



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-09 AND MID-YEAR FY-10
(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-10. 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.

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 five requests during the FY.

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

At mid-year FY-09, ADR was used to address 343 workplace disputes resulting in an 84% resolution rate. At mid-year FY-10, ADR was used to address 585 workplace disputes resulting in an 84% resolution rate. The Office of Personnel Management estimates that Federal agencies avoid approximately \$16,898.97 for every workplace dispute that is resolved. Therefore, VA can estimate total cost avoidance for mid-year FY-10 of \$8,331,192 by using ADR to address workplace disputes prior to EEO complaints being filed.

At mid-year FY-09, VA's ADR offer rate for informal complaints was 82%. The ADR participation rate was 49%, and the resolution rate was 49%. At mid-year FY-10, VA's ADR offer rate increased to 96%, ADR participation rate to 53%, and the resolution rate to 54%.

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-08, the government-wide average for ADR offers was 81%, ADR participation 49%, and the resolution rate was 55%.

In this report, we use these government-wide averages as goals to assess the level of success that each administration, and VA as a whole, has had at meeting or exceeding these targets. If your organization is below the target, we encourage you to develop ways to move closer to the goal in FY-10.

All data presented in these reports was extracted from VA's ADR tracking system (ADRTracker). The data provided is based on information available as of May 13, 2010.

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

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

Mid-Year FY-10 ADR Accomplishments

Department-Wide

- ADR offers increased by 14%.
- ADR participation increased by 4%.
- Resolution rate increased by 5%.

NCA

- All MSNs exceeded EEOC's goal for ADR offers.
- MSNs 1, 4, and 5 exceeded EEOC's goal for ADR participation.
- MSNs 1, 2, and 5 achieved a 50% resolution rate.

VBA

- Areas 2, 3, and 4 exceeded EEOC's goal for ADR offers.
- Areas 3 and 4 exceeded EEOC's goal for ADR participation.
- Areas 1, 3, and 4 exceeded EEOC's goal for resolution rate.

VHA

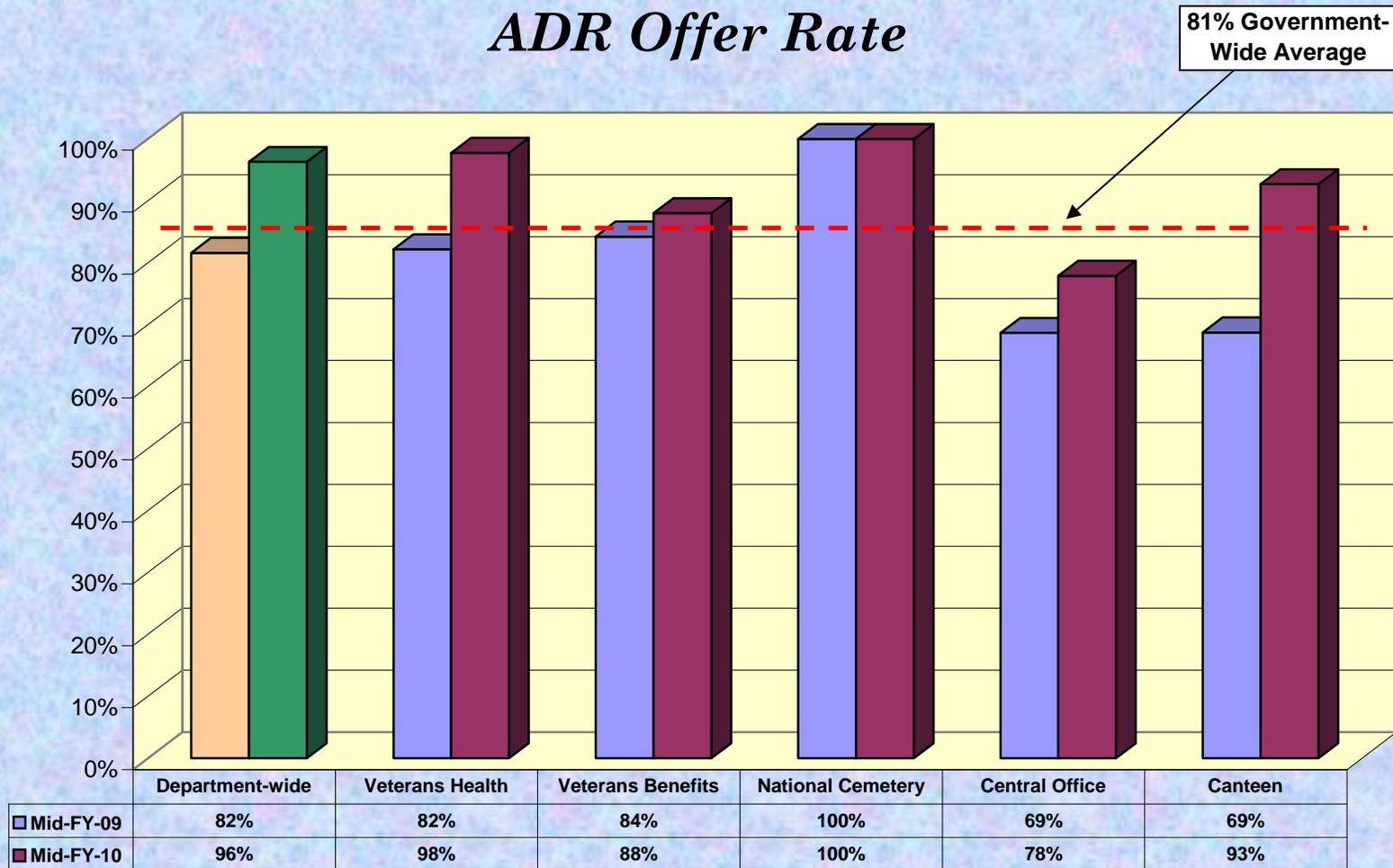
- All VISNs exceeded EEOC's goal for ADR offers.
- VISNs 5, 6, 7, 8, 9, 11, 15, 16, 17, 18, 19, 21, and 23 exceeded EEOC's goal for ADR participation.
- VISNs 1, 2, 5, 18, and 22 exceeded EEOC's goals for resolution rate.
- VISNs 1, 2, 5, 8, 9, 10, 11, 17, 18, 19, and 23 resolved 84% or more of all non-EEO ADR requests.

Conclusion

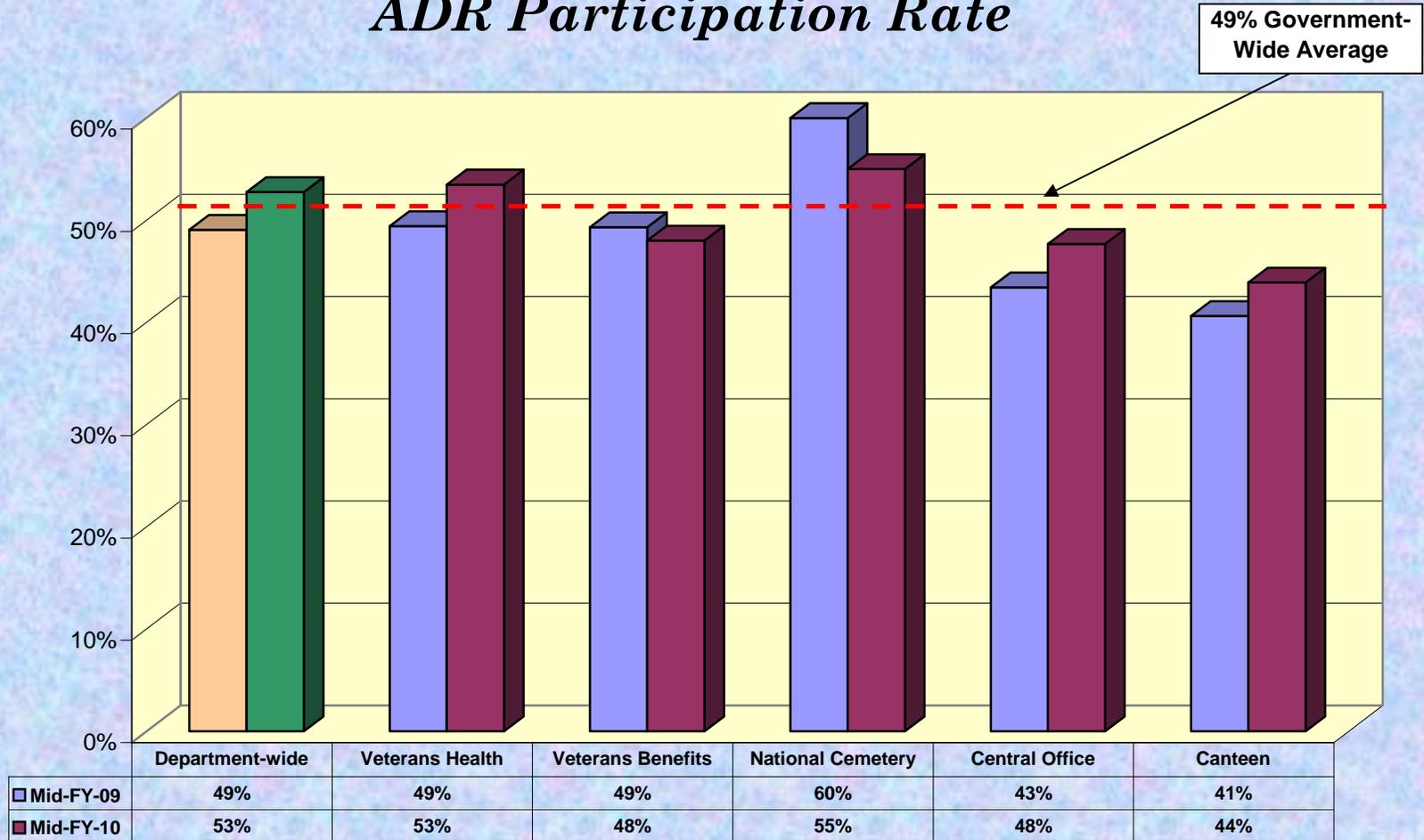
We look forward to collaborating with all VA organizations in FY-10 and welcome your ideas and suggestions on how ADR can play an even larger role in promoting organizational health and high levels of satisfaction and productivity in VA.

Department-wide

Department of Veterans Affairs Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate

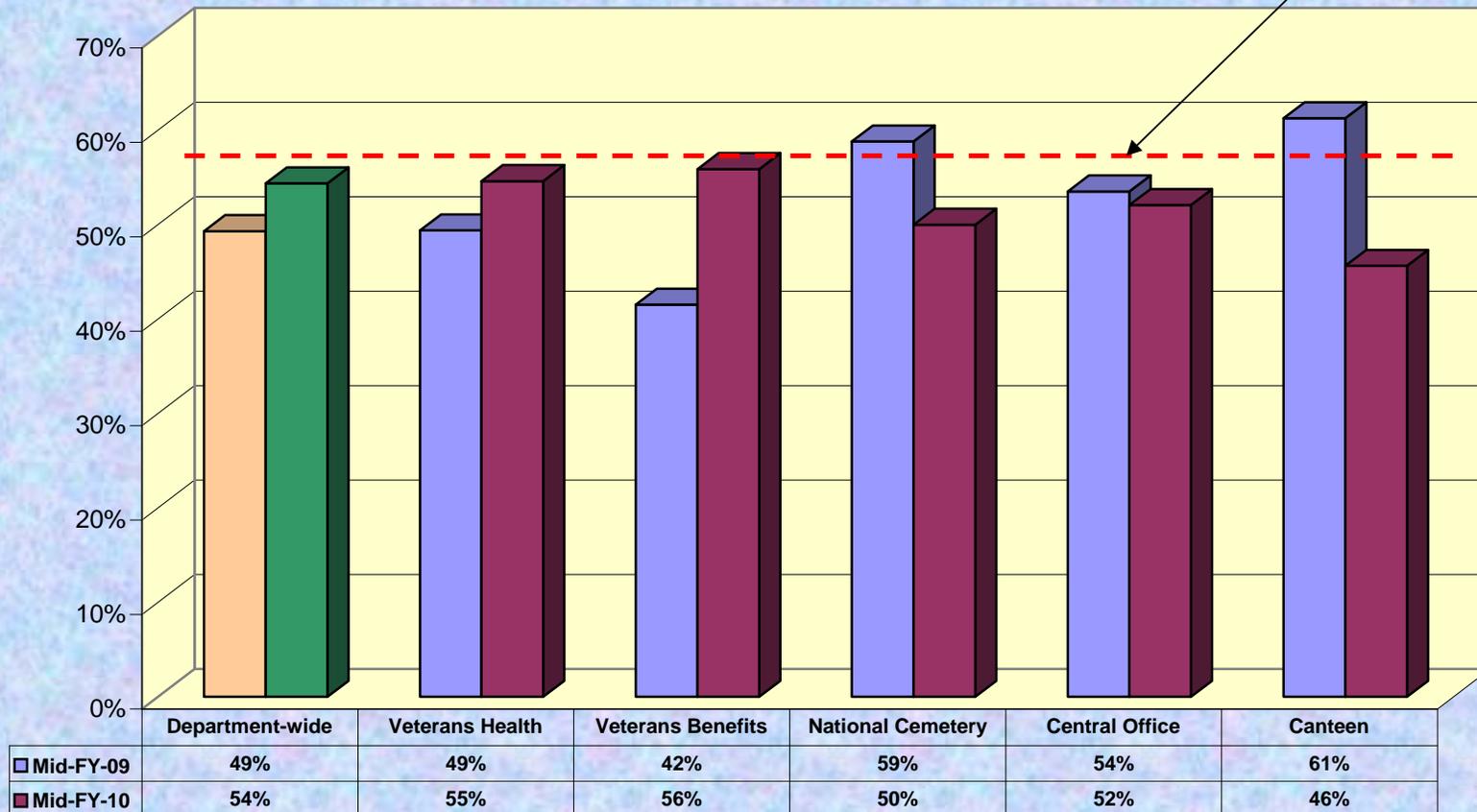


Department of Veterans Affairs Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate

