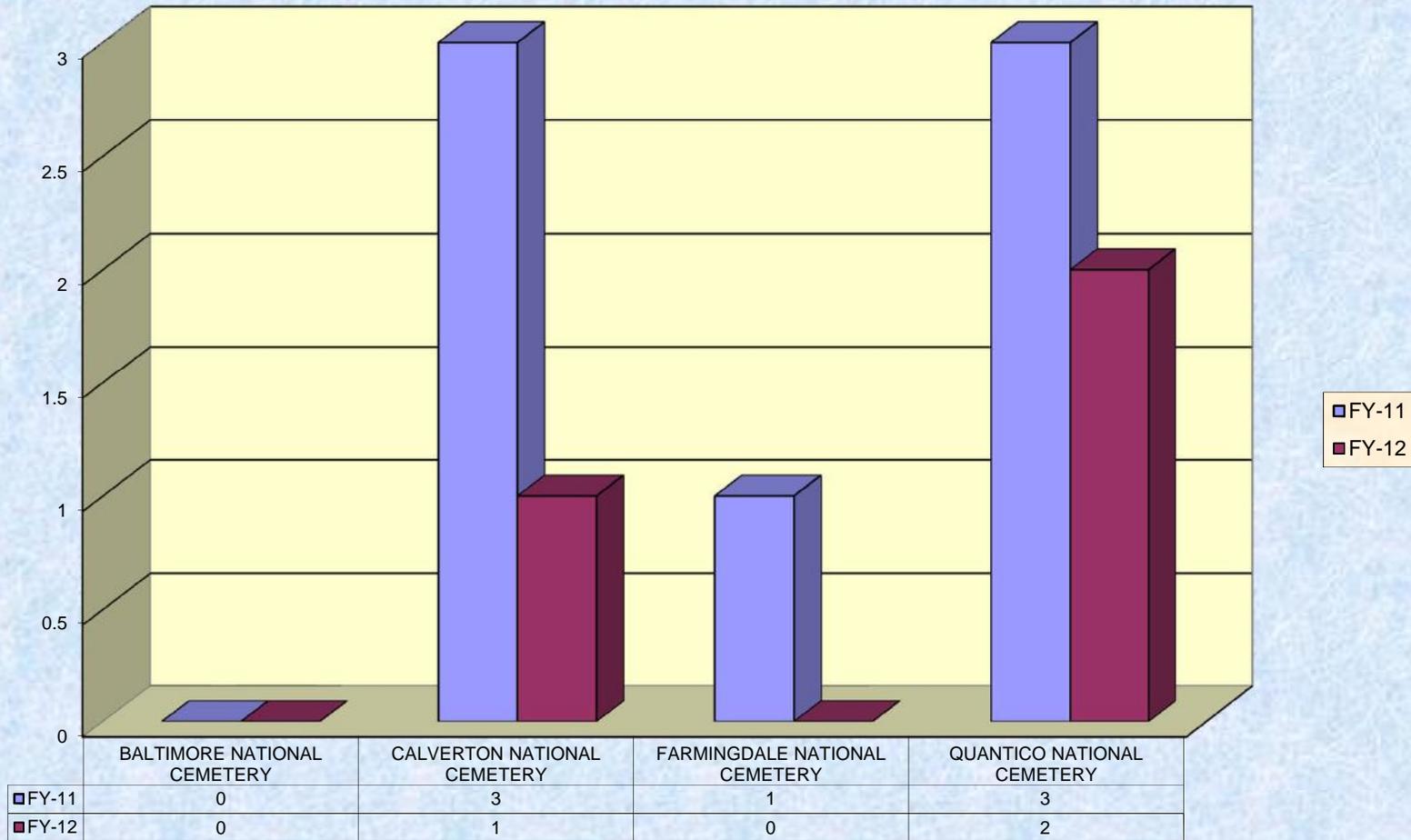
*National Cemetery Administration
FY-11 & FY-12 Formal Complaints Filed*



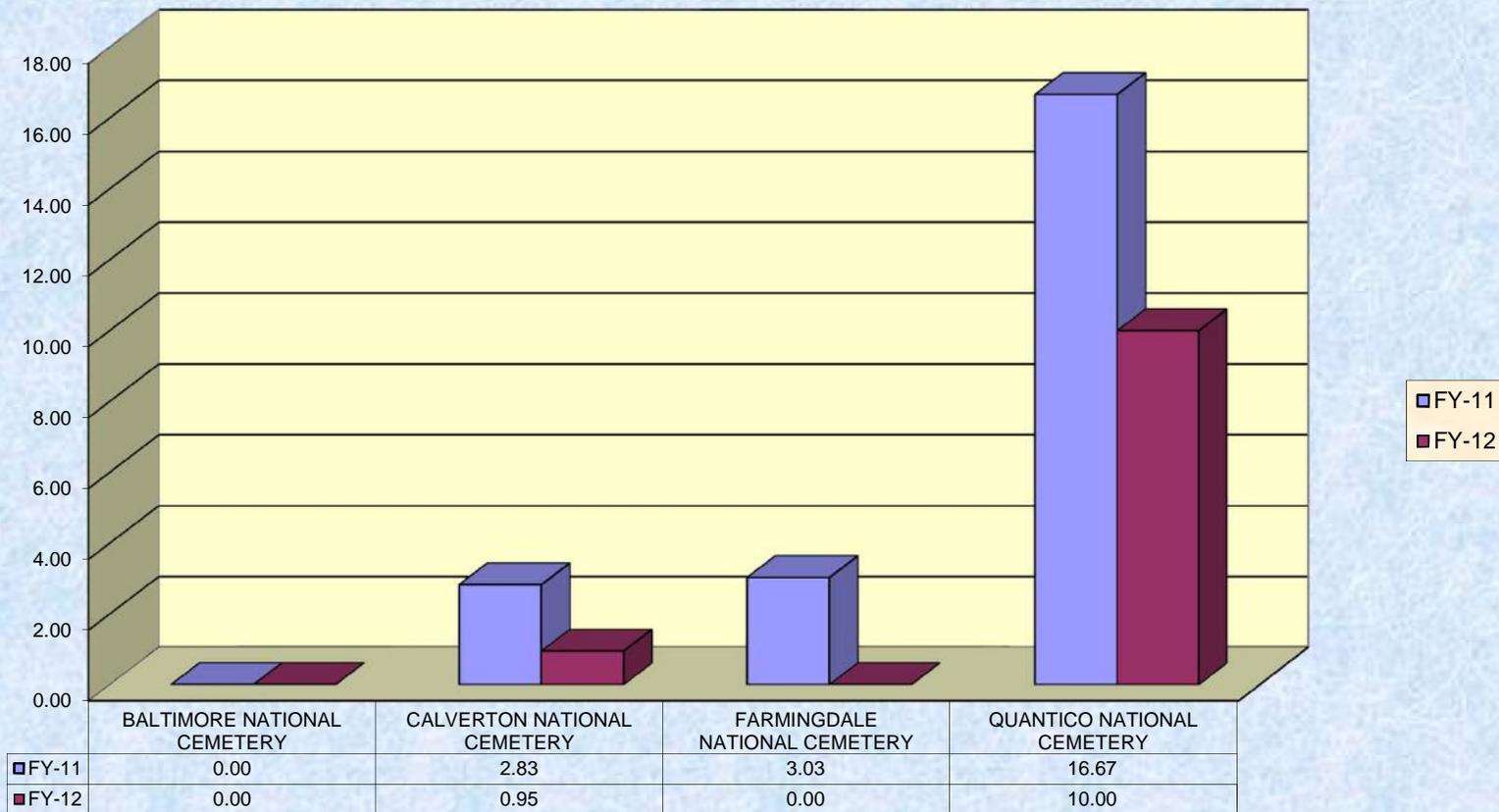
*National Cemetery Administration
 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)*



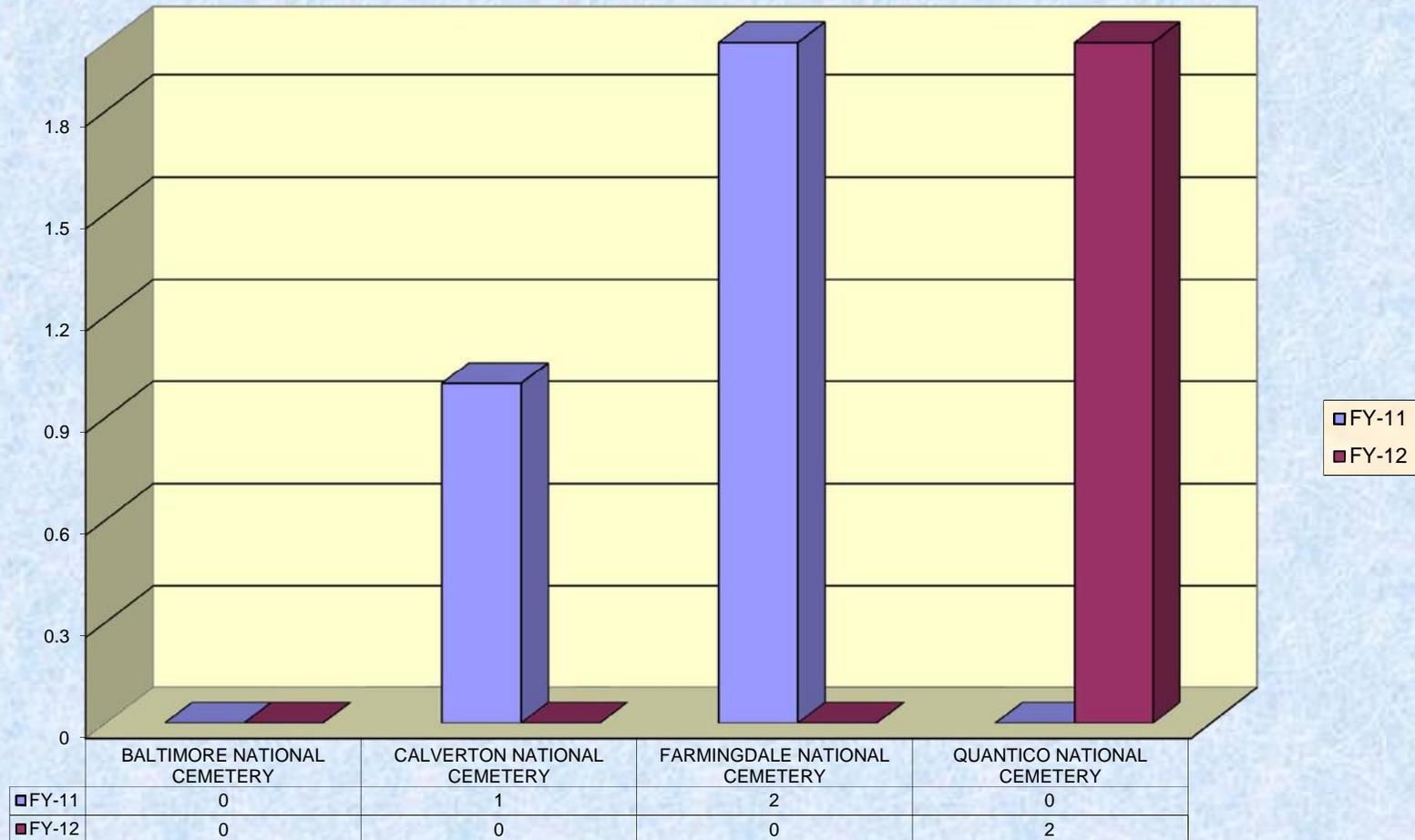
*National Cemetery Administration - MSN 1
FY-11 & FY-12 Informal Contacts*



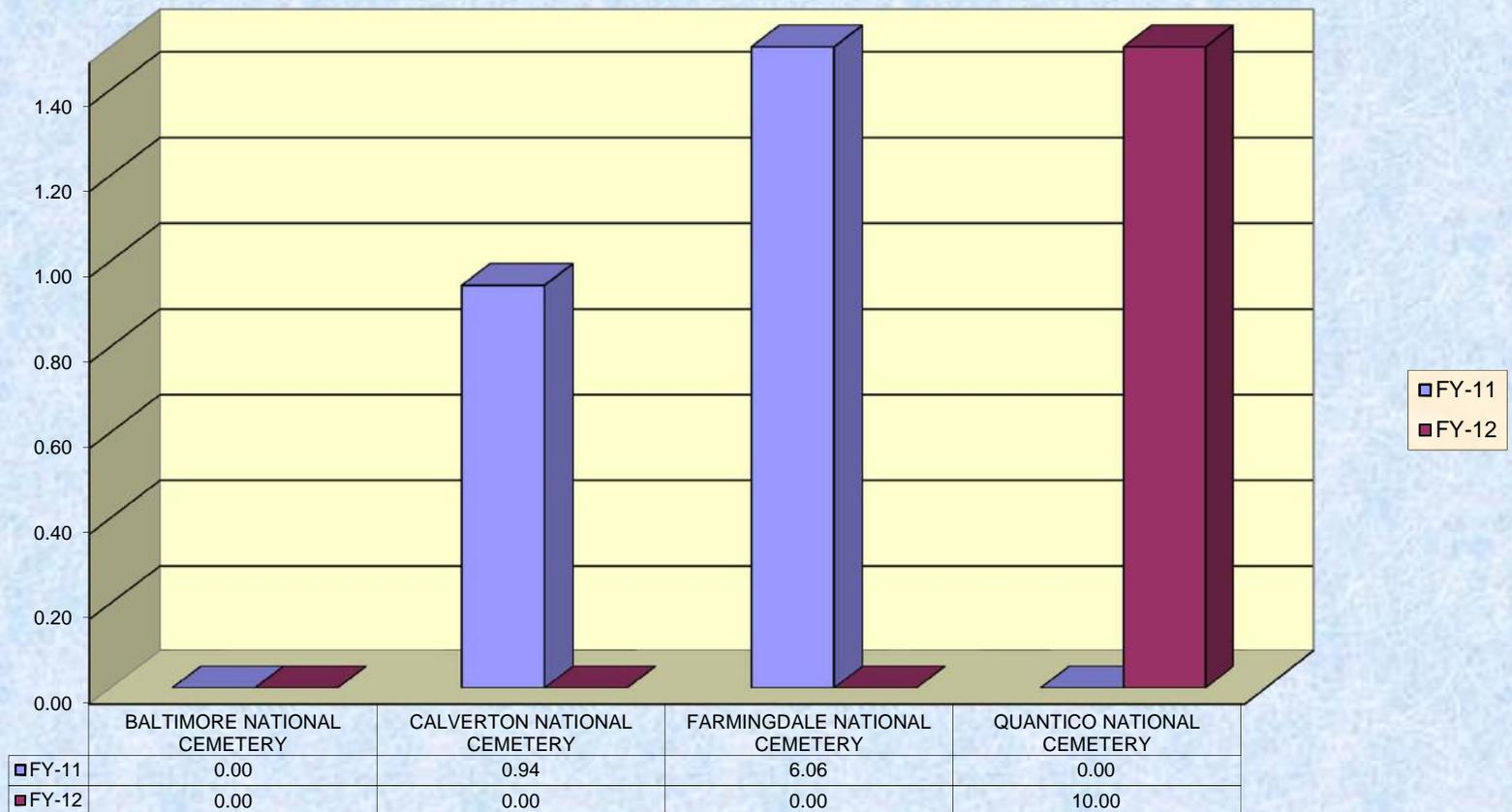
*National Cemetery Administration - MSN 1
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)*



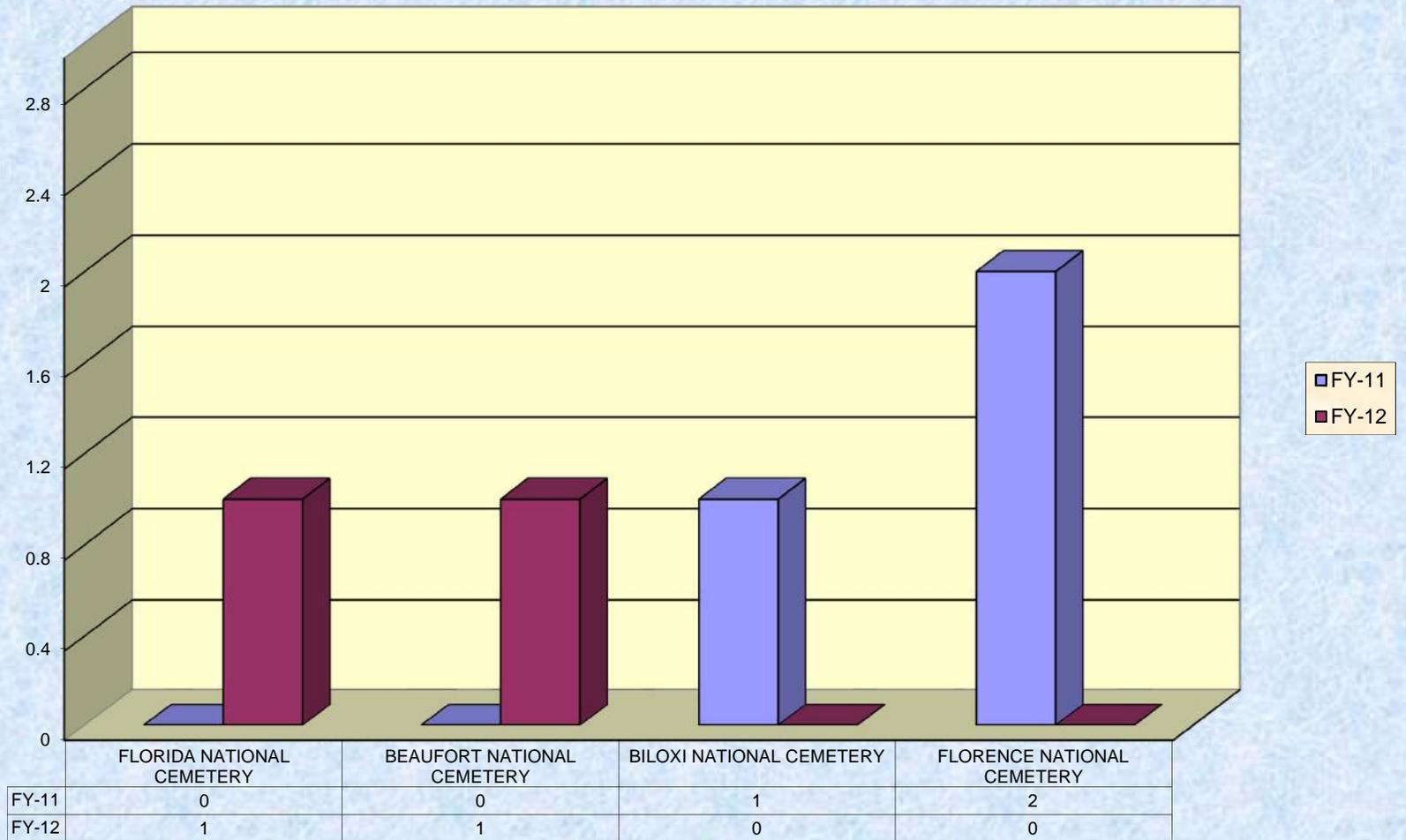
*National Cemetery Administration - MSN 1
FY-11 & FY-12 Formal Complaints Filed*



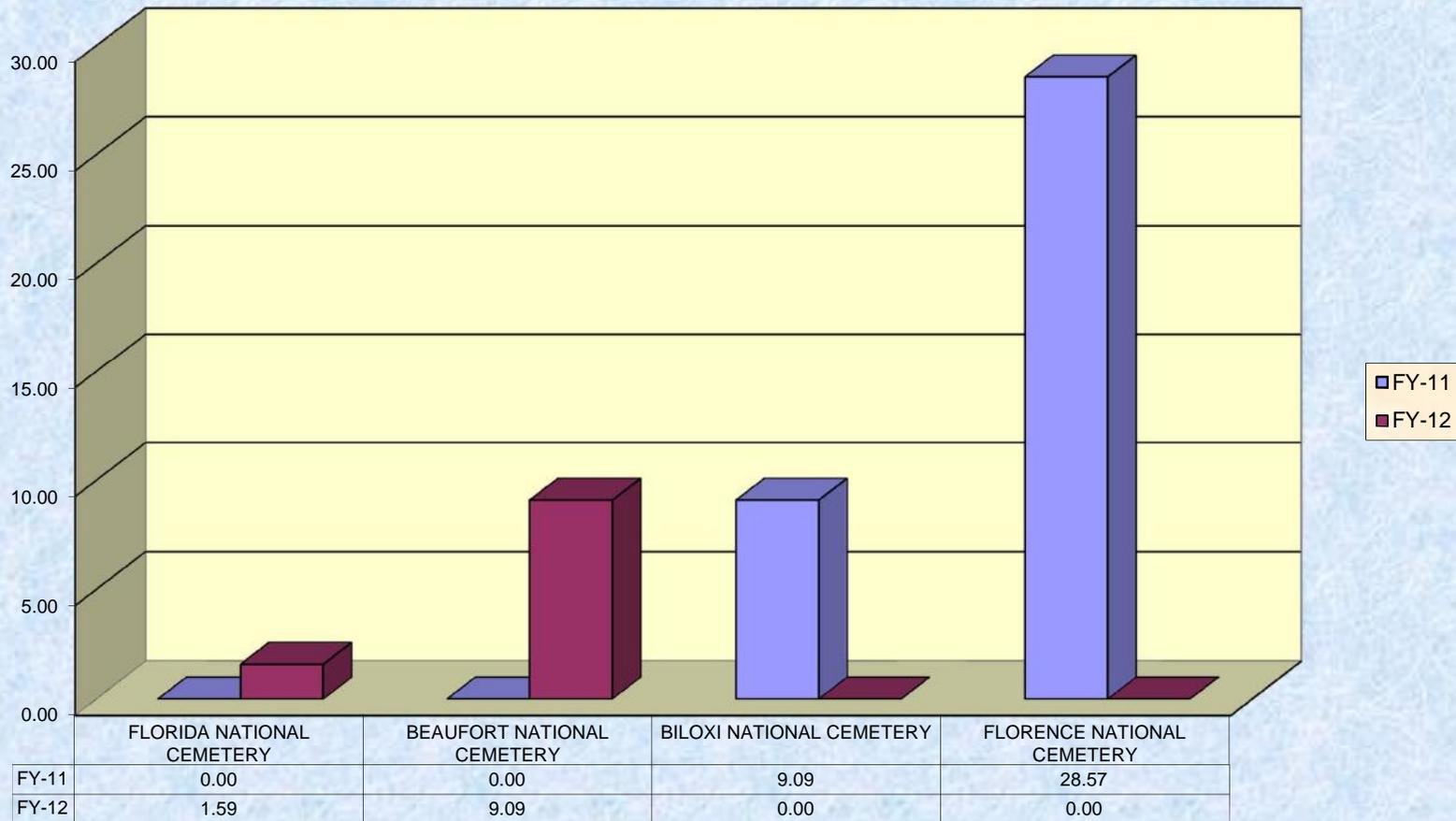
***National Cemetery Administration - MSN 1
FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



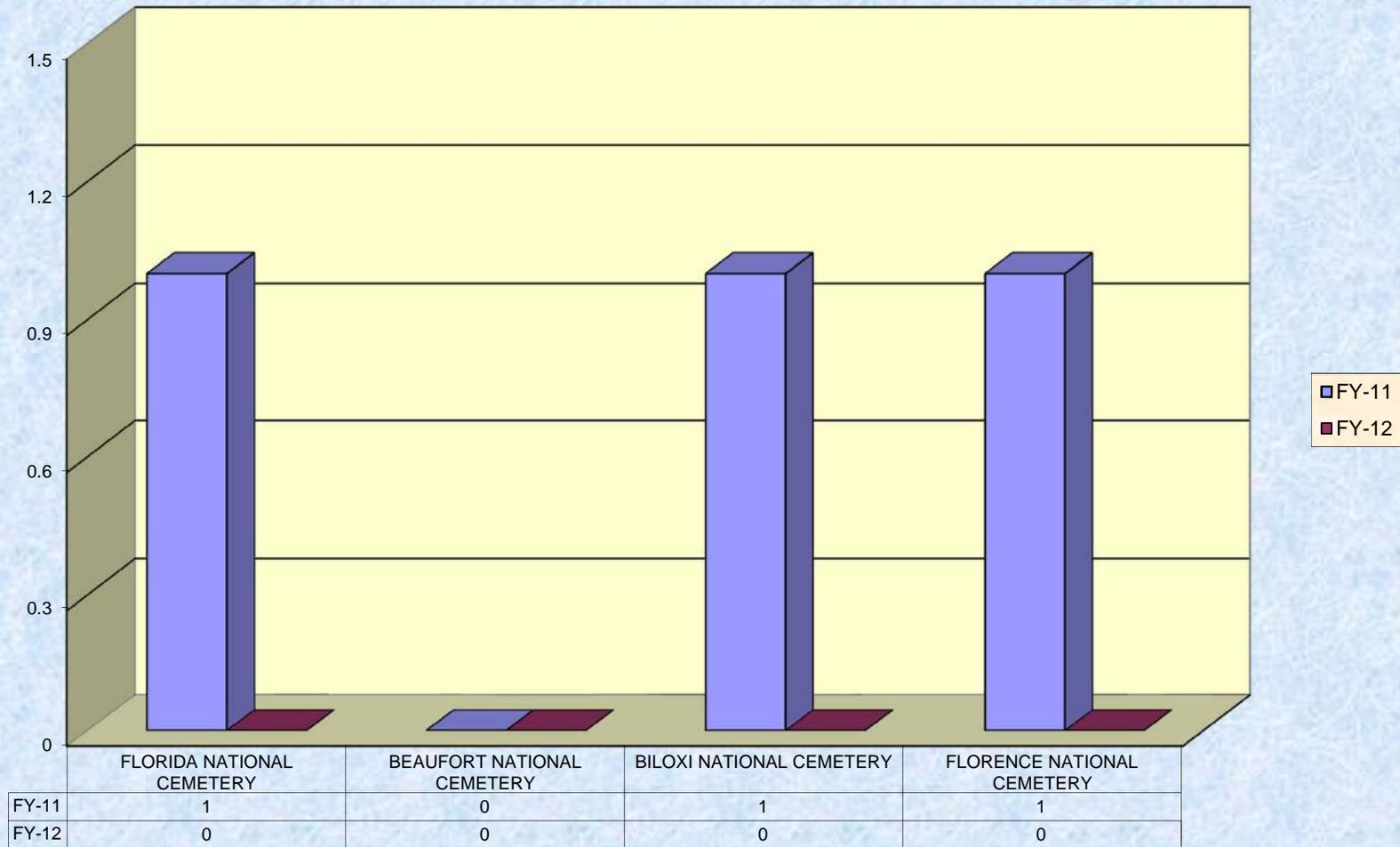
*National Cemetery Administration - MSN 2
FY-11 & FY-12 Informal Contacts*



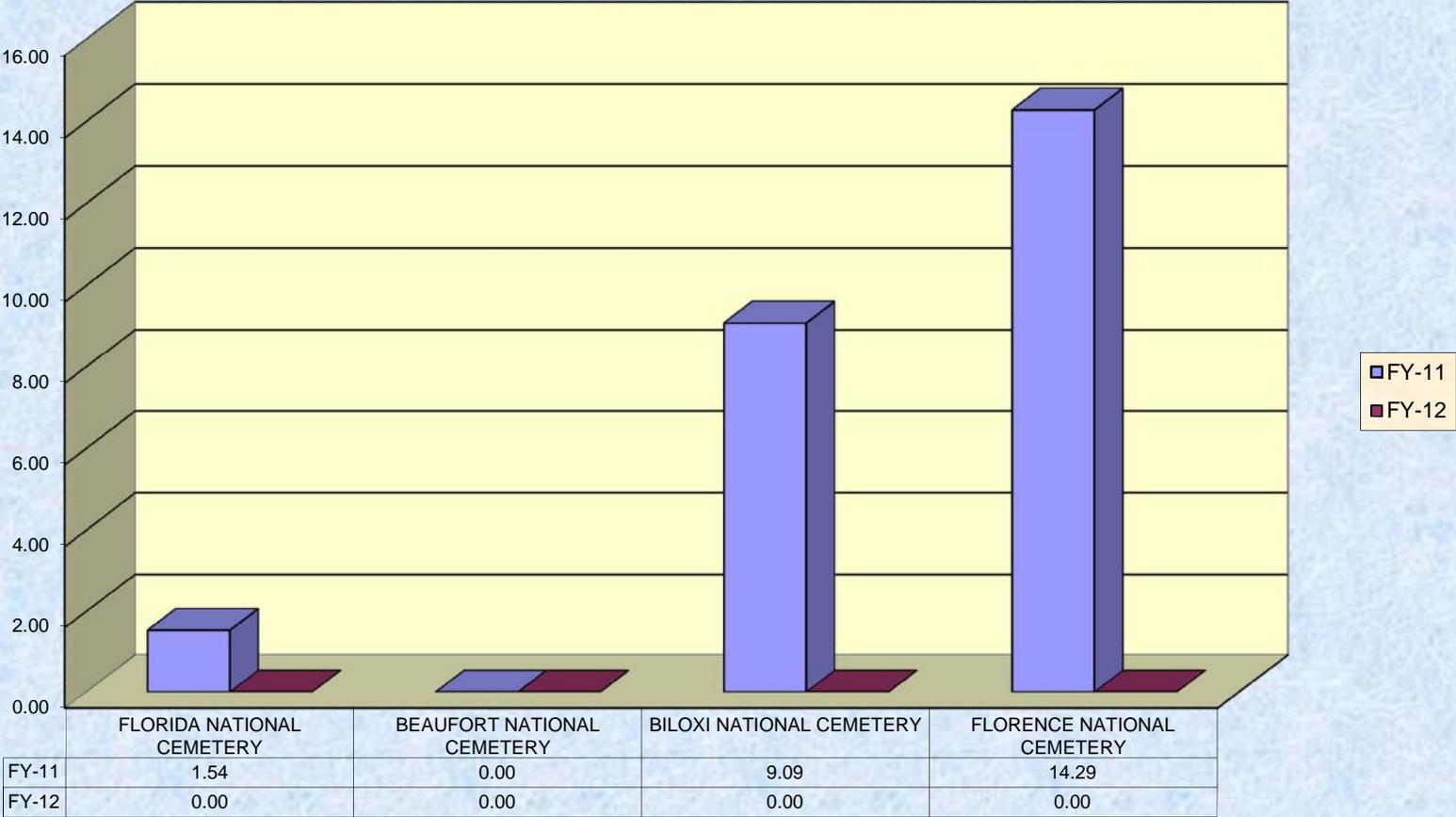
National Cemetery Administration - MSN 2
FY-11 & FY-12 Informal Per Capita
(per 100 employees)



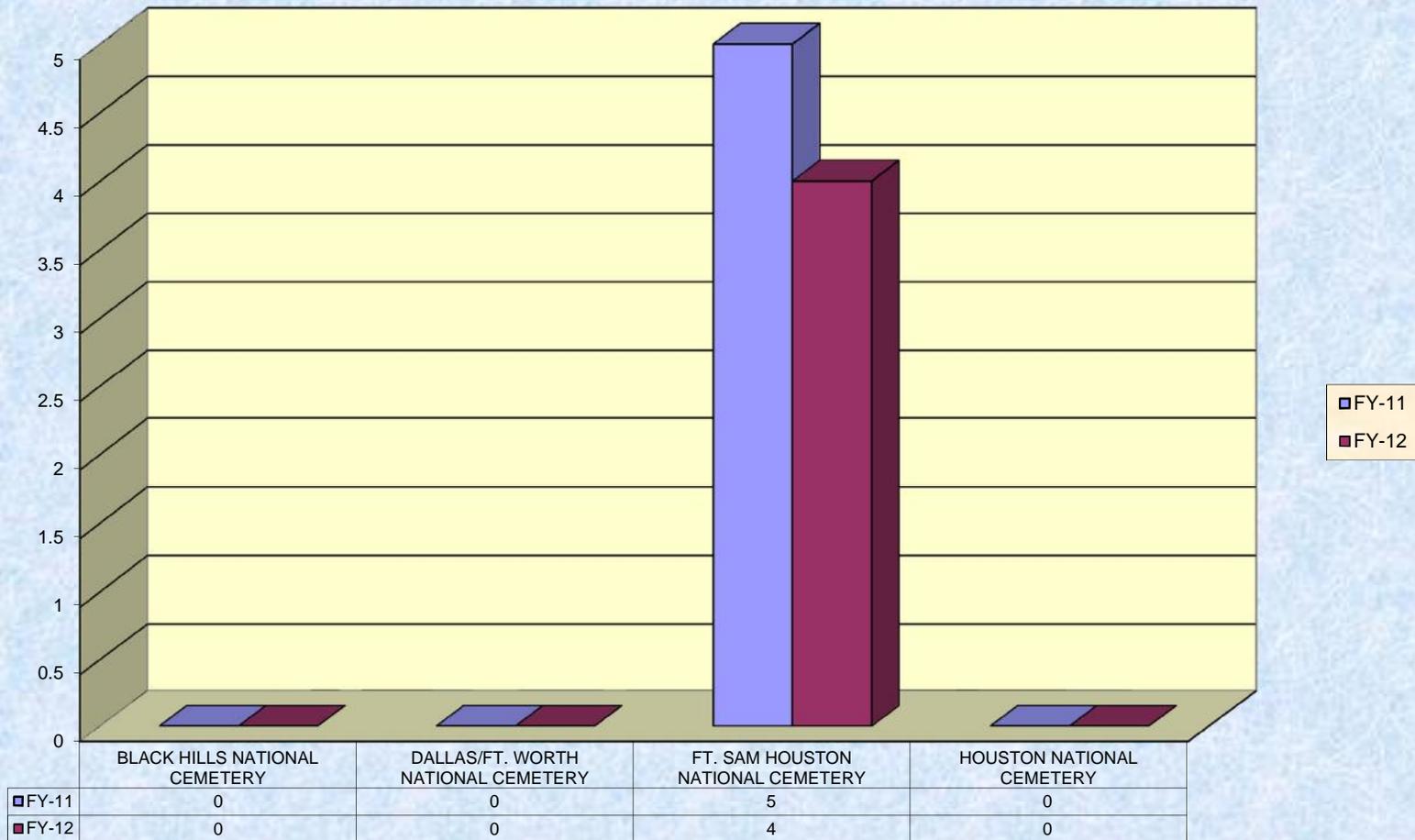
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FY-11 & FY-12 Formal Complaints Filed*



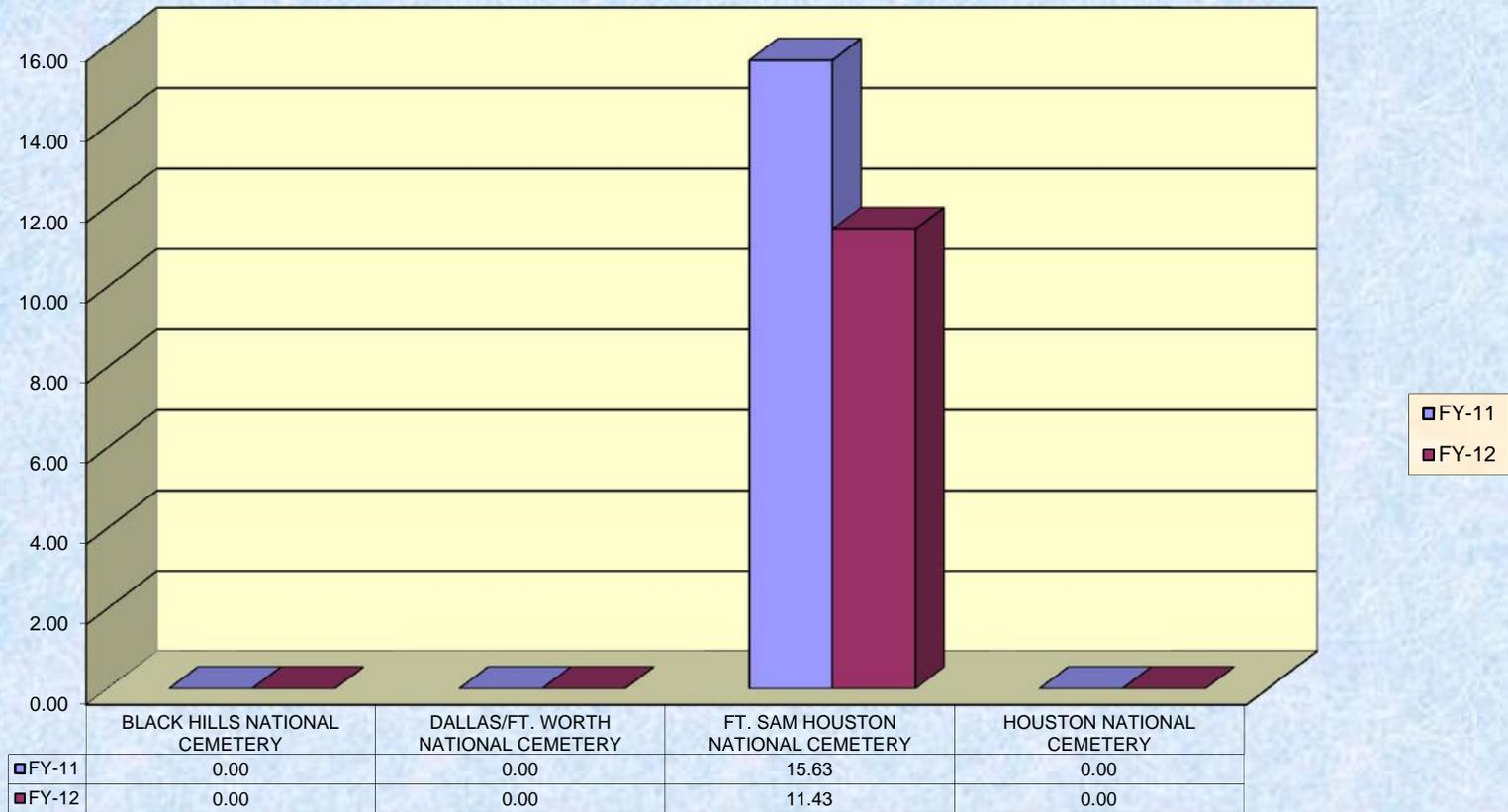
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 FY-11 & FY-12 Formal Per Capita
 (per 100 employees)*



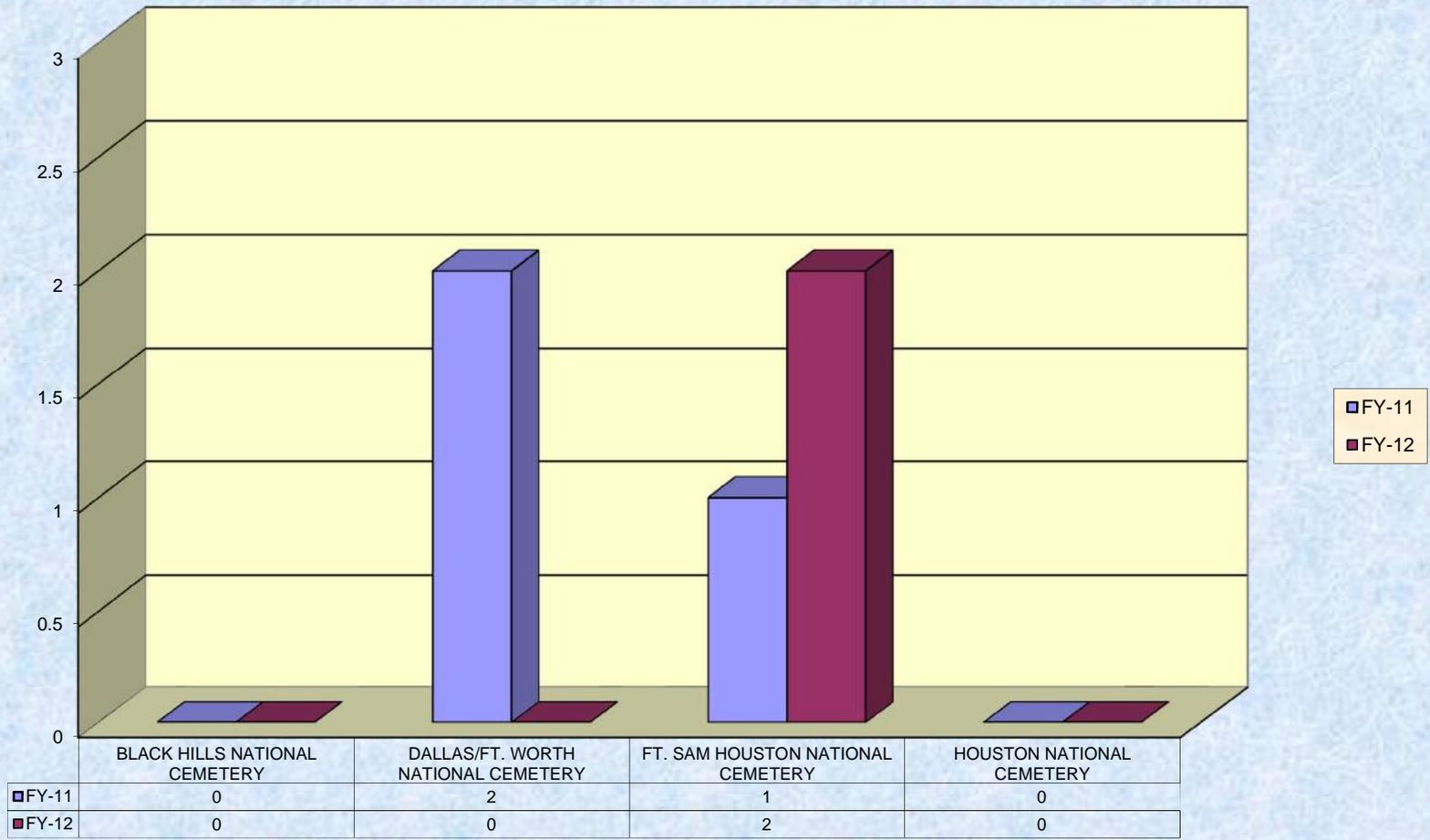
*National Cemetery Administration - MSN 3
FY-11 & FY-12 Informal Contacts*



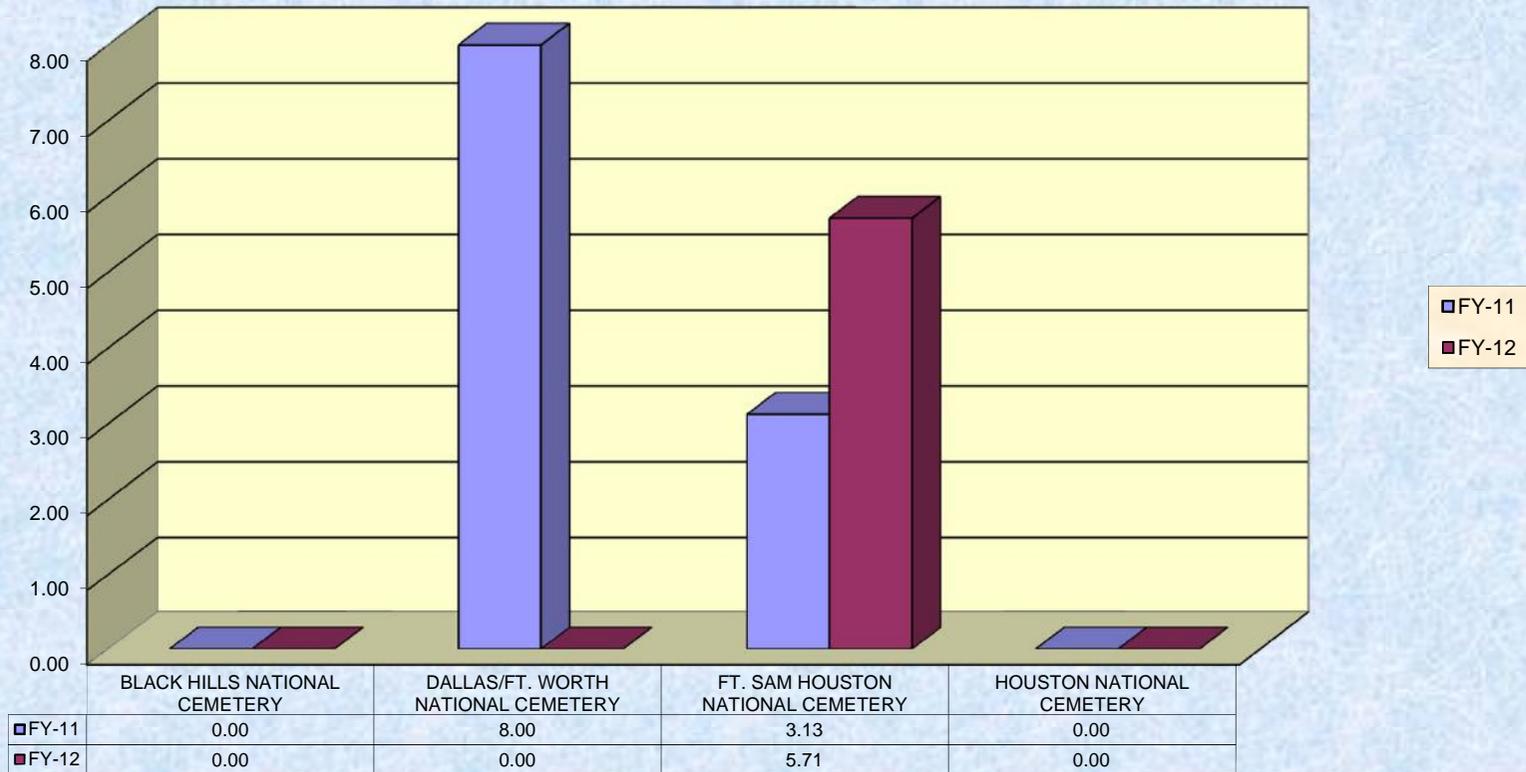
***National Cemetery Administration - MSN 3
 FY-11 & FY-12 Informal Per Capita
 (per 100 employees)***



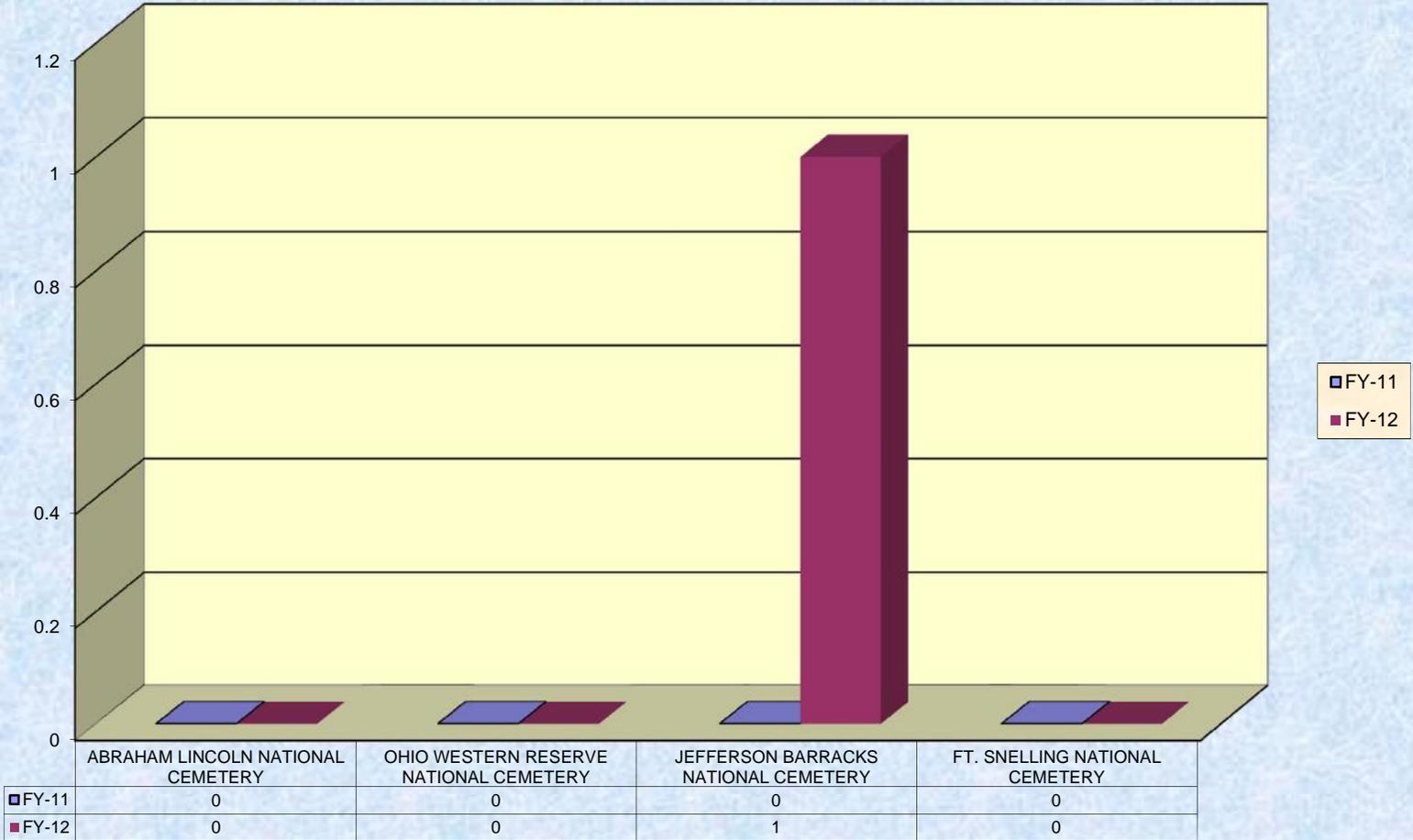
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FY-11 & FY-12 Formal Complaints Filed***



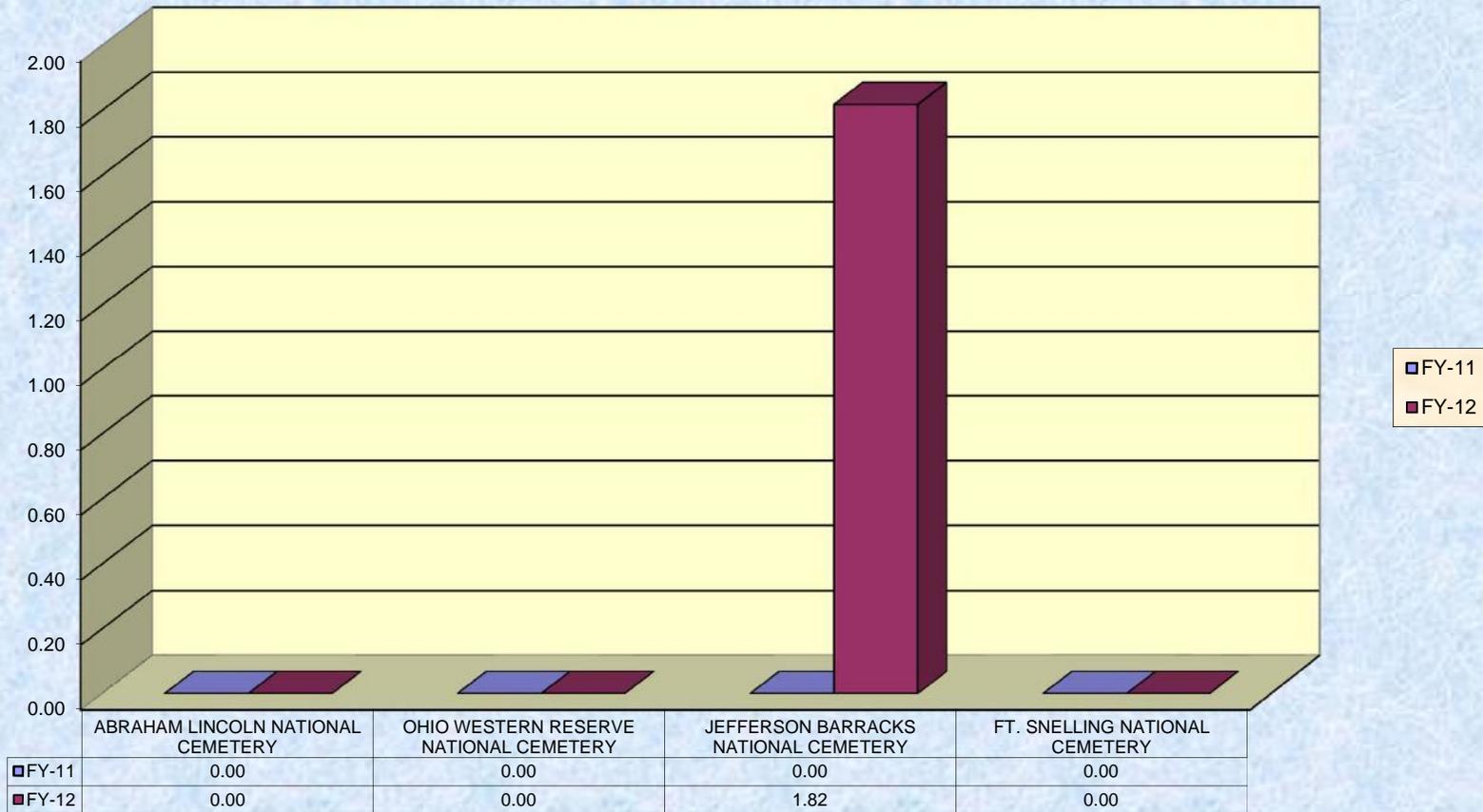
National Cemetery Administration - MSN 3
FY-11 & FY-12 Formal Per Capita
(per 100 employees)



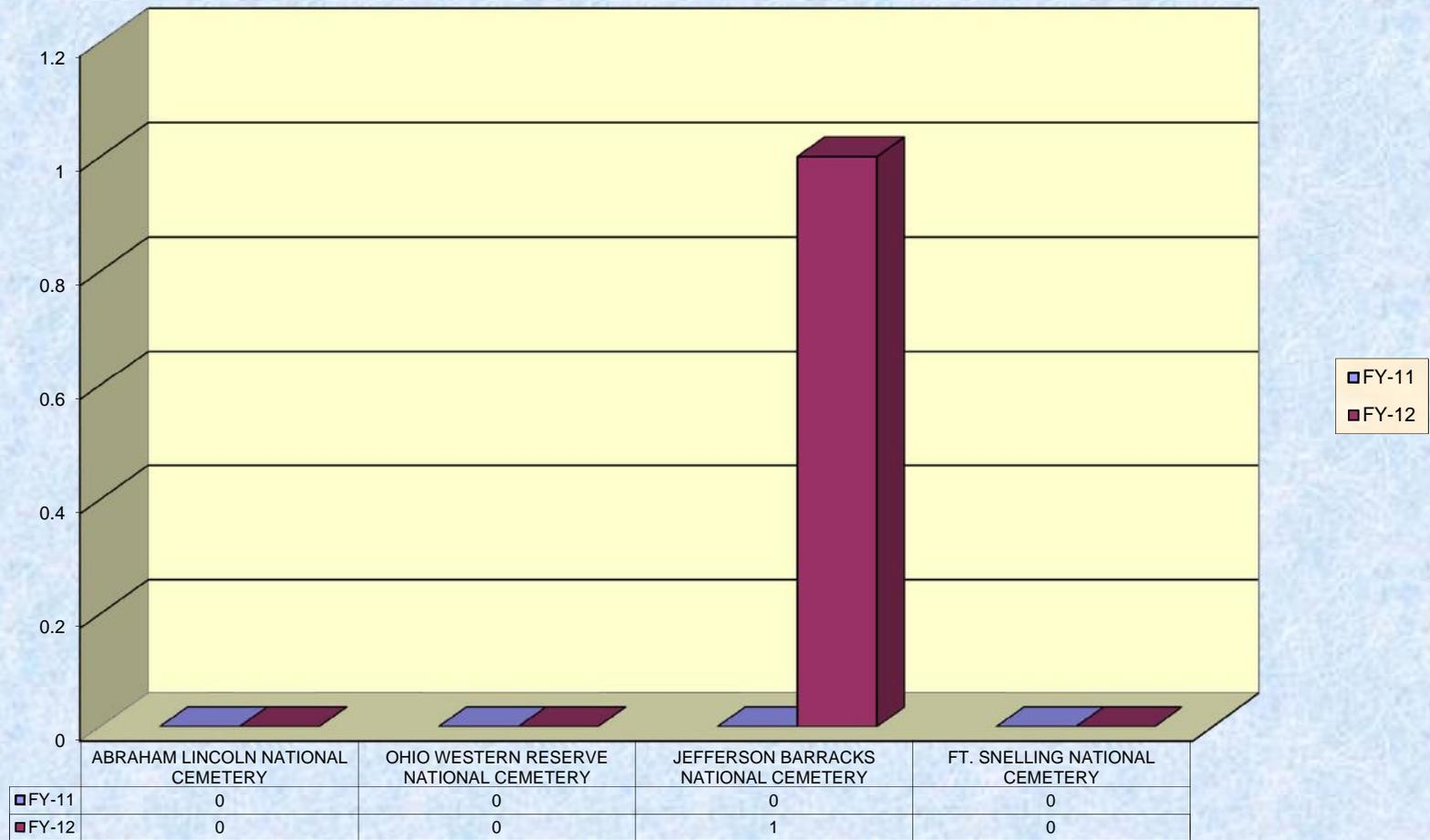
*National Cemetery Administration - MSN 4
FY-11 & FY-12 Informal Contacts*



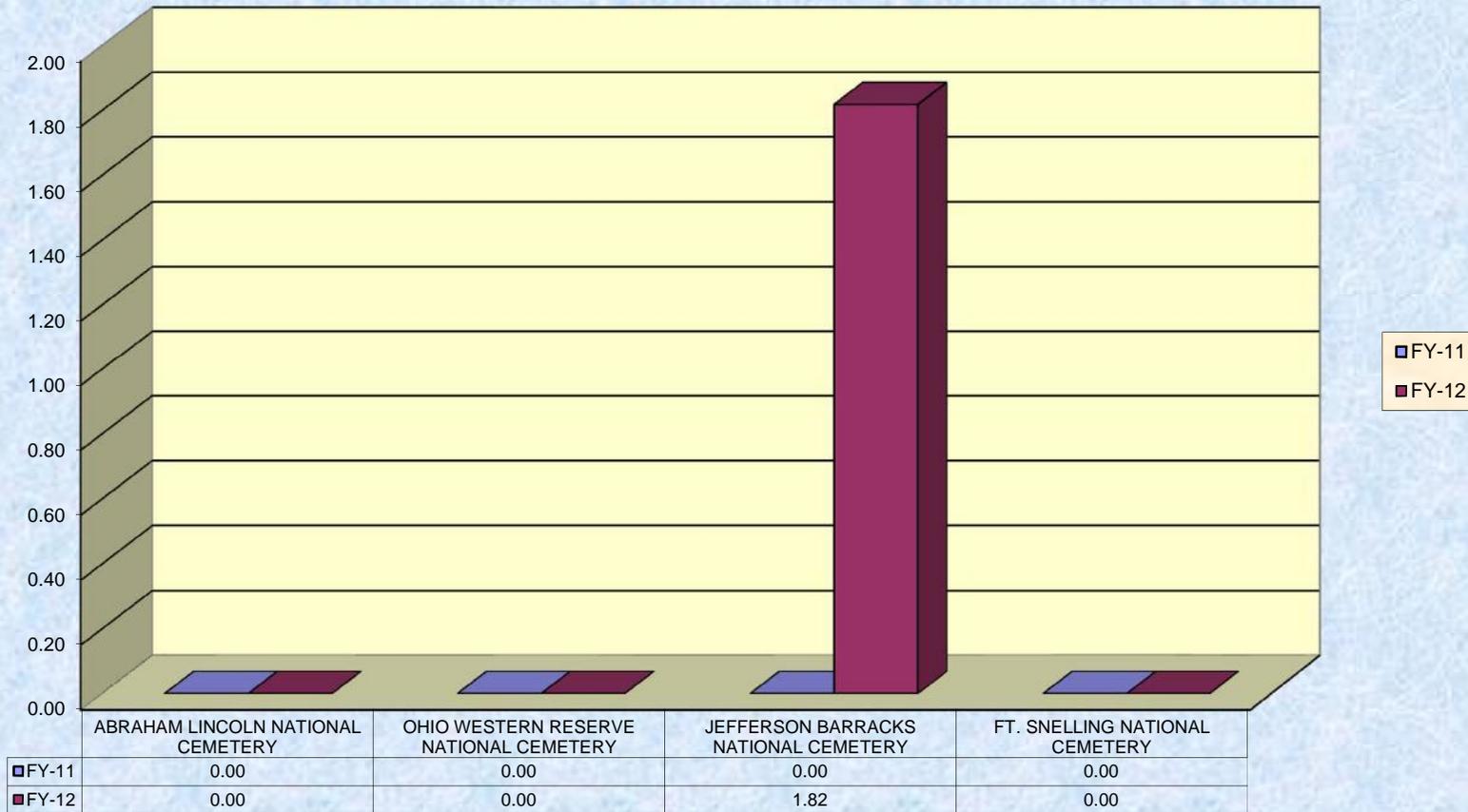
***National Cemetery Administration - MSN 4
FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



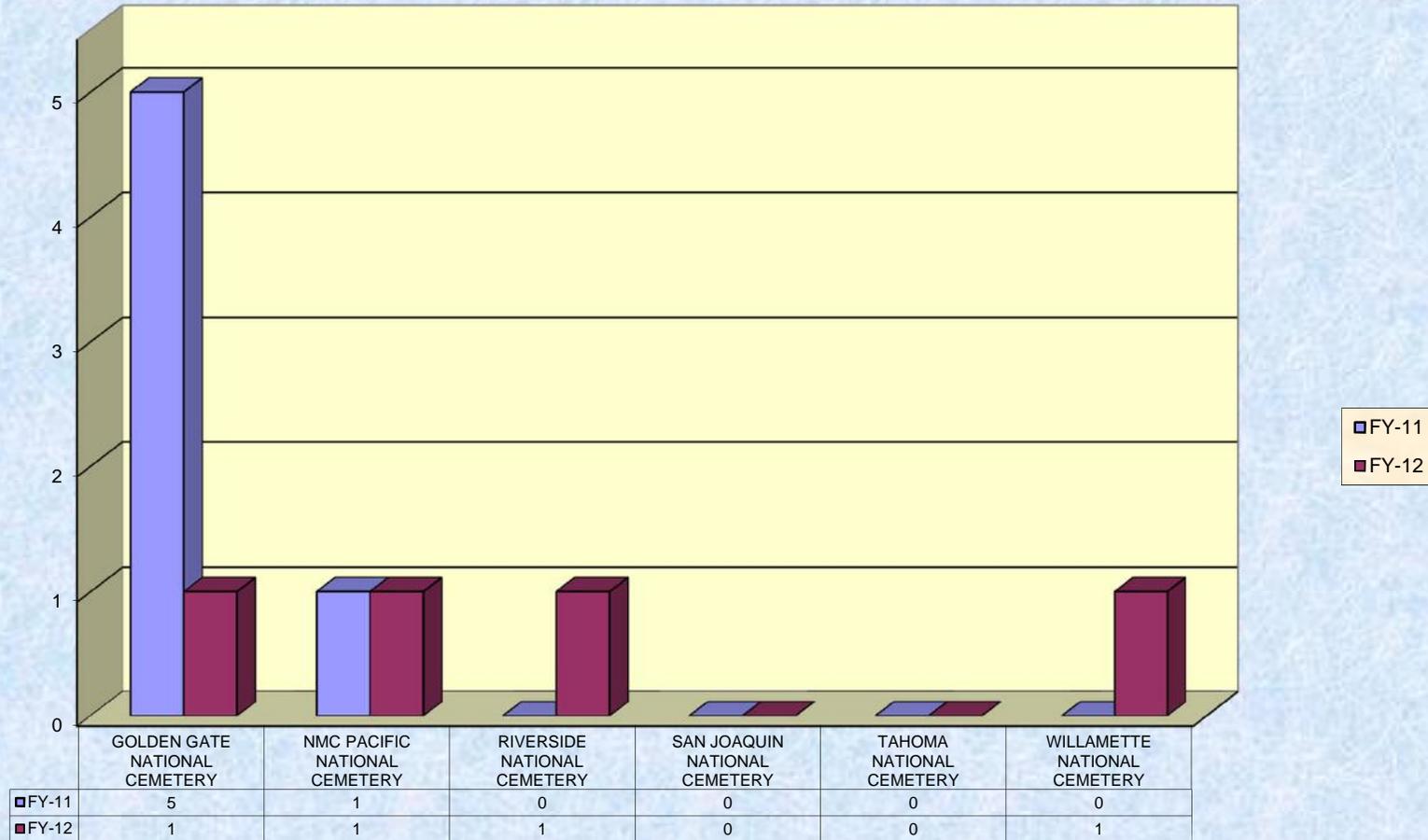
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FY-11 & FY-12 Formal Complaints Filed*



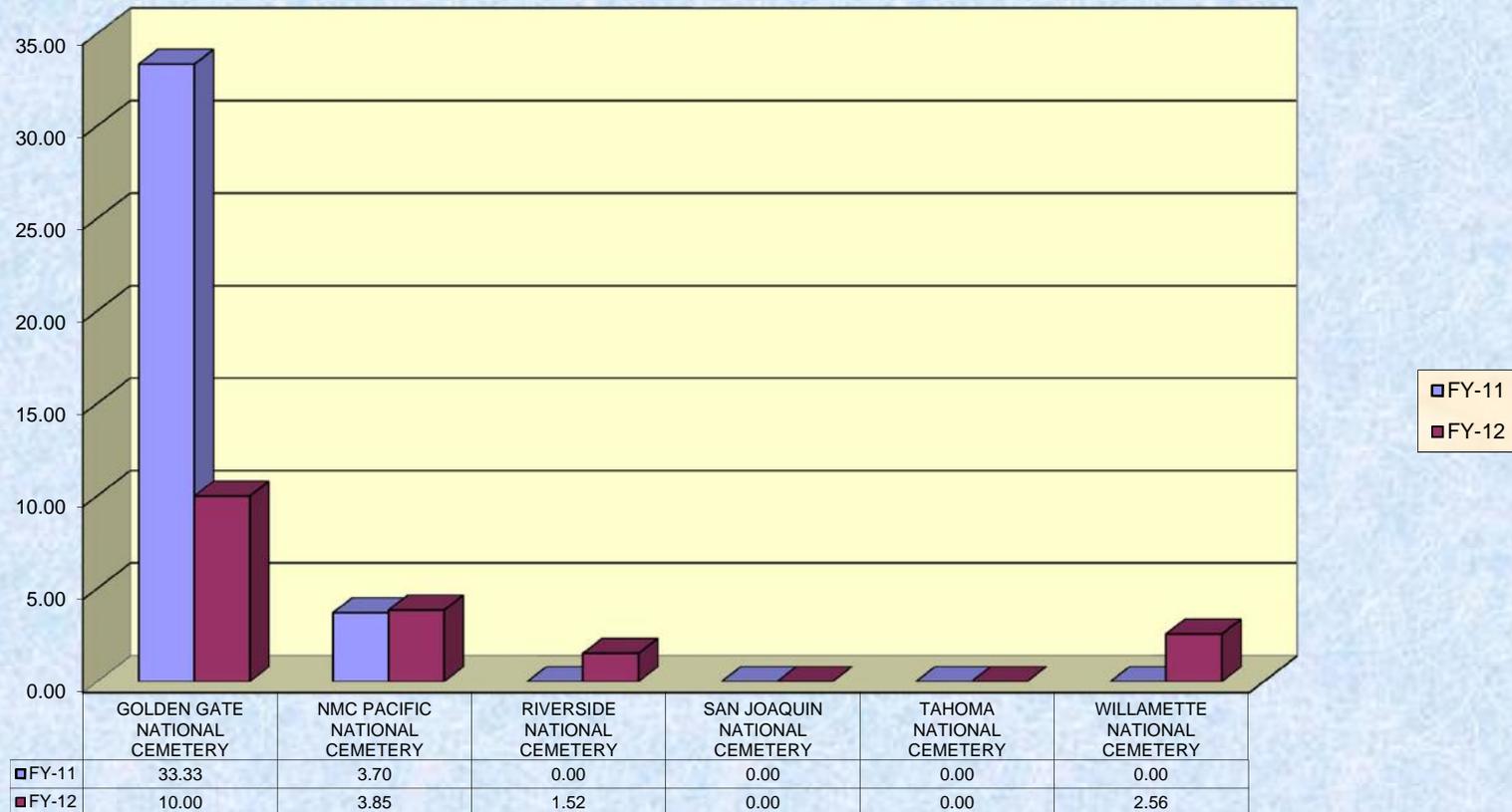
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FY-11 & FY-12 Formal Per Capita
(per 100 employees)***



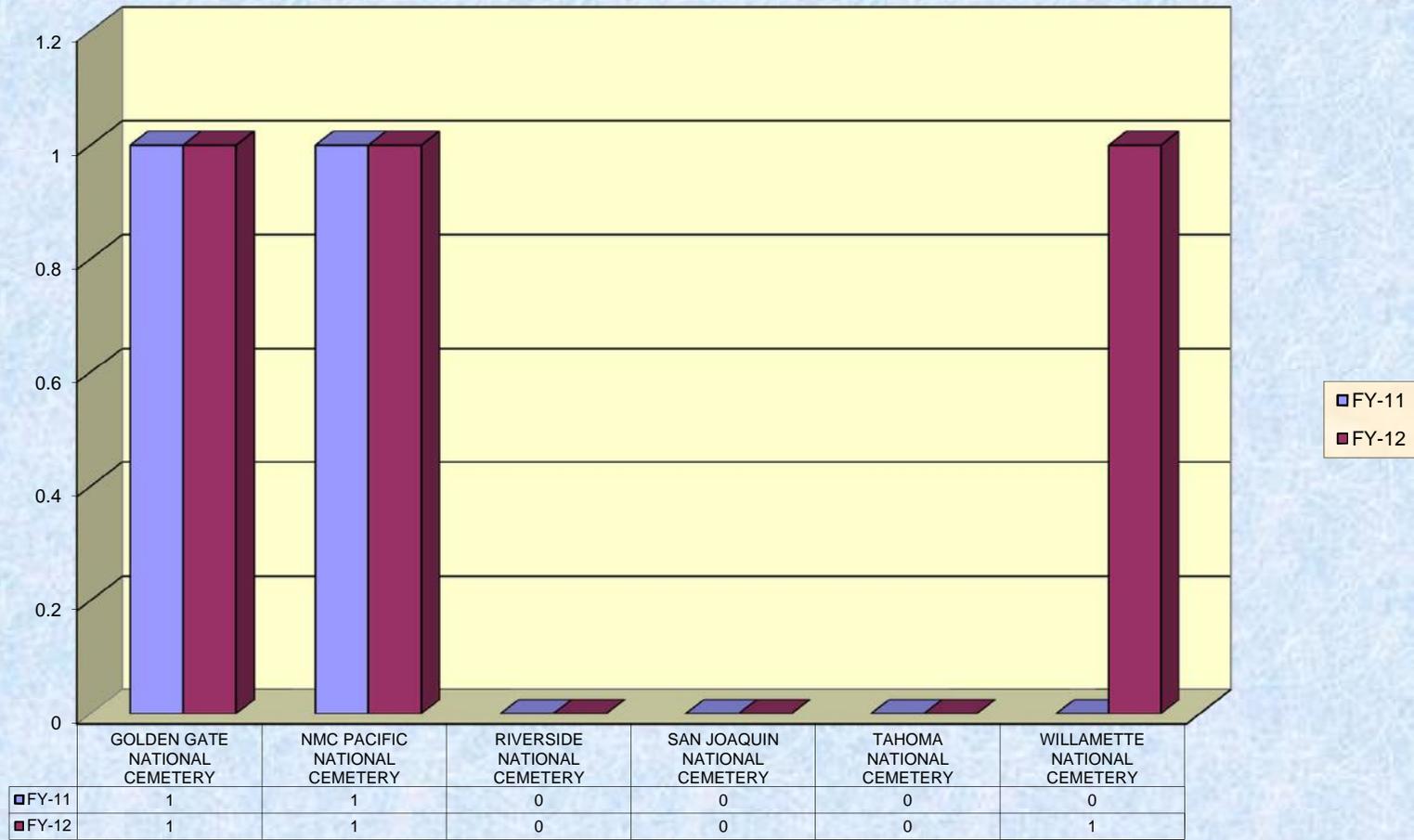
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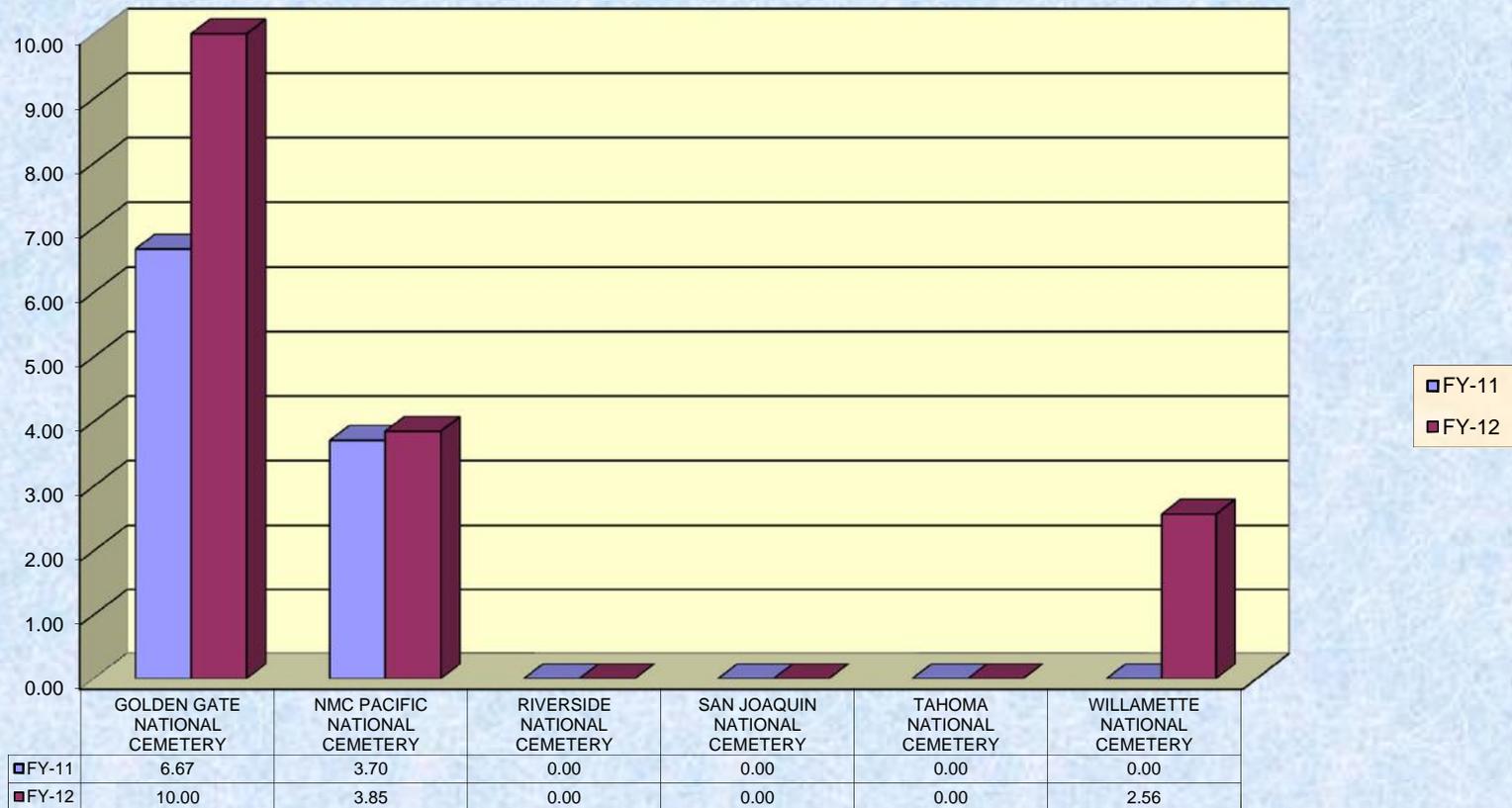
***National Cemetery Administration - MSN 5
FY-11 & FY-12 Informal Per Capita
(per 100 employees)***



