



**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
MID-YEAR FY-11 AND MID-YEAR FY-12
(QUARTERS 1 AND 2)**

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 the second half of FY-12. 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 ten 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.
- **Resolution Rate** represents the percentage of informal EEO complaints that did not proceed to the formal stage.

At mid-year FY-11, ADR was used to address 698 workplace disputes resulting in an 87% resolution rate. At mid-year FY-12, ADR was used to address 681 workplace disputes resulting in an 89% resolution rate. ORM estimates that approximately \$30,000 in EEO complaint processing costs are avoided for every workplace dispute that is resolved. Therefore, VA can estimate total cost avoidance for mid-year FY-12 of \$20,430,000 by using ADR to address workplace disputes prior to EEO complaints being filed.

At mid-year FY-11, VA's ADR offer rate for informal complaints was 98%. The ADR participation rate was 55%, and the resolution rate was 46%. At mid-year FY-12, VA's ADR offer rate increased to 99%, ADR participation rate to 58%, and the resolution rate remained at 46%.

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-10, the government-wide average for ADR offers was 75%, ADR participation 46%, and the resolution rate was 55%.

In this report, we use VA and government-wide averages as goals to assess the level of success that each administration, and VA as a whole, has had at meeting or exceeding these targets. If your organization is below the target, we encourage you to develop ways to move closer to the goal in FY-12.

All data presented in these reports was extracted from VA's ADR tracking system (ADRTracker) and Complaints Automated Tracking System (CATS). The data provided is based on information available as of April 20, 2012.

Mid-Year FY-12 ADR Accomplishments

Department-Wide

- ADR offers increased by 1%.
- ADR participation increased by 3%.
- Resolution rate remained unchanged.

NCA

- All MSNs exceeded the VA-Wide Average for ADR offers.
- MSNs 2, 3, and 5 exceeded the VA-Wide Average for ADR participation.

- MSN 1 exceeded the Government-Wide Average for resolution rate.

VBA

- Areas 1, 3, and 4 exceeded the VA-Wide Average for ADR offers.
- Areas 1, 2, and 3 exceeded the VA-Wide Average for ADR participation.
- No Areas met or exceeded the Government-Wide Average for resolution rate.

VHA

- All VISNs met or exceeded the VA-Wide Average for ADR offers.
- VISNs 1, 4, 5, 6, 9, 10, 11, 12, 15, 16, 17, 18, 19, 20, and 23 exceeded the VA-Wide Average for ADR participation.
- VISNs 9, 11, 18, and 19 met or exceeded the Government-Wide Average for resolution rate.

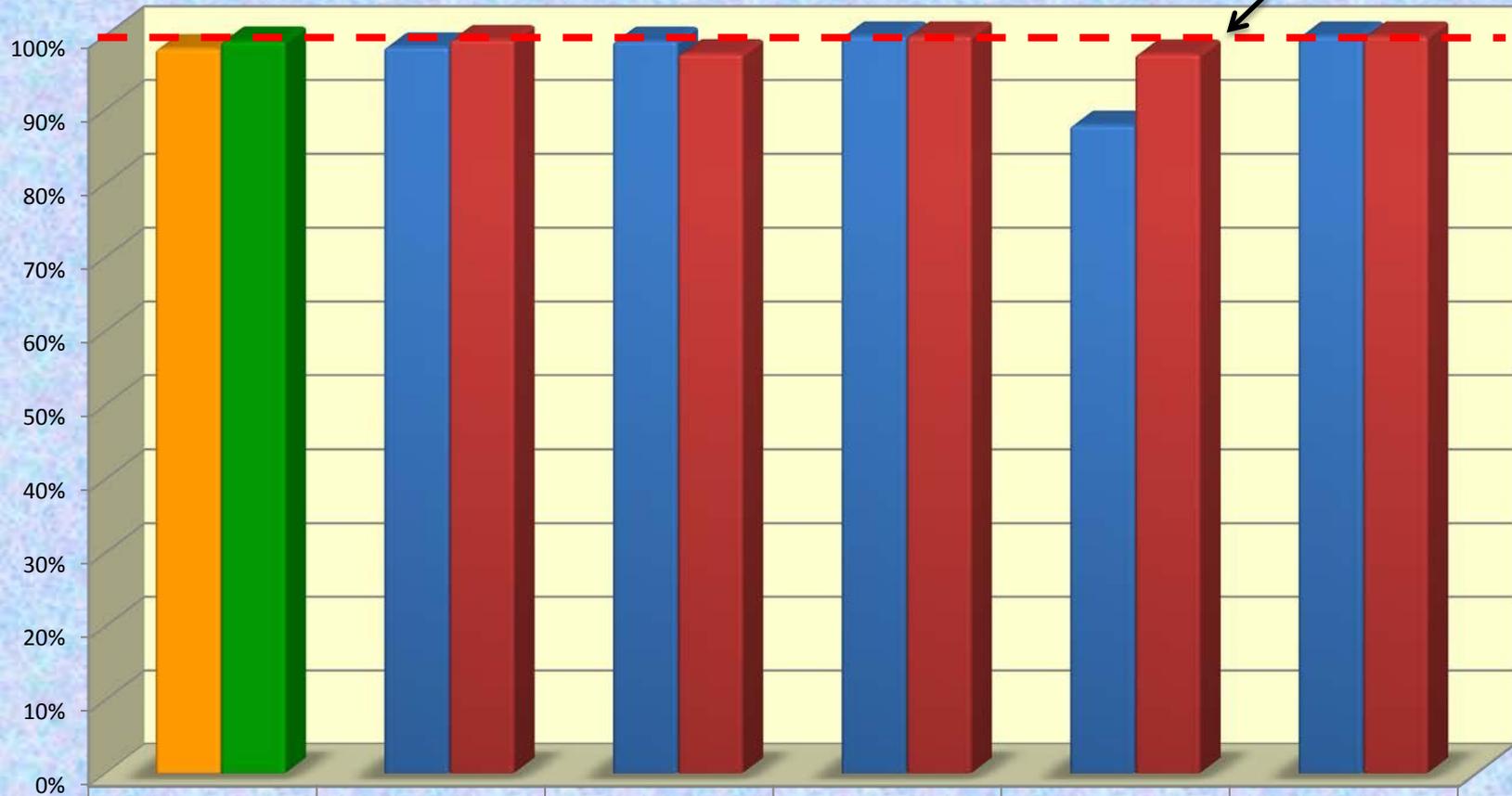
Conclusion

We look forward to collaborating with all VA organizations in FY-12 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 Mid-FY-11 & Mid-FY-12 ADR Offer Rate

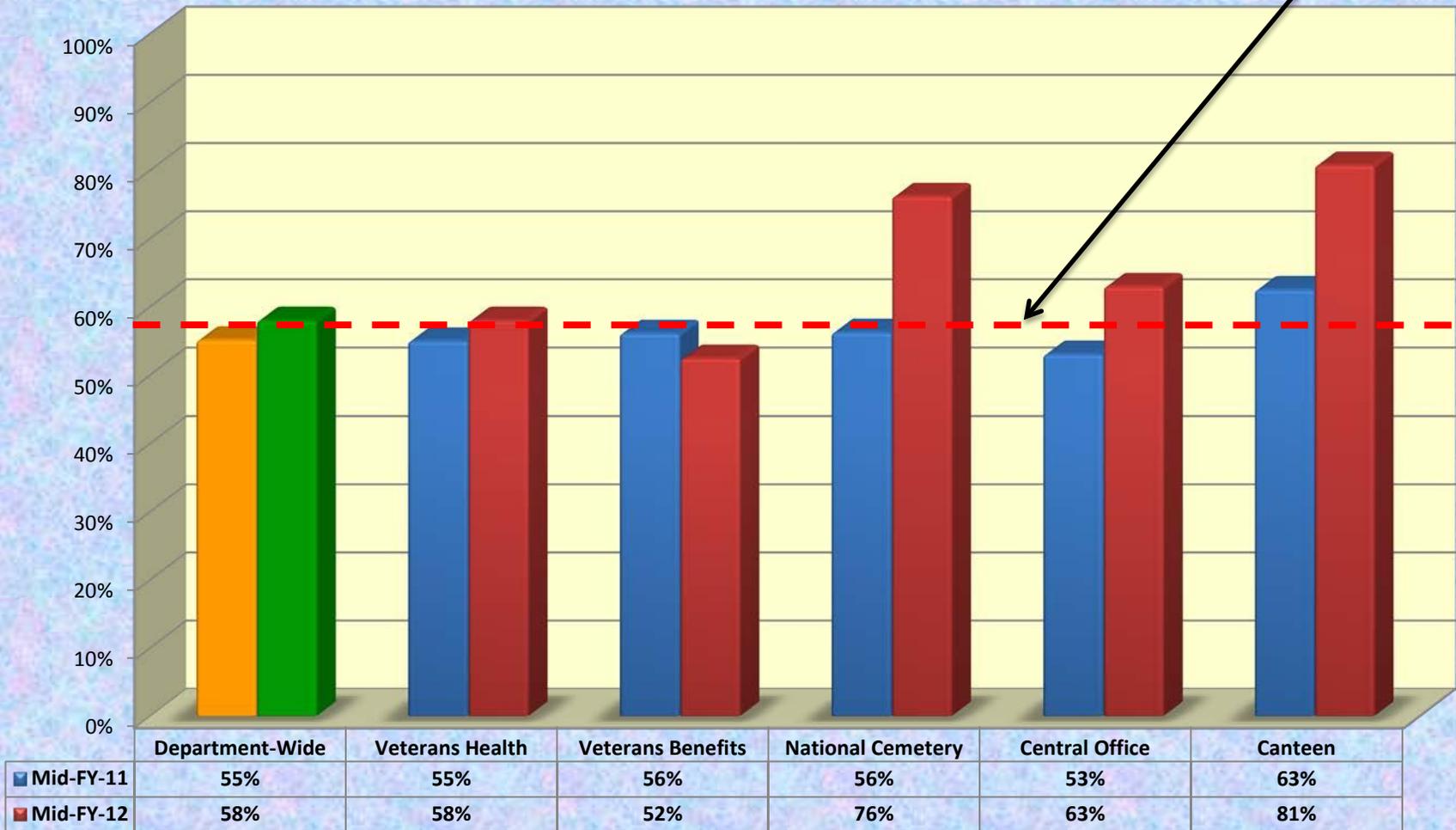
98% VA-Wide
Average



	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
Mid-FY-11	98%	98%	99%	100%	88%	100%
Mid-FY-12	99%	99%	98%	100%	98%	100%

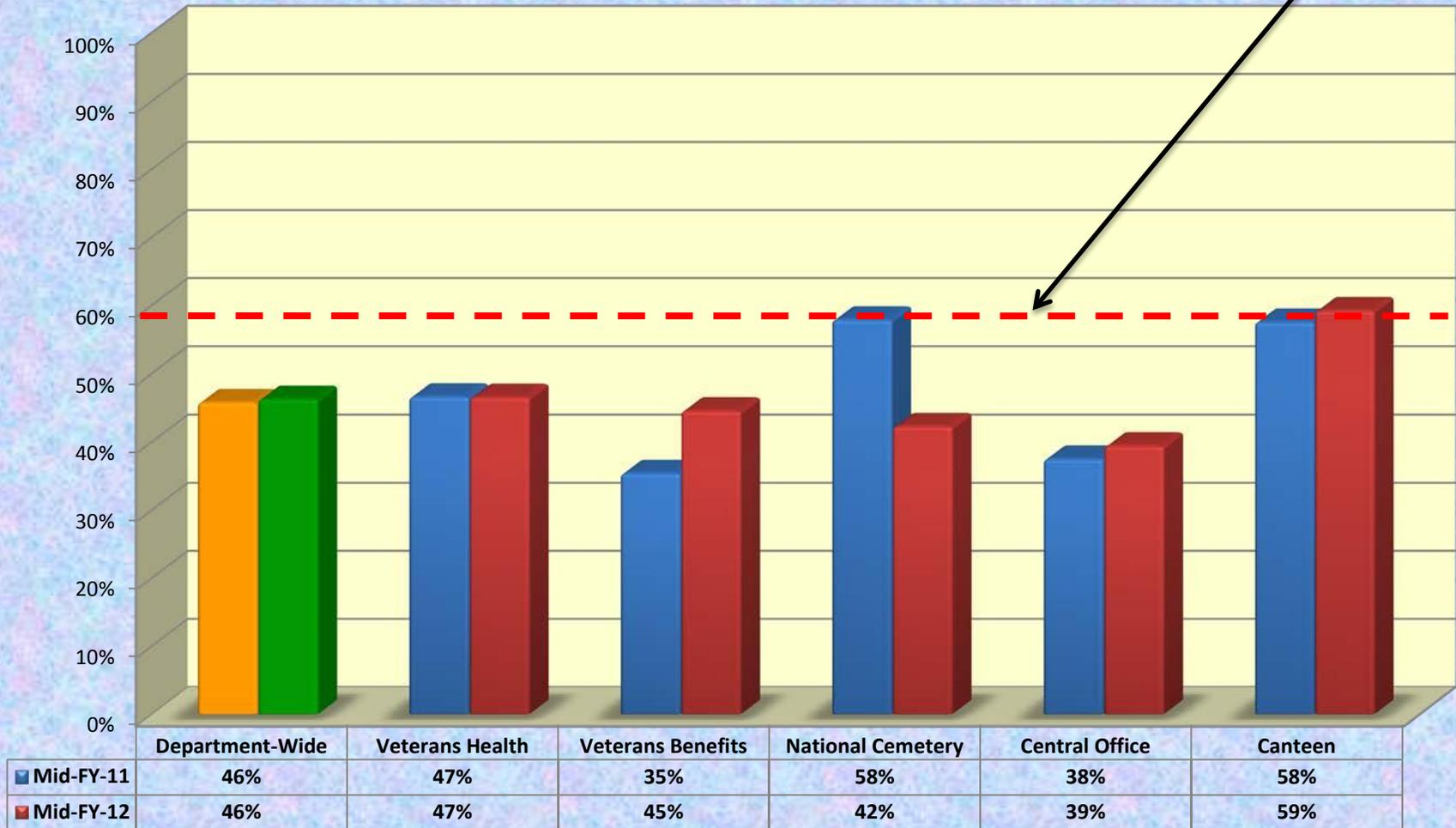
Department of Veterans Affairs Mid-FY-11 & Mid-FY-12 ADR Participation Rate

53% VA-Wide
Average

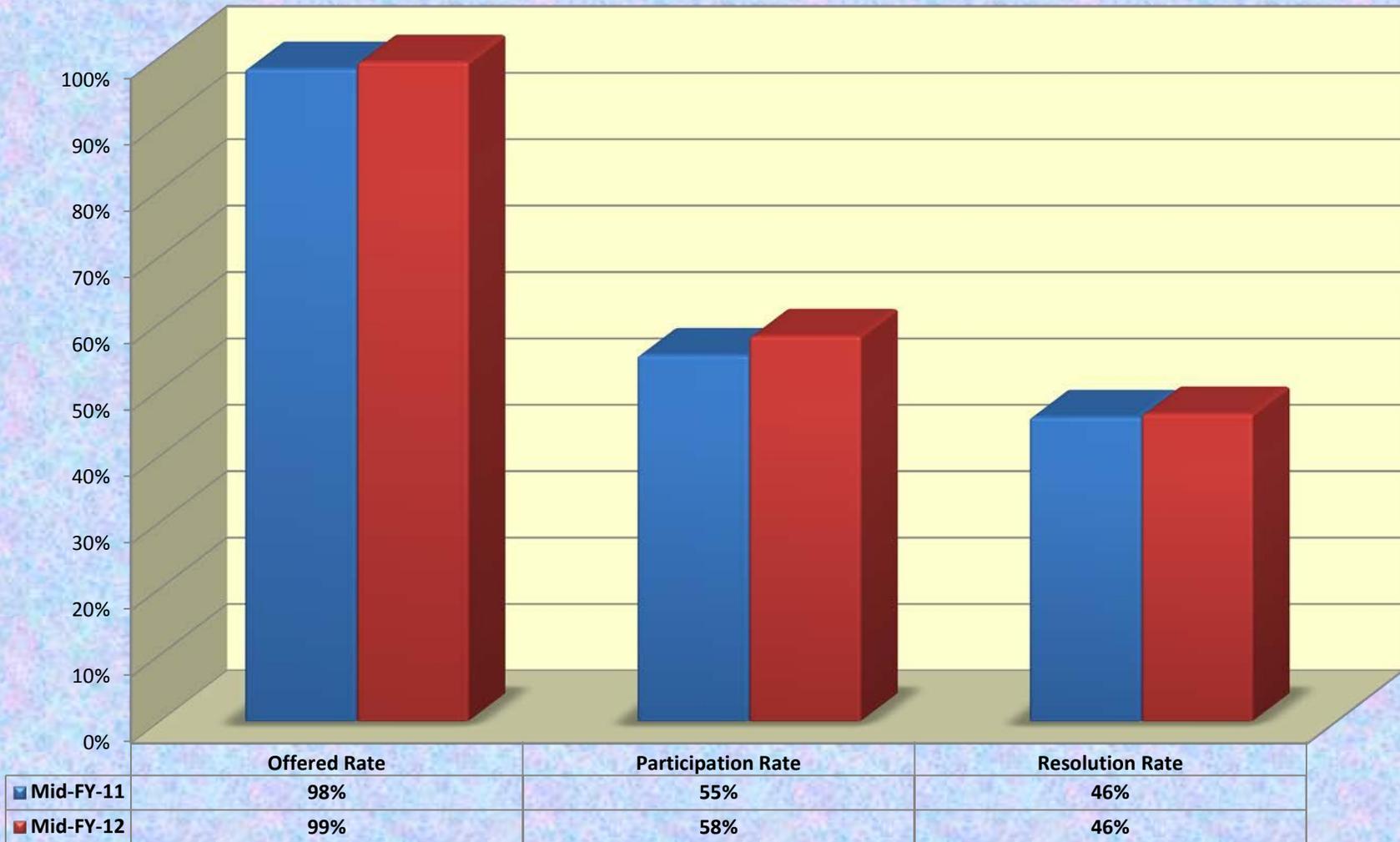


Department of Veterans Affairs Mid-FY-11 & Mid-FY-12 Resolution Rate

55% Government-Wide Average



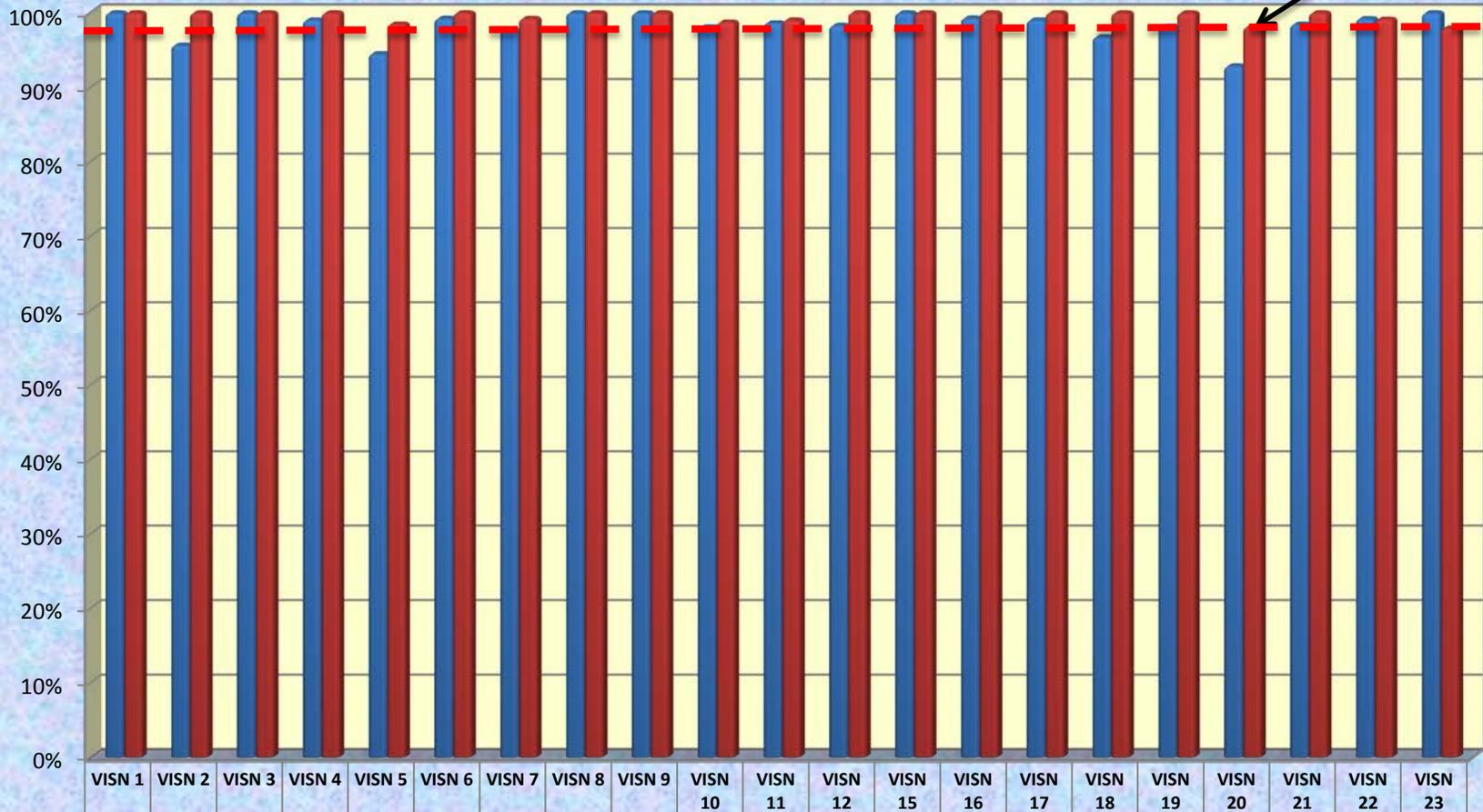
Department of Veterans Affairs Mid-FY-11 & Mid-FY-12 ADR Offers, ADR Participation, and Resolution Rate



Veterans Health Administration

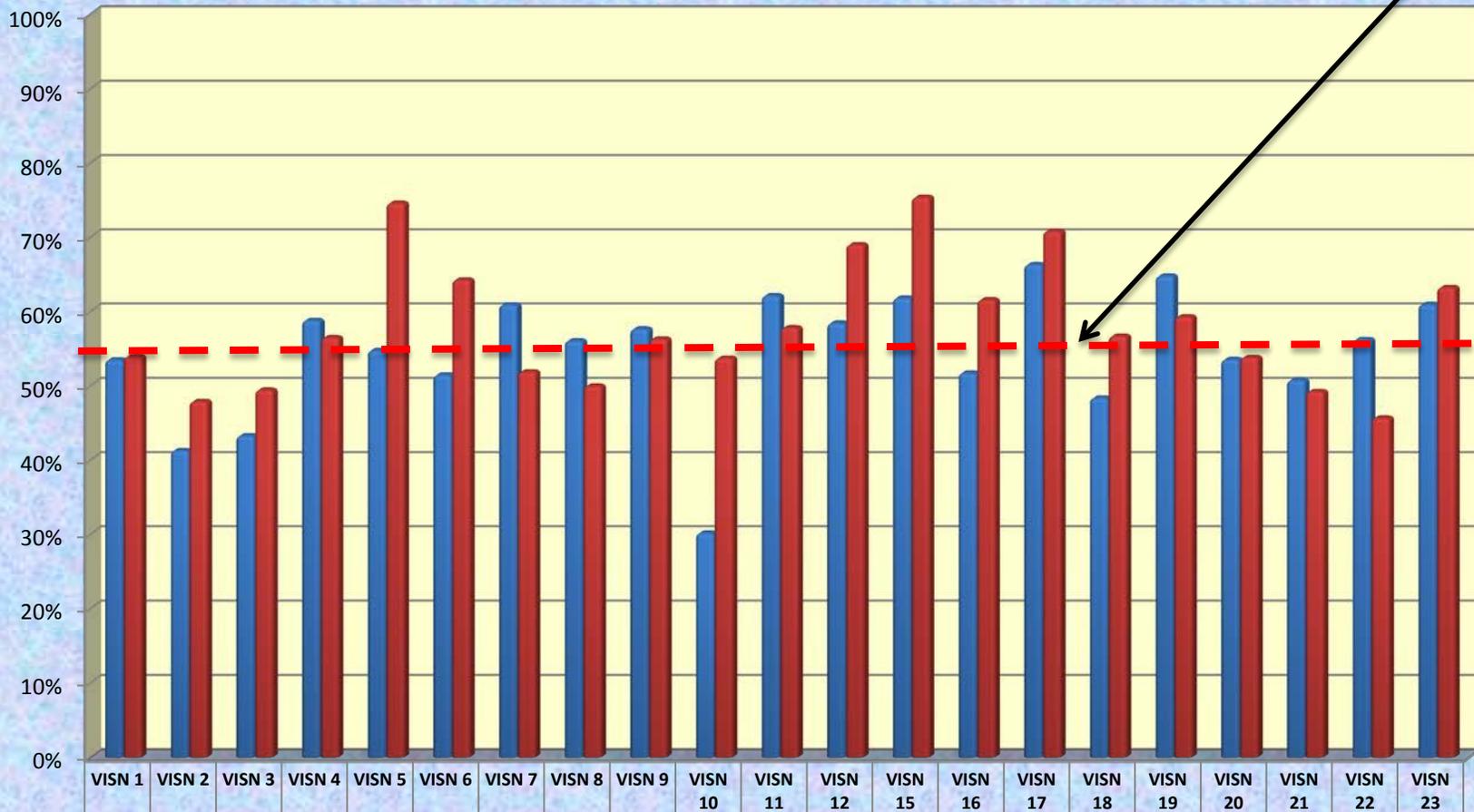
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate

98% VA-Wide
Average



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

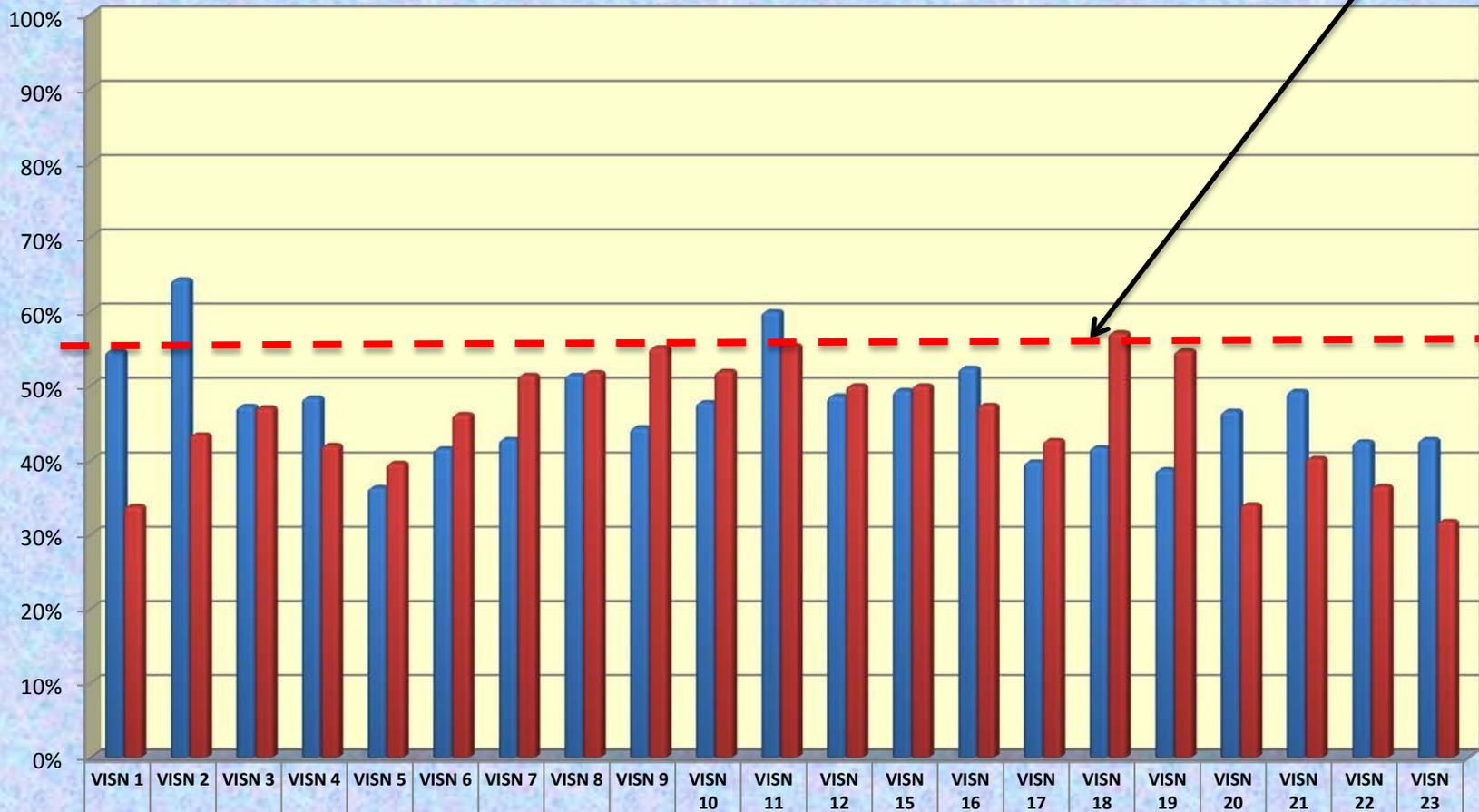
53% VA-Wide
Average



	VISN 1	VISN 2	VISN 3	VISN 4	VISN 5	VISN 6	VISN 7	VISN 8	VISN 9	VISN 10	VISN 11	VISN 12	VISN 15	VISN 16	VISN 17	VISN 18	VISN 19	VISN 20	VISN 21	VISN 22	VISN 23
Mid-Year FY-11	54%	41%	43%	59%	55%	51%	61%	56%	58%	30%	62%	58%	62%	52%	66%	48%	65%	54%	51%	56%	61%
Mid-Year FY-12	54%	48%	49%	57%	75%	64%	52%	50%	56%	54%	58%	69%	75%	62%	71%	57%	59%	54%	49%	46%	63%

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

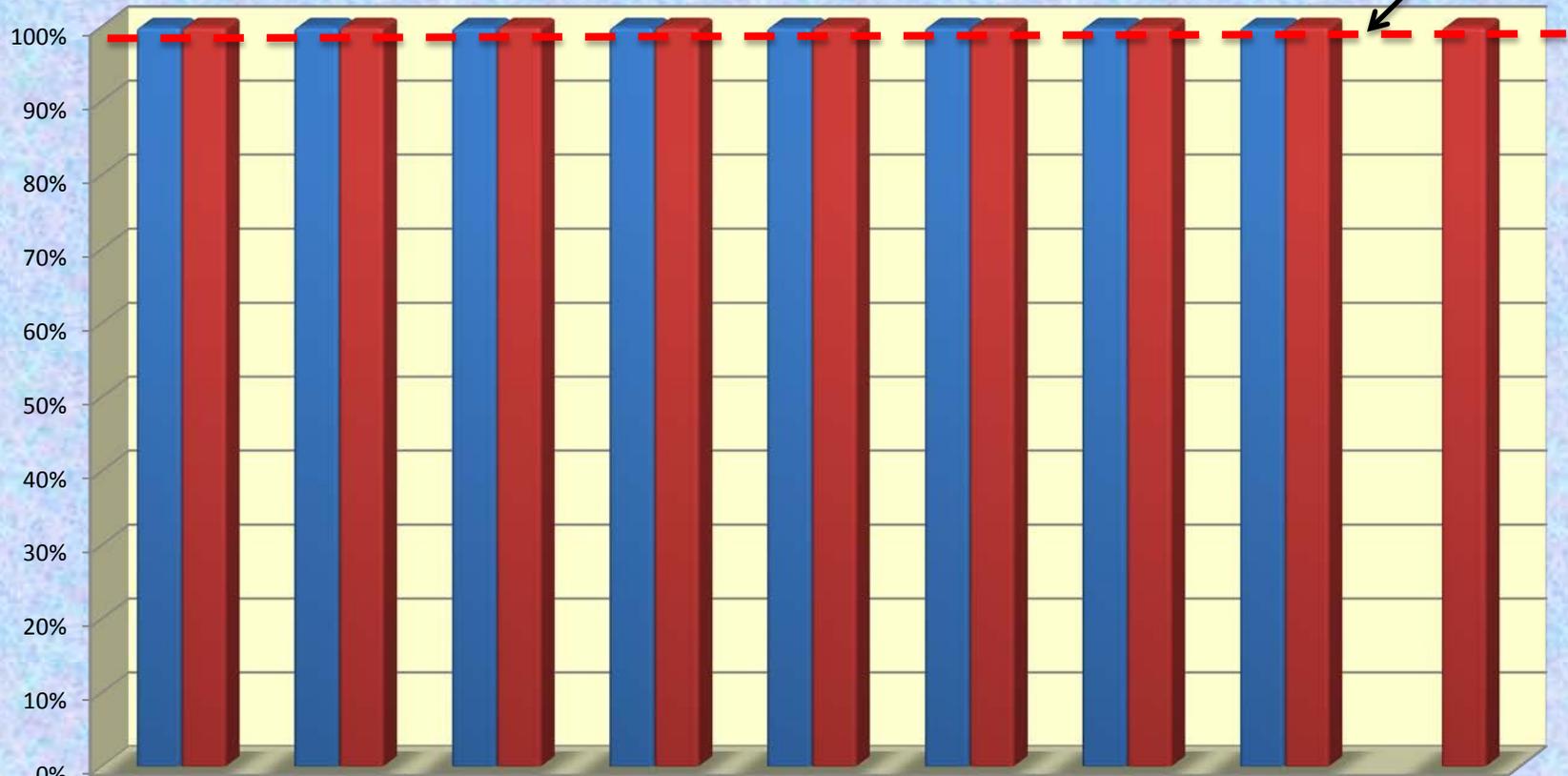
55% Government-Wide Average



	VISN 1	VISN 2	VISN 3	VISN 4	VISN 5	VISN 6	VISN 7	VISN 8	VISN 9	VISN 10	VISN 11	VISN 12	VISN 15	VISN 16	VISN 17	VISN 18	VISN 19	VISN 20	VISN 21	VISN 22	VISN 23
Mid-Year FY-11	55%	64%	47%	48%	36%	42%	43%	51%	44%	48%	60%	49%	49%	52%	40%	42%	39%	47%	49%	43%	43%
Mid-Year FY-12	34%	43%	47%	42%	40%	46%	51%	52%	55%	52%	55%	50%	50%	47%	43%	57%	55%	34%	40%	37%	32%

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

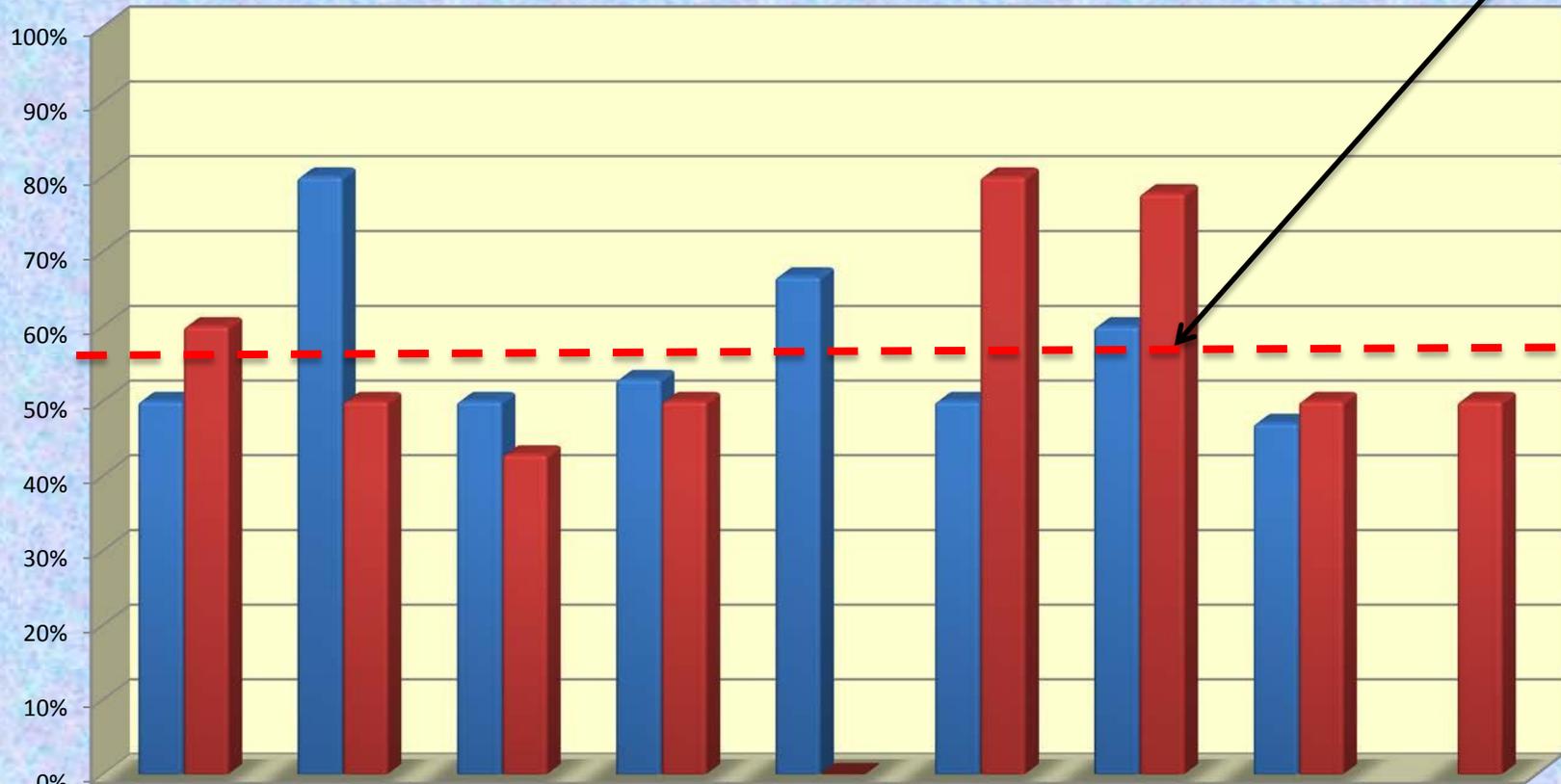
98% VA-Wide Average



	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-Year FY-11	100%	100%	100%	100%	100%	100%	100%	100%	N/A
Mid-Year FY-12	100%	100%	100%	100%	100%	100%	100%	100%	100%

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

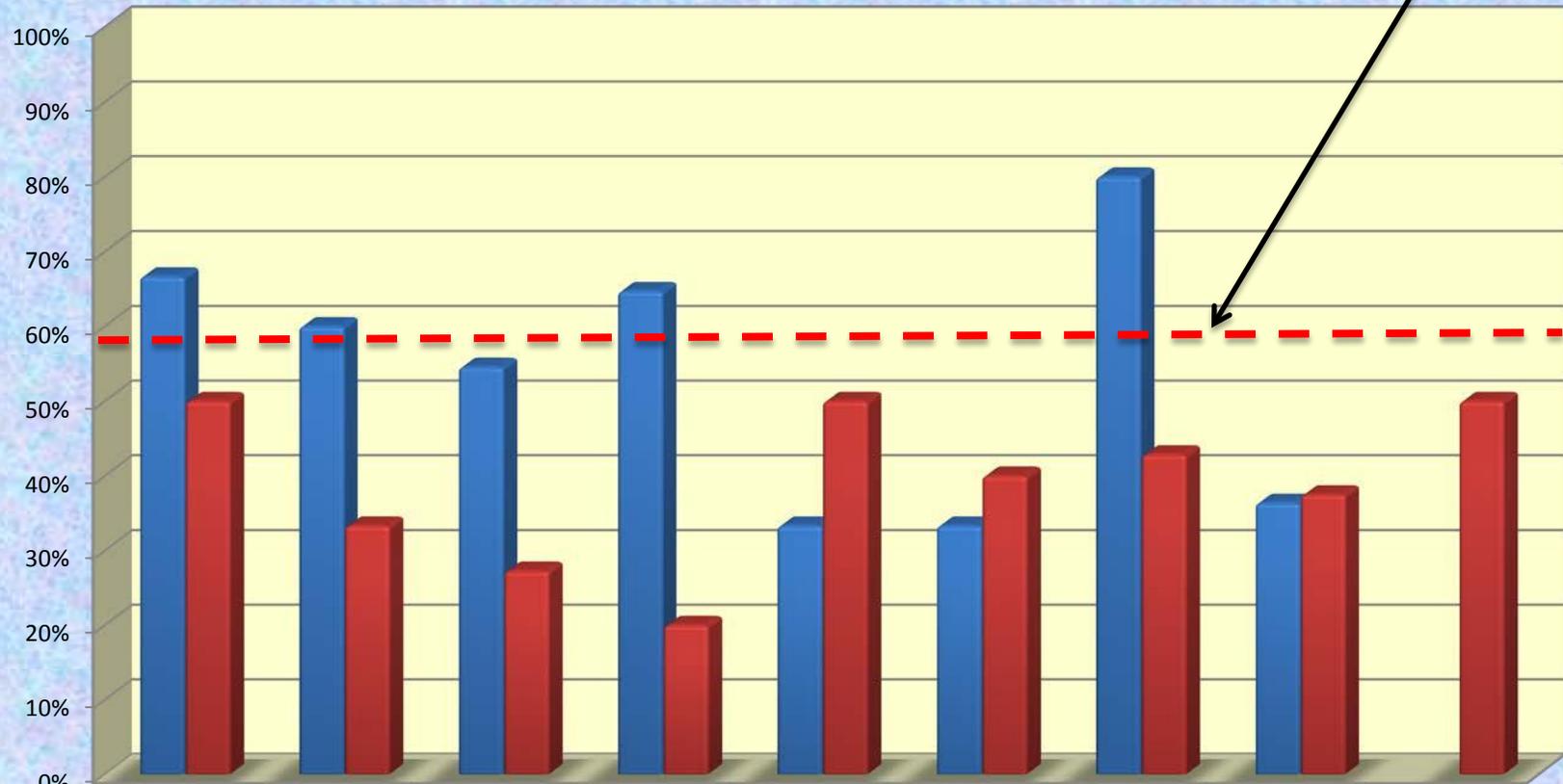
53% VA-Wide
Average



	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-Year FY-11	50%	80%	50%	53%	67%	50%	60%	47%	N/A
Mid-Year FY-12	60%	50%	43%	50%	0%	80%	78%	50%	50%

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

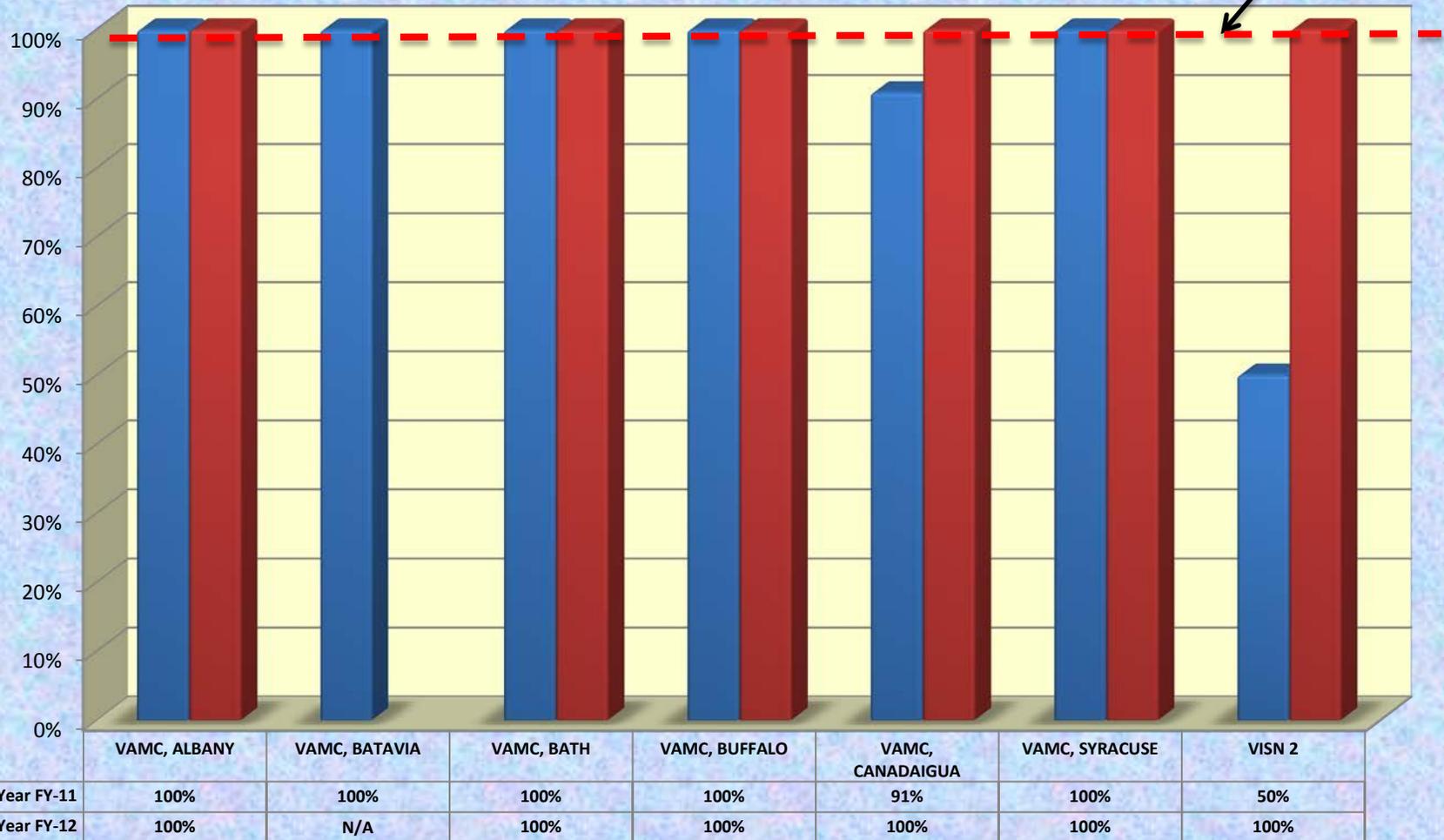
55% Government-Wide Average



	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-Year FY-11	67%	60%	55%	65%	33%	33%	80%	36%	N/A
Mid-Year FY-12	50%	33%	27%	20%	50%	40%	43%	38%	50%

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

98% VA-Wide
Average



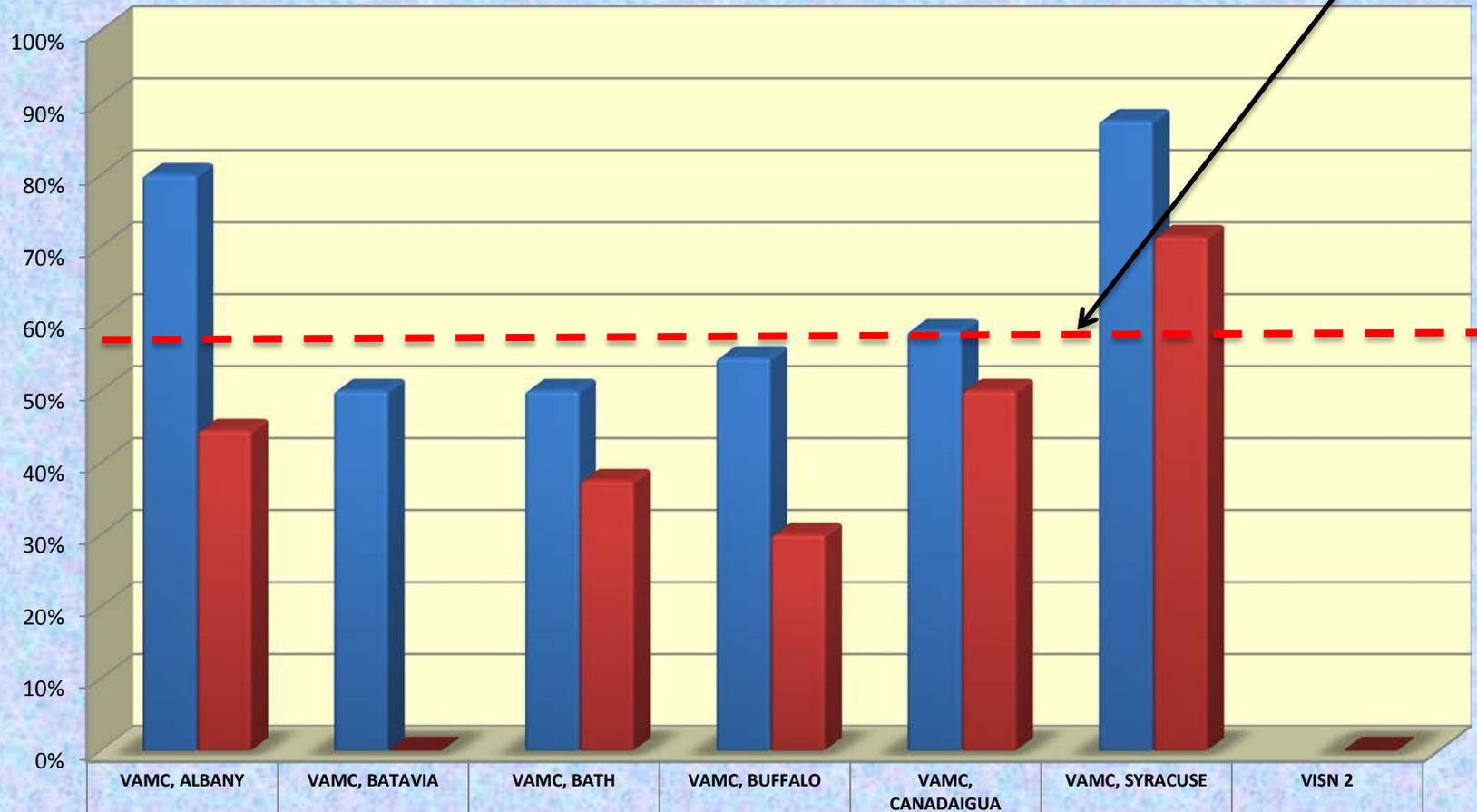
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 2

53% VA-Wide Average



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

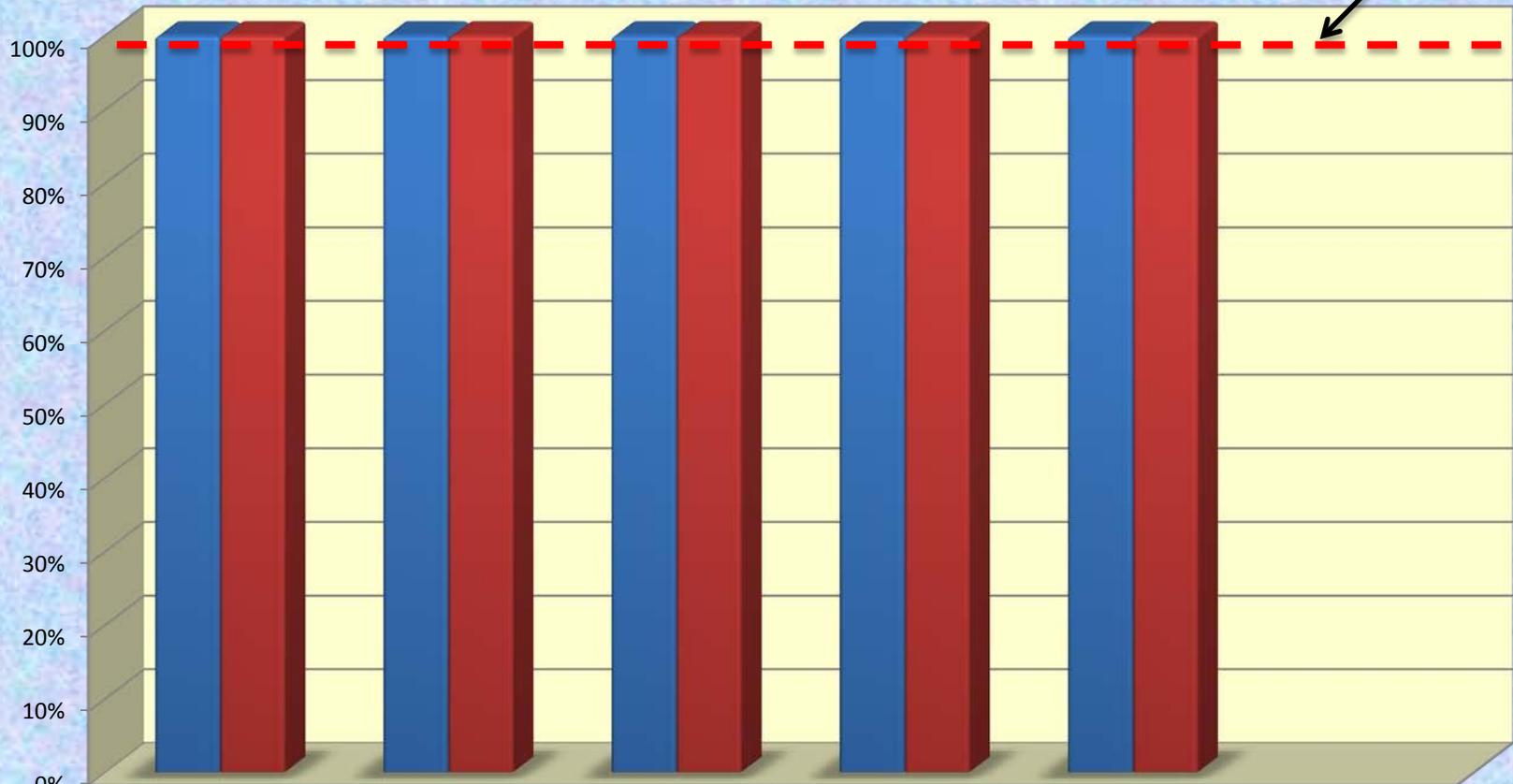
55% Government-Wide Average



	VAMC, ALBANY	VAMC, BATAVIA	VAMC, BATH	VAMC, BUFFALO	VAMC, CANADAIGUA	VAMC, SYRACUSE	VISN 2
Mid-Year FY-11	80%	50%	50%	55%	58%	88%	N/A
Mid-Year FY-12	44%	0%	38%	30%	50%	71%	0%

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

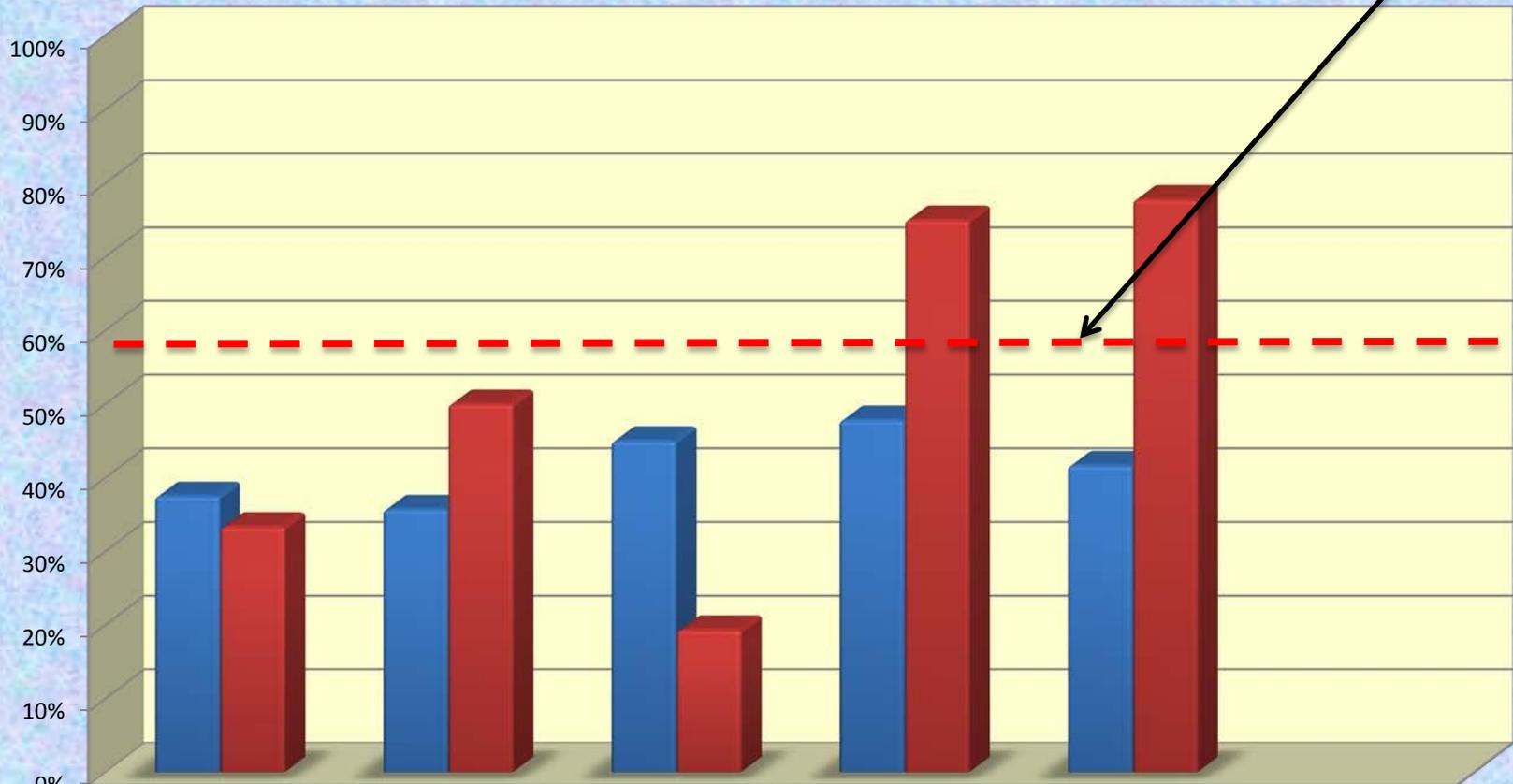
98% VA-Wide
Average



	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VA NY HARBOR HCS	VAMC, NORTHPORT	VISN 3
Mid-Year FY-11	100%	100%	100%	100%	100%	N/A
Mid-Year FY-12	100%	100%	100%	100%	100%	N/A

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

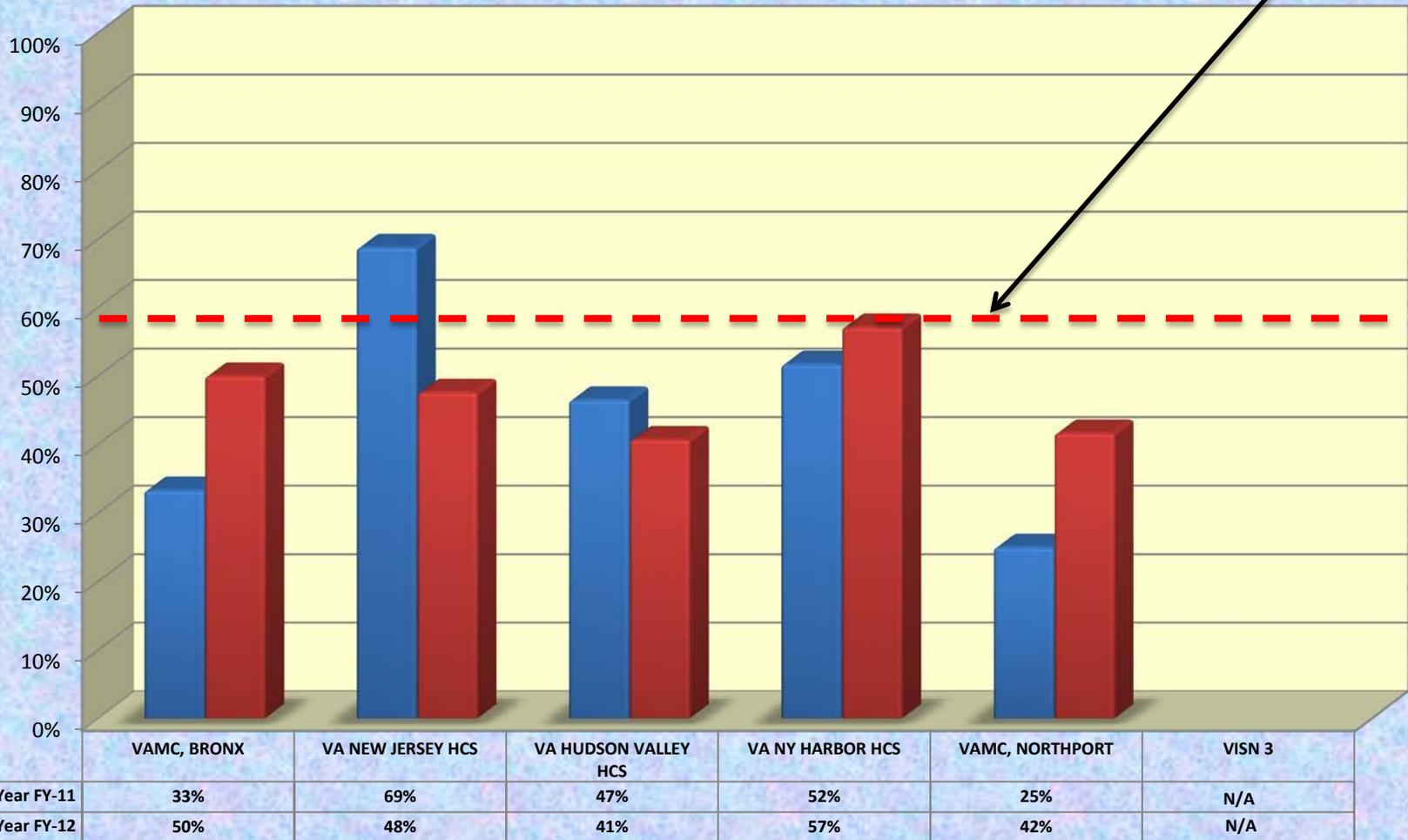
53% VA-Wide Average



	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VA NY HARBOR HCS	VAMC, NORTHPORT	VISN 3
Mid-Year FY-11	38%	36%	45%	48%	42%	N/A
Mid-Year FY-12	33%	50%	19%	75%	78%	N/A

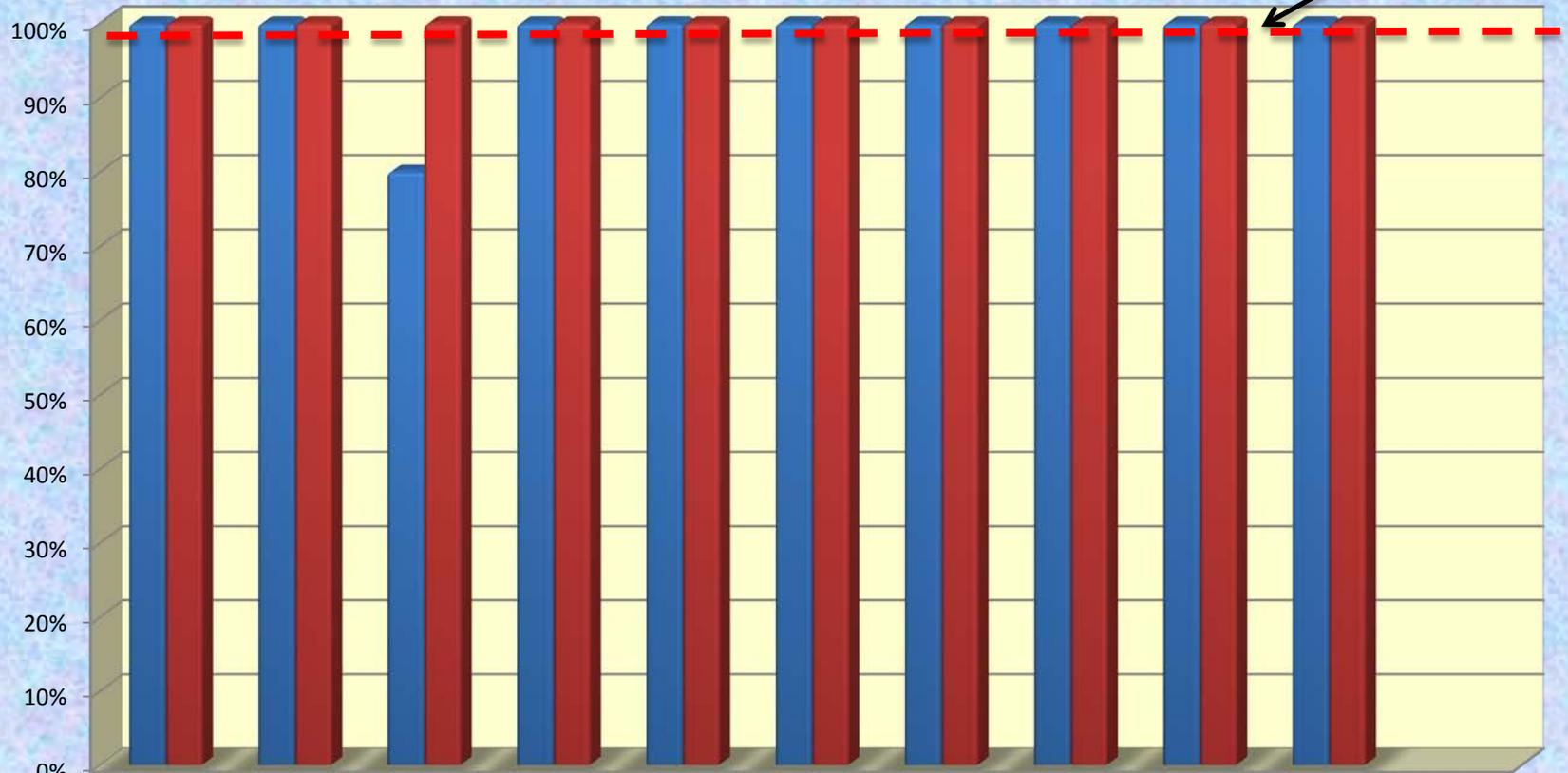
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Resolution Rate - VISN 3

55% Government-Wide Average



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

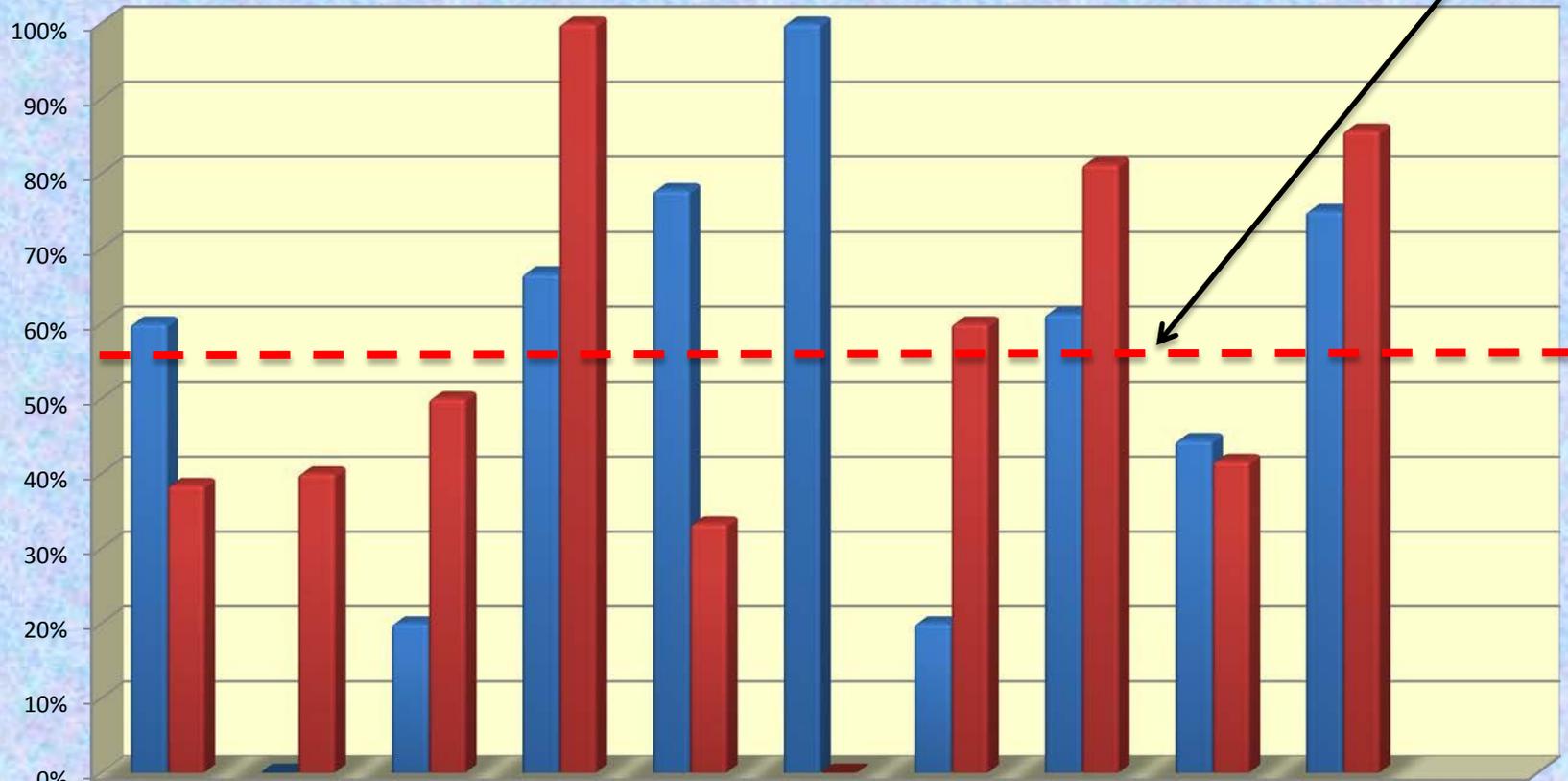
98% VA-Wide Average



Mid-Year FY-11
Mid-Year FY-12

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

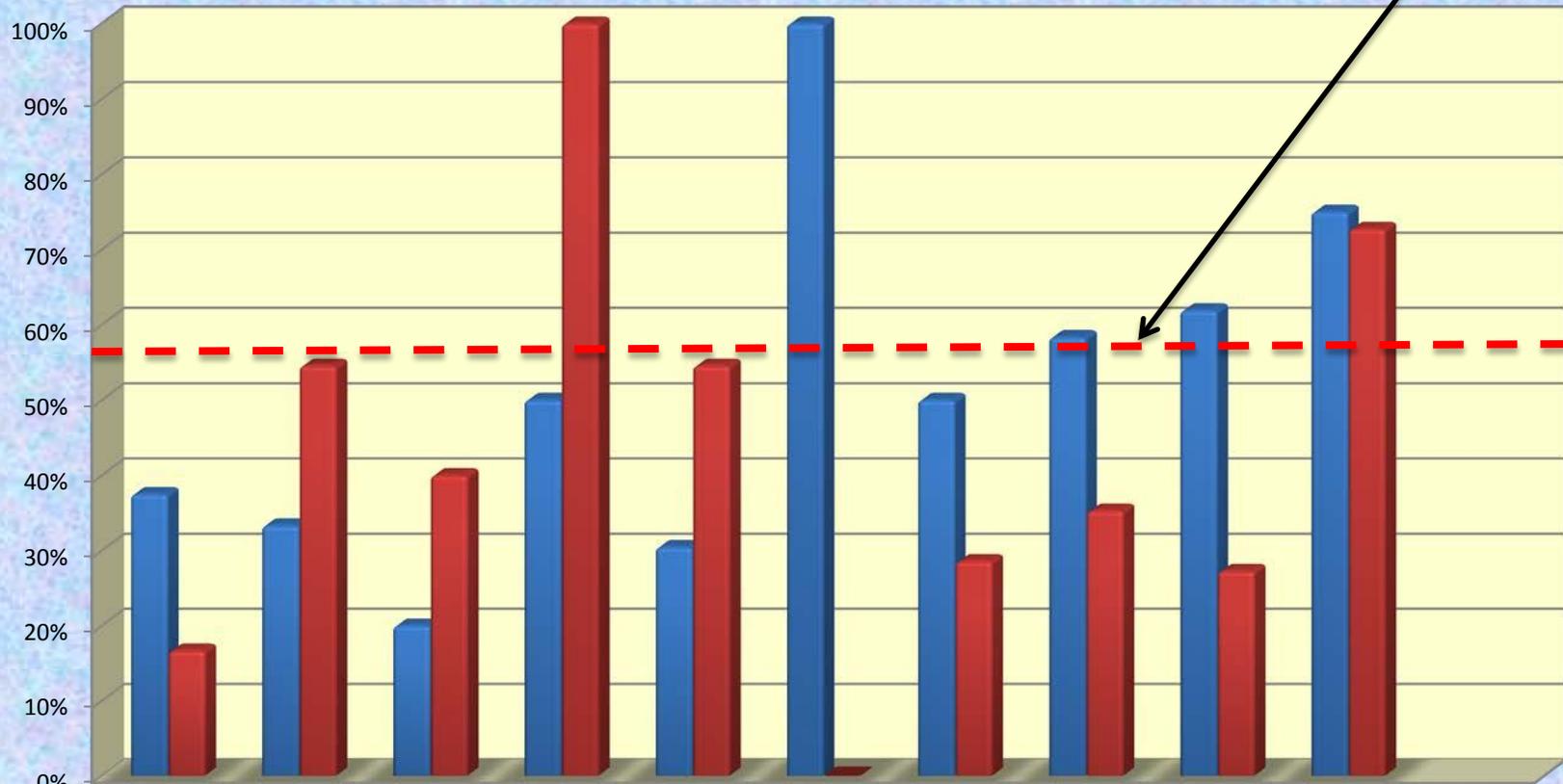
53% VA-Wide Average



	VAMC, WILMINGTON	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VA PITTSBURGH HCS	VAMC, WILKES-BARRE	VISN 4
Mid-Year FY-11	60%	0%	20%	67%	78%	100%	20%	61%	44%	75%	N/A
Mid-Year FY-12	38%	40%	50%	100%	33%	0%	60%	81%	42%	86%	N/A