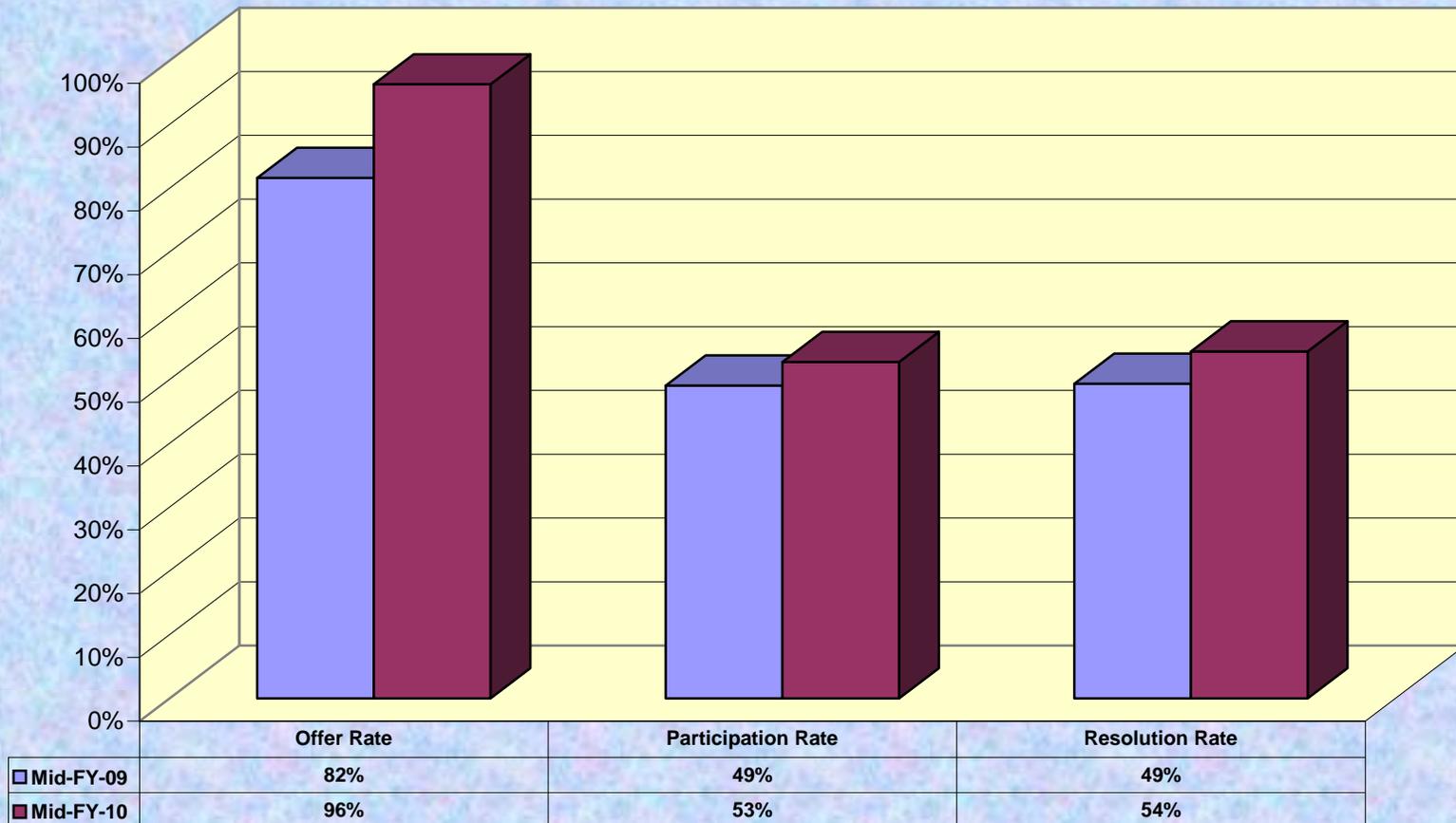


Department of Veterans Affairs Mid Year FY-09 & Mid Year FY-10 Resolution Rate

55% Government-Wide Average



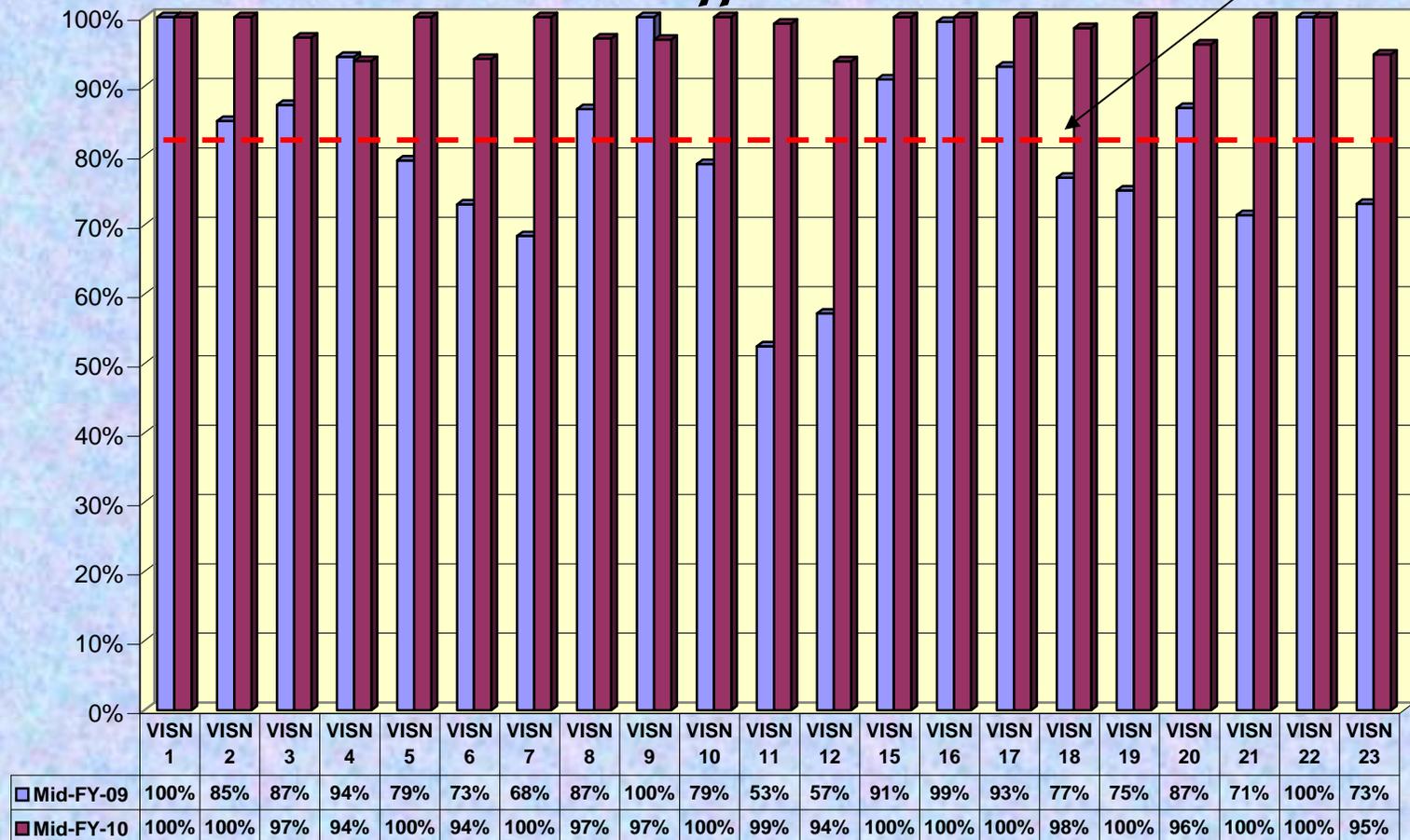
Department of Veterans Affairs Mid Year FY-09 & Mid Year FY-10 ADR Offers, ADR Participation, and Resolutions



Veterans Health Administration

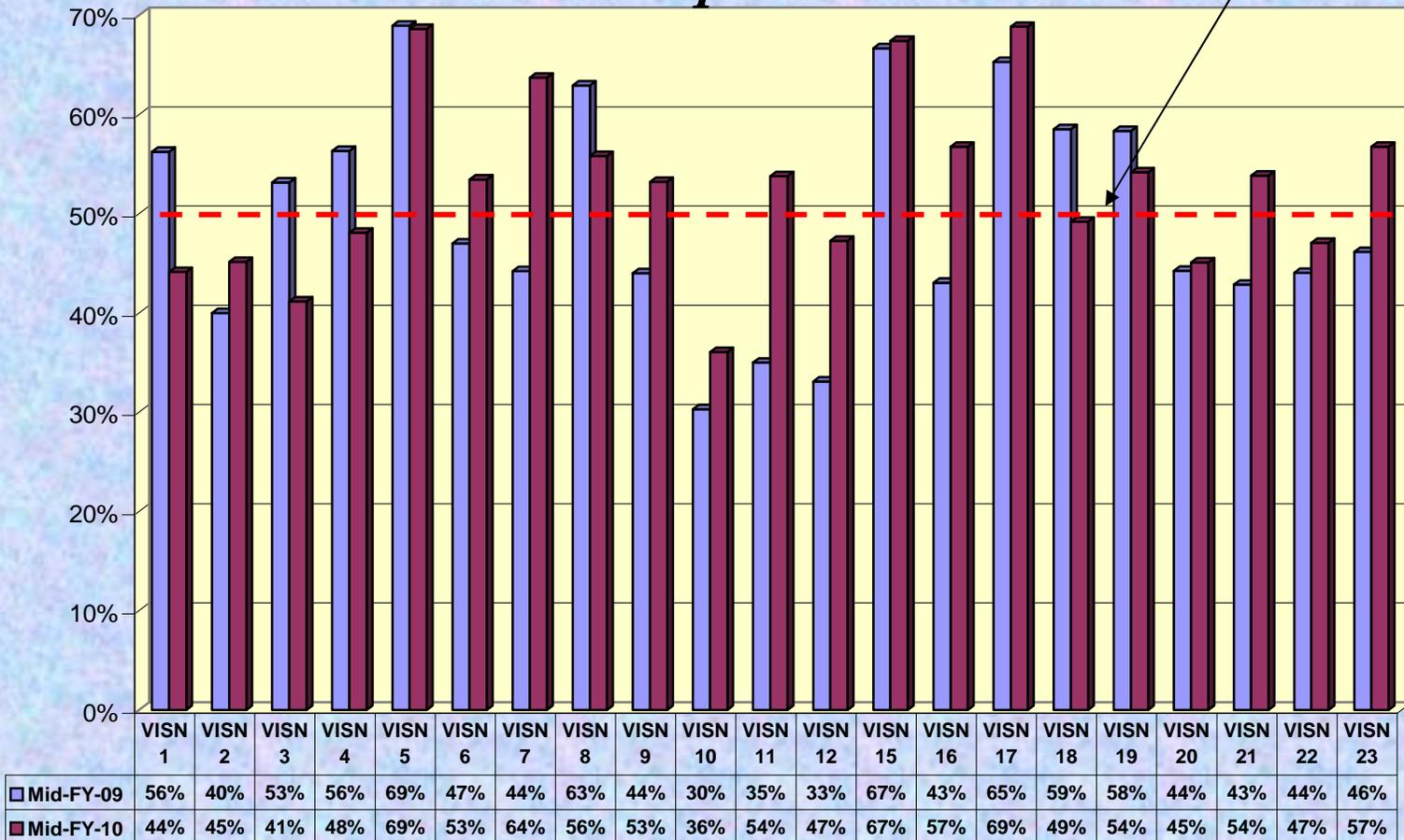
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate

