

**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-12 AND MID-YEAR FY-13
(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-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 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-12, ADR was used to address 870 workplace disputes resulting in an 88% resolution rate. At mid-year FY-13, ADR was used to address 829 workplace disputes resulting in a 90% 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-13 of \$22,050,000 by using ADR to address workplace disputes prior to EEO complaints being filed.

At mid-year FY-12, VA's ADR offer rate for informal complaints was 99%. The ADR participation rate was 58%, and the resolution rate was 46%. At mid-year FY-13, VA's ADR offer rate remains at 99%, ADR participation increased to 59%, and the resolution rate increased to 53%.

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%.

In this report, we use VA and government-wide metrics 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) and Complaints Automated Tracking System (CATS). The data provided is based on information available as of April 18, 2013.

Mid-Year FY-13 ADR Accomplishments

Department-Wide

- ADR offer rate remained unchanged.
- ADR participation increased by 1%.
- Resolution rate increased by 7%.

NCA

- All MSNs exceeded the target for ADR offers.
- MSNs 2, 3, and 4 exceeded the target for ADR participation.

- MSNs 1, 2, and 3 exceeded the target for resolution rate.

VBA

- All Areas exceeded the target for ADR offers.
- Areas 1, 2, and 3 exceeded the target for ADR participation.
- Areas 2 and 3 exceeded the target for resolution rate.

VHA

- All VISNs exceeded the target for ADR offers.
- VISNs 4, 5, 6, 7, 8, 11, 12, 15, 16, 17, 19, 20, and 23 exceeded the target for ADR participation.
- VISNs 1, 2, 5, 9, 11, 15, 16, 17, 18, 19, and 20 exceeded the target for resolution rate.

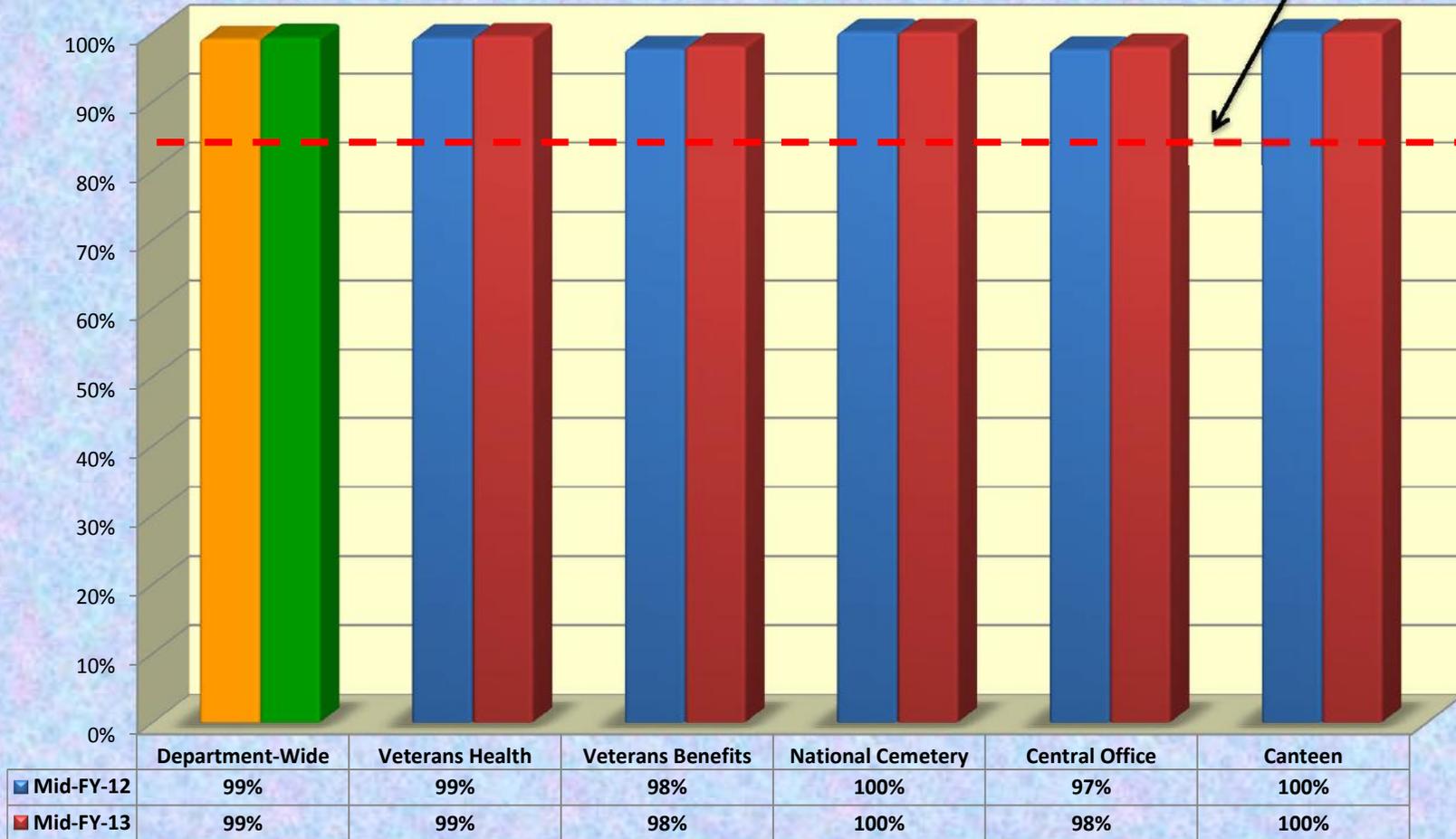
Conclusion

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.

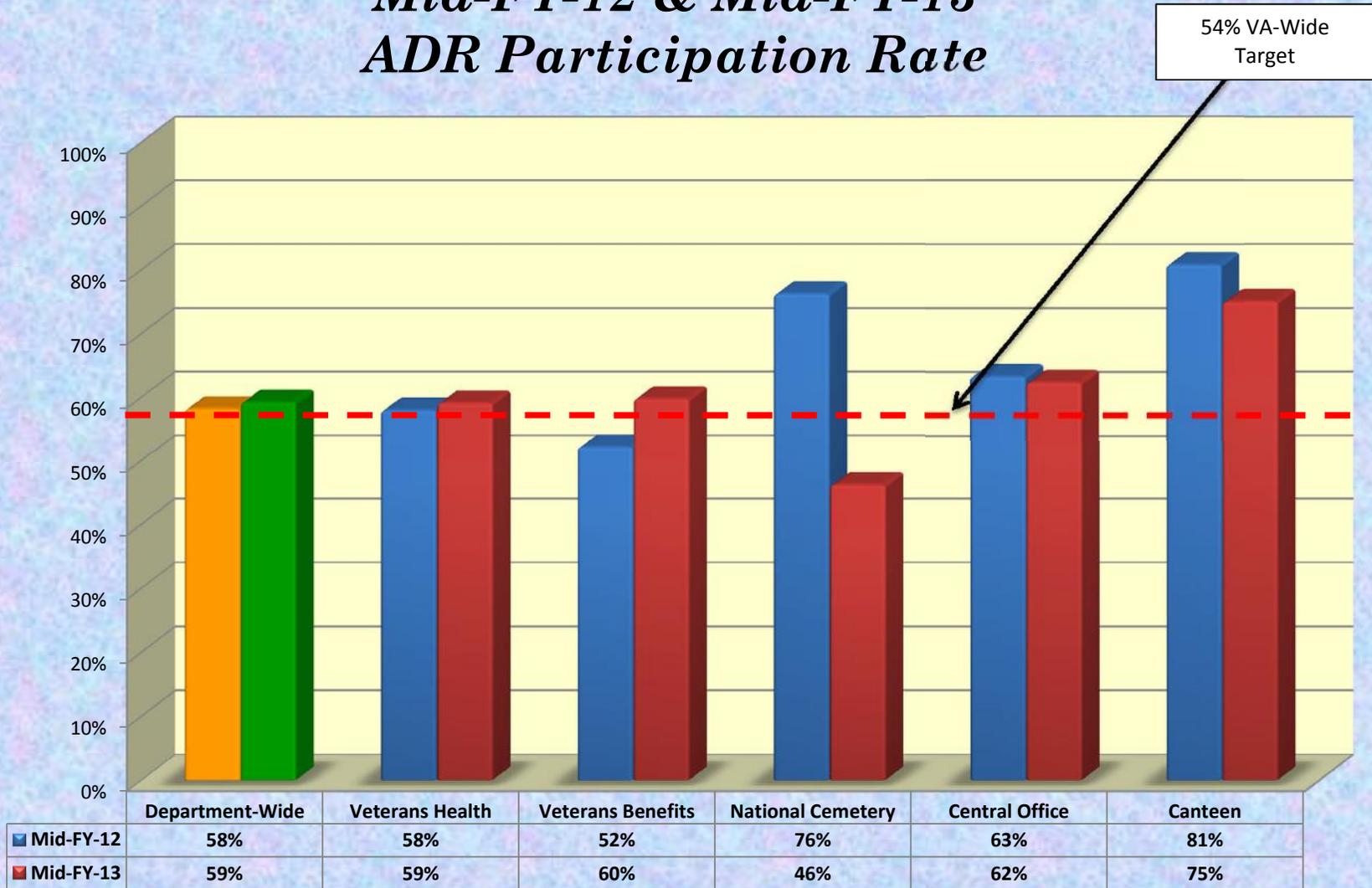
Department-Wide

Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 ADR Offer Rate

80% Government-Wide Target

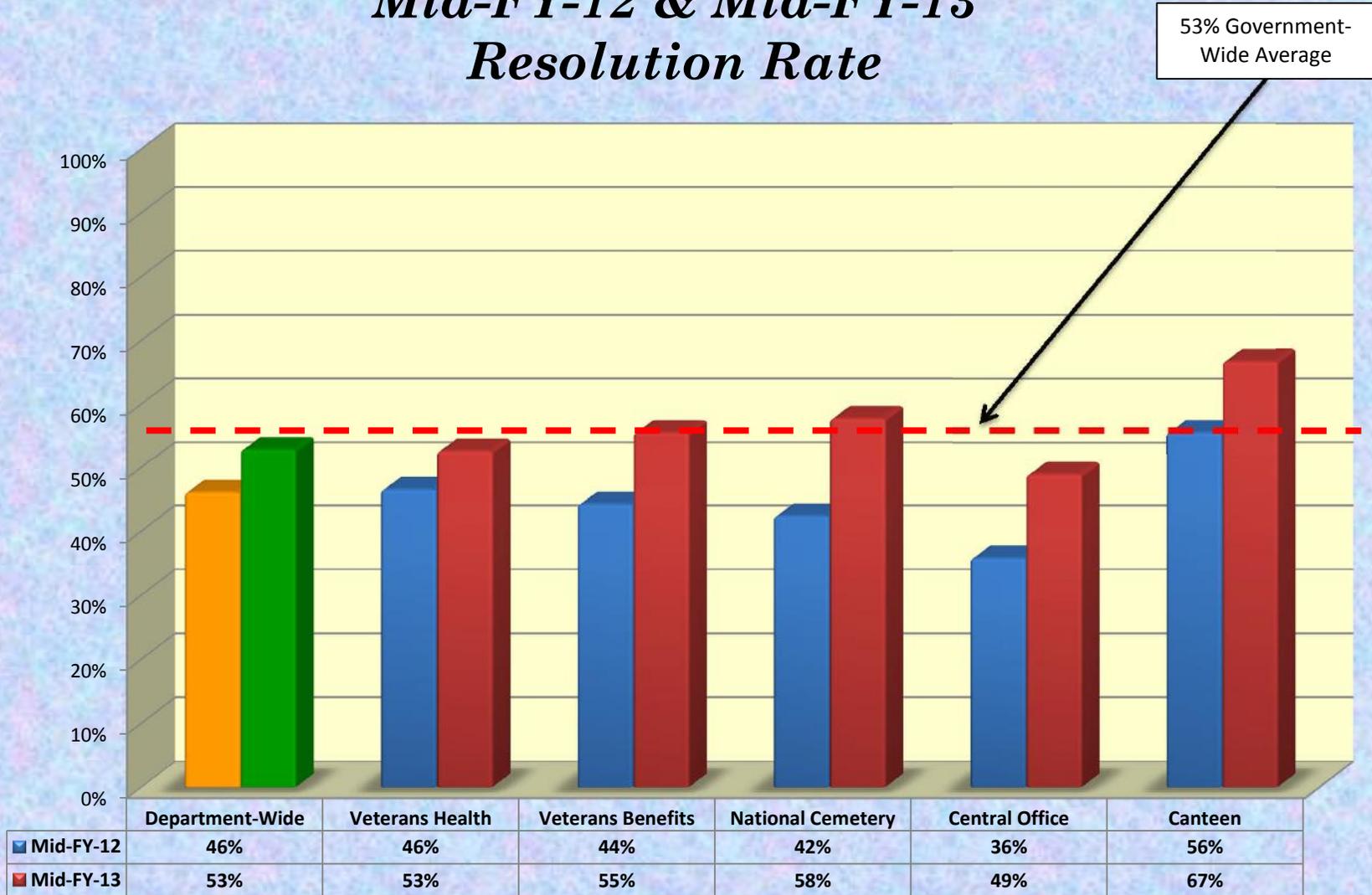


Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 ADR Participation Rate



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

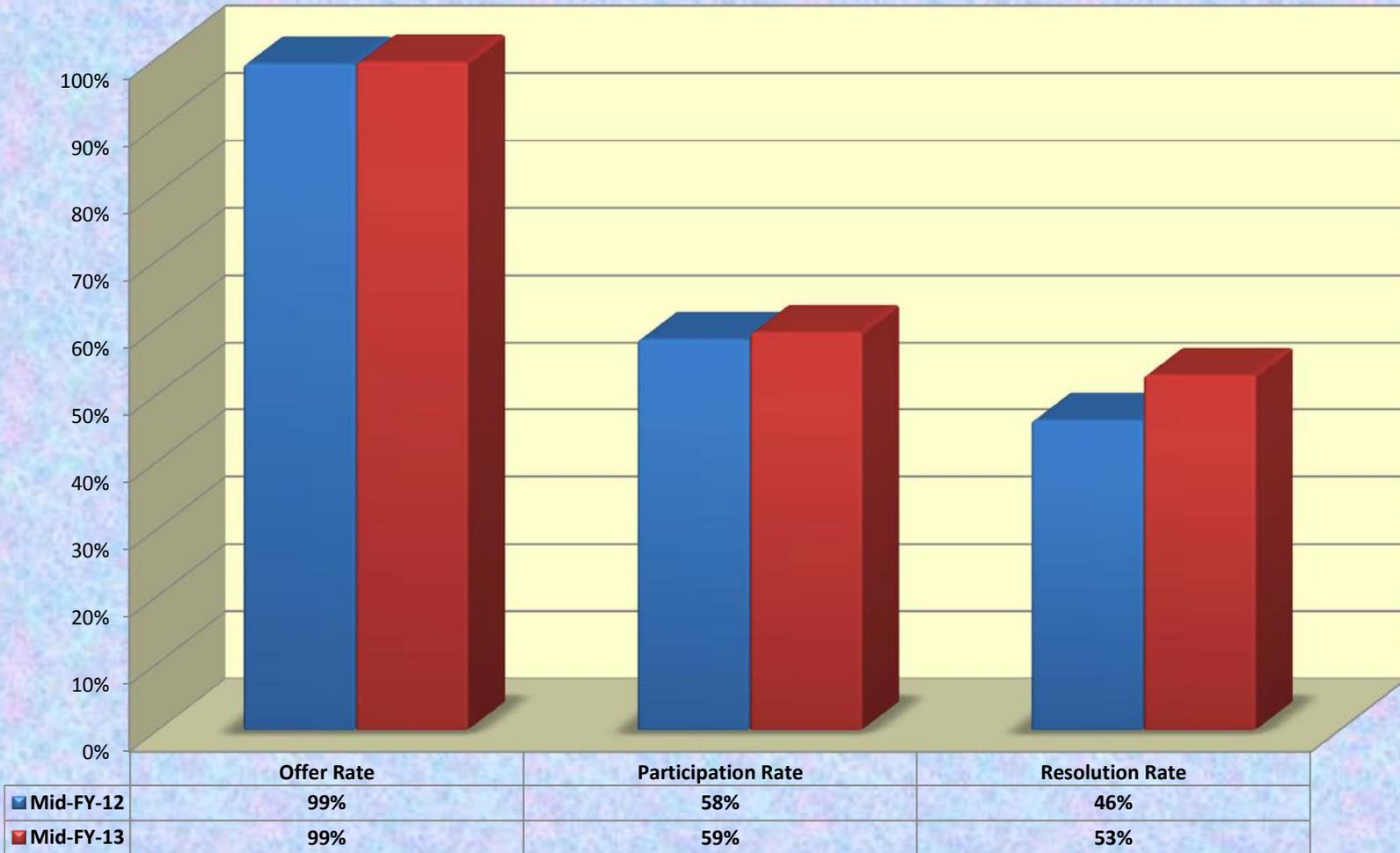
Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 Resolution Rate



53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

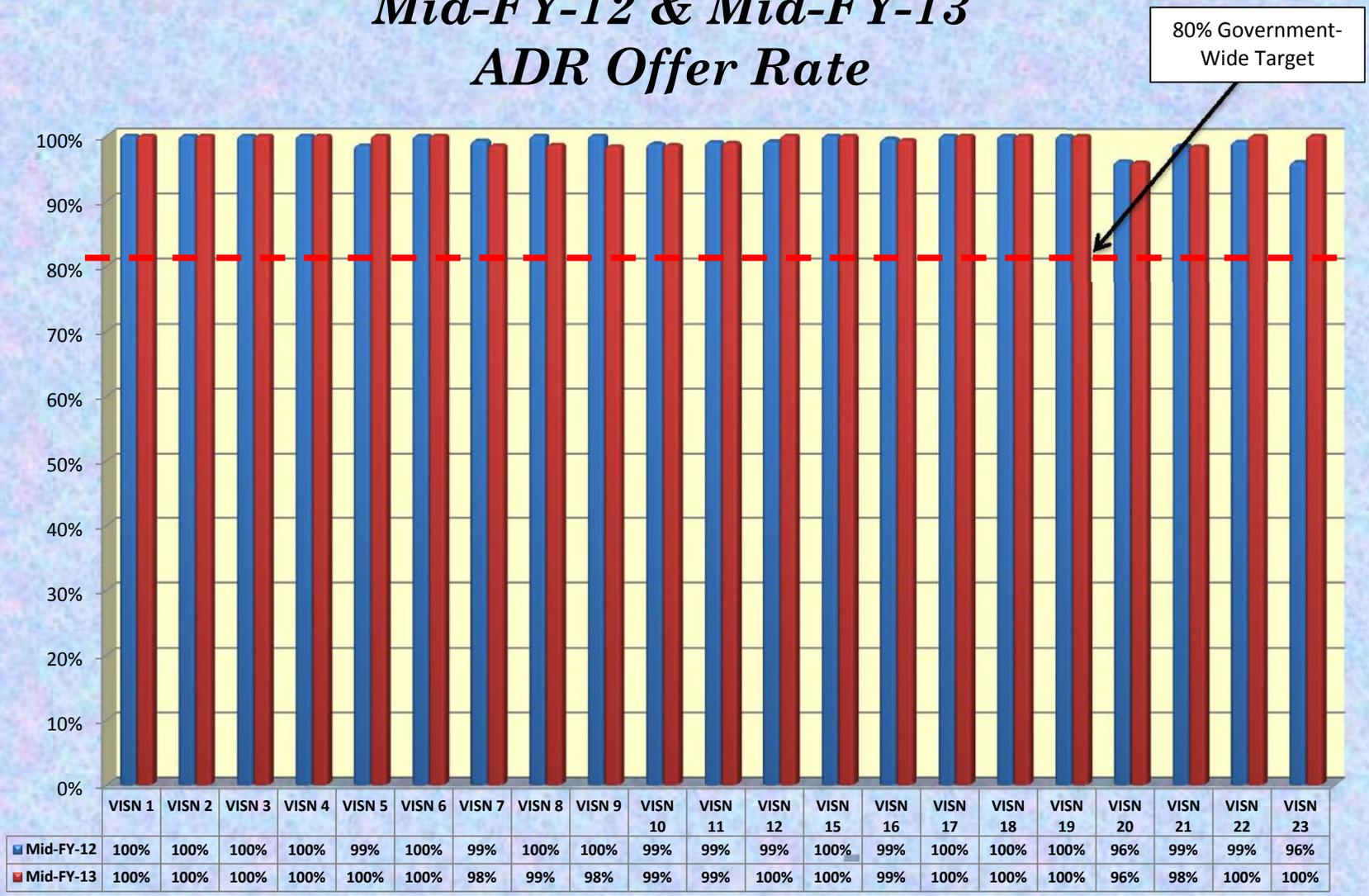
Department of Veterans Affairs Mid-FY-12 & Mid-FY-13 ADR Offer, ADR Participation, and Resolution Rate



Data Source: ADRTTracker System

Veterans Health Administration

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate

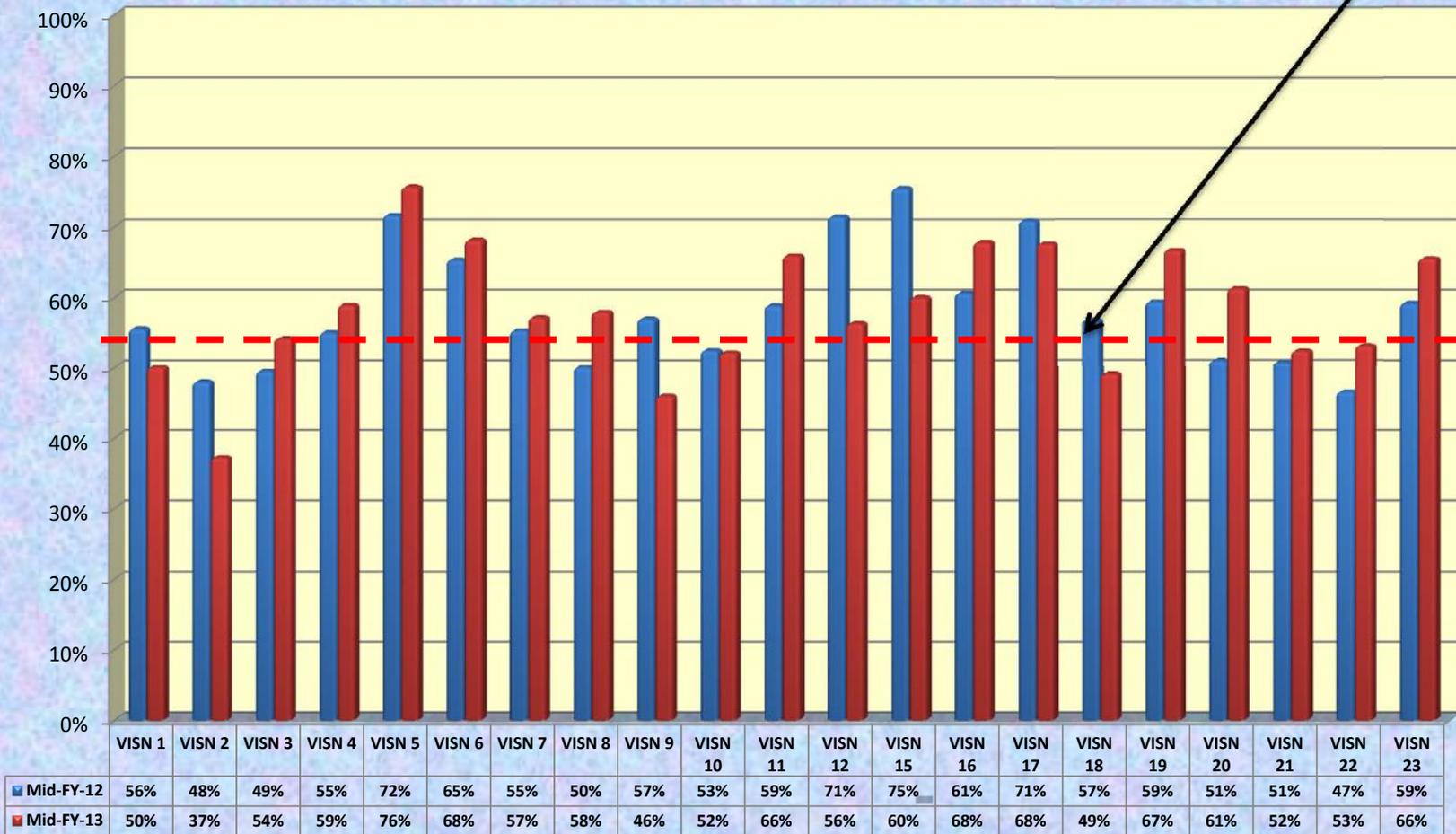


80% Government-Wide Target

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate

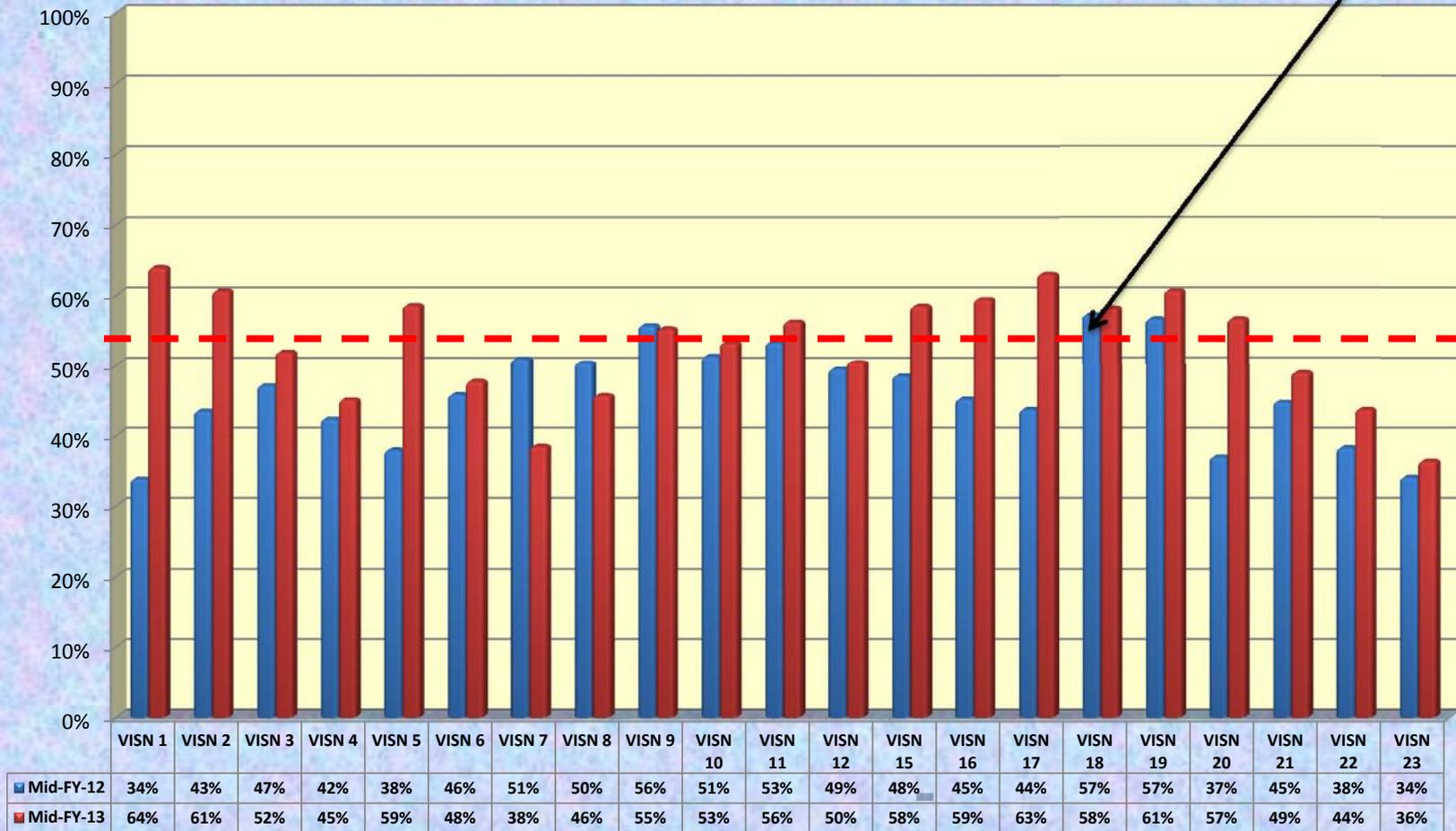
54% VA-Wide Target



Data Source: ADRTTracker System

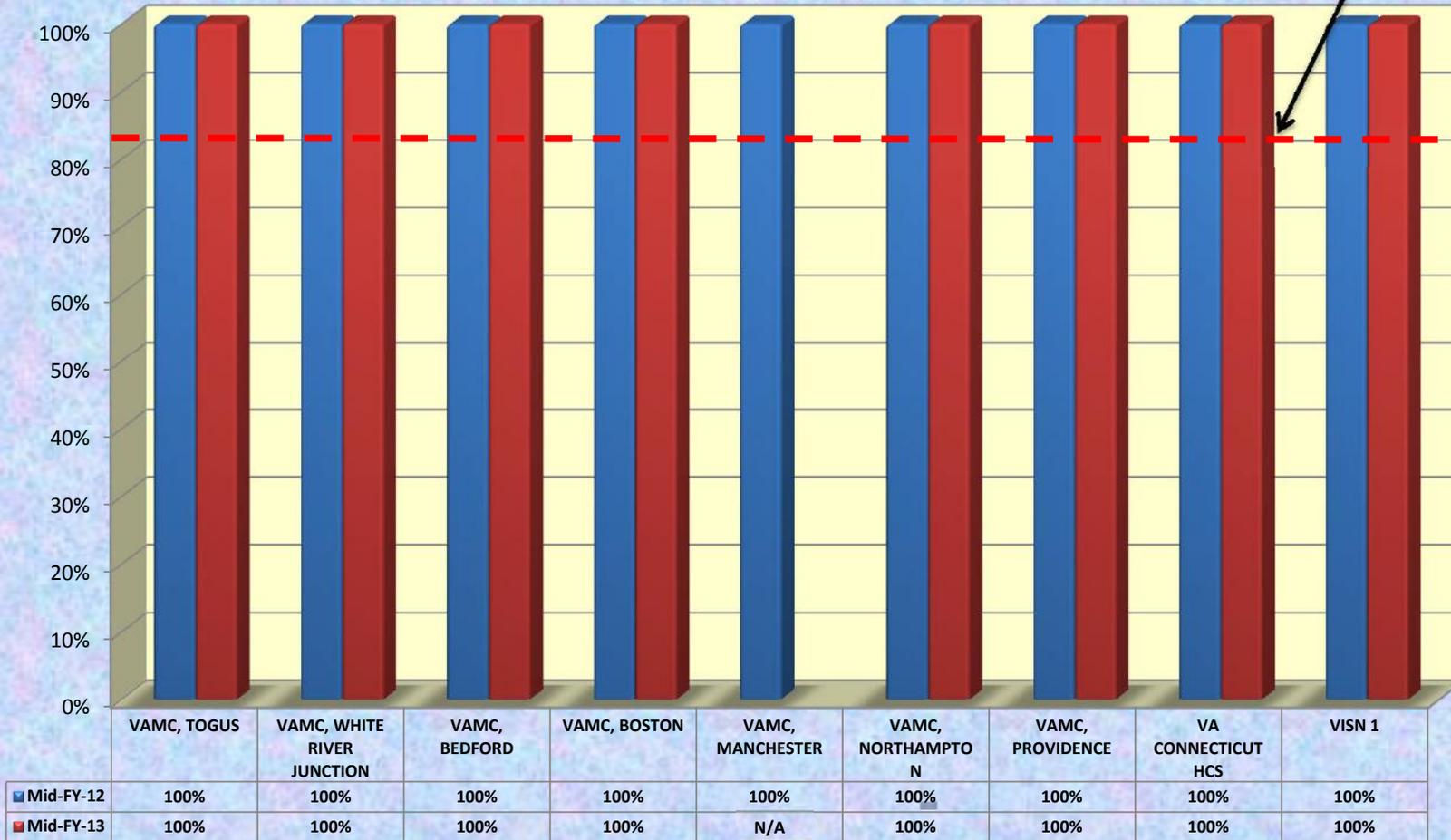
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate

53% Government-Wide Average



Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 1

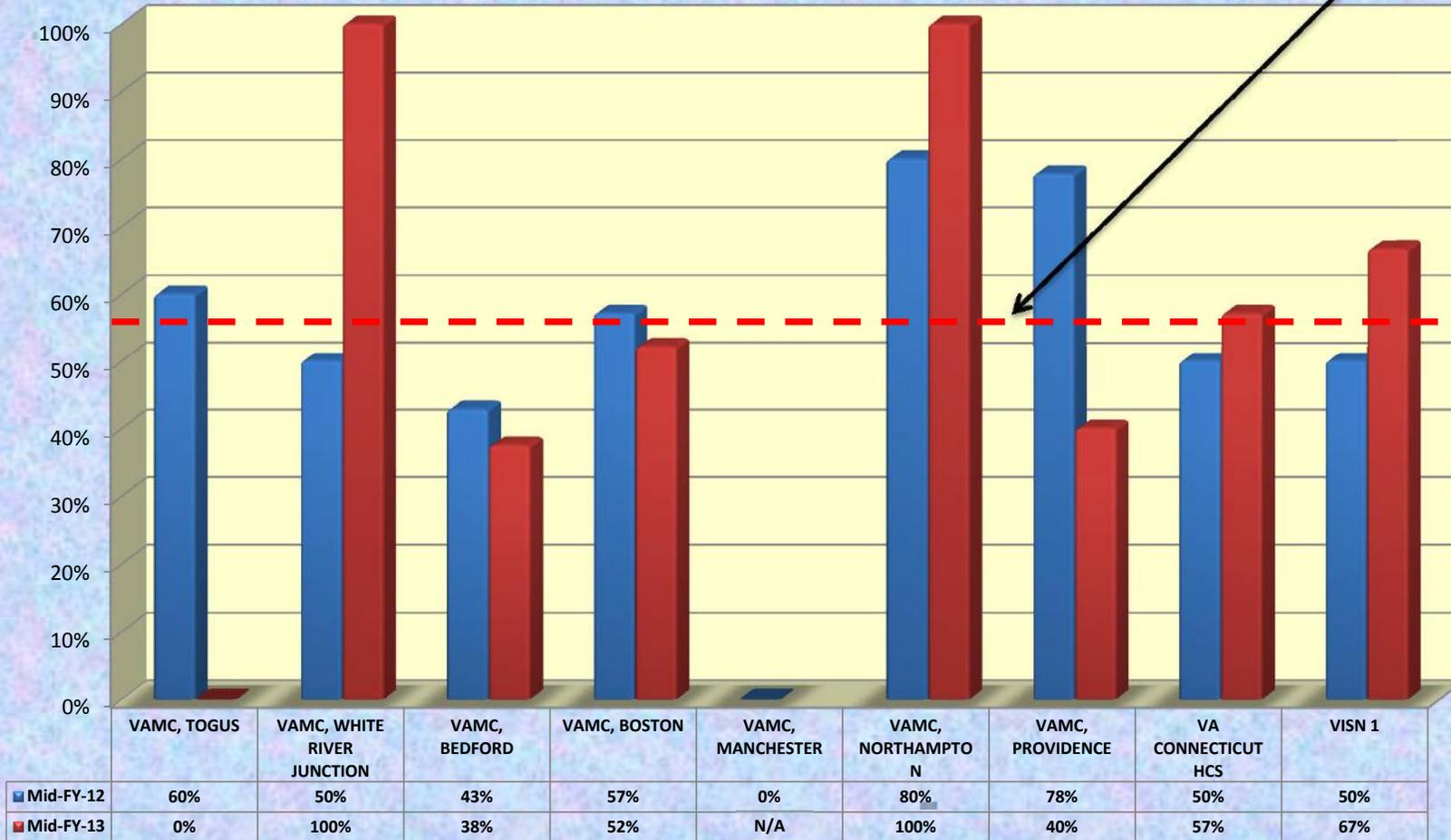
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 1

54% VA-Wide Target

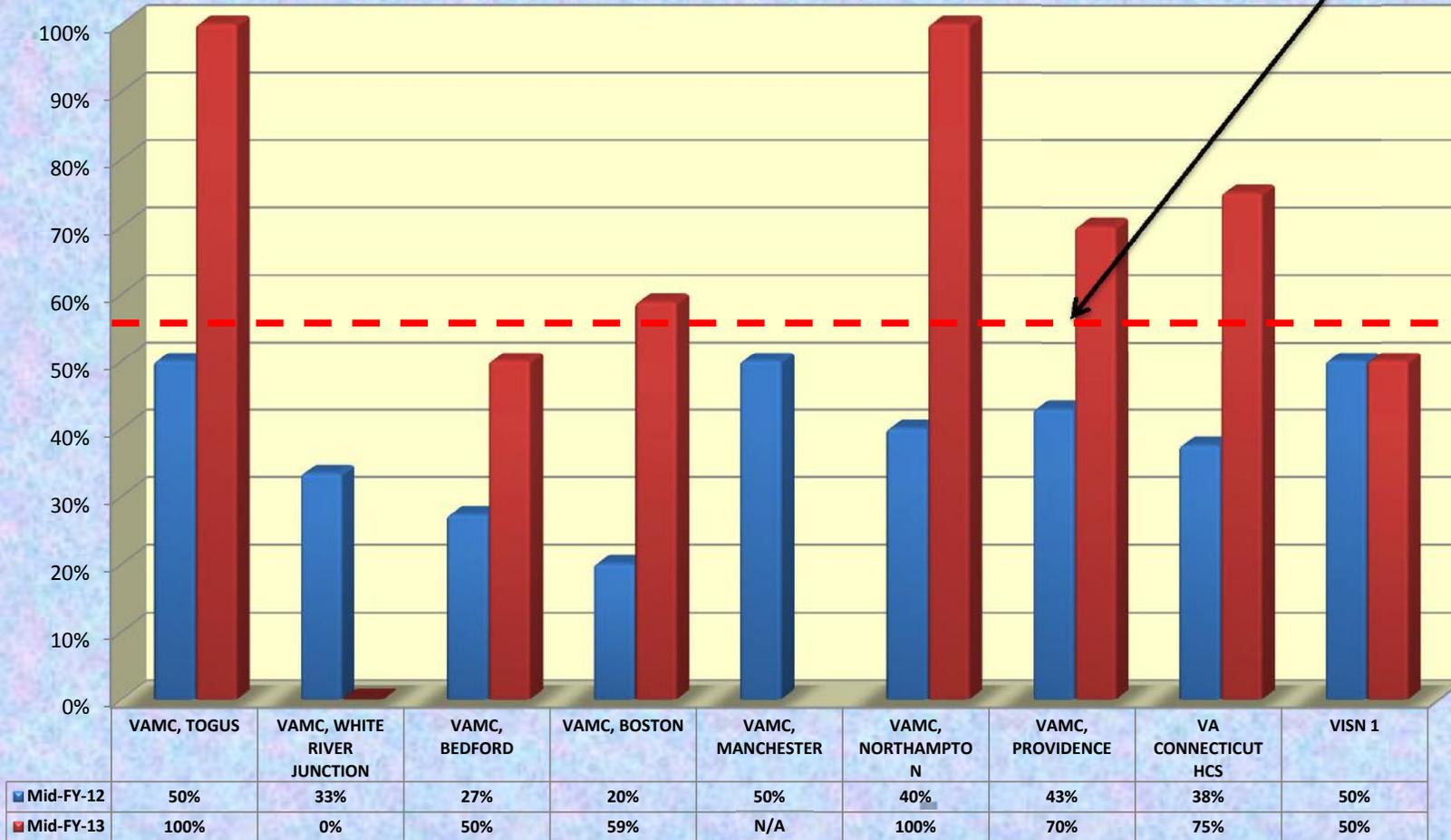


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 1

53% Government-Wide Average

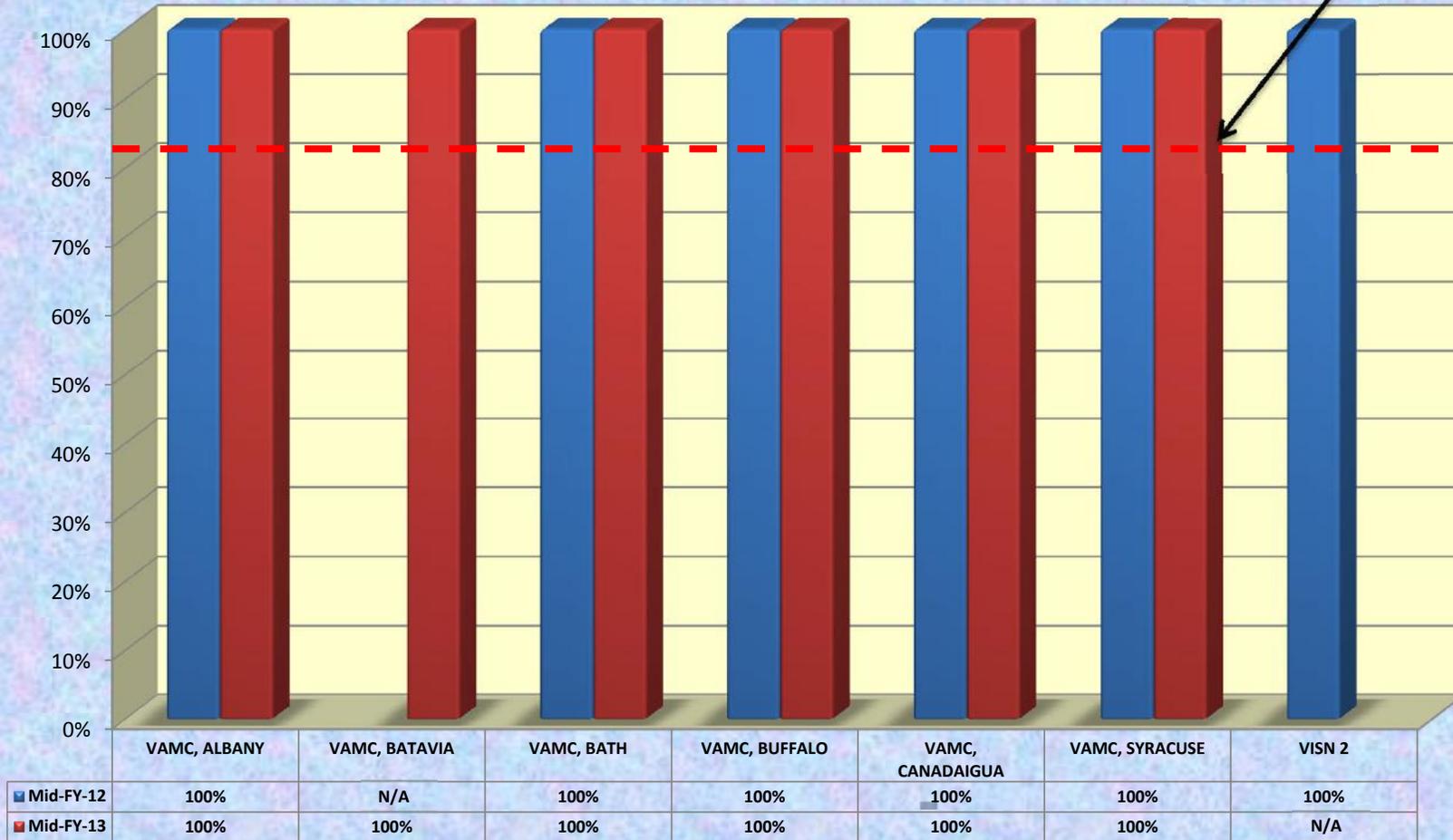


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 2

80% Government-Wide Target

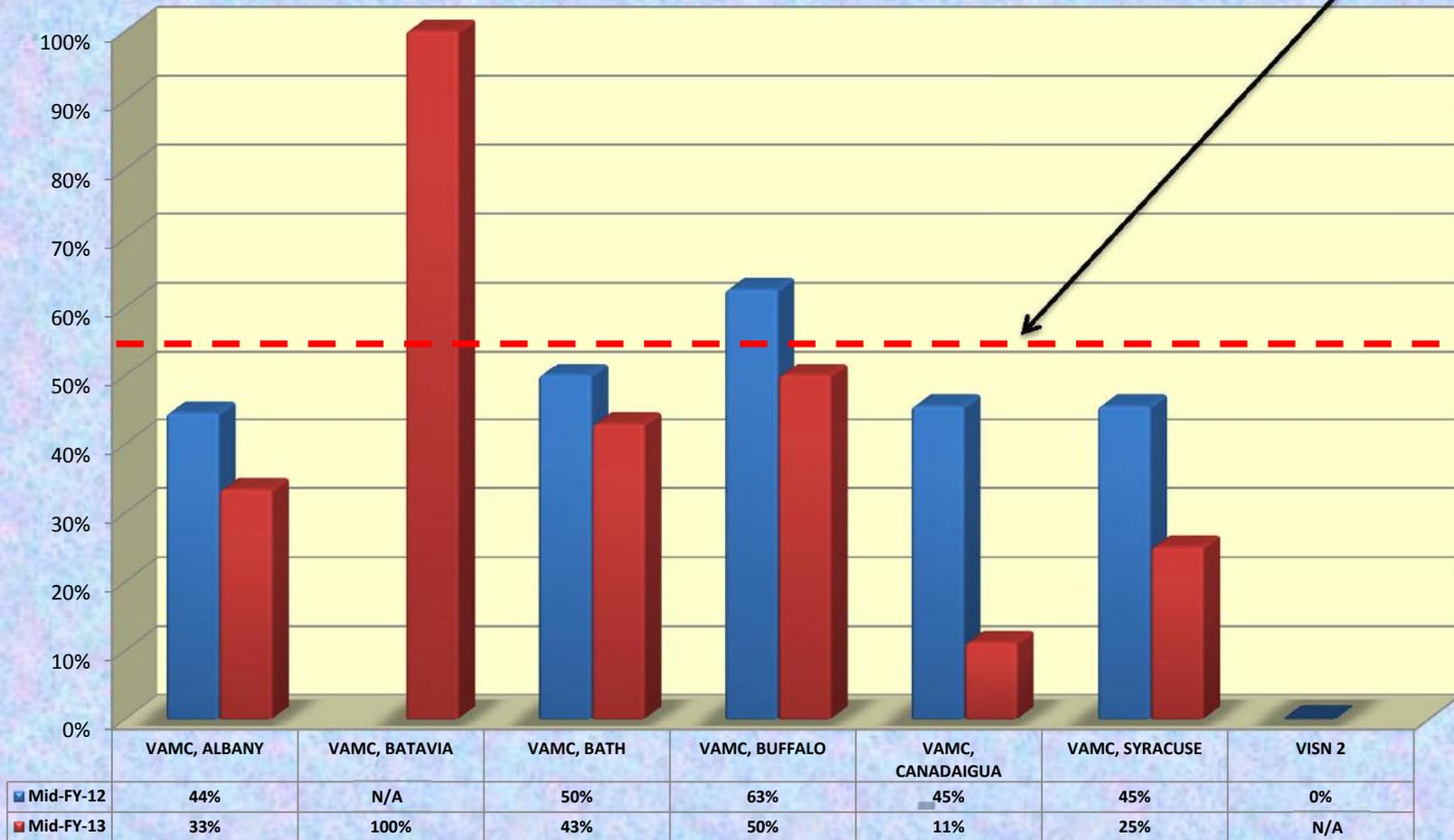


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 2

54% VA-Wide Target

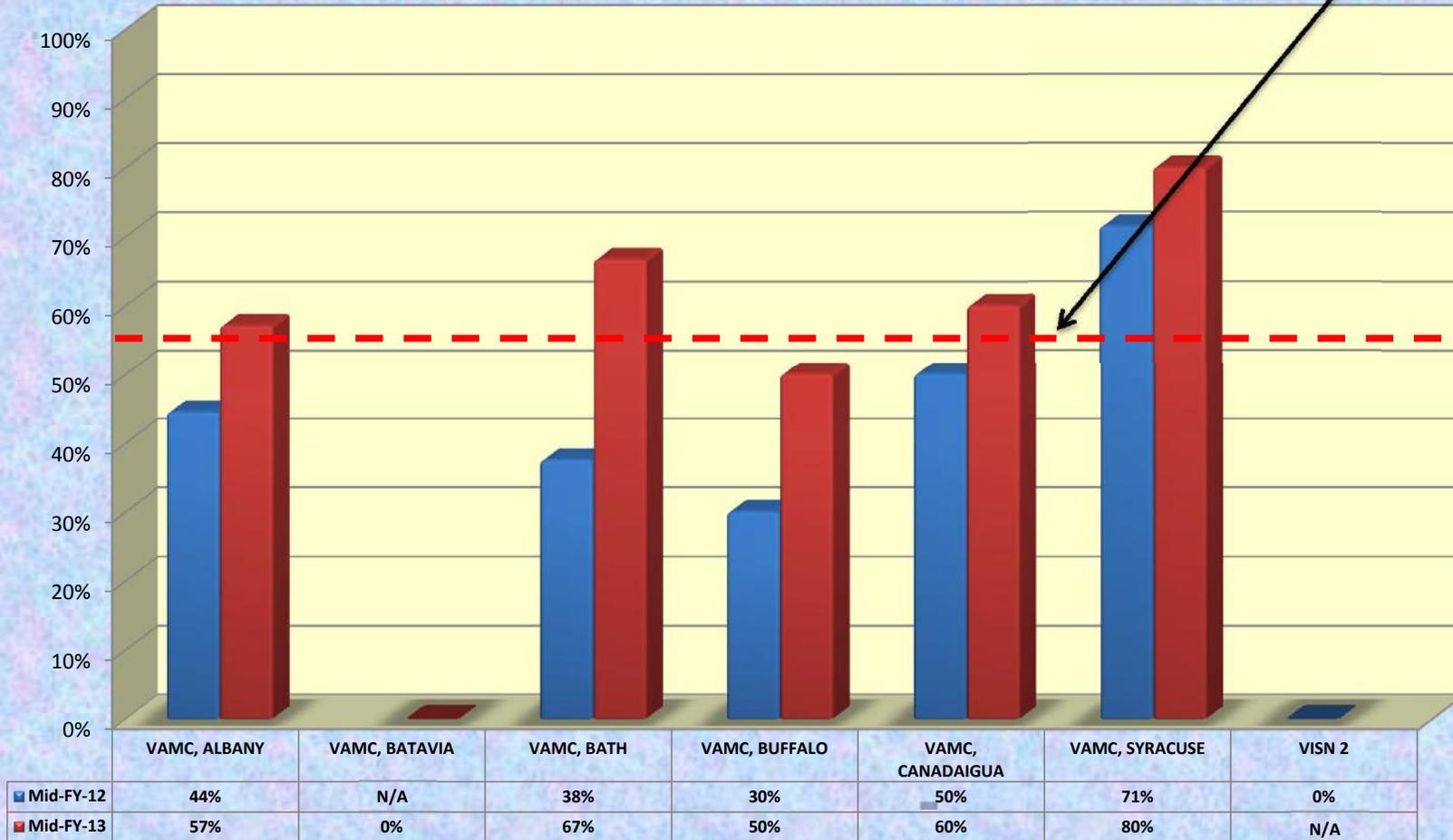


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 2

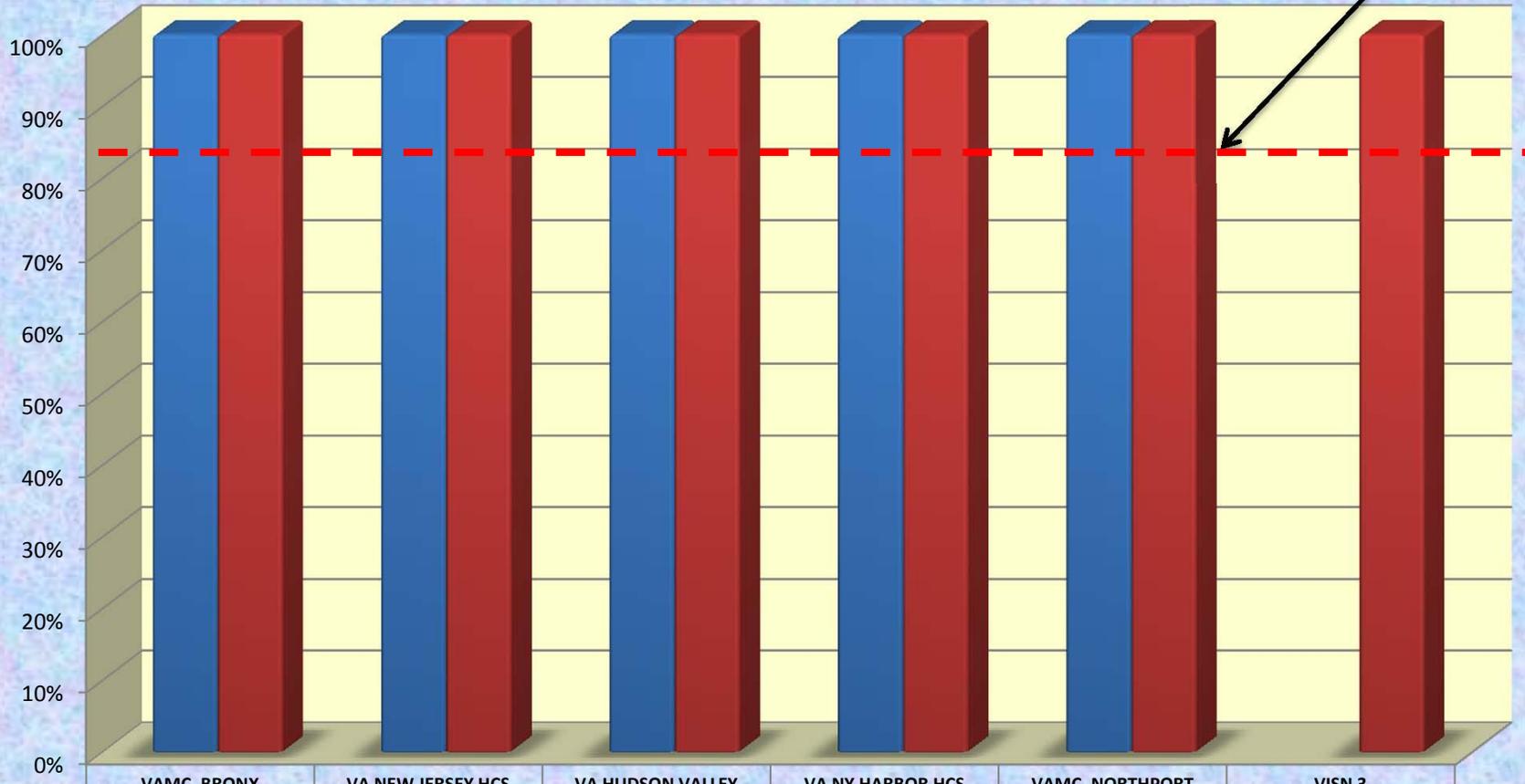
53% Government-Wide Average



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 3

80% Government-Wide Target

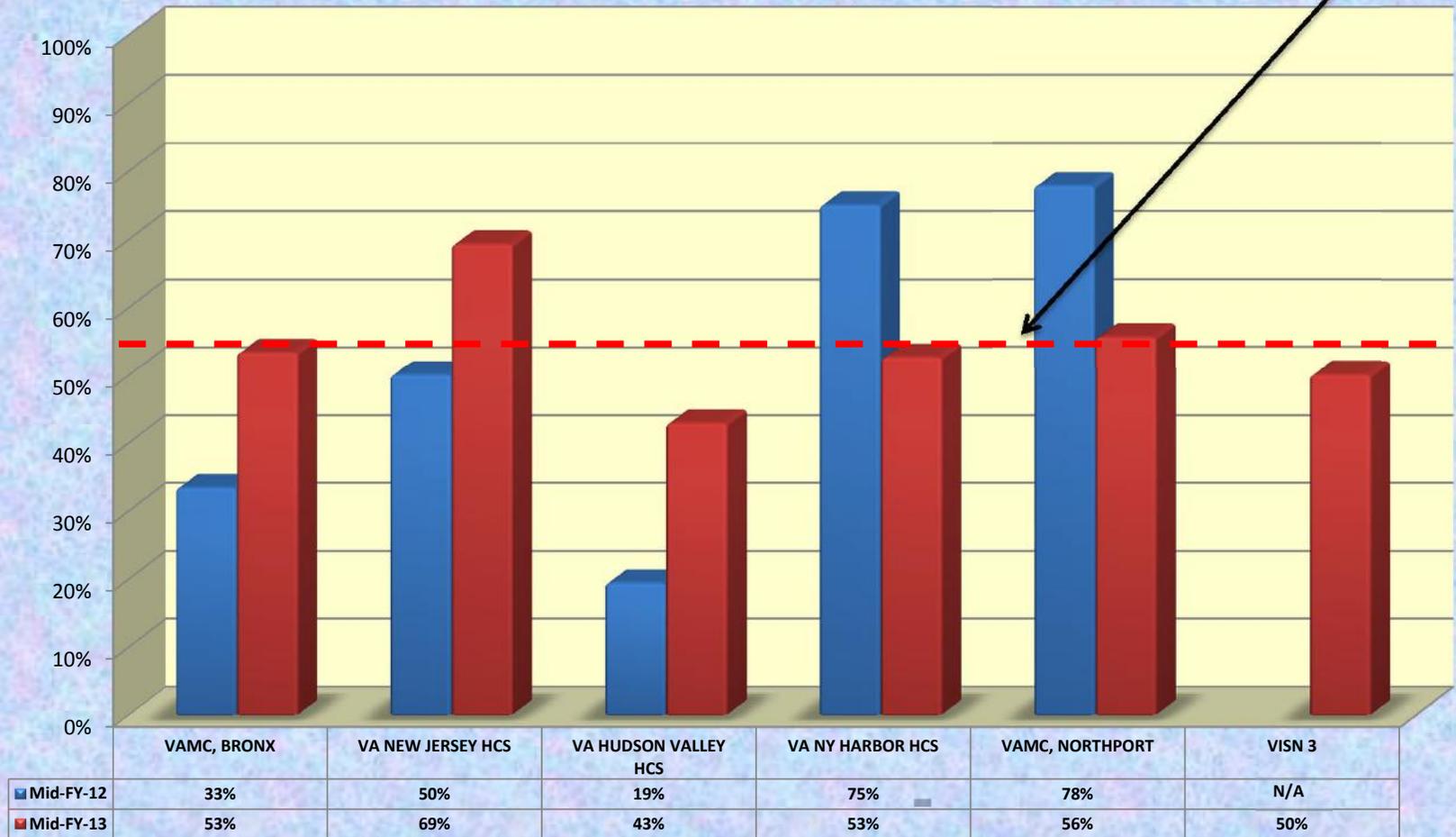


	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VA NY HARBOR HCS	VAMC, NORTHPORT	VISN 3
Mid-FY-12	100%	100%	100%	100%	100%	N/A
Mid-FY-13	100%	100%	100%	100%	100%	100%