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

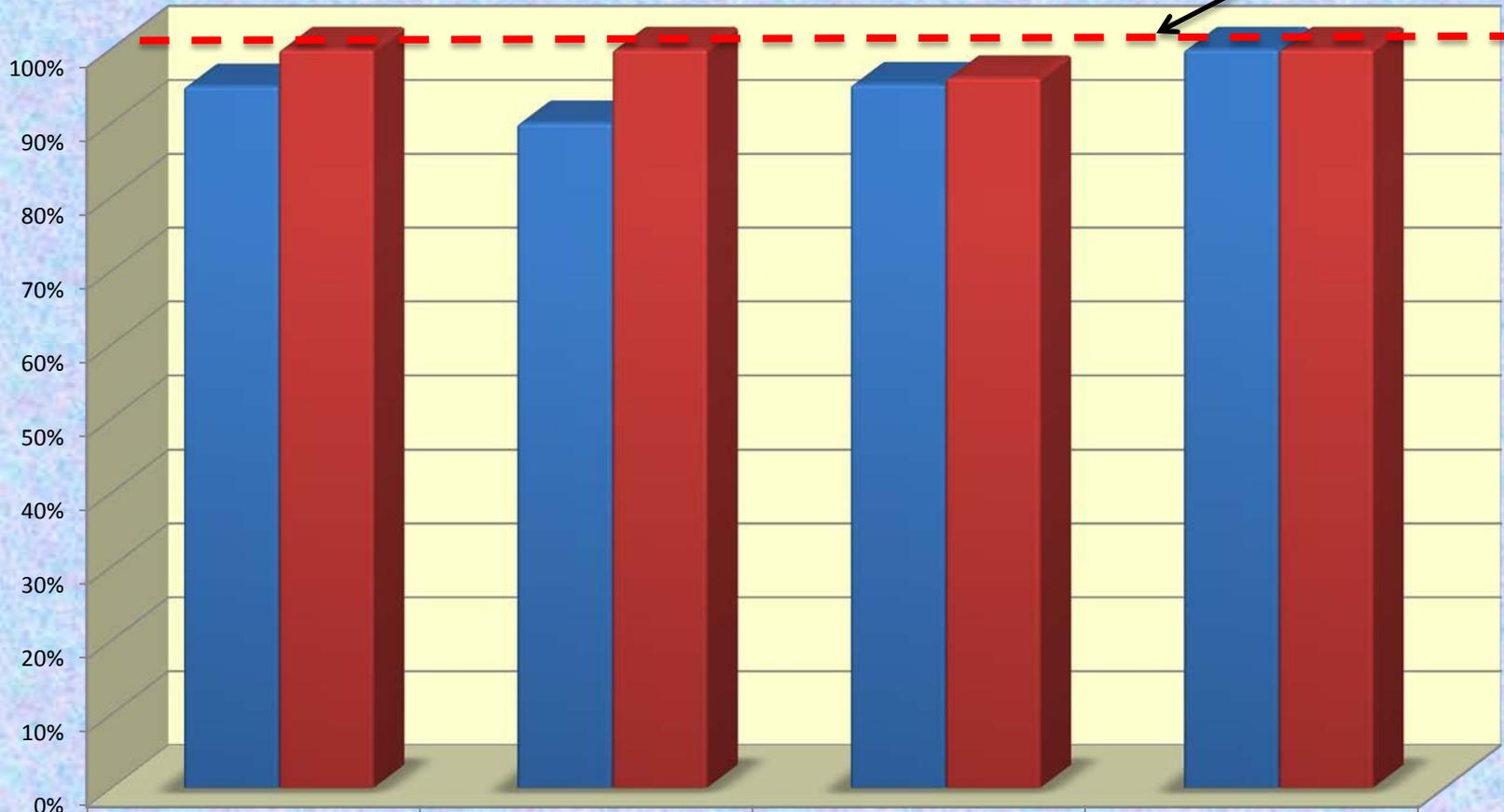
55% Government-Wide Average



	VAMC, WILMINGTON	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VA PITTSBURGH HCS	VAMC, WILKES-BARRE	VISN 4
Mid-Year FY-11	38%	33%	20%	50%	30%	100%	50%	58%	62%	75%	N/A
Mid-Year FY-12	17%	55%	40%	100%	55%	0%	29%	35%	27%	73%	N/A

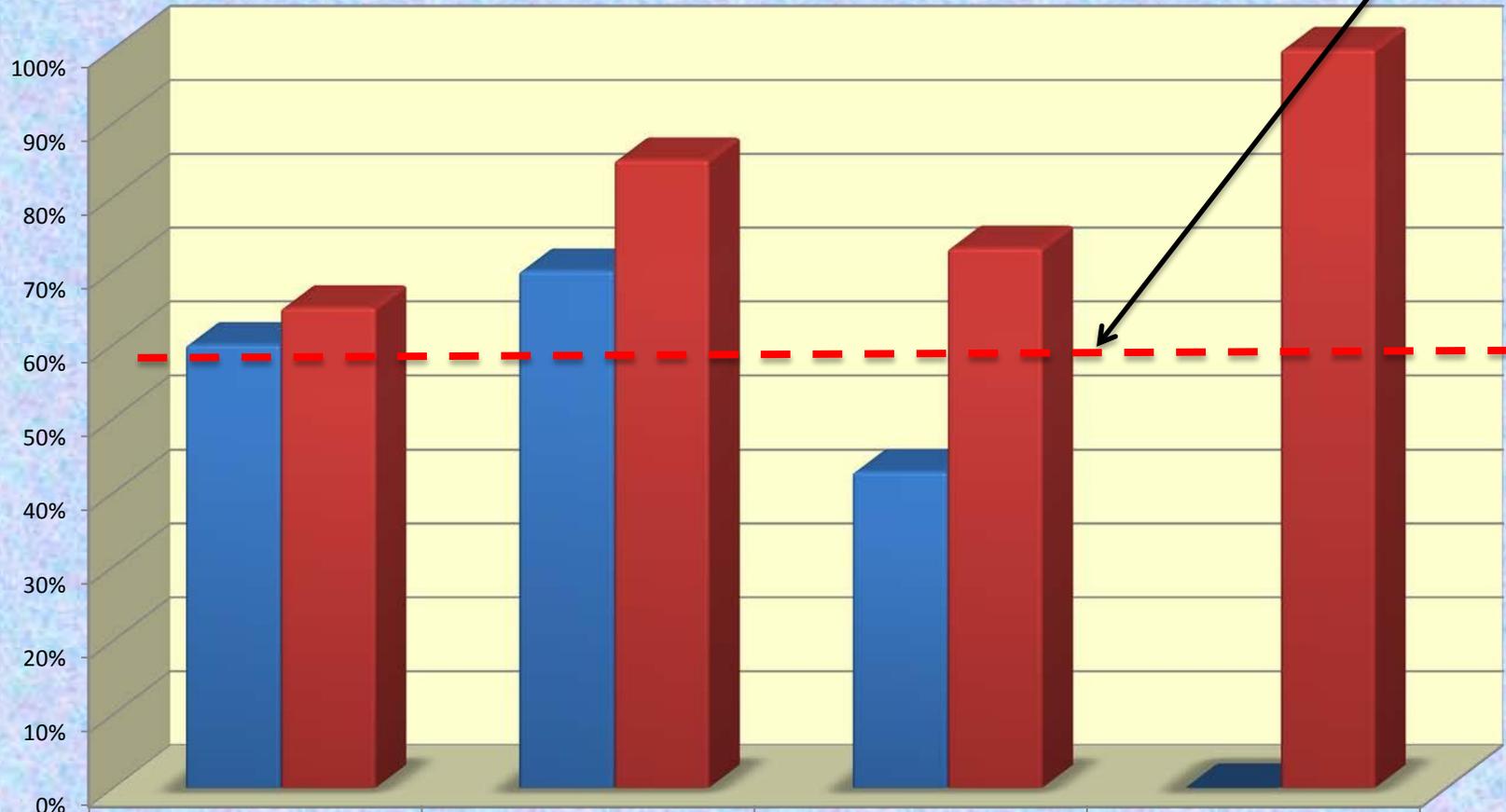
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 5

98% VA-Wide
Average



	VAMC, BALTIMORE	VAMC, MARTINSBURG	VAMC, WASHINGTON	VISN 5
Mid-Year FY-11	95%	90%	95%	100%
Mid-Year FY-12	100%	100%	96%	100%

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

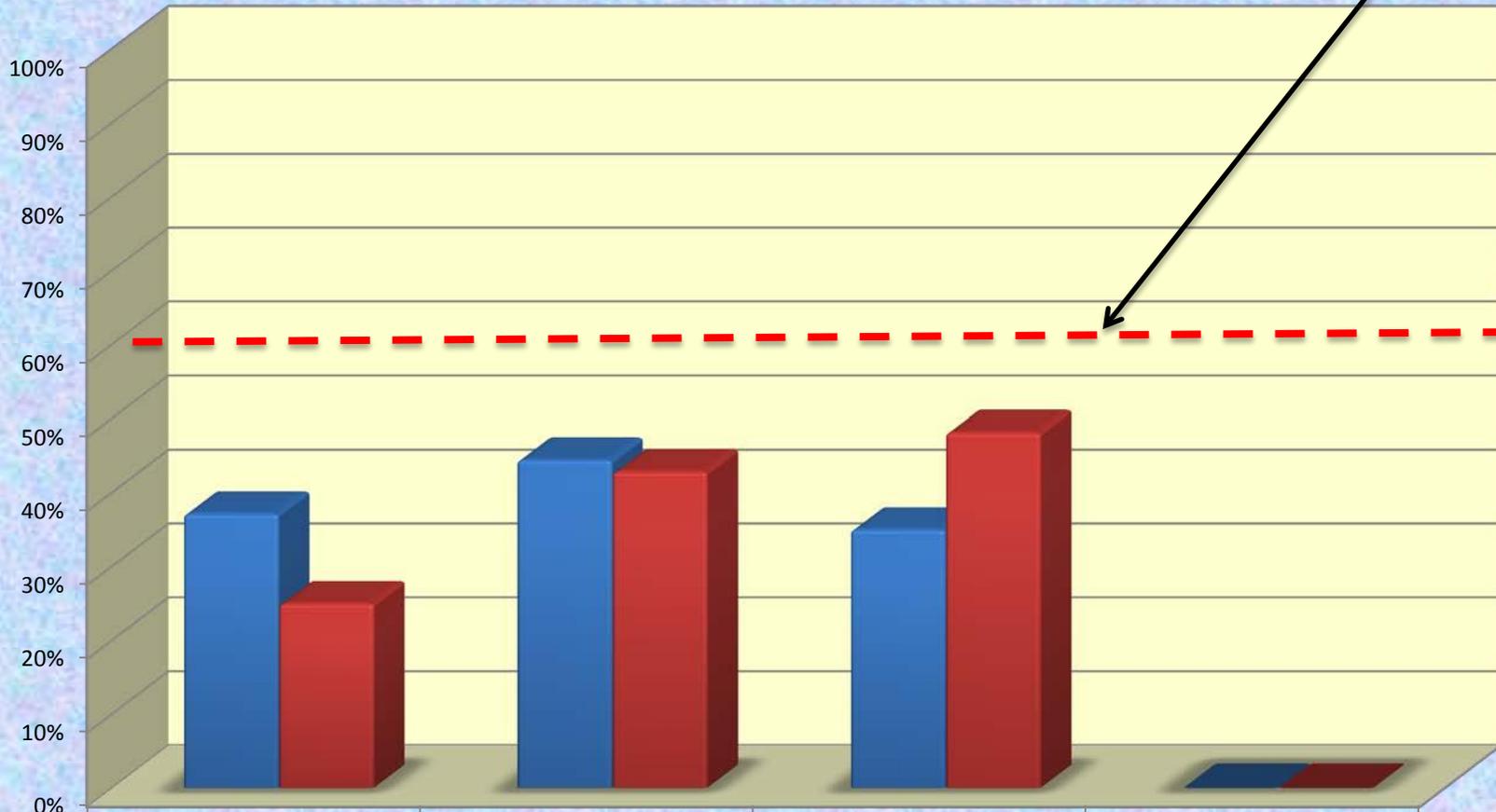


53% VA-Wide
Average

	VAMC, BALTIMORE	VAMC, MARTINSBURG	VAMC, WASHINGTON	VISN 5
Mid-Year FY-11	60%	70%	43%	0%
Mid-Year FY-12	65%	85%	73%	100%

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

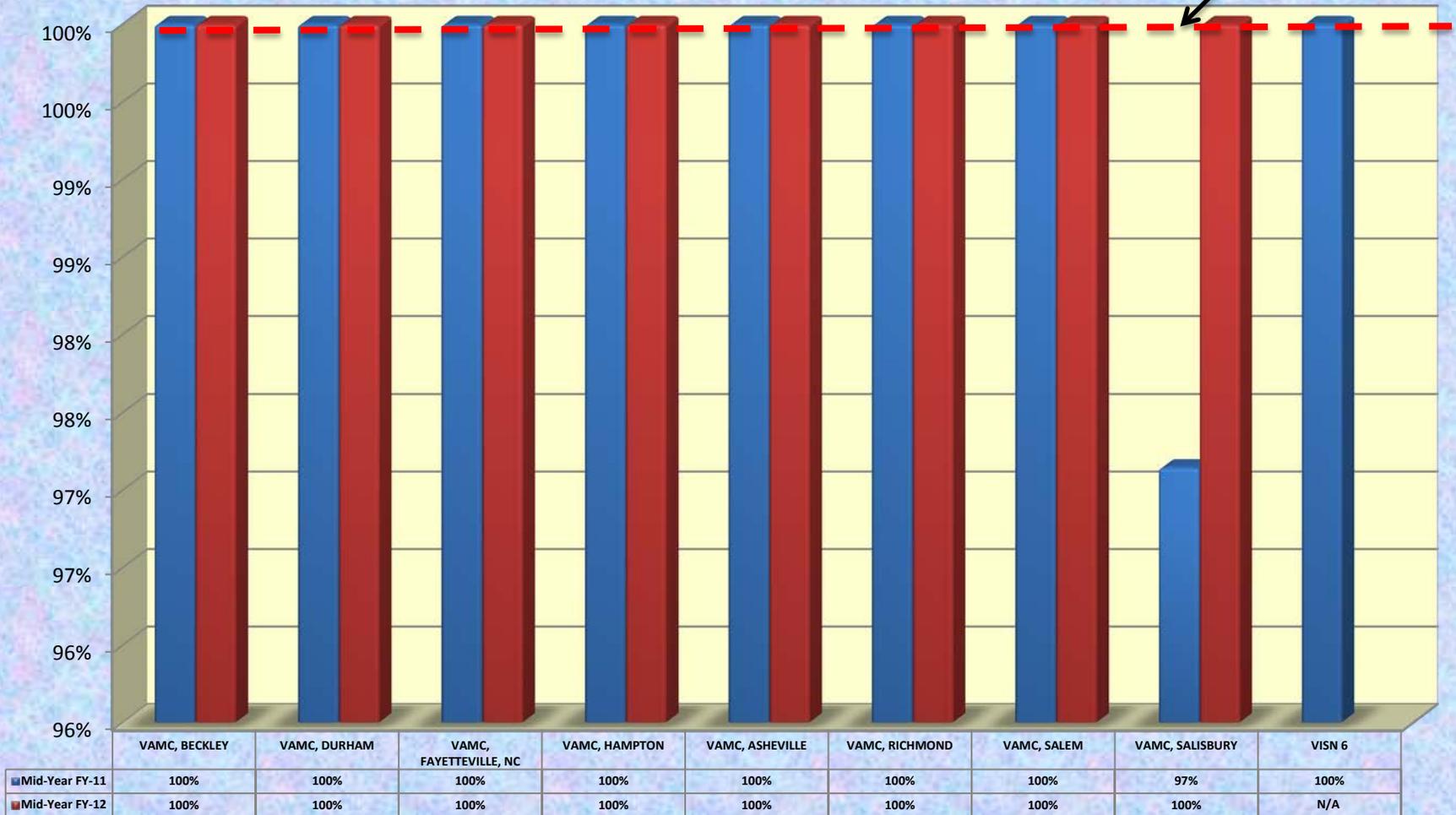
55% Government-Wide Average



	VAMC, BALTIMORE	VAMC, MARTINSBURG	VAMC, WASHINGTON	VISN 5
Mid-Year FY-11	37%	44%	35%	0%
Mid-Year FY-12	25%	43%	48%	0%

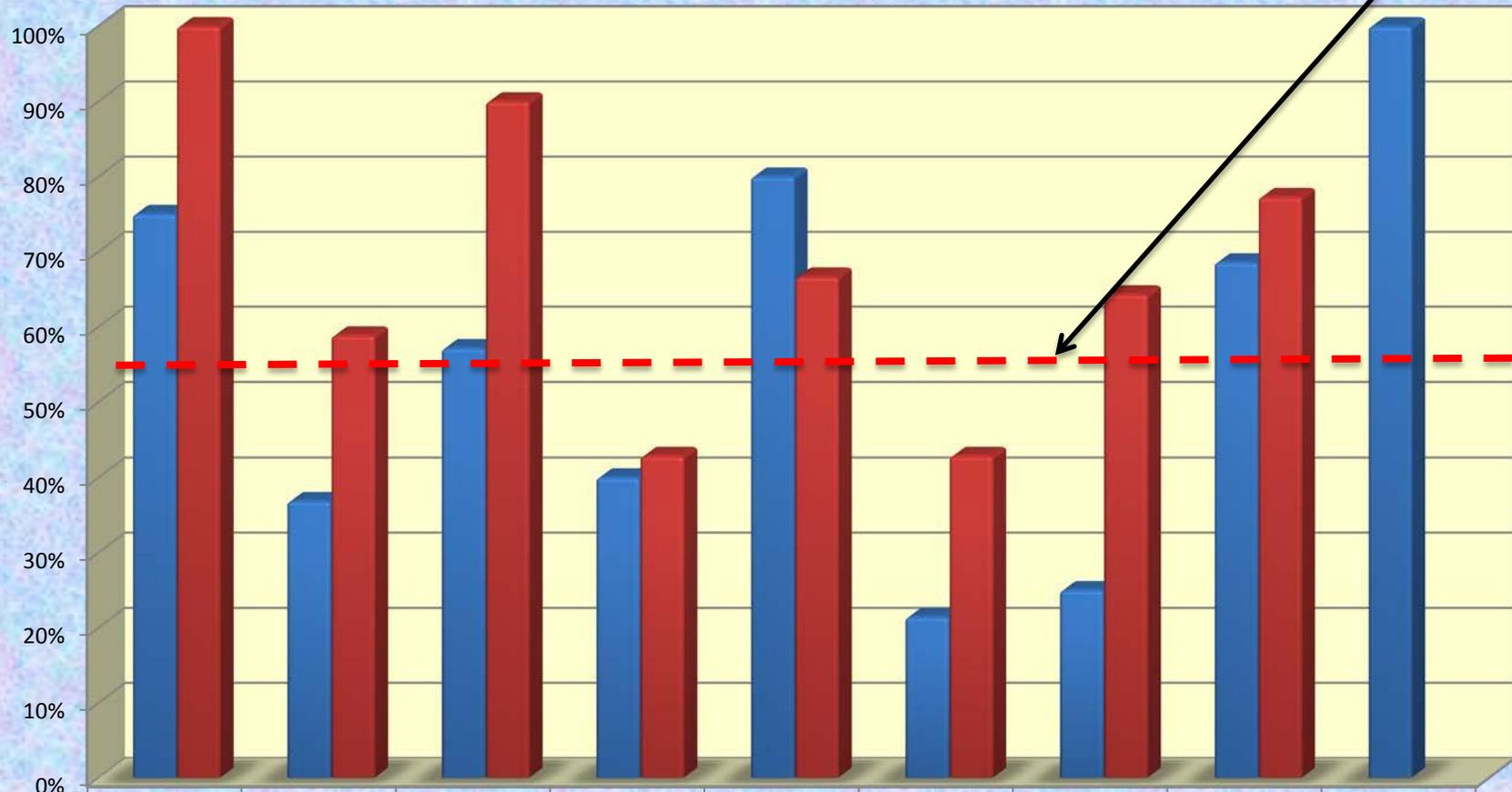
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 6

98% VA-Wide
Average



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

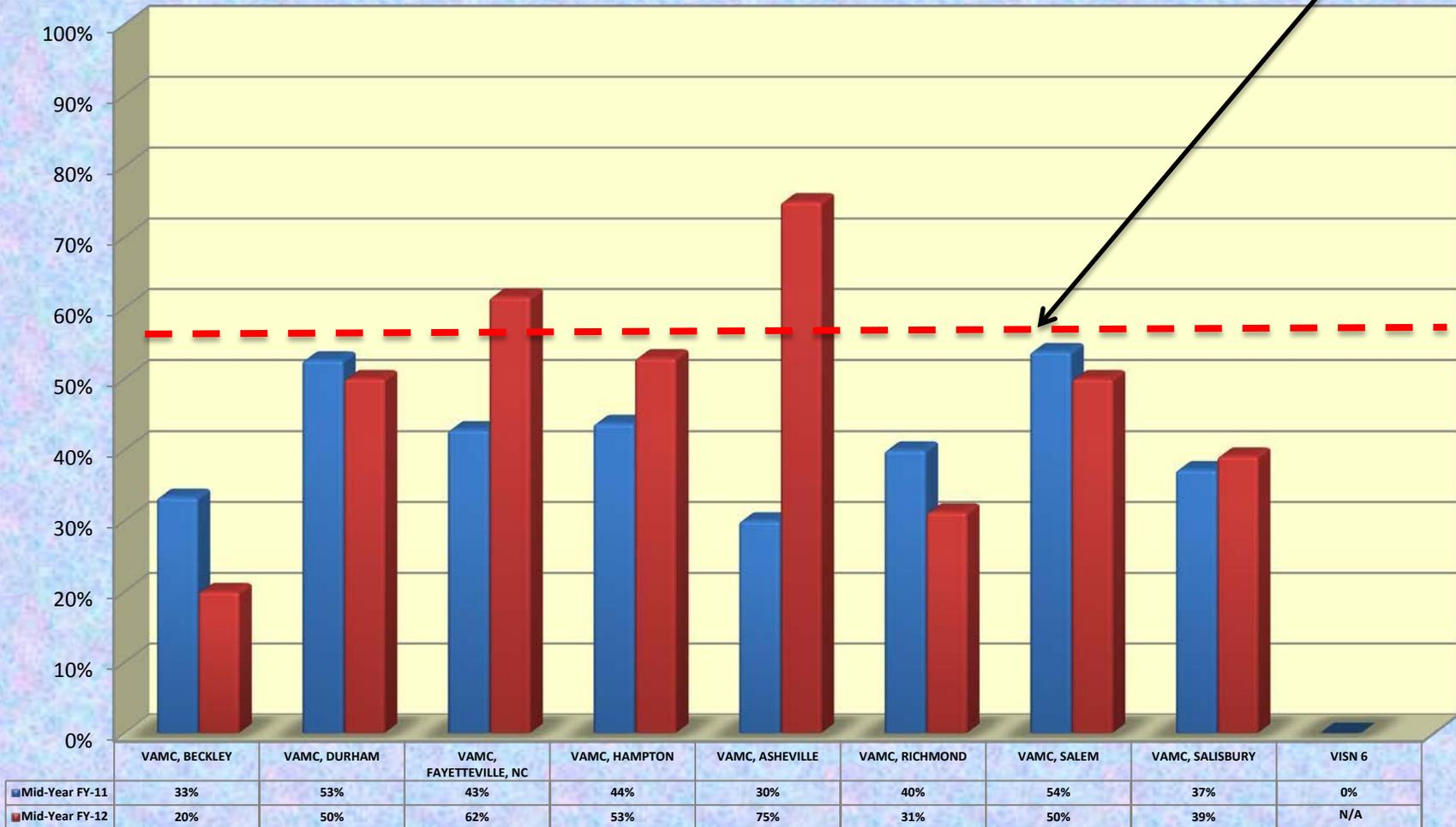
53% VA-Wide Average



	VAMC, BECKLEY	VAMC, DURHAM	VAMC, FAYETTEVILLE, NC	VAMC, HAMPTON	VAMC, ASHEVILLE	VAMC, RICHMOND	VAMC, SALEM	VAMC, SALISBURY	VISN 6
Mid-Year FY-11	75%	37%	57%	40%	80%	21%	25%	69%	100%
Mid-Year FY-12	100%	59%	90%	43%	67%	43%	64%	77%	N/A

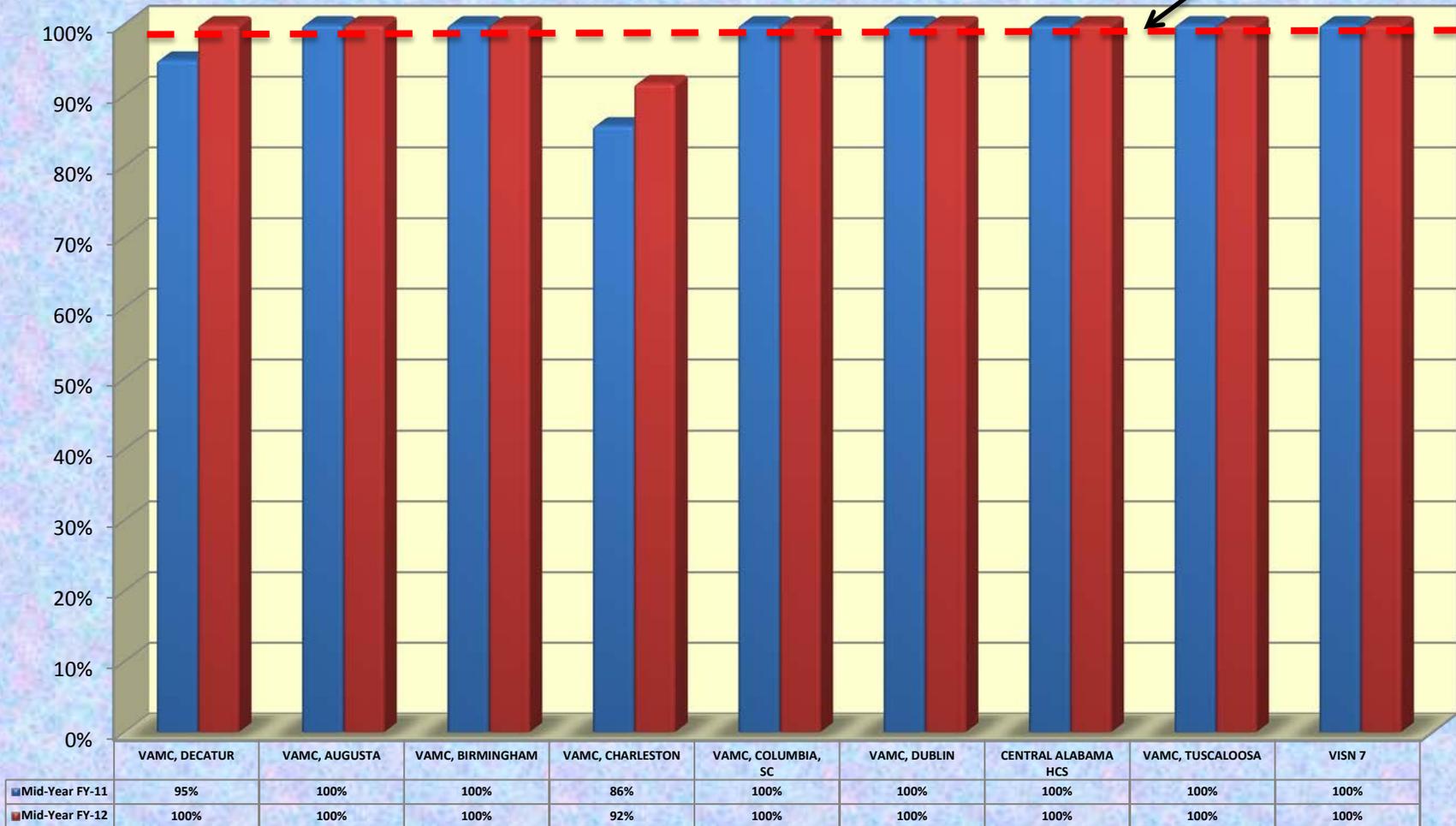
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Resolution Rate - VISN 6

55% Government-Wide Average



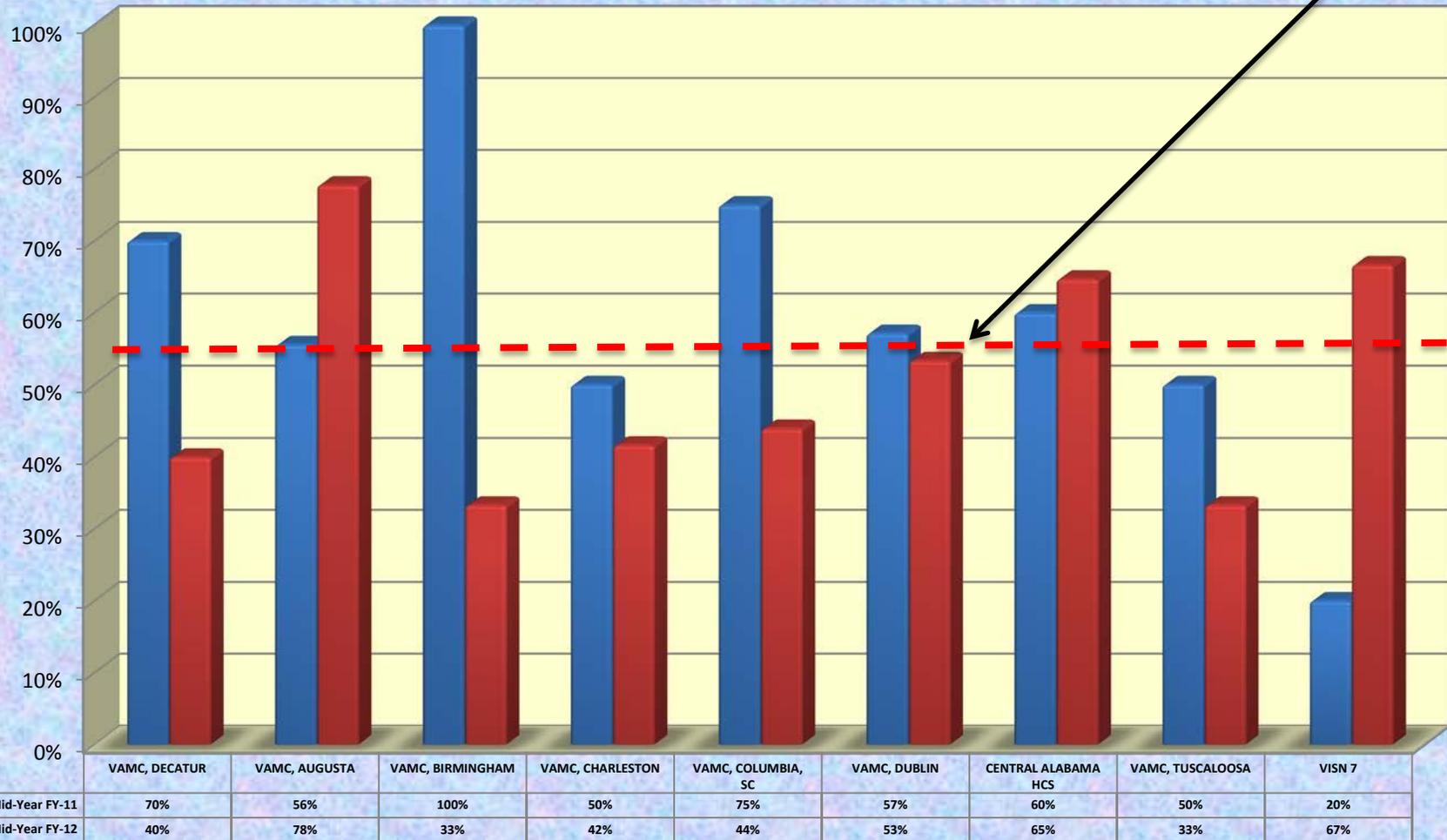
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 7

98% VA-Wide Average



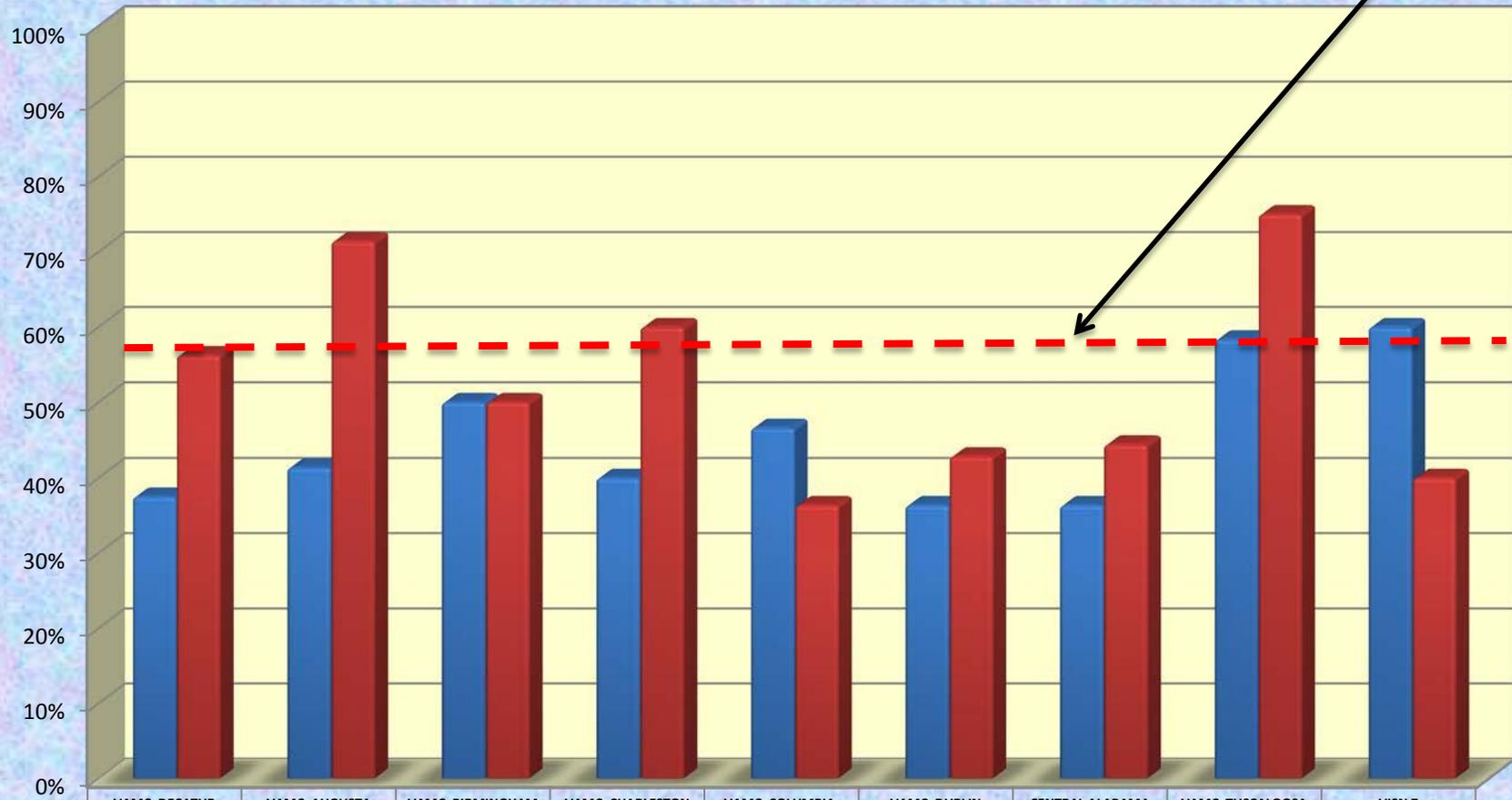
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 7

53% VA-Wide
Average



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

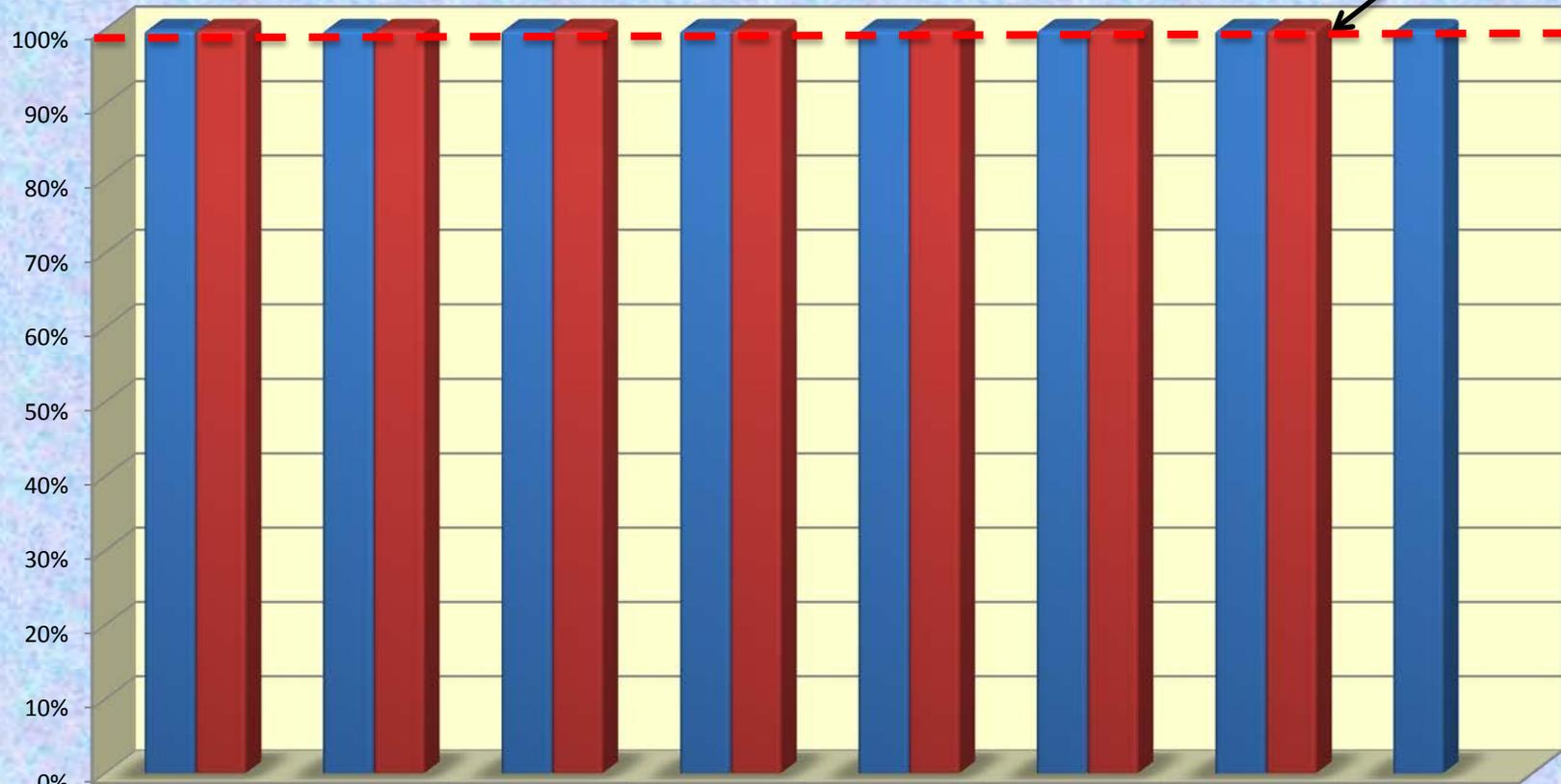
55% Government-Wide Average



	VAMC, DECATUR	VAMC, AUGUSTA	VAMC, BIRMINGHAM	VAMC, CHARLESTON	VAMC, COLUMBIA, SC	VAMC, DUBLIN	CENTRAL ALABAMA HCS	VAMC, TUSCALOOSA	VISN 7
Mid-Year FY-11	38%	41%	50%	40%	47%	36%	36%	58%	60%
Mid-Year FY-12	56%	71%	50%	60%	36%	43%	44%	75%	40%

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

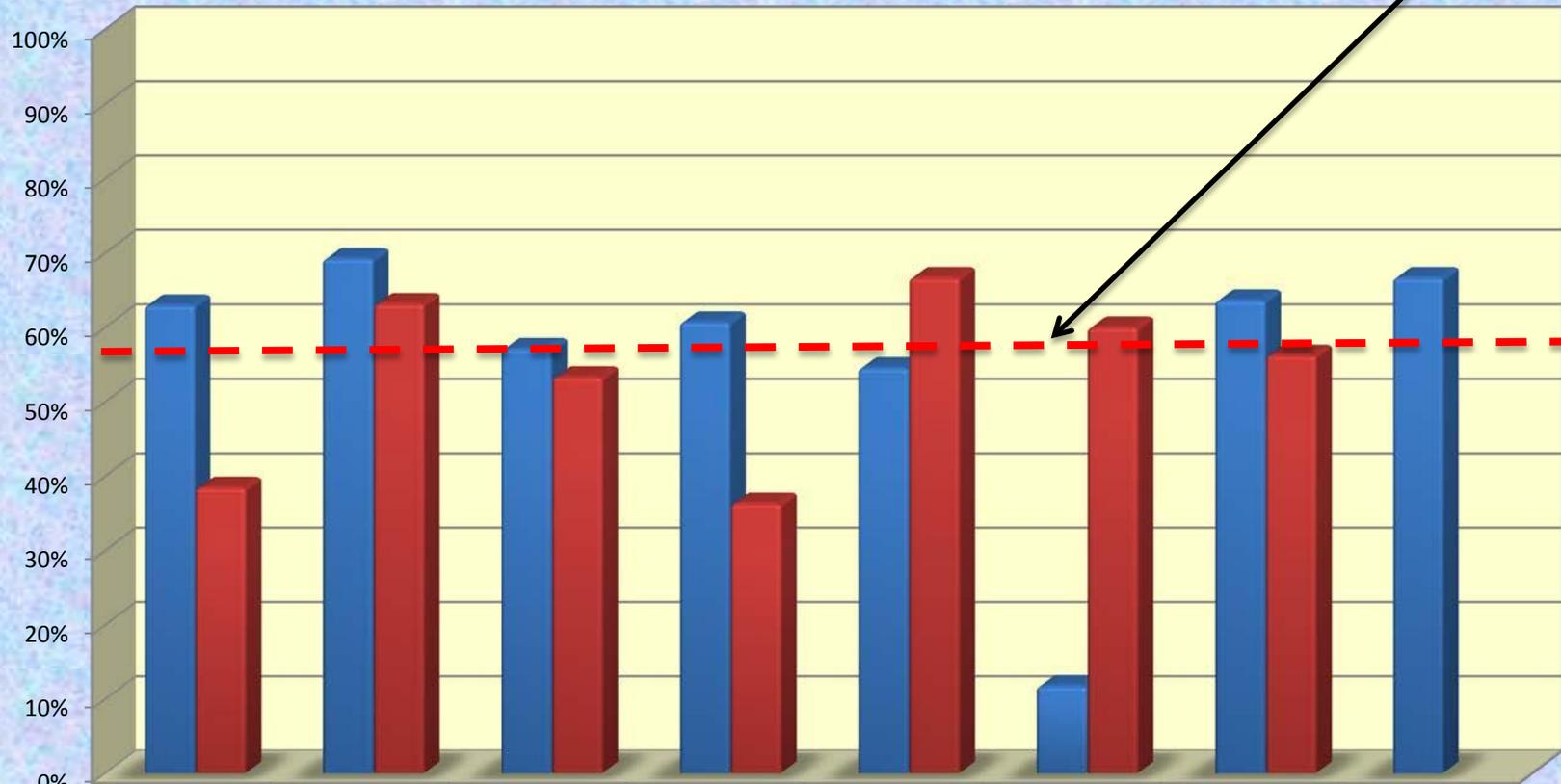
98% VA-Wide
Average



	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-Year FY-11	100%	100%	100%	100%	100%	100%	100%	100%
Mid-Year FY-12	100%	100%	100%	100%	100%	100%	100%	N/A

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

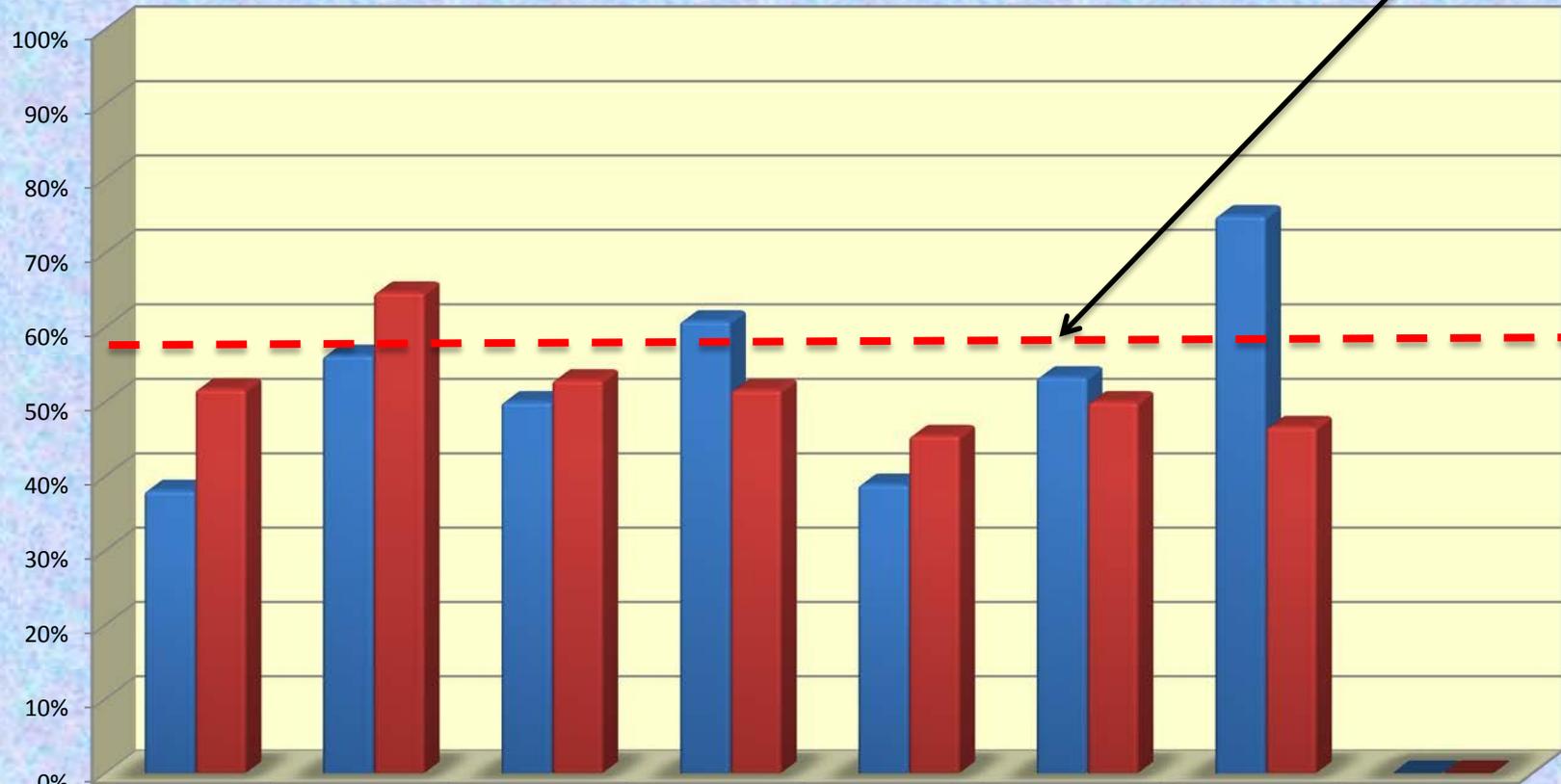
53% VA-Wide
Average



	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-Year FY-11	63%	69%	57%	61%	55%	12%	64%	67%
Mid-Year FY-12	38%	63%	53%	36%	67%	60%	56%	N/A

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

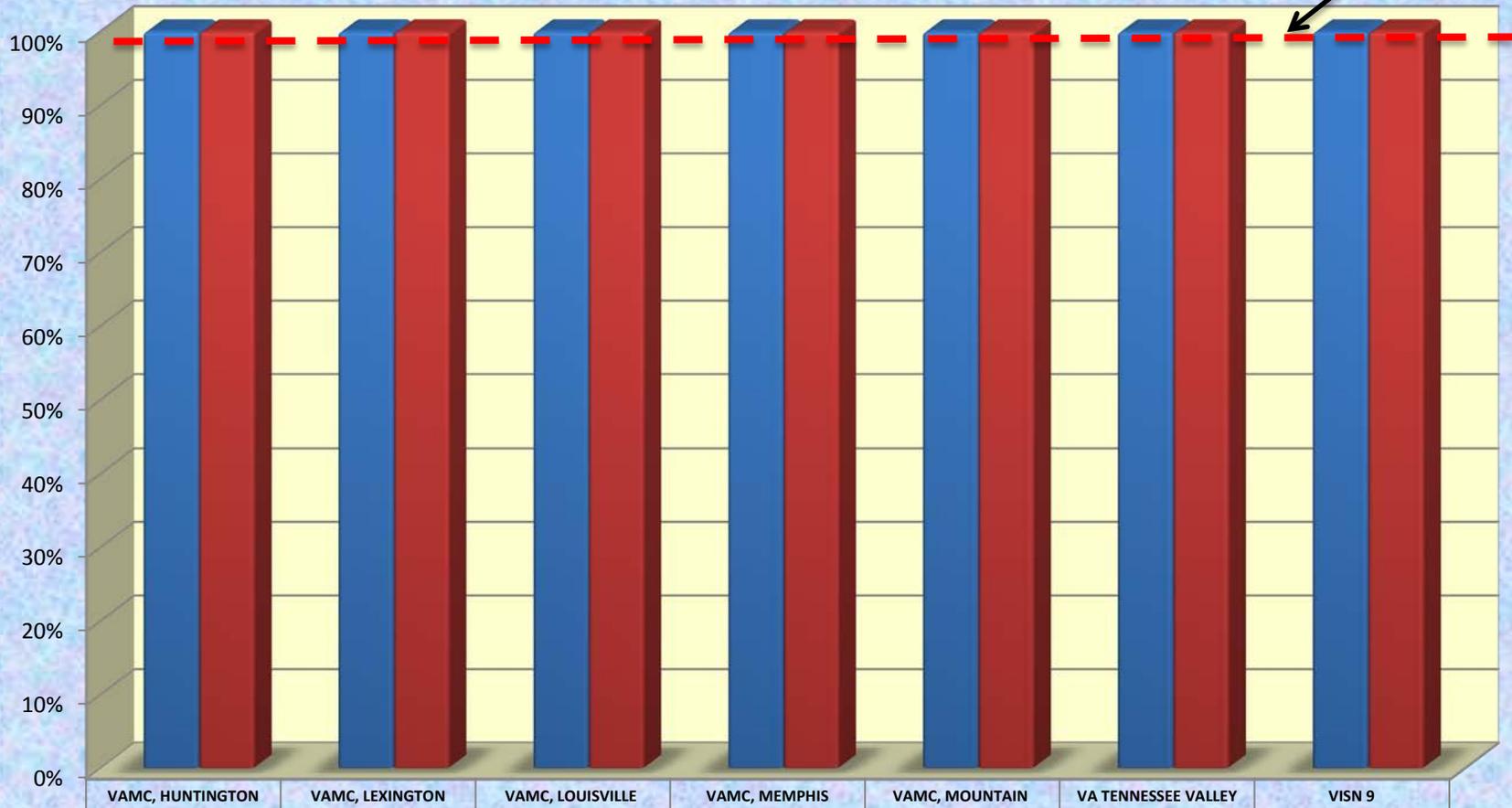
55% Government-Wide Average



	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-Year FY-11	38%	56%	50%	61%	39%	53%	75%	0%
Mid-Year FY-12	52%	65%	53%	52%	45%	50%	47%	0%

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

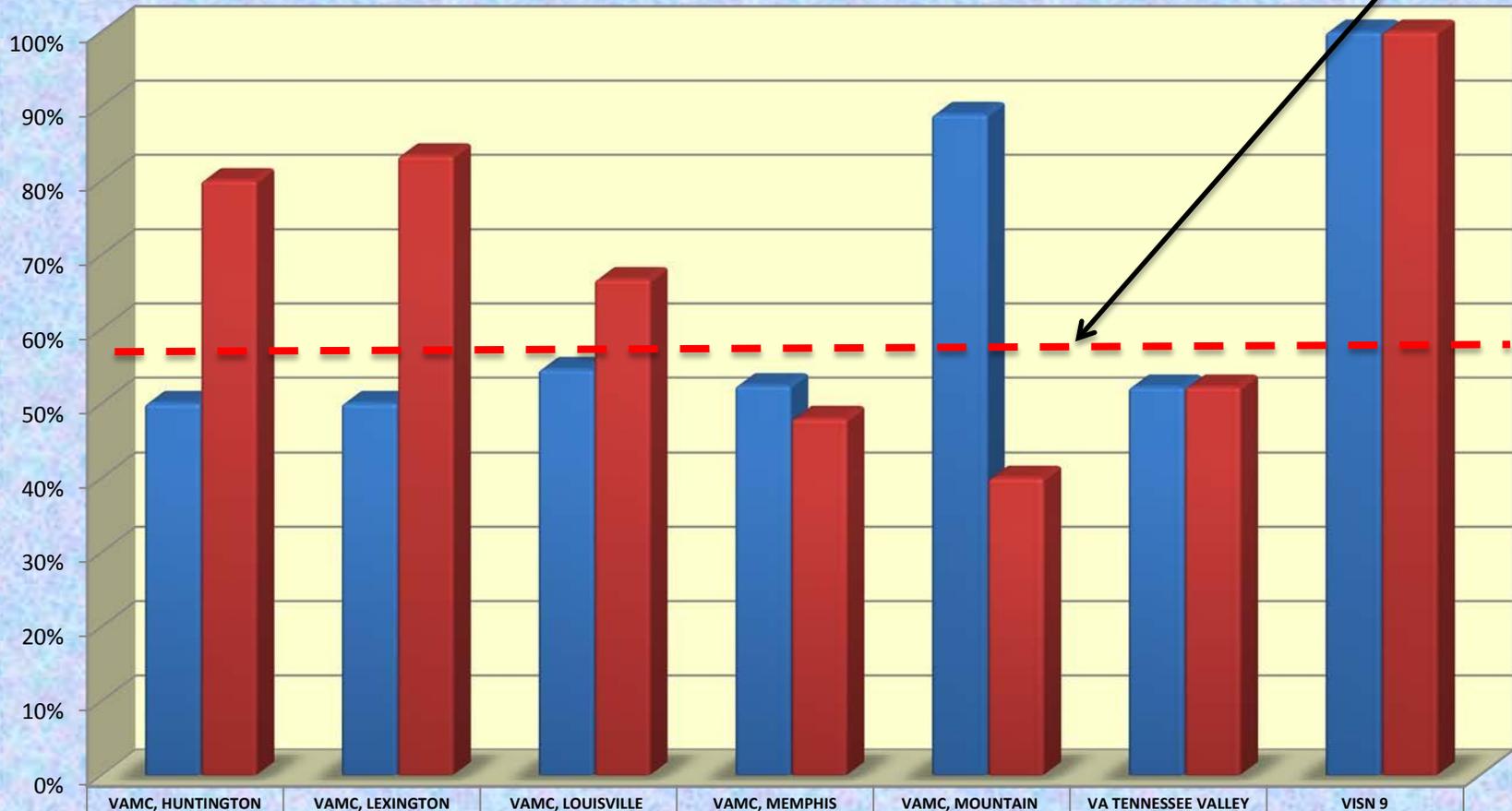
98% VA-Wide
Average



	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-Year FY-11	100%	100%	100%	100%	100%	100%	100%
Mid-Year FY-12	100%	100%	100%	100%	100%	100%	100%

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

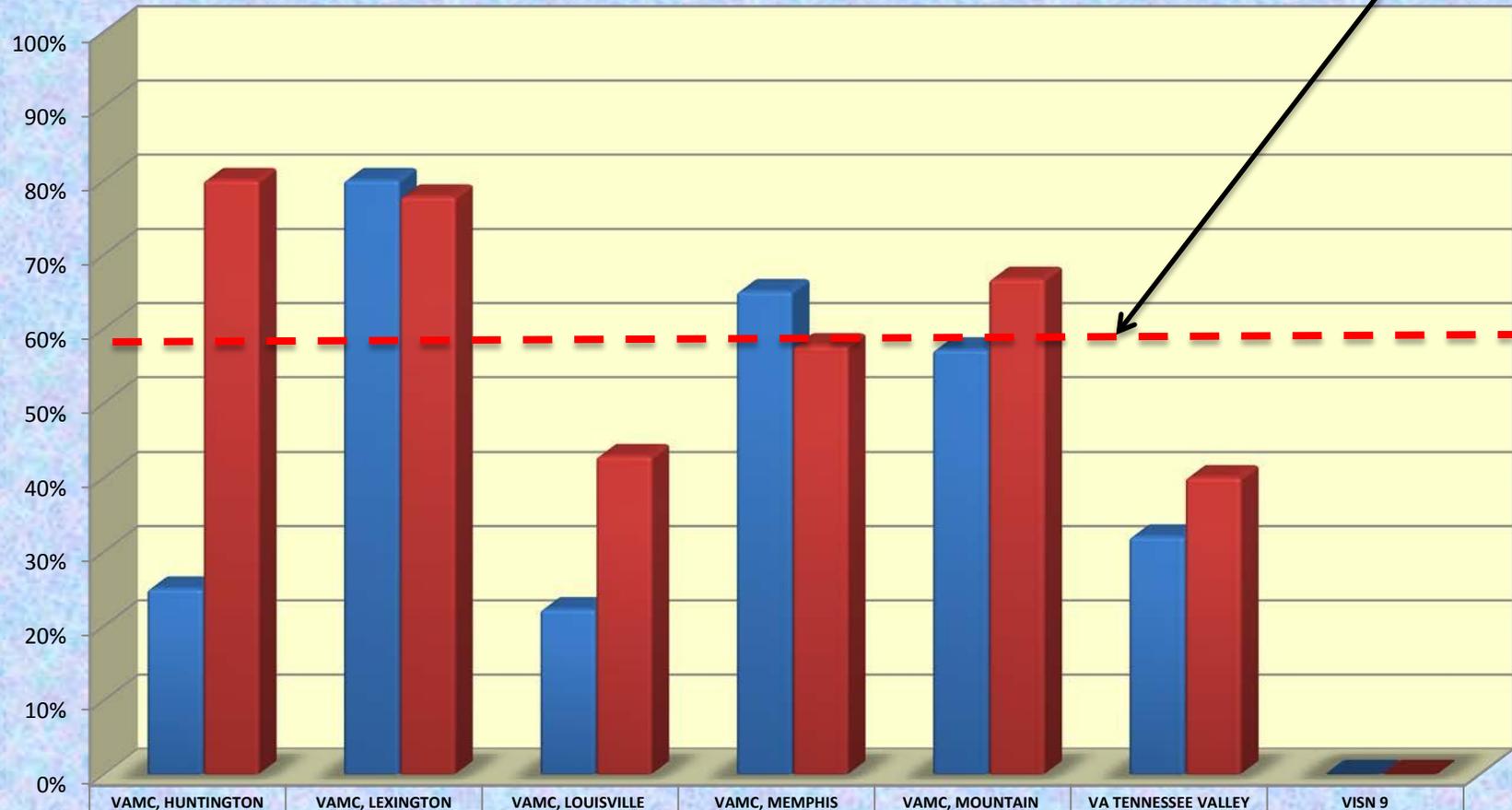
53% VA-Wide Average



	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-Year FY-11	50%	50%	55%	52%	89%	52%	100%
Mid-Year FY-12	80%	83%	67%	48%	40%	52%	100%

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

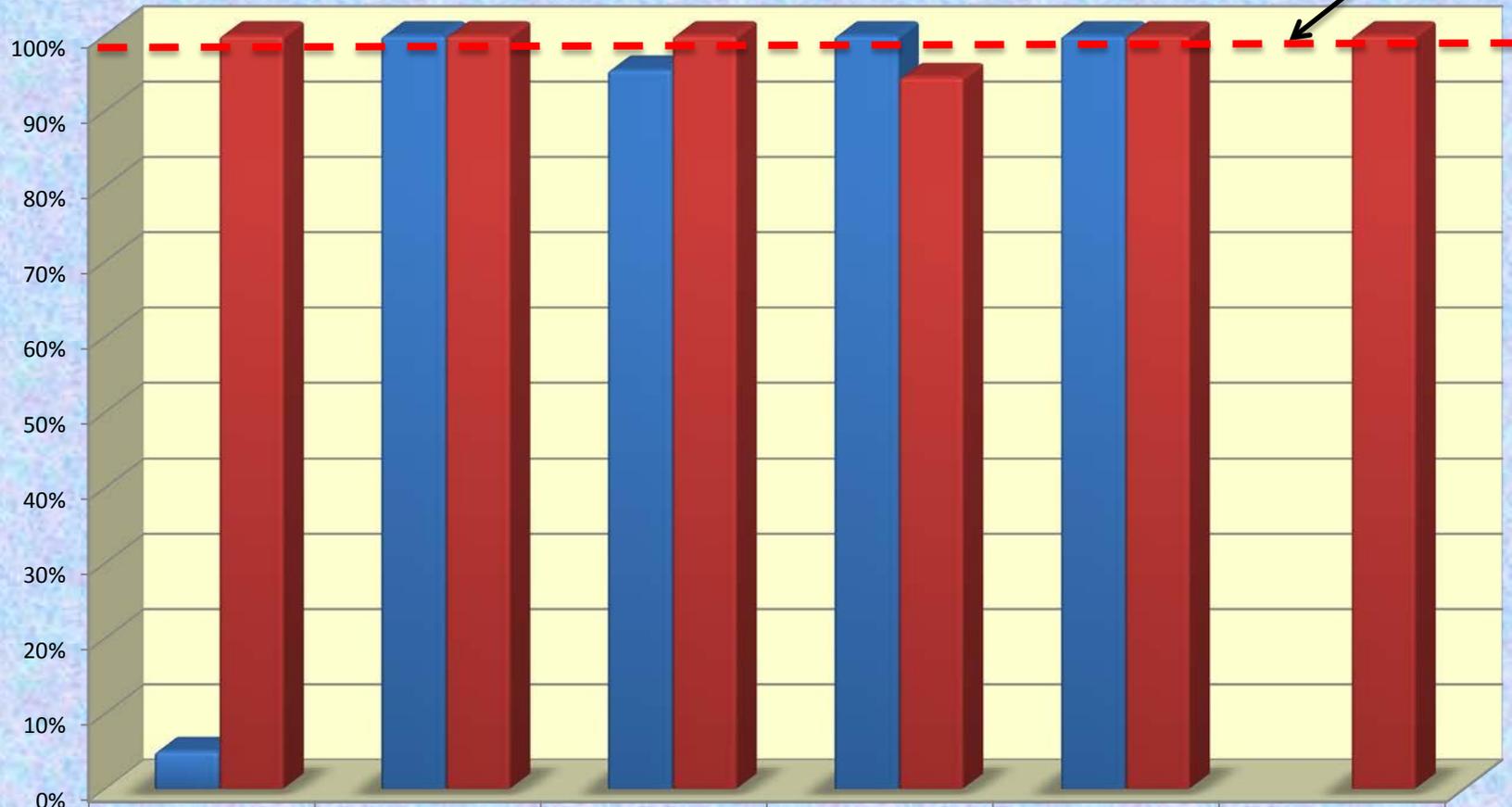
55% Government-Wide Average



	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-Year FY-11	25%	80%	22%	65%	57%	32%	0%
Mid-Year FY-12	80%	78%	43%	58%	67%	40%	0%

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

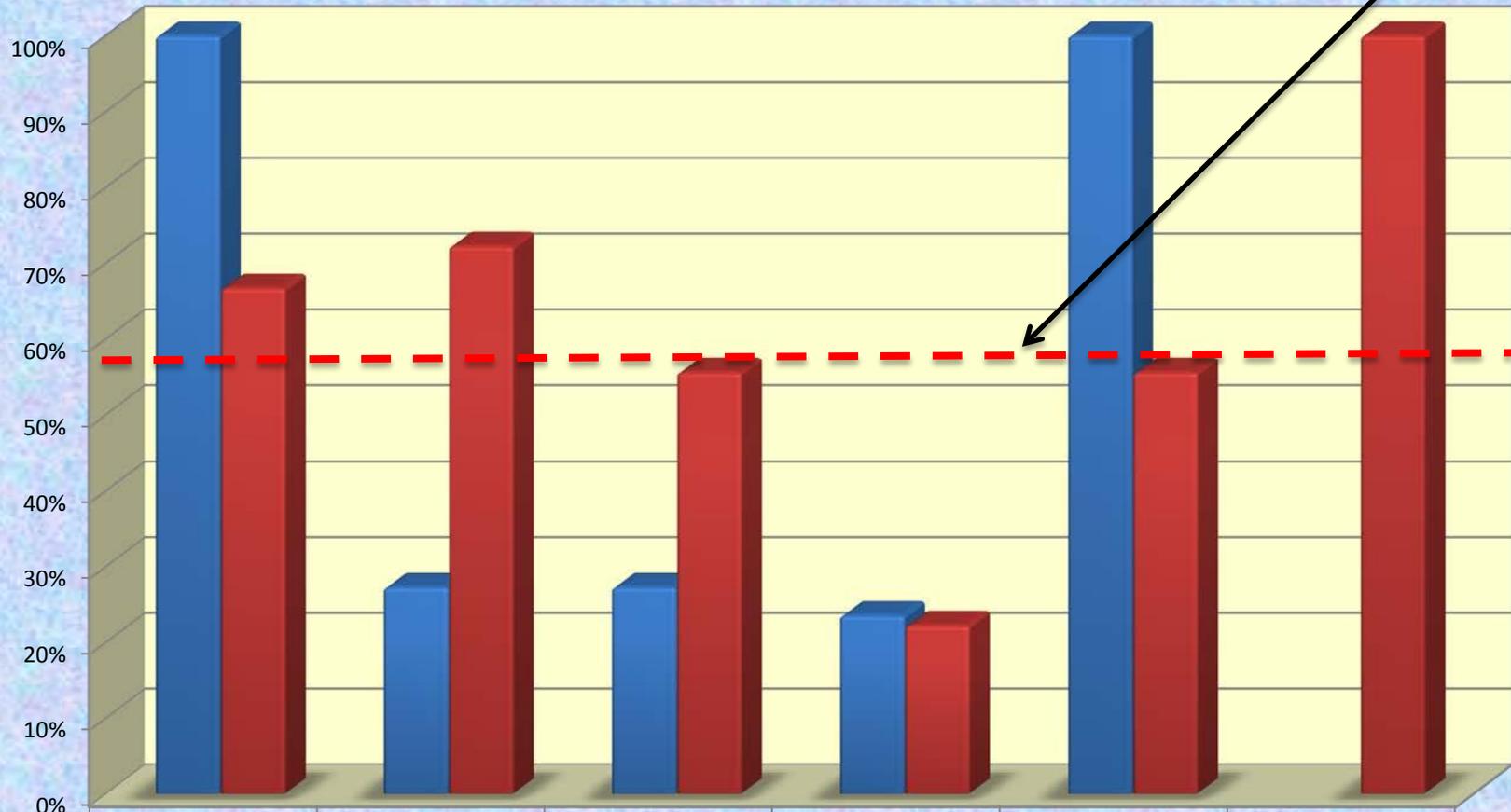
98% VA-Wide
Average



	VAMC, CHILlicothe	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-Year FY-11	5%	100%	95%	100%	100%	N/A
Mid-Year FY-12	100%	100%	100%	94%	100%	100%