*National Cemetery Administration - MSN 5
FY-11 & FY-12 Formal Complaints Filed*



National Cemetery Administration - MSN 5
FY-11 & FY-12 Formal Per Capita
(per 100 employees)





**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.

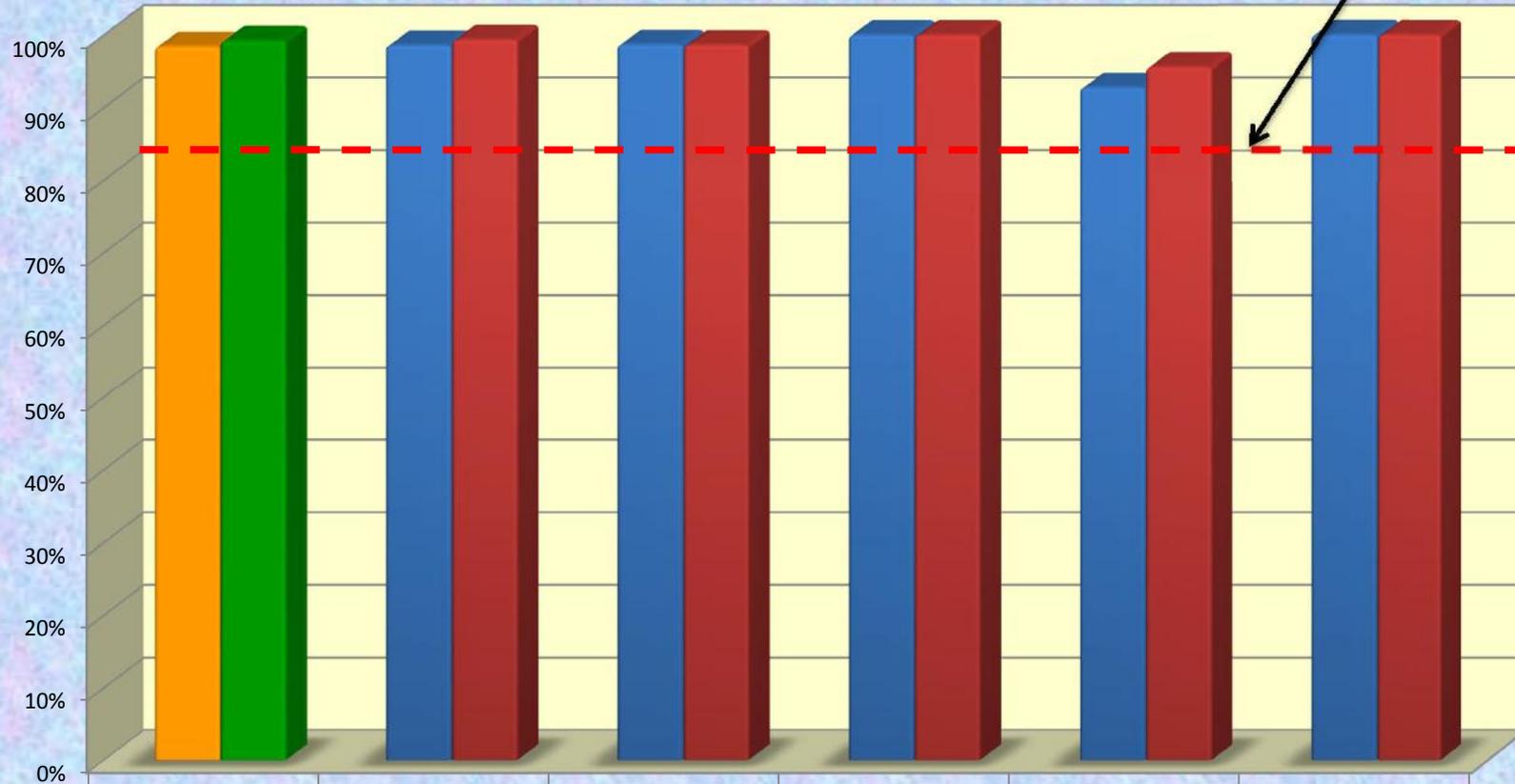
Conclusion

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

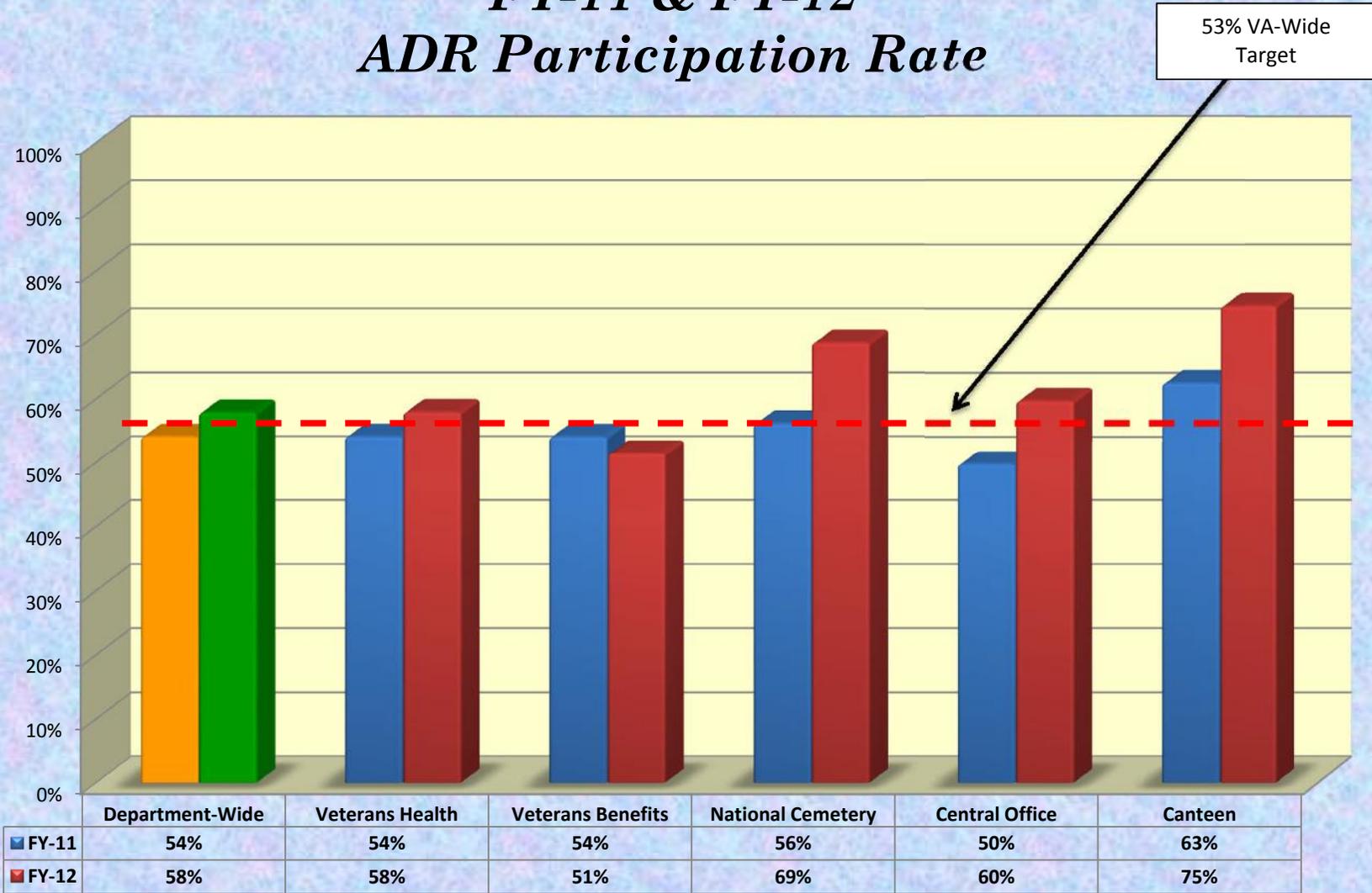
Department of Veterans Affairs FY-11 & FY-12 ADR Offer Rate

80% Government-Wide Target



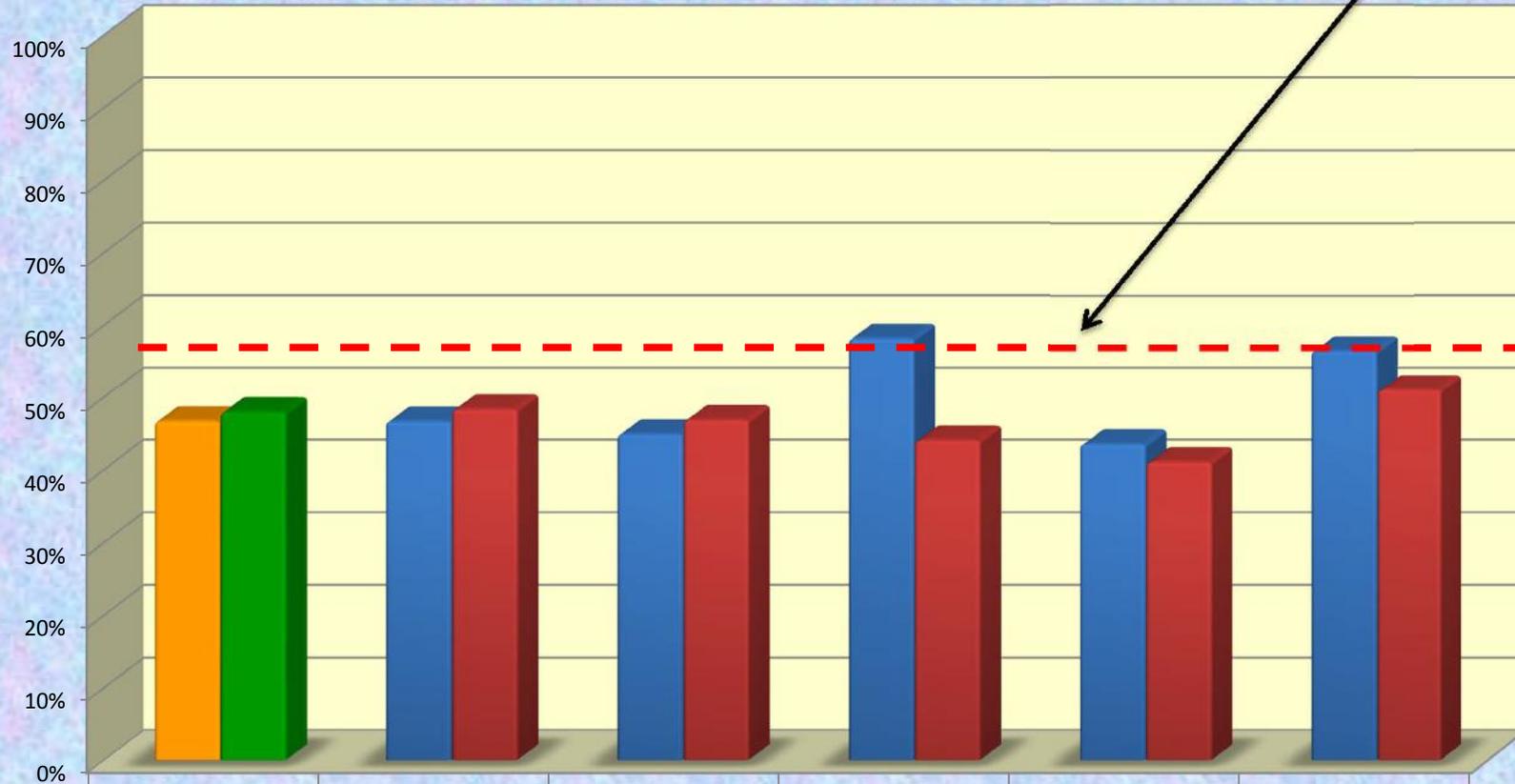
	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
■ FY-11	98%	99%	99%	100%	93%	100%
■ FY-12	99%	99%	99%	100%	96%	100%

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



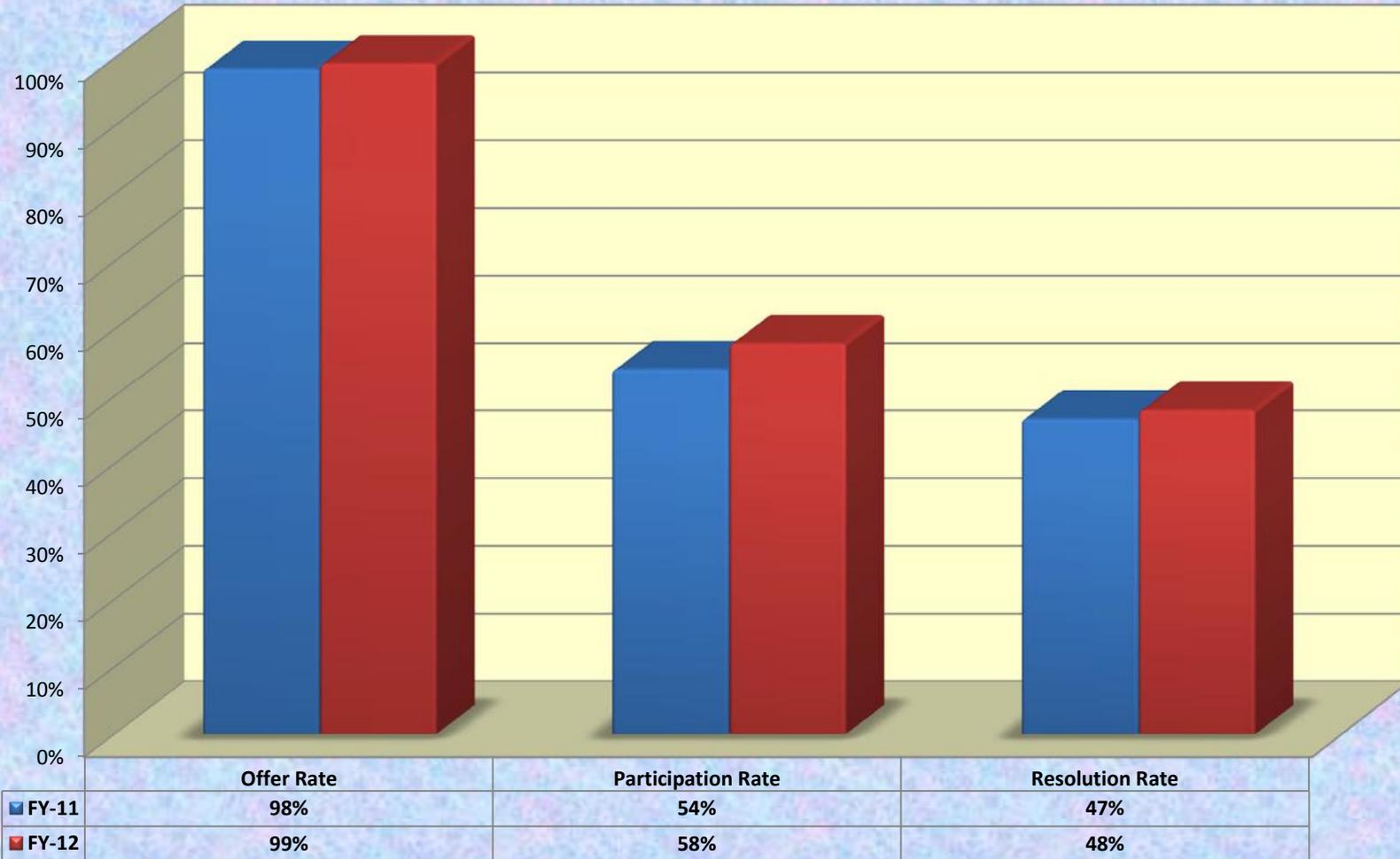
Department of Veterans Affairs FY-11 & FY-12 Resolution Rate

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%

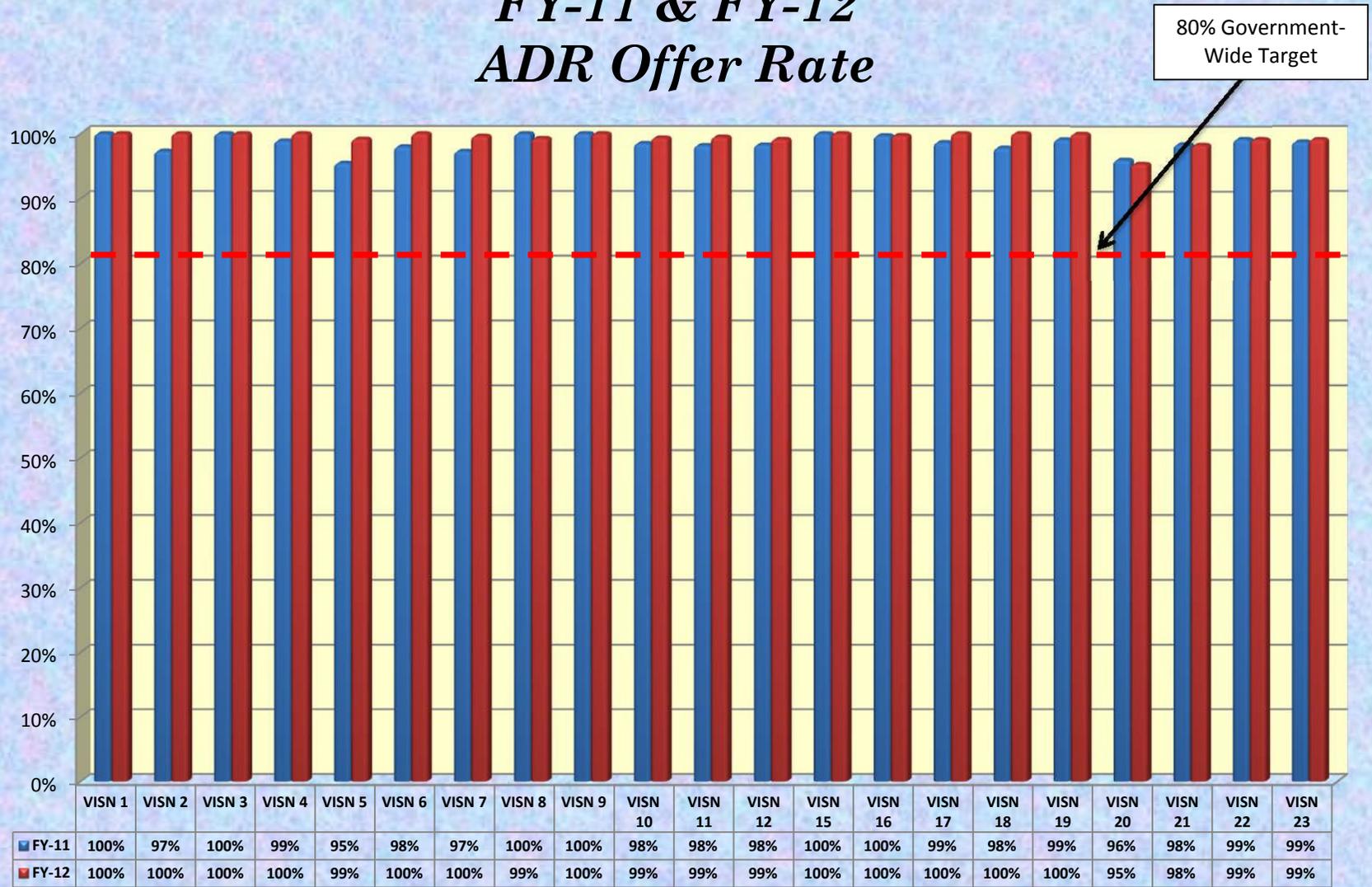
Department of Veterans Affairs FY-11 & FY-12 ADR Offer, ADR Participation, and Resolution Rate



Veterans Health Administration

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

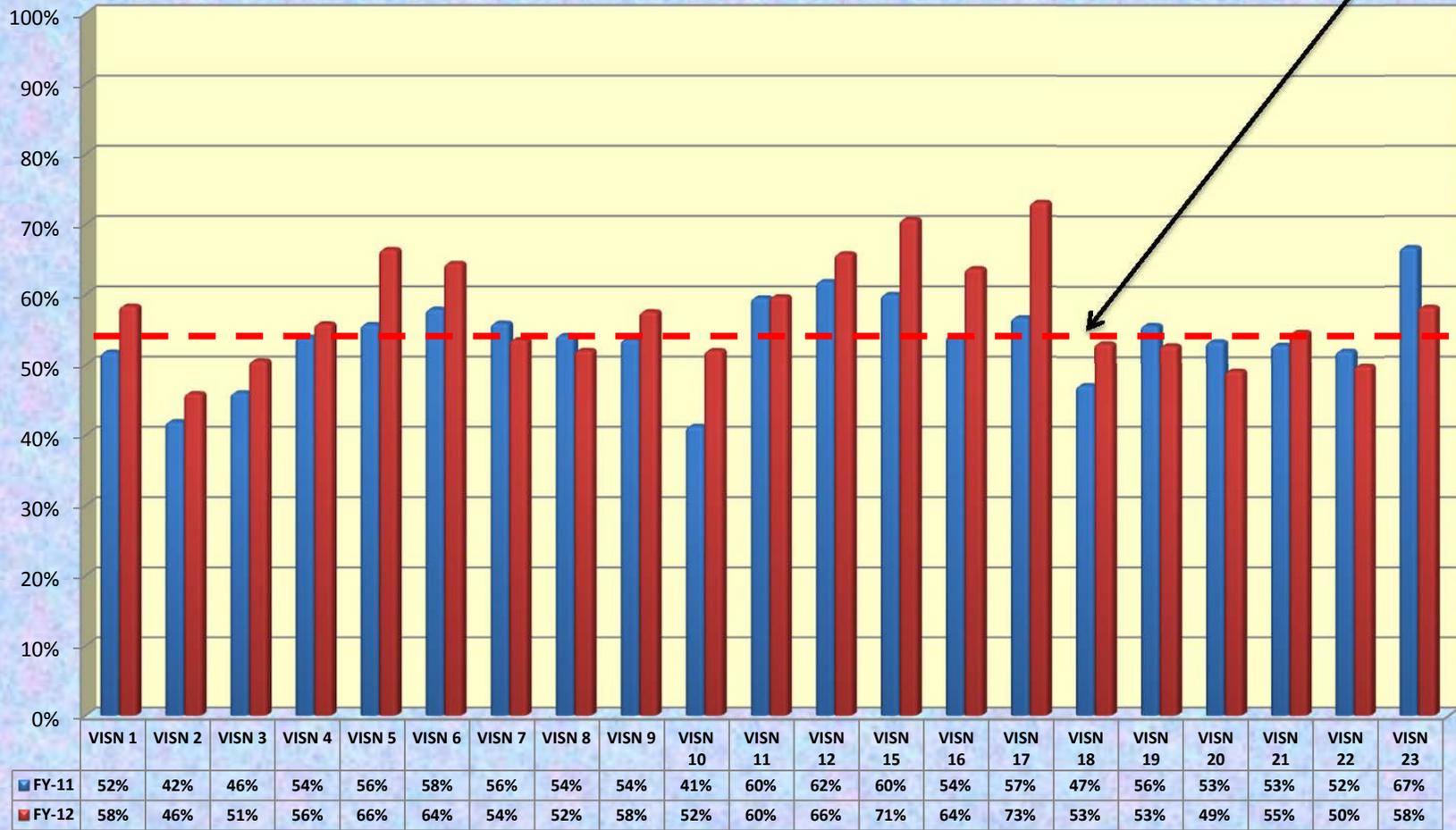
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate



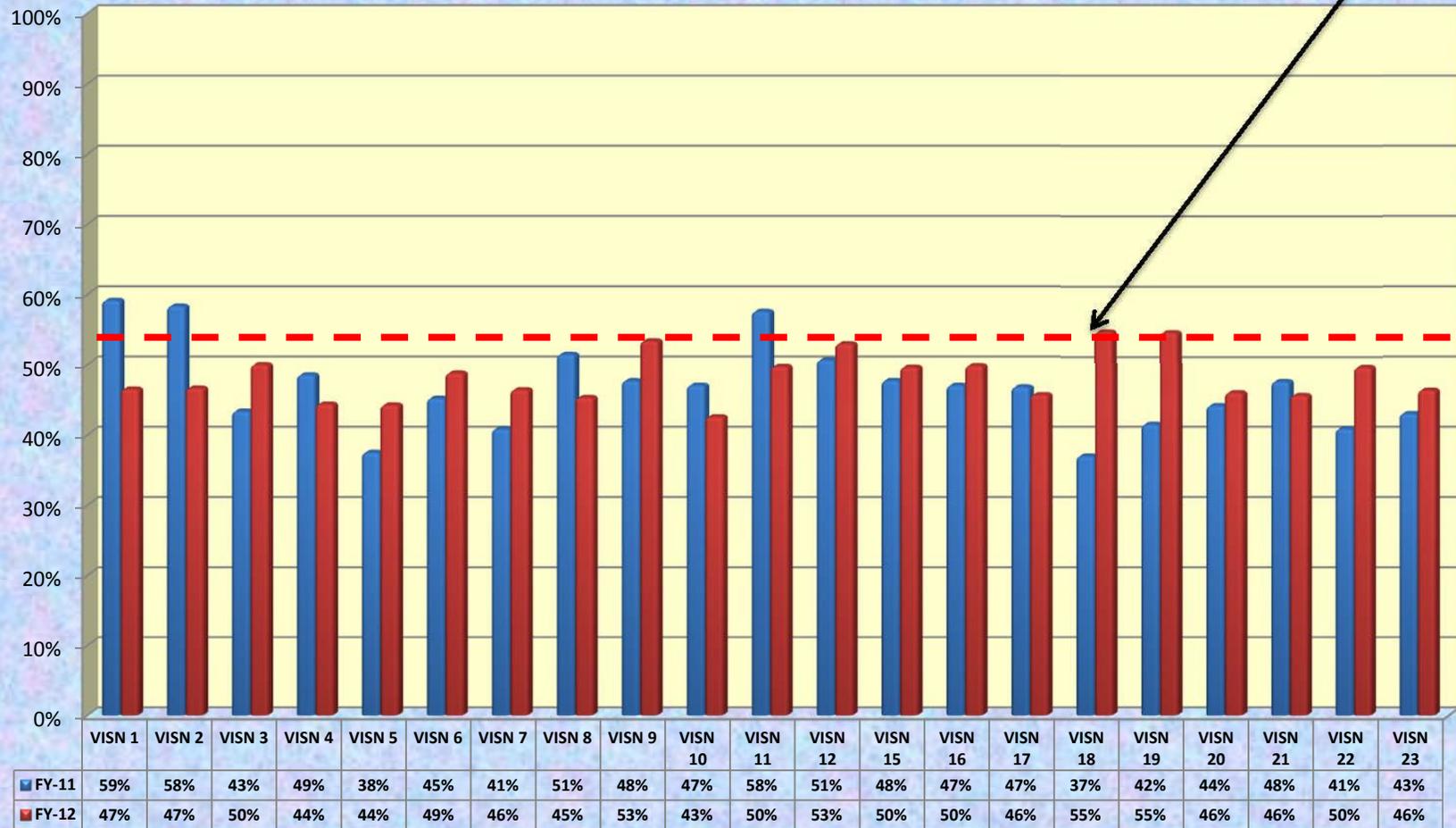
Data Source: ADRTTracker System

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

53% VA-Wide Target



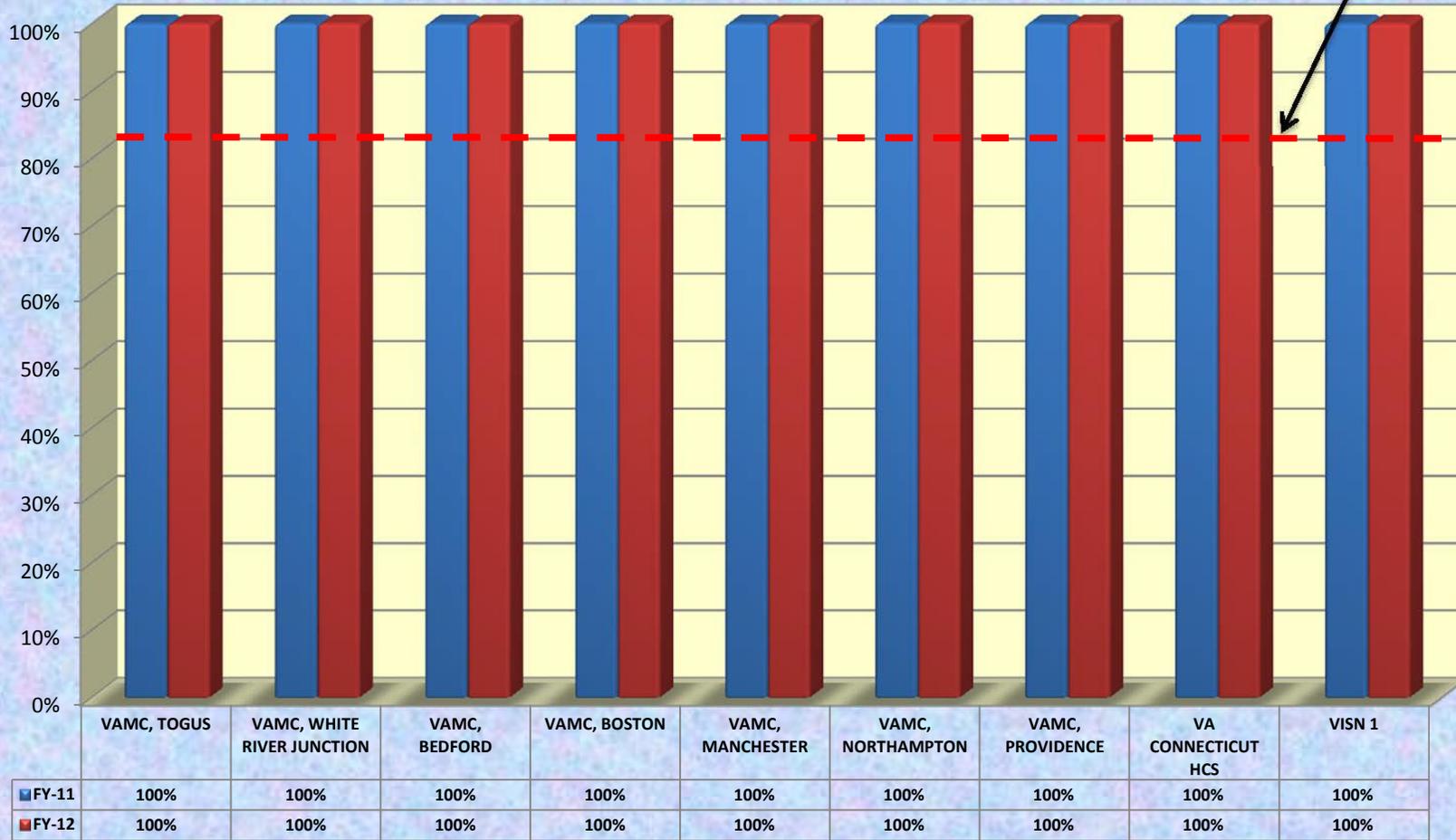
Veterans Health Administration FY-11 & FY-12 Resolution Rate



53% Government-Wide Average

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

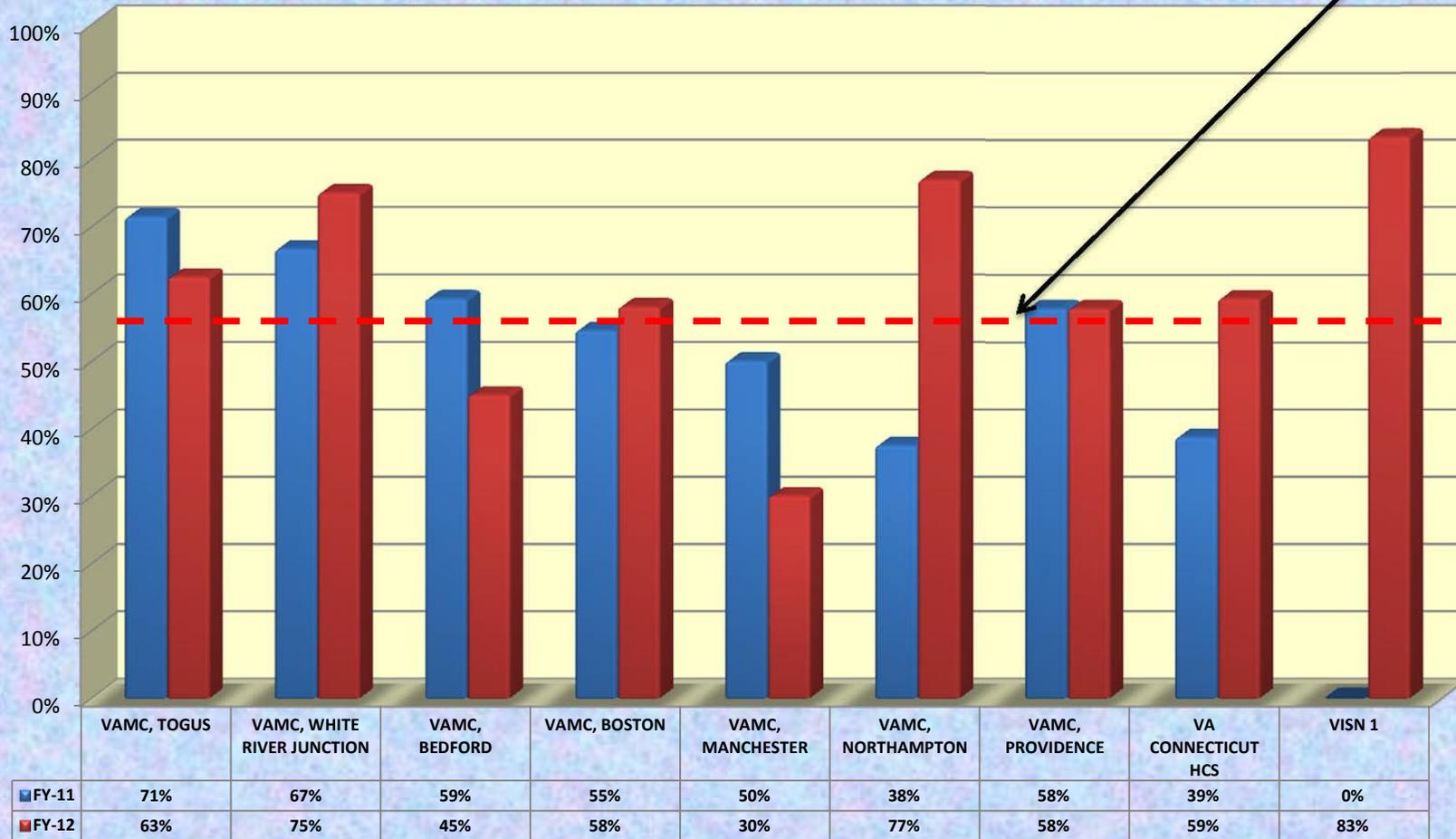
80% Government-Wide Target



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

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

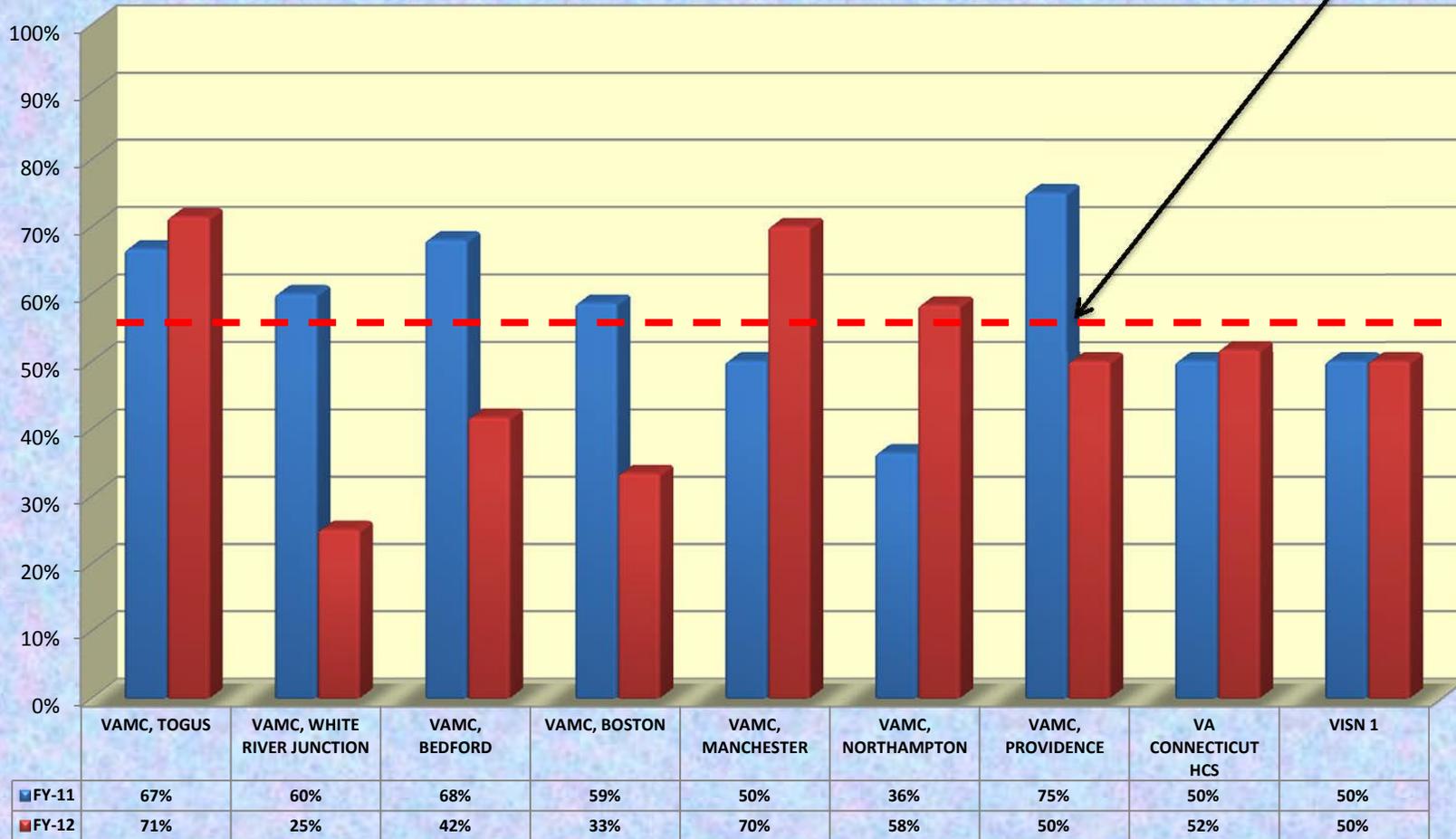
53% VA-Wide Target



Data Source: ADTracker System

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

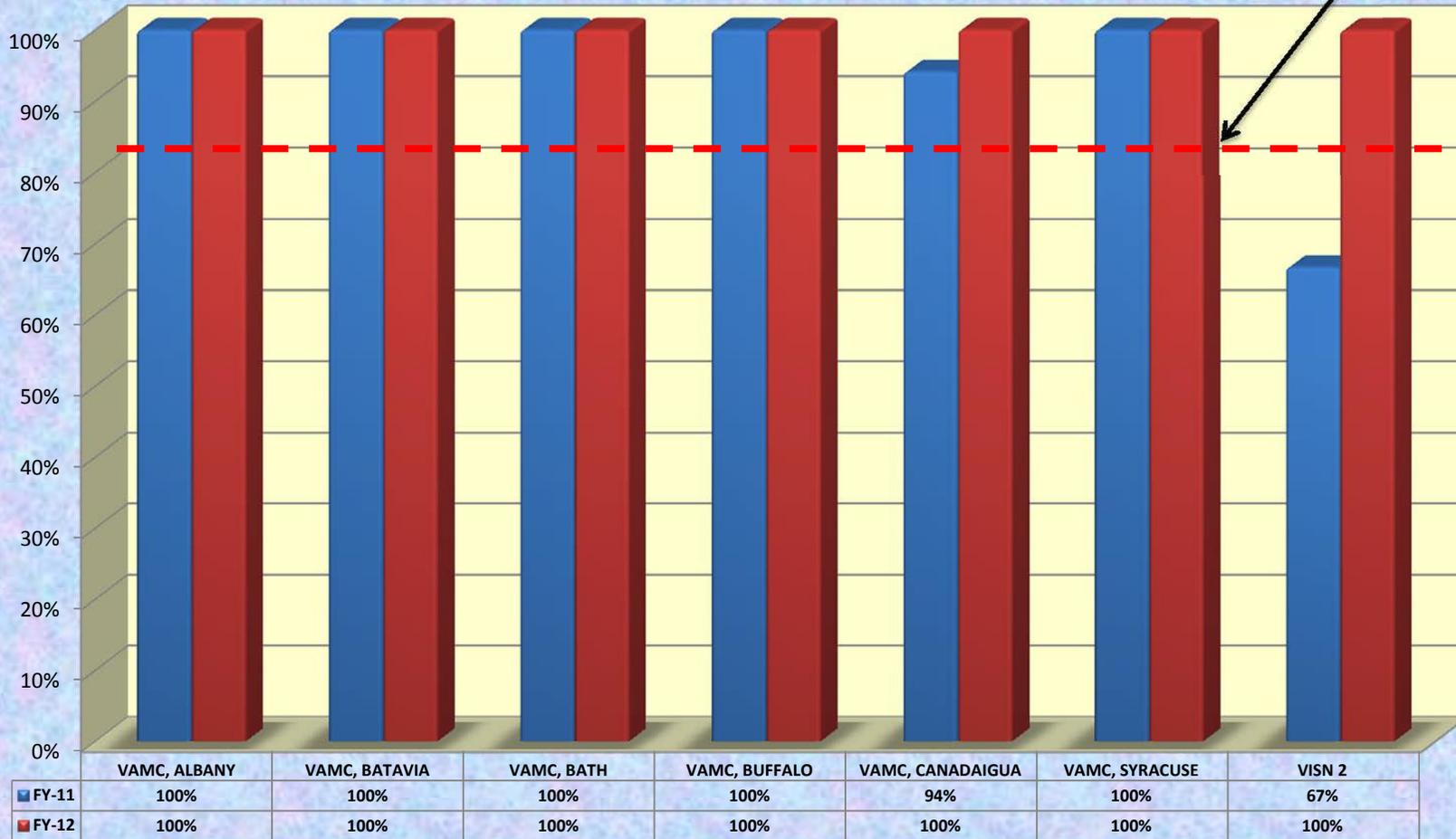
53% Government-Wide Average



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

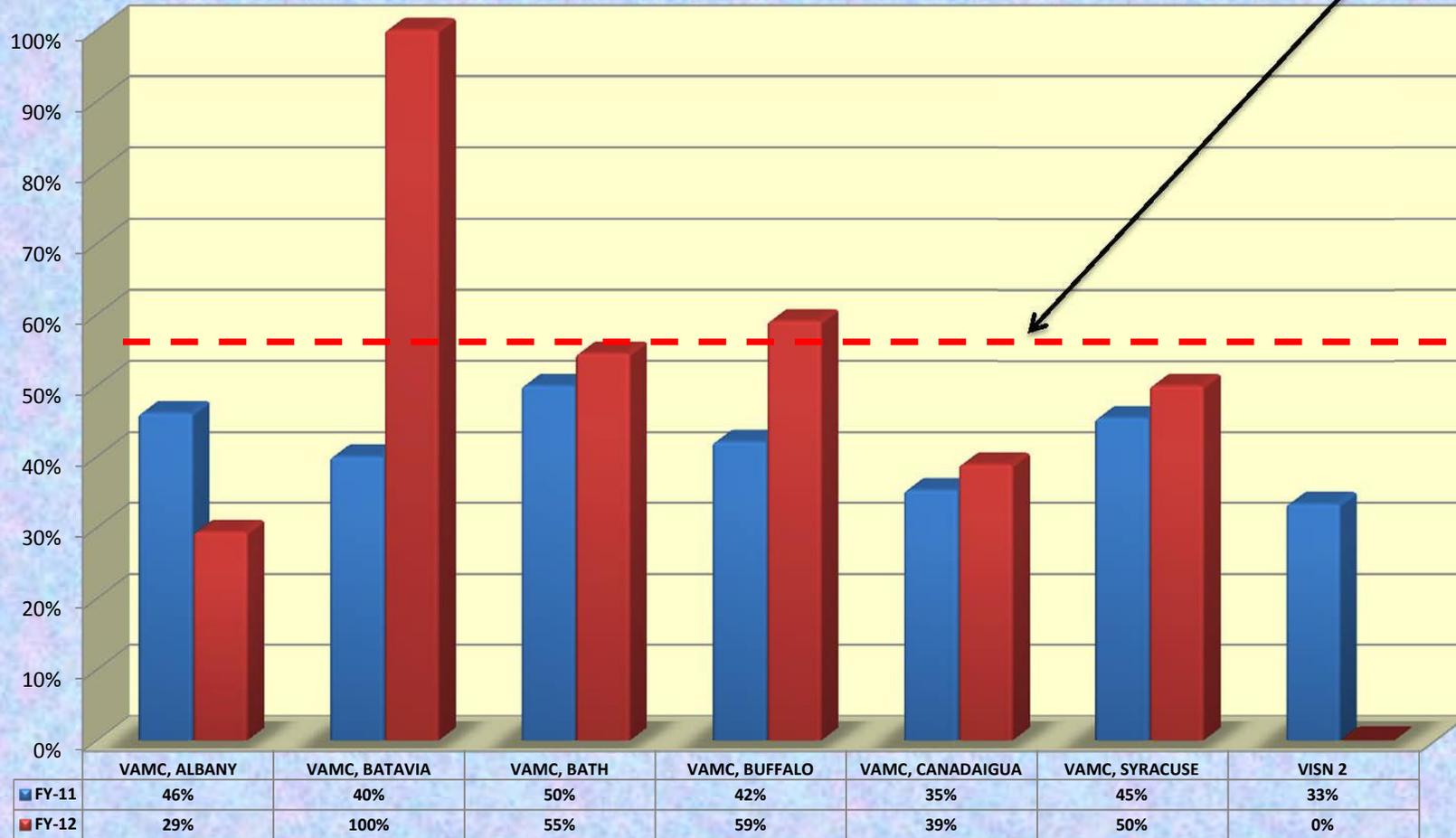


Data Source: ADRTTracker System

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

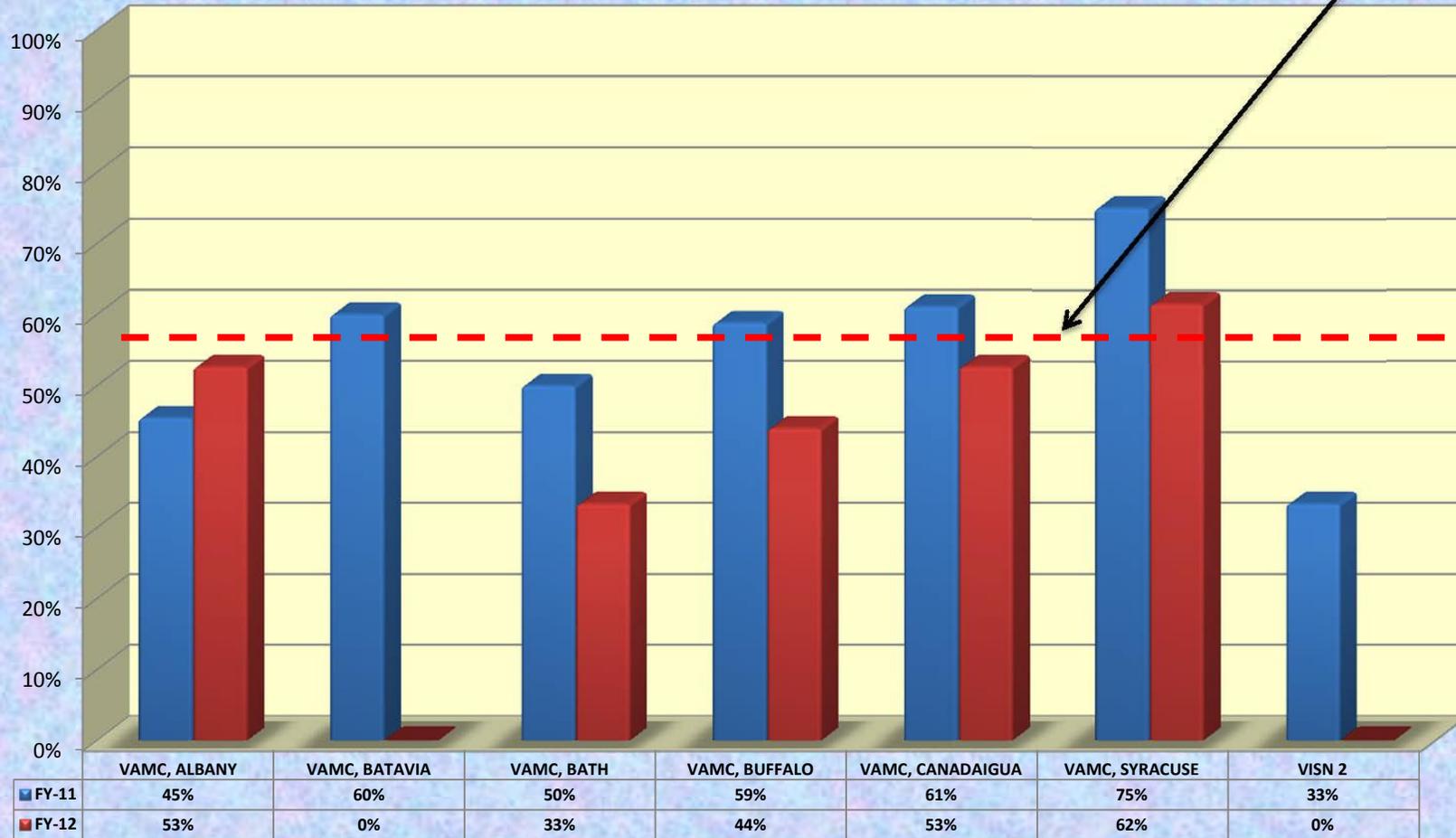


Data Source: ADRTTracker System

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

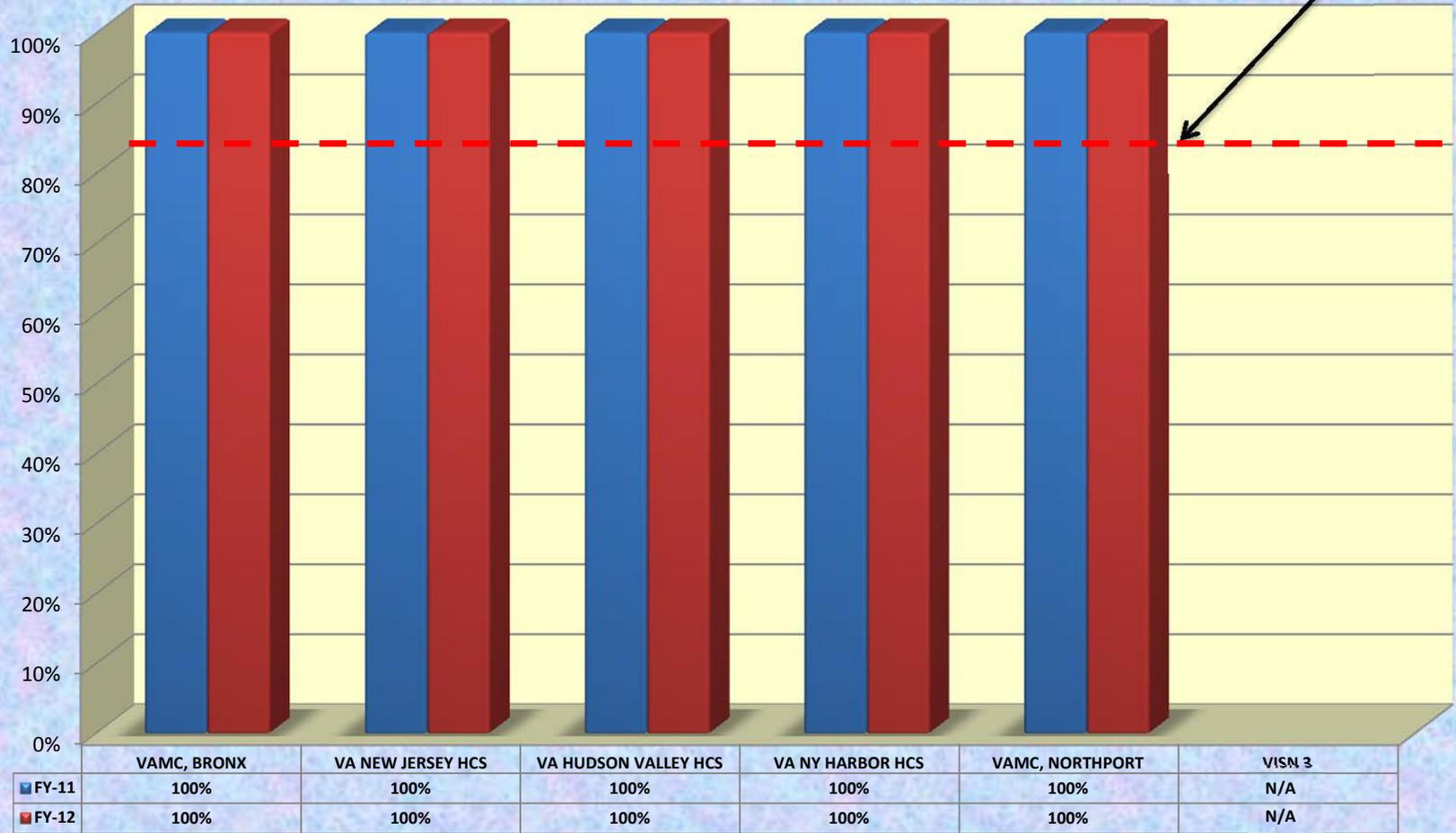


Data Source: ADRTTracker System

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

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

80% Government-Wide Target

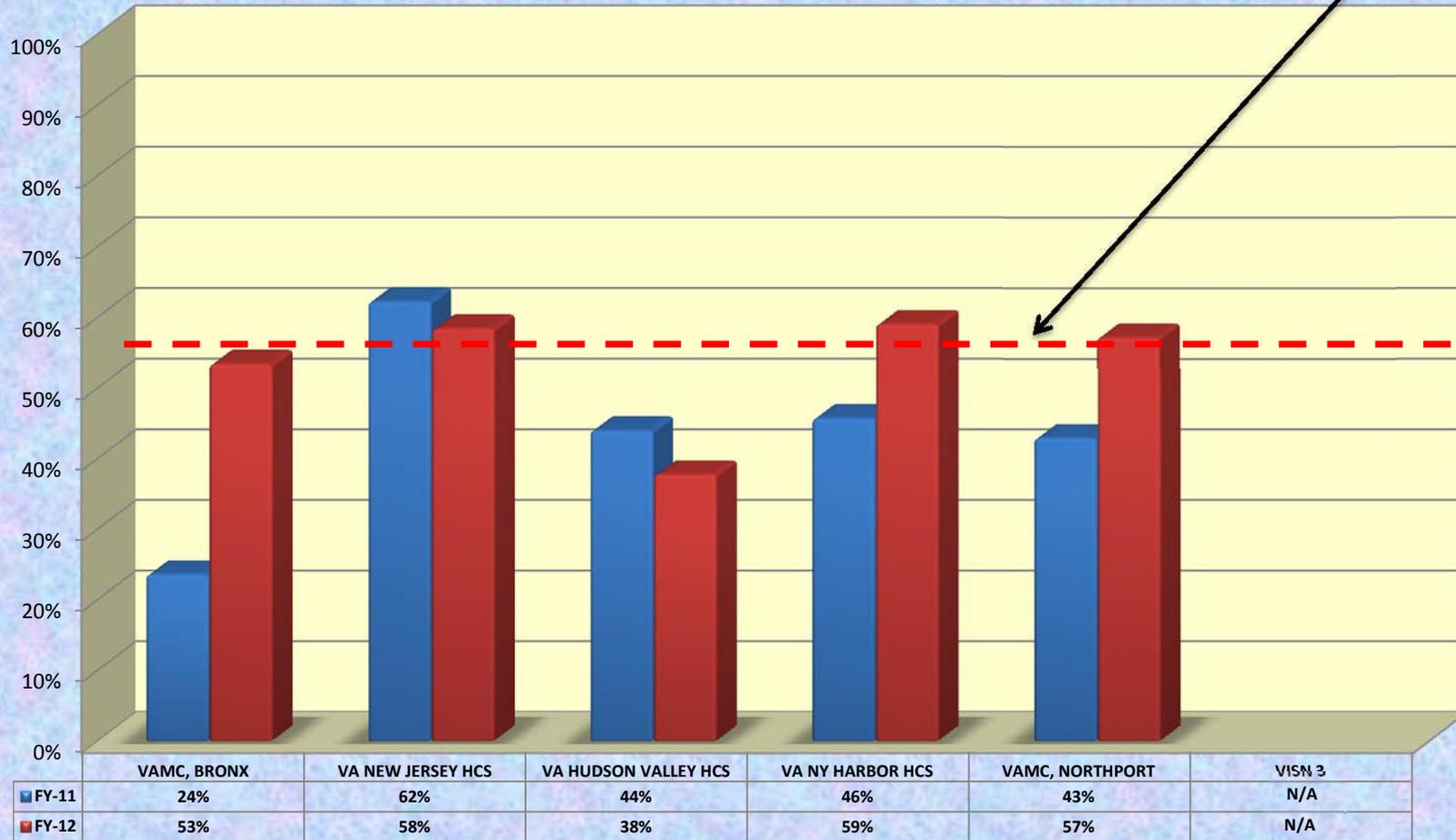


Data Source: ADRTTracker System

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

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

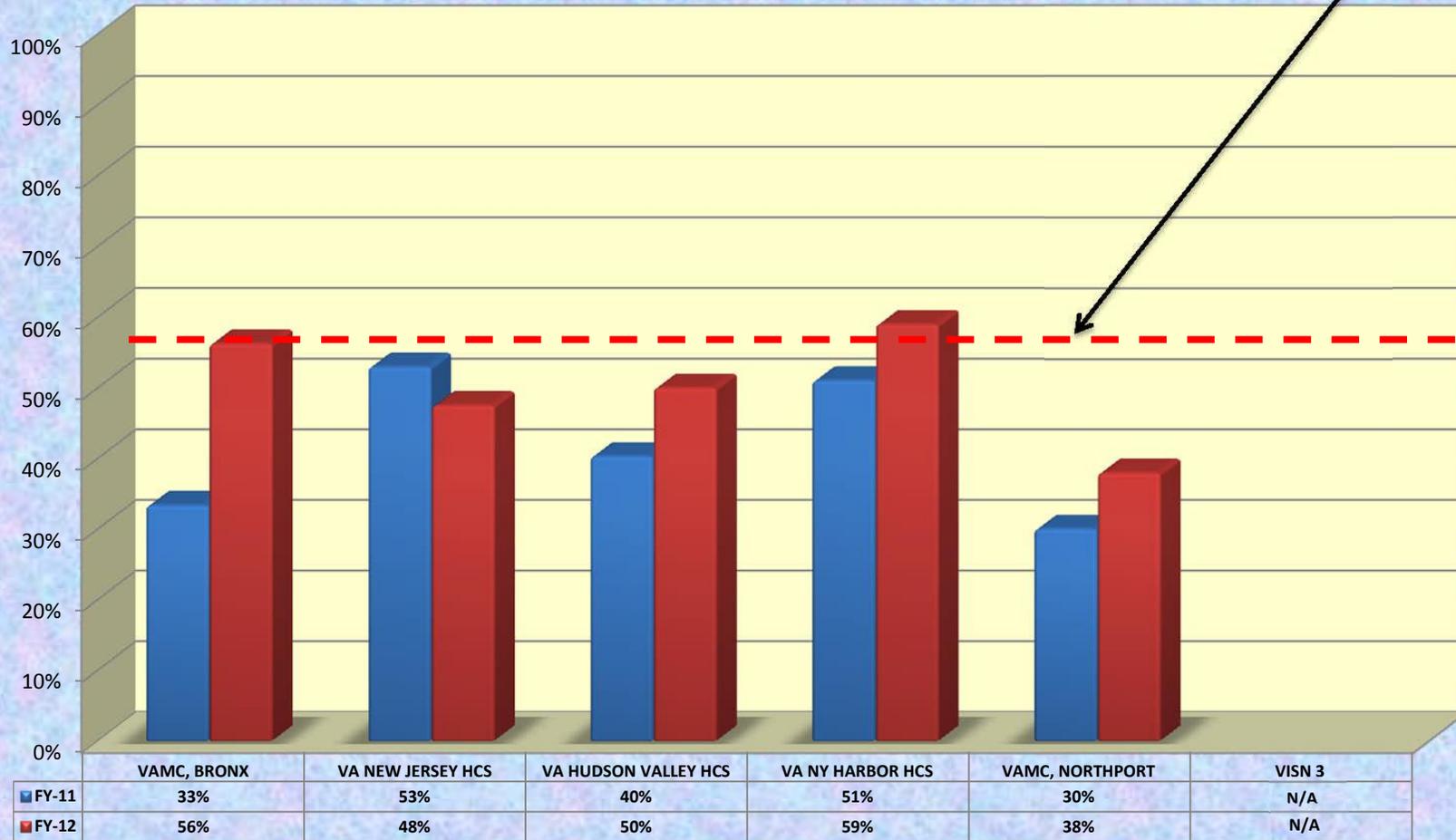
53% VA-Wide Target



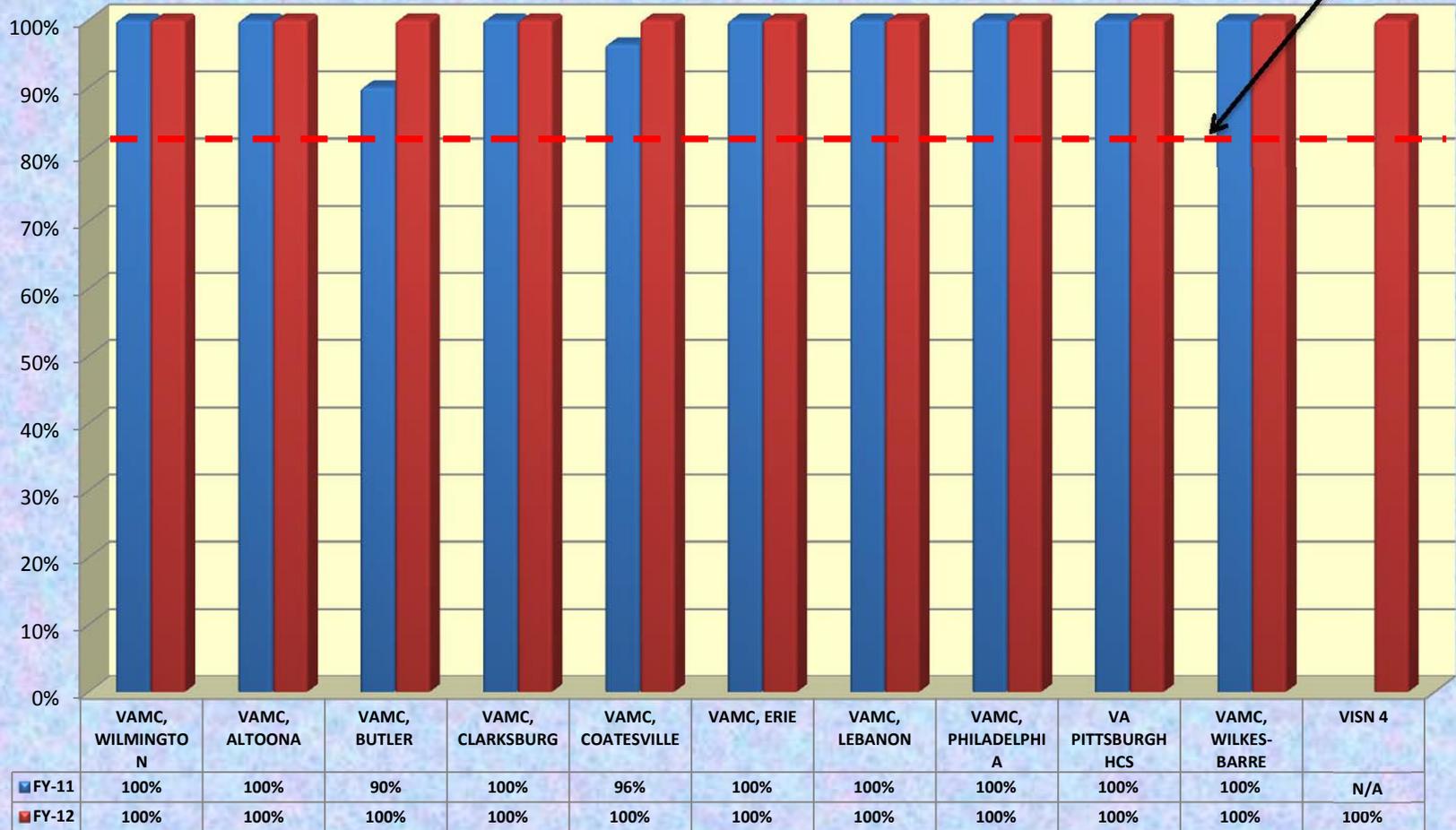
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Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 3

53% Government-Wide Average



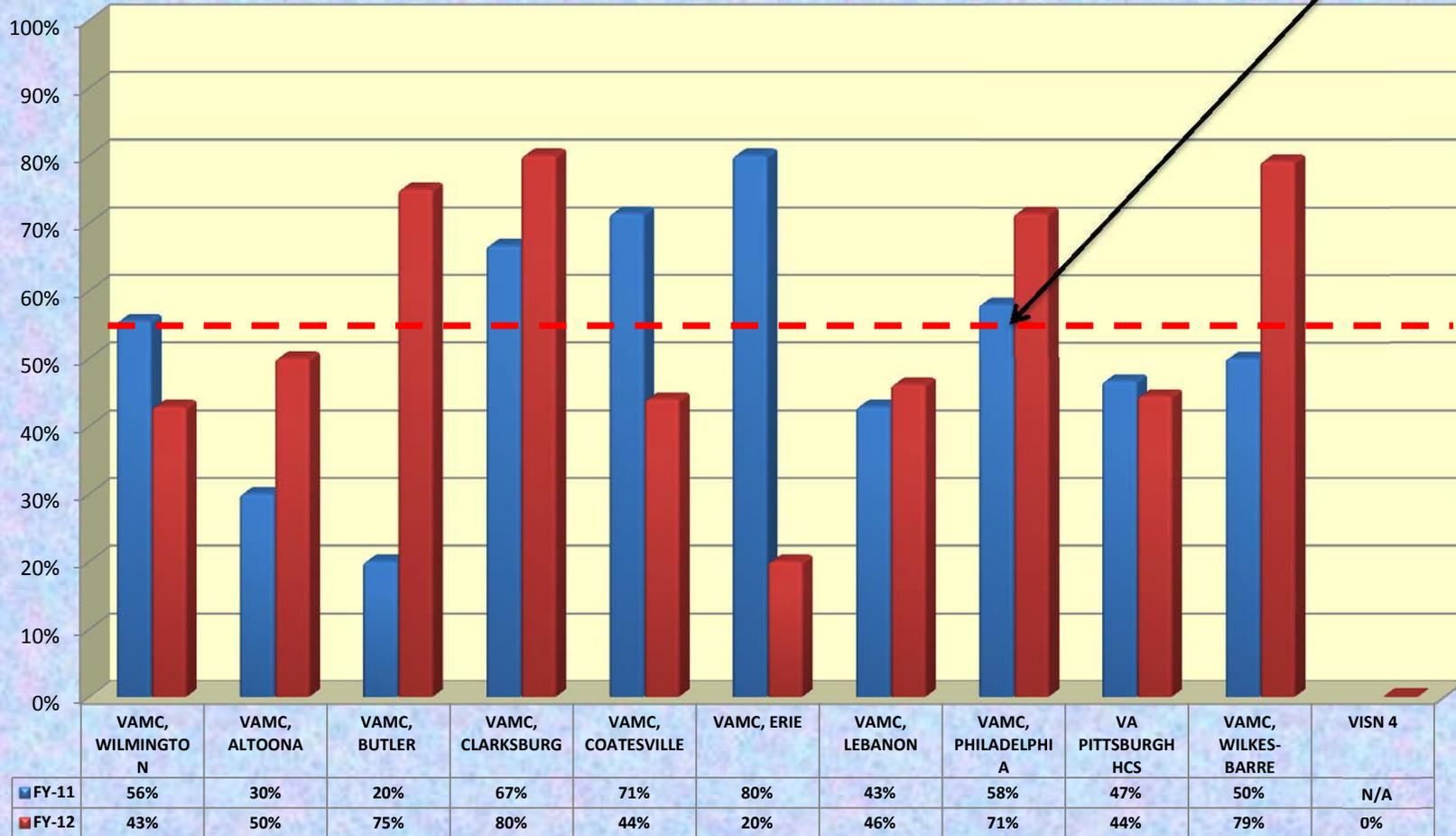
Veterans Health Administration FY-11 & FY-12 ADR Offer Rate - VISN 4



80% Government-Wide Target

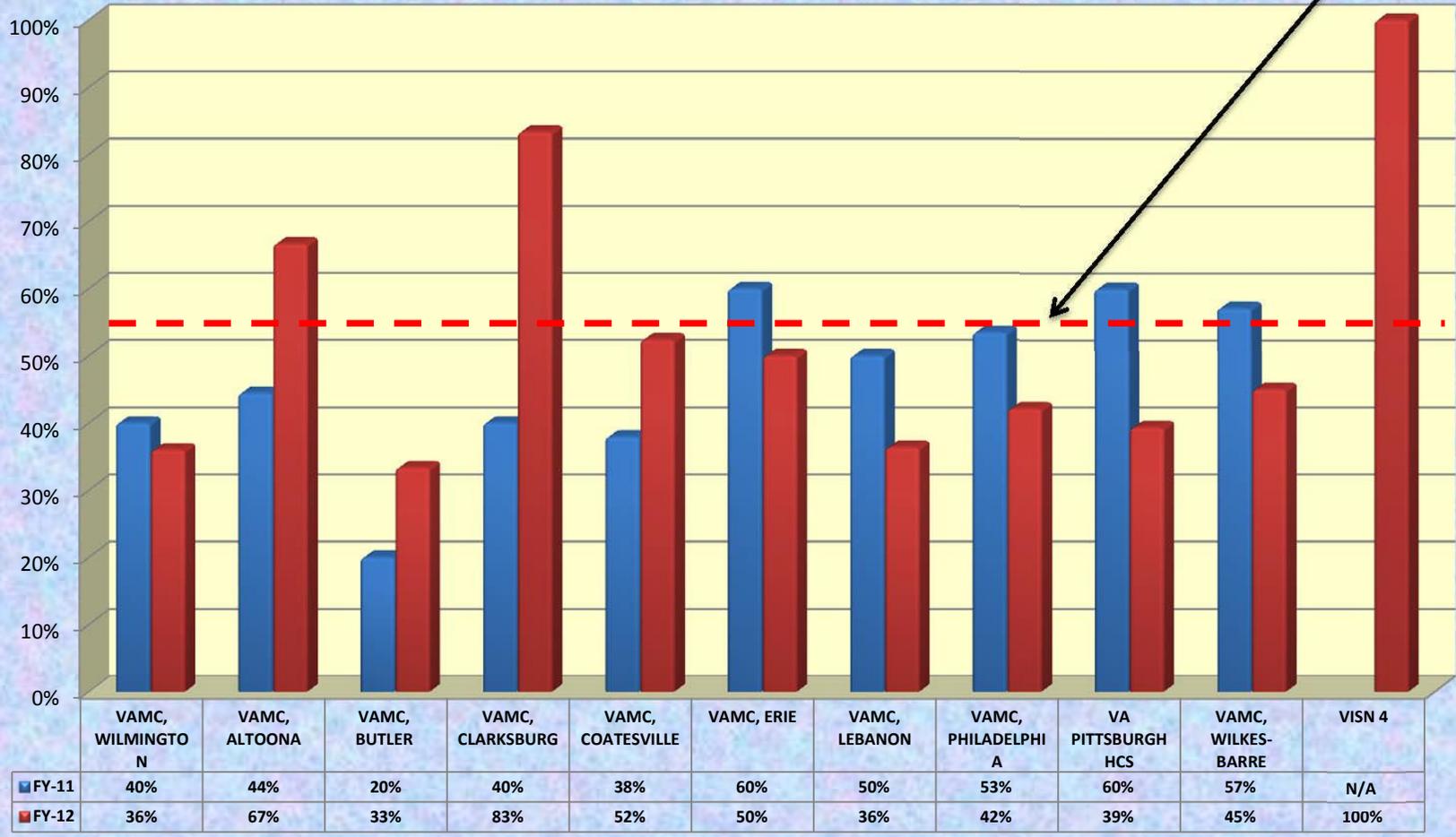
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 4