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 3

54% VA-Wide Target

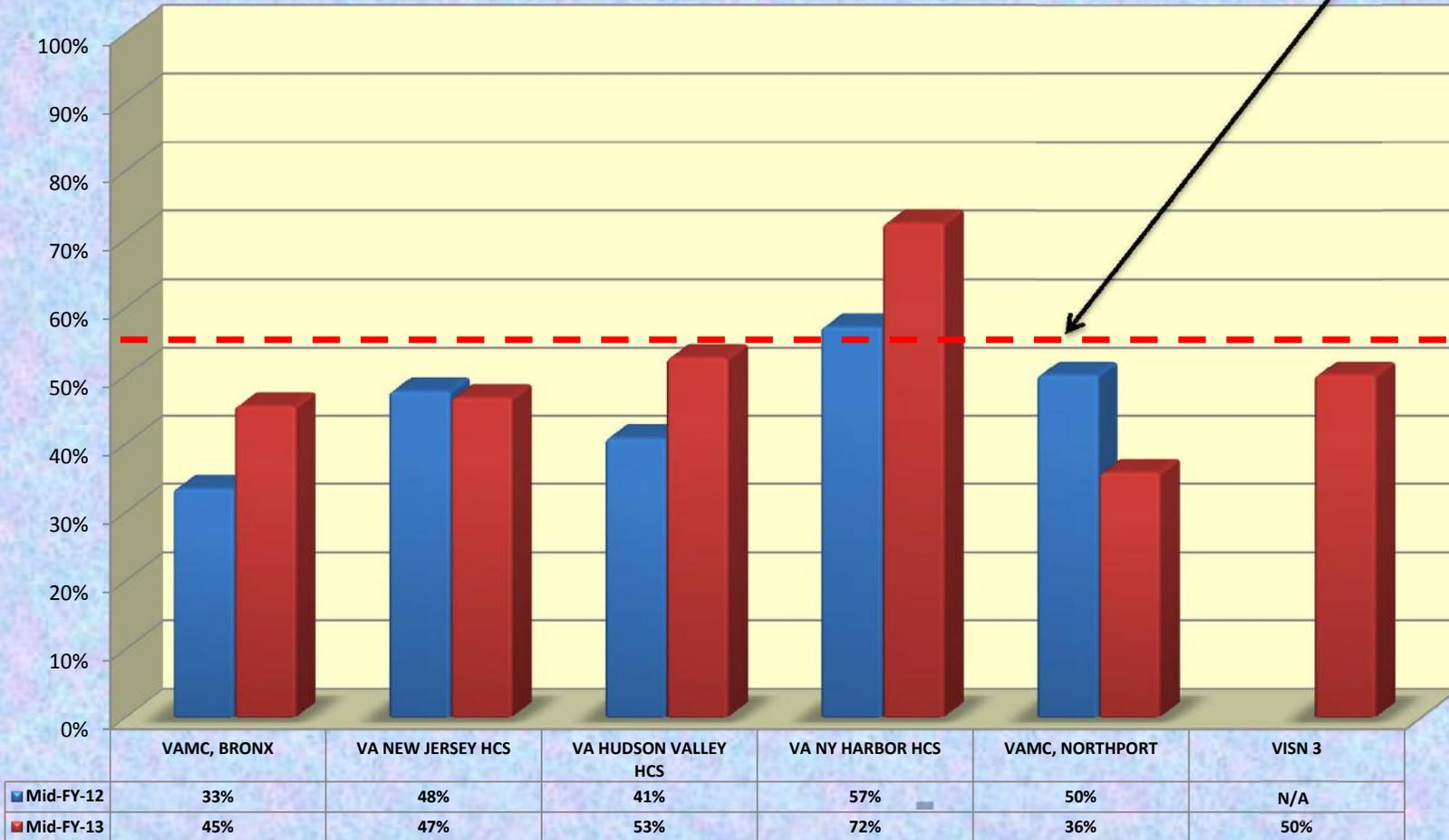


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 3

53% Government-Wide Average

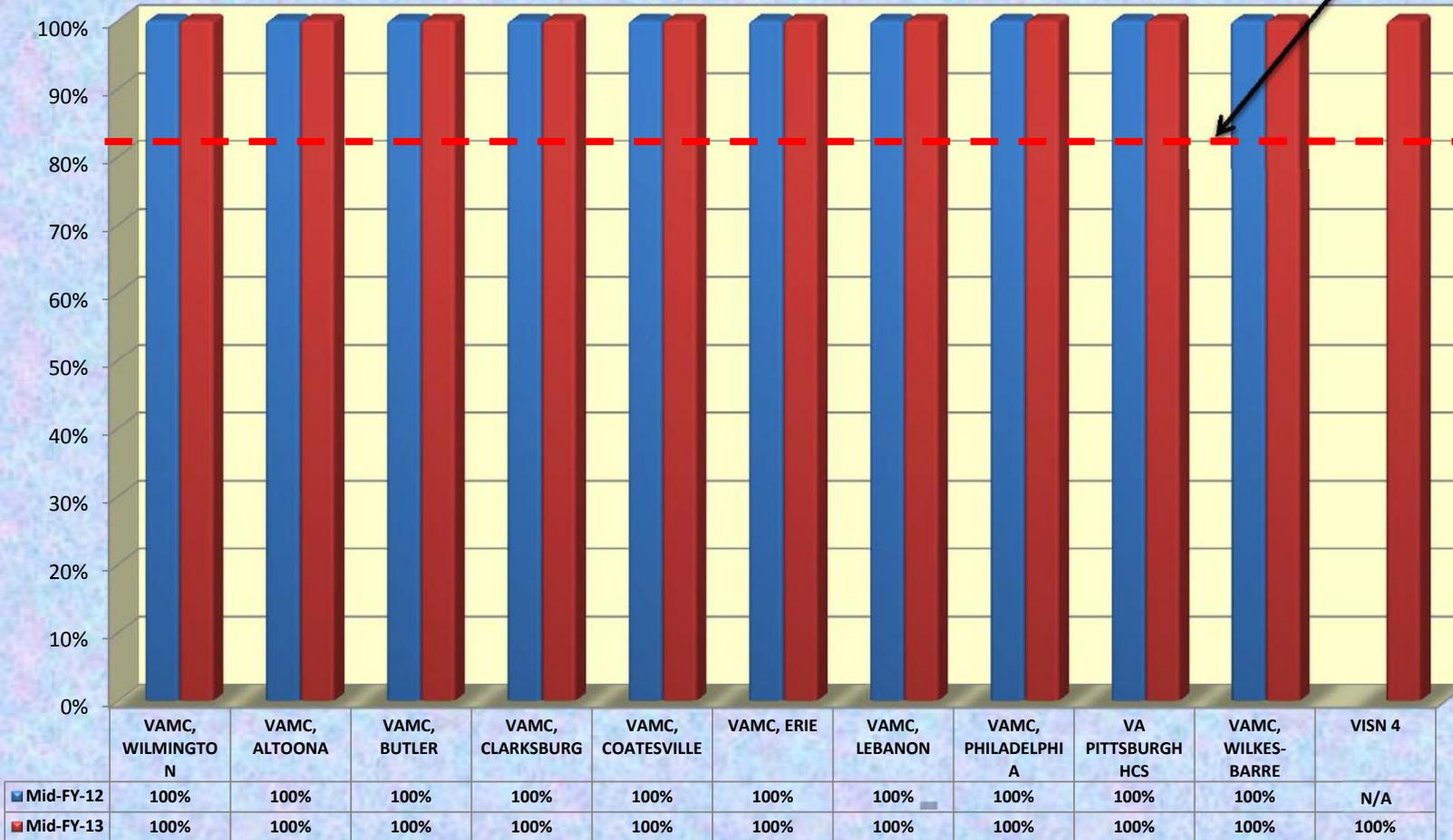


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 4

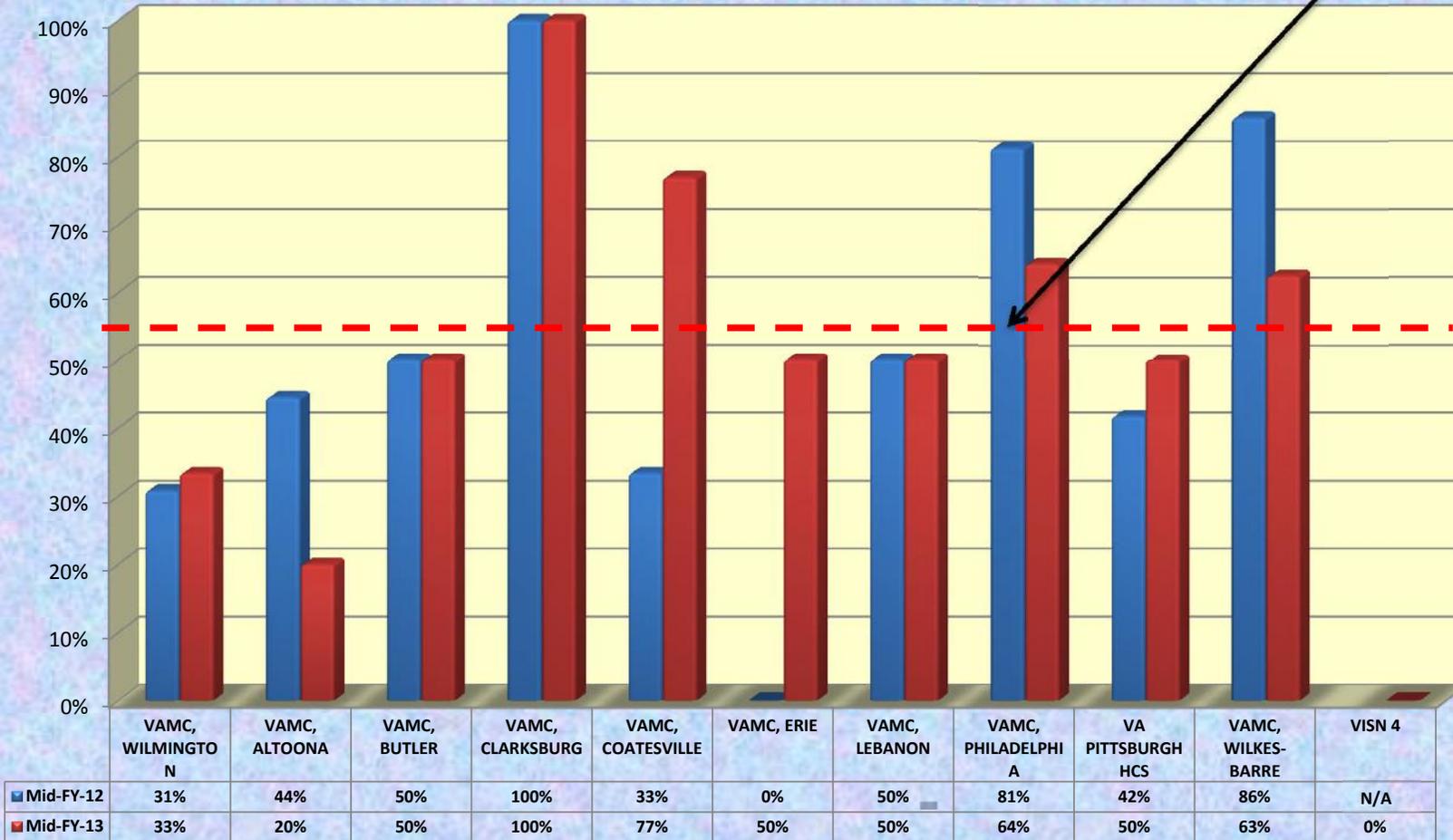
80% Government-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 4

54% VA-Wide Target



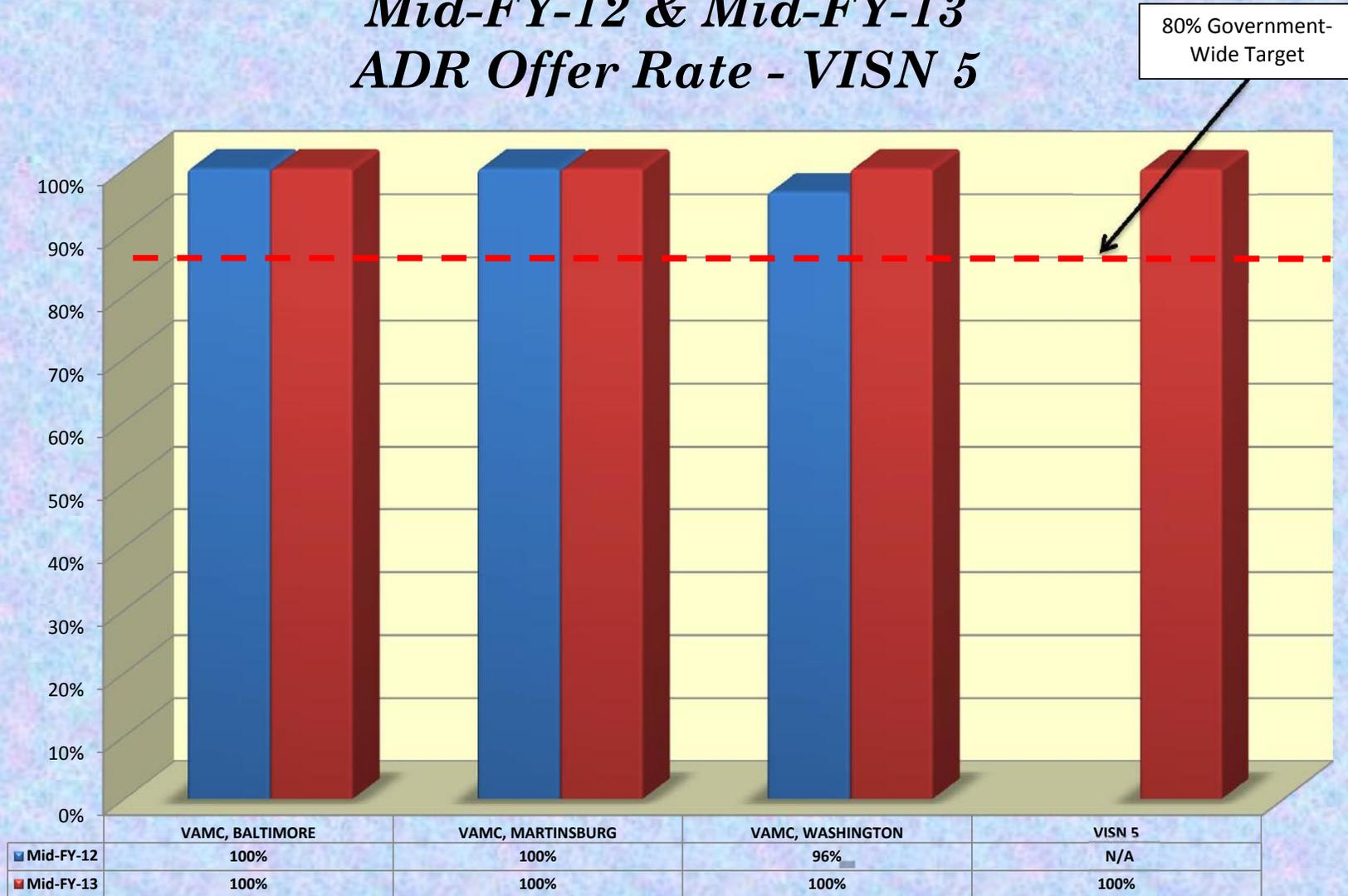
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 4

53% Government-Wide Average



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

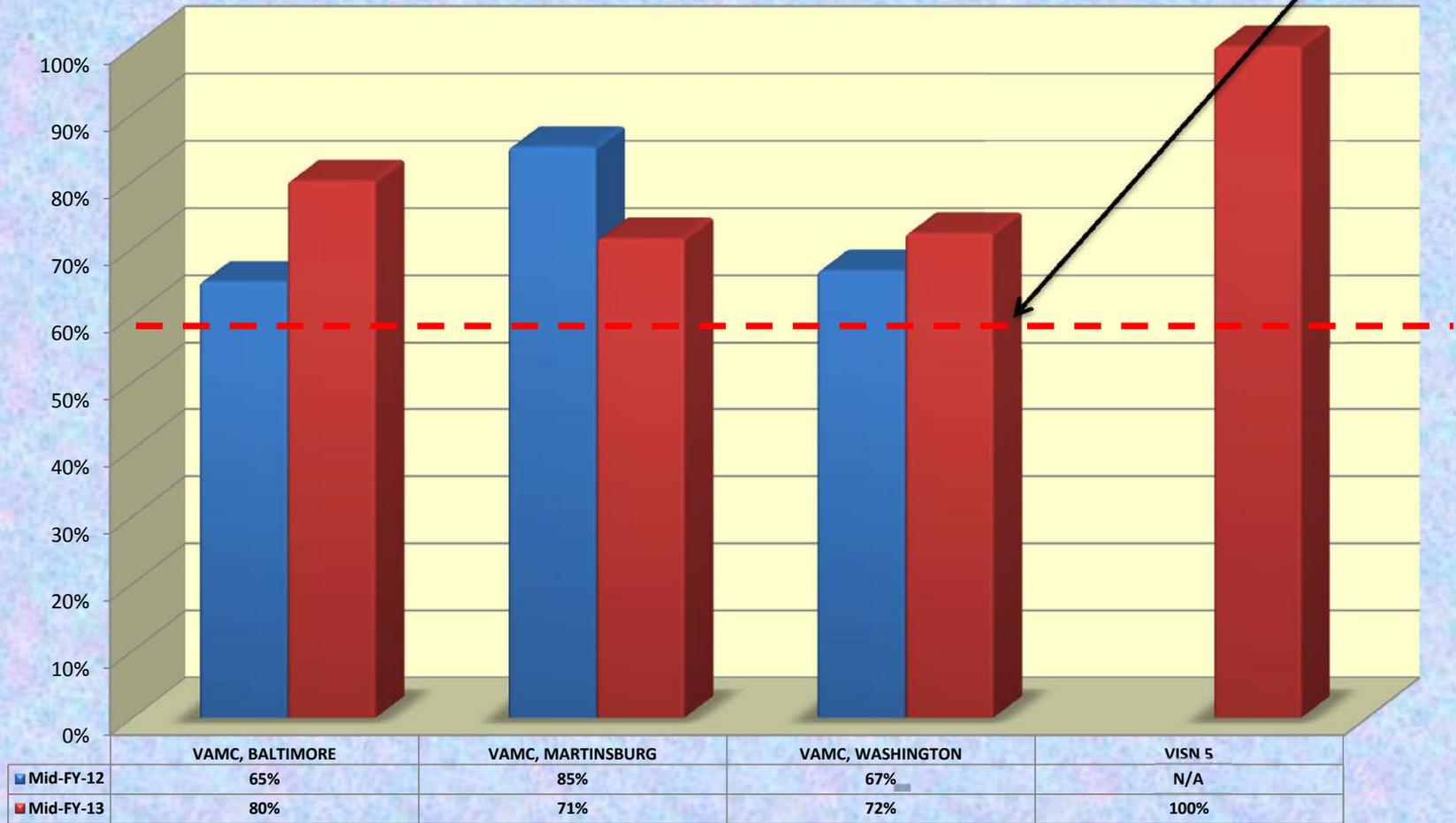
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 5



Data Source: ADRTTracker System

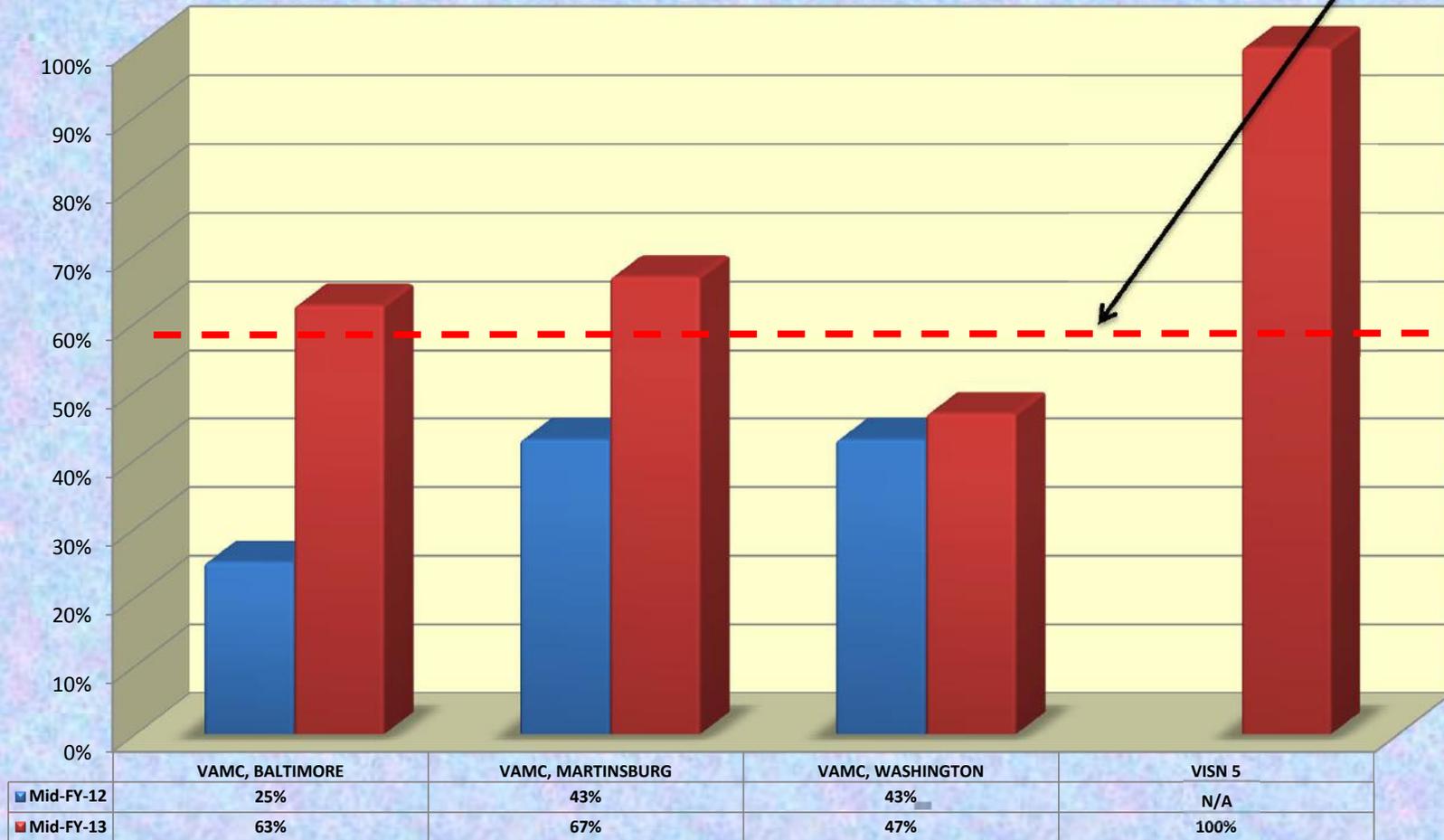
Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 5



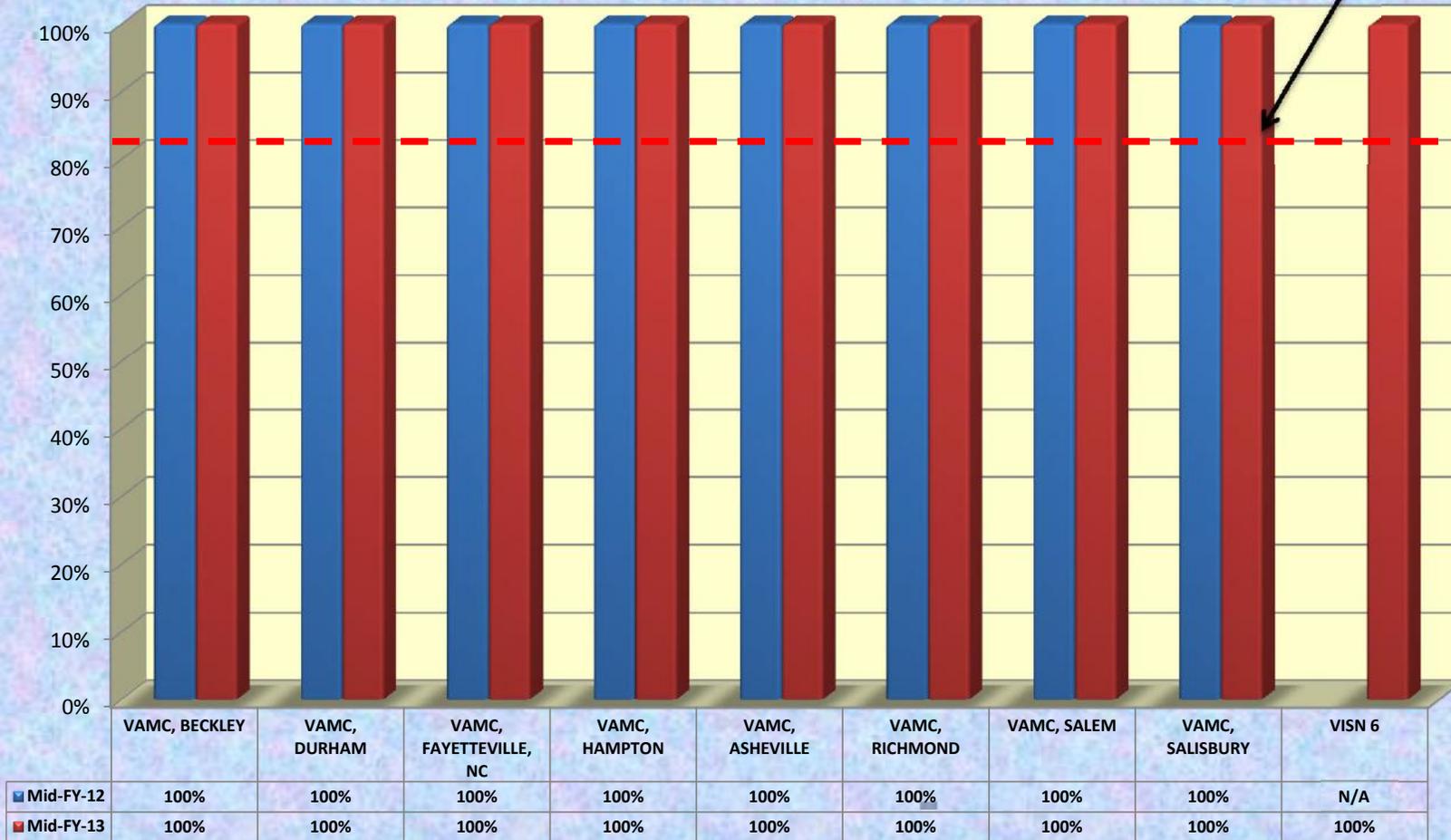
Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 5



Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 6

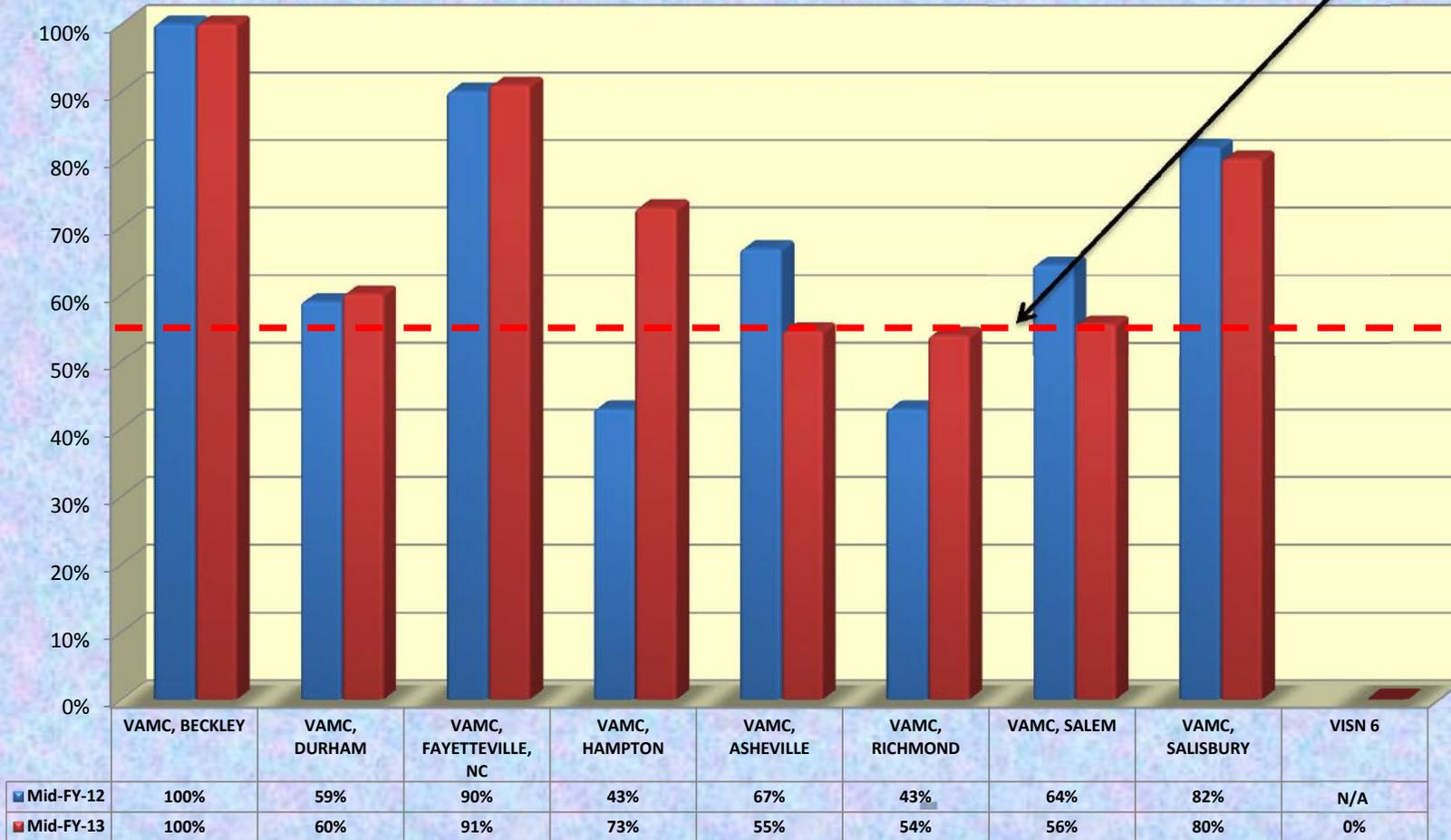
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 6

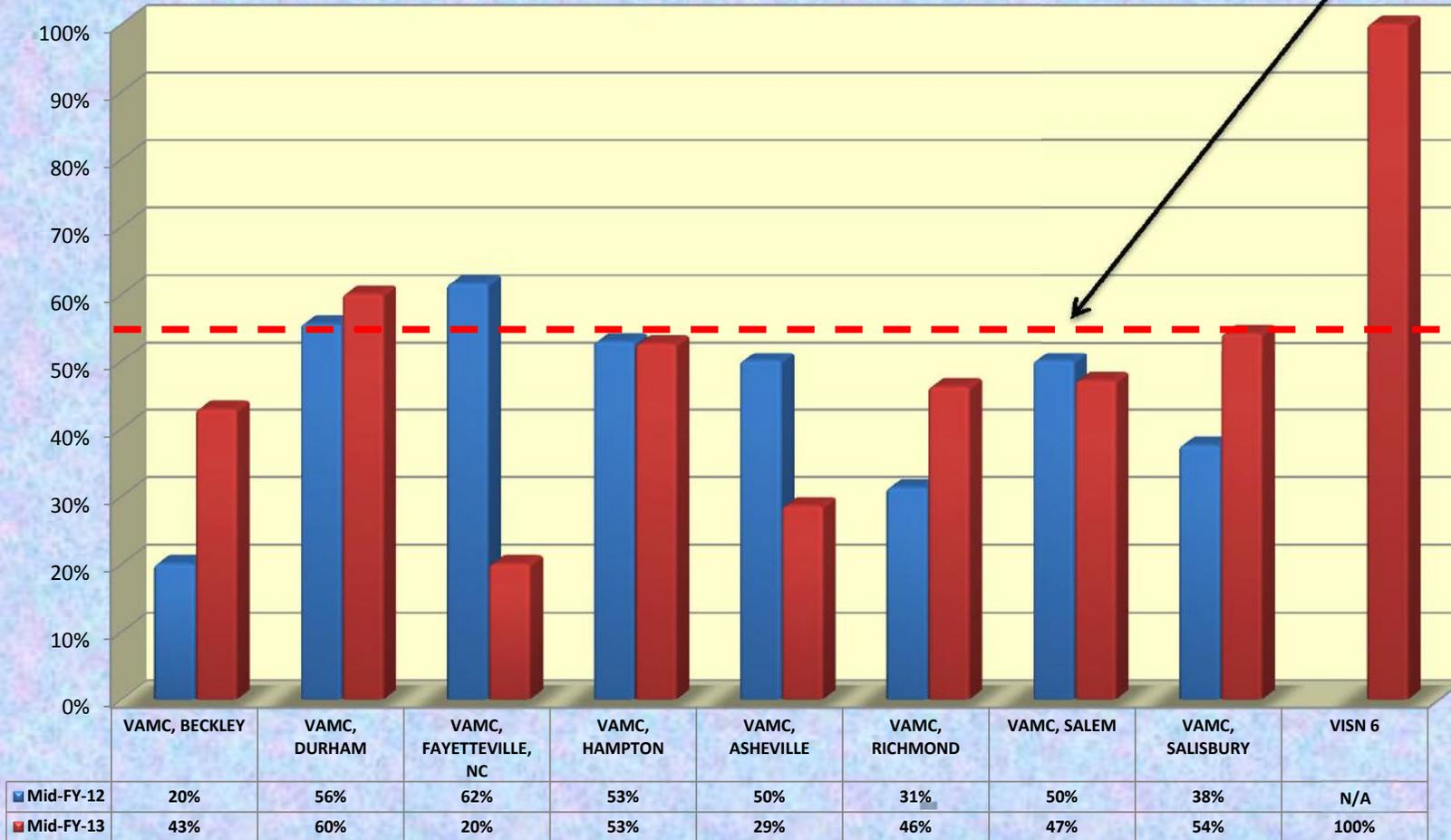
54% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 6

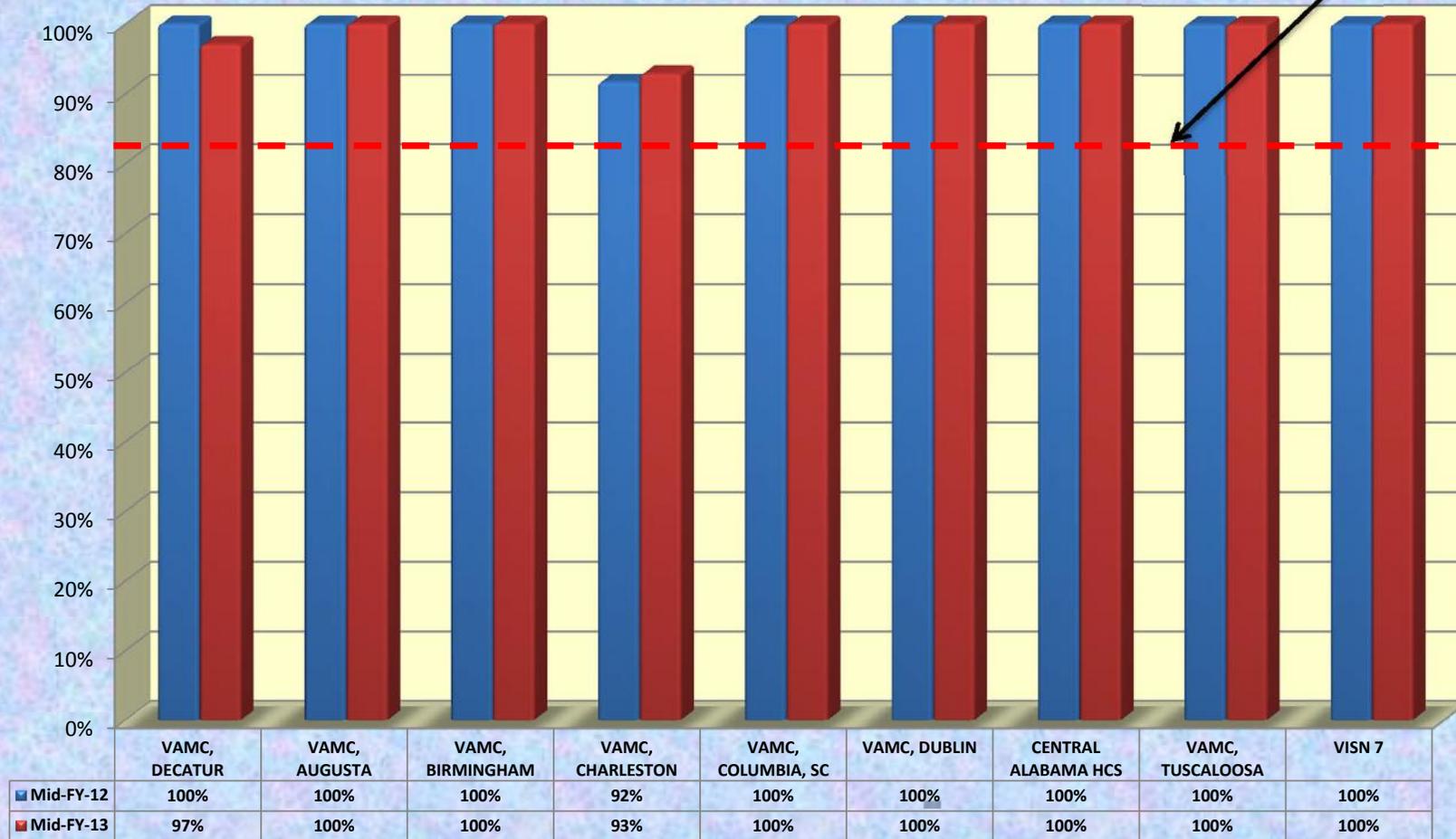
53% Government-Wide Average



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 7

80% Government-Wide Target

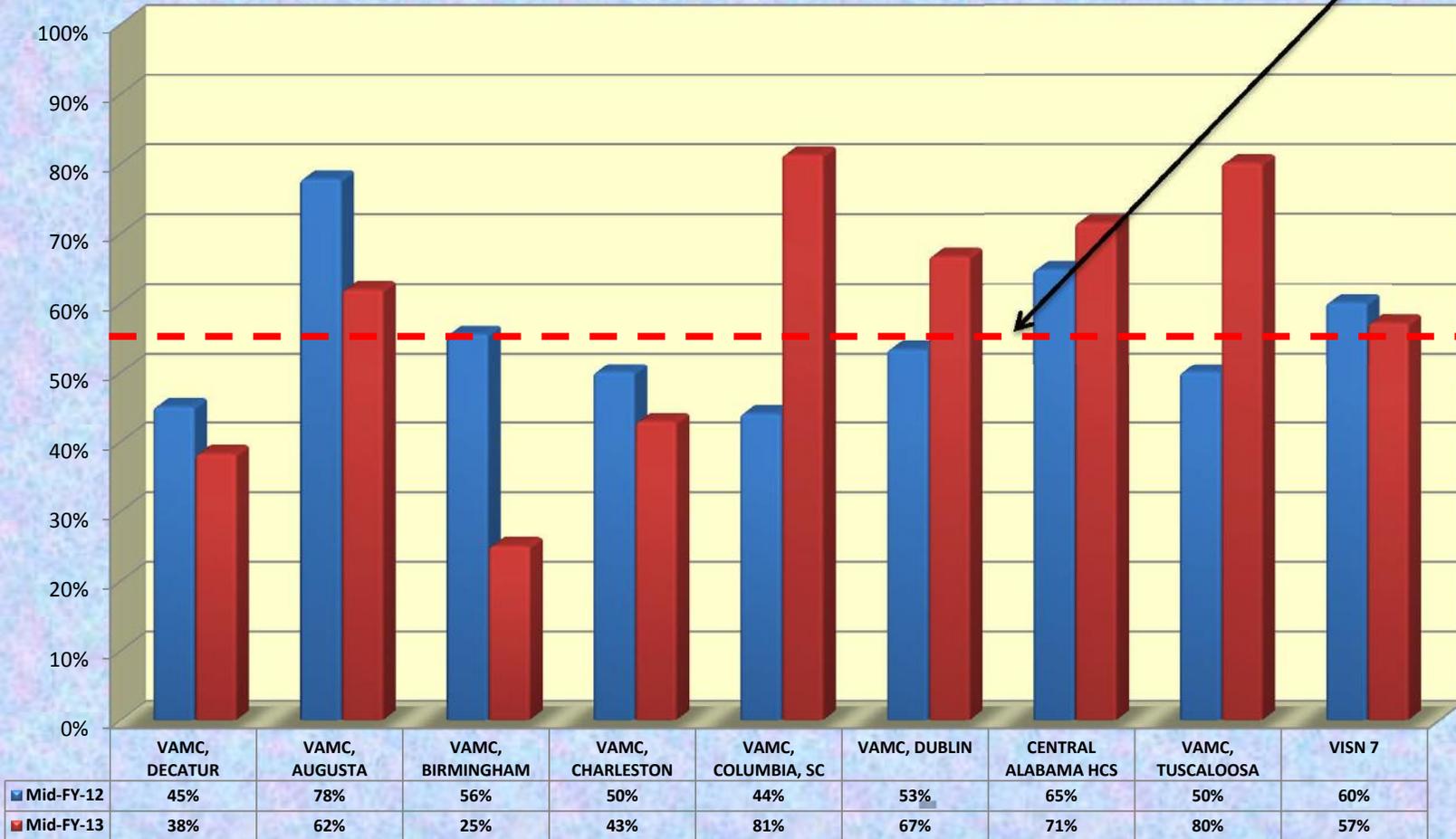


Data Source: ADRTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 7

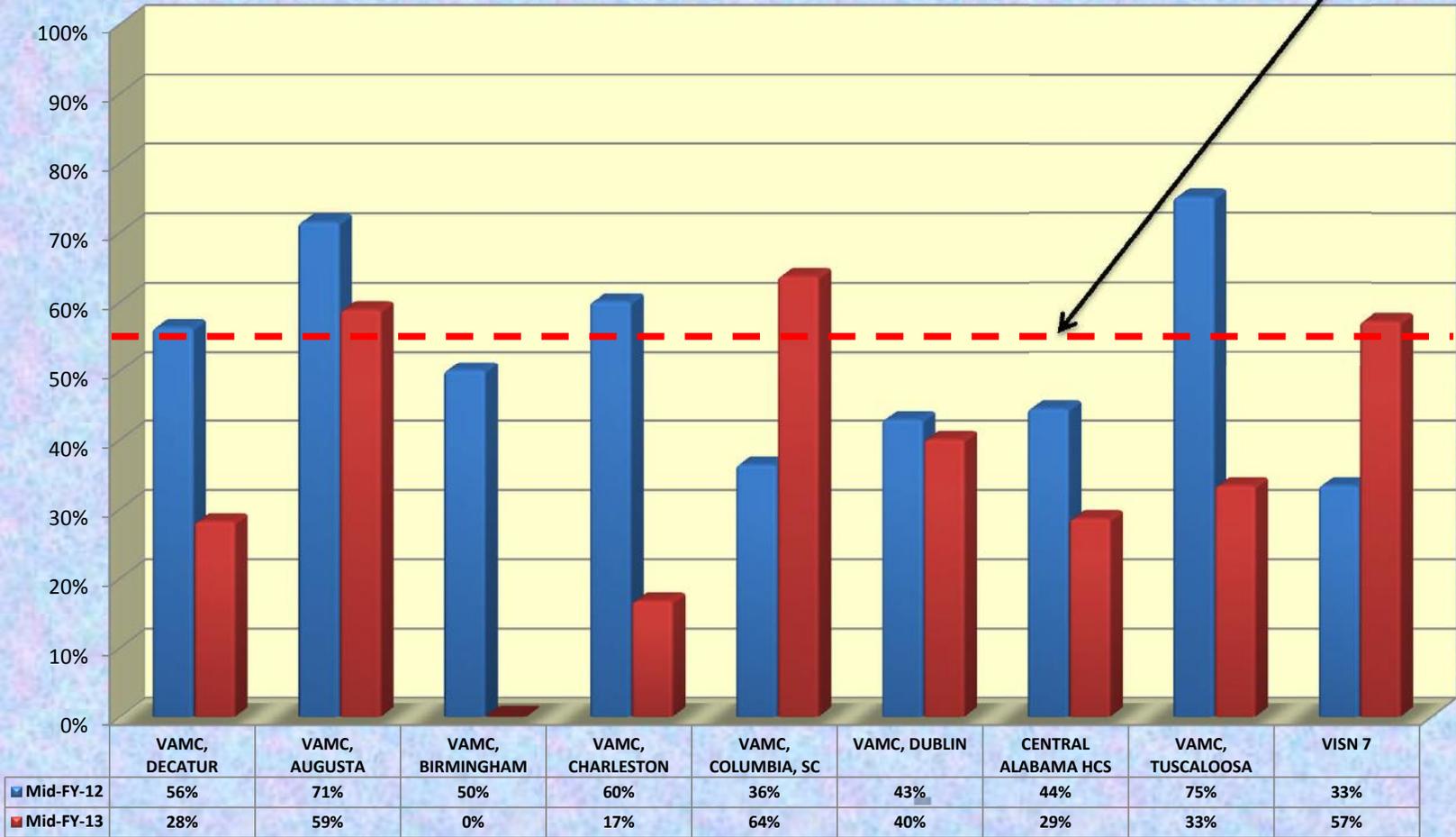
54% VA-Wide
Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 7

53% Government-Wide Average



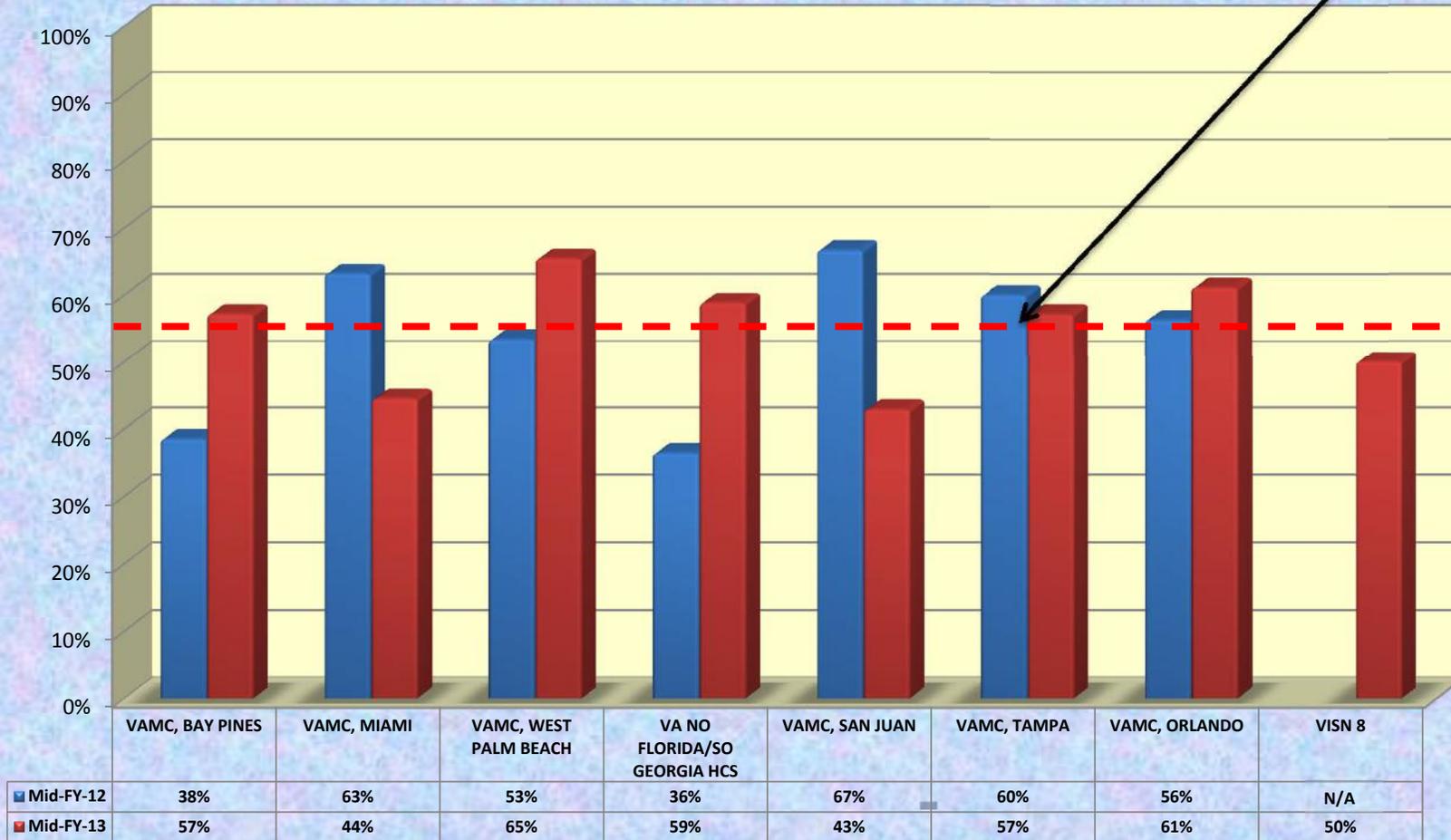
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 8



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 8

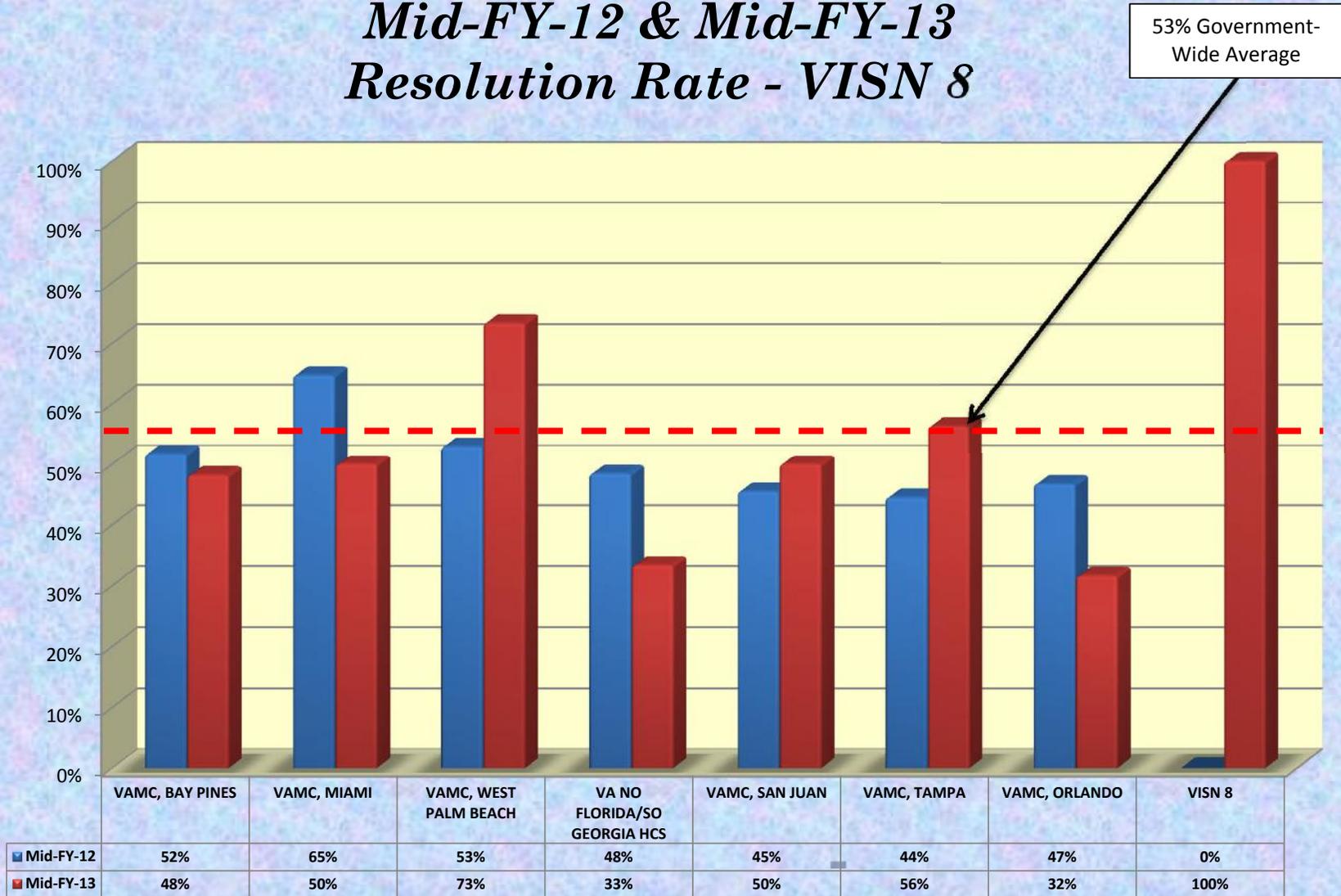
54% VA-Wide Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

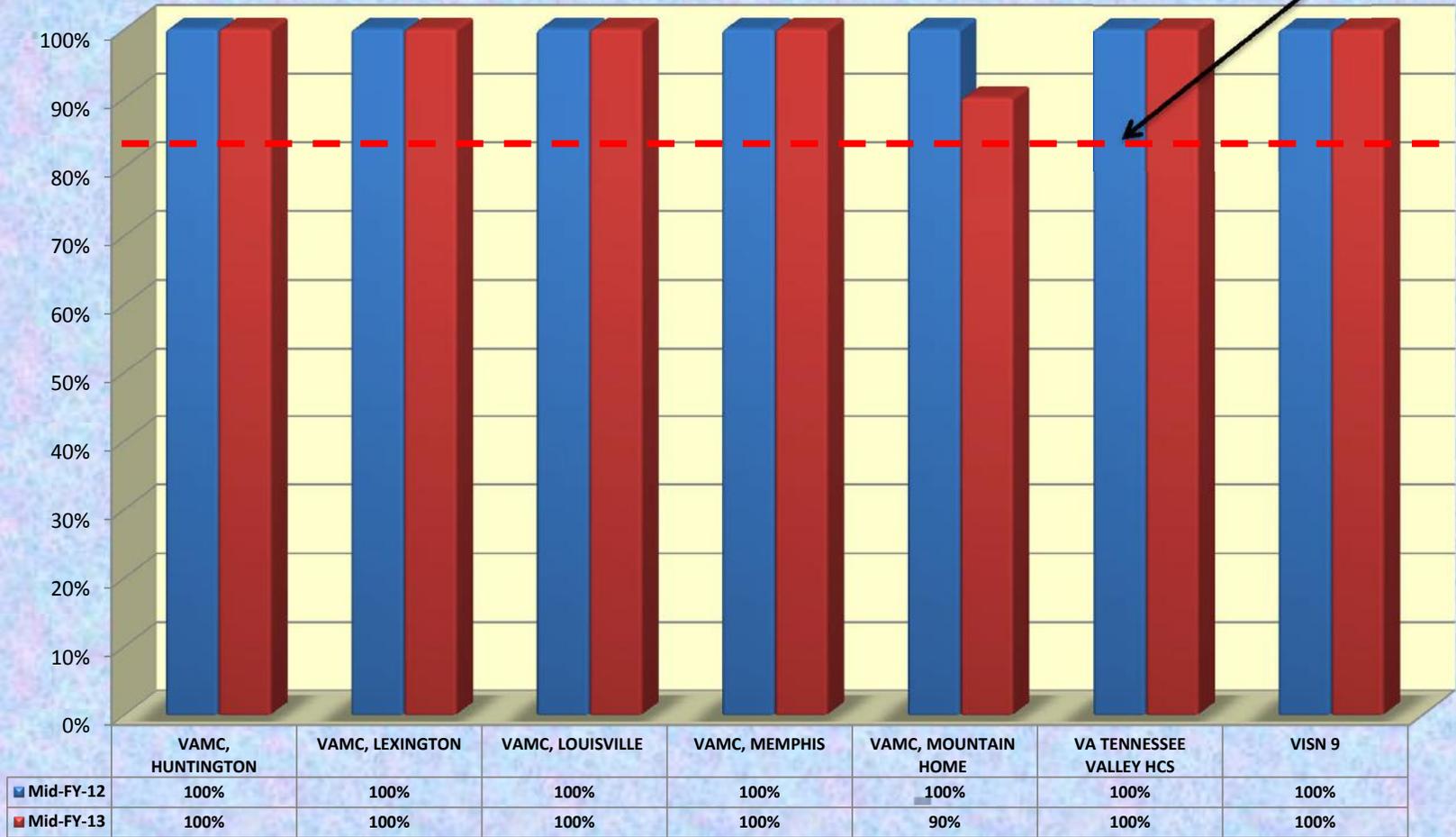
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 8



53% Government-Wide Average

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 9

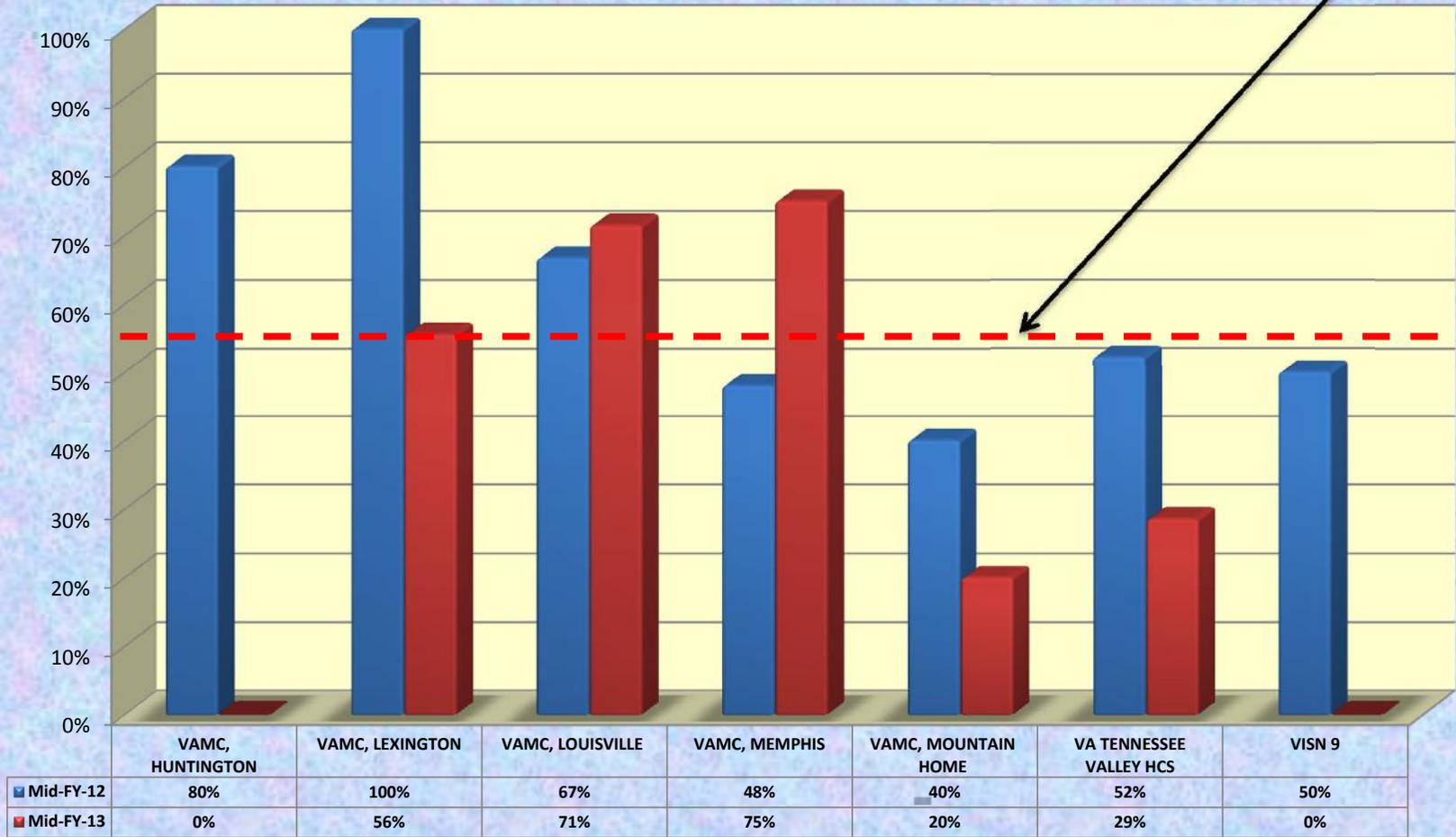
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 9

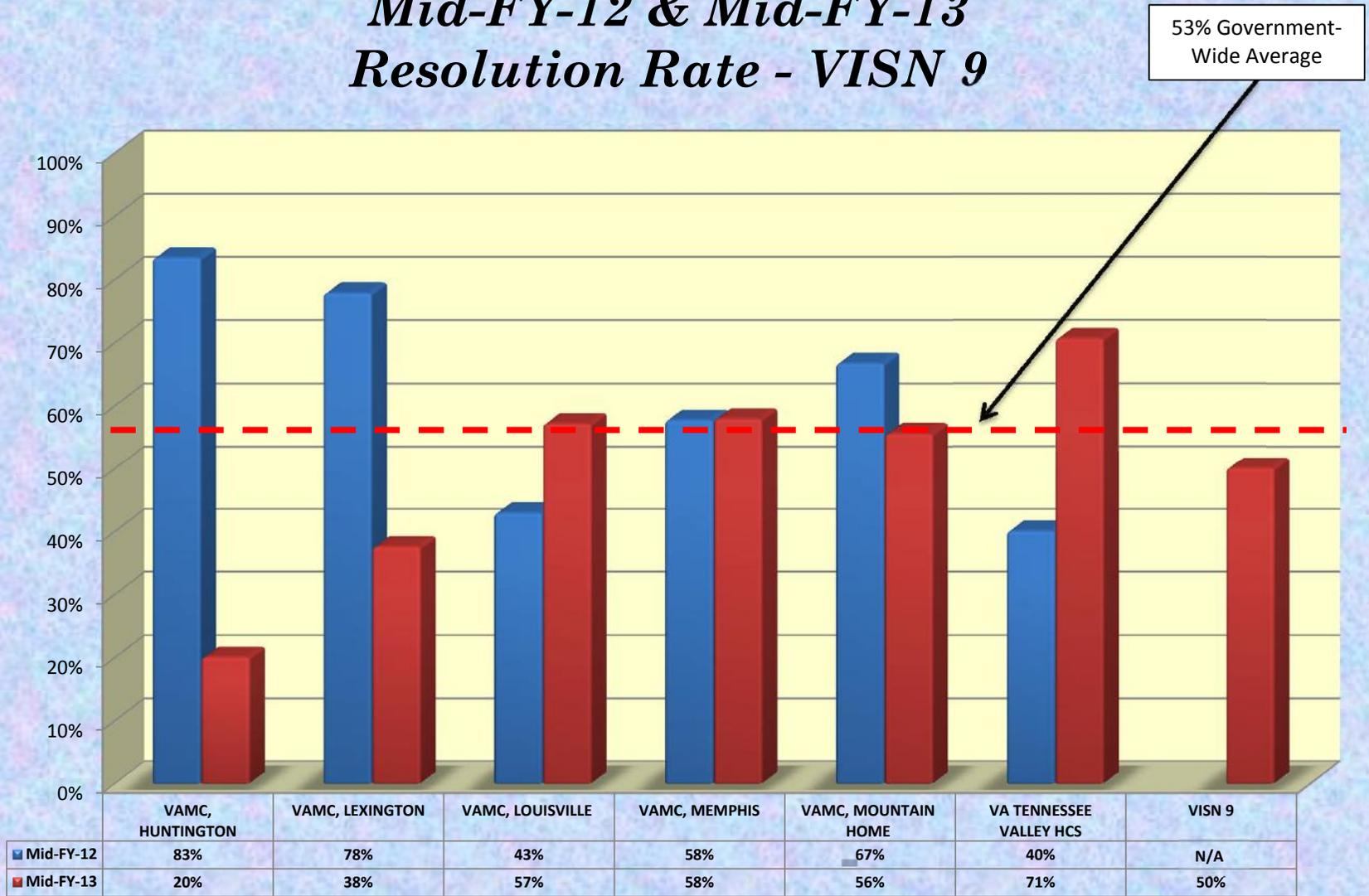
54% VA-Wide
Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 9