81% Government-Wide Average



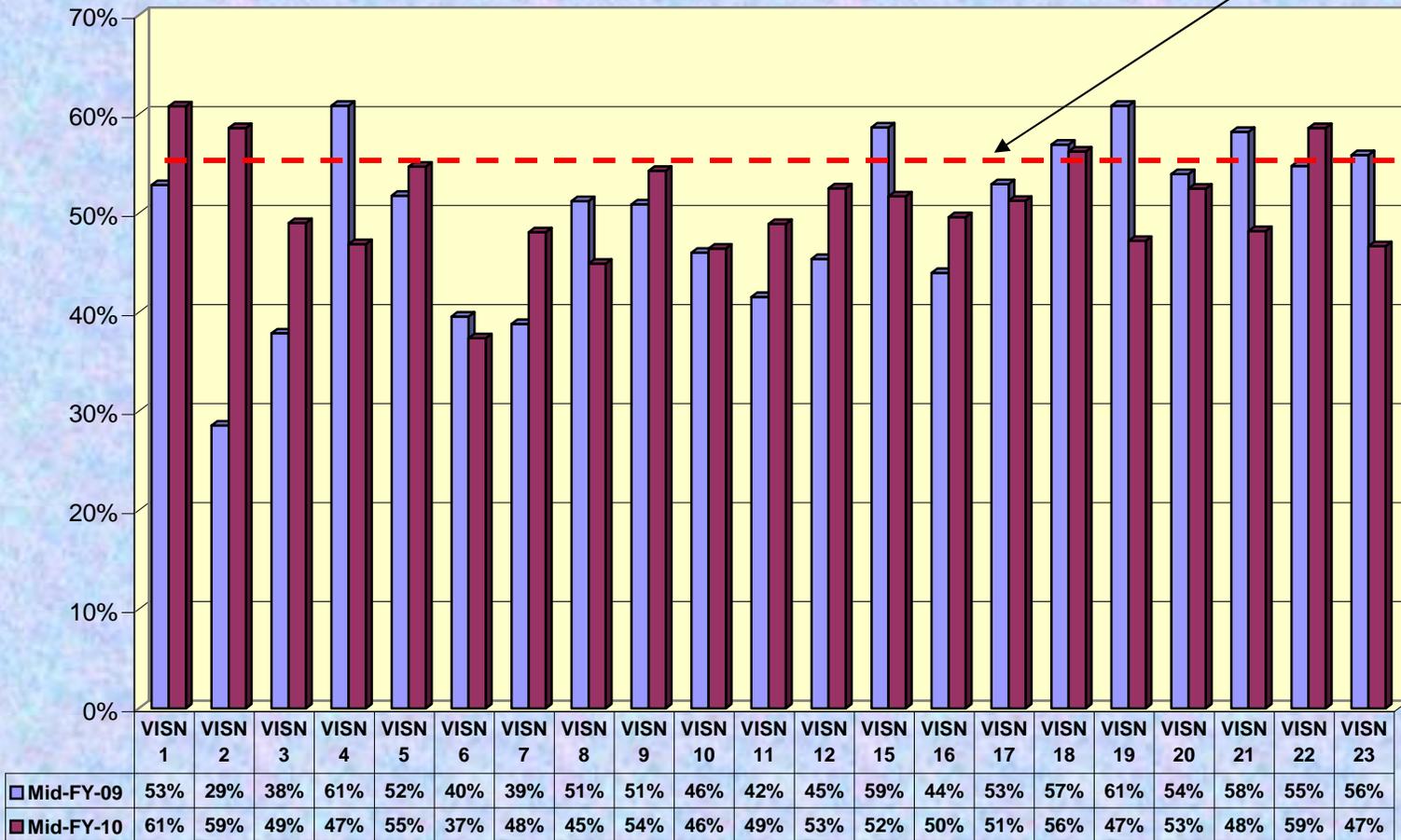
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate

49% Government-Wide Average



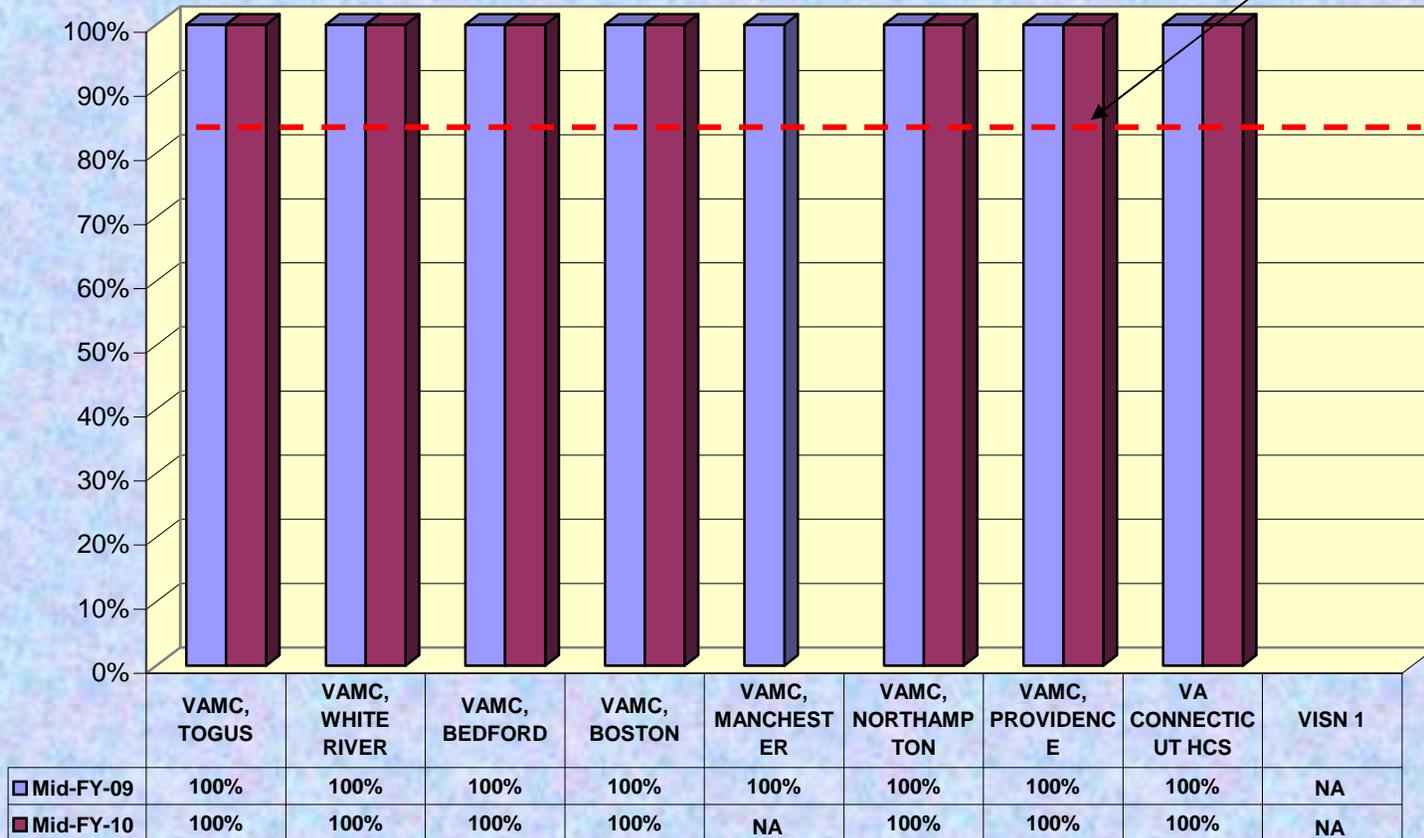
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate

55% Government-Wide Average



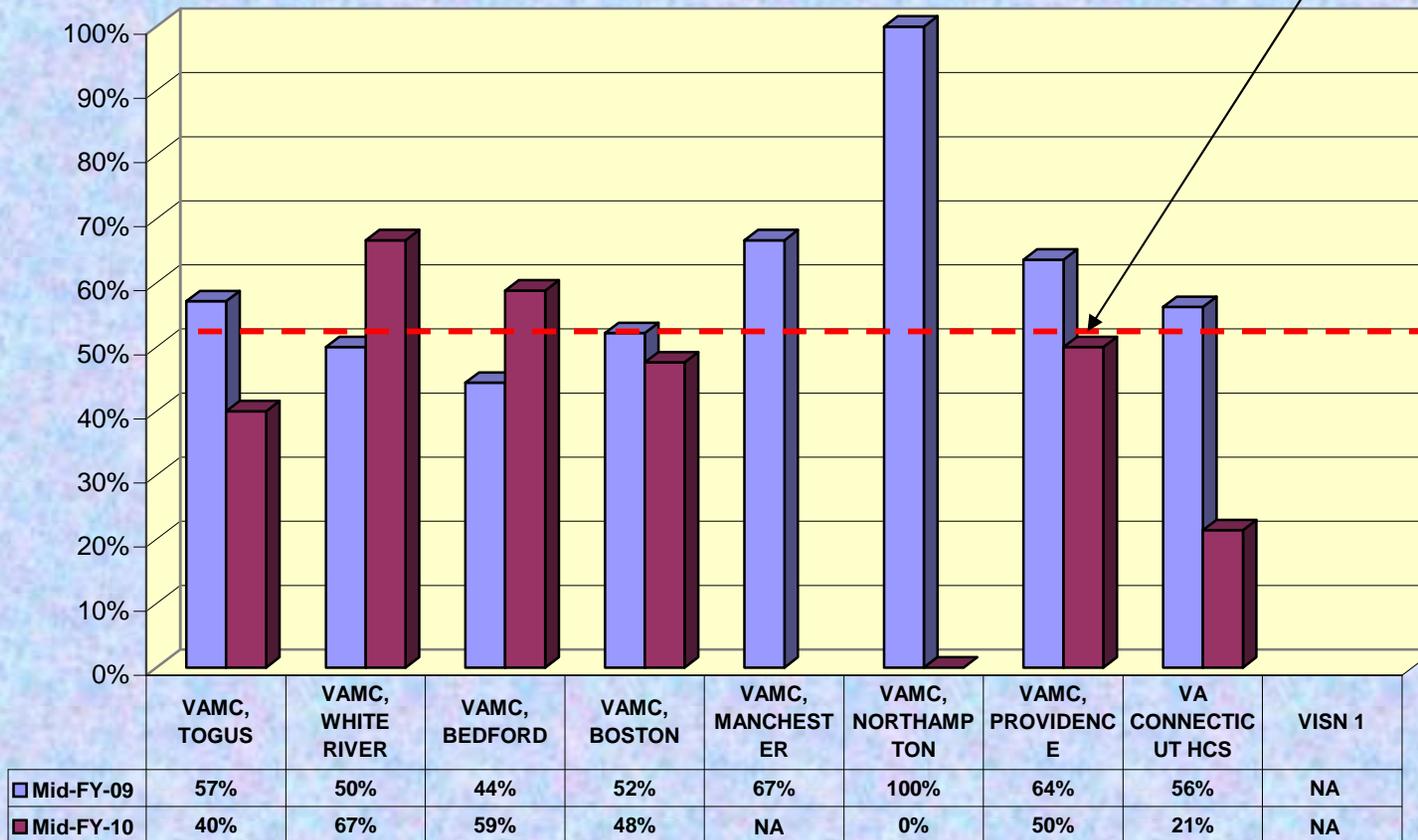
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate- VISN 1