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

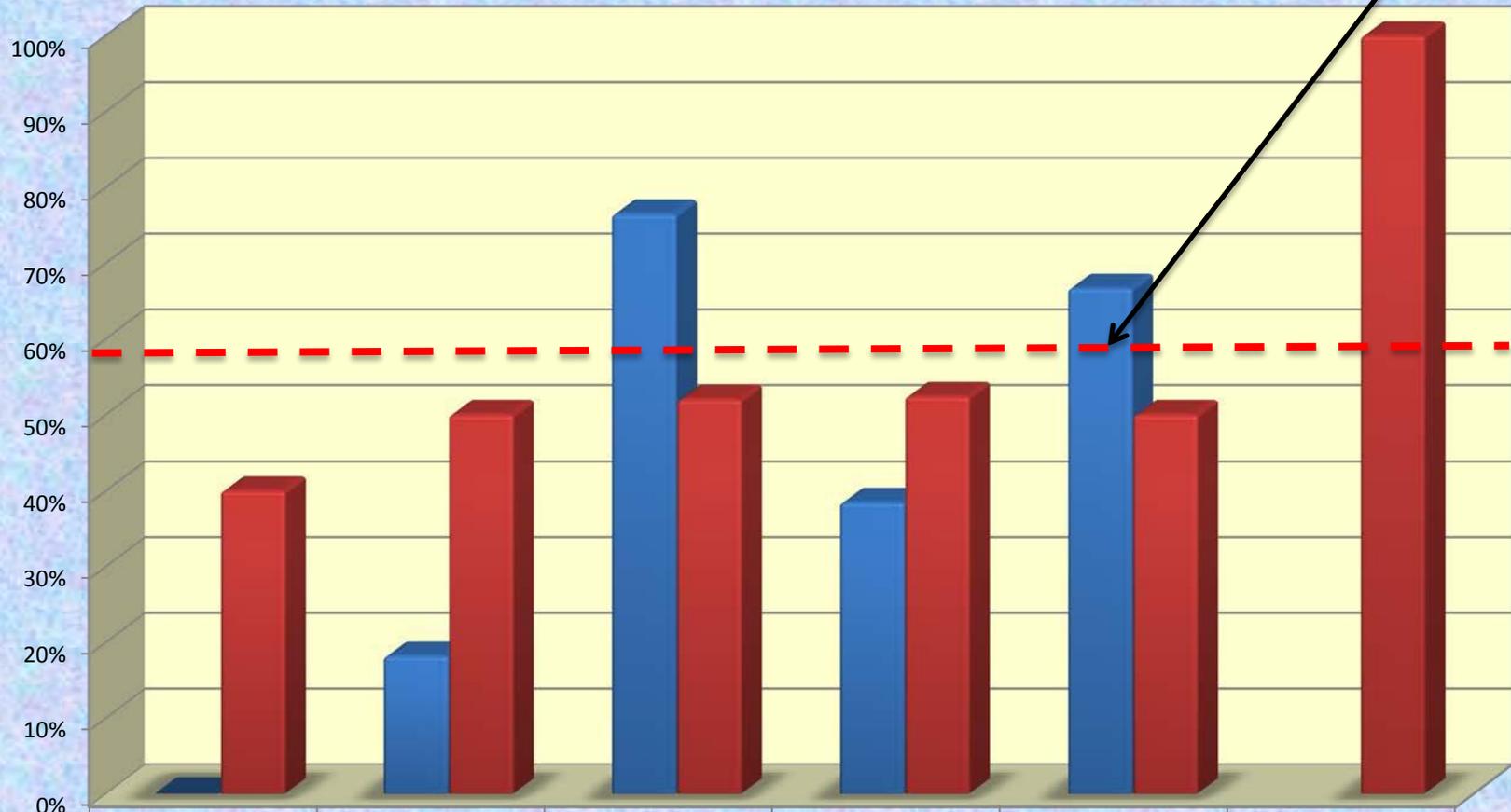
53% VA-Wide Average



	VAMC, CHILlicothe	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-Year FY-11	100%	27%	27%	24%	100%	N/A
Mid-Year FY-12	67%	72%	56%	22%	56%	100%

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

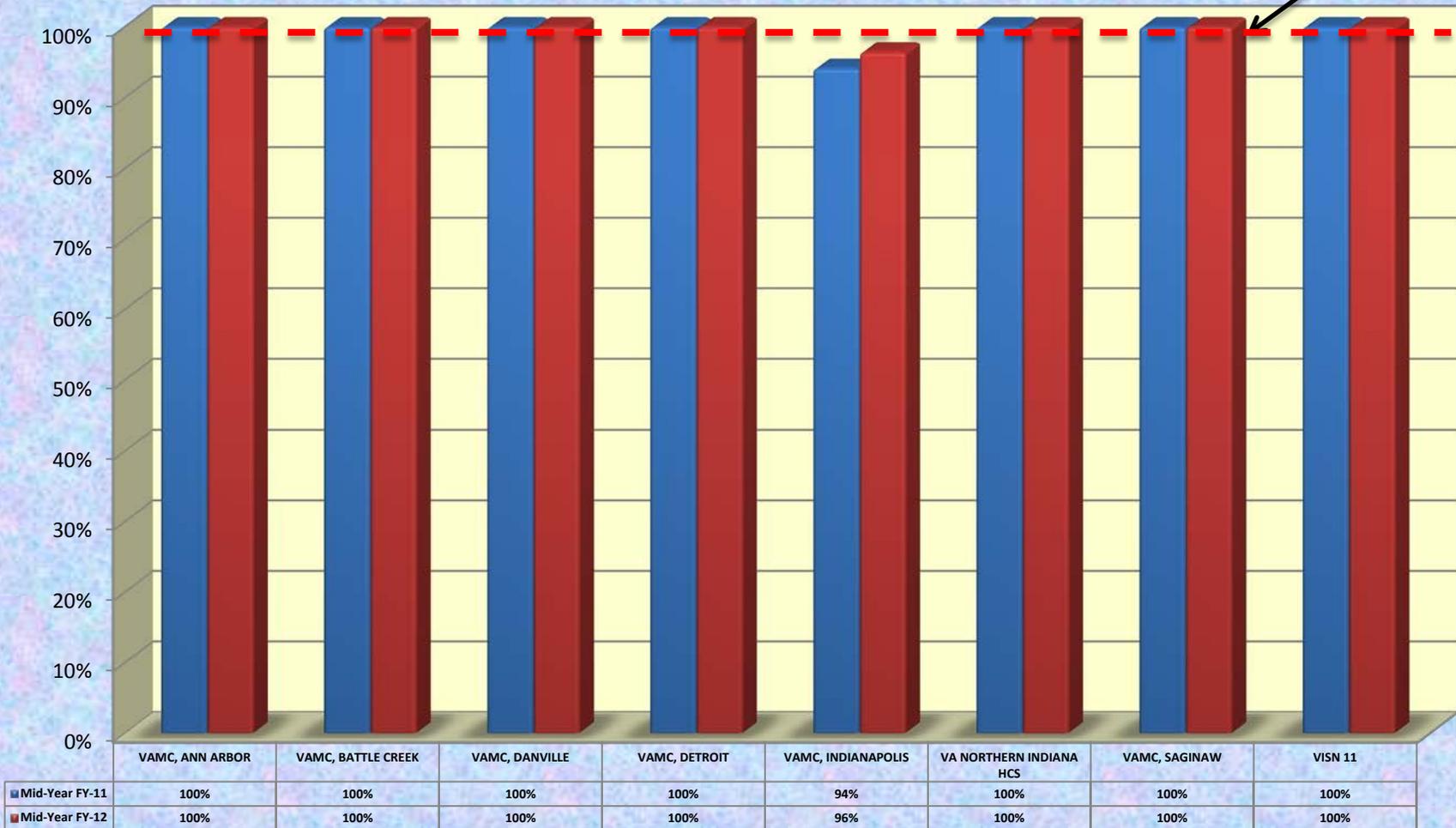
55% Government-Wide Average



	VAMC, CHILlicothe	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-Year FY-11	0%	18%	76%	38%	67%	N/A
Mid-Year FY-12	40%	50%	52%	52%	50%	100%

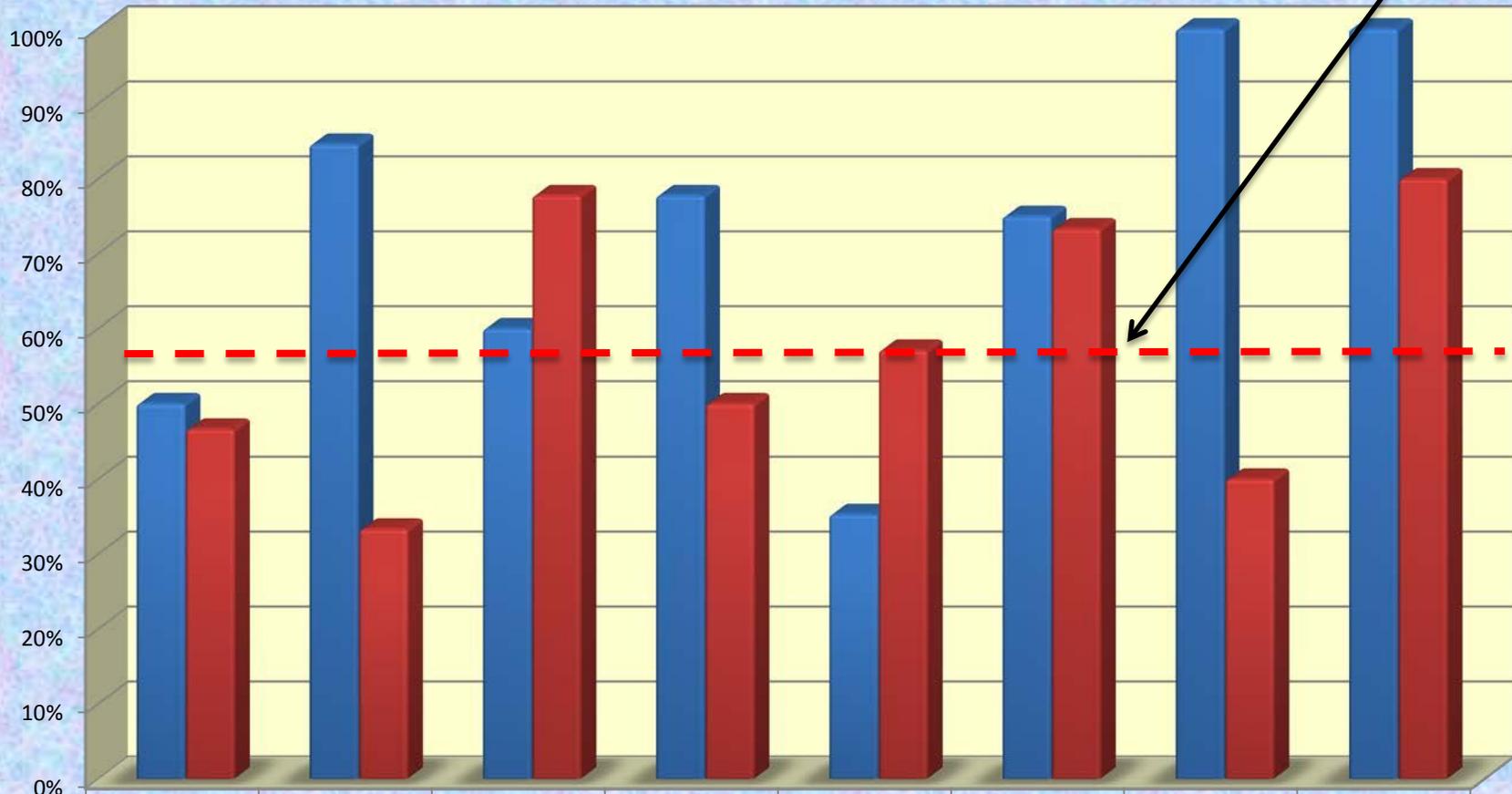
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 11

98% VA-Wide
Average



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

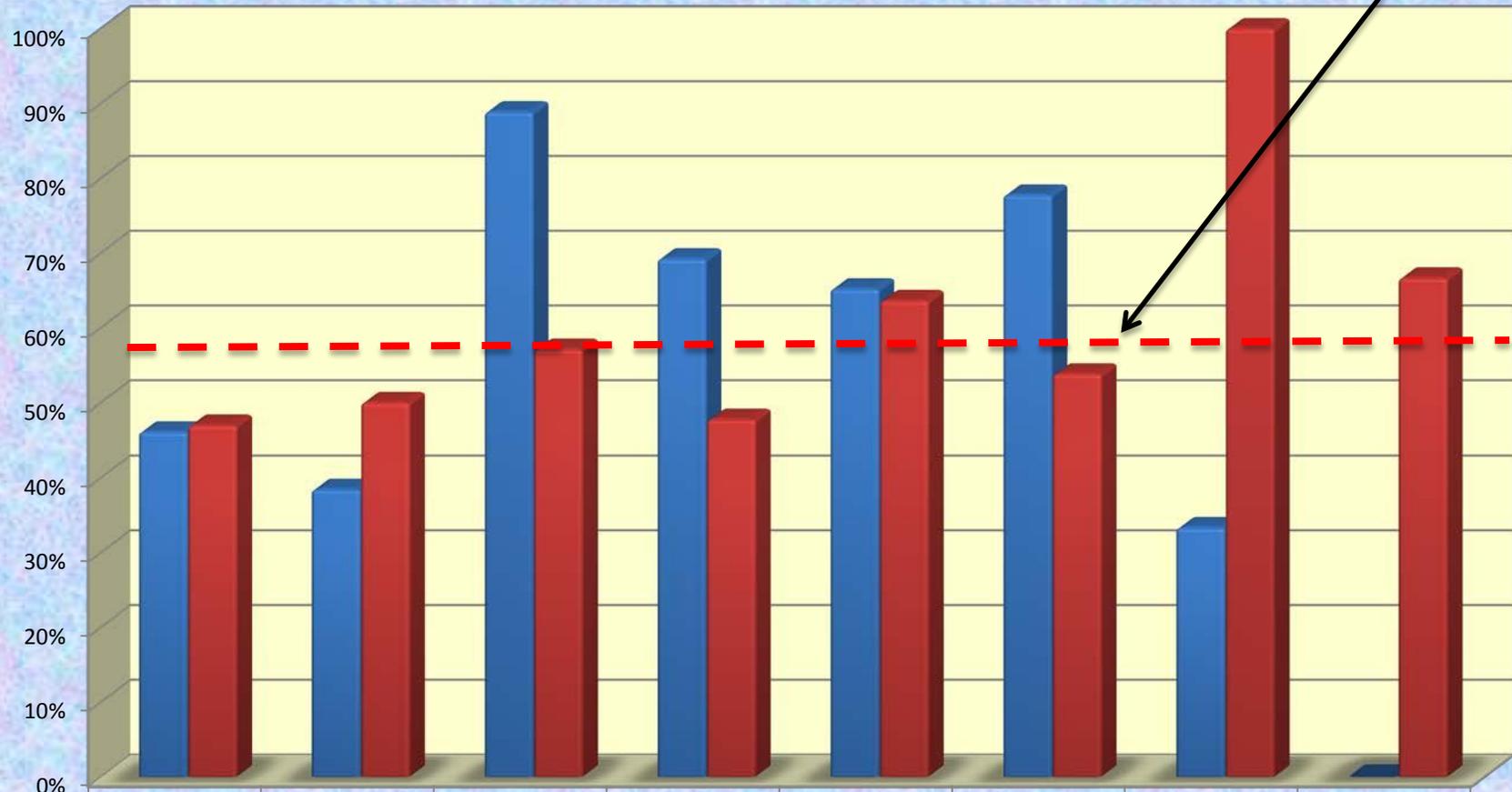
53% VA-Wide Average



	VAMC, ANN ARBOR	VAMC, BATTLE CREEK	VAMC, DANVILLE	VAMC, DETROIT	VAMC, INDIANAPOLIS	VA NORTHERN INDIANA HCS	VAMC, SAGINAW	VISN 11
Mid-Year FY-11	50%	85%	60%	78%	35%	75%	100%	100%
Mid-Year FY-12	47%	33%	78%	50%	57%	73%	40%	80%

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

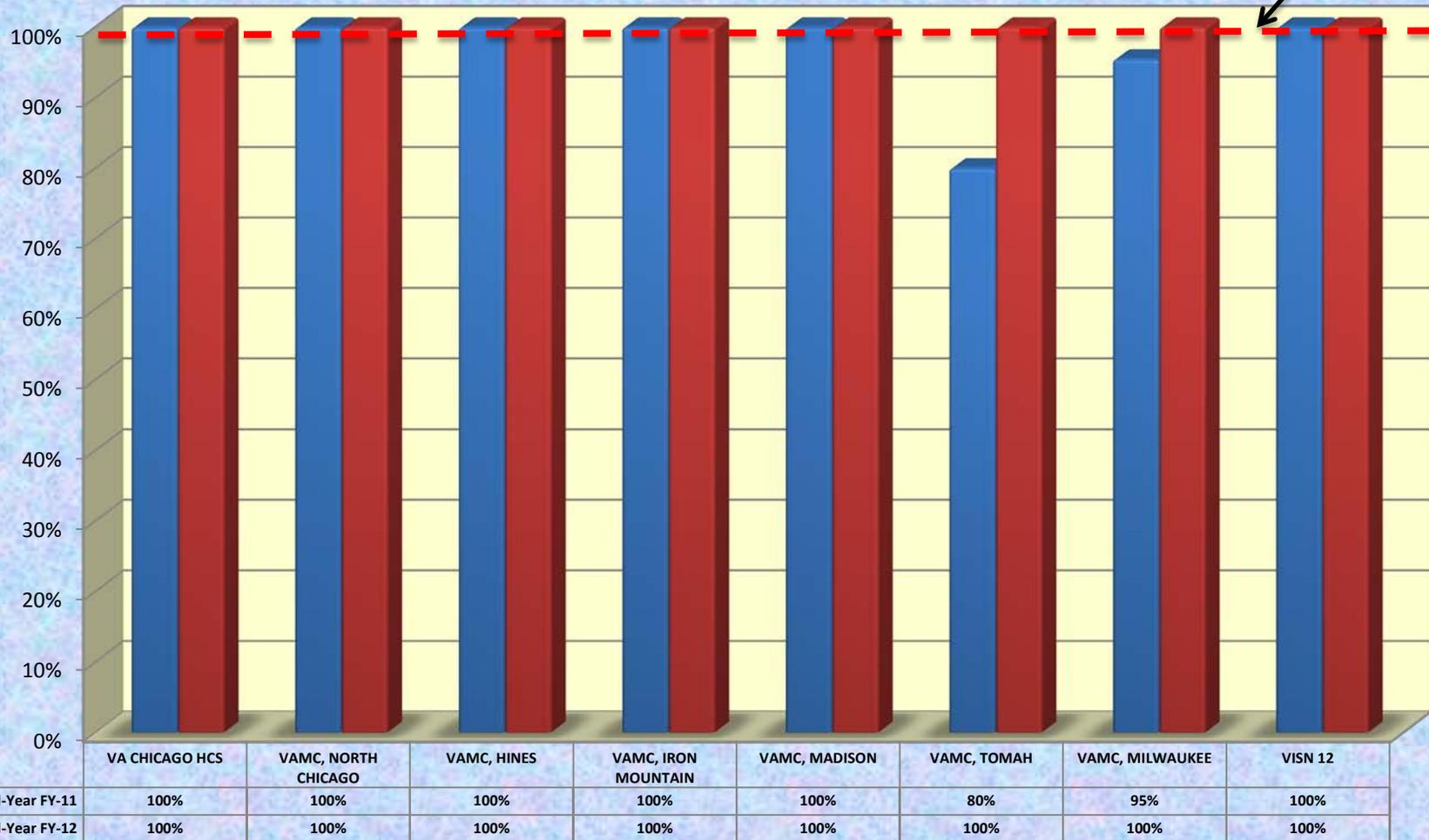
55% Government-Wide Average



	VAMC, ANN ARBOR	VAMC, BATTLE CREEK	VAMC, DANVILLE	VAMC, DETROIT	VAMC, INDIANAPOLIS	VA NORTHERN INDIANA HCS	VAMC, SAGINAW	VISN 11
Mid-Year FY-11	46%	38%	89%	69%	65%	78%	33%	0%
Mid-Year FY-12	47%	50%	57%	48%	64%	54%	100%	67%

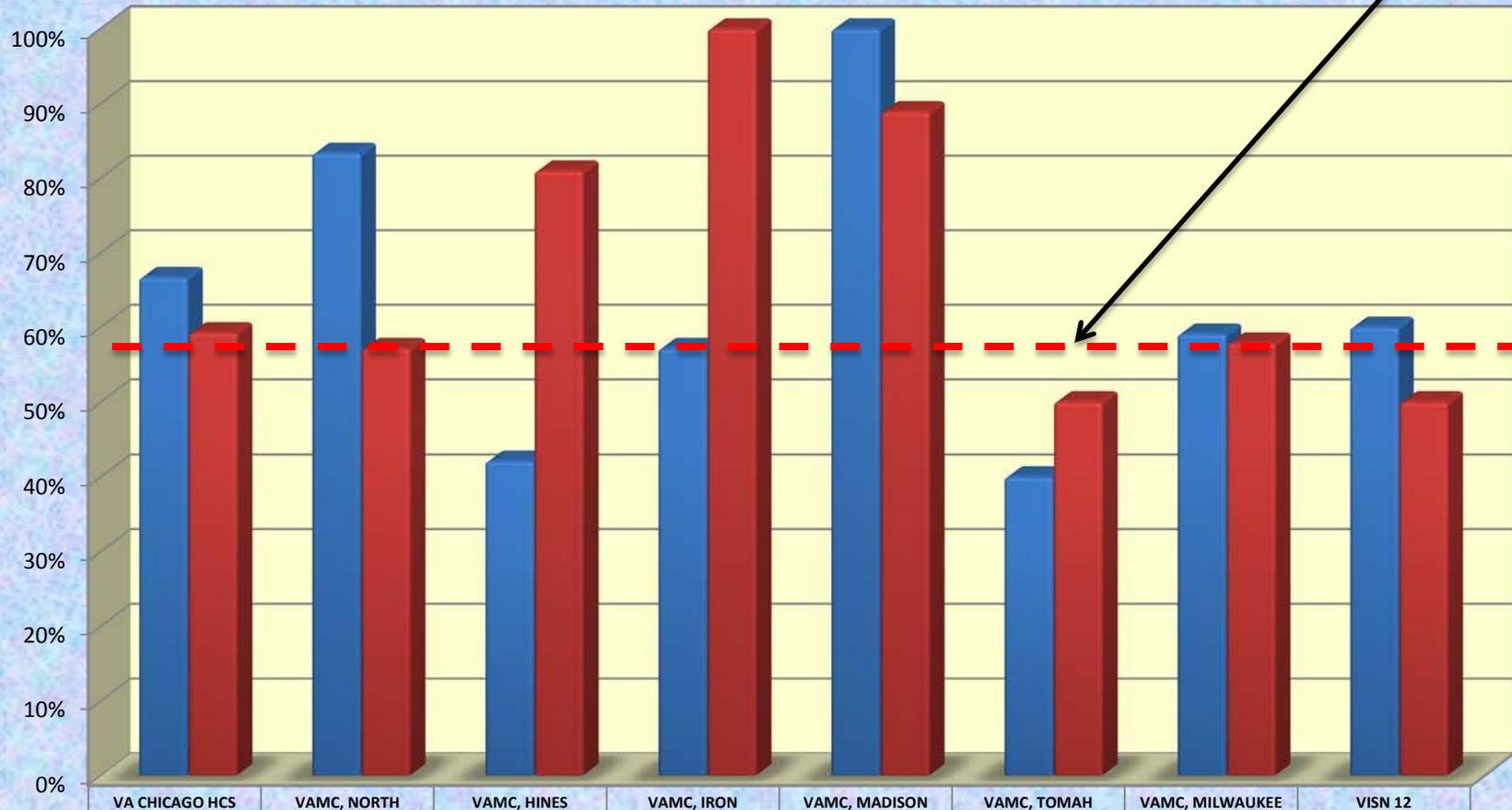
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 12

98% VA-Wide
Average



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

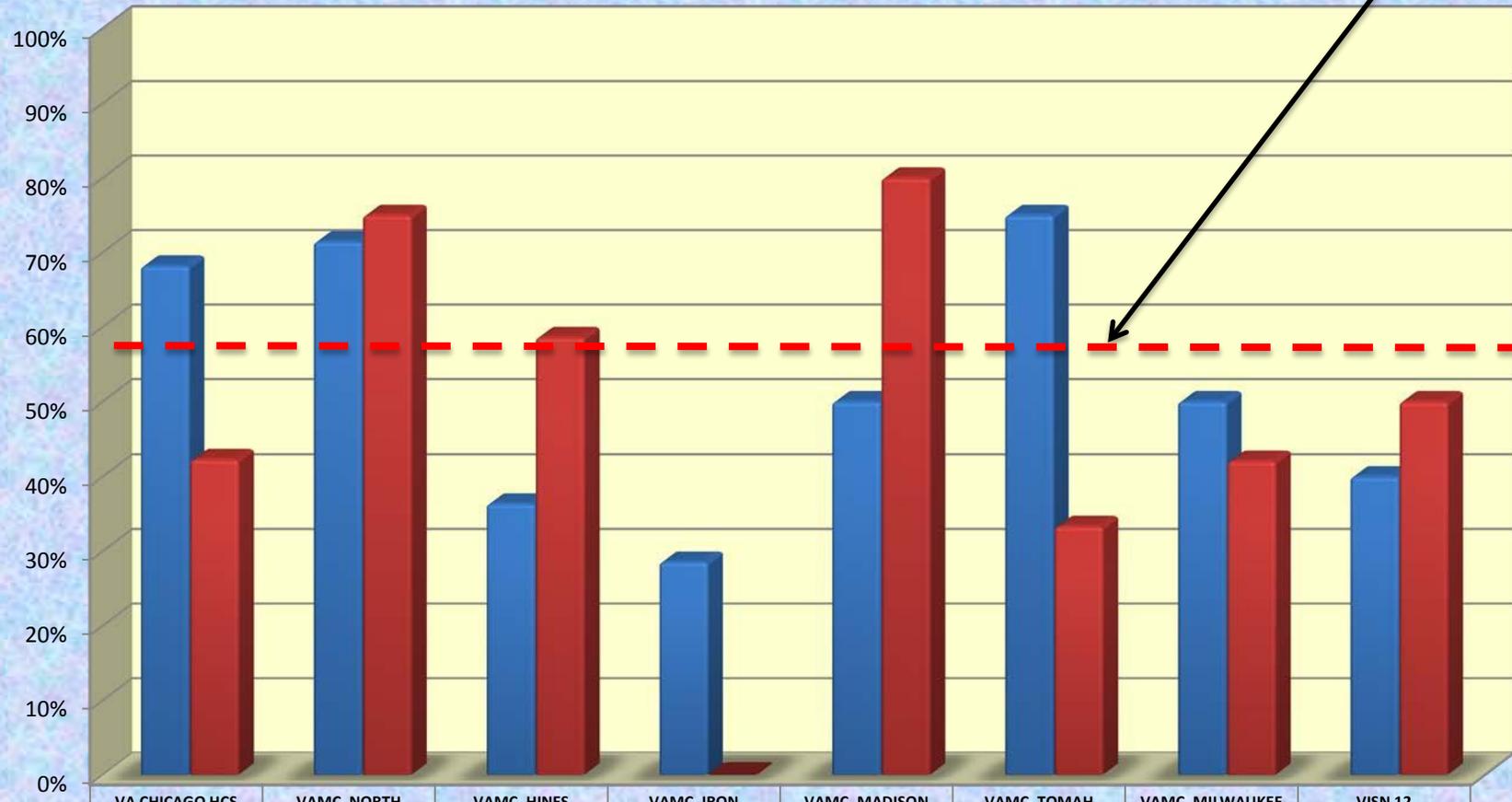
53% VA-Wide Average



	VA CHICAGO HCS	VAMC, NORTH CHICAGO	VAMC, HINES	VAMC, IRON MOUNTAIN	VAMC, MADISON	VAMC, TOMAH	VAMC, MILWAUKEE	VISN 12
Mid-Year FY-11	67%	83%	42%	57%	100%	40%	59%	60%
Mid-Year FY-12	59%	57%	81%	100%	89%	50%	58%	50%

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

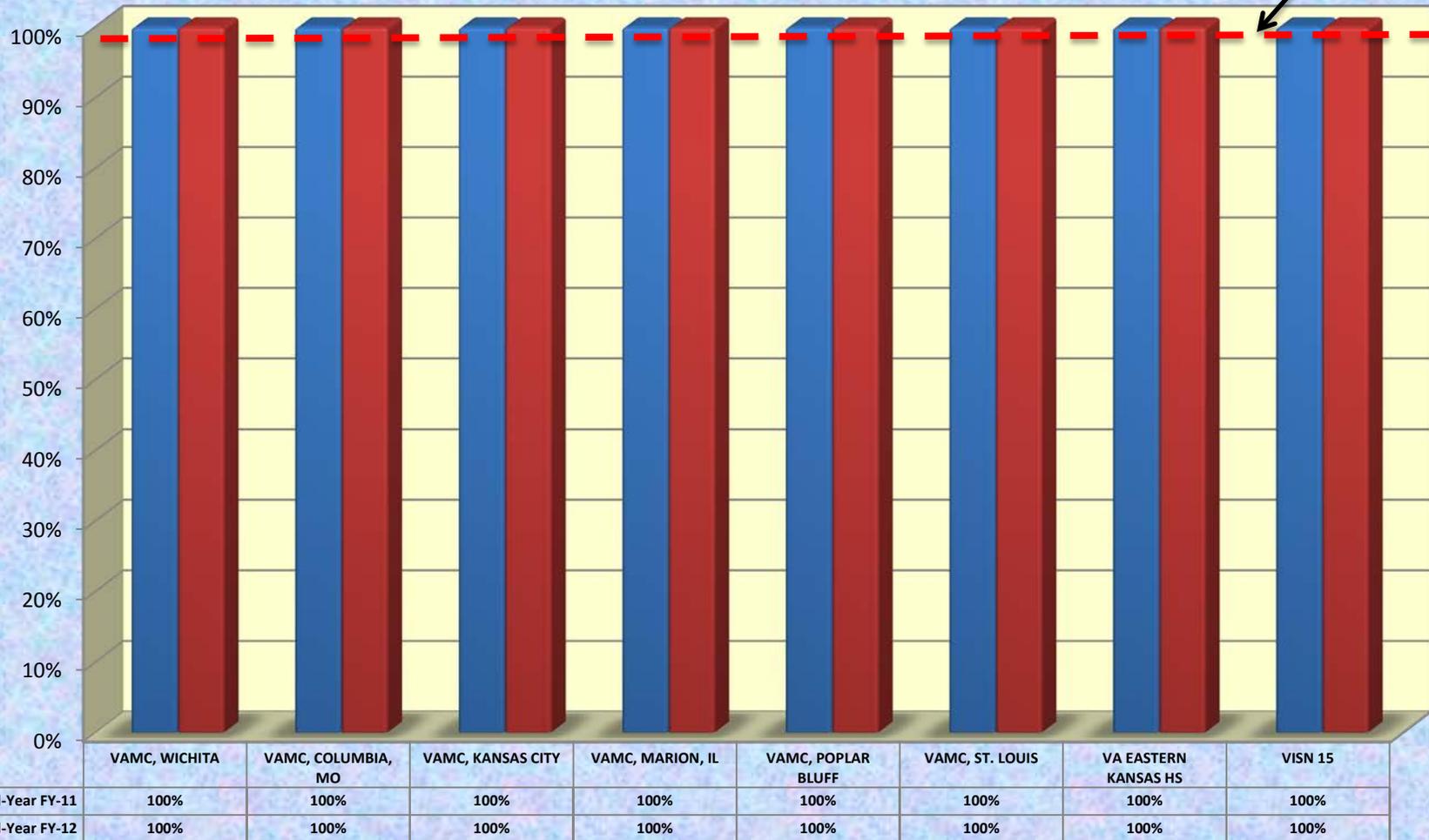
55% Government-Wide Average



	VA CHICAGO HCS	VAMC, NORTH CHICAGO	VAMC, HINES	VAMC, IRON MOUNTAIN	VAMC, MADISON	VAMC, TOMAH	VAMC, MILWAUKEE	VISN 12
Mid-Year FY-11	68%	71%	36%	29%	50%	75%	50%	40%
Mid-Year FY-12	42%	75%	59%	0%	80%	33%	42%	50%

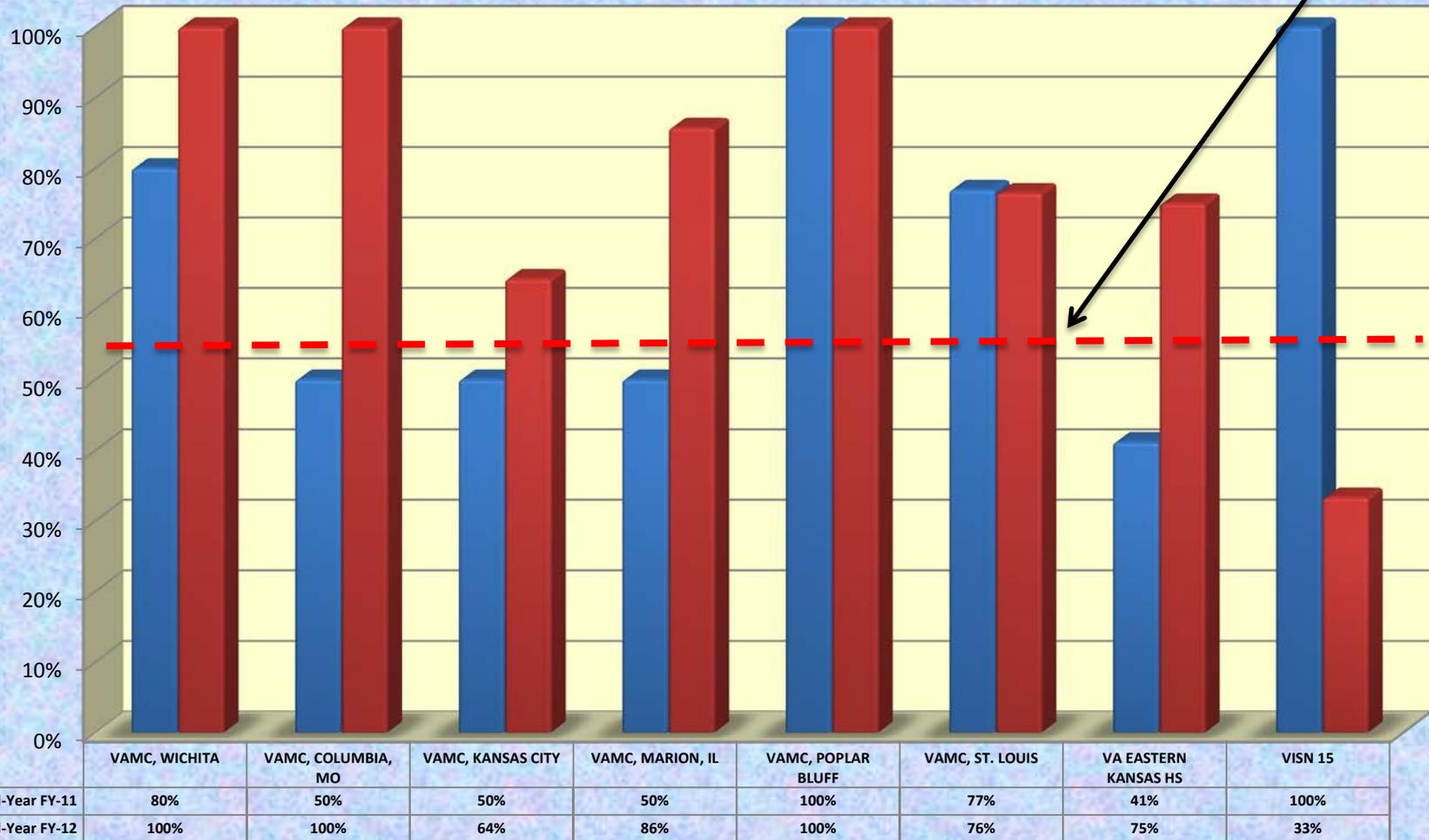
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 15

98% VA-Wide Average



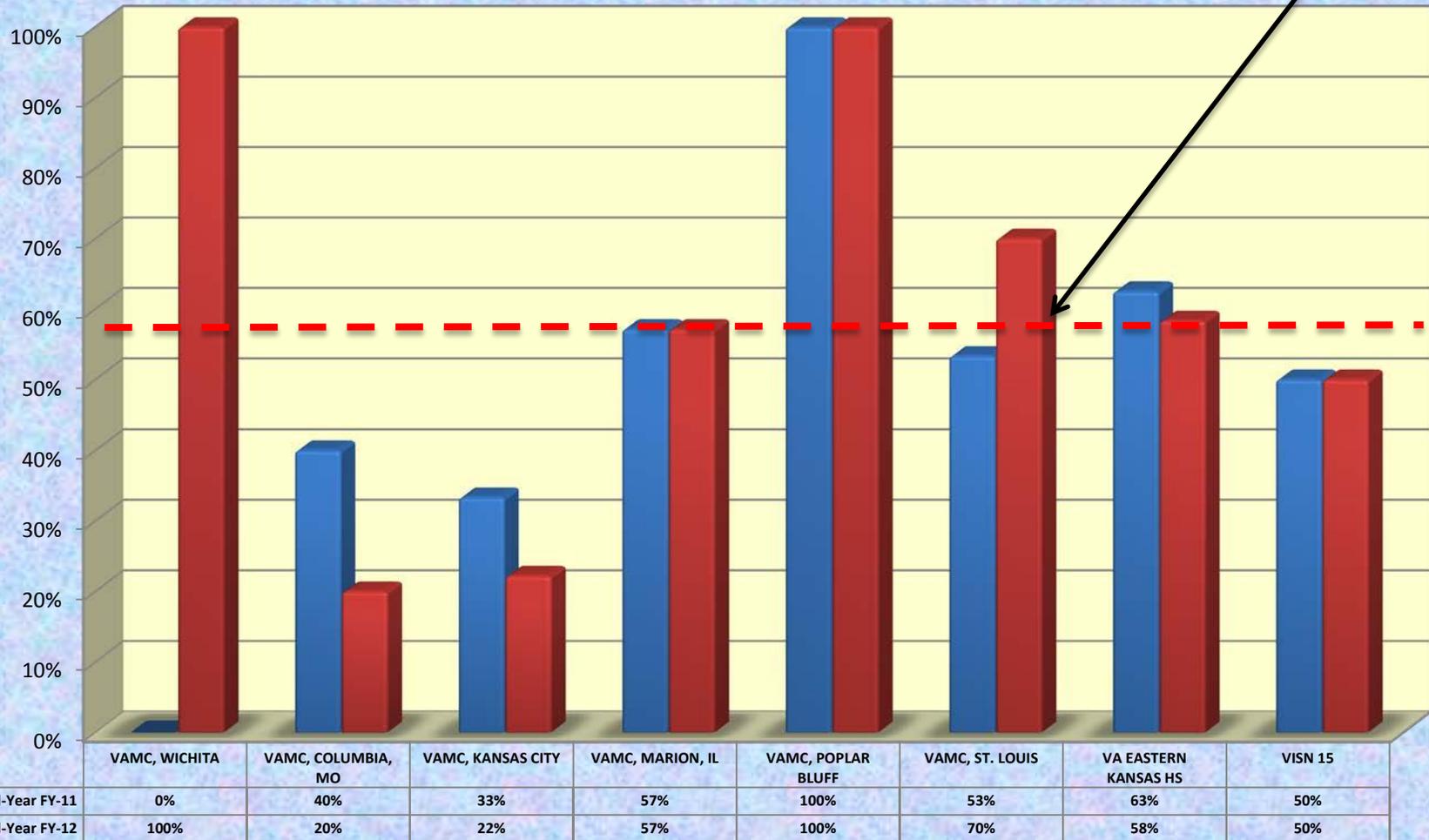
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 15

53% VA-Wide
Average



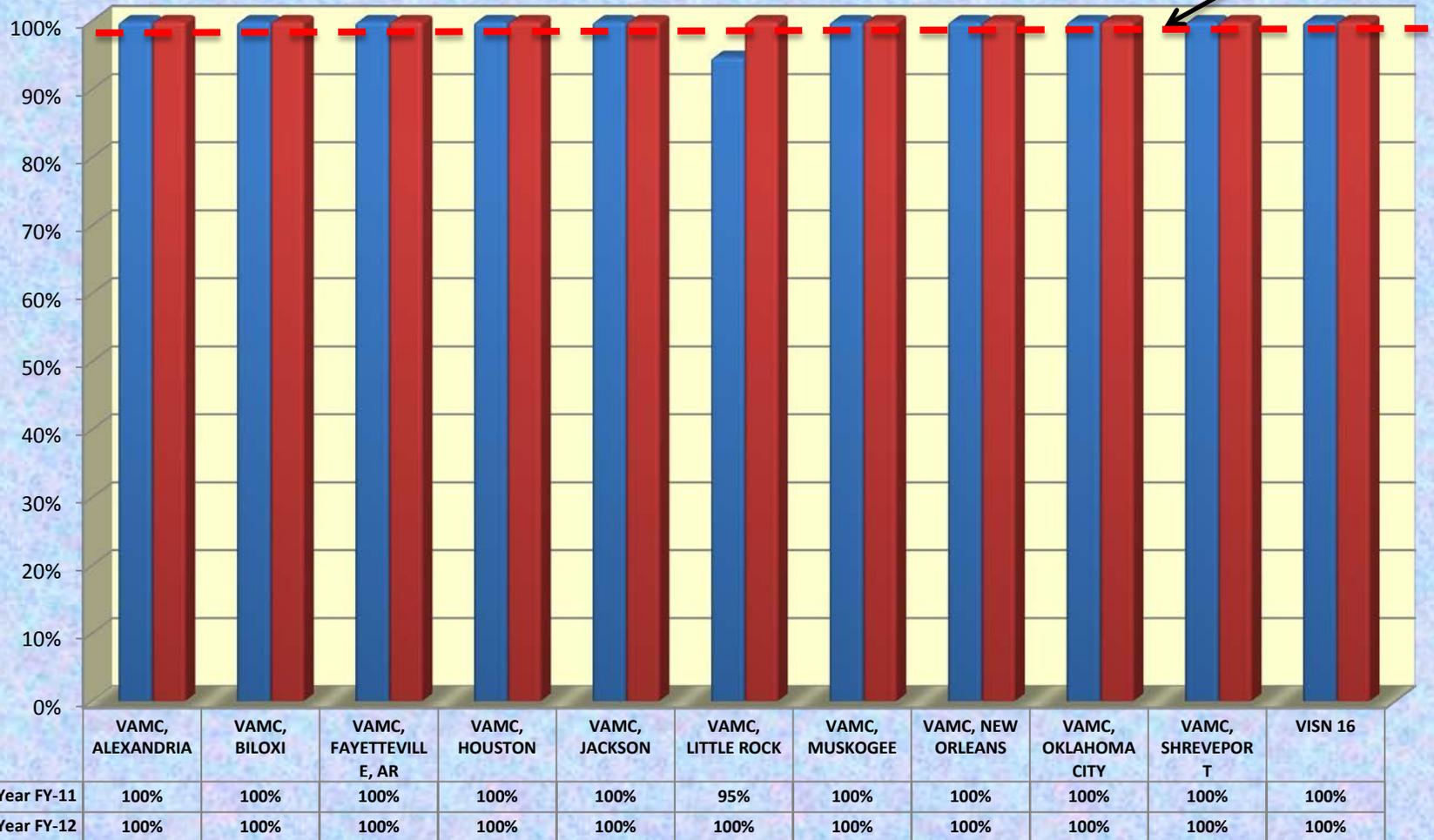
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Resolution Rate - VISN 15

55% Government-Wide Average



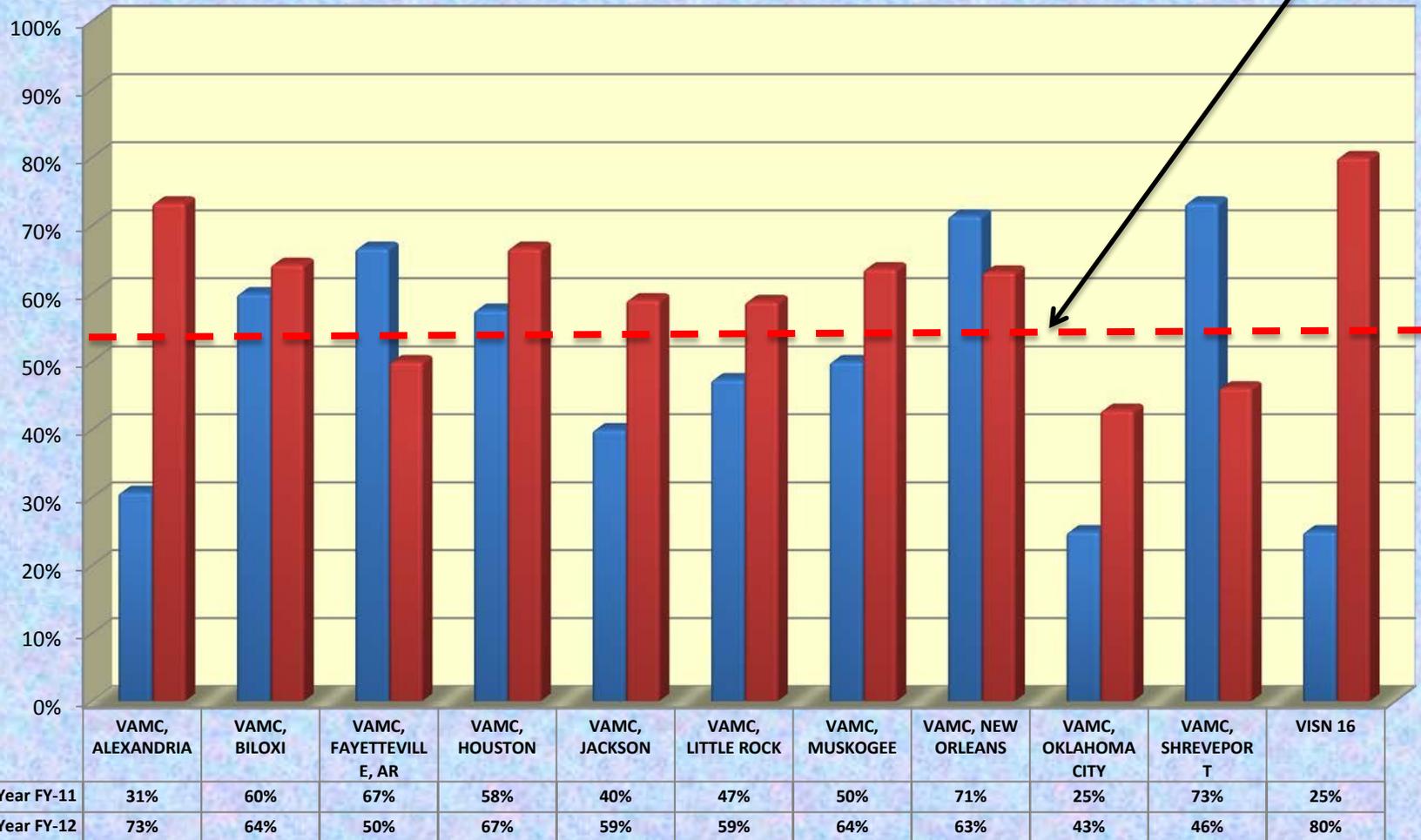
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 16

98% VA-Wide
Average



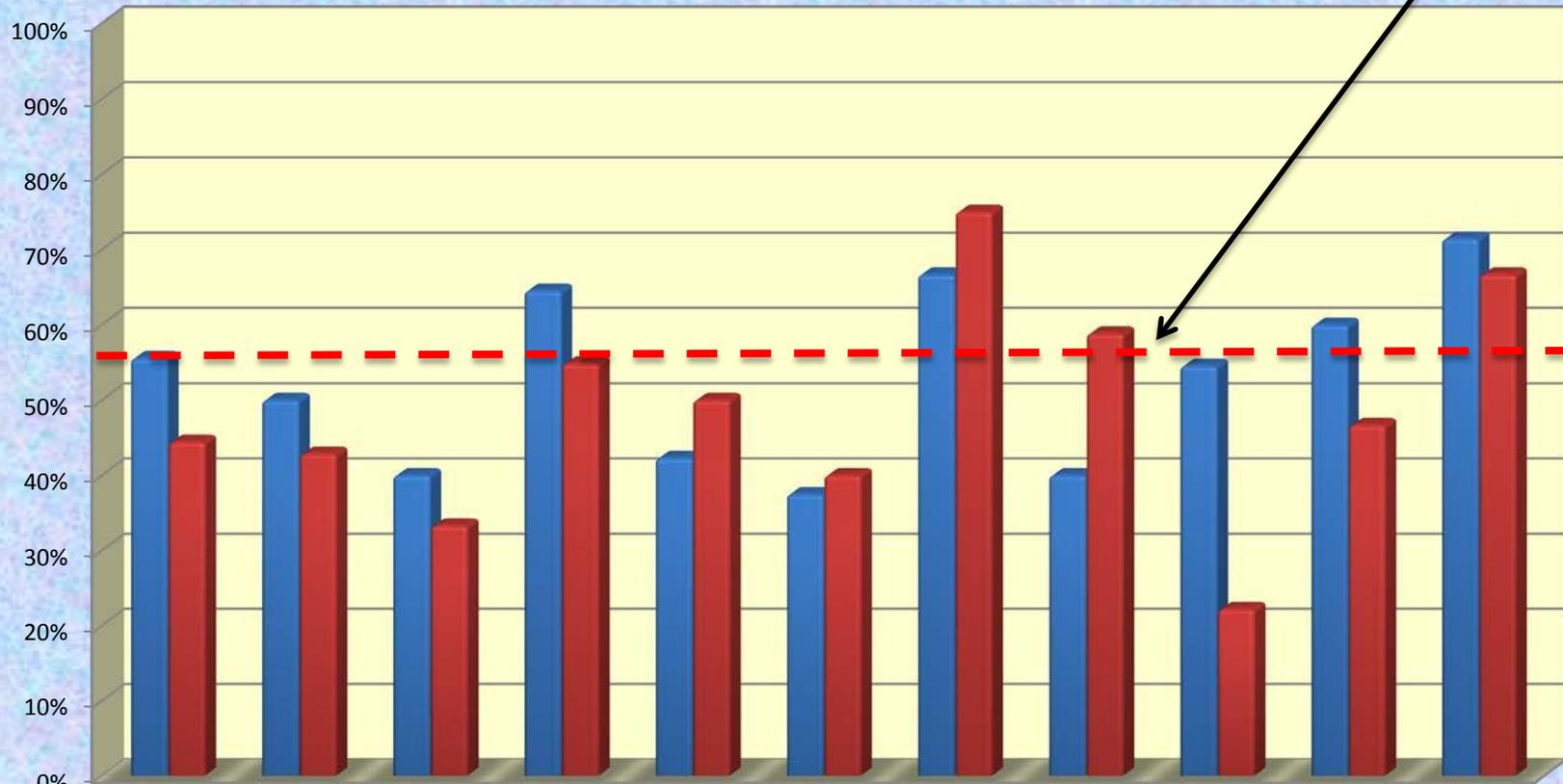
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 16

53% VA-Wide Average



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

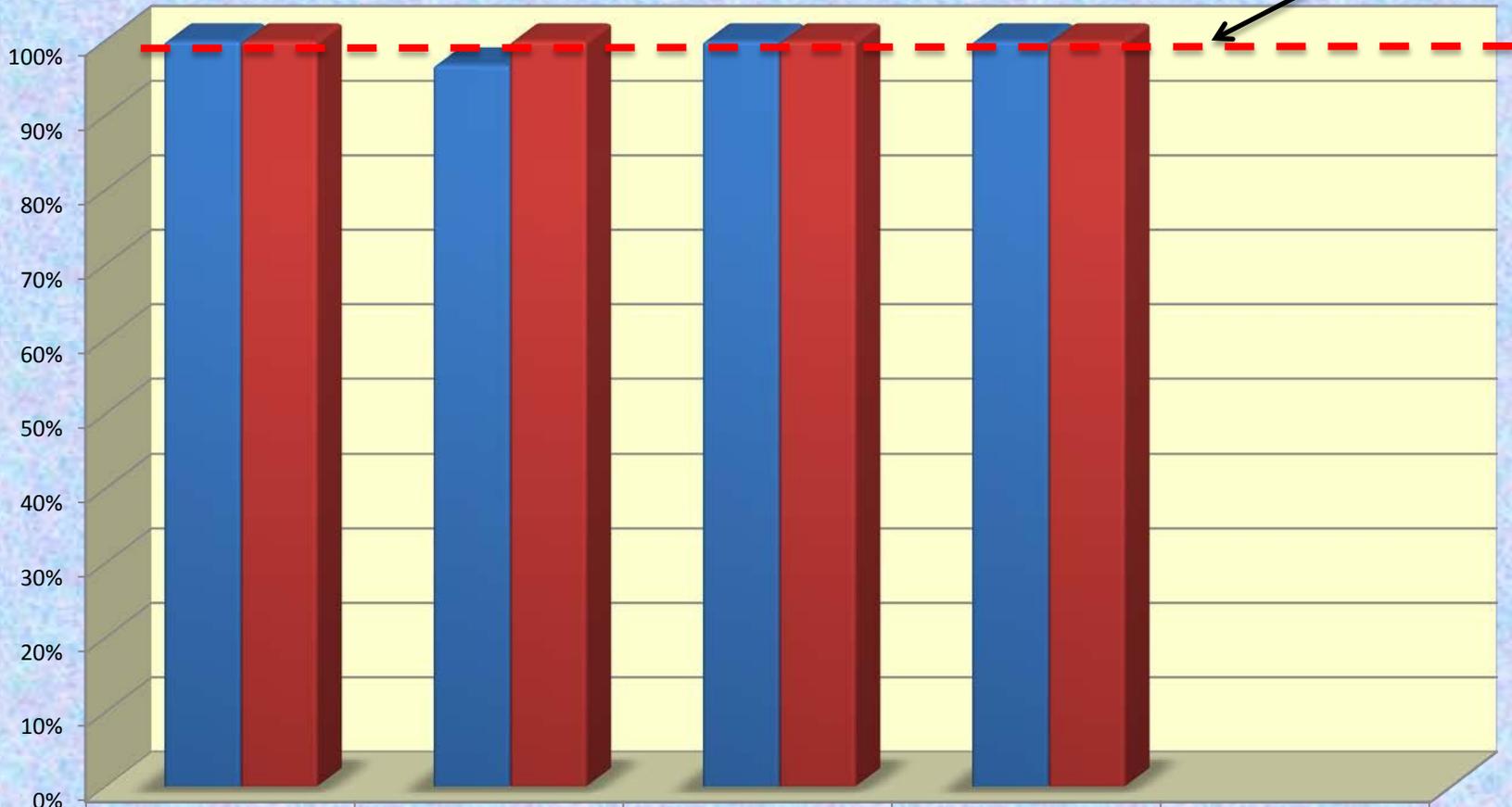
55% Government-Wide Average



	VAMC, ALEXANDRIA	VAMC, BILOXI	VAMC, FAYETTEVILLE, AR	VAMC, HOUSTON	VAMC, JACKSON	VAMC, LITTLE ROCK	VAMC, MUSKOGEE	VAMC, NEW ORLEANS	VAMC, OKLAHOMA CITY	VAMC, SHREVEPORT	VISN 16
Mid-Year FY-11	56%	50%	40%	65%	42%	38%	67%	40%	55%	60%	71%
Mid-Year FY-12	44%	43%	33%	55%	50%	40%	75%	59%	22%	47%	67%

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

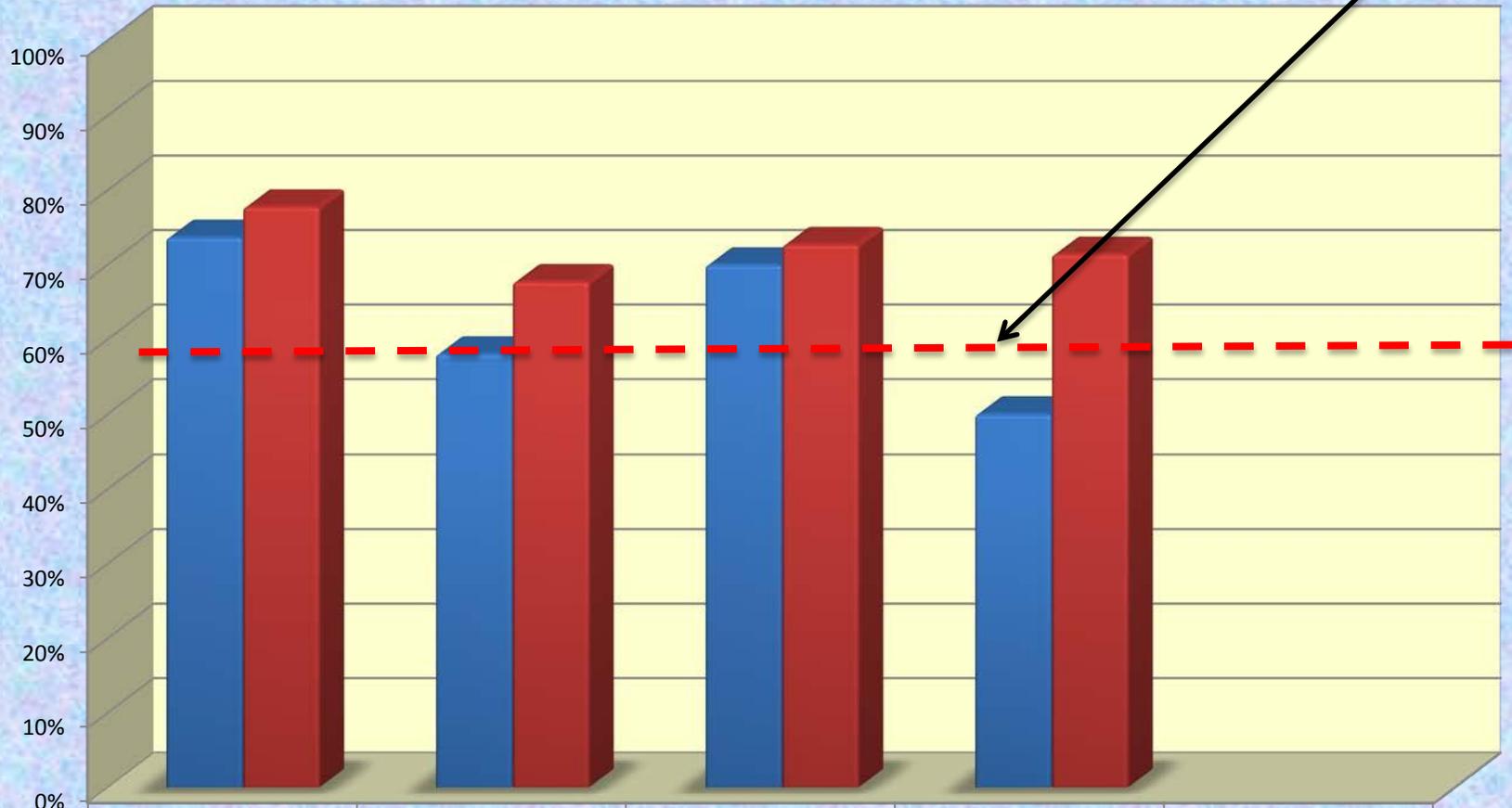
98% VA-Wide
Average



	VA CENTRAL TEXAS HCS	VA SOUTH TEXAS HCS	VA NORTH TEXAS HCS	VA TEXAS VALLEY HCS	VISN 17
Mid-Year FY-11	100%	97%	100%	100%	N/A
Mid-Year FY-12	100%	100%	100%	100%	N/A

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

53% VA-Wide Average

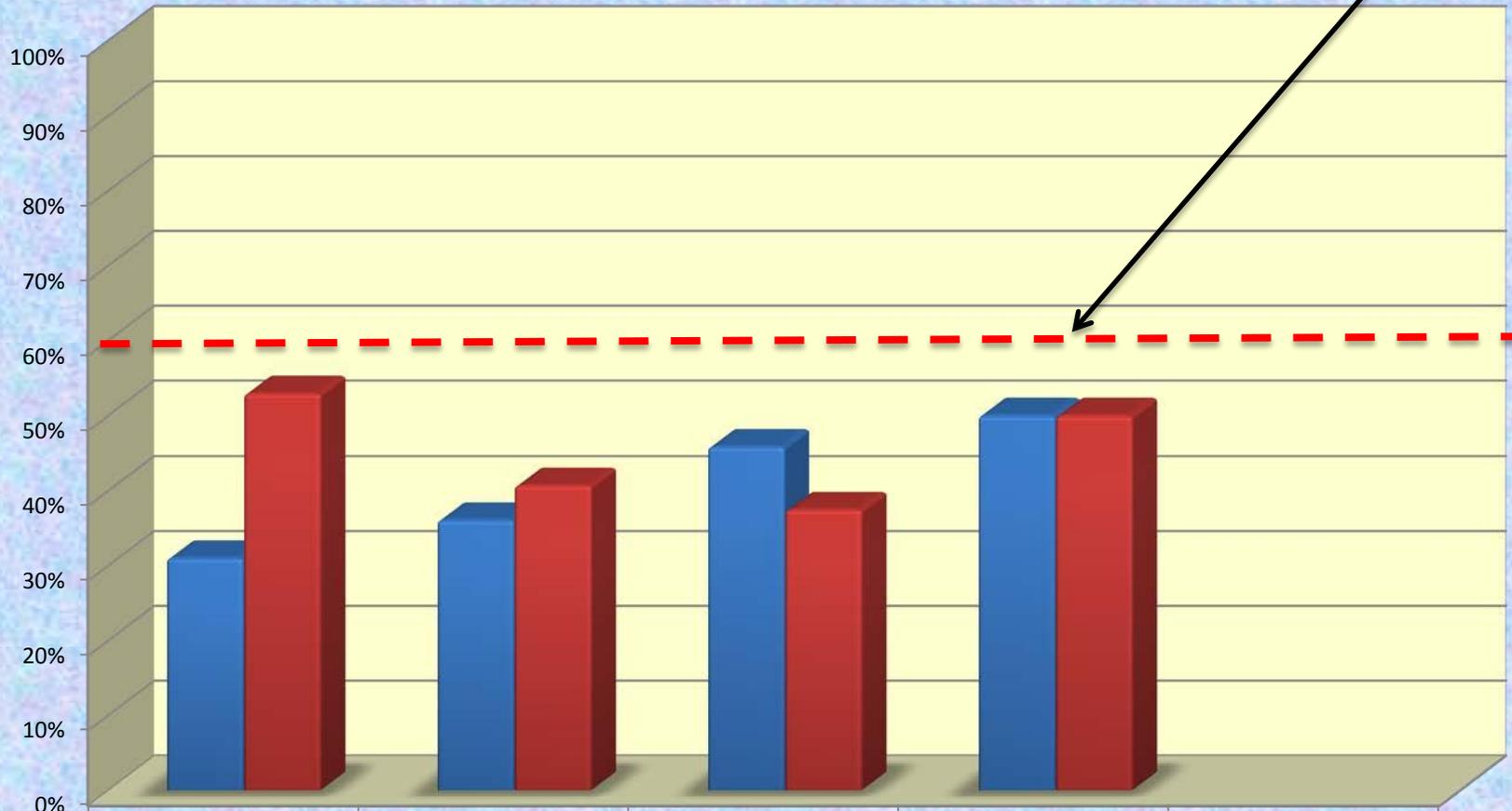


■ Mid-Year FY-11
■ Mid-Year FY-12

	VA CENTRAL TEXAS HCS	VA SOUTH TEXAS HCS	VA NORTH TEXAS HCS	VA TEXAS VALLEY HCS	VISN 17
Mid-Year FY-11	74%	58%	70%	50%	N/A
Mid-Year FY-12	78%	68%	73%	71%	N/A

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

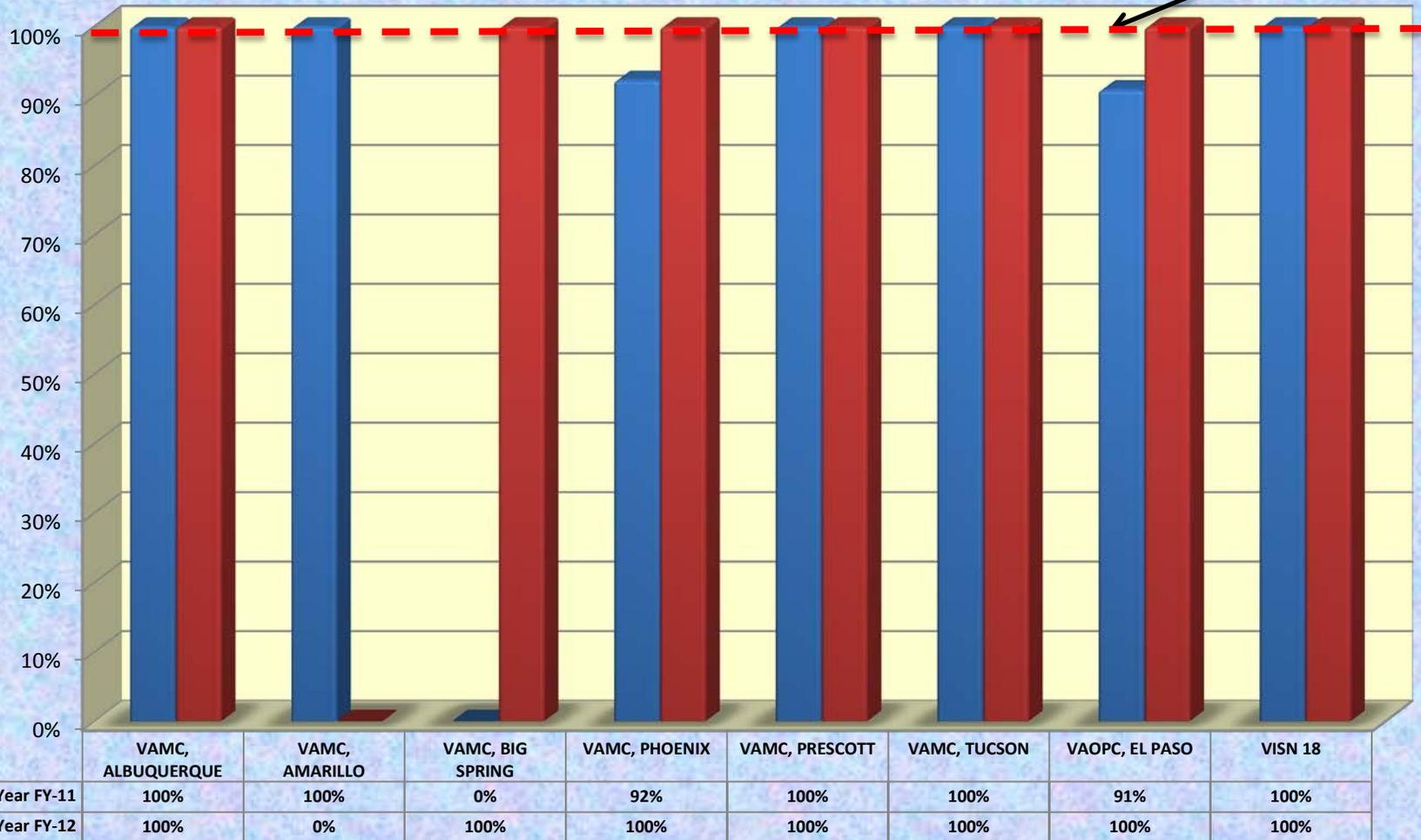
55% Government-Wide Average



	VA CENTRAL TEXAS HCS	VA SOUTH TEXAS HCS	VA NORTH TEXAS HCS	VA TEXAS VALLEY HCS	VISN 17
Mid-Year FY-11	31%	36%	46%	50%	N/A
Mid-Year FY-12	53%	41%	38%	50%	N/A

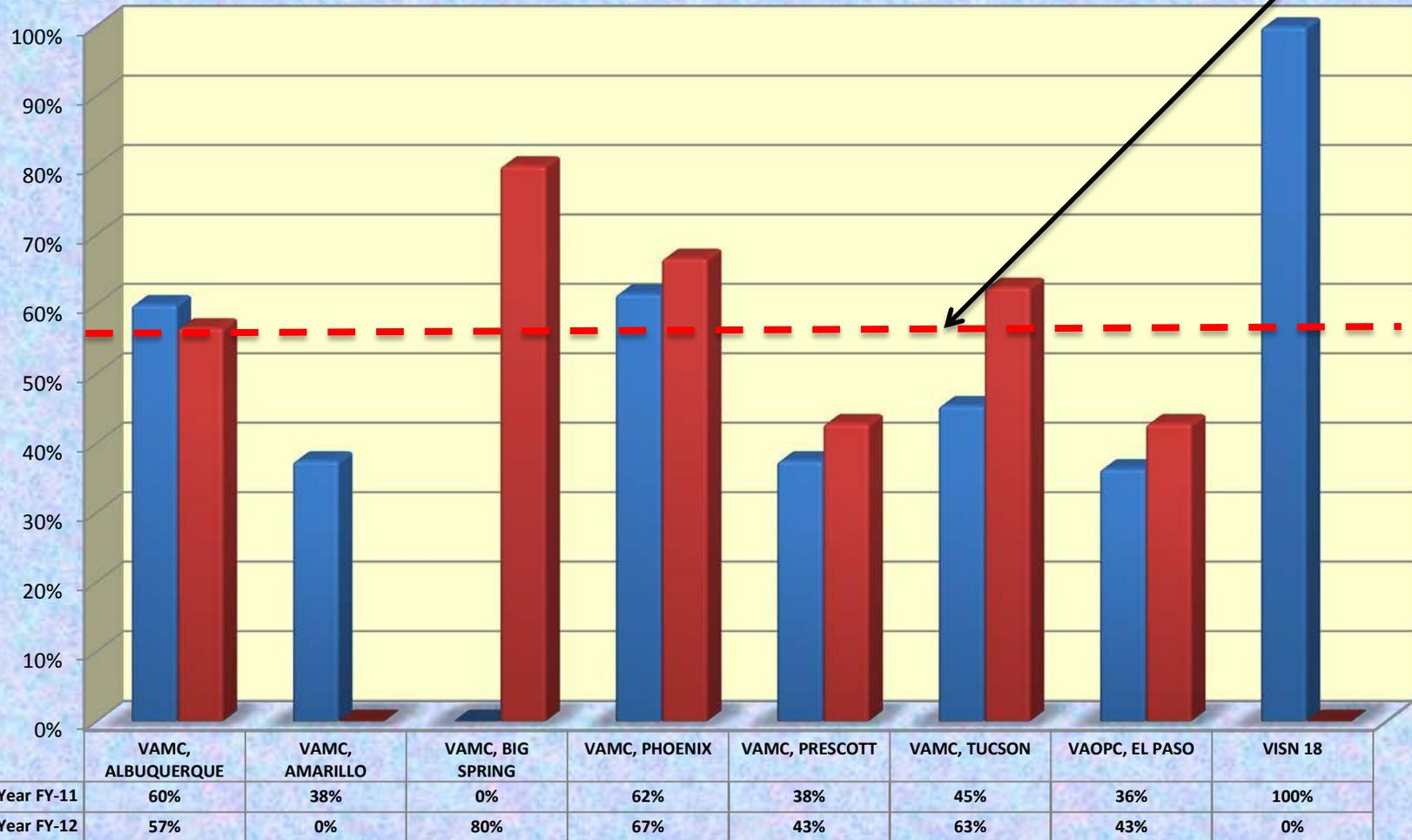
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 18