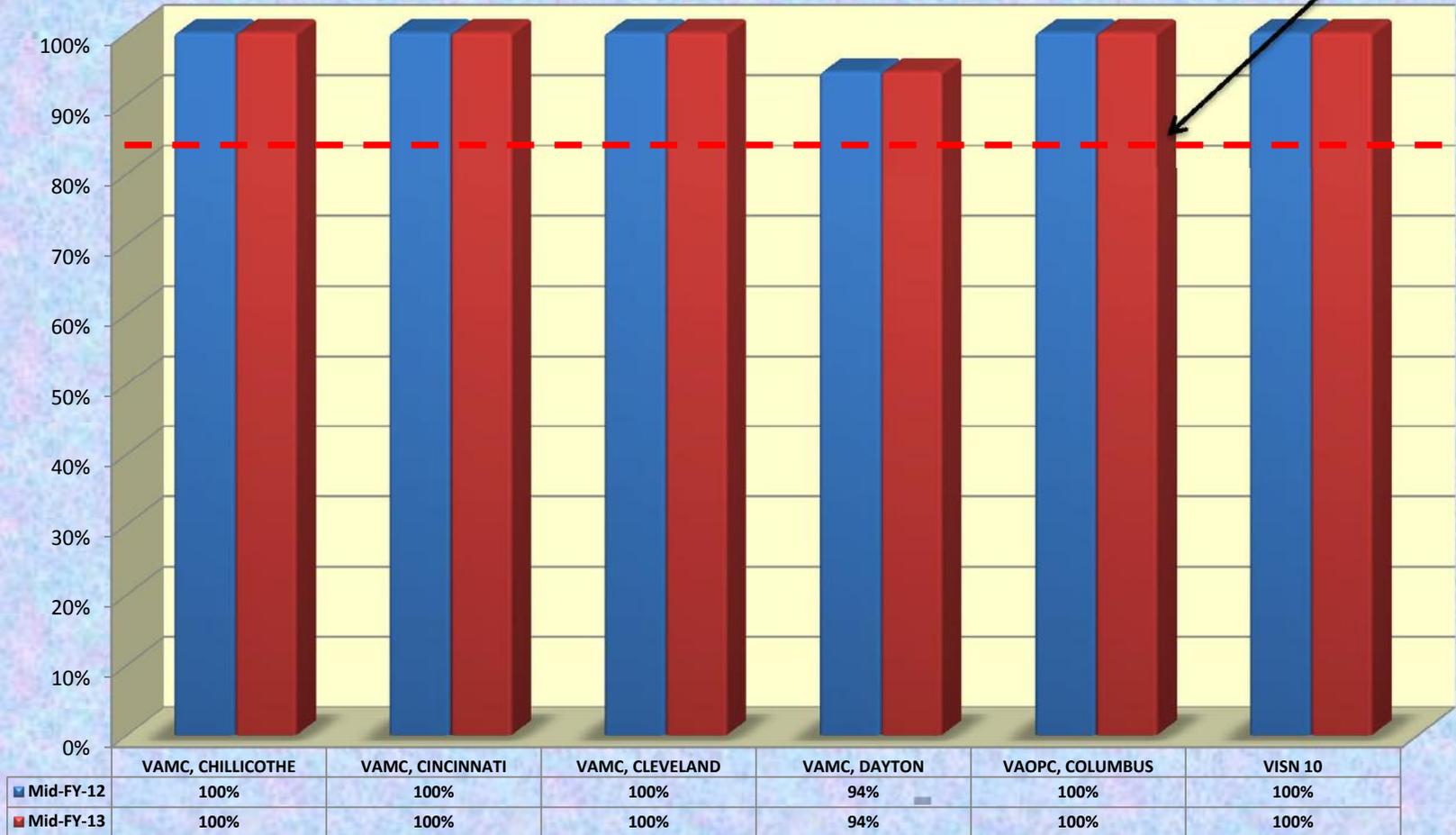


53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 10

80% Government-
Wide Target

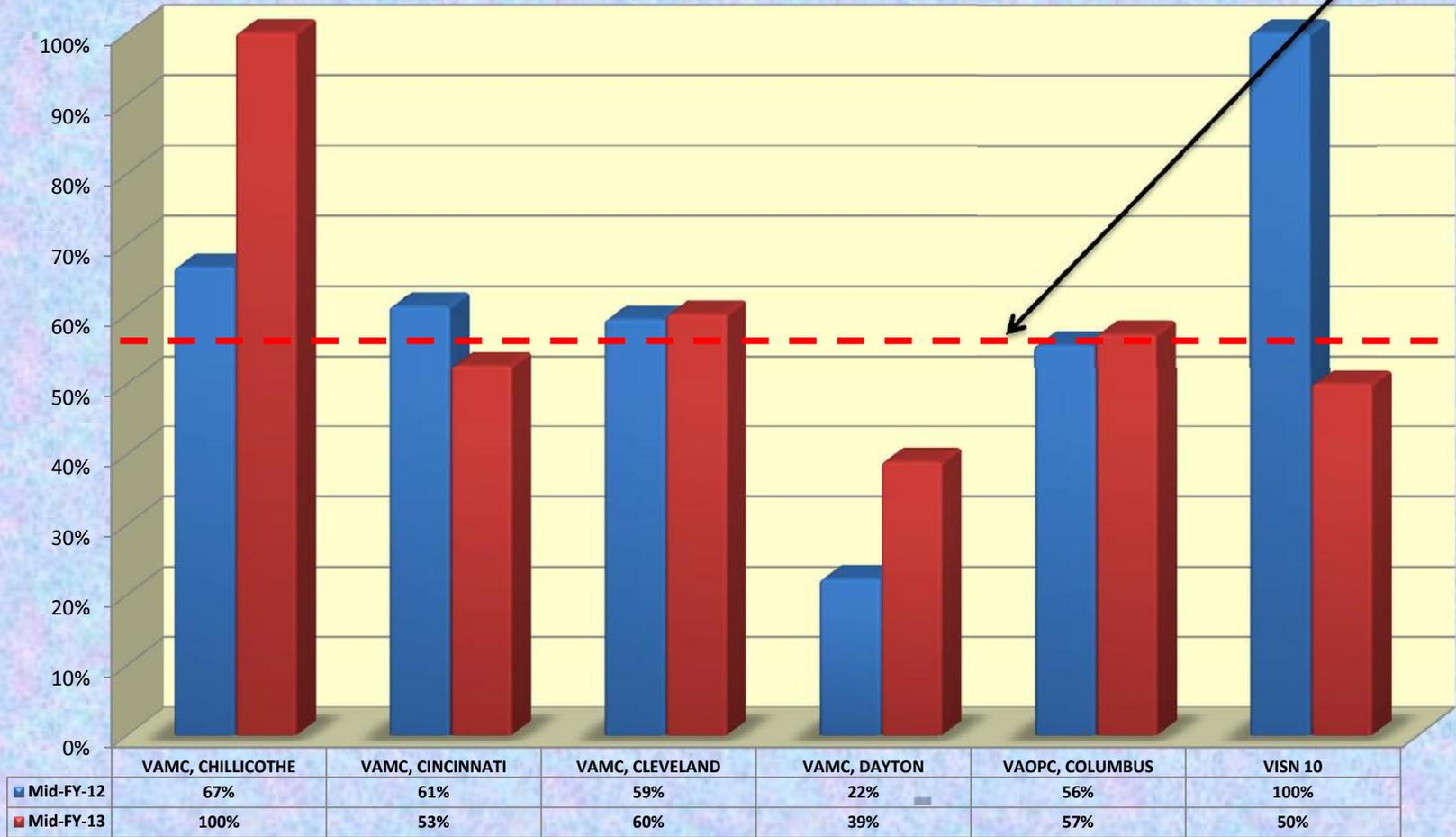


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 10

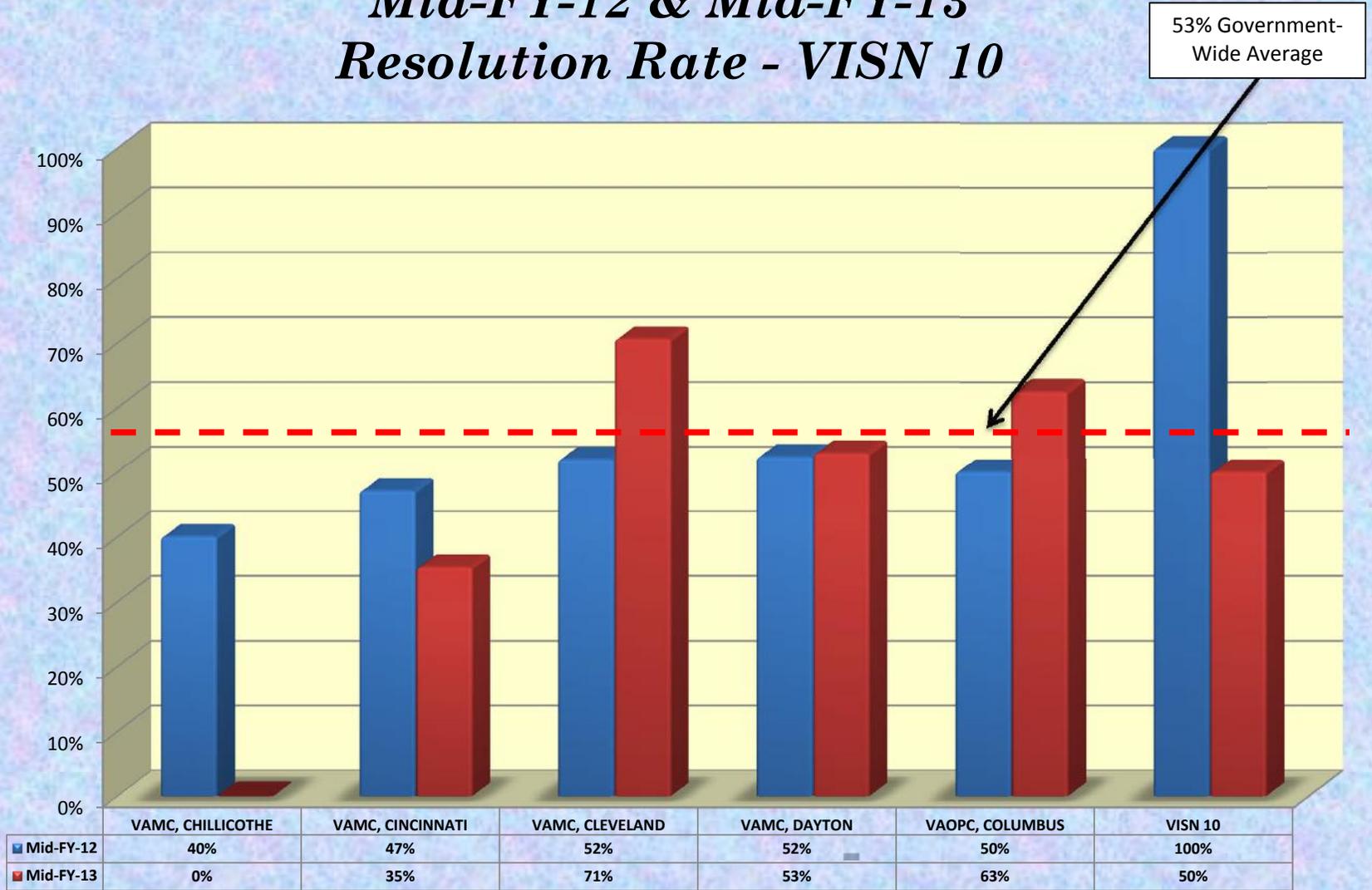
54% VA-Wide
Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 10

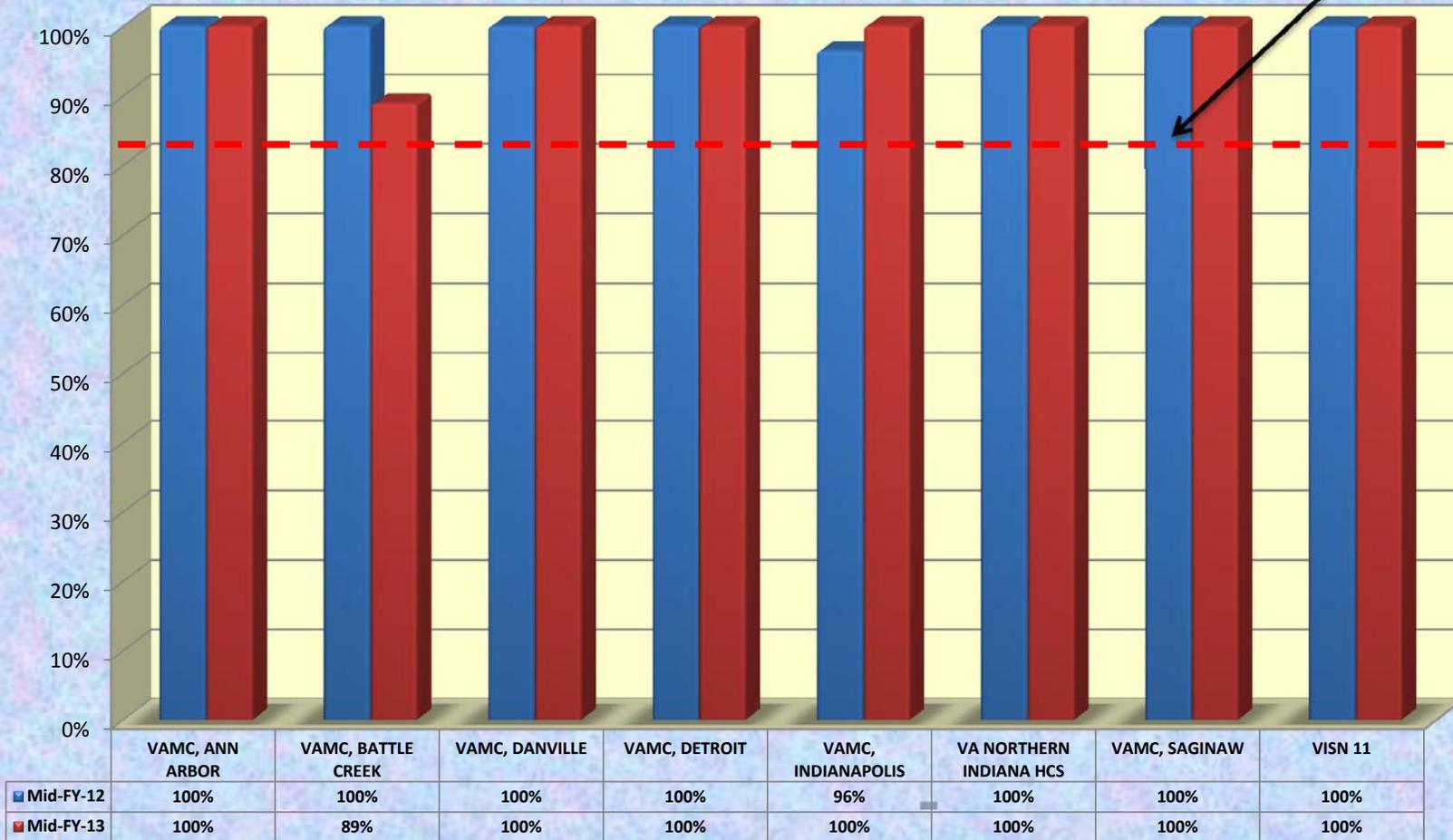


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 11

80% Government-Wide Target

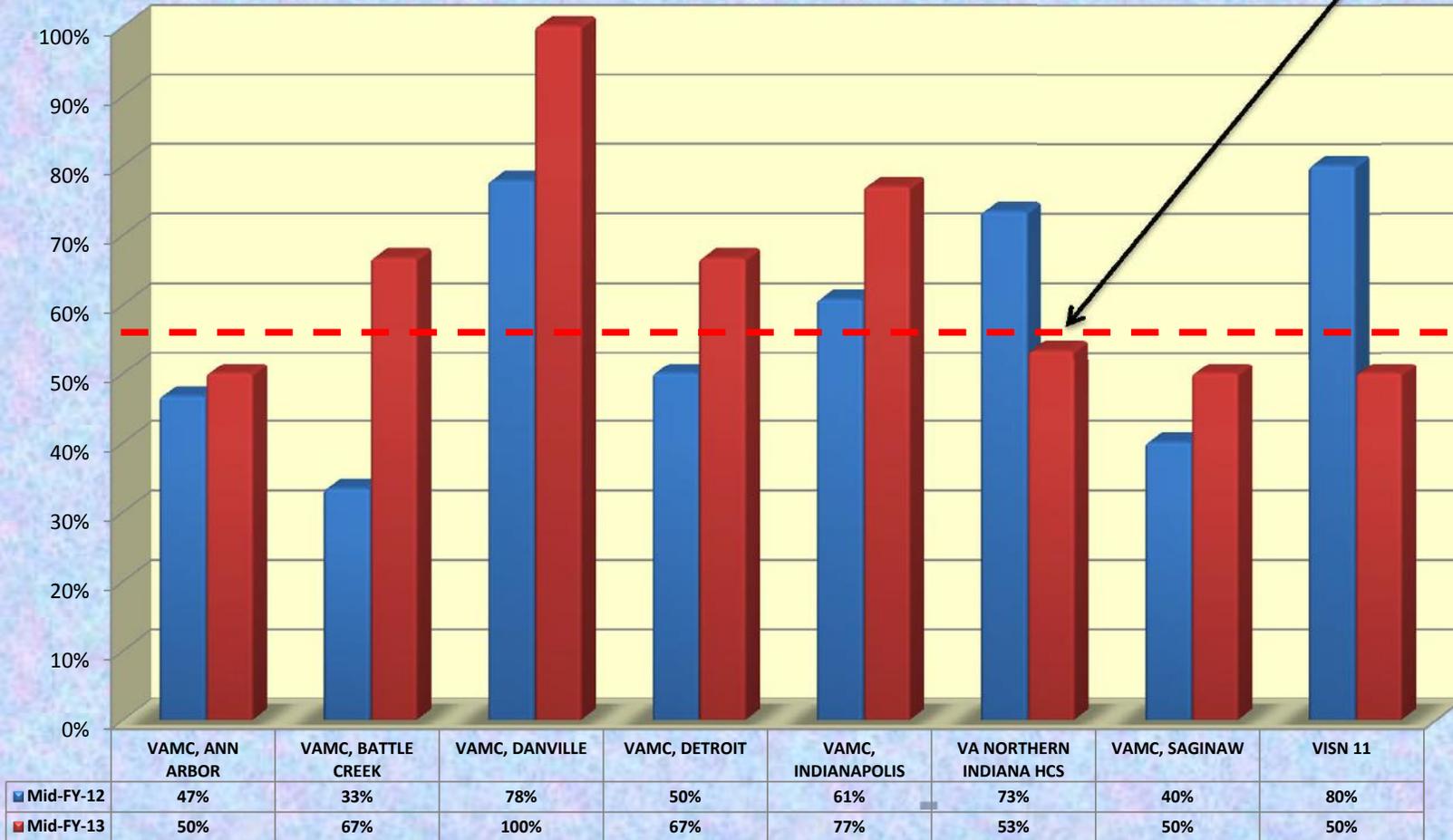


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 11

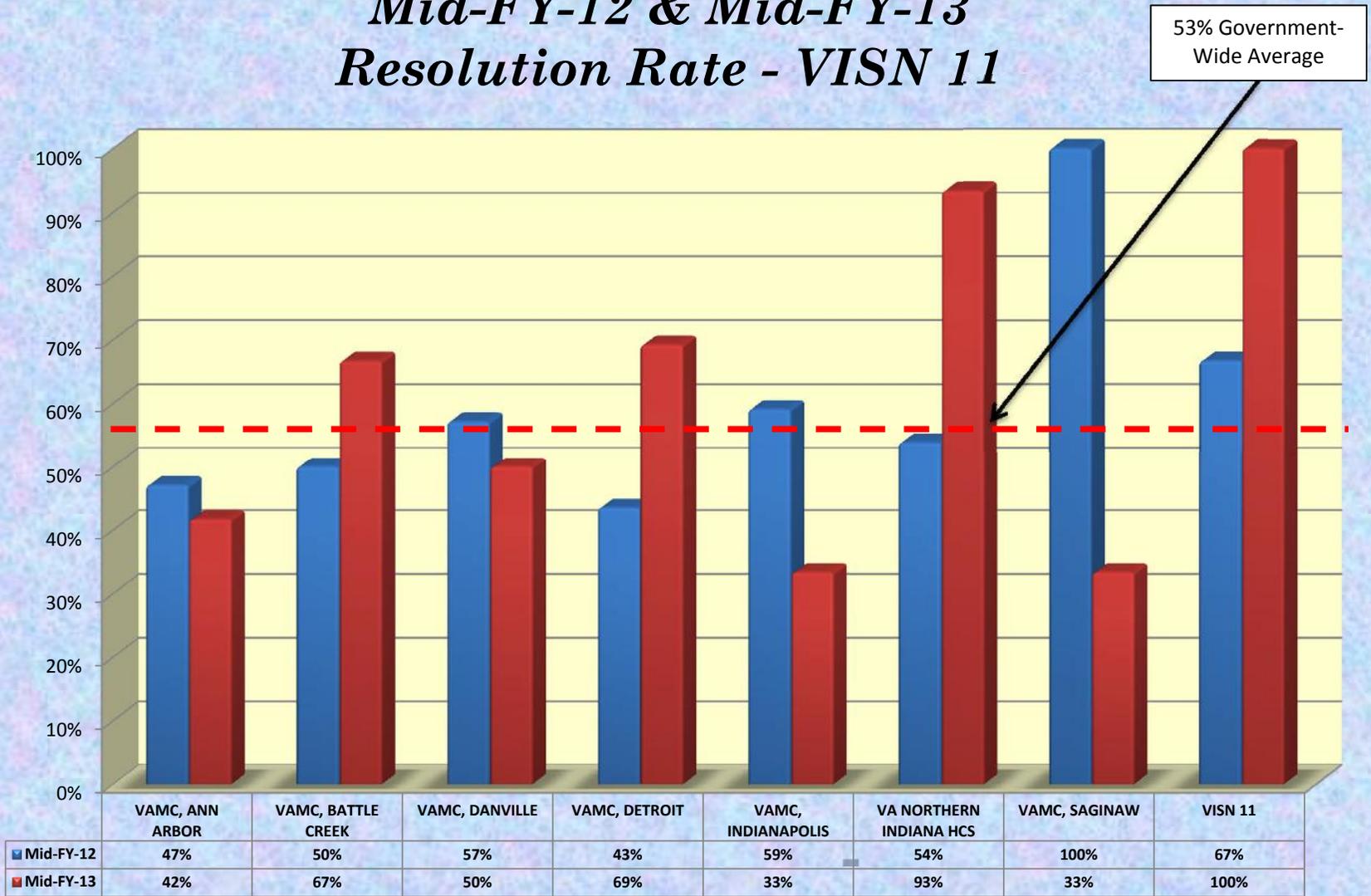
54% VA-Wide Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 11

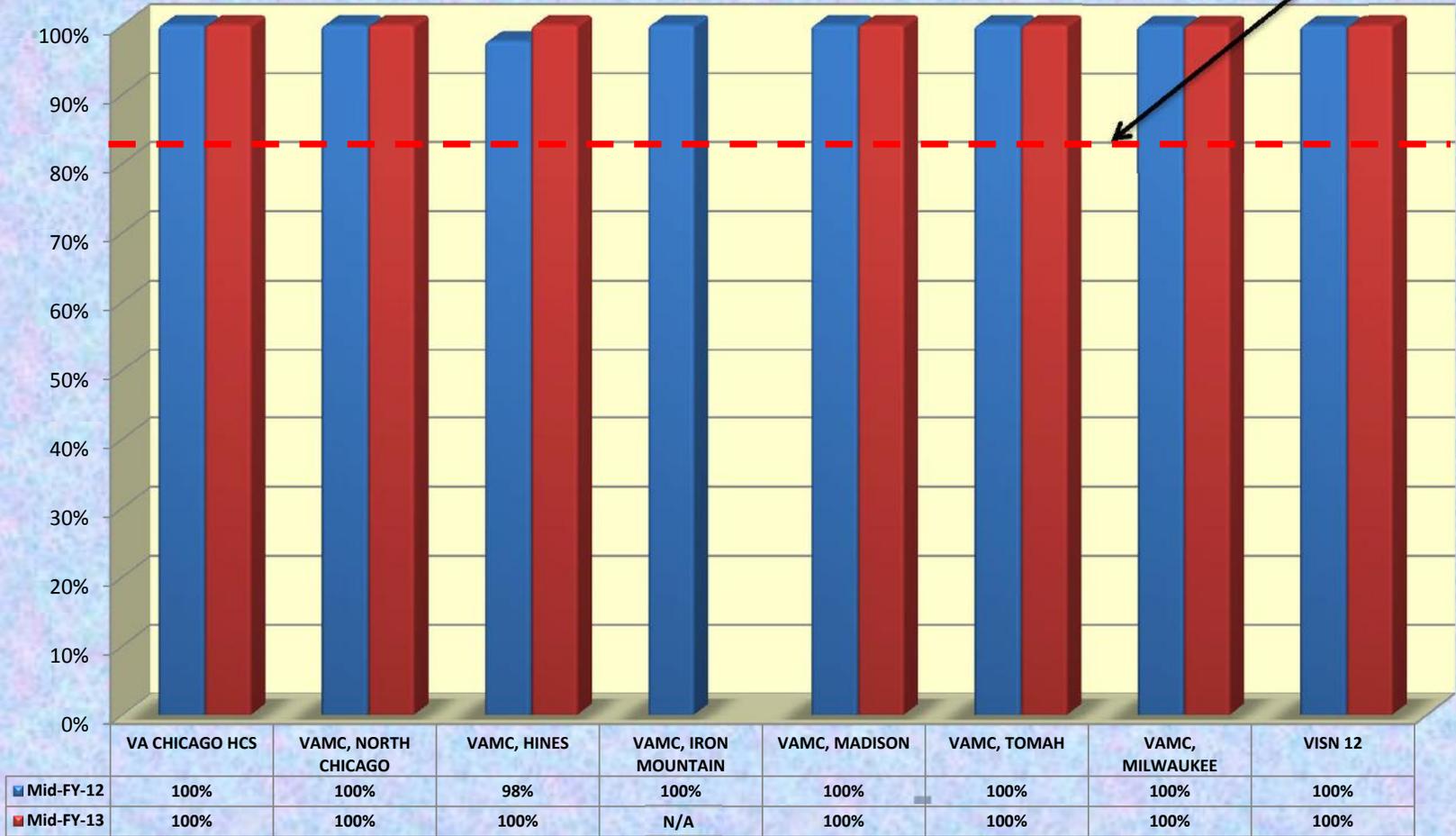


53% Government-Wide Average

Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 12

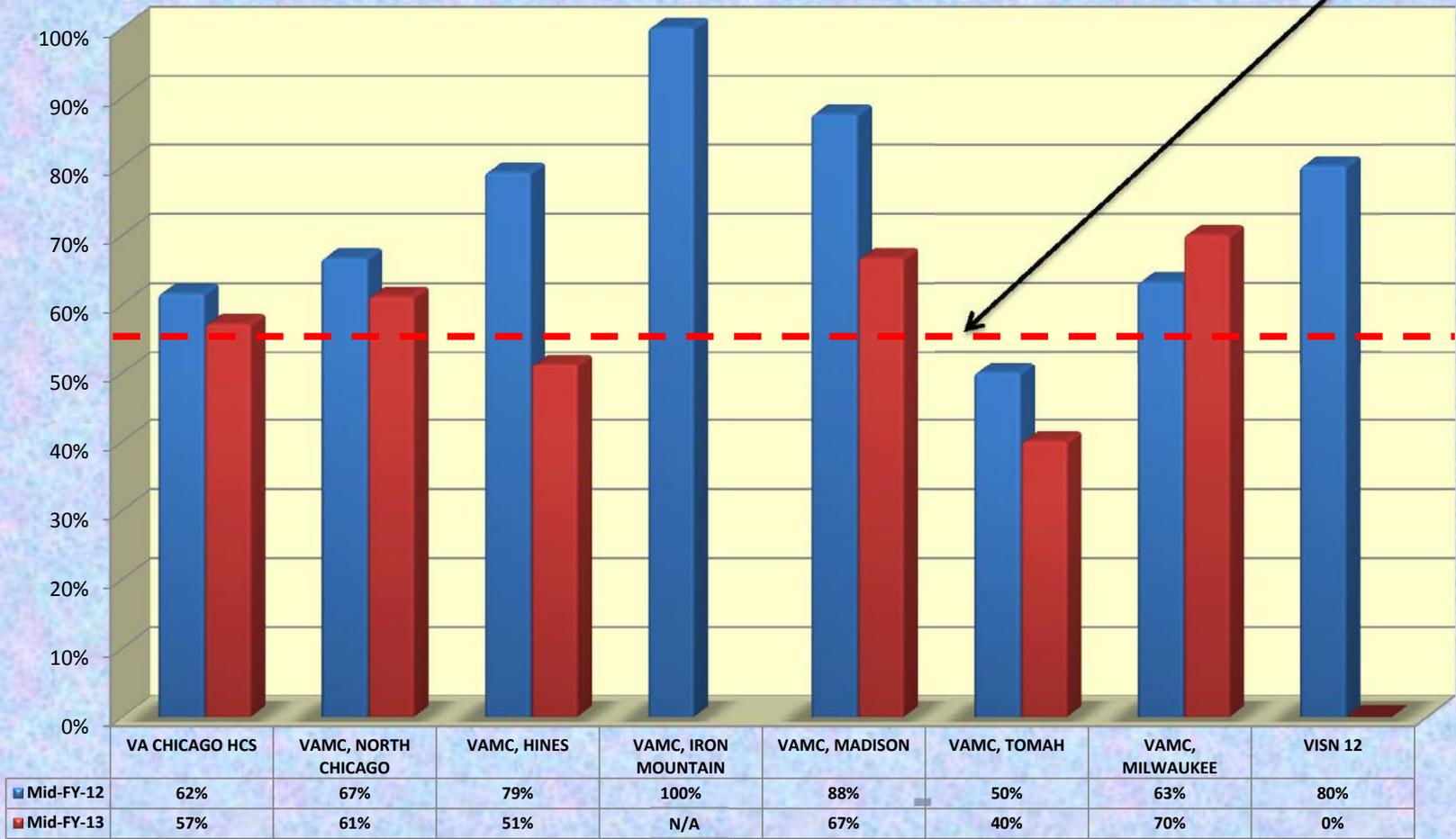
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 12

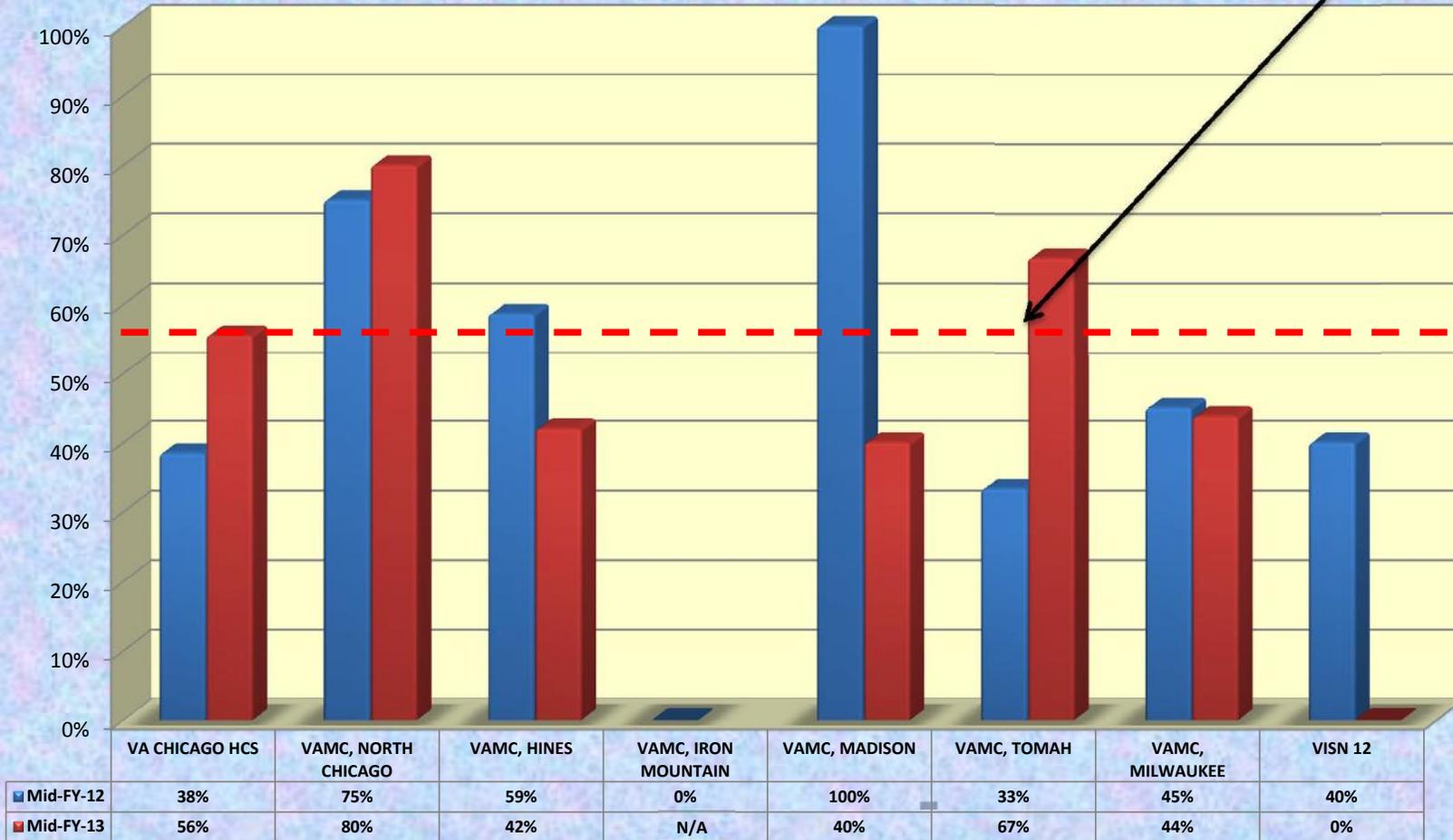
54% VA-Wide Target



Data Source: ADTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 12

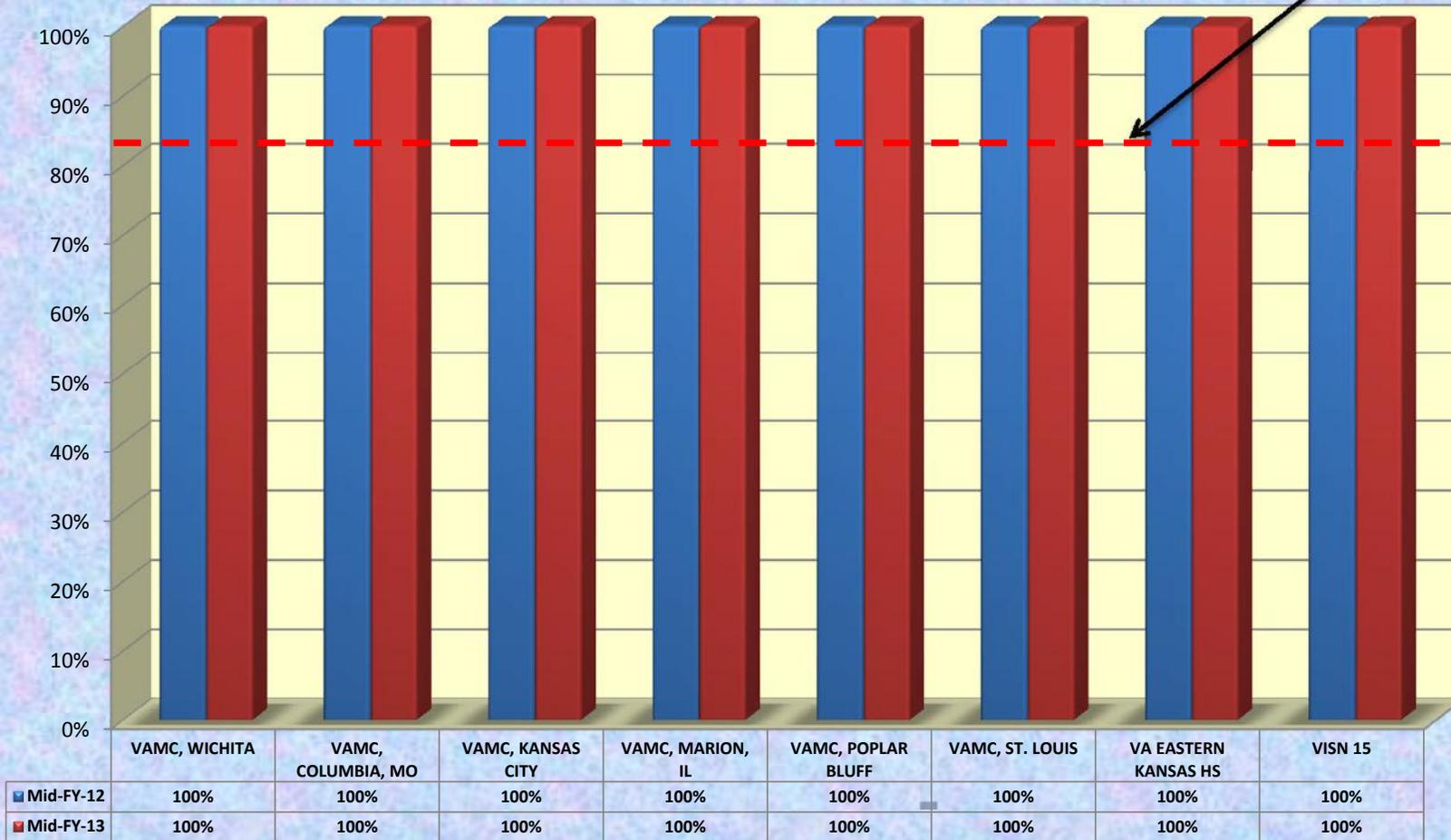
53% Government-Wide Average



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 15

80% Government-Wide Target

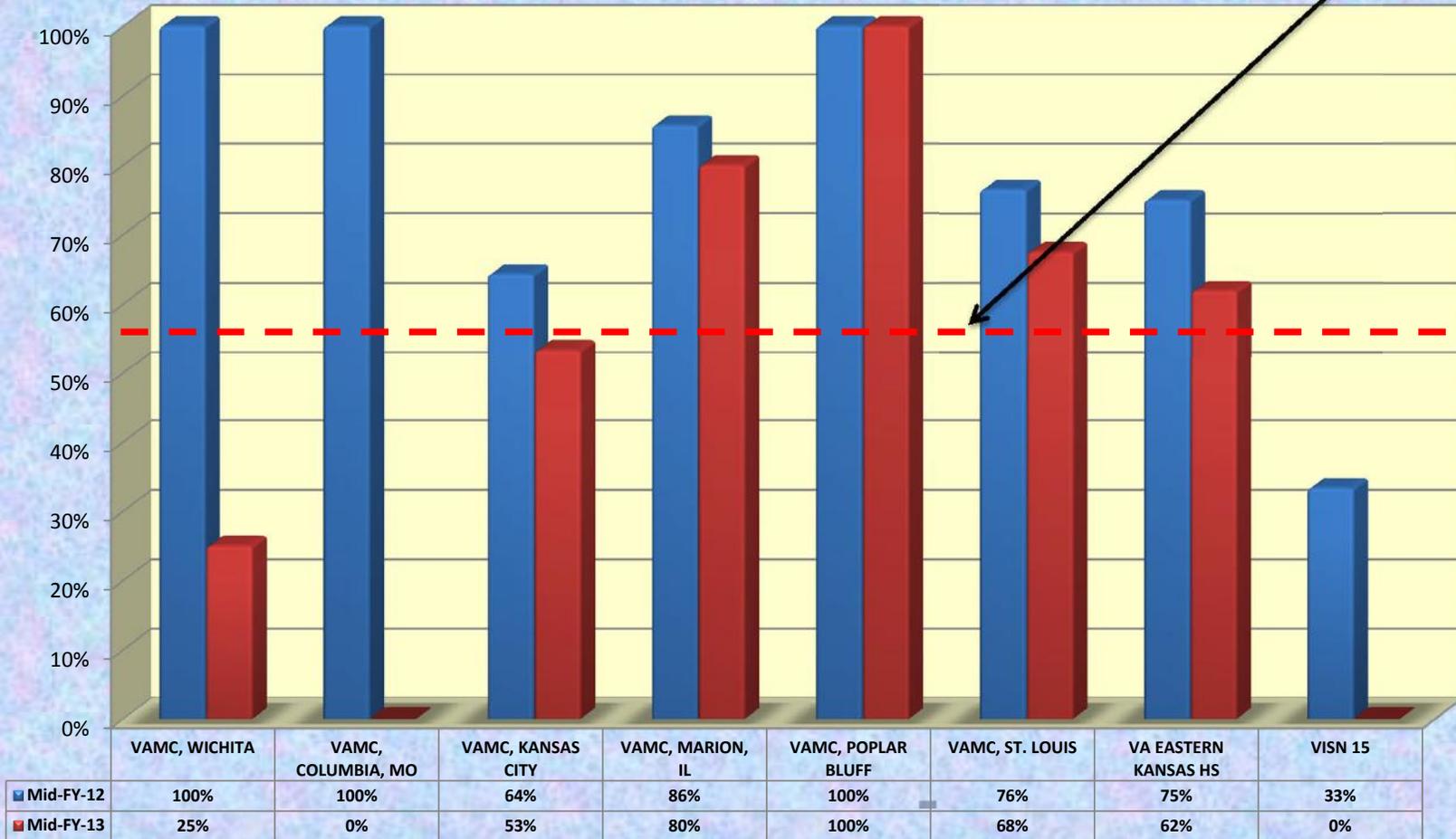


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 15

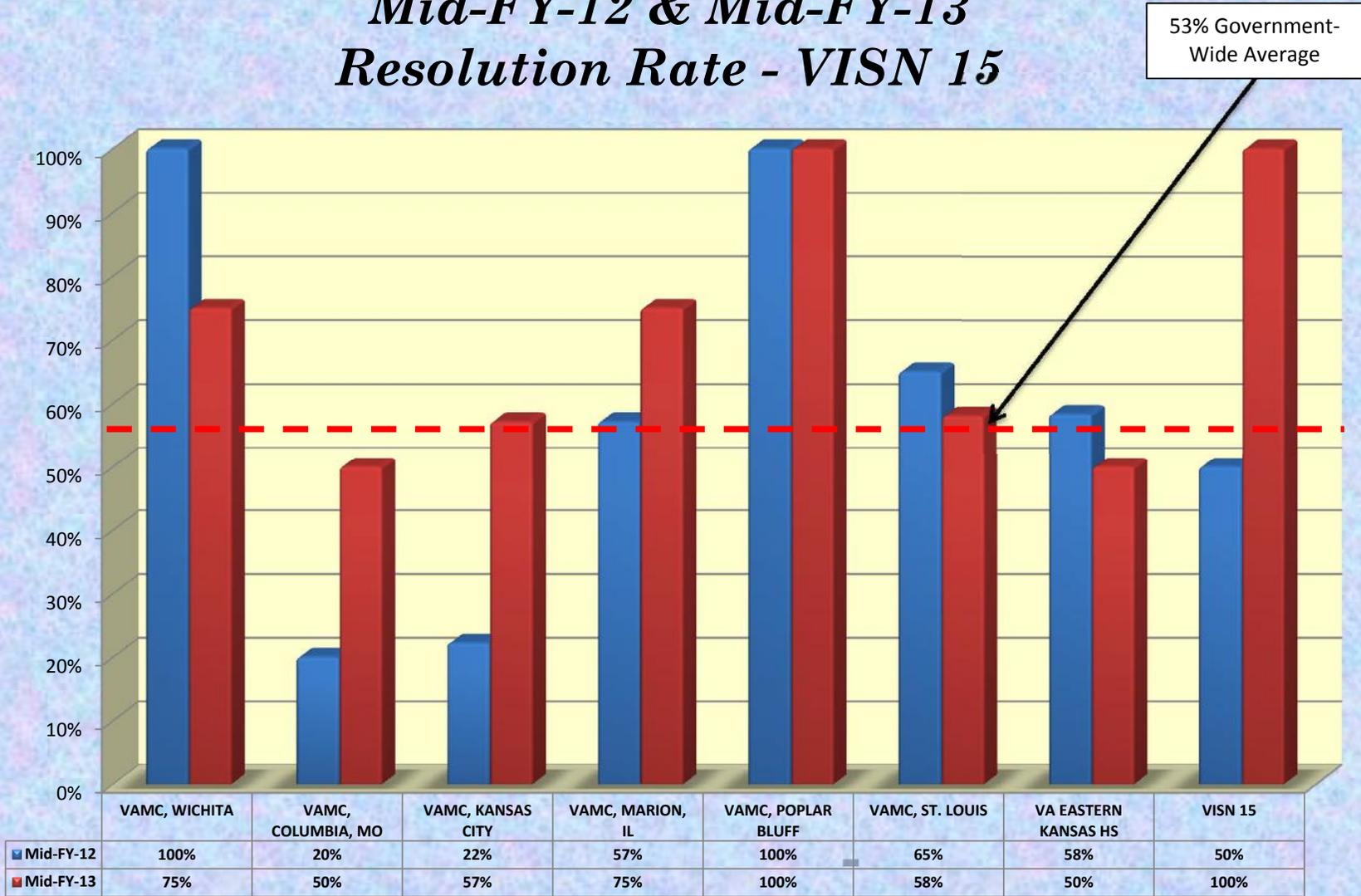
54% VA-Wide Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 15



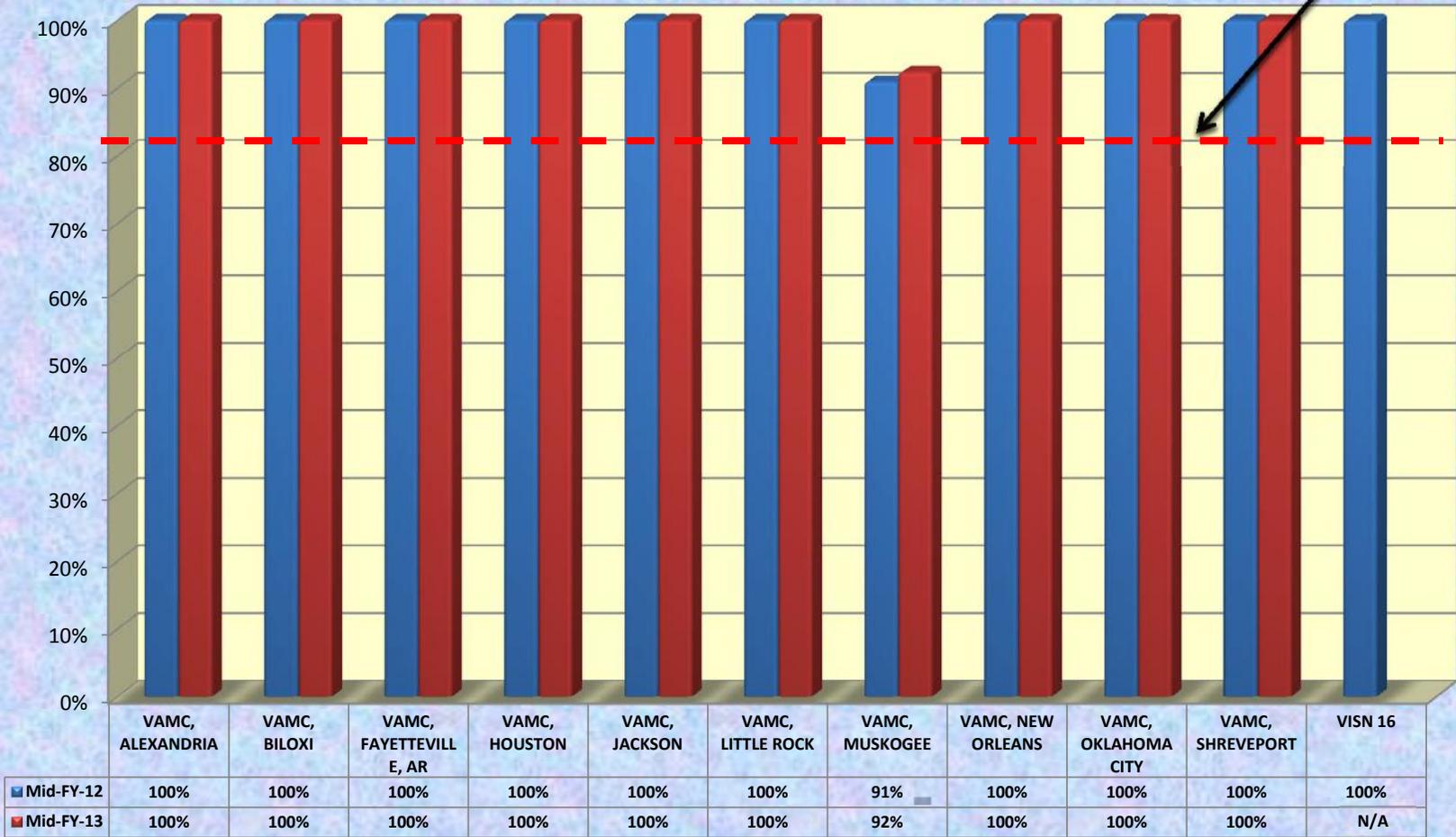
53% Government-Wide Average

Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 16

80% Government-Wide Target

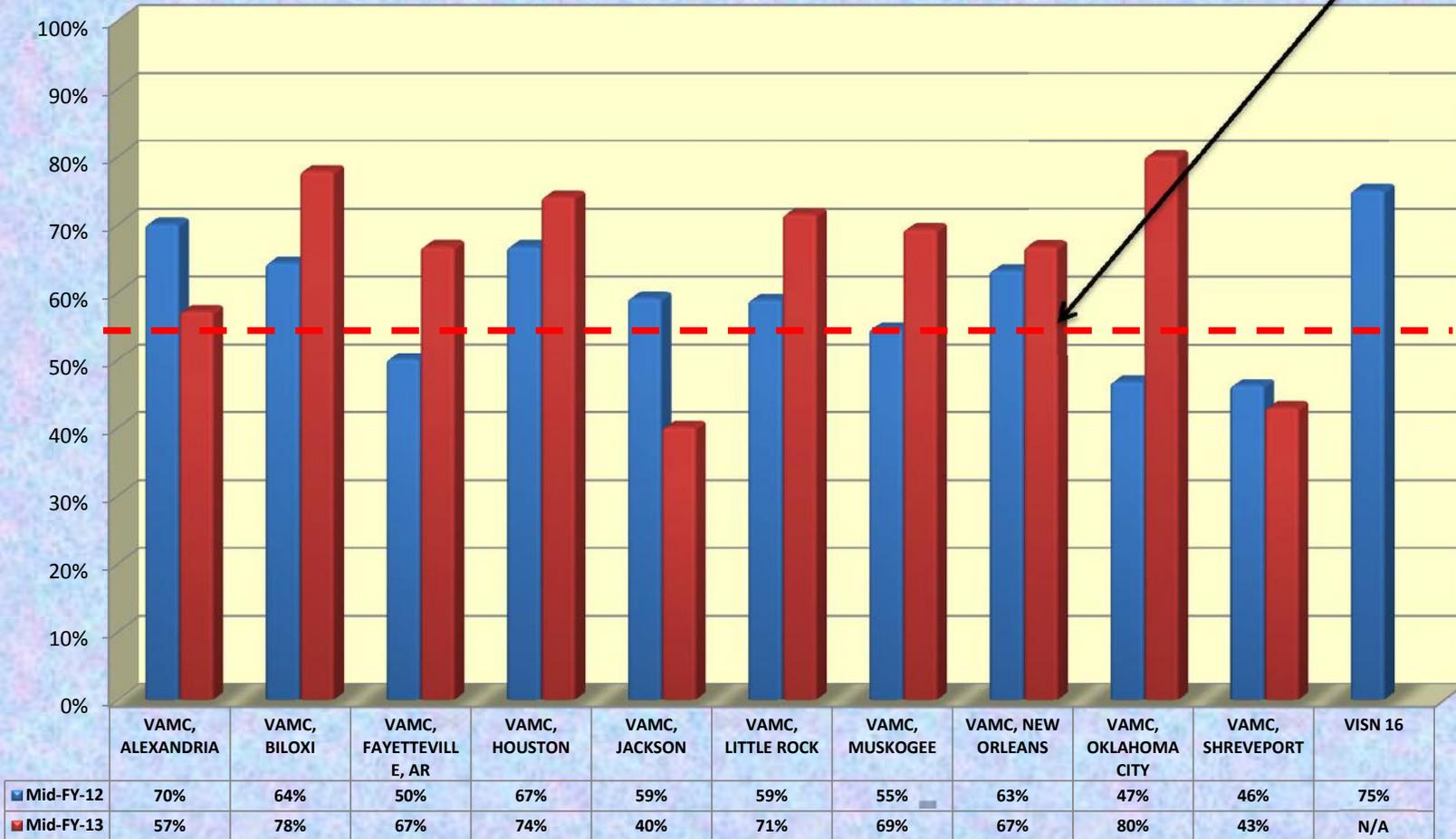


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 16

54% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 16

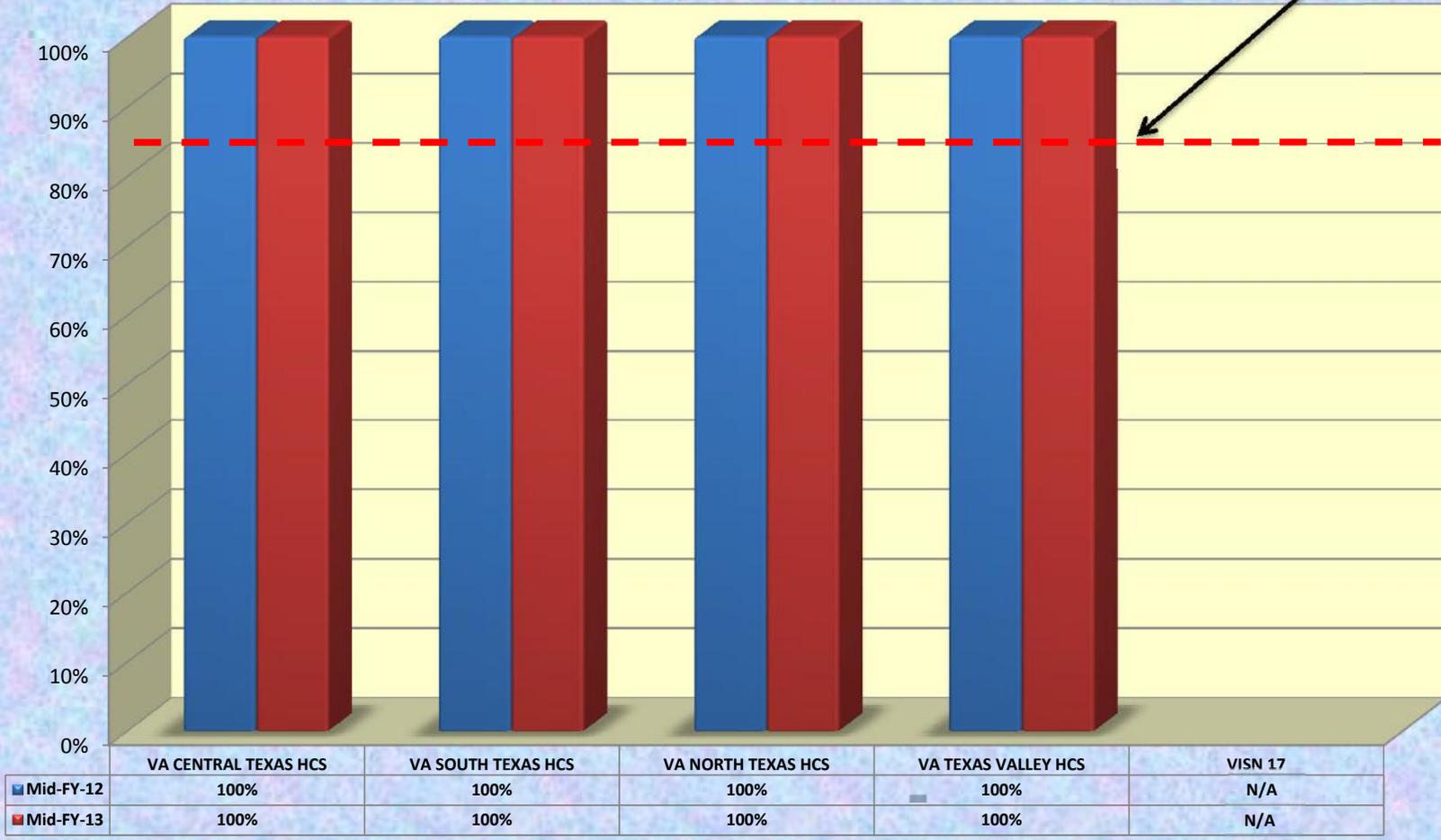
53% Government-Wide Average



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 17

80% Government-Wide Target

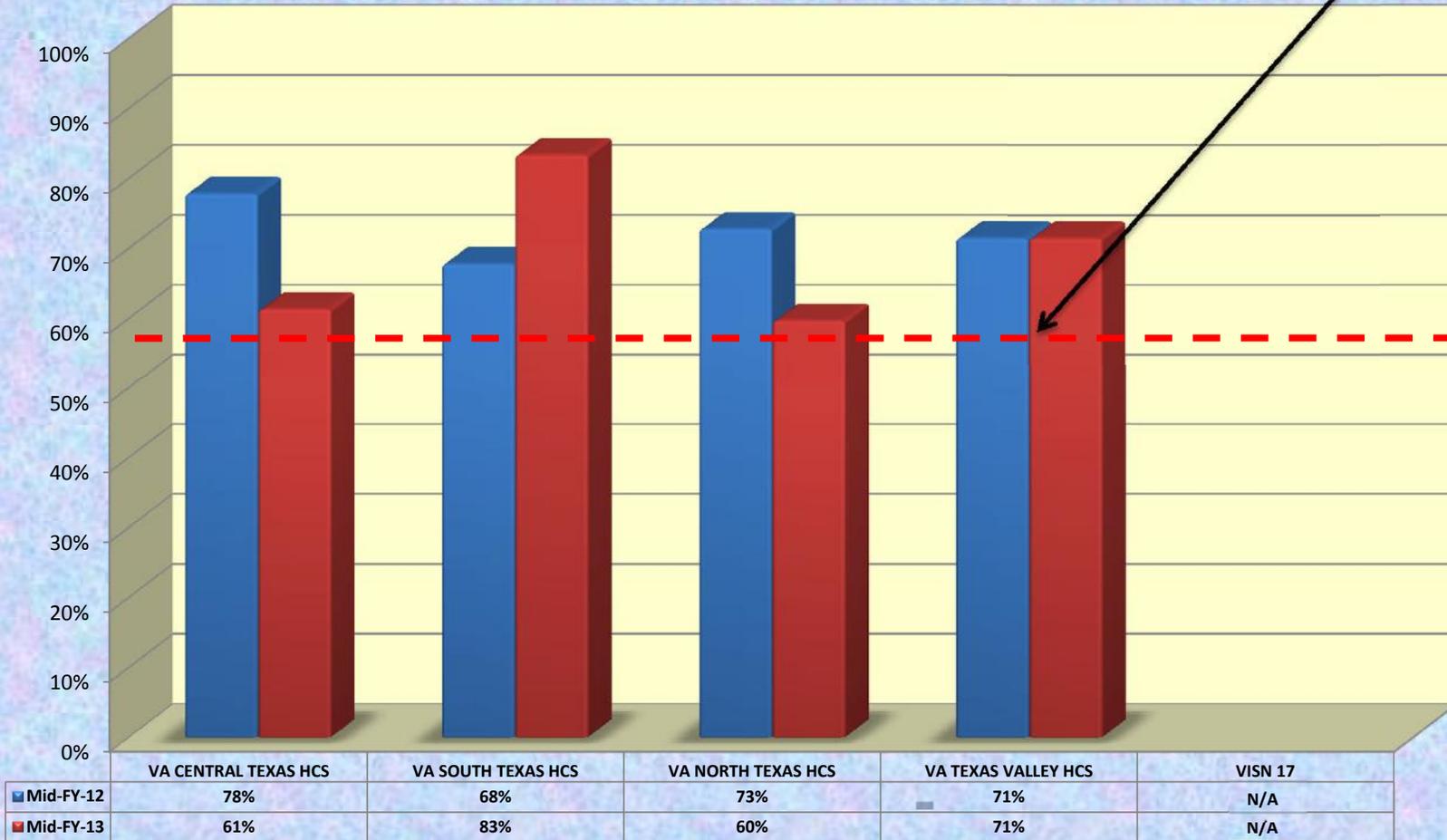


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 17

54% VA-Wide
Target

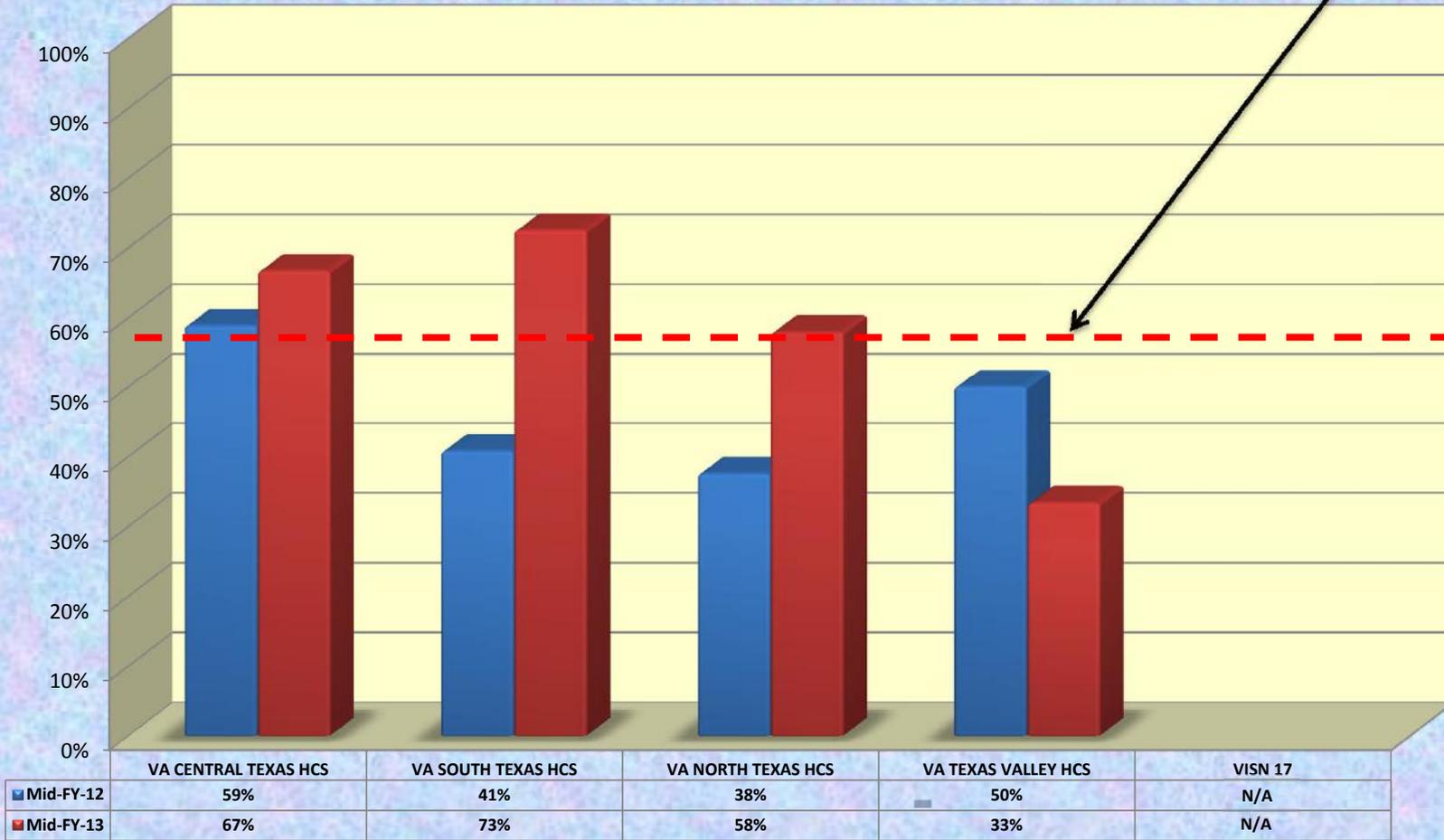


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 17

53% Government-Wide Average

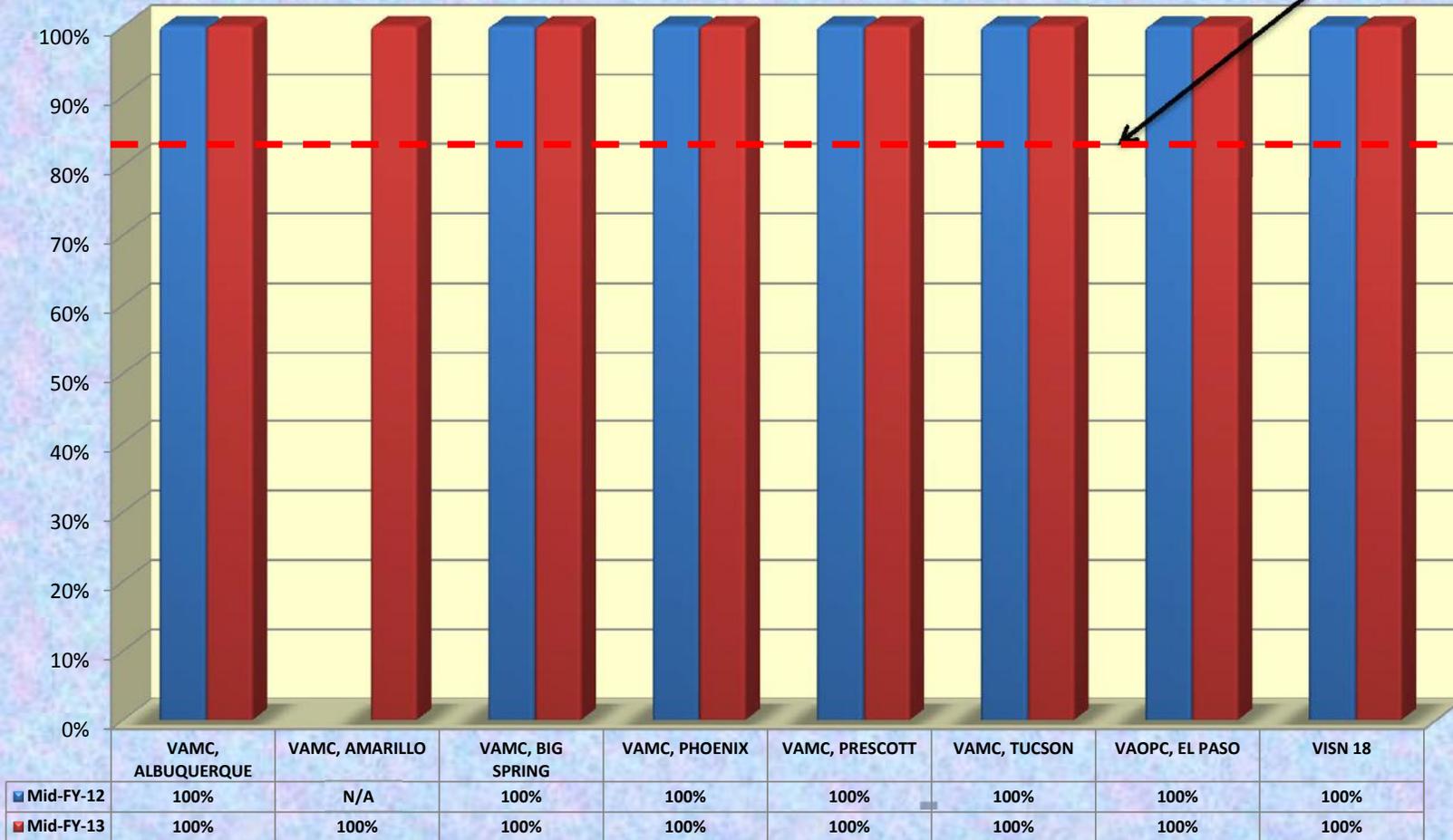


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 18

80% Government-Wide Target

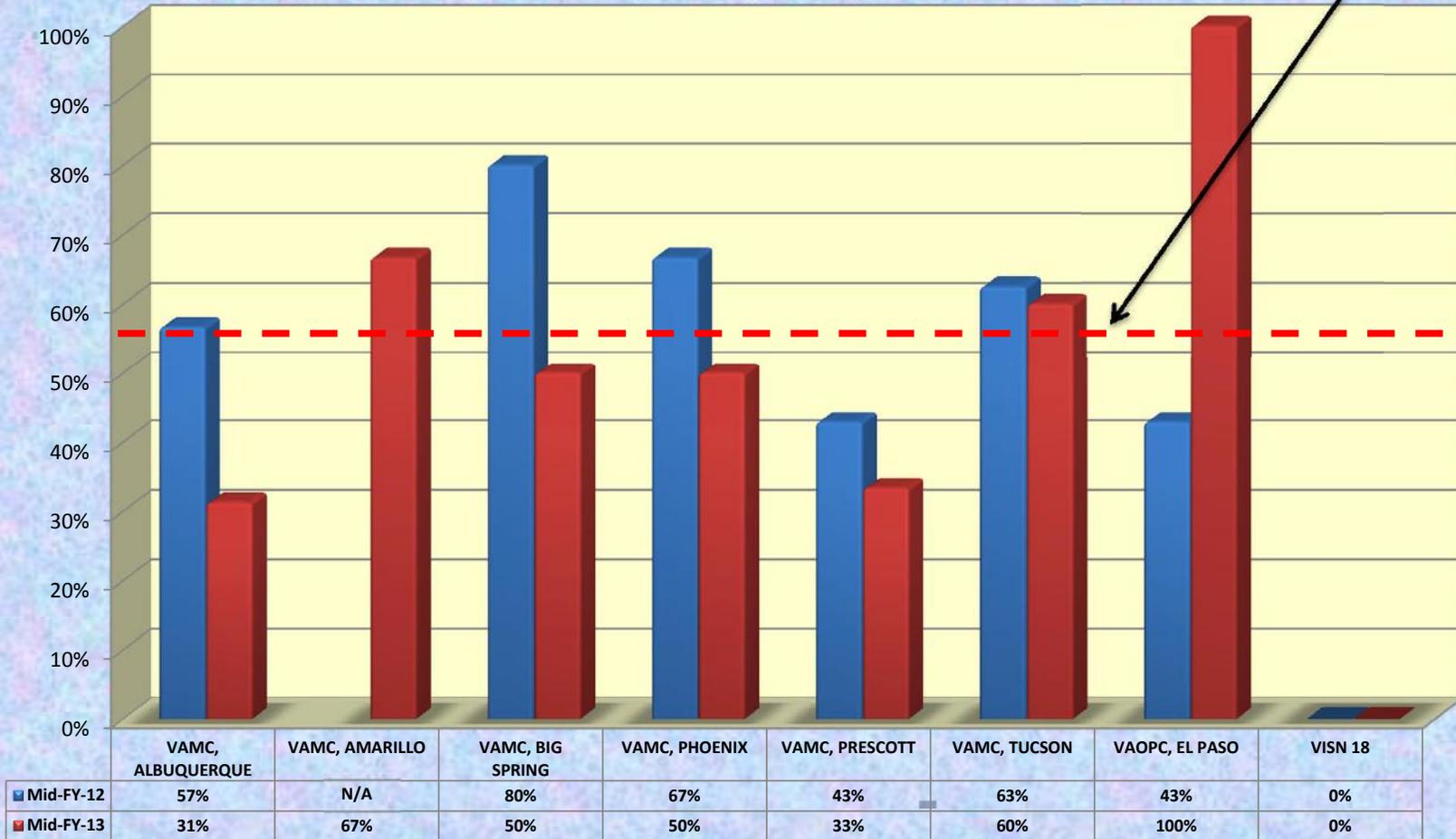


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 18

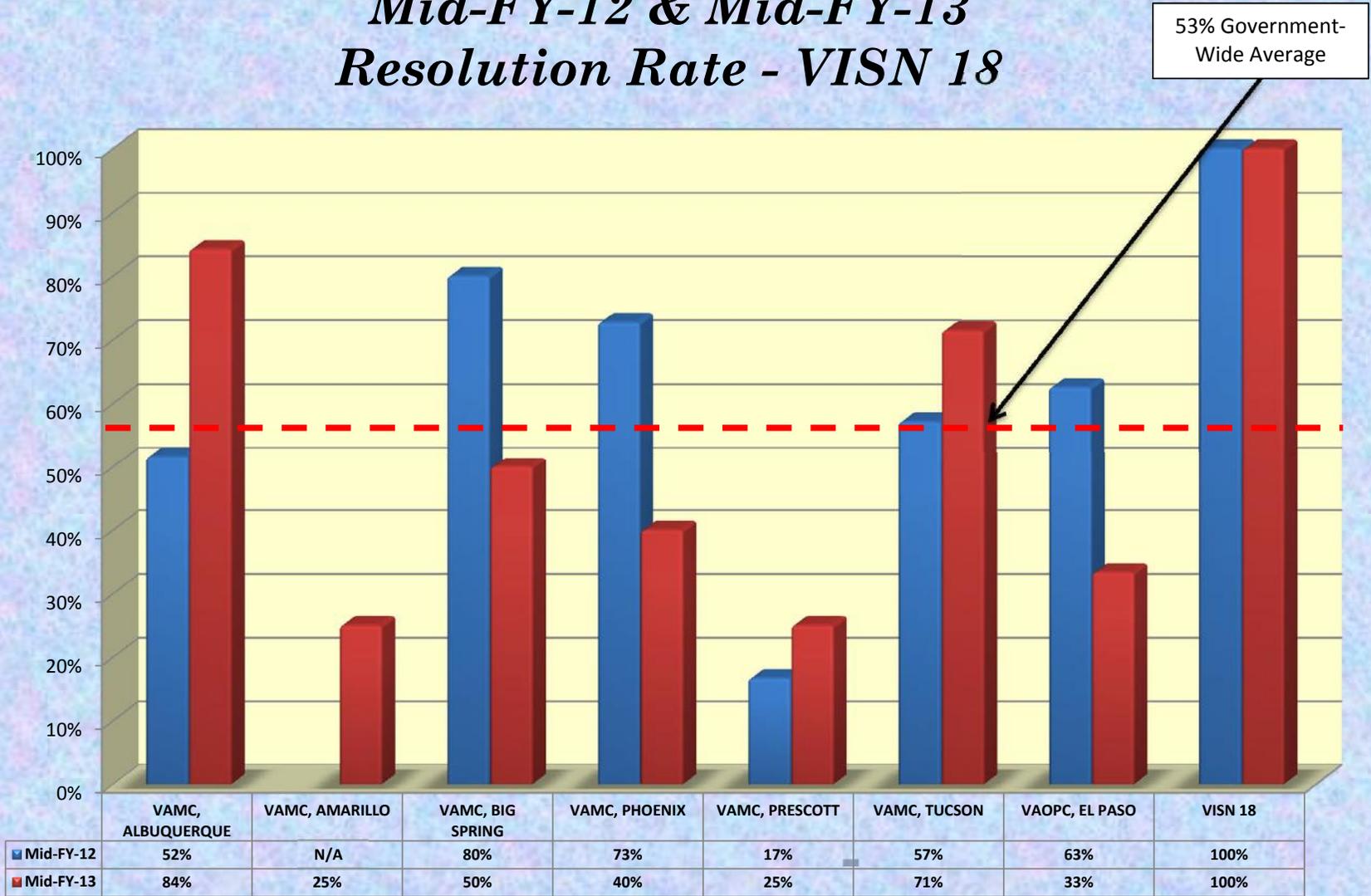
54% VA-Wide Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 18