53% VA-Wide Target



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

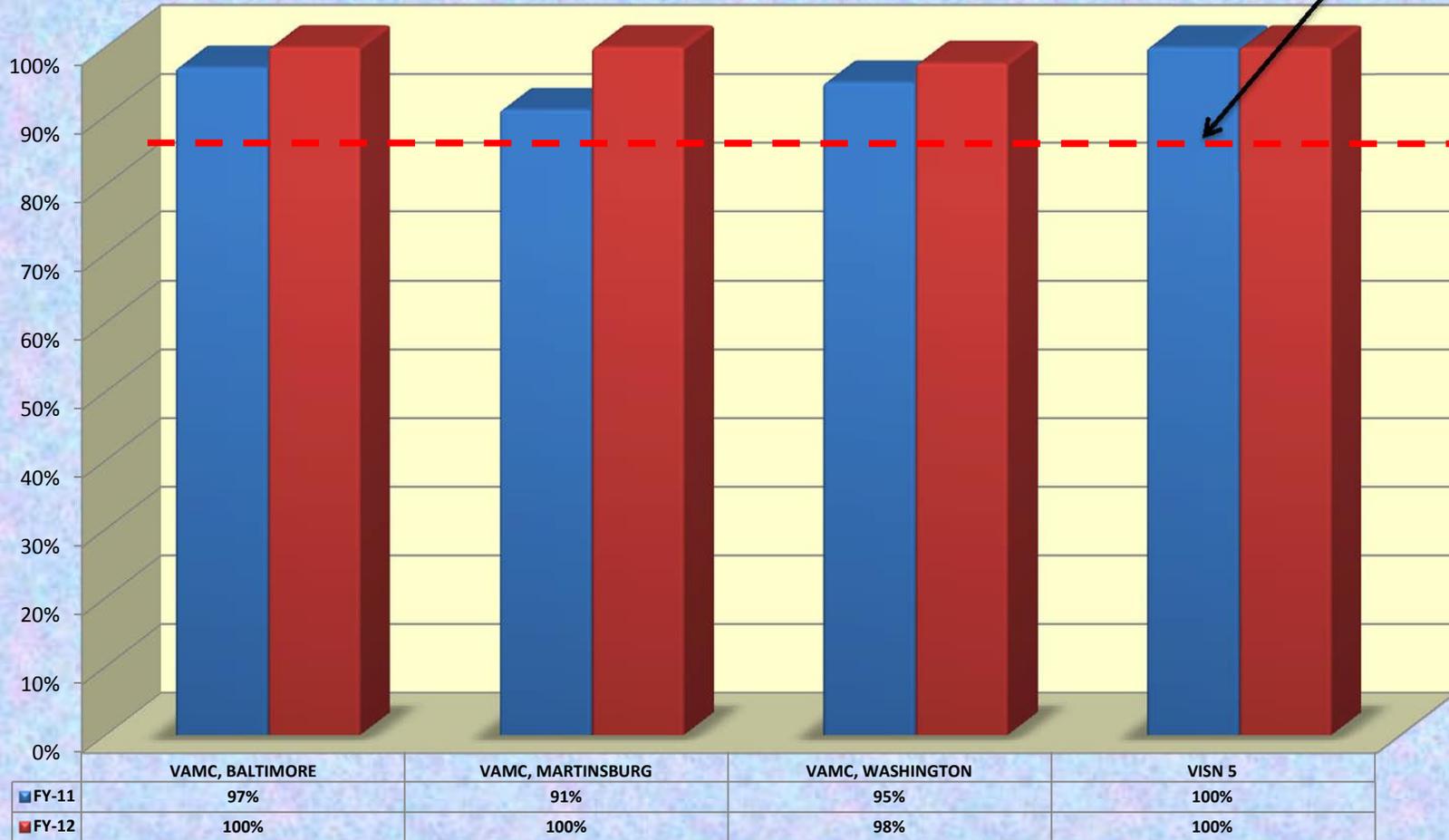
53% Government-Wide Average



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

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

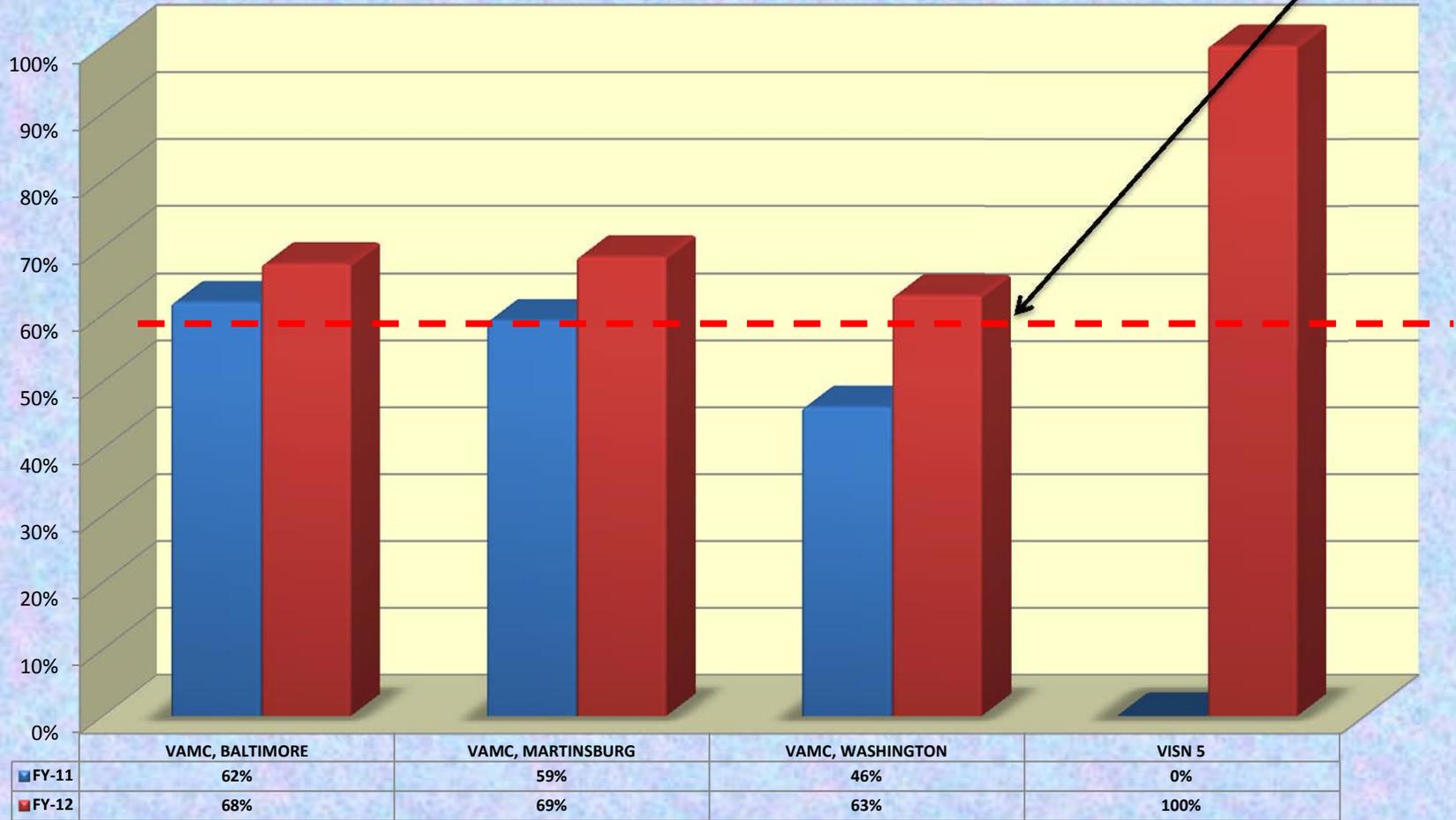
80% Government-Wide Target



Data Source: ADRTTracker System

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

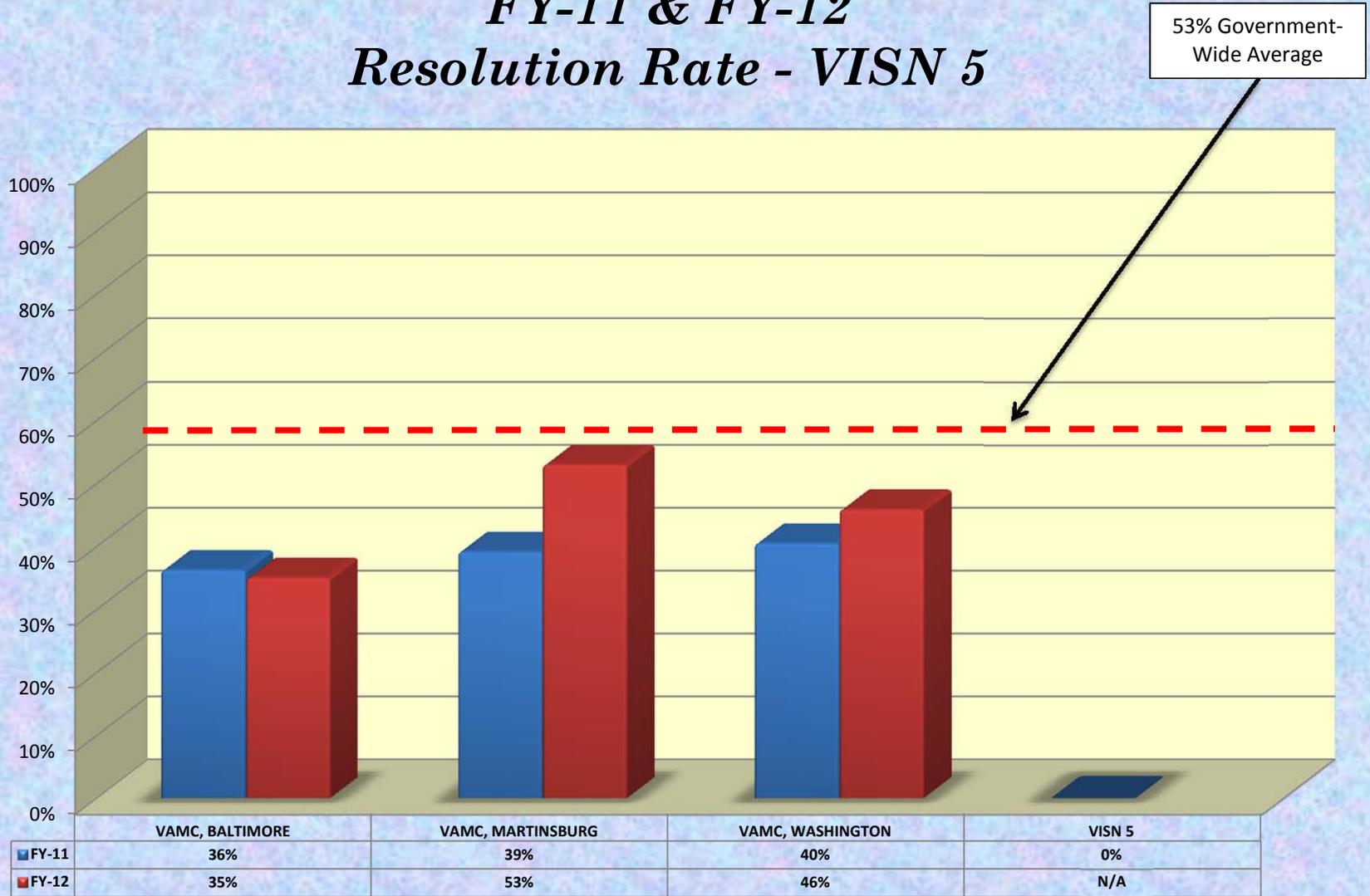
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 5



Data Source: ADRTTracker System

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

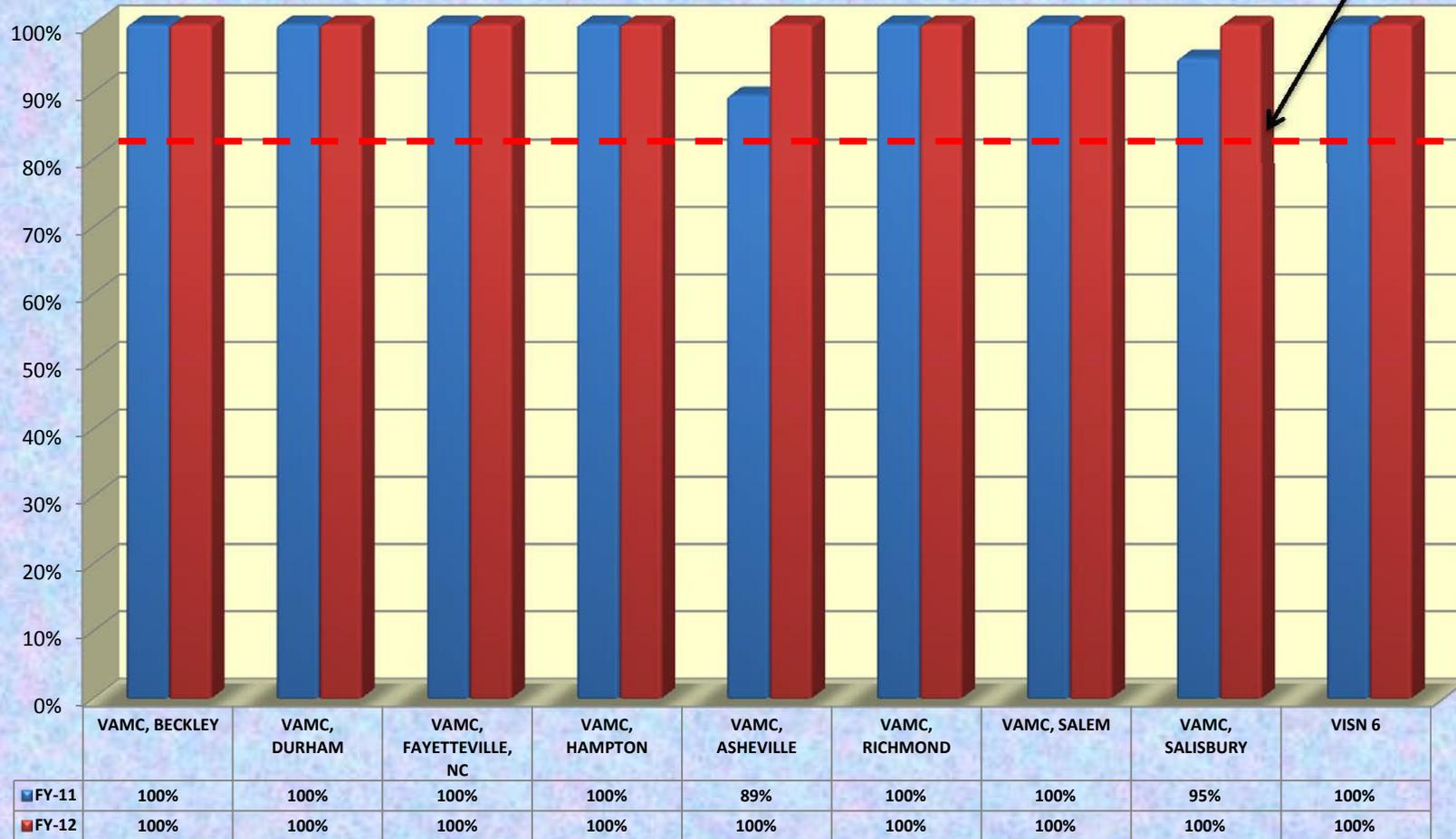
Veterans Health Administration FY-11 & FY-12 Resolution Rate - VISN 5