81% Government-Wide Average

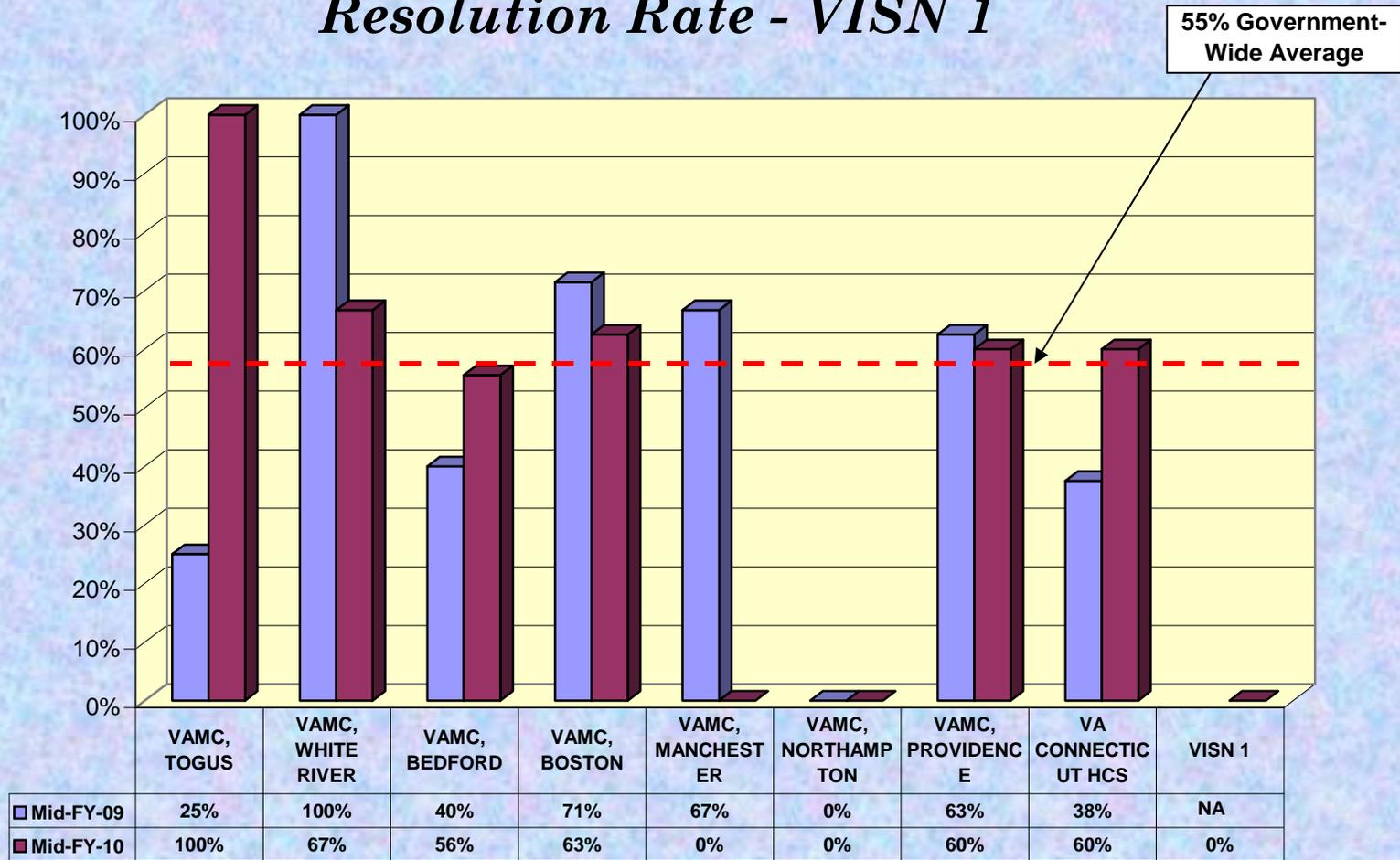


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate- VISN 1

49% Government-Wide Average

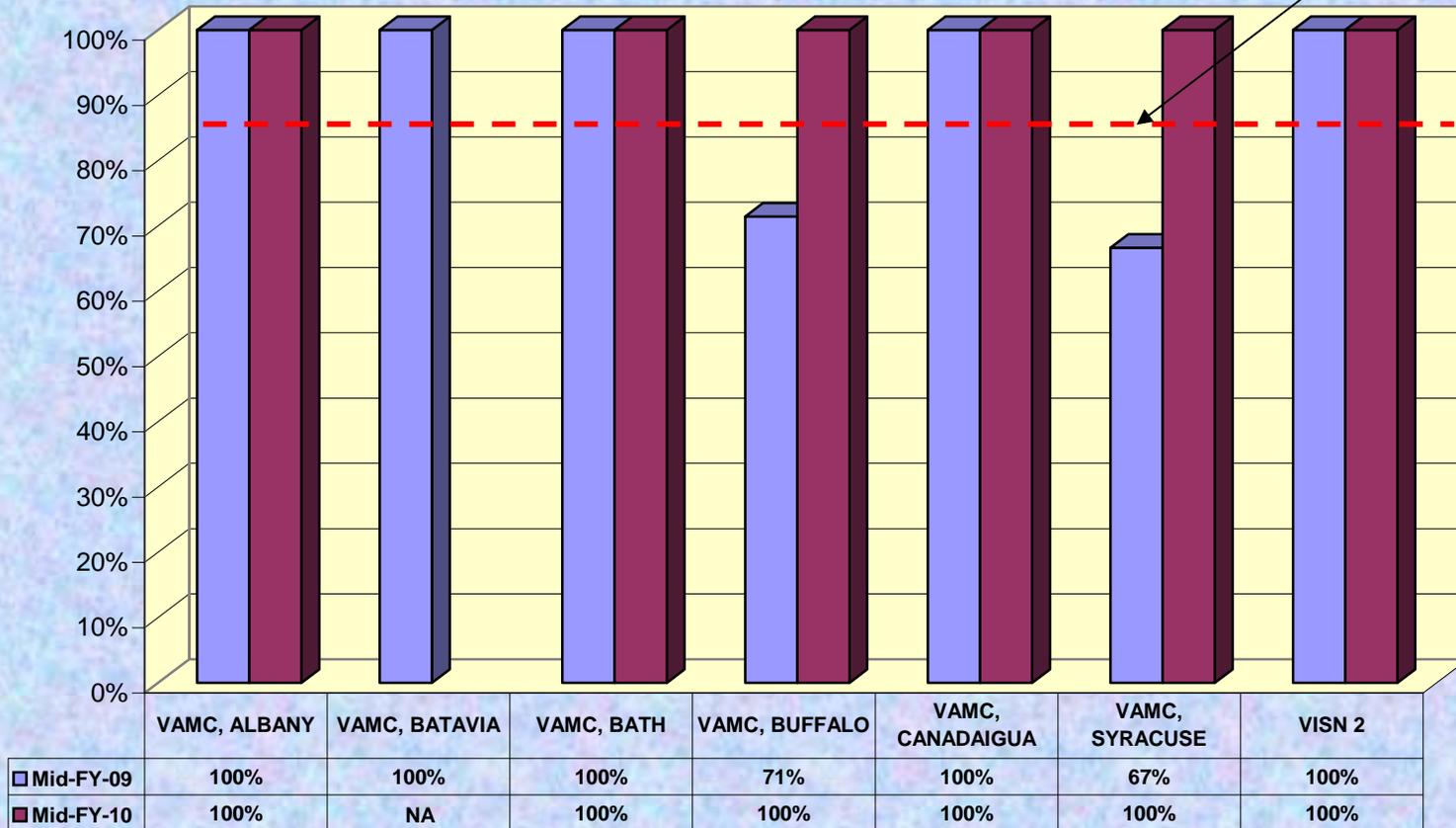


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 1

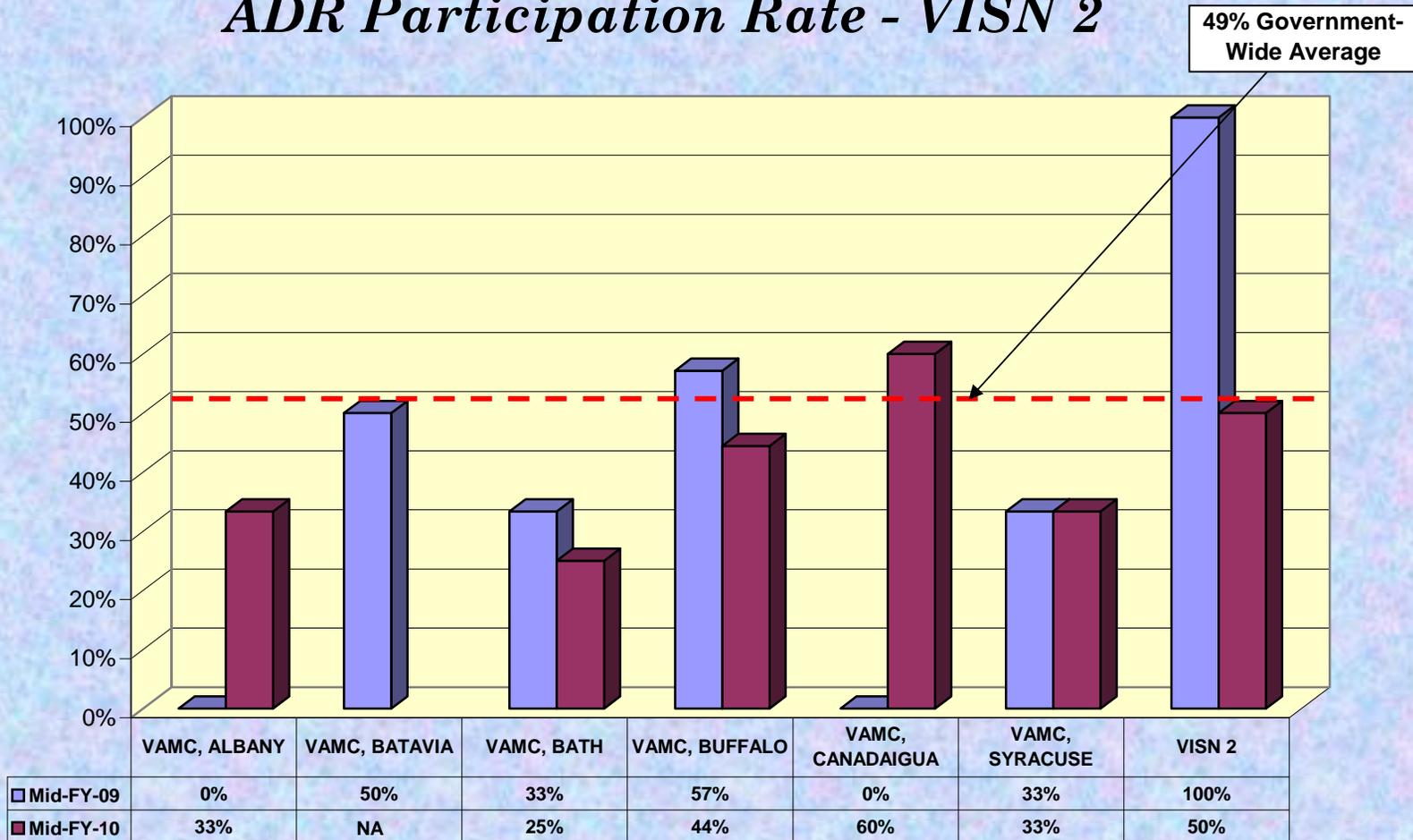


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 2