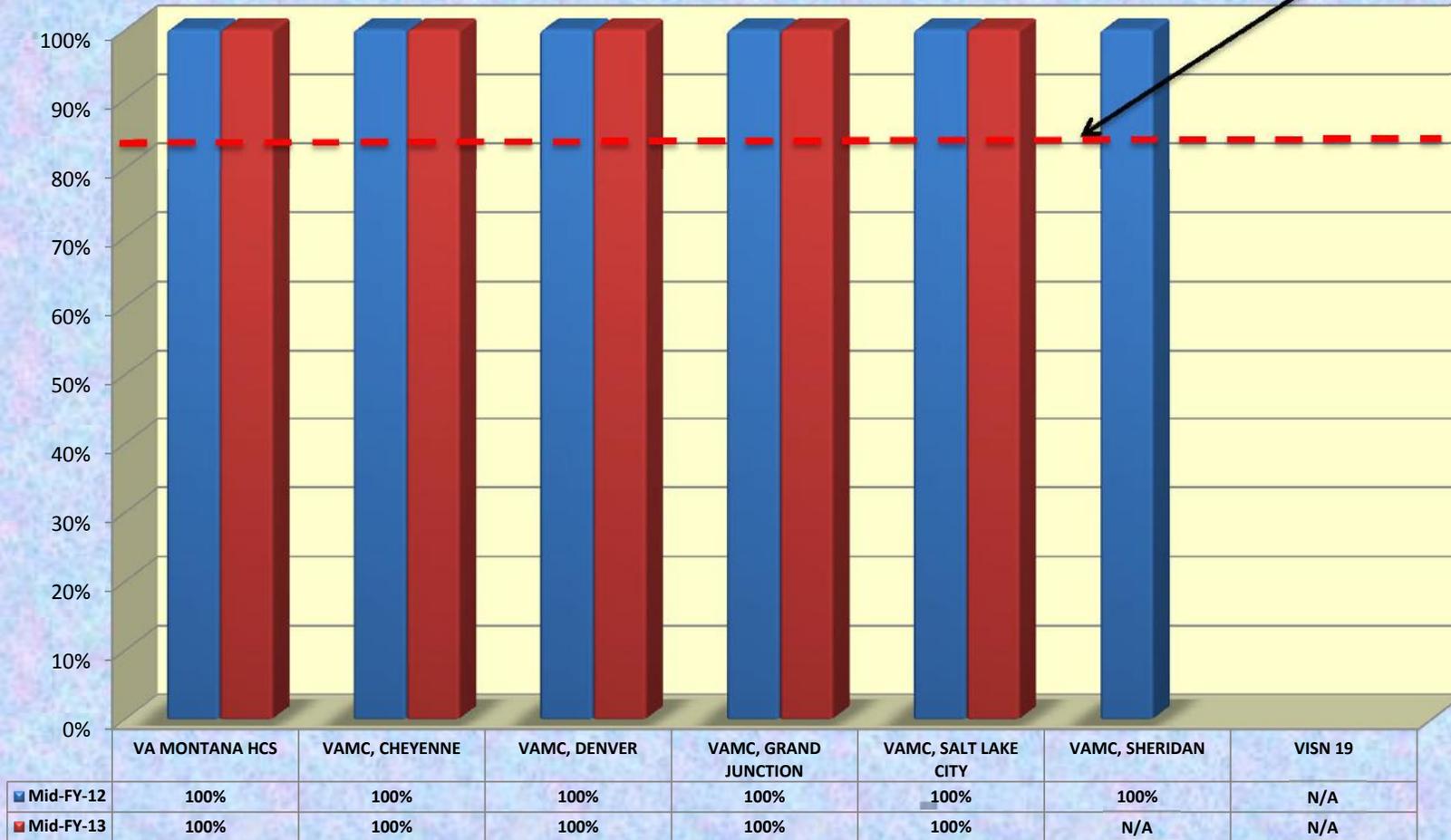


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 19

80% Government-Wide Target

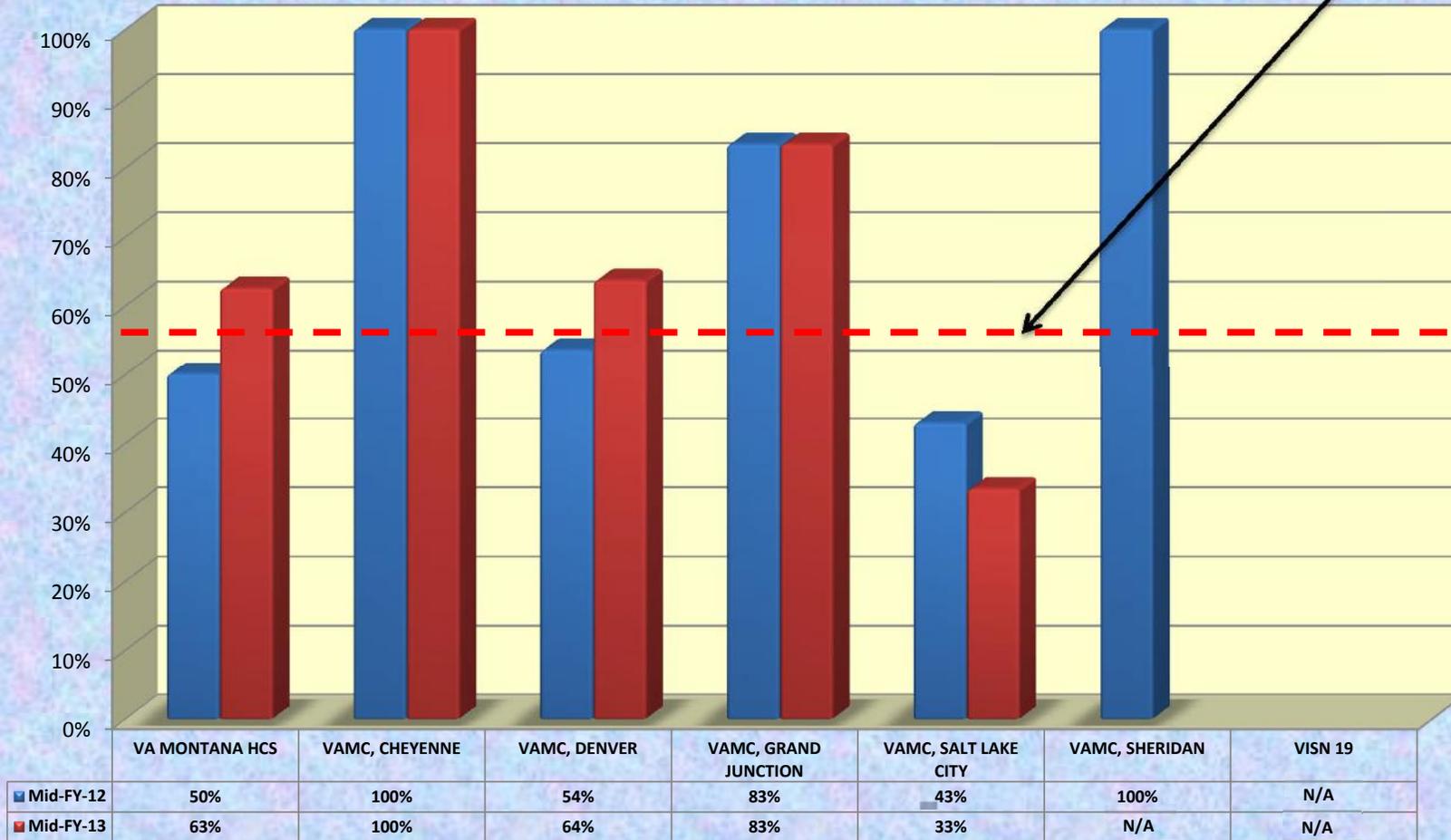


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

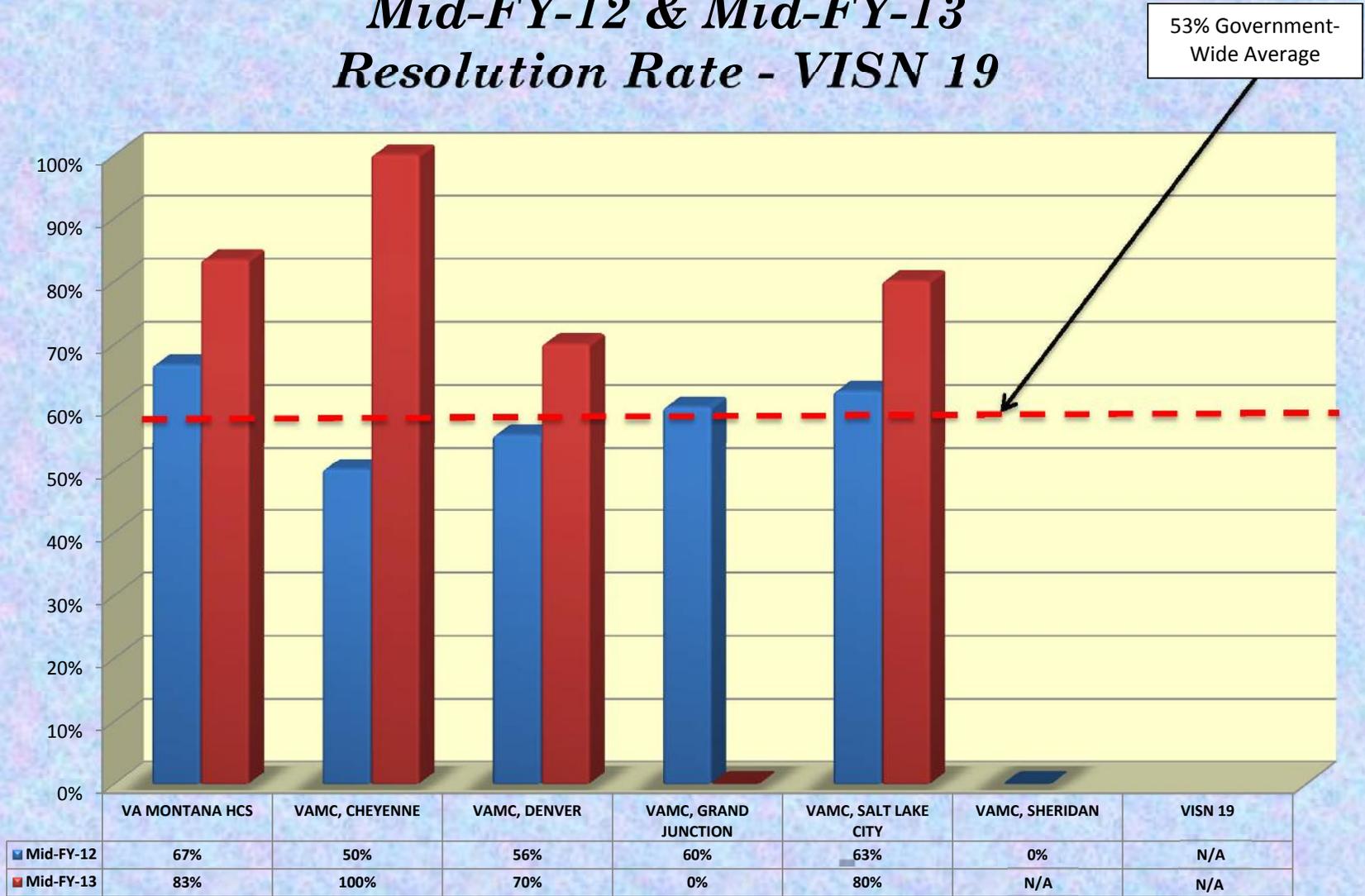
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 19

54% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 19

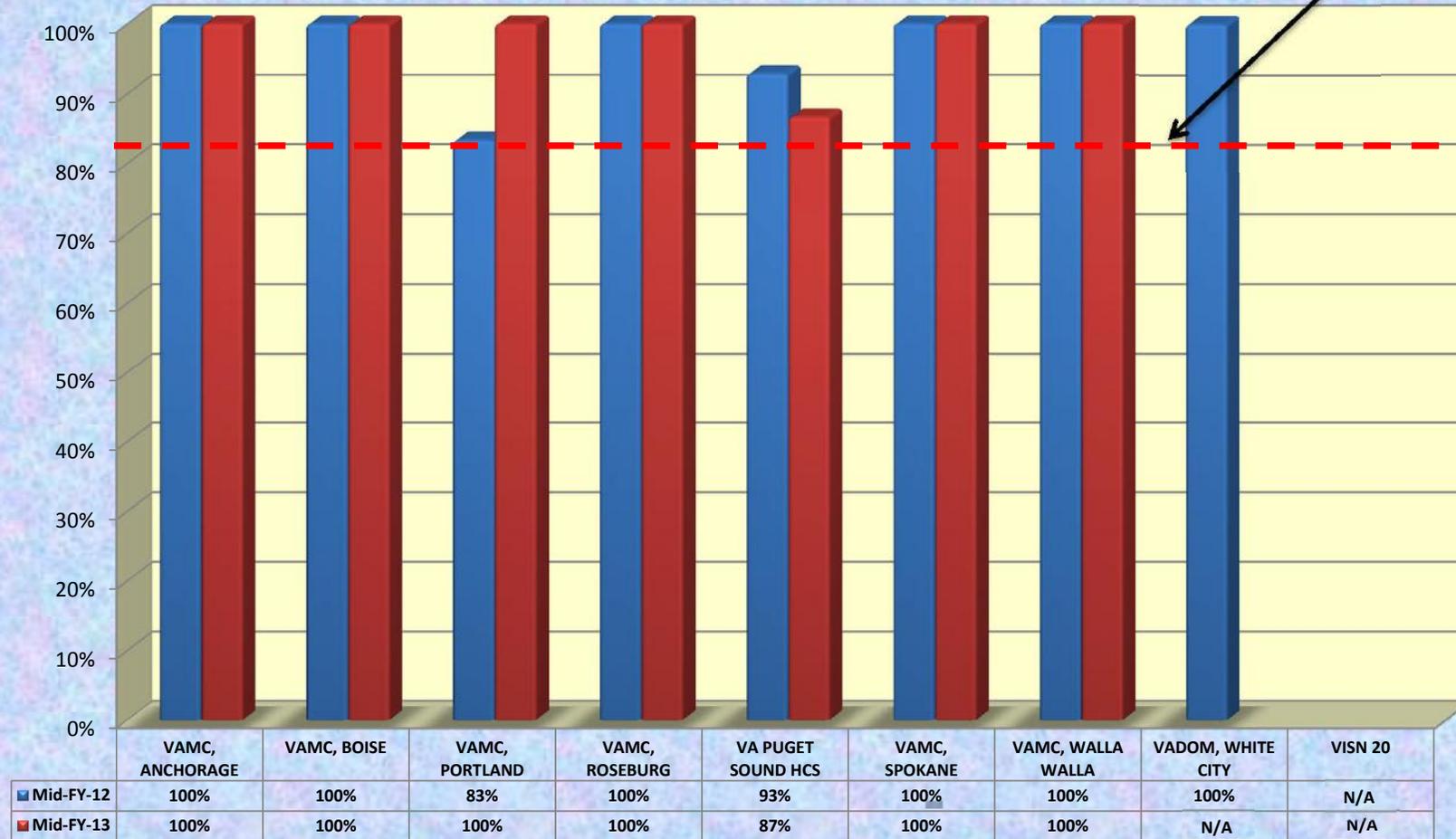


53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 20

80% Government-Wide Target

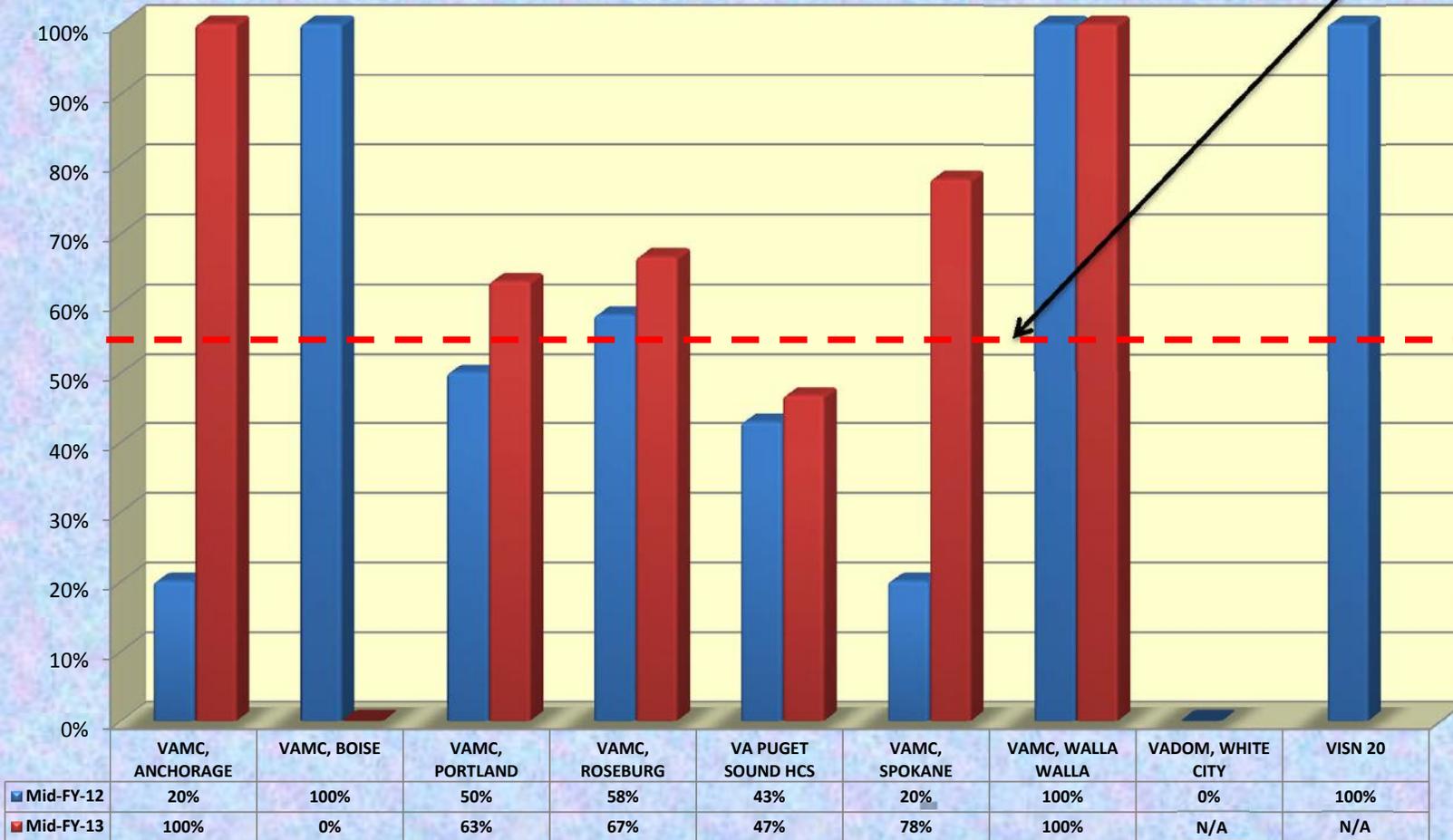


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 20

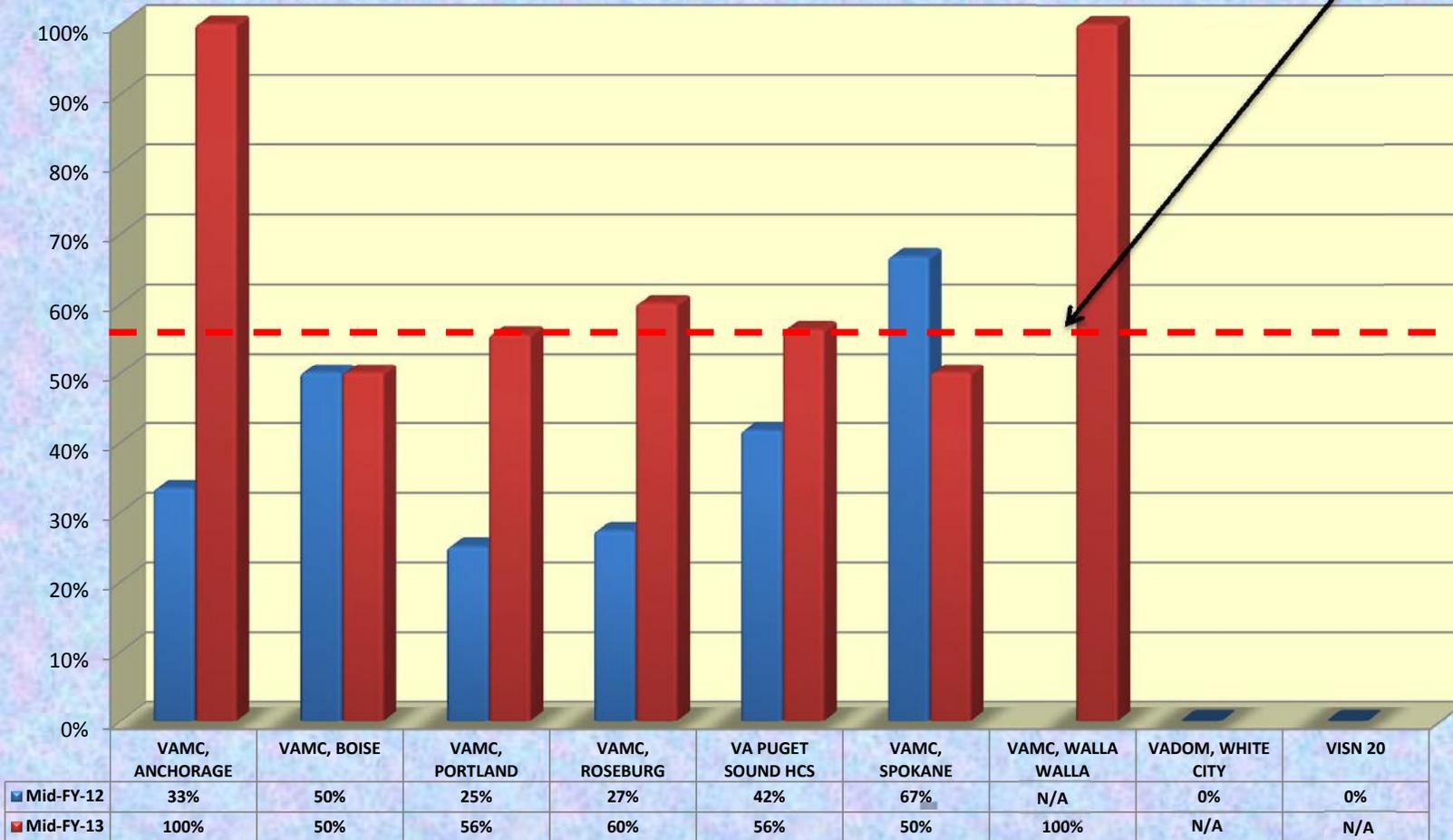
54% VA-Wide Target



Data Source: ADRTTracker System

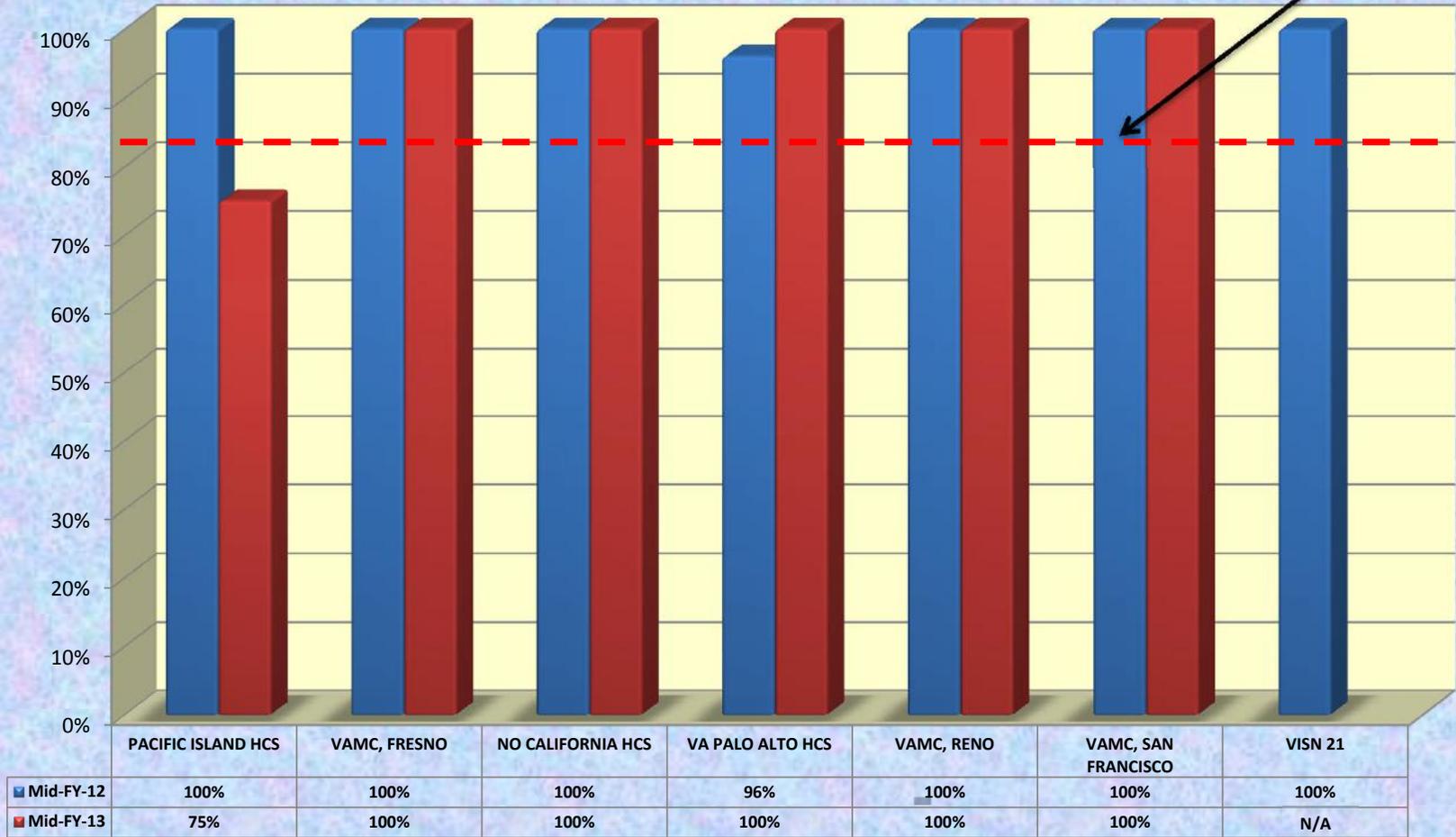
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 20

53% Government-Wide Average



Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 21

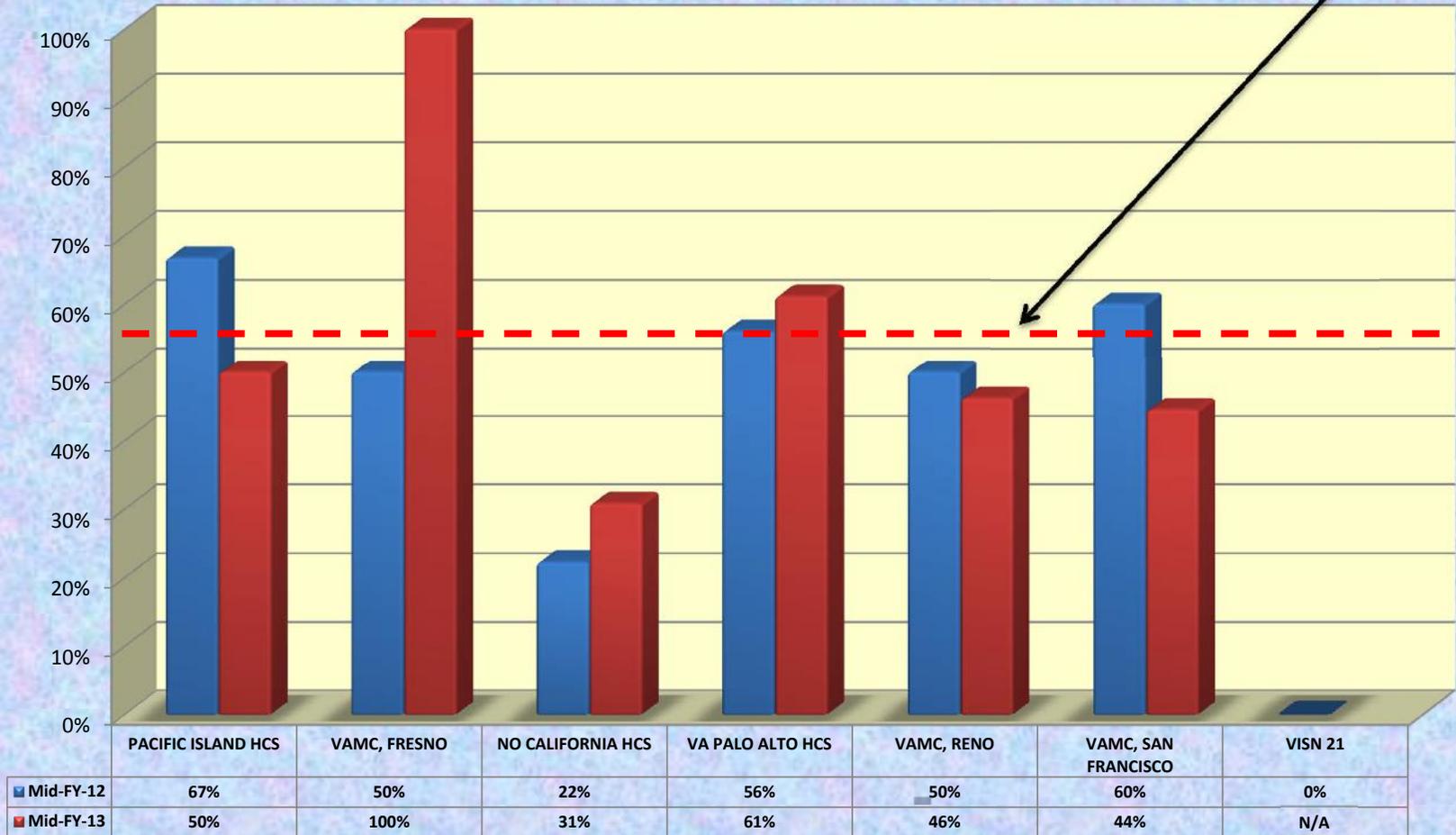
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

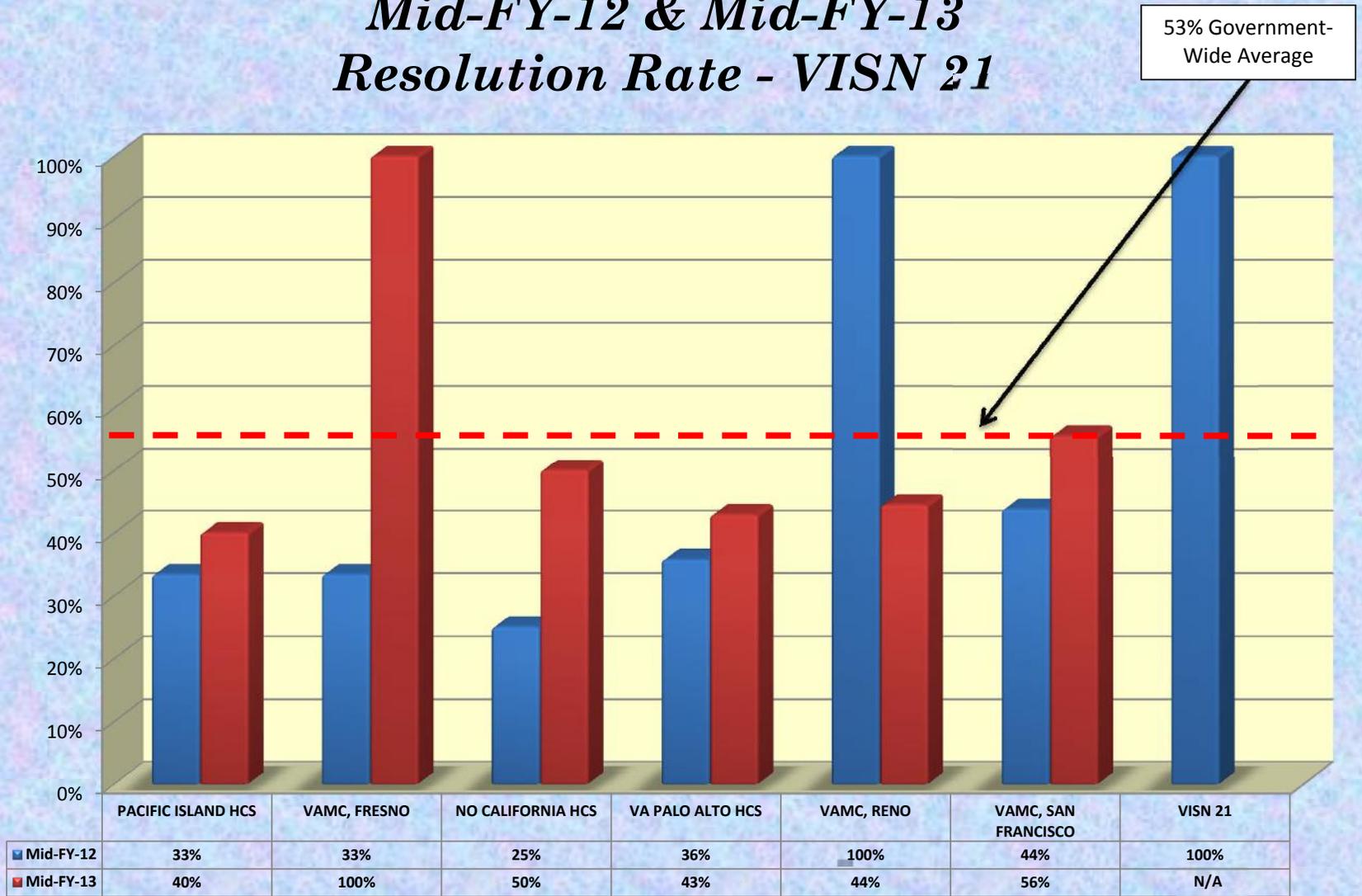
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 21

54% VA-Wide Target



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 21

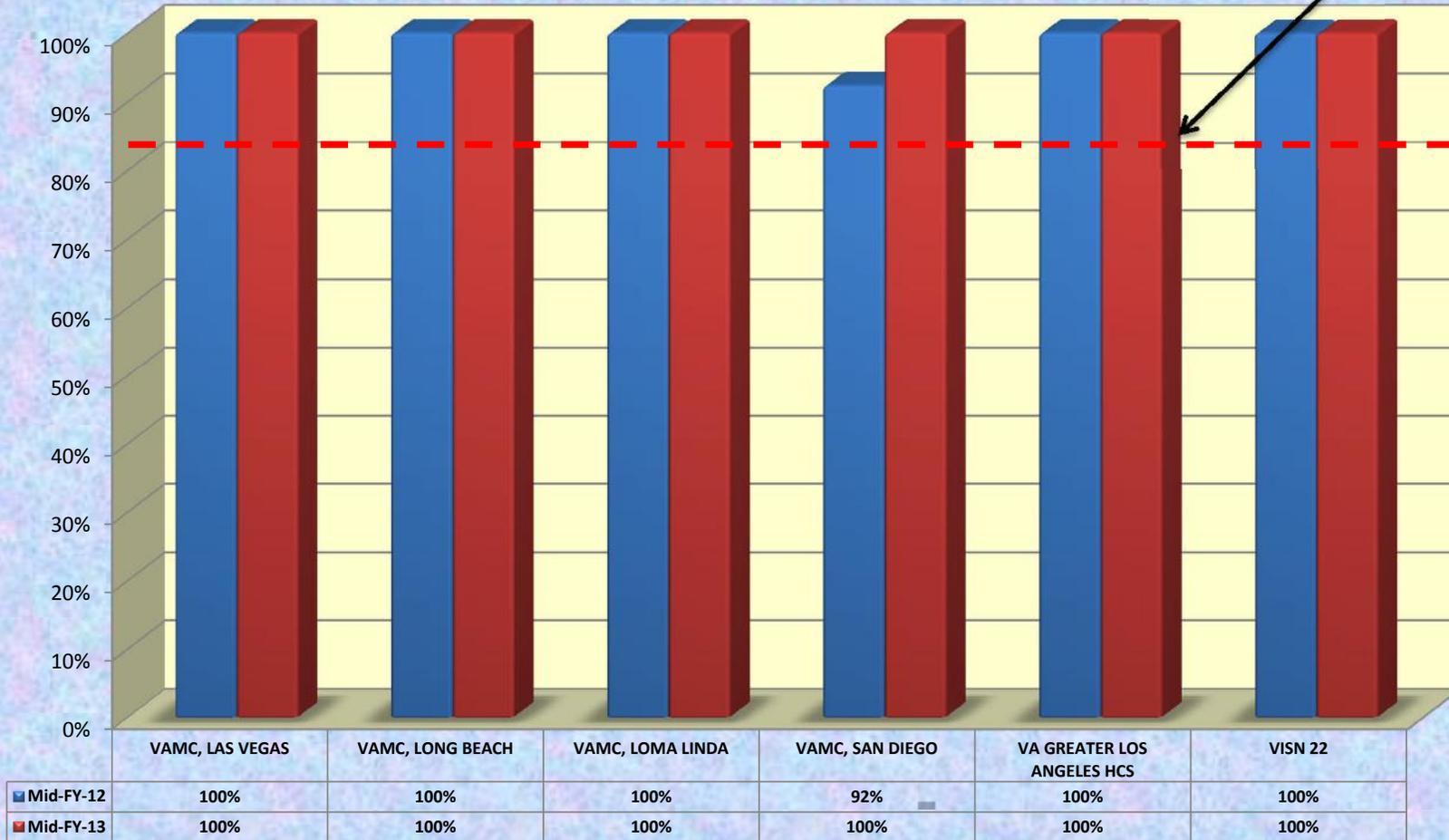


53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 22

80% Government-
Wide Target

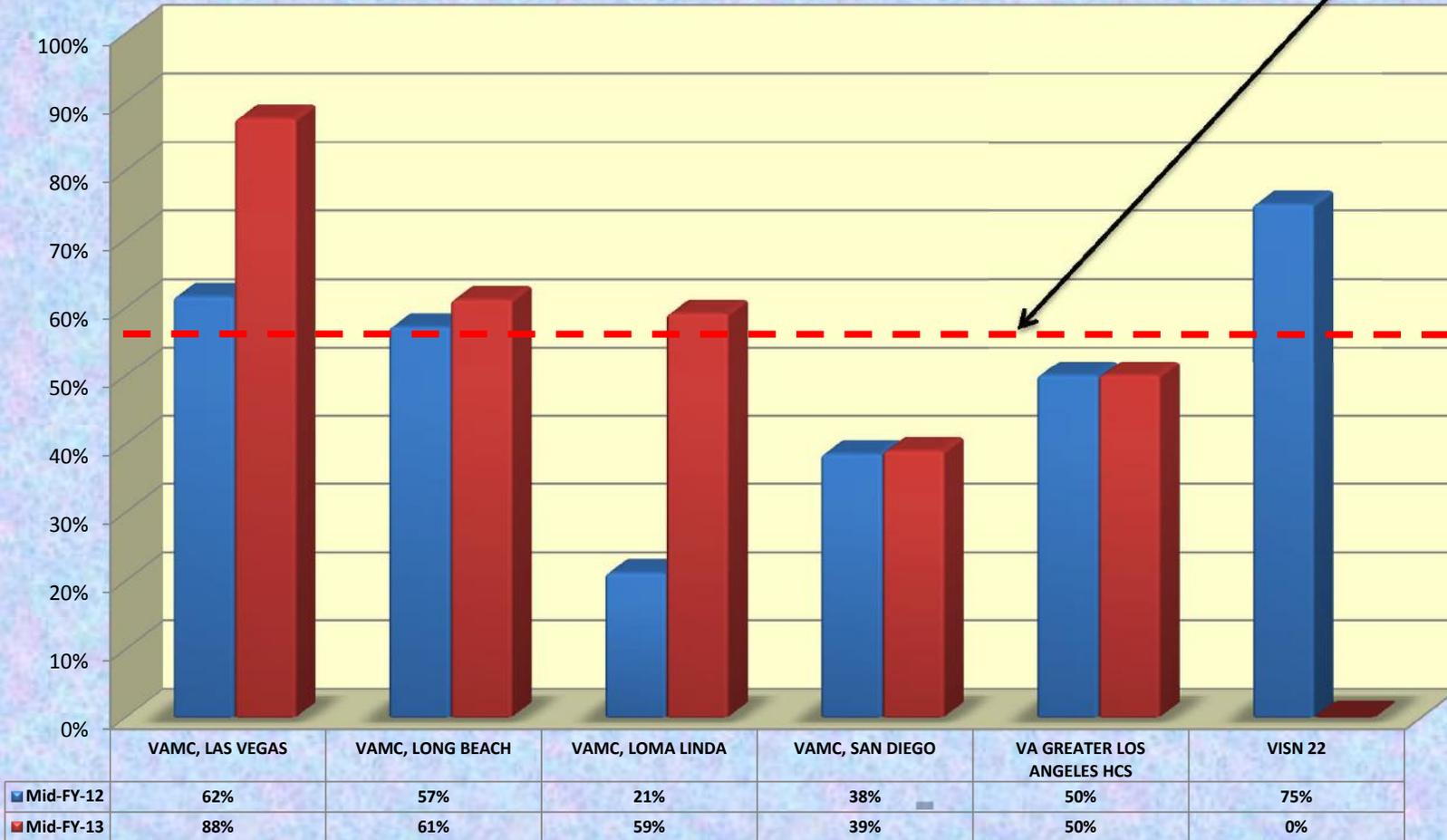


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 22

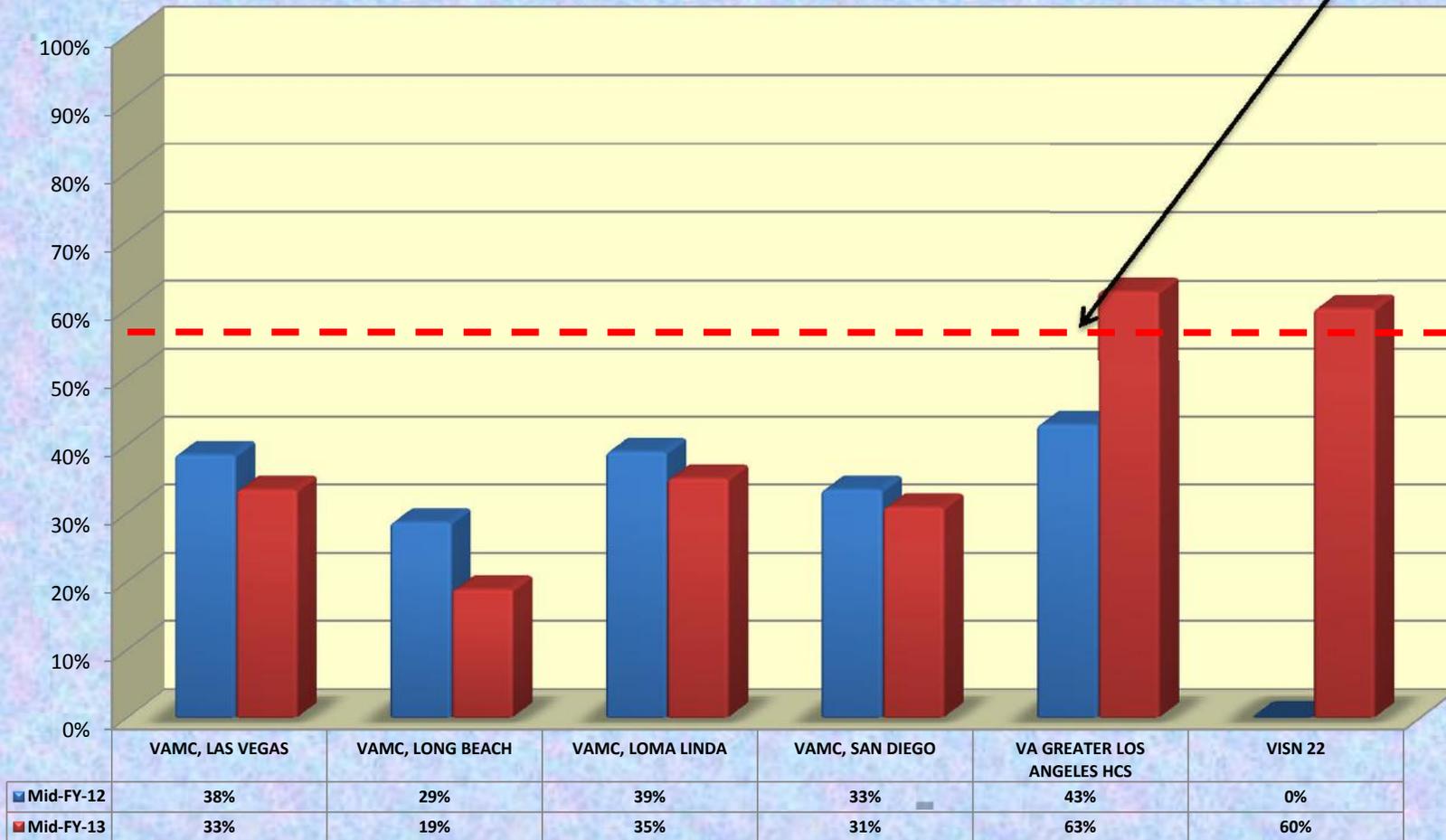
54% VA-Wide Target



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

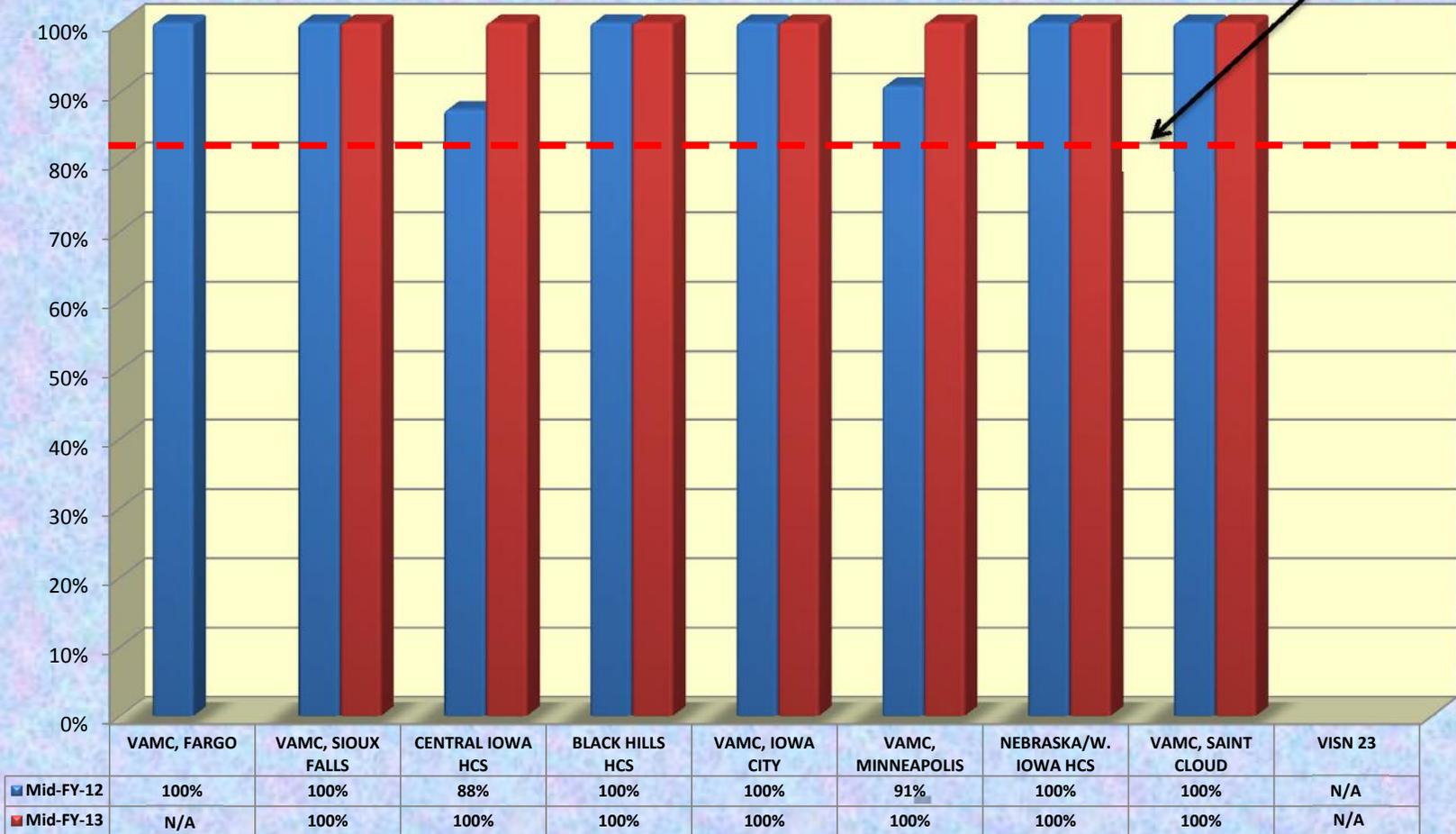
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 22



Data Source: ADTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - VISN 23

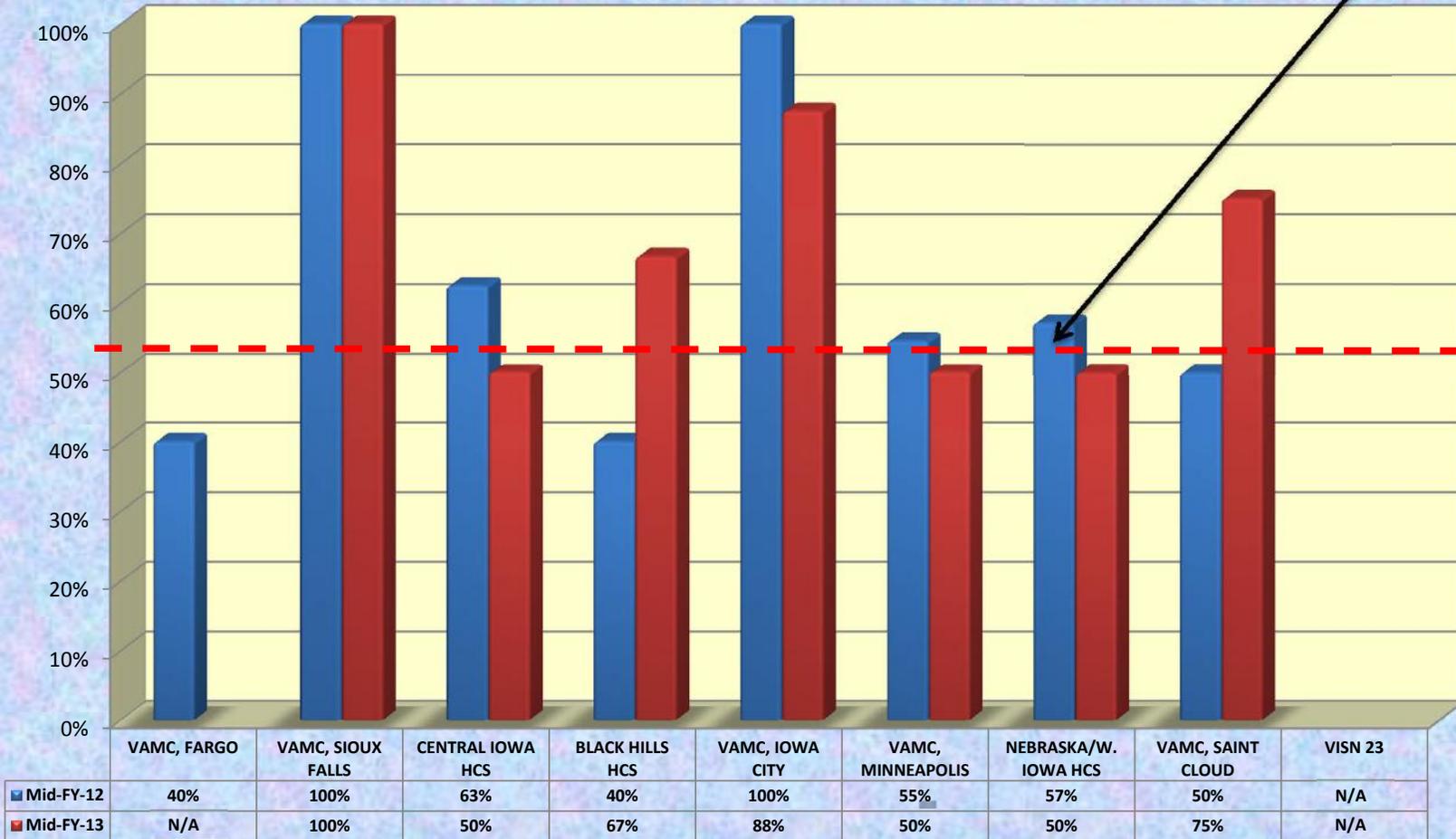
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

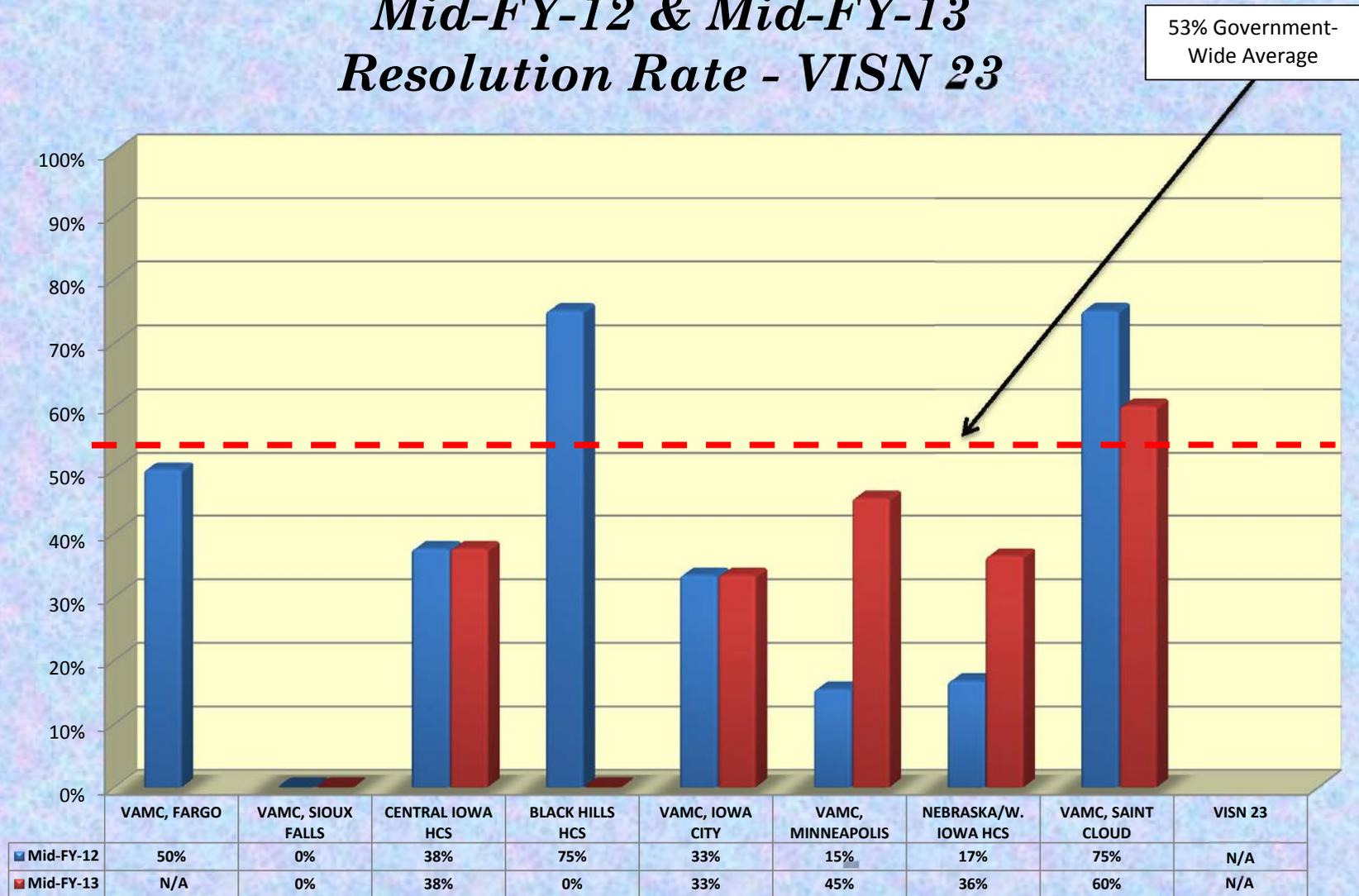
Veterans Health Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - VISN 23