98% VA-Wide
Average



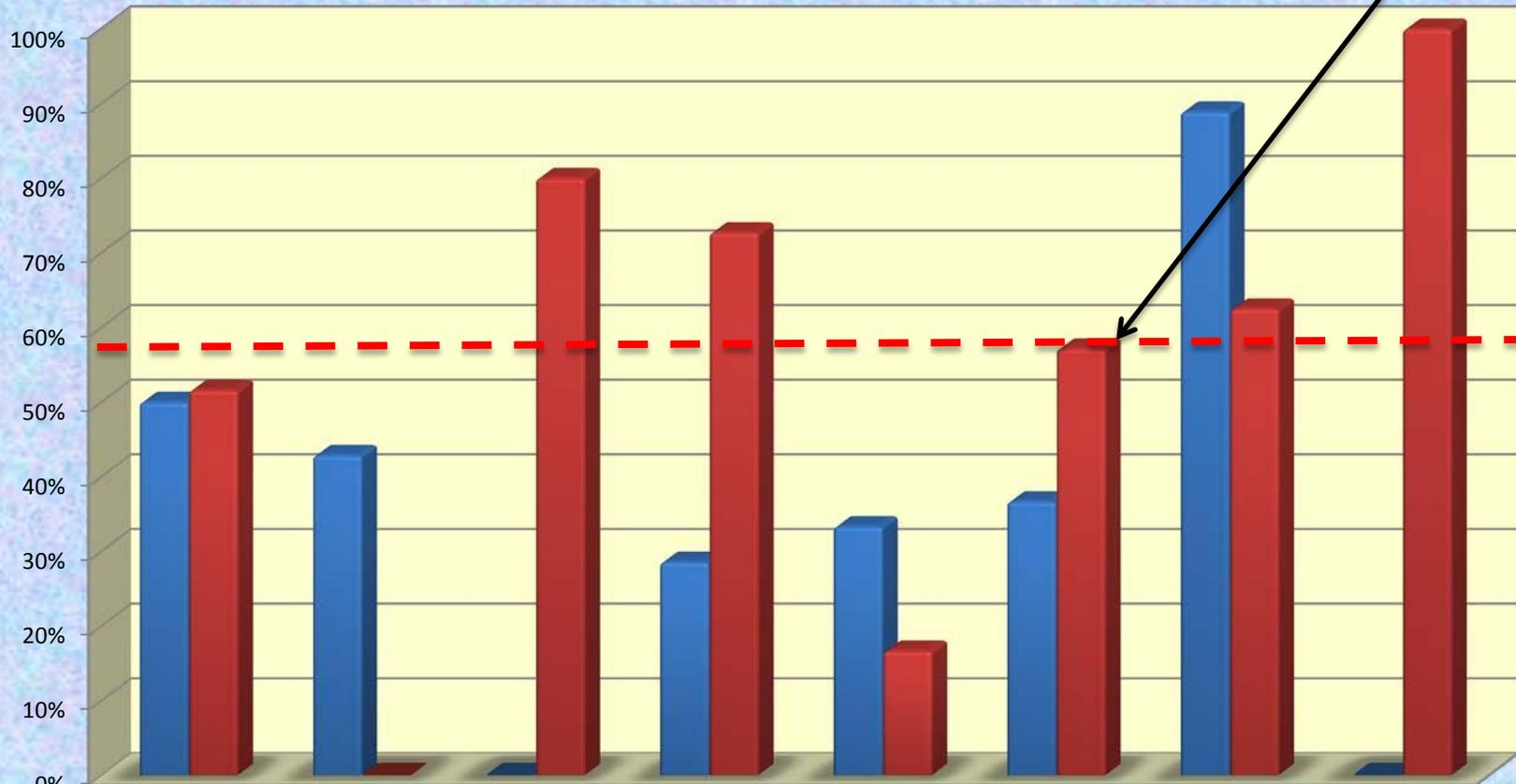
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 18

53% VA-Wide Average



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

55% Government-Wide Average



	VAMC, ALBUQUERQUE	VAMC, AMARILLO	VAMC, BIG SPRING	VAMC, PHOENIX	VAMC, PRESCOTT	VAMC, TUCSON	VAOPC, EL PASO	VISN 18
Mid-Year FY-11	50%	43%	0%	29%	33%	37%	89%	0%
Mid-Year FY-12	52%	0%	80%	73%	17%	57%	63%	100%

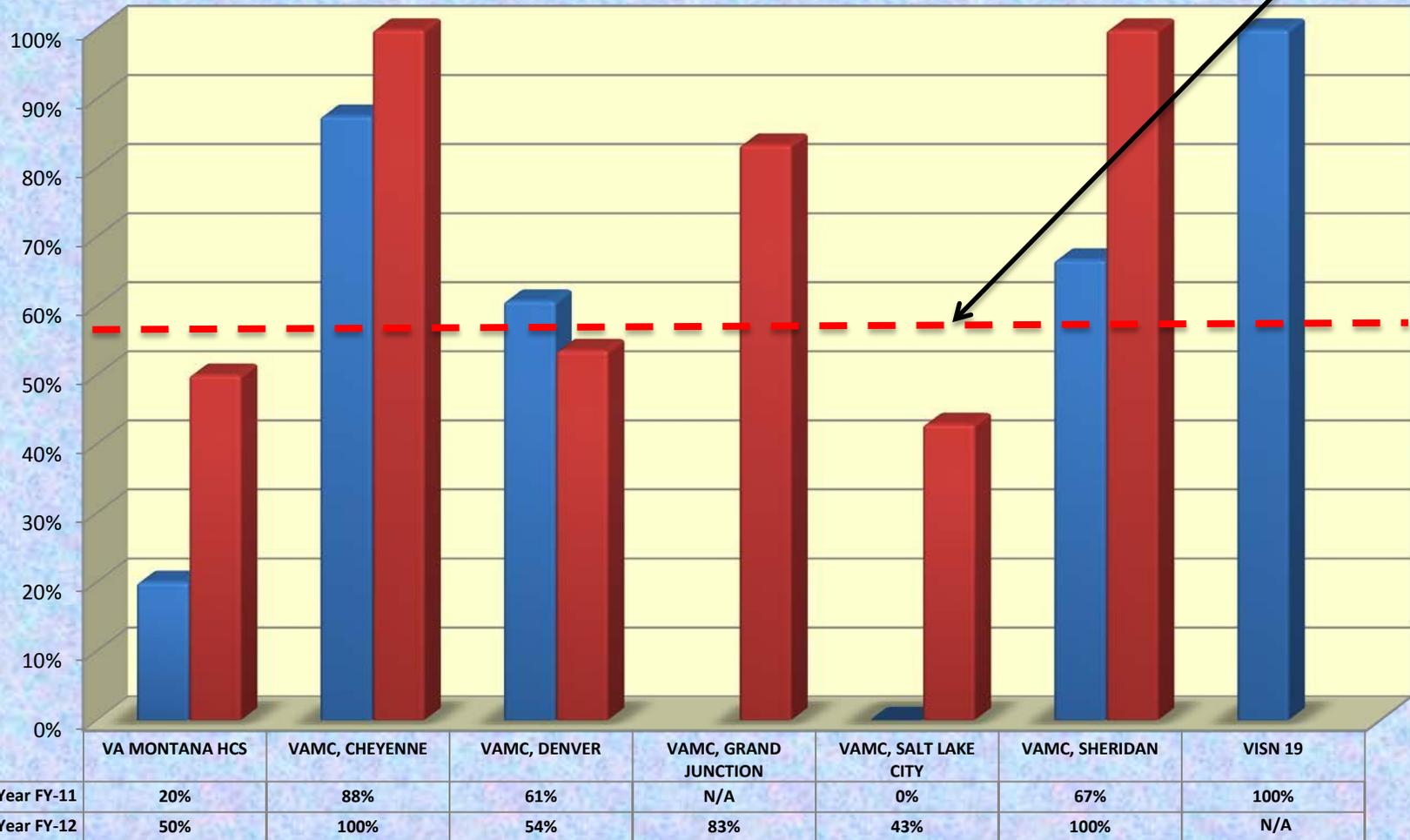
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 19

98% VA-Wide Average



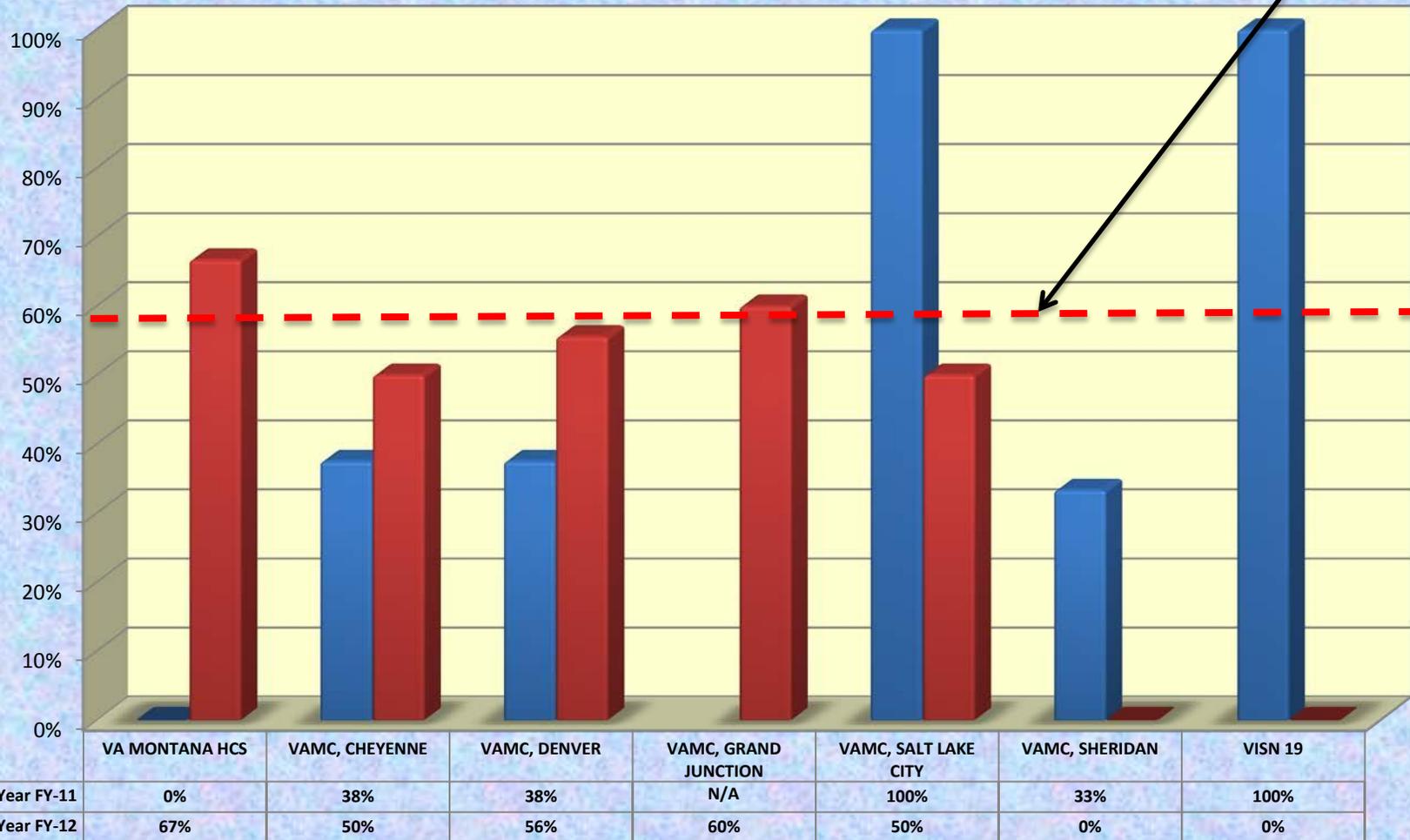
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 19

53% VA-Wide Average



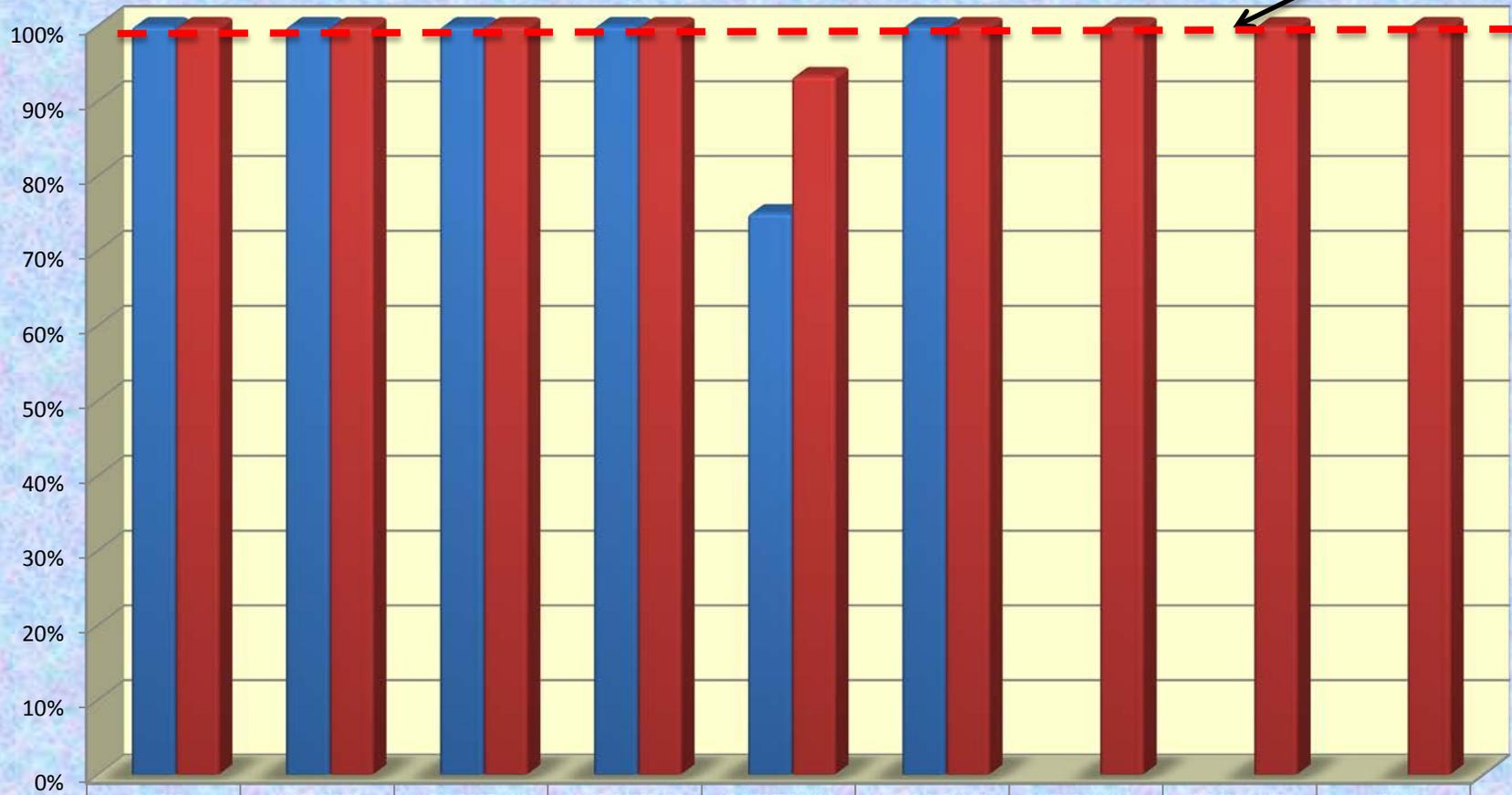
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Resolution Rate - VISN 19

55% Government-Wide Average



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

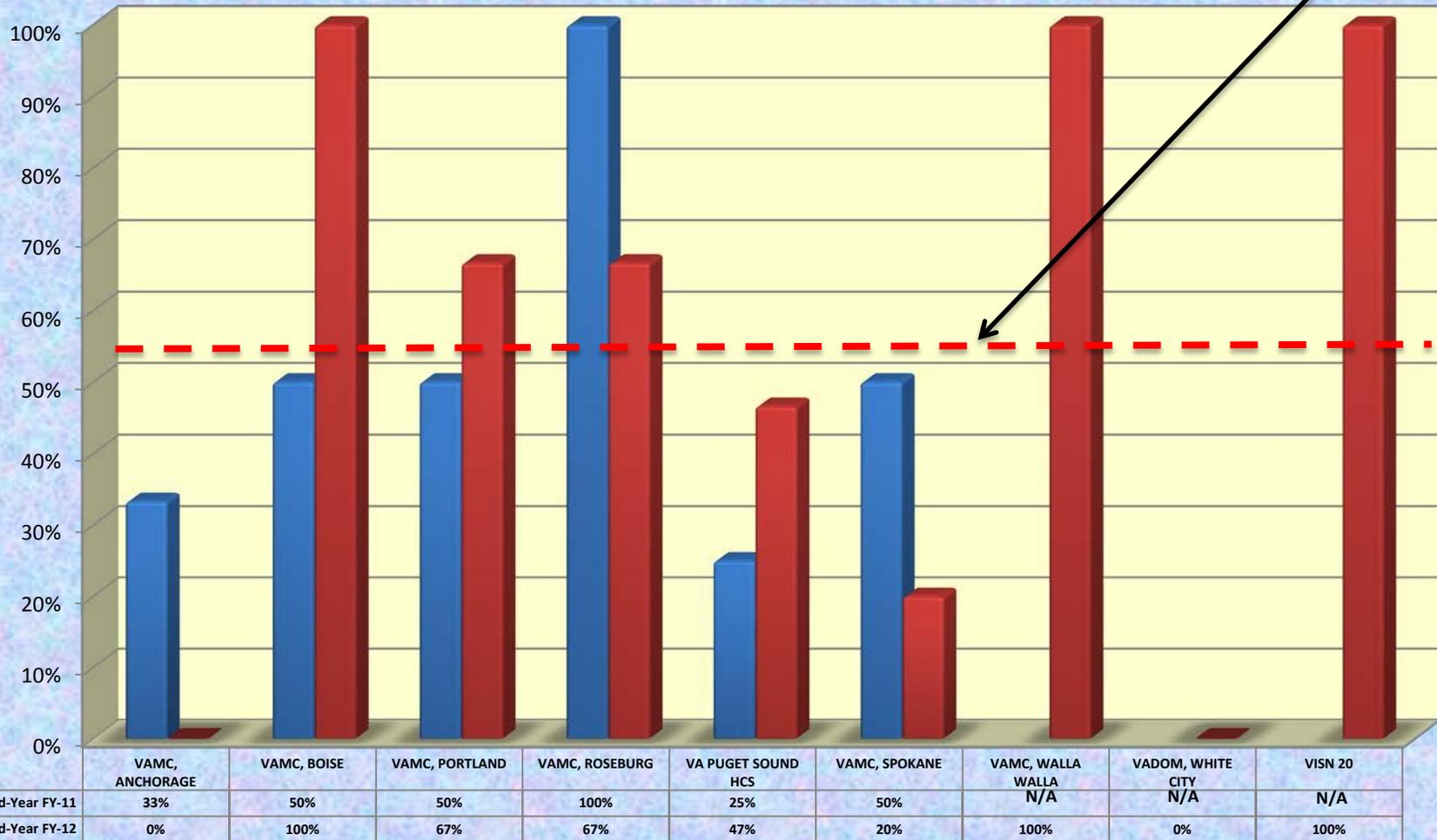
98% VA-Wide
Average



■ Mid-Year FY-11
■ Mid-Year FY-12

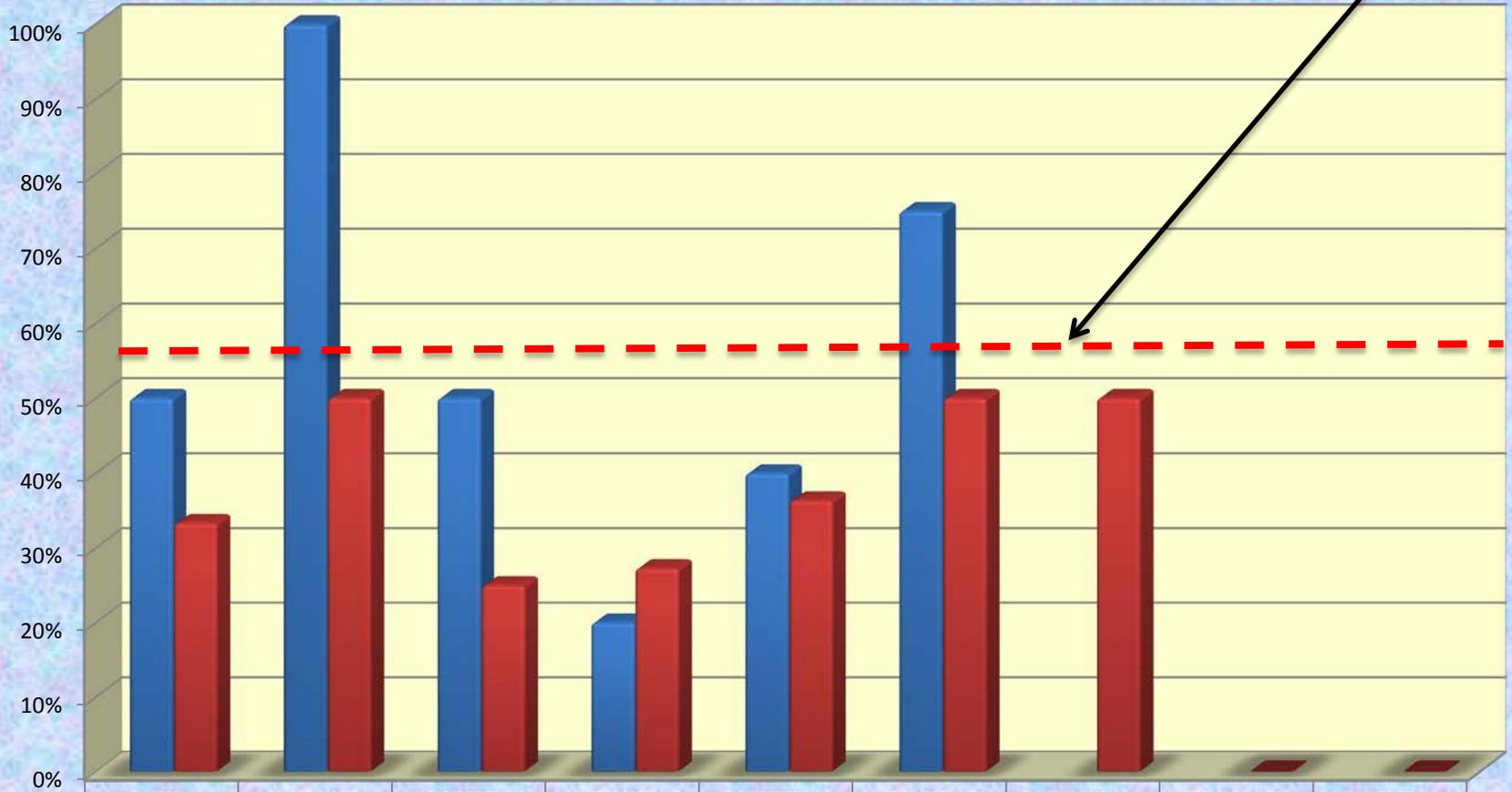
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 20

53% VA-Wide Average



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

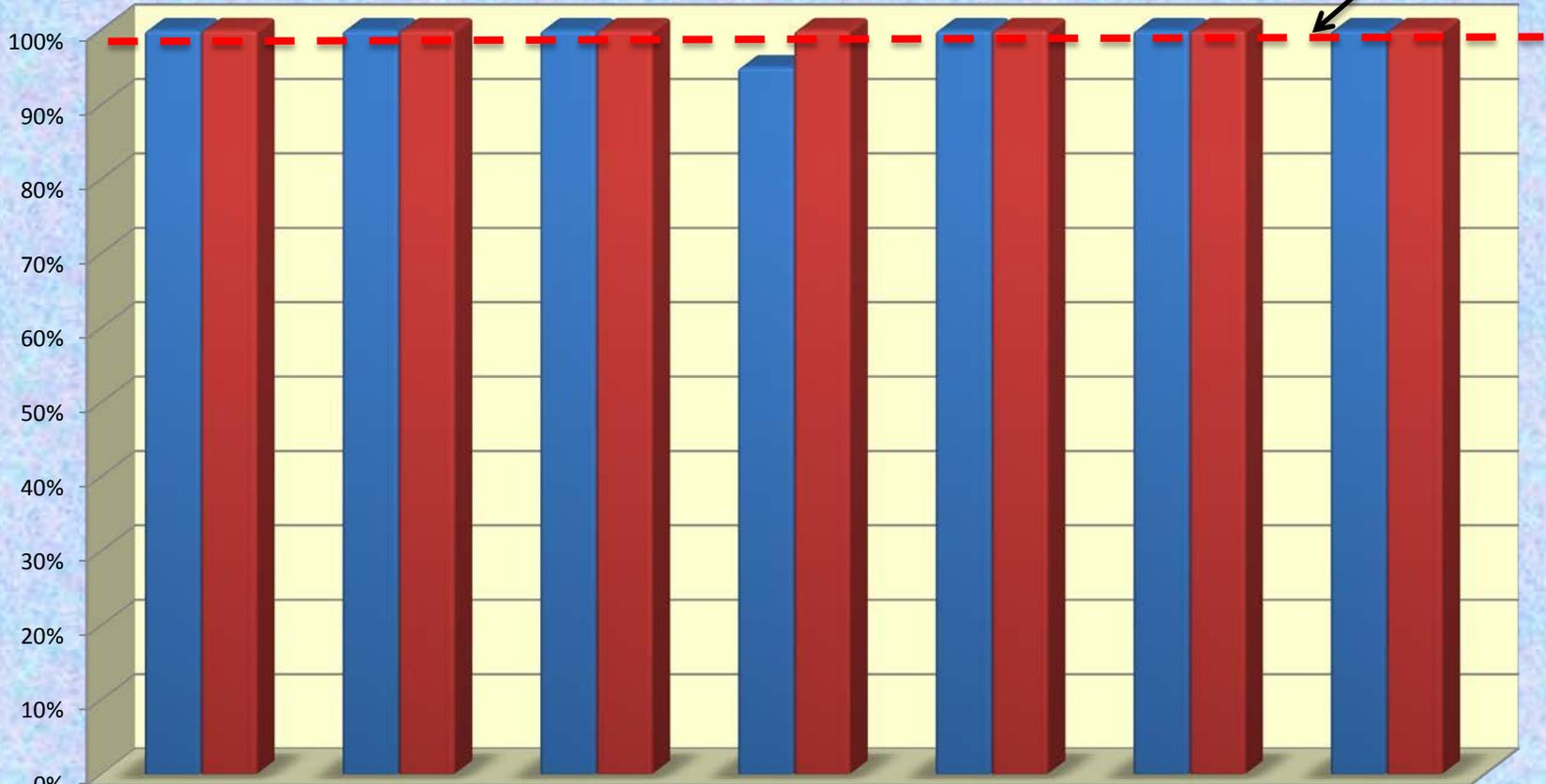
55% Government-Wide Average



	VAMC, ANCHORAGE	VAMC, BOISE	VAMC, PORTLAND	VAMC, ROSEBURG	VA PUGET SOUND HCS	VAMC, SPOKANE	VAMC, WALLA WALLA N/A	VADOM, WHITE CITY N/A	VISN 20
Mid-Year FY-11	50%	100%	50%	20%	40%	75%	N/A	N/A	N/A
Mid-Year FY-12	33%	50%	25%	27%	36%	50%	50%	0%	0%

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

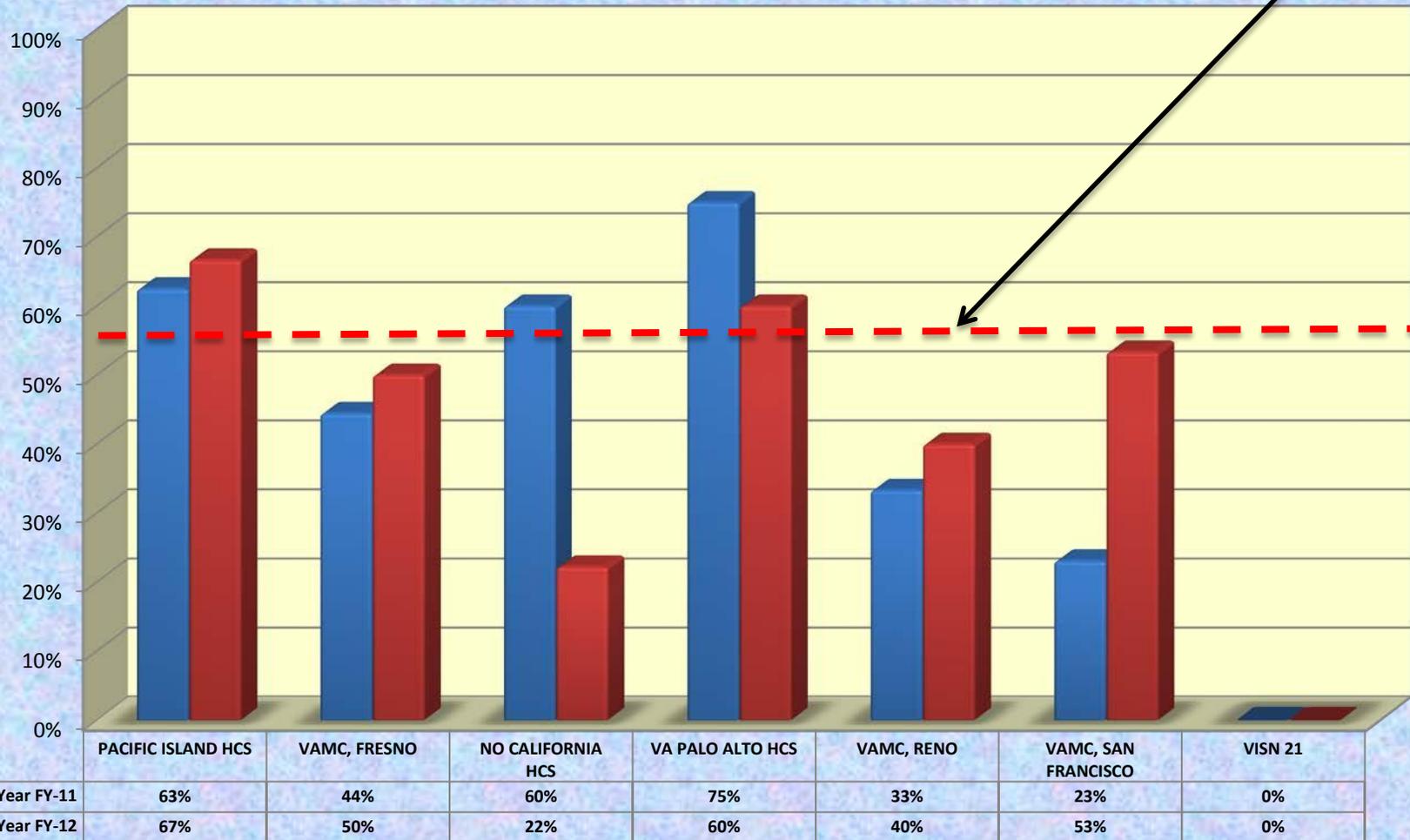
98% VA-Wide Average



	PACIFIC ISLAND HCS	VAMC, FRESNO	NO CALIFORNIA HCS	VA PALO ALTO HCS	VAMC, RENO	VAMC, SAN FRANCISCO	VISN 21
Mid-Year FY-11	100%	100%	100%	95%	100%	100%	100%
Mid-Year FY-12	100%	100%	100%	100%	100%	100%	100%

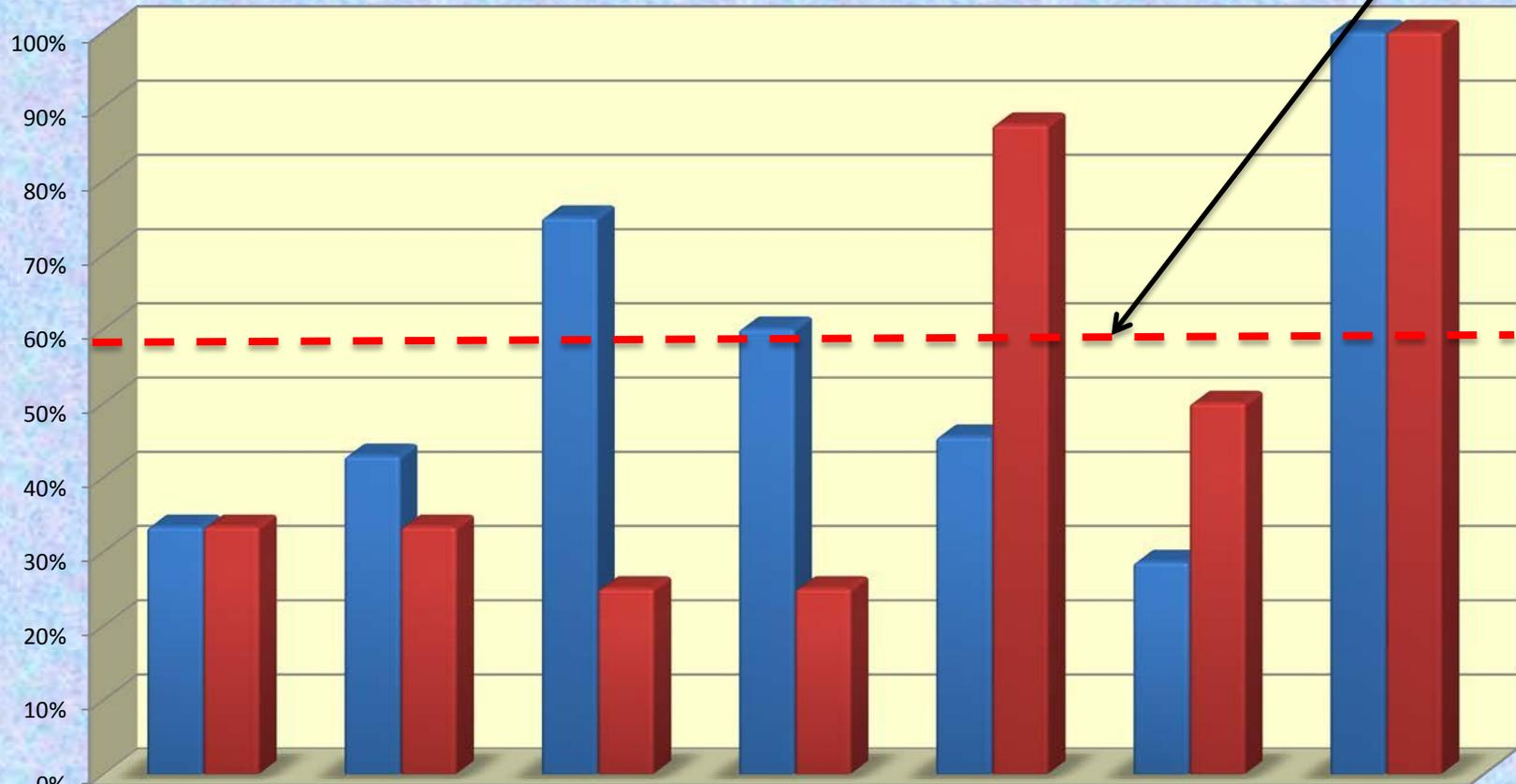
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 21

53% VA-Wide Average



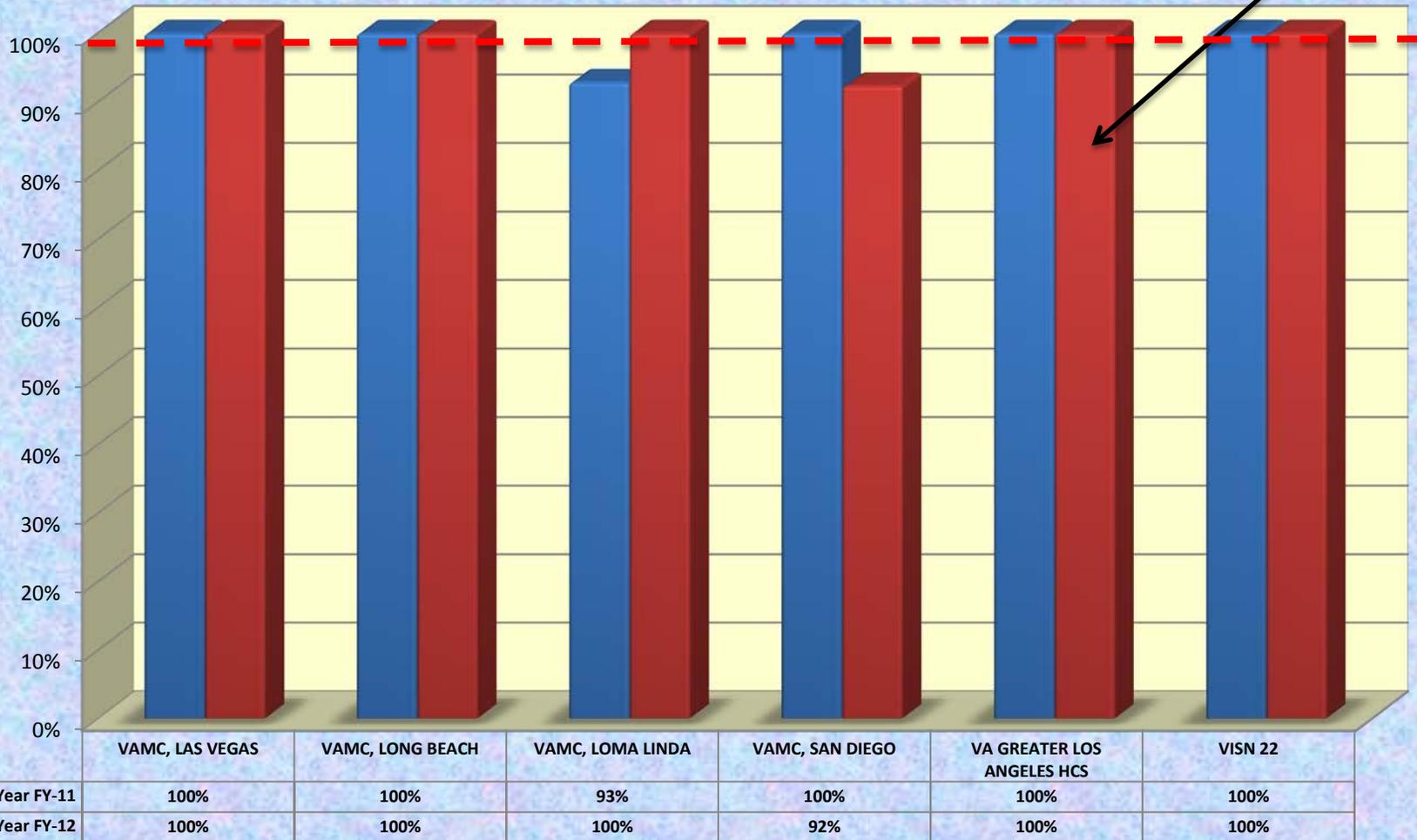
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Resolution Rate - VISN 21

55% Government-Wide Average



	PACIFIC ISLAND HCS	VAMC, FRESNO	NO CALIFORNIA HCS	VA PALO ALTO HCS	VAMC, RENO	VAMC, SAN FRANCISCO	VISN 21
Mid-Year FY-11	33%	43%	75%	60%	45%	29%	100%
Mid-Year FY-12	33%	33%	25%	25%	88%	50%	100%

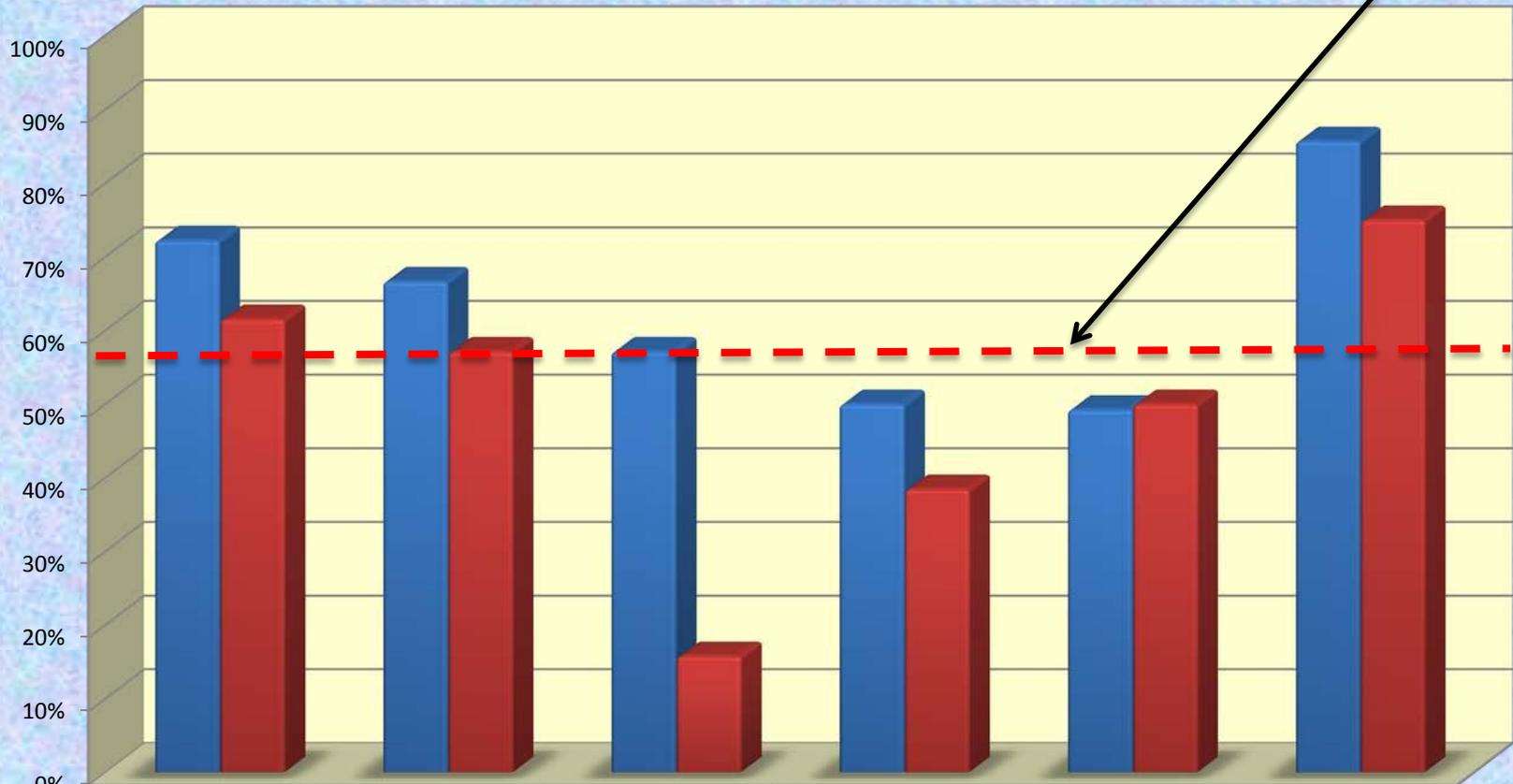
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 22



98% VA-Wide Average

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

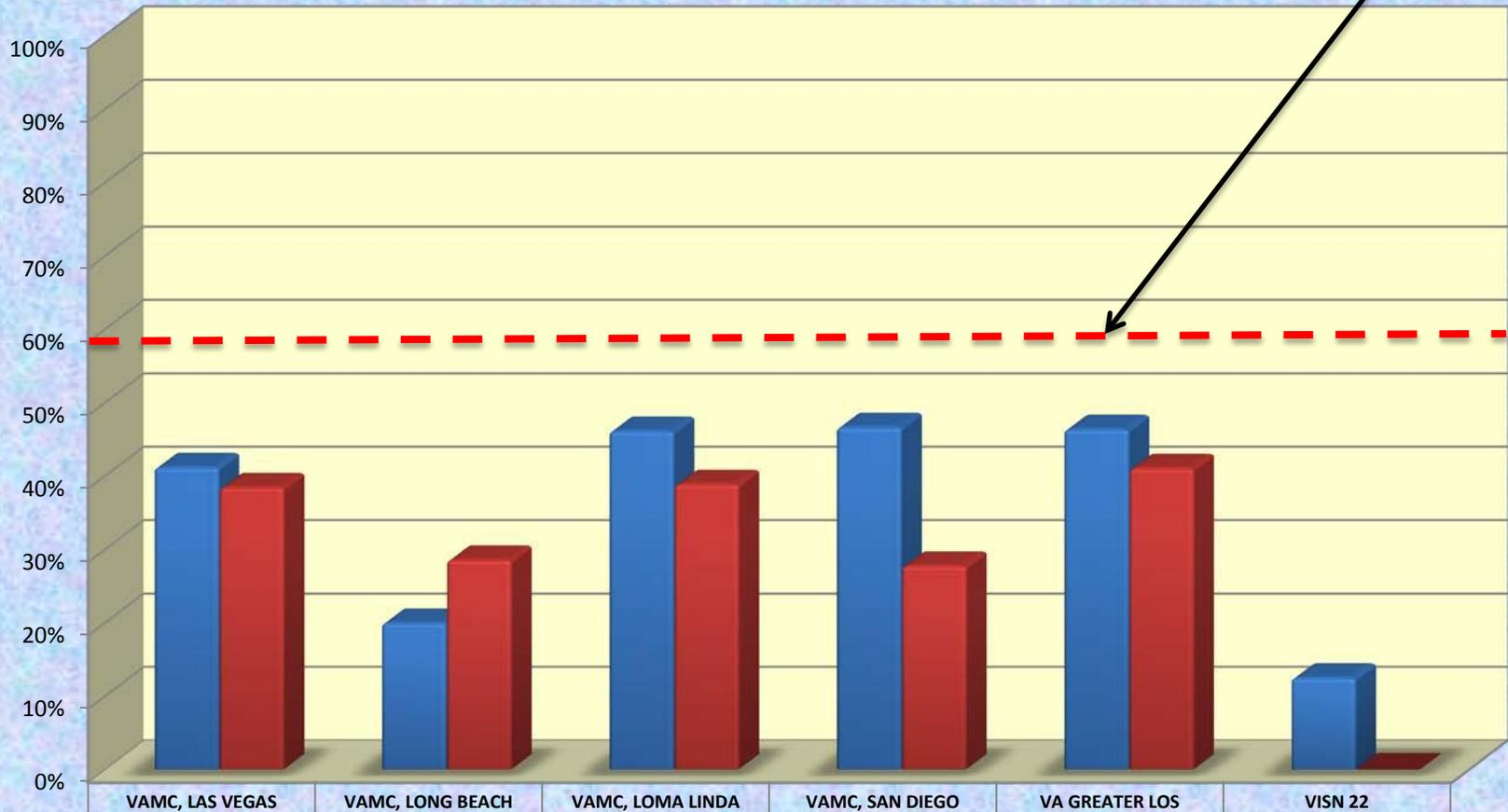
53% VA-Wide Average



	VAMC, LAS VEGAS	VAMC, LONG BEACH	VAMC, LOMA LINDA	VAMC, SAN DIEGO	VA GREATER LOS ANGELES HCS	VISN 22
Mid-Year FY-11	72%	67%	57%	50%	49%	86%
Mid-Year FY-12	62%	57%	16%	38%	50%	75%

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

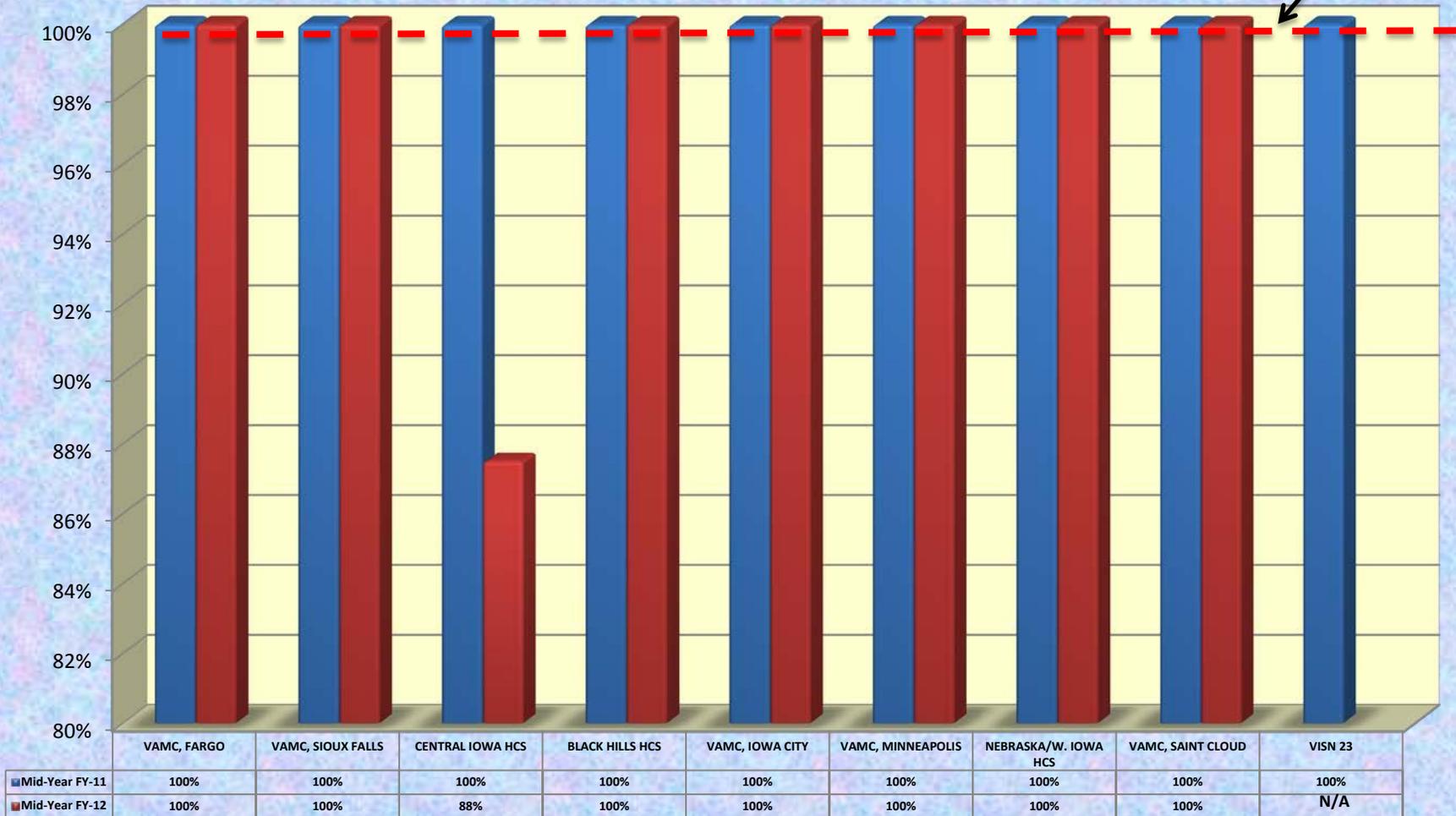
55% Government-Wide Average



	VAMC, LAS VEGAS	VAMC, LONG BEACH	VAMC, LOMA LINDA	VAMC, SAN DIEGO	VA GREATER LOS ANGELES HCS	VISN 22
Mid-Year FY-11	41%	20%	46%	47%	46%	13%
Mid-Year FY-12	38%	29%	39%	28%	41%	0%

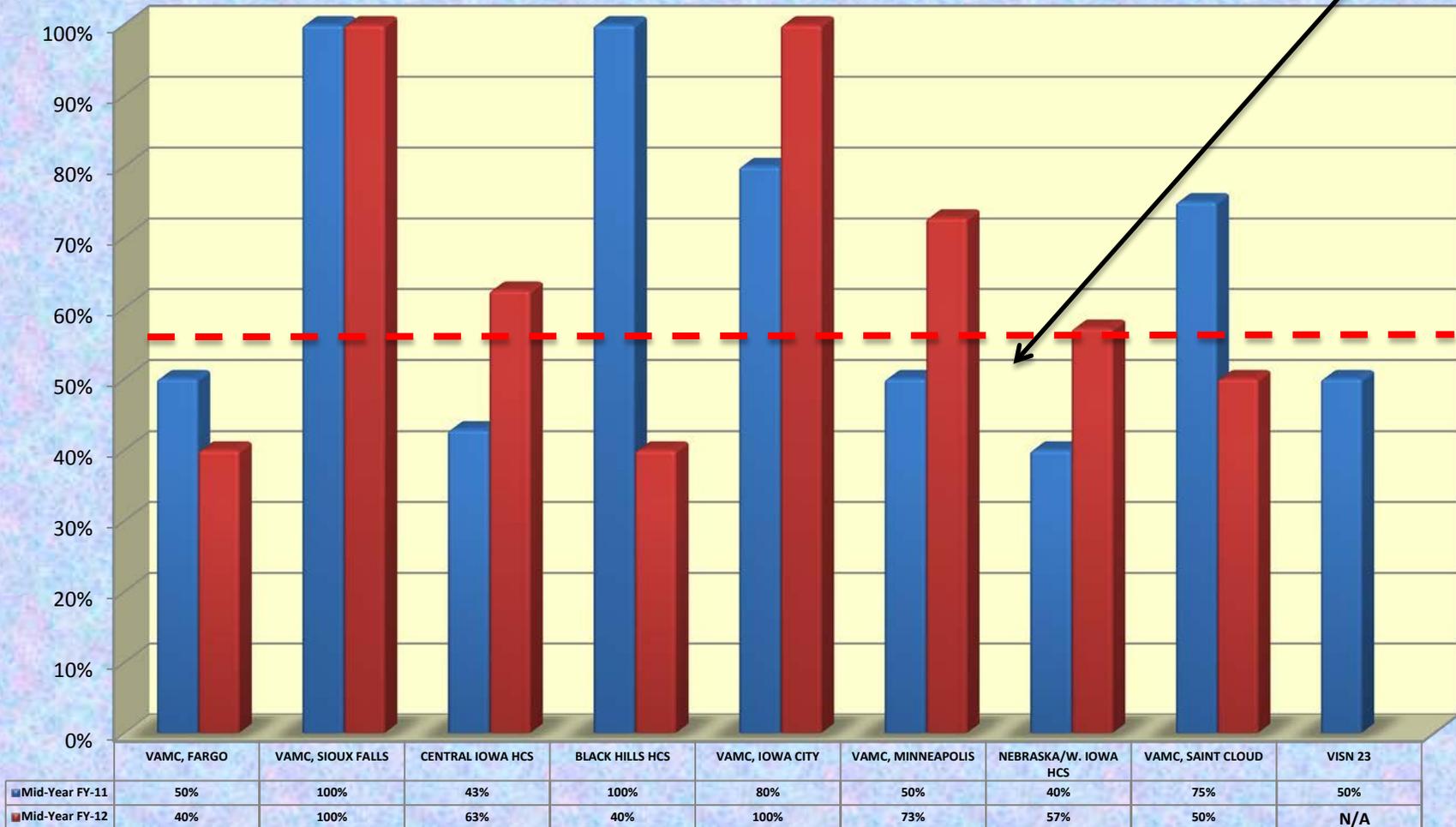
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - VISN 23

98% VA-Wide
Average



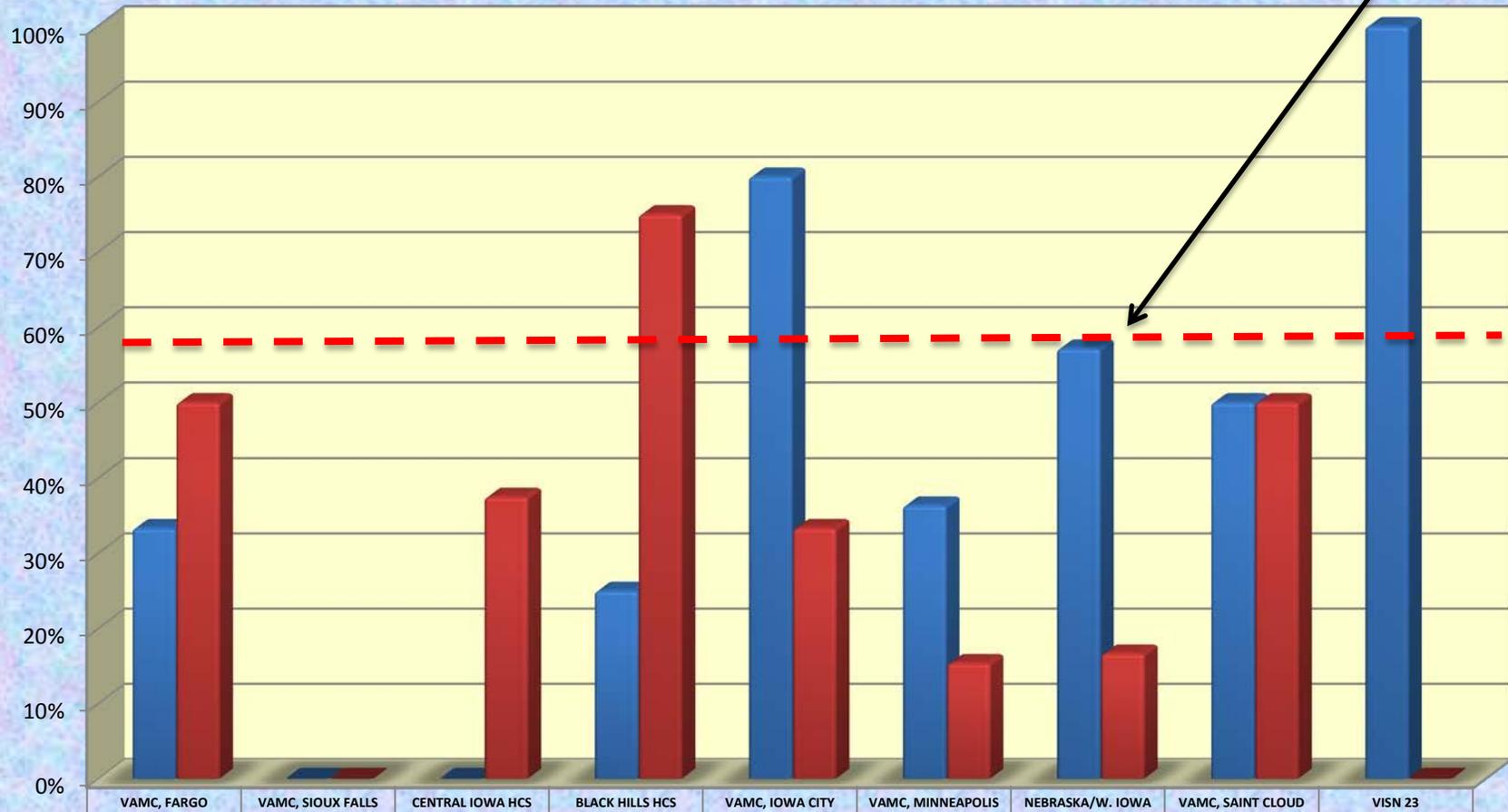
Veterans Health Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - VISN 23

53% VA-Wide Average



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

55% Government-Wide Average

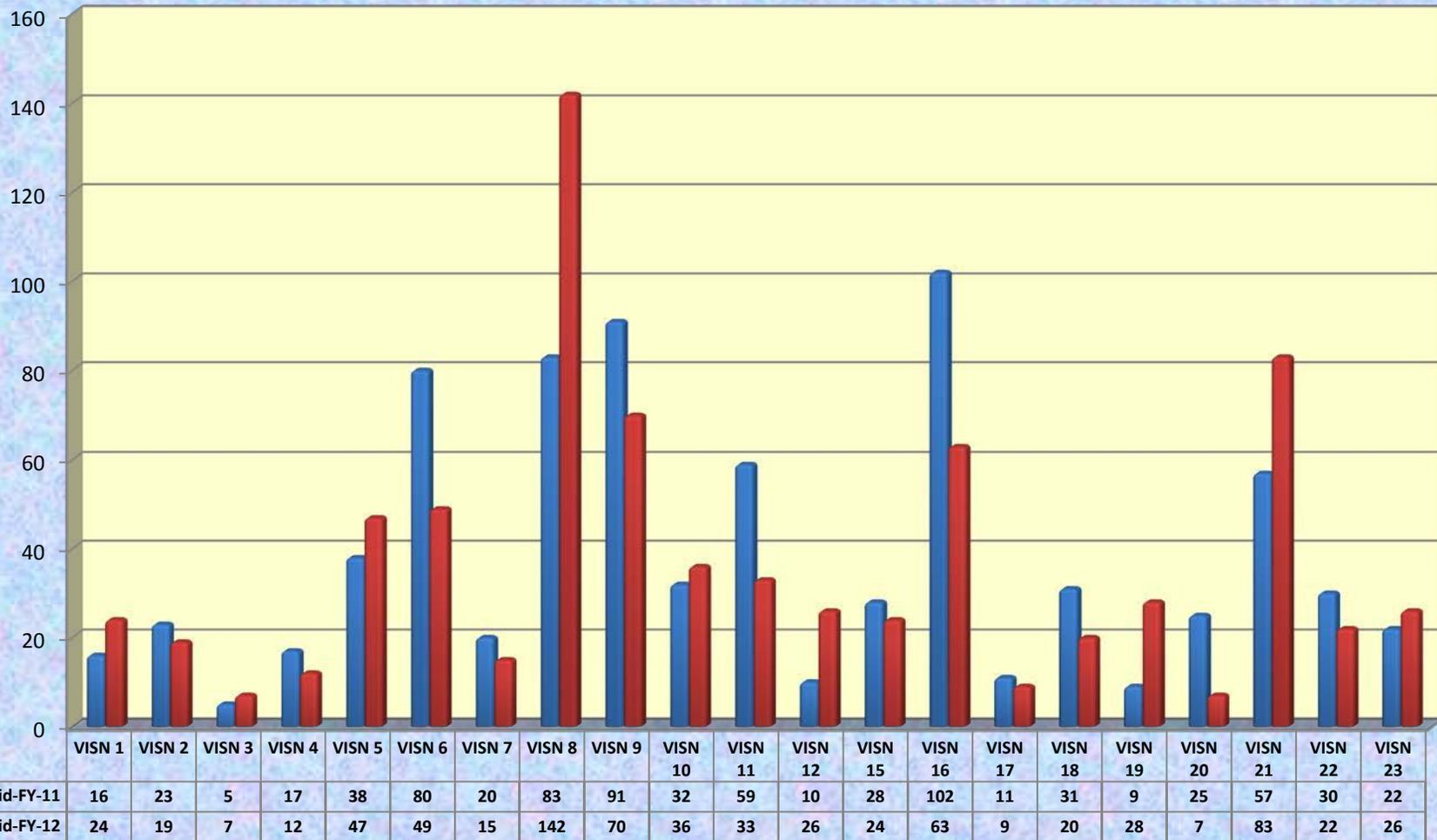


	VAMC, FARGO	VAMC, SIOUX FALLS	CENTRAL IOWA HCS	BLACK HILLS HCS	VAMC, IOWA CITY	VAMC, MINNEAPOLIS	NEBRASKA/W. IOWA HCS	VAMC, SAINT CLOUD	VISN 23
Mid-Year FY-11	33%	0%	0%	25%	80%	36%	57%	50%	100%
Mid-Year FY-12	50%	0%	38%	75%	33%	15%	17%	50%	100%

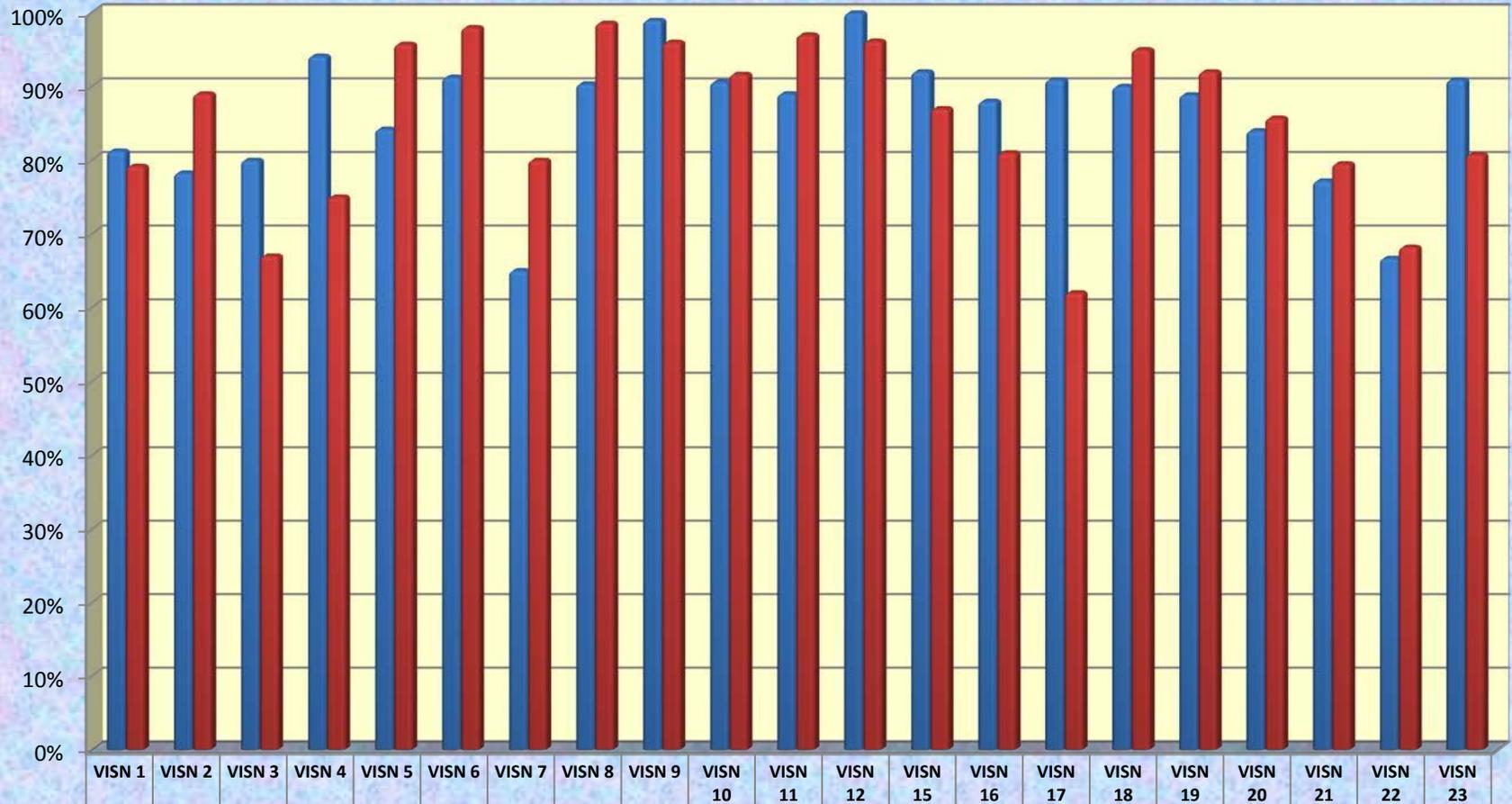
Veterans Health Administration

Non-EEO ADR Cases

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

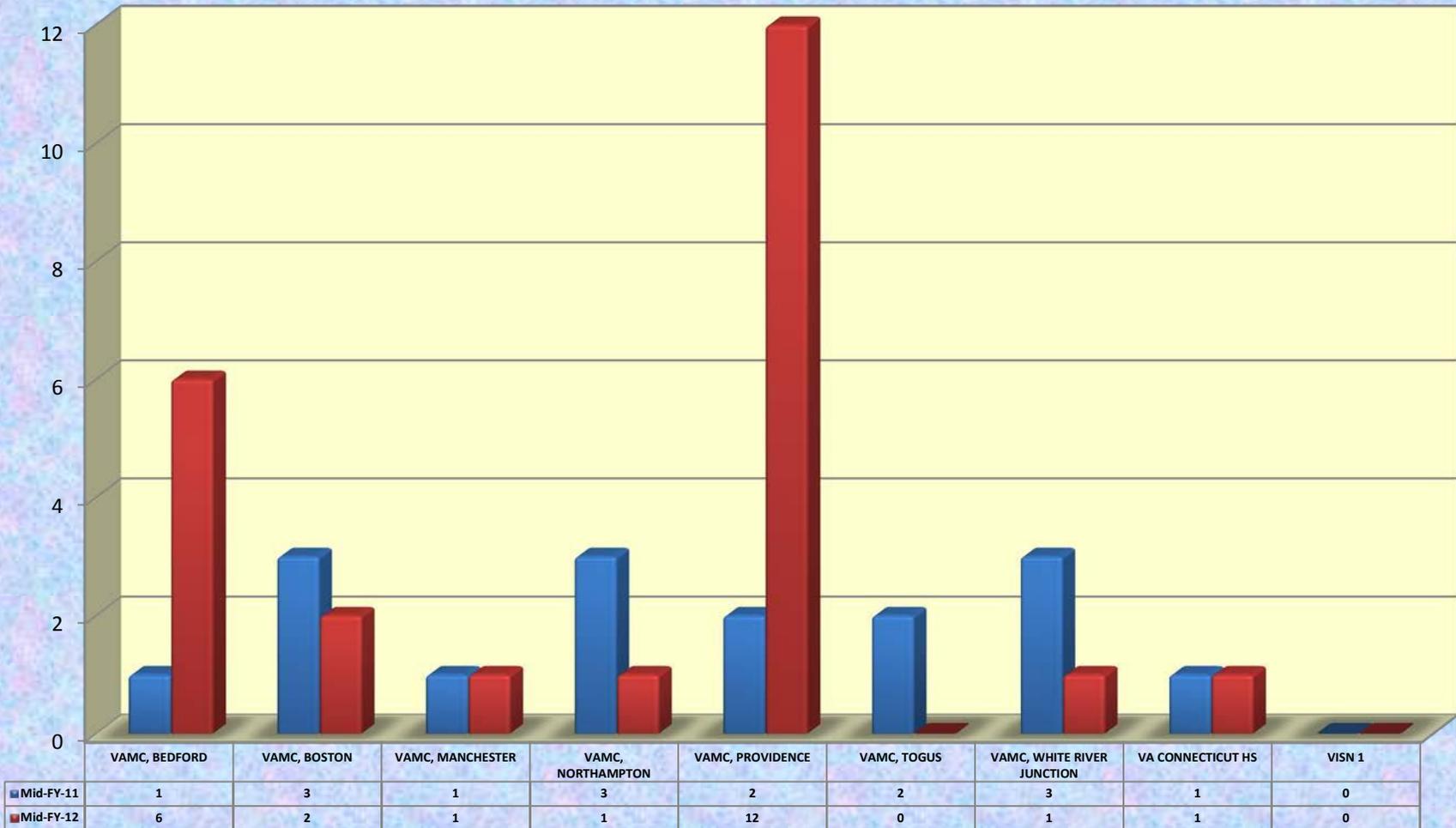


Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate



Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

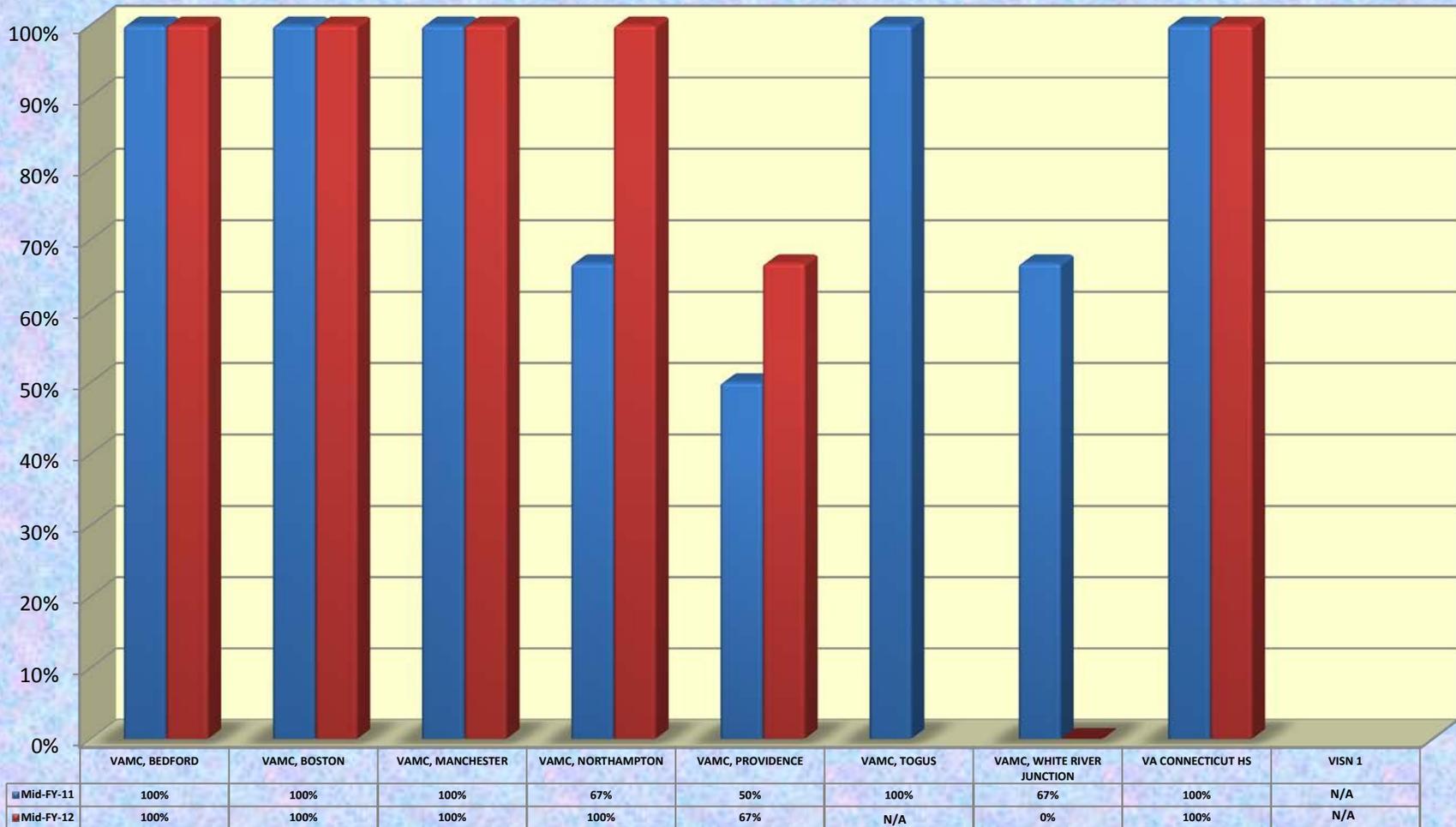
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 1