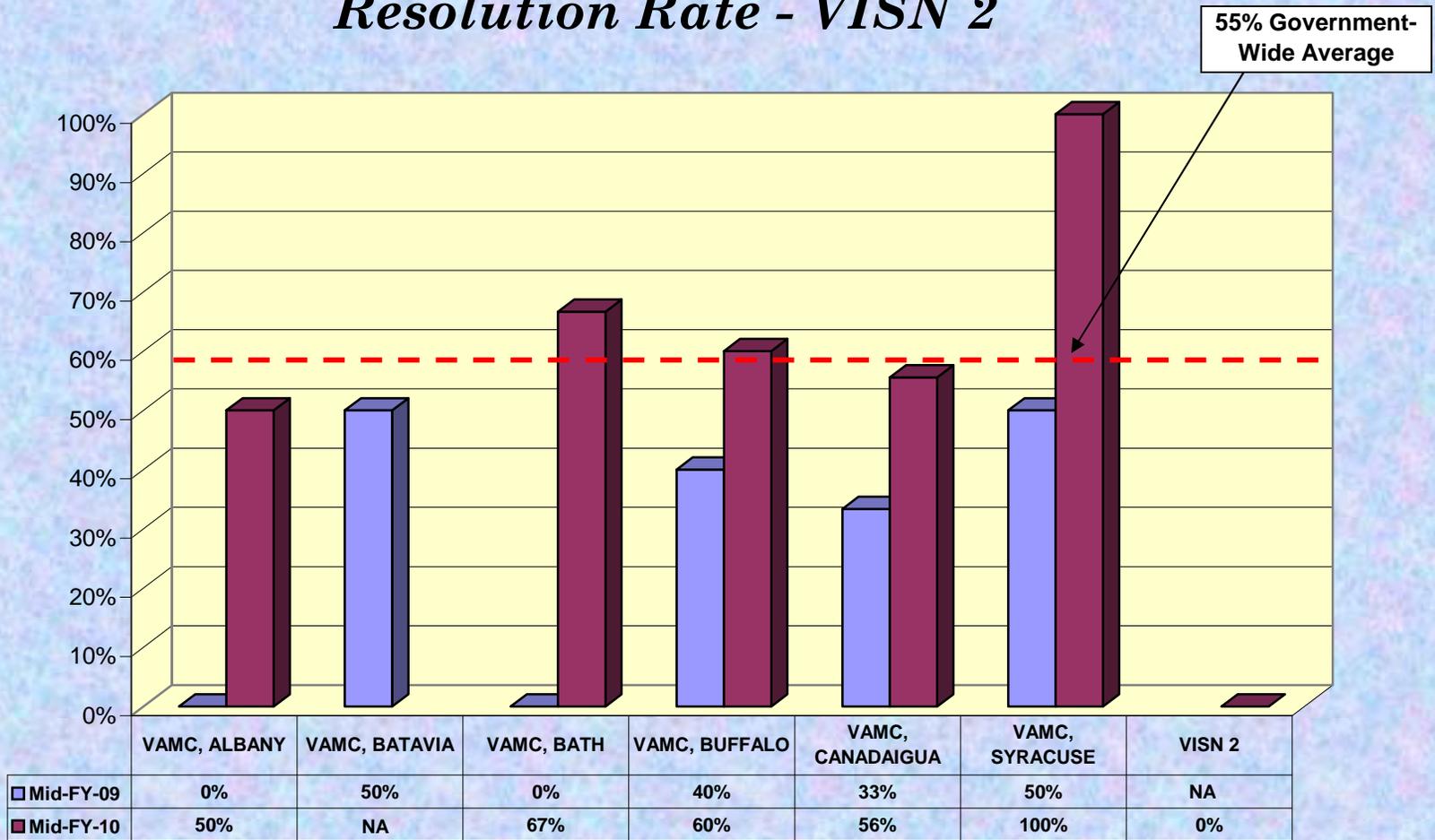
81% Government-Wide Average



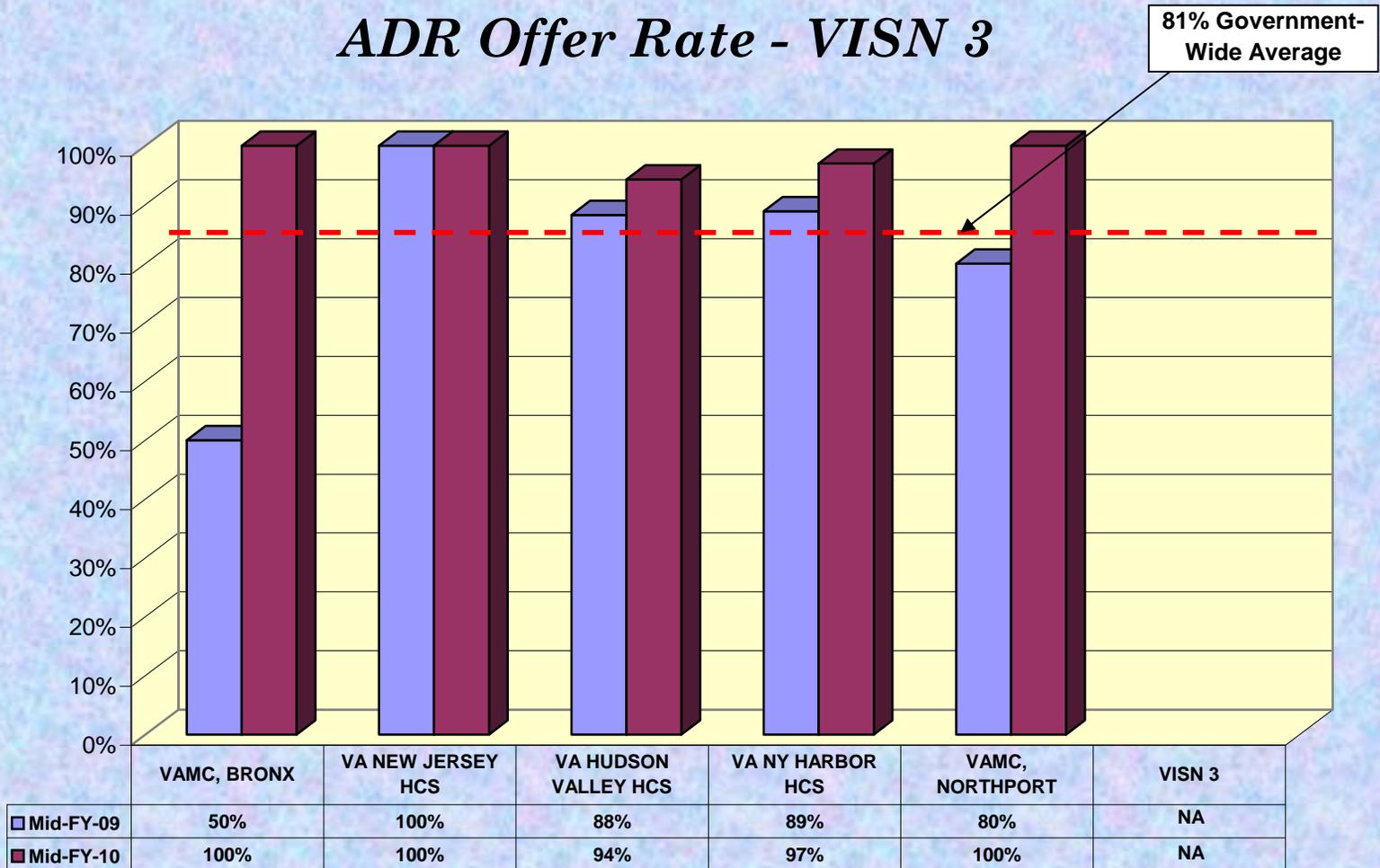
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 2



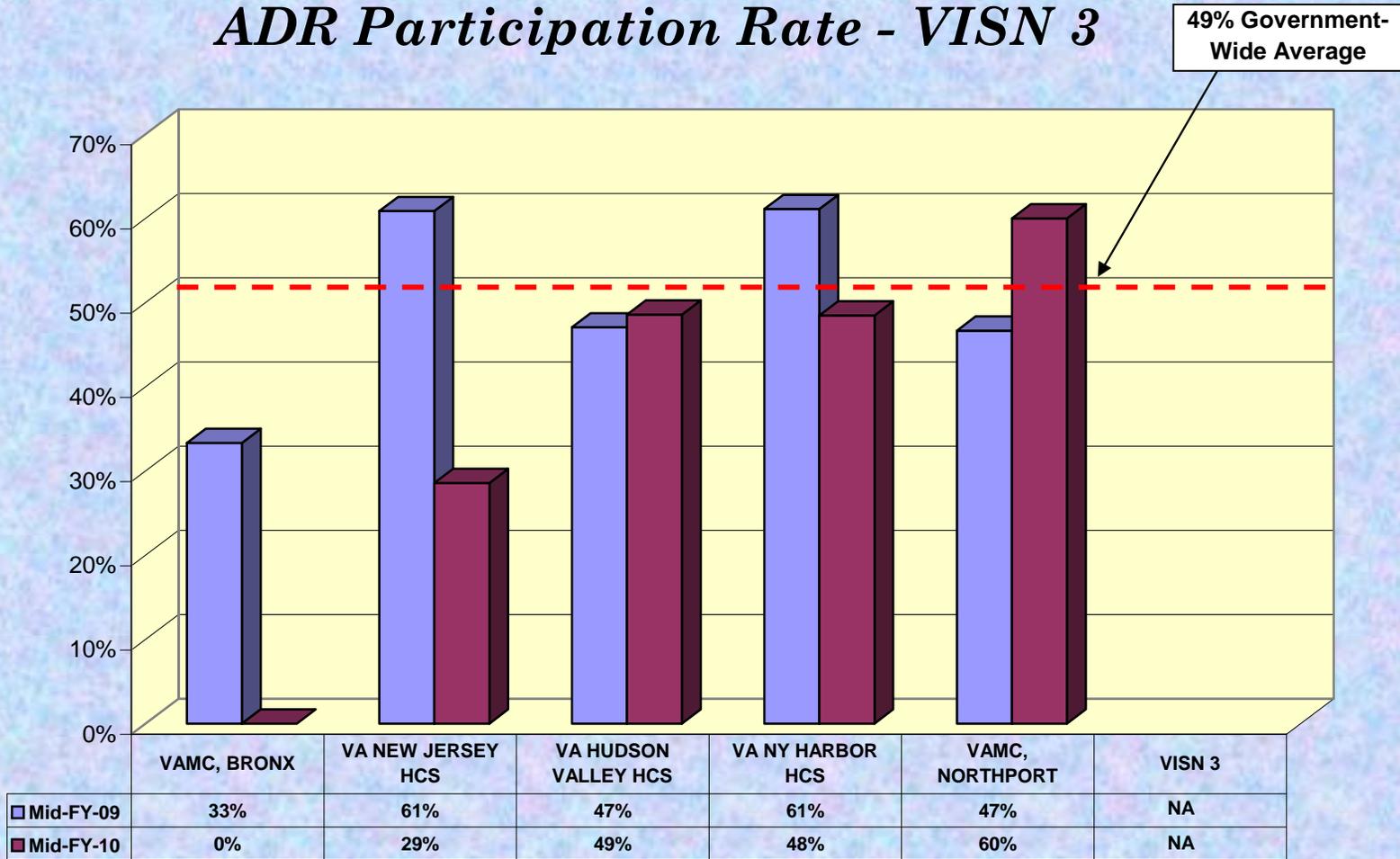
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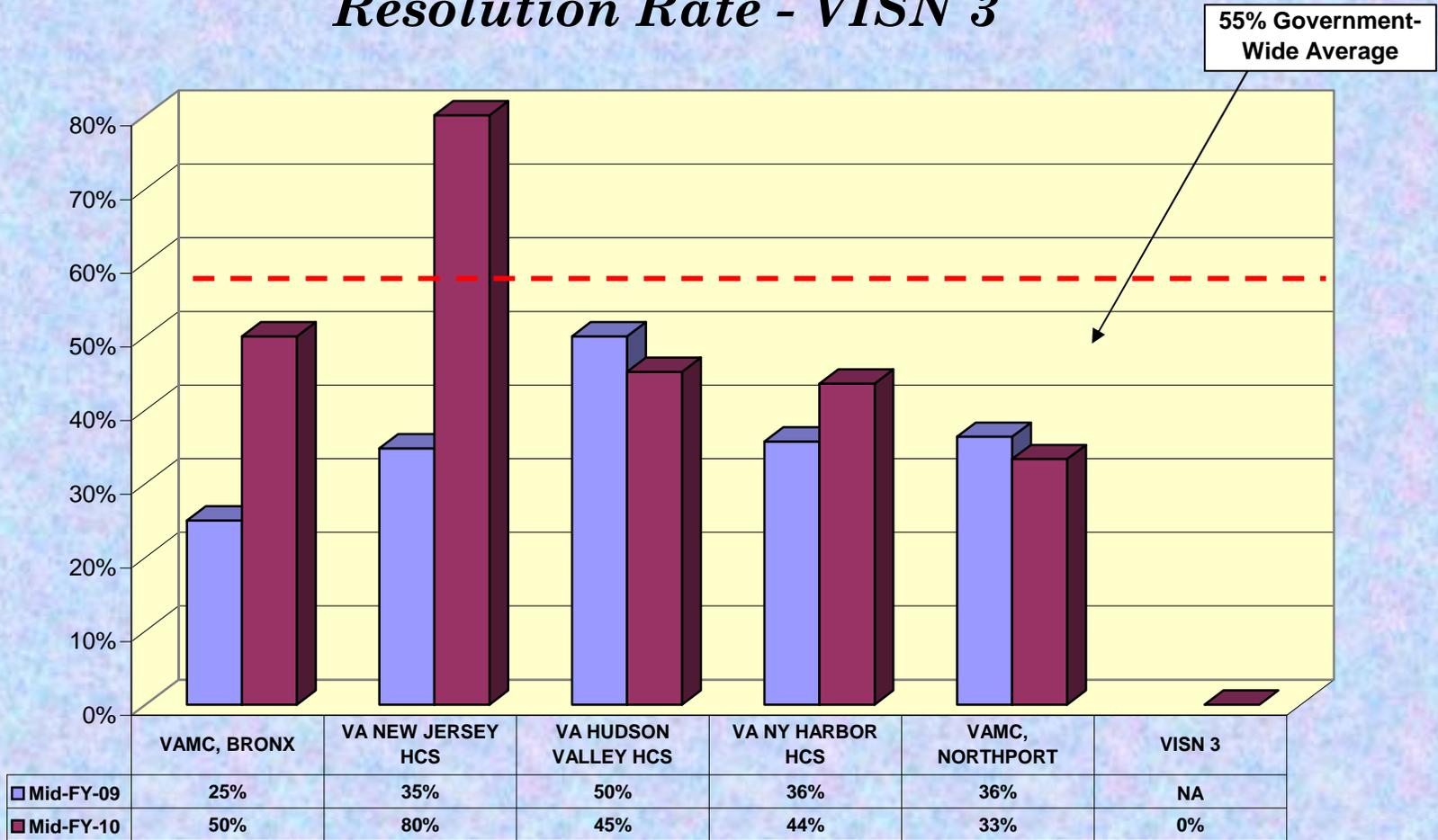
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 3