54% VA-Wide Target



Data Source: ADTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - VISN 23

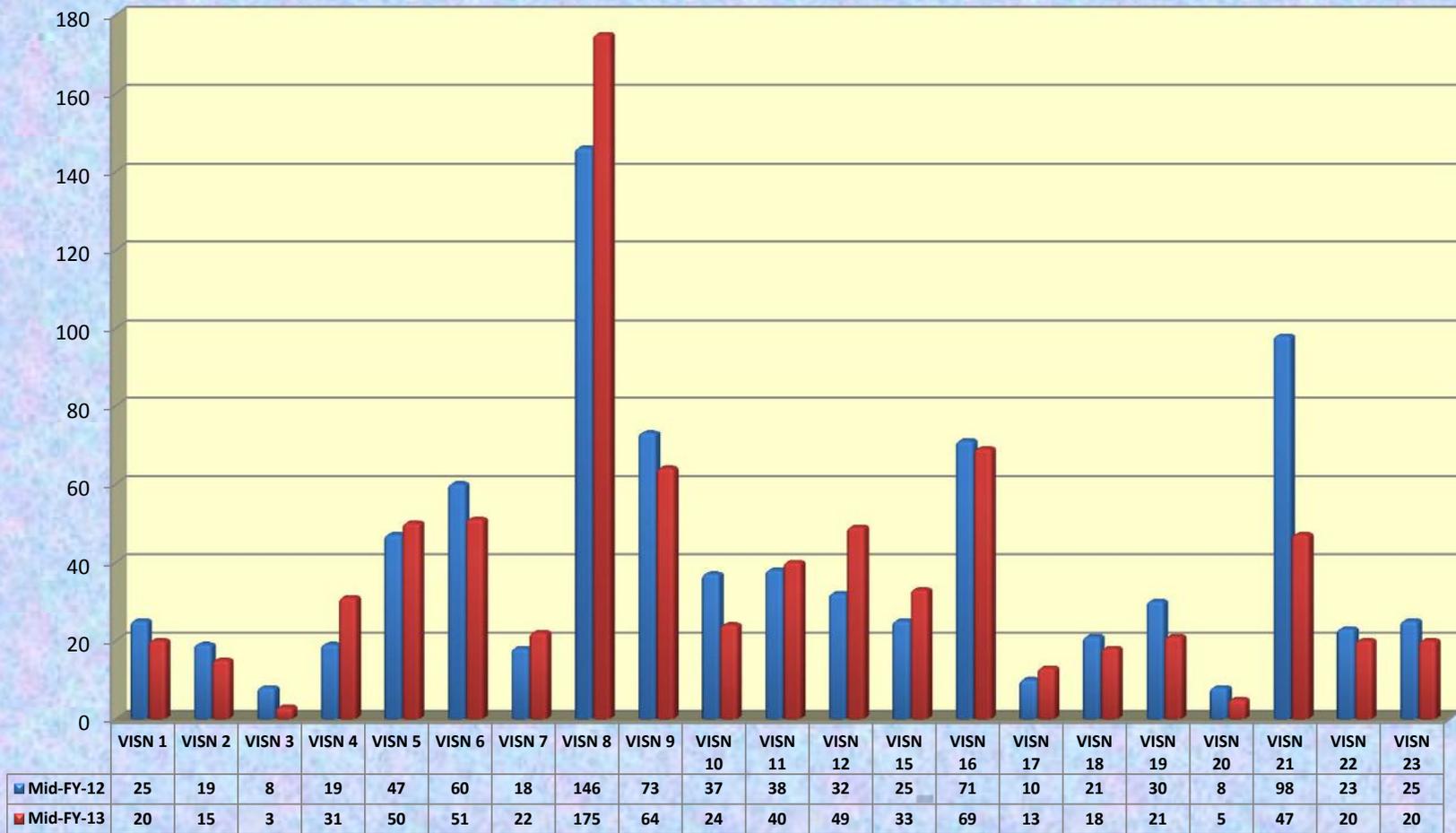


Veterans Health Administration

Non-EEO ADR Cases

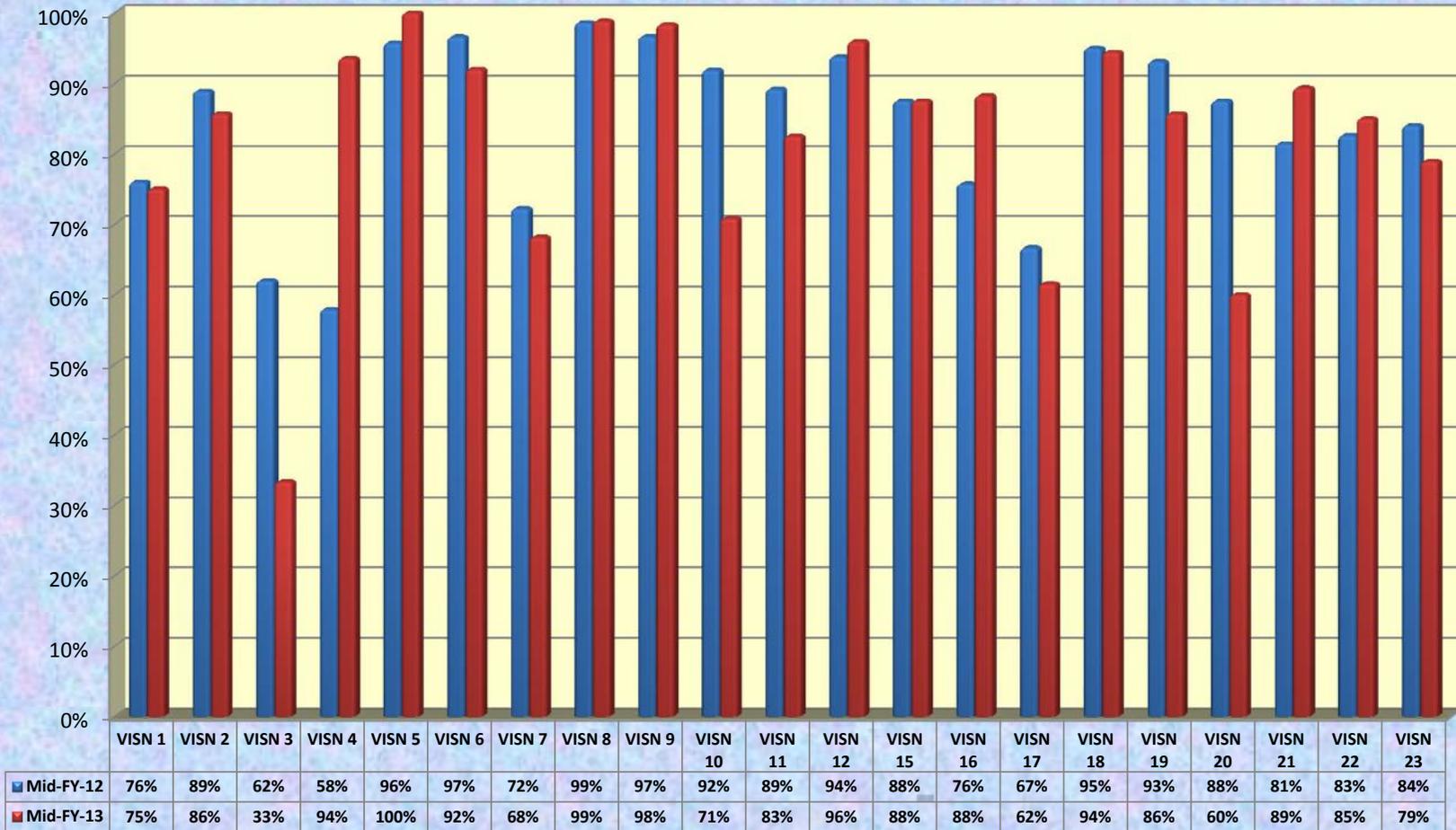
Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests



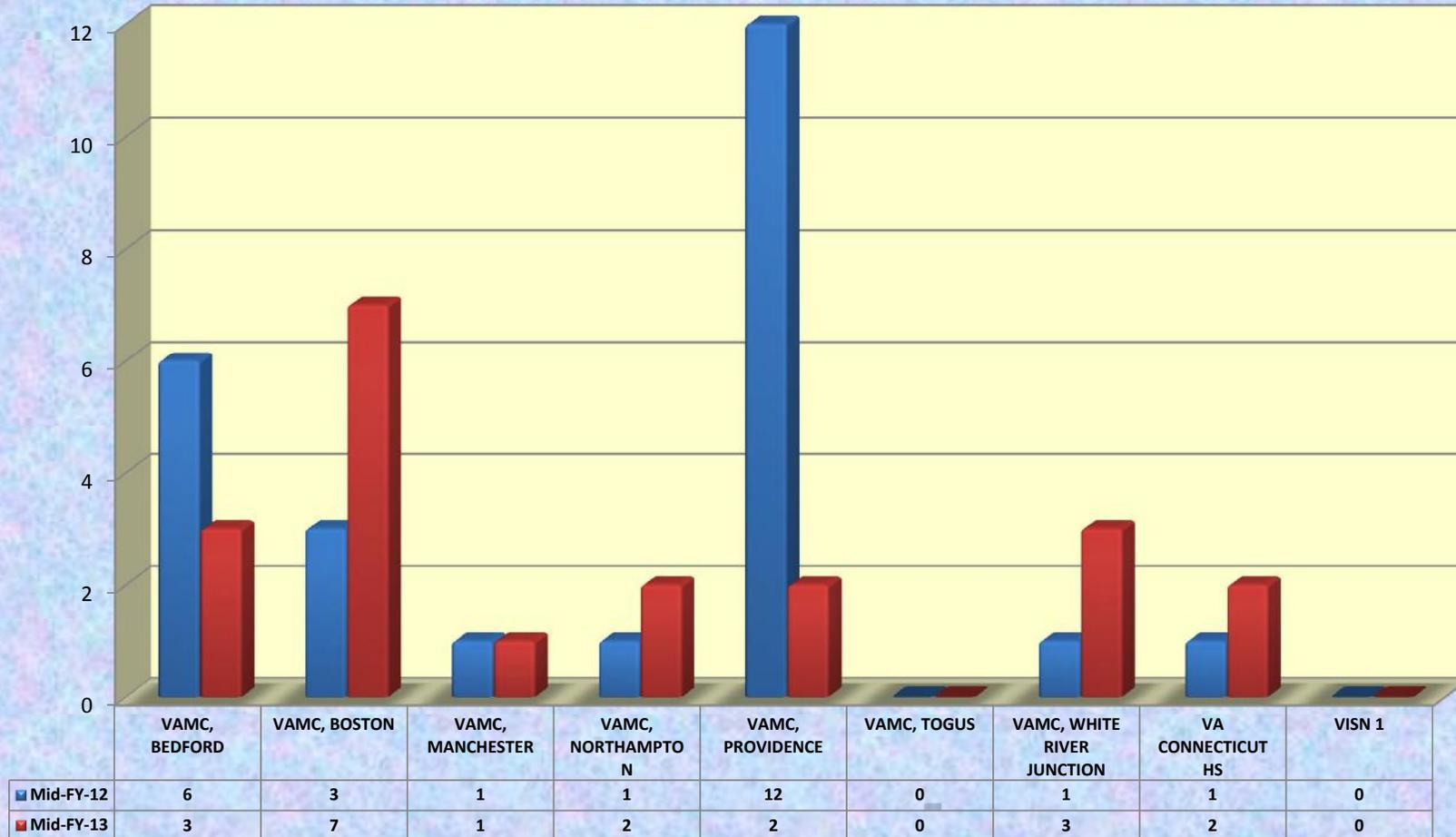
Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

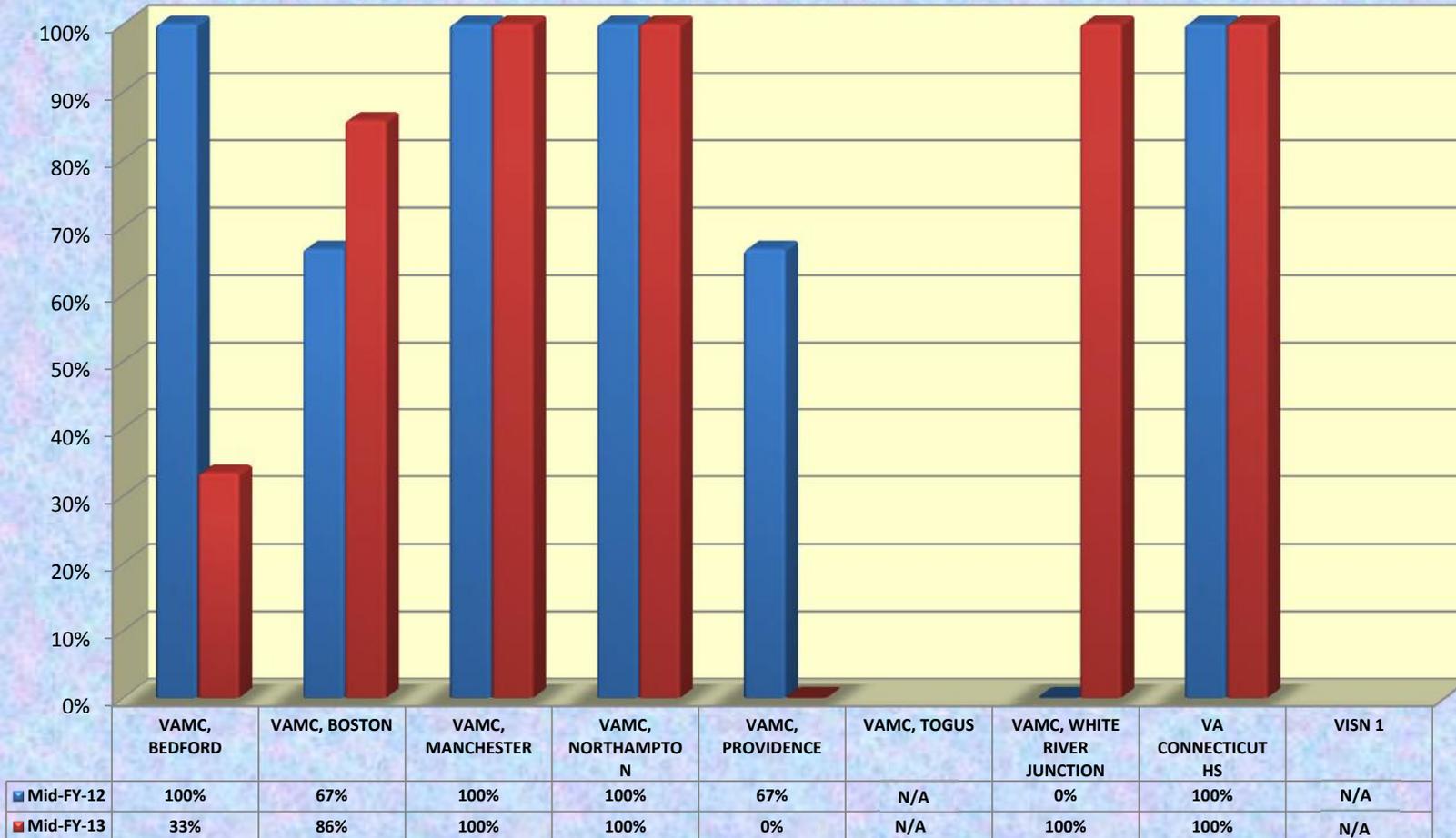
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 1



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

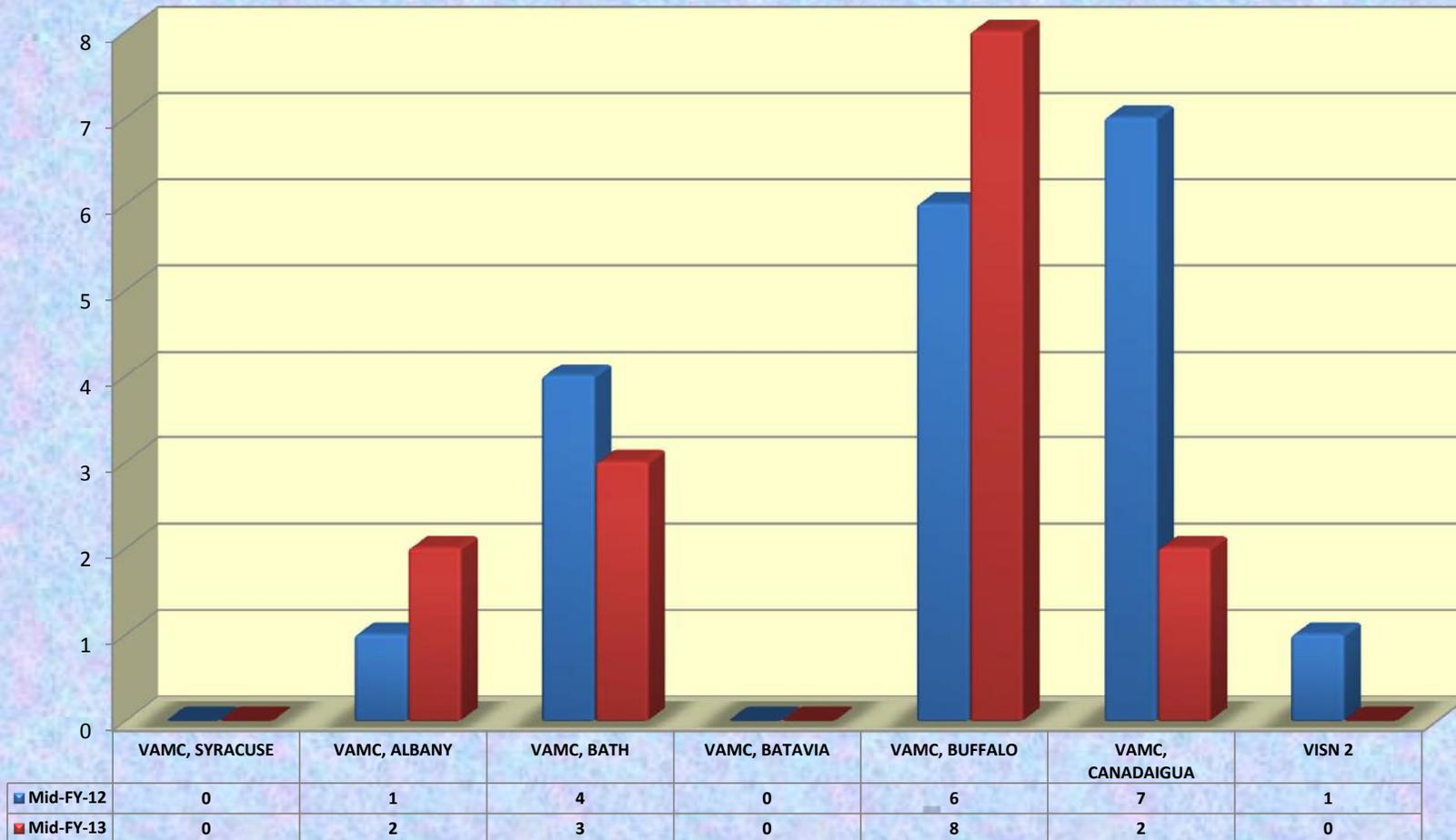
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 1



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 2



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

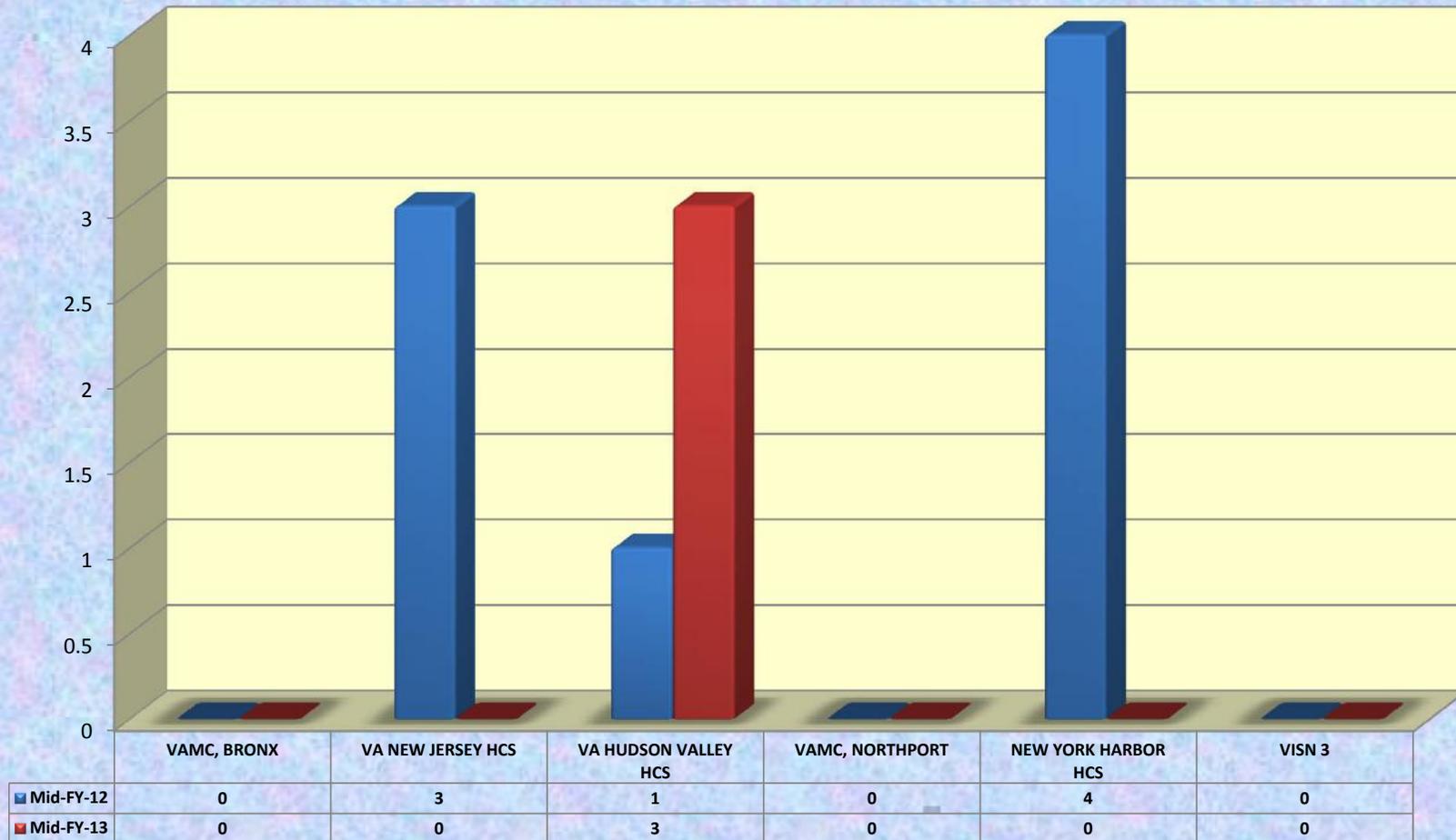
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 2



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

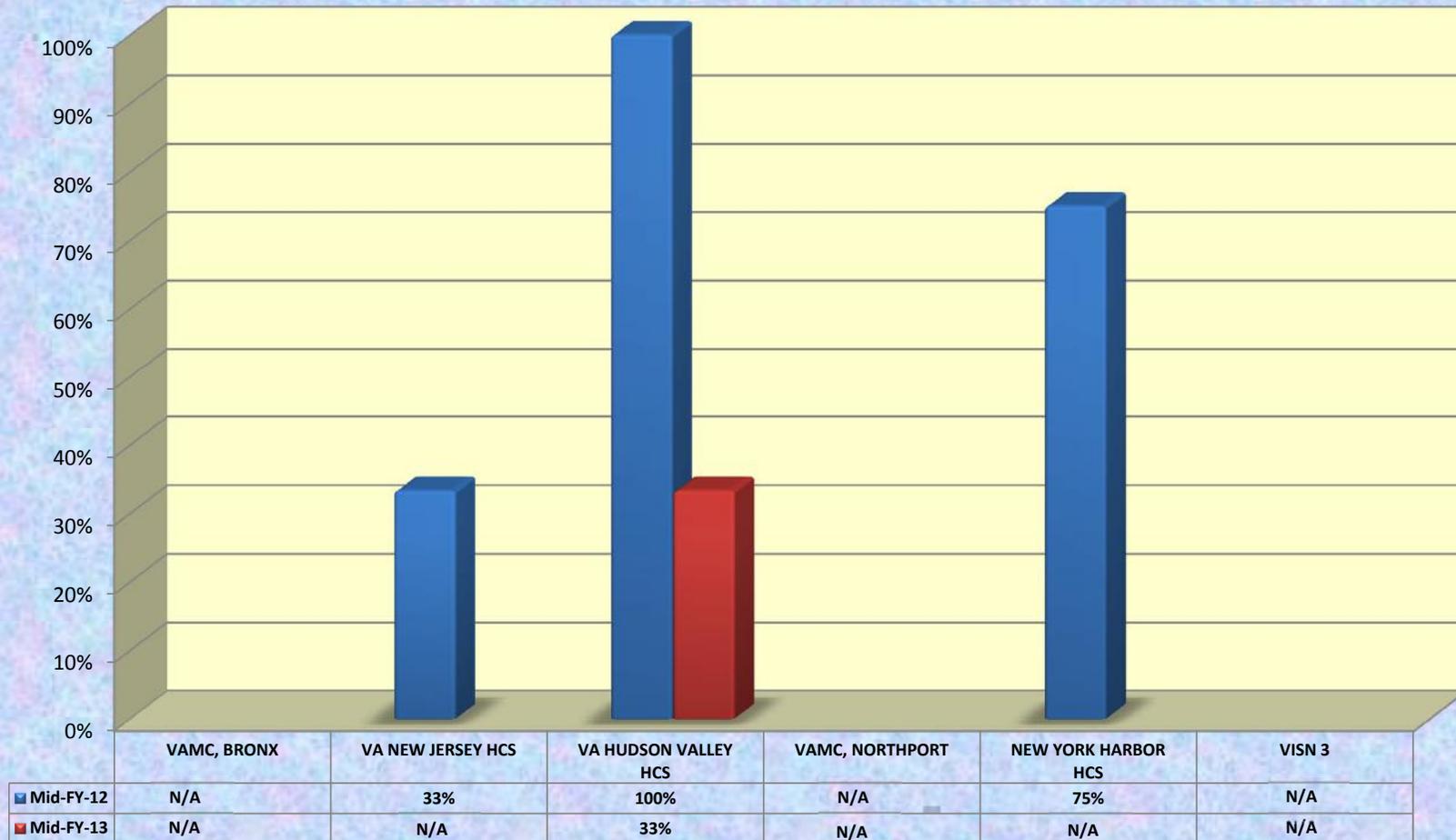
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

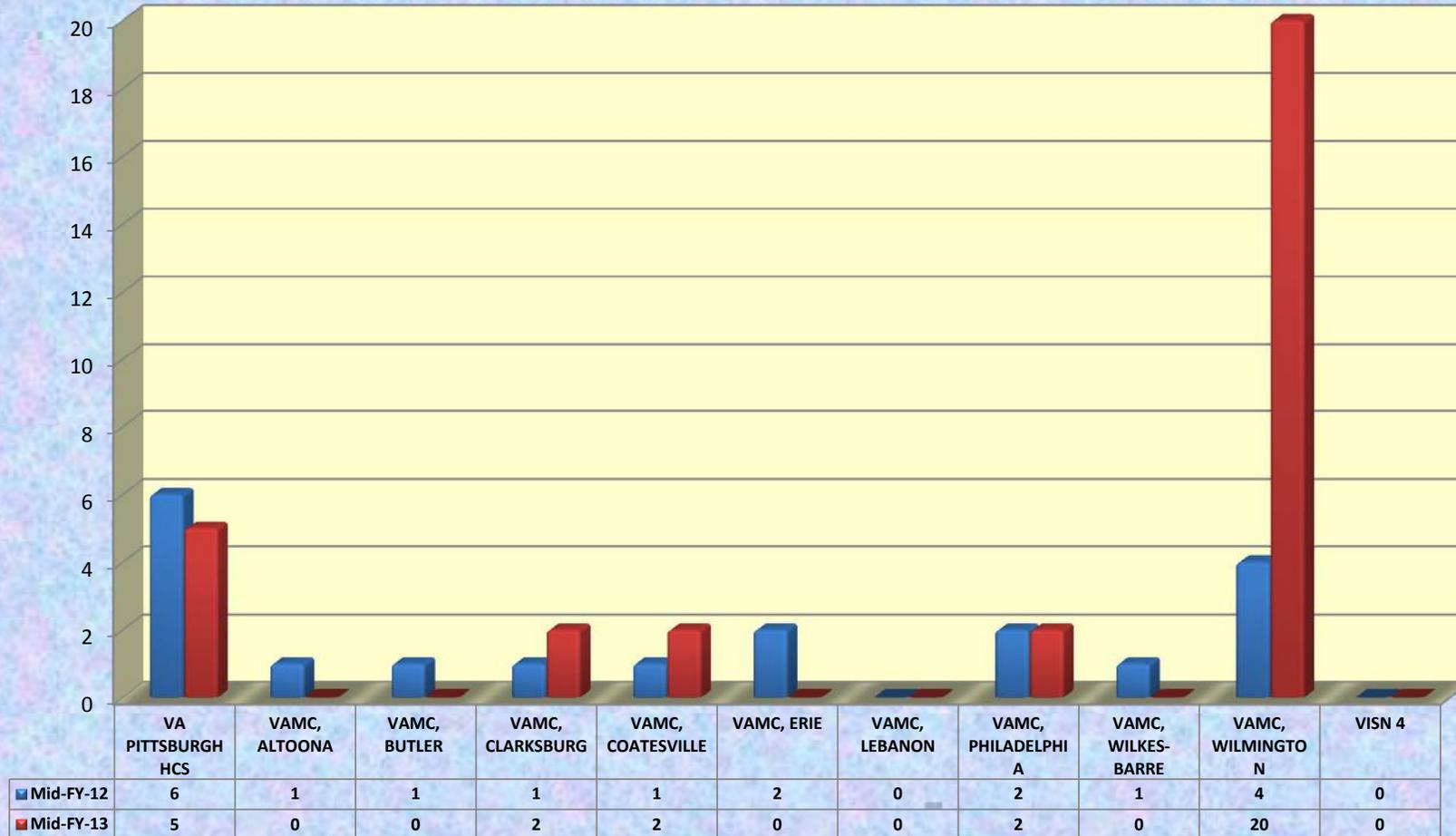
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 3



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

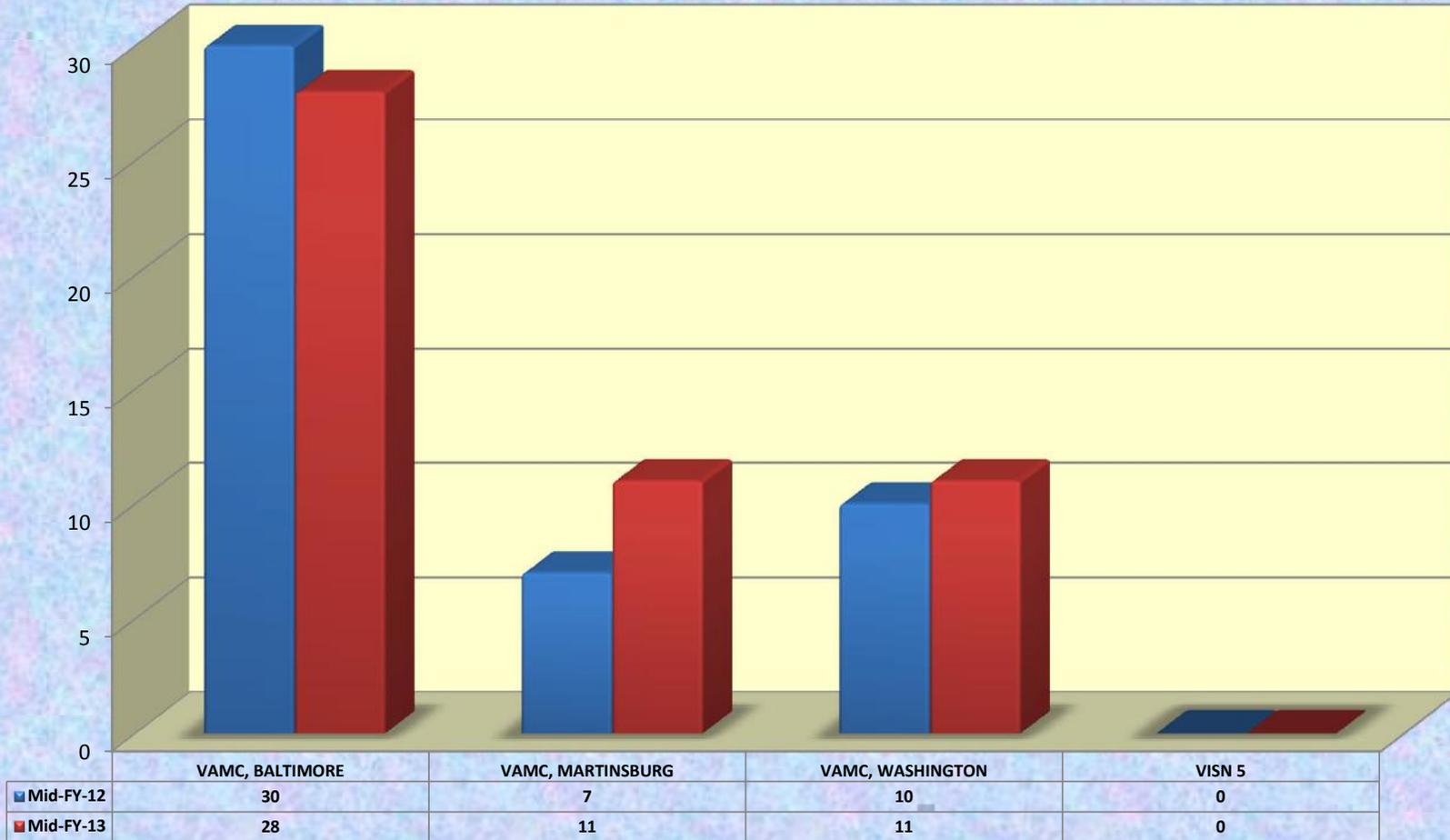
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 4



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

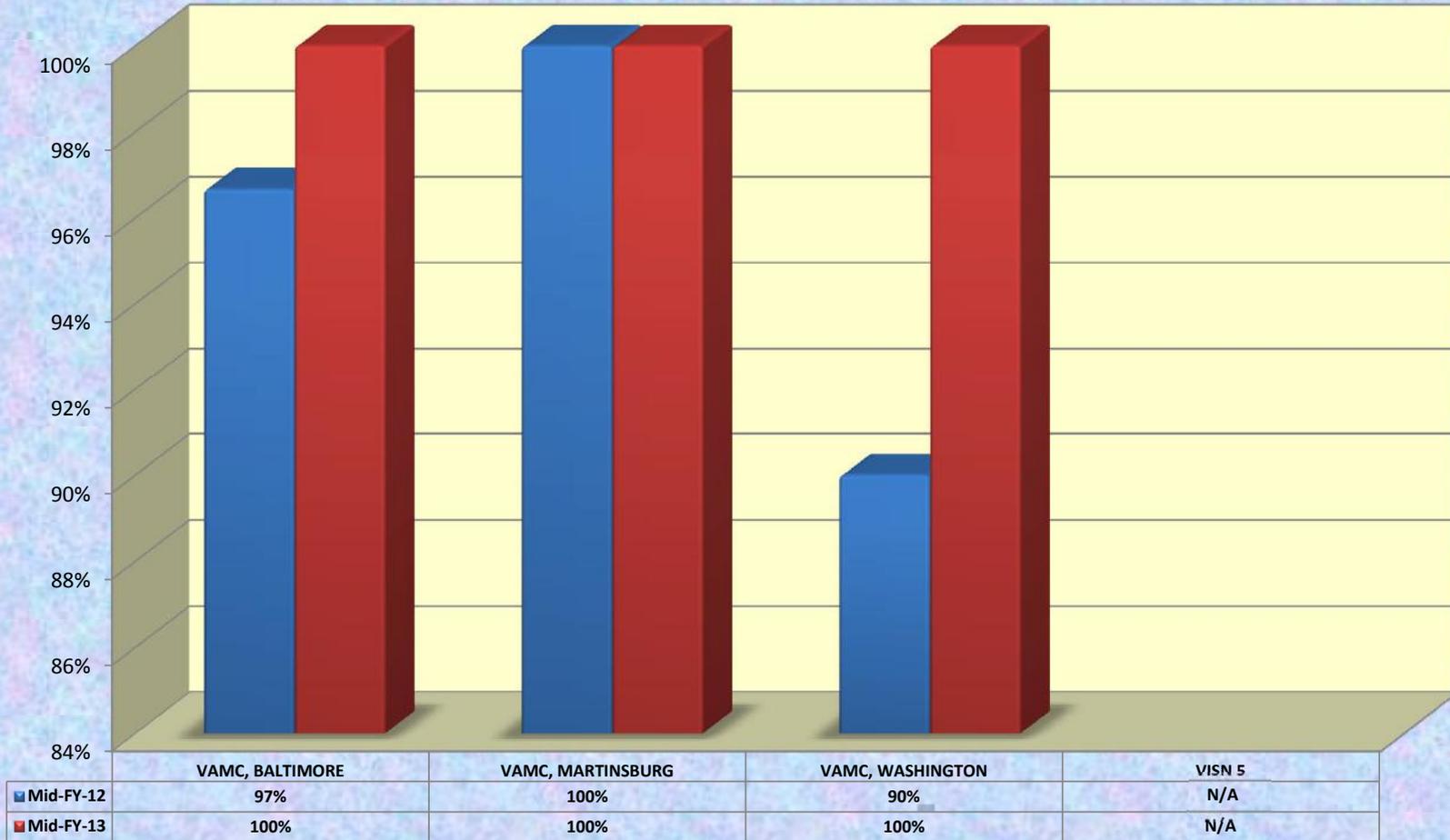
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

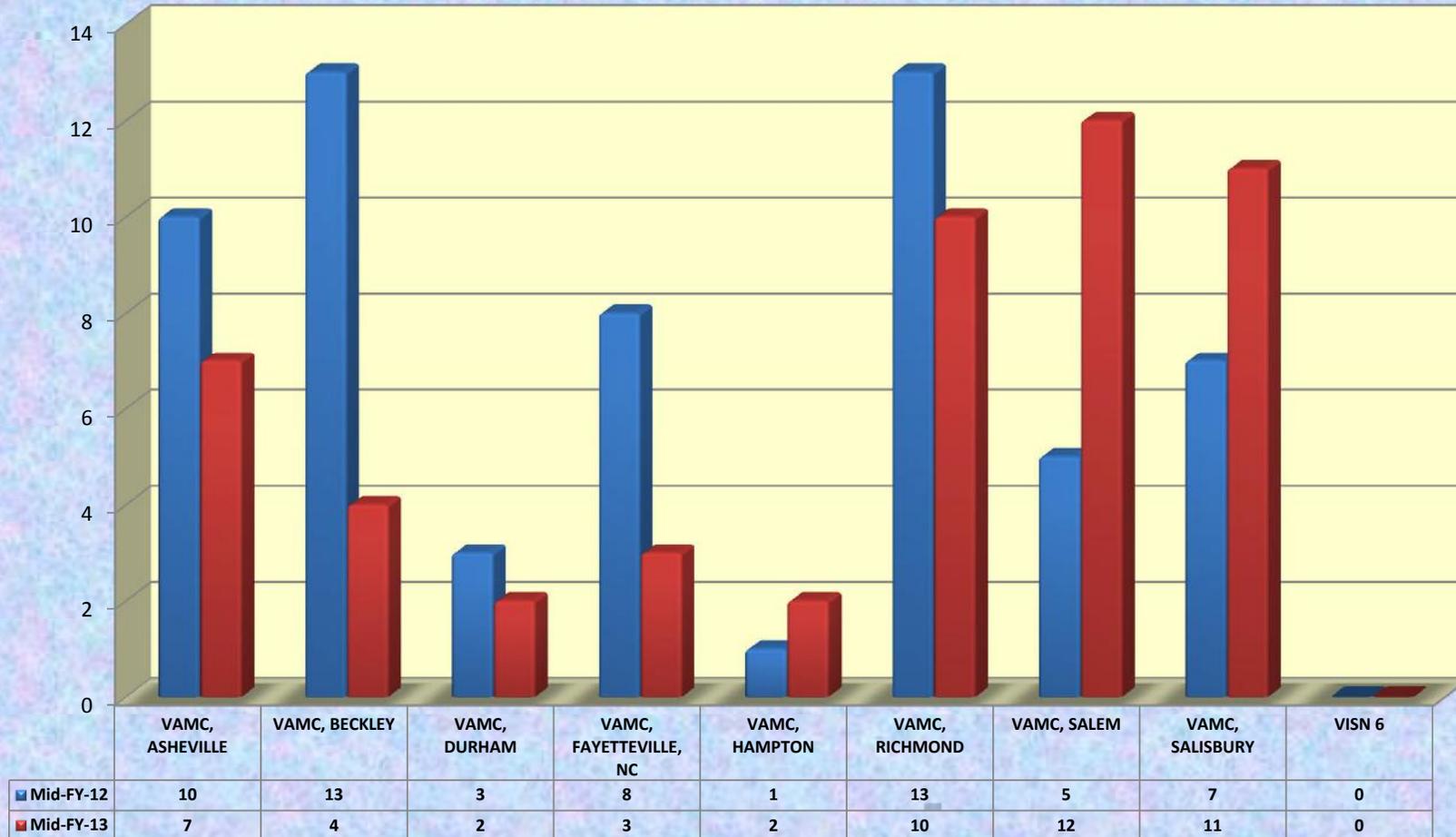
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 5



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

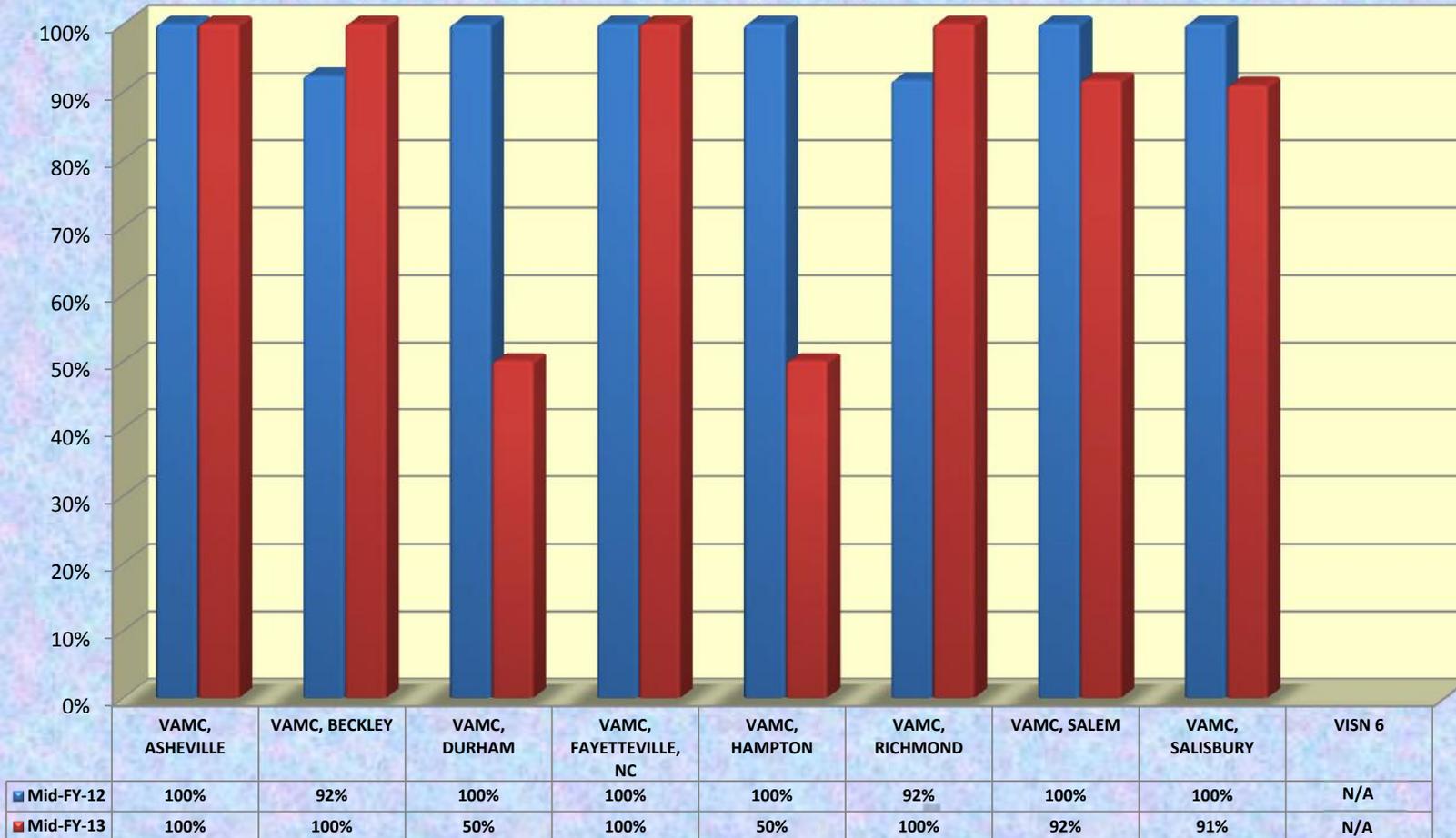
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 6



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

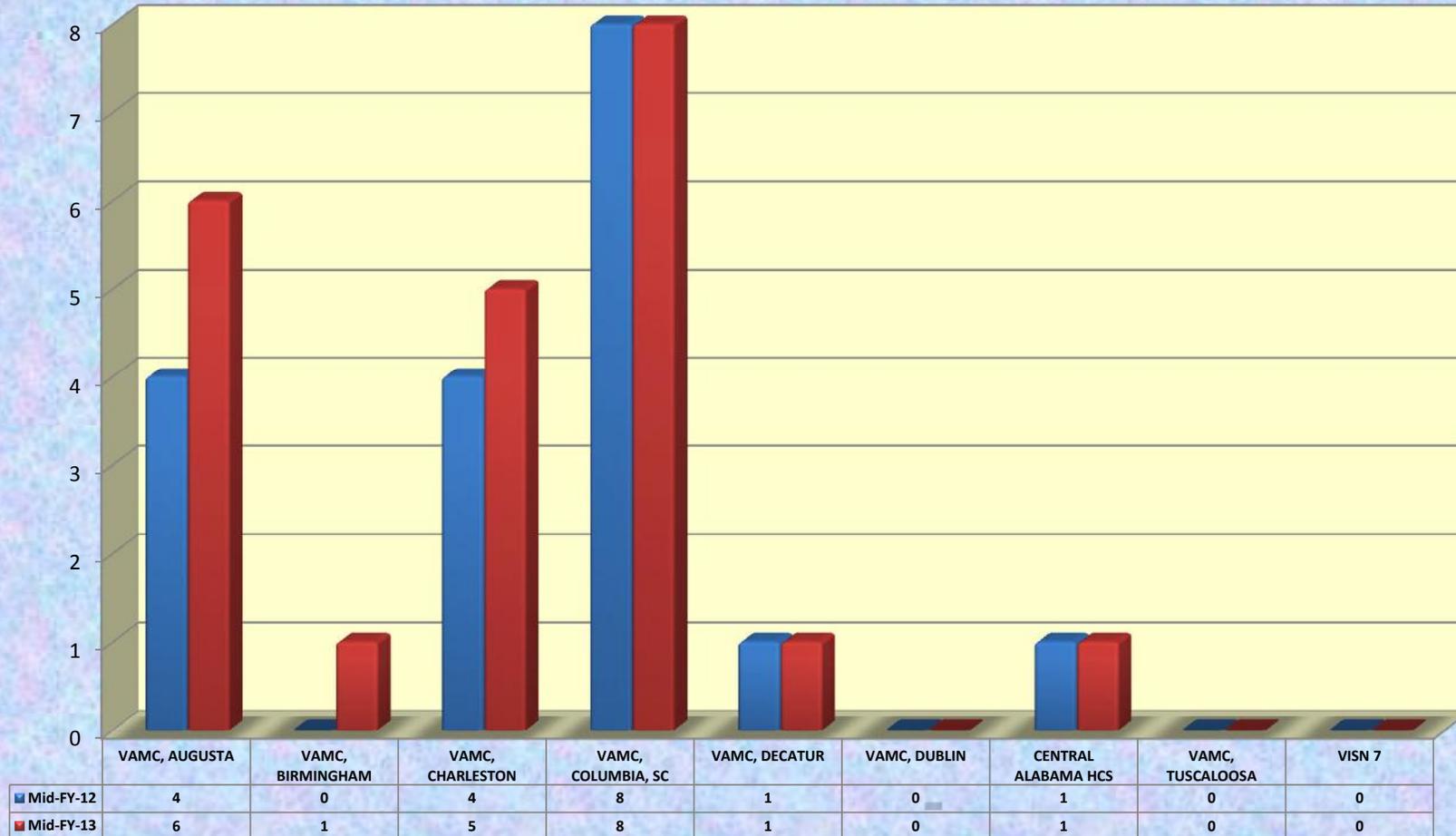
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 6



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

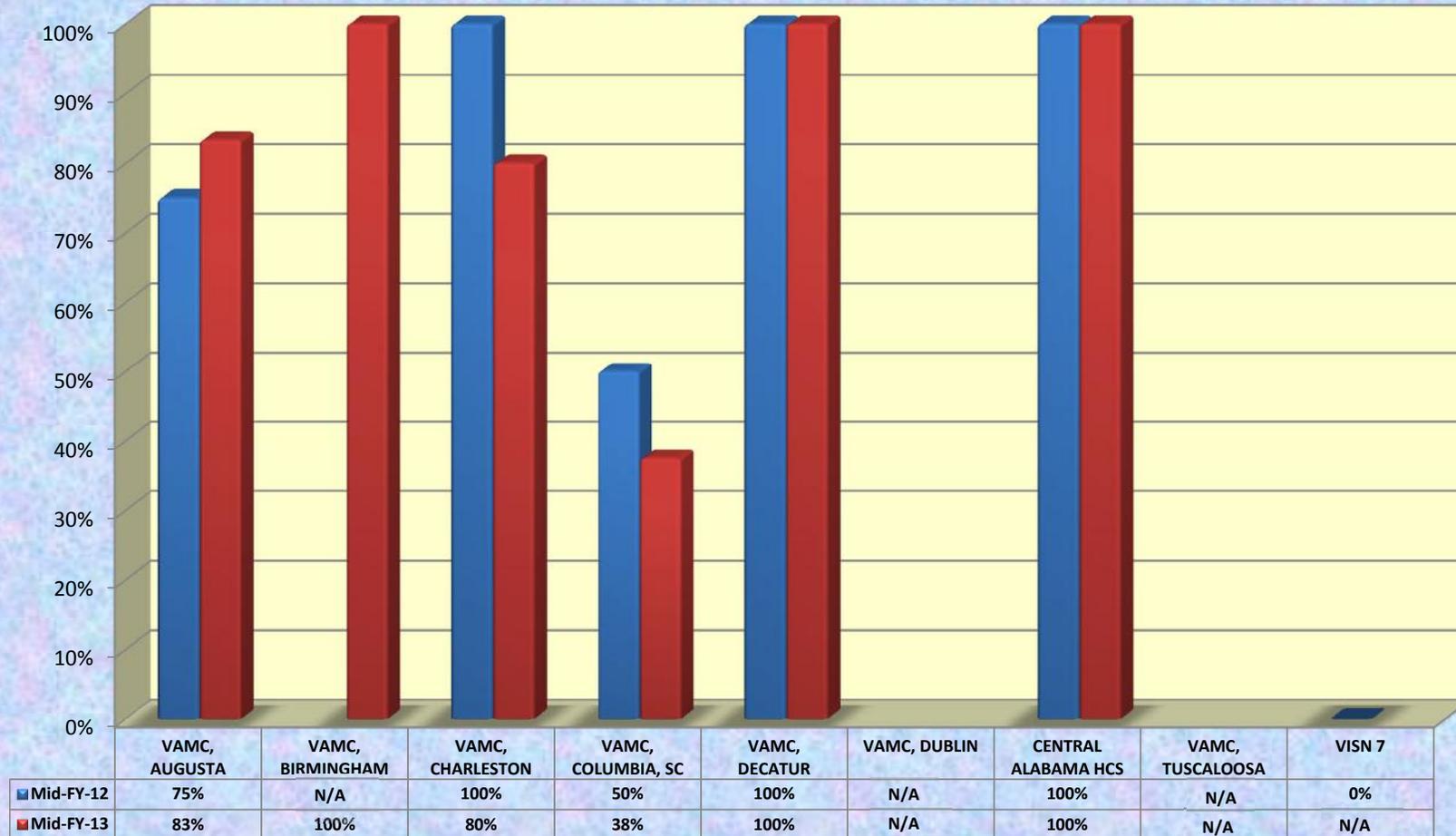
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 7



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

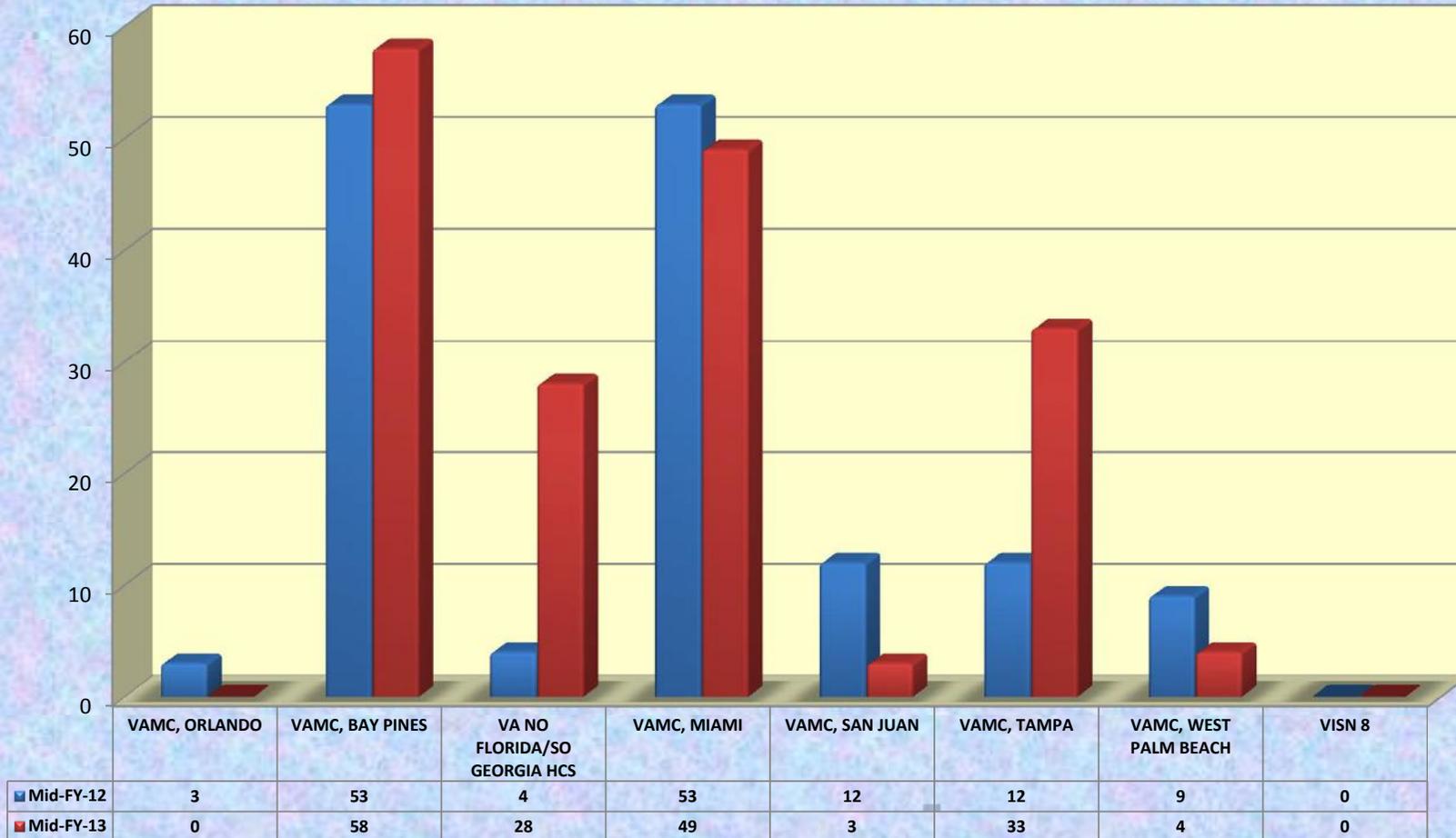
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 7



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

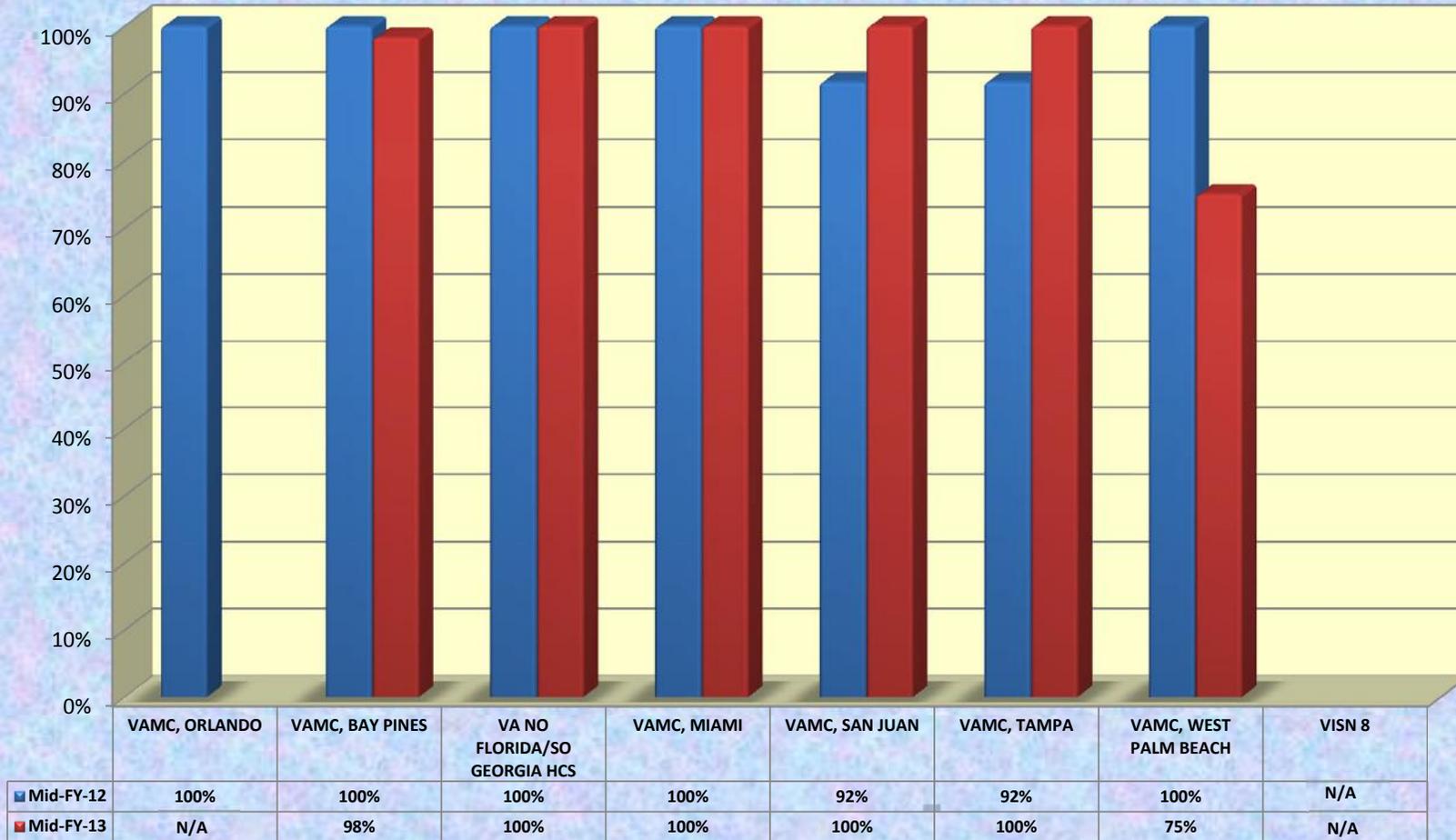
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 8



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

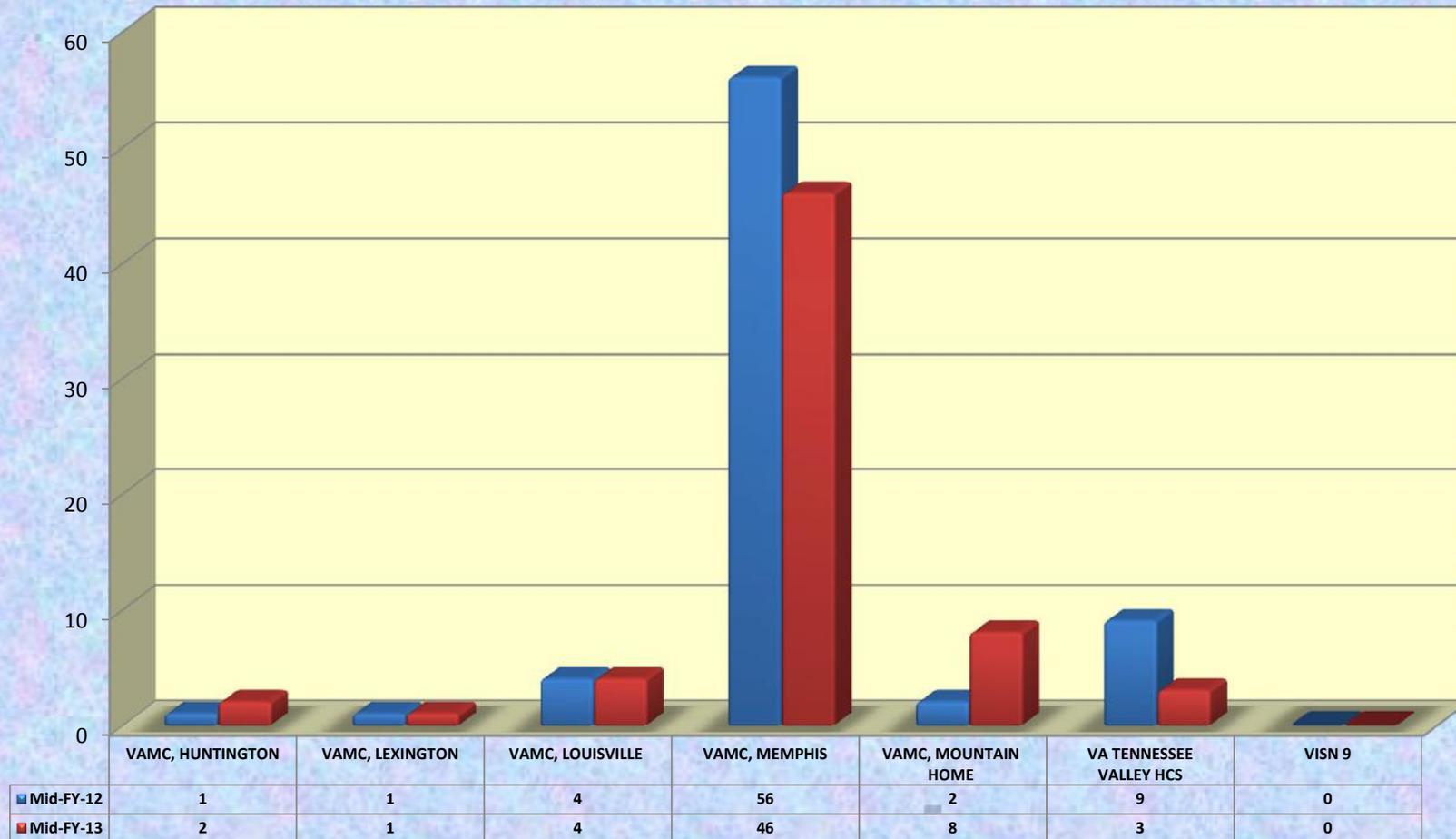
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 8