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



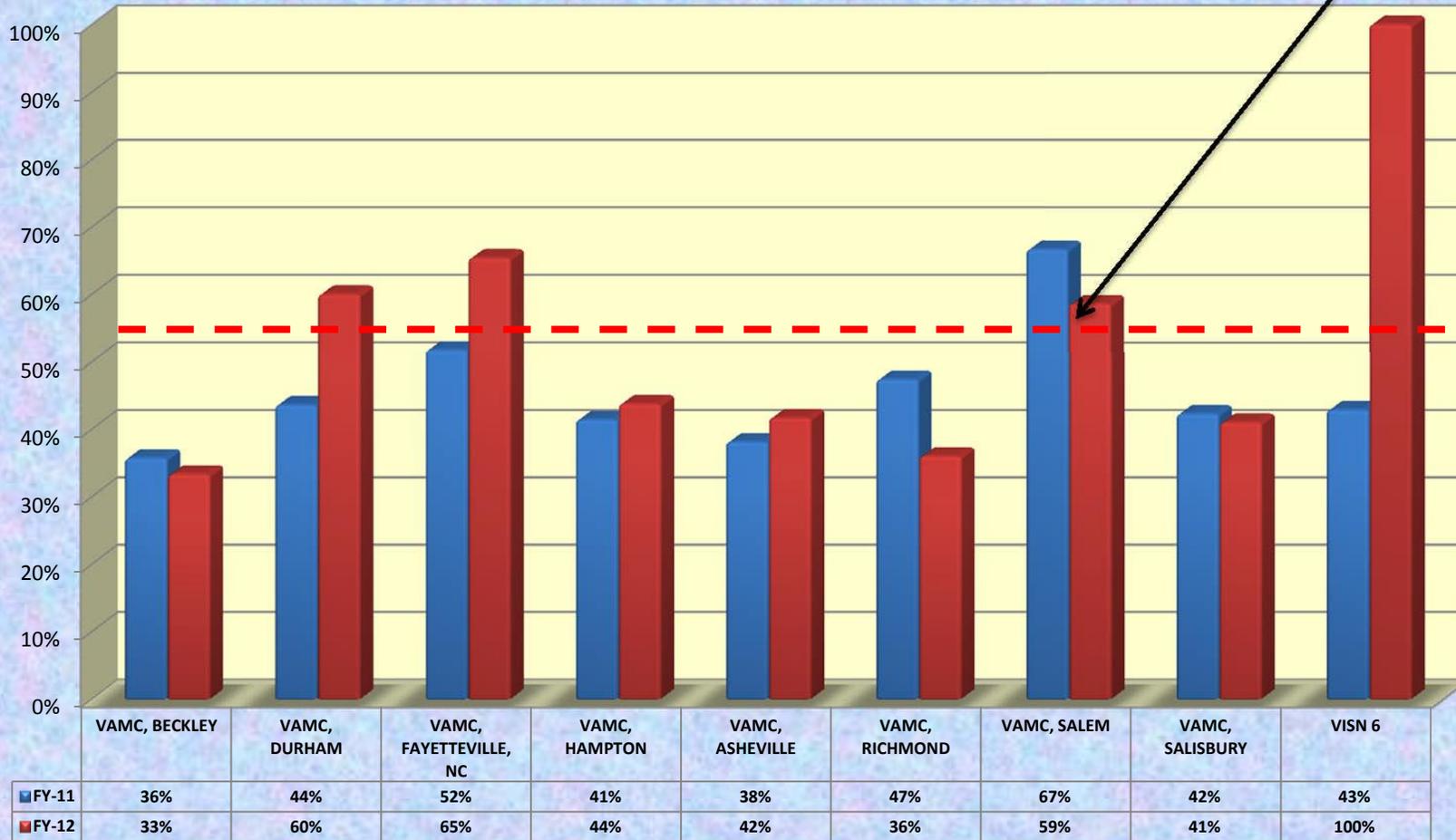
80% Government-Wide Target

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

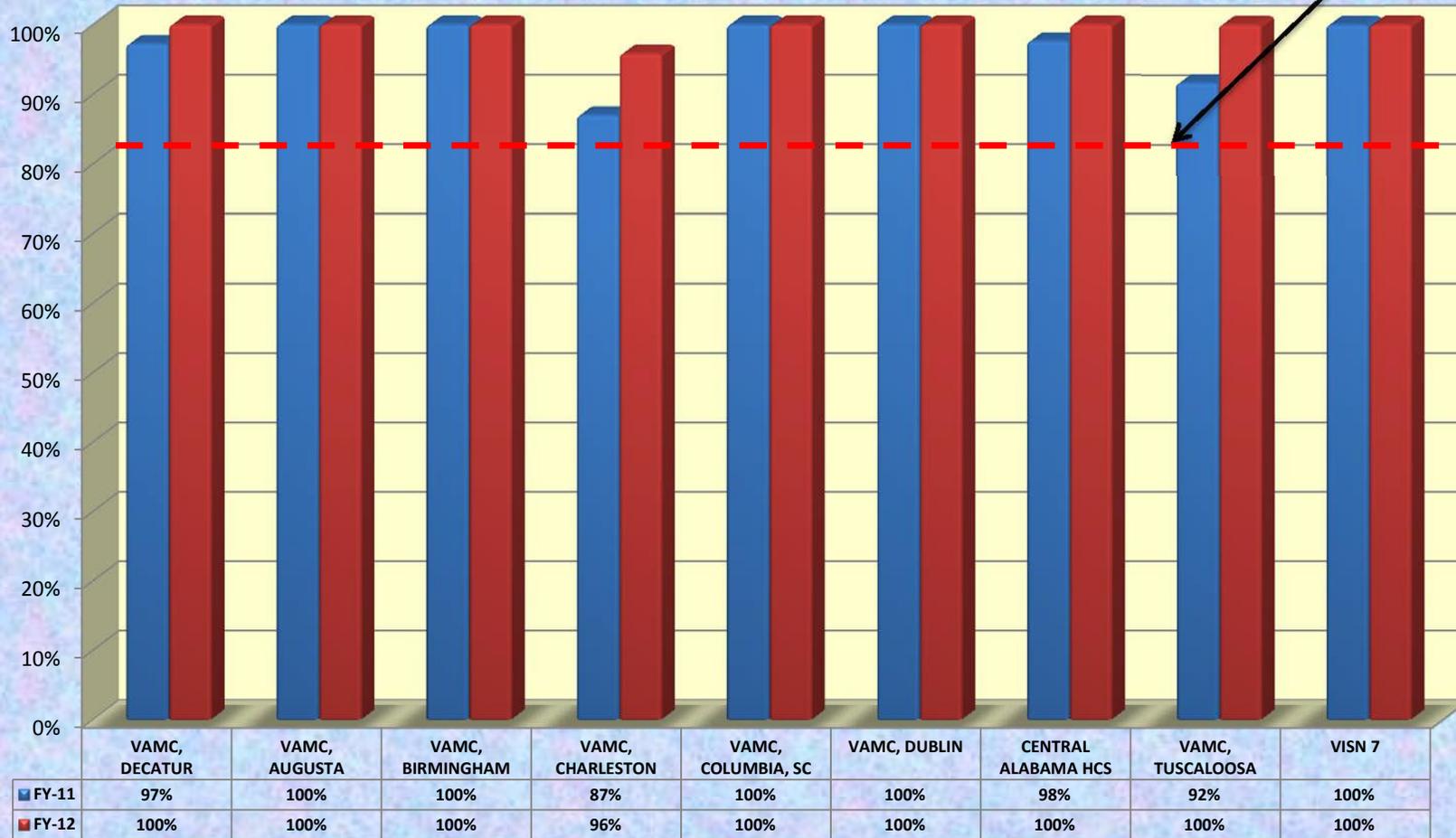


53% Government-Wide Average

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

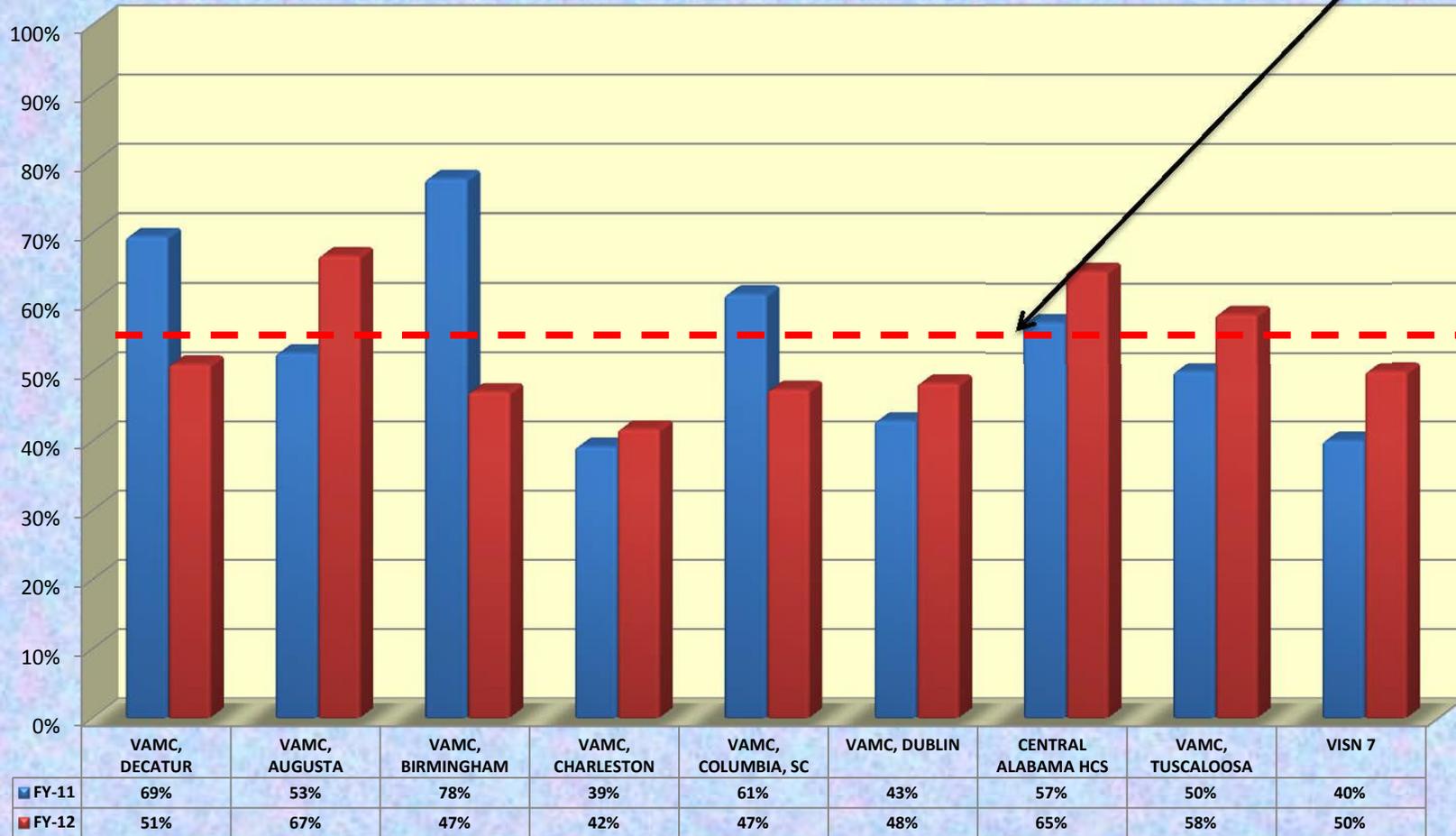


Data Source: ADTracker System

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

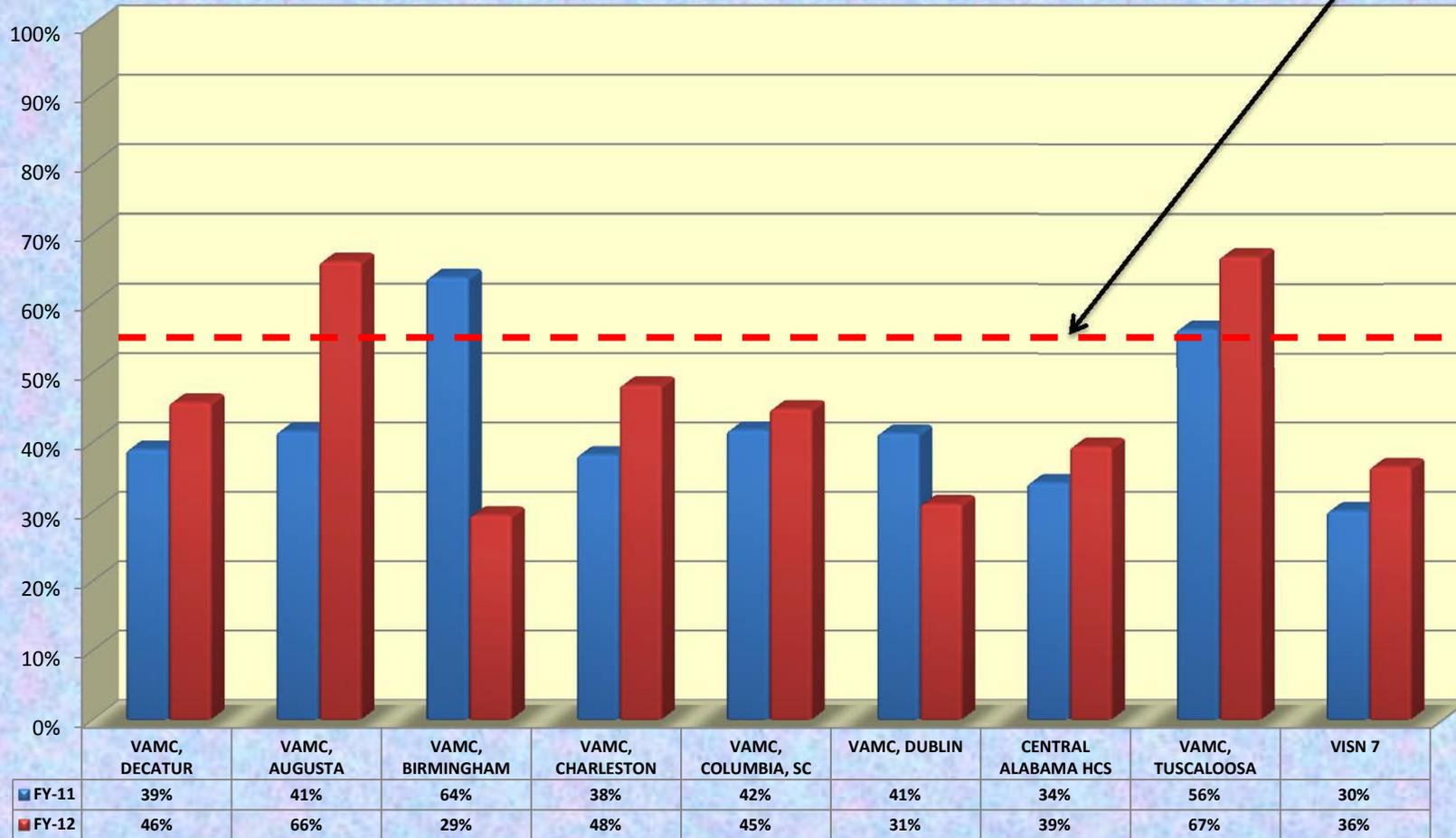


Data Source: ADRTTracker System

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

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

53% Government-Wide Average

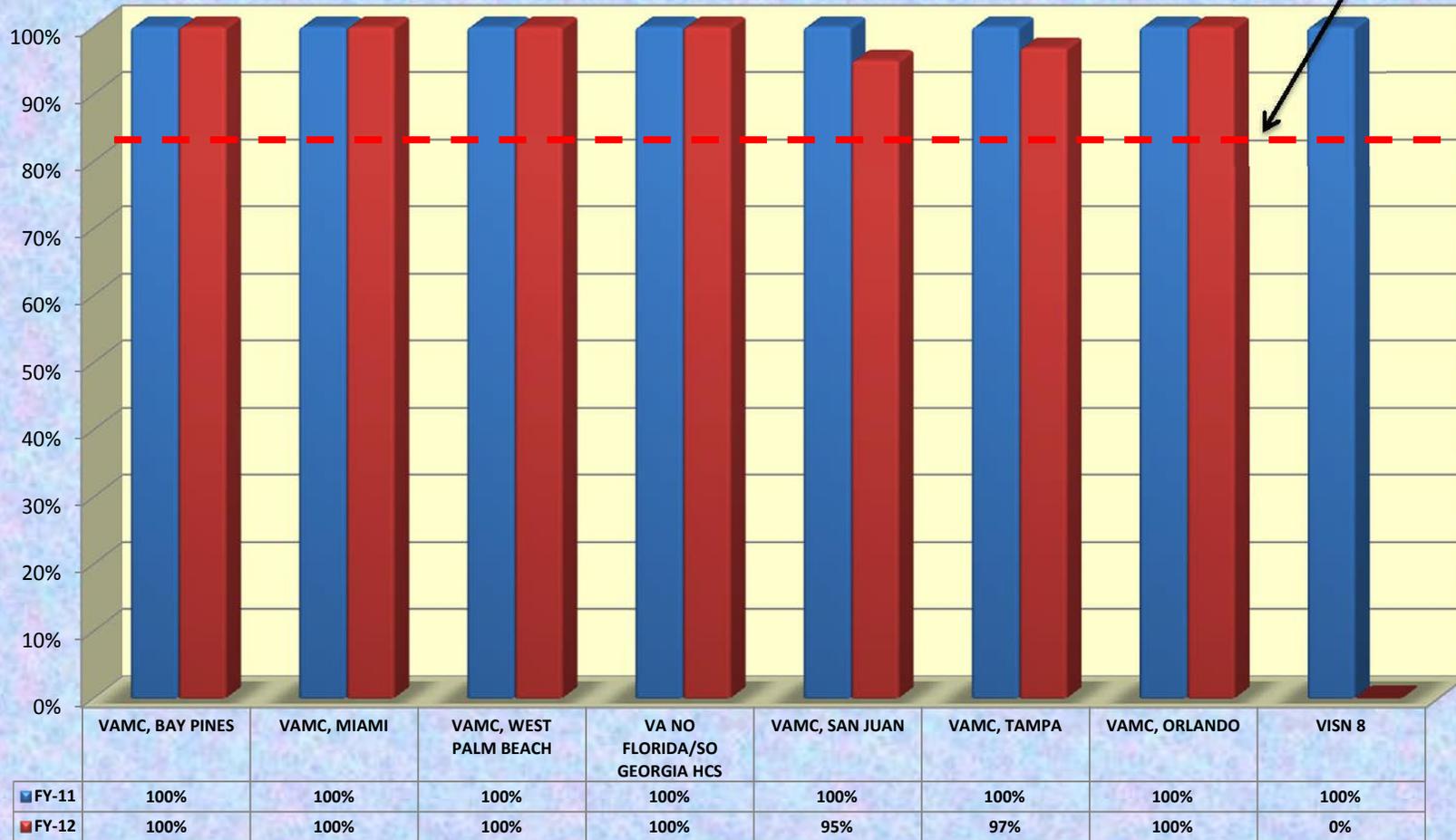


Data Source: ADRTTracker System

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

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

80% Government-Wide Target

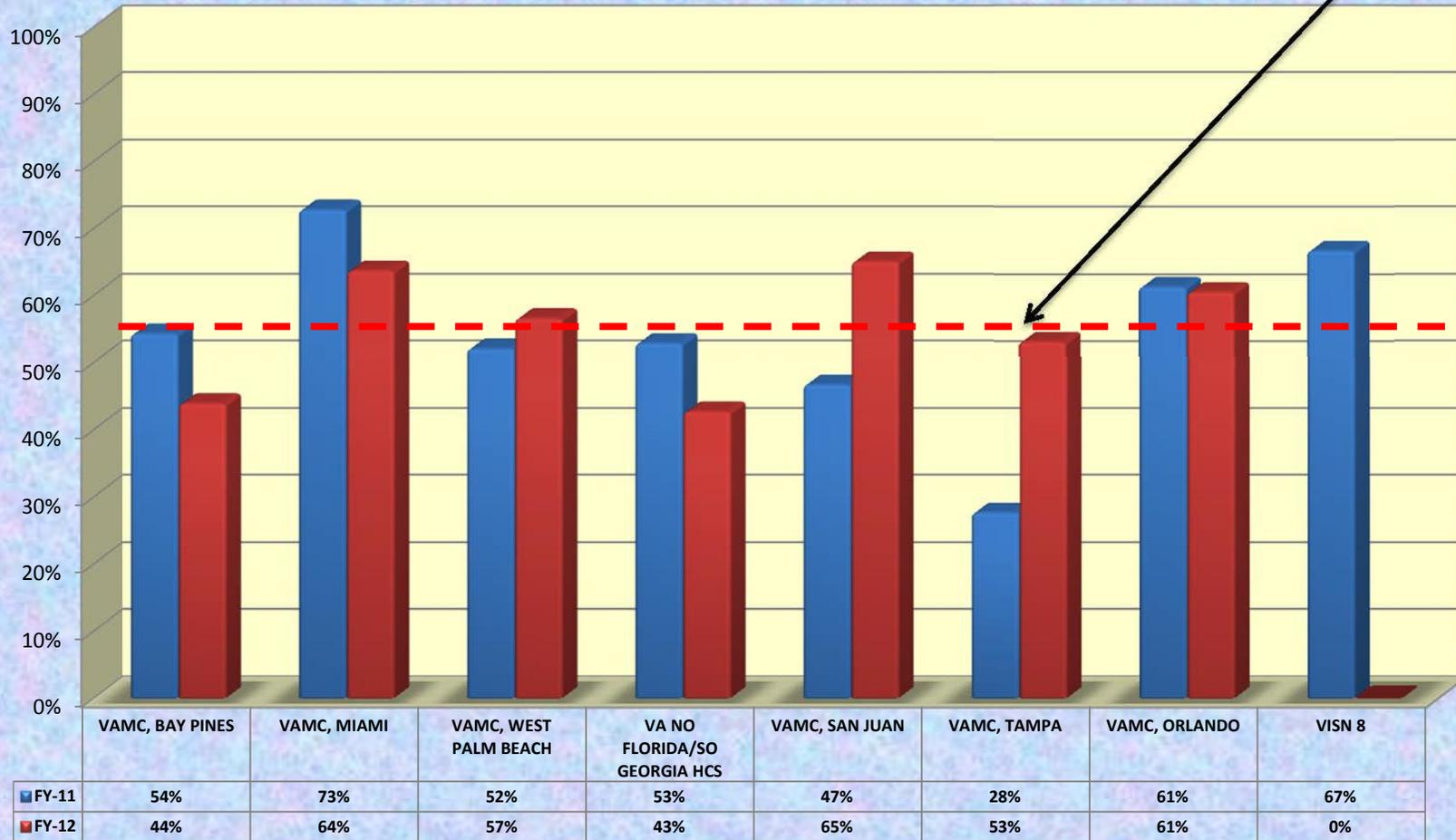


Data Source: ADRTTracker System

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

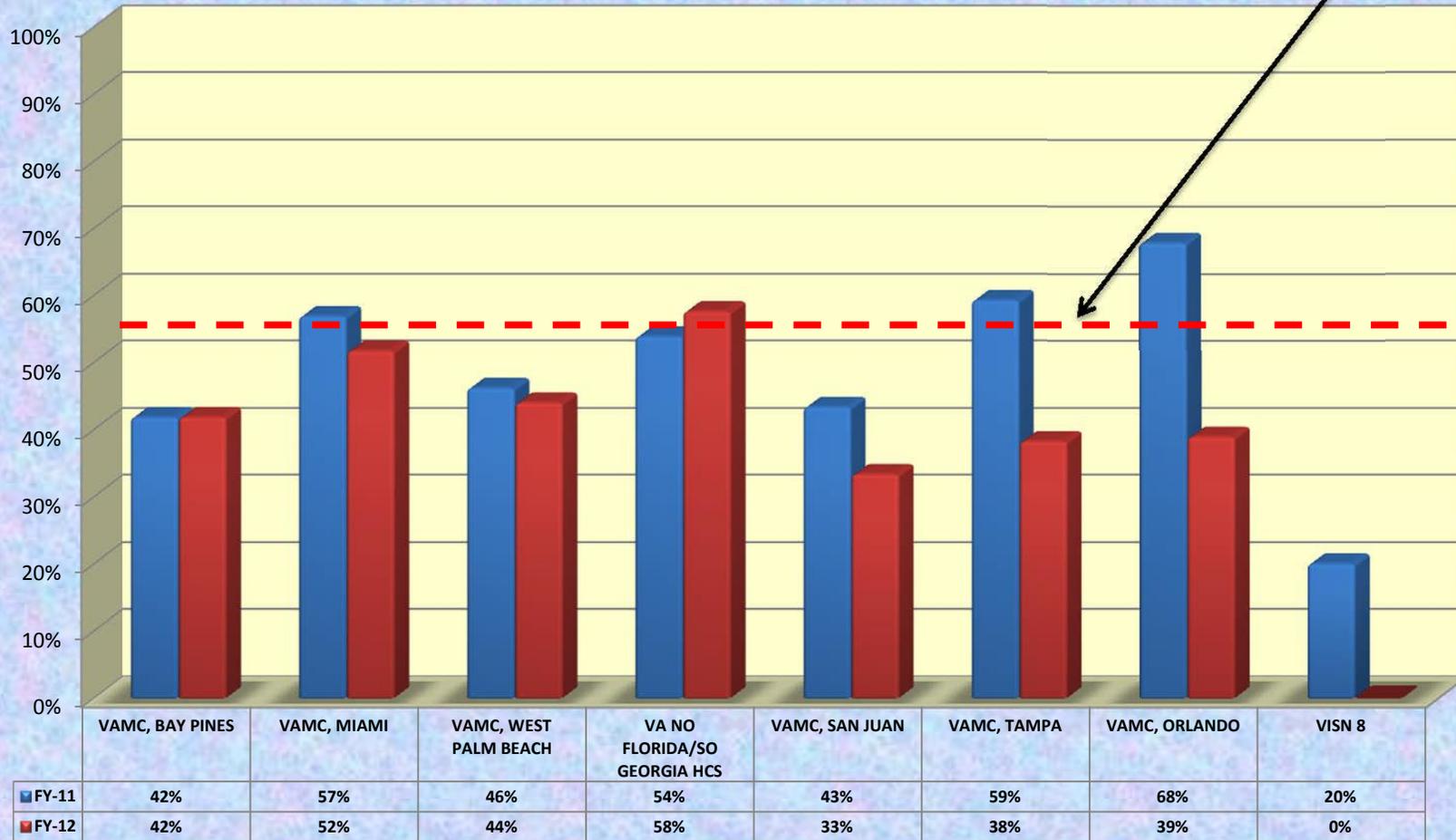


Data Source: ADRTTracker System

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

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

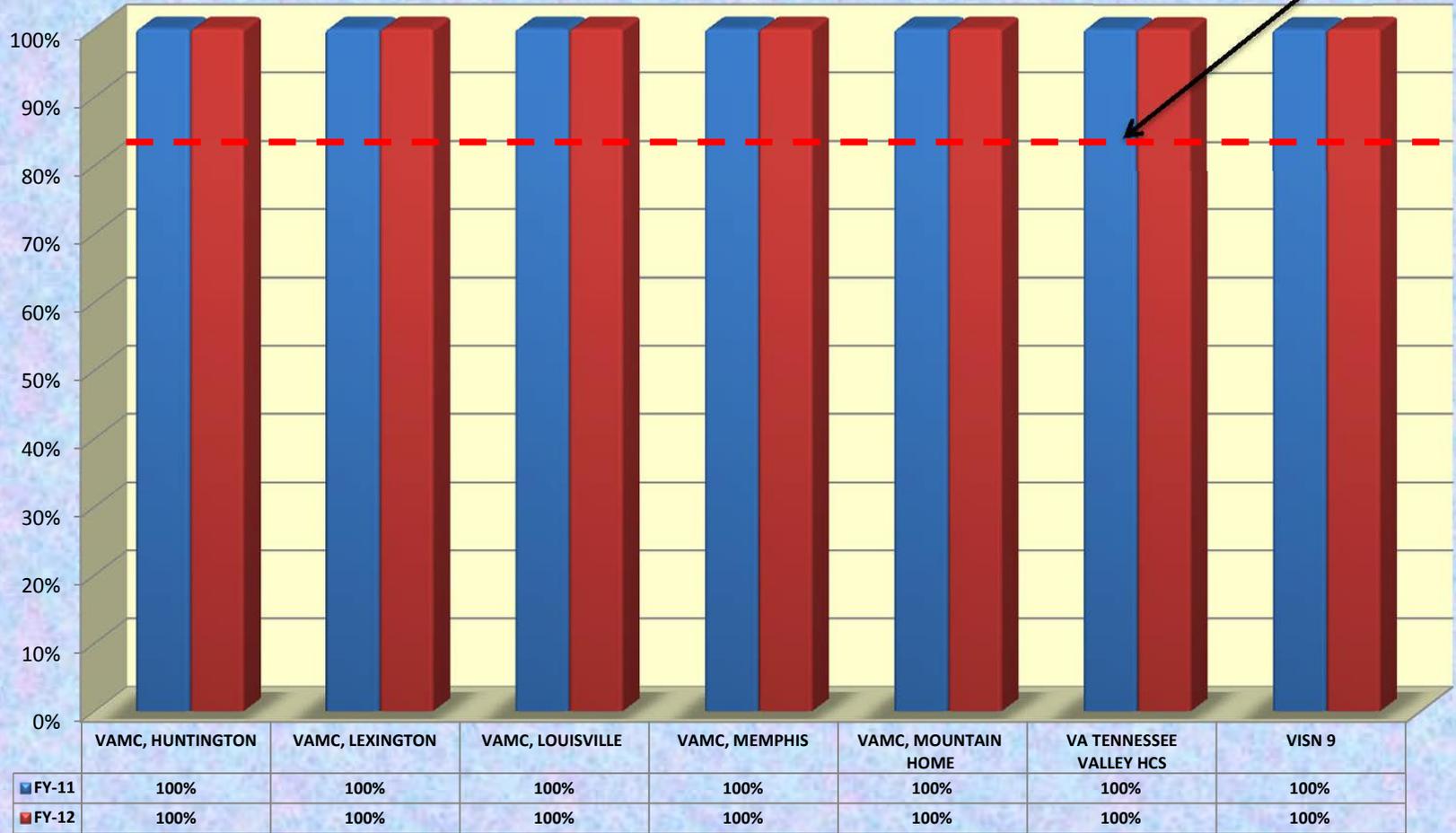
53% Government-Wide Average



Data Source: ADRTTracker System

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

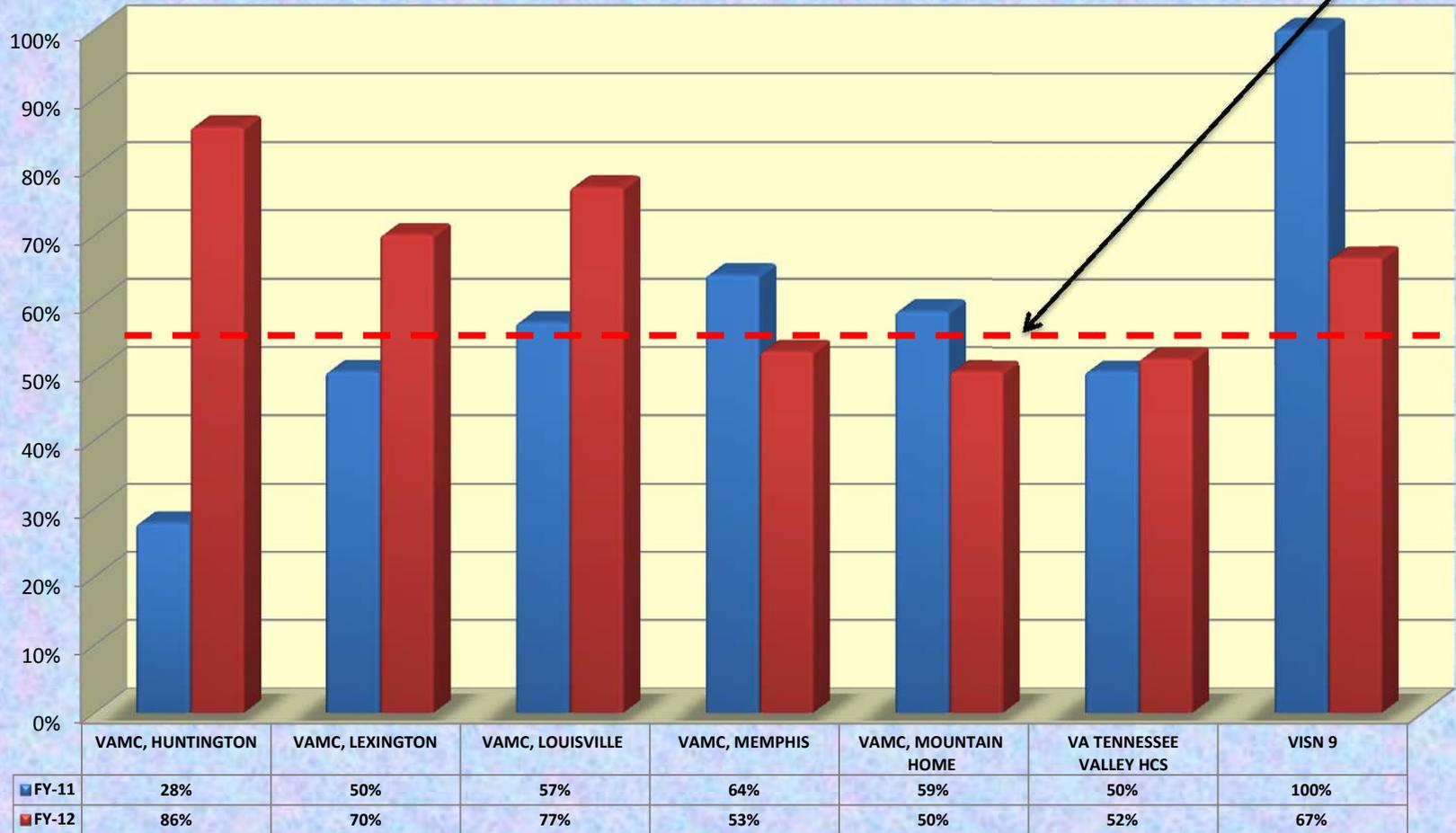
80% Government-Wide Target



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

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

53% VA-Wide
Target

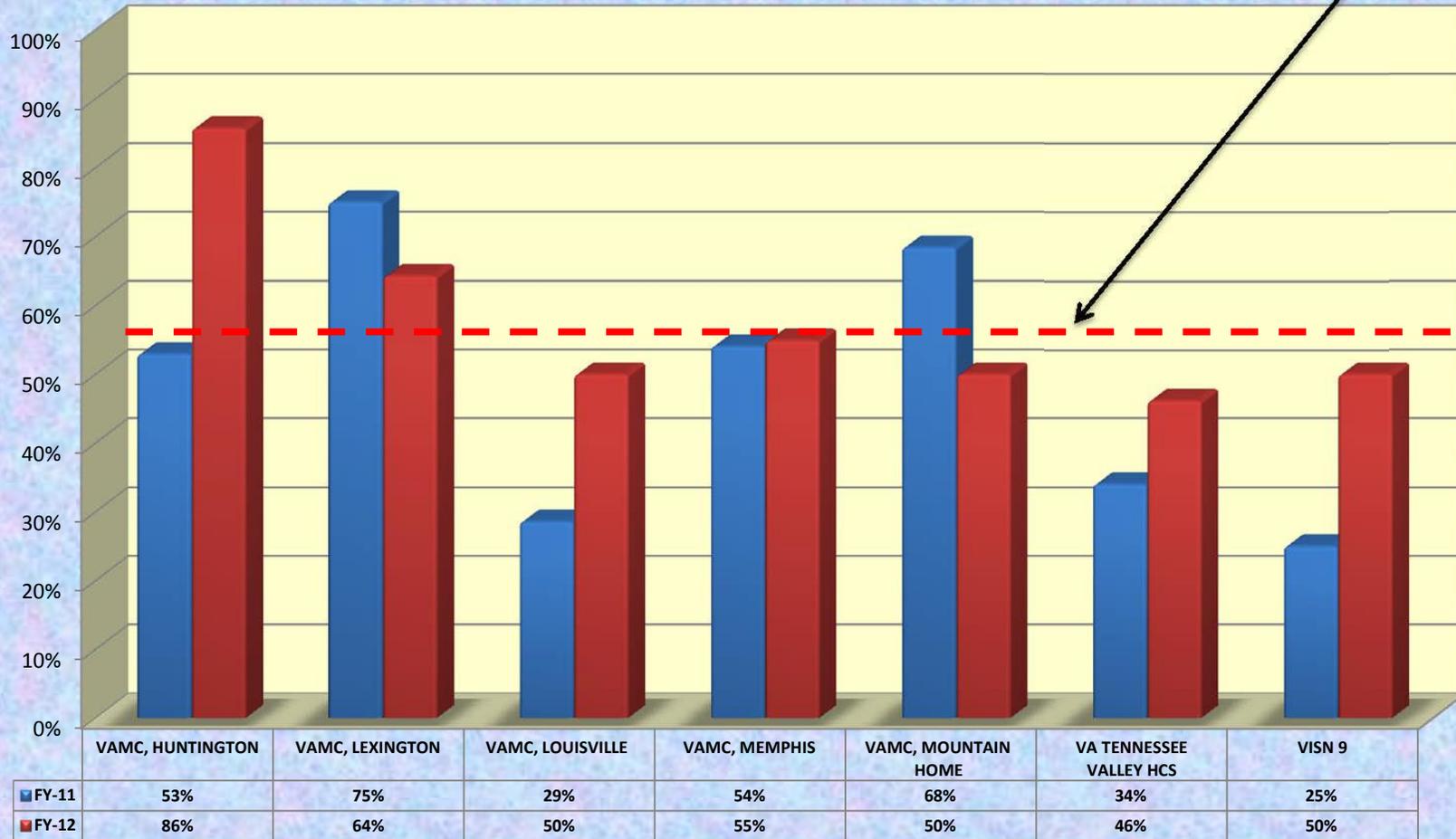


Data Source: ADRTTracker System

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

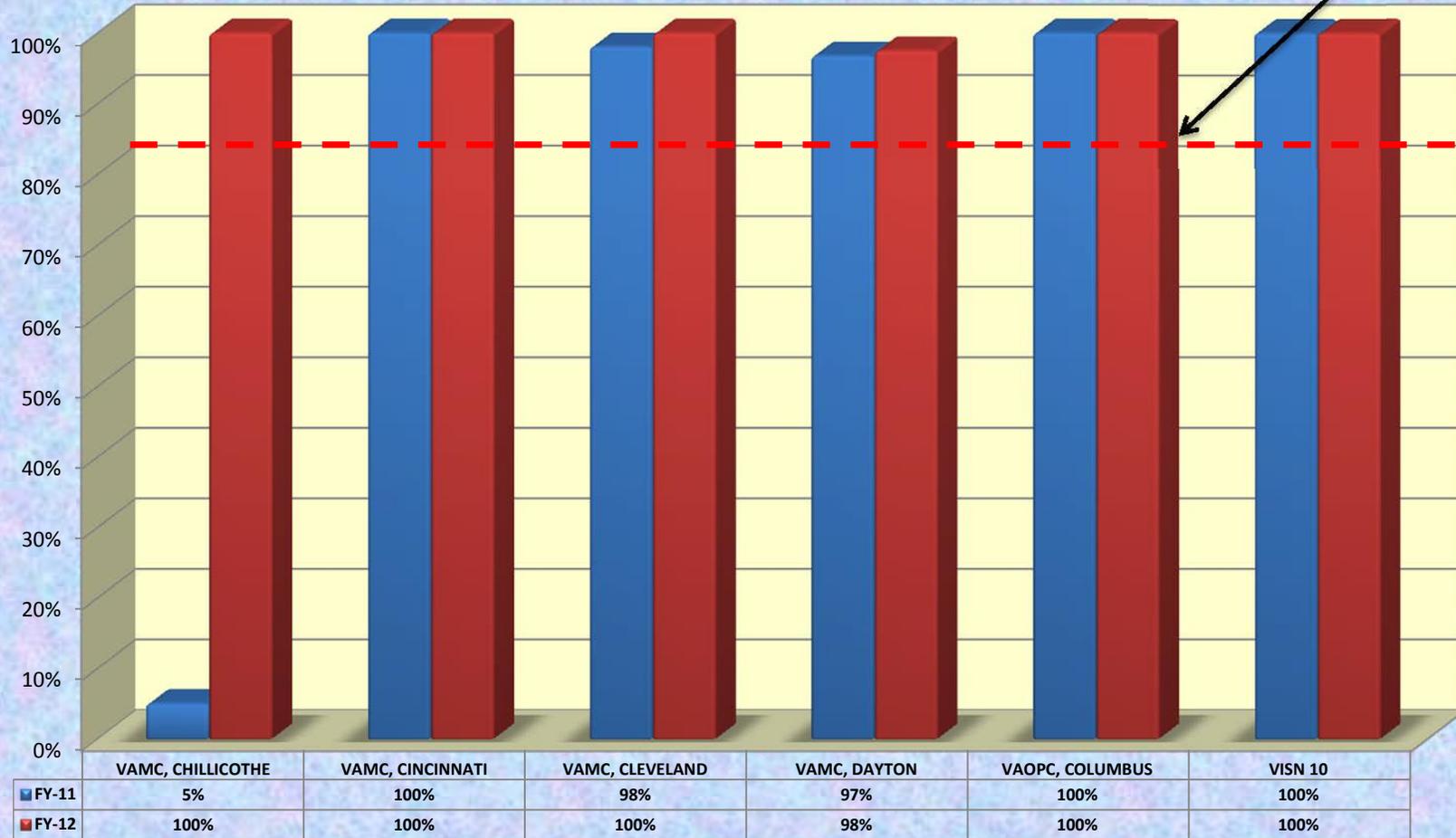


Data Source: ADRTTracker System

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

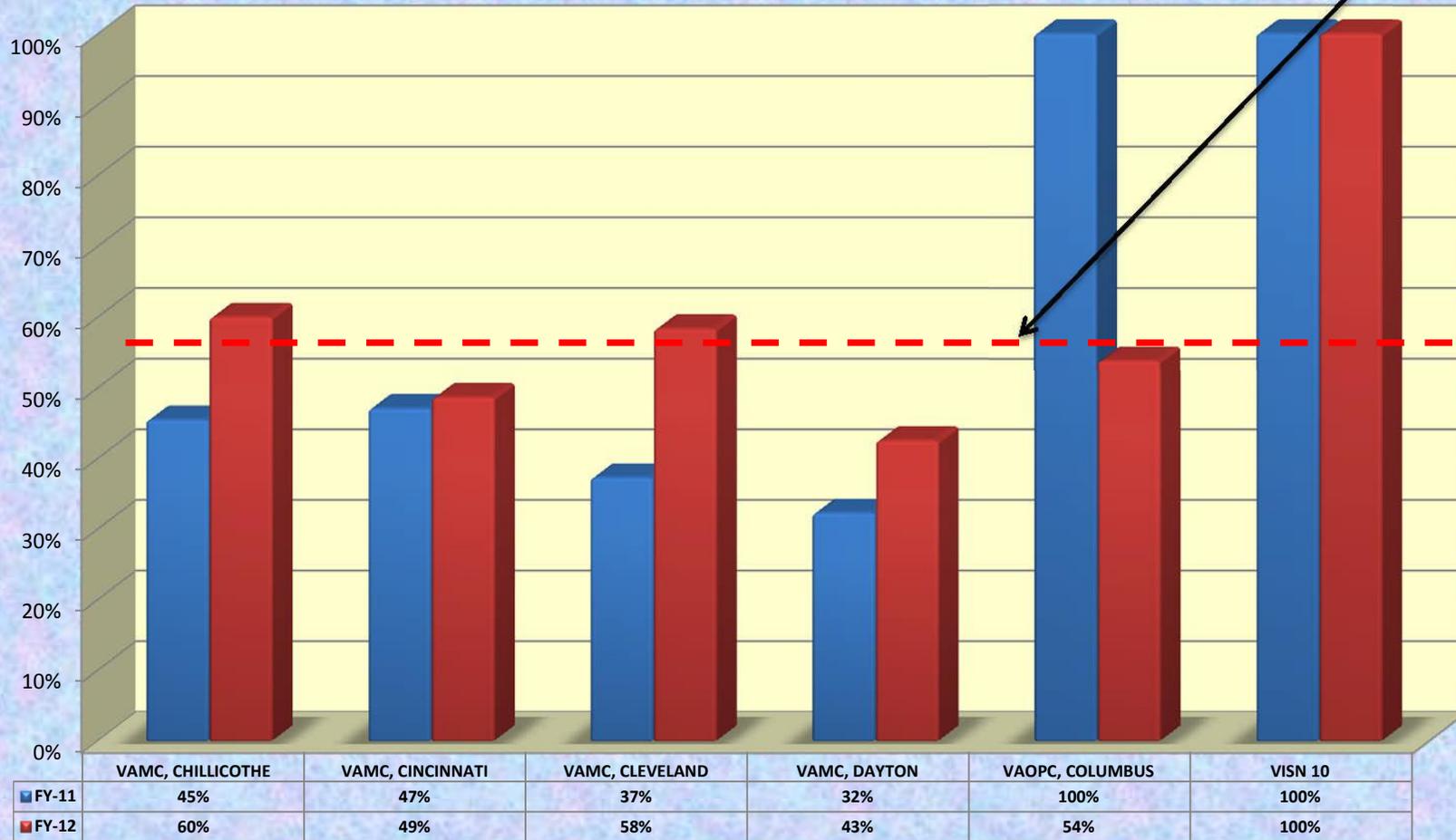


Data Source: ADRTTracker System

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

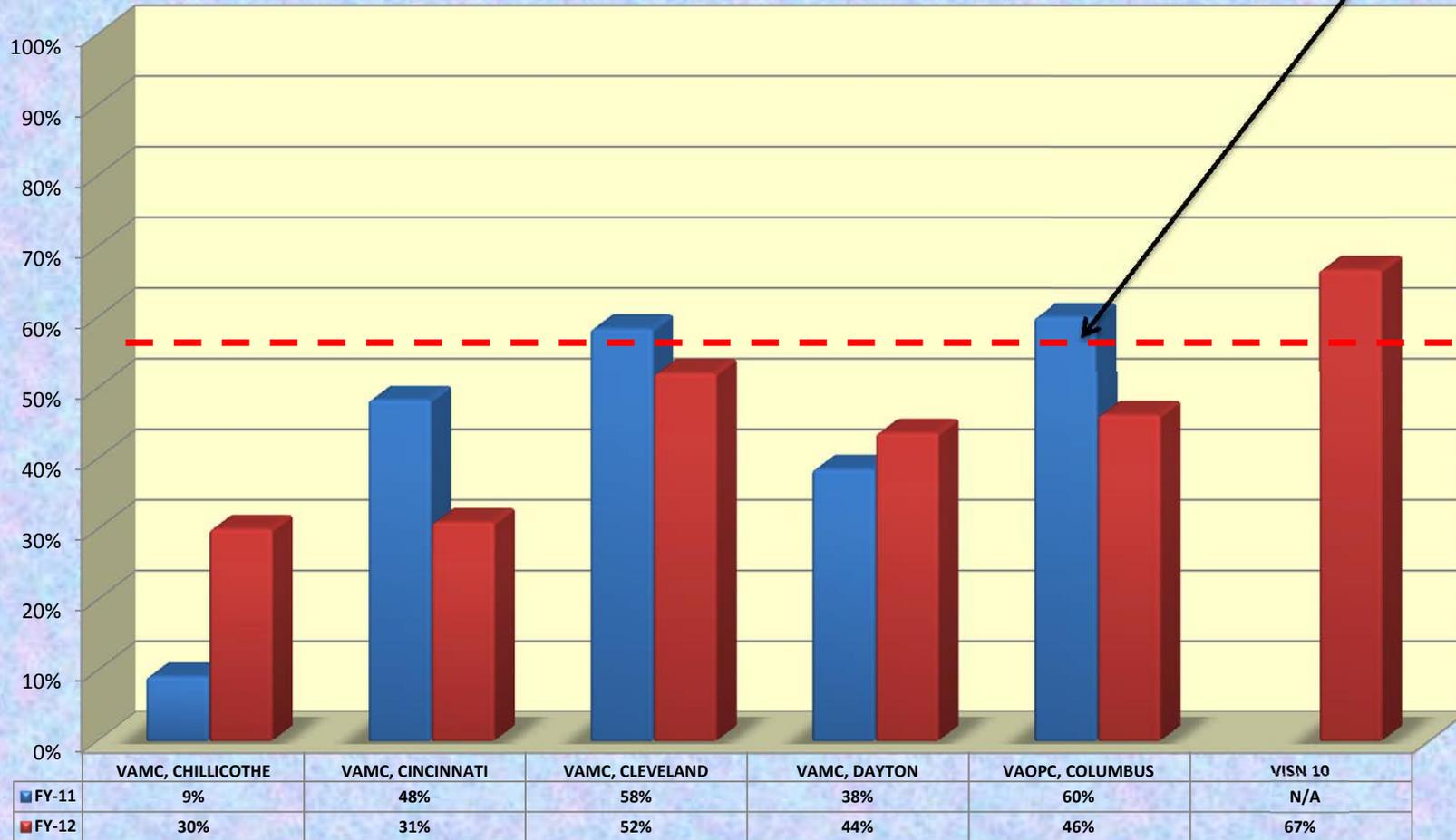


Data Source: ADRTTracker System

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

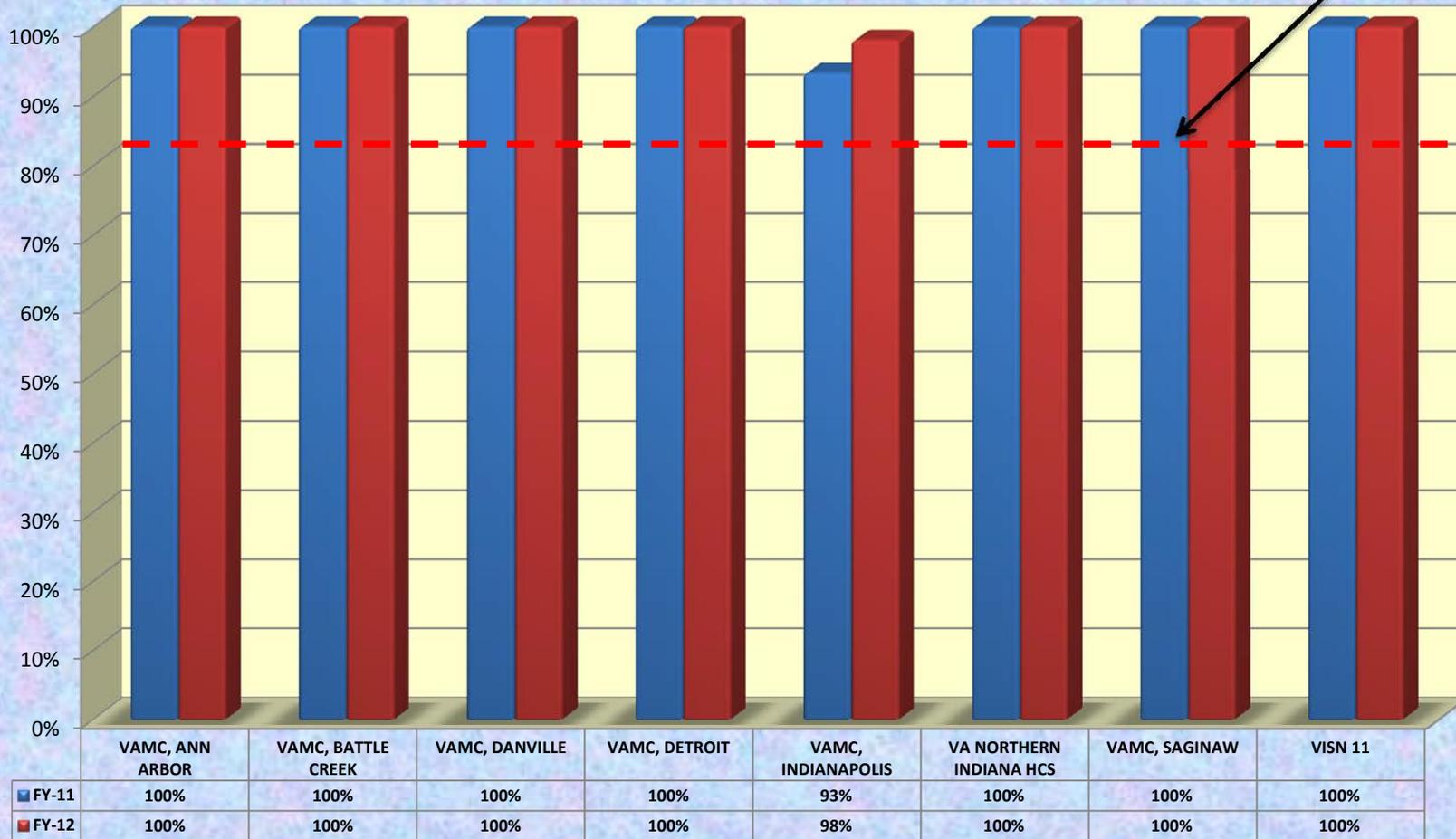


Data Source: ADRTTracker System

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

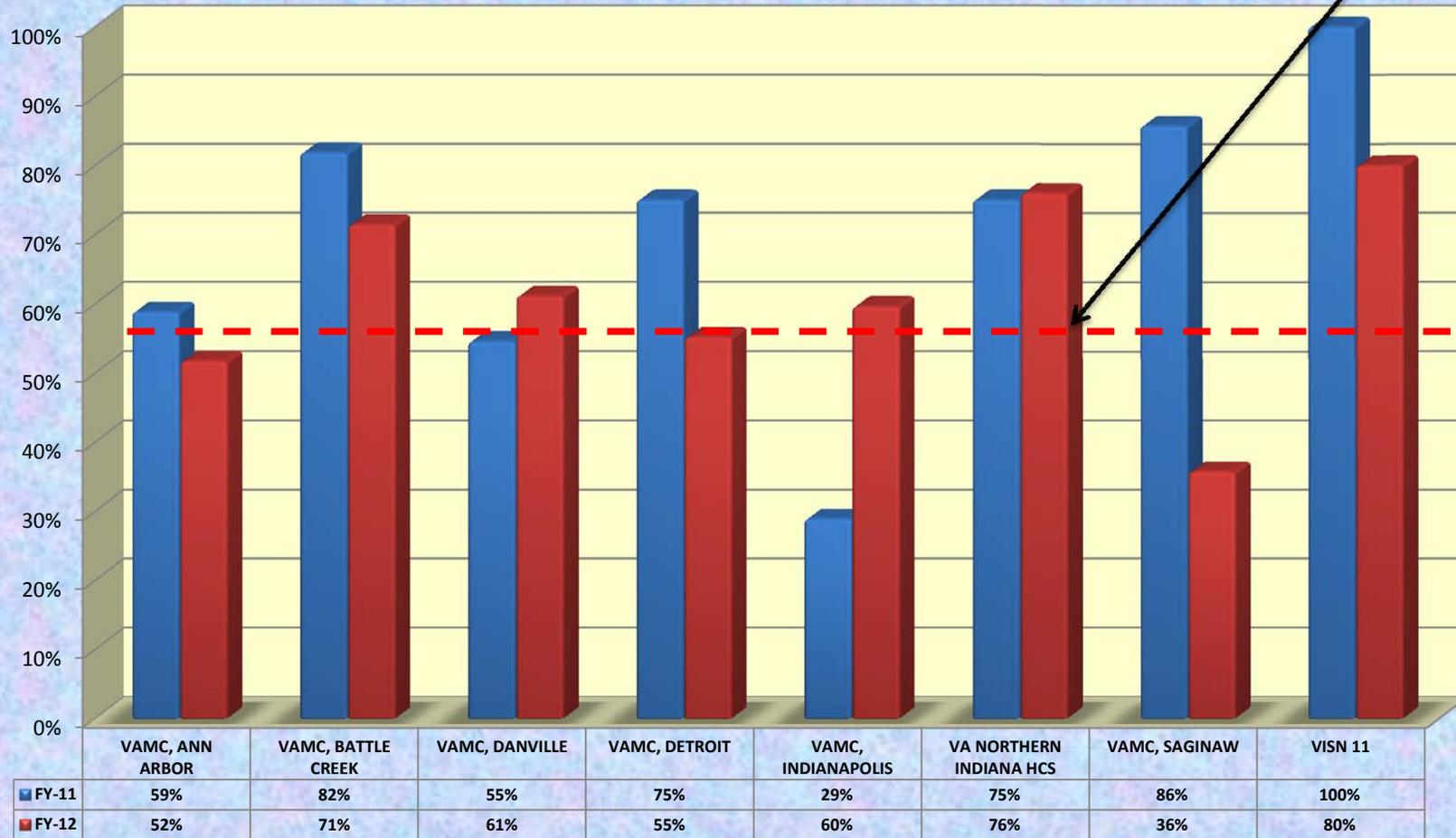


Data Source: ADTracker System

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

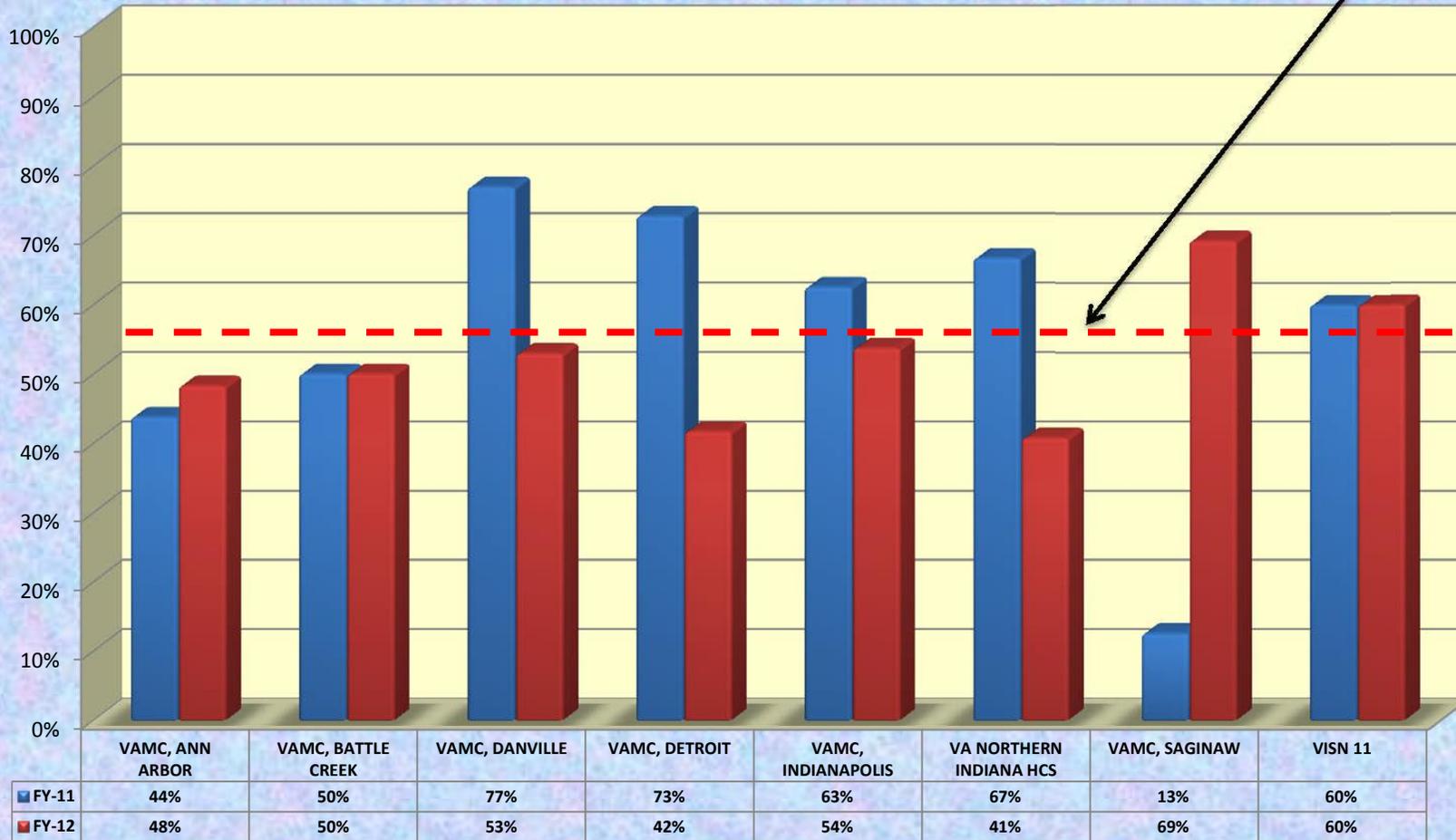


Data Source: ADTracker System

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

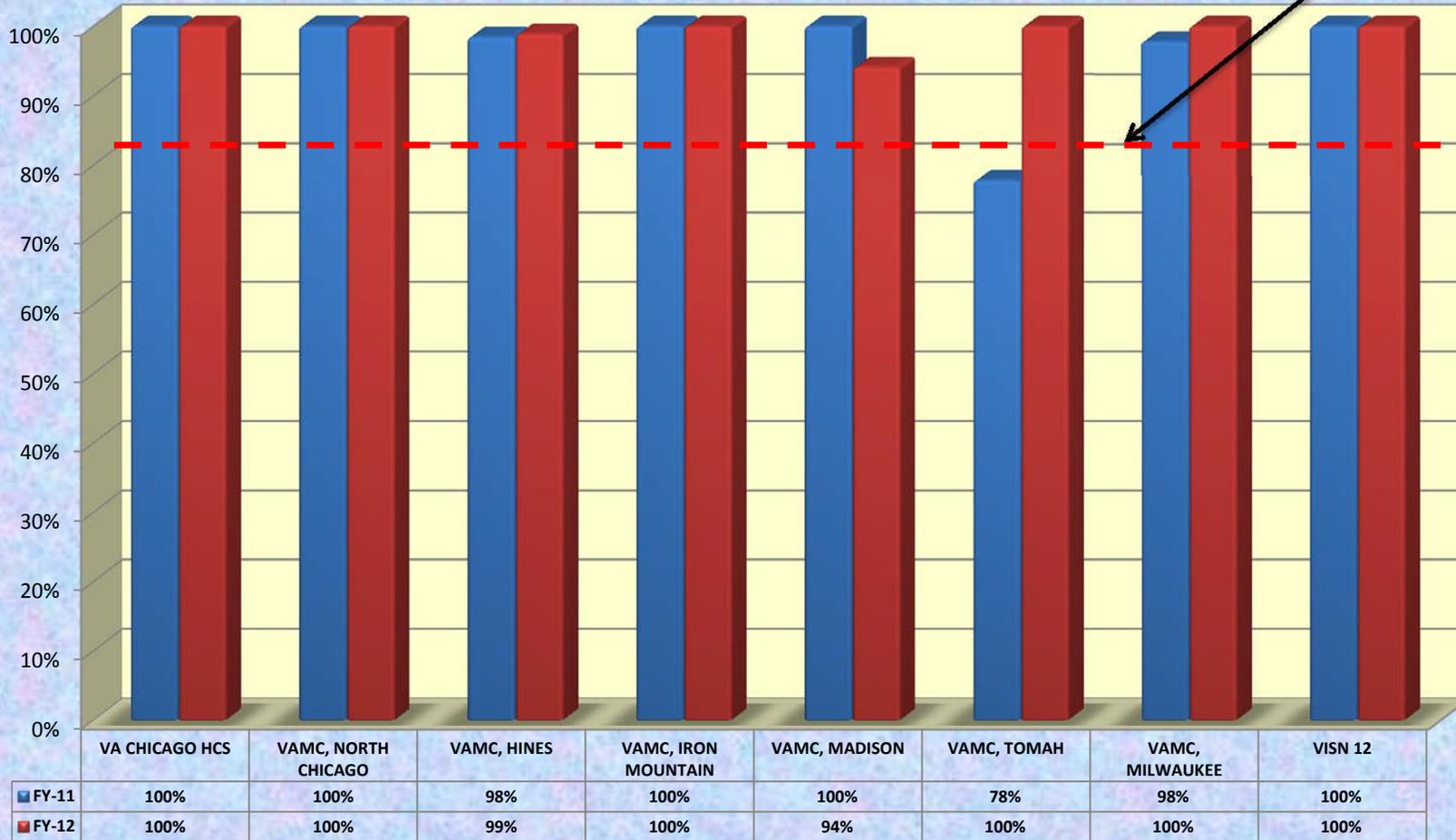


Data Source: ADRTTracker System

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

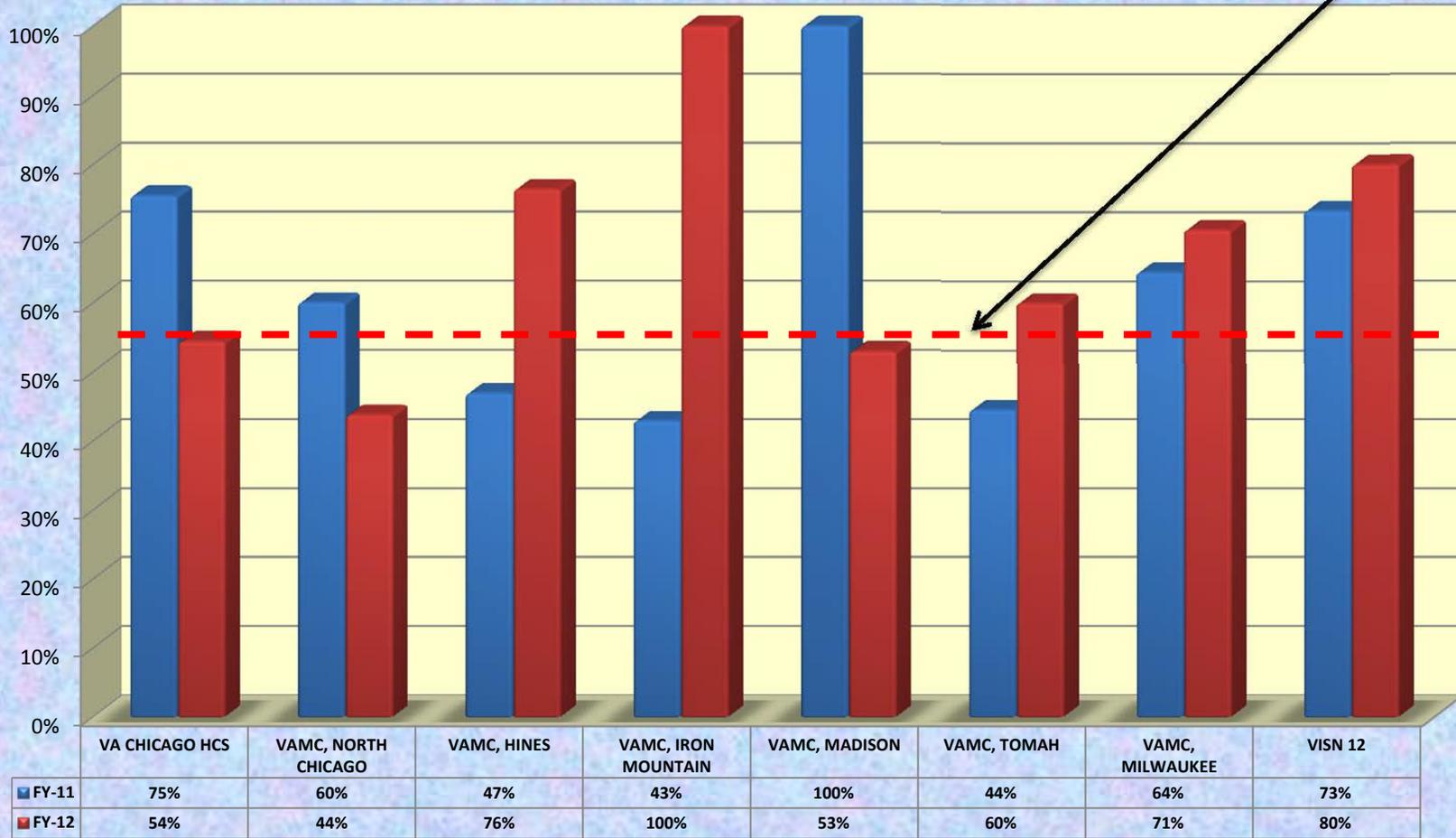


Data Source: ADRTTracker System

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

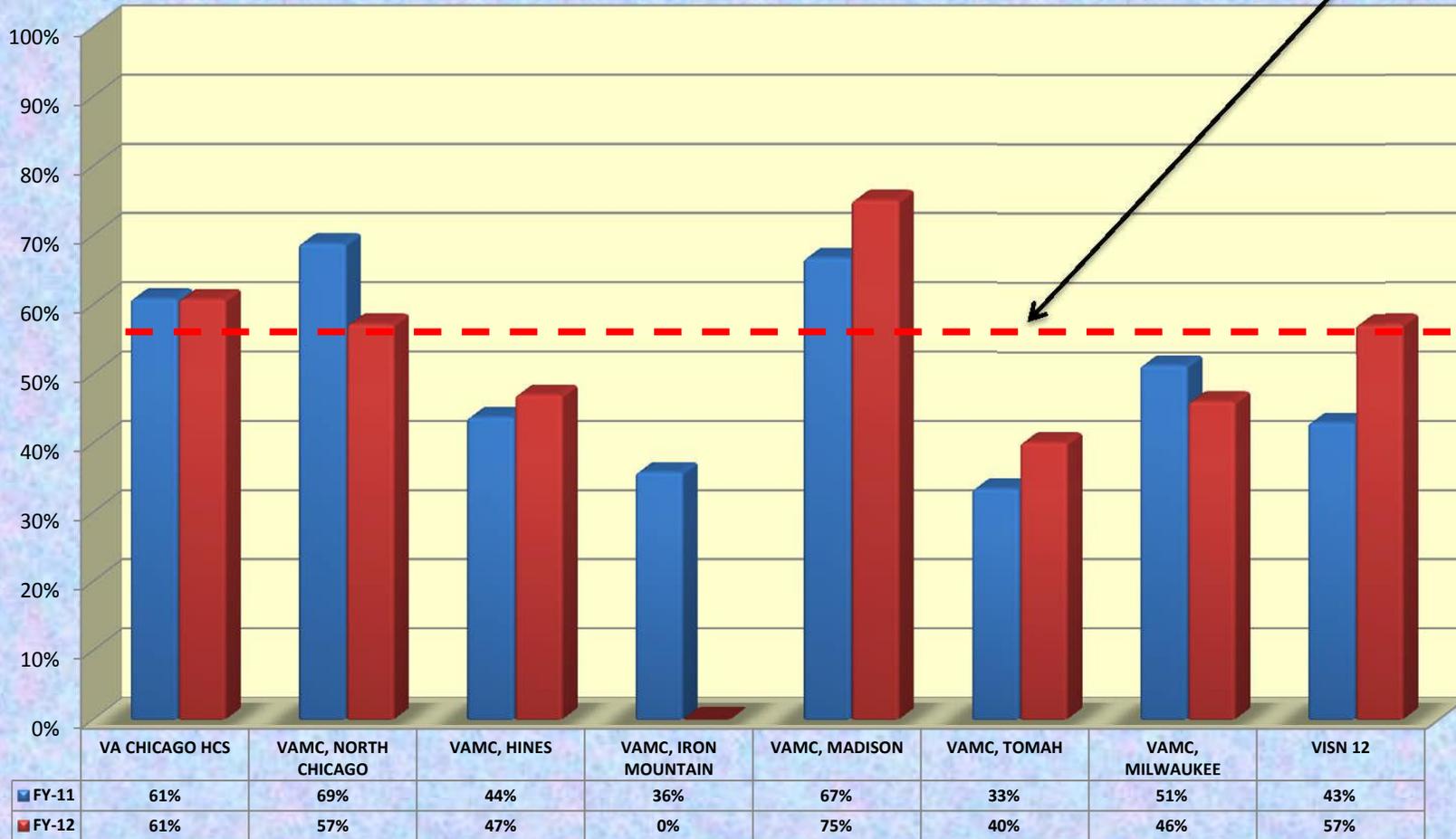


Data Source: ADRTTracker System

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

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

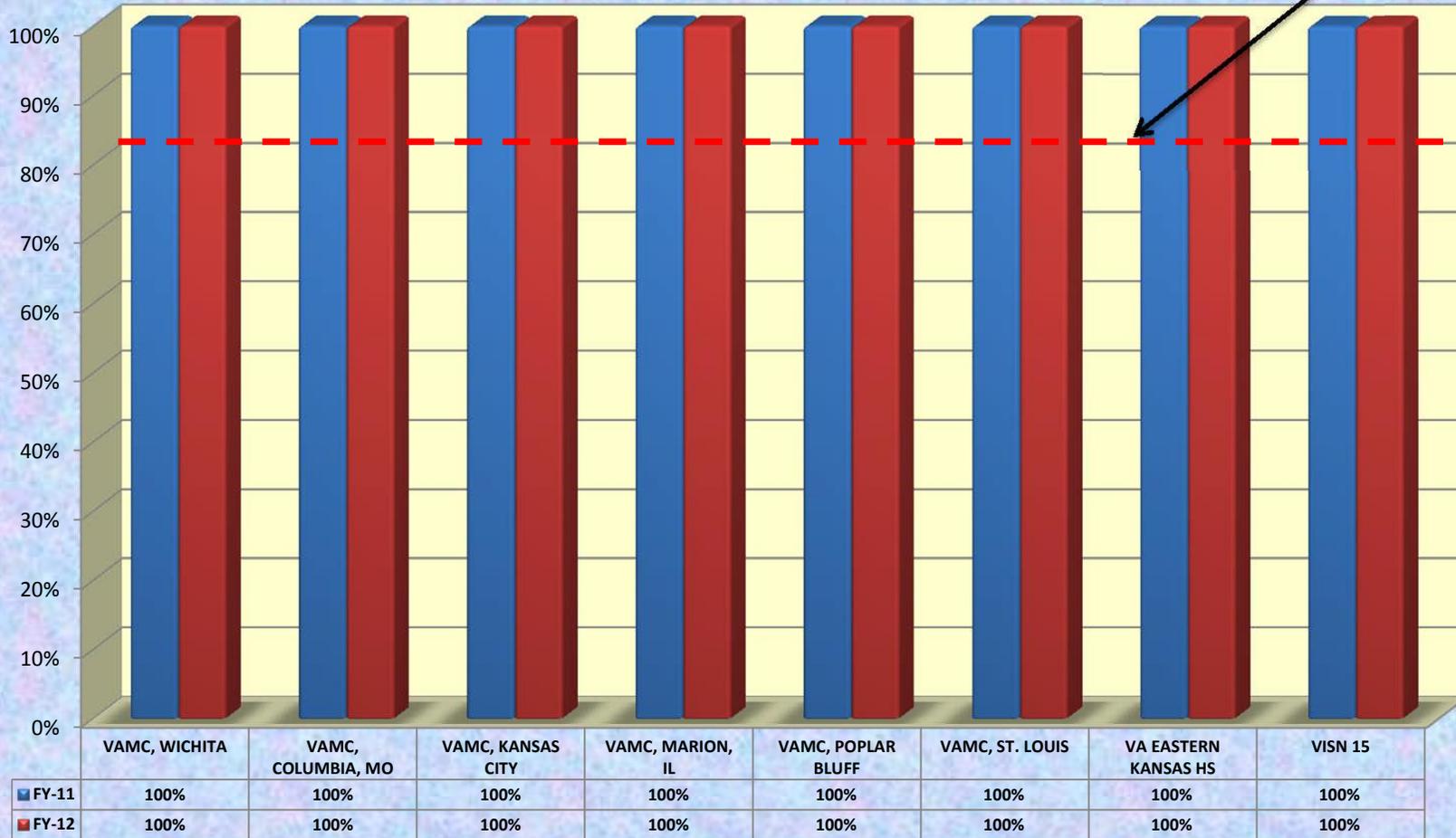
53% Government-Wide Average



Data Source: ADRTTracker System

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

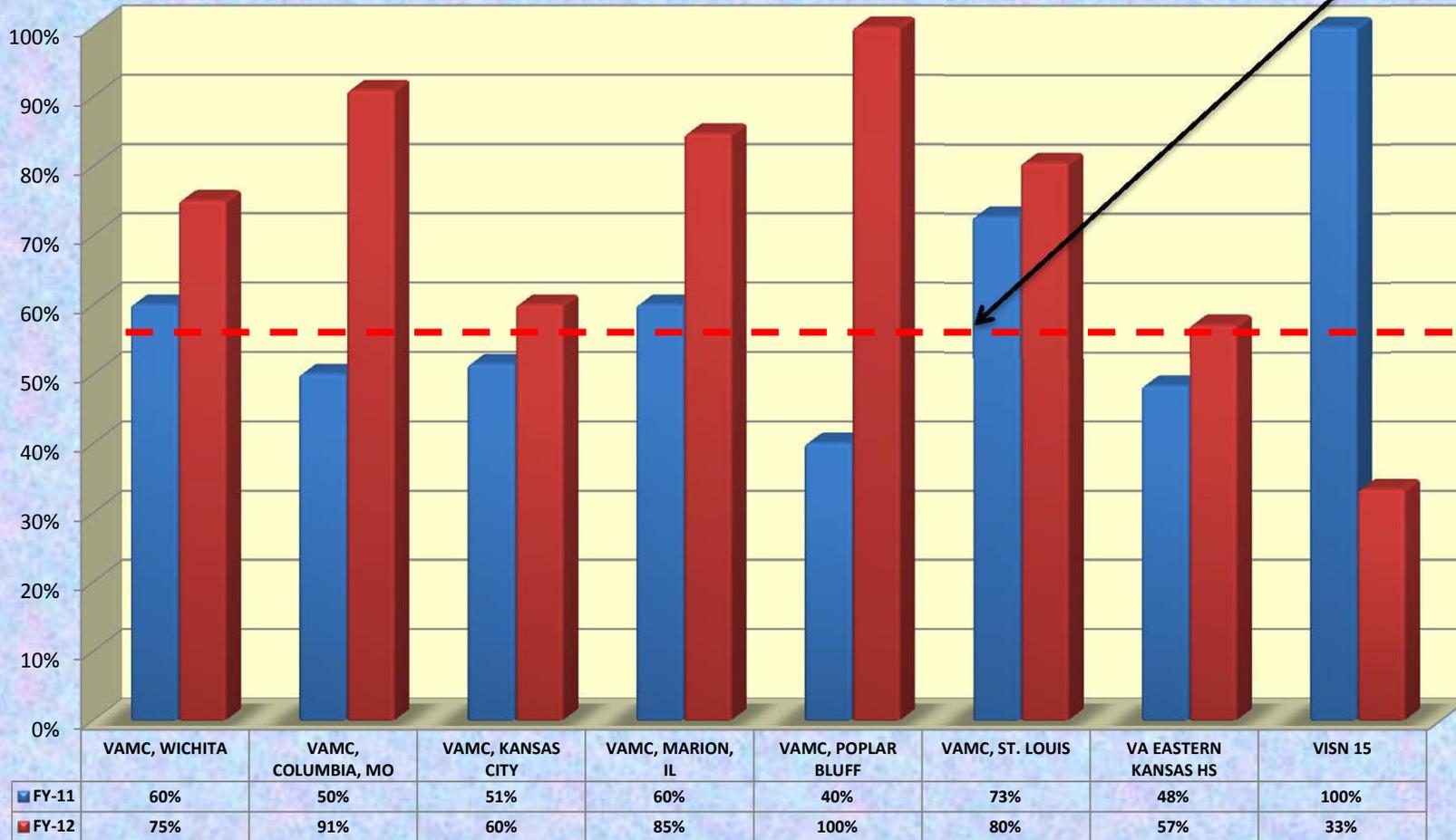
80% Government-Wide Target



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

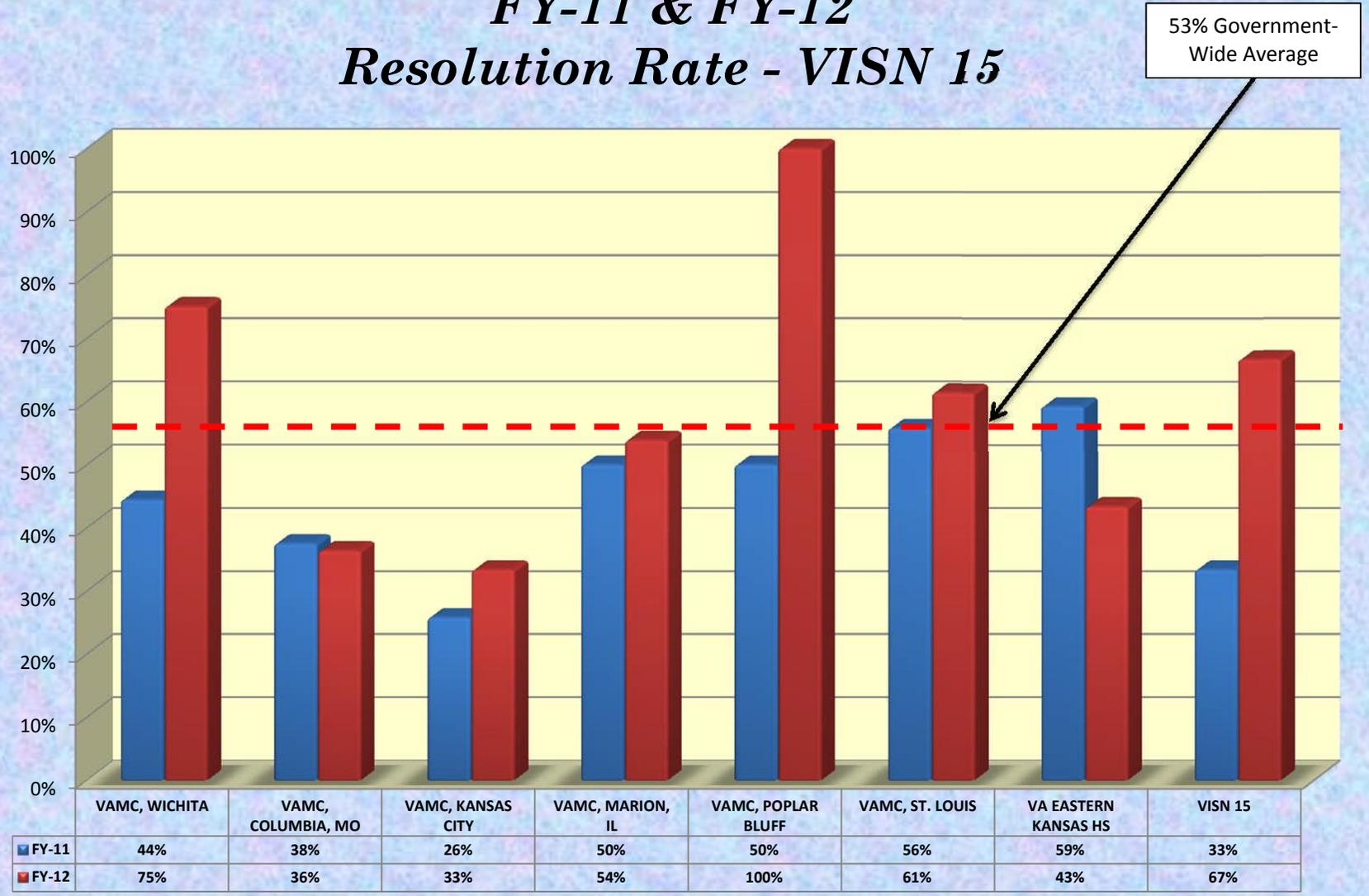
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 15

53% VA-Wide Target



Data Source: ADTracker System

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

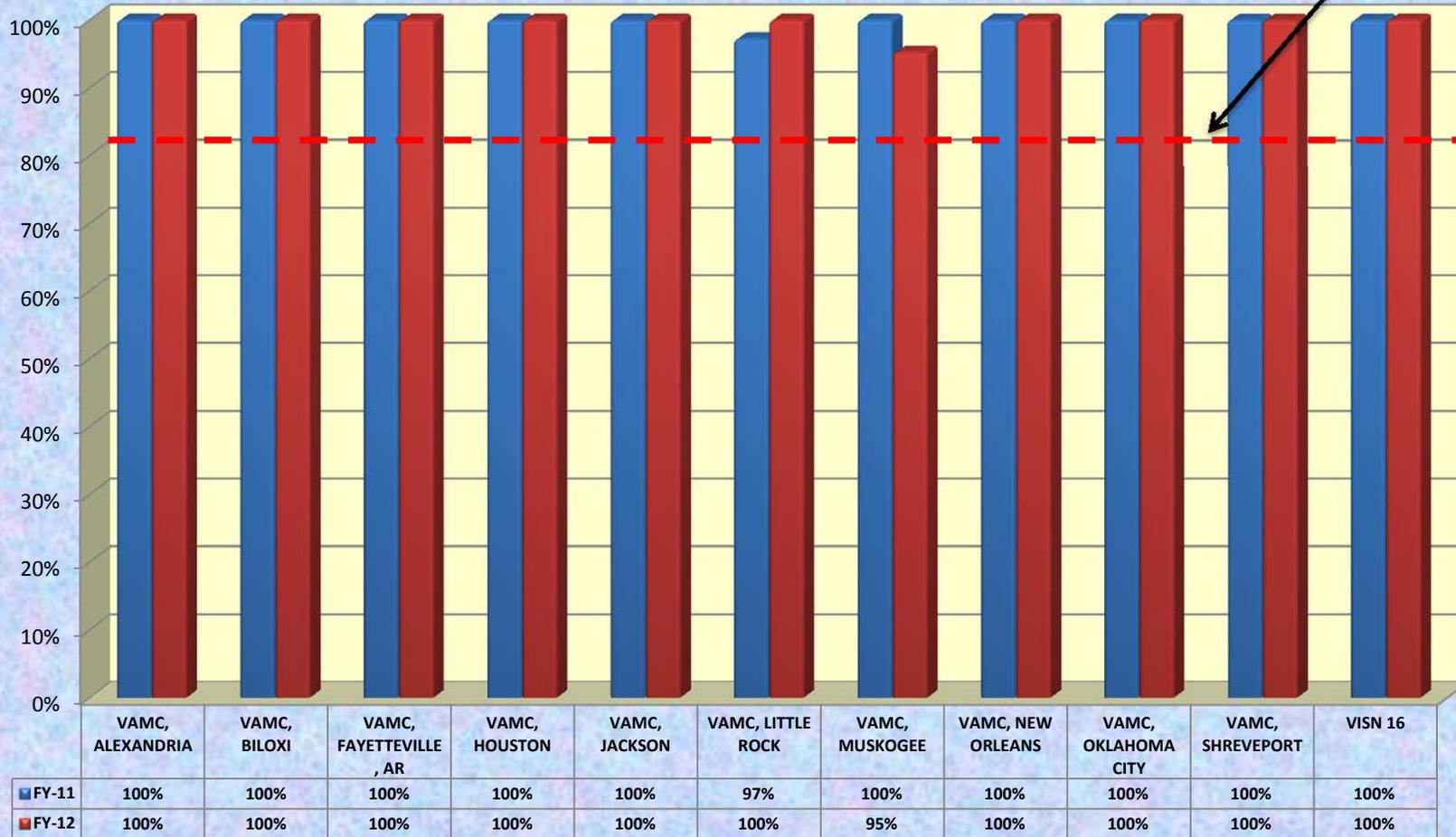


53% Government-Wide Average

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

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

80% Government-Wide Target

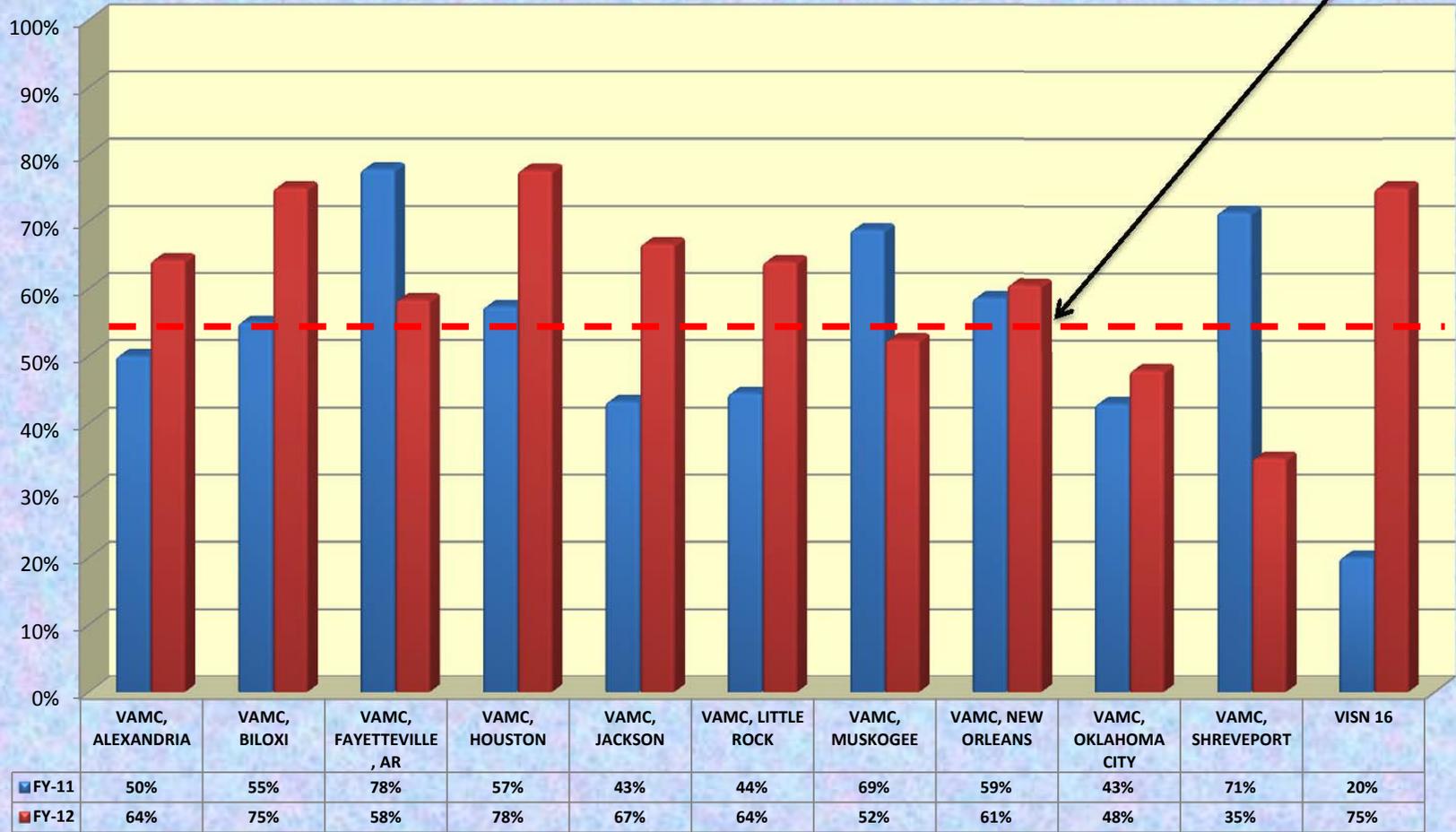


Data Source: ADRTTracker System

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

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

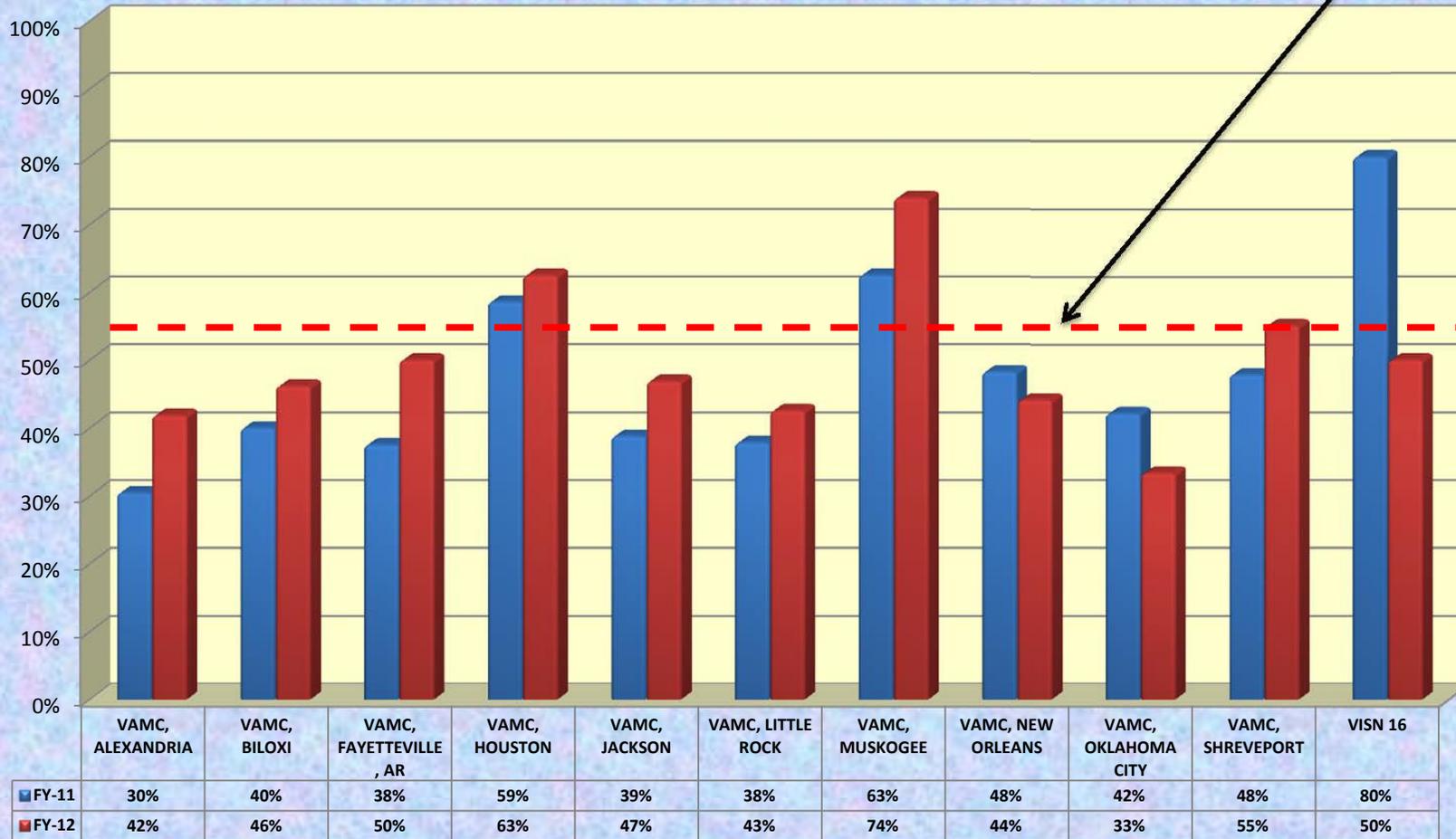
53% VA-Wide Target



Data Source: ADRTTracker System

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

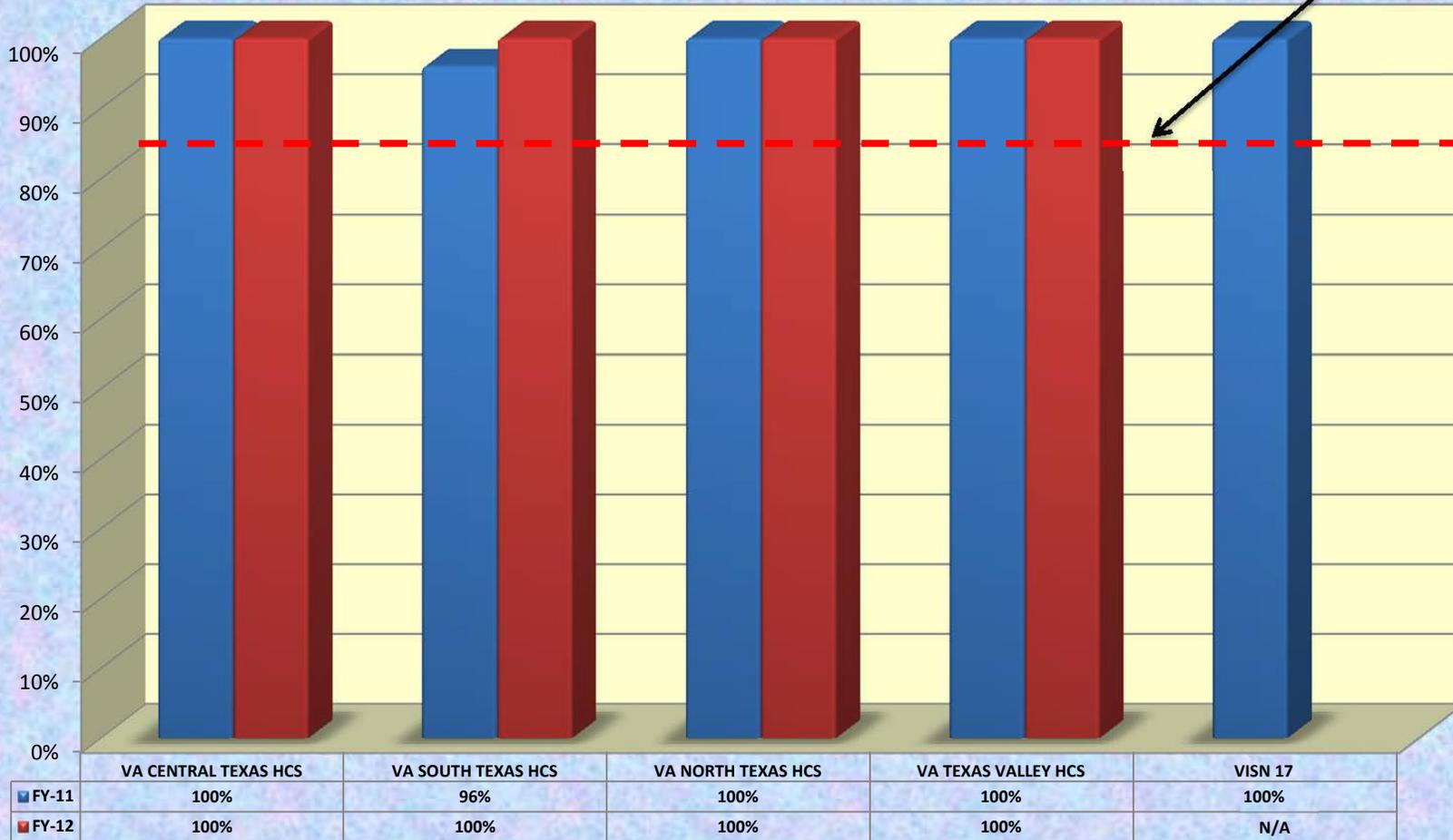
53% Government-Wide Average



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

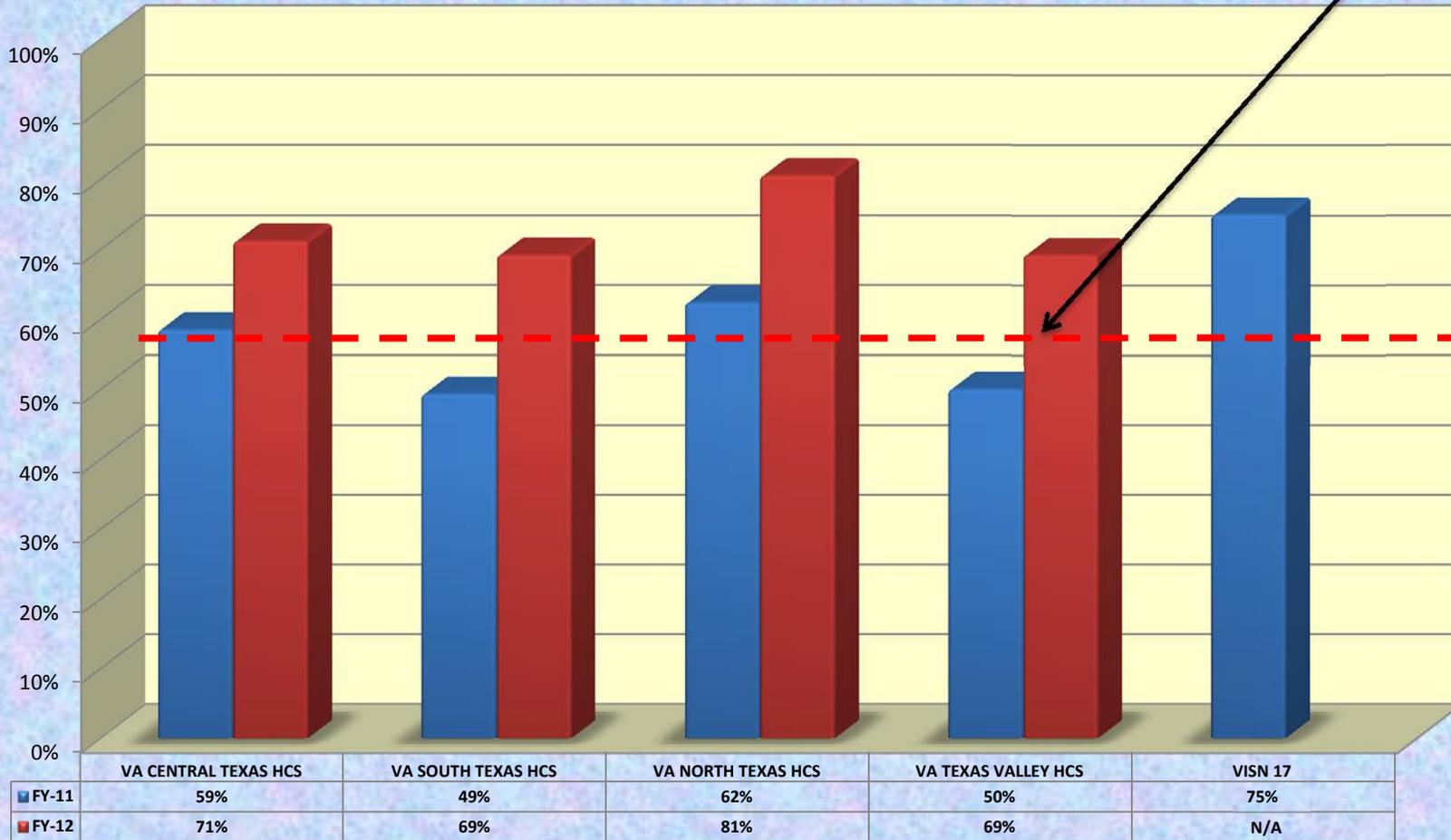


Data Source: ADRTTracker System

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

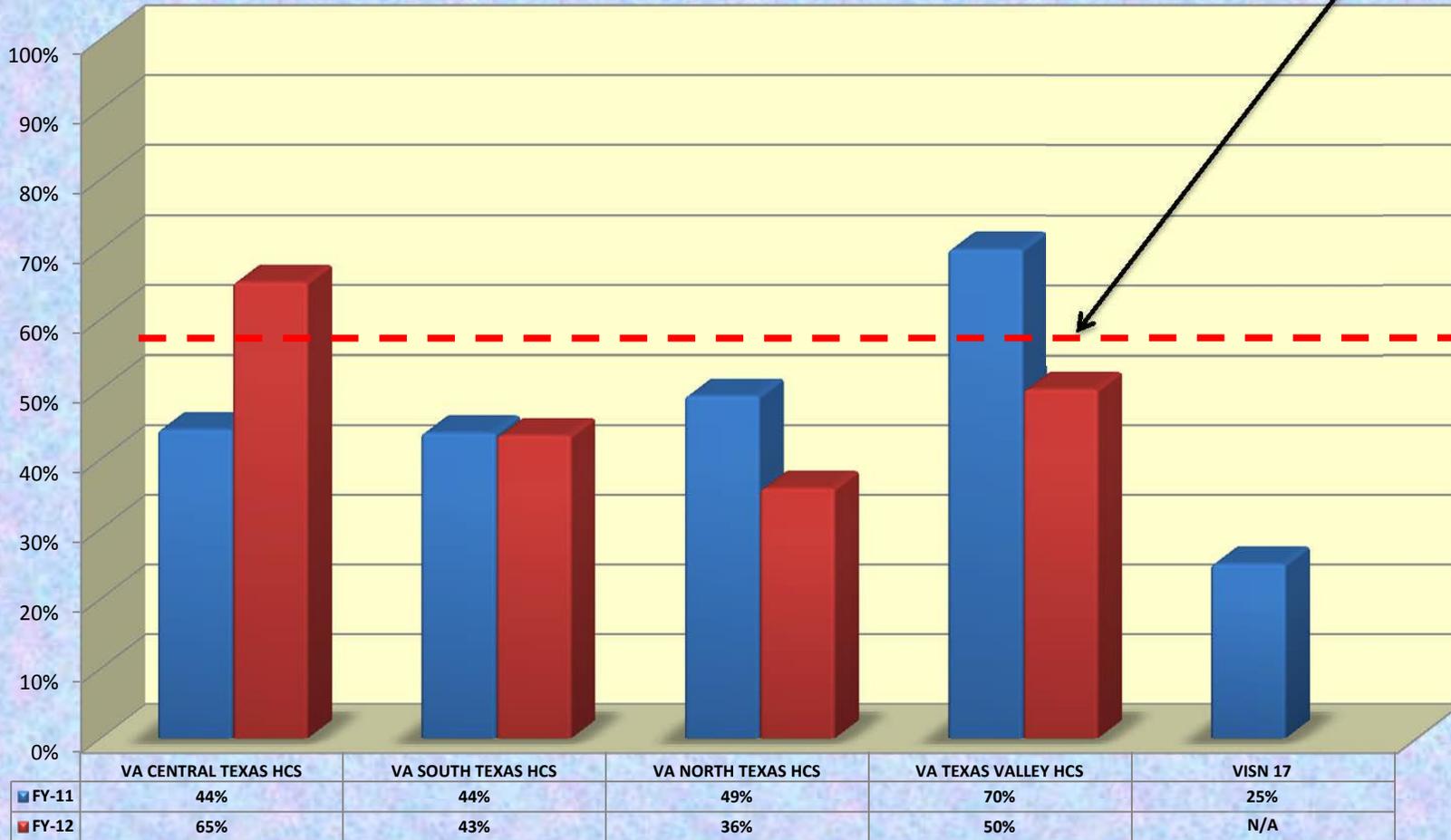


Data Source: ADRTTracker System

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

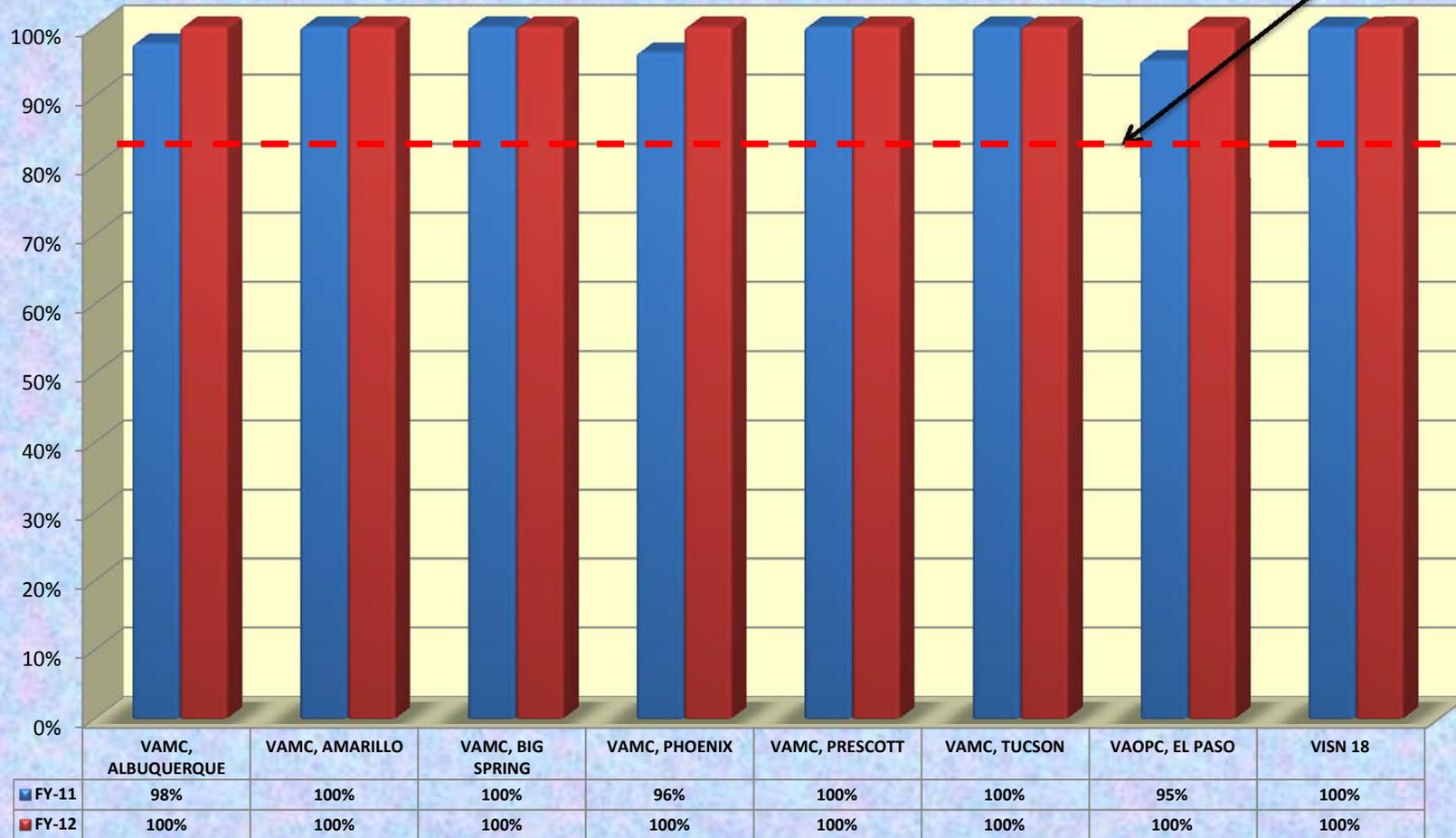


Data Source: ADRTTracker System

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

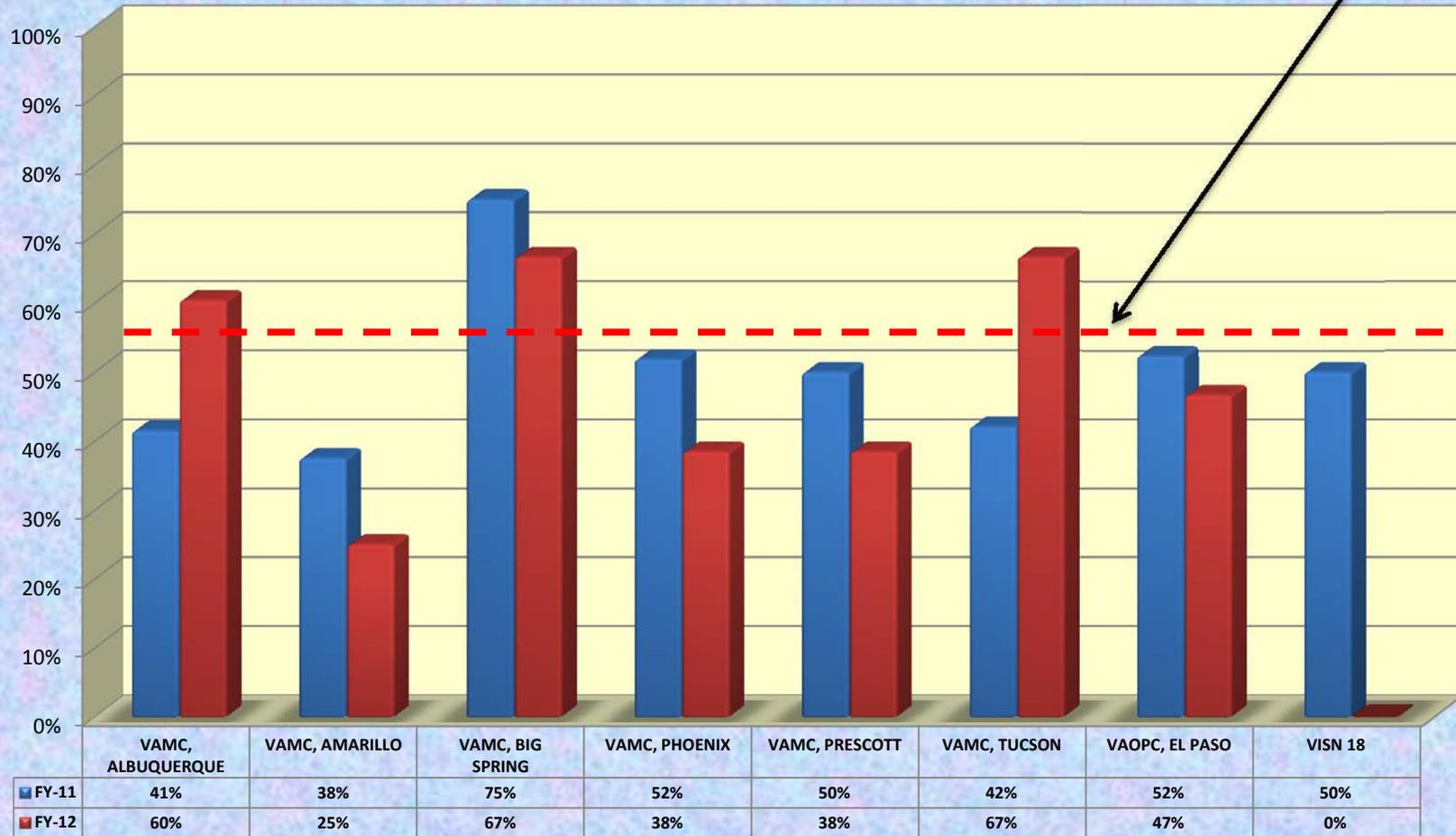


Data Source: ADRTTracker System

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

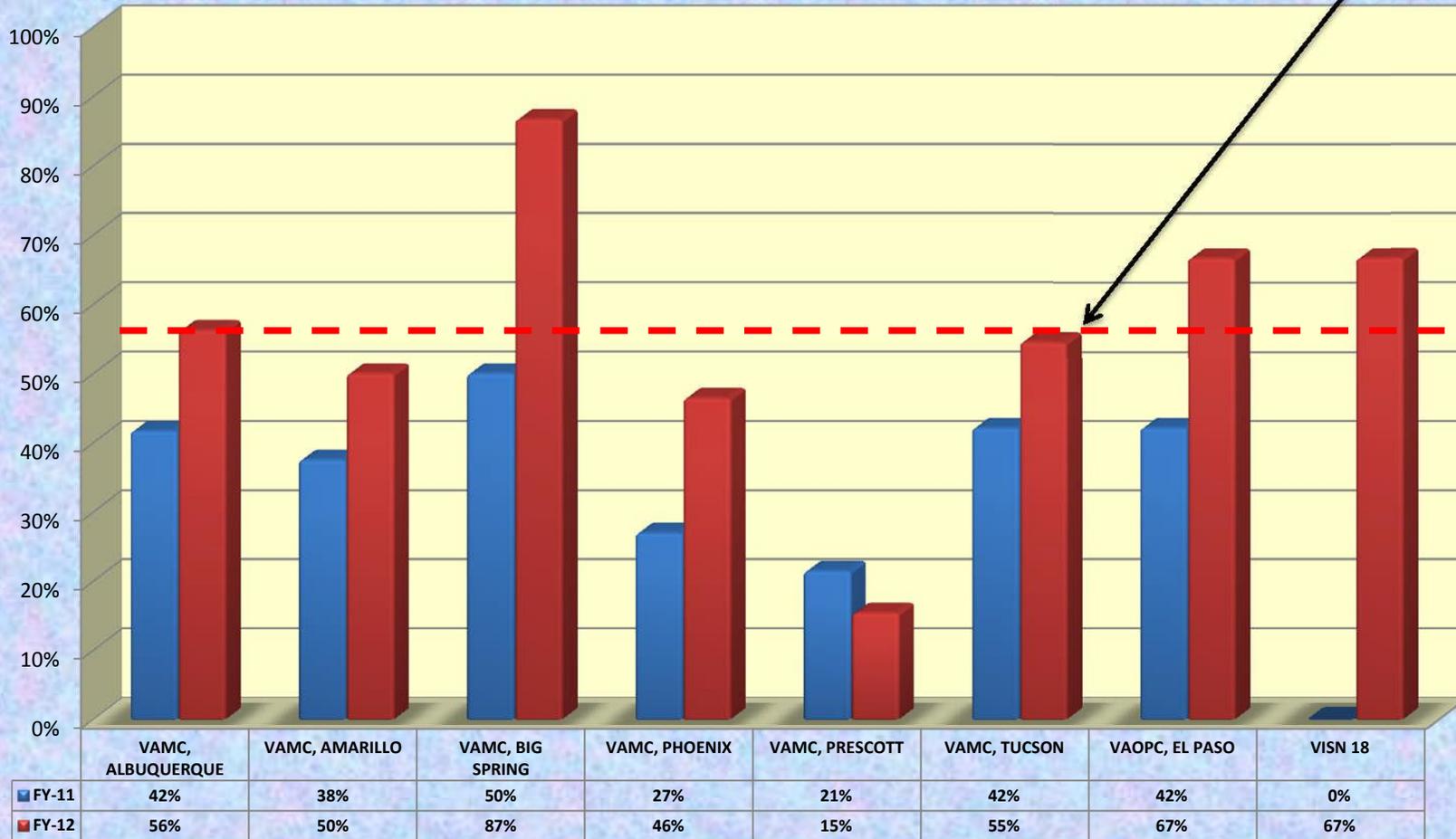


Data Source: ADTracker System

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

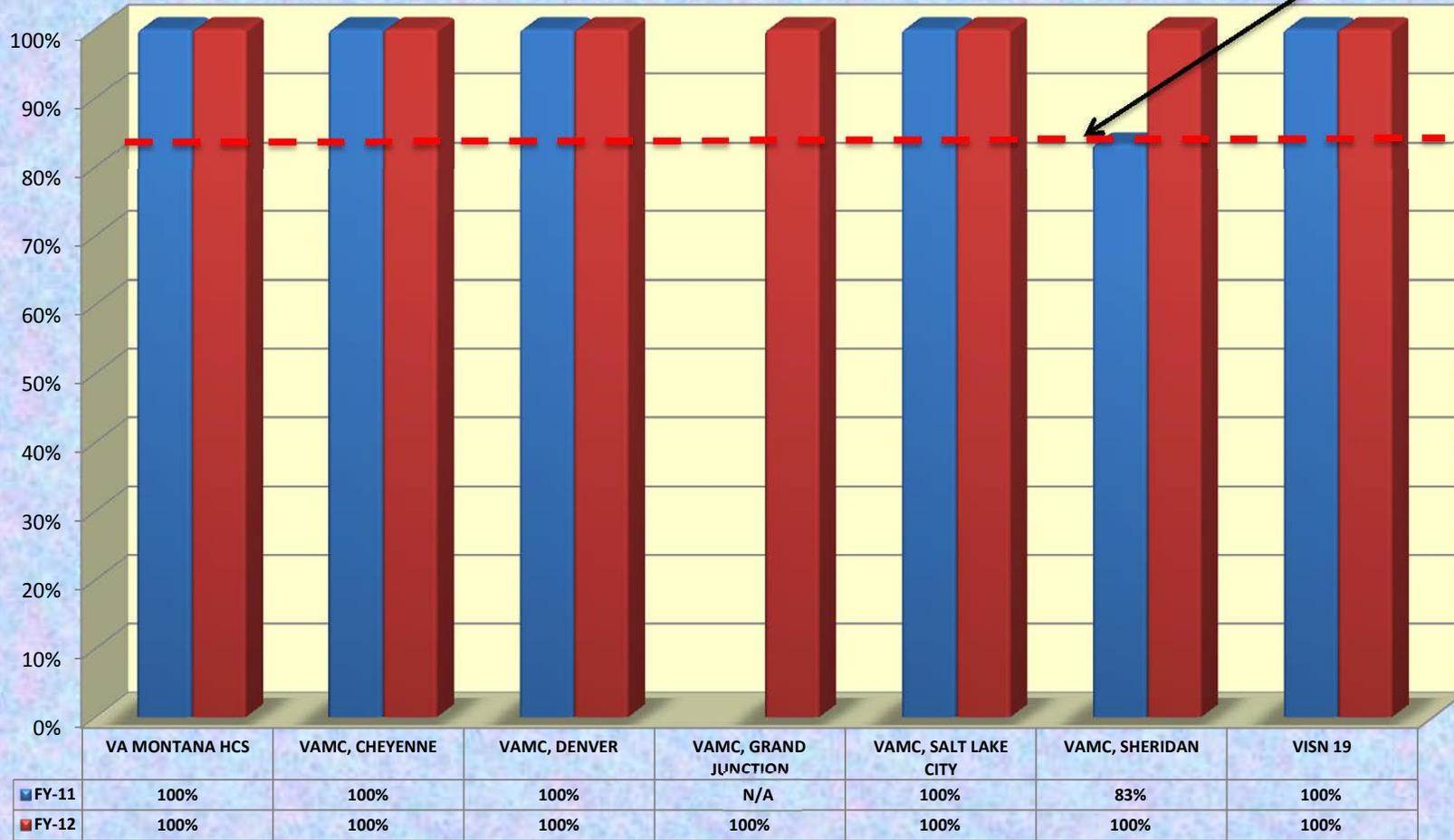


Data Source: ADRTTracker System

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

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

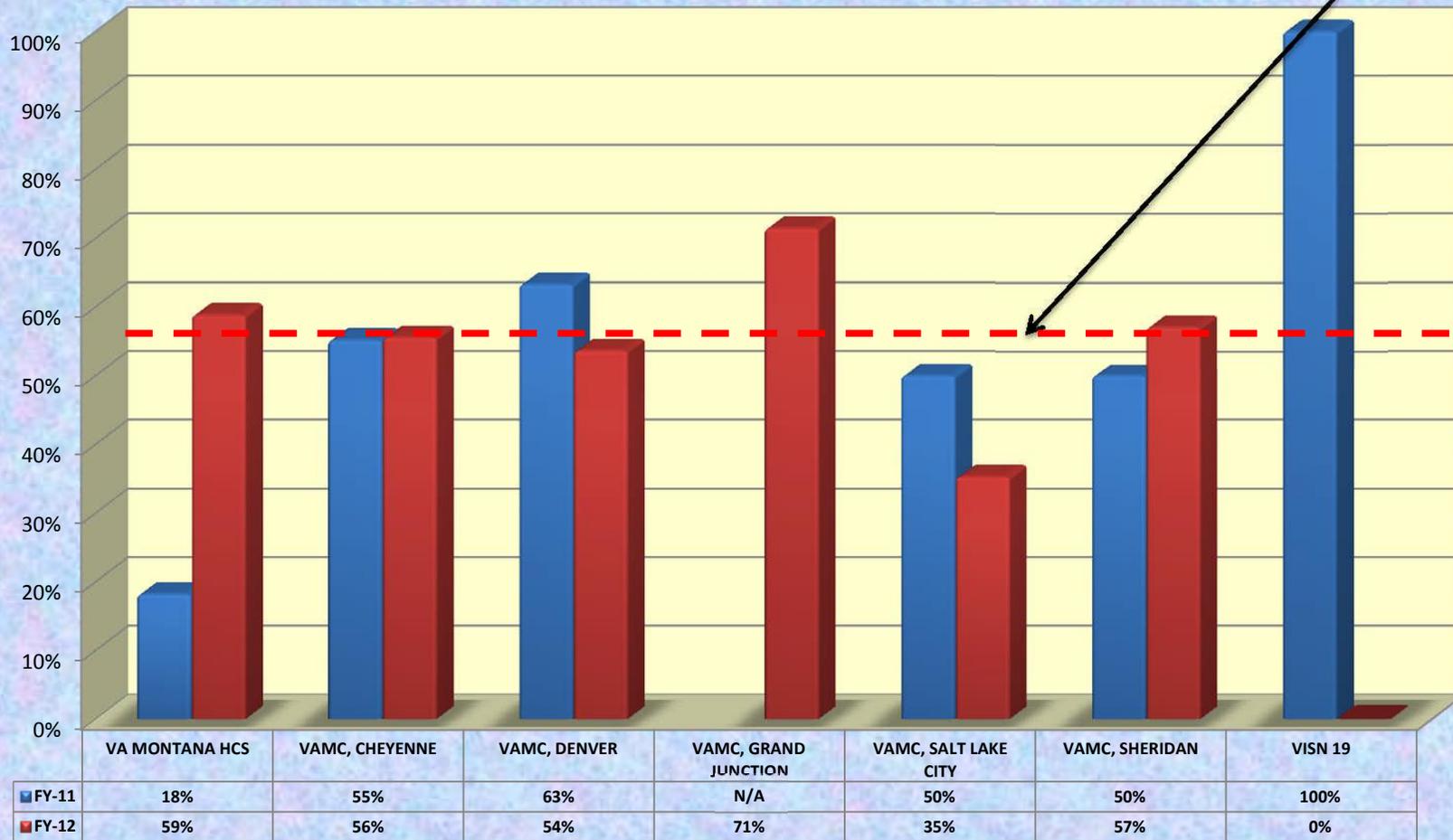
80% Government-Wide Target



Data Source: ADRTTracker System

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

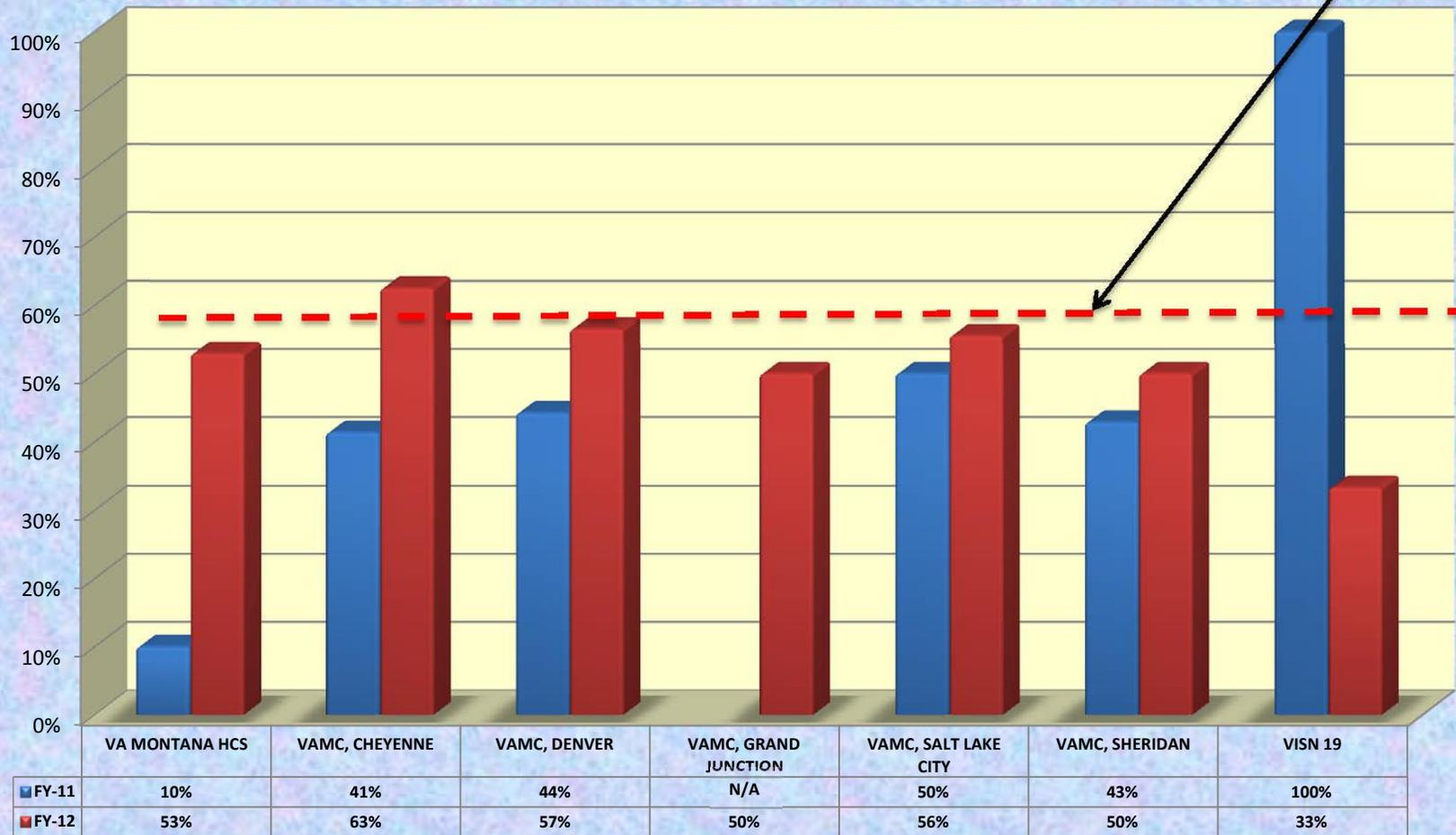
Veterans Health Administration FY-11 & FY-12 ADR Participation Rate - VISN 19