Data Source: ADTracker System

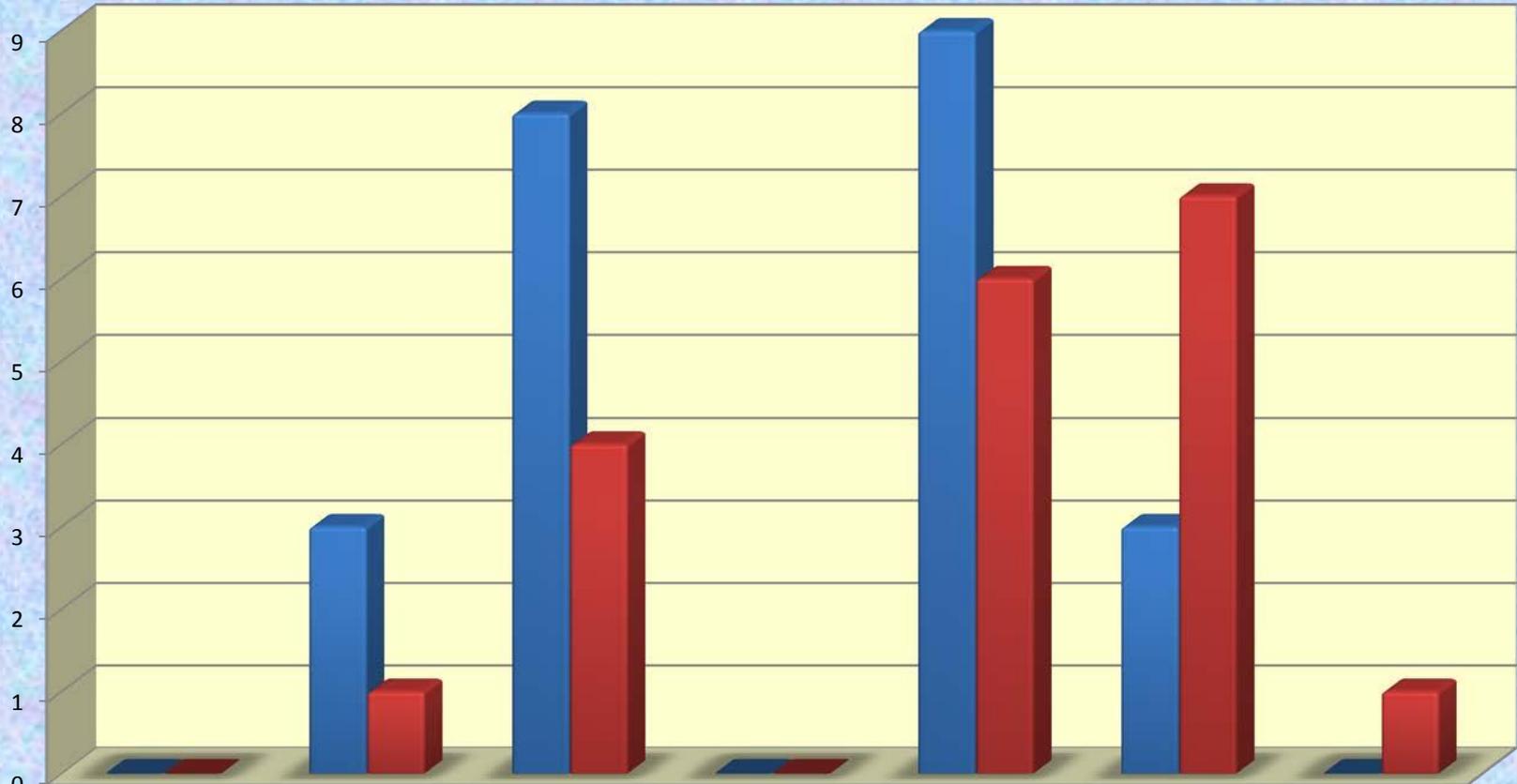
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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



Data Source: ADRTTracker System

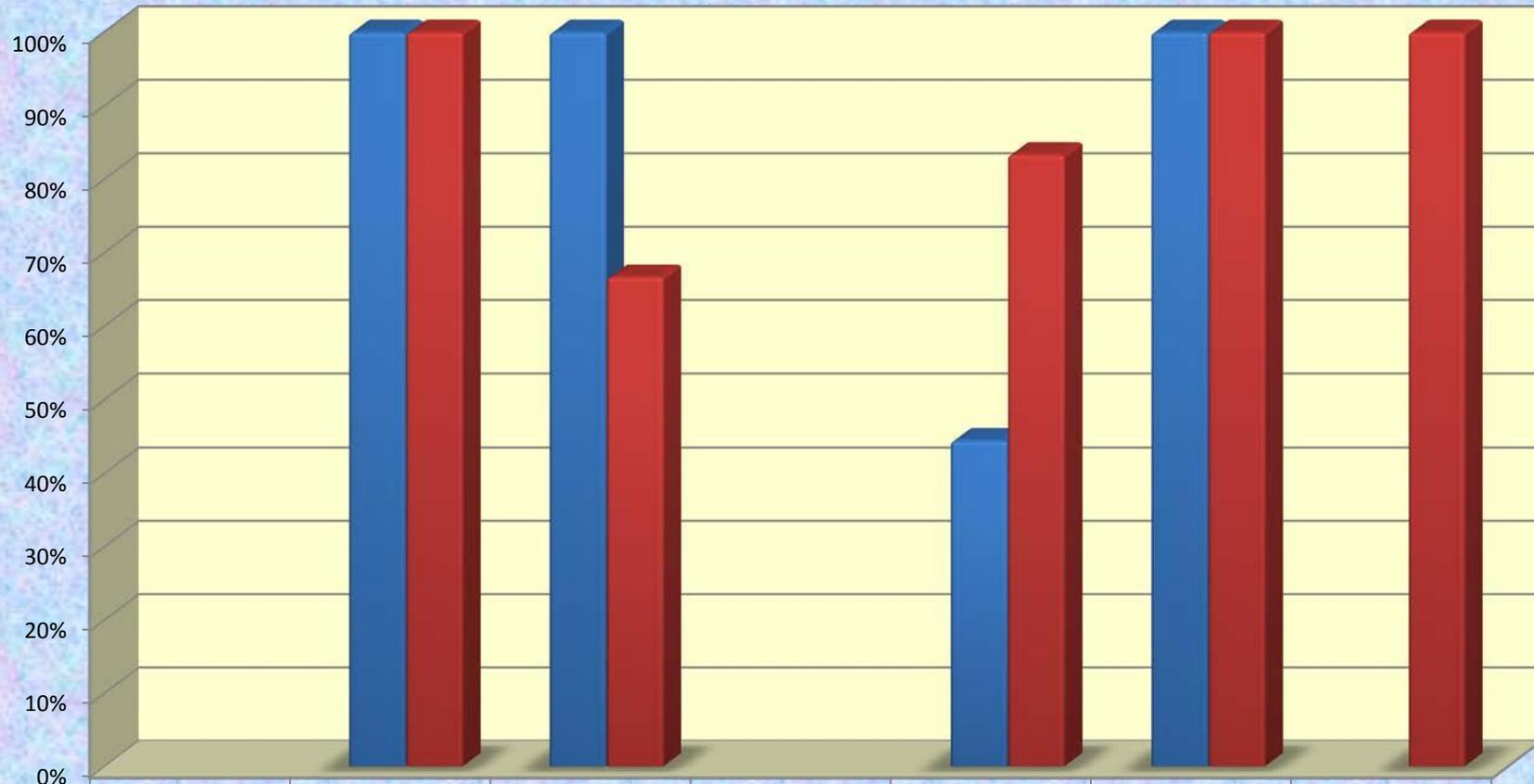
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 2



	VAMC, SYRACUSE	VAMC, ALBANY	VAMC, BATH	VAMC, BATAVIA	VAMC, BUFFALO	VAMC, CANADAIGUA	VISN 2
Mid-FY-11	0	3	8	0	9	3	0
Mid-FY-12	0	1	4	0	6	7	1

Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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

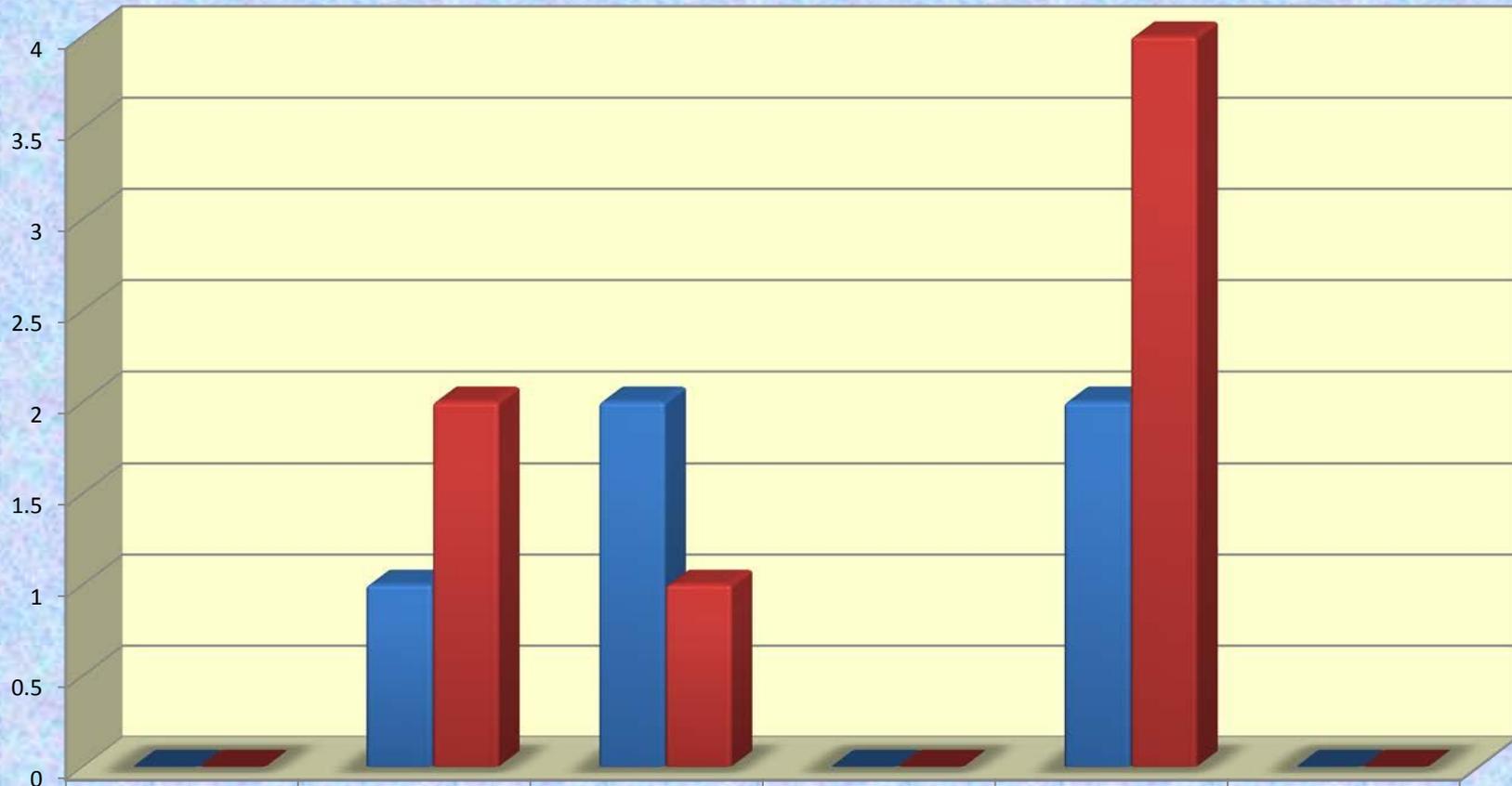


	VAMC, SYRACUSE	VAMC, ALBANY	VAMC, BATH	VAMC, BATAVIA	VAMC, BUFFALO	VAMC, CANADAIGUA	VISN 2
Mid-FY-11	N/A	100%	100%	N/A	44%	100%	N/A
Mid-FY-12	N/A	100%	67%	N/A	83%	100%	100%

Data Source: ADRTTracker System

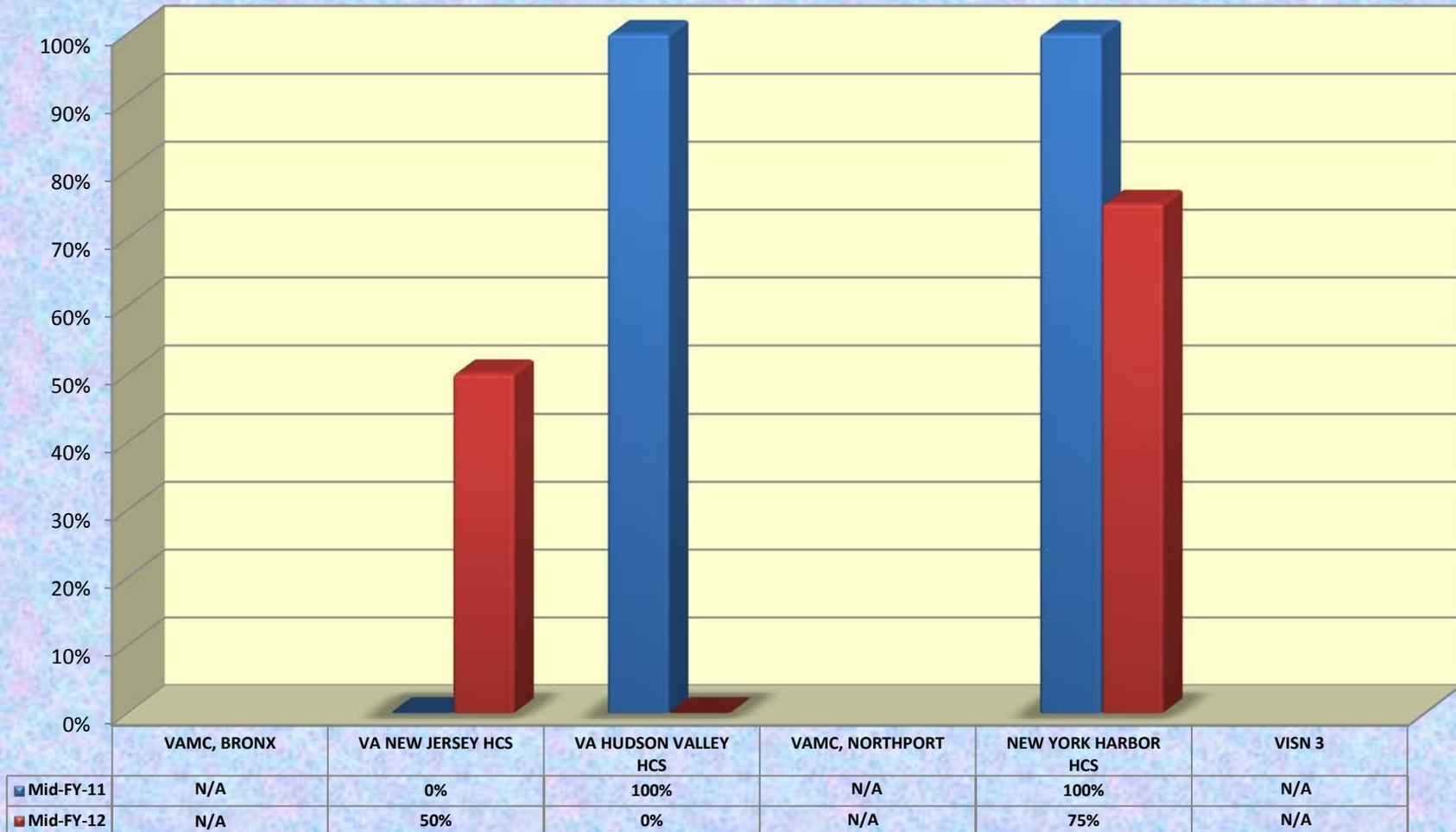
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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

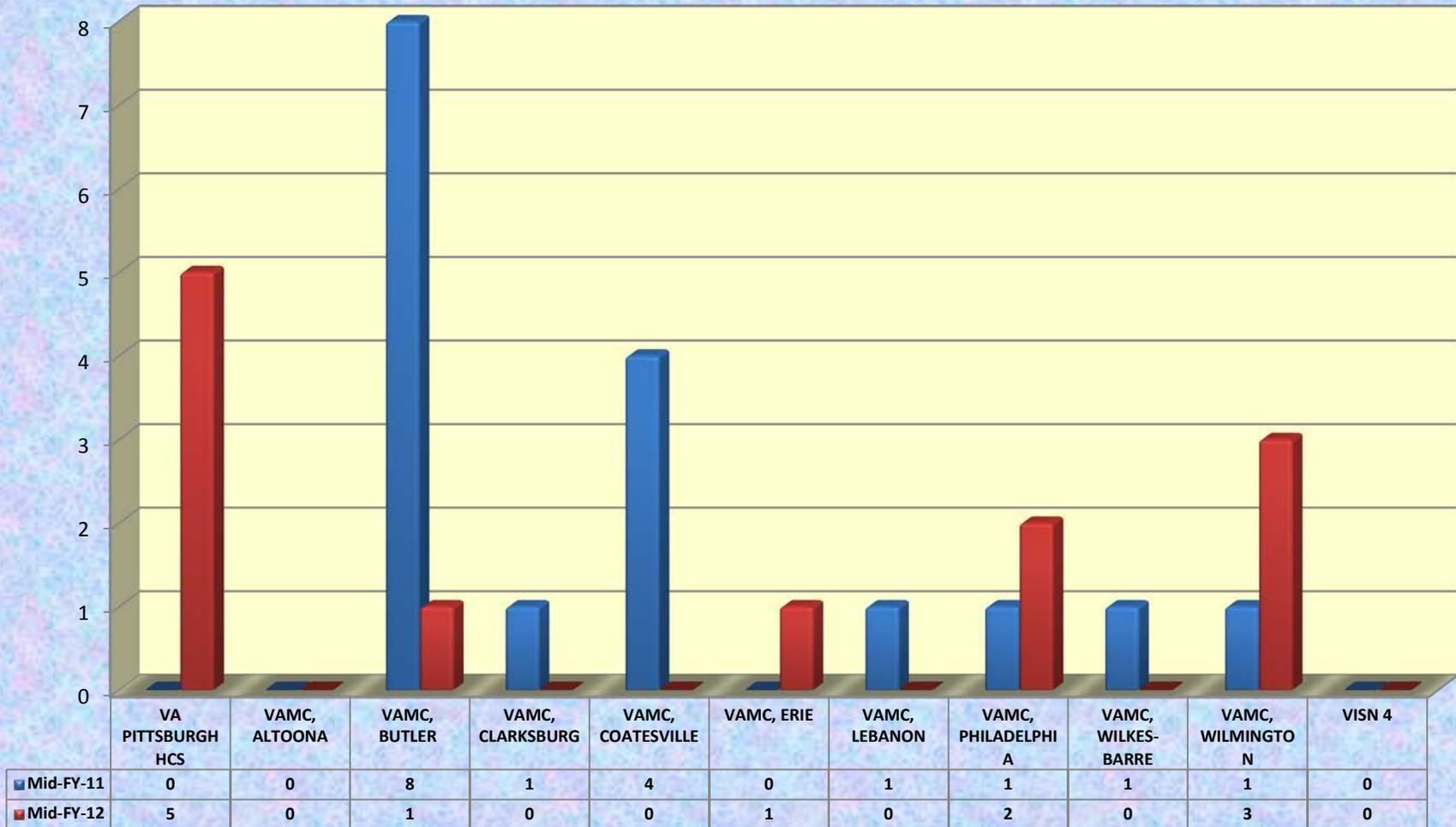


	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VAMC, NORTHPORT	NEW YORK HARBOR HCS	VISN 3
Mid-FY-11	0	1	2	0	2	0
Mid-FY-12	0	2	1	0	4	0

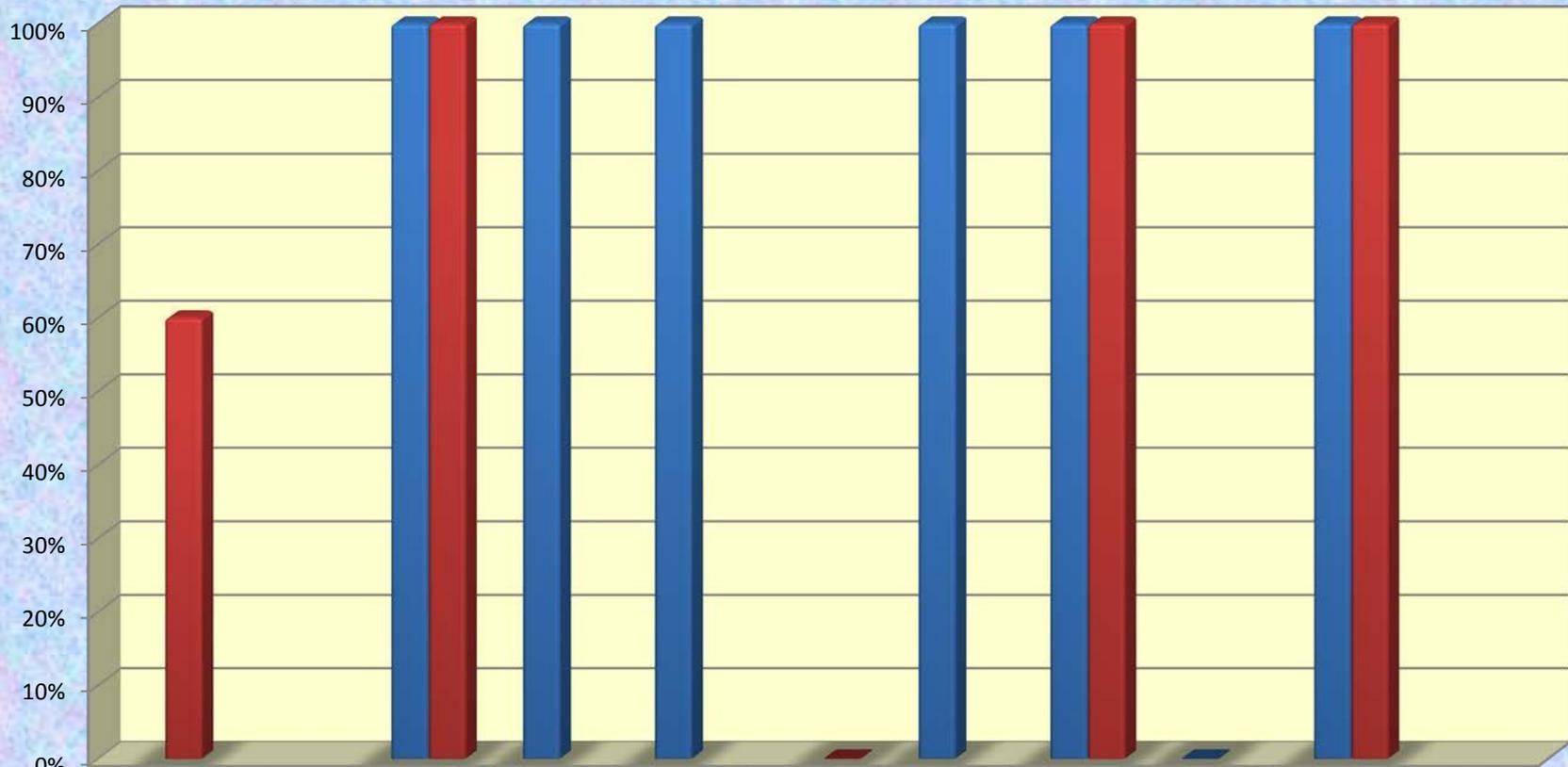
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 3



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

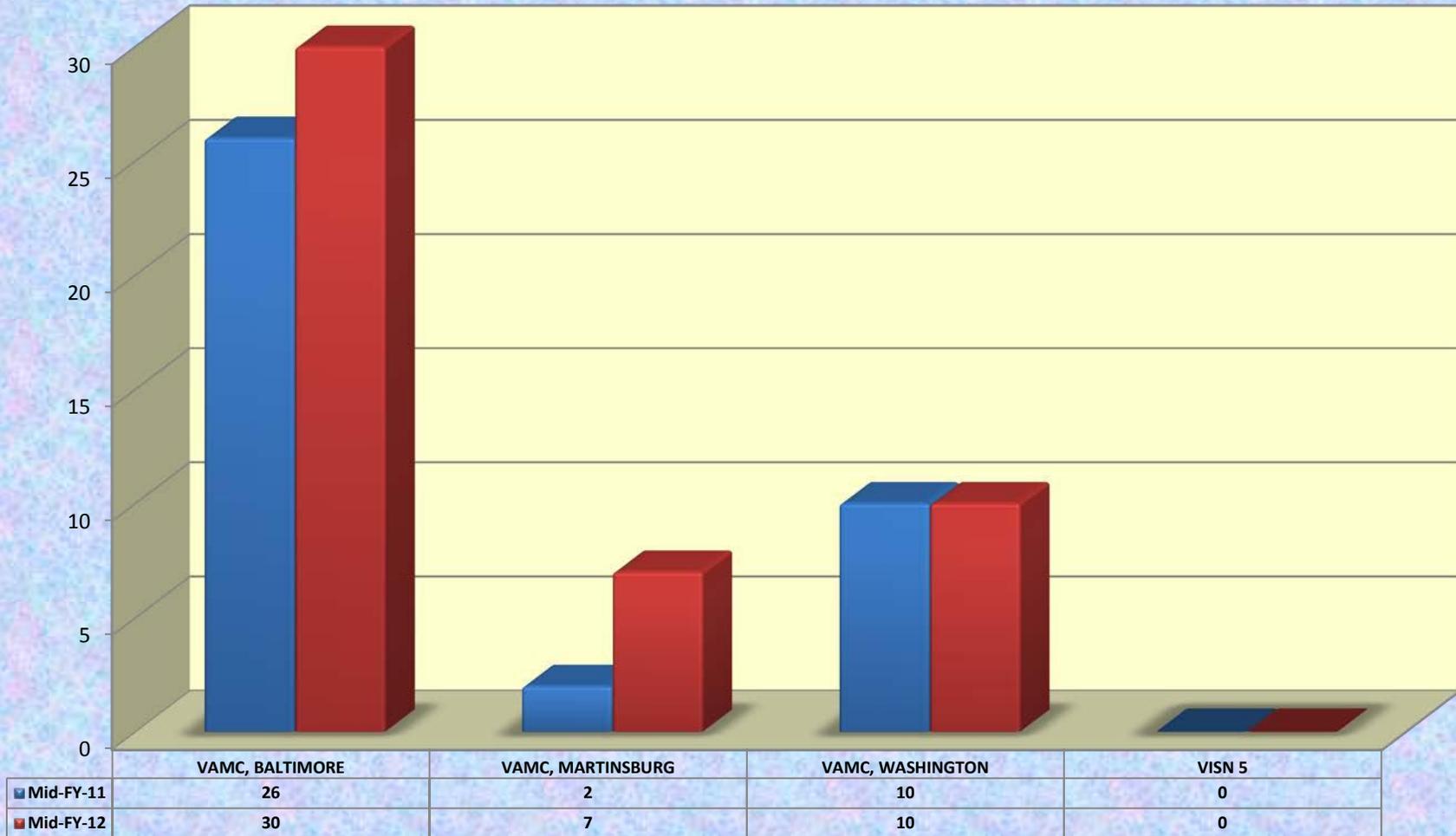


Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 4

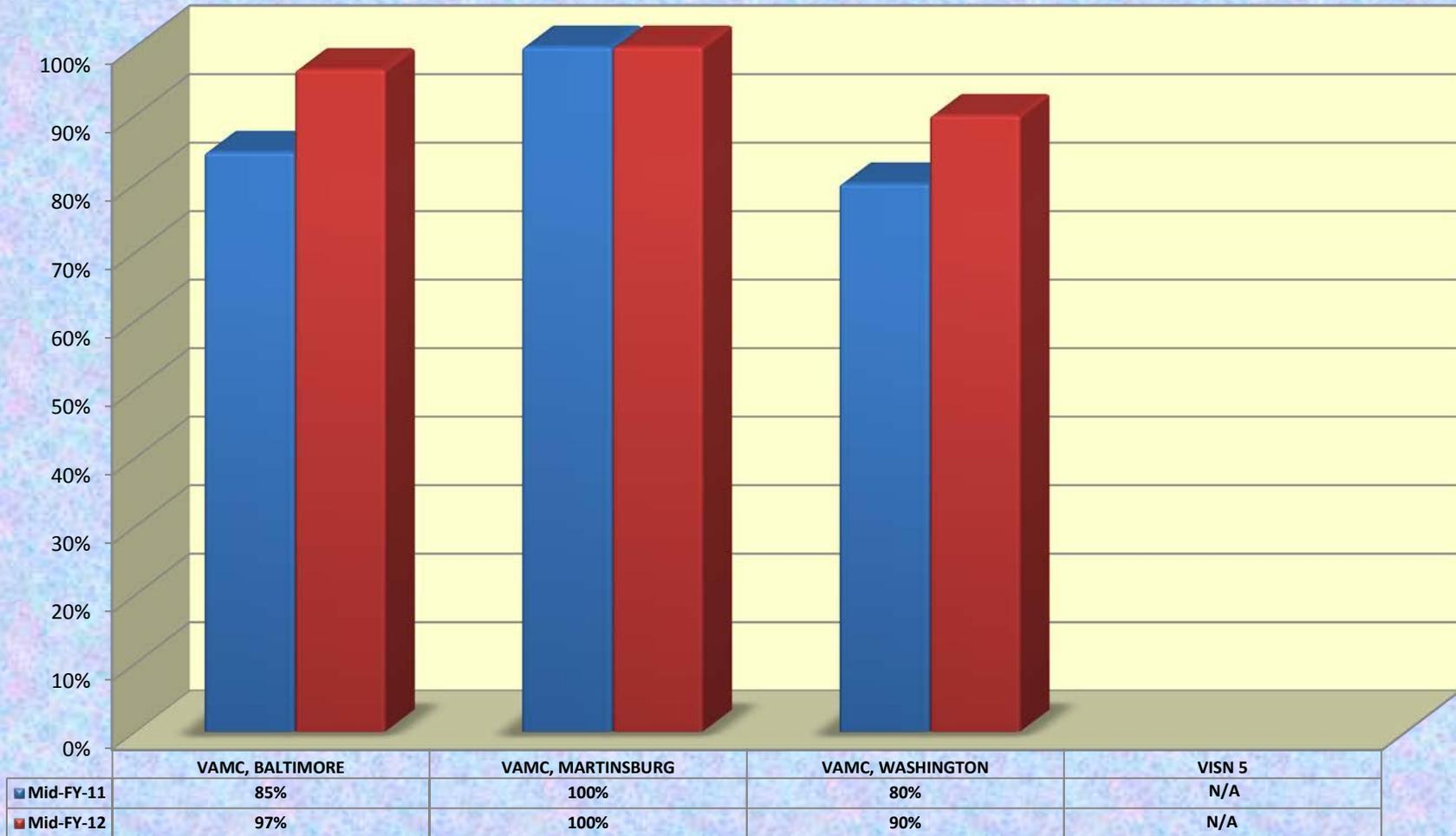


	VA PITTSBURGH HCS	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VAMC, WILKES-BARRE	VAMC, WILMINGTON	VISN 4
Mid-FY-11	N/A	N/A	100%	100%	100%	N/A	100%	100%	0%	100%	N/A
Mid-FY-12	60%	N/A	100%	N/A	N/A	0%	N/A	100%	N/A	100%	N/A

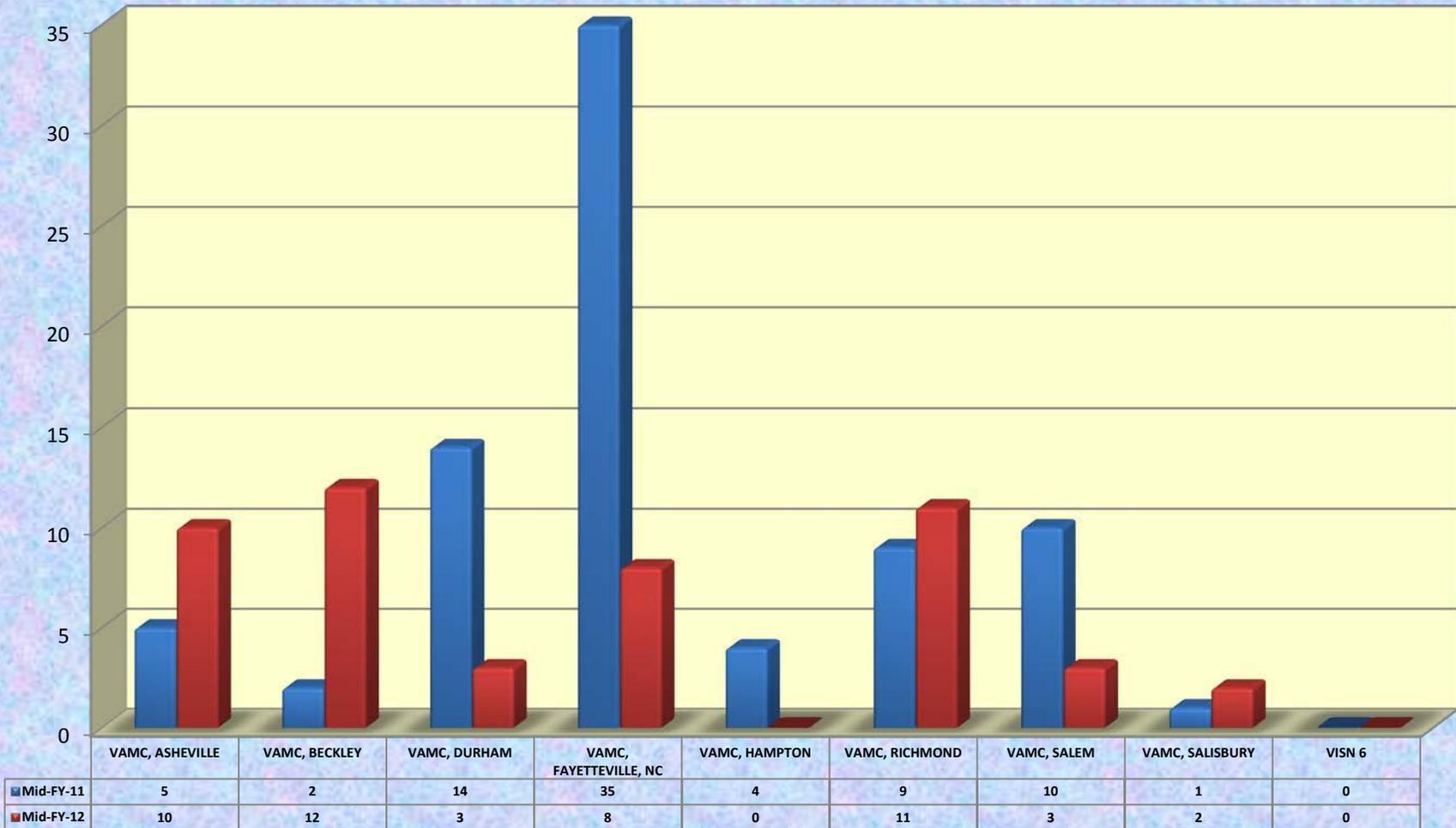
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 5



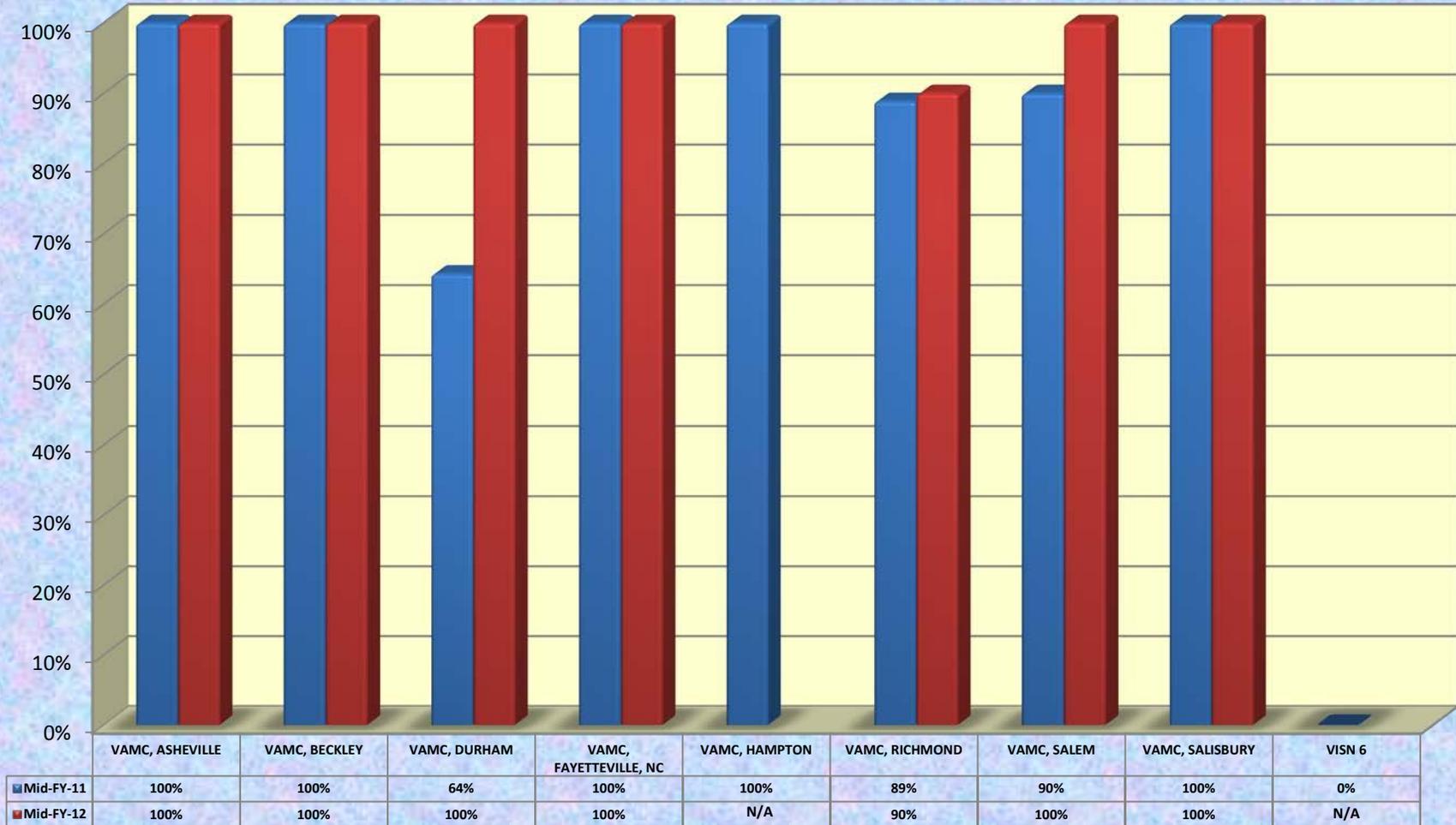
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 5



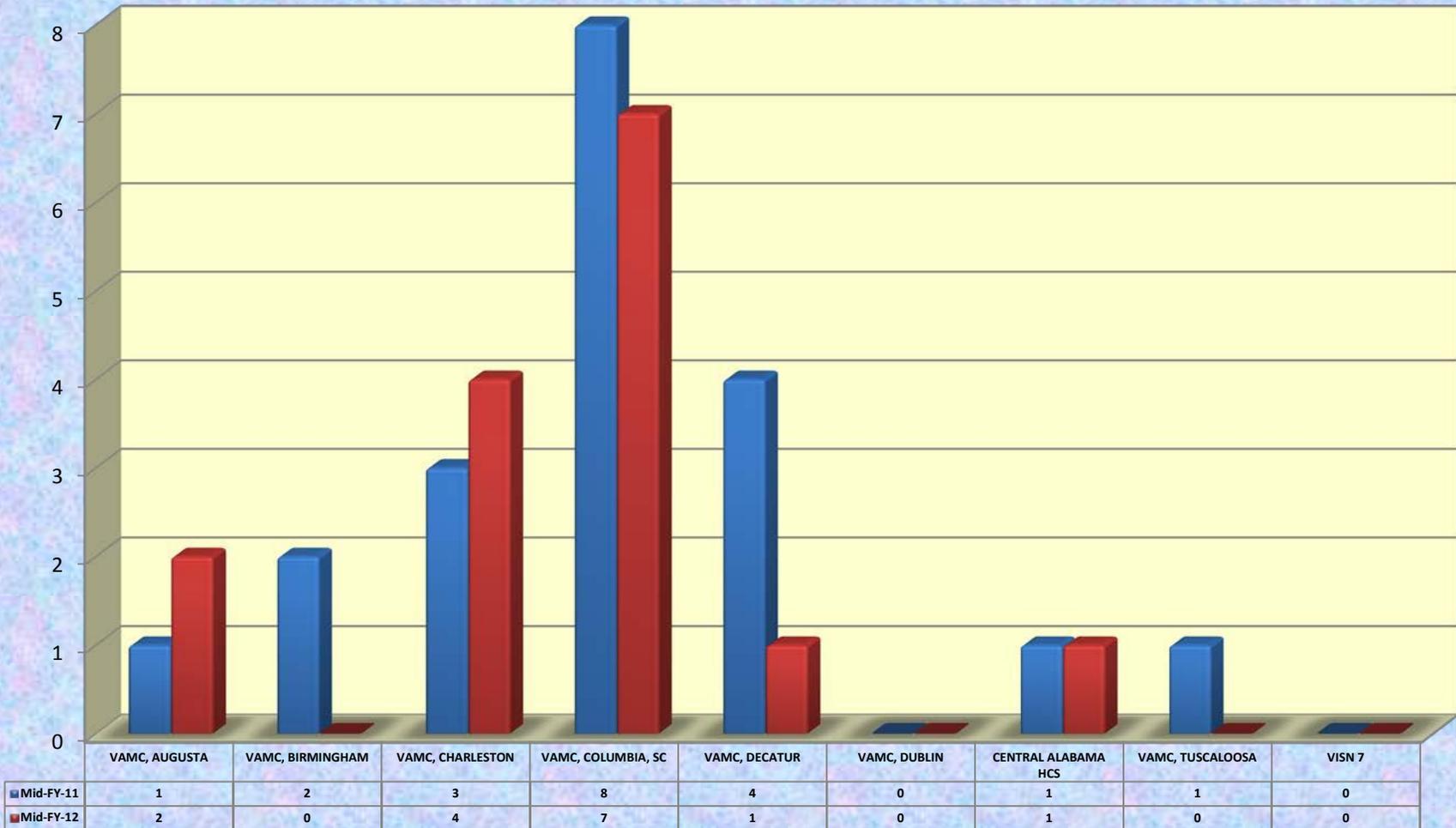
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 6



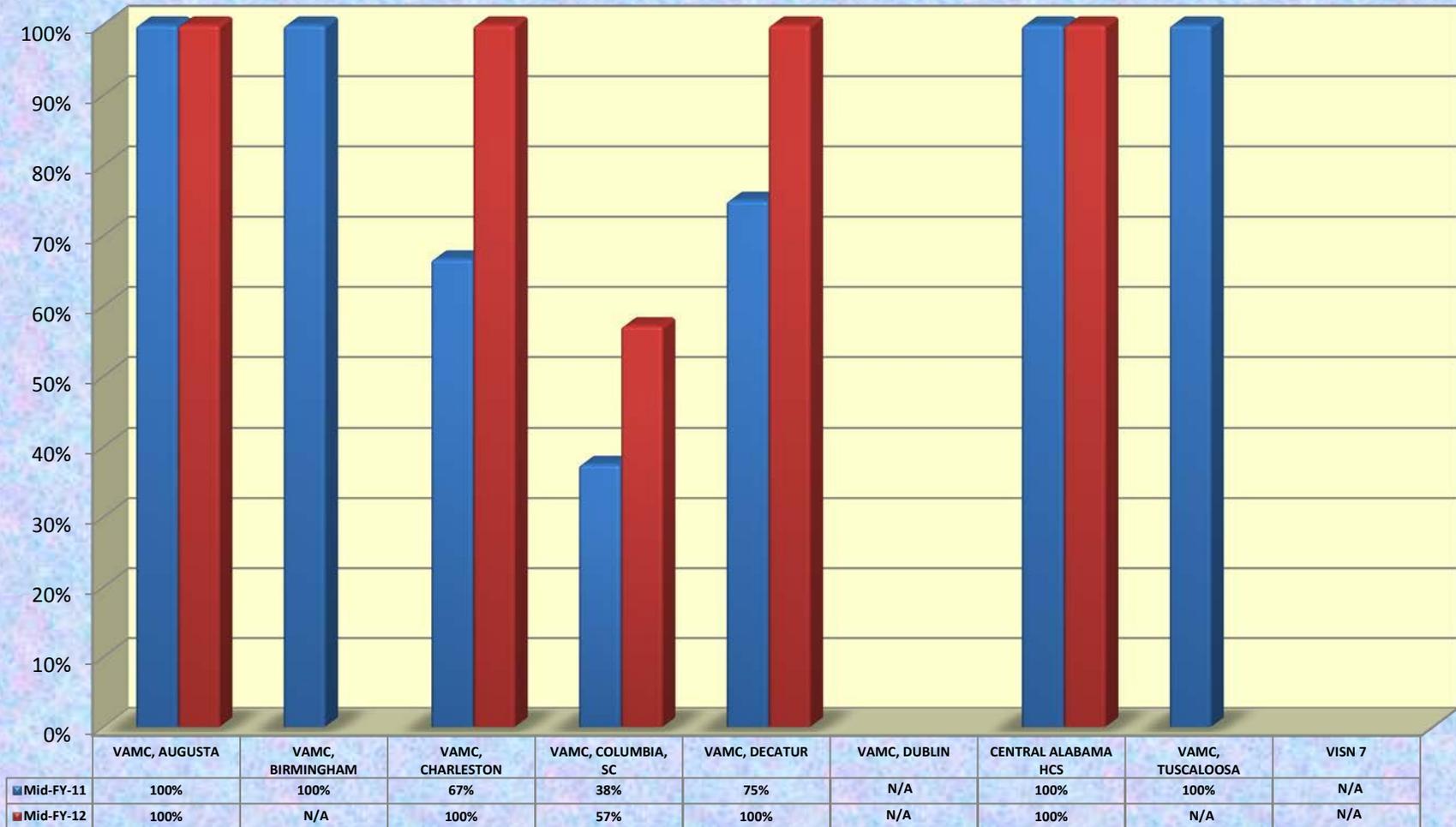
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 6



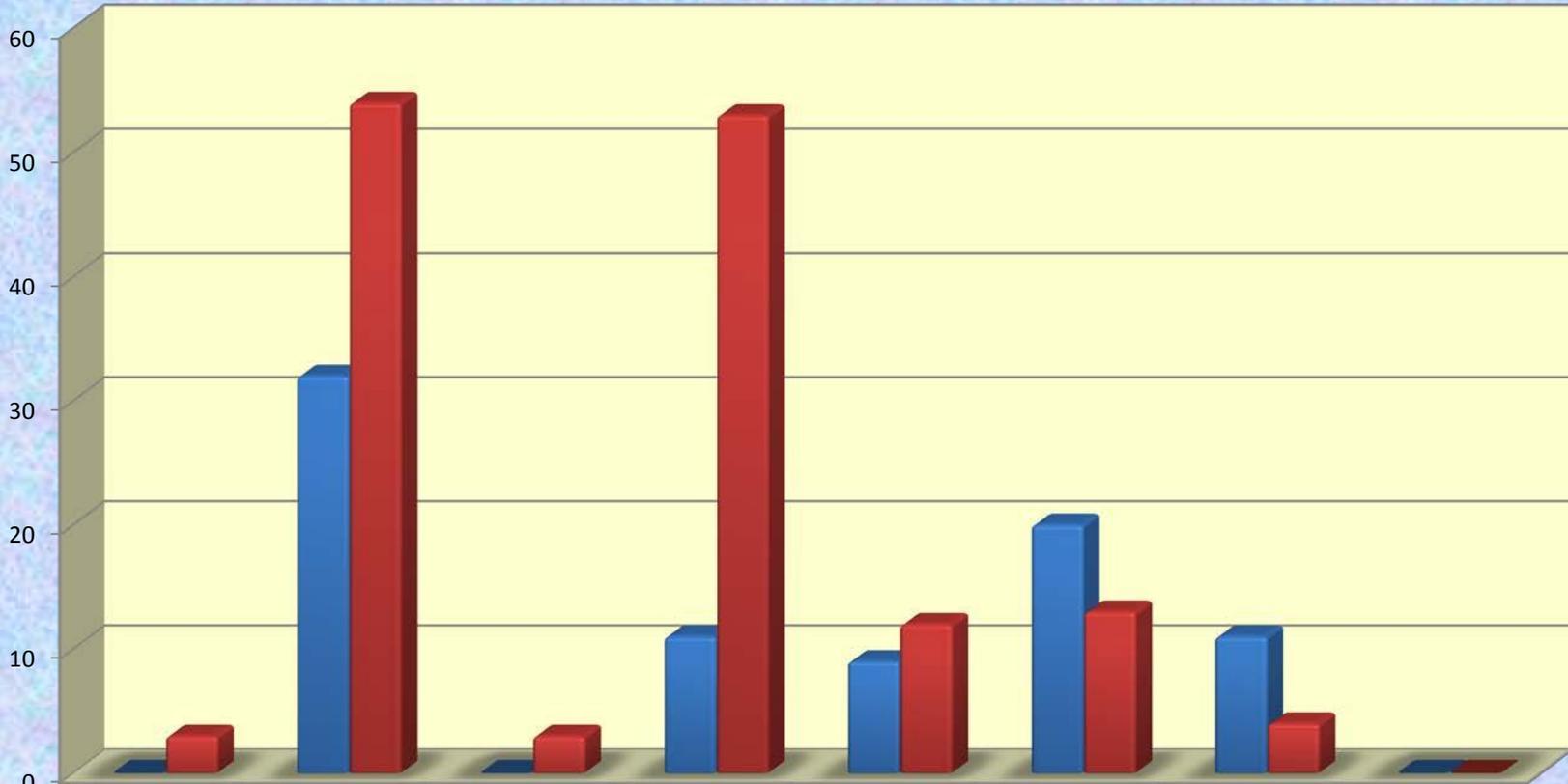
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 7



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



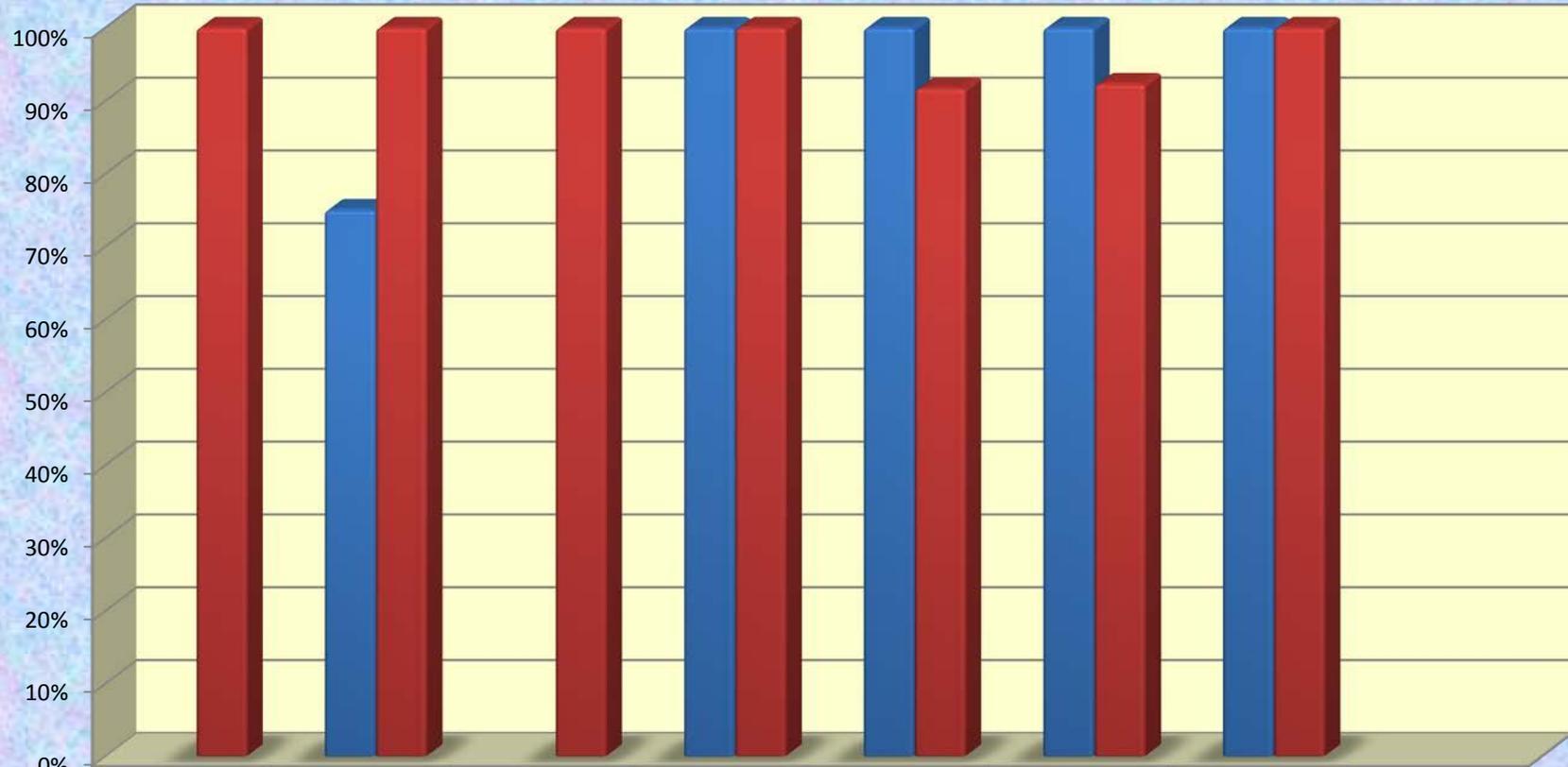
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 8



	VAMC, ORLANDO	VAMC, BAY PINES	VA NO FLORIDA/SO GEORGIA HCS	VAMC, MIAMI	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, WEST PALM BEACH	VISN 8
Mid-FY-11	0	32	0	11	9	20	11	0
Mid-FY-12	3	54	3	53	12	13	4	0

Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

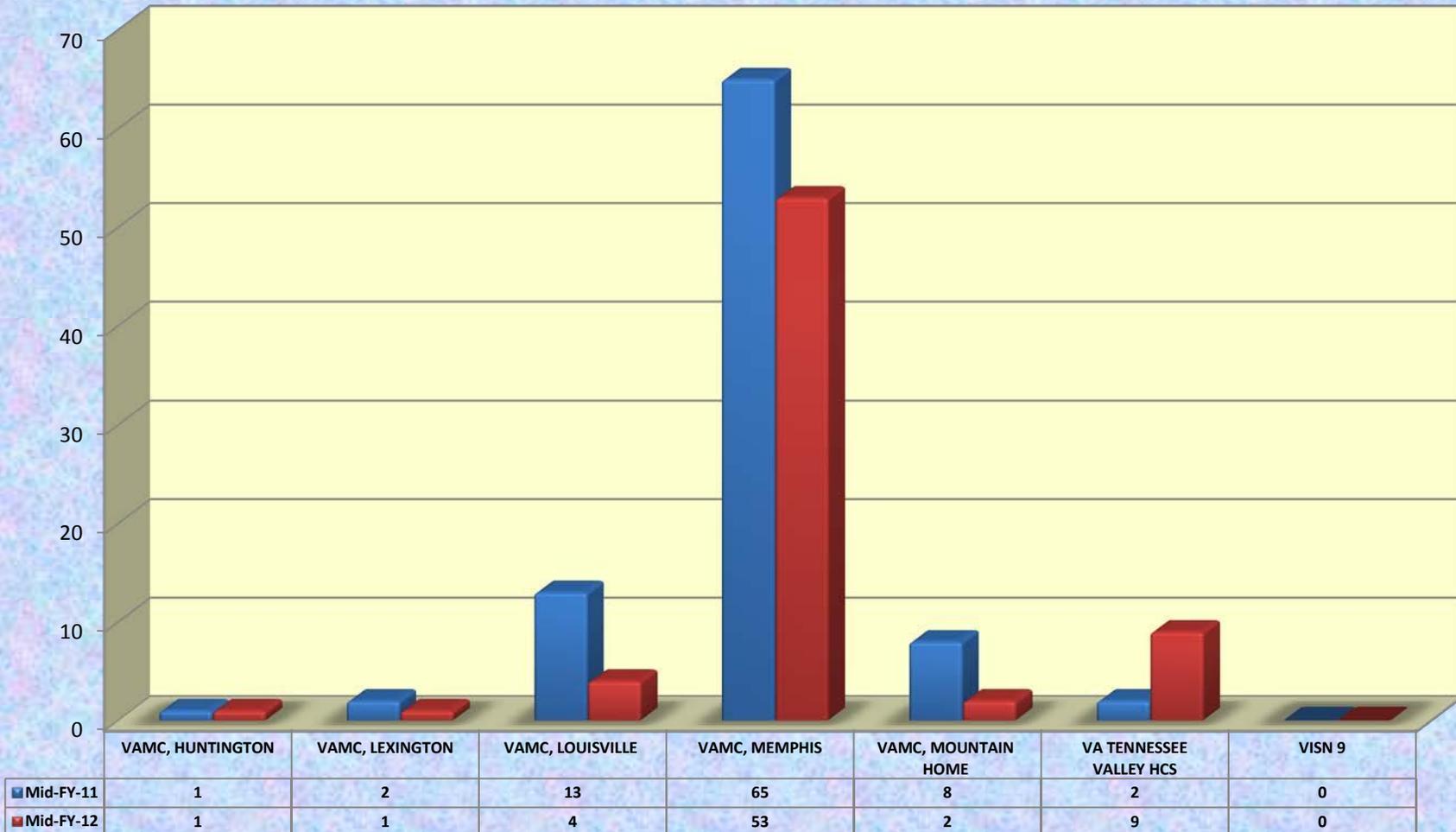
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 8



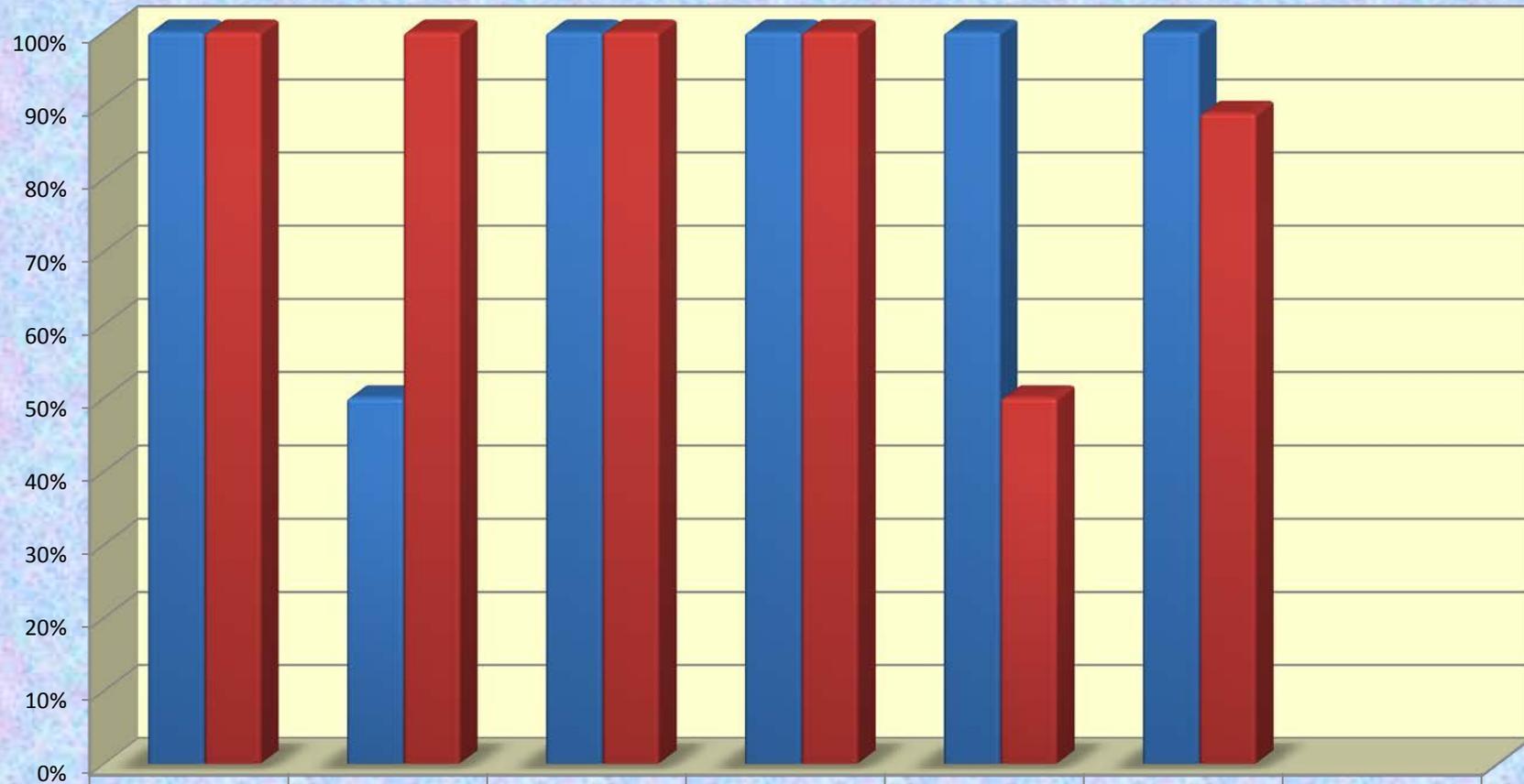
	VAMC, ORLANDO	VAMC, BAY PINES	VA NO FLORIDA/SO GEORGIA HCS	VAMC, MIAMI	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, WEST PALM BEACH	VISN 8
Mid-FY-11	N/A	75%	N/A	100%	100%	100%	100%	N/A
Mid-FY-12	100%	100%	100%	100%	92%	92%	100%	N/A

Data Source: ADTracker System

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

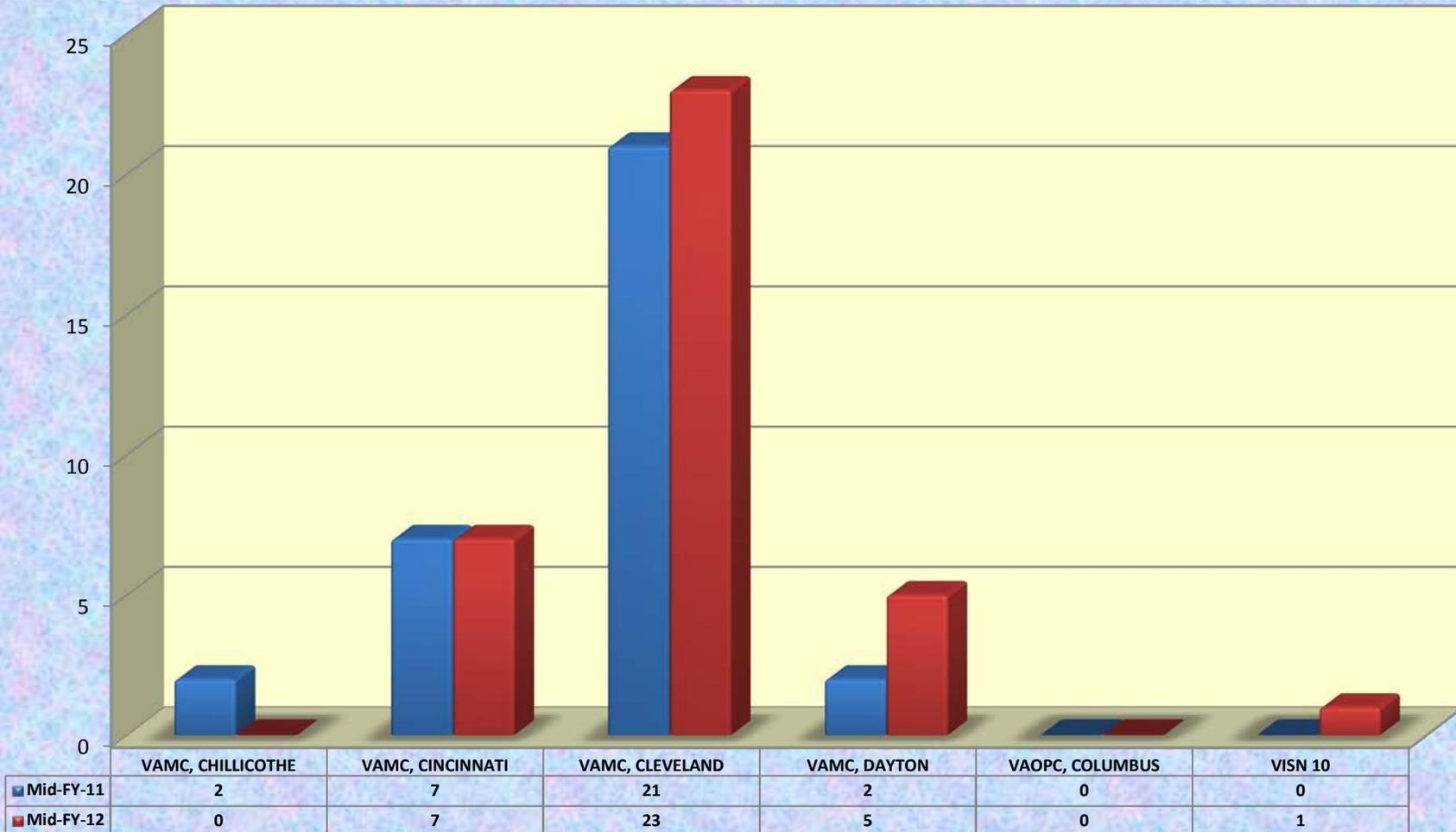


Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 9



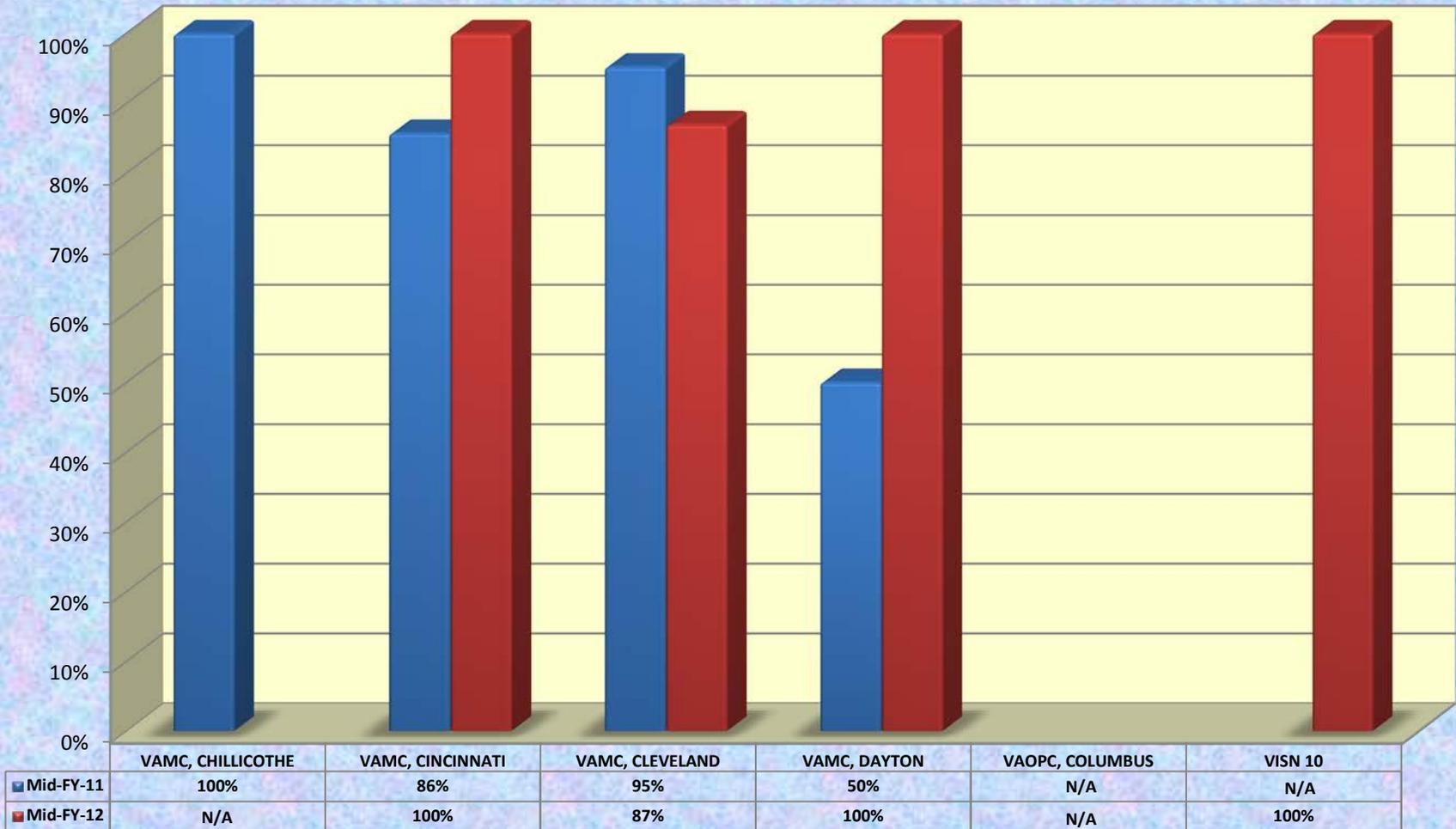
	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-FY-11	100%	50%	100%	100%	100%	100%	N/A
Mid-FY-12	100%	100%	100%	100%	50%	89%	N/A