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

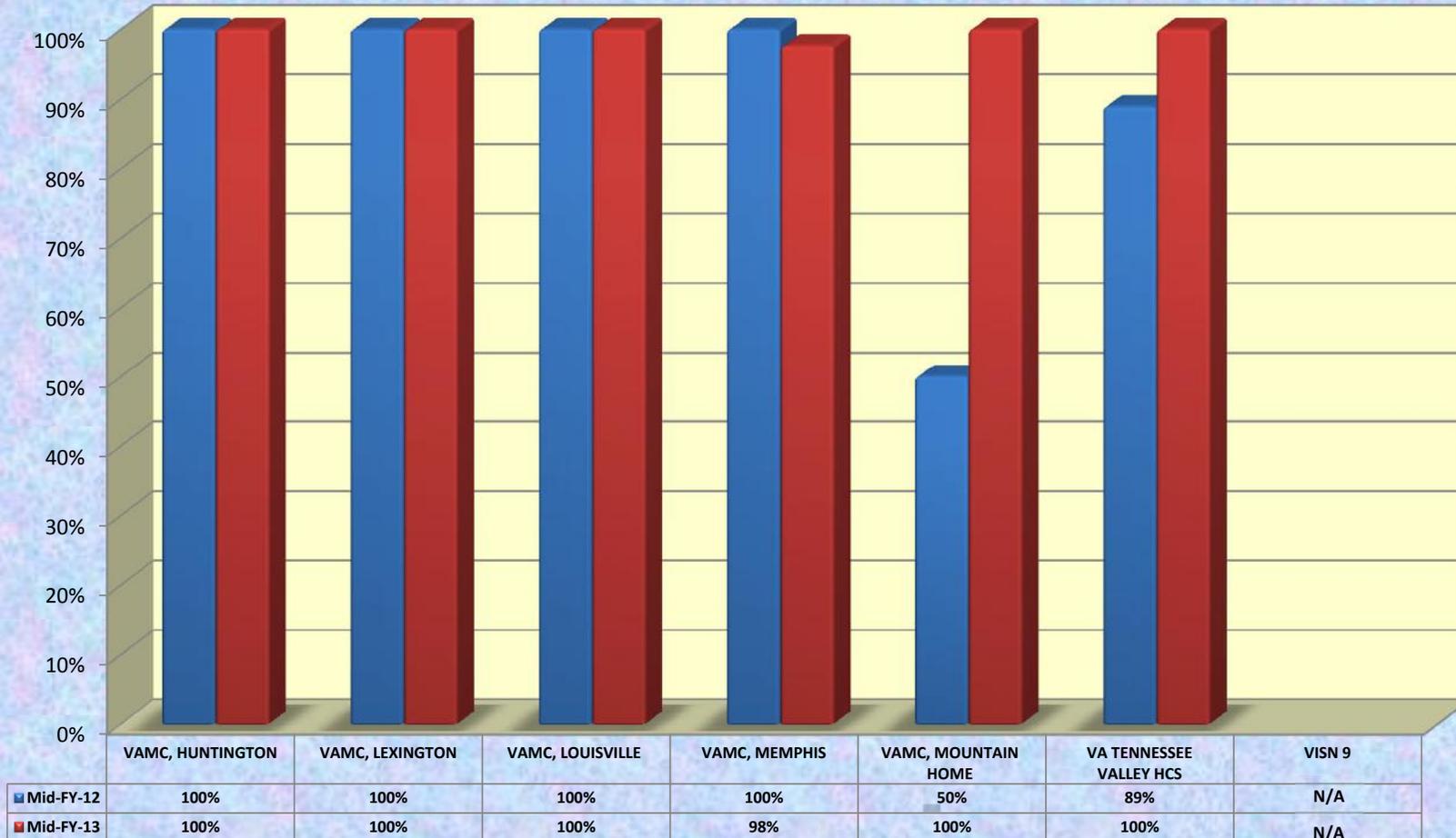
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 9



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

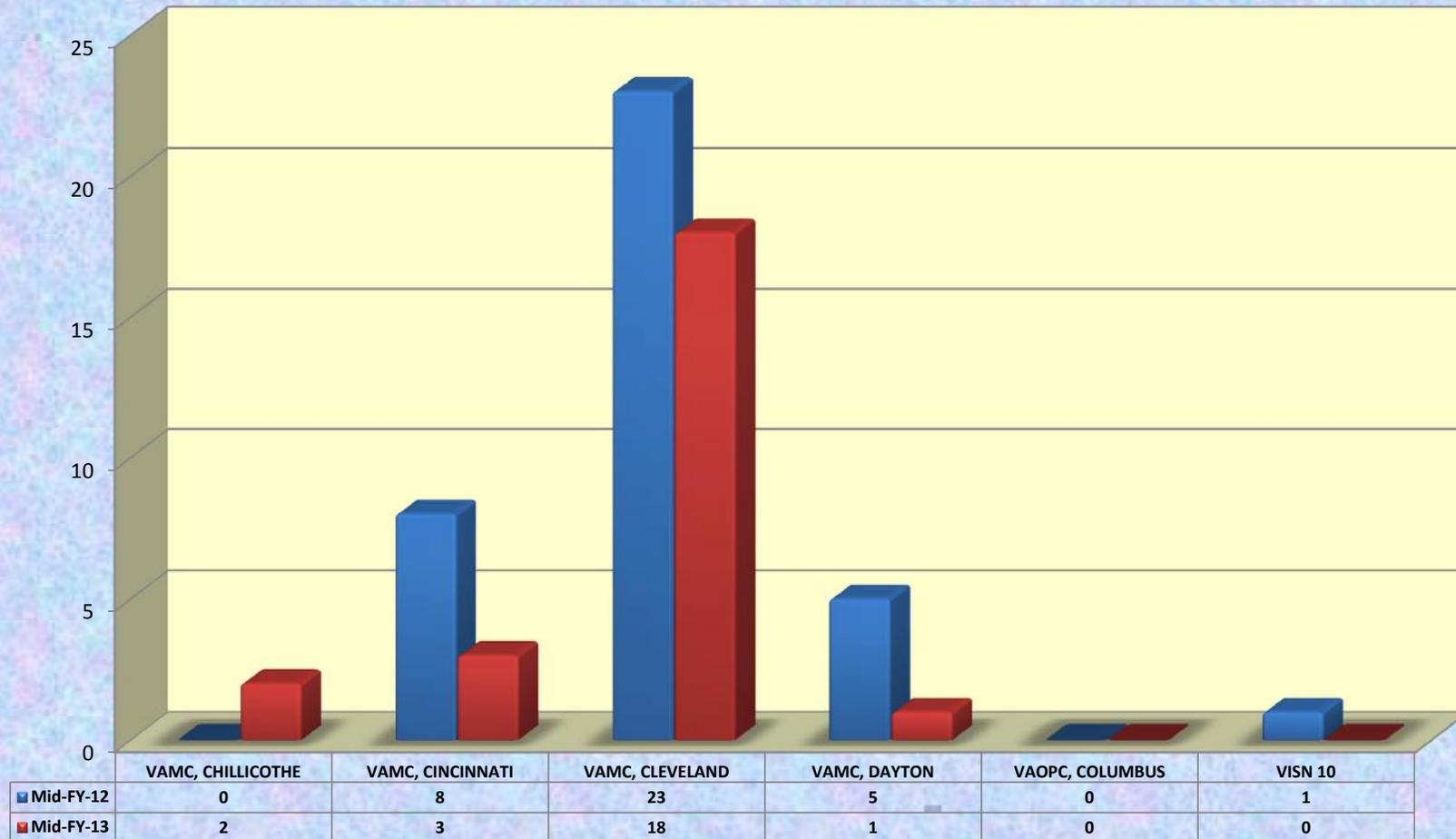
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 9



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

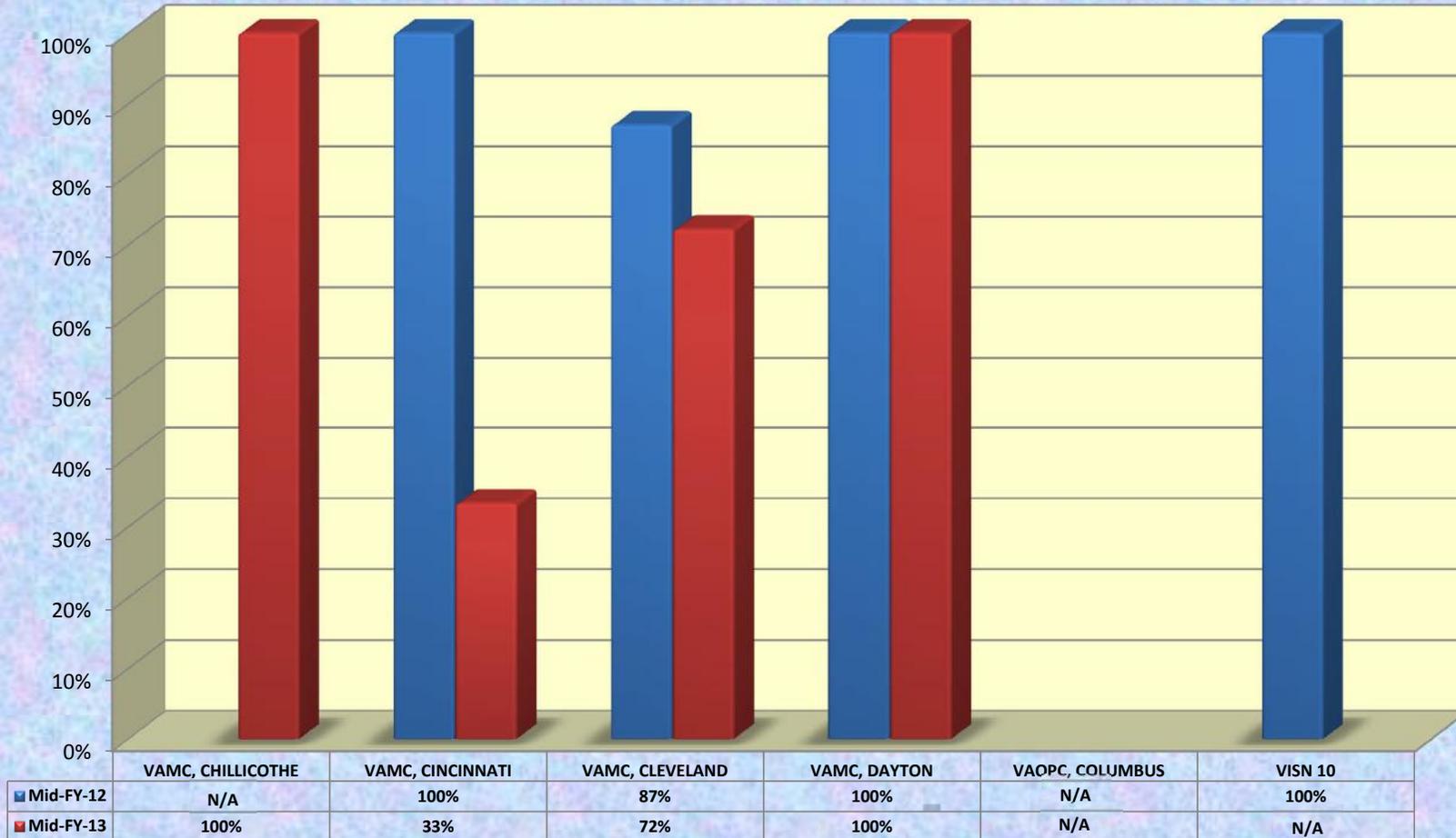
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 10



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

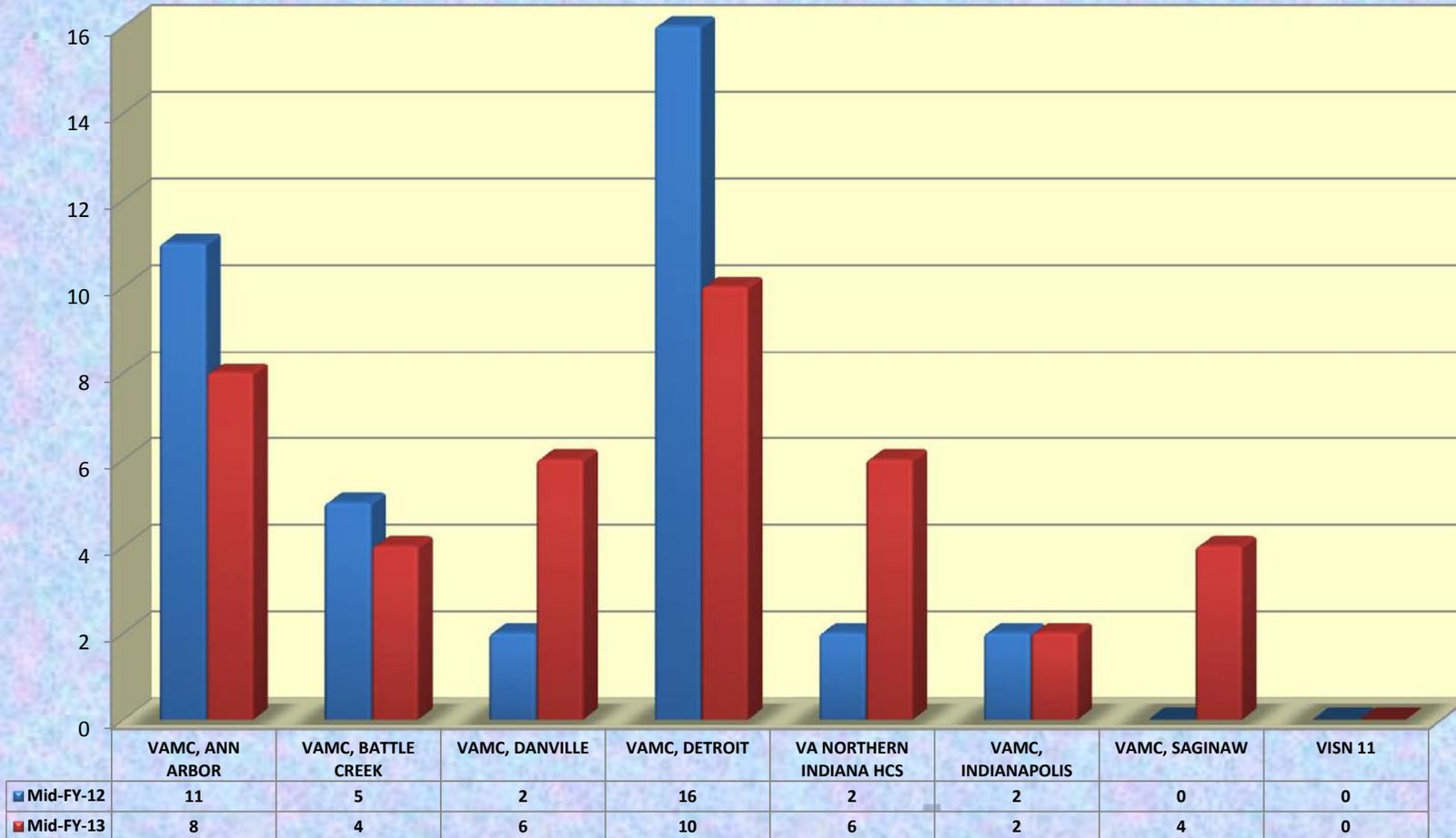
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 10



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

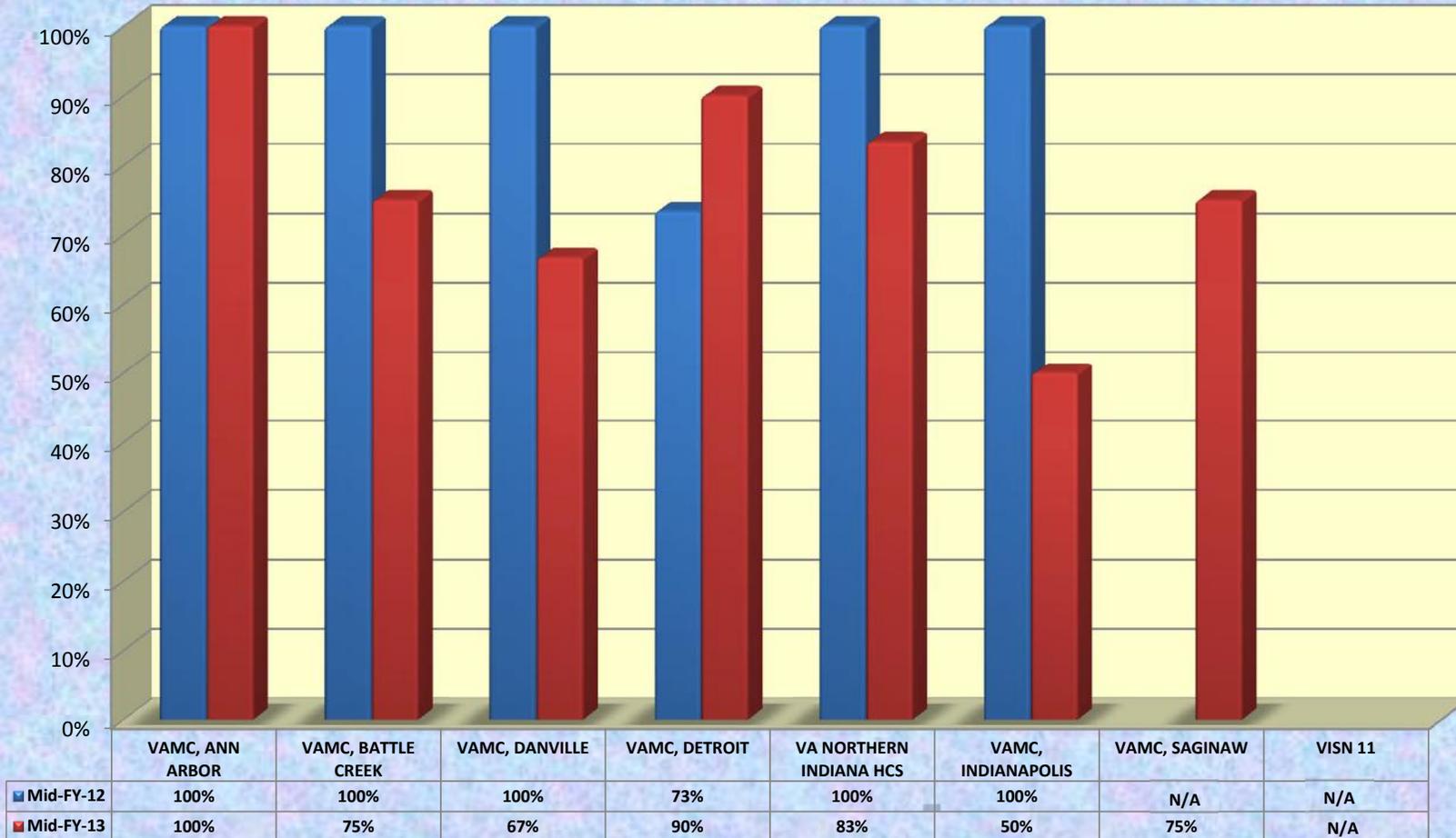
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 11



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

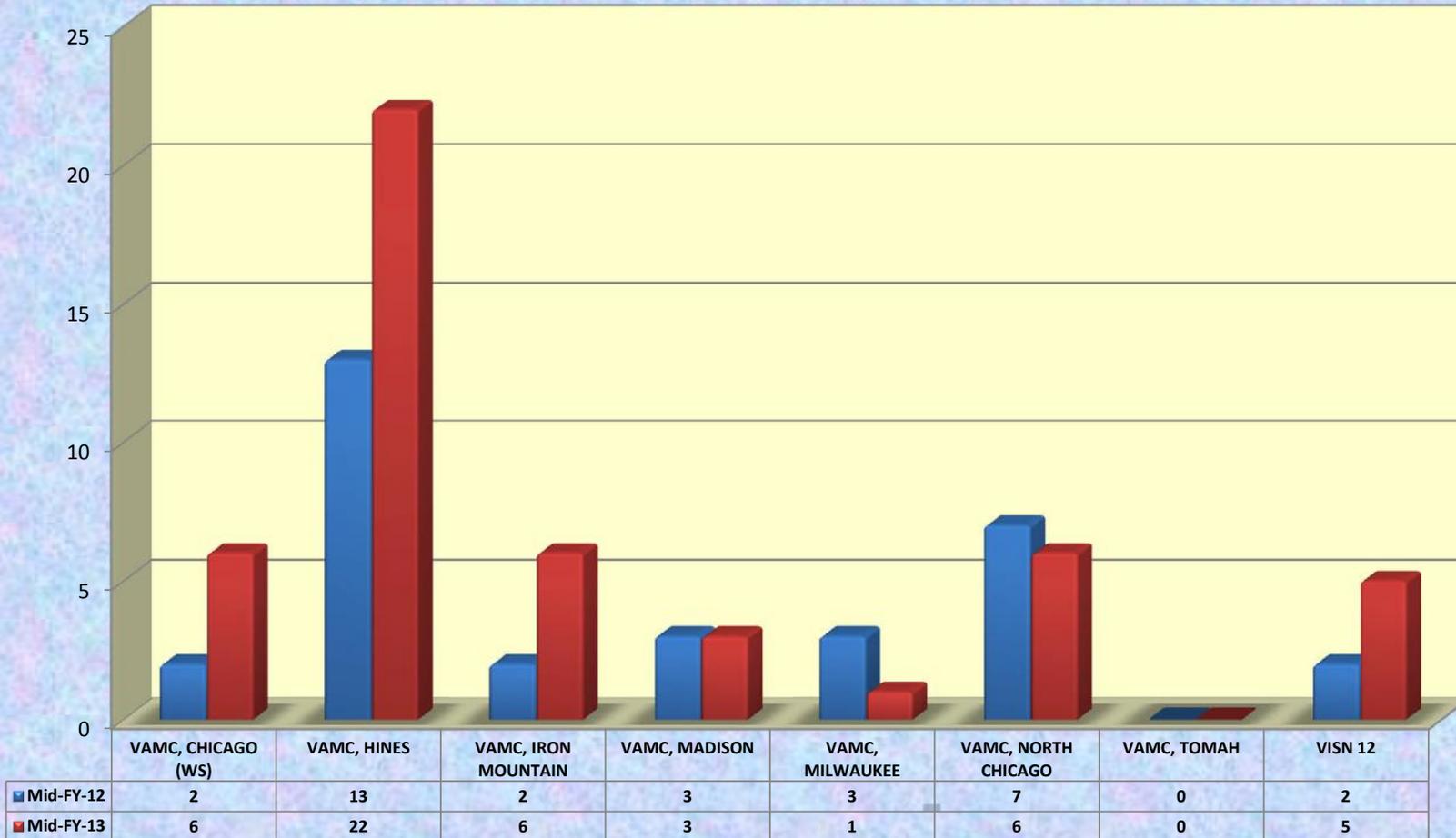
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 11



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

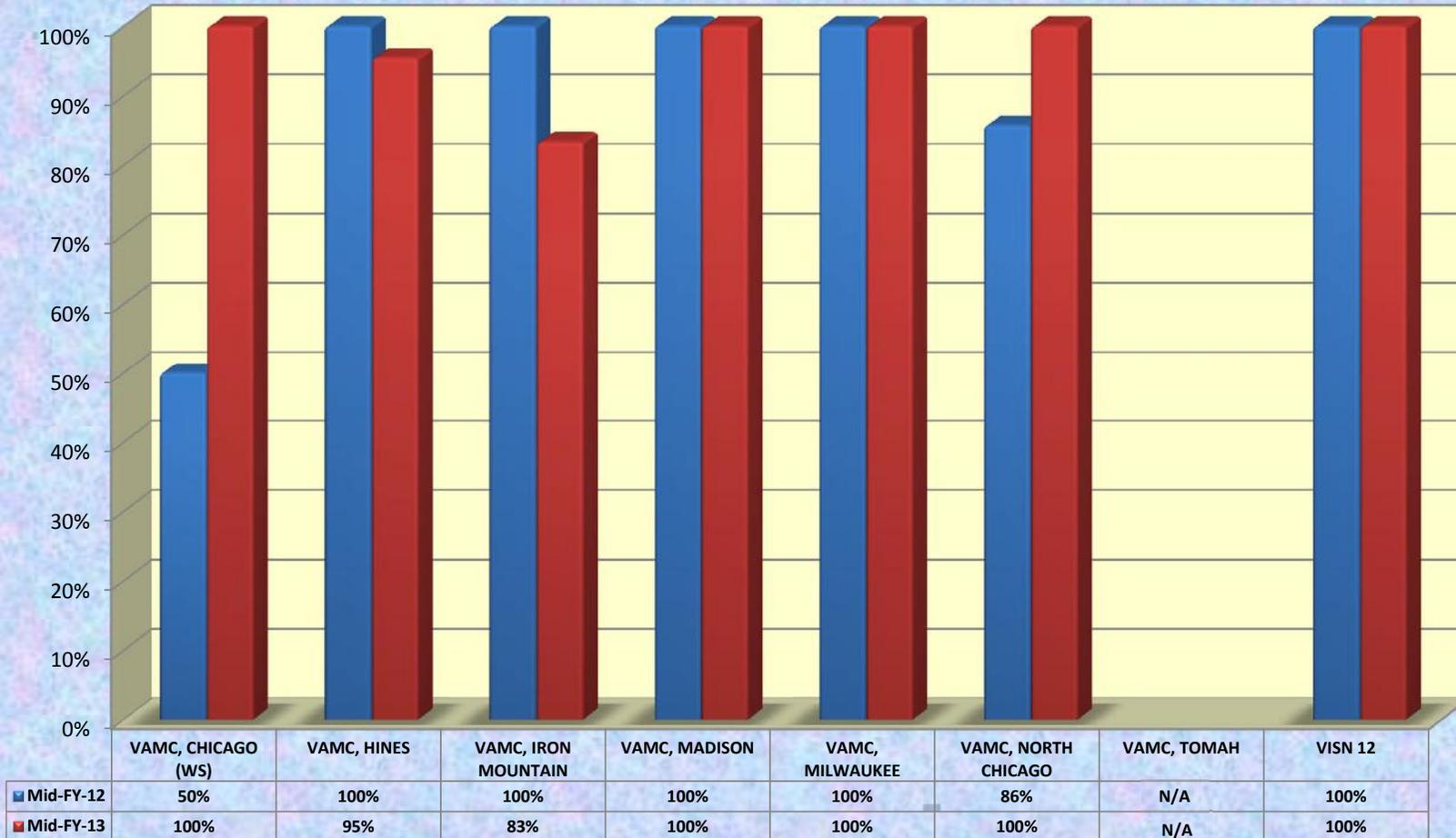
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 12



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

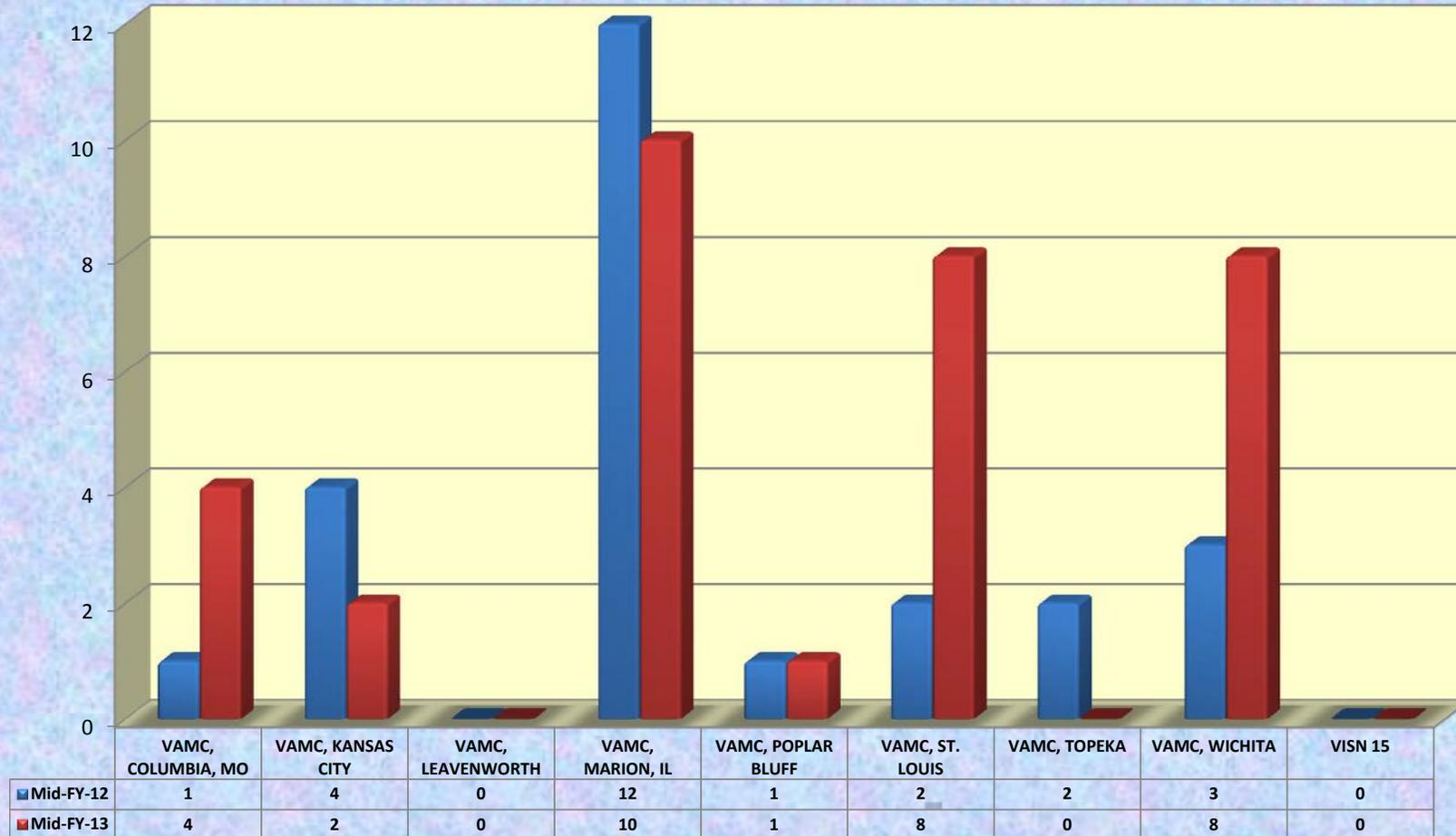
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 12



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

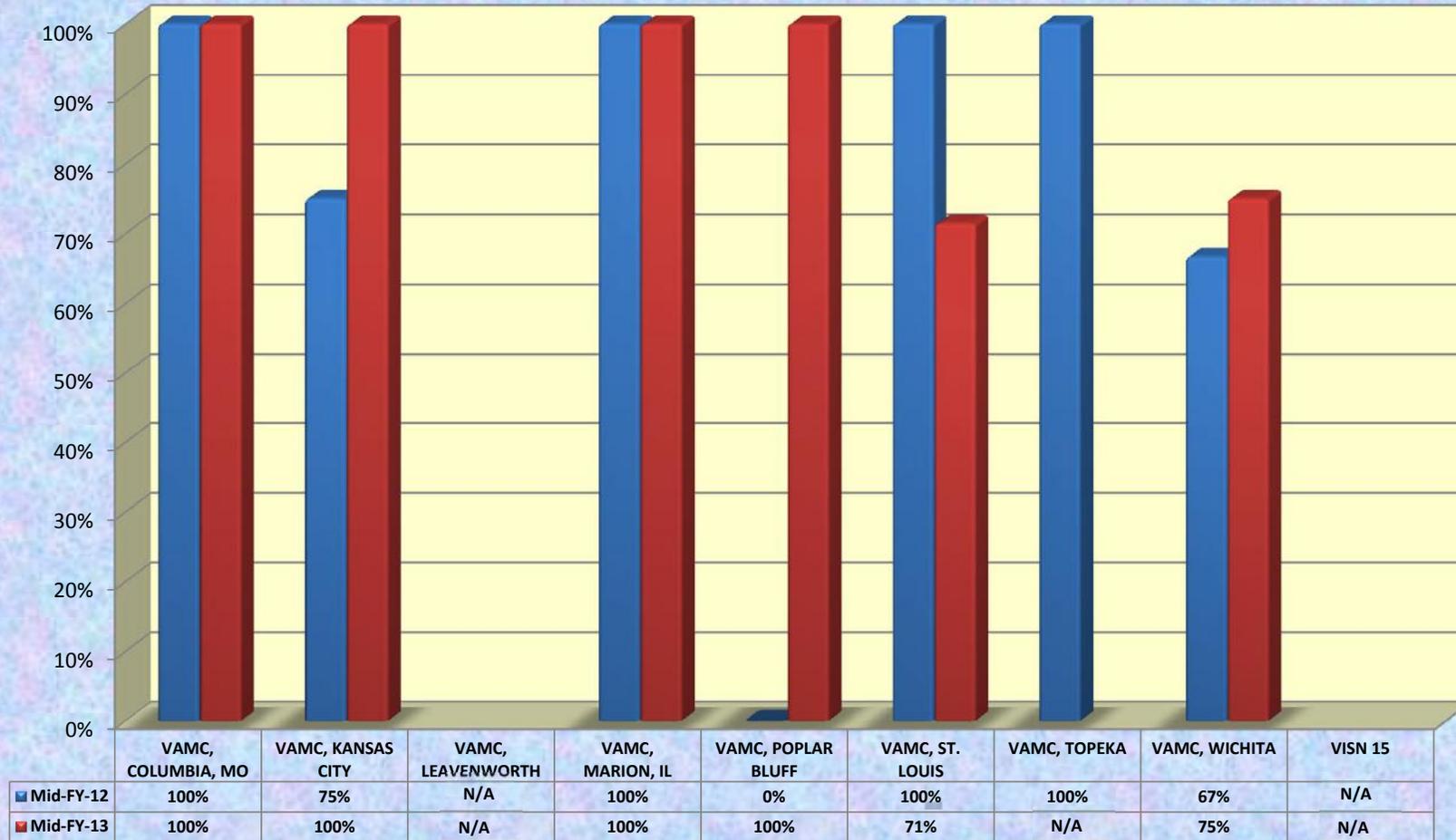
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 15



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

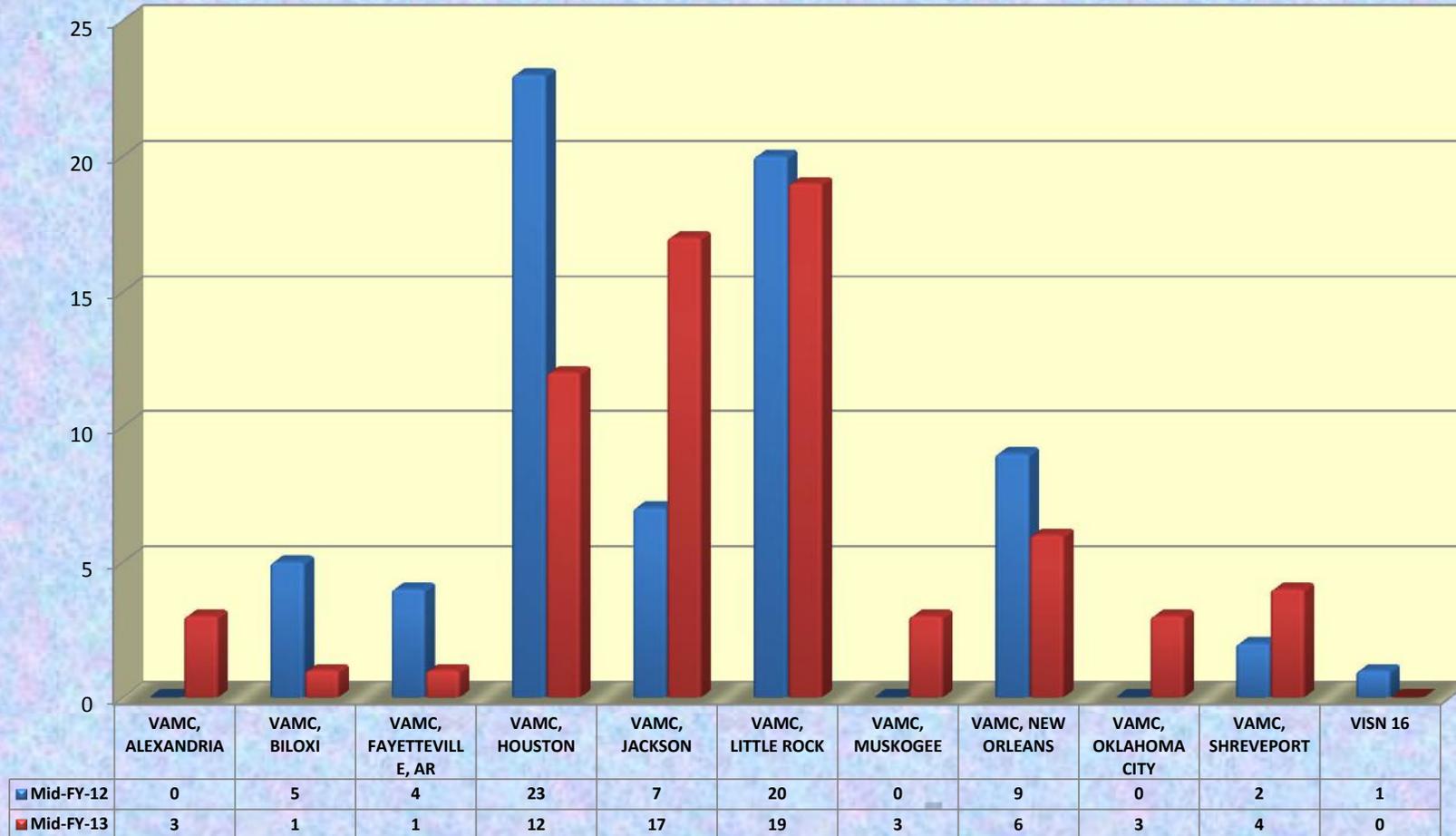
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 15



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

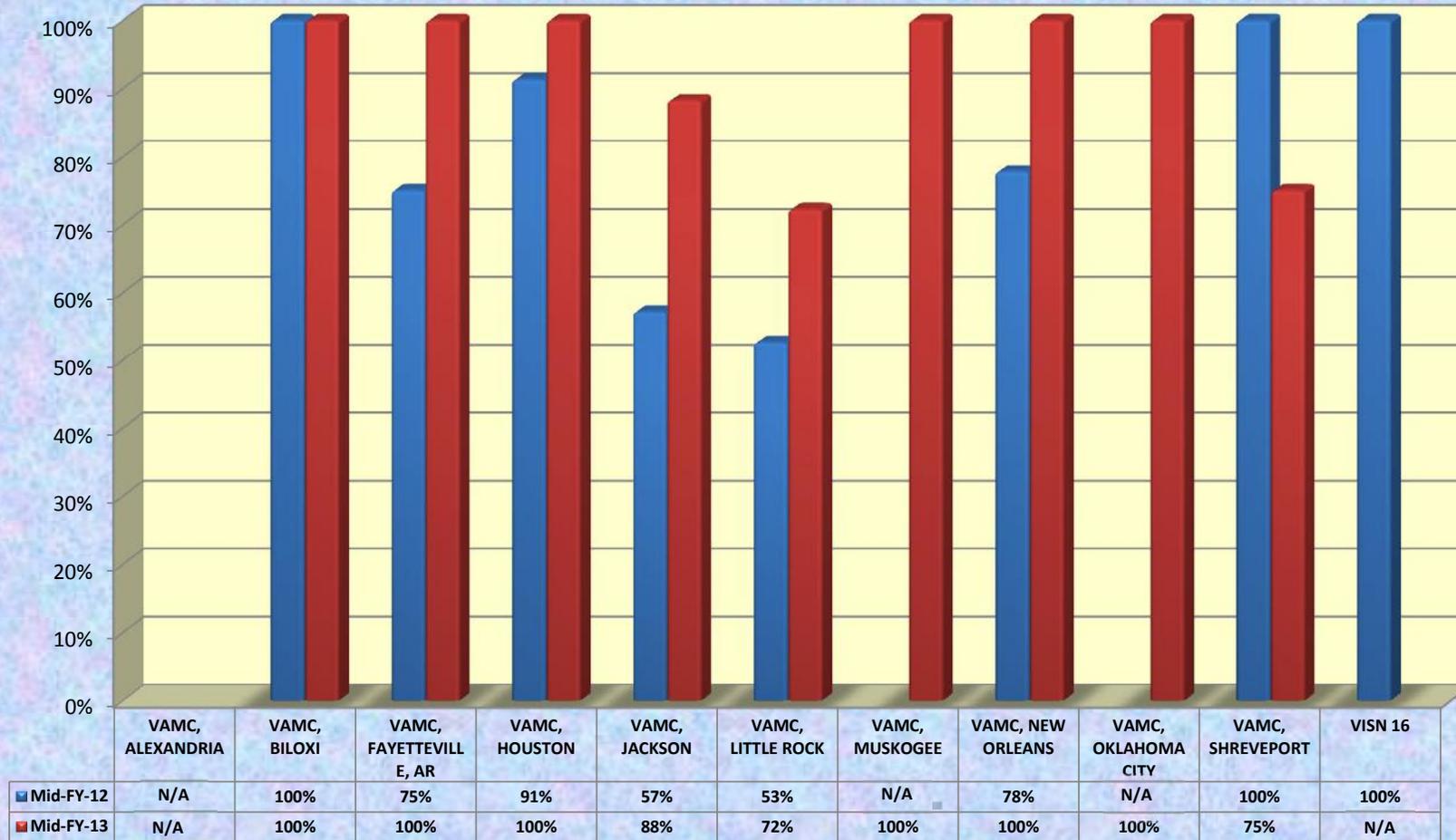
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 16



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 16



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

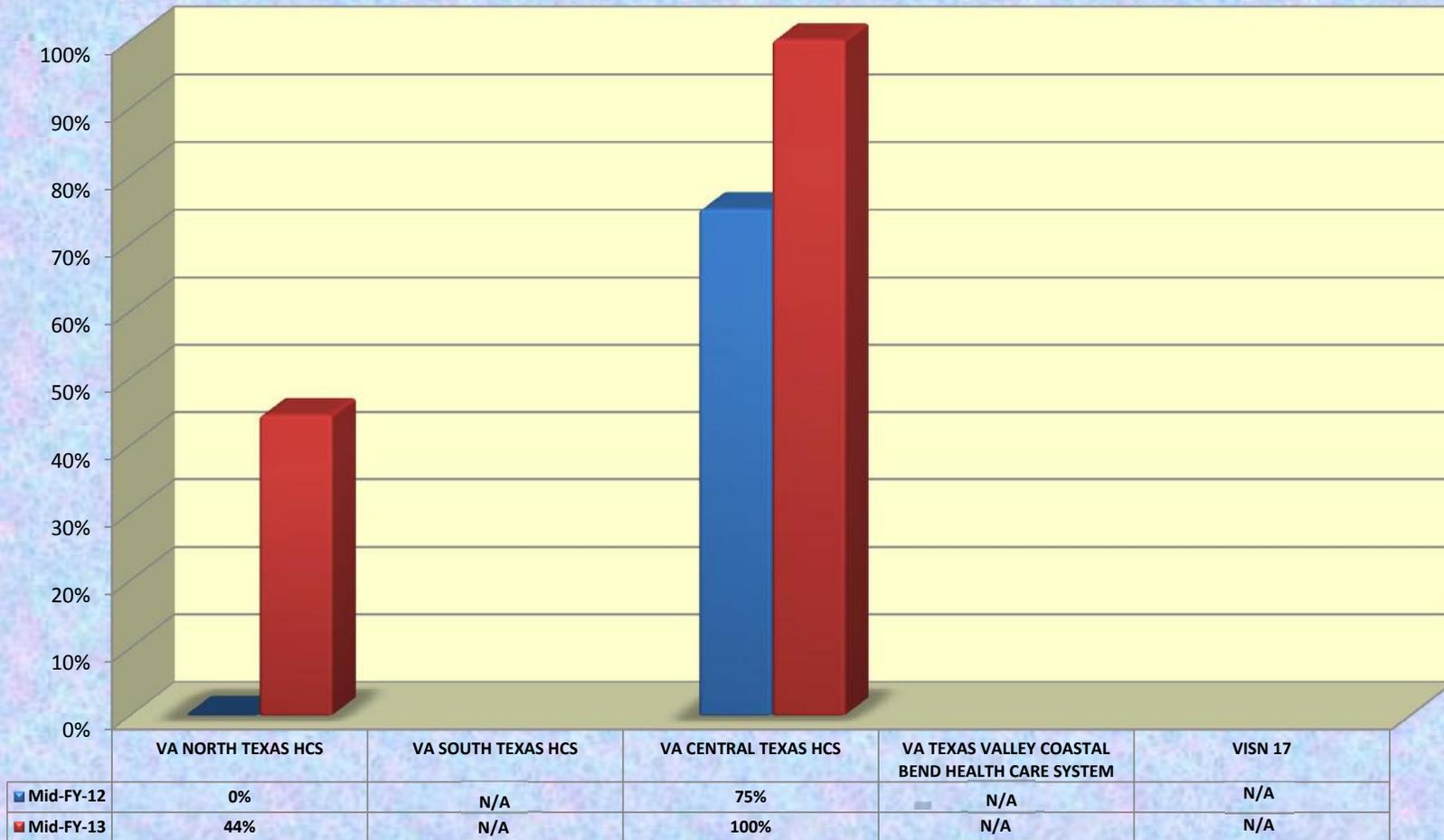
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 17



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

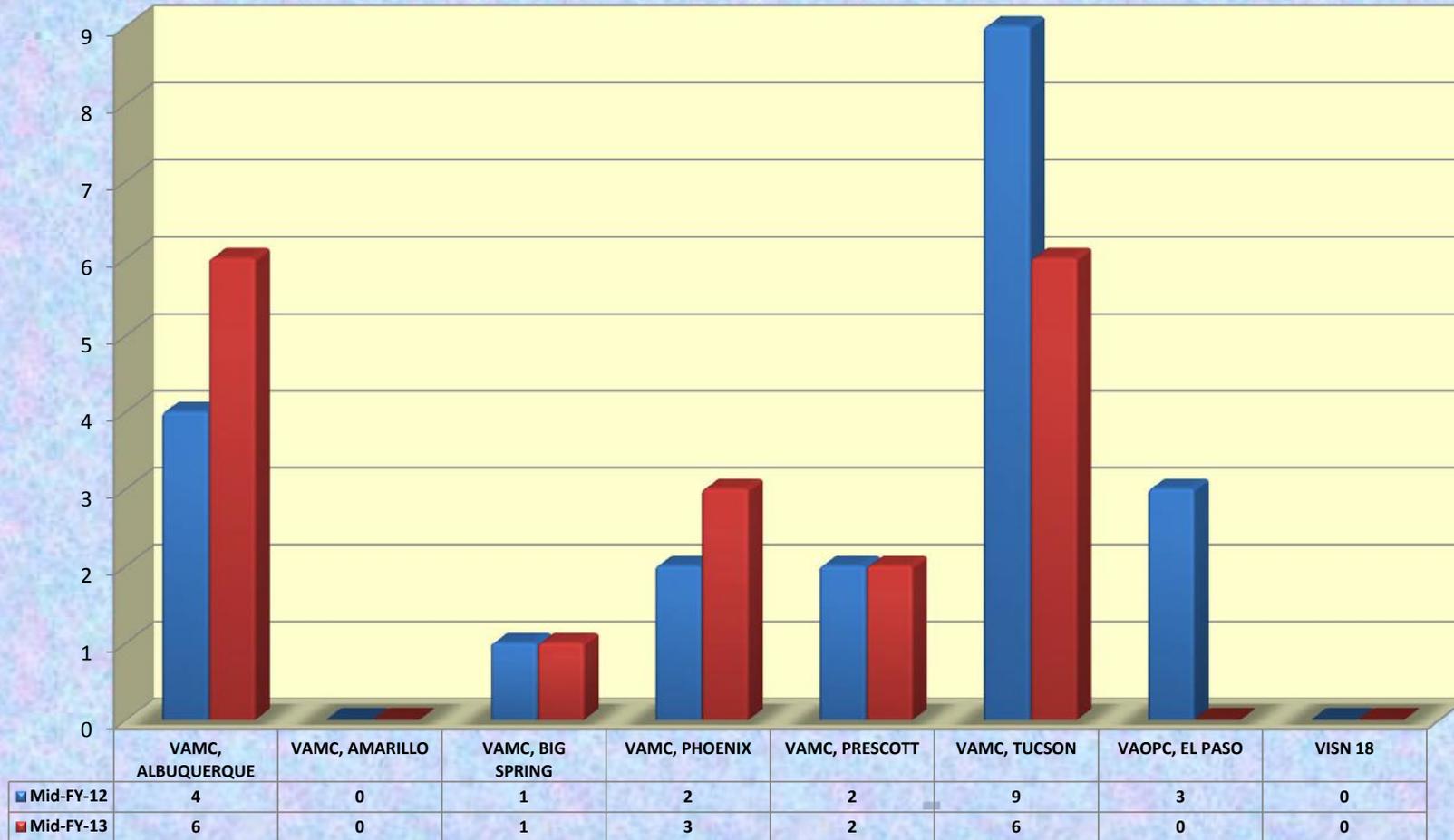
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 17



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 18



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 19



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

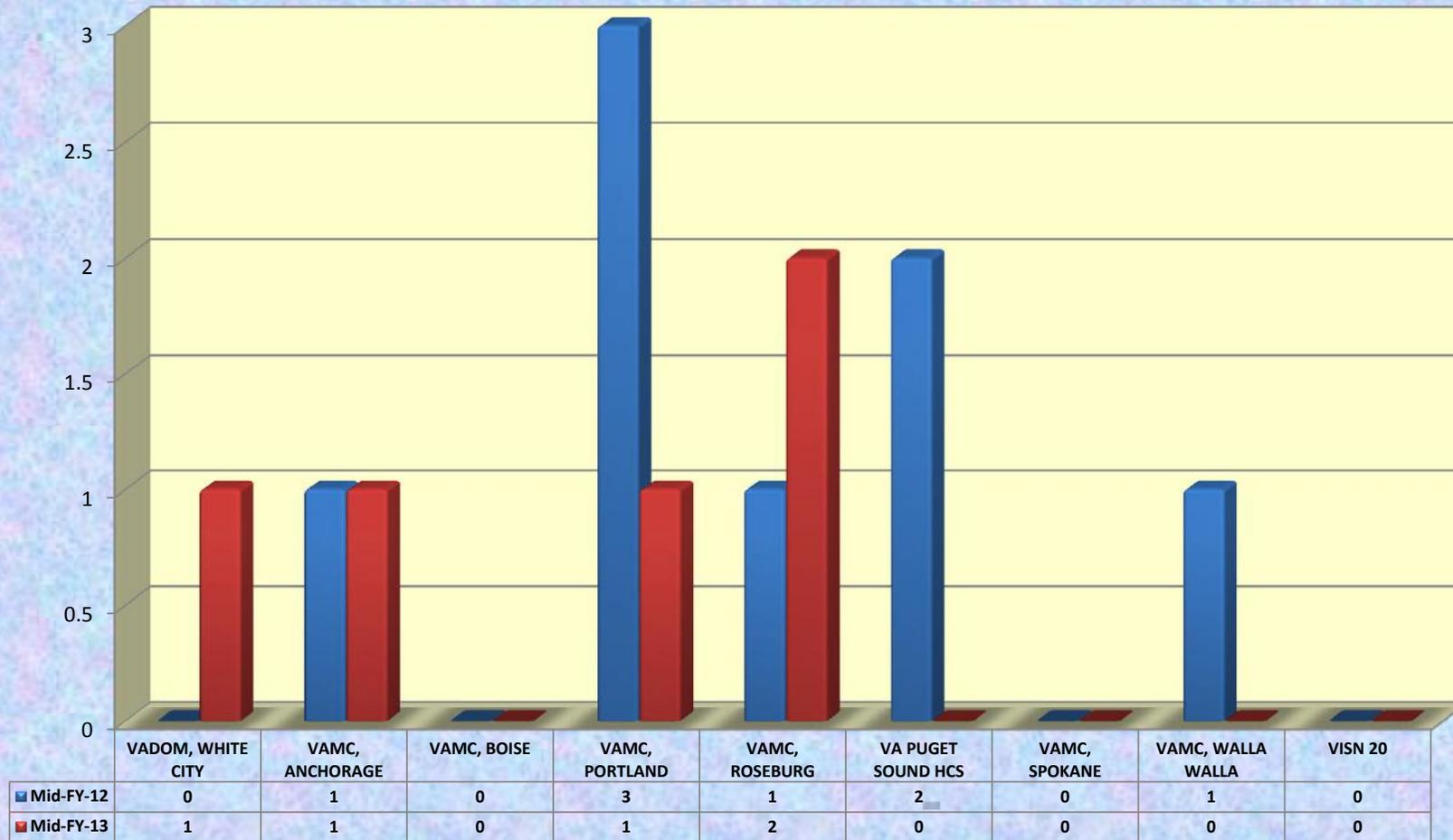
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 19



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 20



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

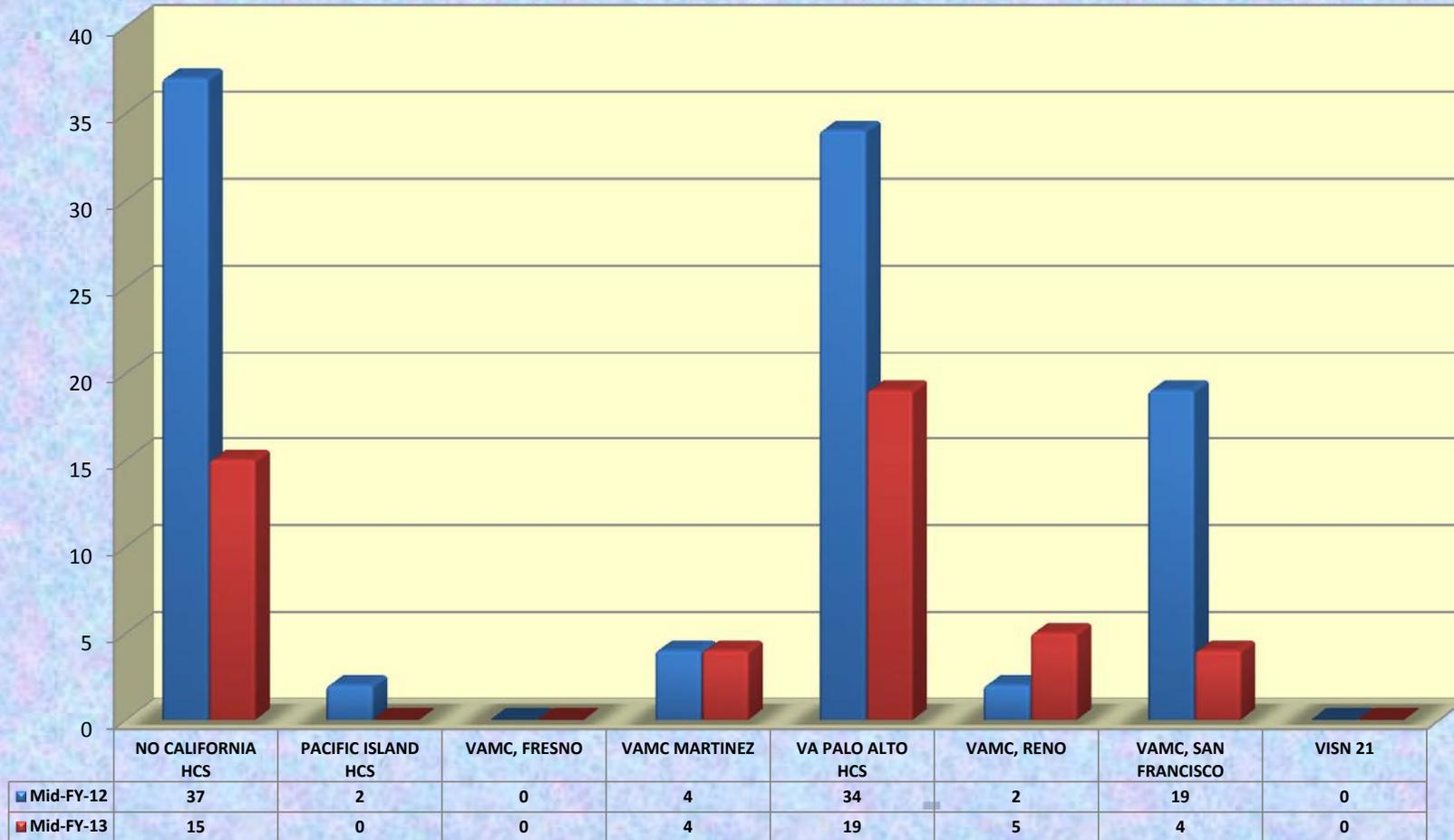
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 20



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

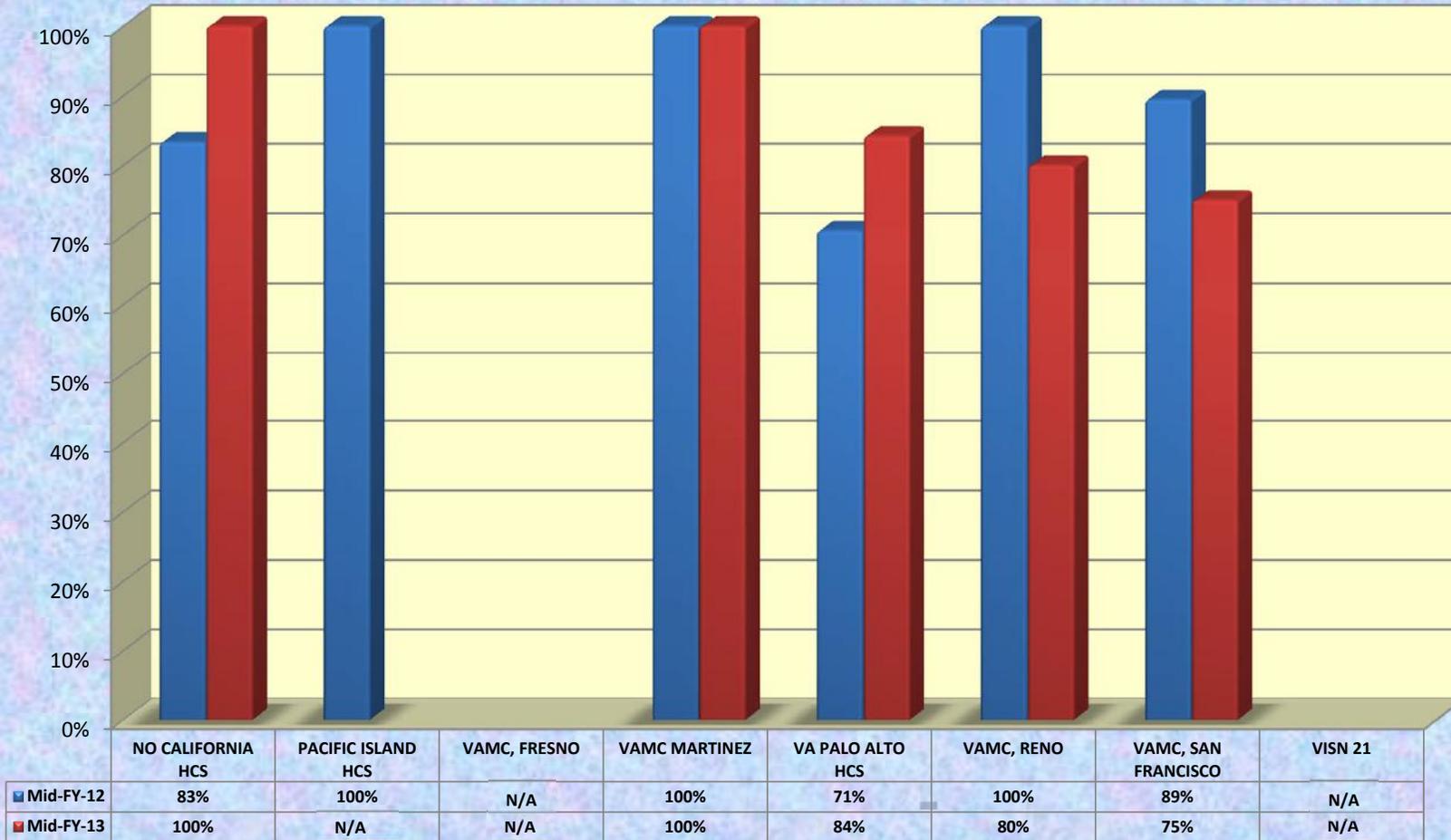
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 21



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

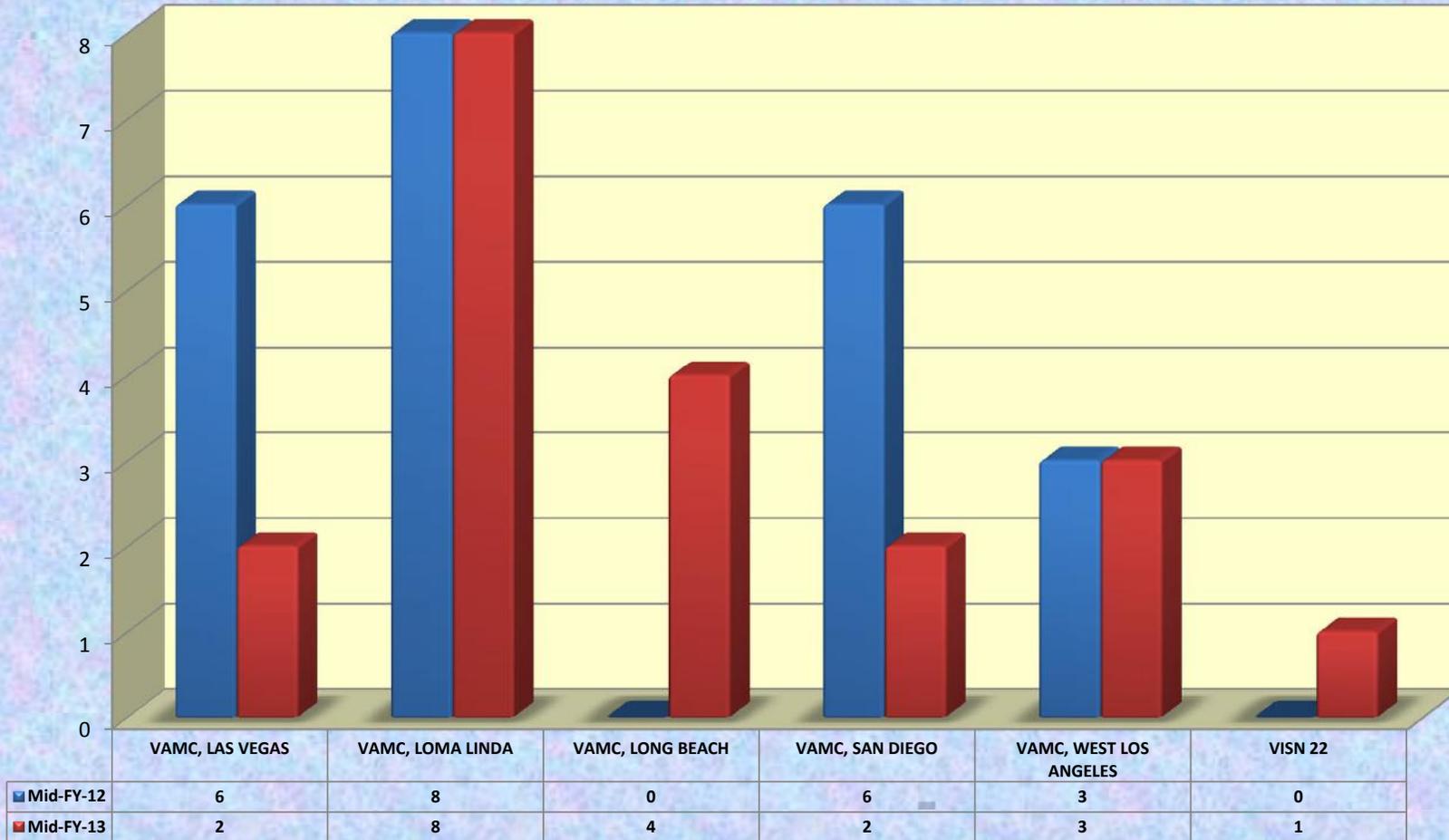
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 21