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 3

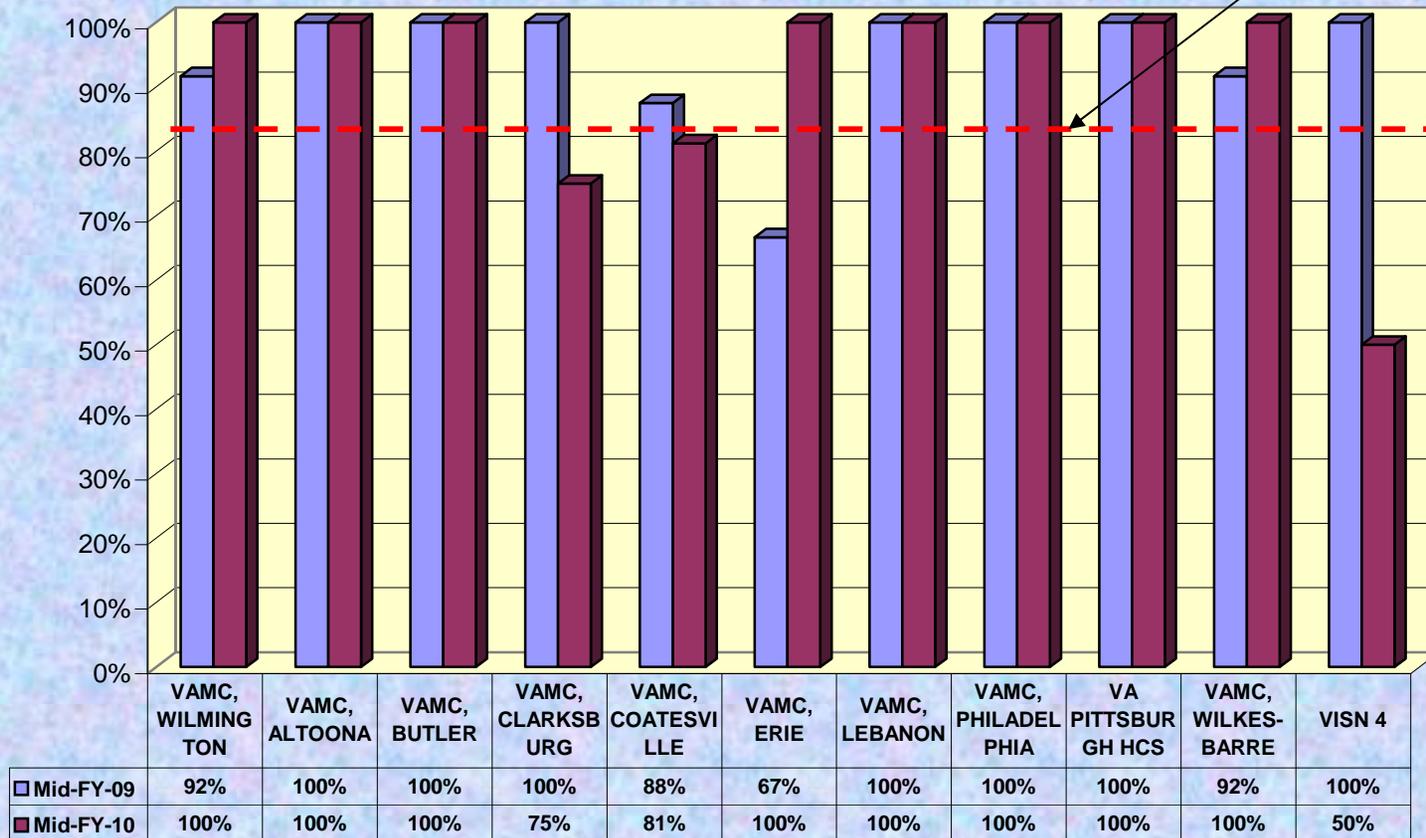


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 3

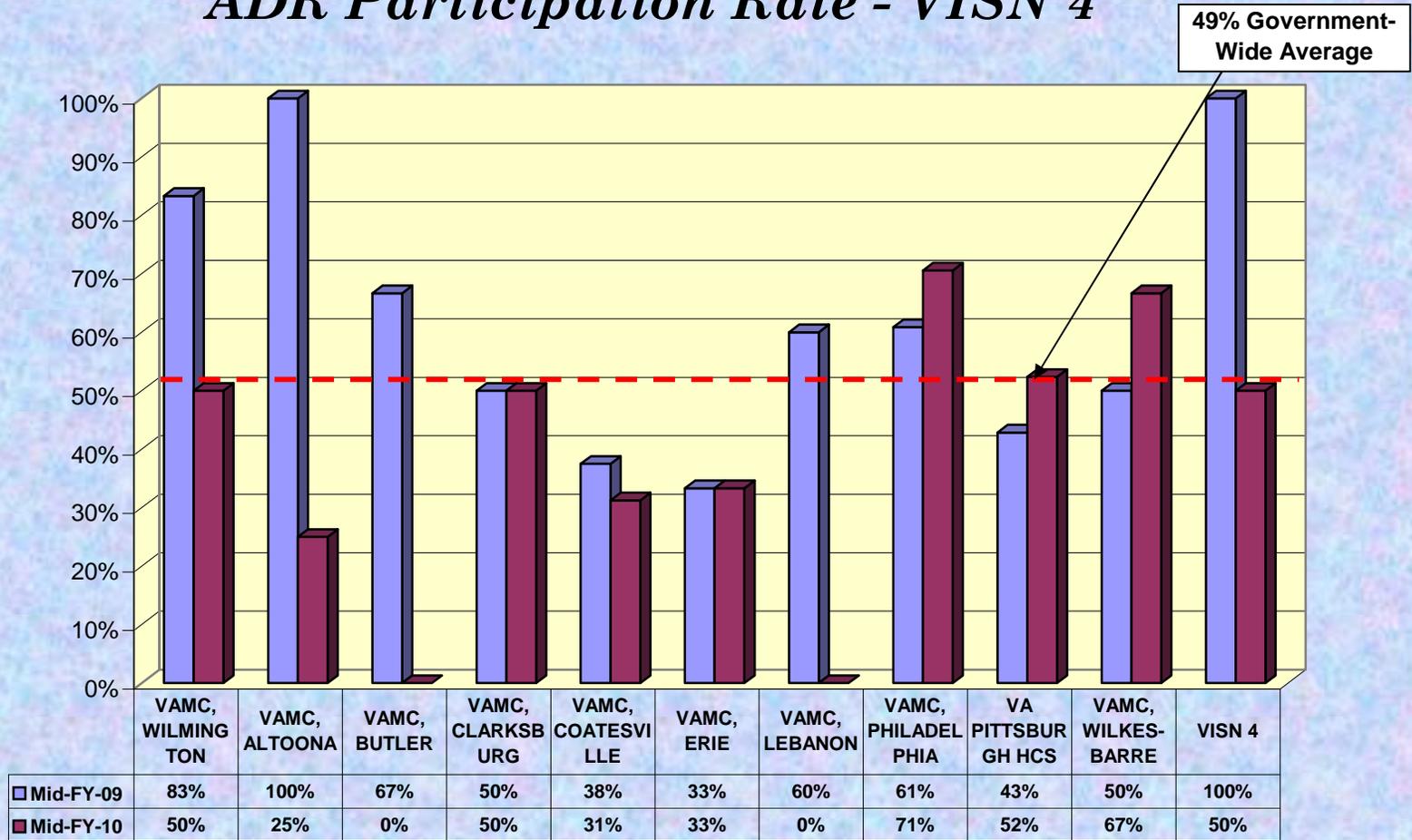


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 4

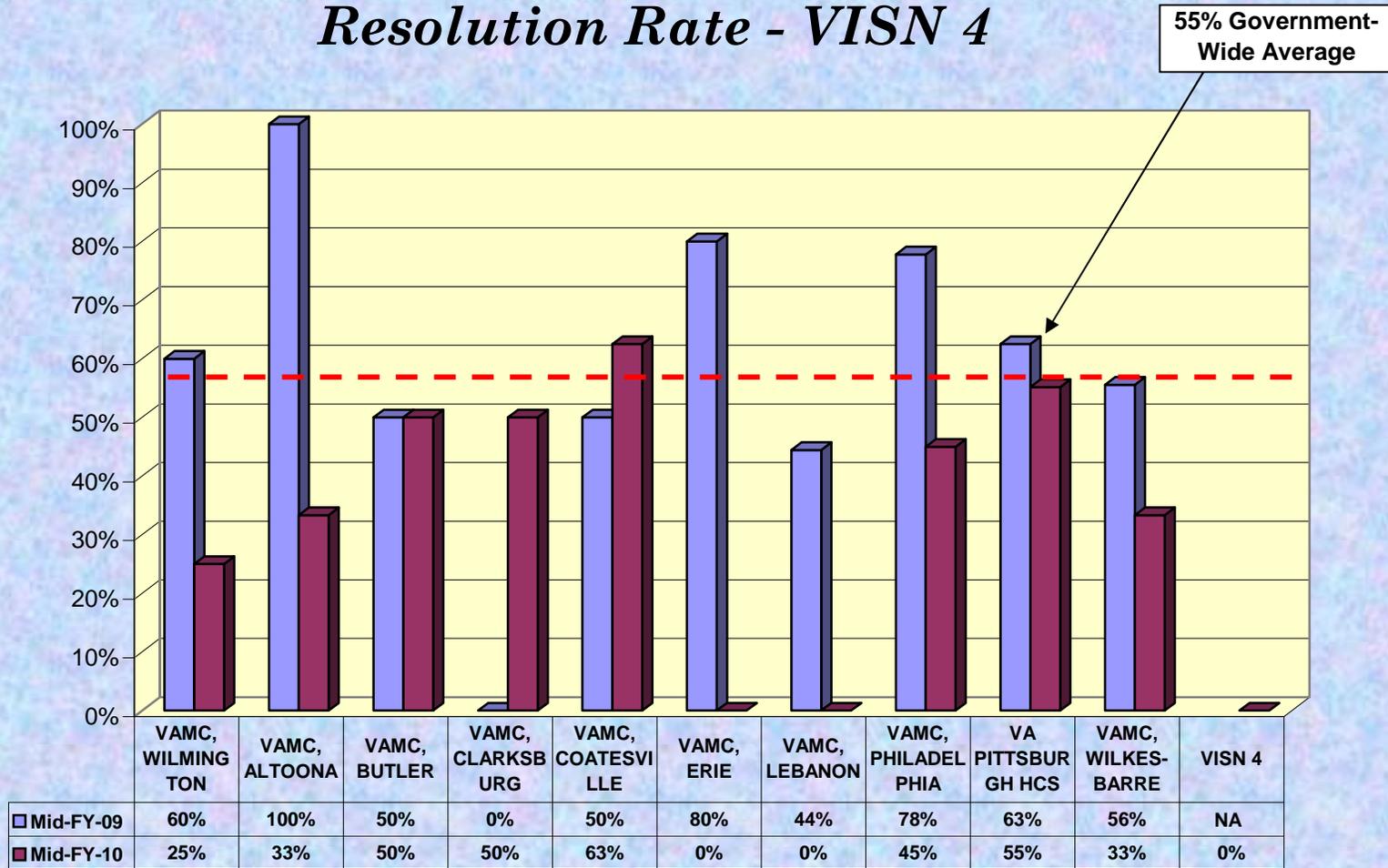
81% Government-Wide Average



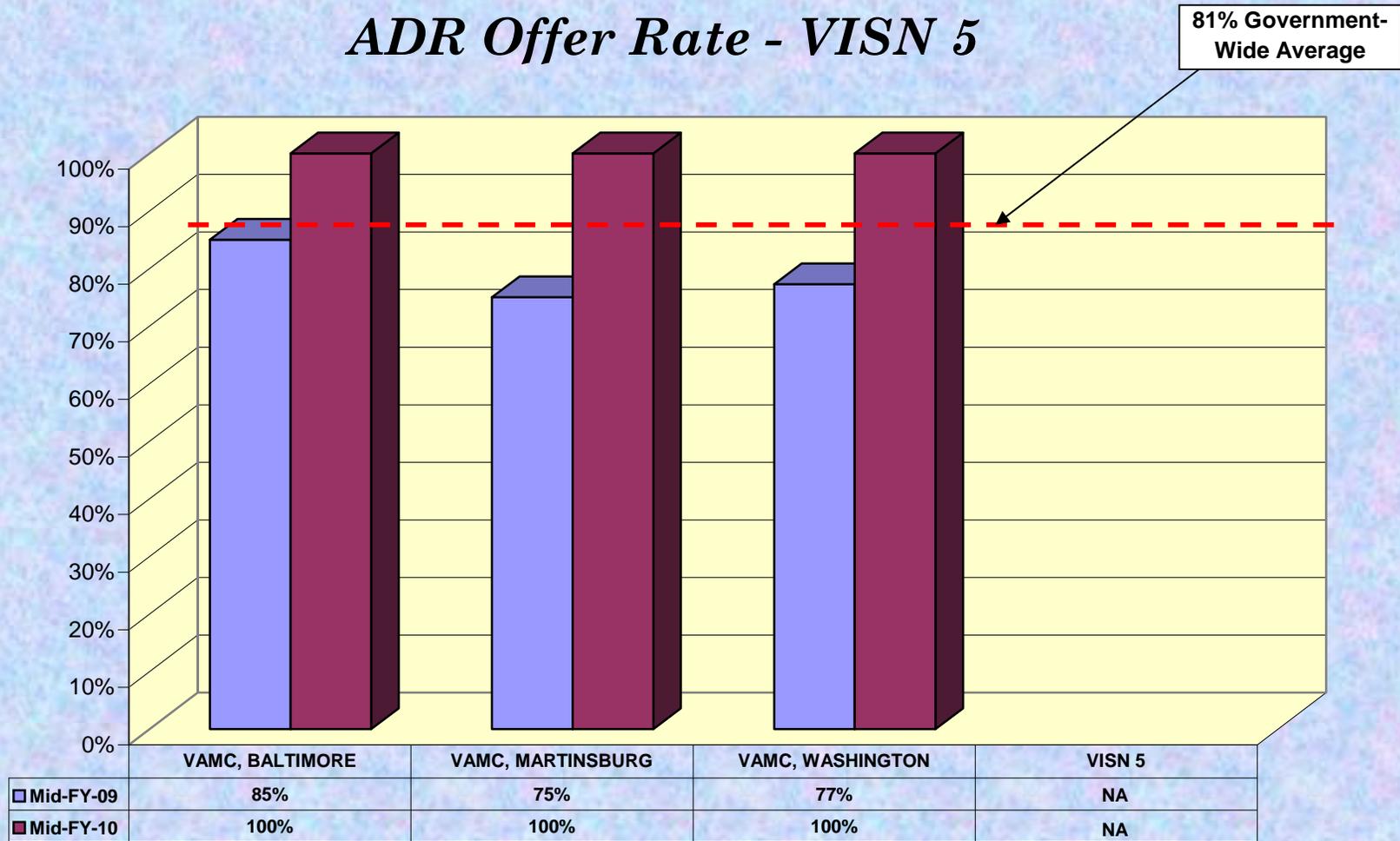