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



Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

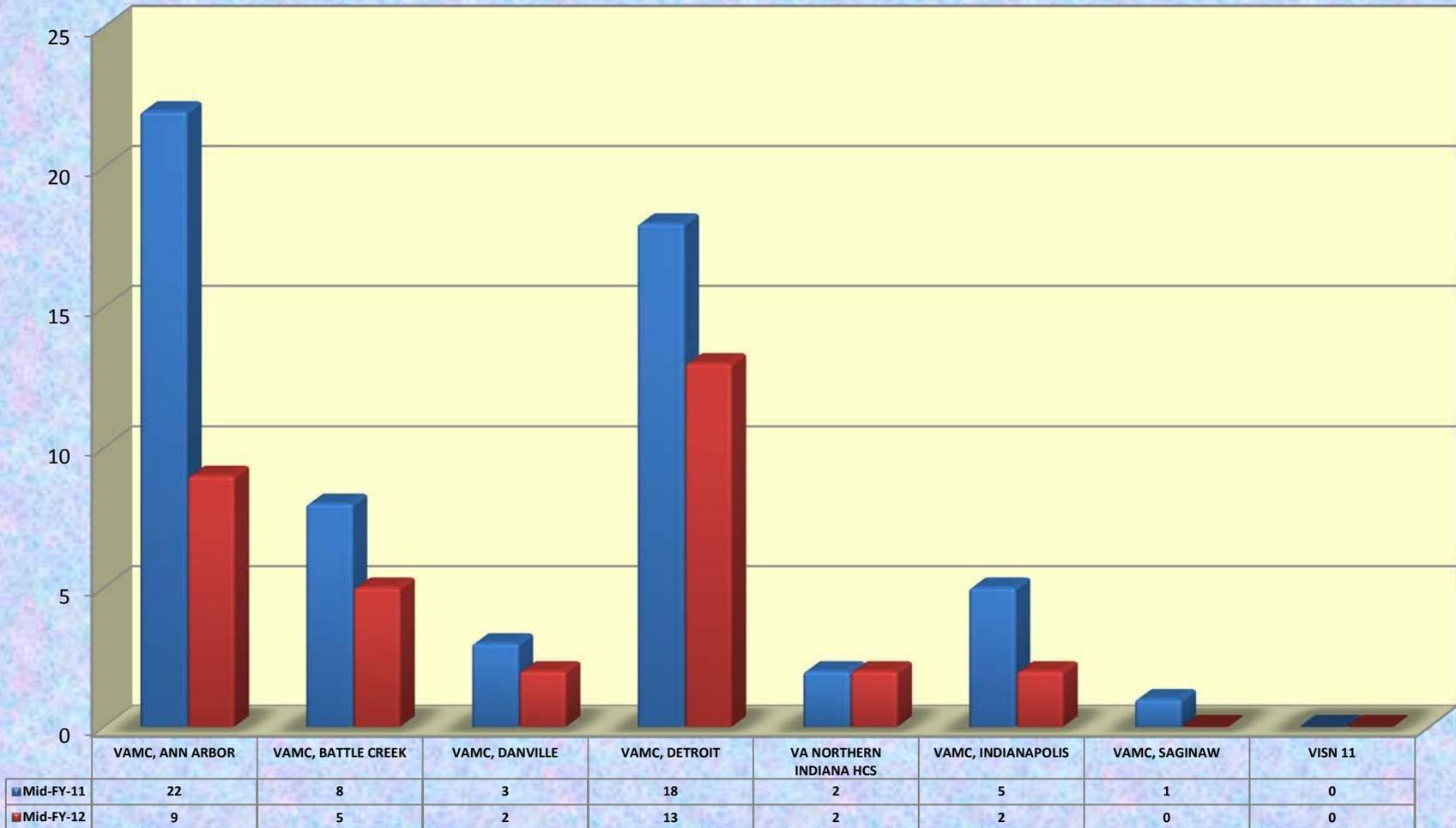
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 10



Data Source: ADRTTracker System

Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

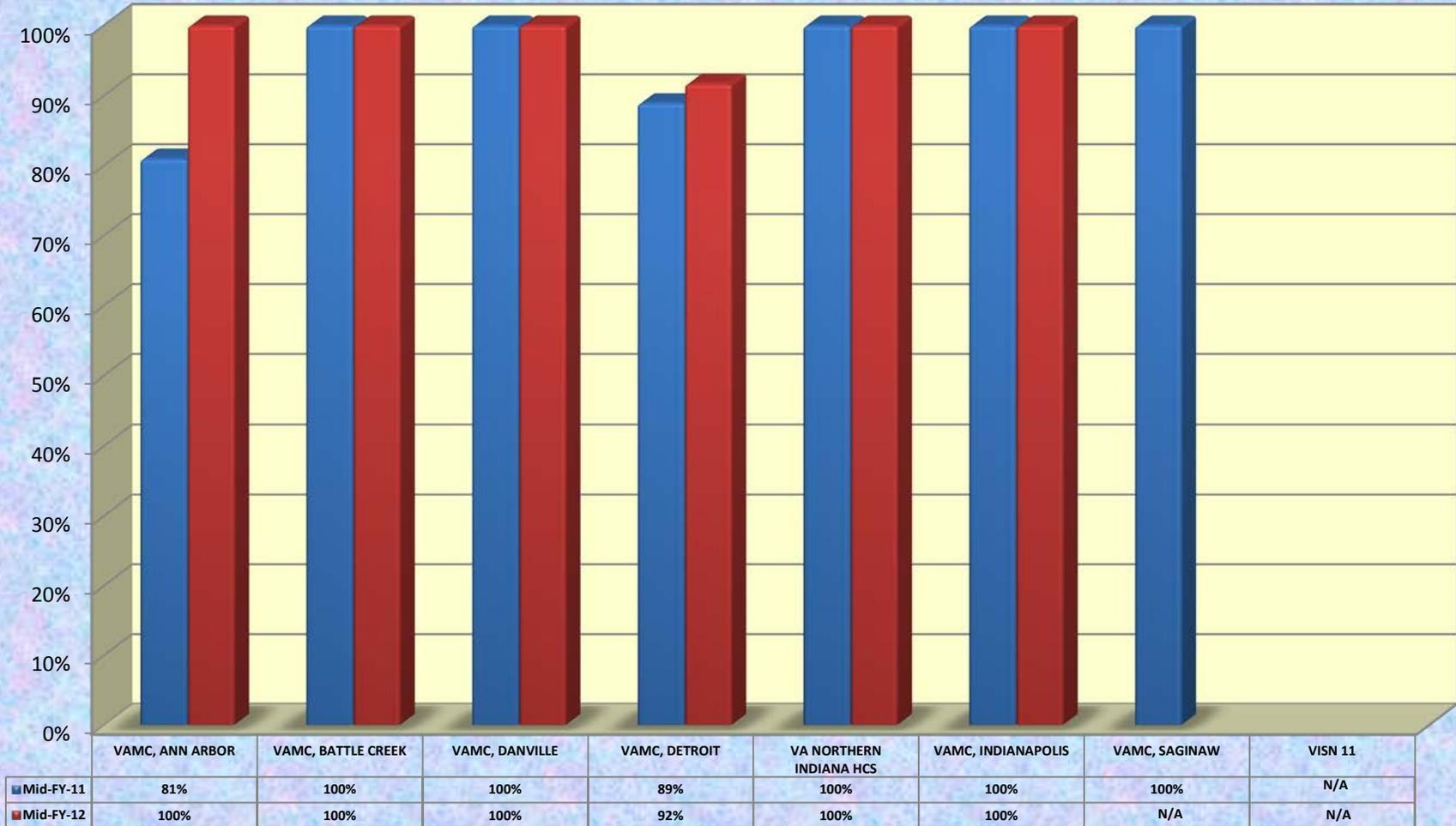
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 11



Data Source: ADTracker System

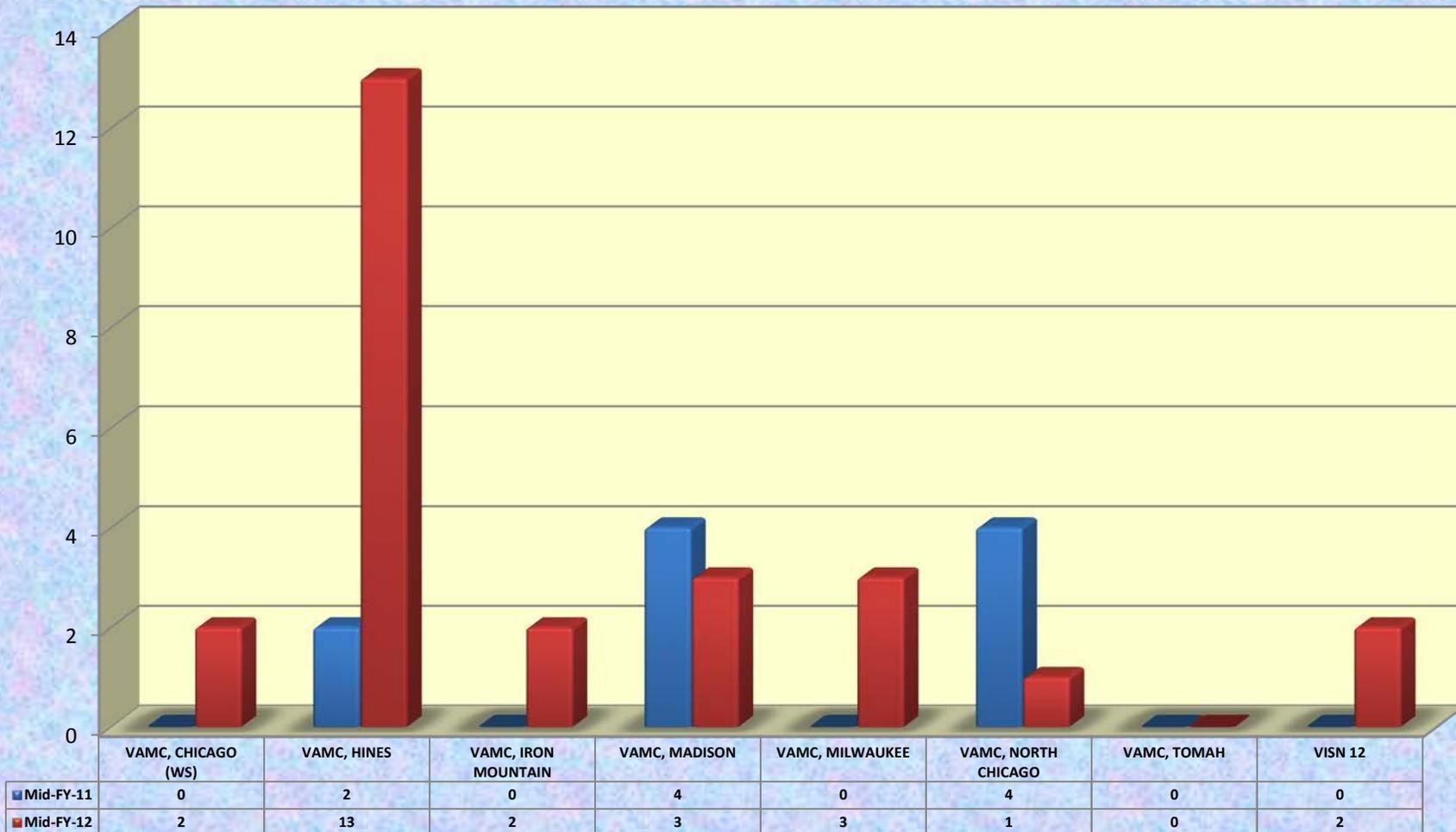
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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



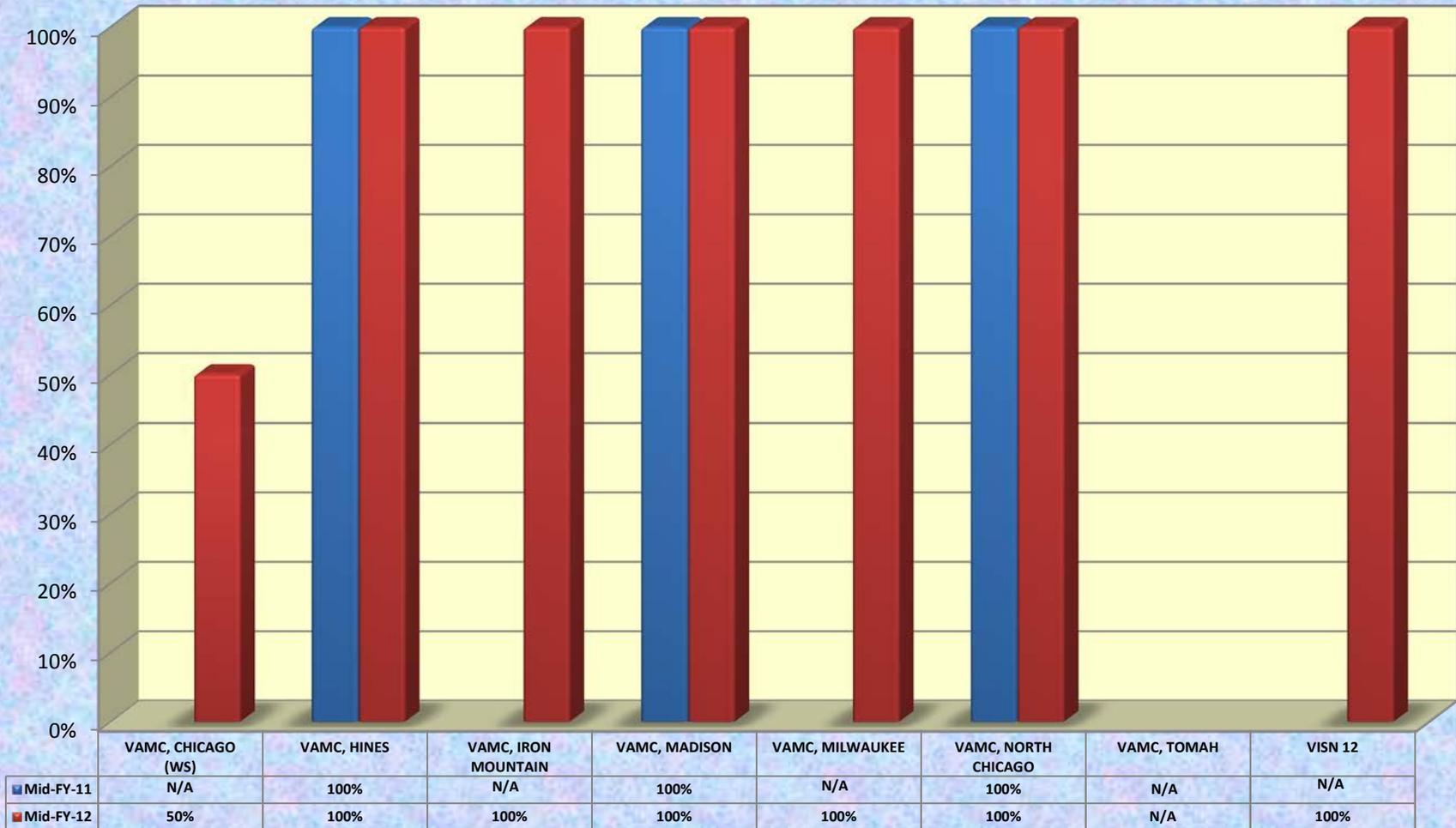
Data Source: ADRTTracker System

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



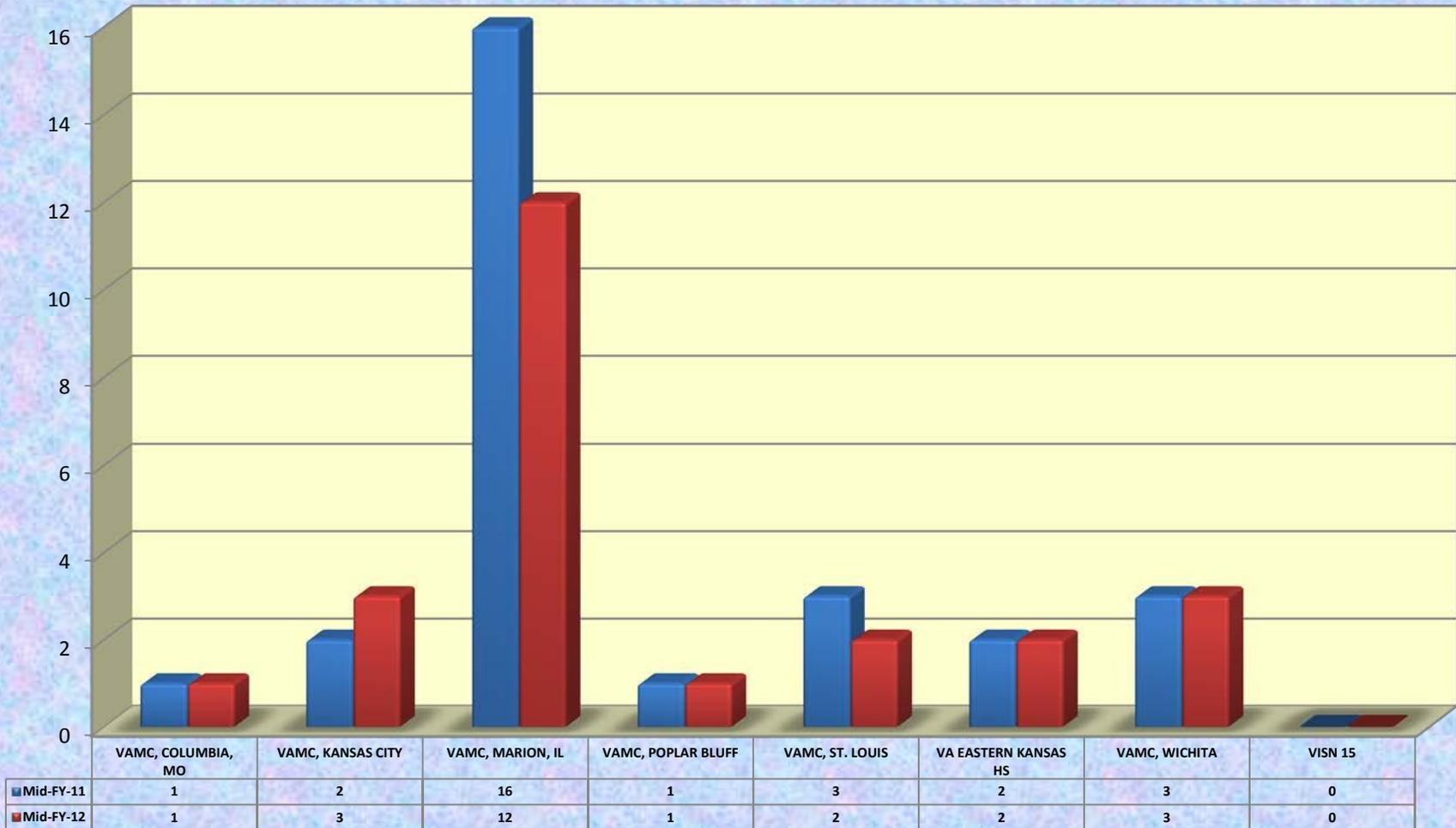
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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



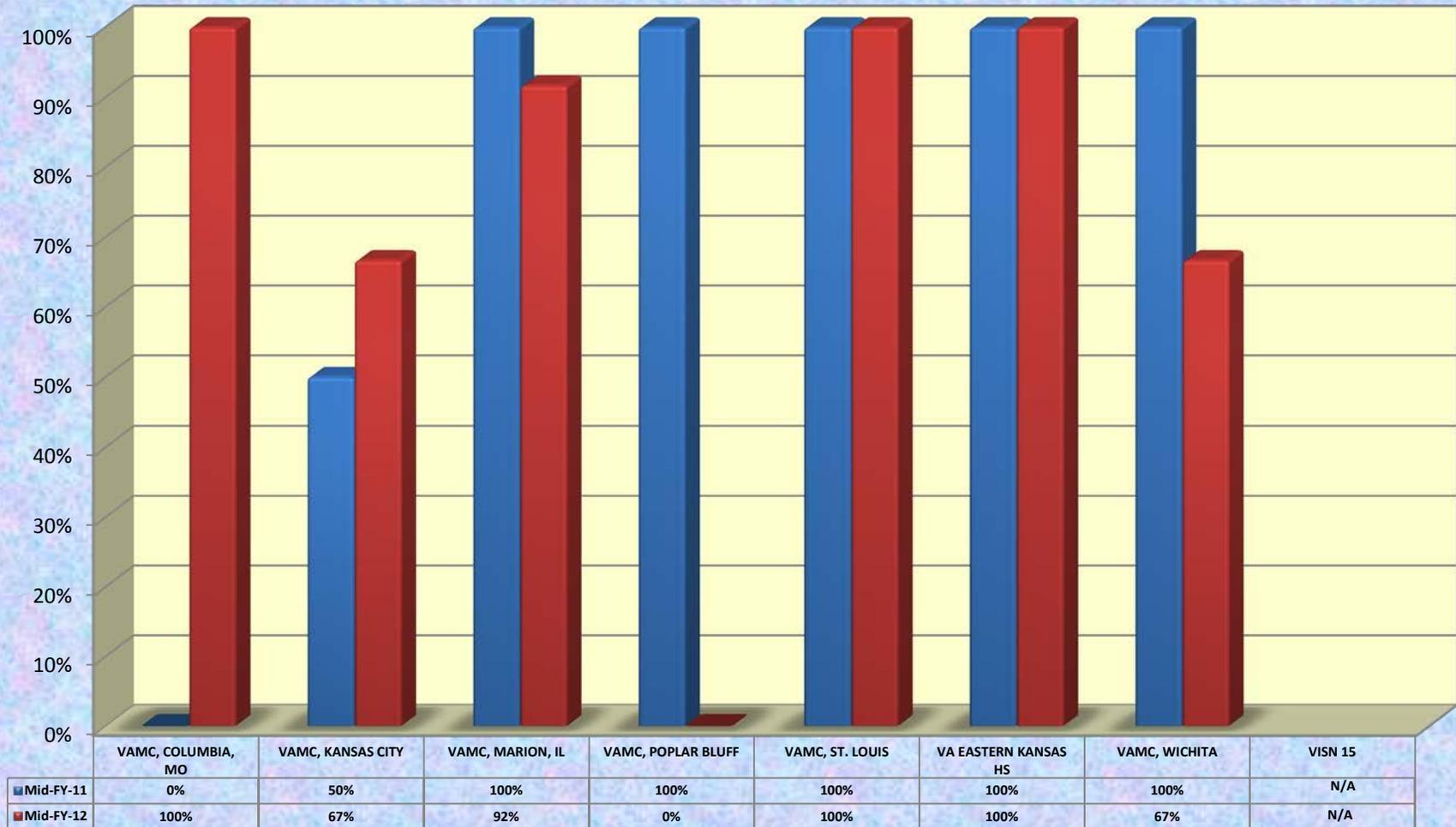
Data Source: ADTracker System

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



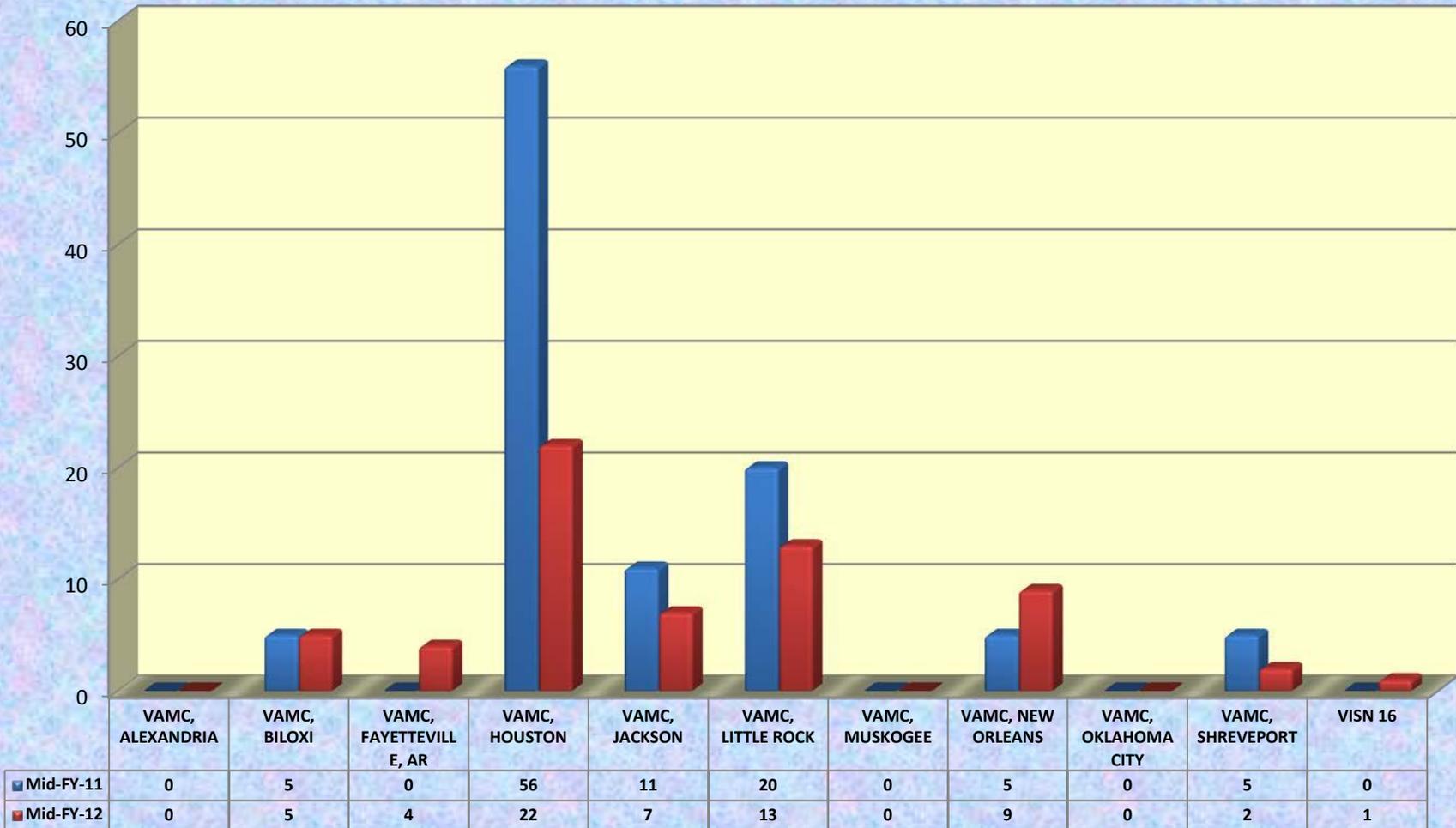
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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

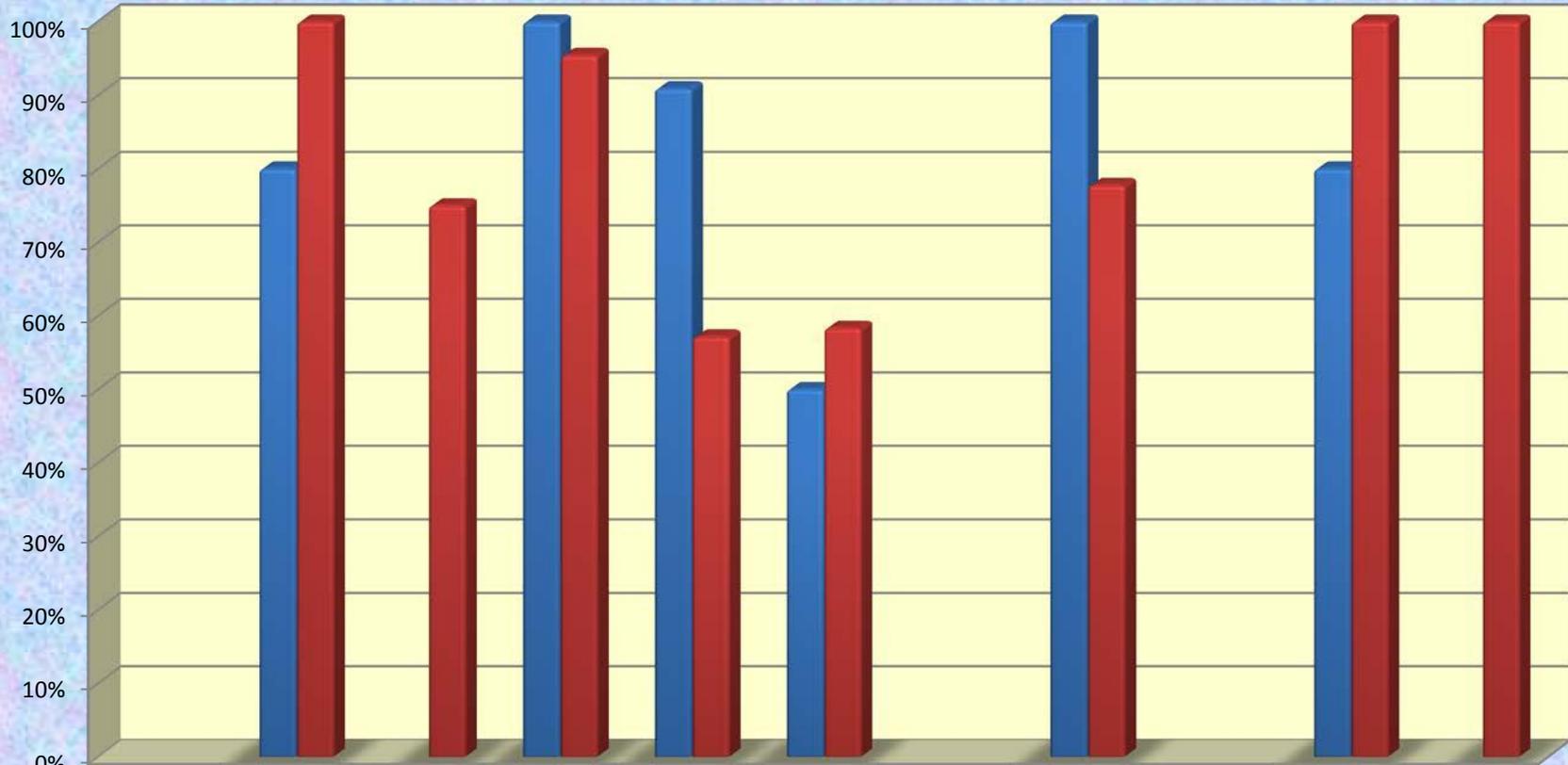


Data Source: ADRTTracker System

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

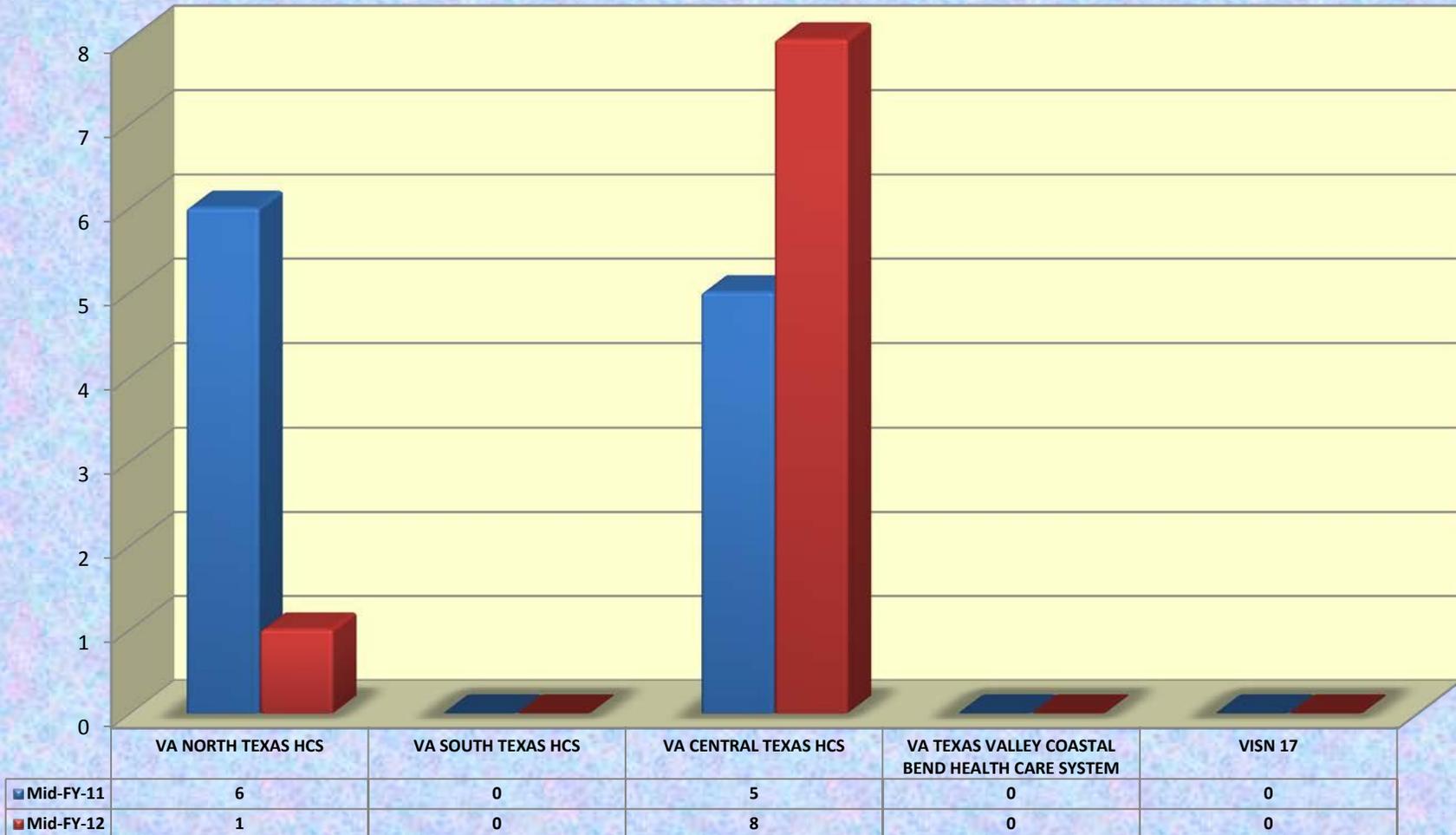


Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 16



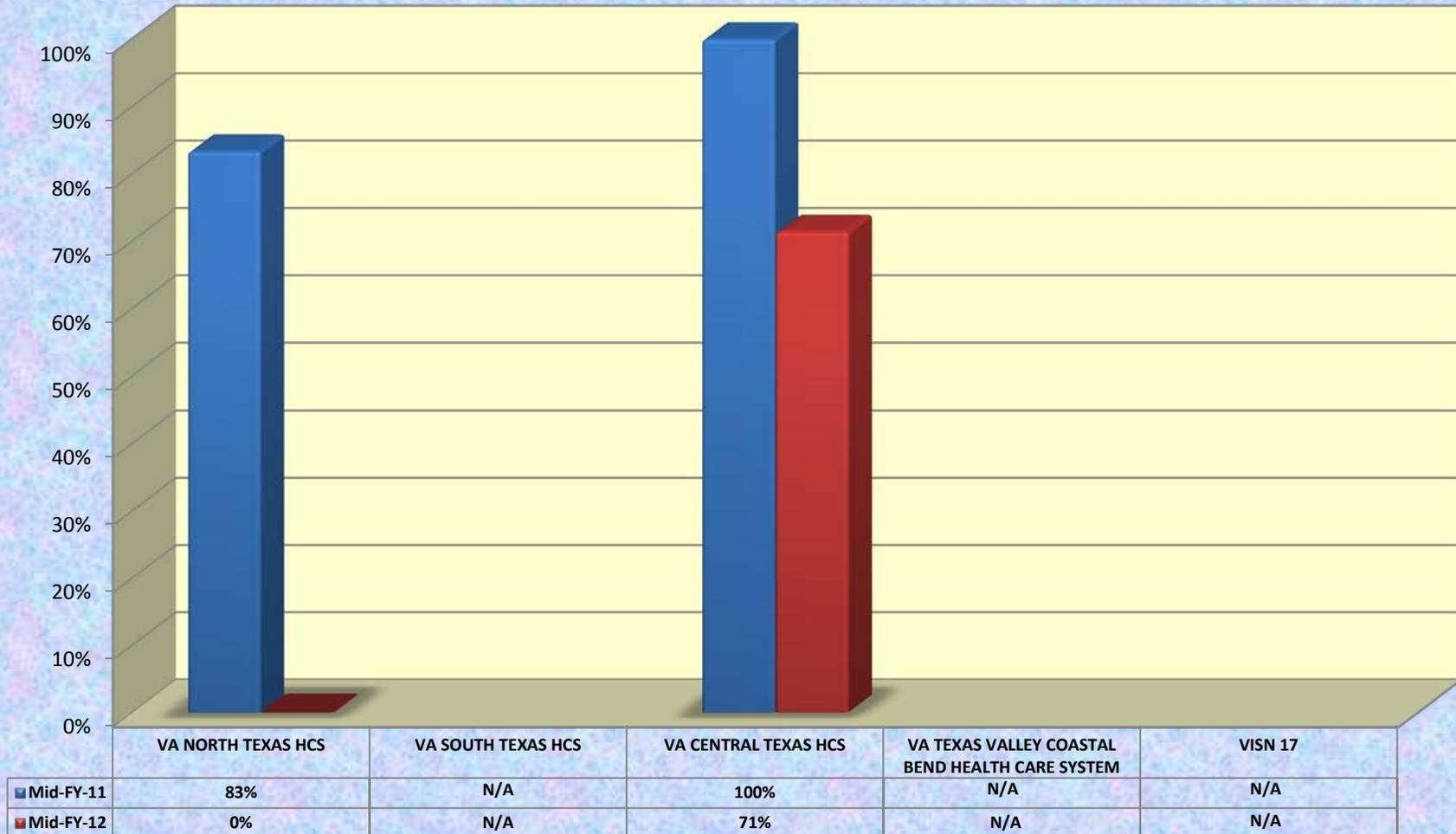
	VAMC, ALEXANDRIA	VAMC, BILOXI	VAMC, FAYETTEVILL E, AR	VAMC, HOUSTON	VAMC, JACKSON	VAMC, LITTLE ROCK	VAMC, MUSKOGEE	VAMC, NEW ORLEANS	VAMC, OKLAHOMA CITY	VAMC, SHREVEPORT	VISN 16
Mid-FY-11	N/A	80%	N/A	100%	91%	50%	N/A	100%	N/A	80%	N/A
Mid-FY-12	N/A	100%	75%	95%	57%	58%	N/A	78%	N/A	100%	100%

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



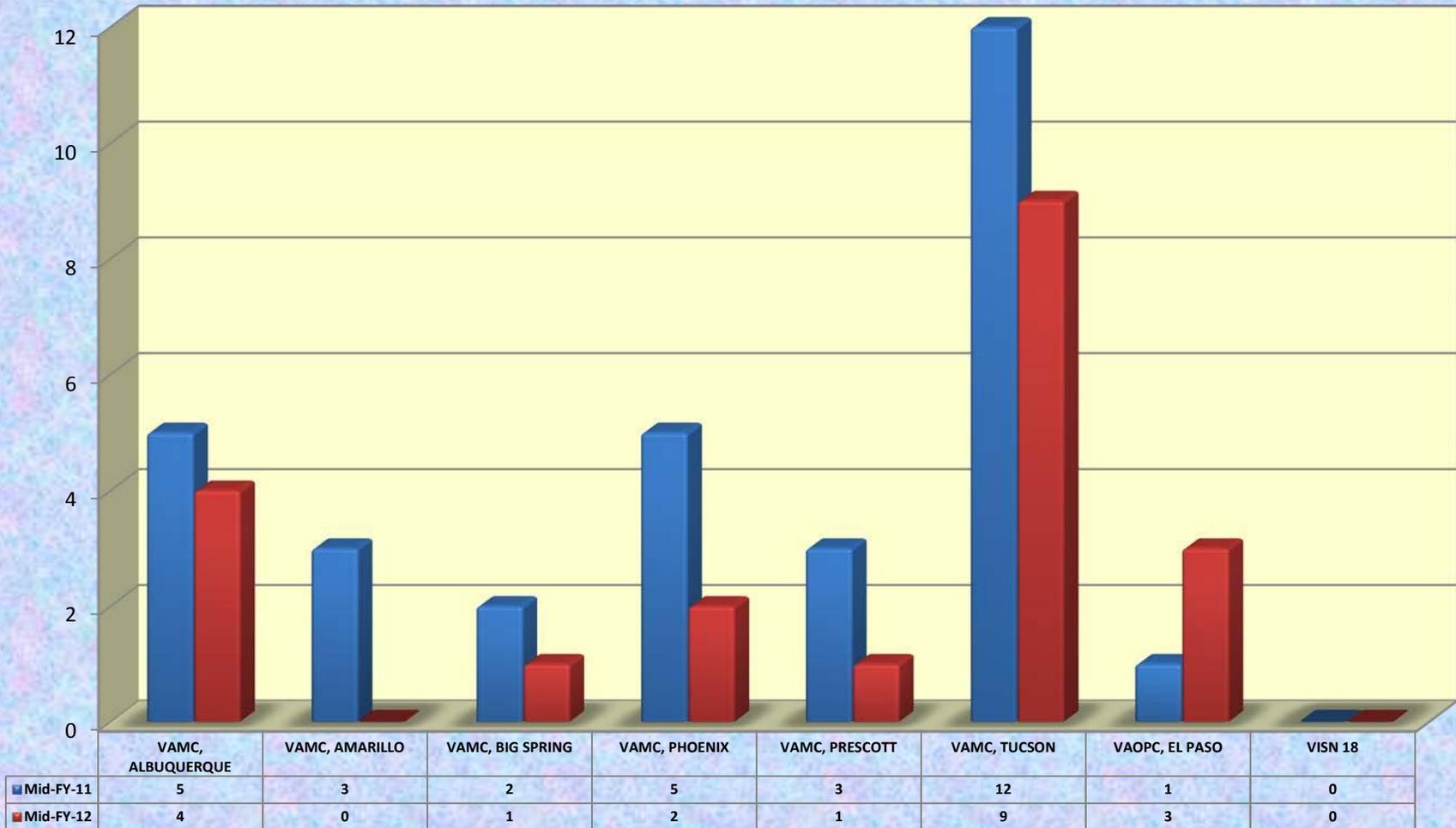
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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

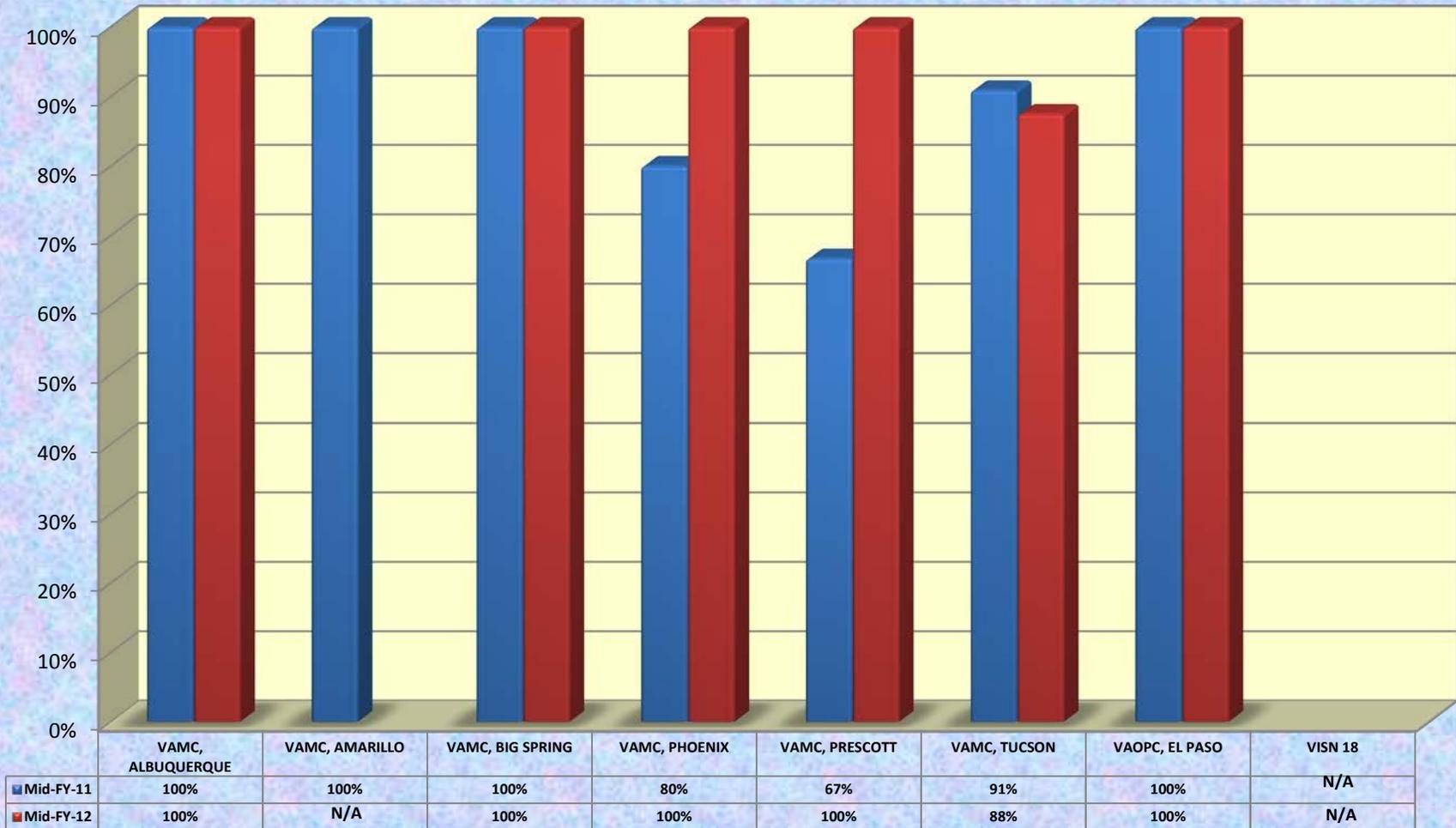


Data Source: ADRTTracker System

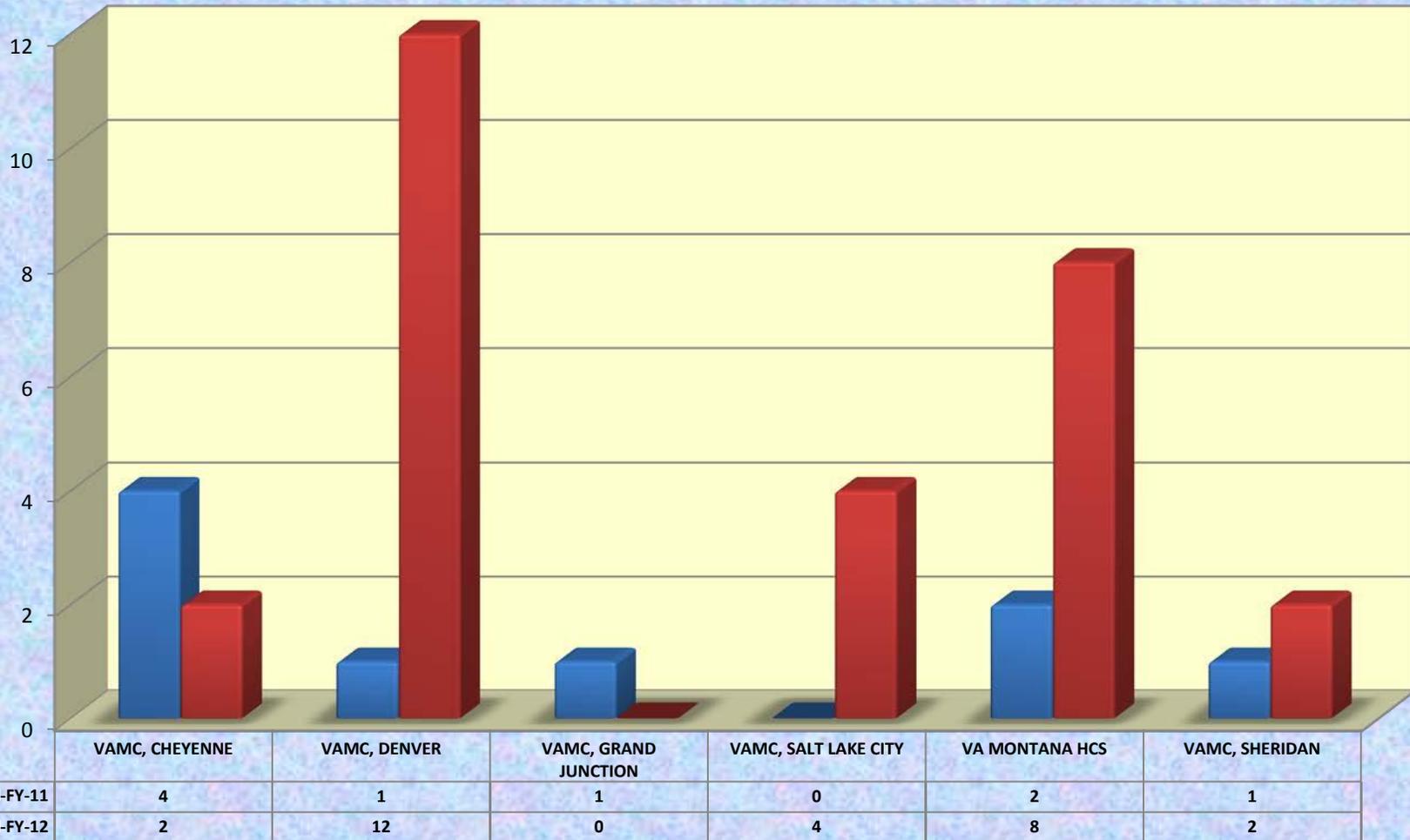
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 18



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

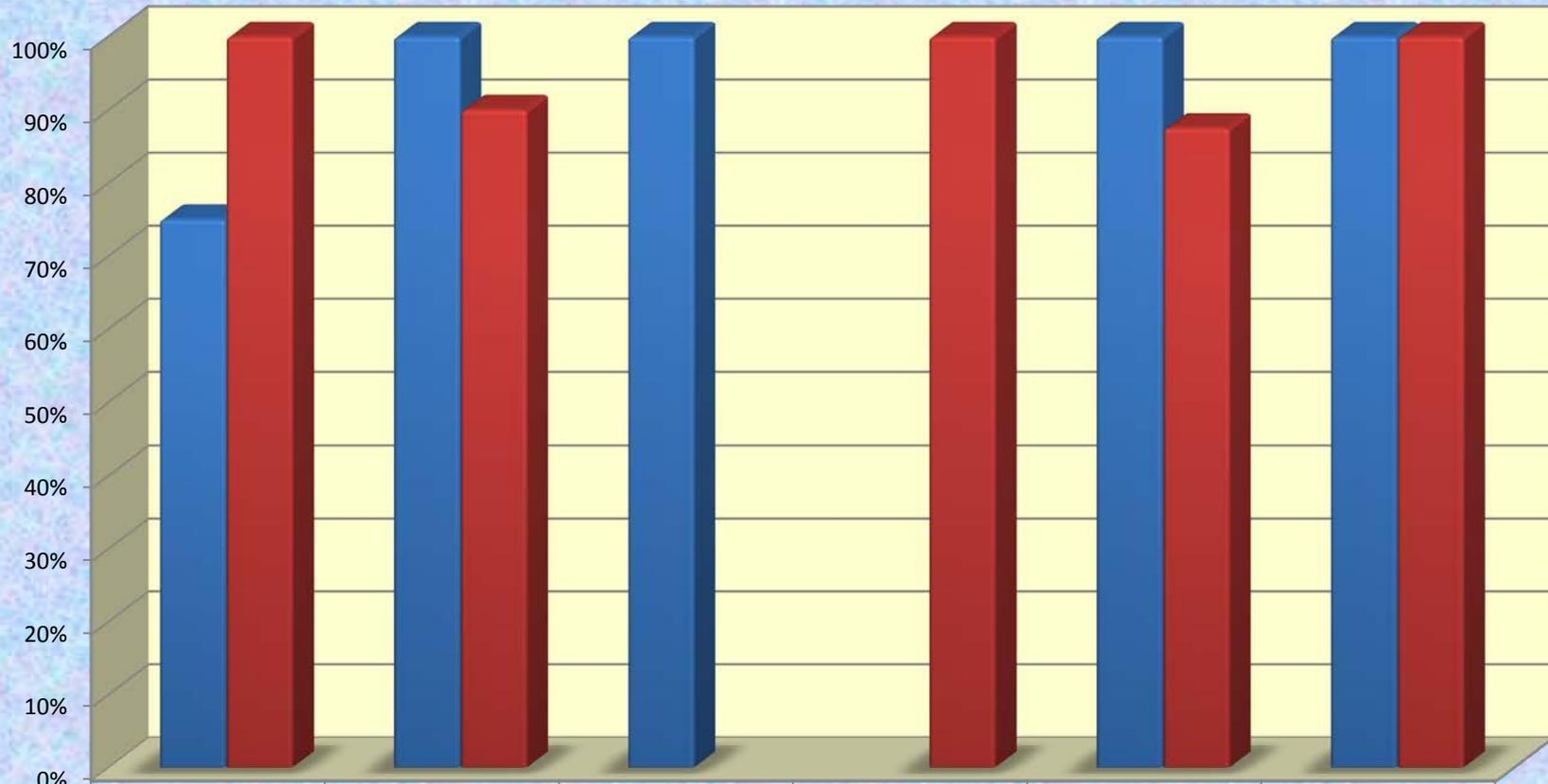


Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 19



Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

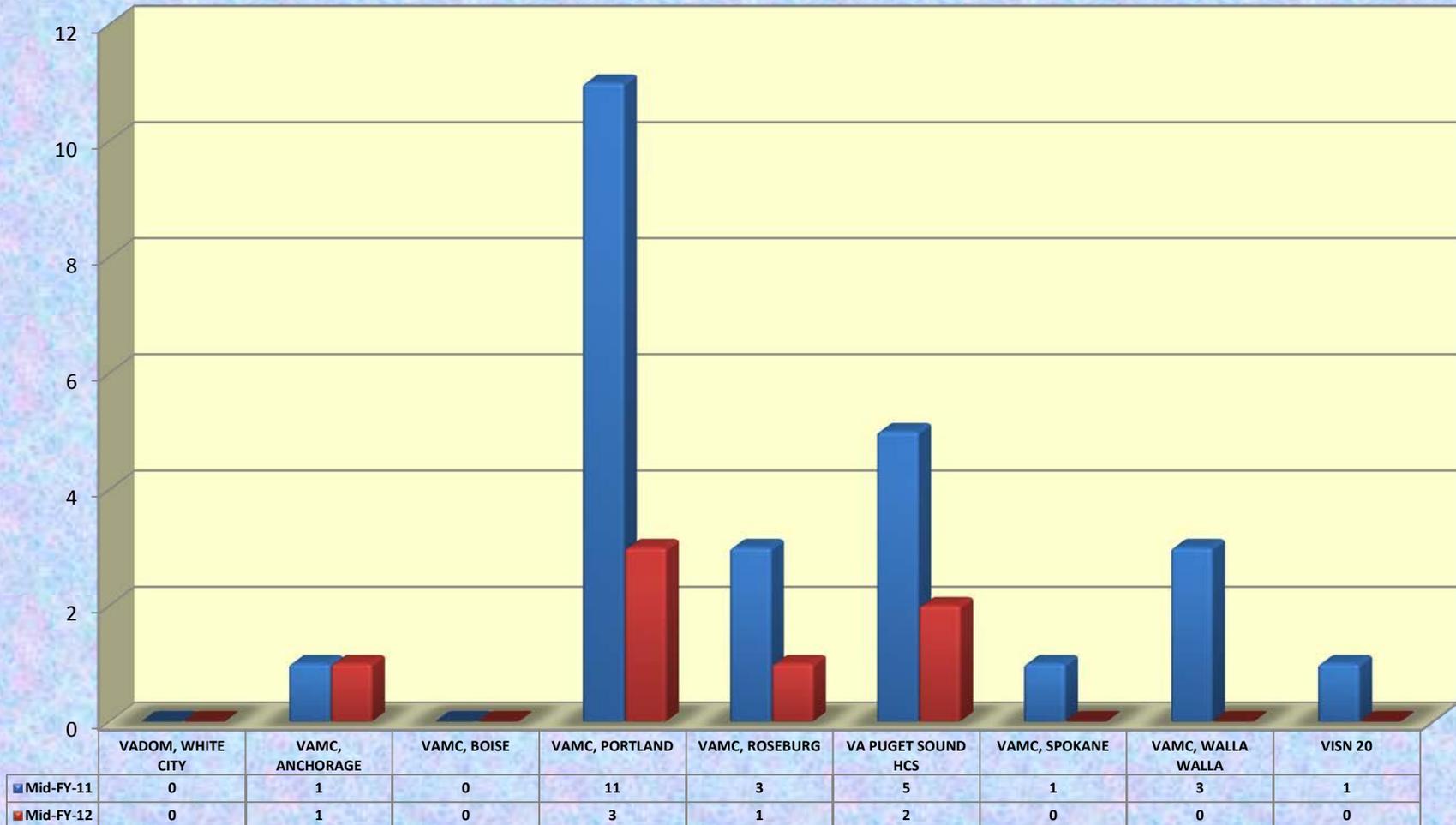
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 19



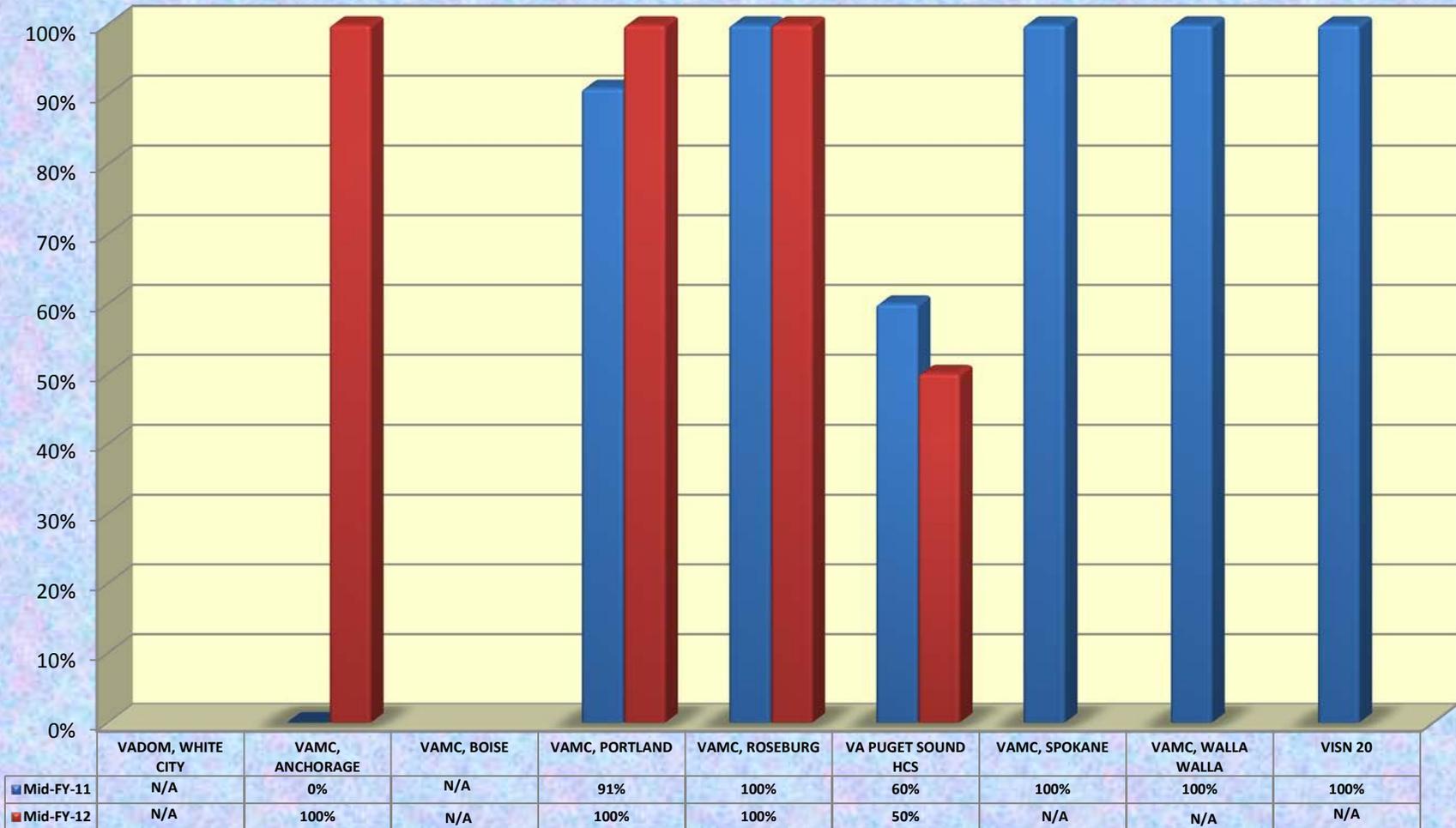
	VAMC, CHEYENNE	VAMC, DENVER	VAMC, GRAND JUNCTION	VAMC, SALT LAKE CITY	VA MONTANA HCS	VAMC, SHERIDAN
Mid-FY-11	75%	100%	100%	N/A	100%	100%
Mid-FY-12	100%	90%	N/A	100%	88%	100%

Data Source: ADRTTracker System

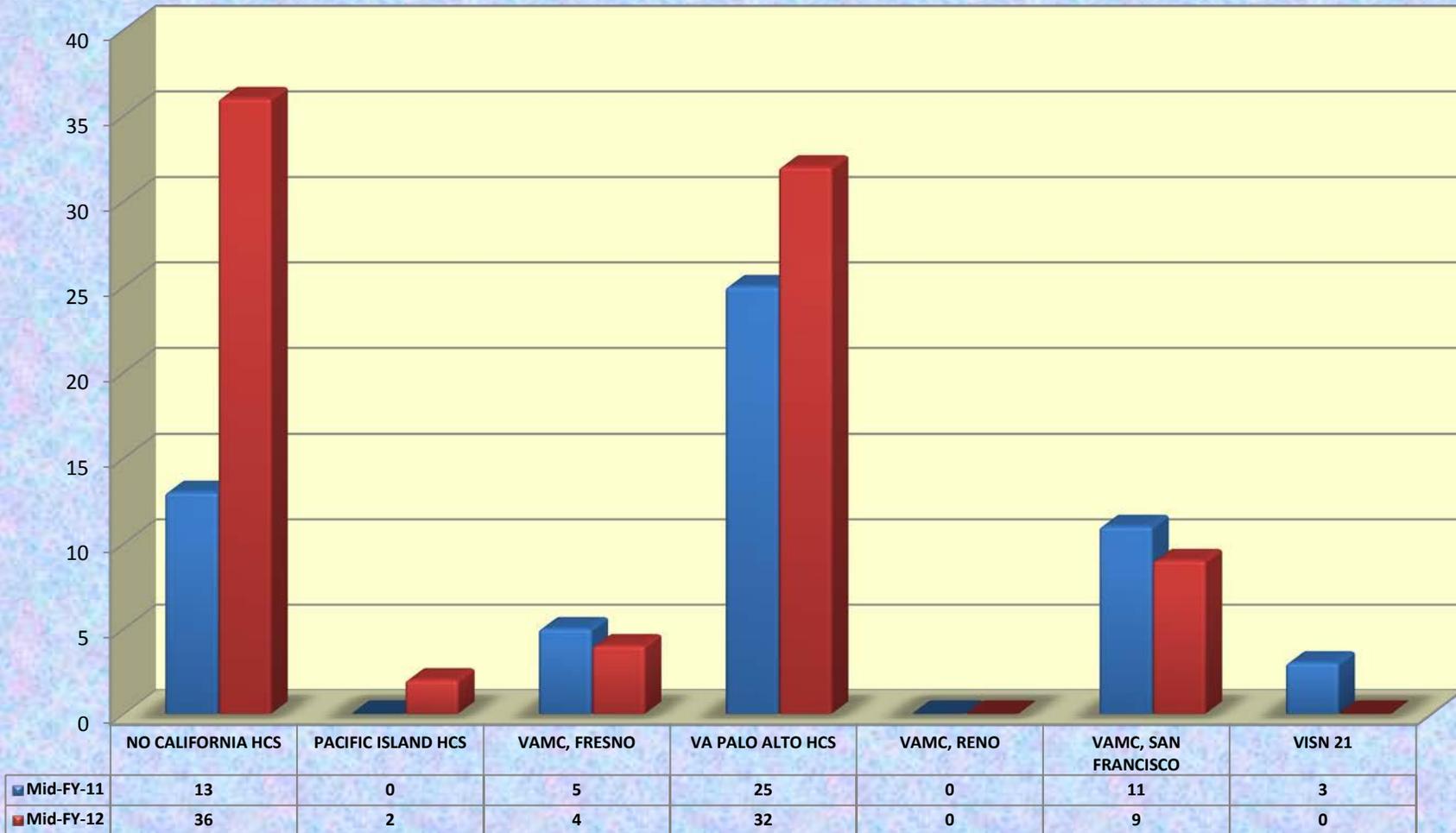
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 20



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



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



Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

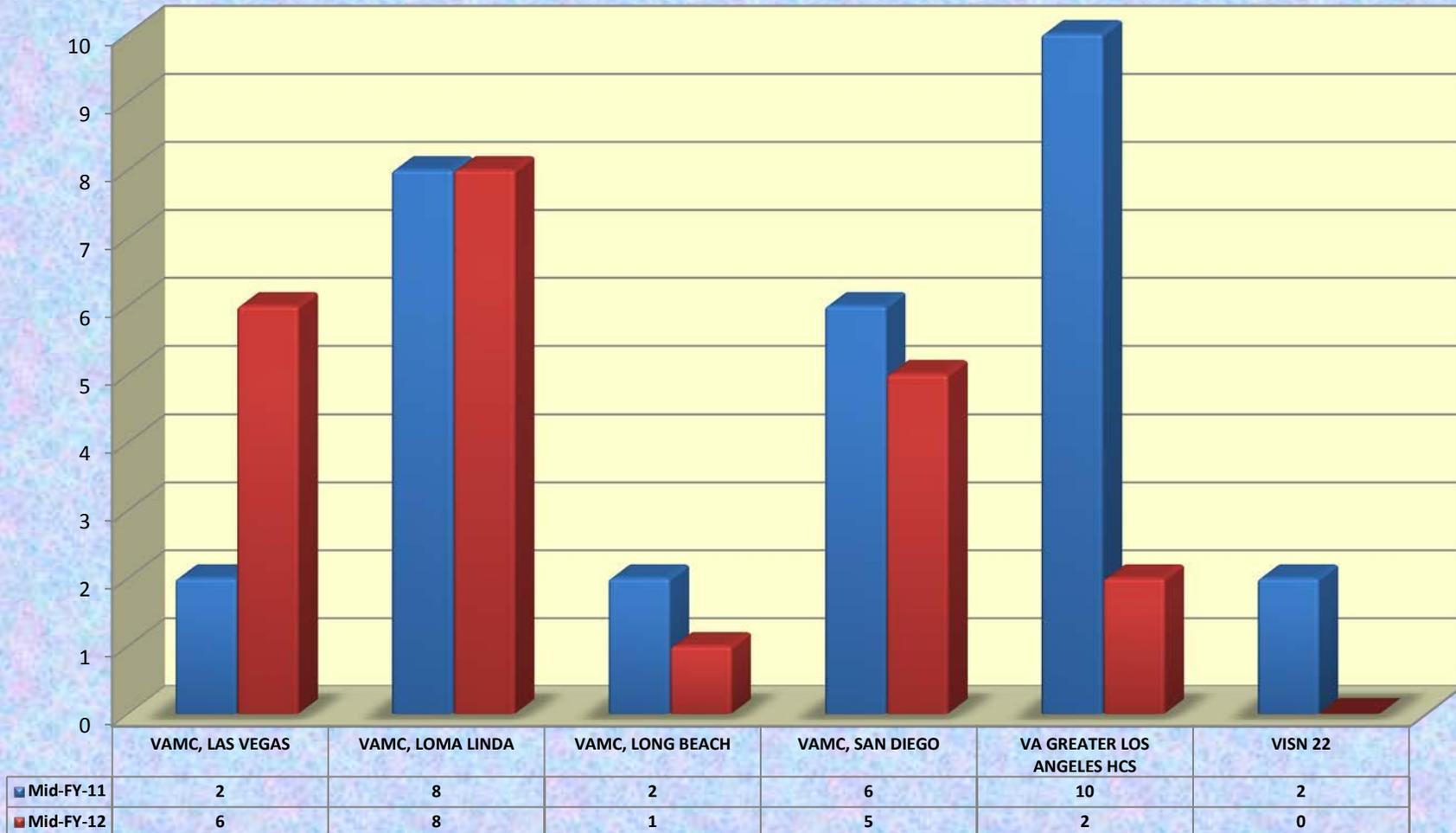
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Resolution Rate - VISN 21