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

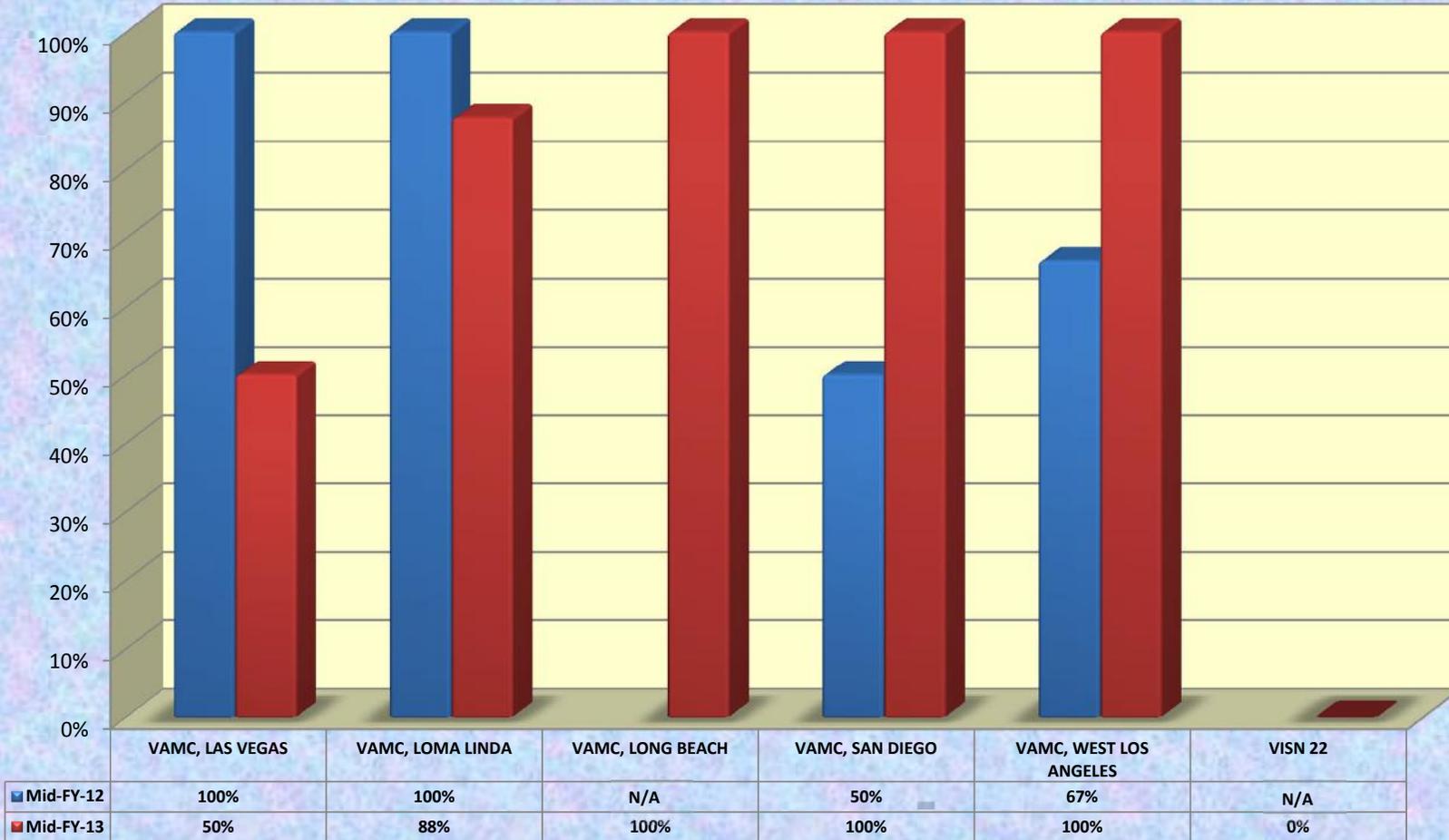
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Requests - VISN 22



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

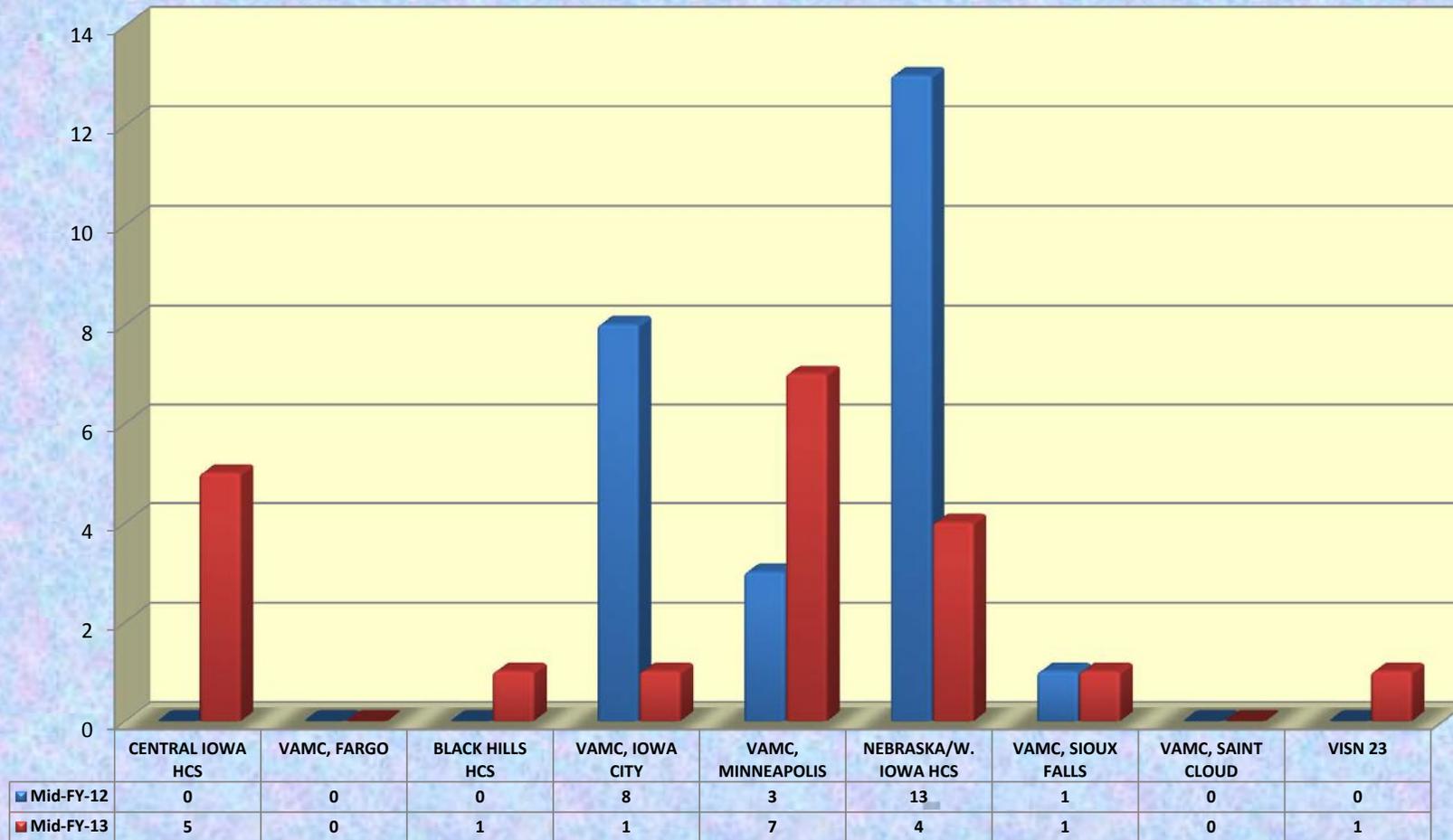
Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 22



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

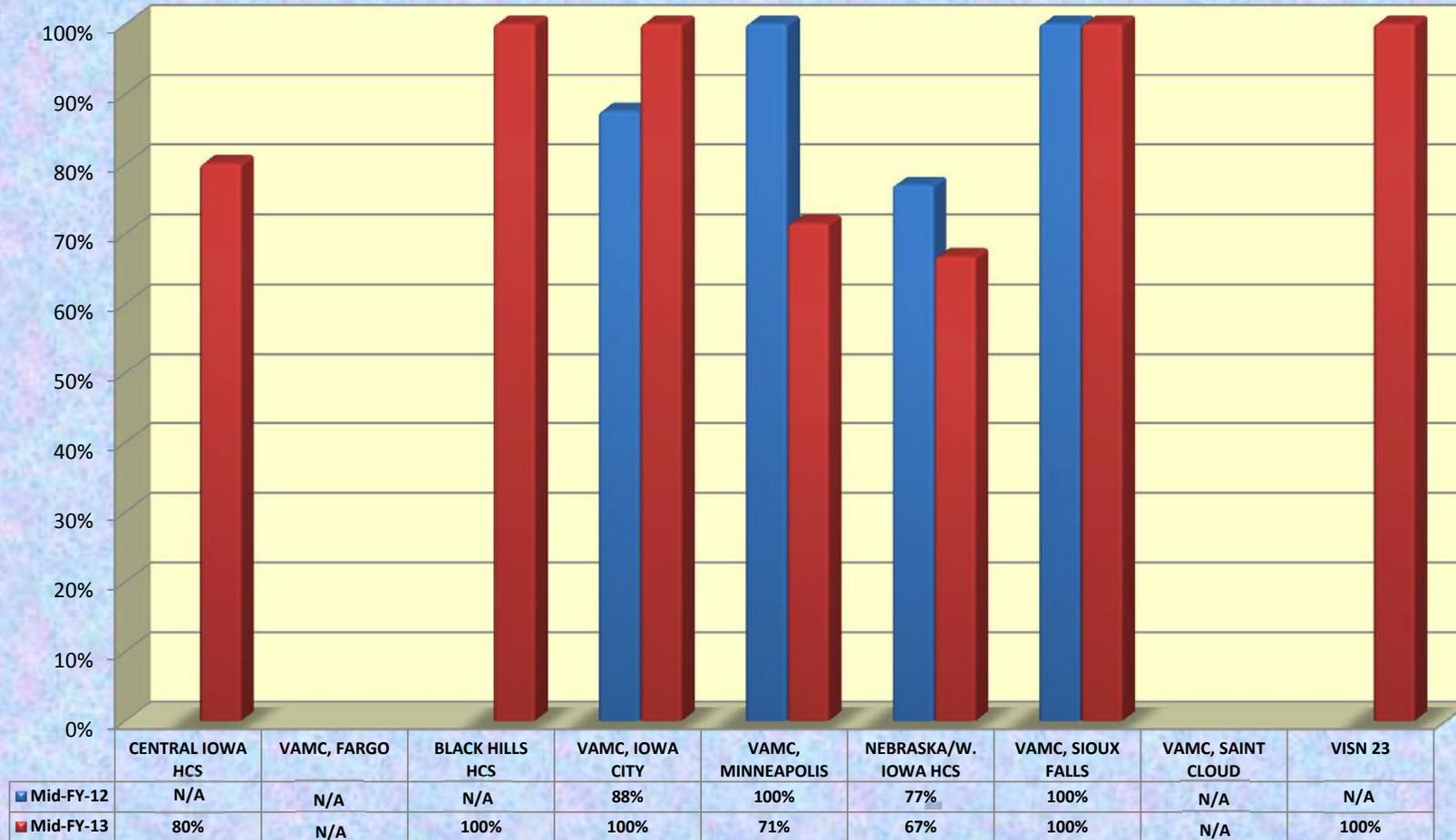
Veterans Health Administration Mid-FY-12 & FY-13 Non-EEO ADR Requests - VISN 23



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Health Administration Mid-FY-12 & Mid-FY-13 Non-EEO ADR Resolution Rate - VISN 23



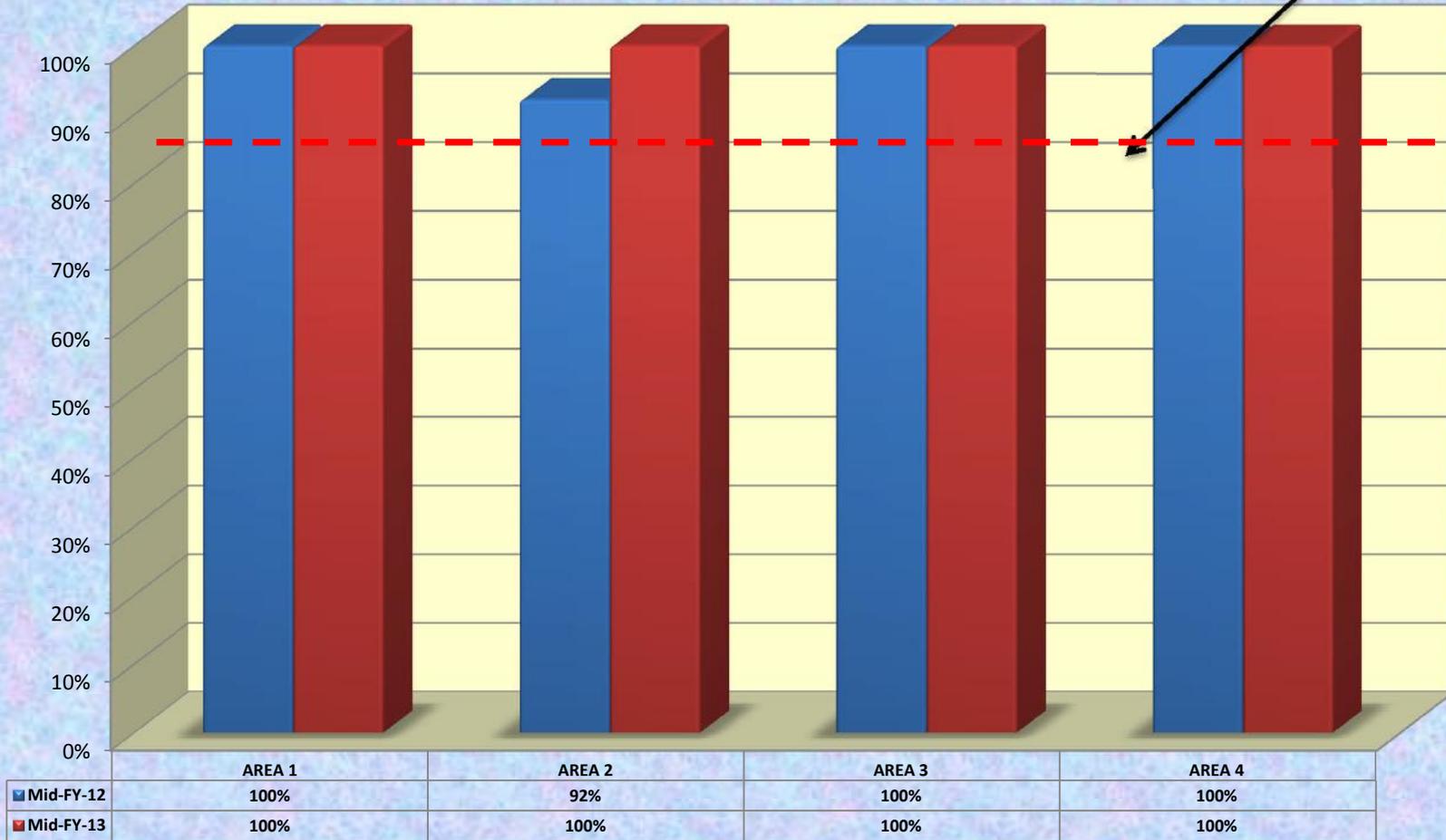
Data Source: ADTracker System

Veterans Benefits Administration

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate

80% Government-Wide Target

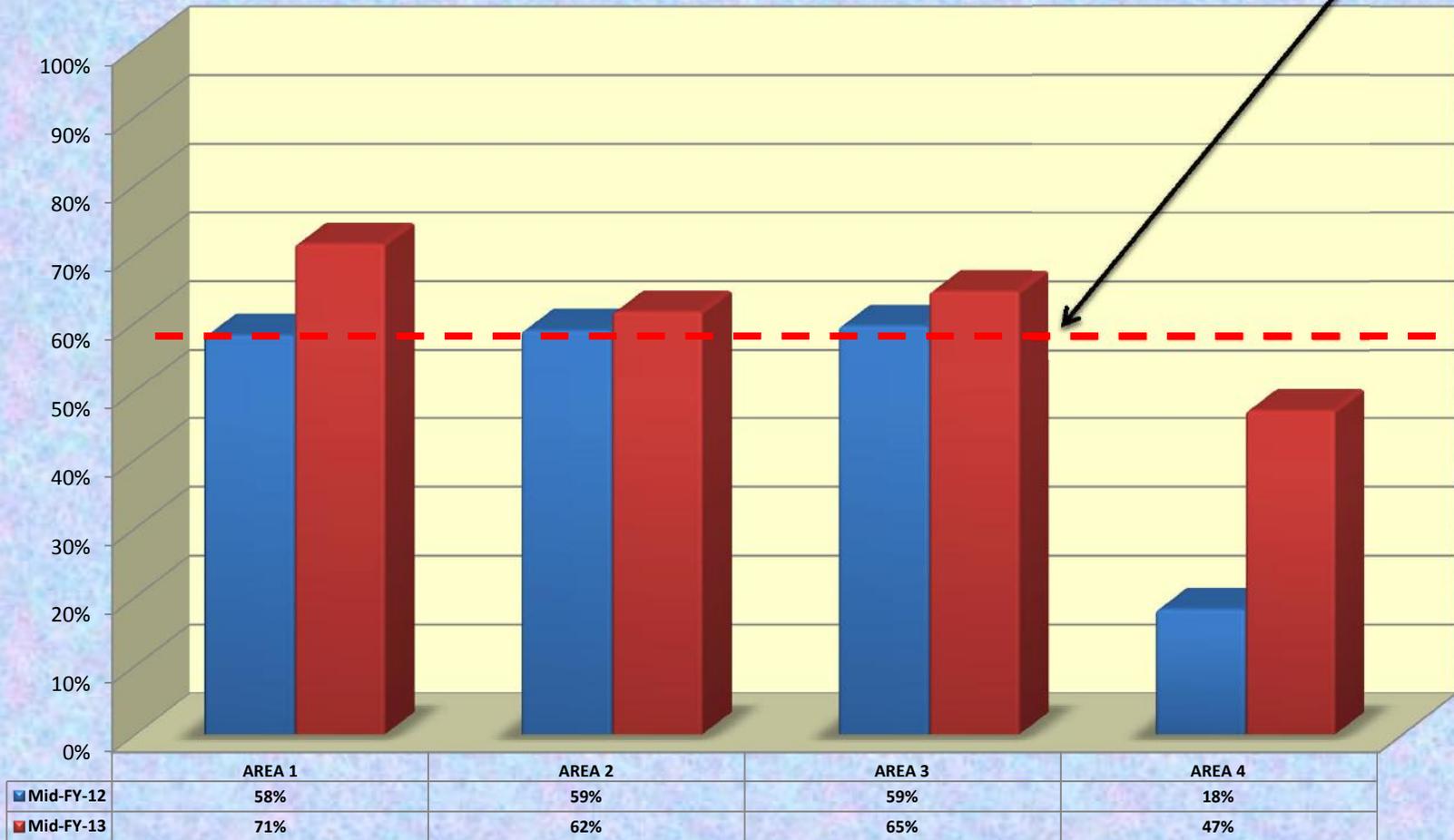


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate

54% VA-Wide
Target

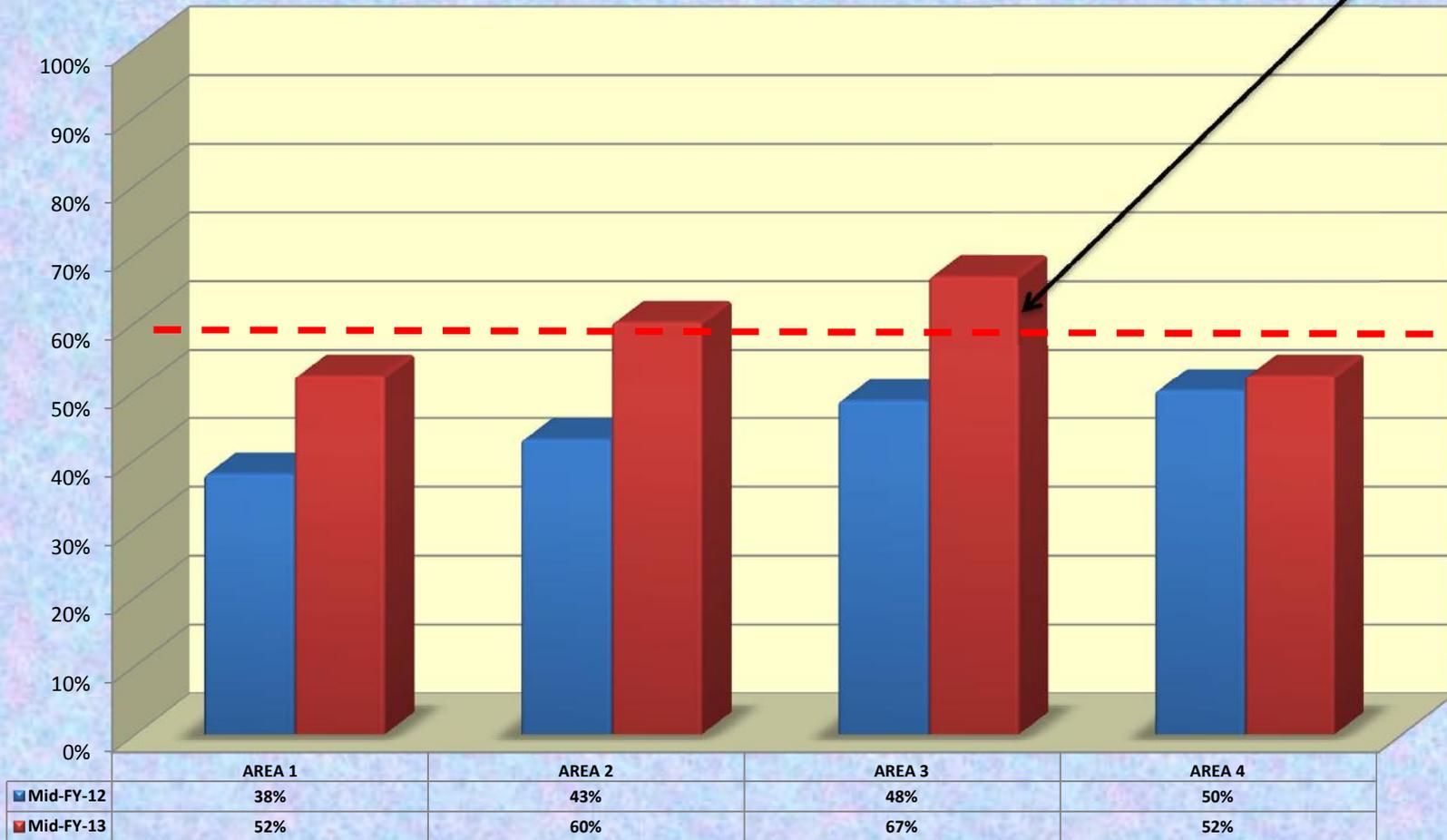


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate

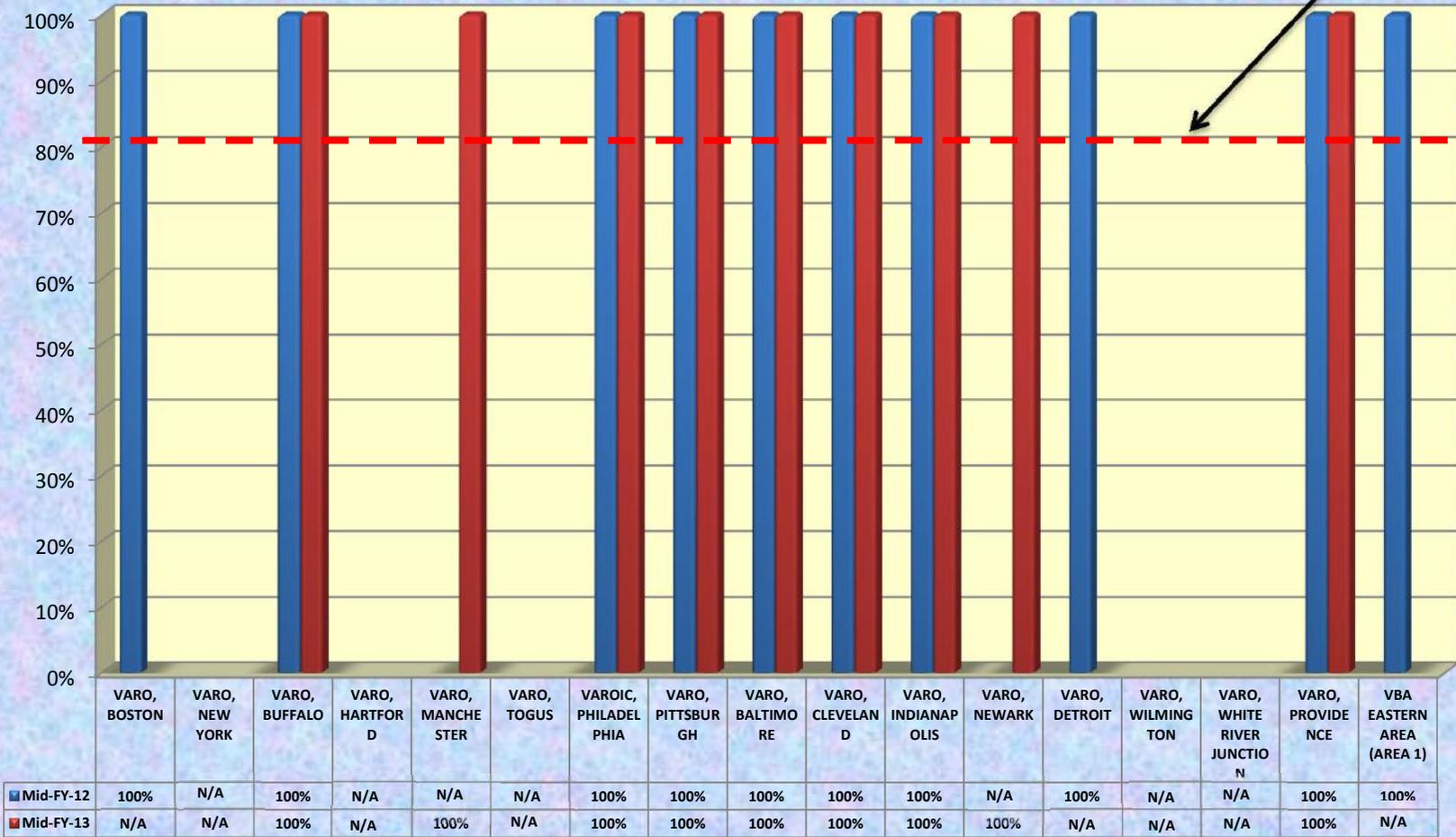
53% Government-Wide Average



Data Source: ADRTTracker System

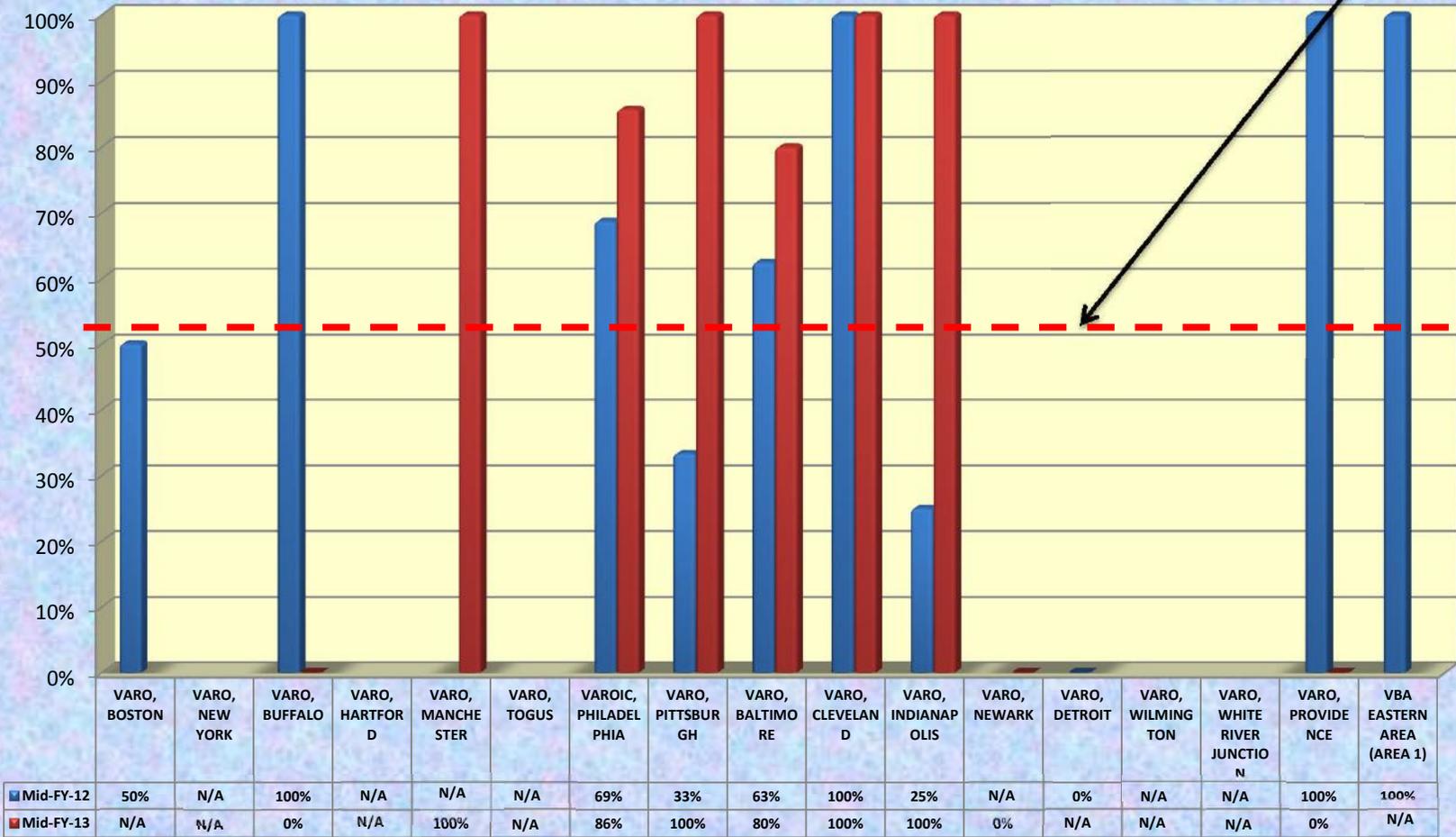
Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - AREA 1

80% Government-Wide Target



Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 1

54% VA-Wide Target



Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 1

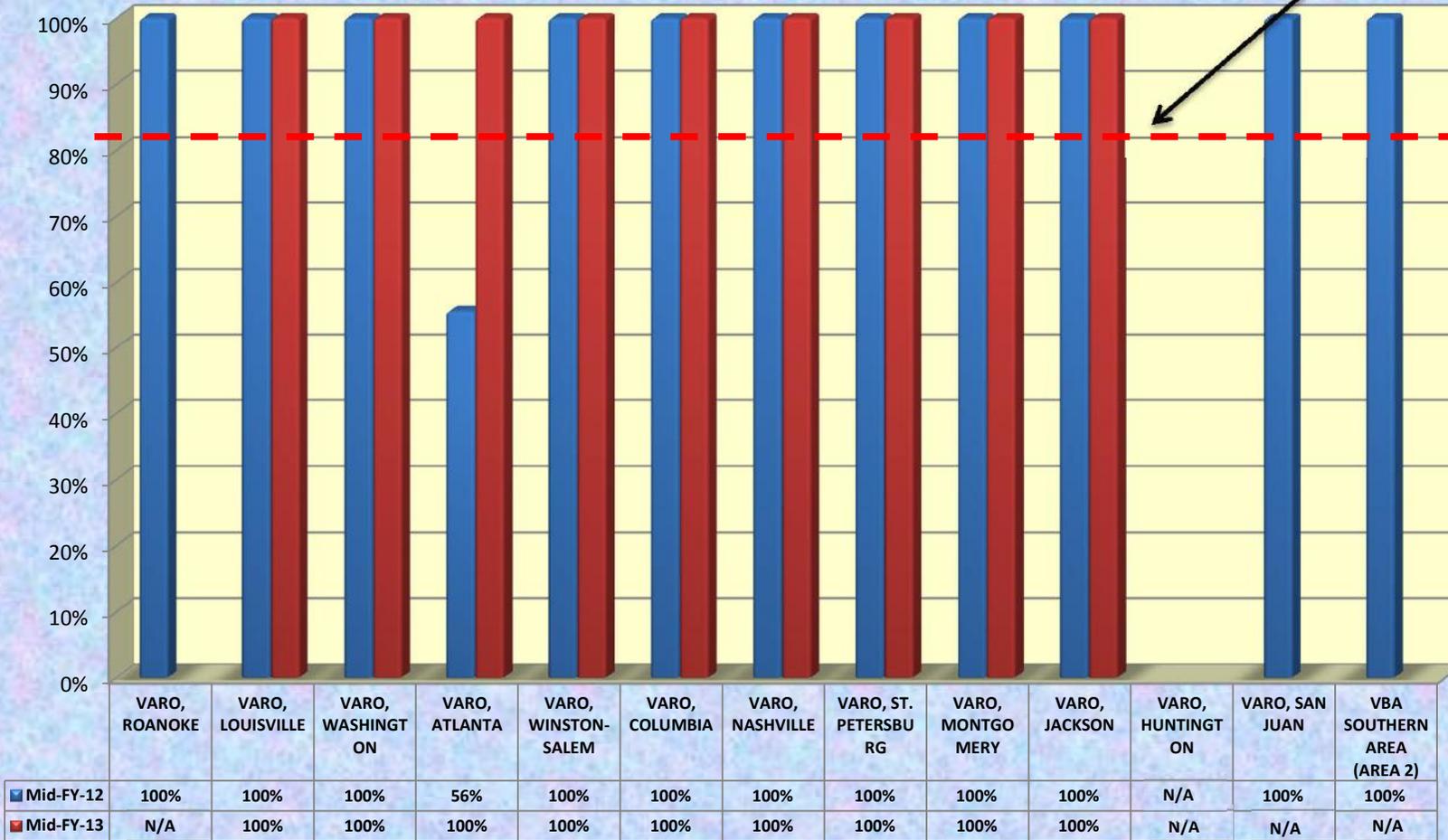


53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - AREA 2

80% Government-Wide Target

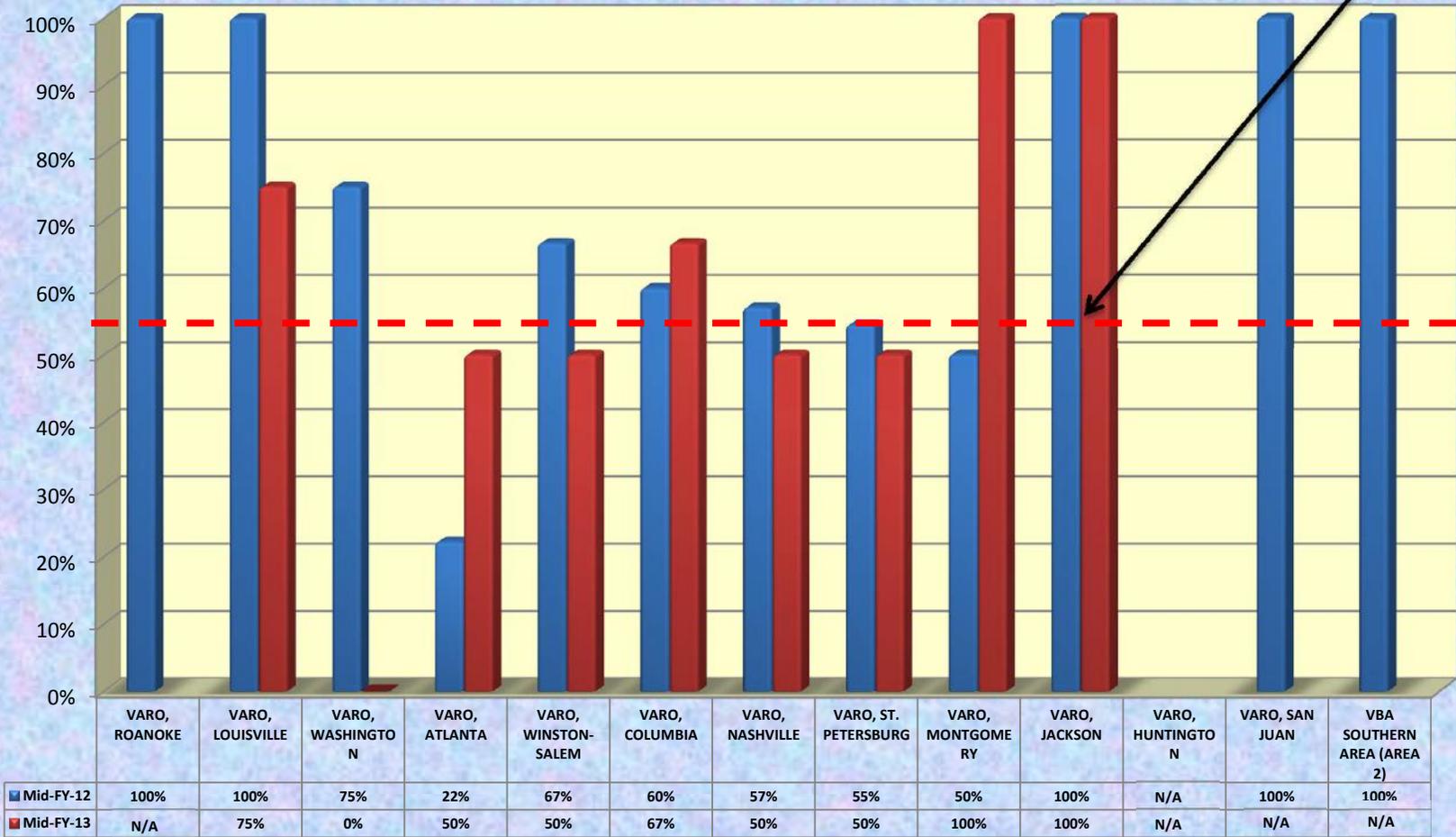


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 2

54% VA-Wide Target

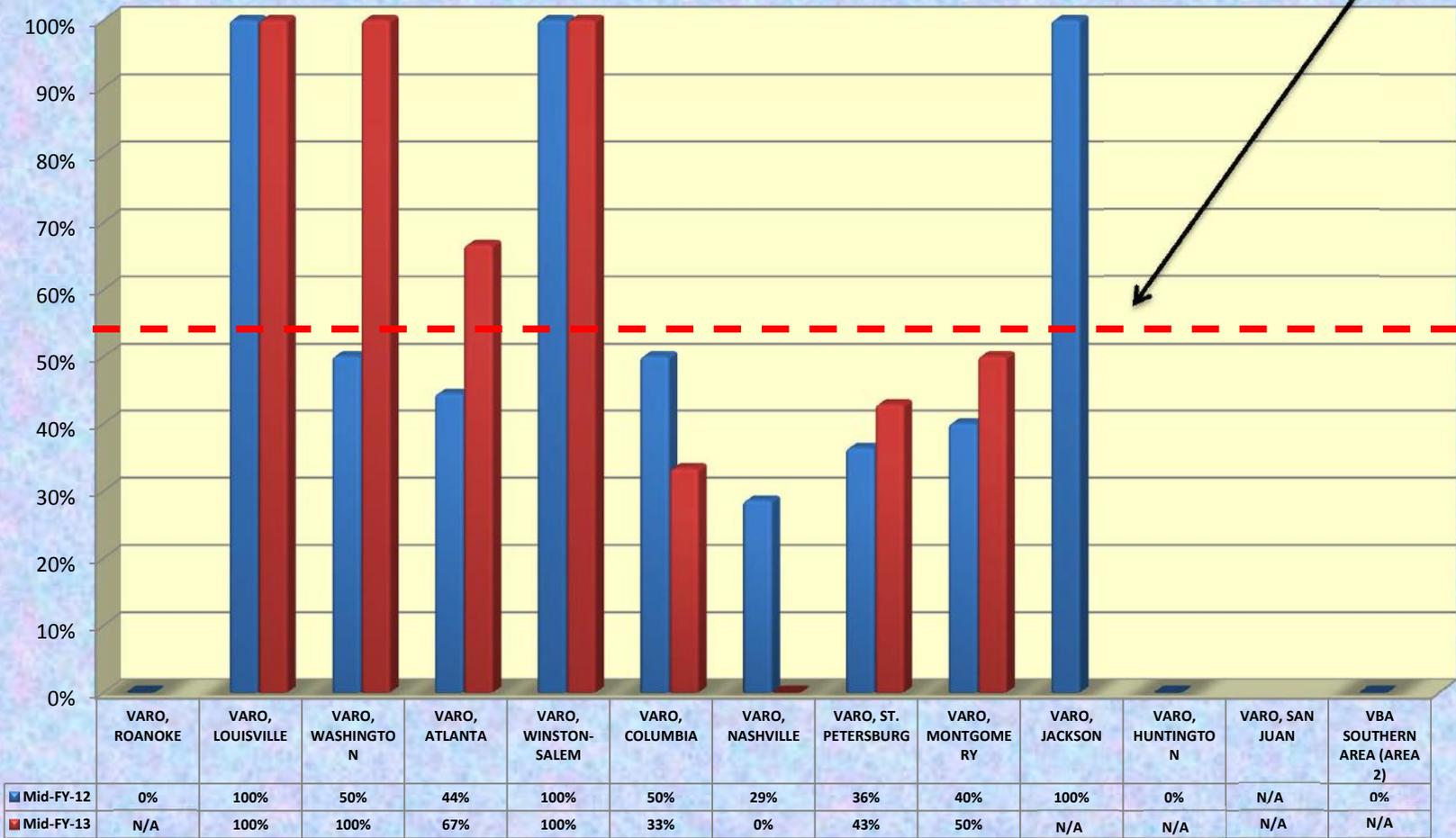


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 2

53% Government-Wide Average

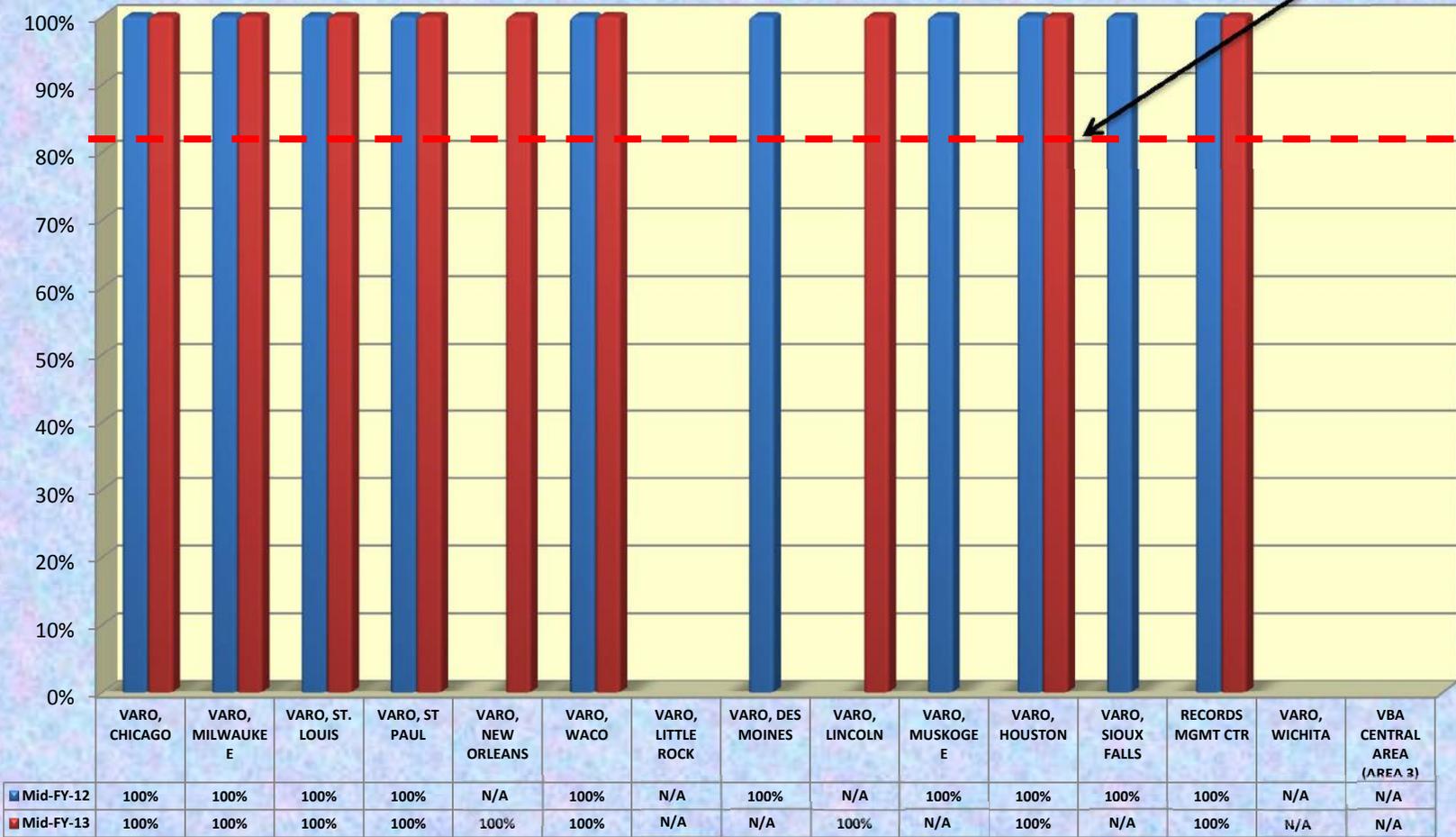


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - AREA 3

80% Government-Wide Target

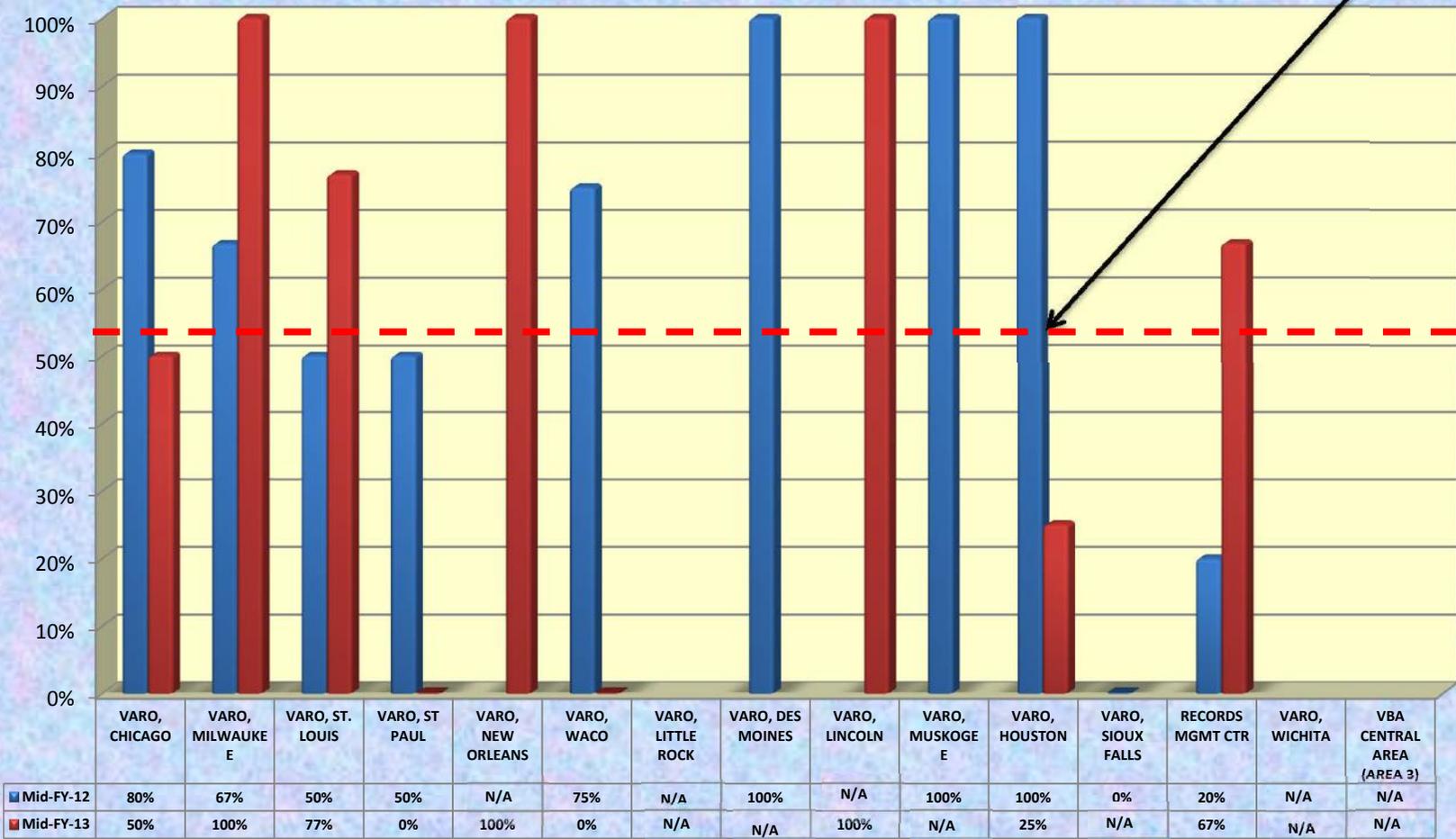


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 3

54% VA-Wide Target

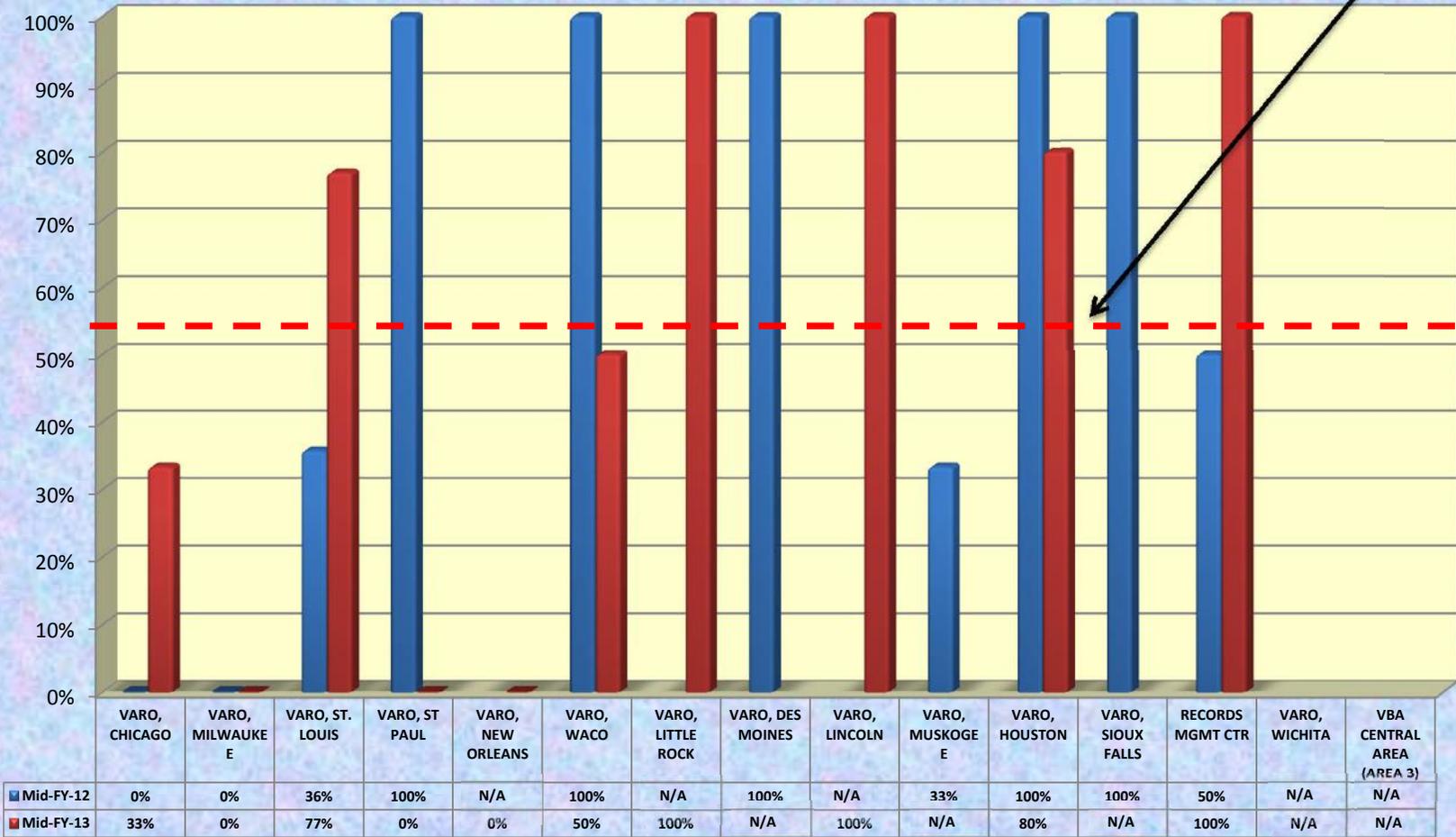


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 3

53% Government-Wide Average

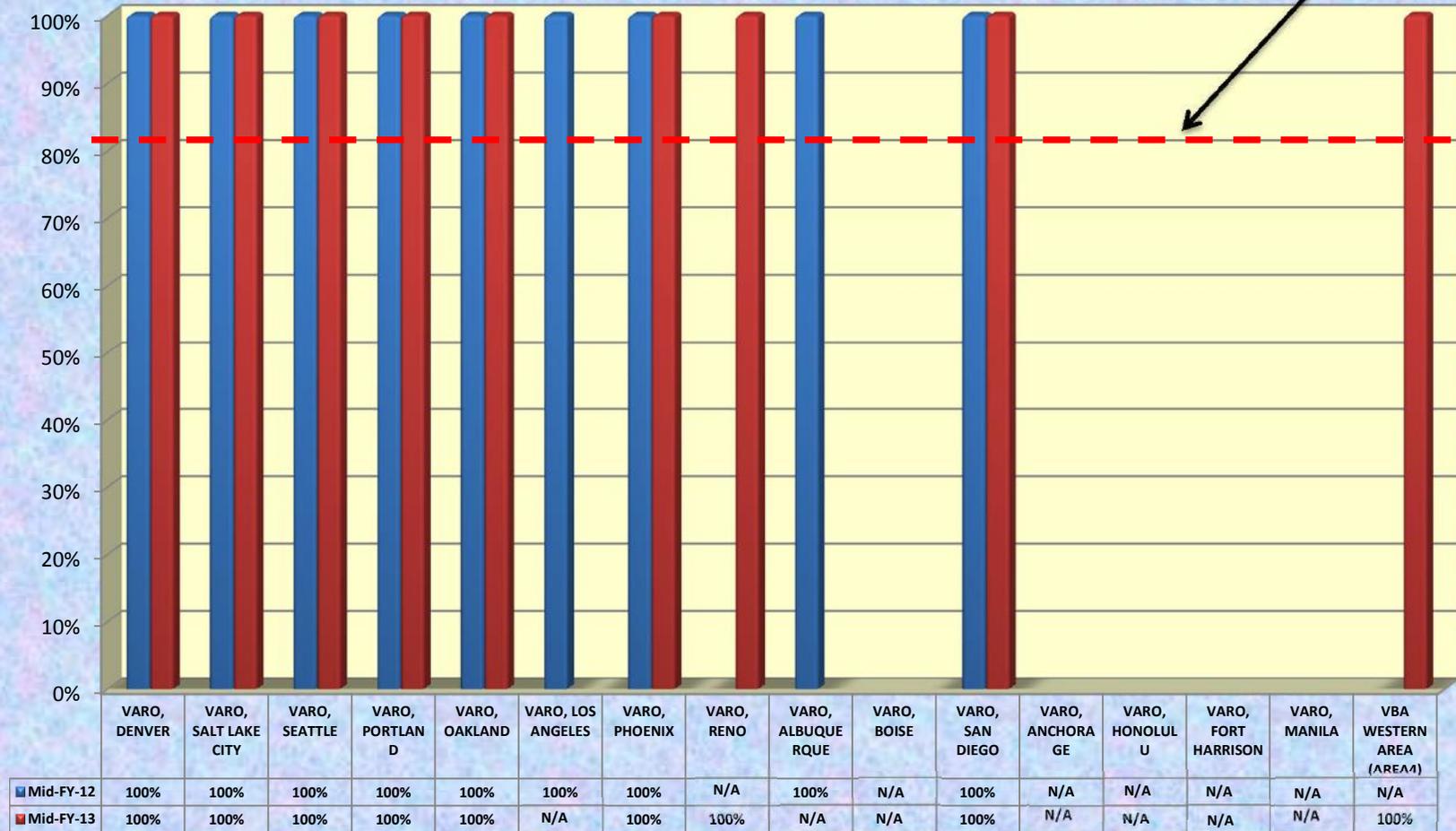


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - AREA 4

80% Government-Wide Target

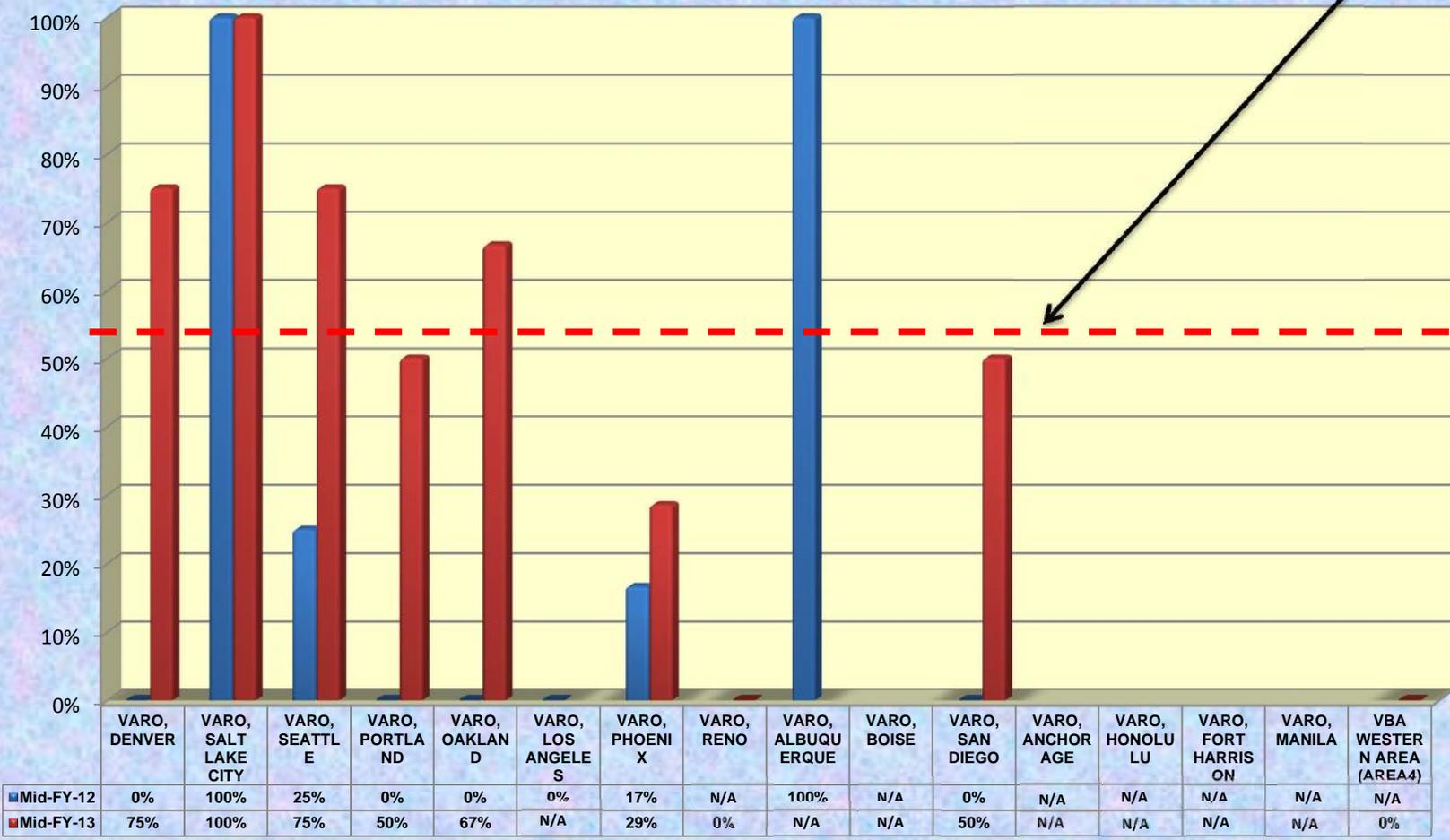


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - AREA 4

54% VA-Wide Target

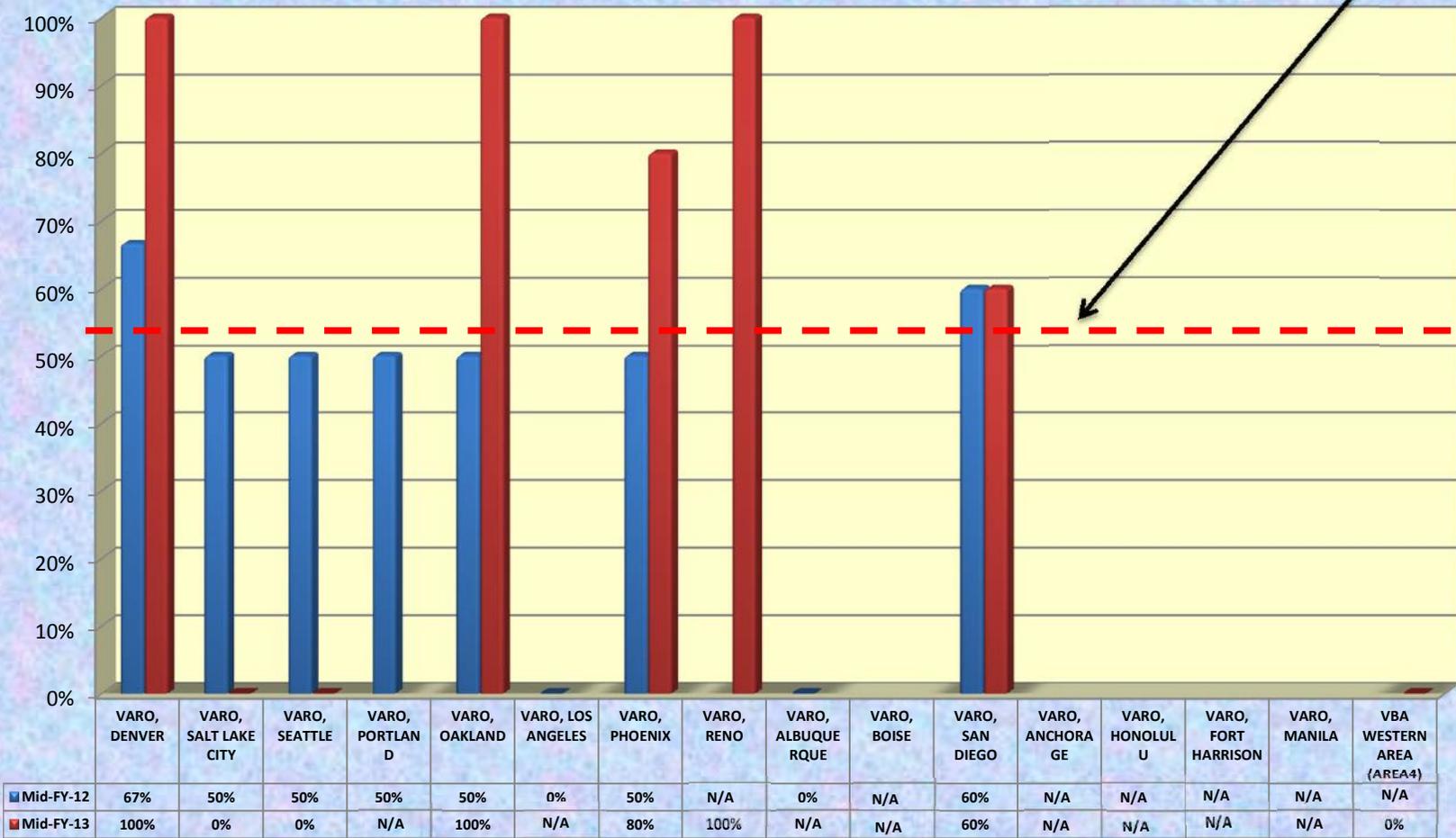


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

Veterans Benefits Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - AREA 4

53% Government-Wide Average



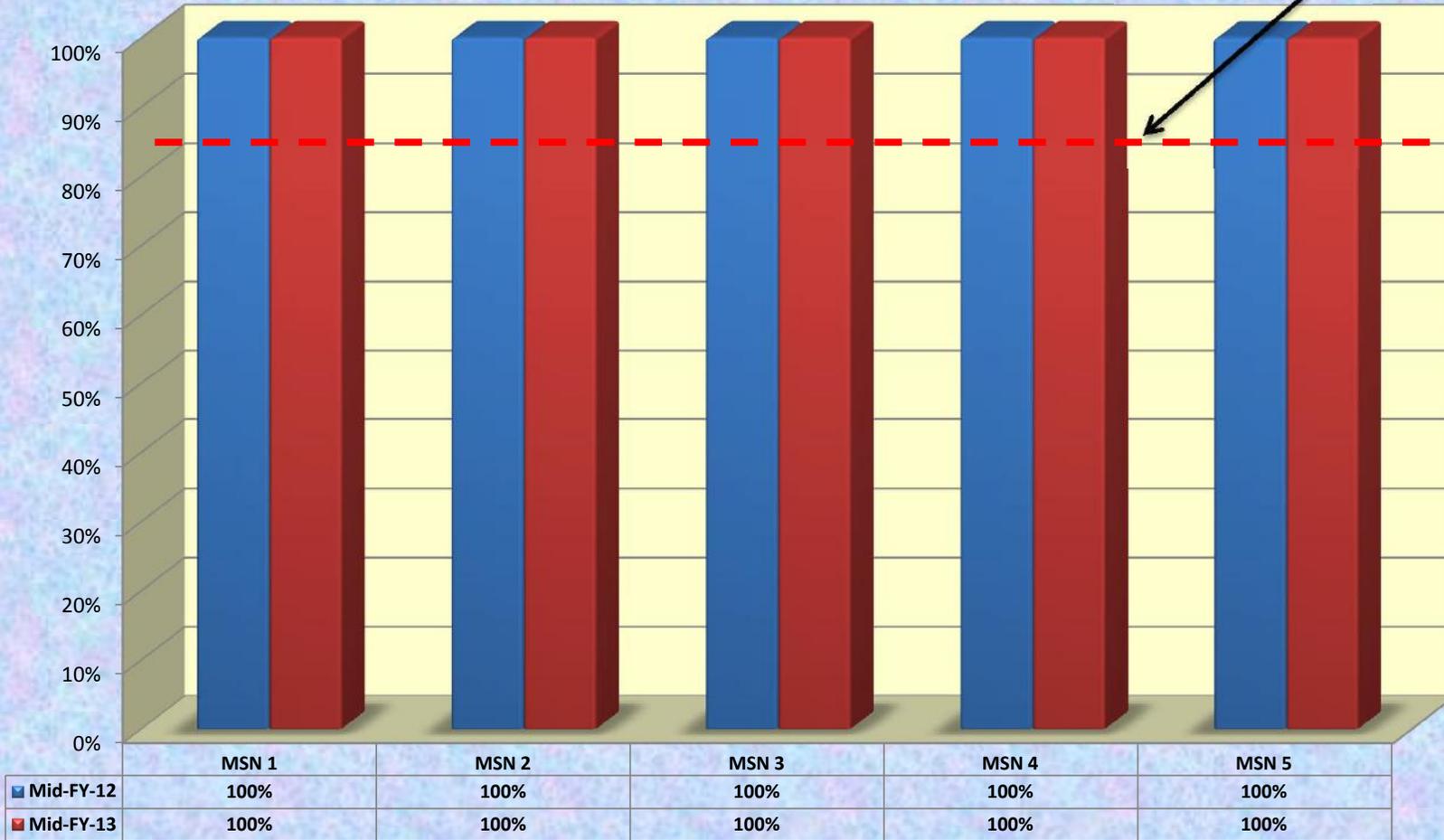
Data Source: ADRTTracker System

National Cemetery Administration

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate

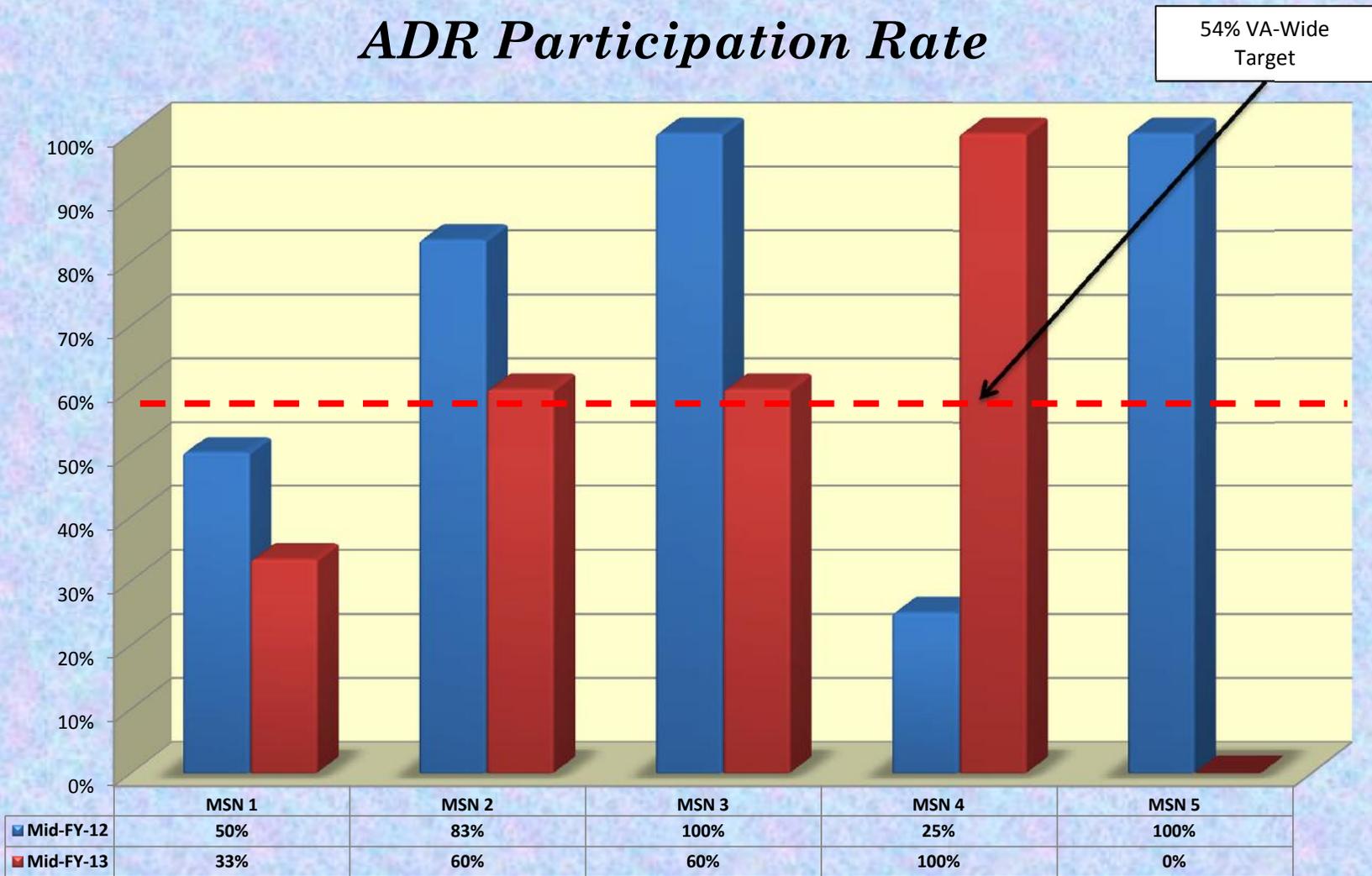
80% Government-Wide Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