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

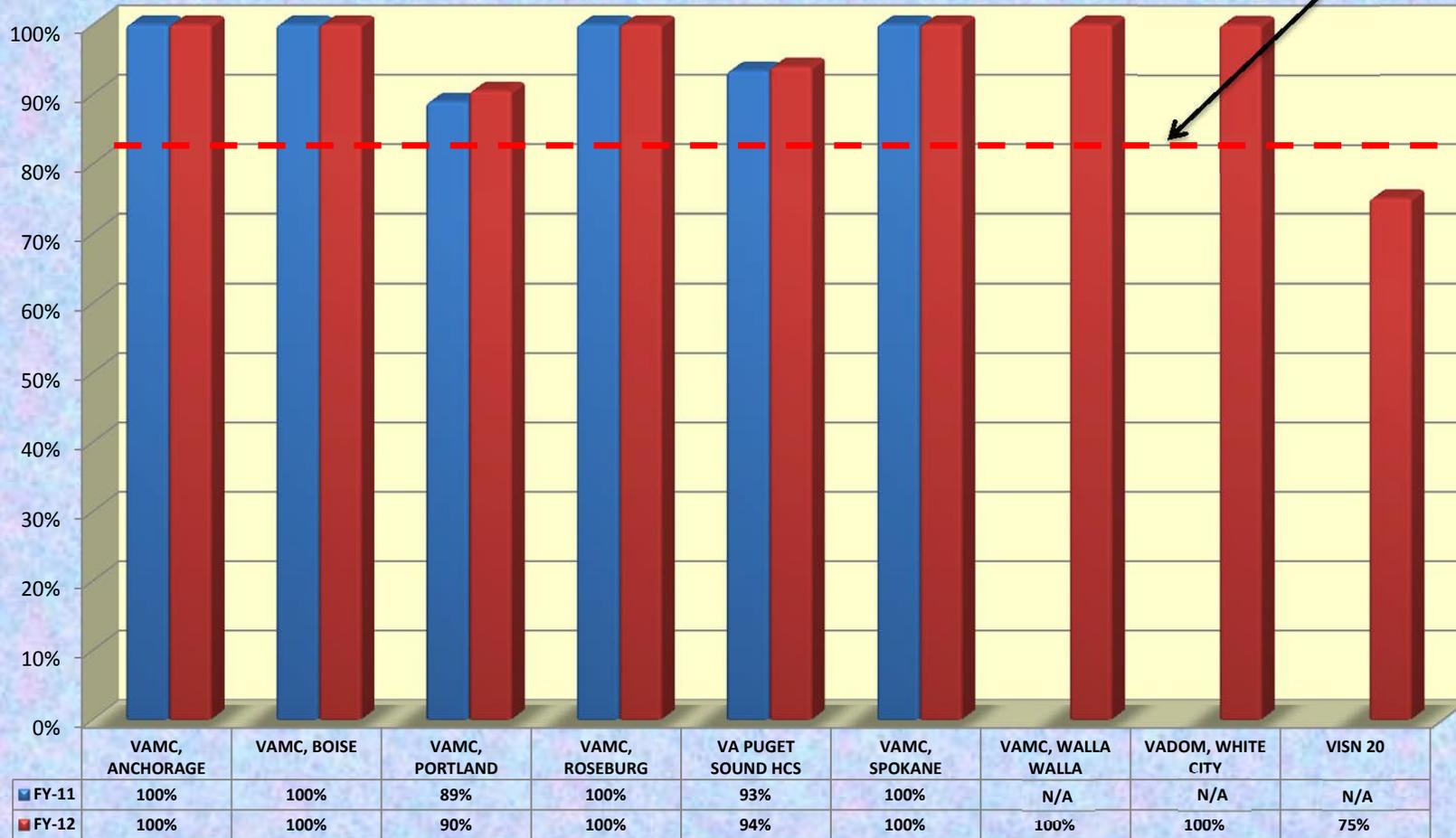


53% Government-Wide Average

Data Source: ADRTTracker System

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

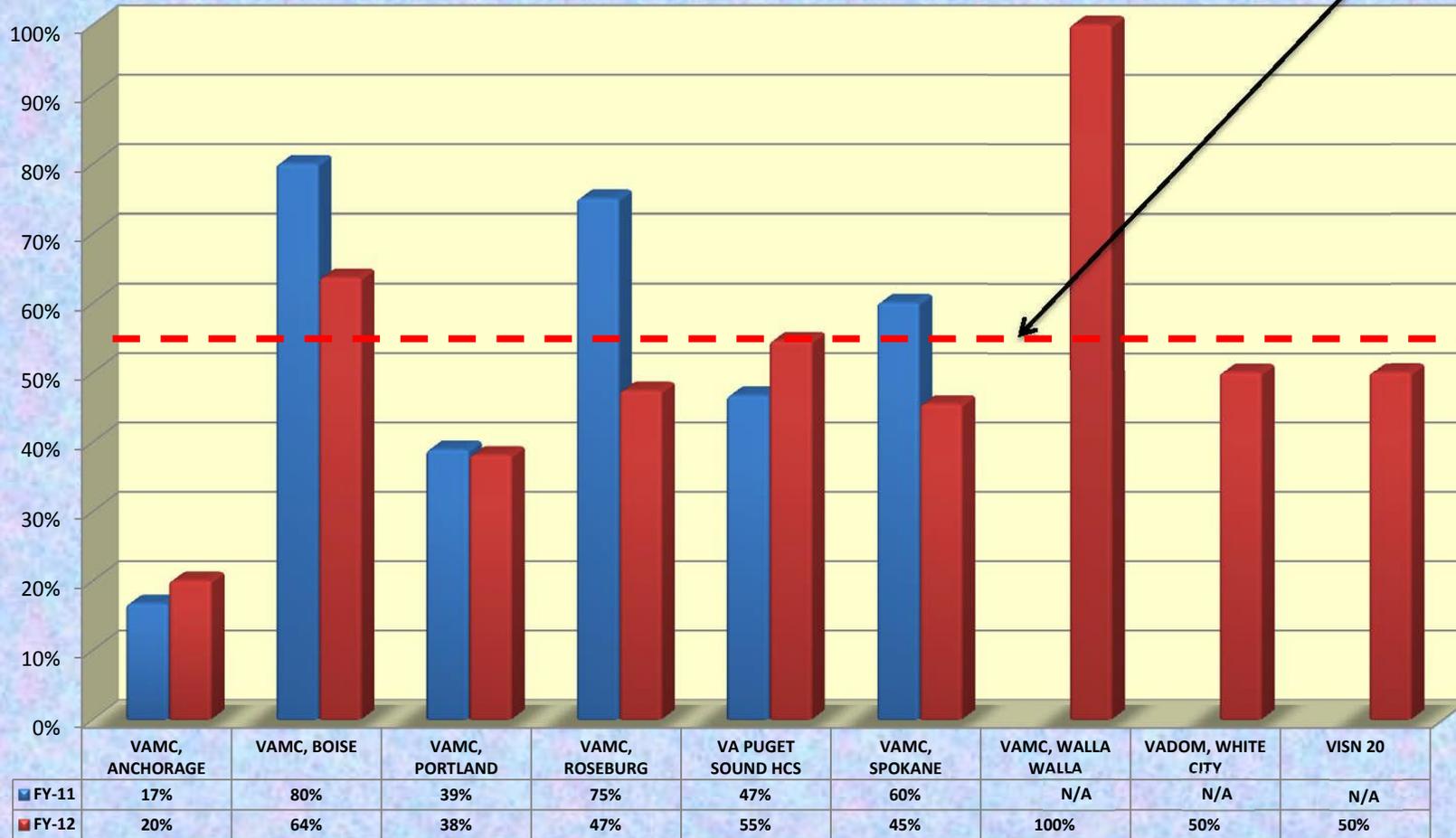
80% Government-Wide Target



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

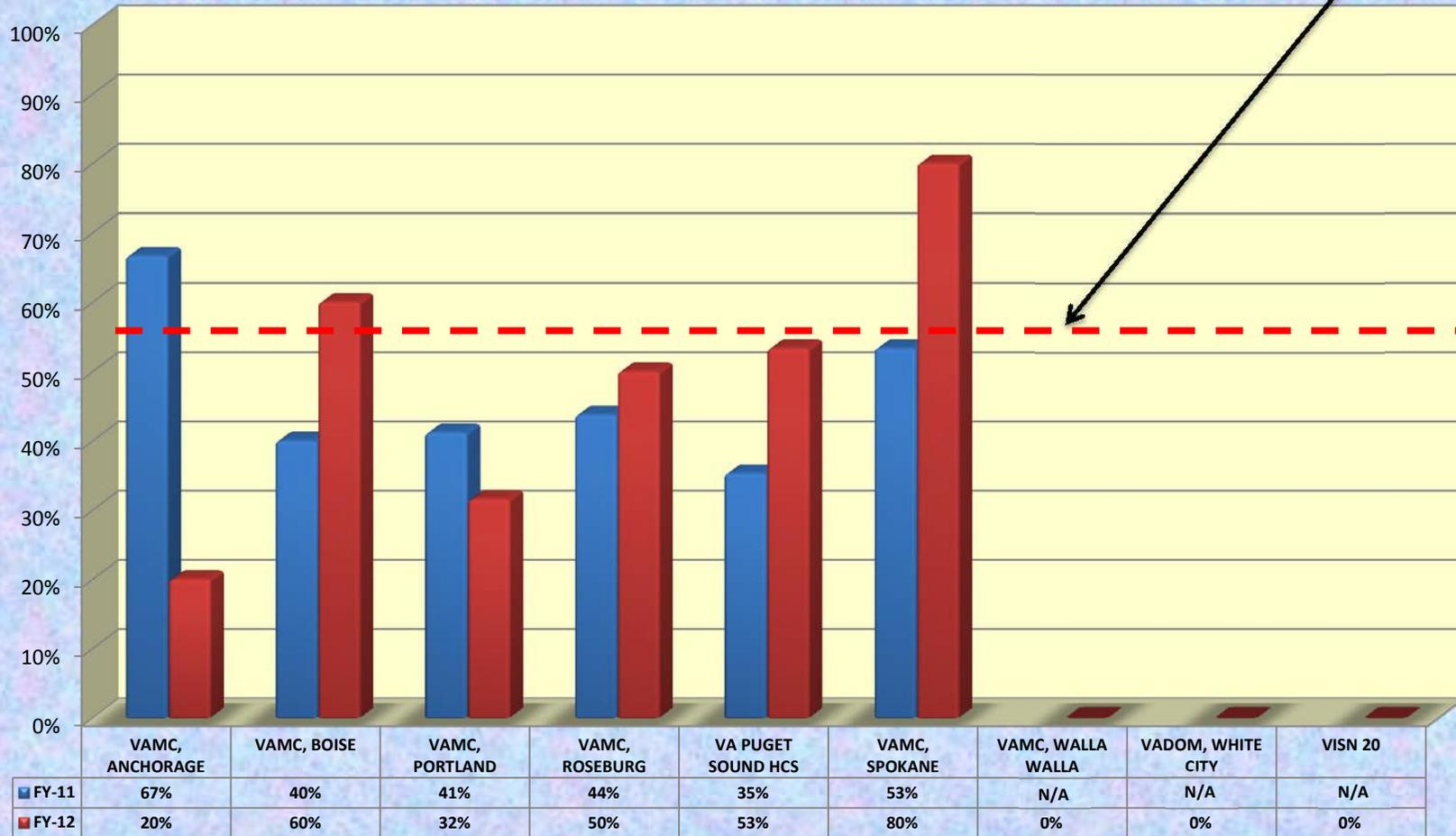


Data Source: ADRTTracker System

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

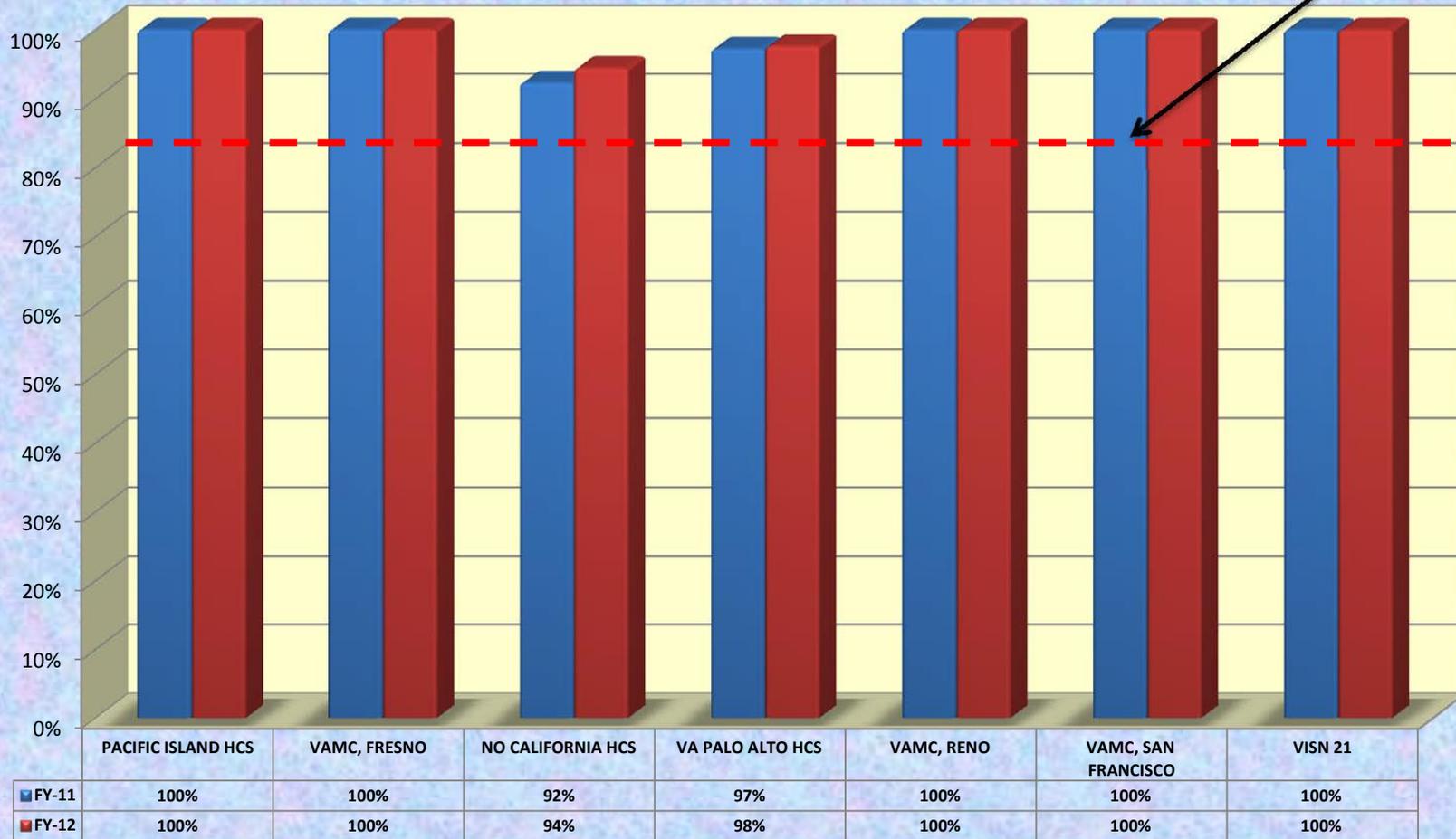


Data Source: ADRTTracker System

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

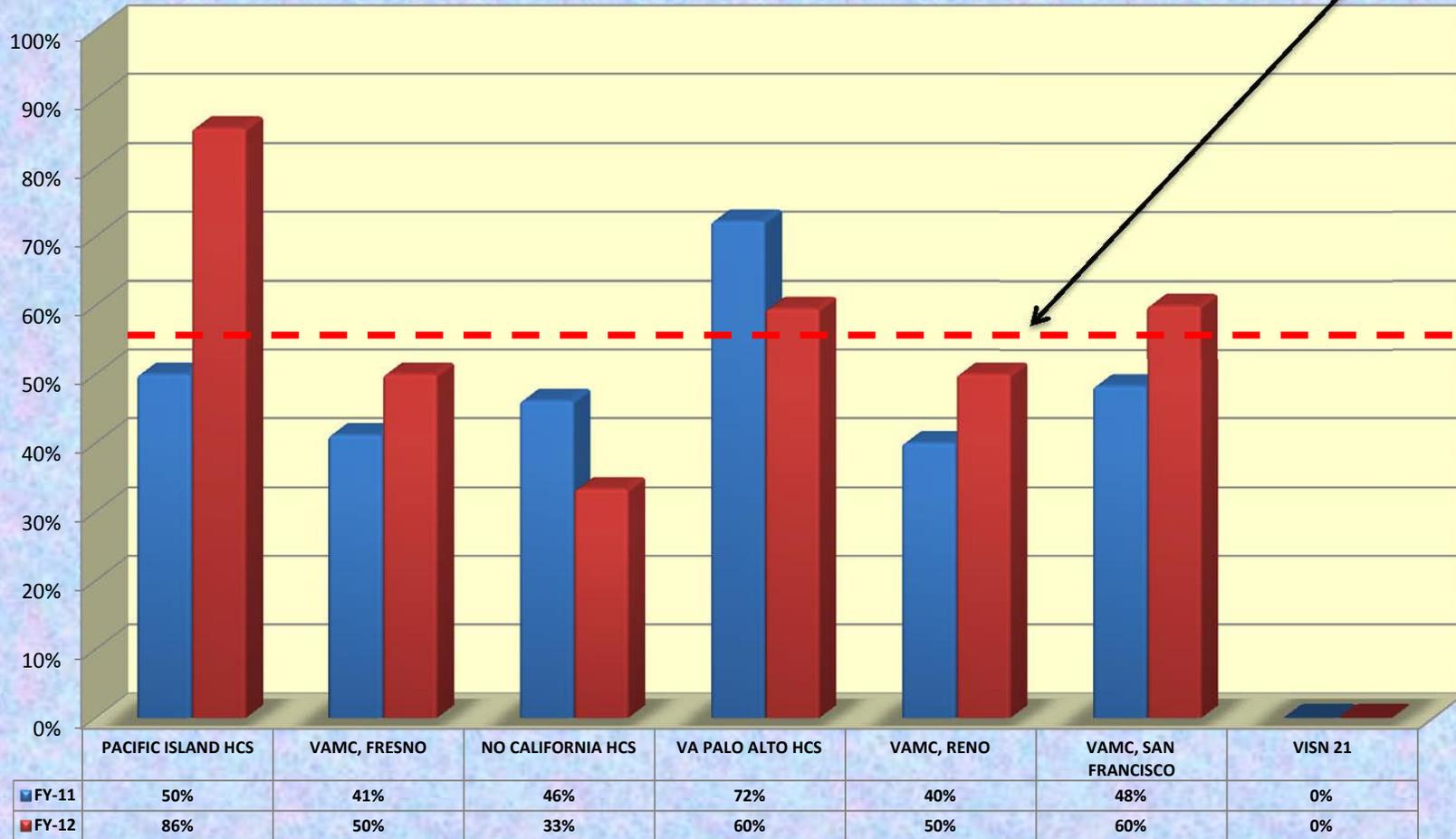


Data Source: ADRTTracker System

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

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

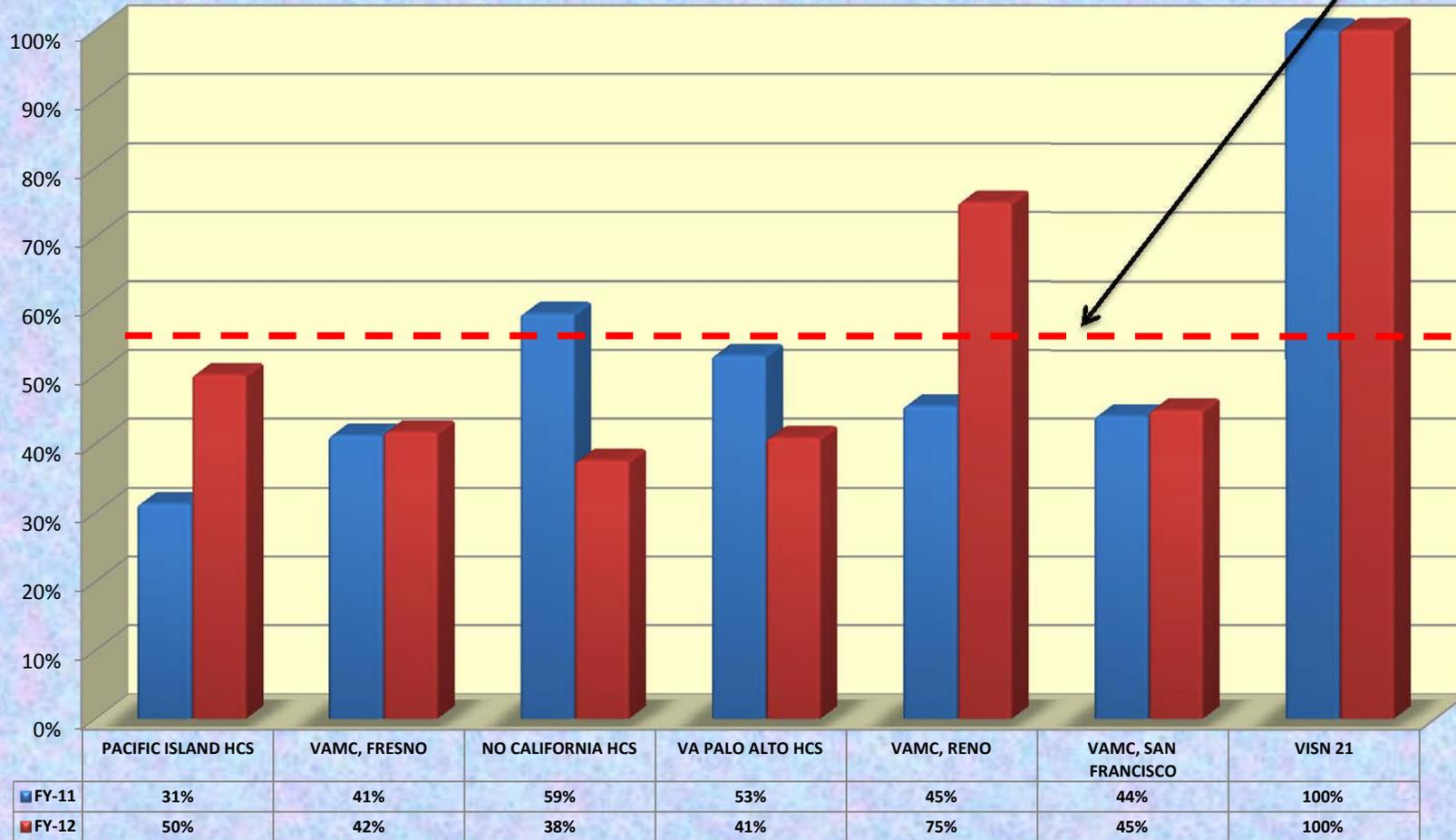
53% VA-Wide Target



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

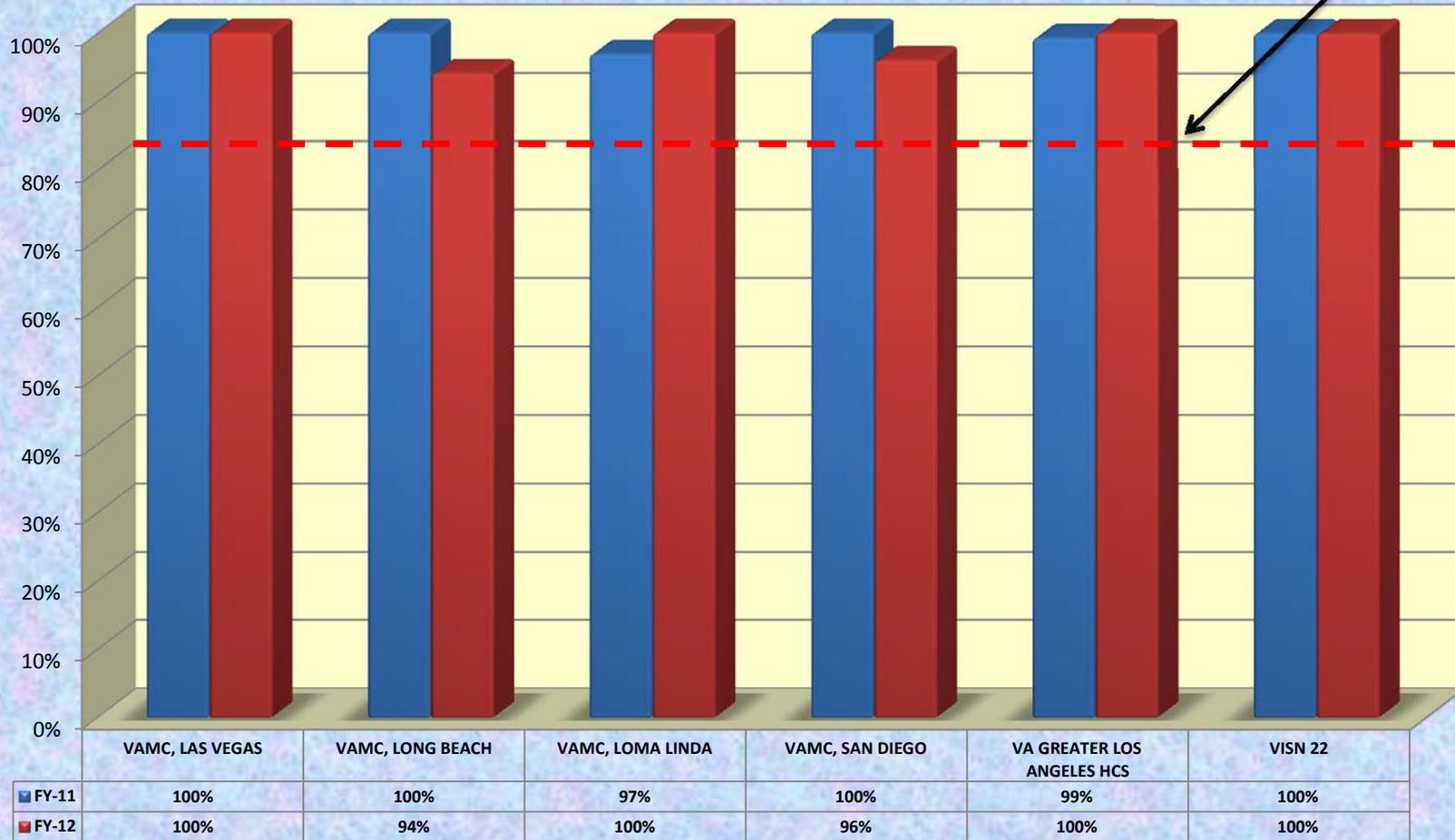


53% Government-Wide Average

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

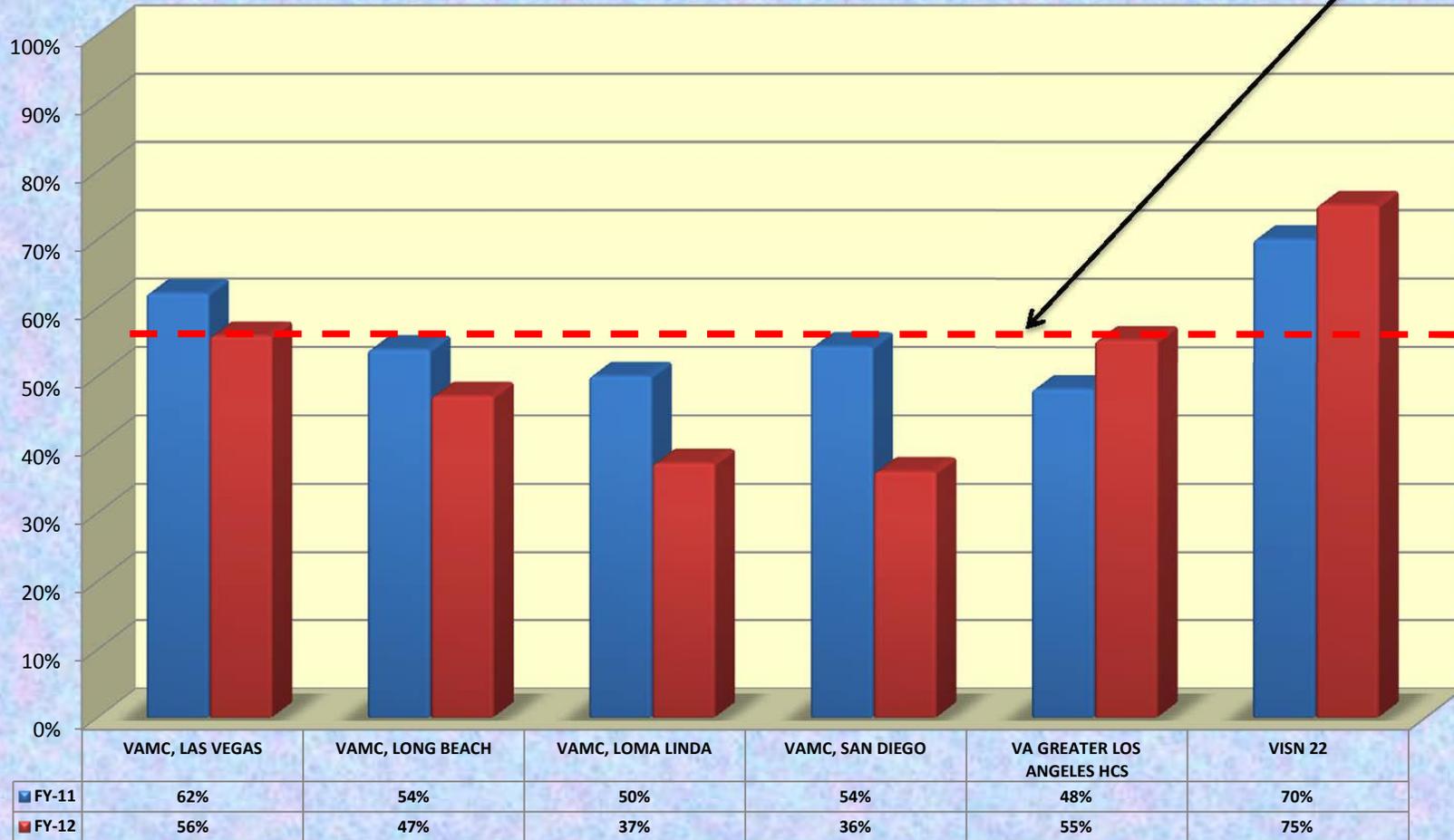


Data Source: ADRTTracker System

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

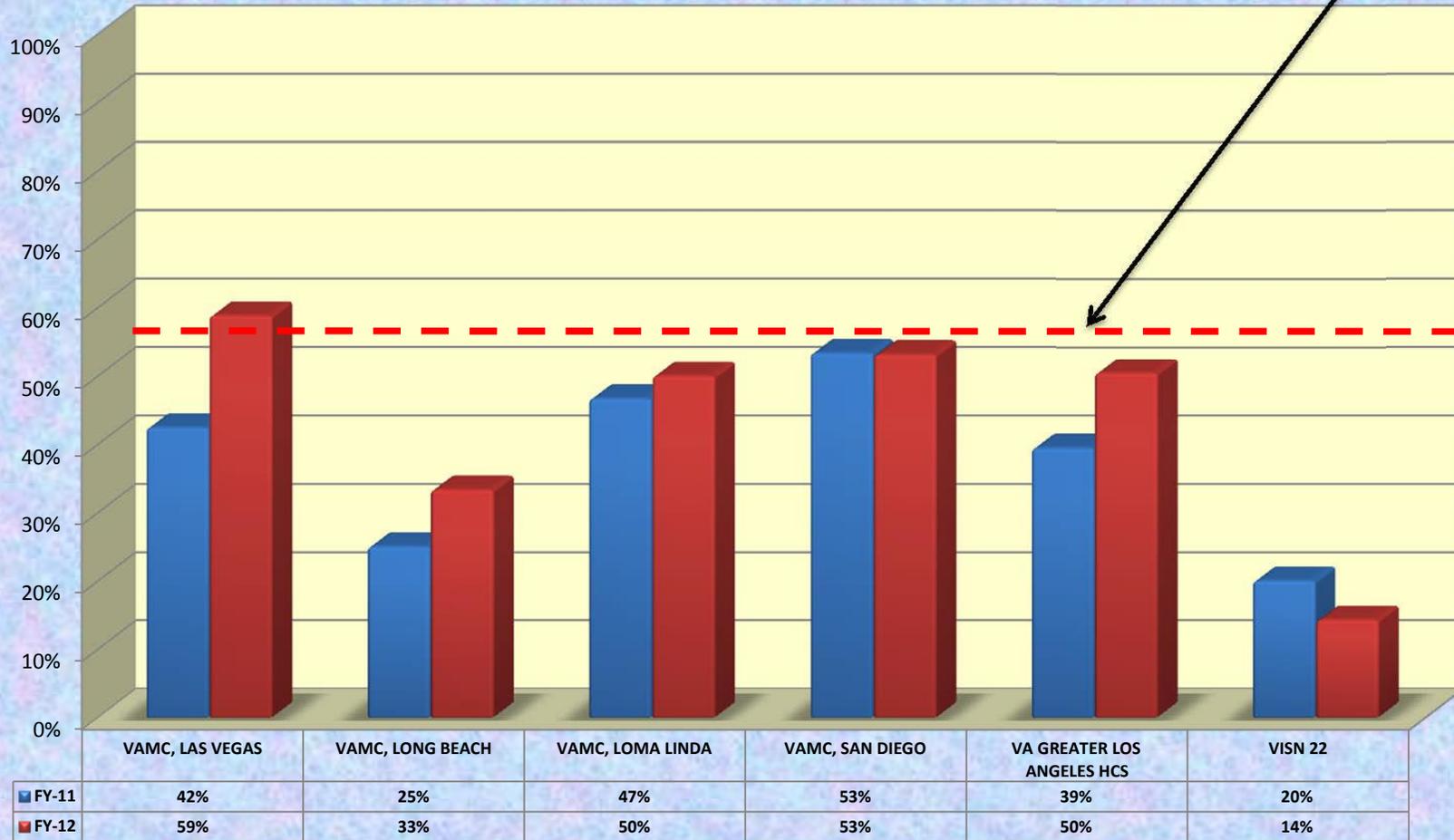


Data Source: ADRTTracker System

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

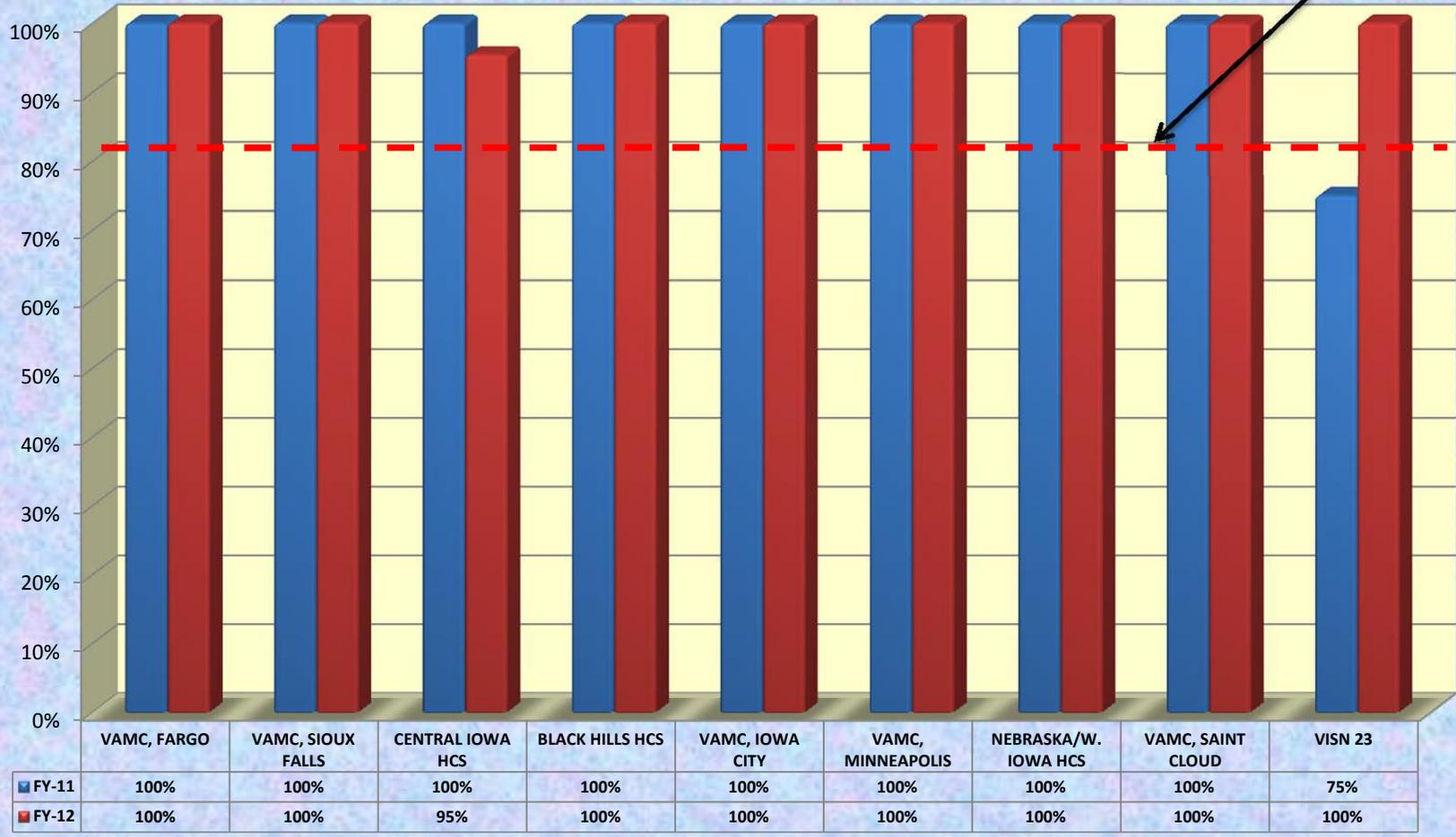


Data Source: ADRTTracker System

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

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

80% Government-Wide Target

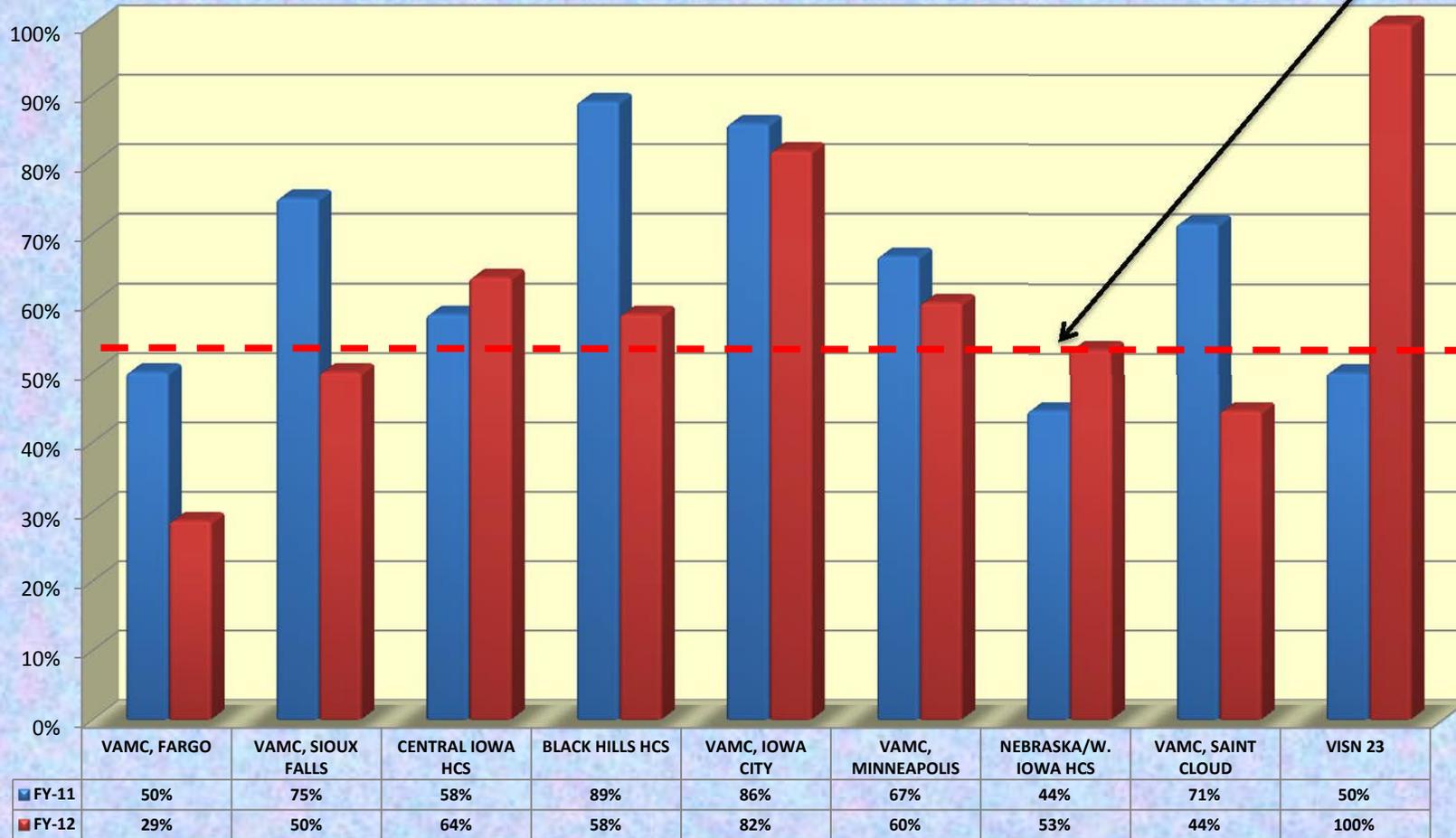


Data Source: ADRTTracker System

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

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

53% VA-Wide Target

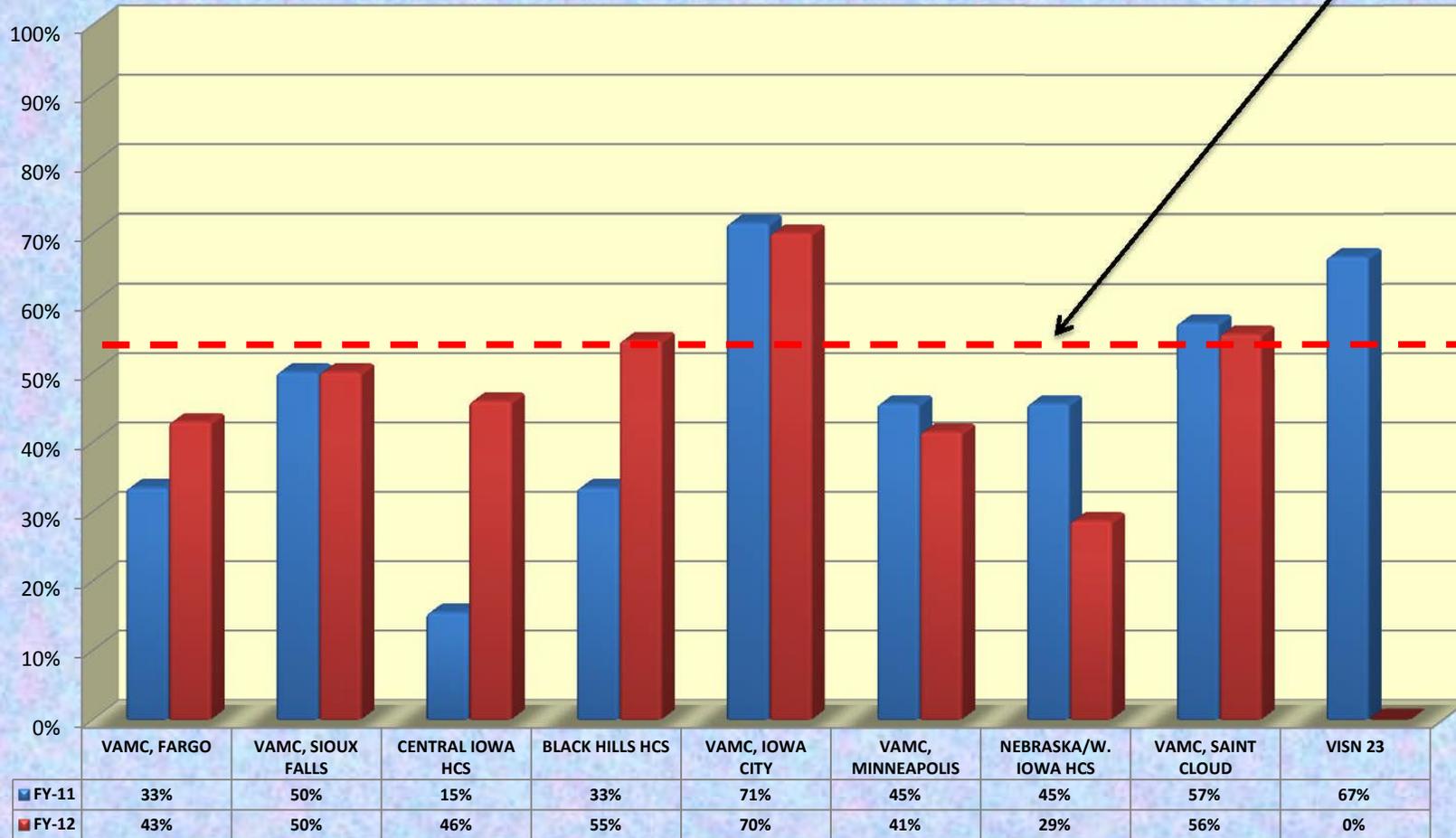


Data Source: ADRTTracker System

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

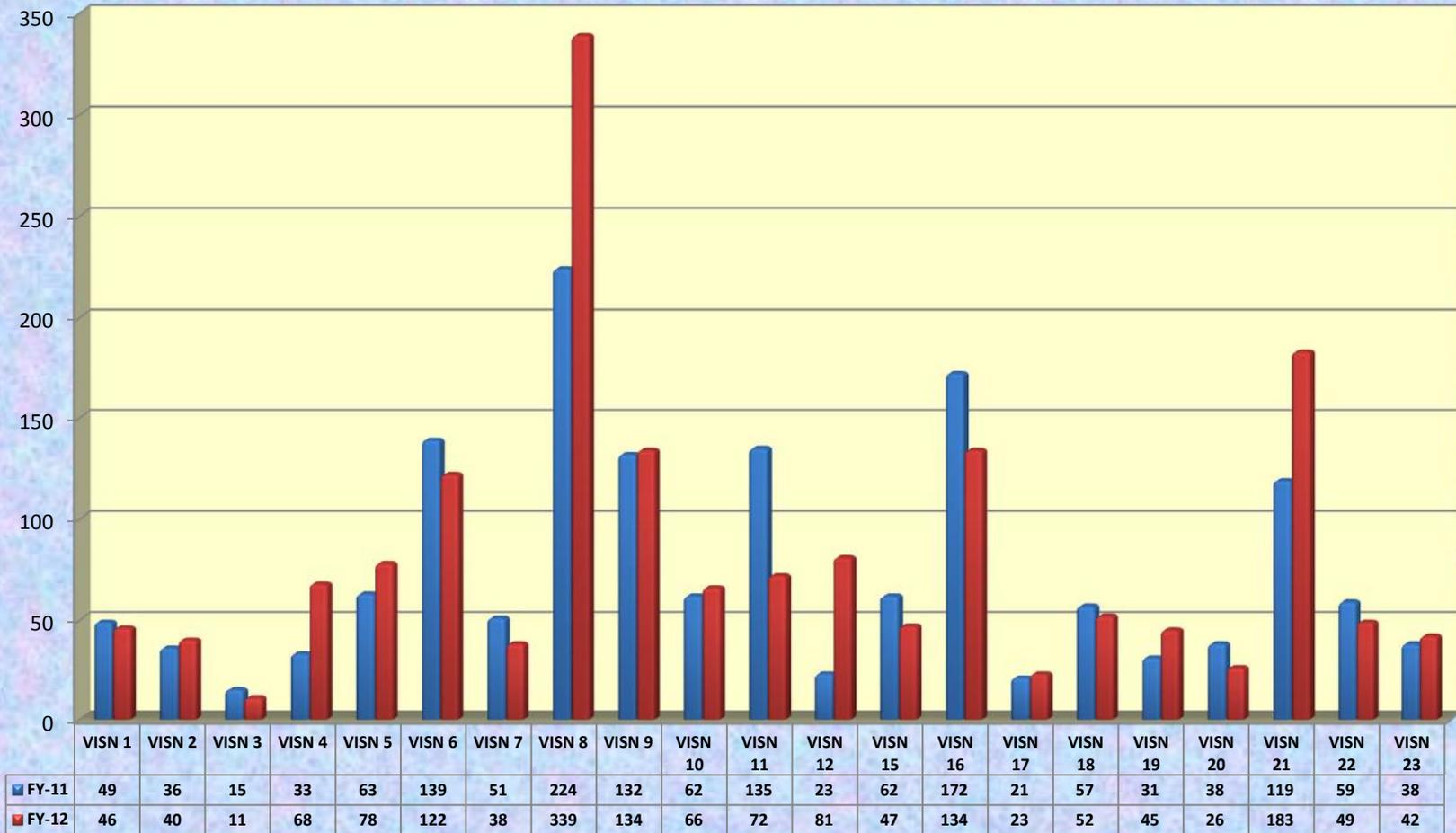


Data Source: ADRTTracker System

Veterans Health Administration
Non-EEO ADR Cases

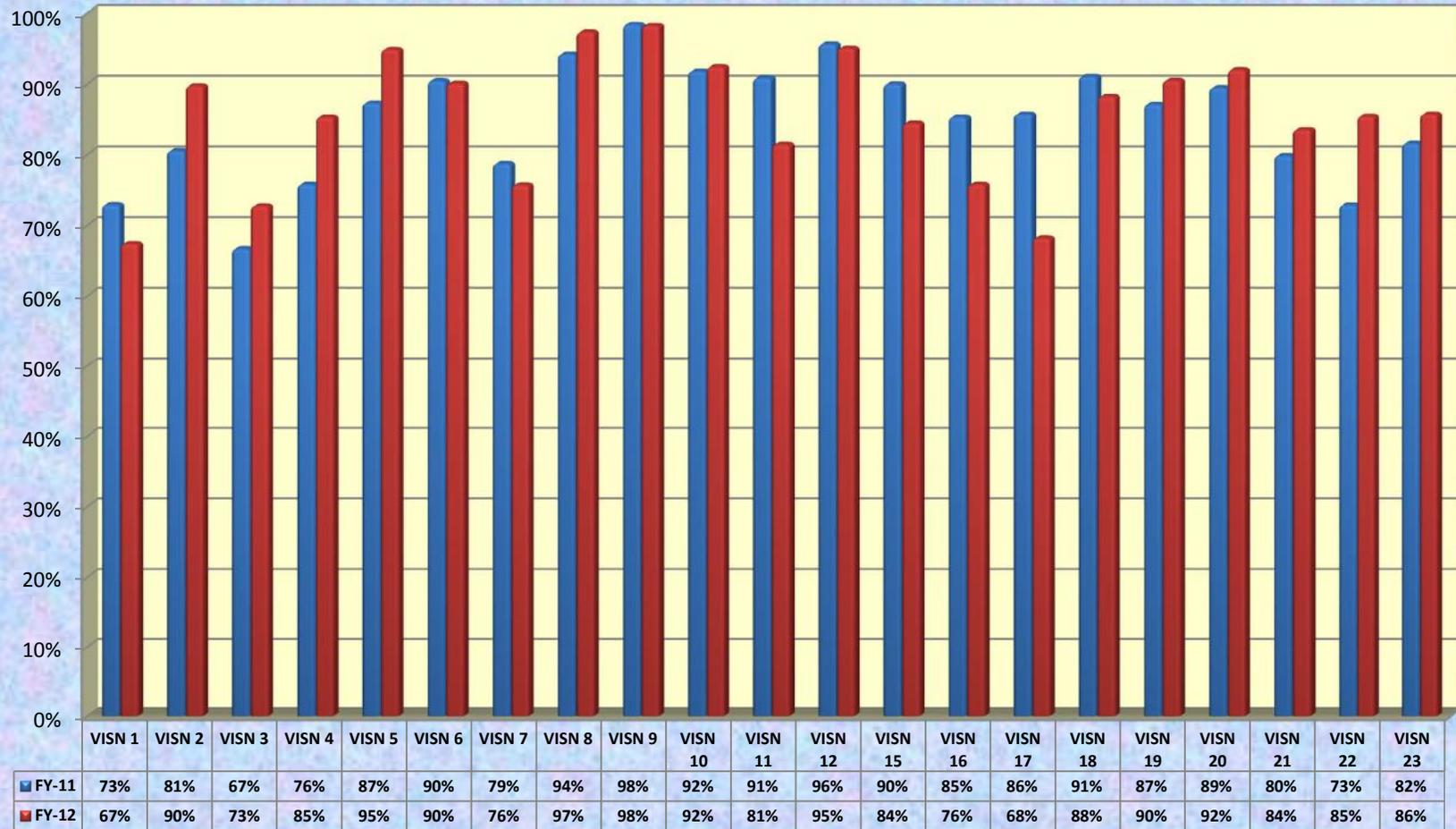
FY-11 and FY-12 Data as of 10/22/12

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



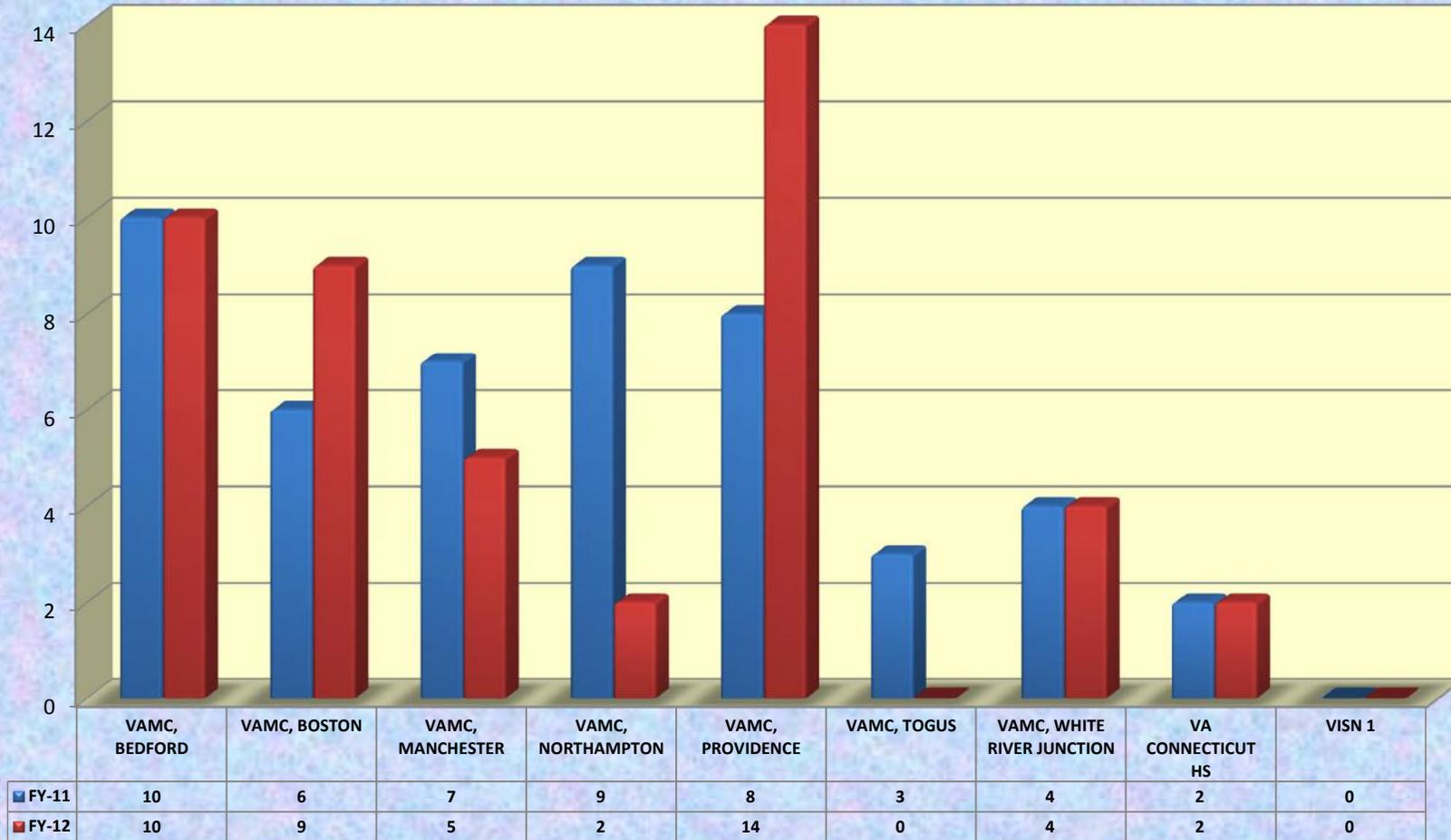
Data Source: ADRTTracker System

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



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

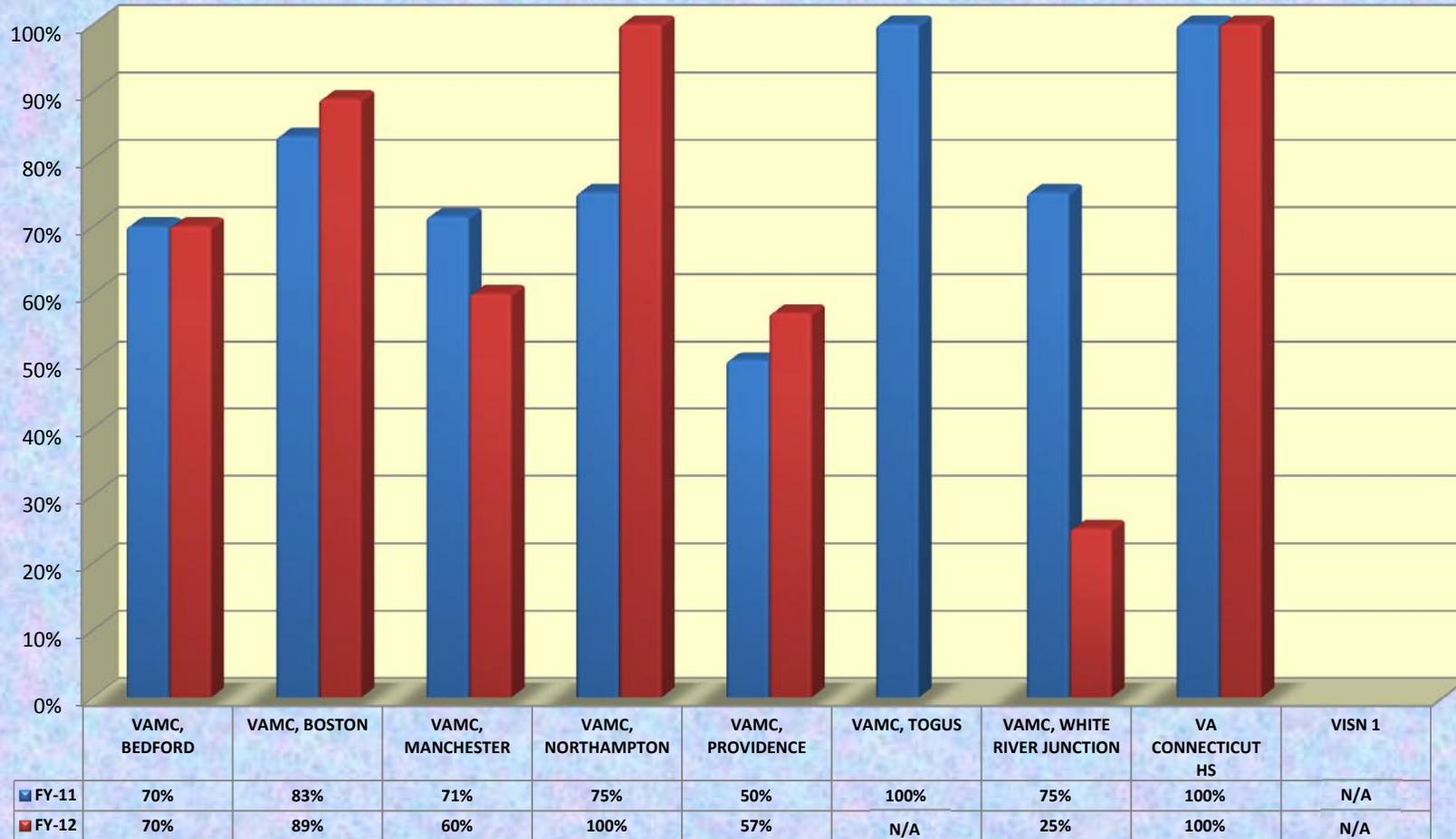
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 1



Data Source: ADTracker System

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

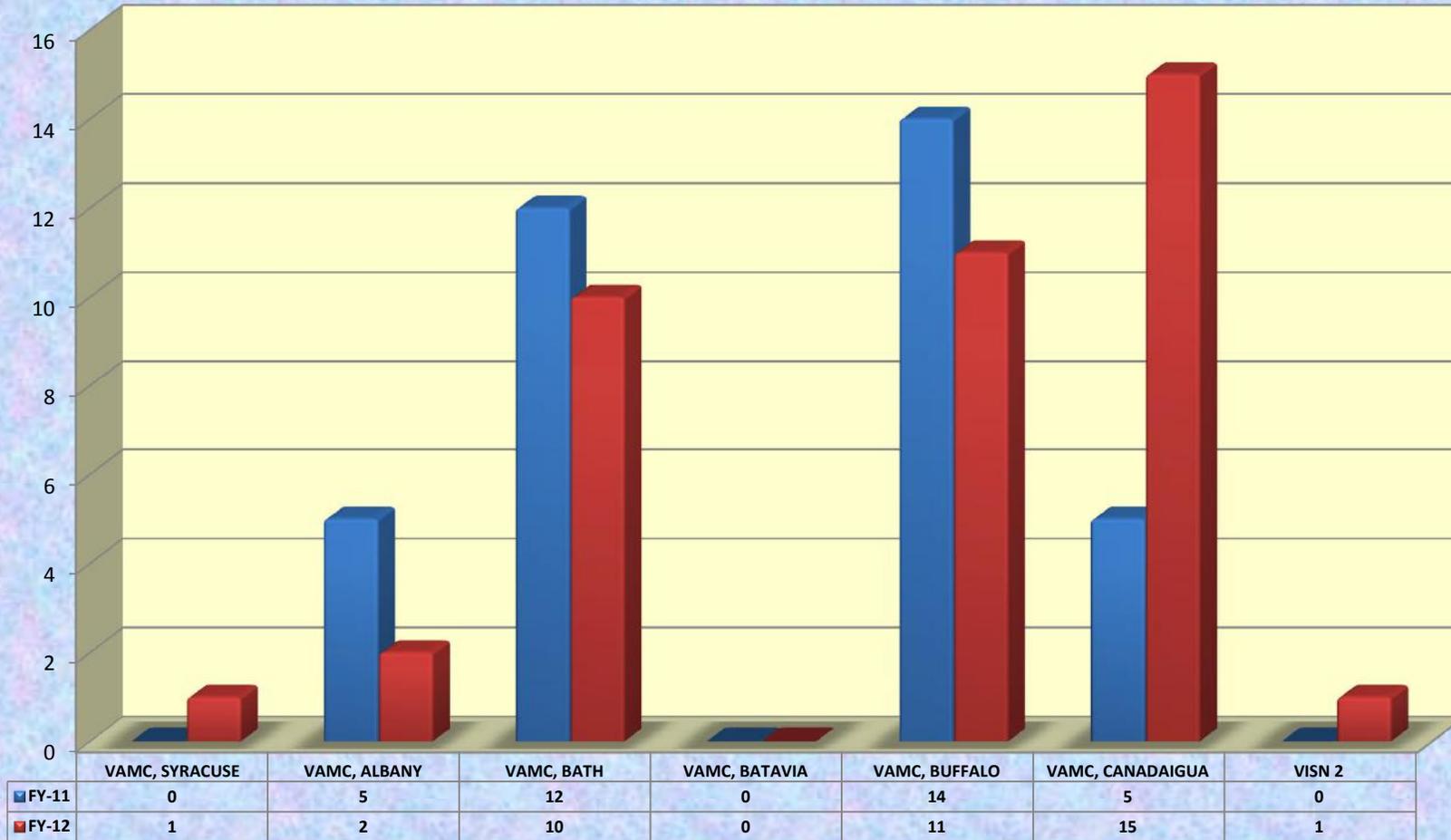
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 1



Data Source: ADTracker System

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

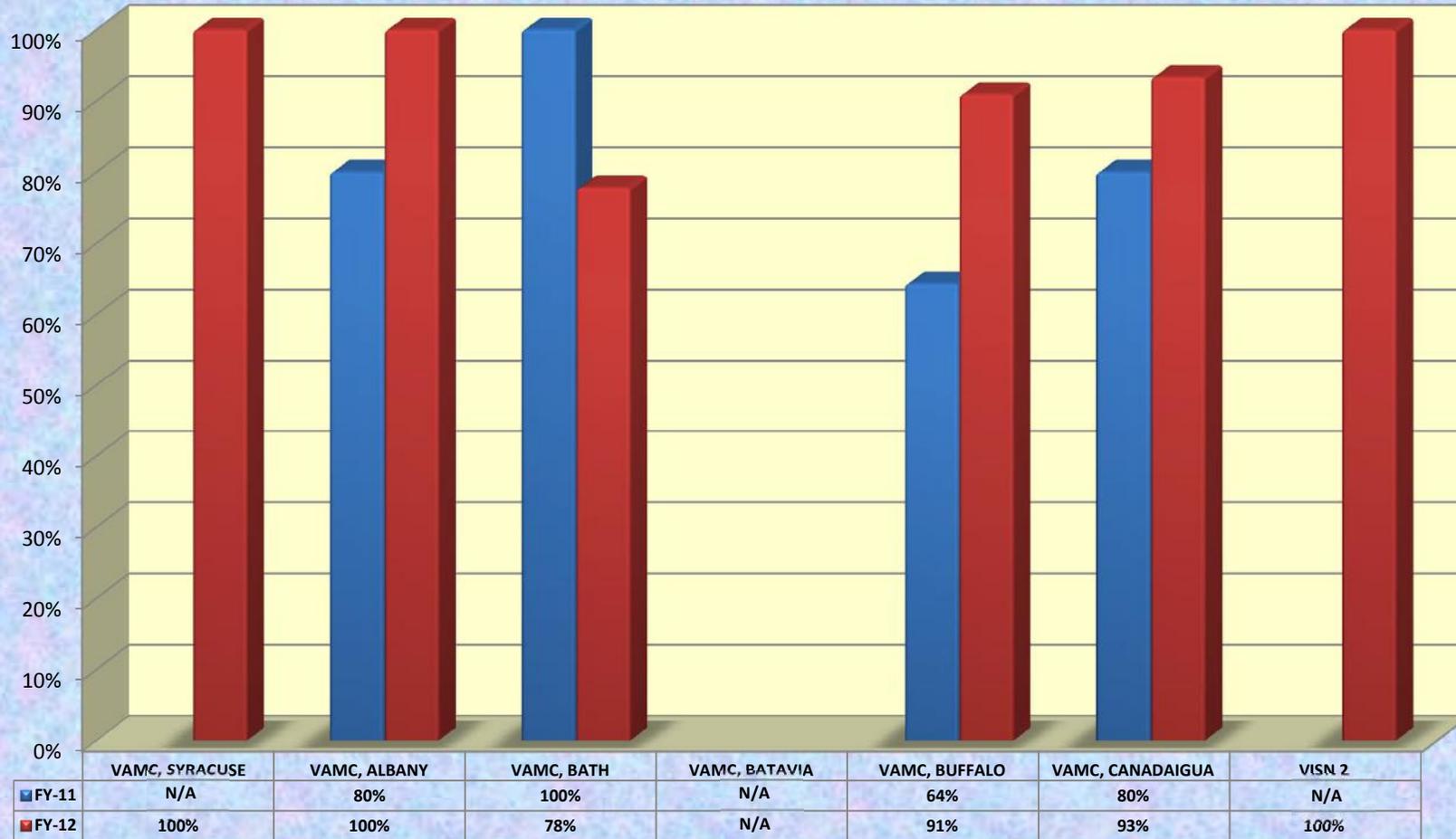
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 2



Data Source: ADTracker System

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

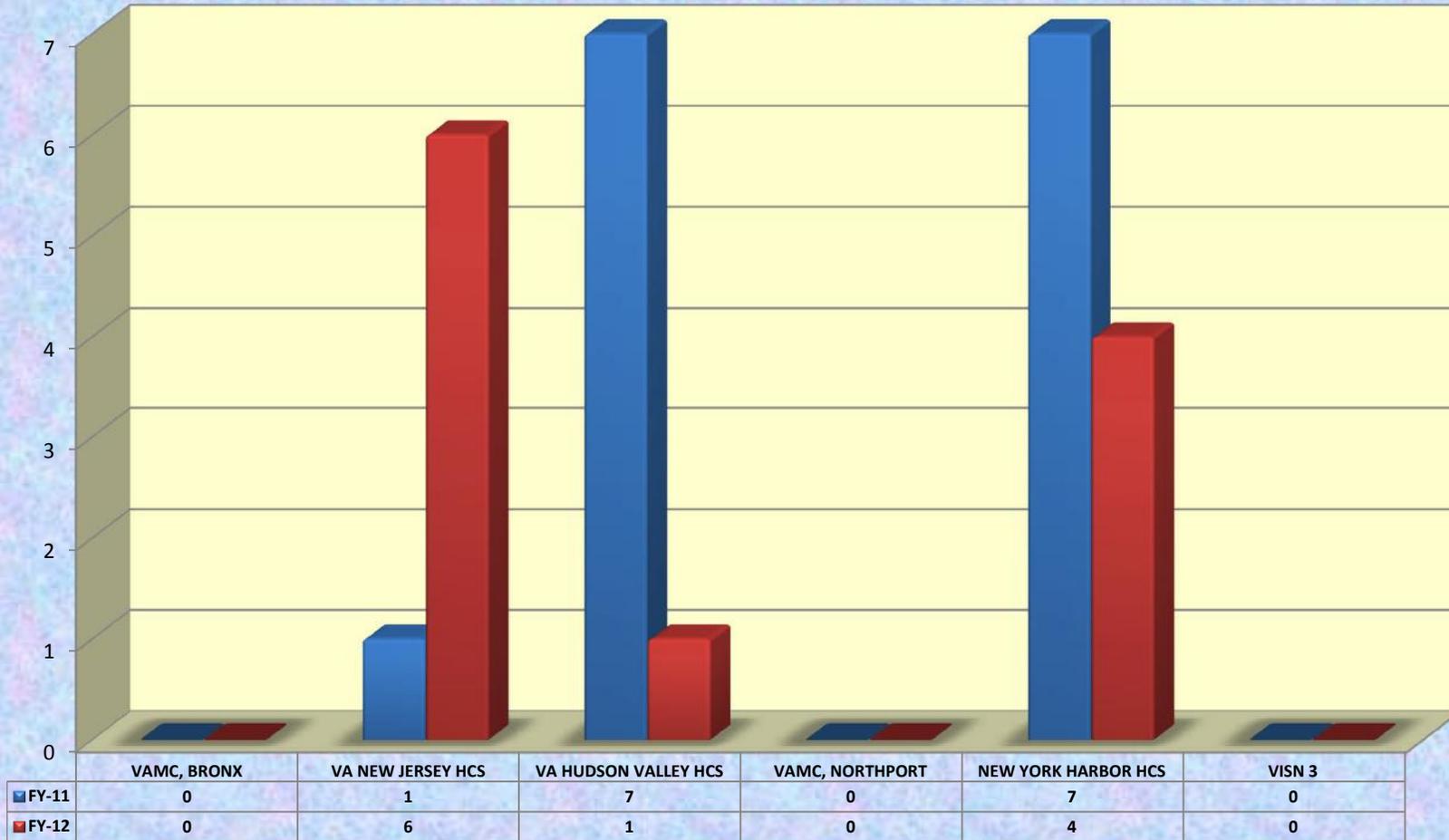
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 2



Data Source: ADTracker System

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

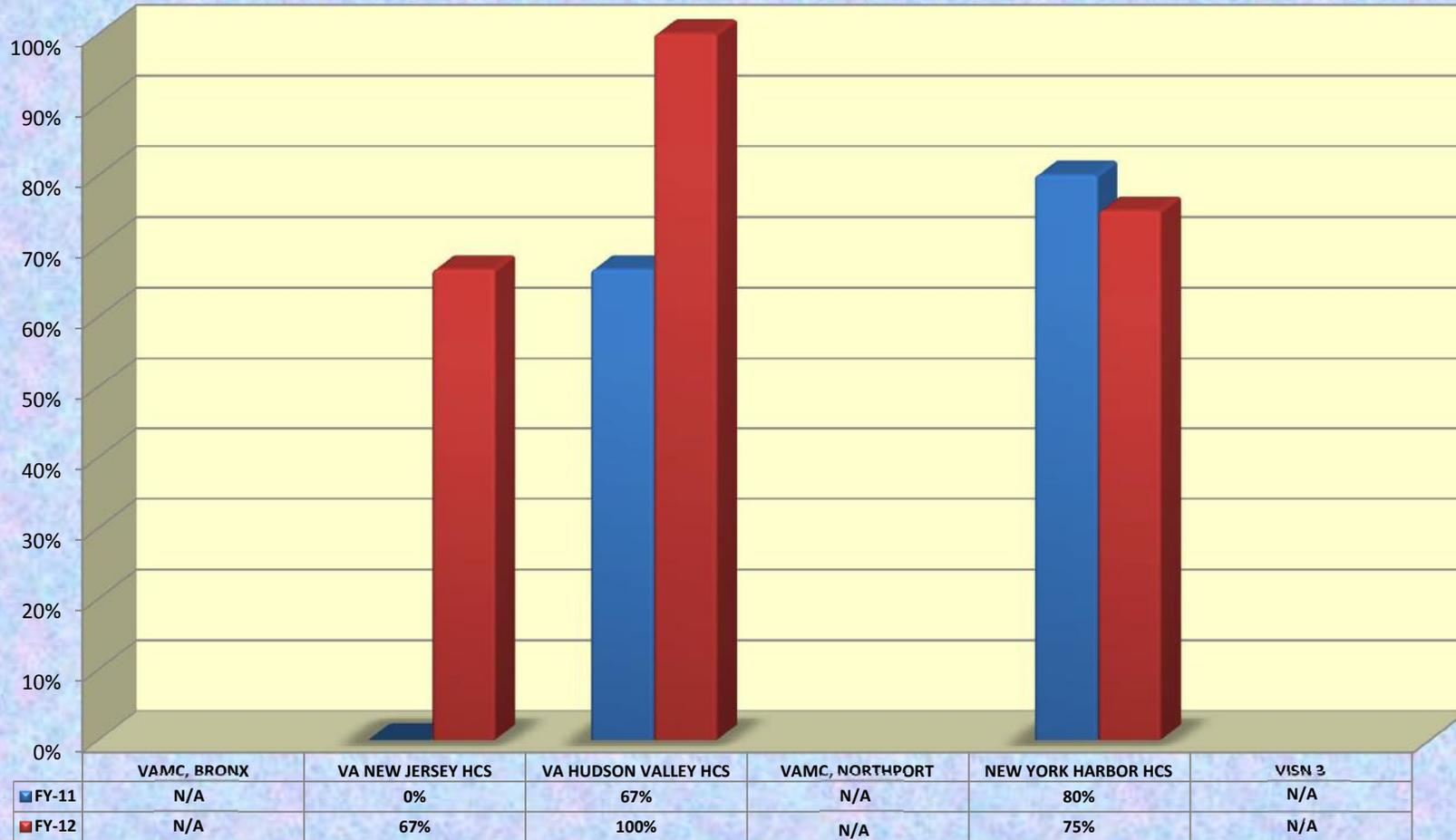
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 3



Data Source: ADTracker System

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

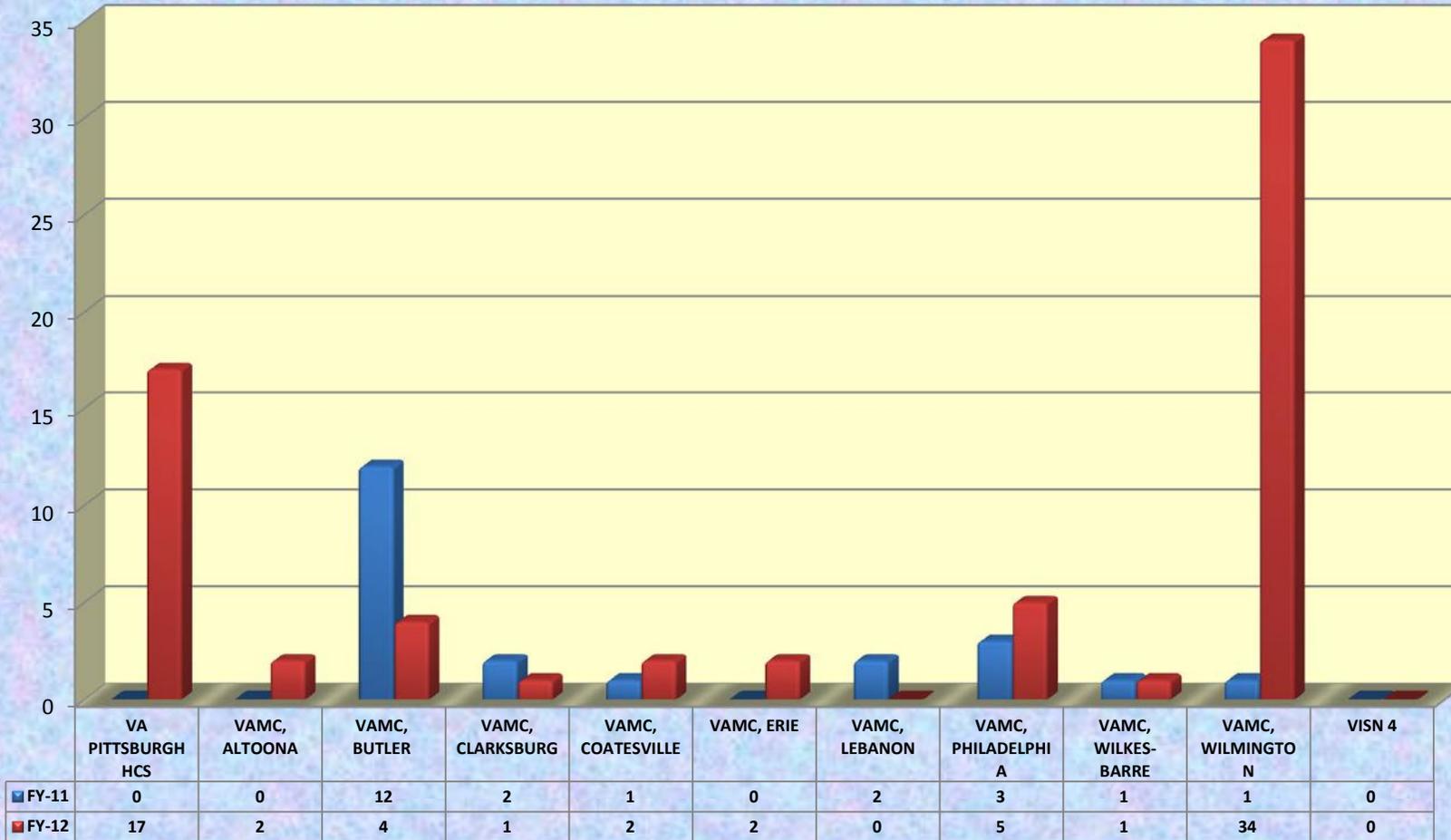
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 3



Data Source: ADRTTracker System

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

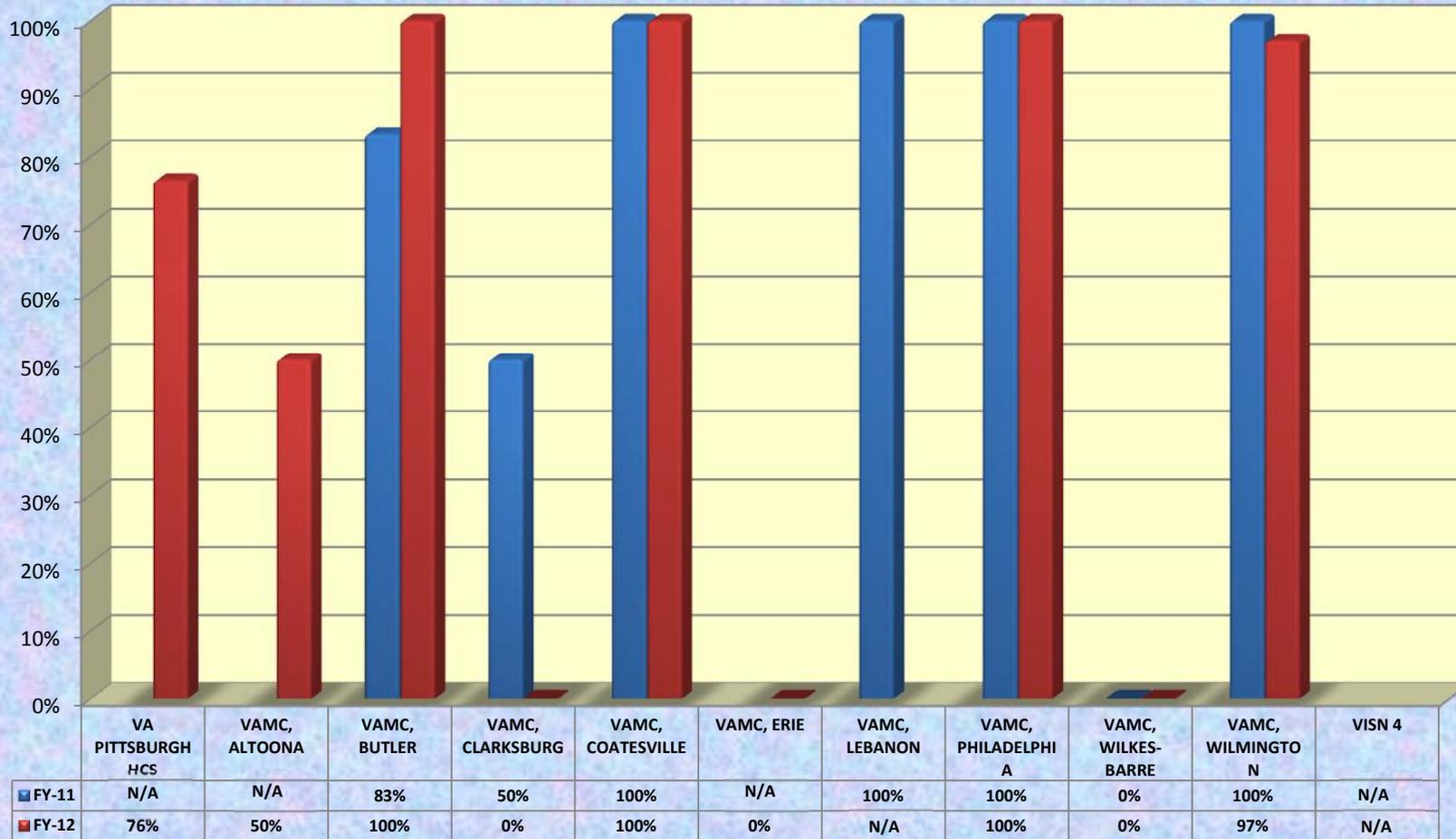
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 4