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 4



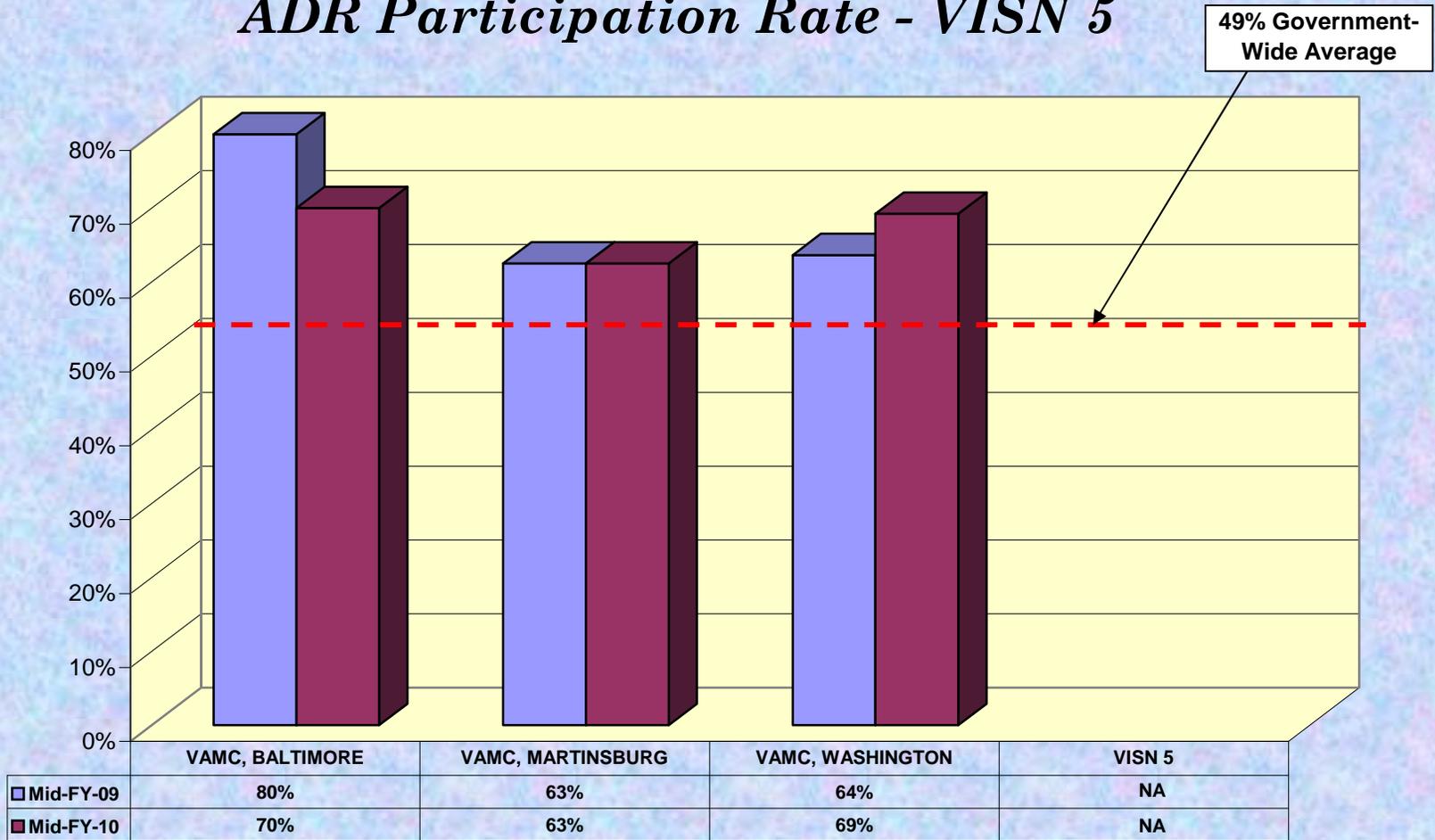
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 4



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 5

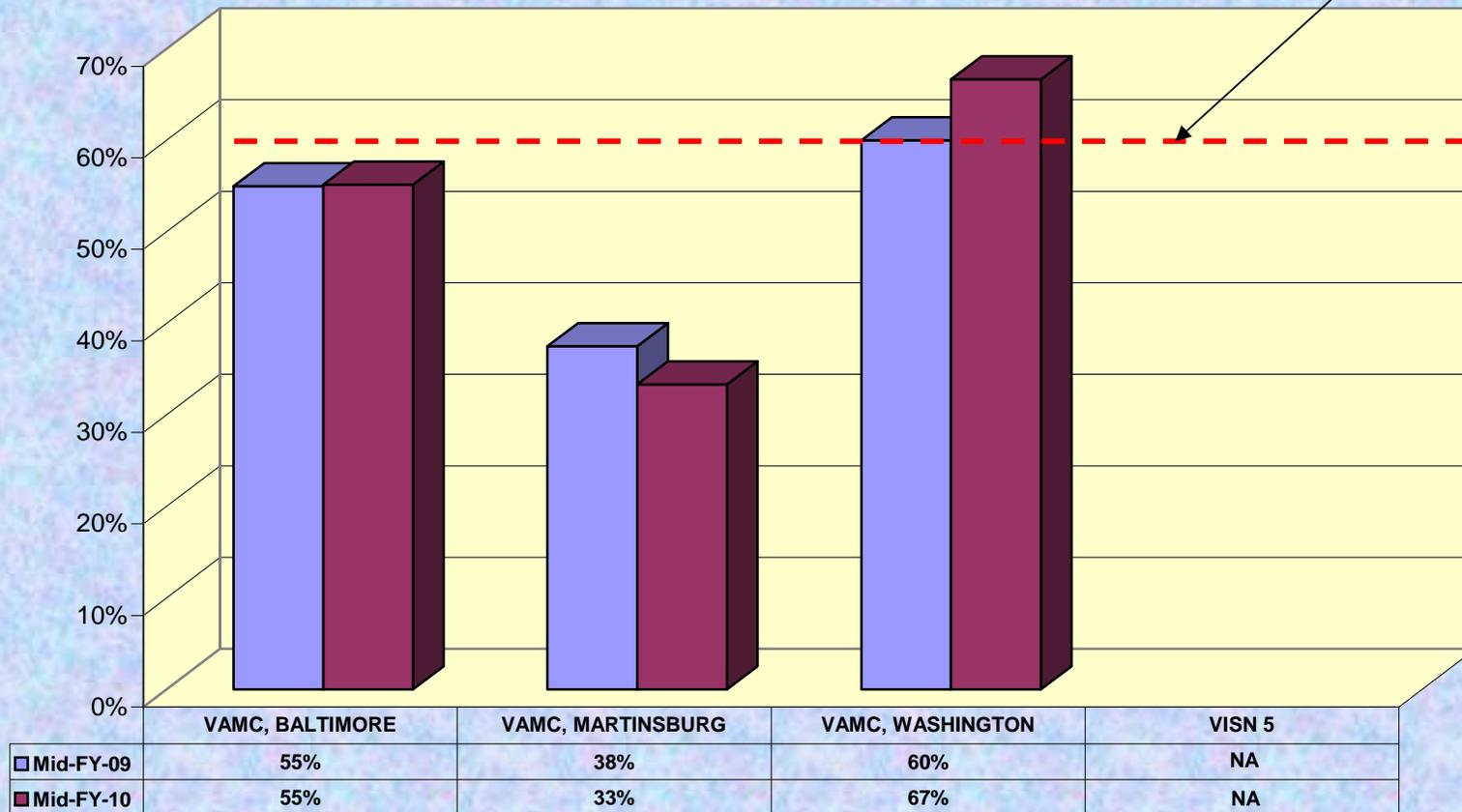


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 5



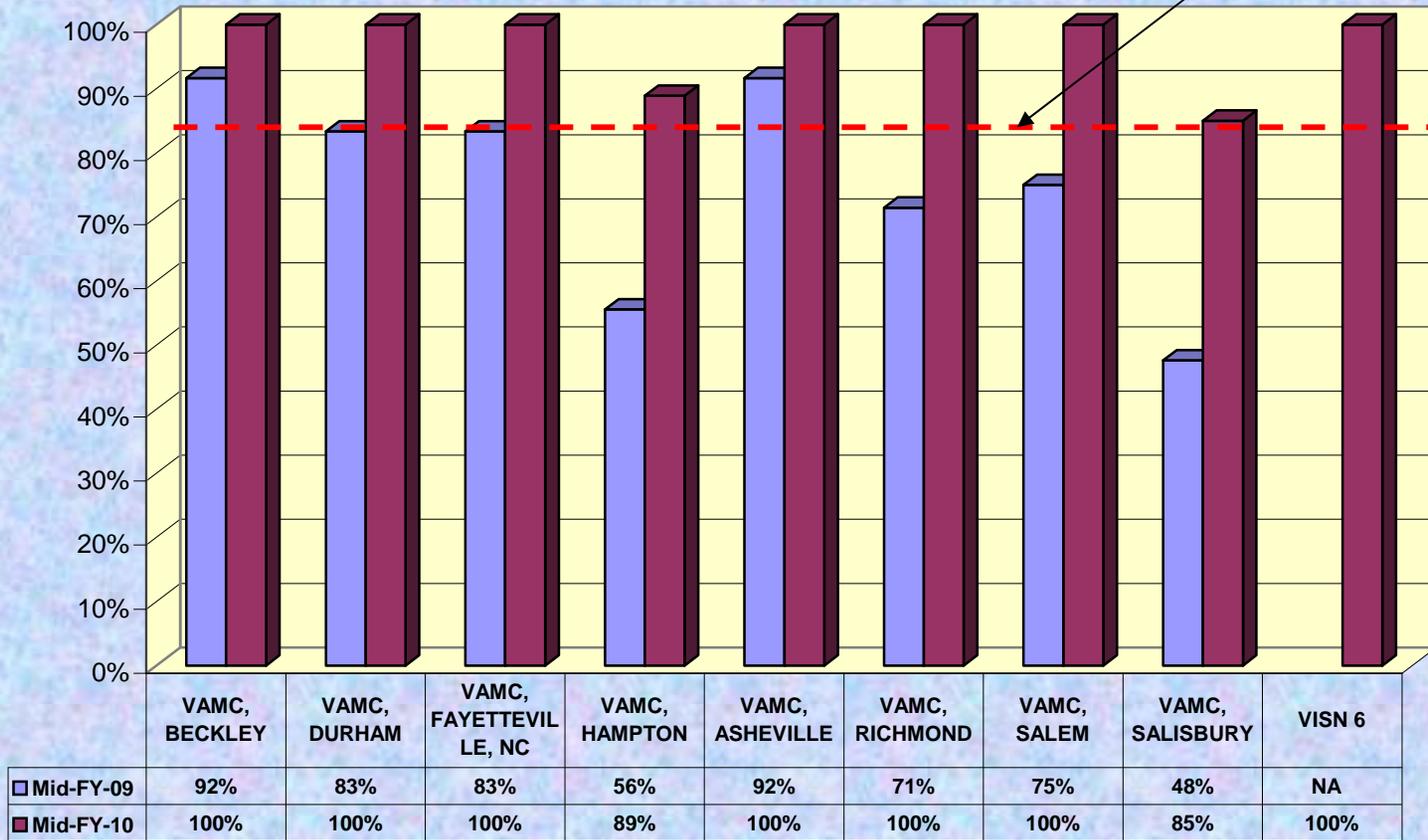
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 5