Data Source: ADRTTracker System

Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

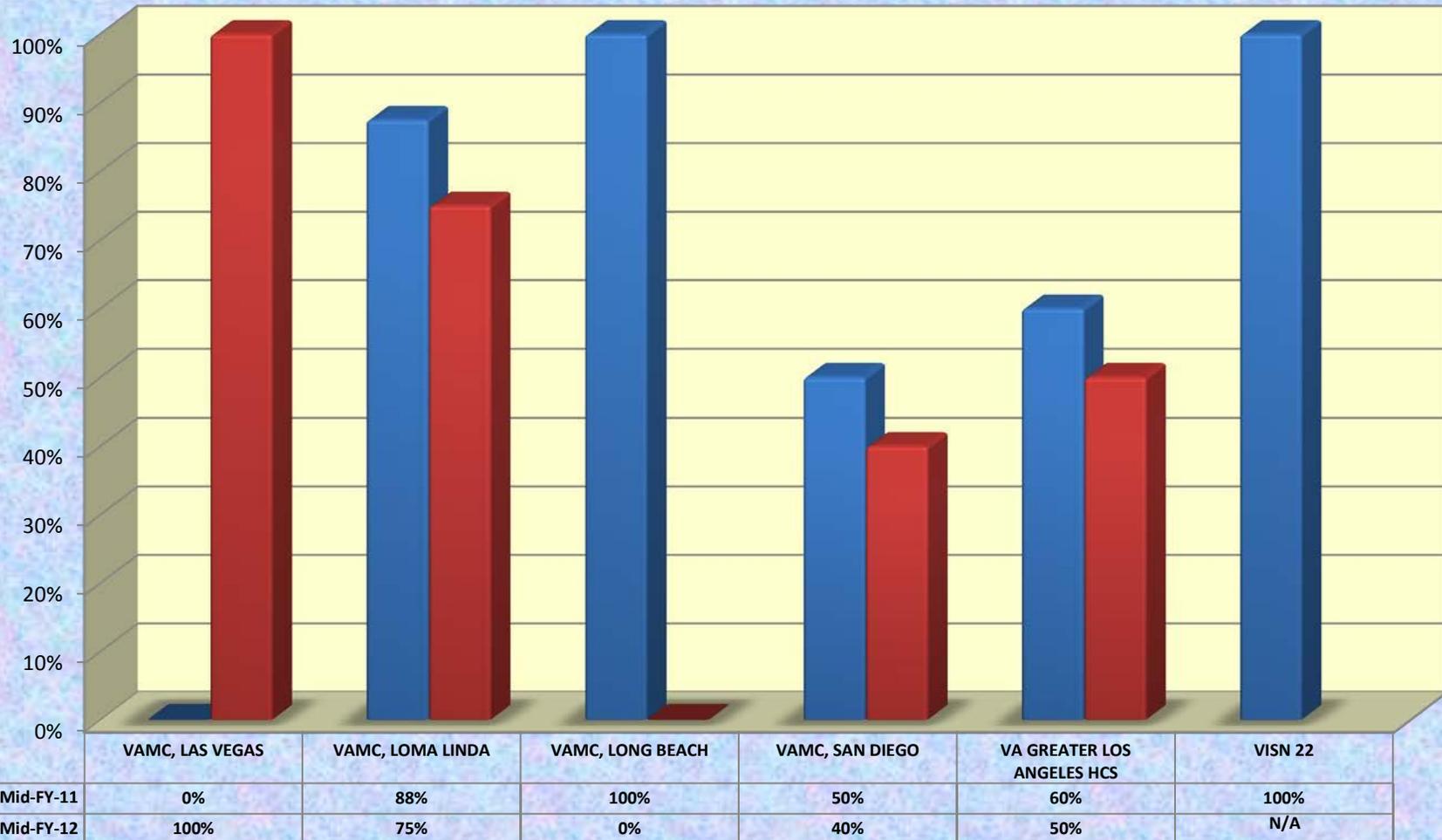
Veterans Health Administration Mid-FY-11 & Mid-FY-12 Non-EEO ADR Requests - VISN 22



Data Source: ADTracker System

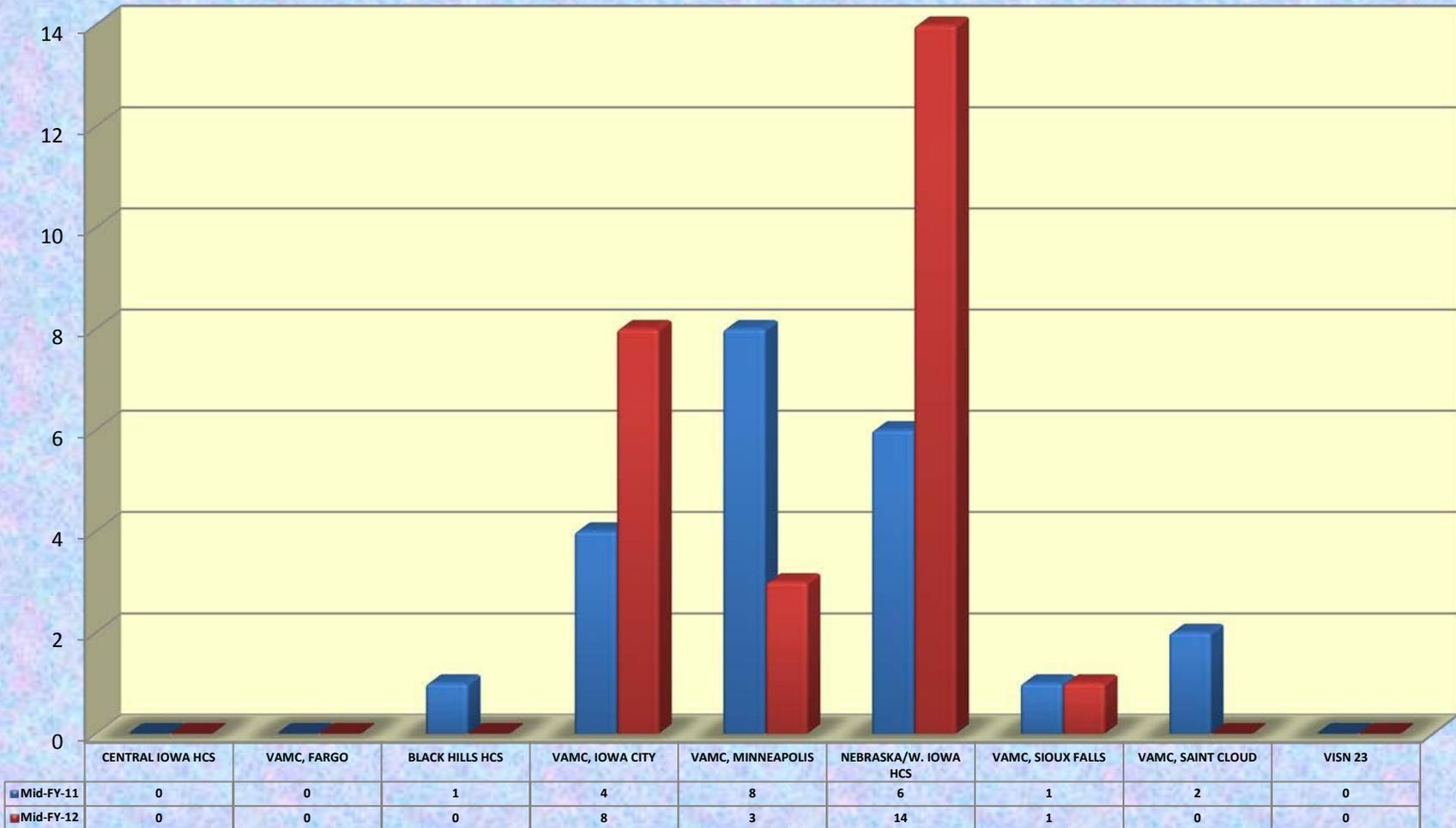
Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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



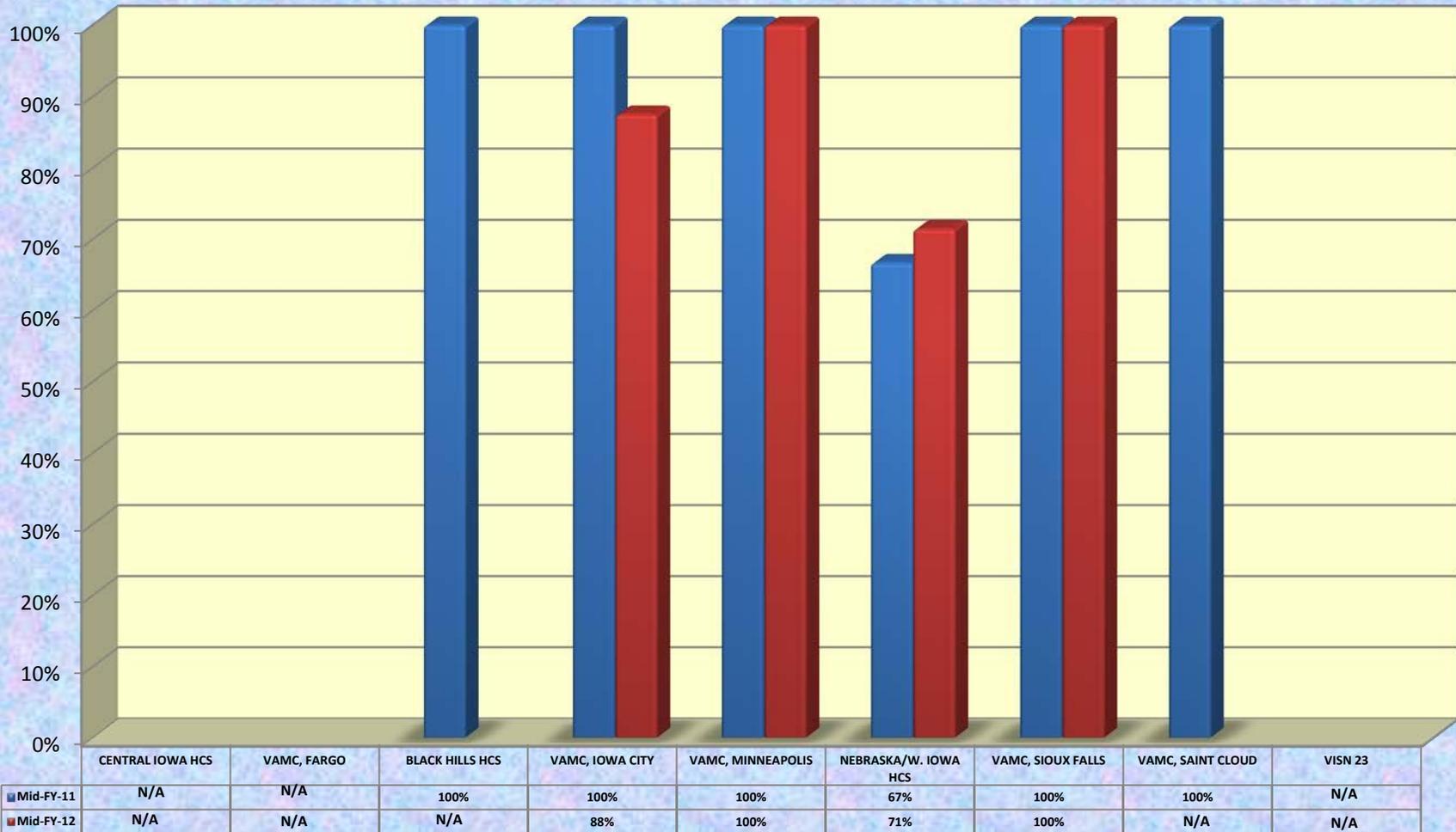
Data Source: ADTracker System

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



Mid-FY-11 and Mid-FY-12 Data as of 4/20/12

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



Data Source: ADRTTracker System

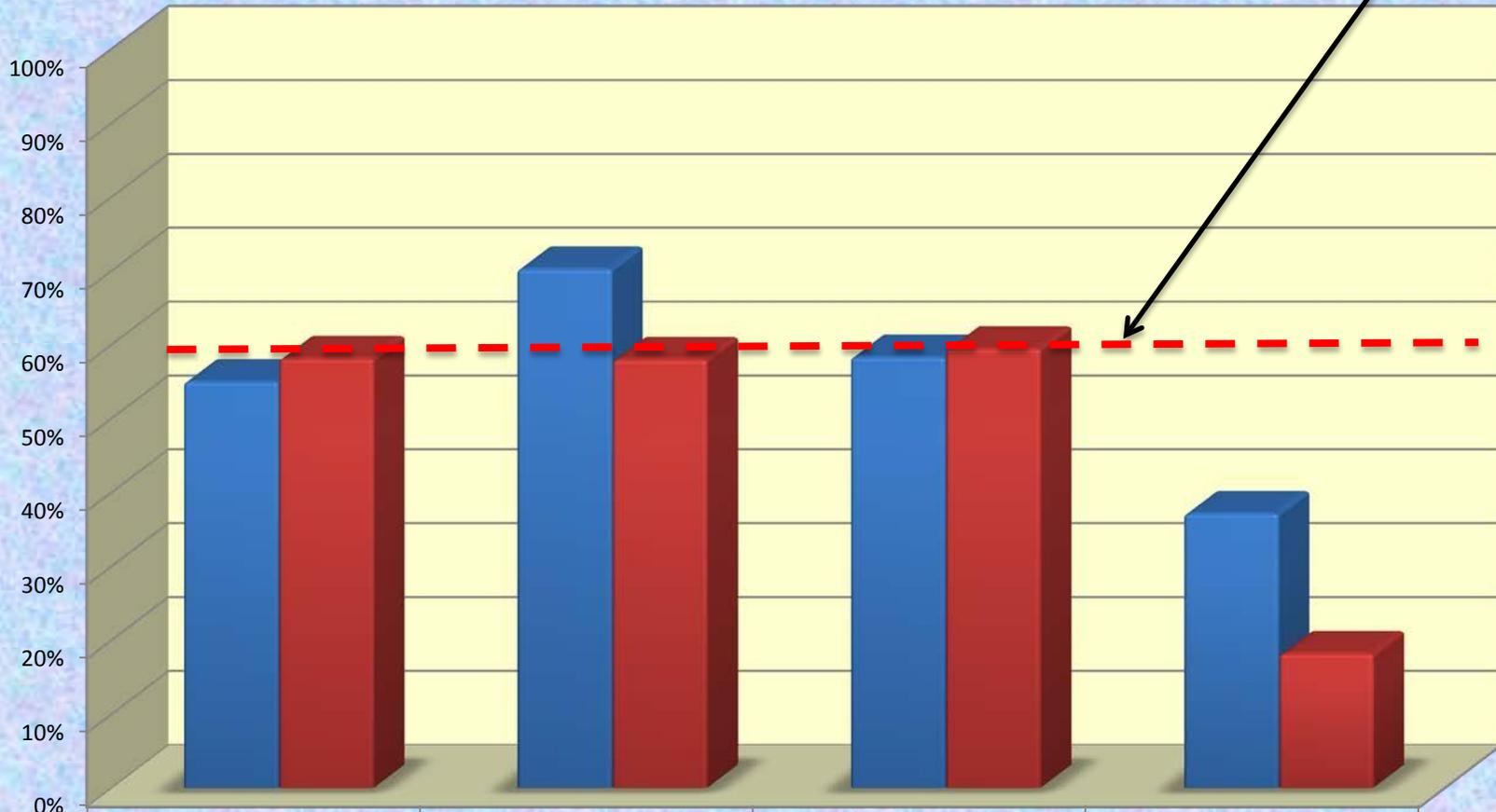
Veterans Benefits Administration

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



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

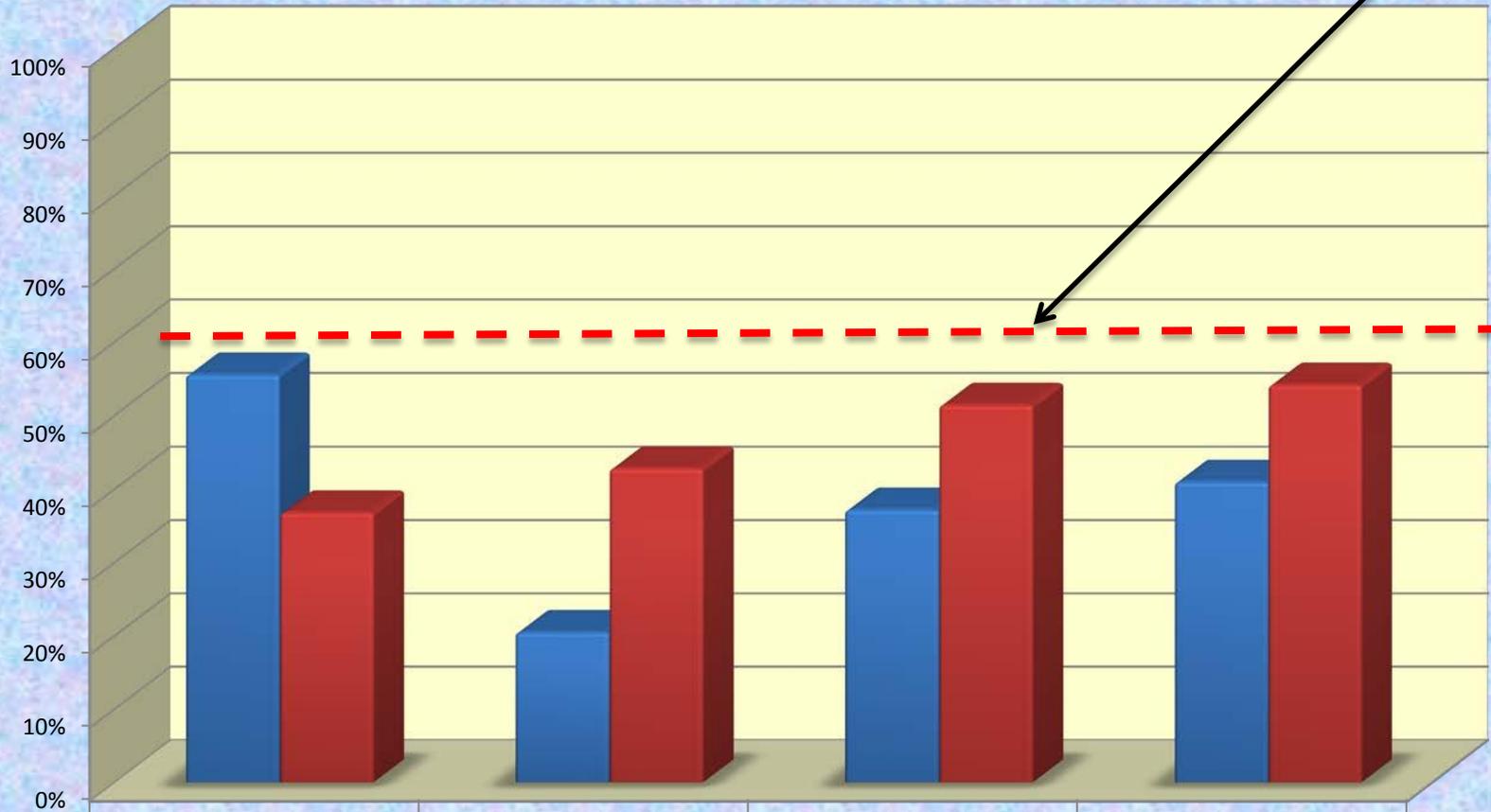
53% VA-Wide
Average



	AREA 1	AREA 2	AREA 3	AREA 4
Mid-Year FY-11	55%	70%	58%	37%
Mid-Year FY-12	58%	58%	59%	18%

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

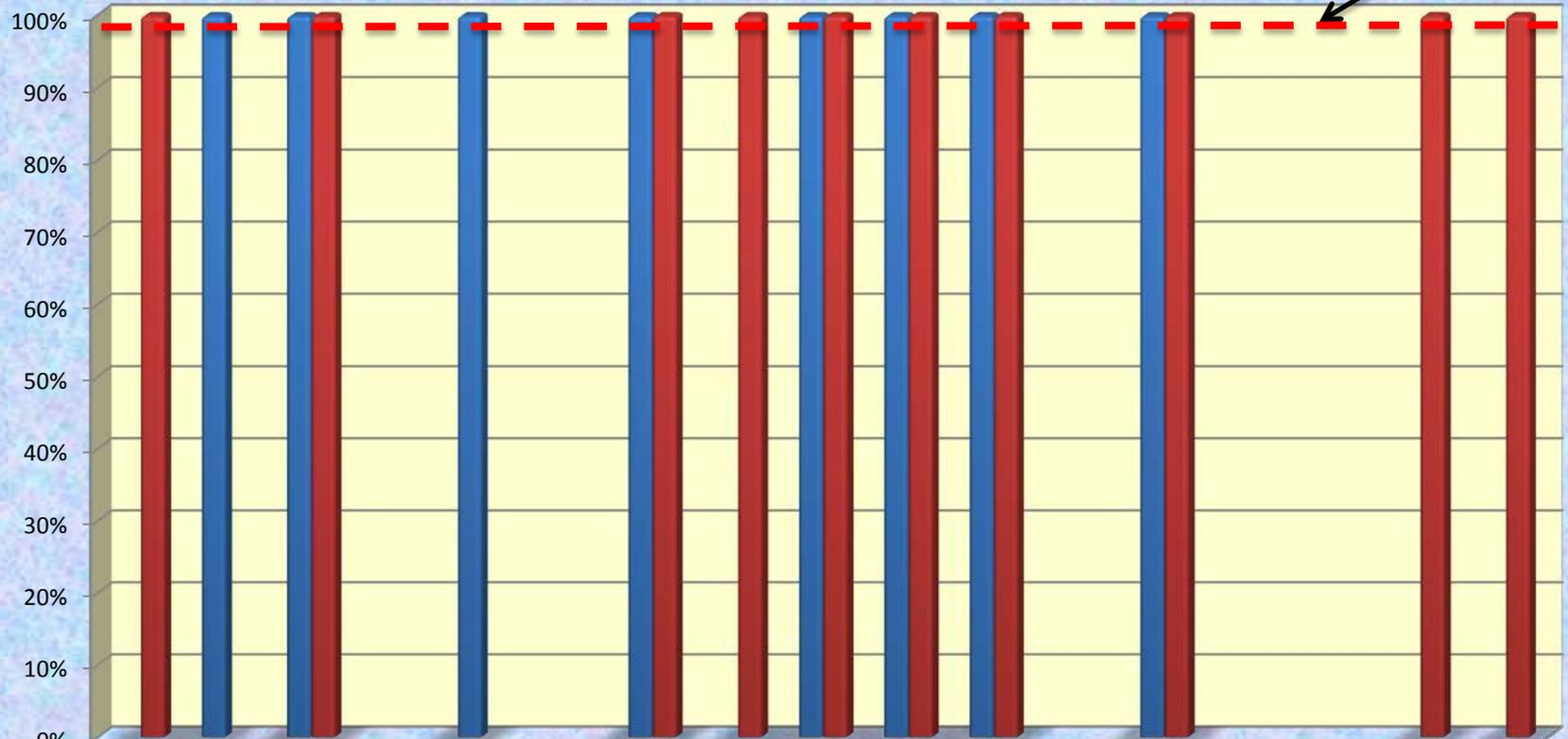
55% Government-Wide Average



	AREA 1	AREA 2	AREA 3	AREA 4
Mid-Year FY-11	56%	21%	37%	41%
Mid-Year FY-12	37%	43%	51%	54%

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

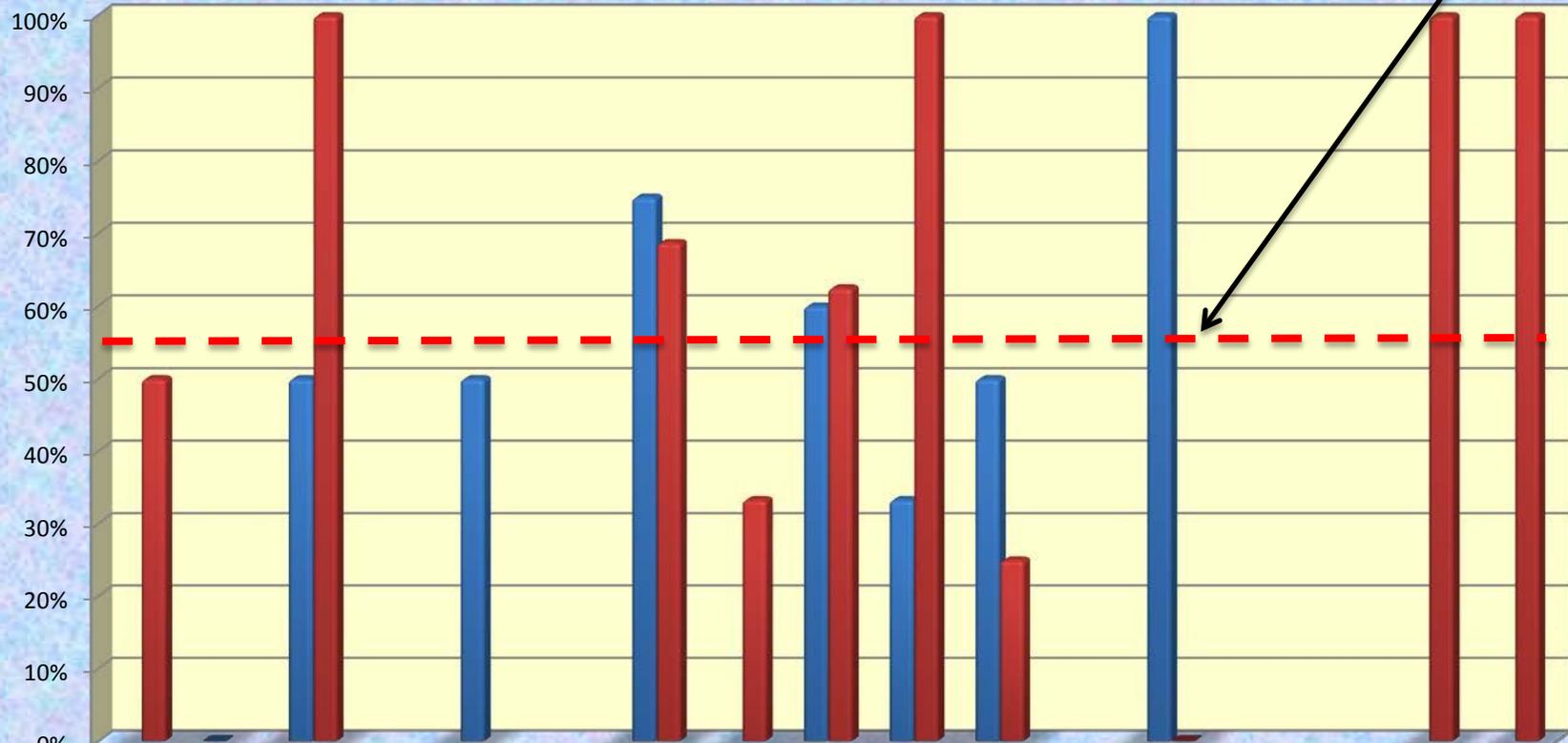
98% VA-Wide Average



	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, BALTIMORE	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-11	N/A	100%	100%	N/A	100%	N/A	100%	N/A	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Mid-Year FY-12	100%	N/A	100%	N/A	N/A	N/A	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	100%	100%

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

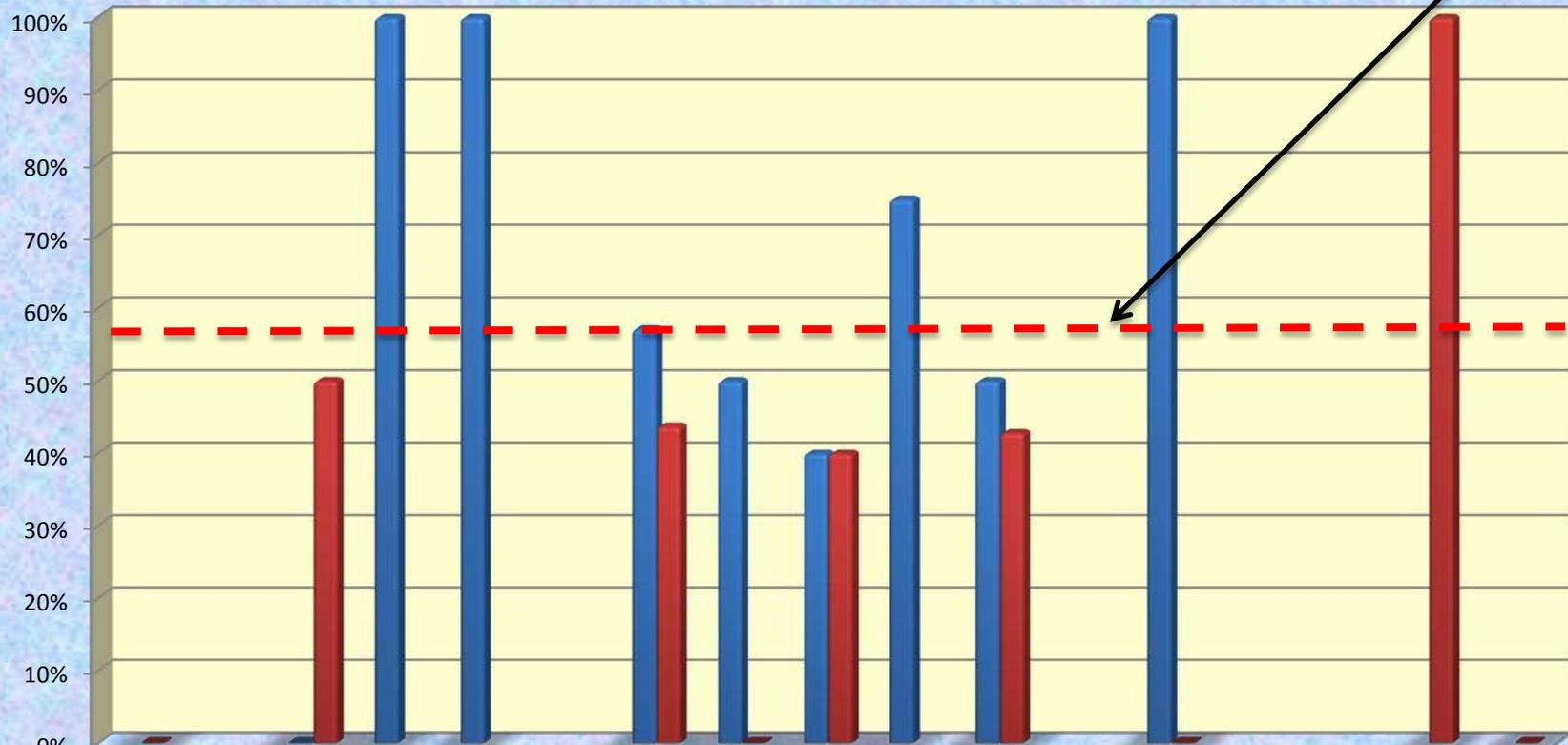
53% VA-Wide Average



	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, BALTIMORE	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-11	N/A	0%	50%	N/A	50%	N/A	75%	N/A	60%	33%	50%	N/A	100%	N/A	N/A	N/A	N/A
Mid-Year FY-12	50%	N/A	100%	N/A	N/A	N/A	69%	33%	63%	100%	25%	N/A	0%	N/A	N/A	100%	100%

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

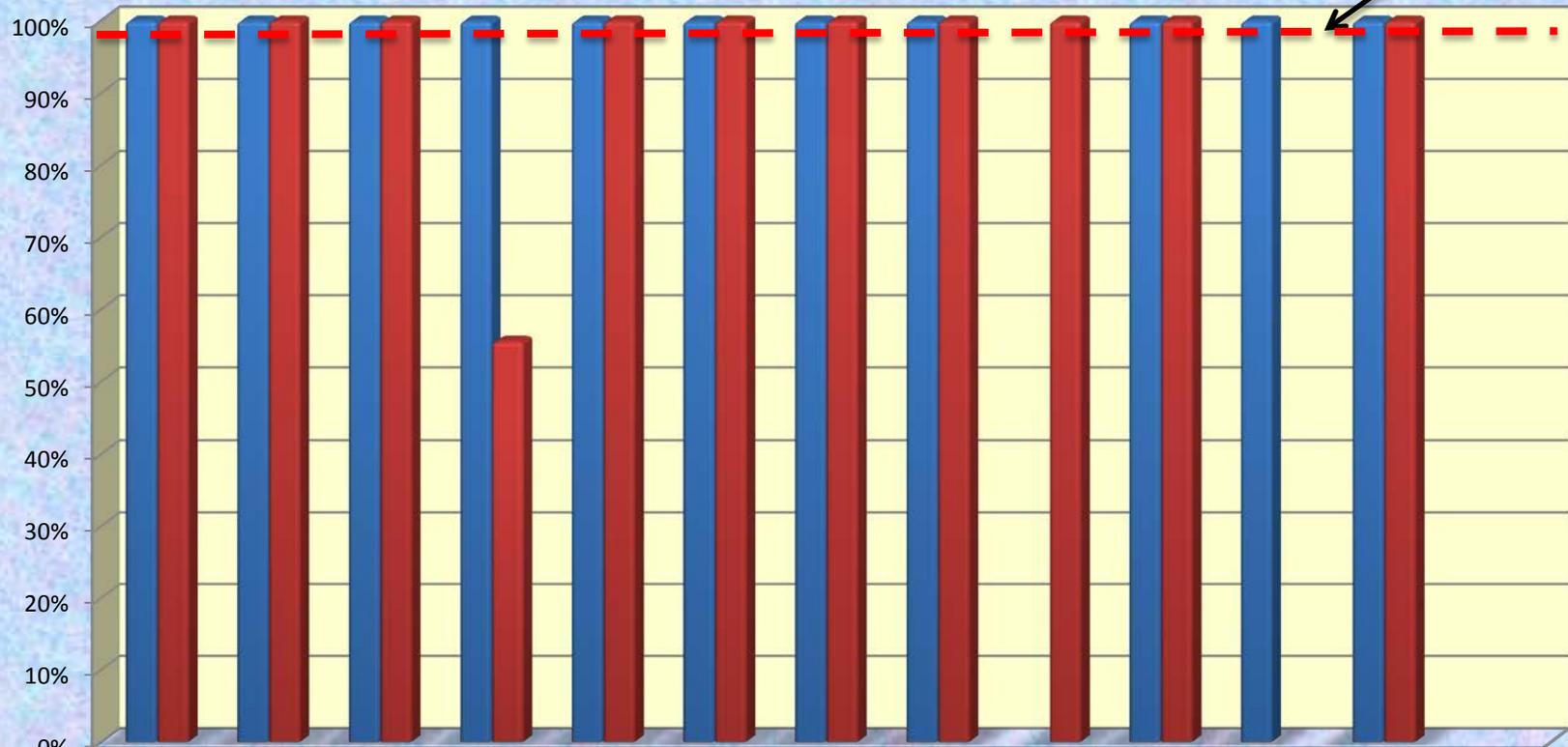
55% Government-Wide Average



	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, BALTIMORE	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-11	N/A	N/A	0%	100%	100%	N/A	57%	50%	40%	75%	50%	N/A	100%	N/A	N/A	N/A	N/A
Mid-Year FY-12	0%	N/A	50%	N/A	N/A	N/A	44%	0%	40%	N/A	43%	N/A	0%	N/A	N/A	100%	0%

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

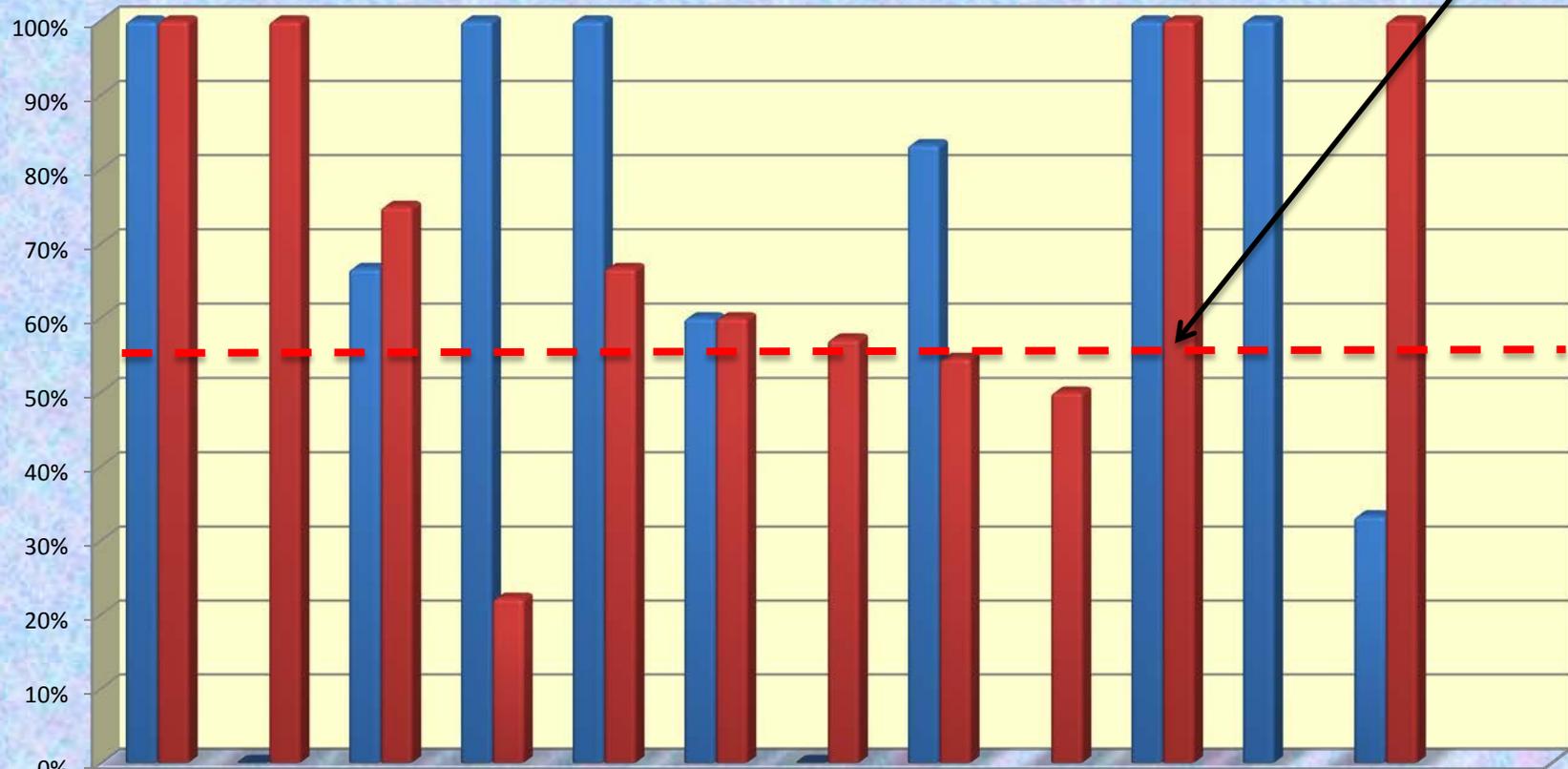
98% VA-Wide Average



	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-11	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	100%	100%	N/A
Mid-Year FY-12	100%	100%	100%	56%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A

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

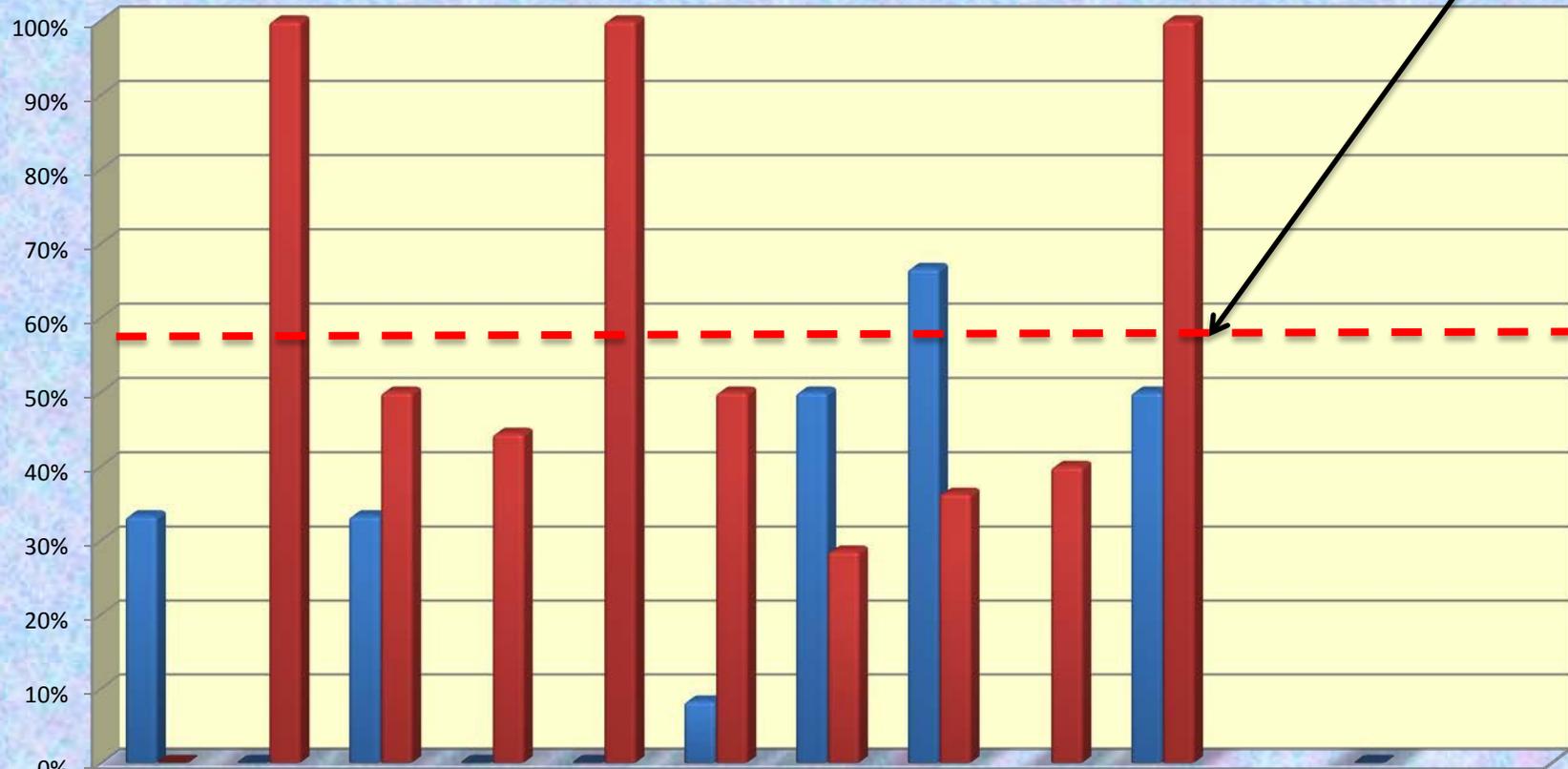
53% VA-Wide Average



	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-11	100%	0%	67%	100%	100%	60%	0%	83%	N/A	100%	100%	33%	N/A
Mid-Year FY-12	100%	100%	75%	22%	67%	60%	57%	55%	50%	100%	N/A	100%	N/A

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

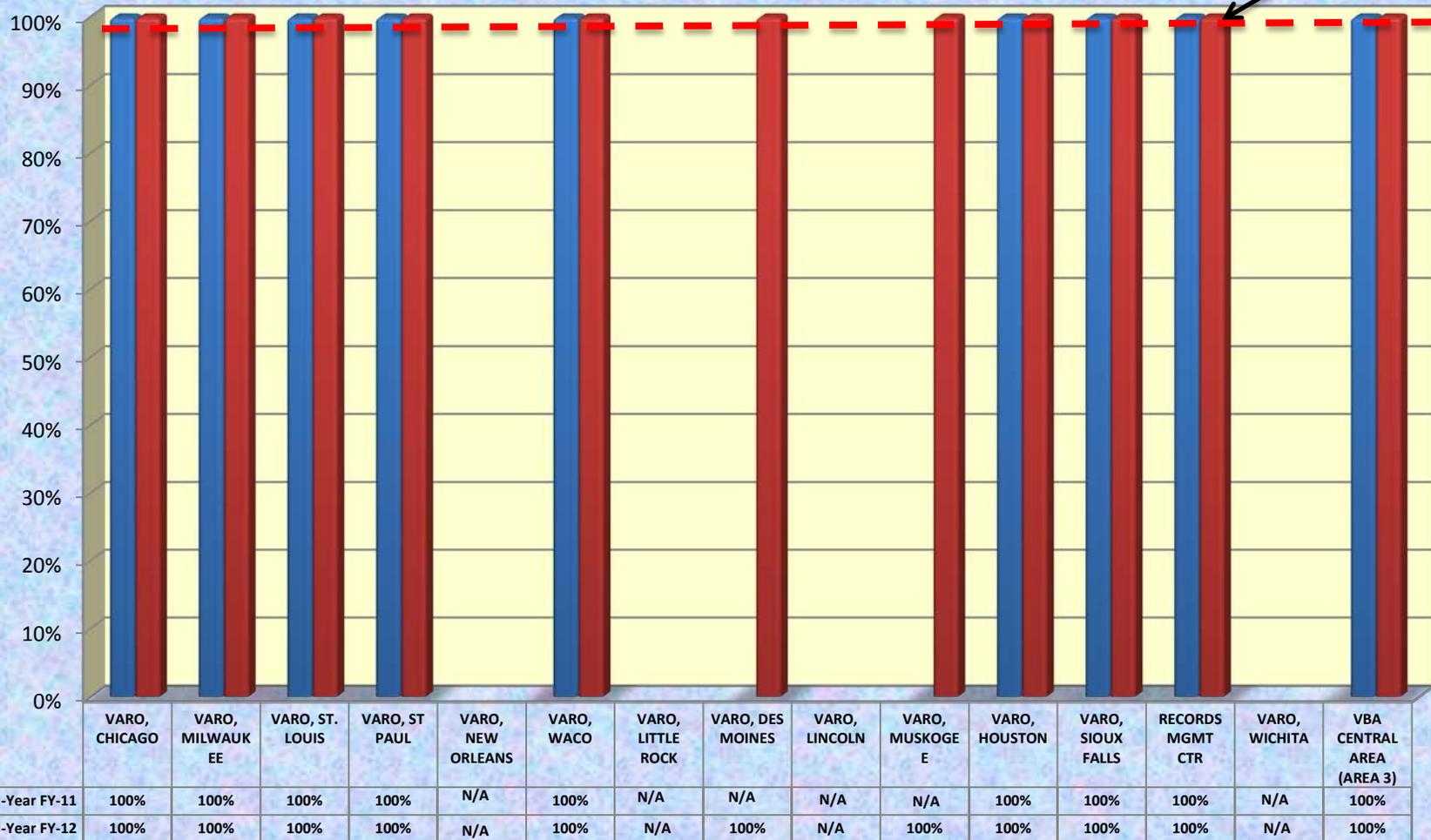
55% Government-Wide Average



	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-11	33%	0%	33%	0%	0%	8%	50%	67%	N/A	50%	N/A	0%	N/A
Mid-Year FY-12	0%	100%	50%	44%	100%	50%	29%	36%	40%	100%	N/A	N/A	N/A

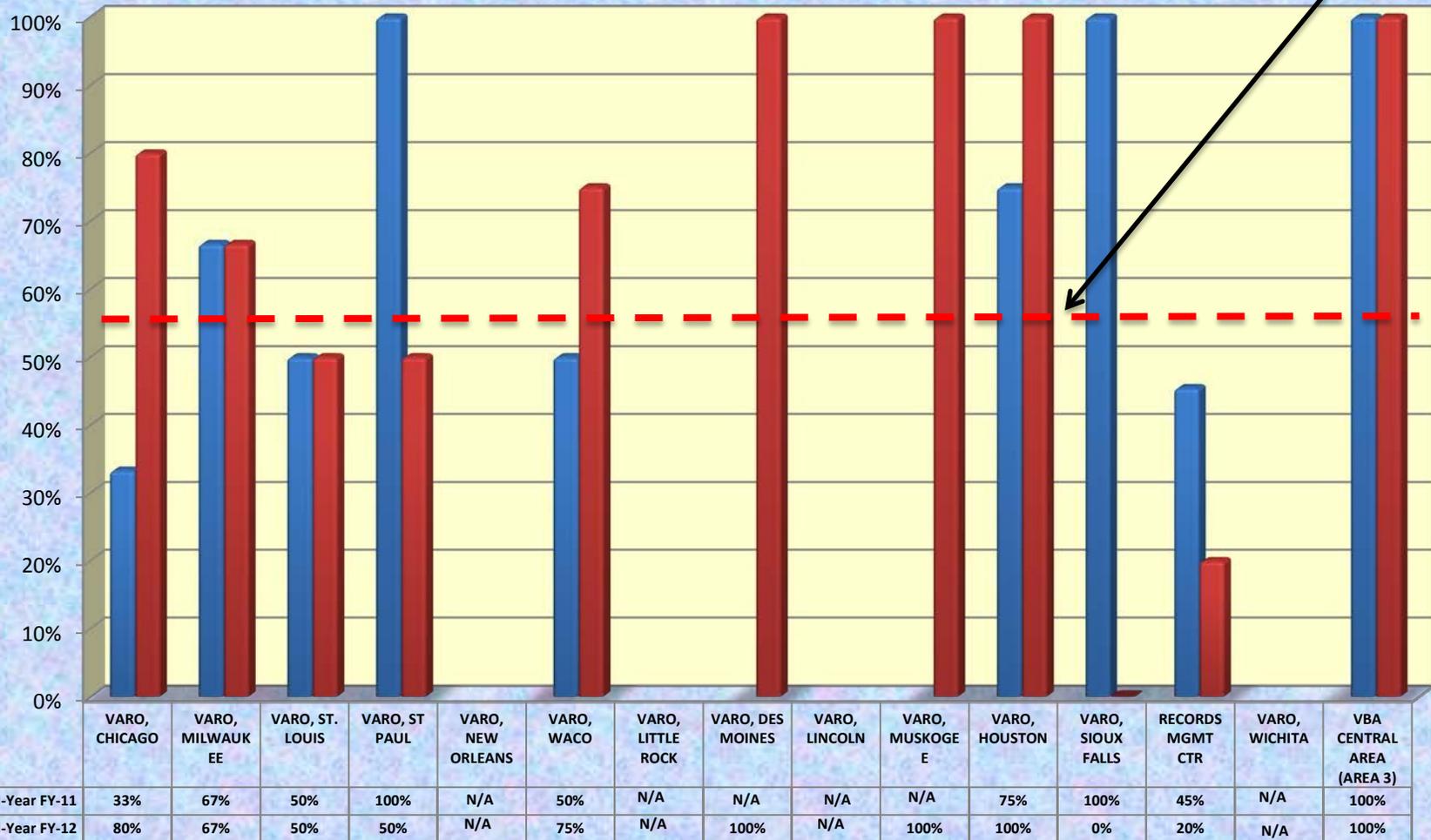
Veterans Benefits Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate - AREA 3

98% VA-Wide
Average



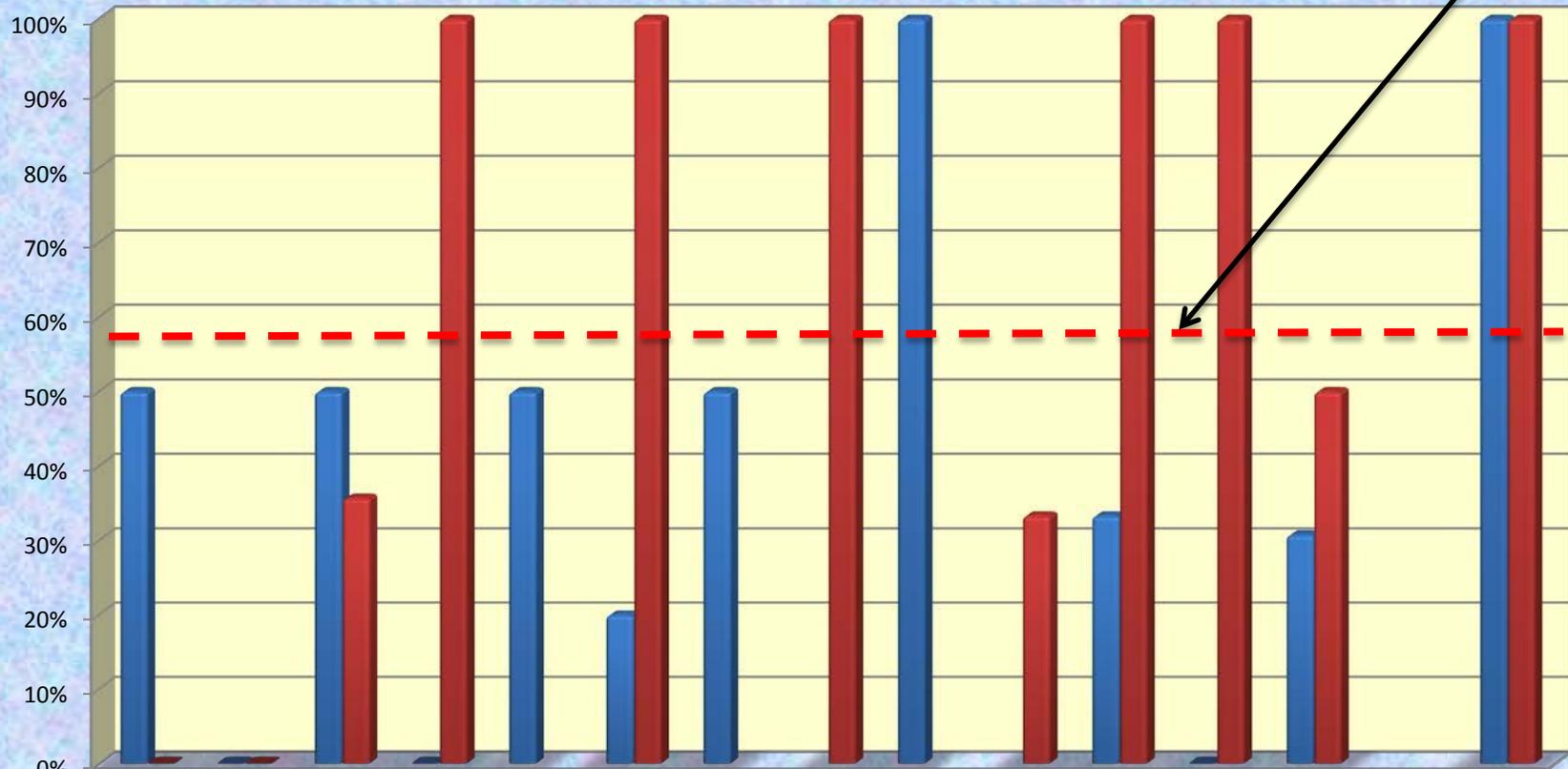
Veterans Benefits Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - AREA 3

53% VA-Wide Average



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

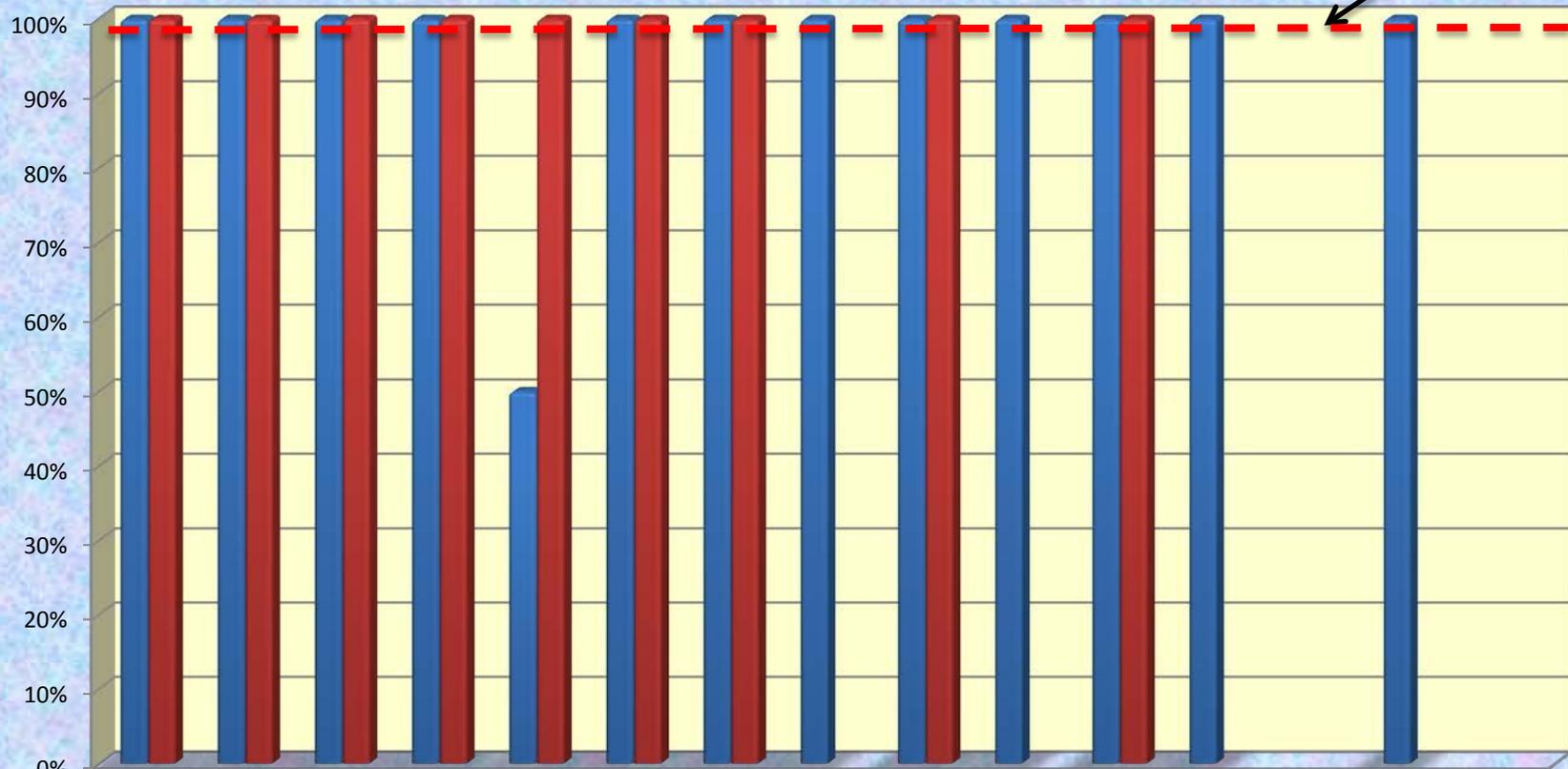
55% Government-Wide Average



	VARO, CHICAGO	VARO, MILWAUKEE	VARO, ST. LOUIS	VARO, ST PAUL	VARO, NEW ORLEANS	VARO, WACO	VARO, LITTLE ROCK	VARO, DES MOINES	VARO, LINCOLN	VARO, MUSKOGEE	VARO, HOUSTON	VARO, SIOUX FALLS	RECORDS MGMT CTR	VARO, WICHITA	VBA CENTRAL AREA (AREA 3)
Mid-Year FY-11	50%	0%	50%	0%	50%	20%	50%	N/A	100%	N/A	33%	0%	31%	N/A	100%
Mid-Year FY-12	0%	0%	36%	100%	N/A	100%	N/A	100%	N/A	33%	100%	100%	50%	N/A	100%

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

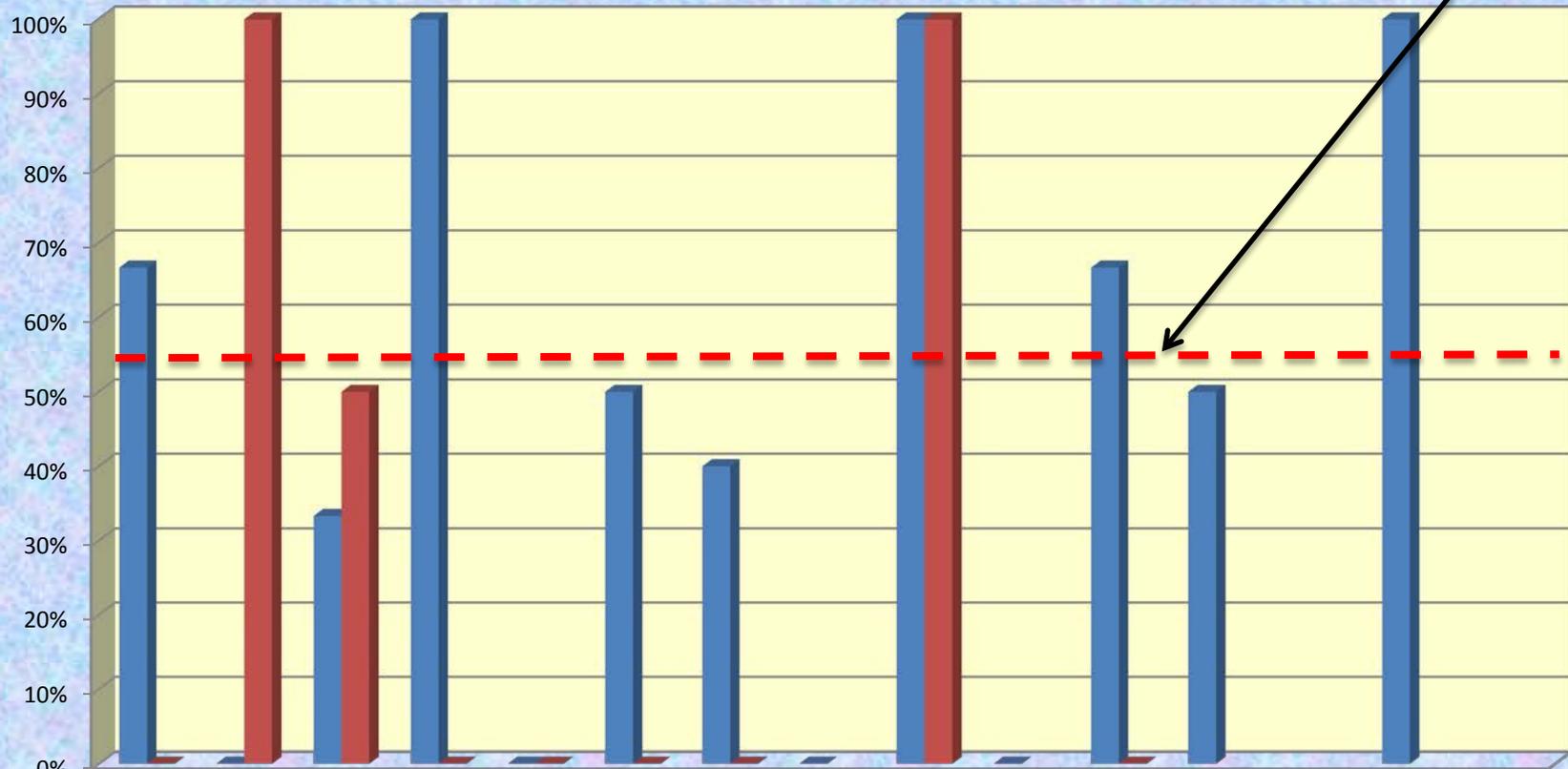
98% VA-Wide
Average



	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
Mid-Year FY-11	100%	100%	100%	100%	50%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A
Mid-Year FY-12	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	100%	N/A	N/A	N/A	N/A

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

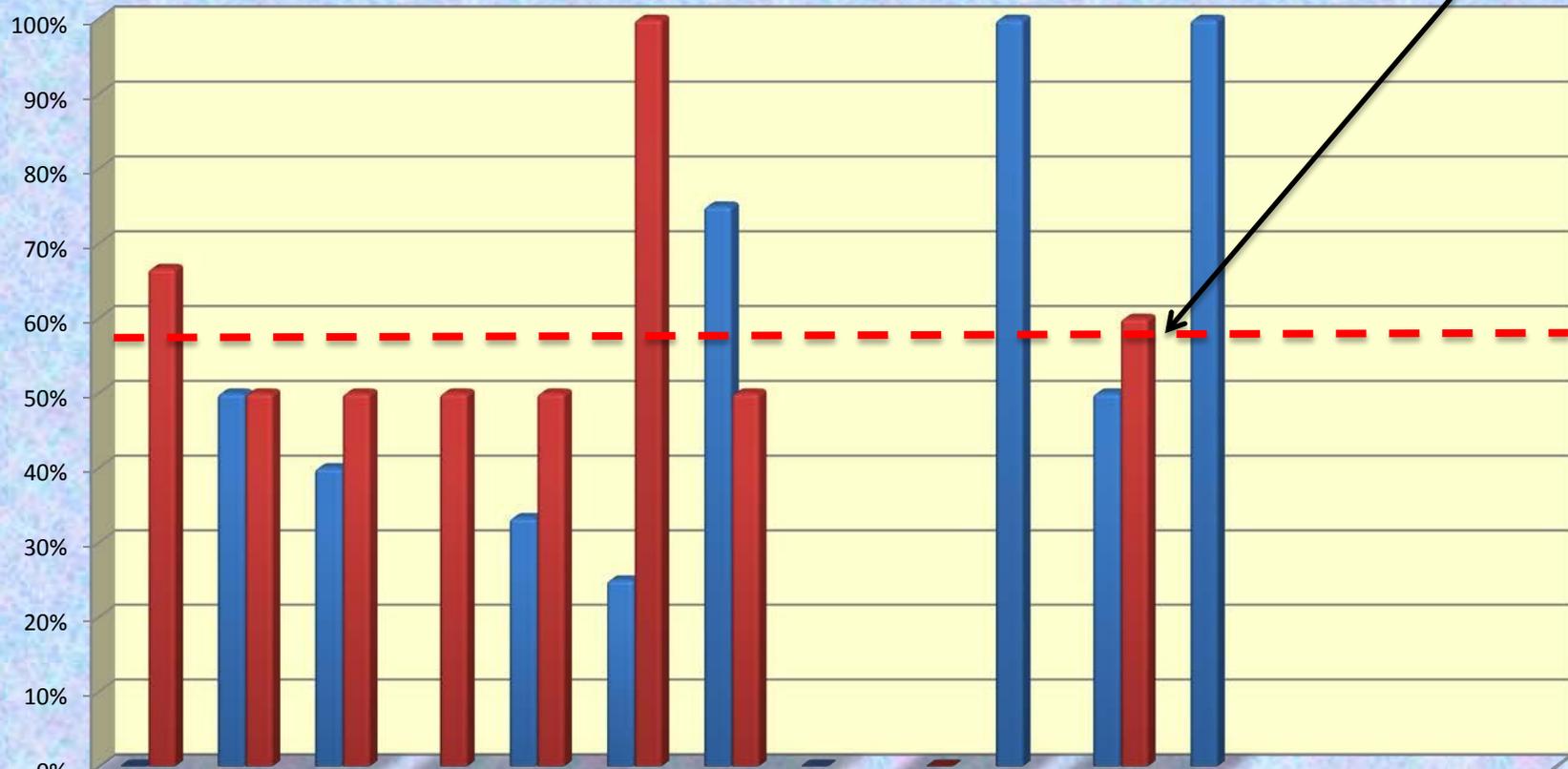
53% VA-Wide Average



	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
■ Mid-Year FY-11	67%	0%	33%	100%	0%	50%	40%	0%	100%	0%	67%	50%	N/A	100%	N/A
■ Mid-Year FY-12	0%	100%	50%	0%	0%	0%	0%	N/A	100%	N/A	0%	N/A	N/A	N/A	N/A

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

55% Government-Wide Average

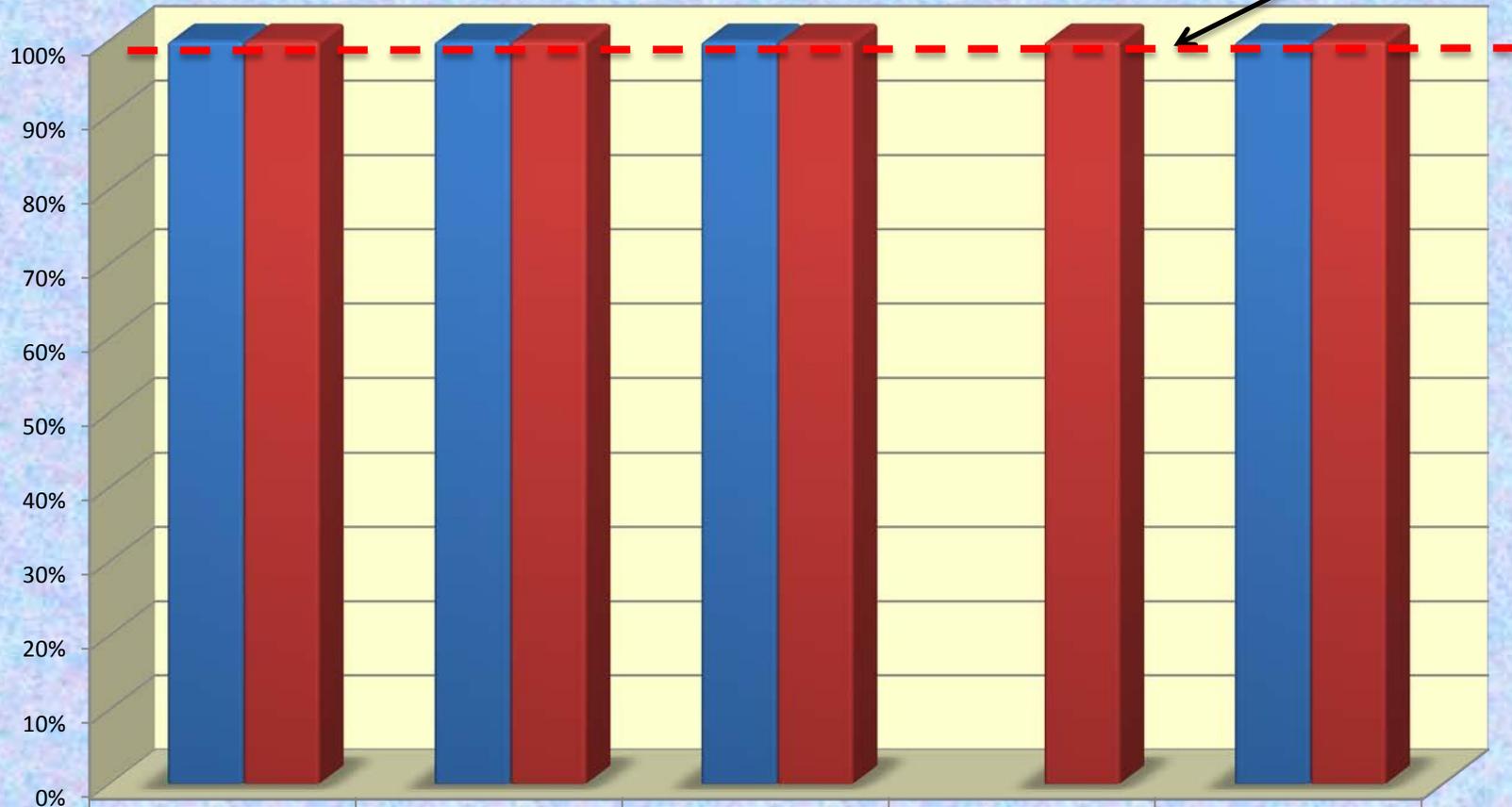


	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
Mid-Year FY-11	0%	50%	40%	N/A	33%	25%	75%	0%	N/A	100%	50%	100%	N/A	N/A	N/A
Mid-Year FY-12	67%	50%	50%	50%	50%	100%	50%	N/A	0%	N/A	60%	N/A	N/A	N/A	N/A