Data Source: ADTracker System

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

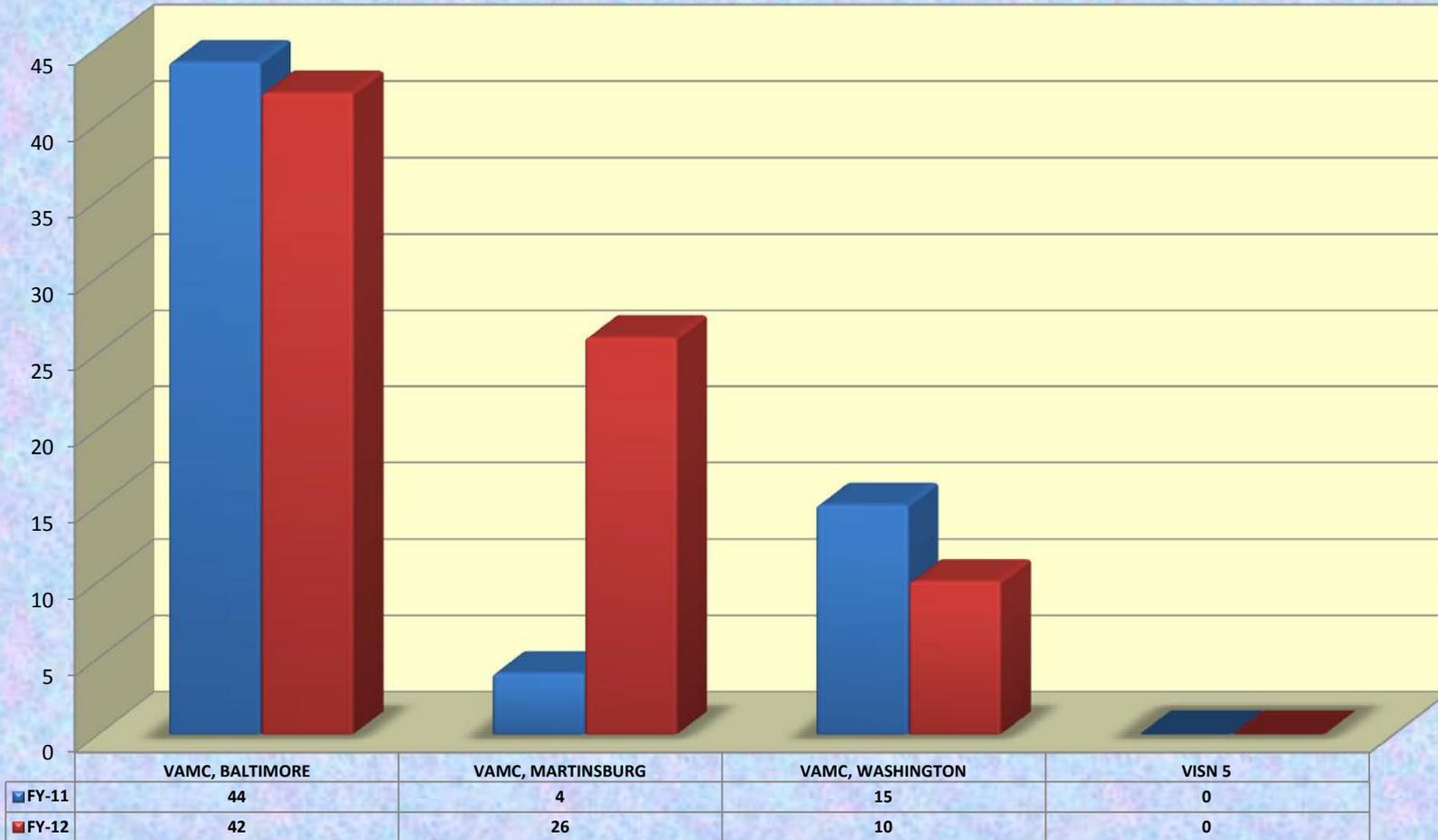
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 4



Data Source: ADTracker System

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

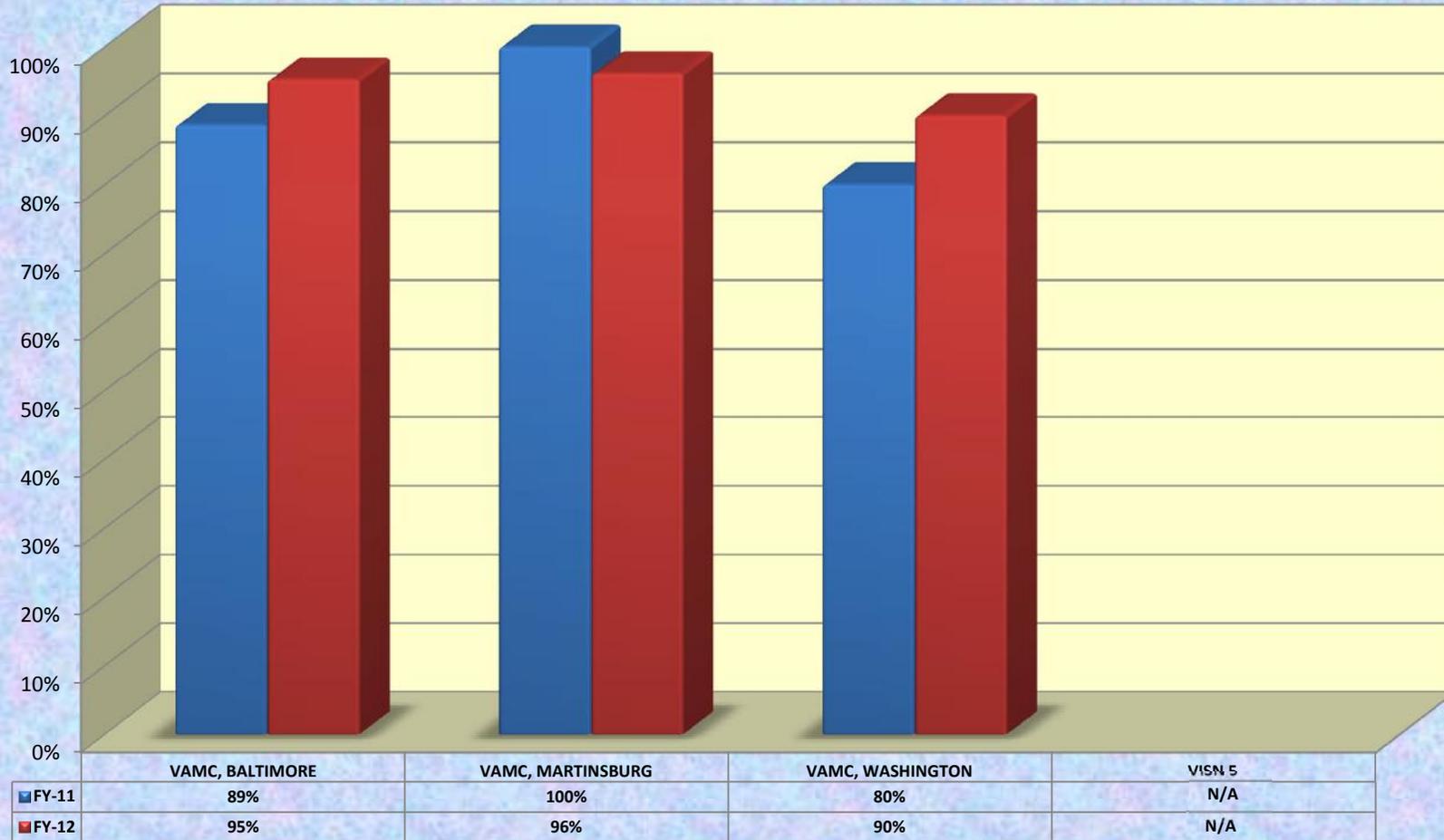
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 5



Data Source: ADTracker System

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

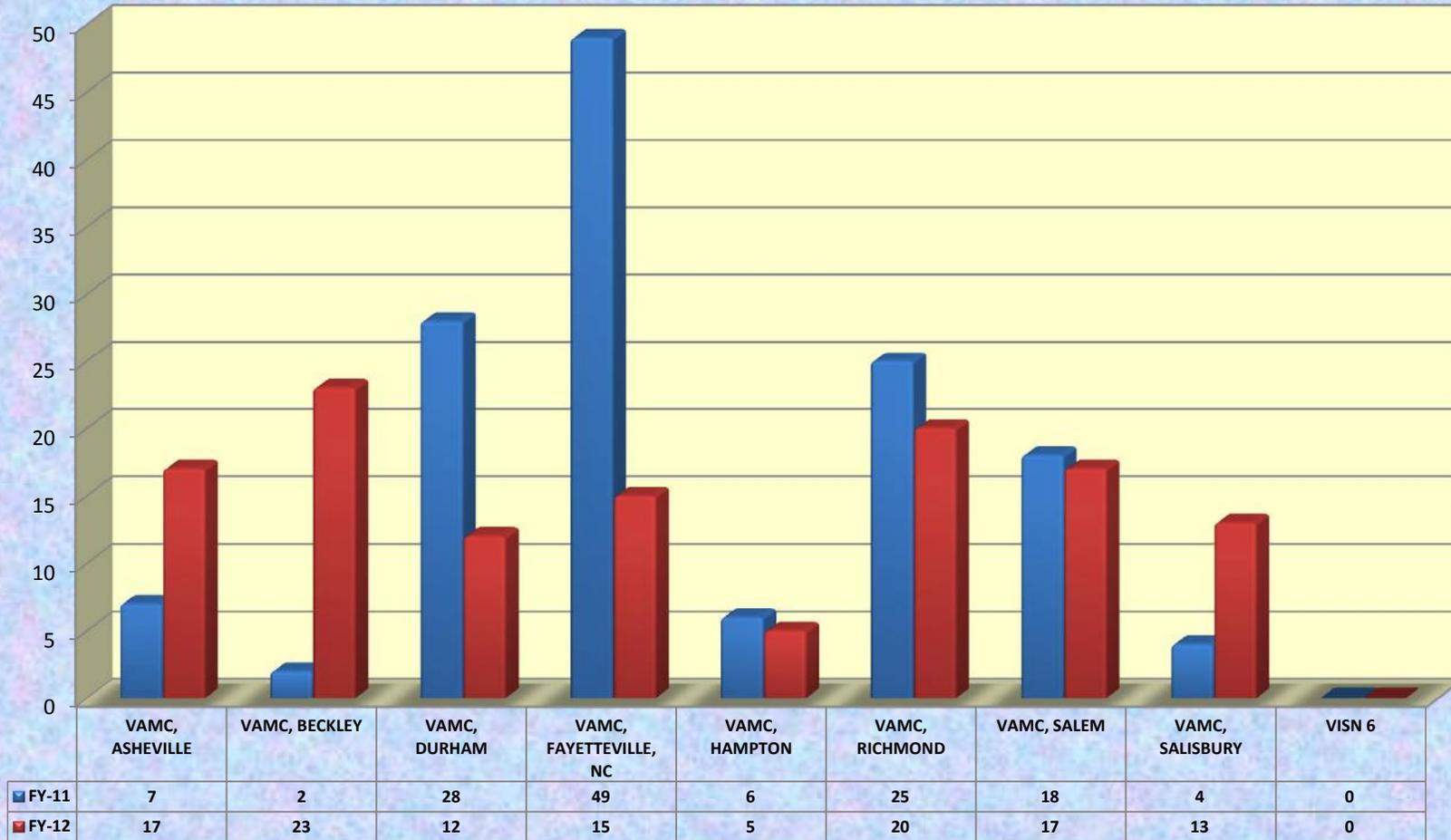
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 5



Data Source: ADRTTracker System

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

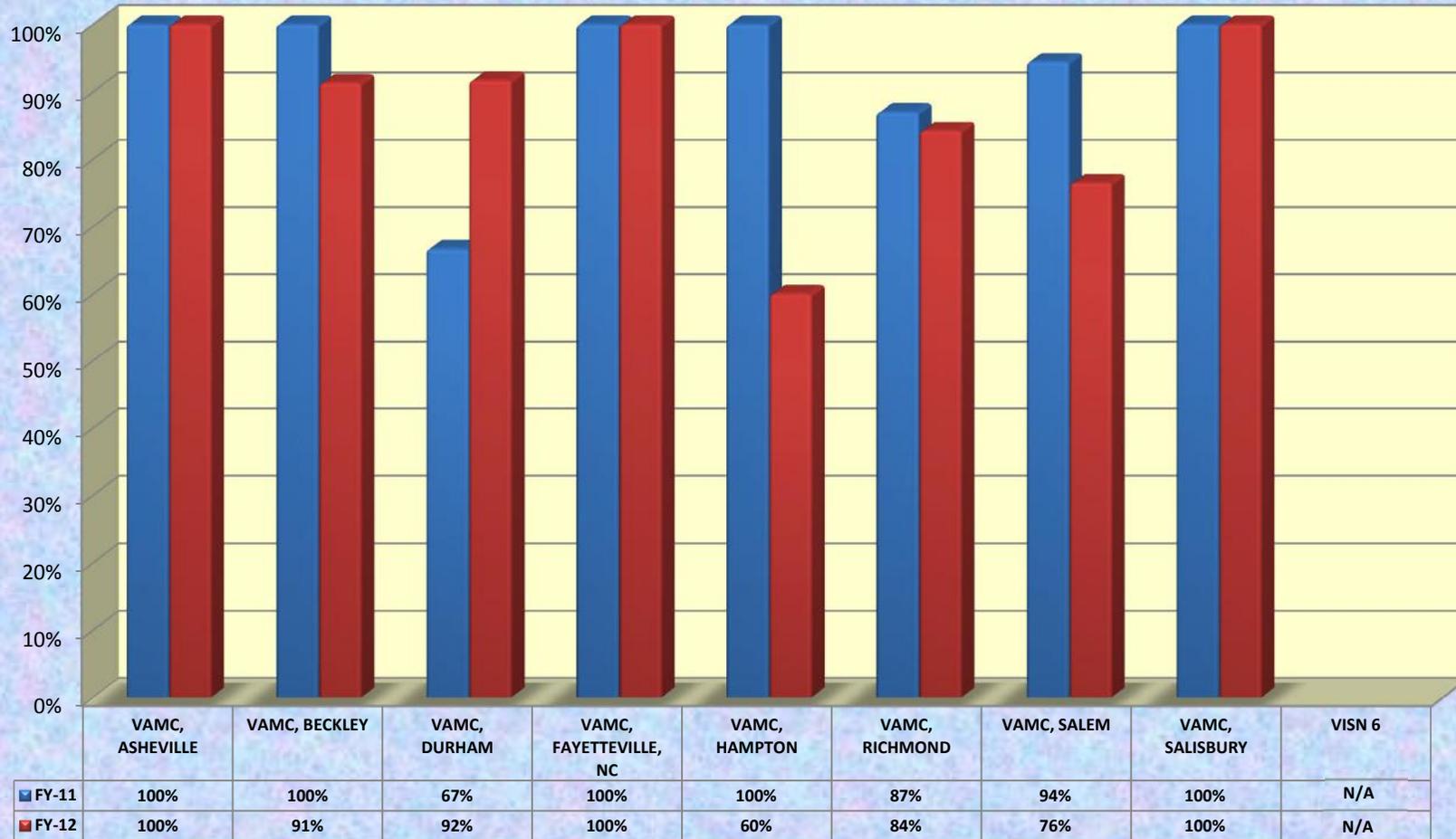
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 6



Data Source: ADTracker System

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

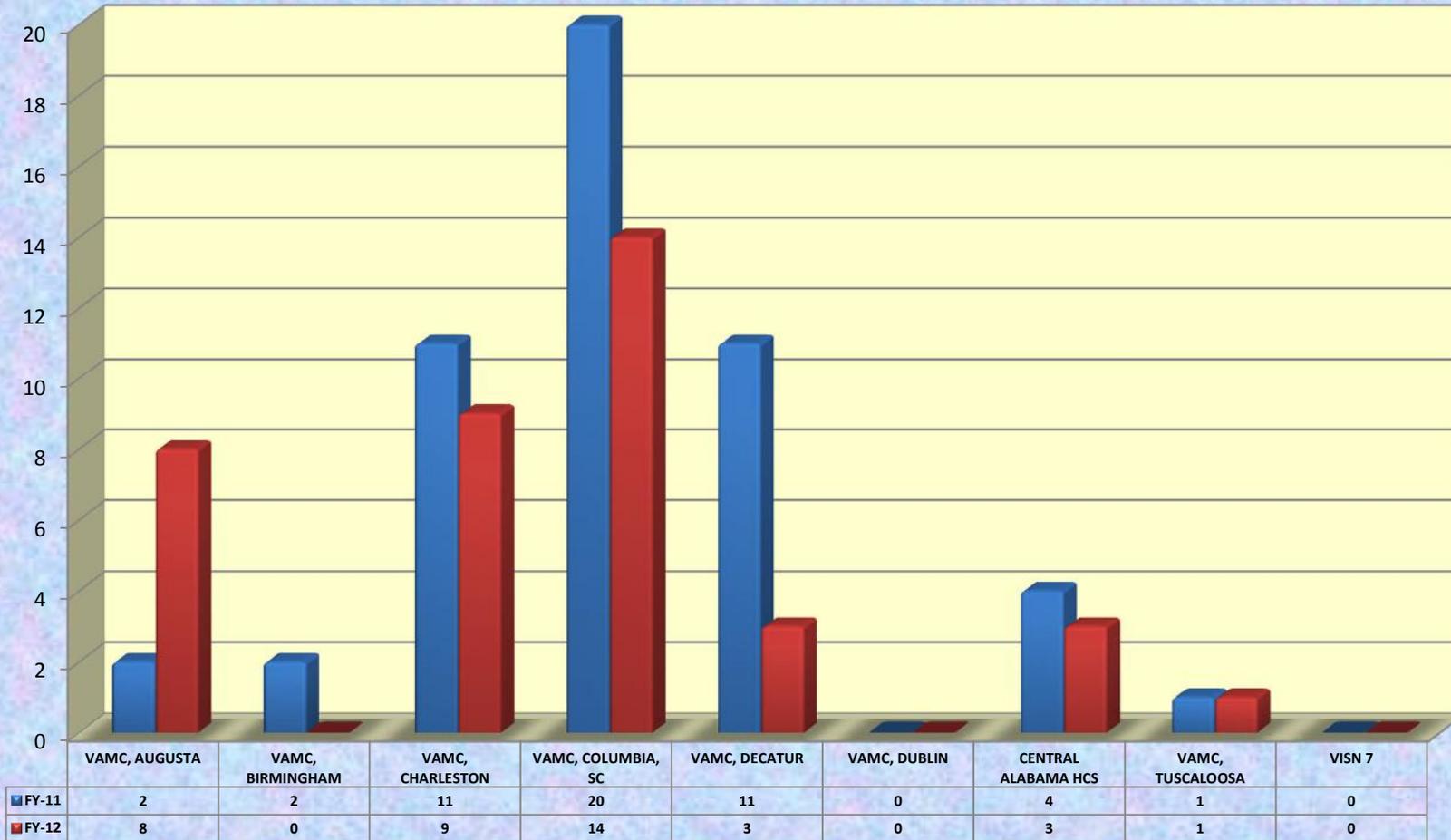
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 6



Data Source: ADTracker System

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

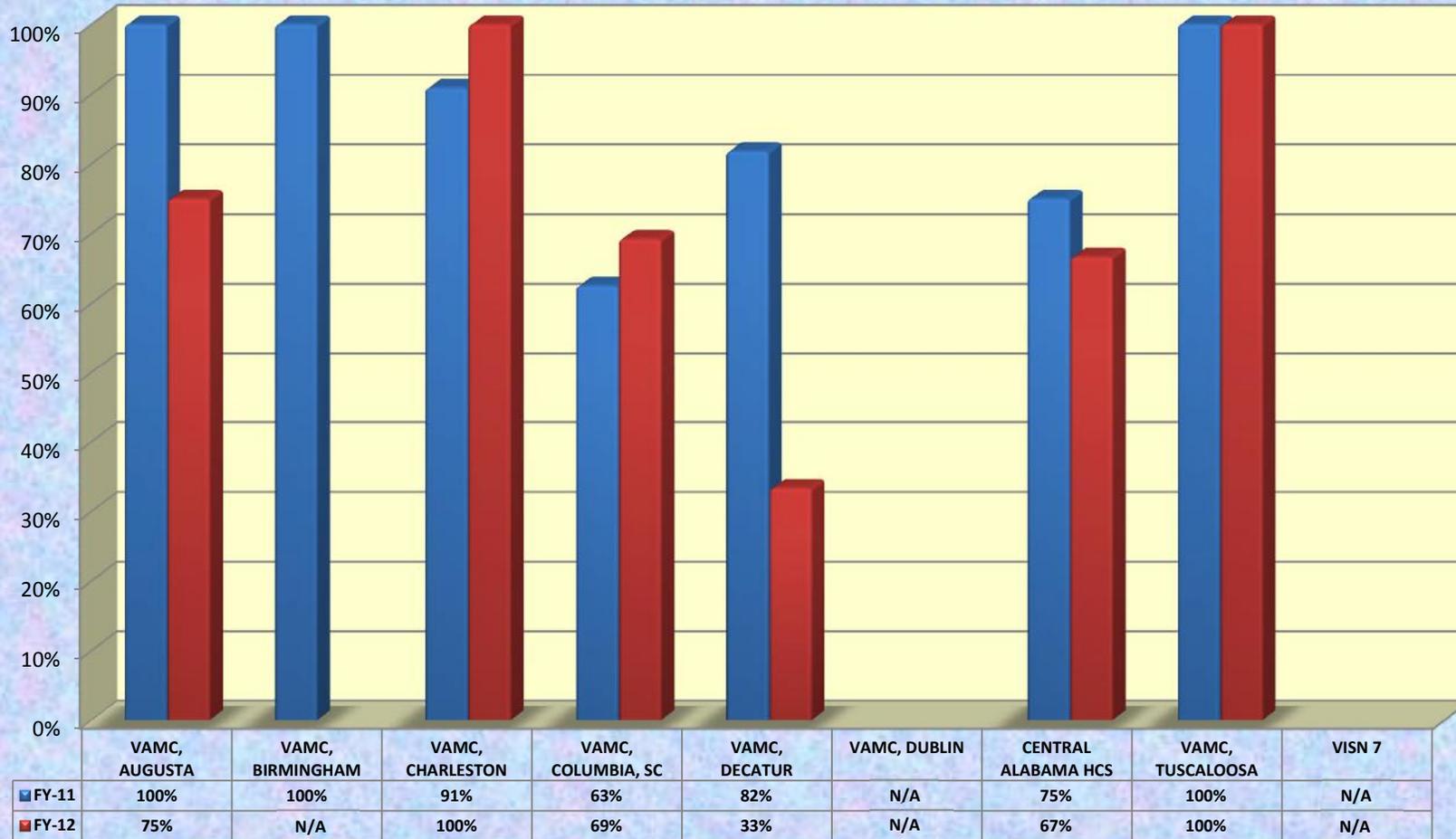
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 7



Data Source: ADTracker System

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

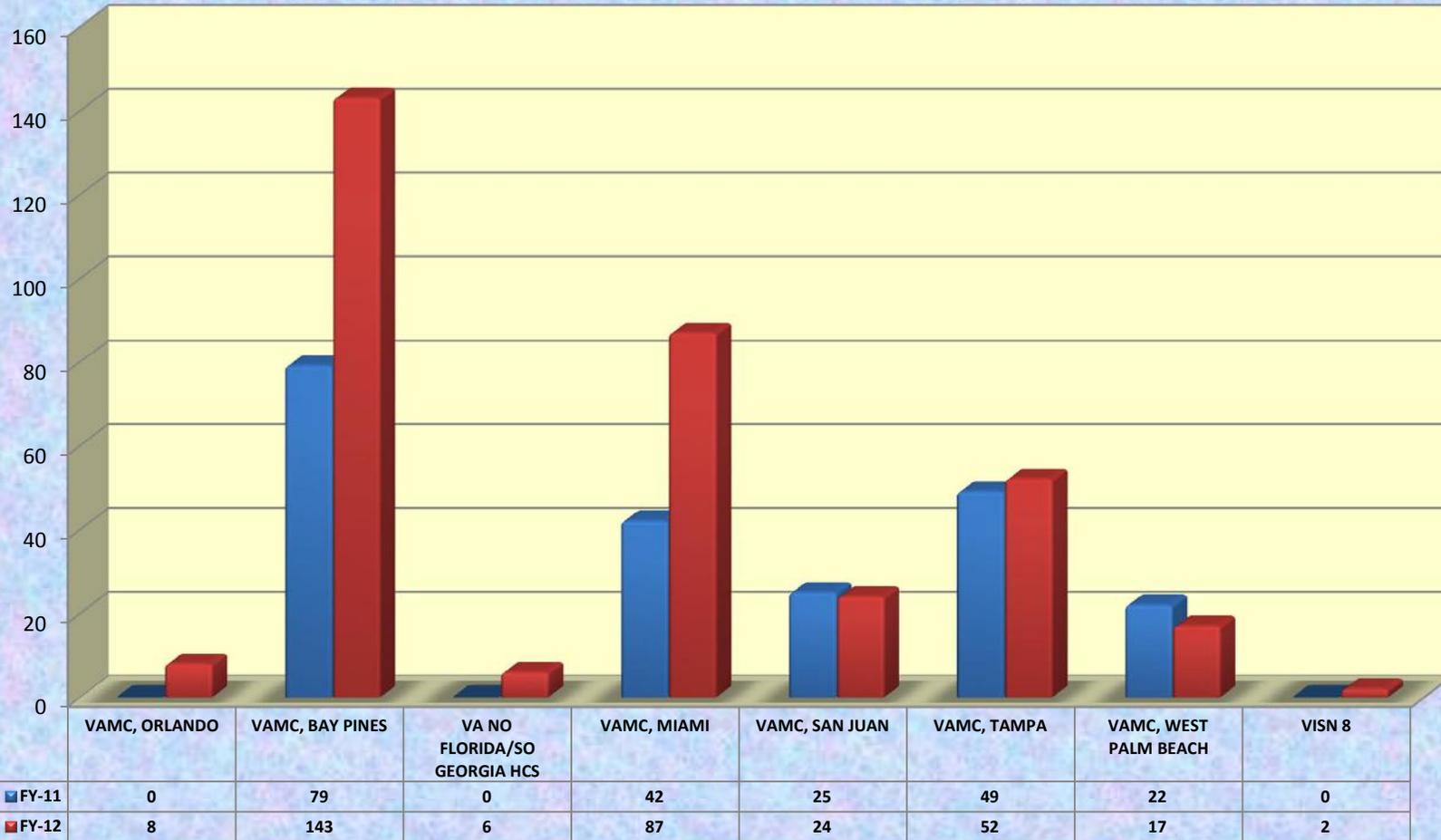
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 7



Data Source: ADTracker System

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

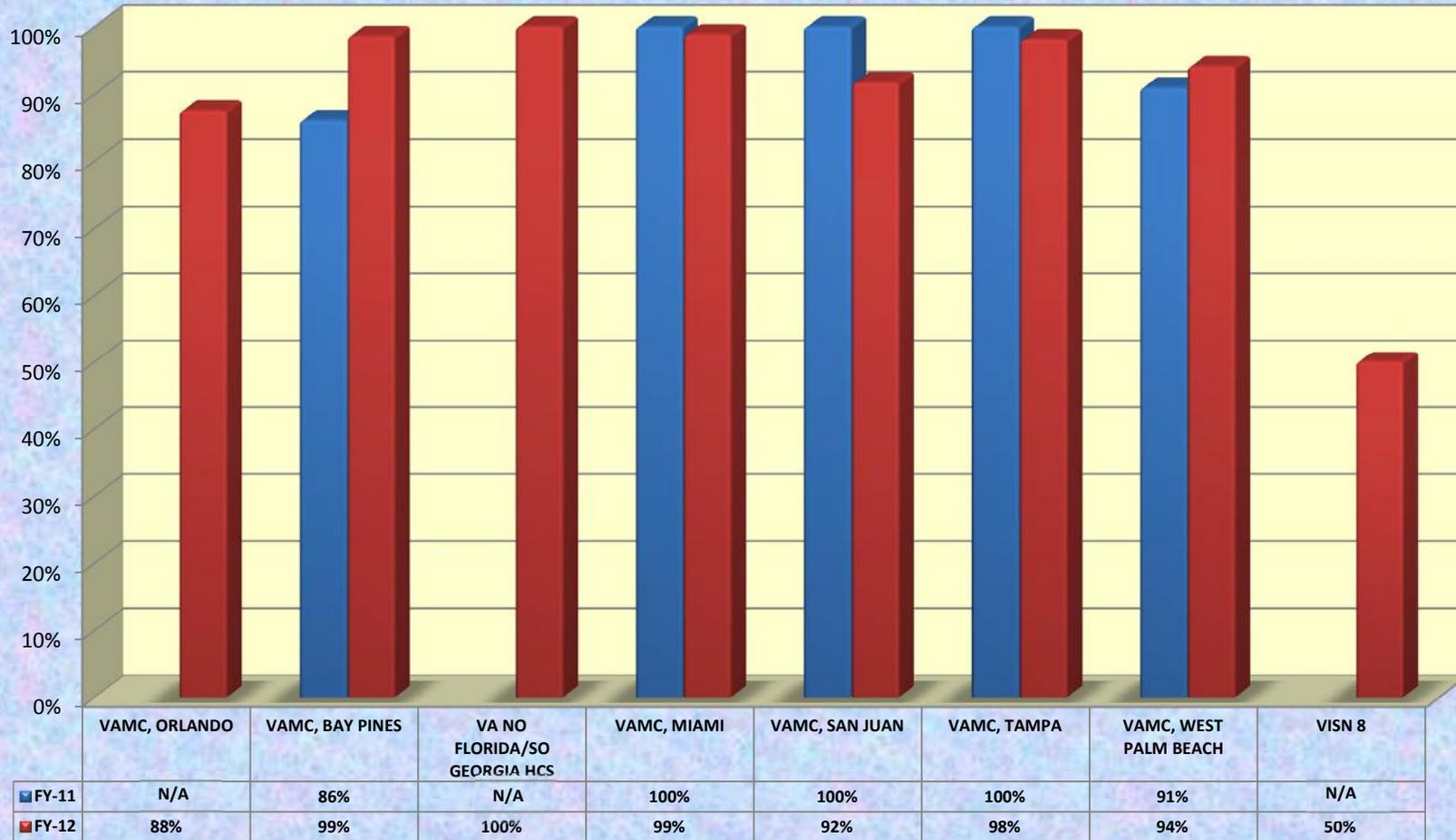
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 8



Data Source: ADTracker System

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

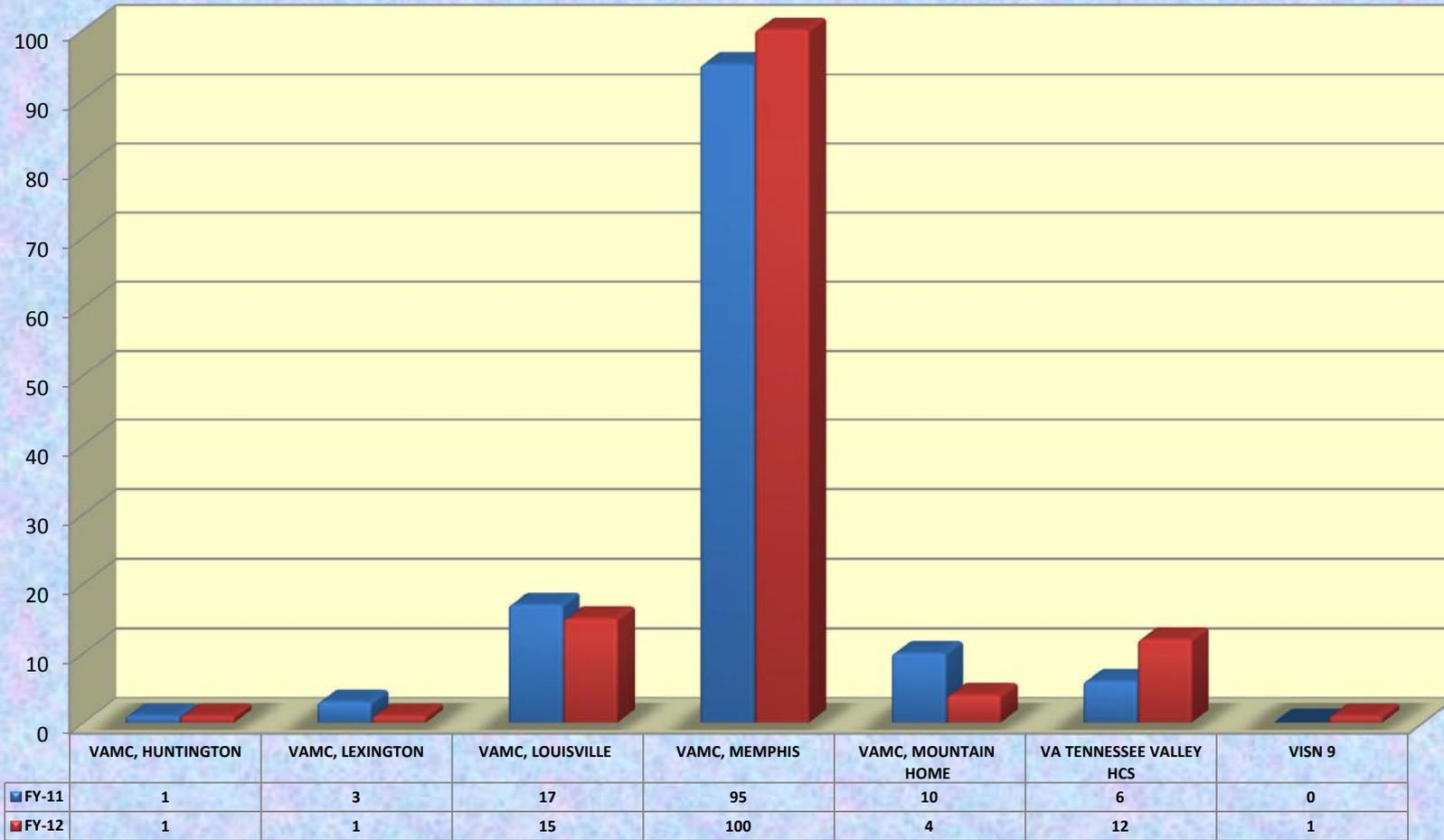
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 8



Data Source: ADTracker System

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

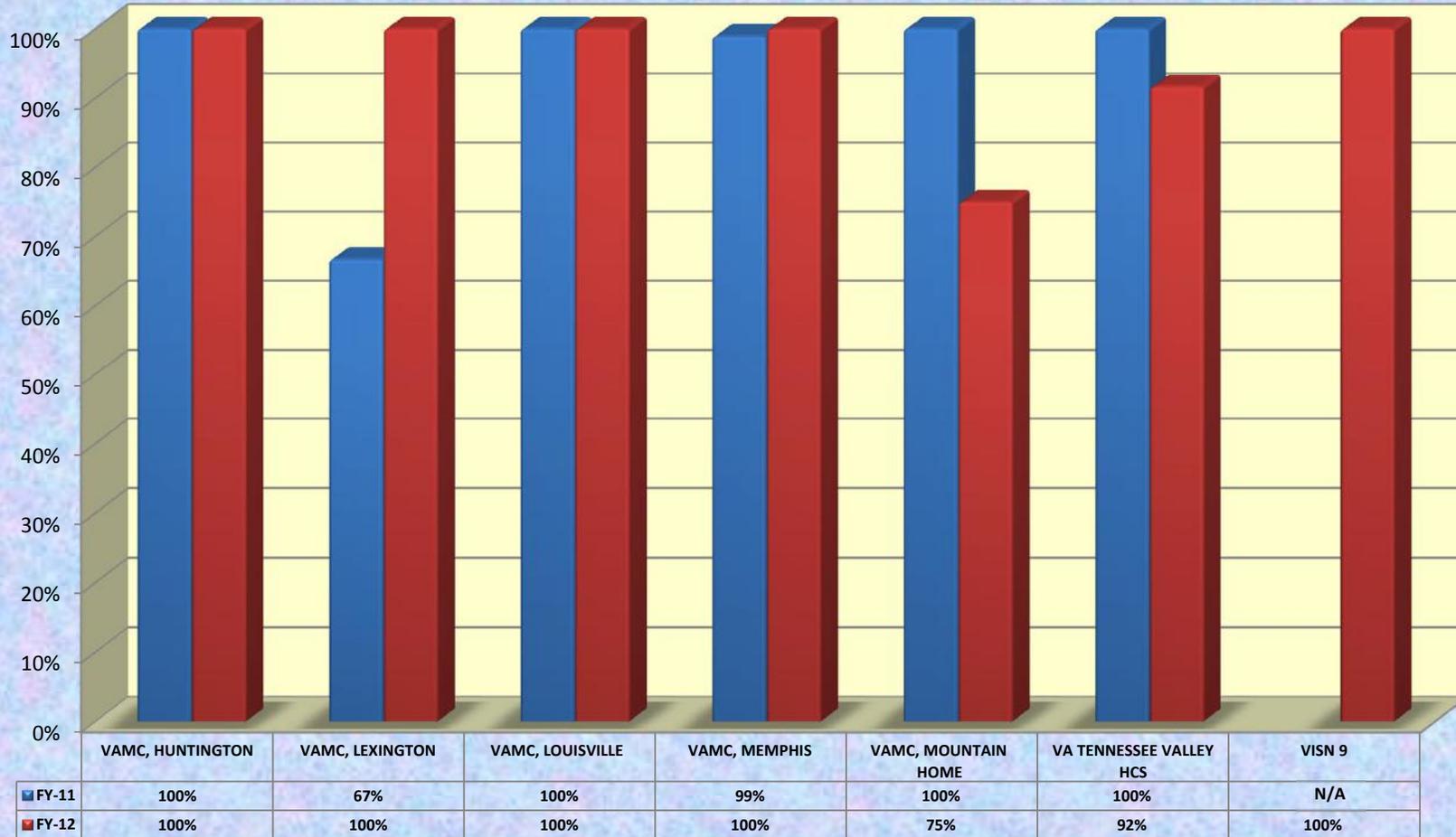
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 9



Data Source: ADTracker System

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

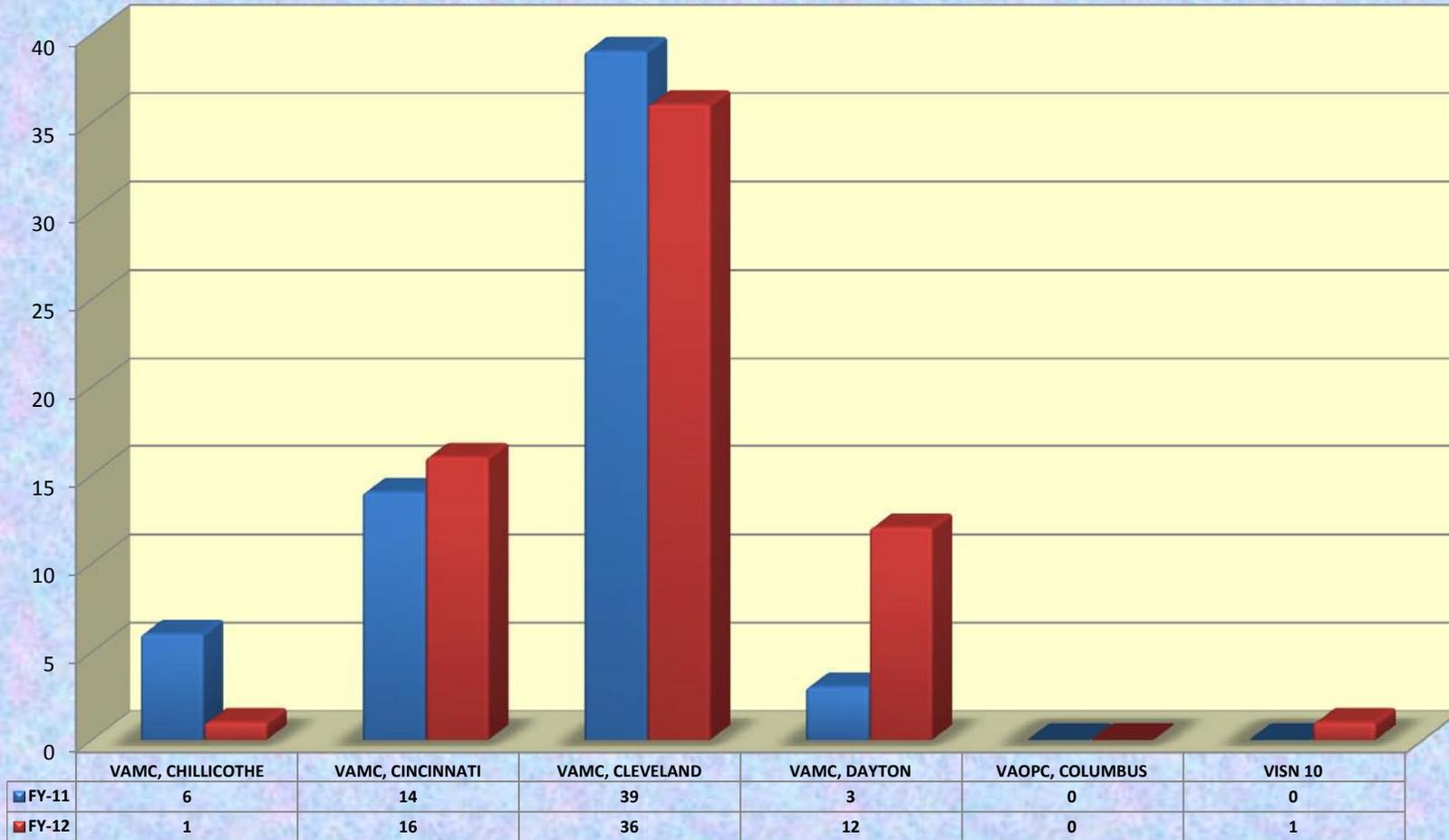
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 9



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

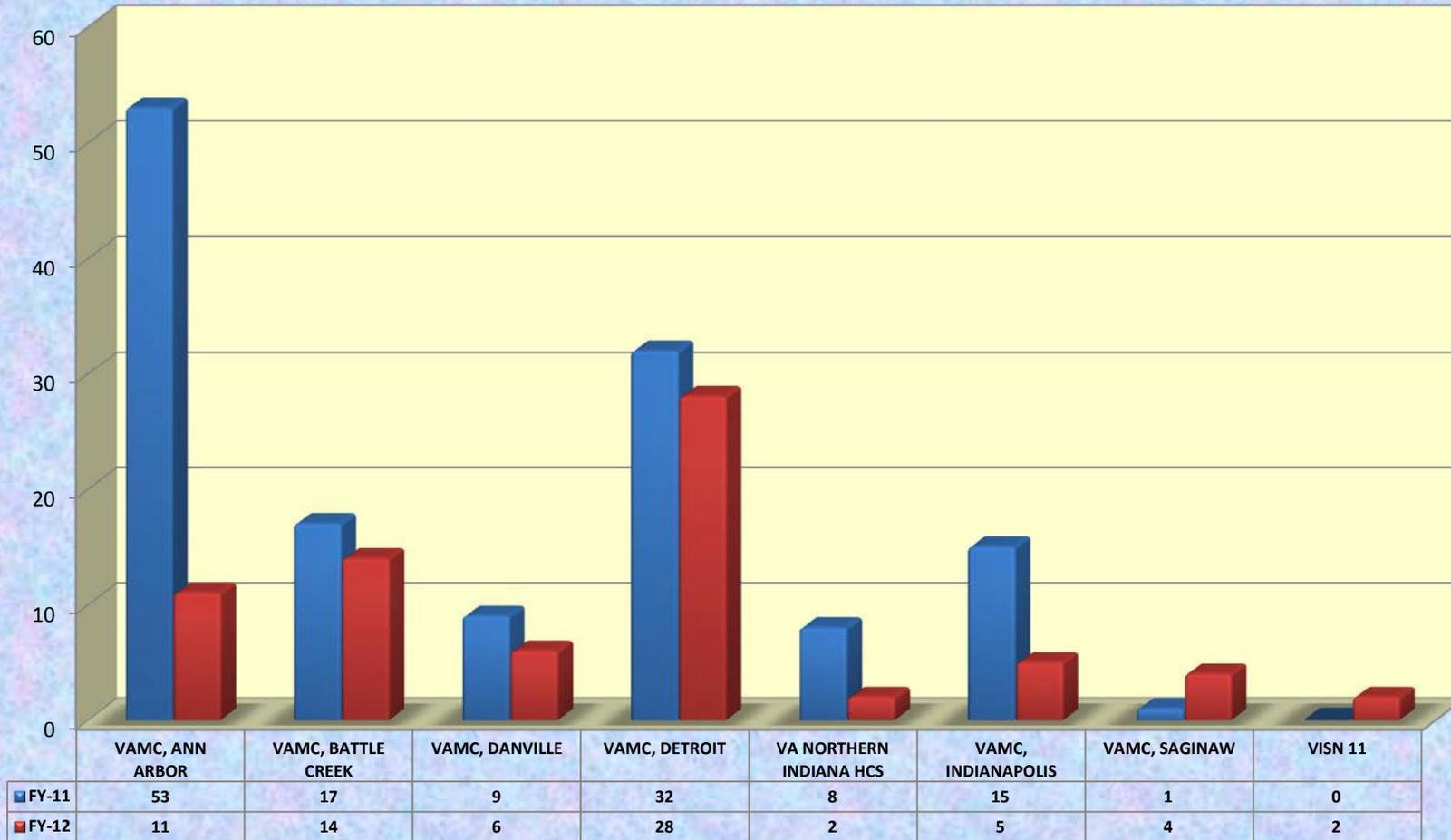
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 10



Data Source: ADRTTracker System

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

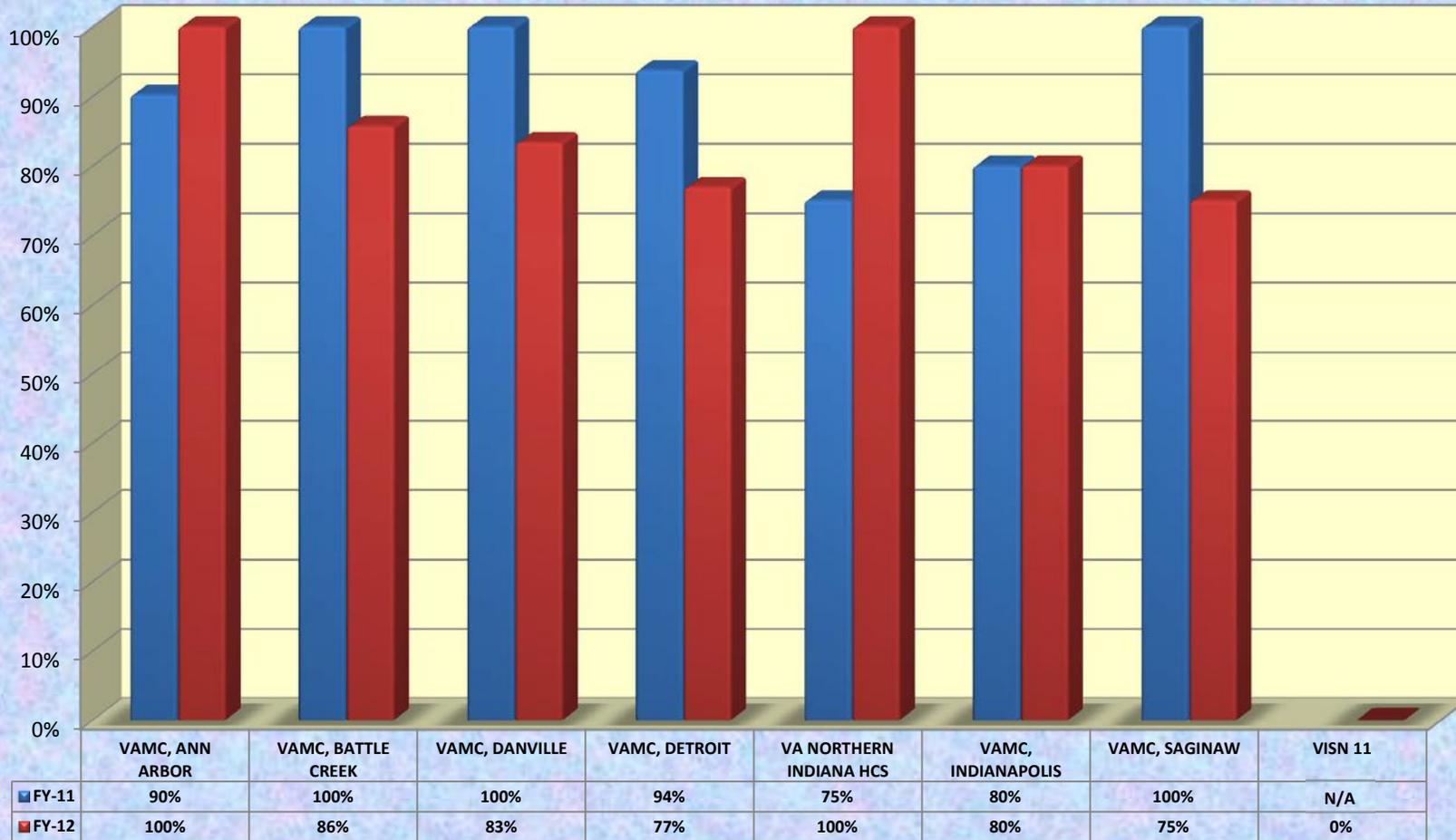
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 11



Data Source: ADTracker System

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

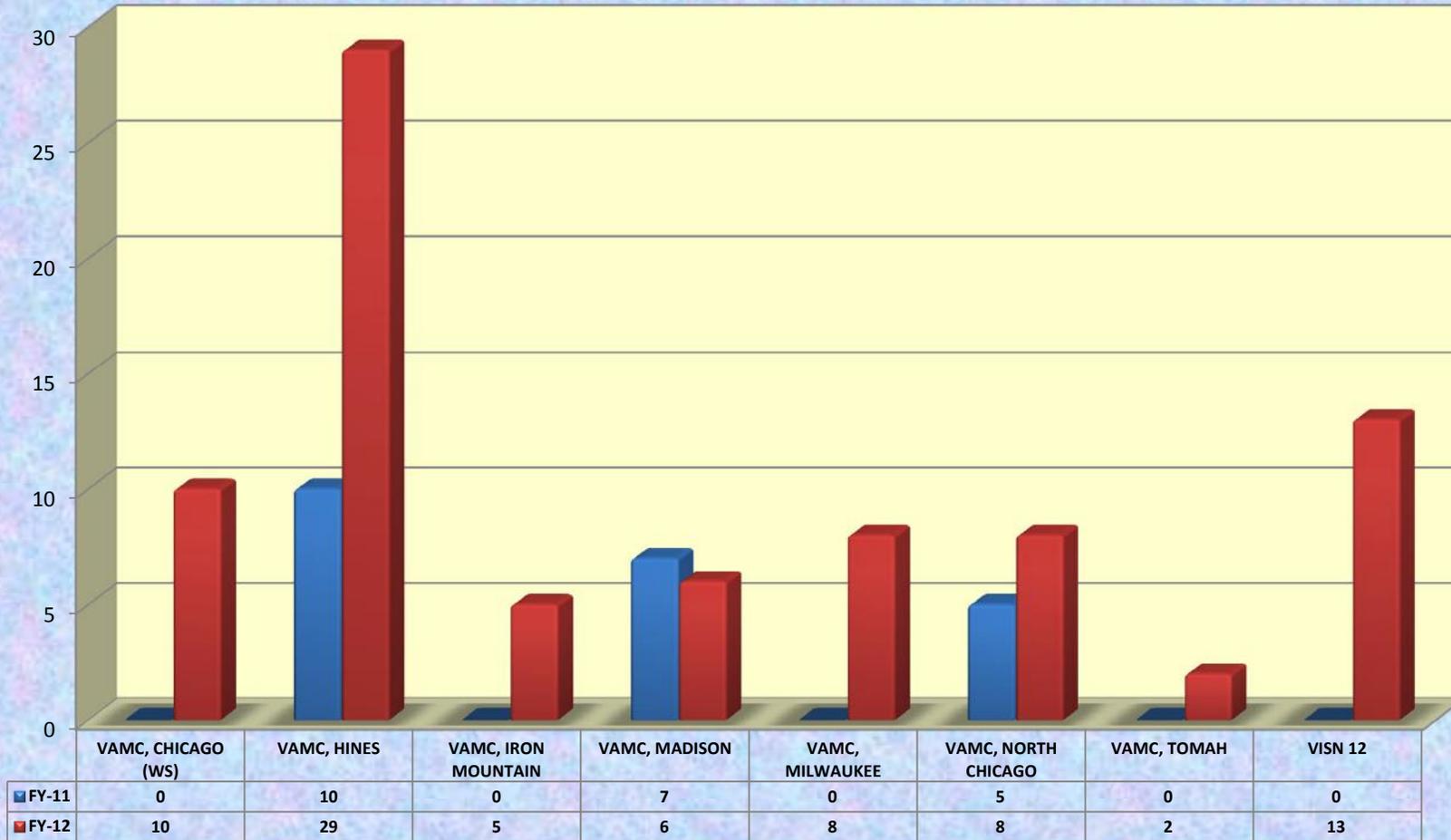
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 11



Data Source: ADTracker System

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

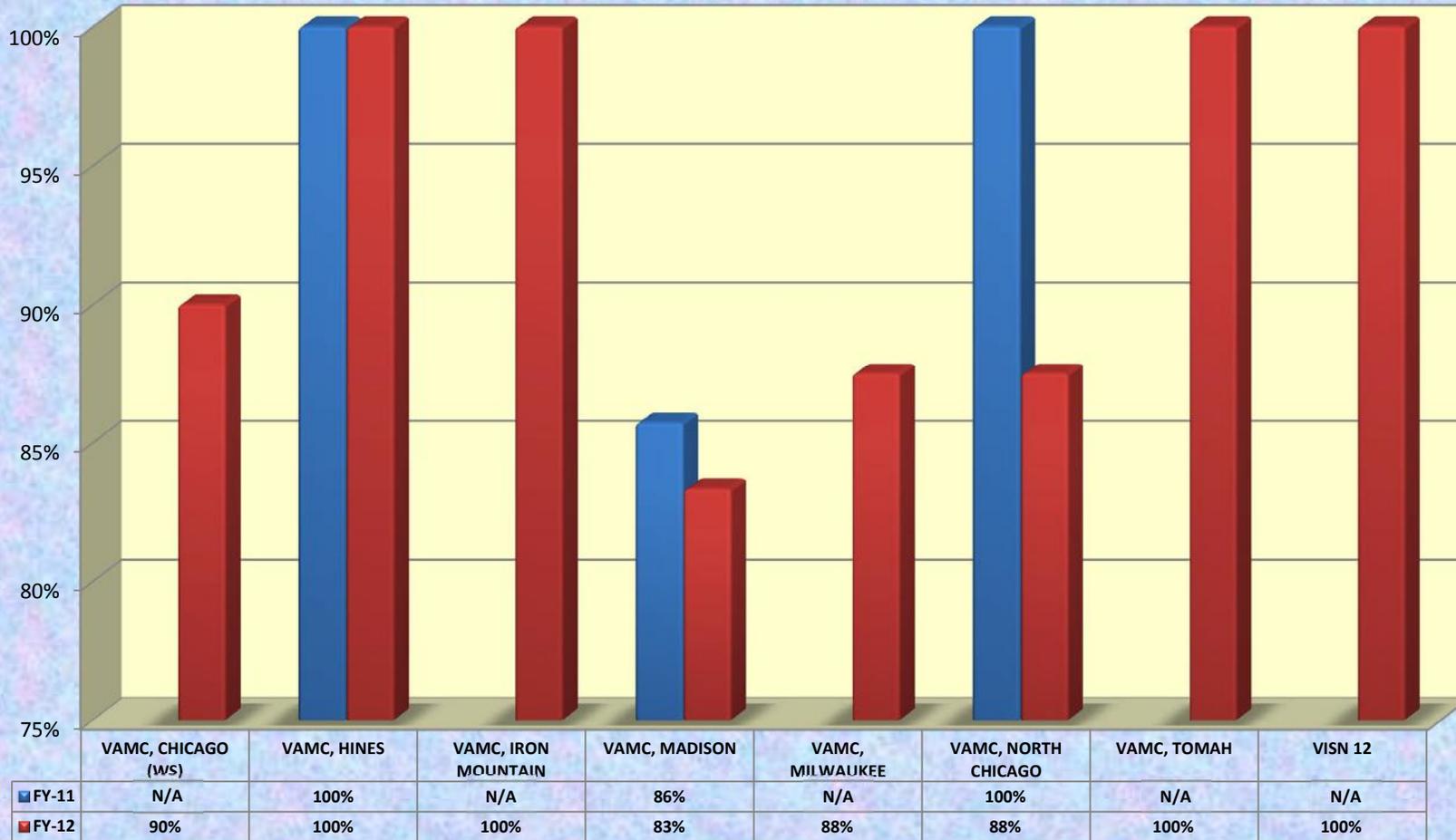
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 12



Data Source: ADTracker System

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

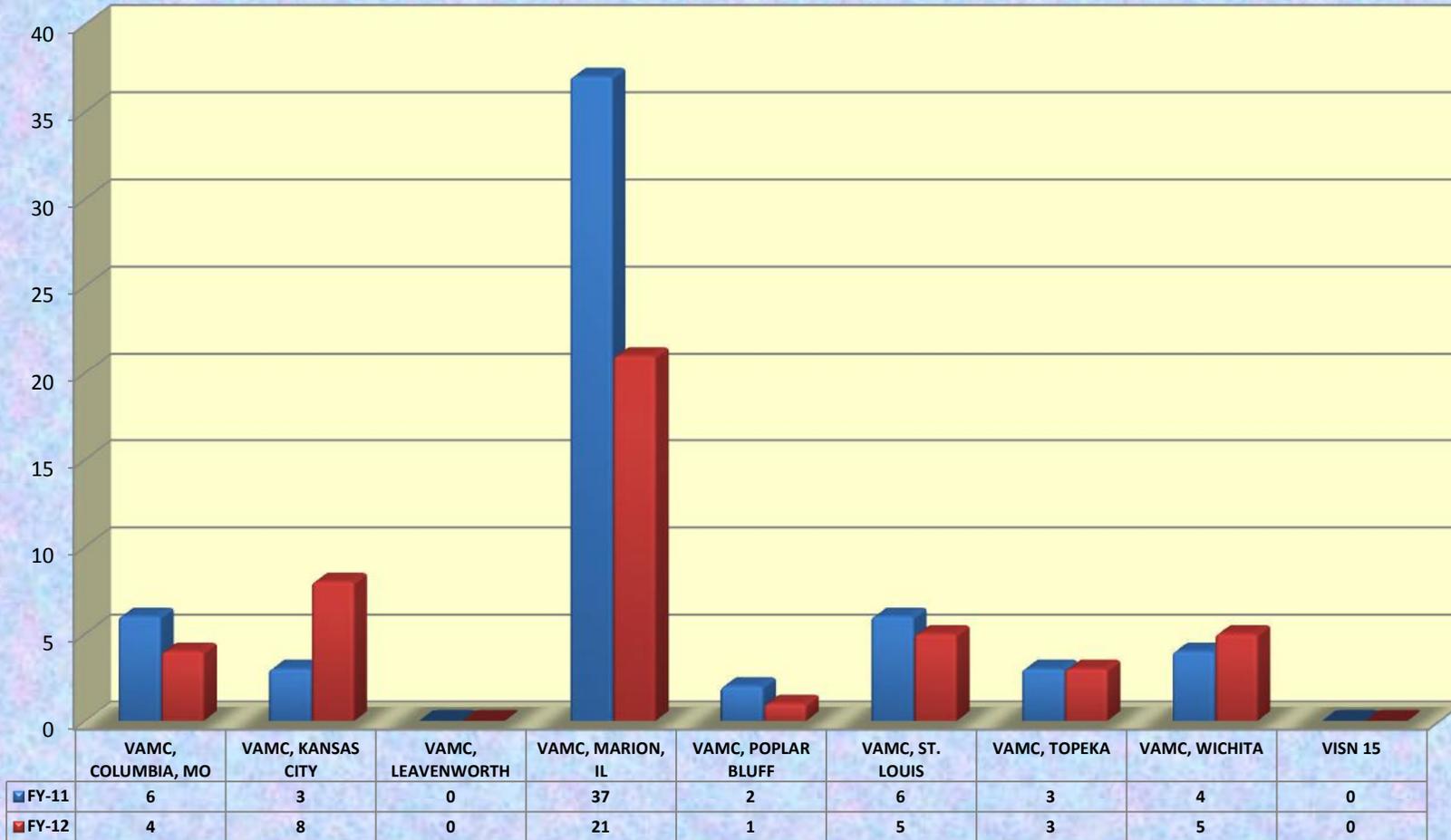
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 12



Data Source: ADRTTracker System

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

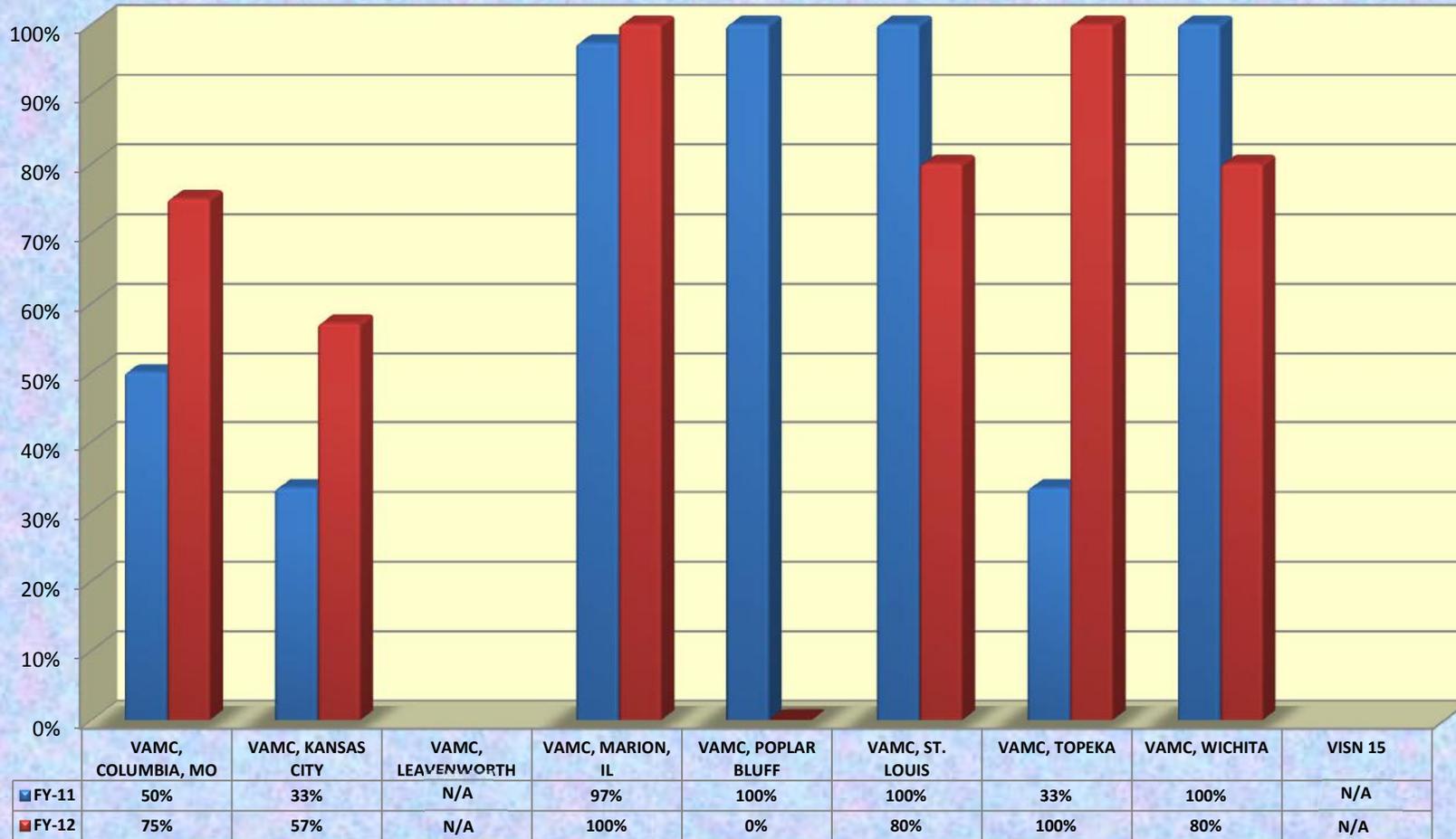
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 15



Data Source: ADTracker System

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

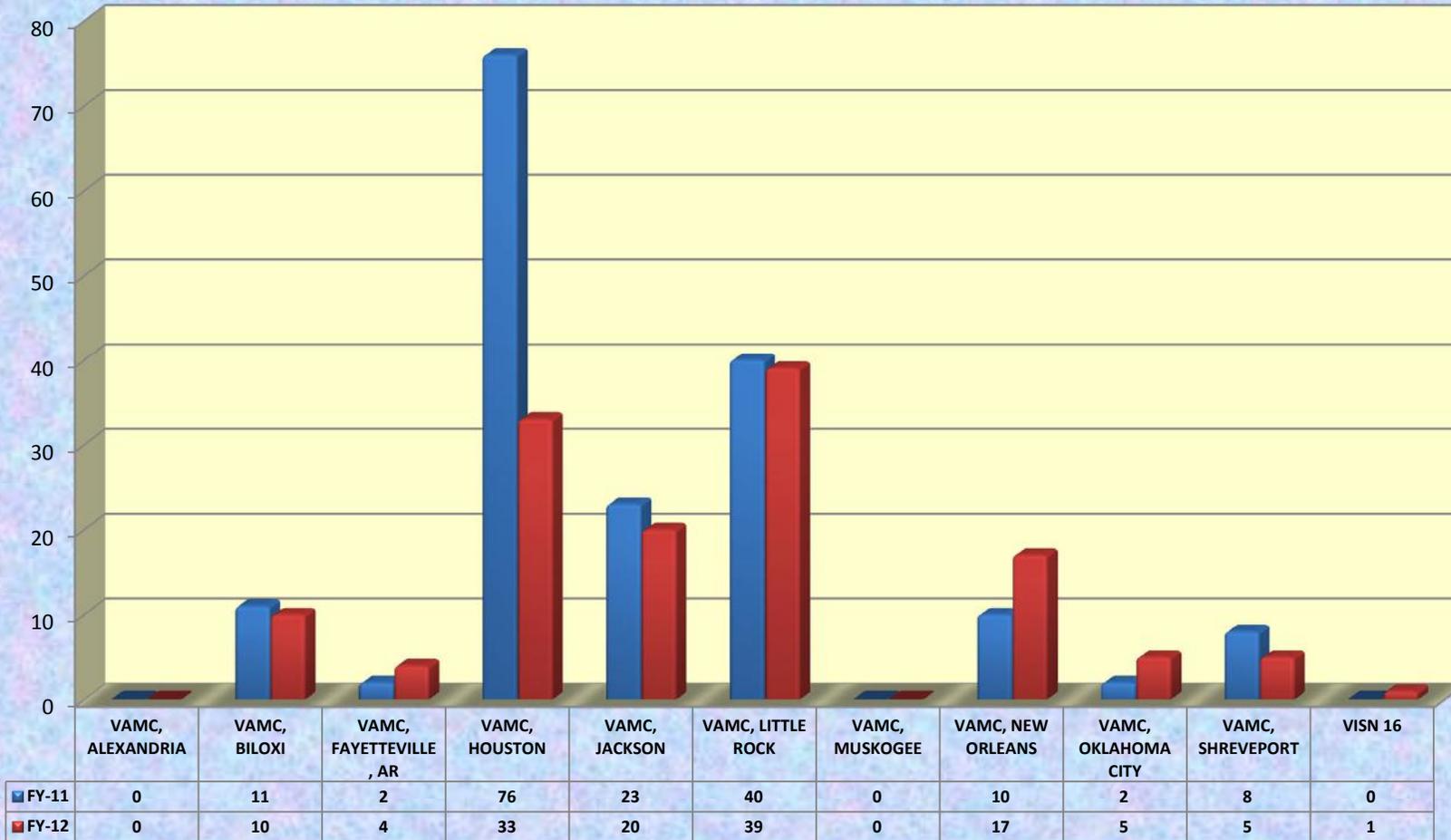
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 15



Data Source: ADRTTracker System

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

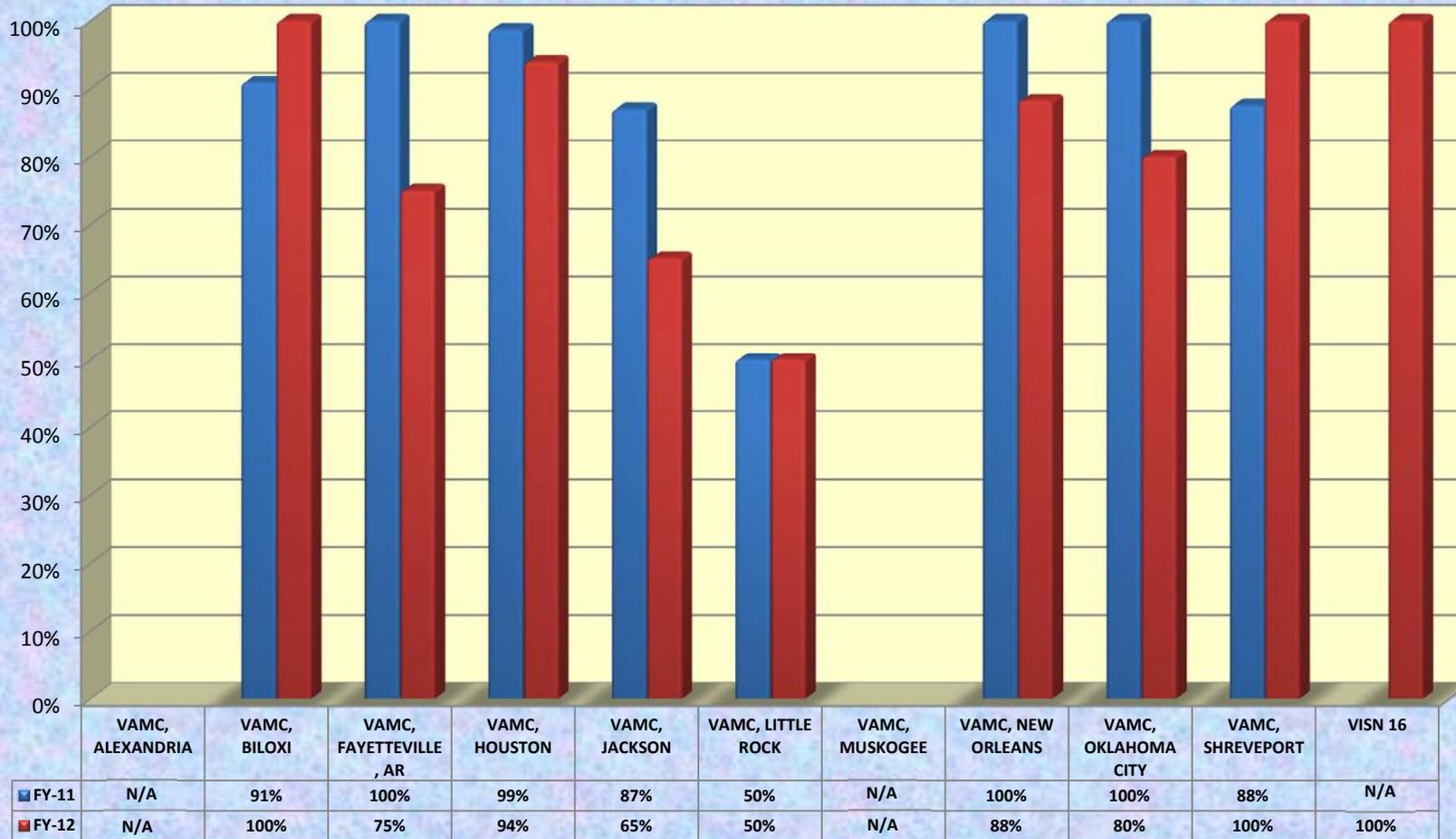
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 16



Data Source: ADTracker System

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

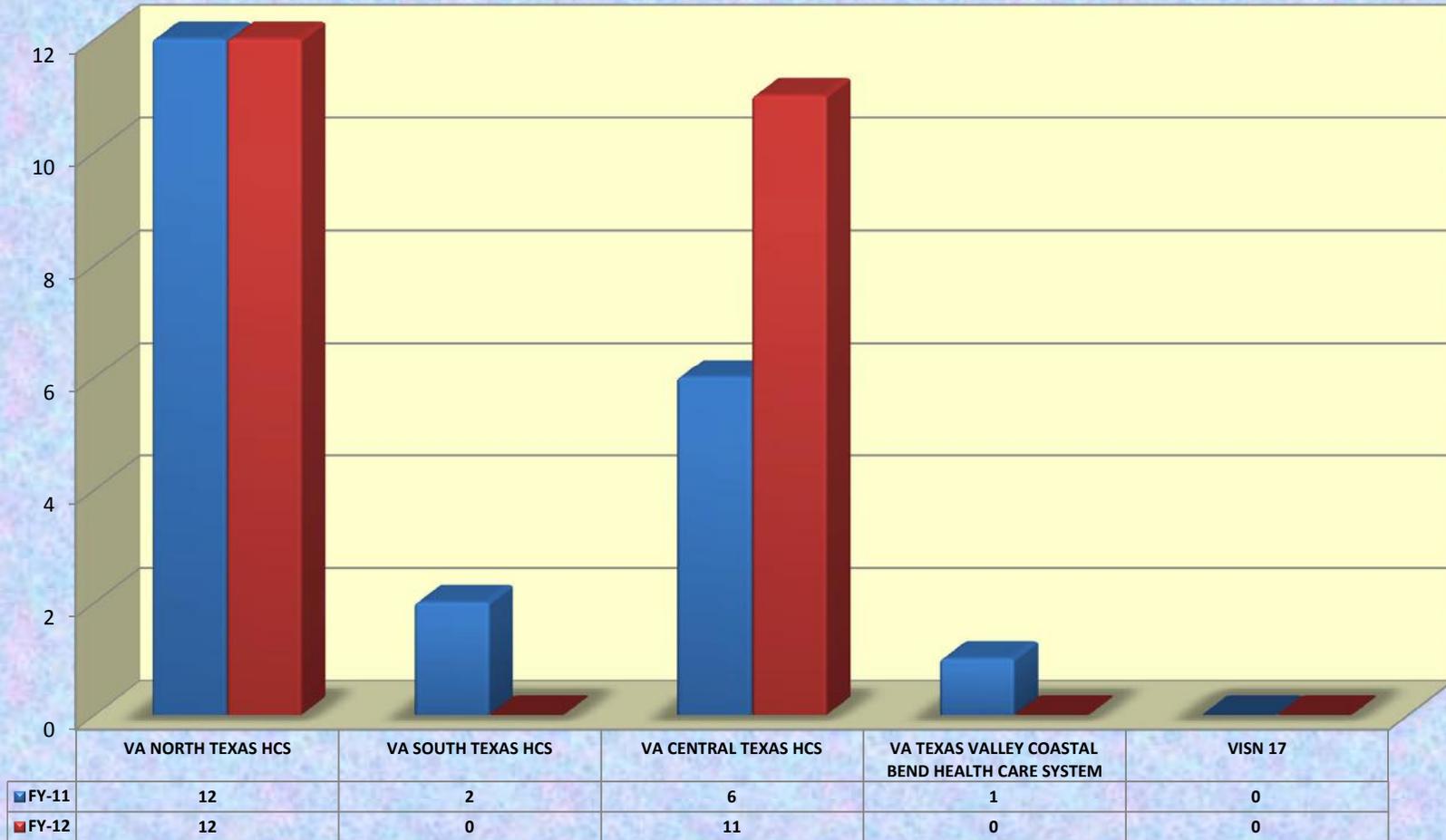
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 16