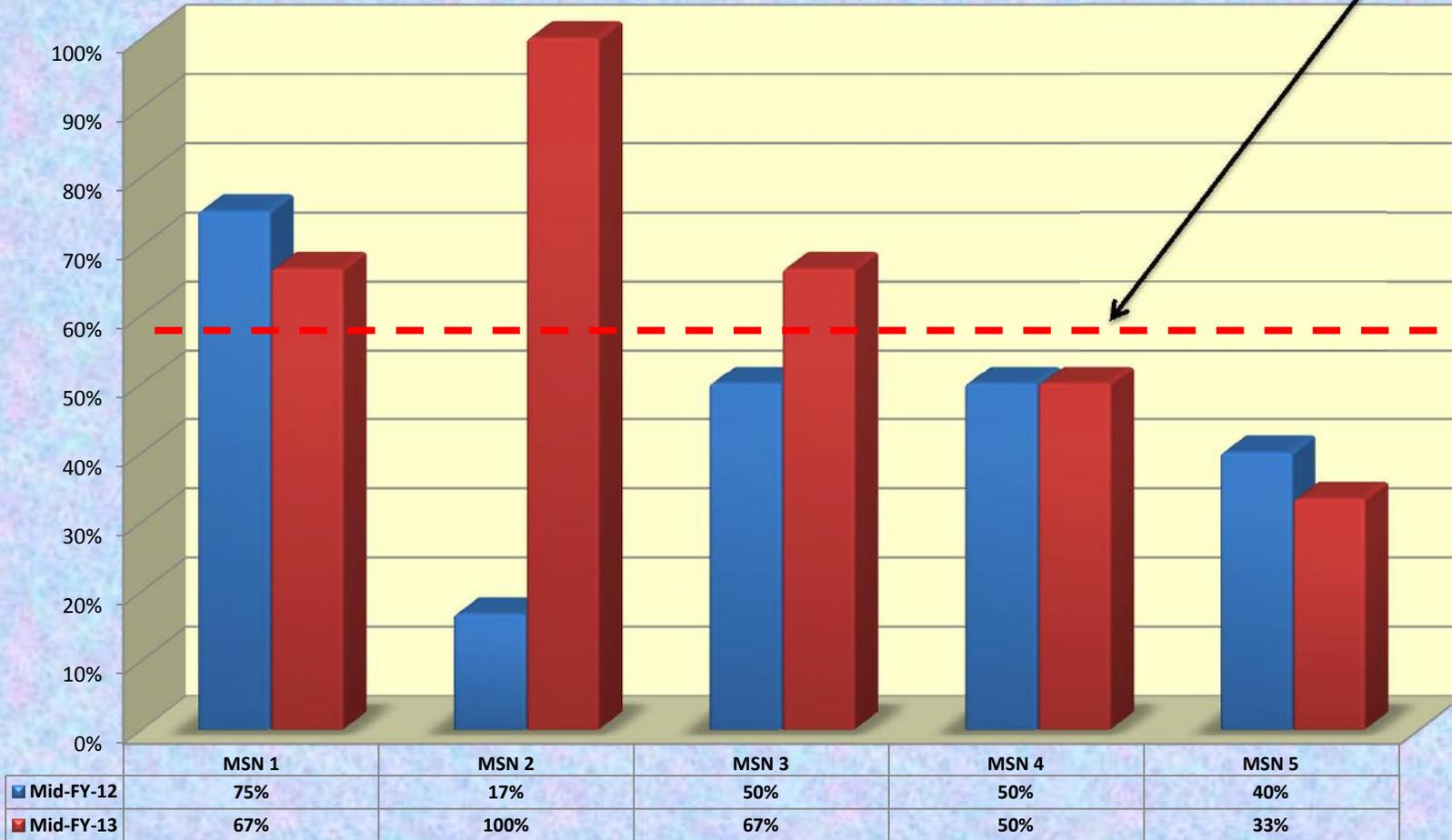
National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate



Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

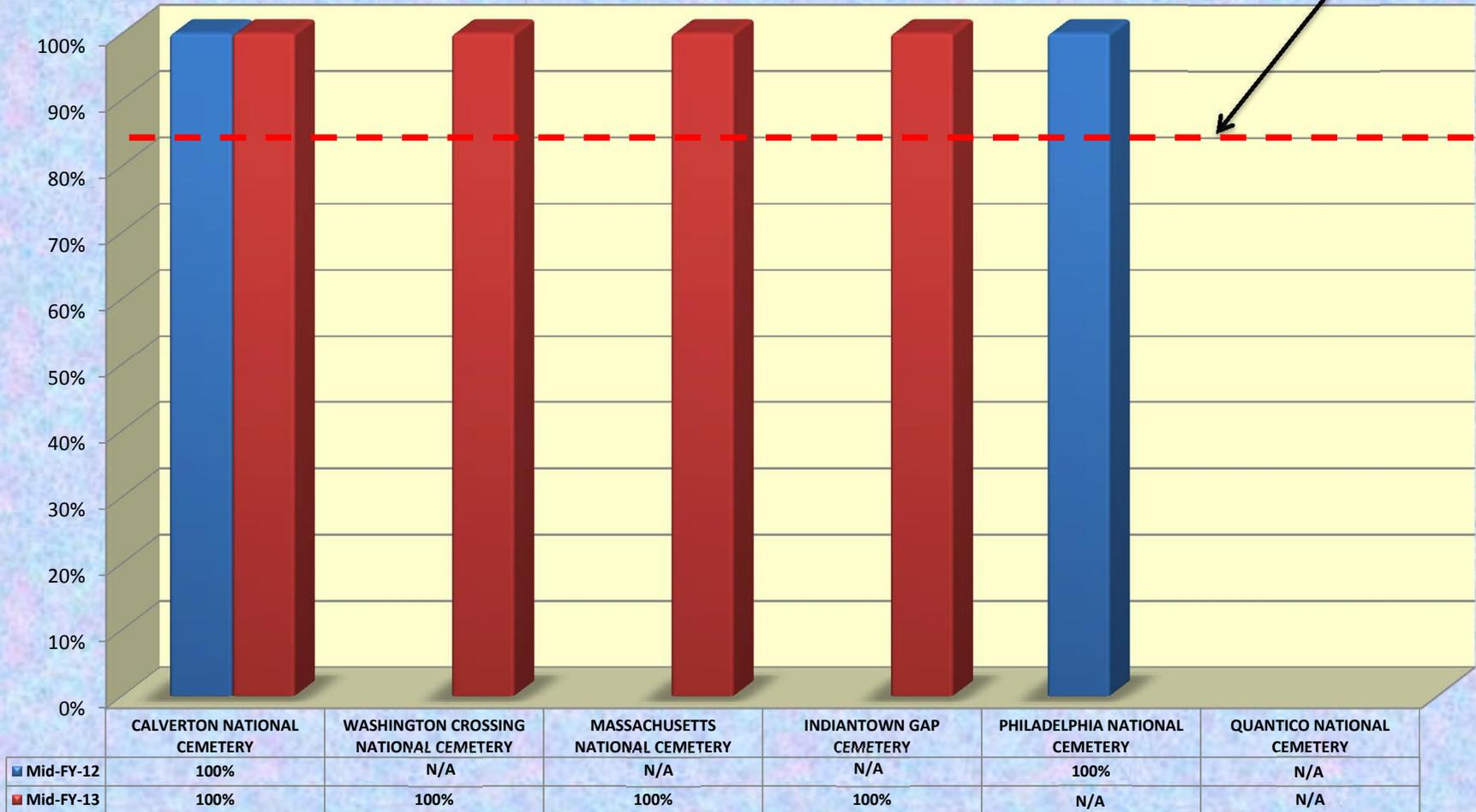
National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate



53% Government-Wide Average

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - MSN 1

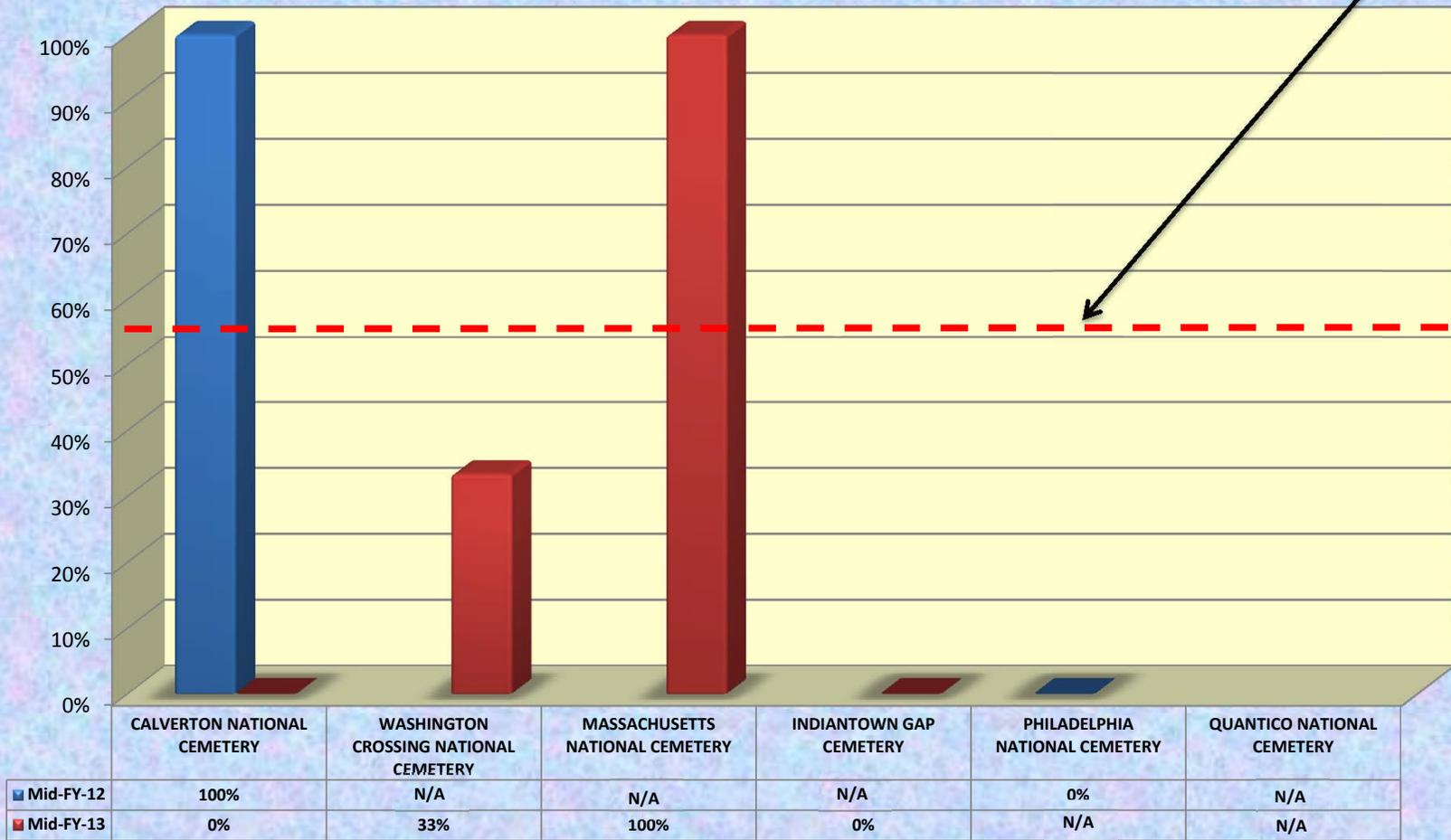
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 1

54% VA-Wide Target

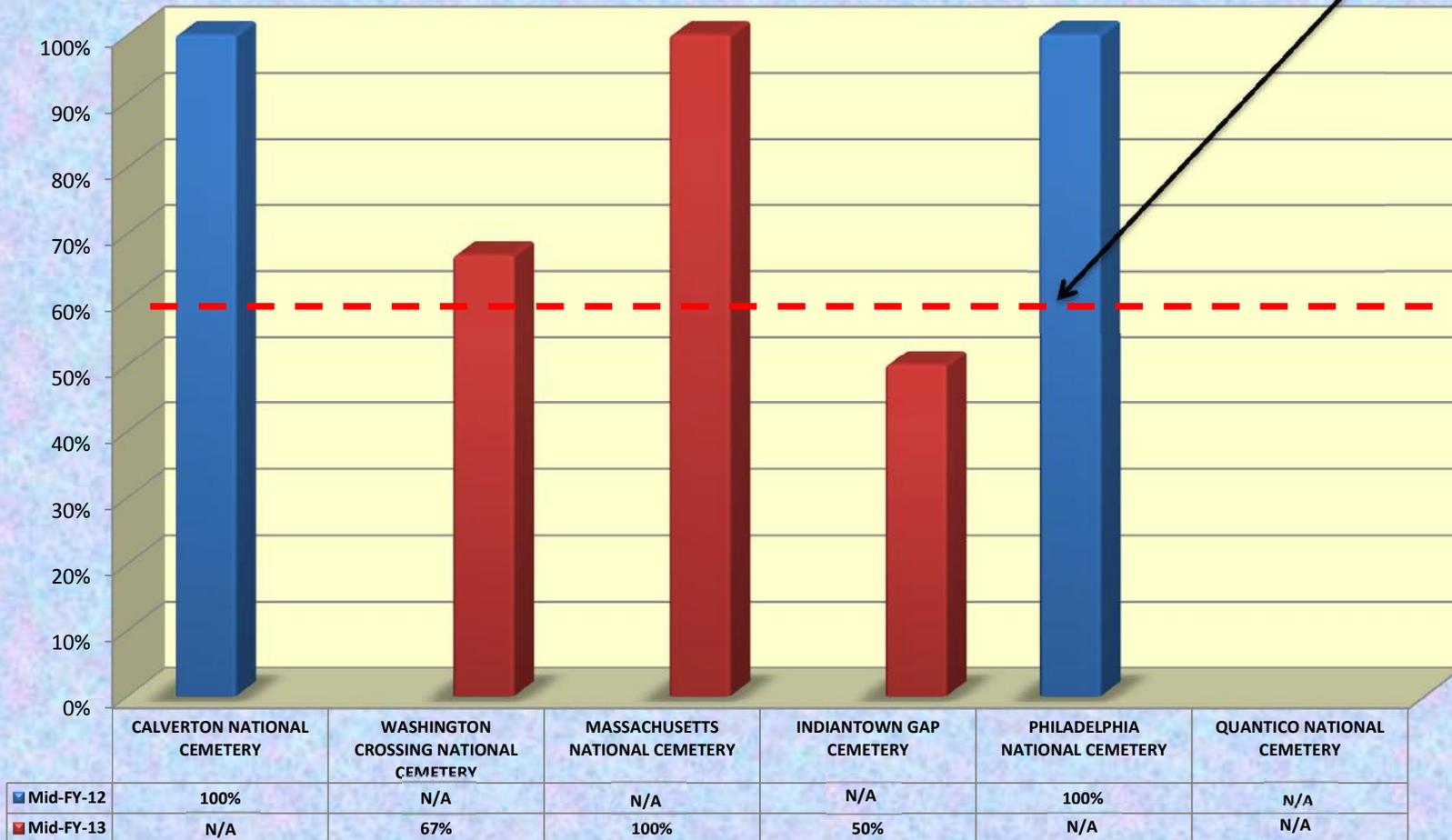


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 1

53% Government-Wide Average

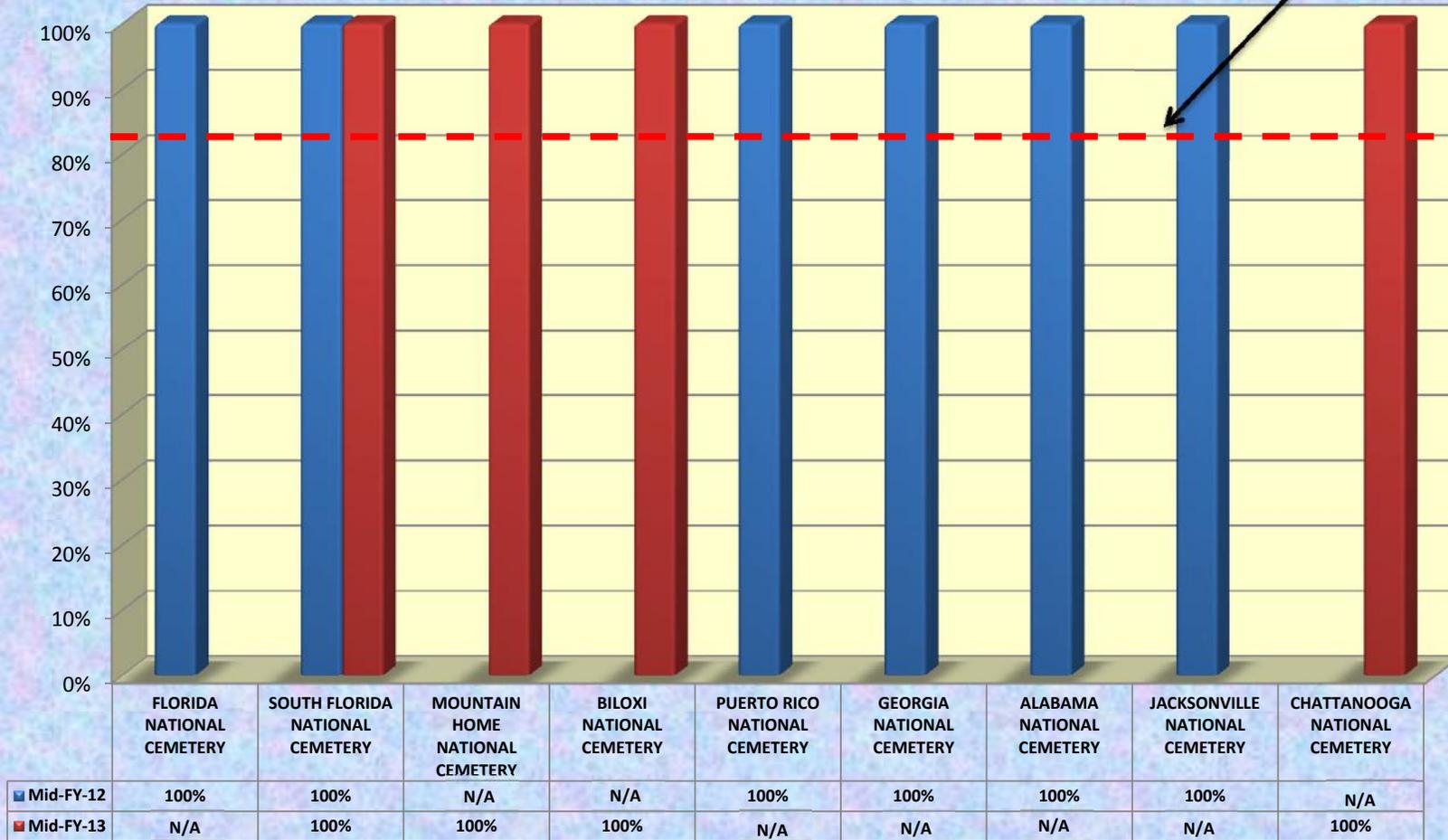


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - MSN 2

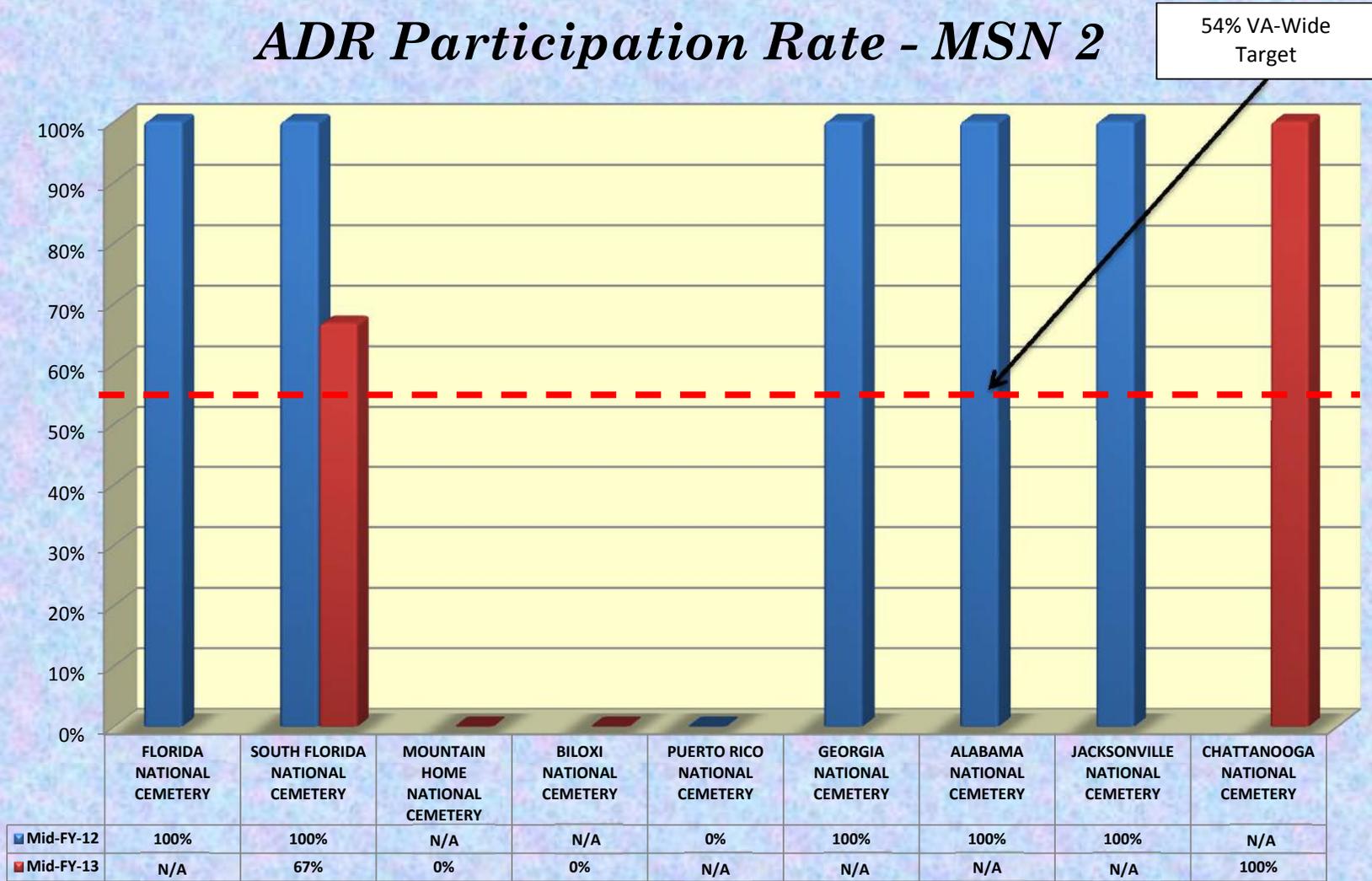
80% Government-Wide Target



Data Source: ADTracker System

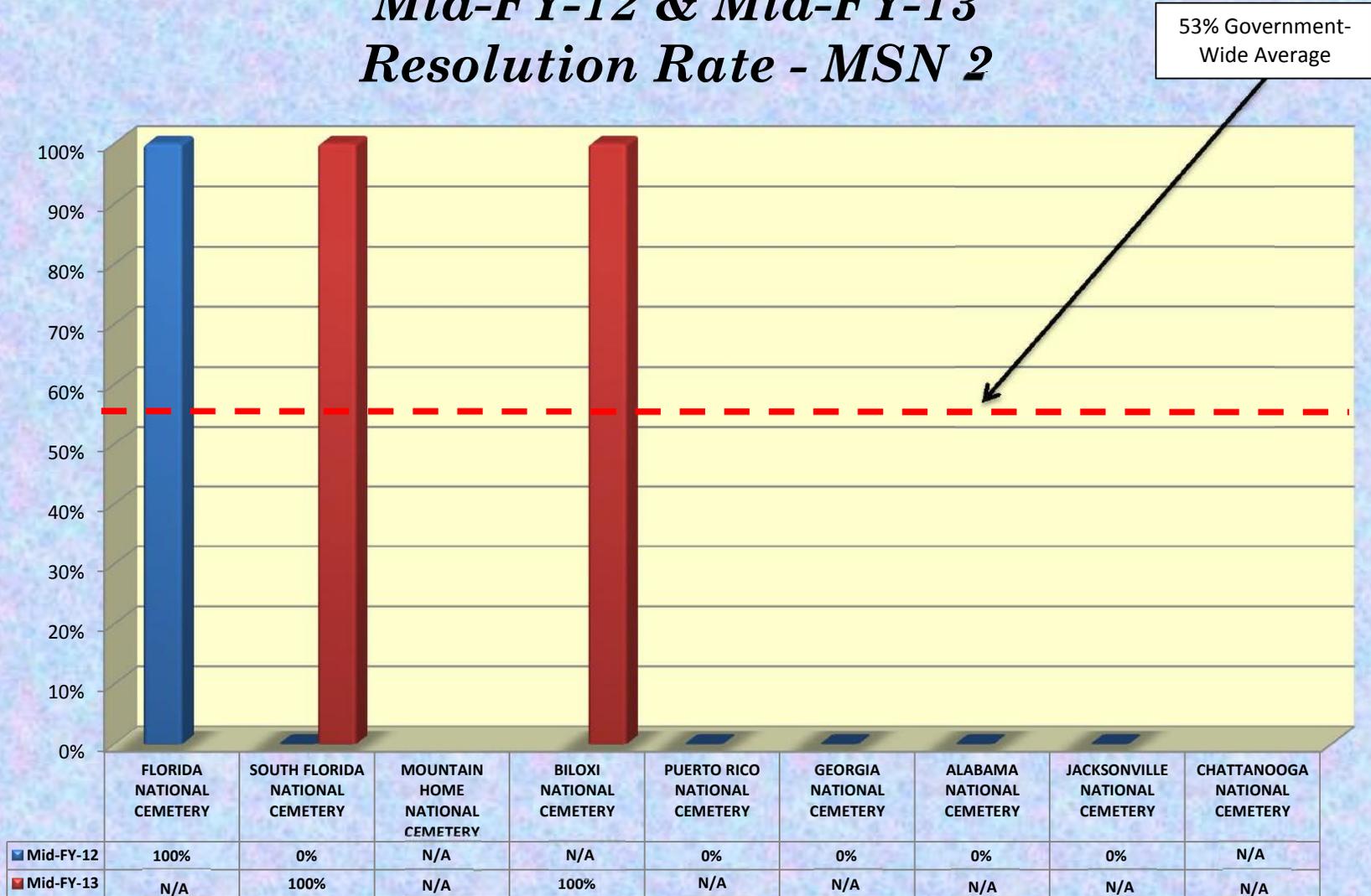
Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 2



Data Source: ADRTTracker System

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 2

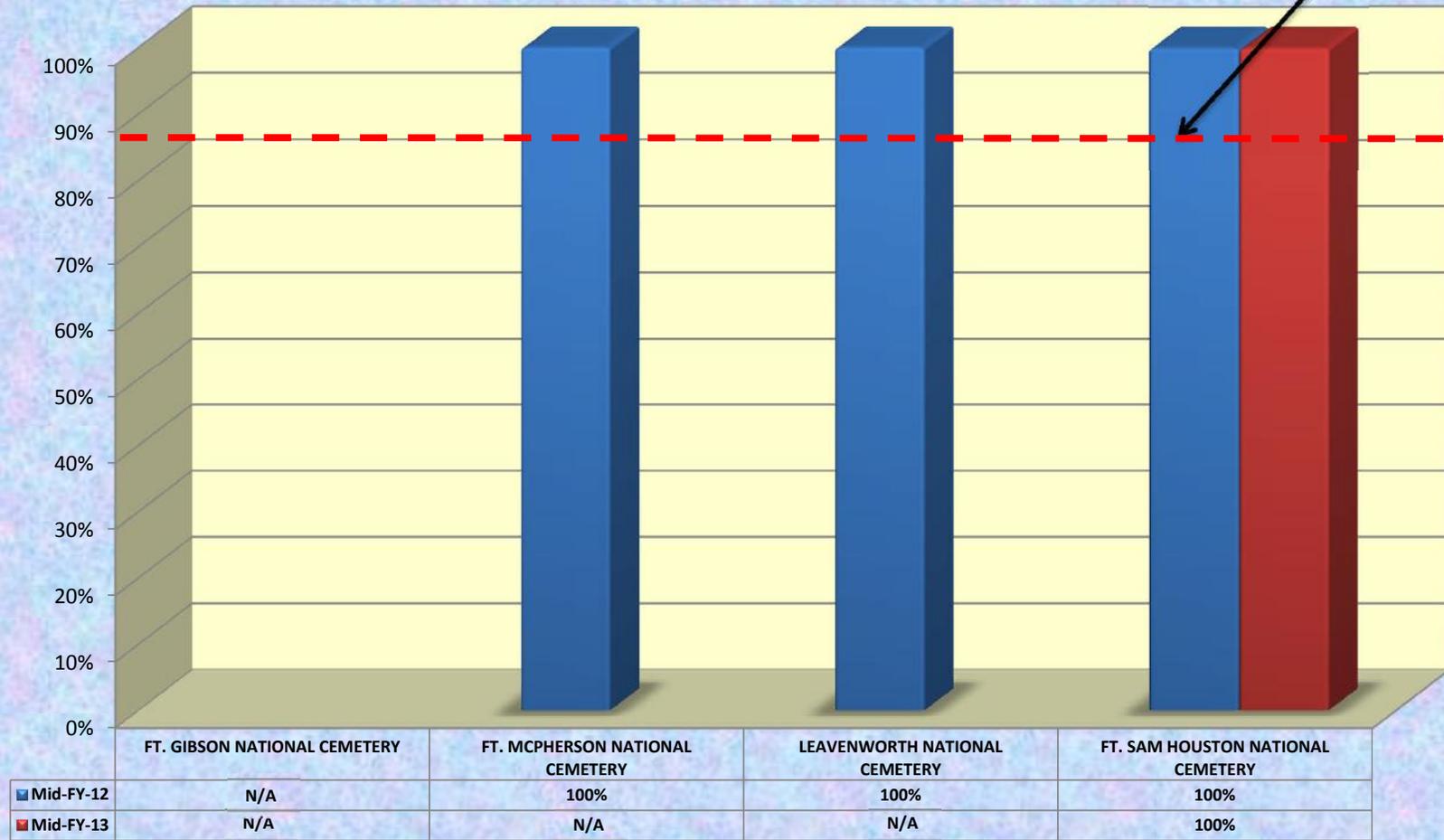


53% Government-Wide Average

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - MSN 3

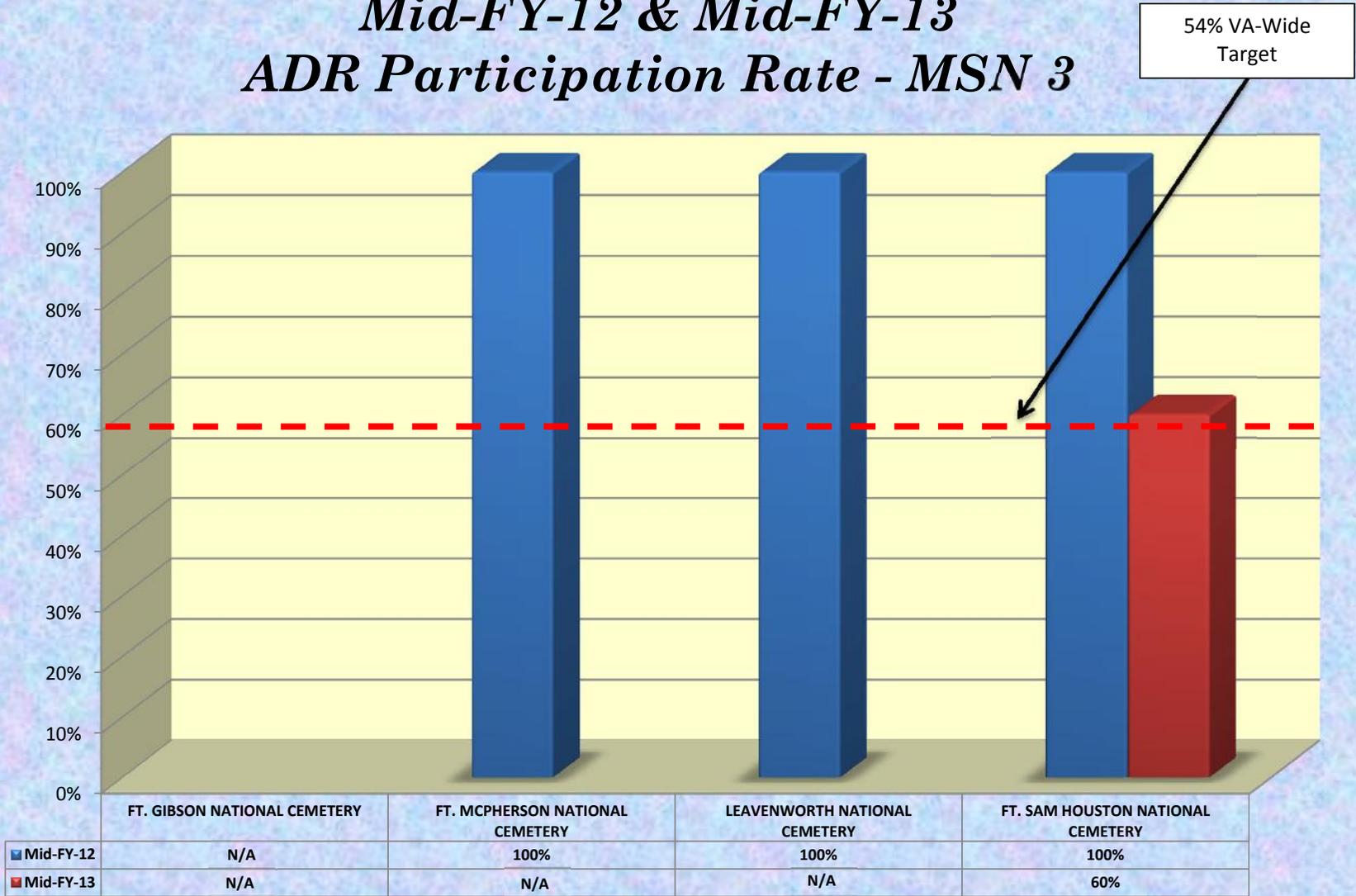
80% Government-Wide Target



Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 3

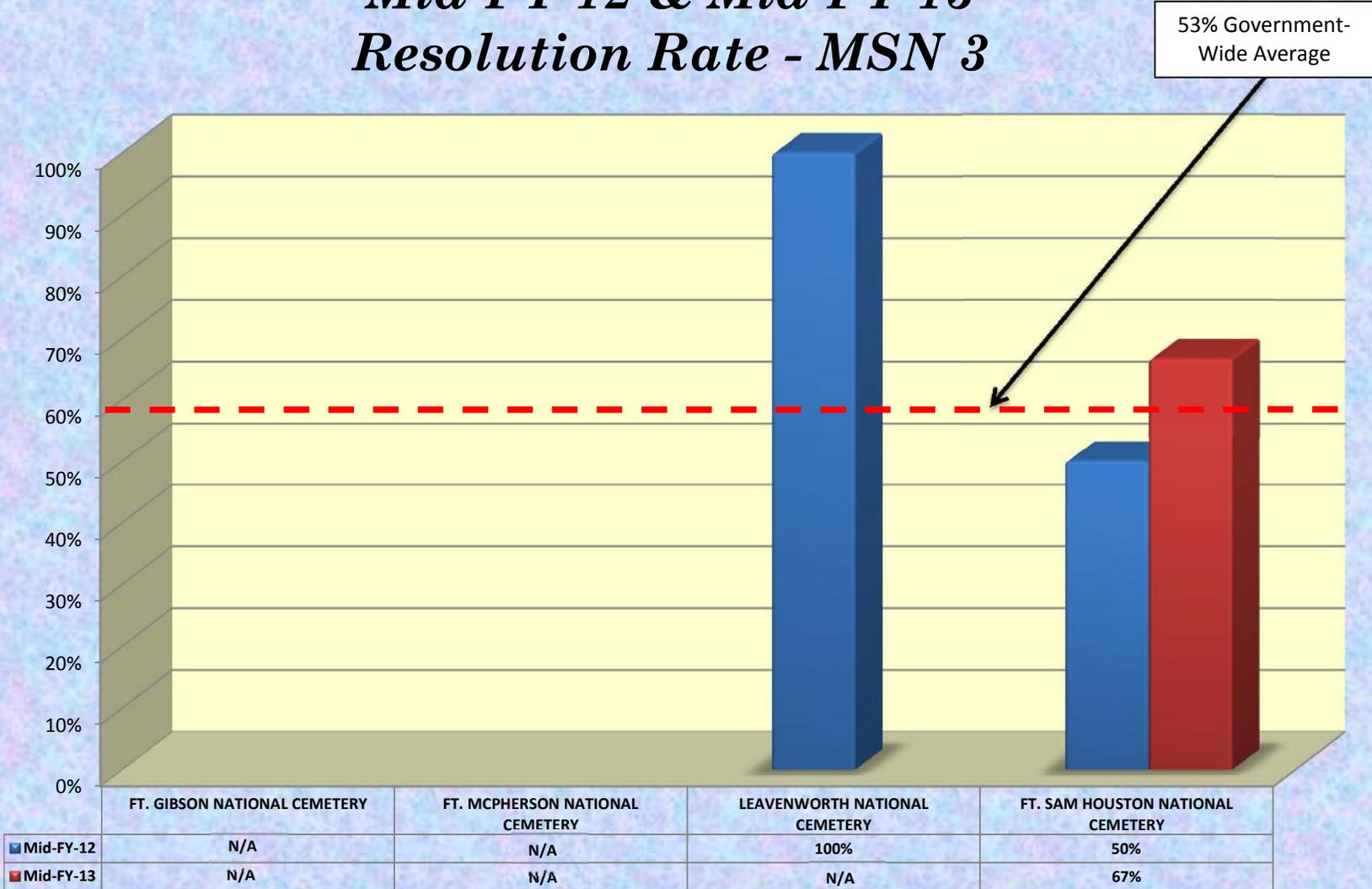


54% VA-Wide Target

Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 3



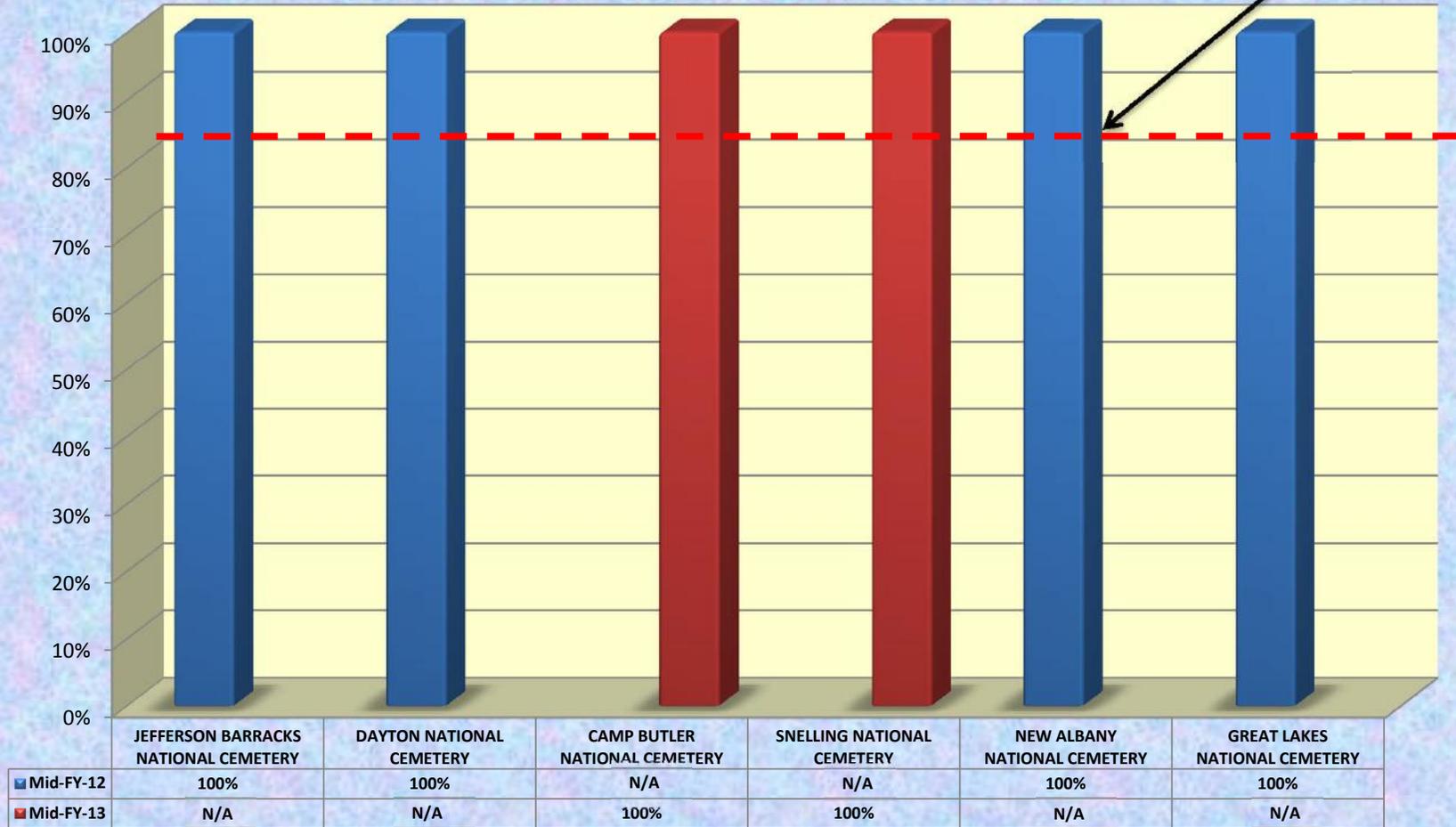
53% Government-Wide Average

National Cemetery Administration

Mid-FY-12 & Mid-FY-13

ADR Offer Rate - MSN 4

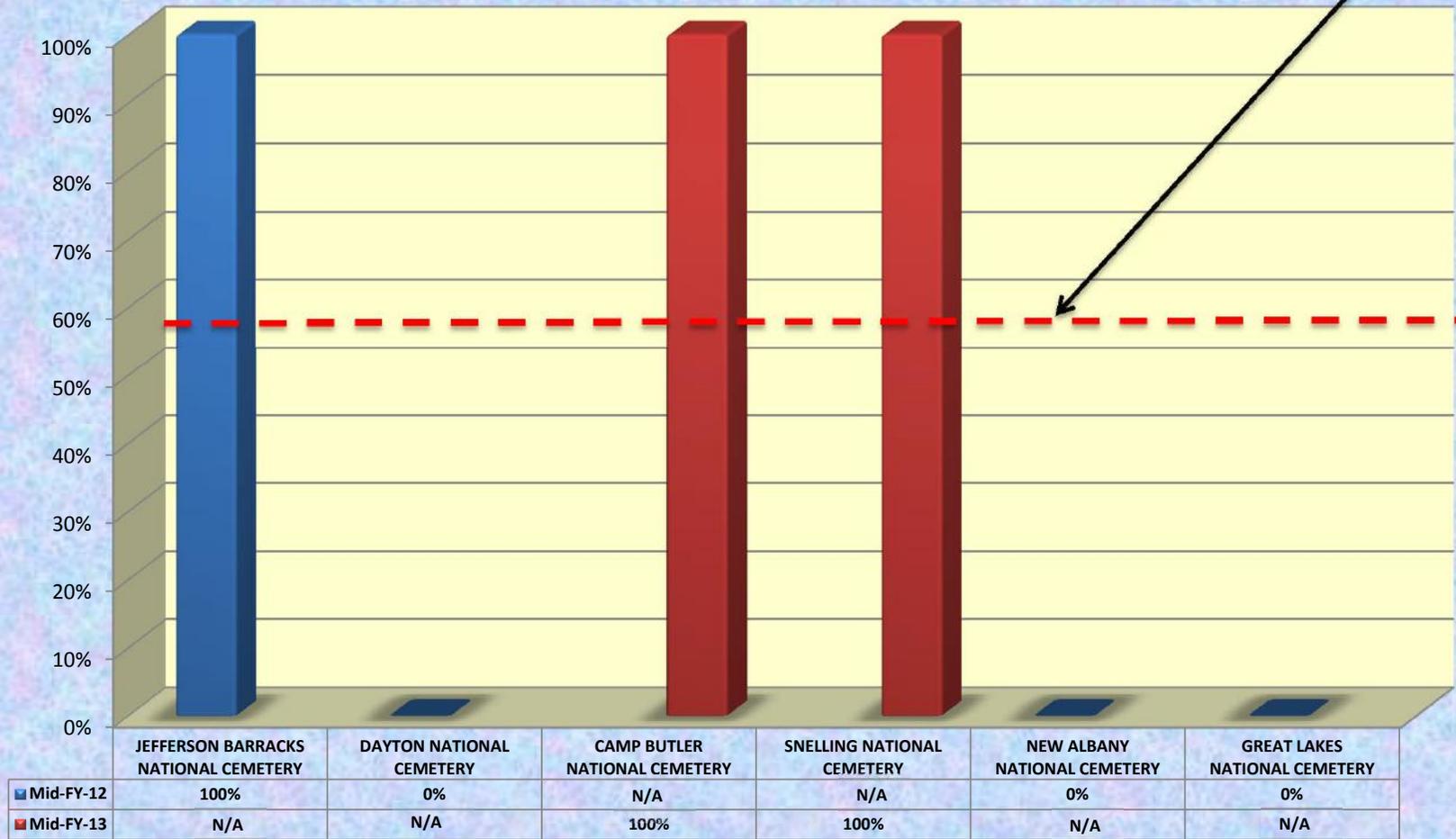
80% Government-Wide Target



Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 4

54% VA-Wide Target

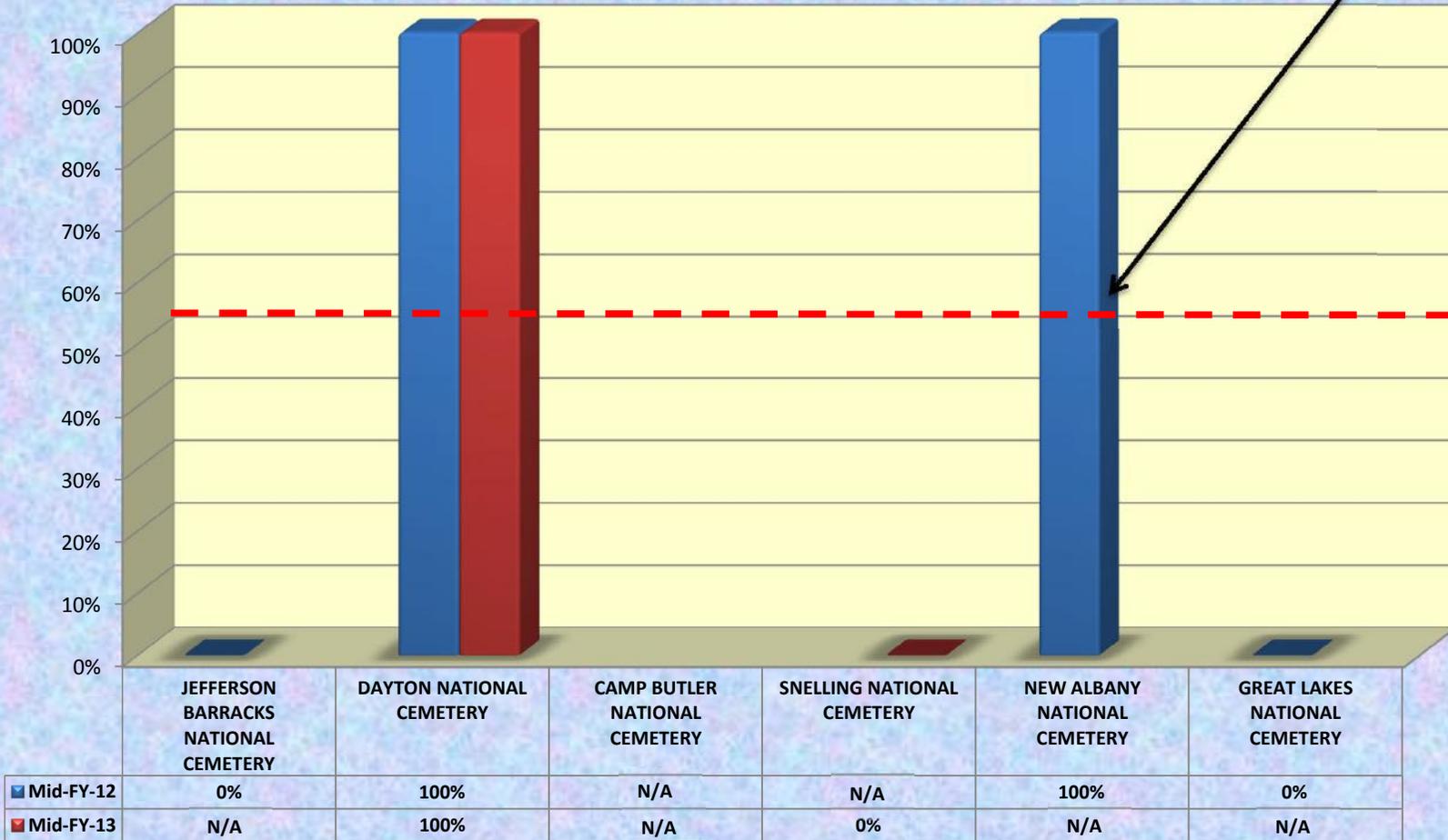


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 4

53% Government-Wide Average

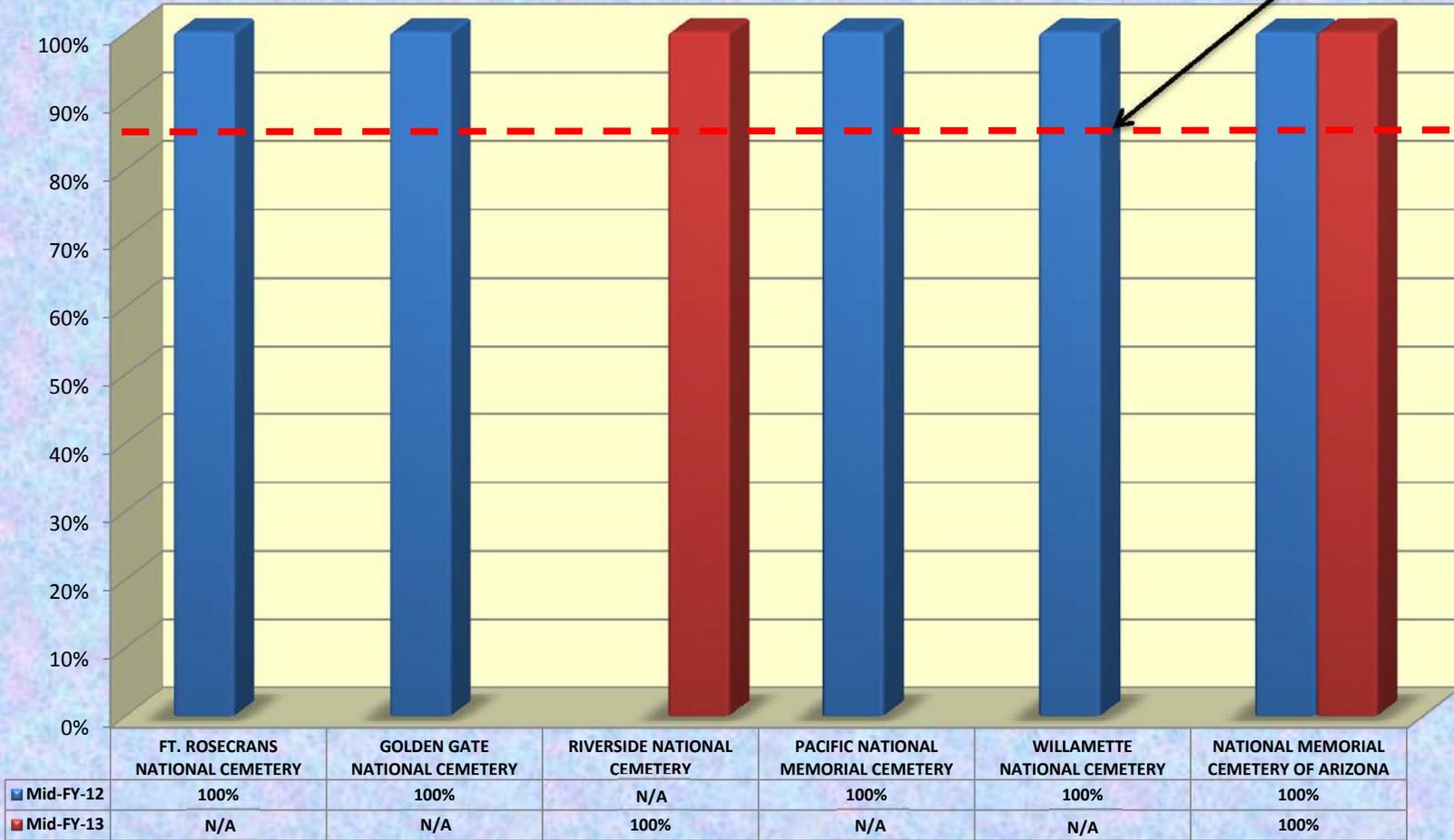


Data Source: ADRTTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Offer Rate - MSN 5

80% Government-Wide Target

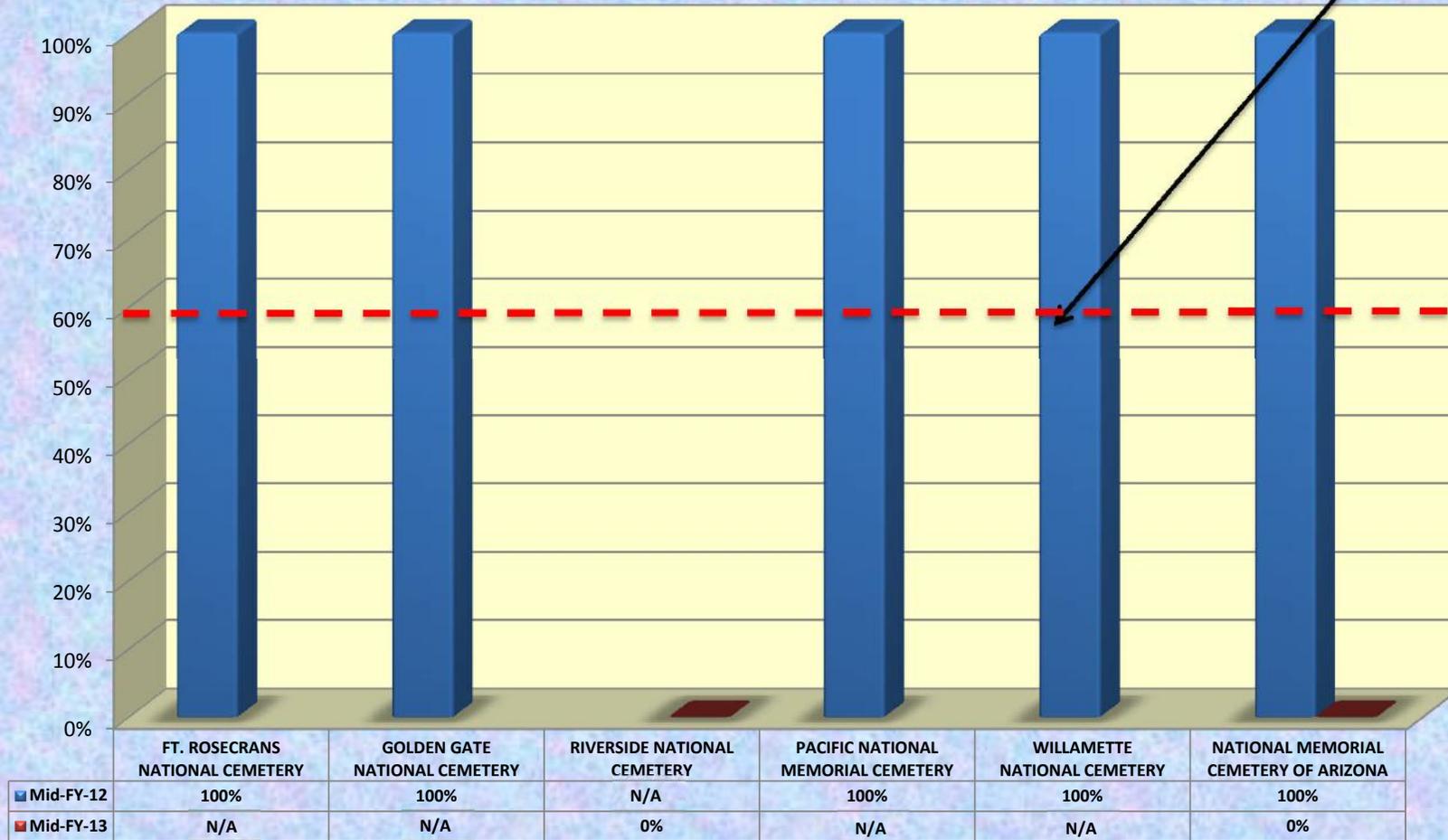


Data Source: ADTracker System

Mid-FY-12 and Mid-FY-13 Data as of 4/18/13

National Cemetery Administration Mid-FY-12 & Mid-FY-13 ADR Participation Rate - MSN 5

54% VA-Wide Target



Data Source: ADTracker System

National Cemetery Administration Mid-FY-12 & Mid-FY-13 Resolution Rate - MSN 5



53% Government-Wide Average