National Cemetery Administration

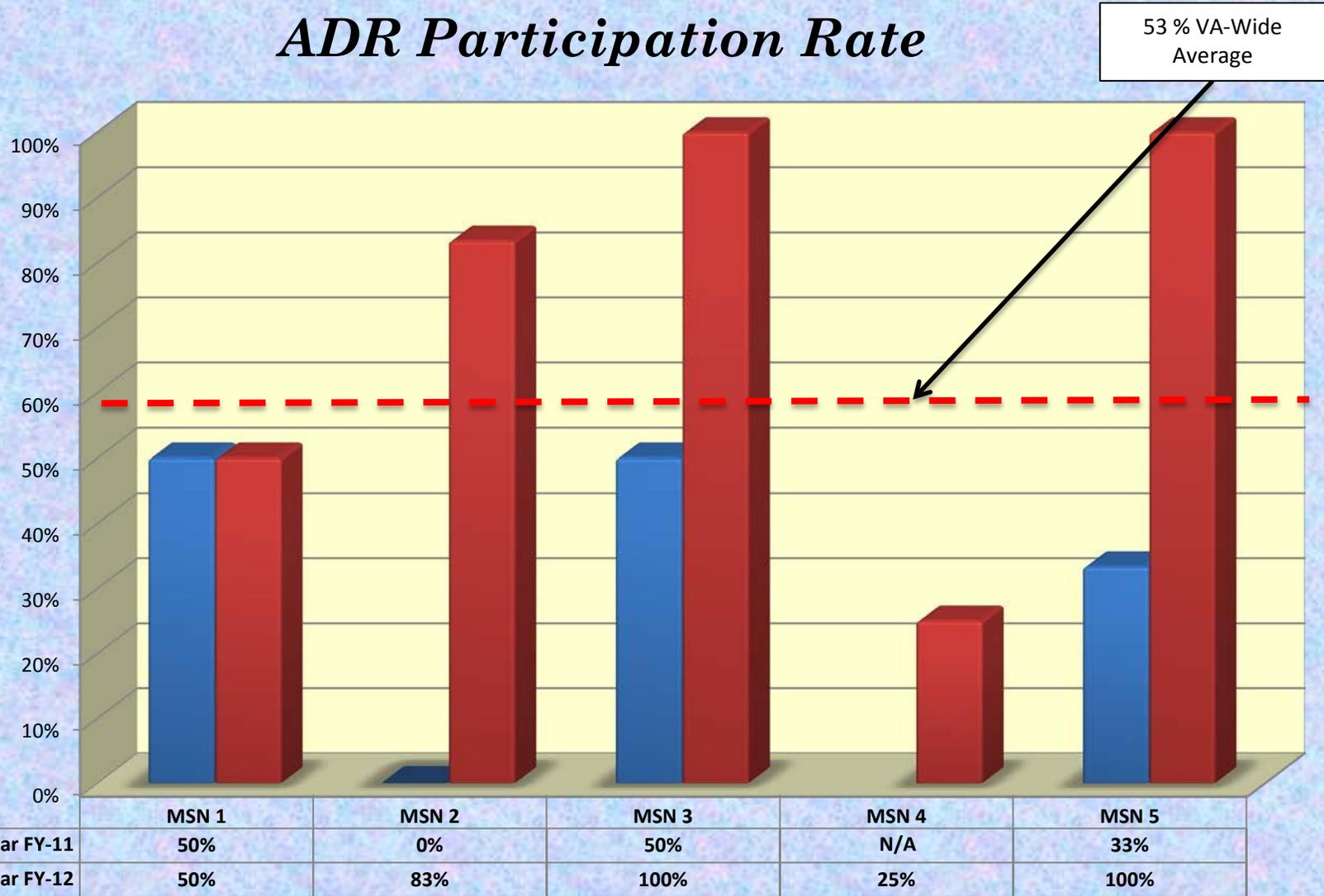
National Cemetery Administration Mid-FY-11 & Mid-FY-12 ADR Offer Rate

98% VA-Wide
Average



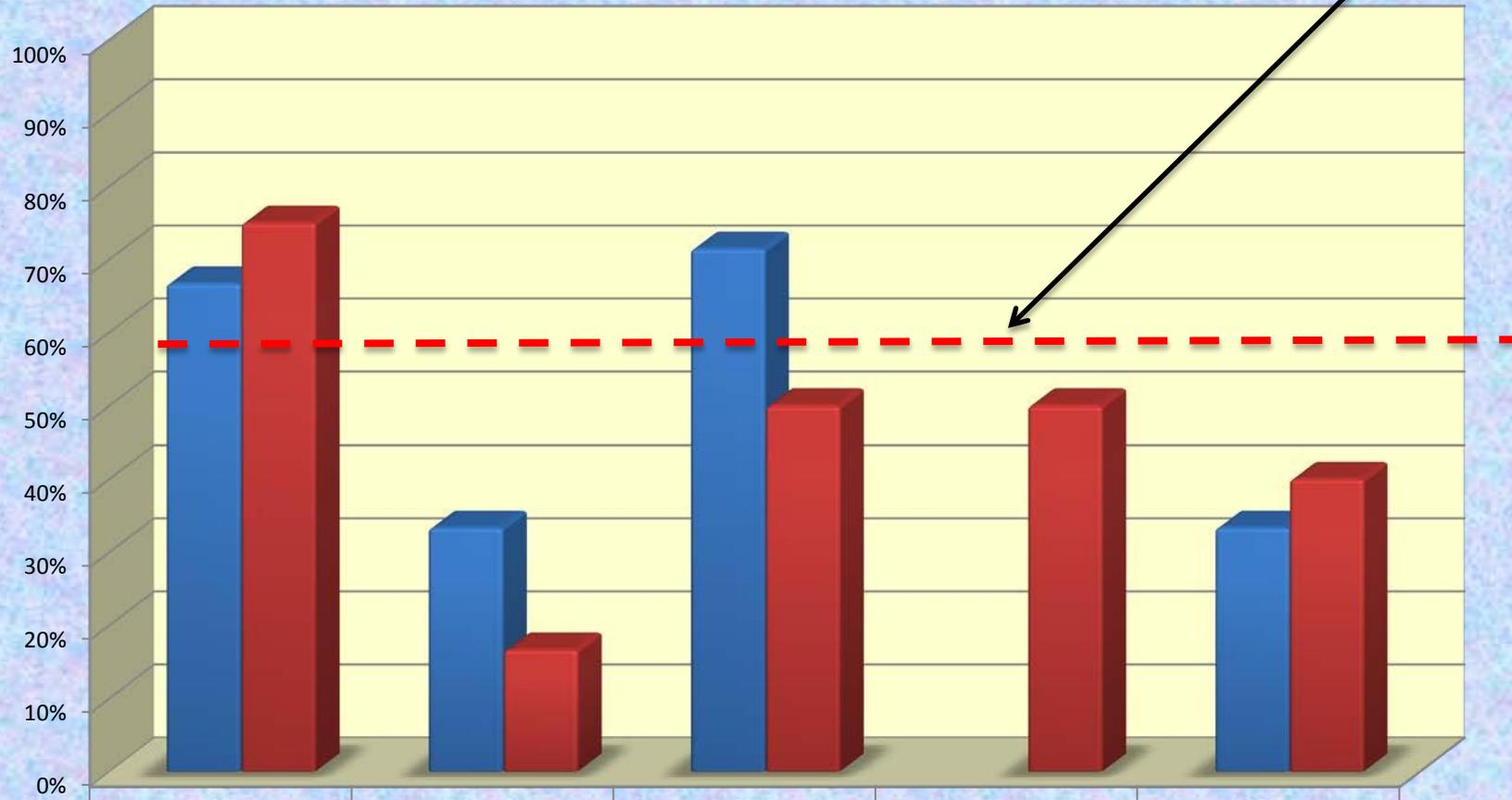
	MSN 1	MSN 2	MSN 3	MSN 4	MSN 5
Mid-Year FY-11	100%	100%	100%	N/A	100%
Mid-Year FY-12	100%	100%	100%	100%	100%

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



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

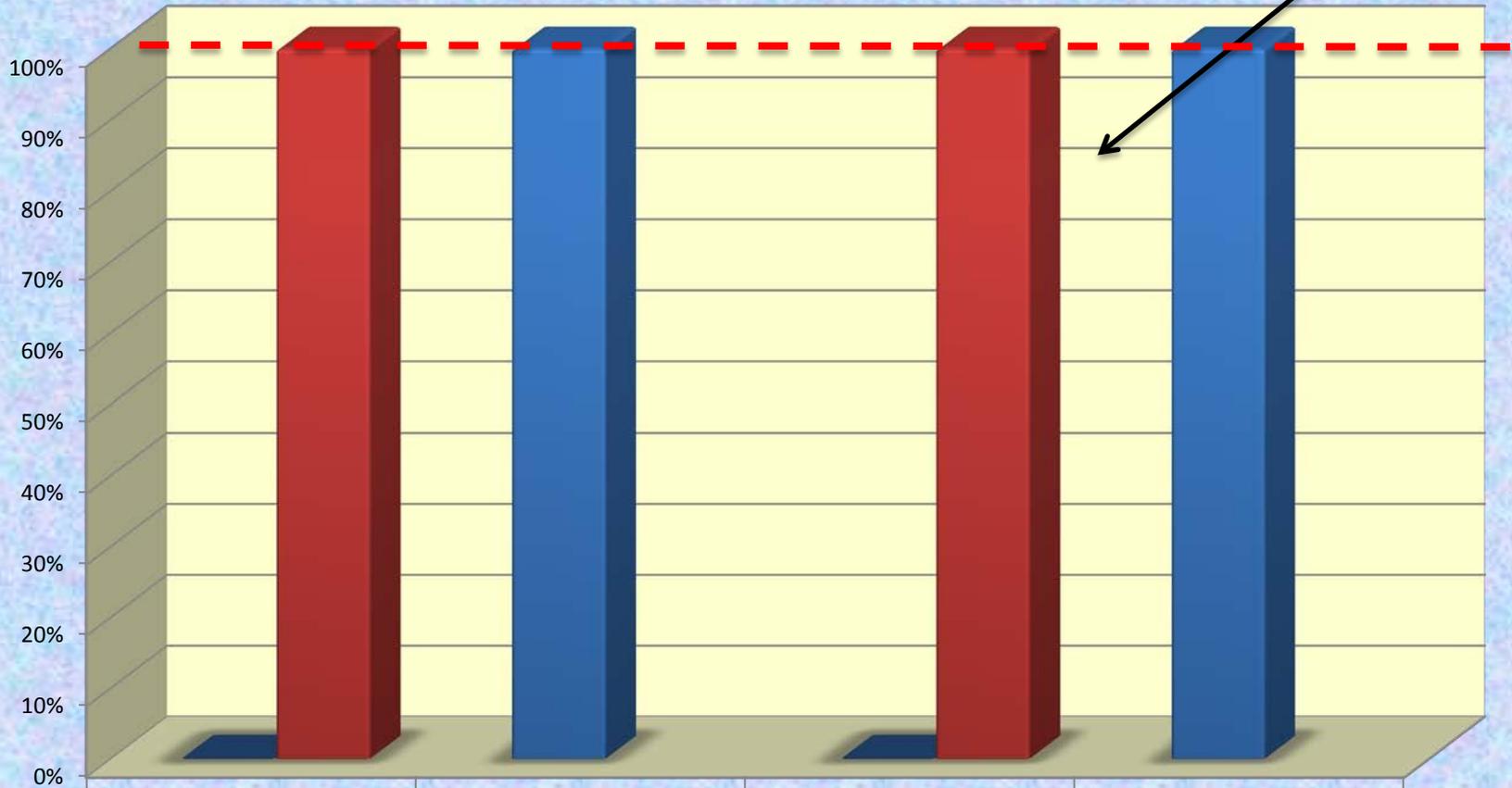
55% Government-Wide Average



	MSN 1	MSN 2	MSN 3	MSN 4	MSN 5
Mid-Year FY-11	67%	33%	71%	N/A	33%
Mid-Year FY-12	75%	17%	50%	50%	40%

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

98% VA-Wide
Average

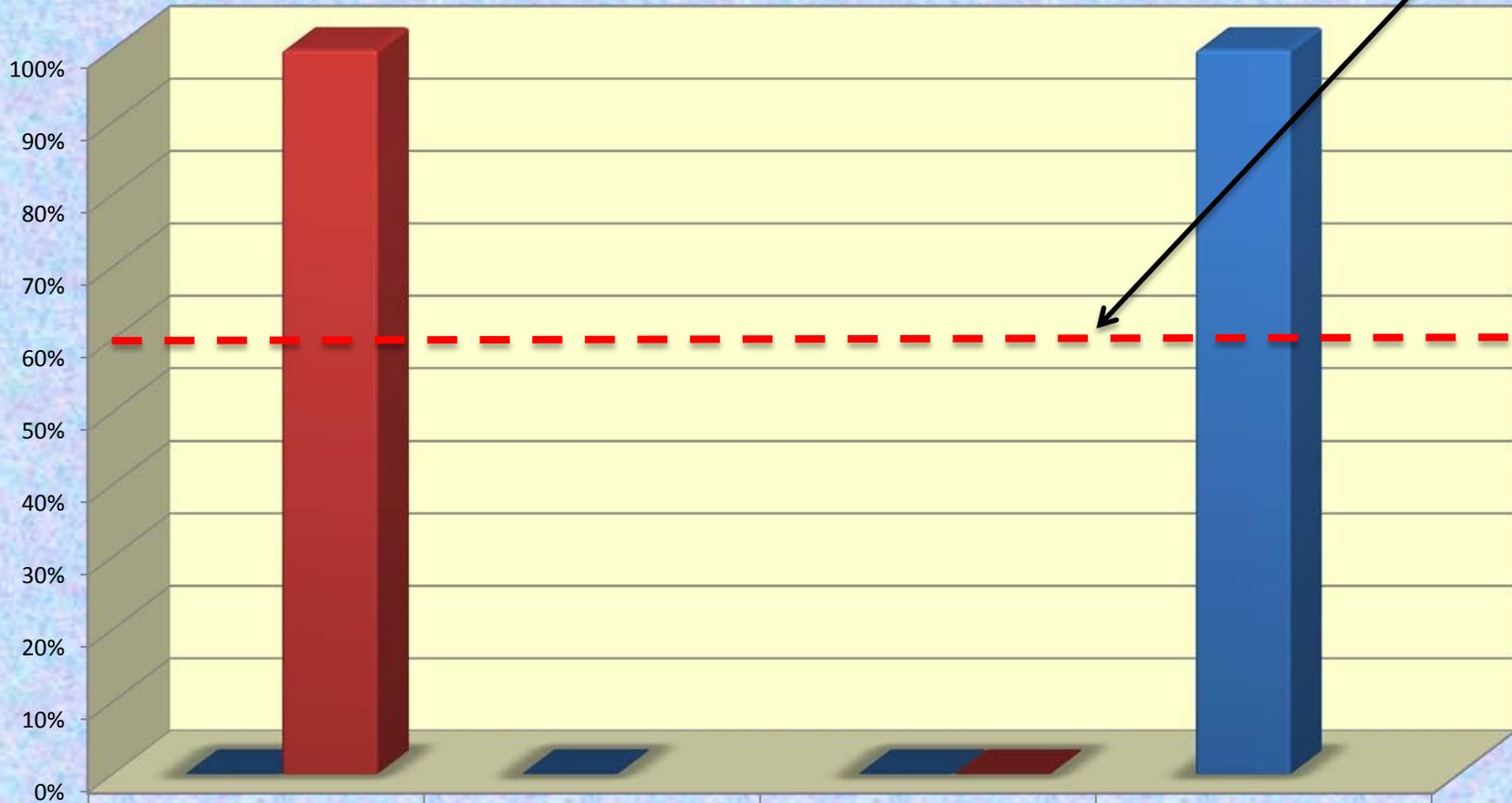


Mid-Year FY-11
Mid-Year FY-12

	CALVERTON NATIONAL CEMETERY	LONG ISLAND NATIONAL CEMETERY	PHILADELPHIA NATIONAL CEMETERY	QUANTICO NATIONAL CEMETERY
Mid-Year FY-11	0%	100%	0%	100%
Mid-Year FY-12	100%	N/A	100%	N/A

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

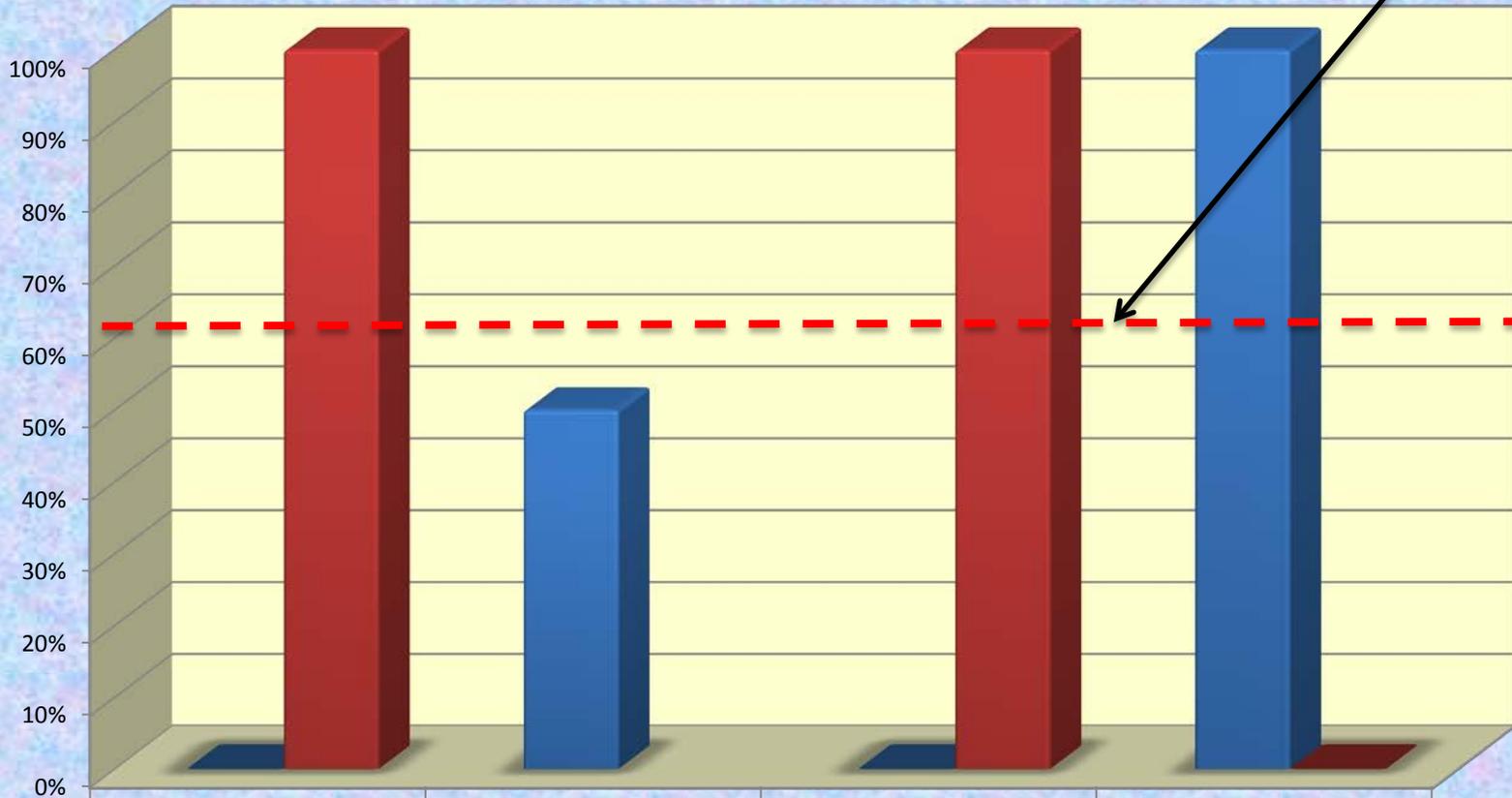
53 % VA-Wide Average



	CALVERTON NATIONAL CEMETERY	LONG ISLAND NATIONAL CEMETERY	PHILADELPHIA NATIONAL CEMETERY	QUANTICO NATIONAL CEMETERY
Mid-Year FY-11	0%	0%	0%	100%
Mid-Year FY-12	100%	N/A	0%	N/A

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

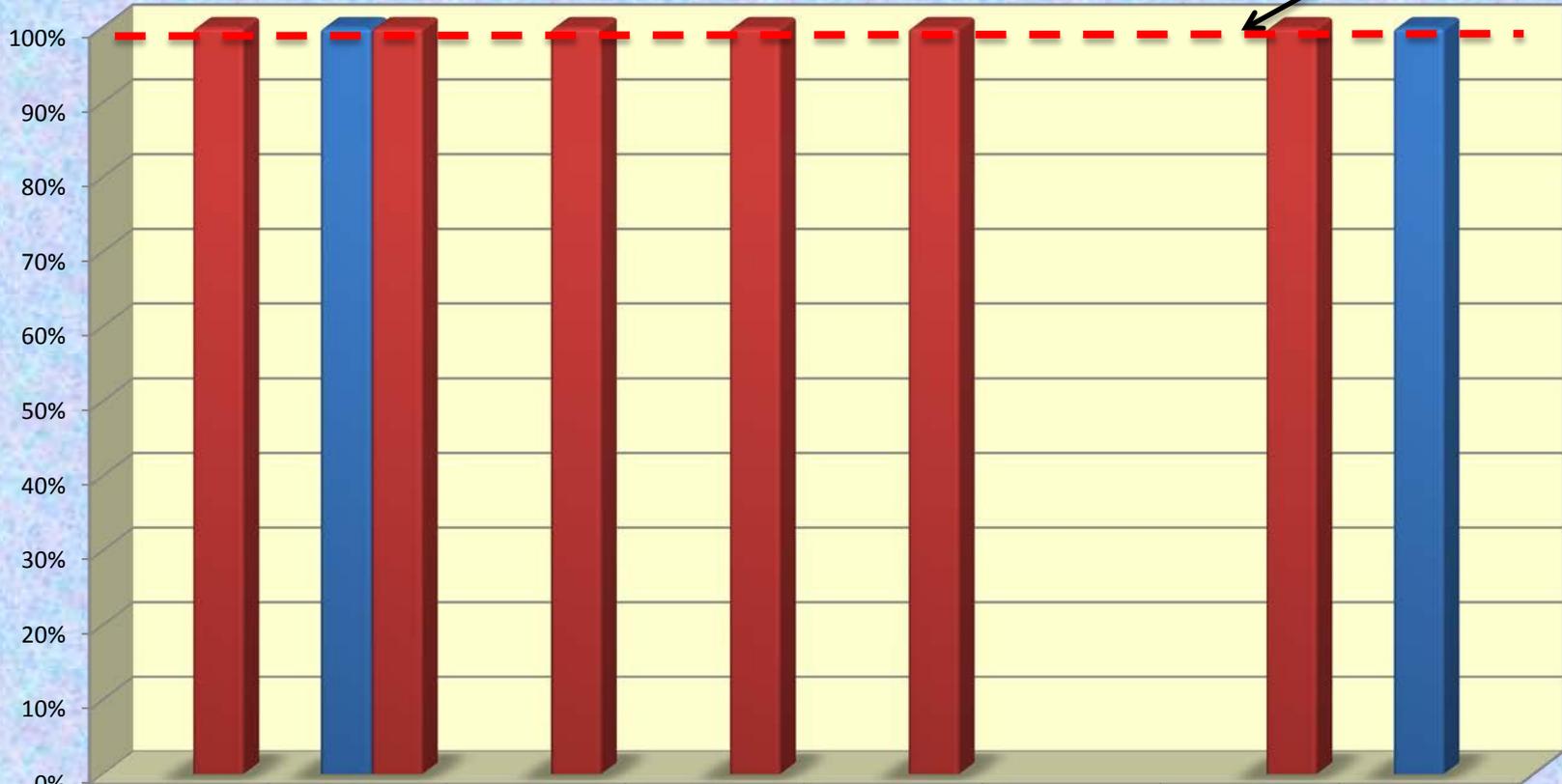
55% Government-Wide Average



	CALVERTON NATIONAL CEMETERY	LONG ISLAND NATIONAL CEMETERY	PHILADELPHIA NATIONAL CEMETERY	QUANTICO NATIONAL CEMETERY
Mid-Year FY-11	0%	50%	0%	100%
Mid-Year FY-12	100%	N/A	100%	0%

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

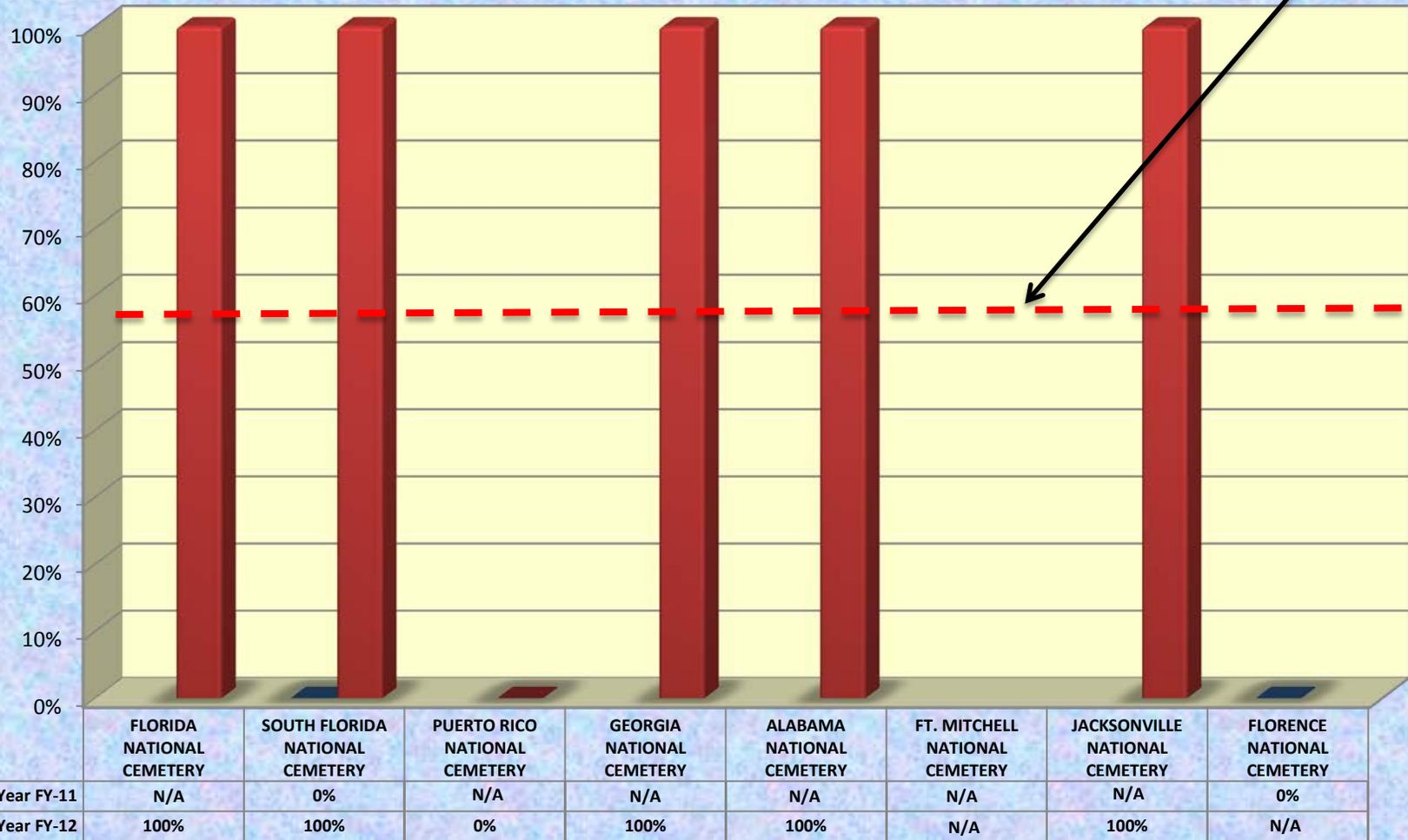
98% VA-Wide
Average



	FLORIDA NATIONAL CEMETERY	SOUTH FLORIDA NATIONAL CEMETERY	PUERTO RICO NATIONAL CEMETERY	GEORGIA NATIONAL CEMETERY	ALABAMA NATIONAL CEMETERY	FT. MITCHELL NATIONAL CEMETERY	JACKSONVILLE NATIONAL CEMETERY	FLORENCE NATIONAL CEMETERY
Mid-Year FY-11	N/A	100%	N/A	N/A	N/A	N/A	N/A	100%
Mid-Year FY-12	100%	100%	100%	100%	100%	N/A	100%	N/A

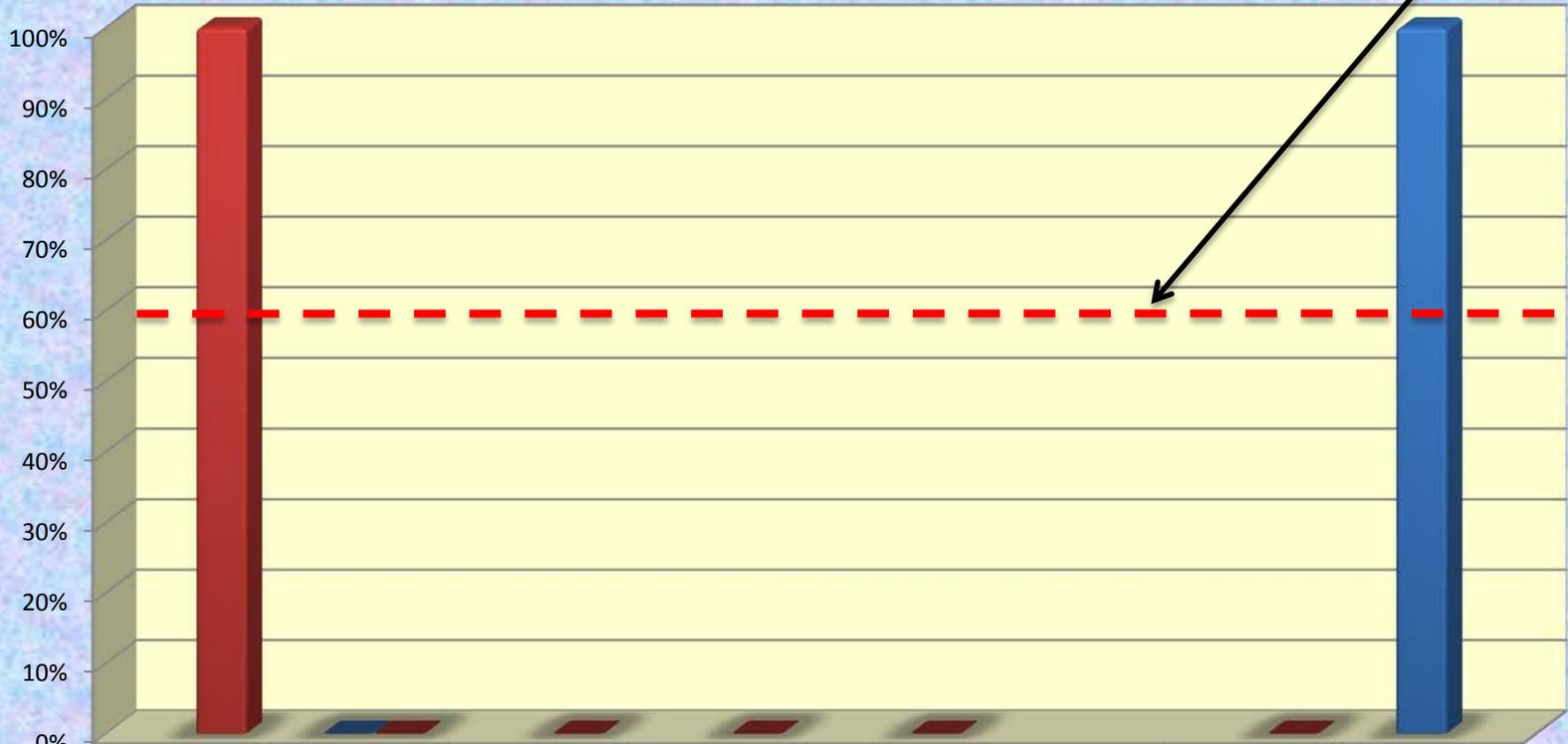
National Cemetery Administration Mid-FY-11 & Mid-FY-12 ADR Participation Rate - MSN 2

53 % VA-Wide Average



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

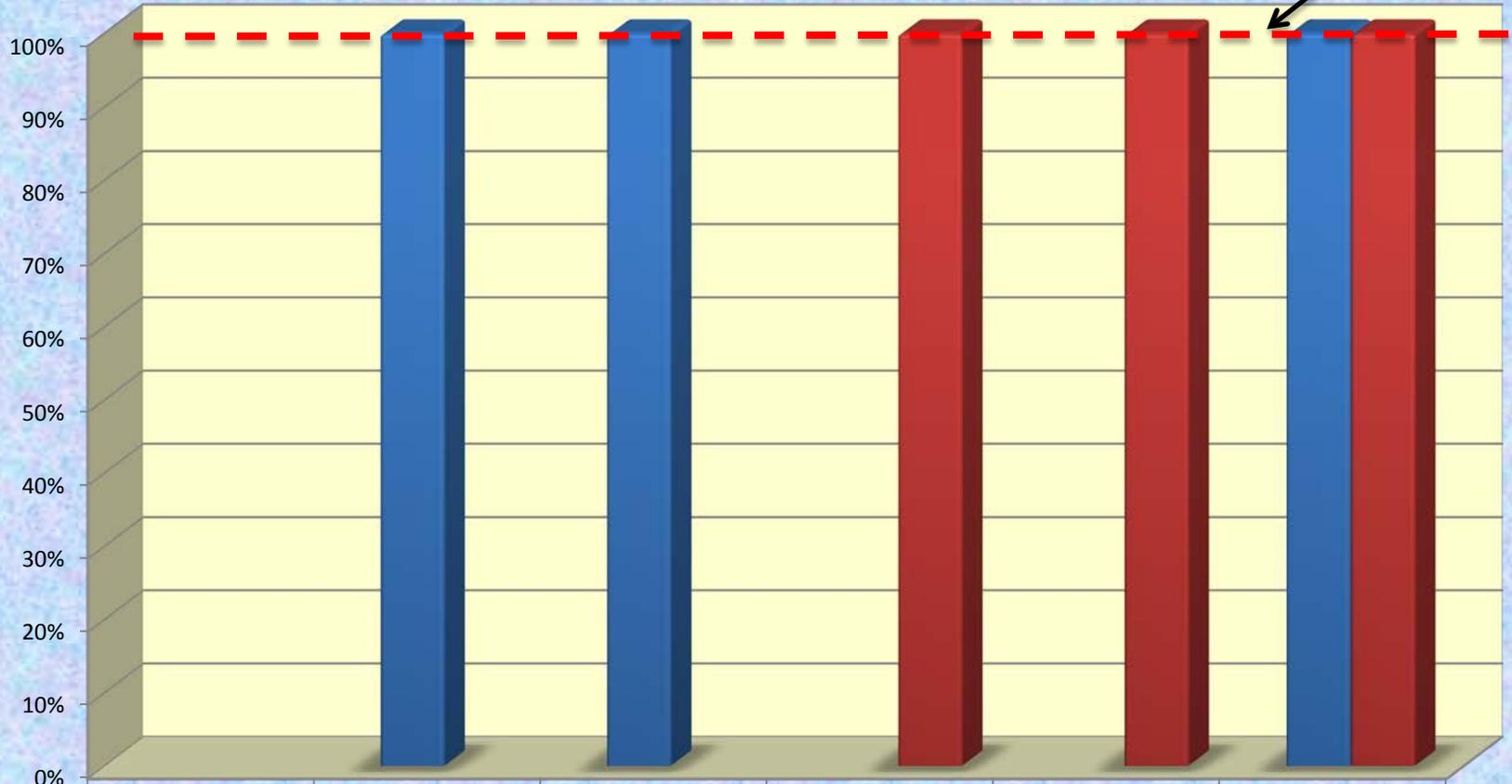
55% Government-Wide Average



	FLORIDA NATIONAL CEMETERY	SOUTH FLORIDA NATIONAL CEMETERY	PUERTO RICO NATIONAL CEMETERY	GEORGIA NATIONAL CEMETERY	ALABAMA NATIONAL CEMETERY	FT. MITCHELL NATIONAL CEMETERY	JACKSONVILLE NATIONAL CEMETERY	FLORENCE NATIONAL CEMETERY
Mid-Year FY-11	N/A	0%	N/A	N/A	N/A	N/A	N/A	100%
Mid-Year FY-12	100%	0%	0%	0%	0%	N/A	0%	N/A

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

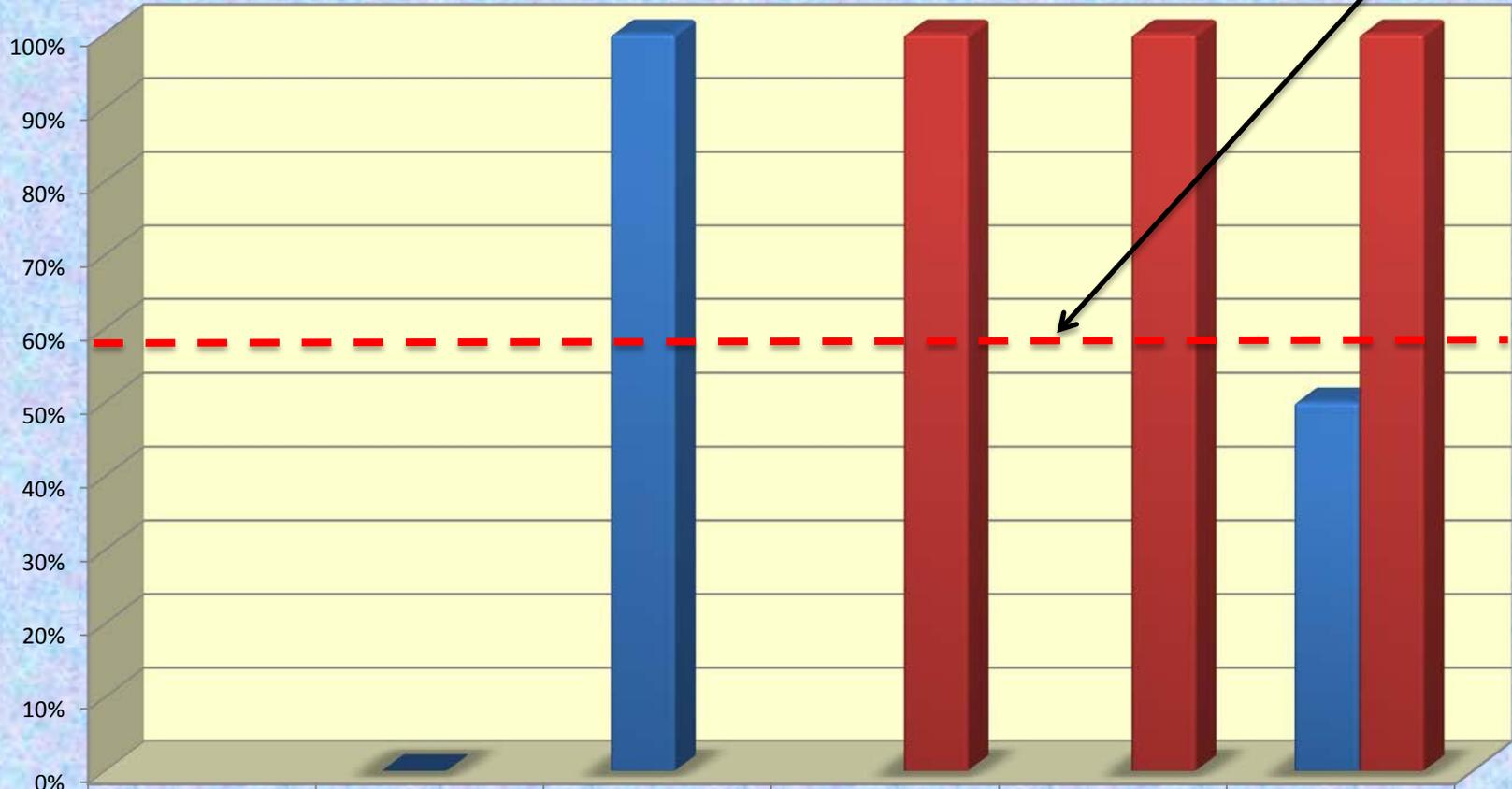
98% VA-Wide Average



	DALLAS/FT. WORTH NATIONAL CEMETERY	FT. BLISS NATIONAL CEMETERY	FT. GIBSON NATIONAL CEMETERY	FT. MCPHERSON NATIONAL CEMETERY	LEAVENWORTH NATIONAL CEMETERY	FT. SAM HOUSTON NATIONAL CEMETERY
Mid-Year FY-11	N/A	100%	100%	N/A	N/A	100%
Mid-Year FY-12	N/A	N/A	N/A	100%	100%	100%

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

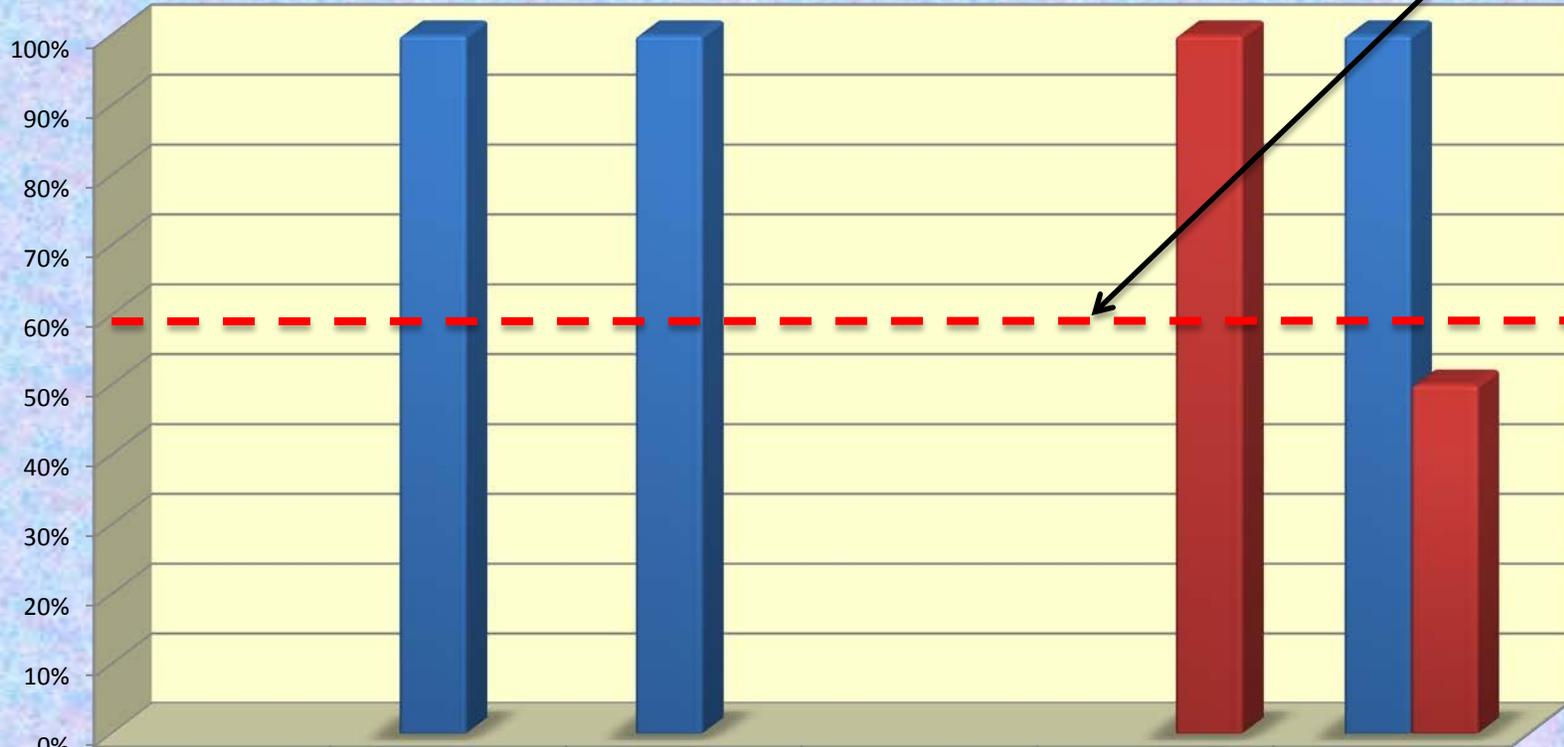
53 % VA-Wide Average



	DALLAS/FT. WORTH NATIONAL CEMETERY	FT. BLISS NATIONAL CEMETERY	FT. GIBSON NATIONAL CEMETERY	FT. MCPHERSON NATIONAL CEMETERY	LEAVENWORTH NATIONAL CEMETERY	FT. SAM HOUSTON NATIONAL CEMETERY
Mid-Year FY-11	N/A	0%	100%	N/A	N/A	50%
Mid-Year FY-12	N/A	N/A	N/A	100%	100%	100%

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

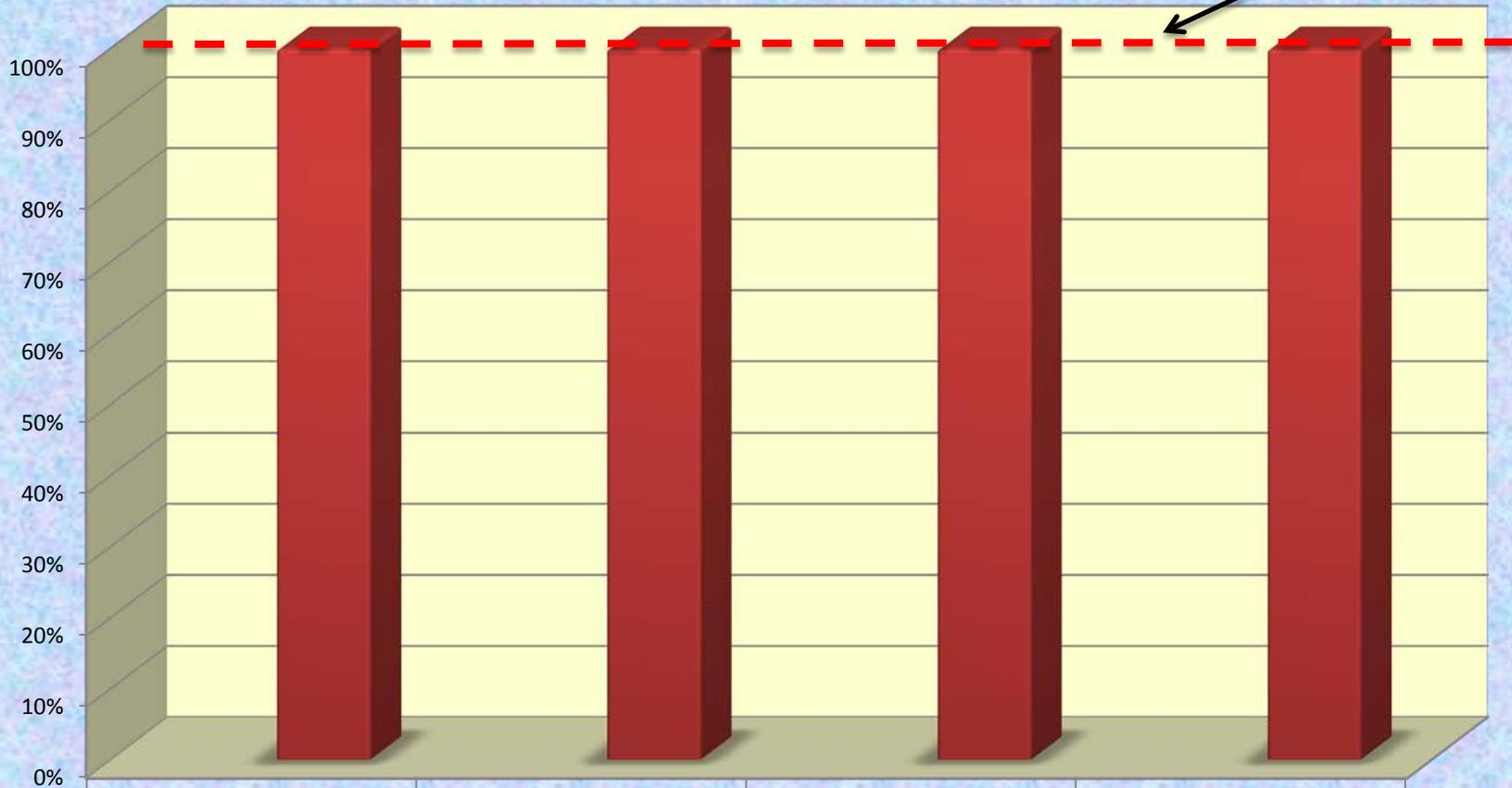
55% Government-Wide Average



	DALLAS/FT. WORTH NATIONAL CEMETERY	FT. BLISS NATIONAL CEMETERY	FT. GIBSON NATIONAL CEMETERY	FT. MCPHERSON NATIONAL CEMETERY	LEAVENWORTH NATIONAL CEMETERY	FT. SAM HOUSTON NATIONAL CEMETERY
Mid-Year FY-11	N/A	100%	100%	N/A	N/A	100%
Mid-Year FY-12	N/A	N/A	N/A	N/A	100%	50%

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

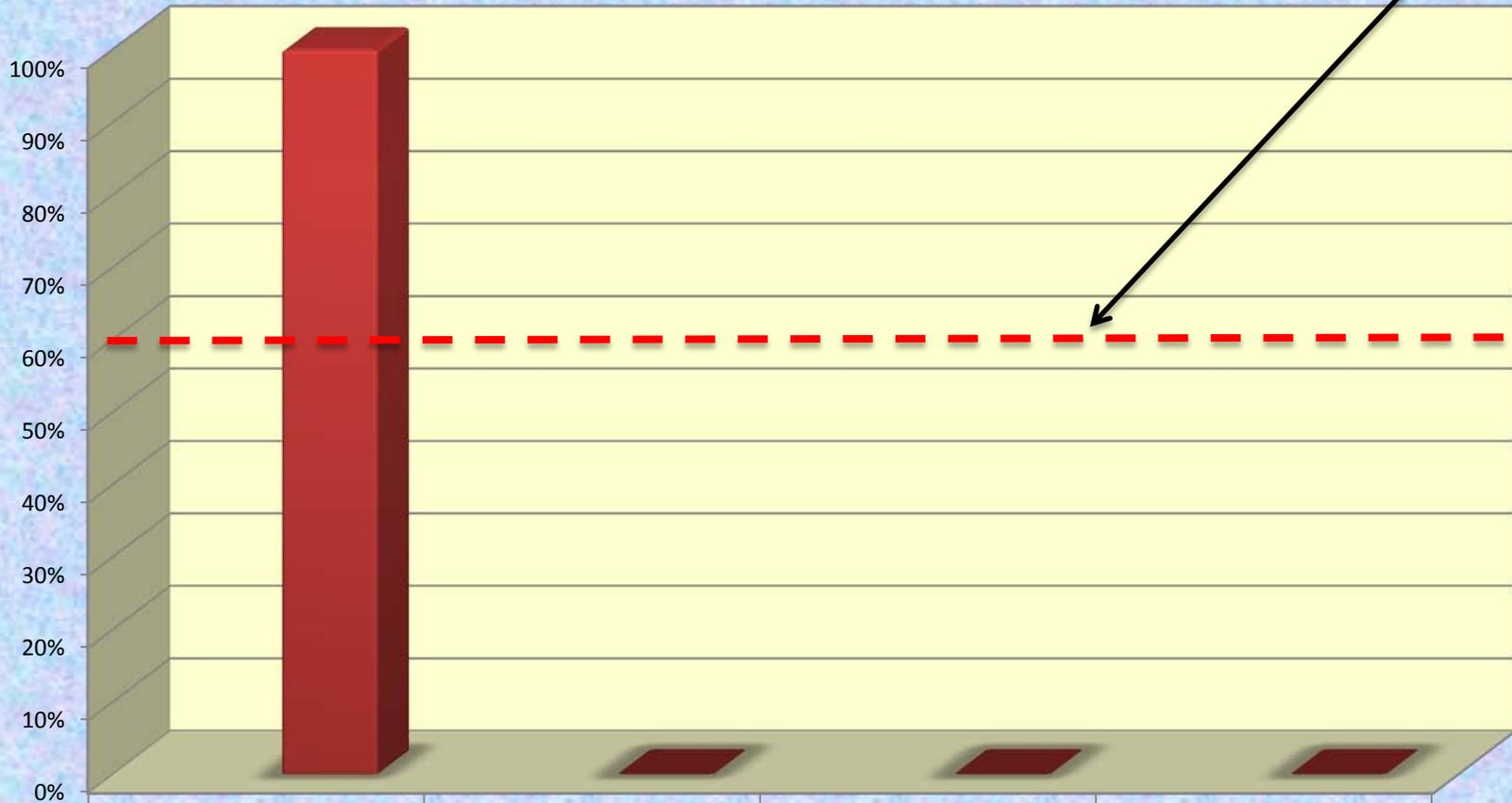
98% VA-Wide
Average



	JEFFERSON BARRACKS NATIONAL CEMETERY	DAYTON NATIONAL CEMETERY	NEW ALBANY NATIONAL CEMETERY	GREAT LAKES NATIONAL CEMETERY
Mid-Year FY-11	N/A	N/A	N/A	N/A
Mid-Year FY-12	100%	100%	100%	100%

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

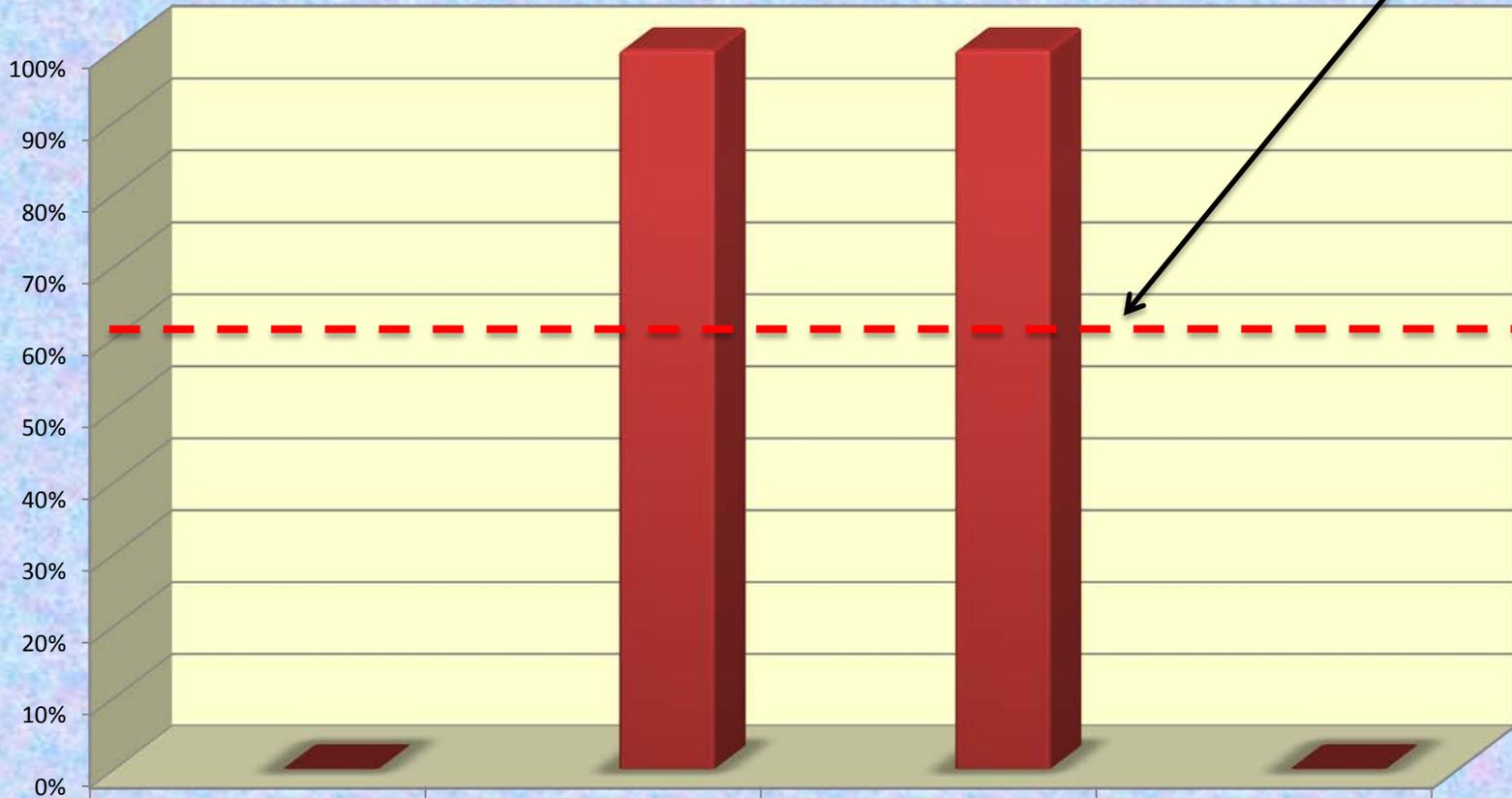
53% VA-Wide Average



	JEFFERSON BARRACKS NATIONAL CEMETERY	DAYTON NATIONAL CEMETERY	NEW ALBANY NATIONAL CEMETERY	GREAT LAKES NATIONAL CEMETERY
Mid-Year FY-11	N/A	N/A	N/A	N/A
Mid-Year FY-12	100%	0%	0%	0%

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

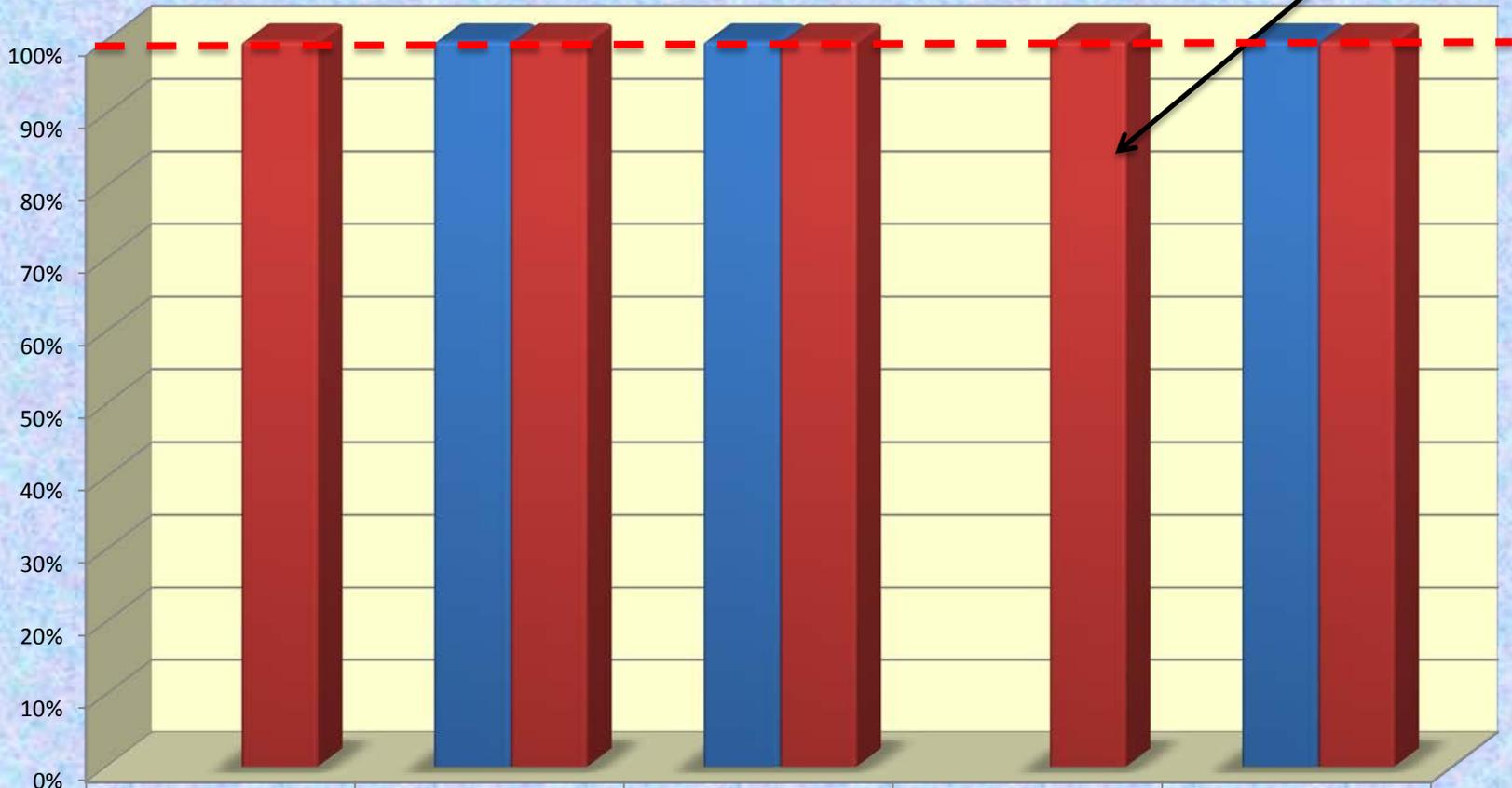
55% Government-Wide Average



	JEFFERSON BARRACKS NATIONAL CEMETERY	DAYTON NATIONAL CEMETERY	NEW ALBANY NATIONAL CEMETERY	GREAT LAKES NATIONAL CEMETERY
Mid-Year FY-11	N/A	N/A	N/A	N/A
Mid-Year FY-12	0%	100%	100%	0%

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

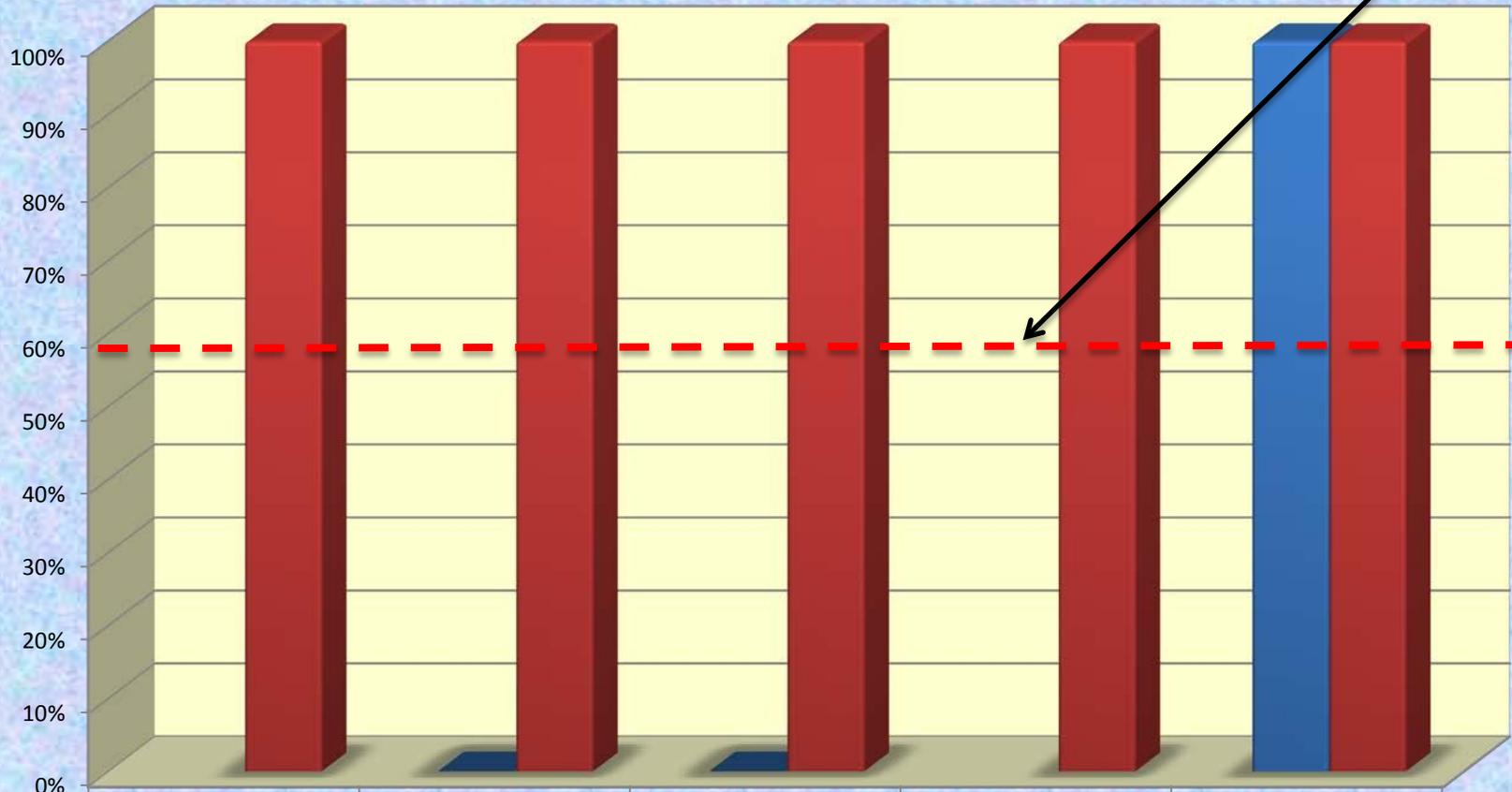
98% VA-Wide
Average



	FT. ROSECRANS NATIONAL CEMETERY	GOLDEN GATE NATIONAL CEMETERY	PACIFIC NATIONAL MEMORIAL CEMETERY	WILLAMETTE NATIONAL CEMETERY	NATIONAL MEMORIAL CEMETERY OF ARIZONA
Mid-Year FY-11	N/A	100%	100%	N/A	100%
Mid-Year FY-12	100%	100%	100%	100%	100%

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

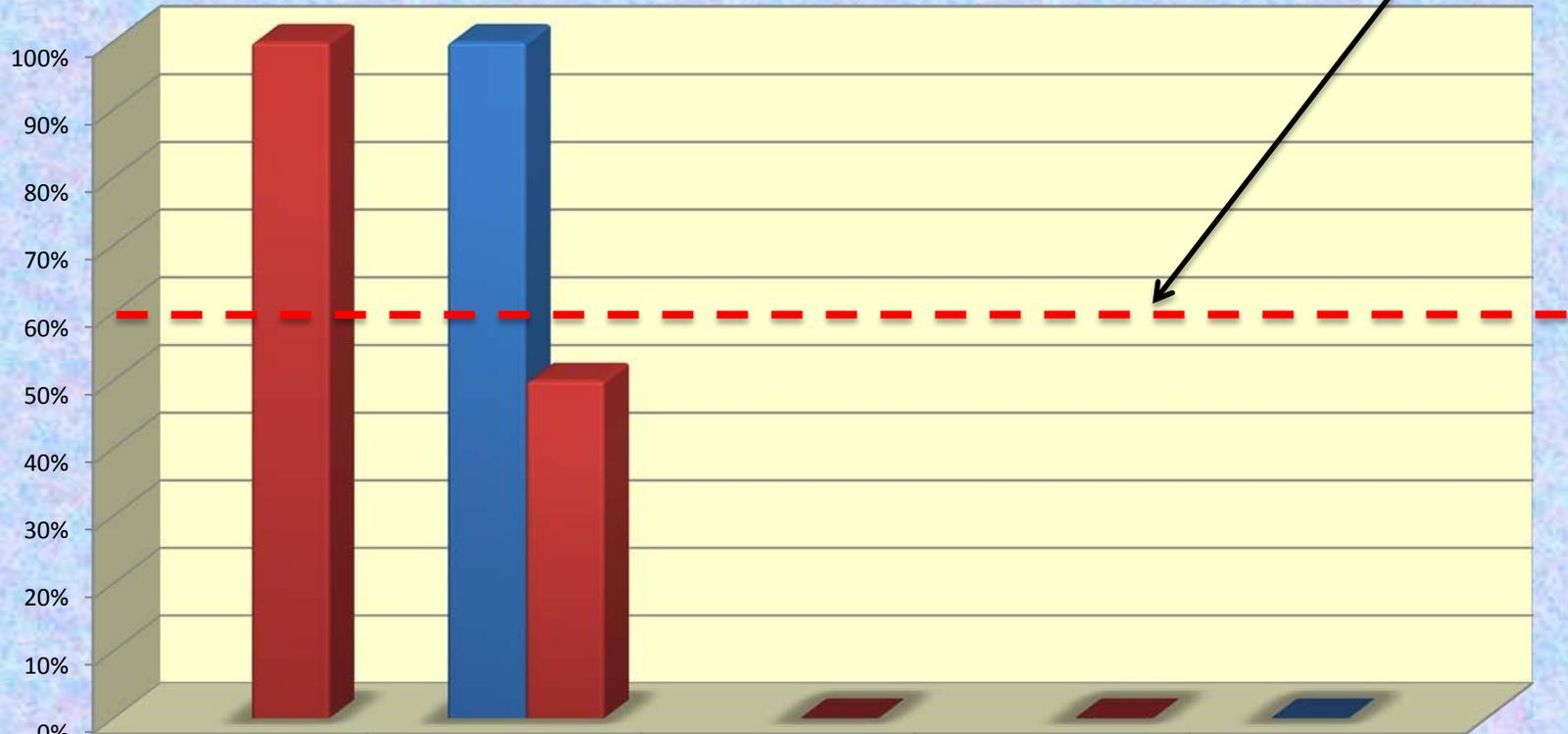
53% VA-Wide Average



	FT. ROSECRANS NATIONAL CEMETERY	GOLDEN GATE NATIONAL CEMETERY	PACIFIC NATIONAL MEMORIAL CEMETERY	WILLAMETTE NATIONAL CEMETERY	NATIONAL MEMORIAL CEMETERY OF ARIZONA
Mid-Year FY-11	N/A	0%	0%	N/A	100%
Mid-Year FY-12	100%	100%	100%	100%	100%

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

55% Government-Wide Average



	FT. ROSECRANS NATIONAL CEMETERY	GOLDEN GATE NATIONAL CEMETERY	PACIFIC NATIONAL MEMORIAL CEMETERY	WILLAMETTE NATIONAL CEMETERY	NATIONAL MEMORIAL CEMETERY OF ARIZONA
Mid-Year FY-11	N/A	100%	N/A	N/A	0%
Mid-Year FY-12	100%	50%	0%	0%	N/A