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

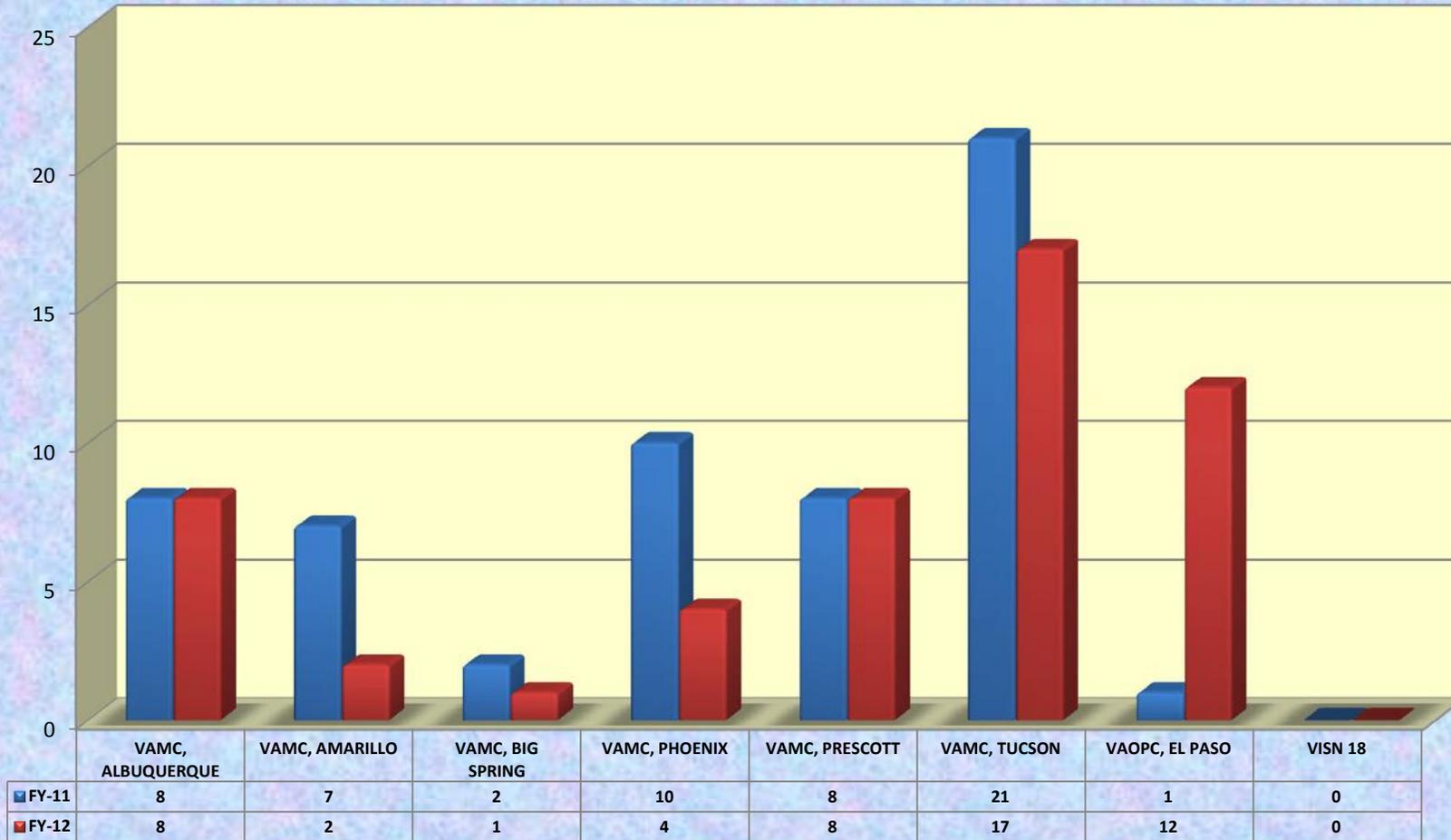
FY-11 and FY-12 Data as of 10/22/12

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



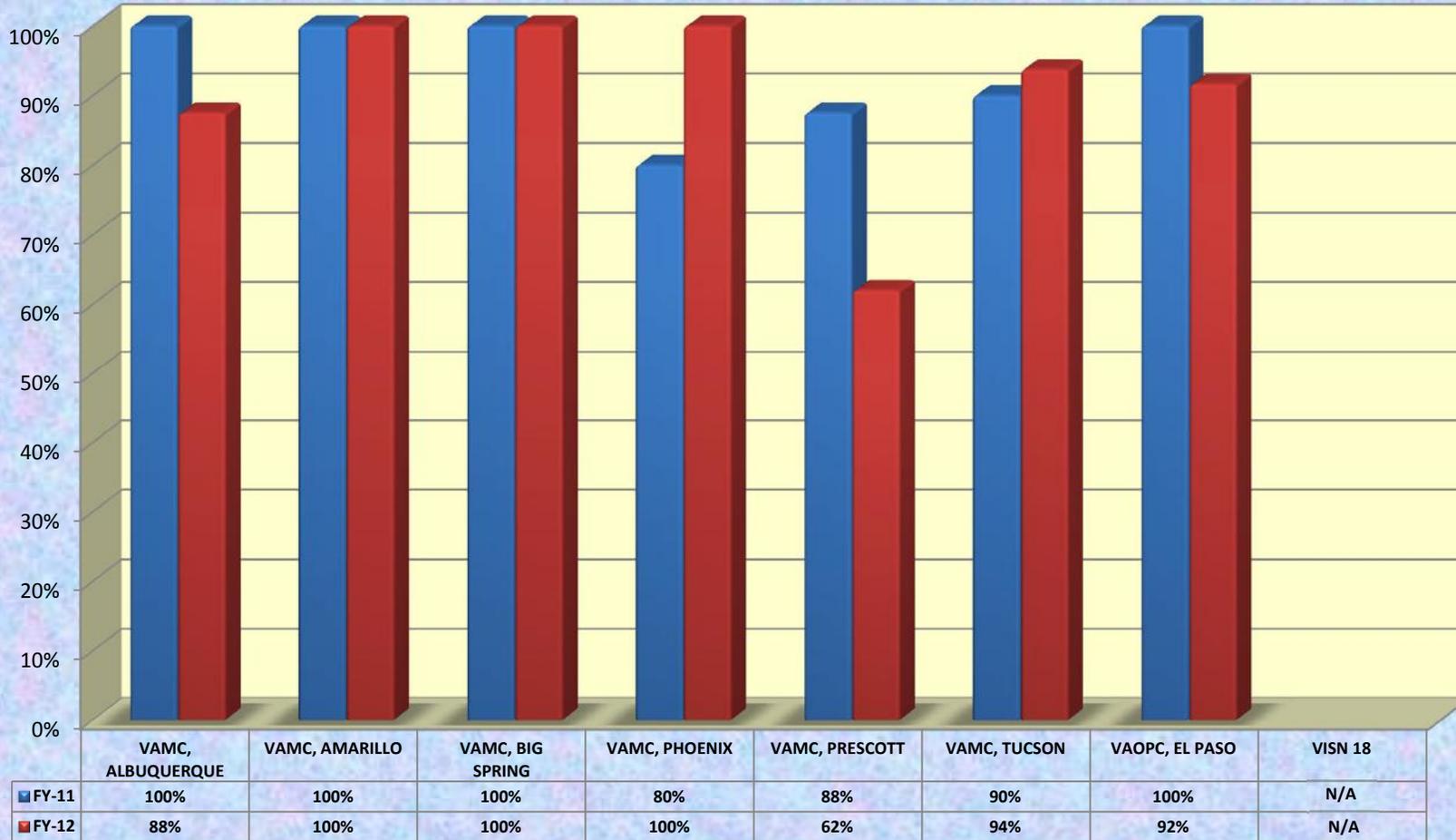
Data Source: ADTracker System

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



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

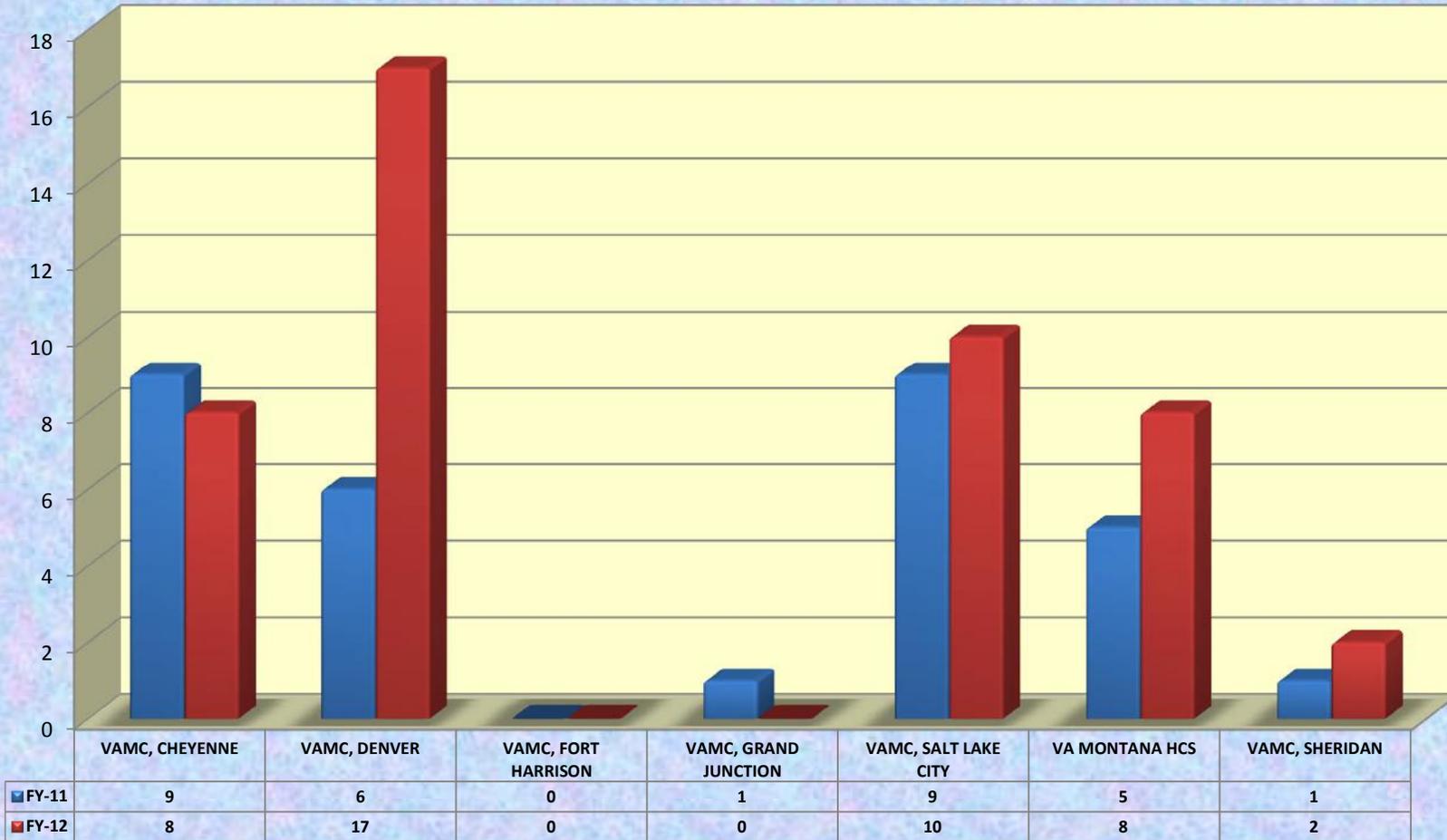
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 18



Data Source: ADRTTracker System

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

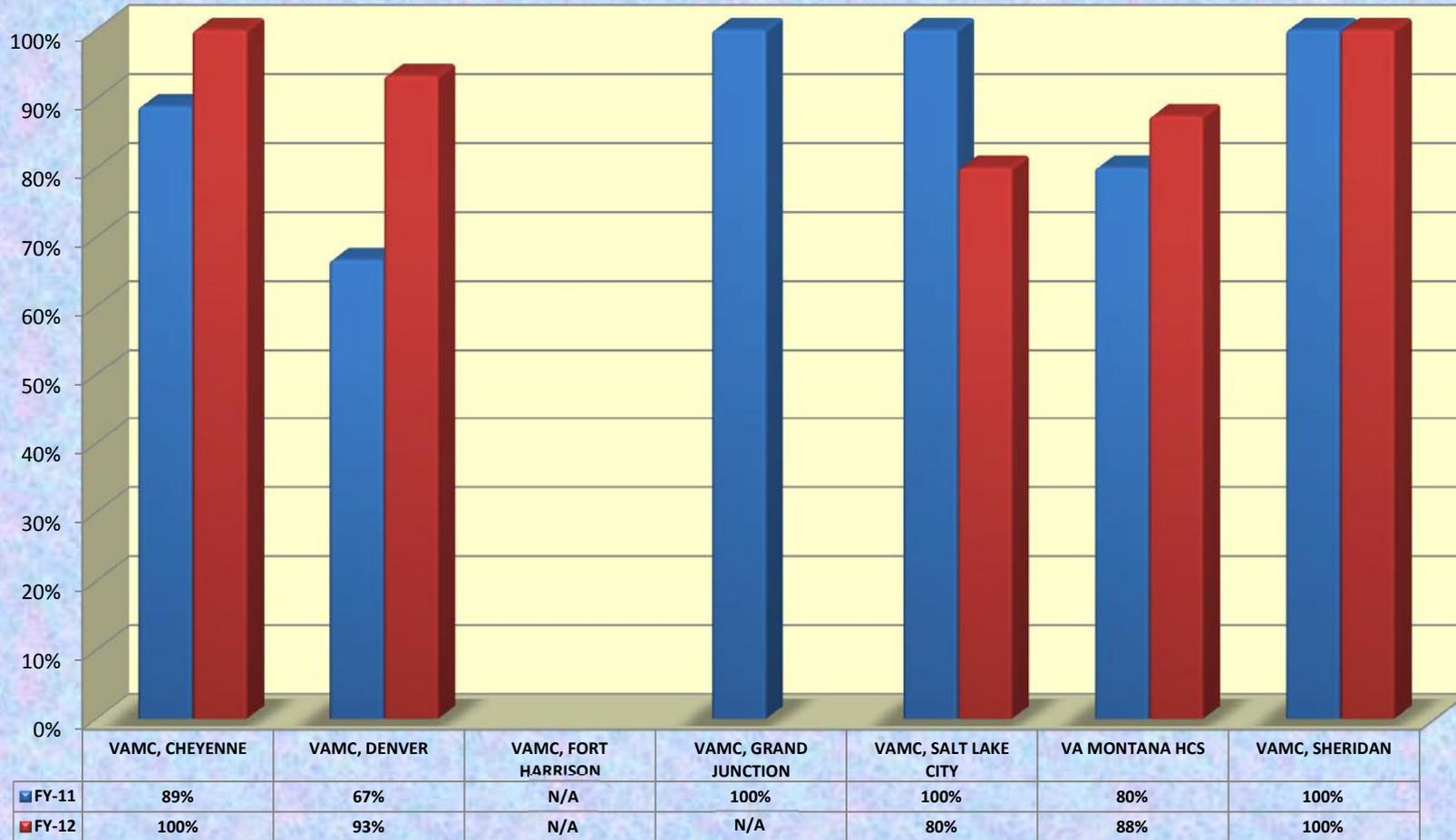
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 19



Data Source: ADTracker System

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

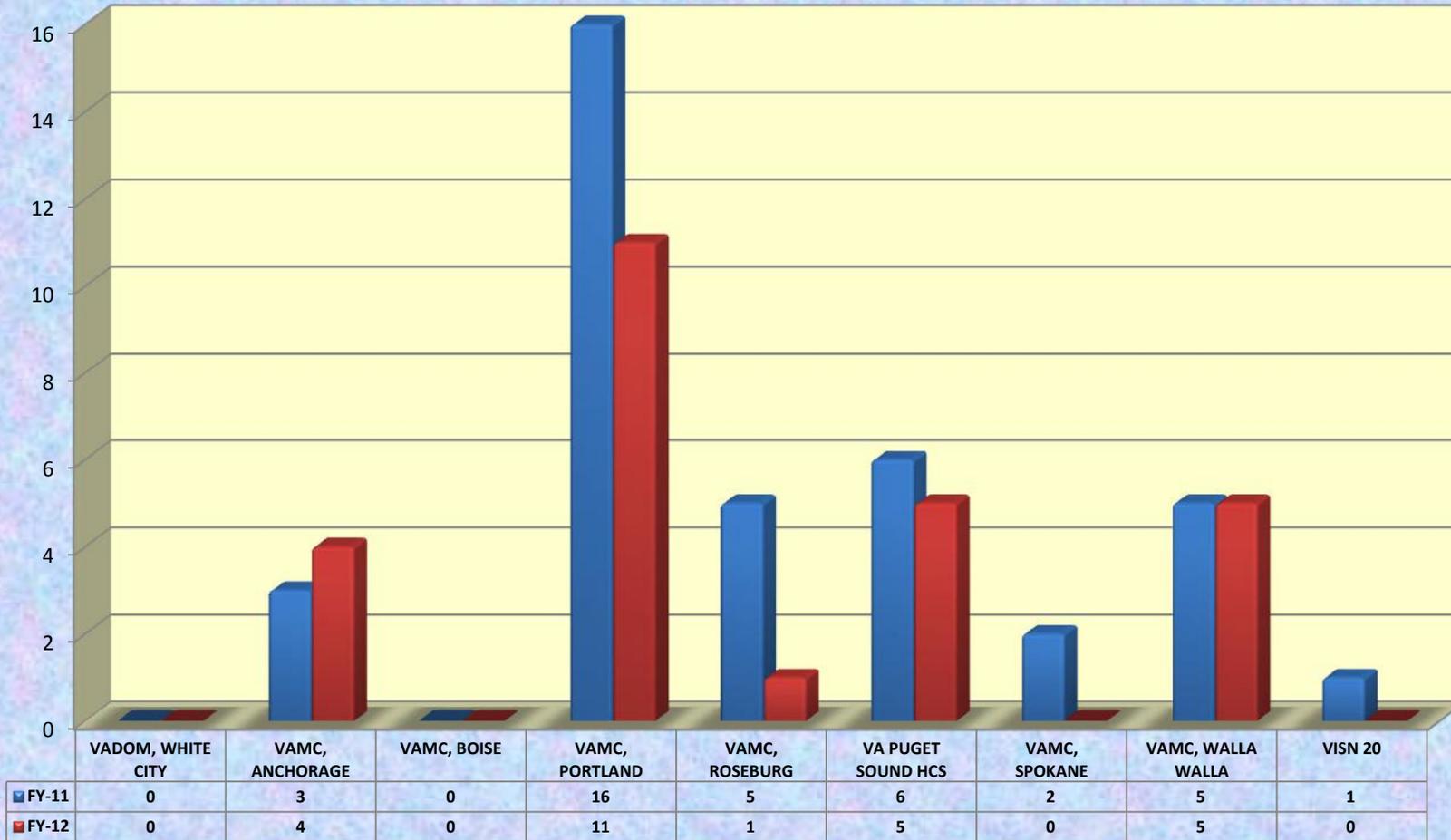
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 19



Data Source: ADTracker System

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

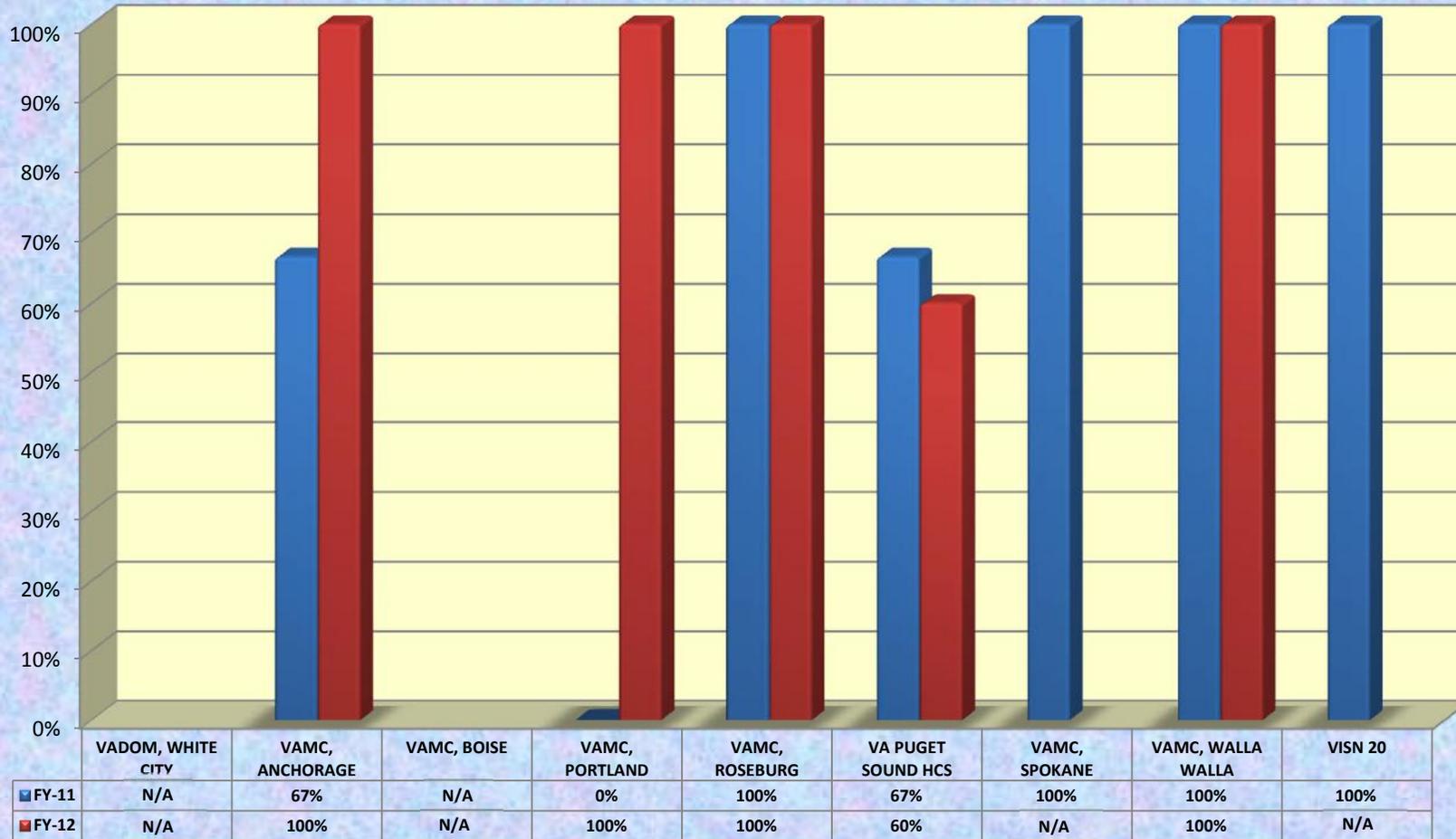
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 20



Data Source: ADTracker System

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

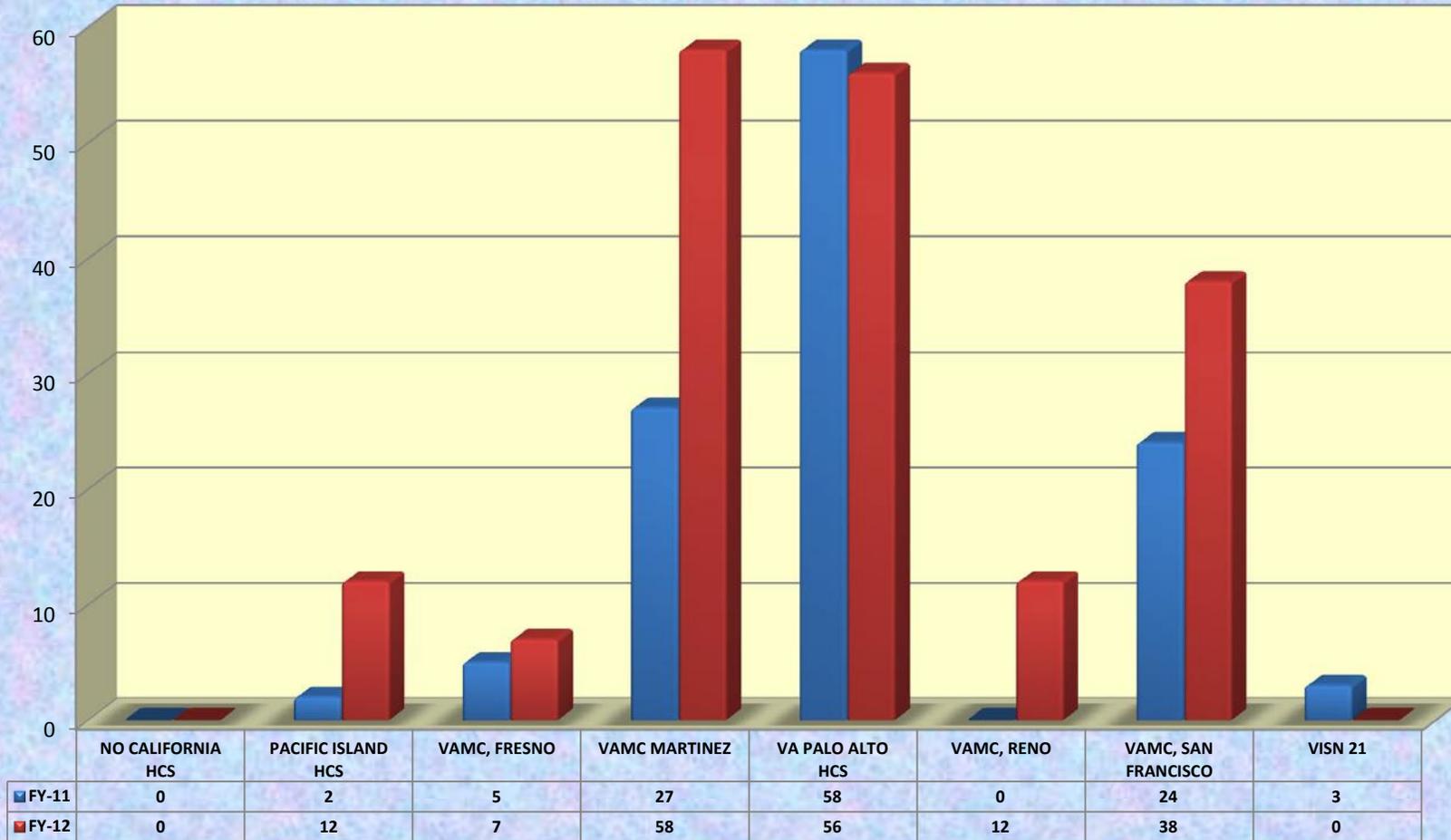
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 20



Data Source: ADTracker System

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

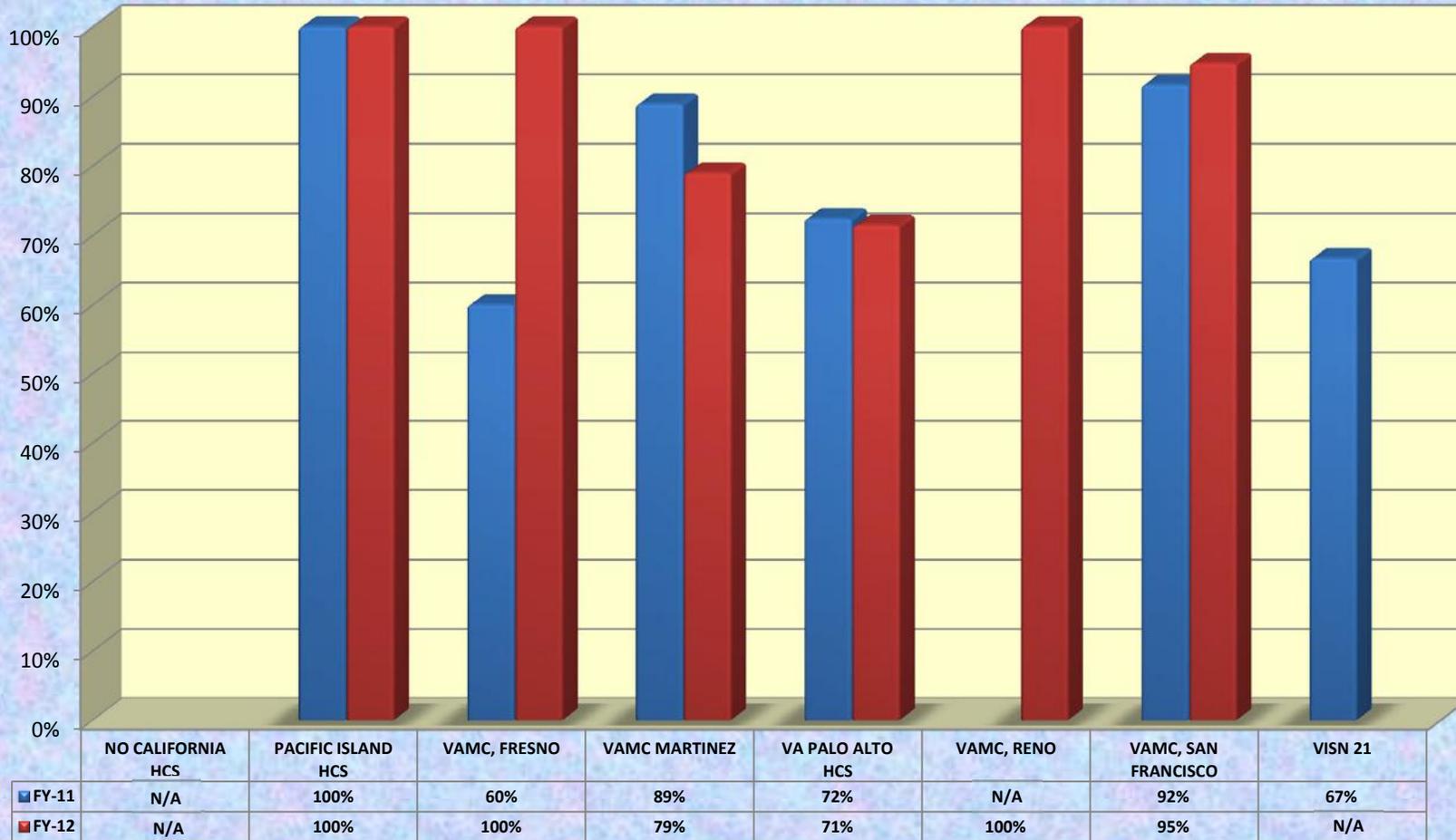
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 21



Data Source: ADTracker System

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

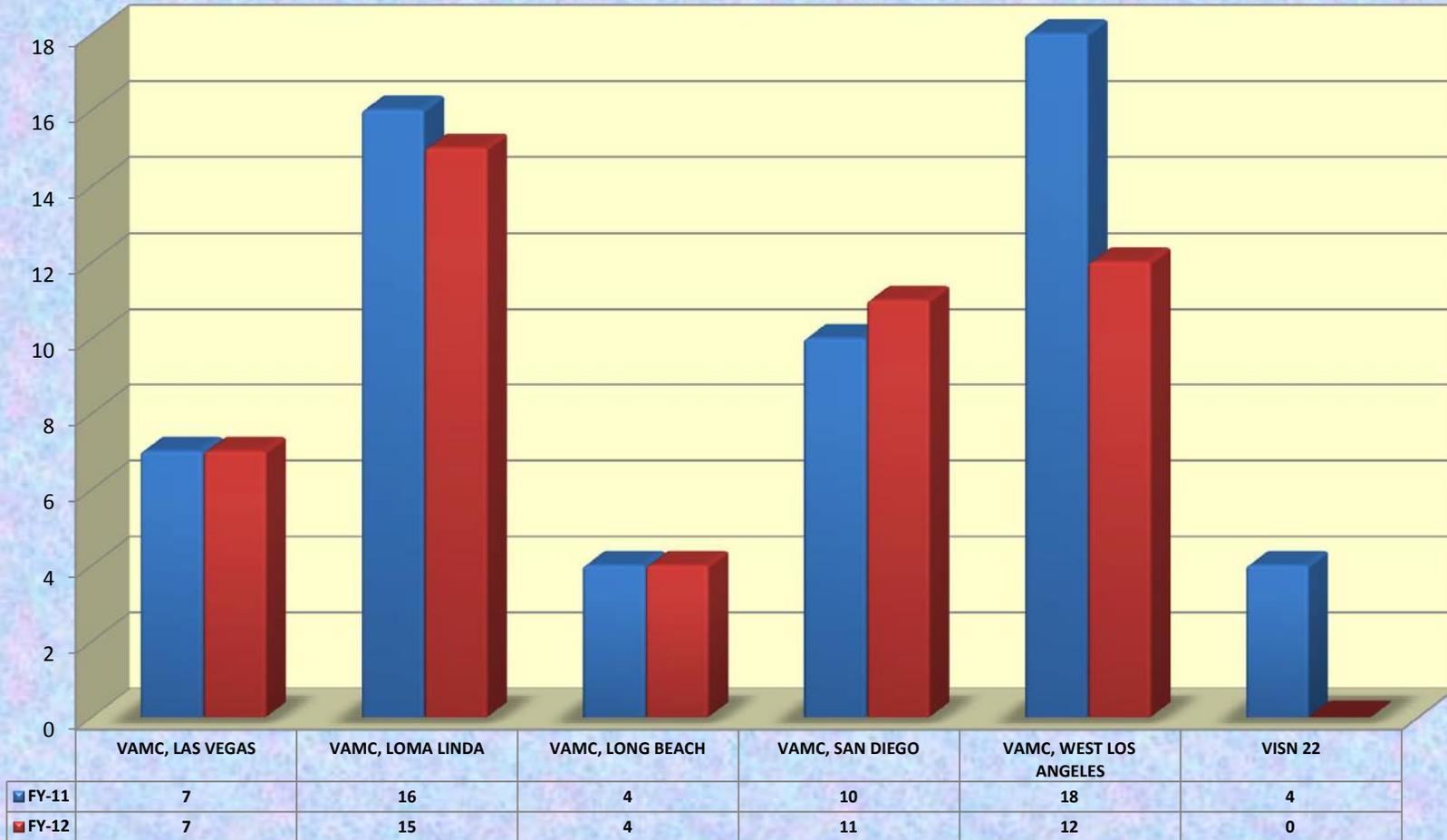
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Resolution Rate - VISN 21



Data Source: ADRTTracker System

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

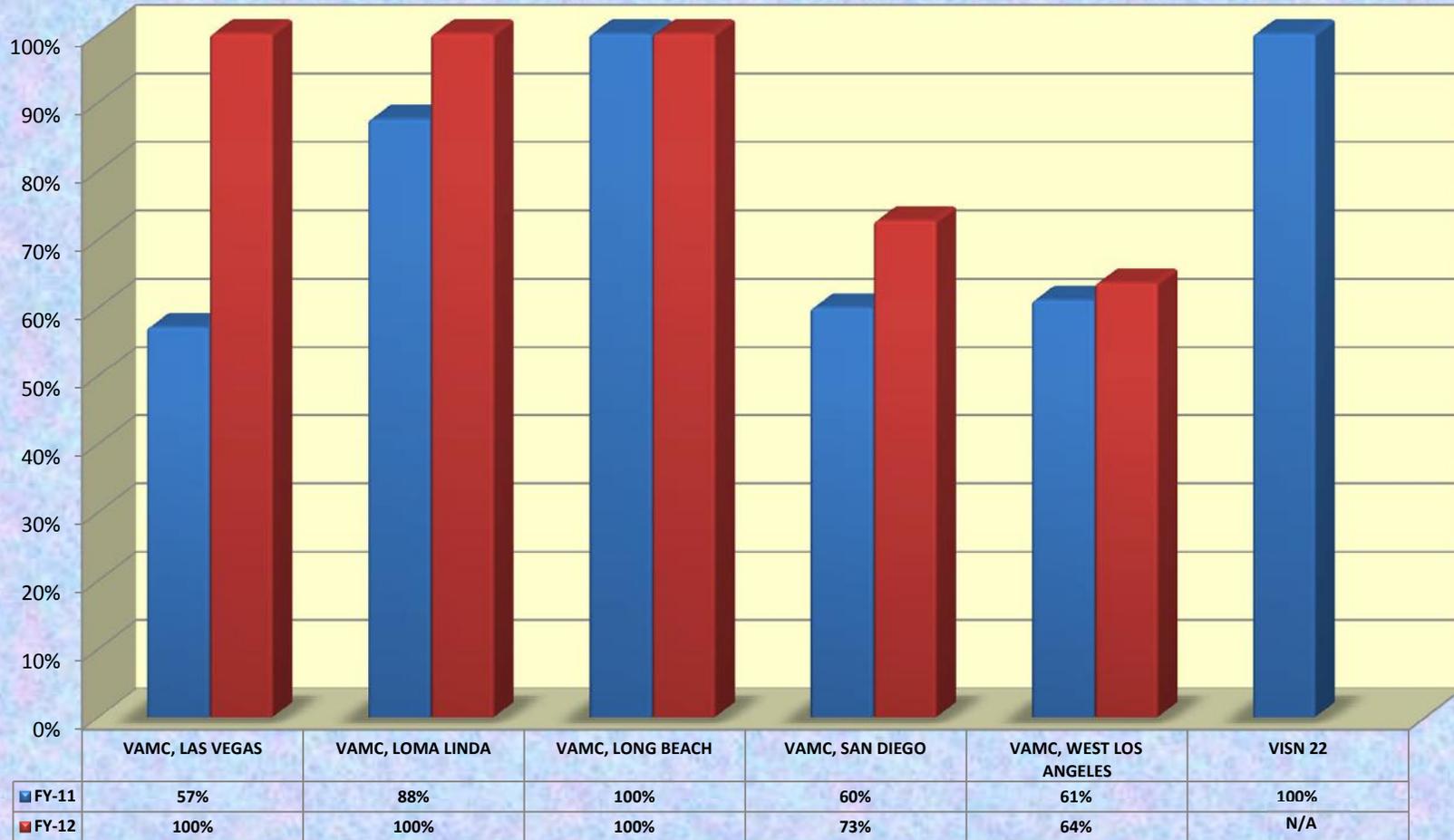
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 22



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

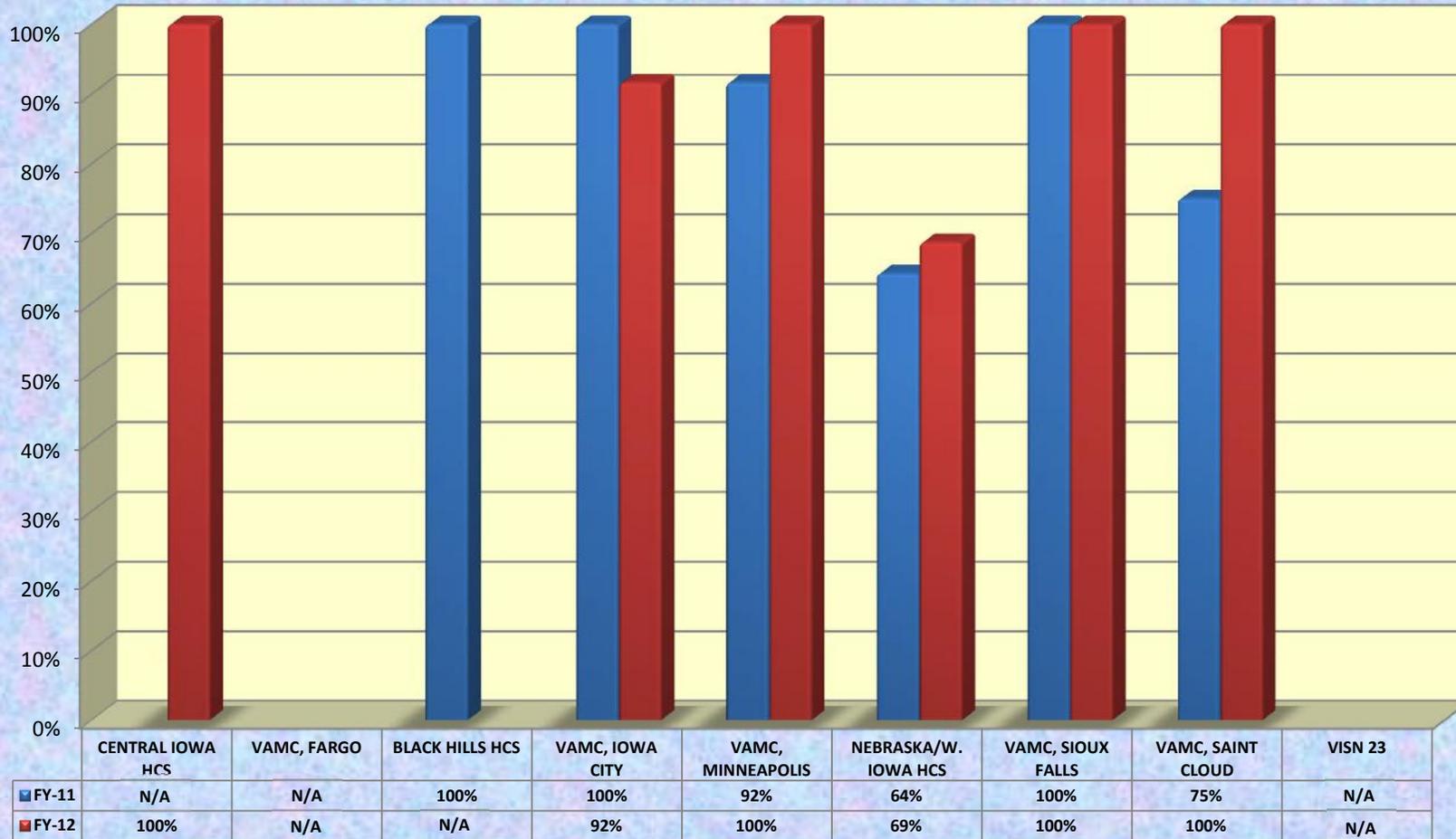
Veterans Health Administration FY-11 & FY-12 Non-EEO ADR Requests - VISN 23



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



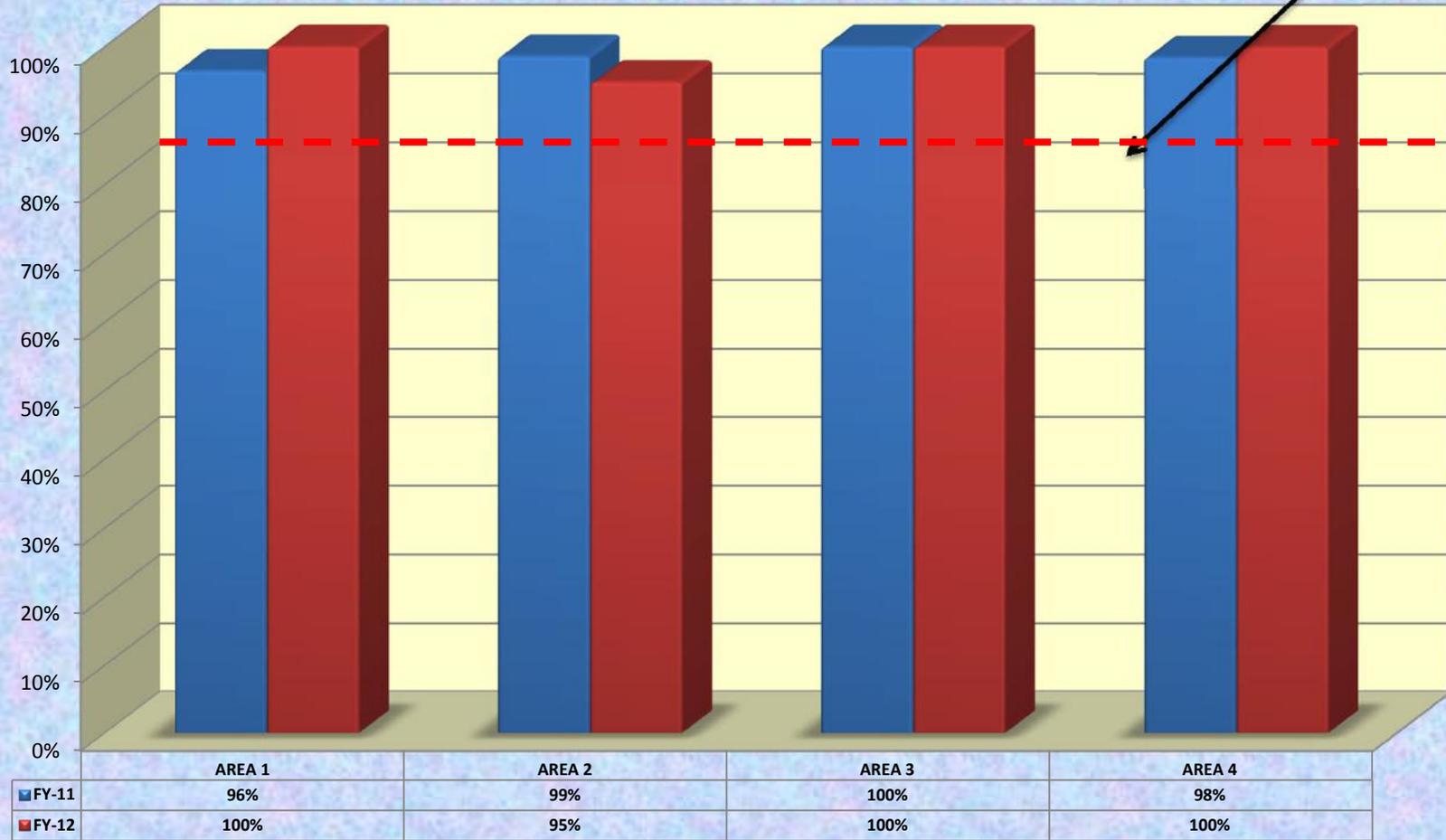
Data Source: ADRTTracker System

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

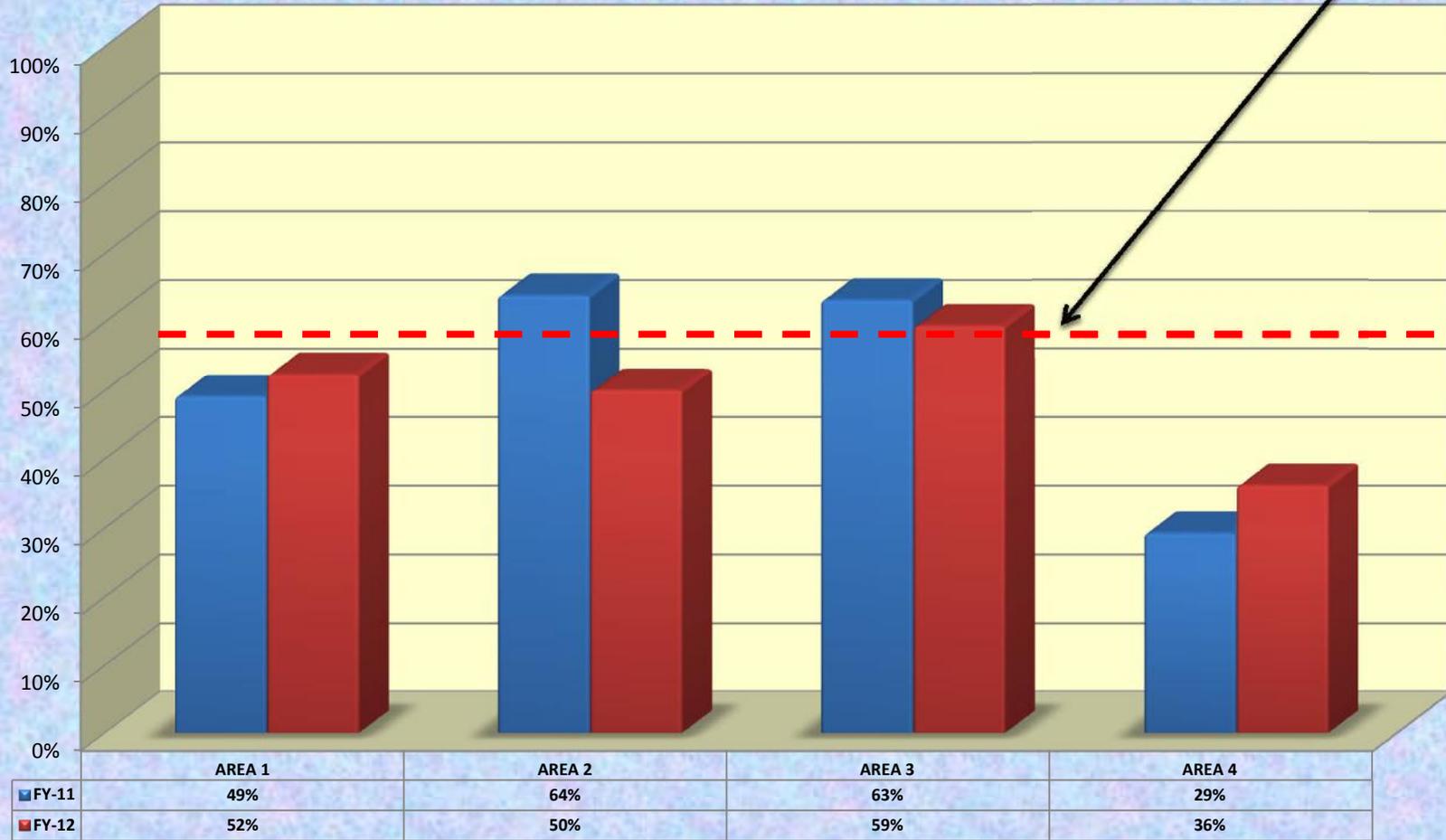


Data Source: ADRTTracker System

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

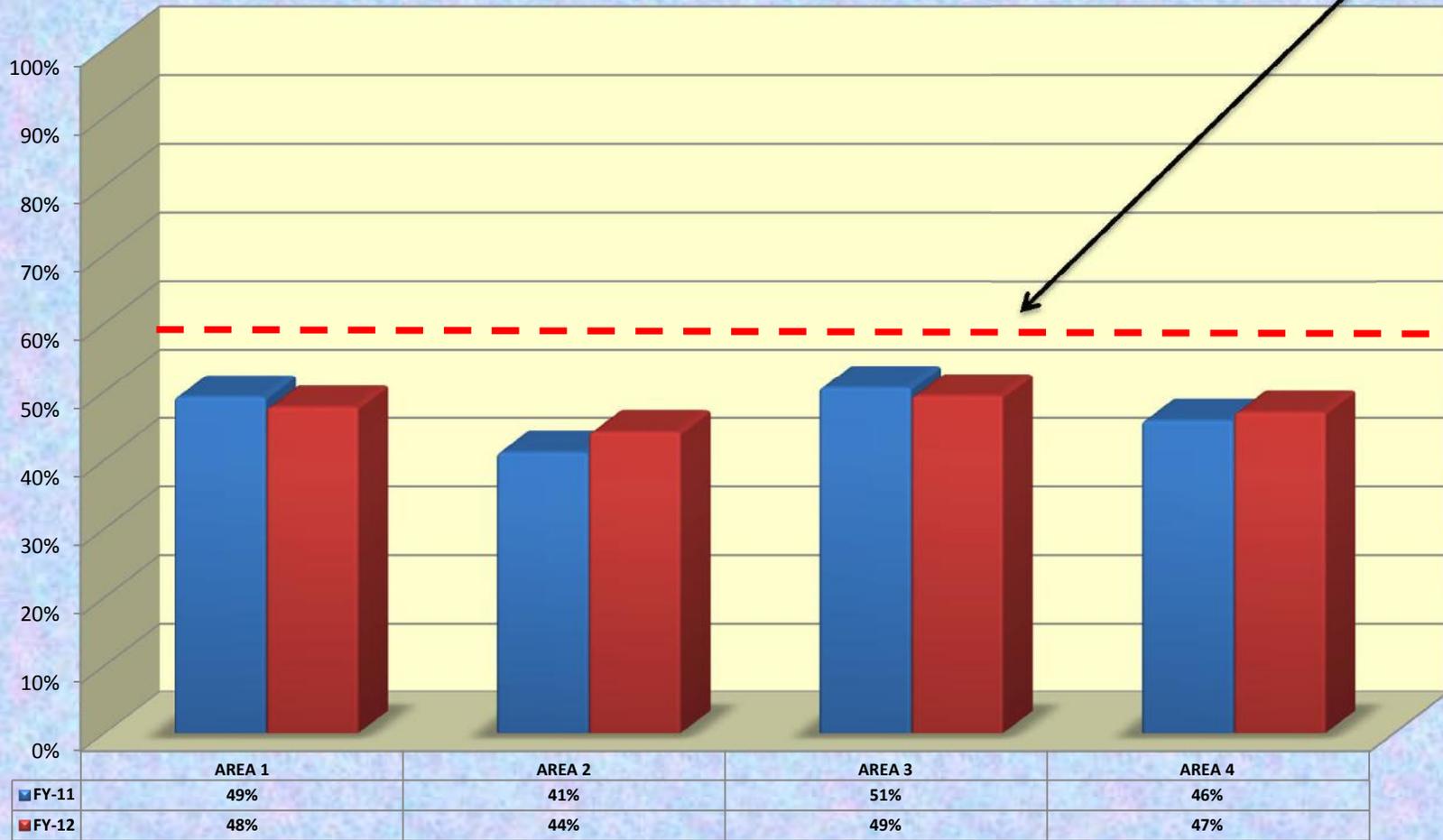


Data Source: ADRTTracker System

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

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

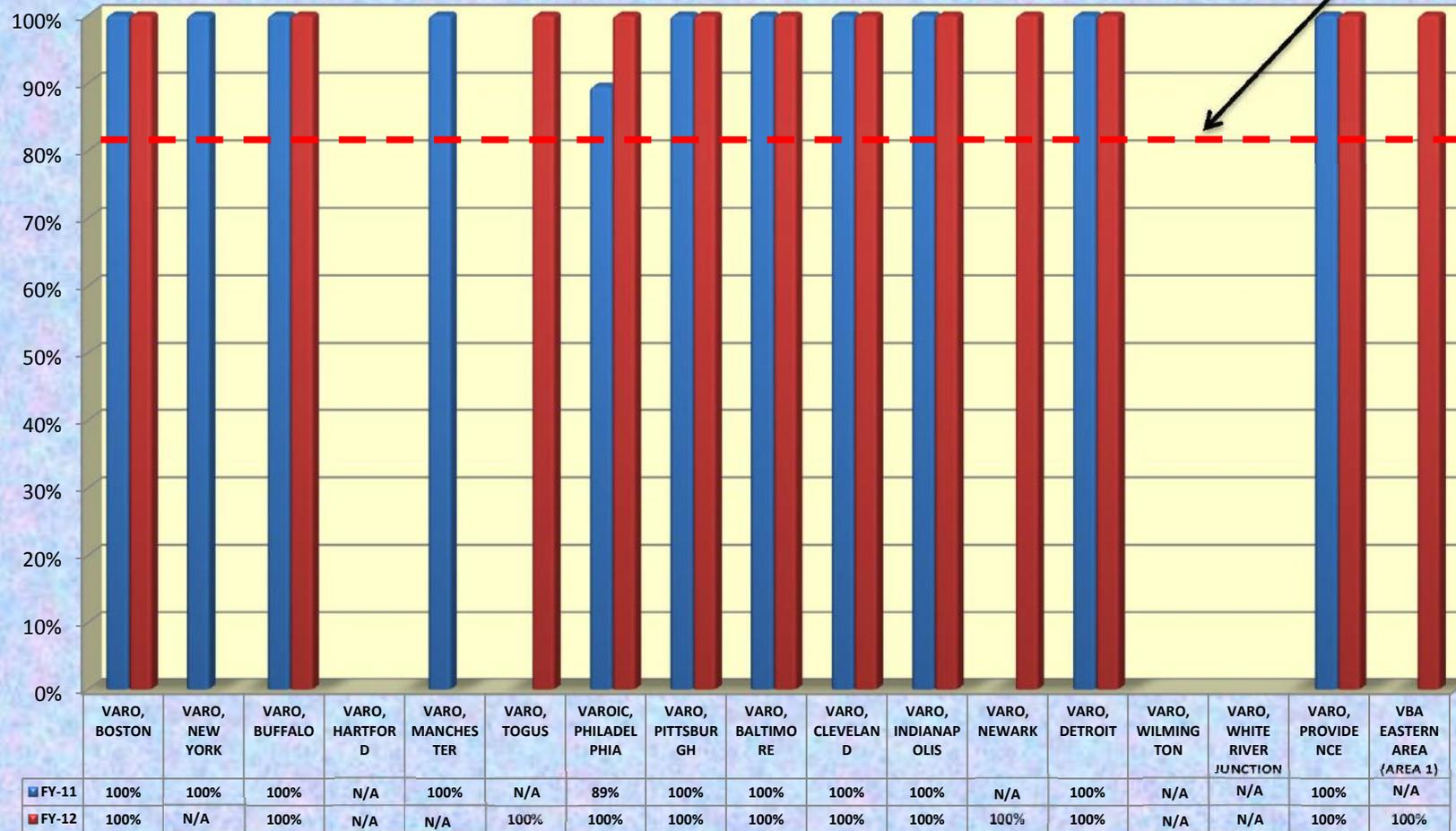
53% Government-Wide Average



Data Source: ADRTTracker System

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

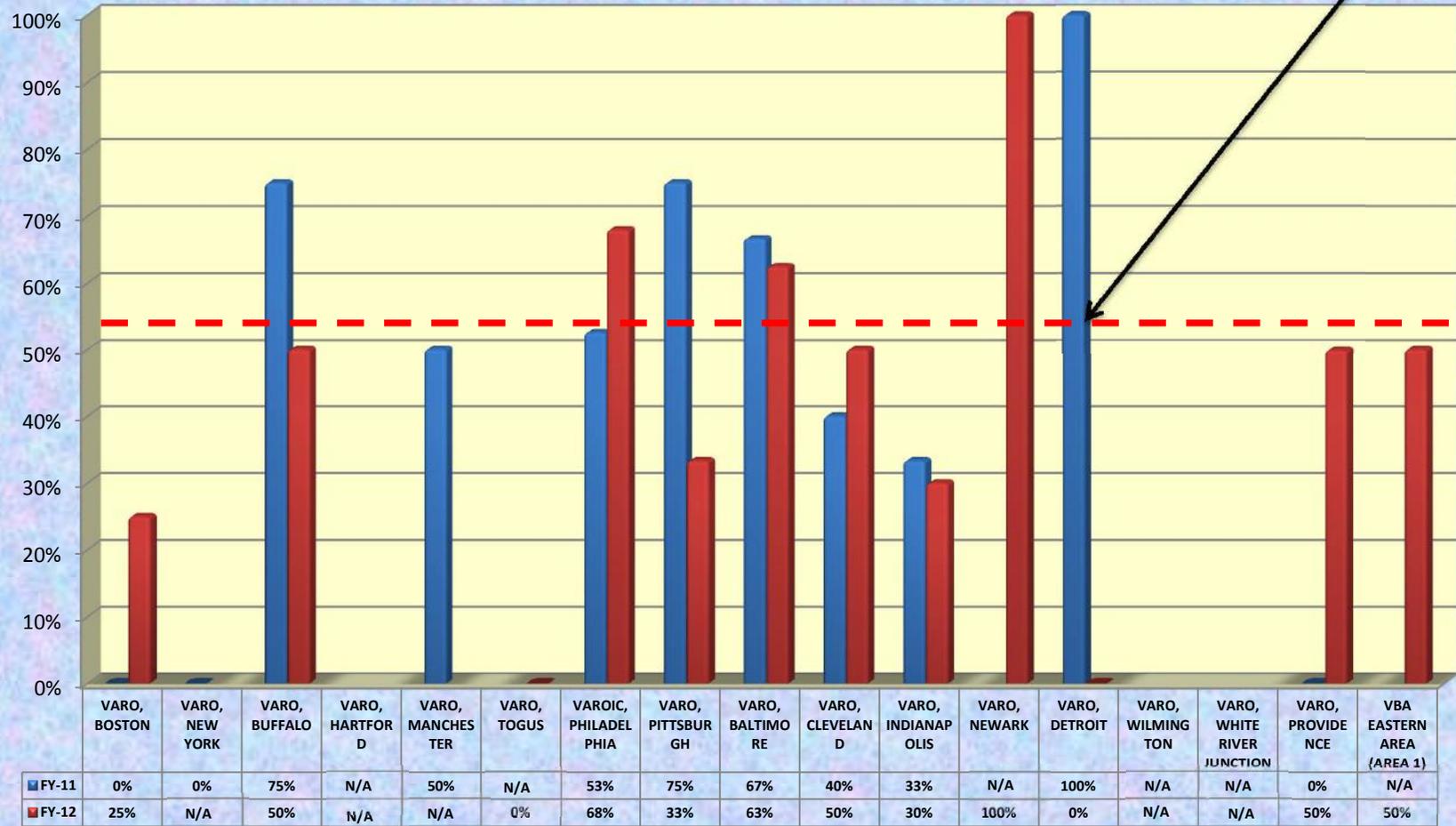
80% Government-Wide Target



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



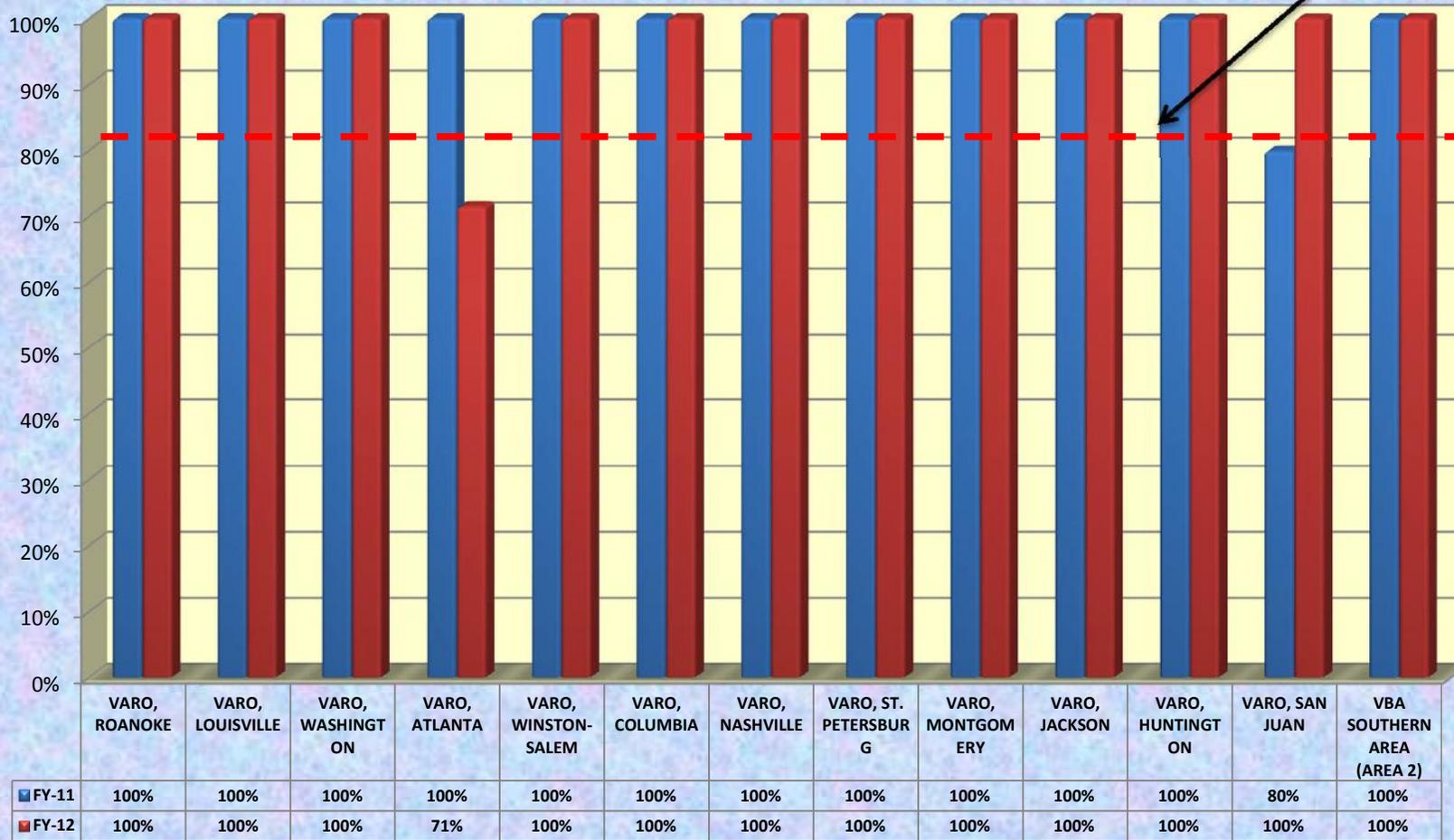
Data Source: ADRTTracker System

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



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

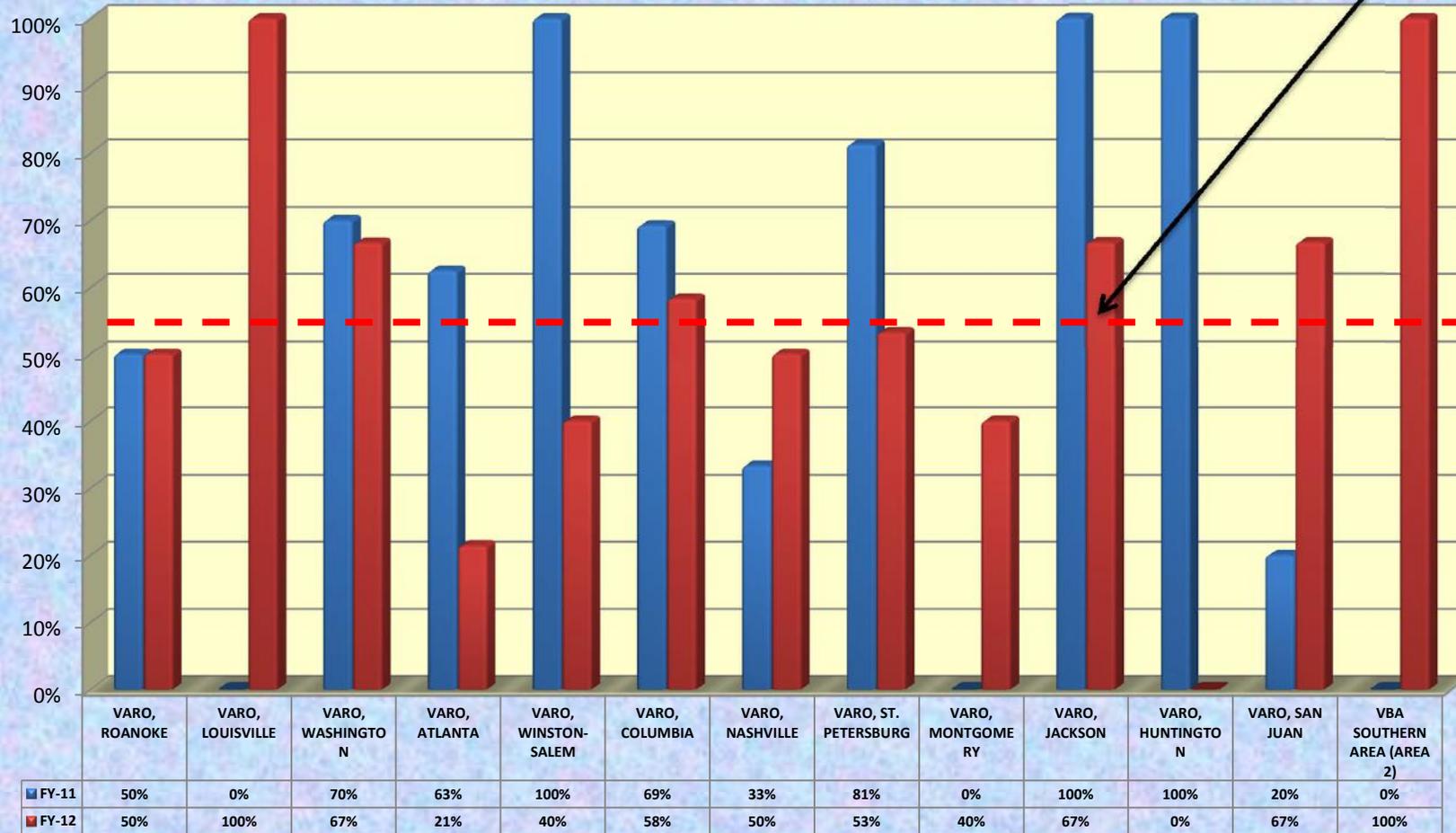
80% Government-Wide Target



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

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

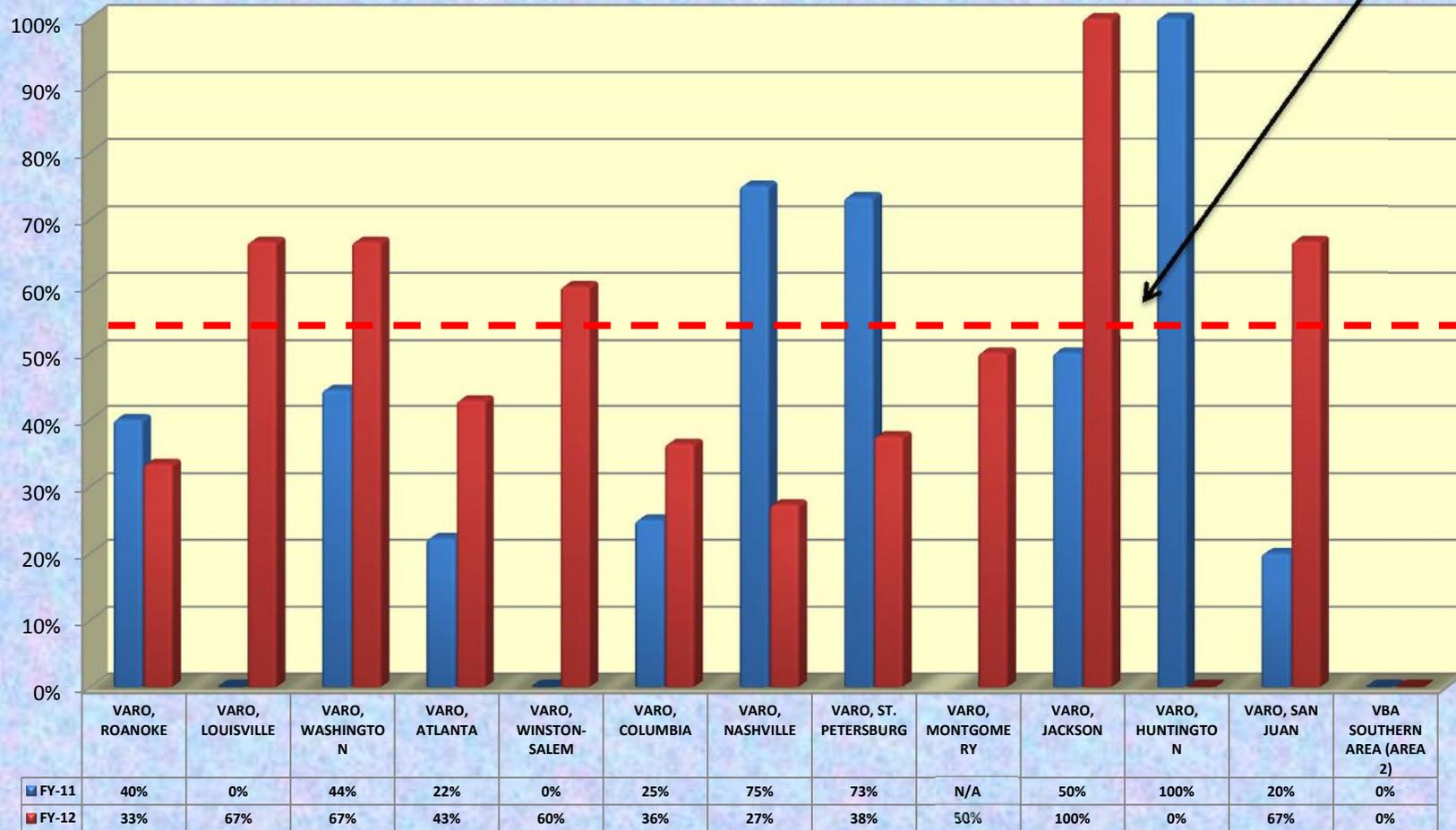
53% VA-Wide Target



Data Source: ADTracker System

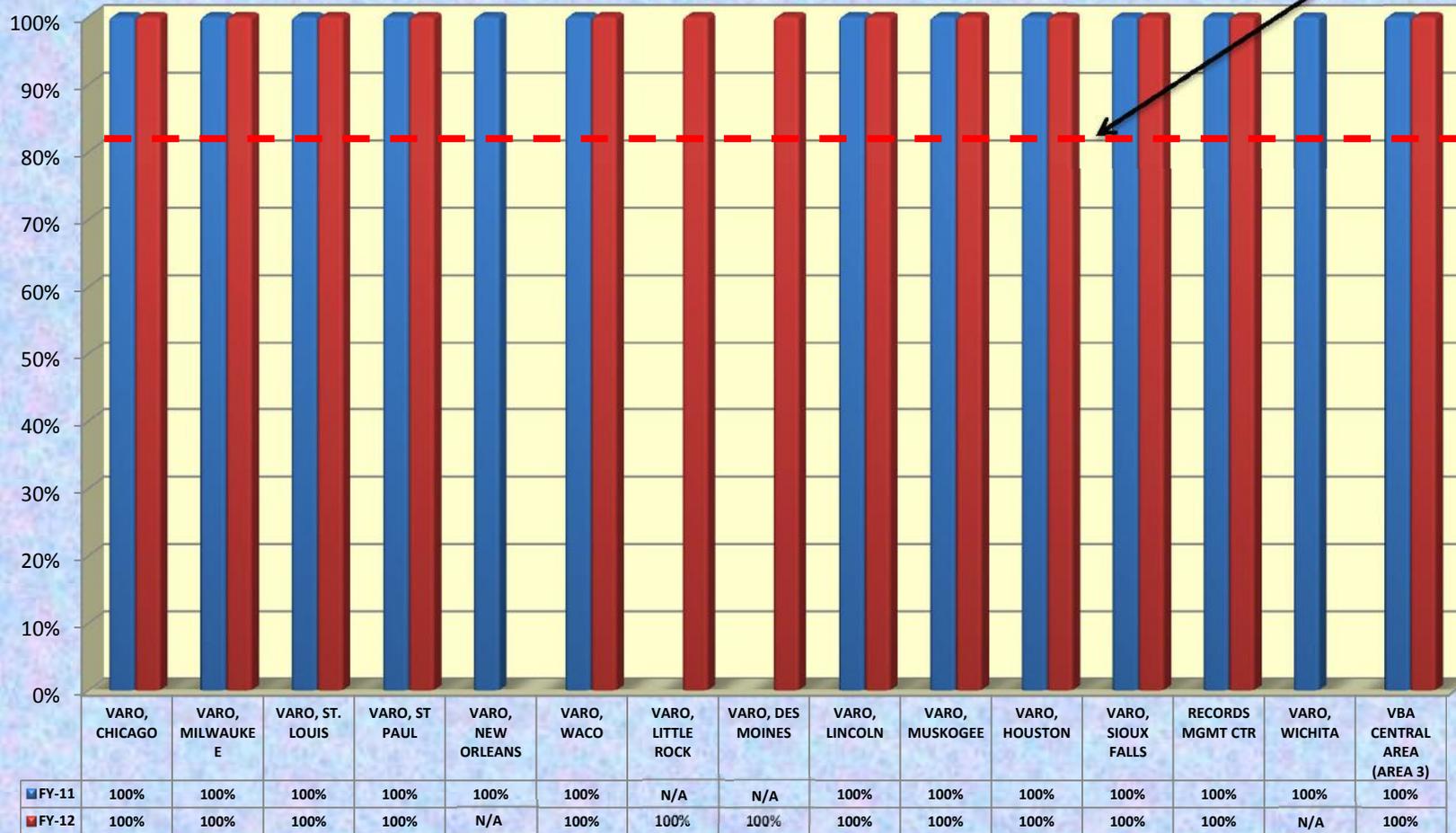
Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 2

53% Government-Wide Average



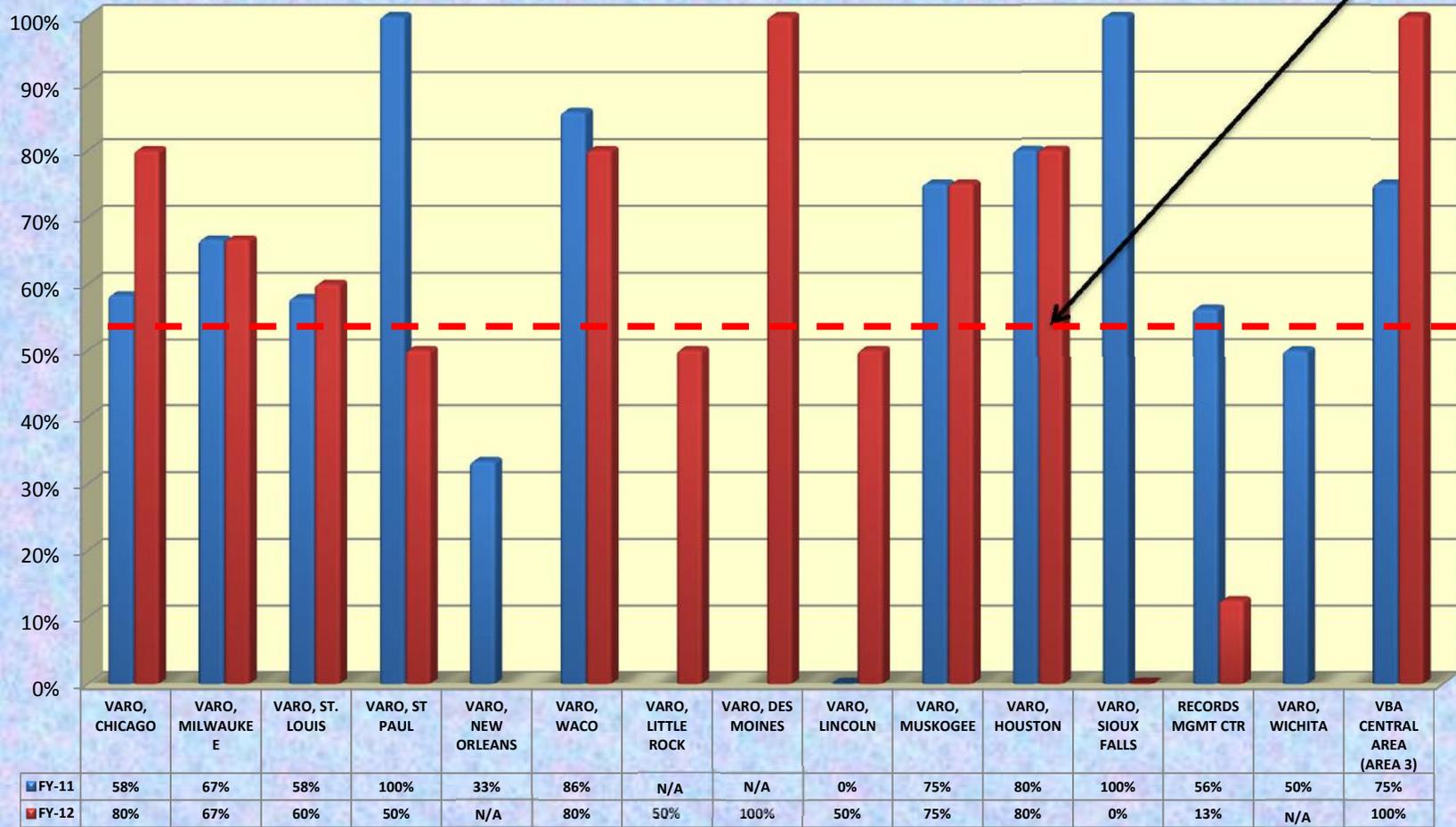
Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 3

80% Government-Wide Target



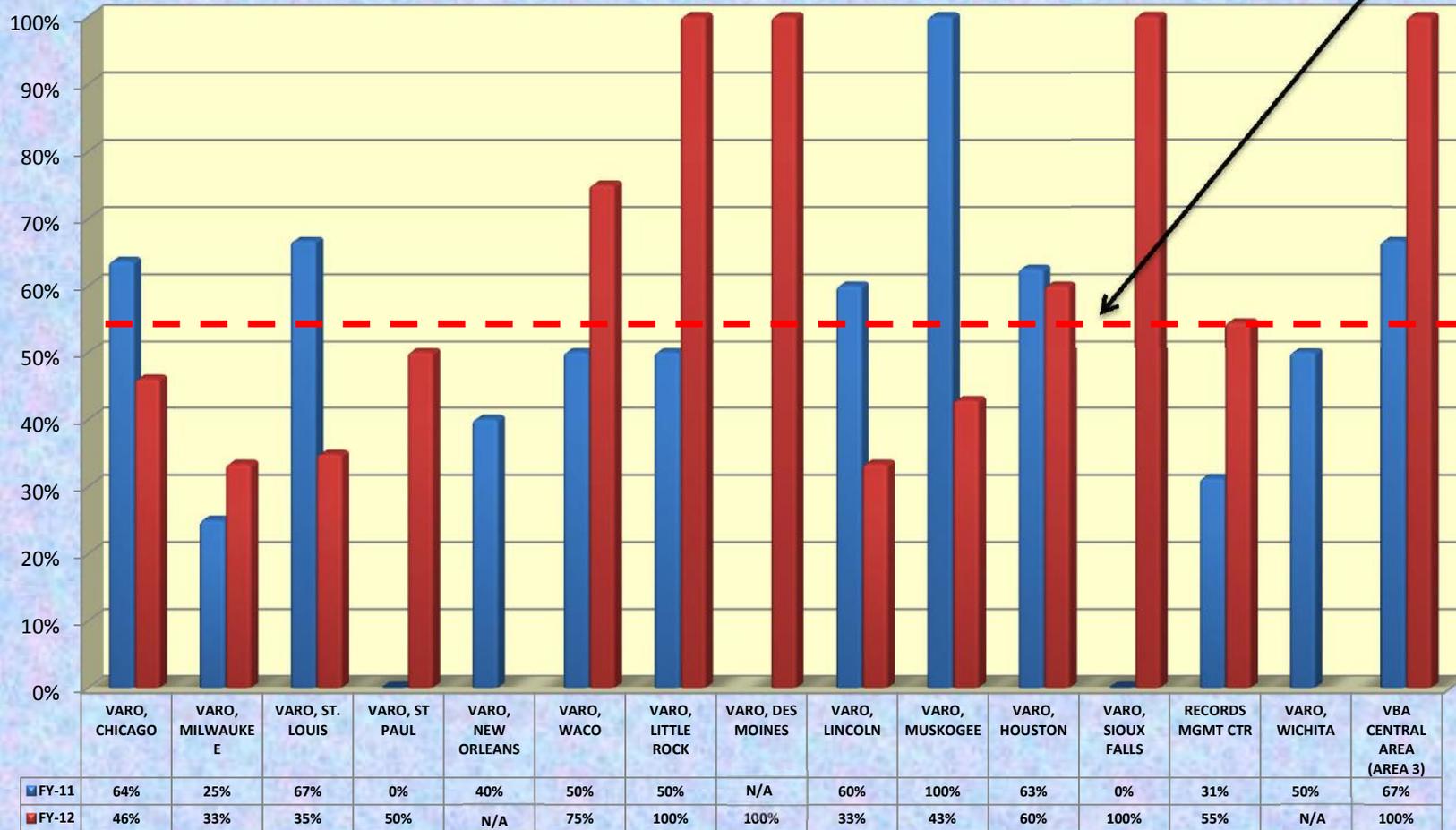
Veterans Benefits Administration FY-11 & FY-12 ADR Participation Rate - AREA 3

53% VA-Wide Target



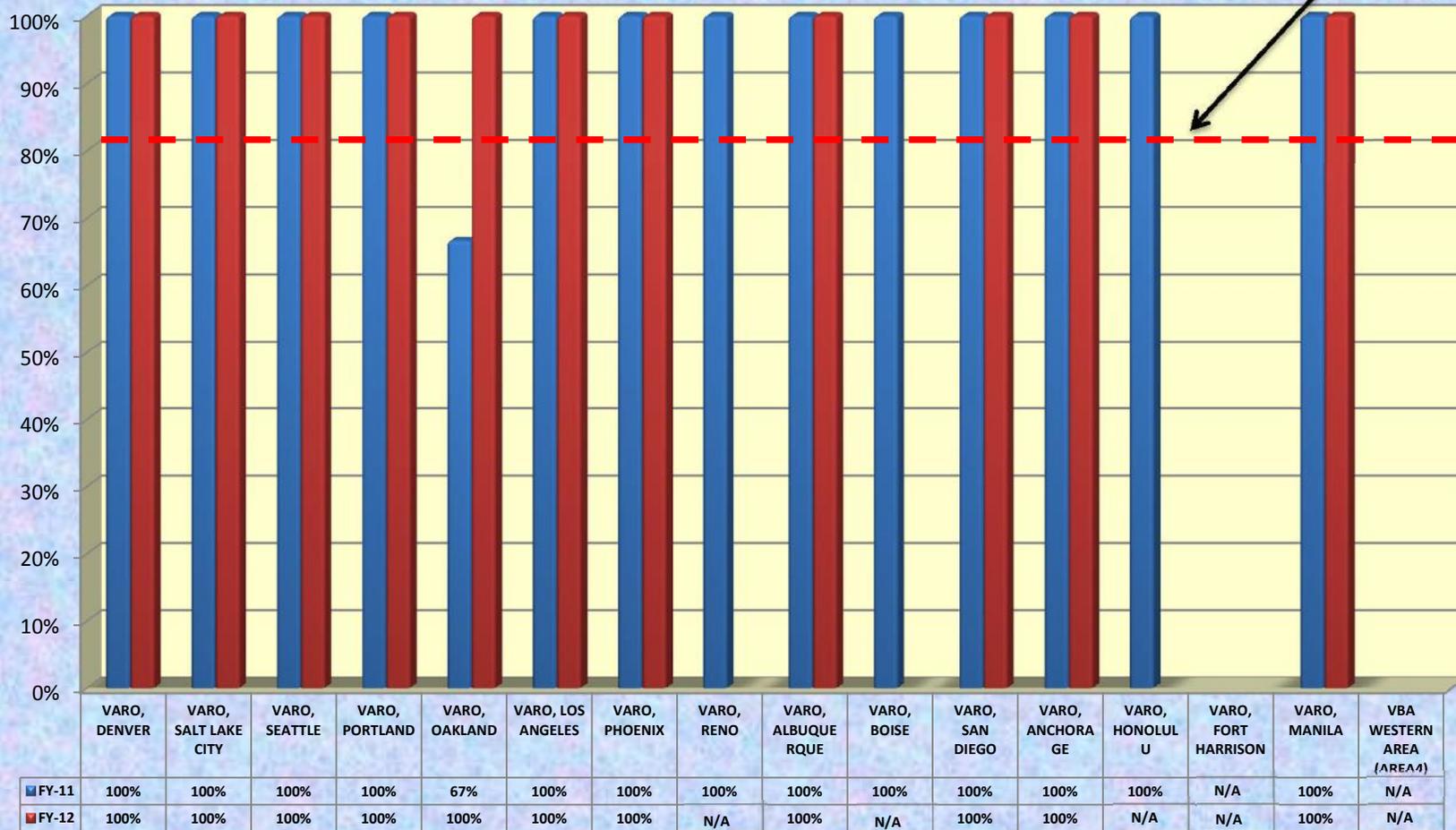
Veterans Benefits Administration FY-11 & FY-12 Resolution Rate - AREA 3

53% Government-Wide Average



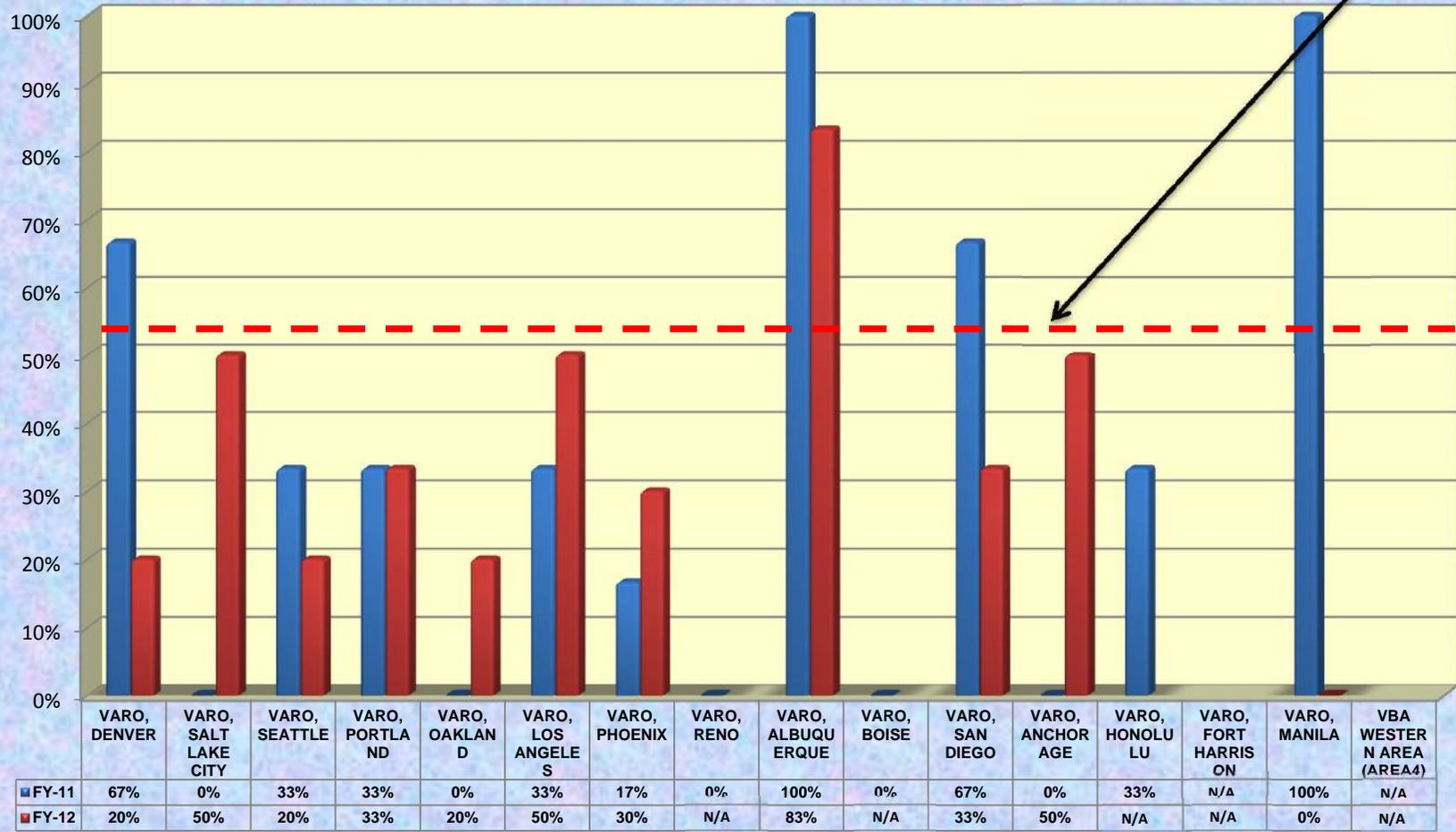
Veterans Benefits Administration FY-11 & FY-12 ADR Offer Rate - AREA 4

80% Government-Wide Target



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

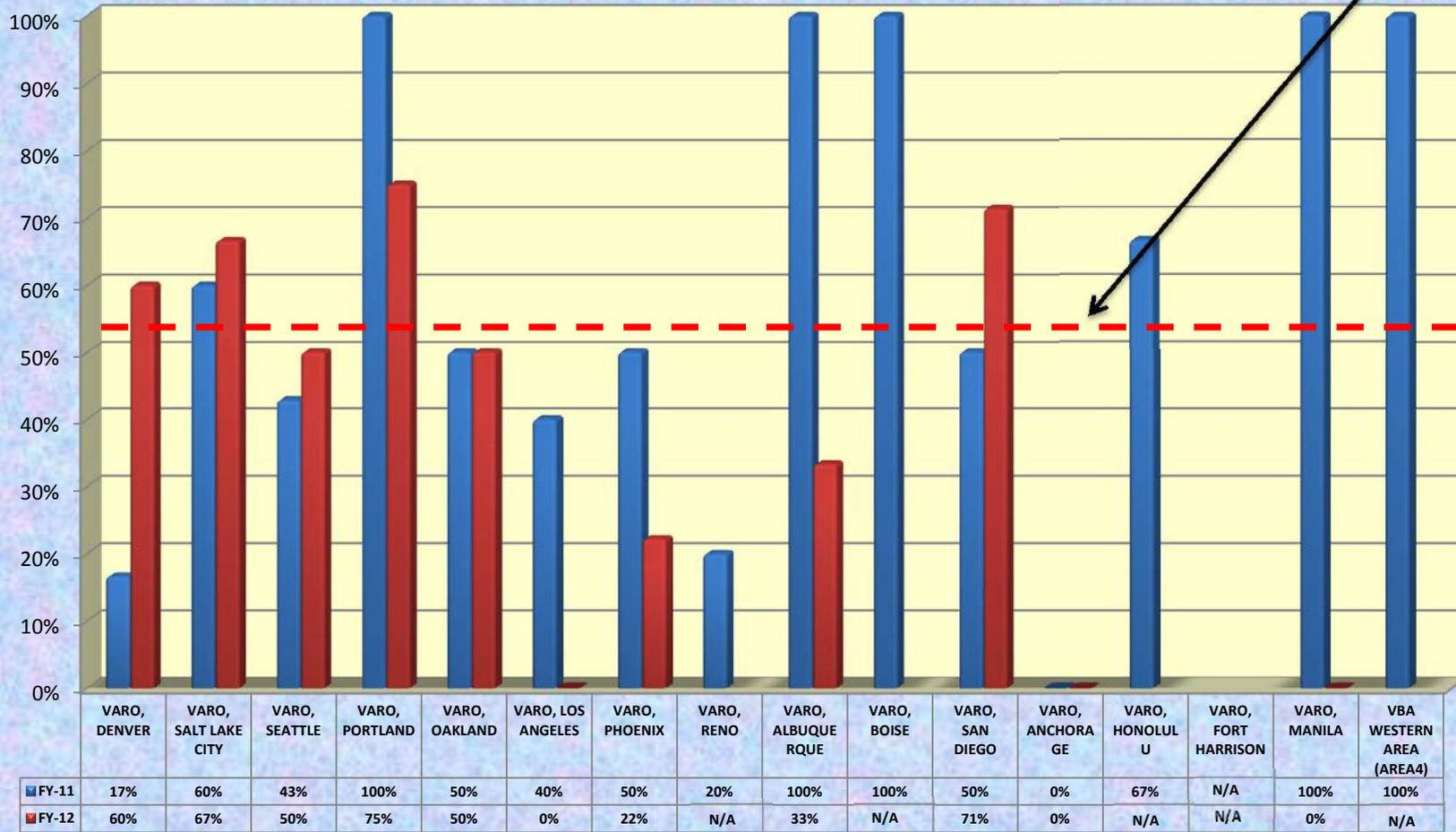
53% VA-Wide Target



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

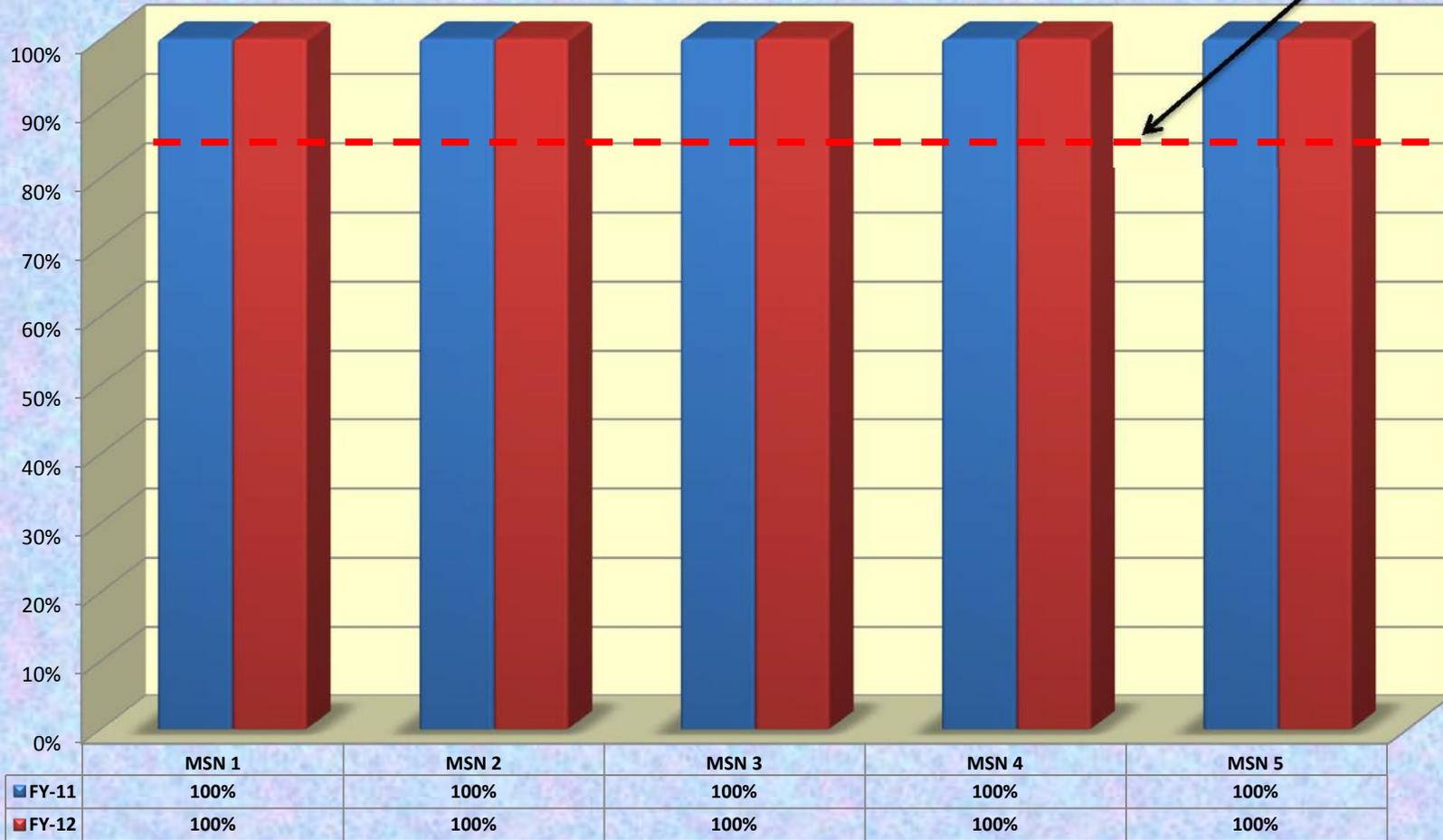


Data Source: ADRTTracker System

National Cemetery Administration

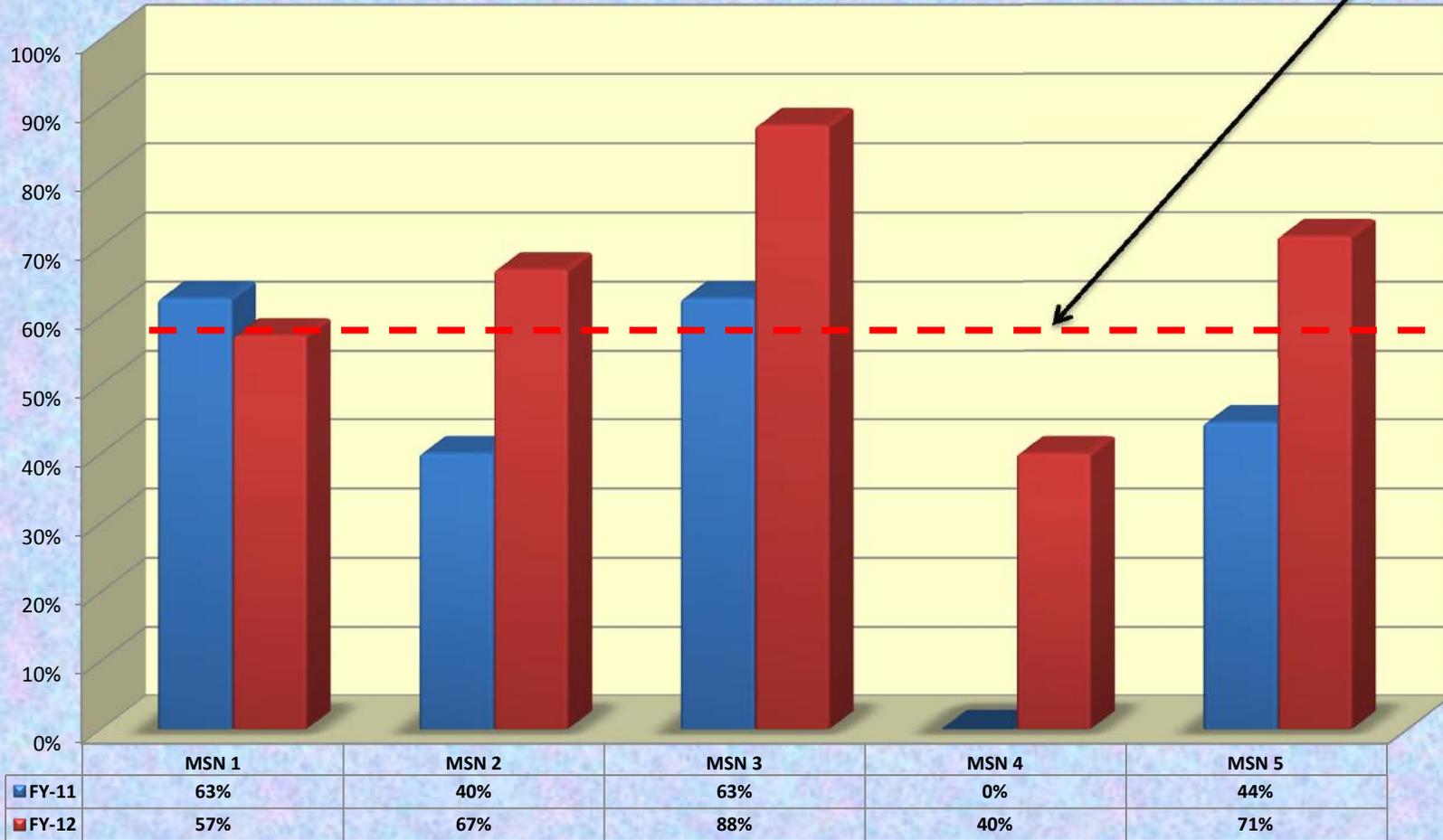
National Cemetery Administration FY-11 & FY-12 ADR Offer Rate

80% Government-Wide Target



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

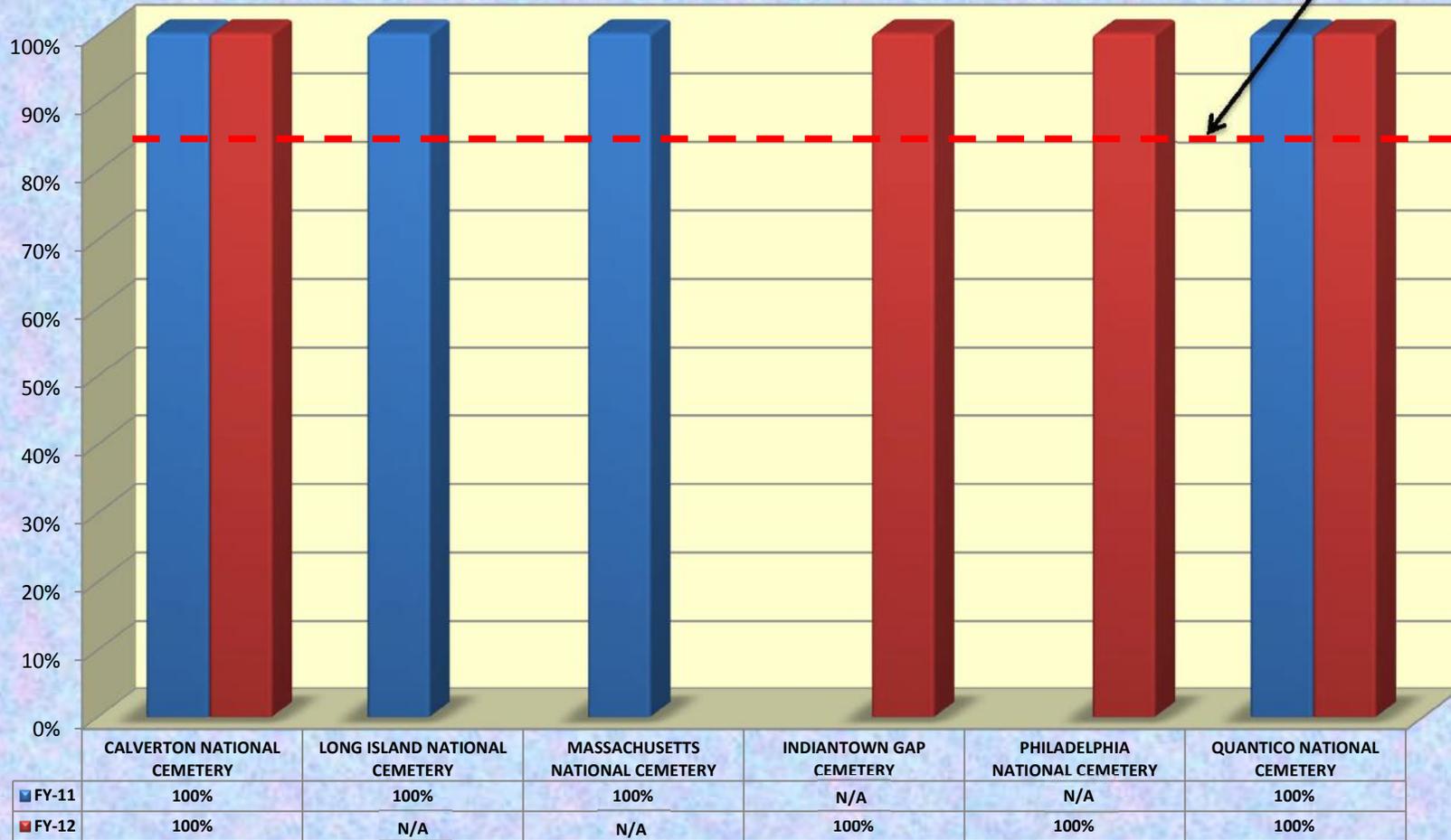


Data Source: ADRTTracker System

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

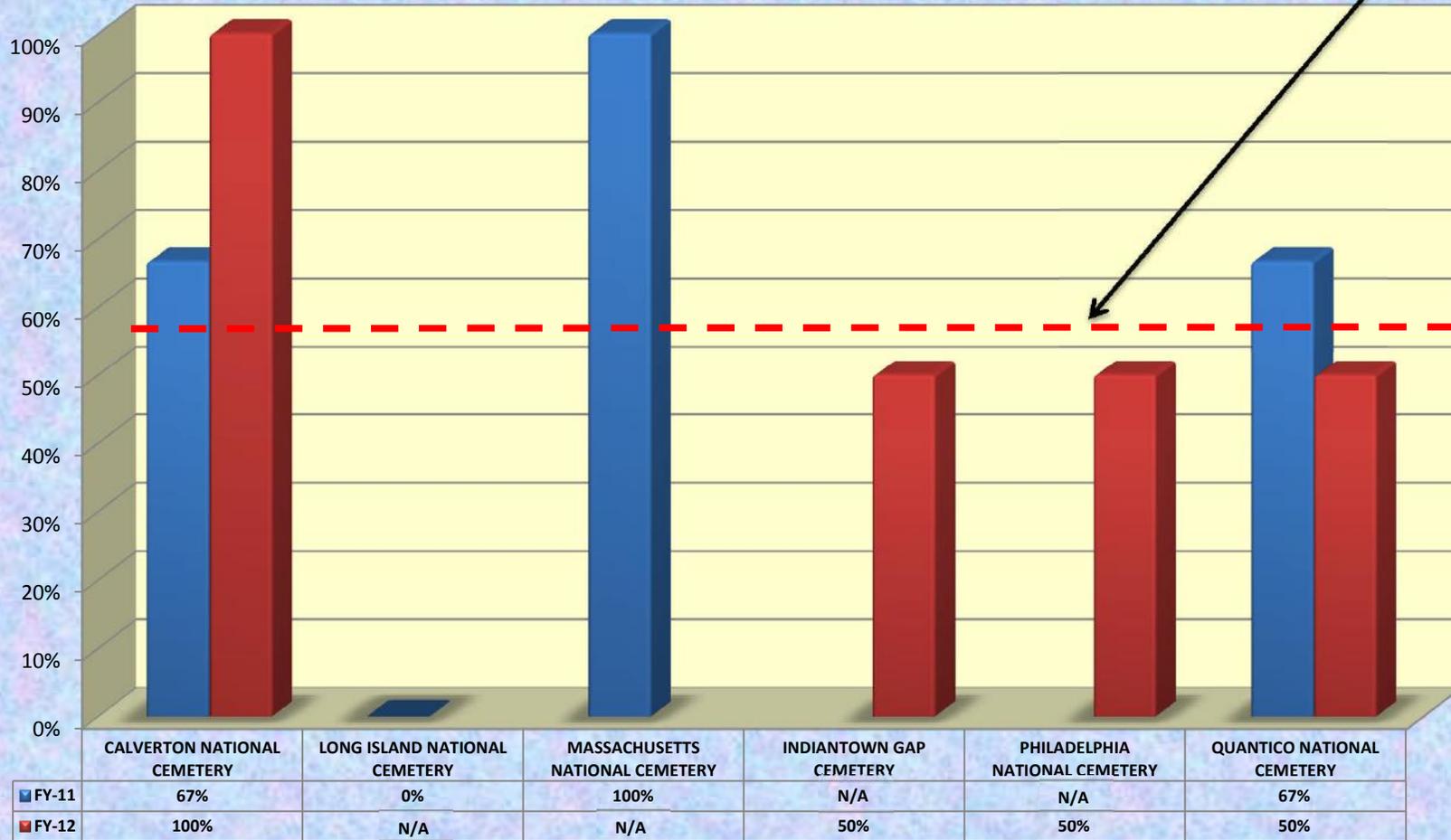


Data Source: ADRTTracker System

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

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

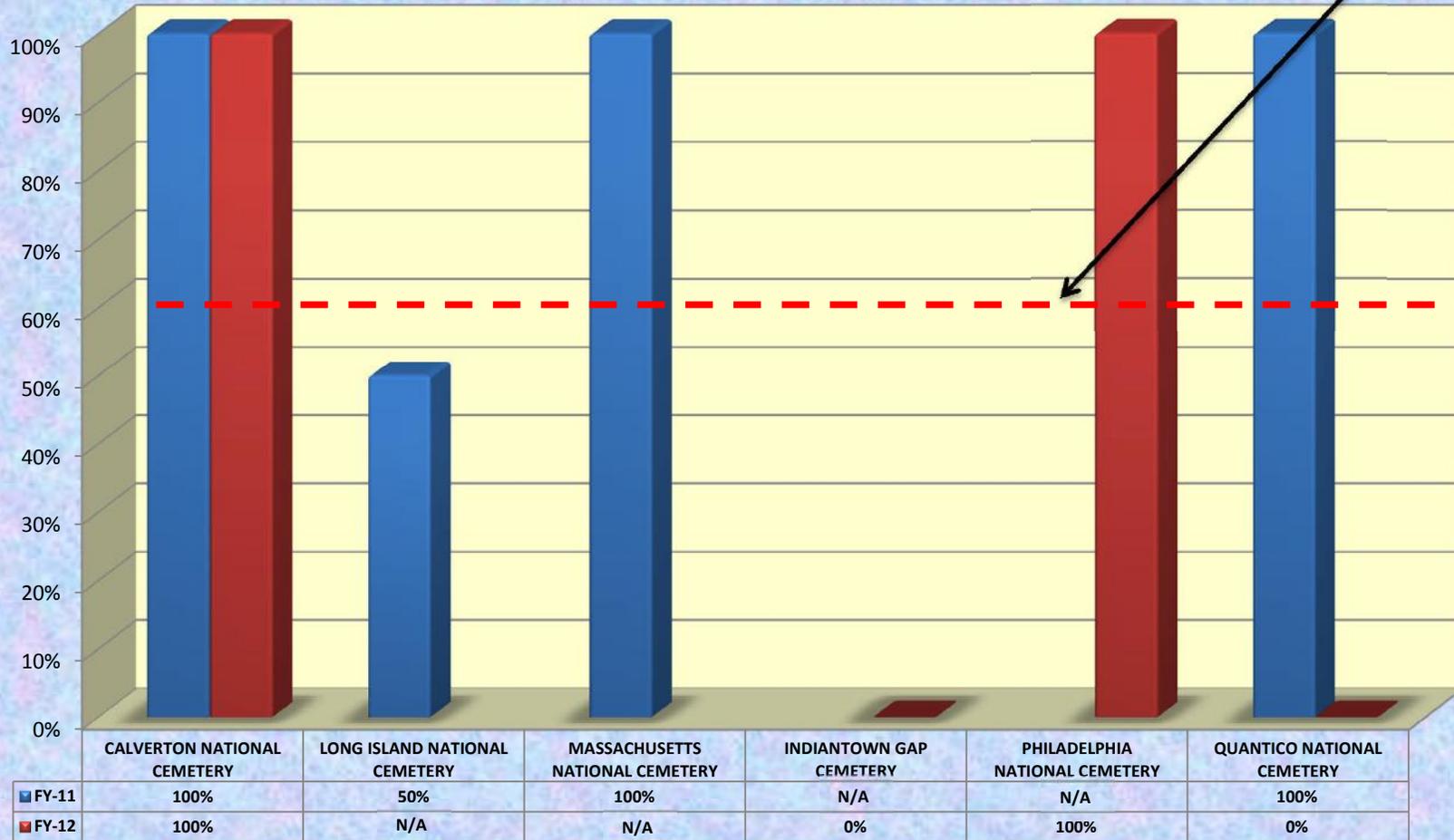
53% VA-Wide Target



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

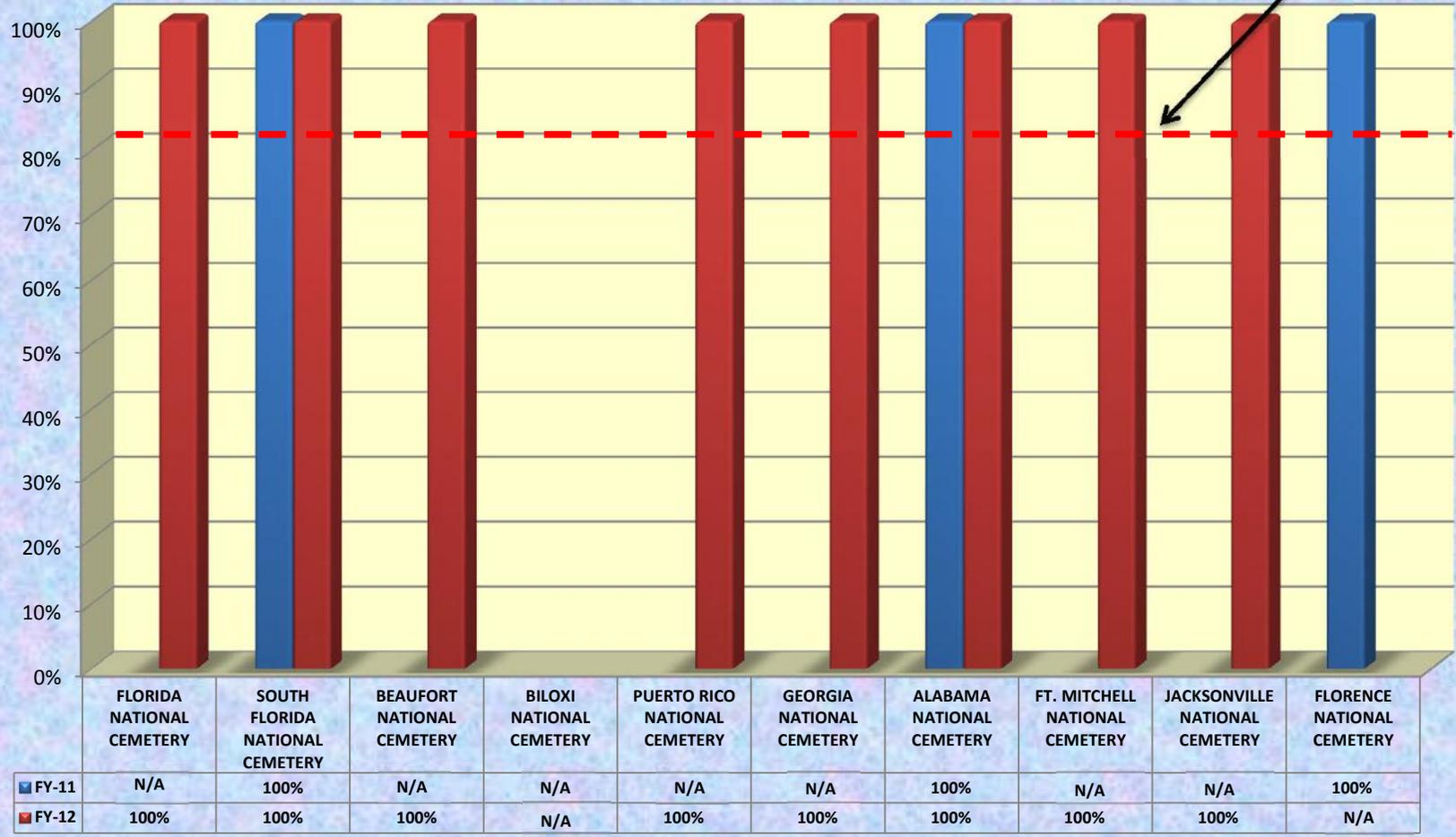


53% Government-Wide Average

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

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

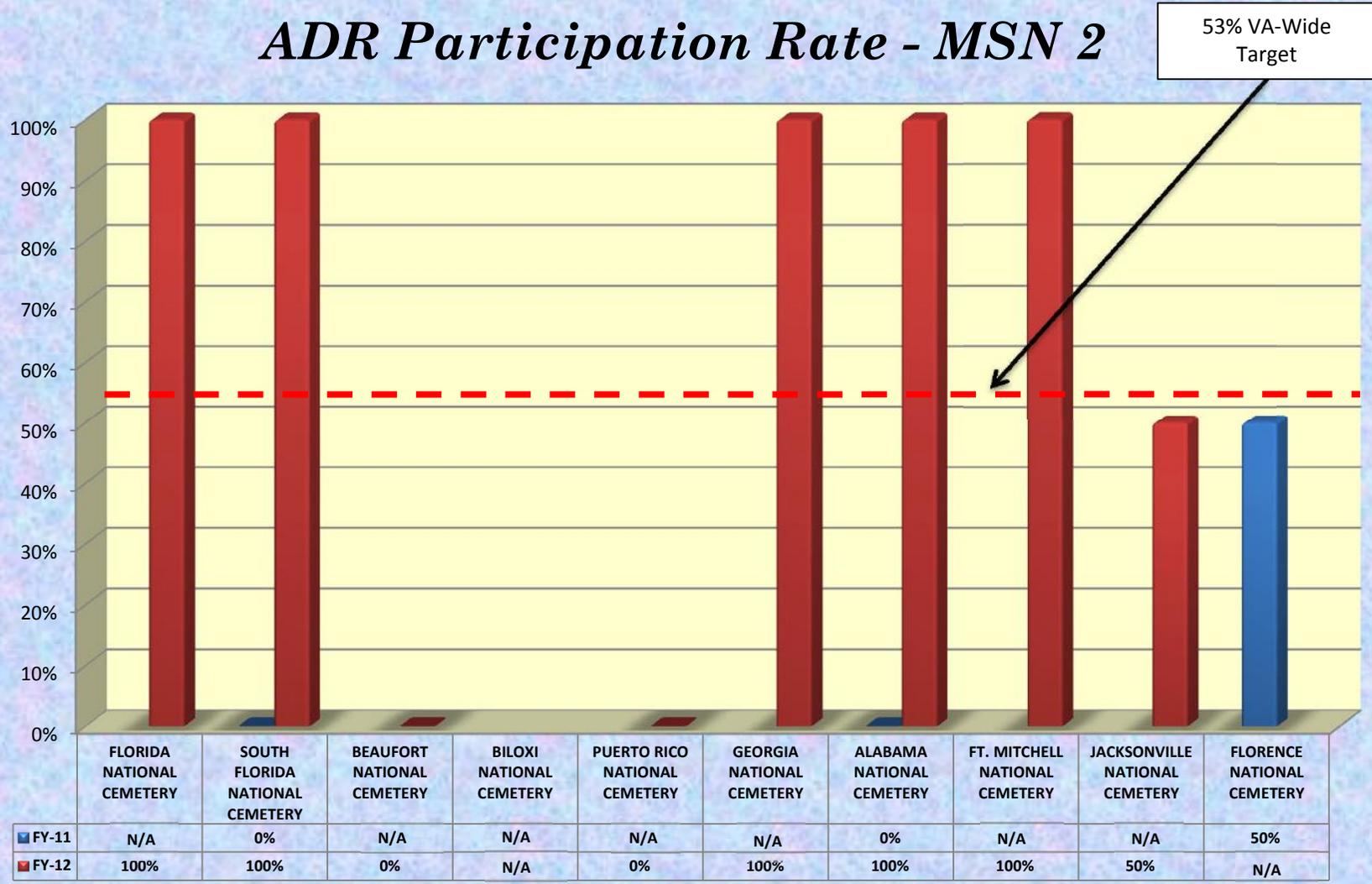
80% Government-Wide Target



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

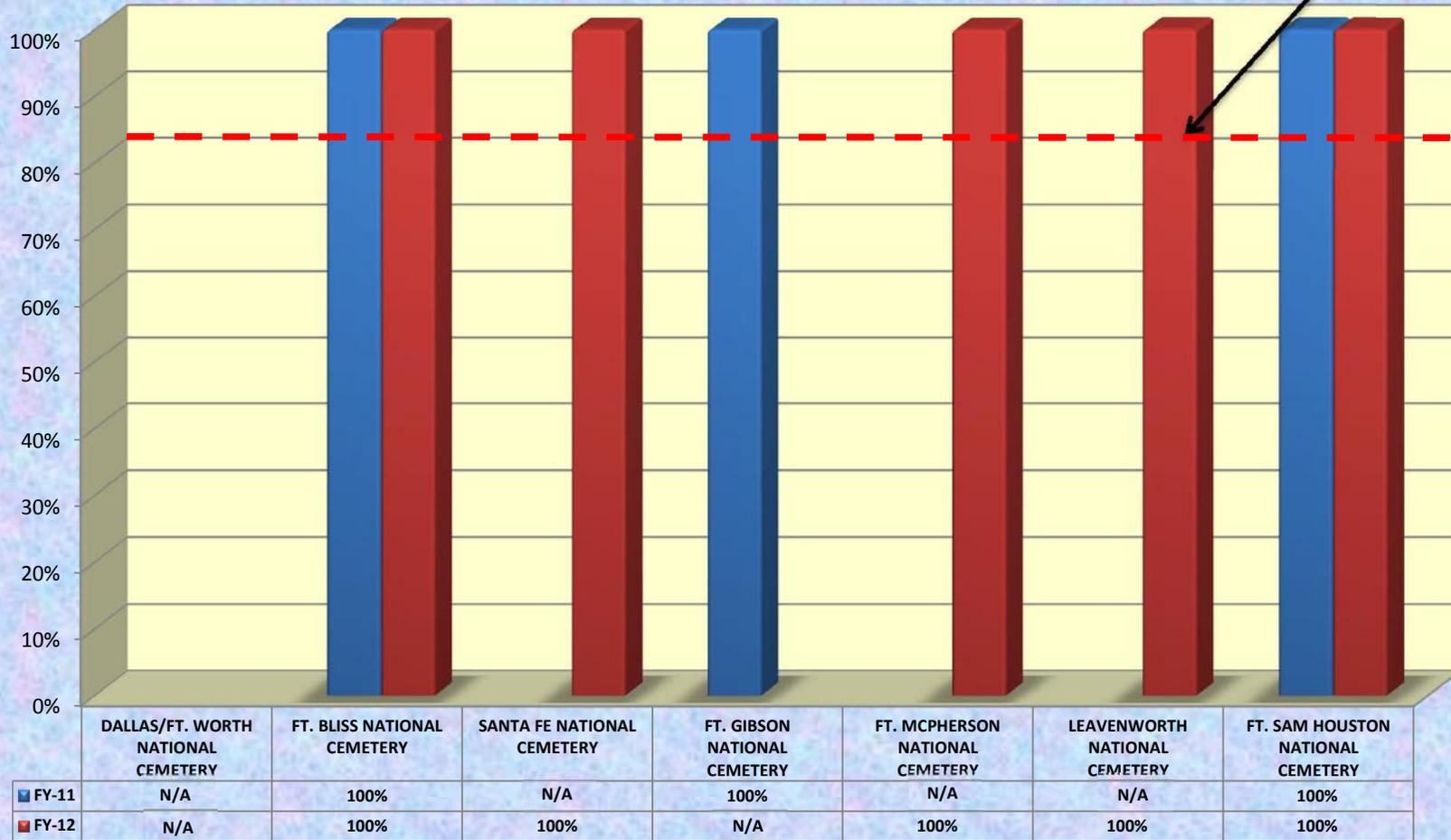


53% Government-Wide Average

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

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

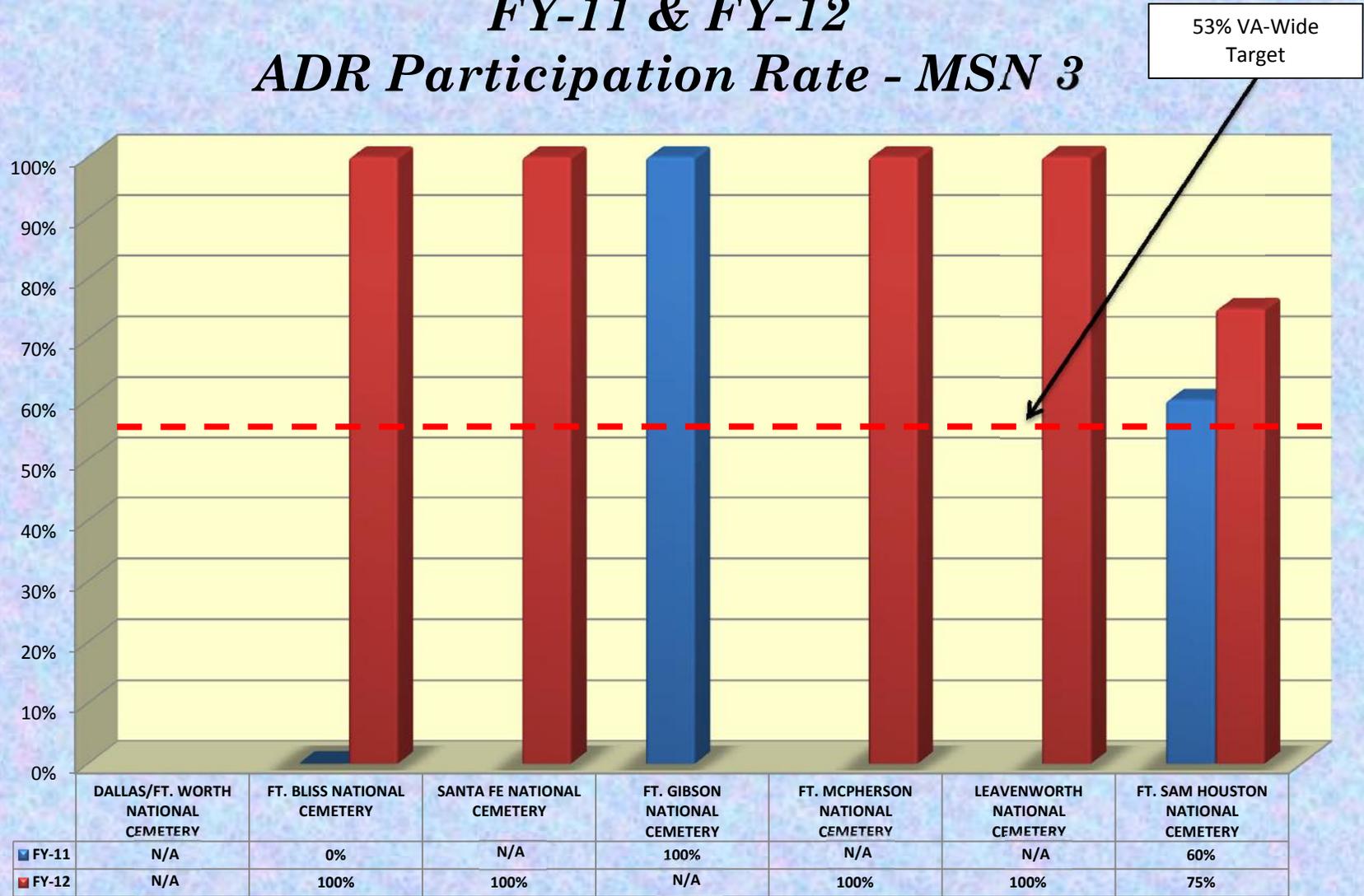
80% Government-Wide Target



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

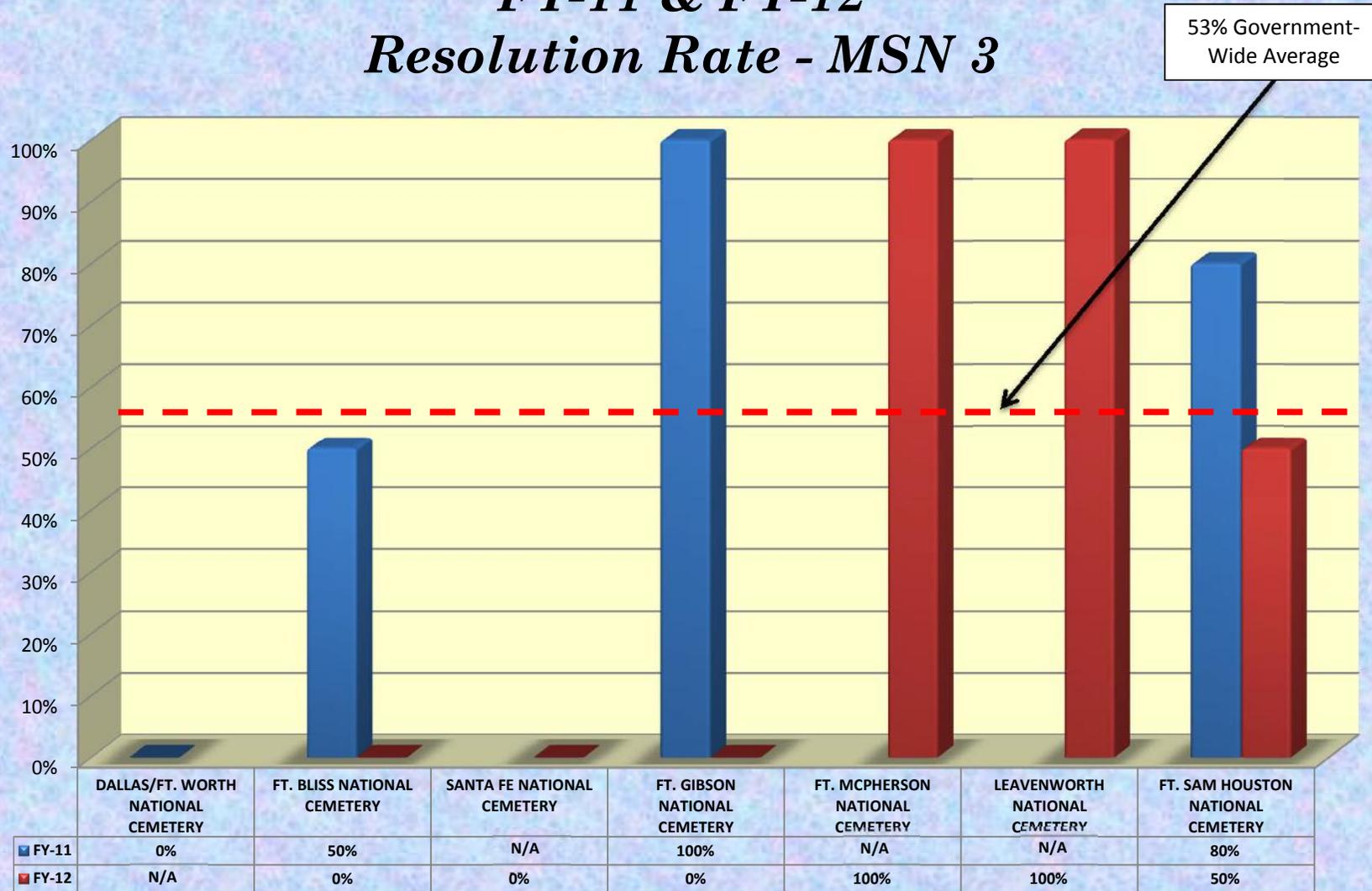


53% VA-Wide Target

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 3



53% Government-Wide Average

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

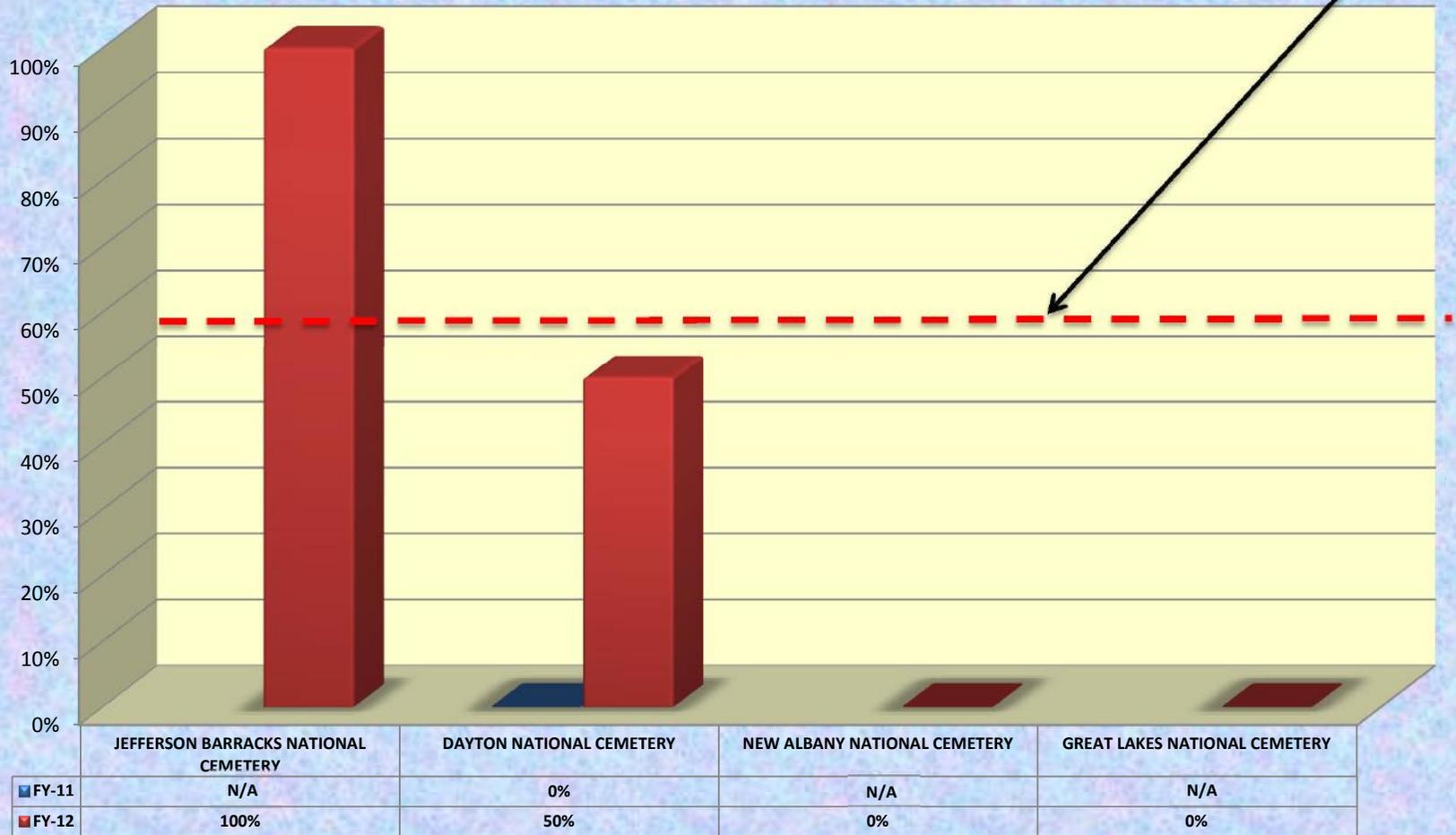
National Cemetery Administration FY-11 & FY-12 ADR Offer Rate - MSN 4

80% Government-Wide Target



Data Source: ADRTTracker System

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



53% VA-Wide Target

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

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

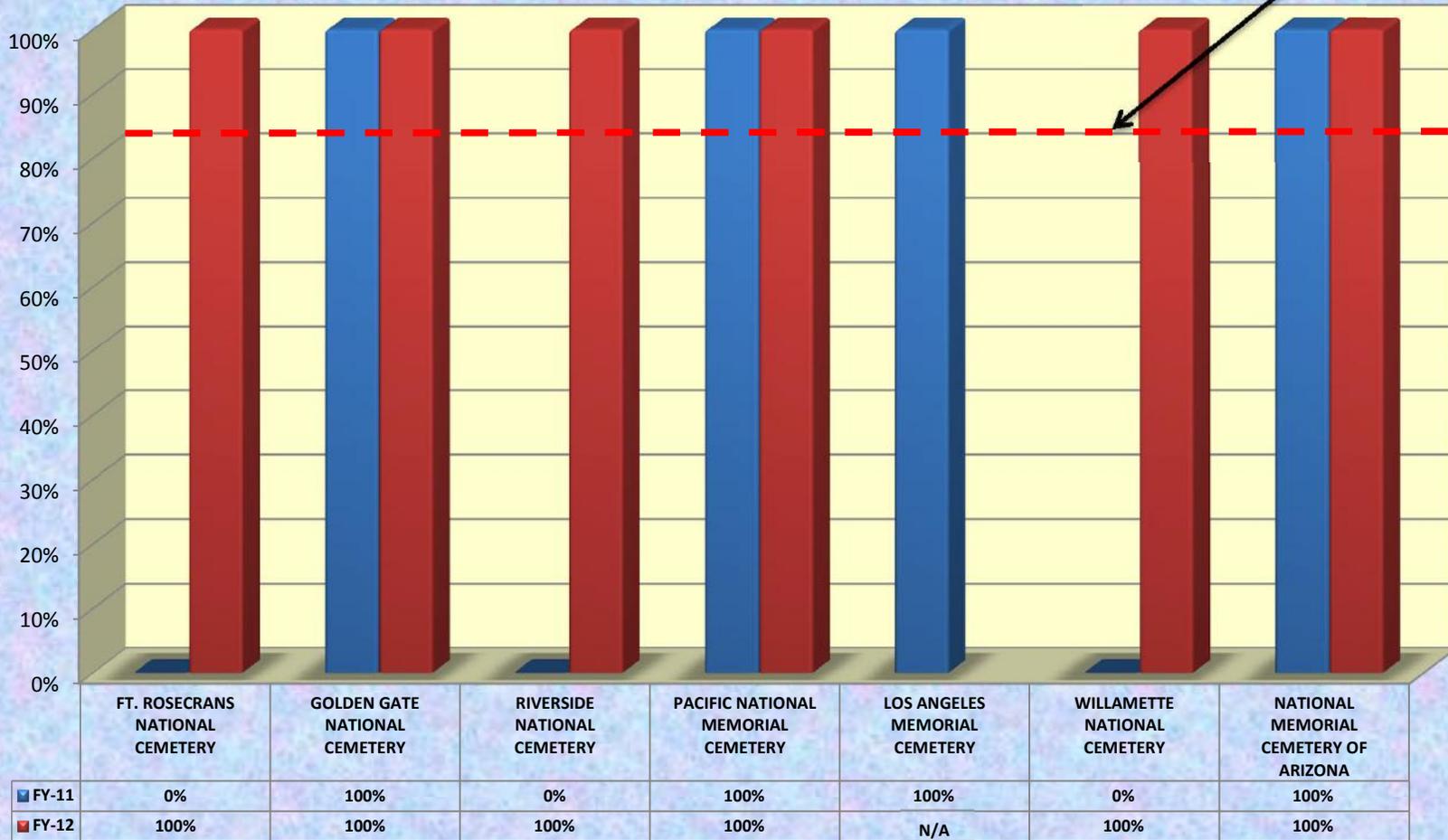


Data Source: ADTracker System

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

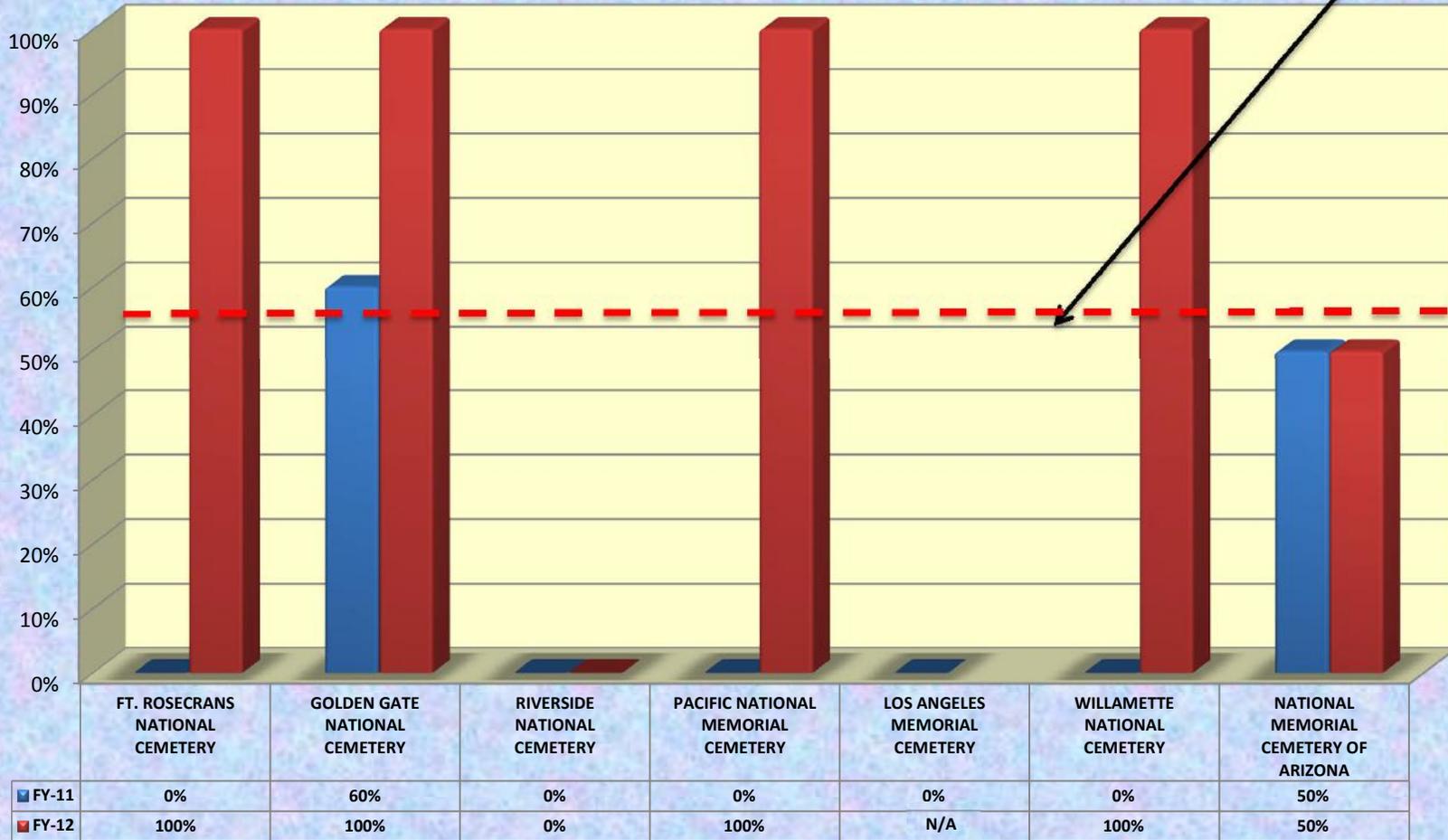


Data Source: ADRTTracker System

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

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

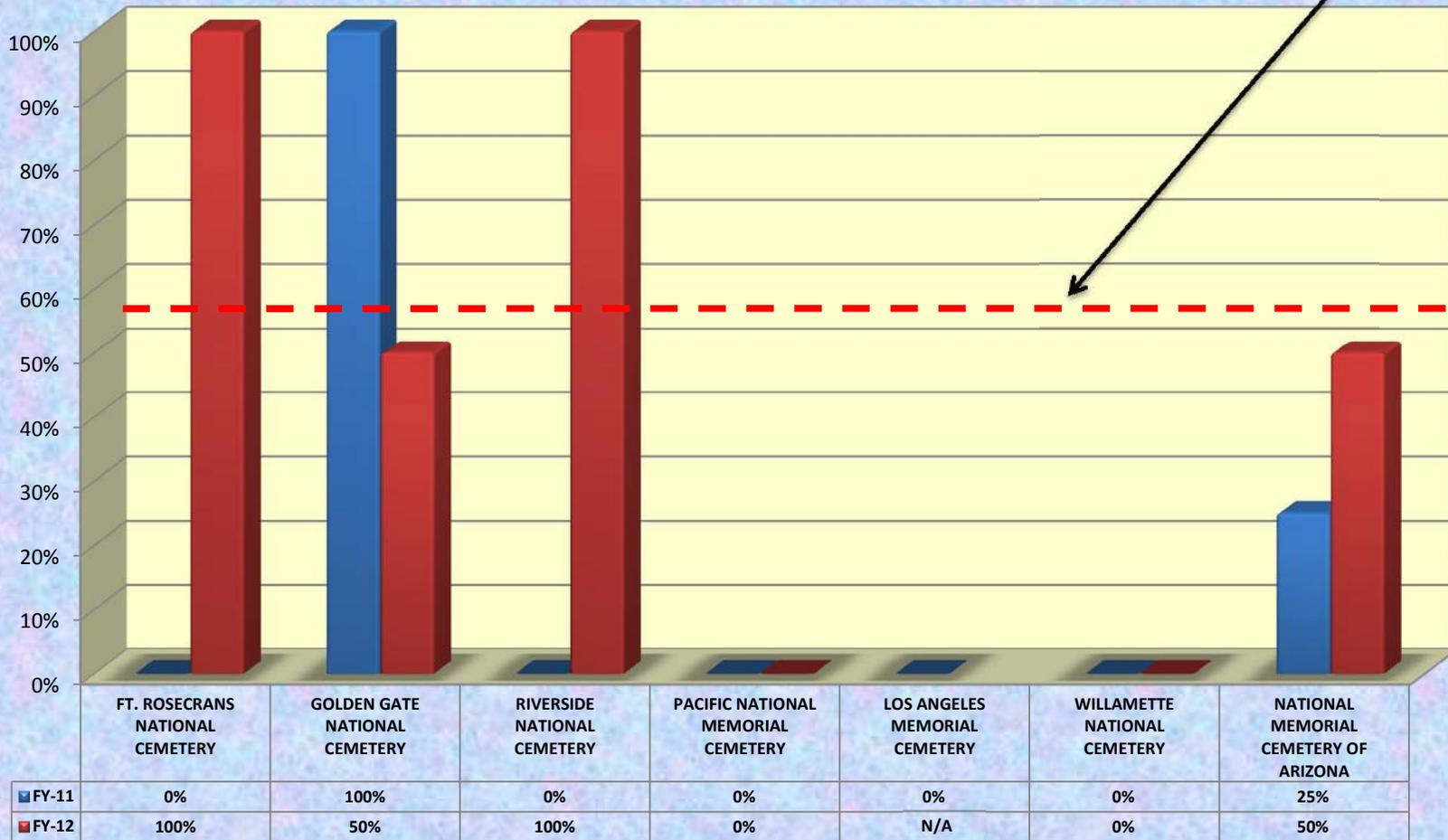
53% VA-Wide Target



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