55% Government-Wide Average

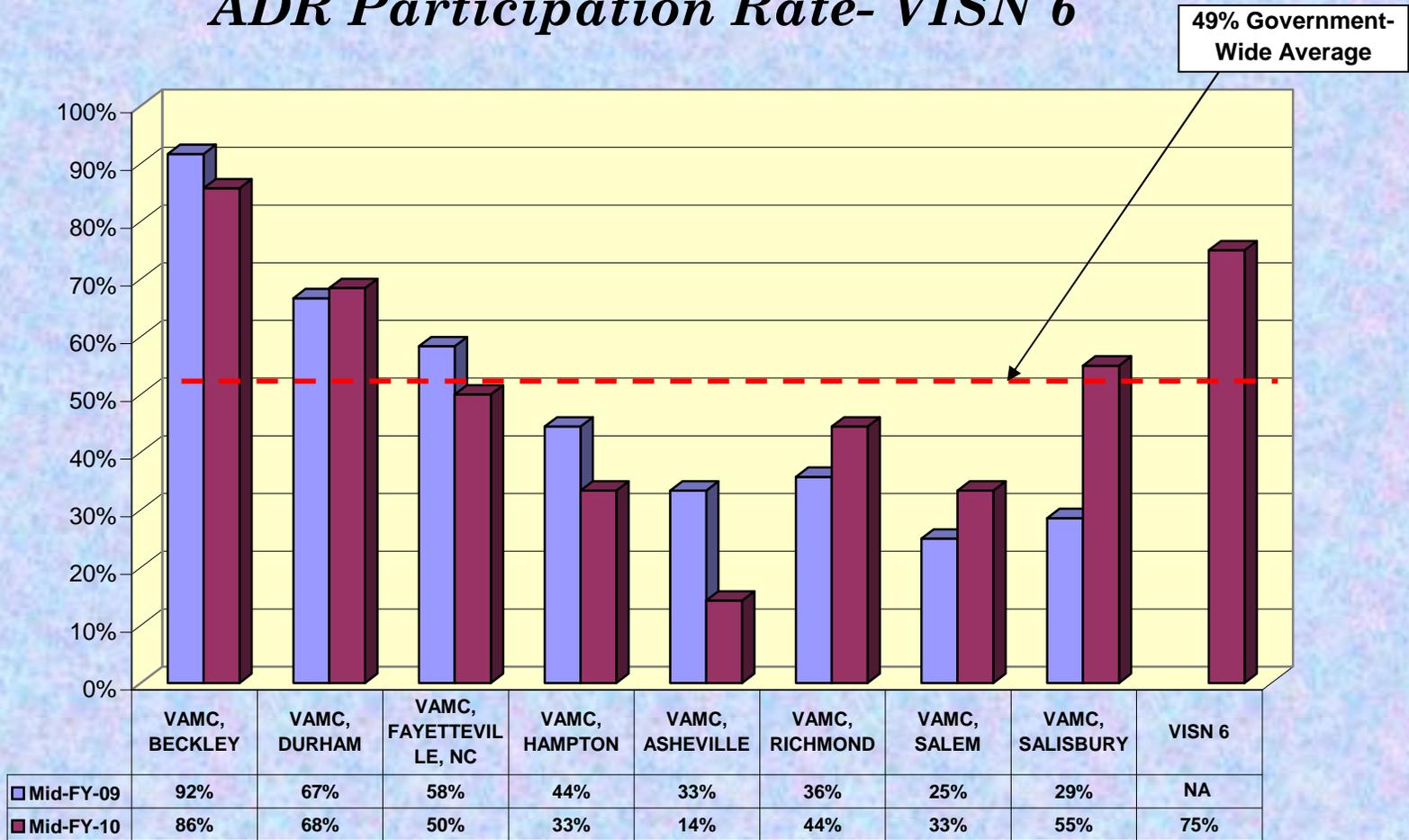


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate- VISN 6

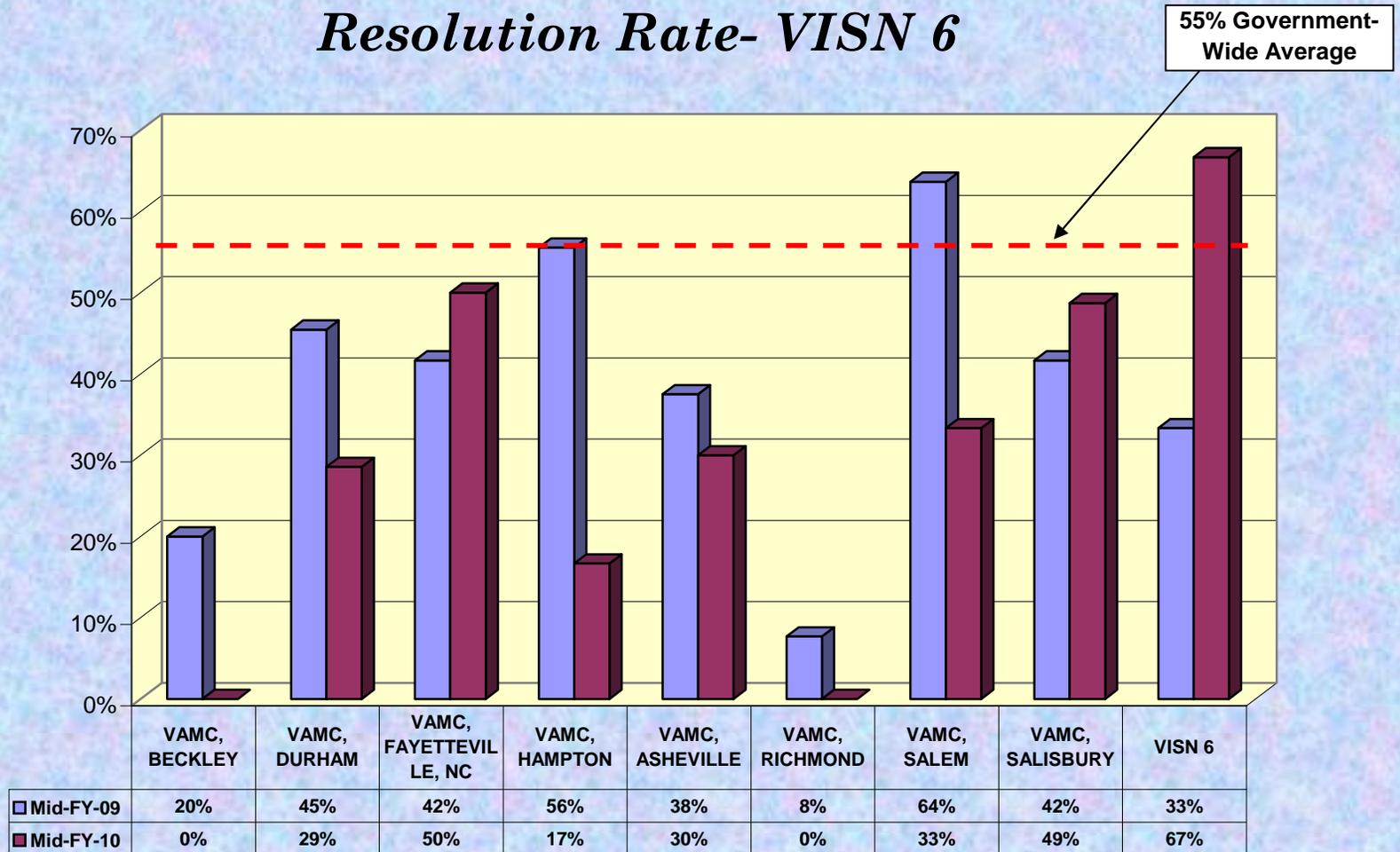
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate- VISN 6

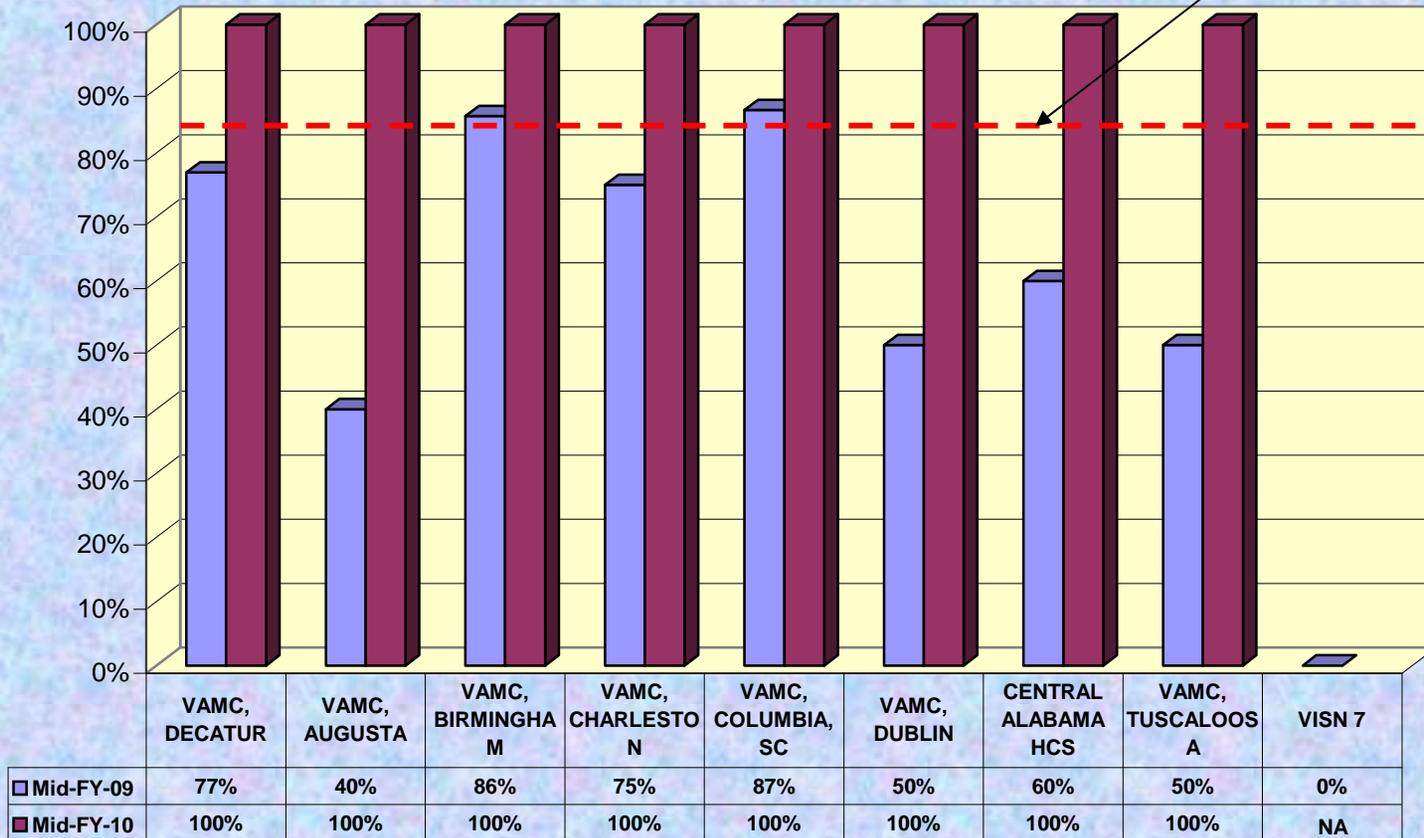


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate- VISN 6



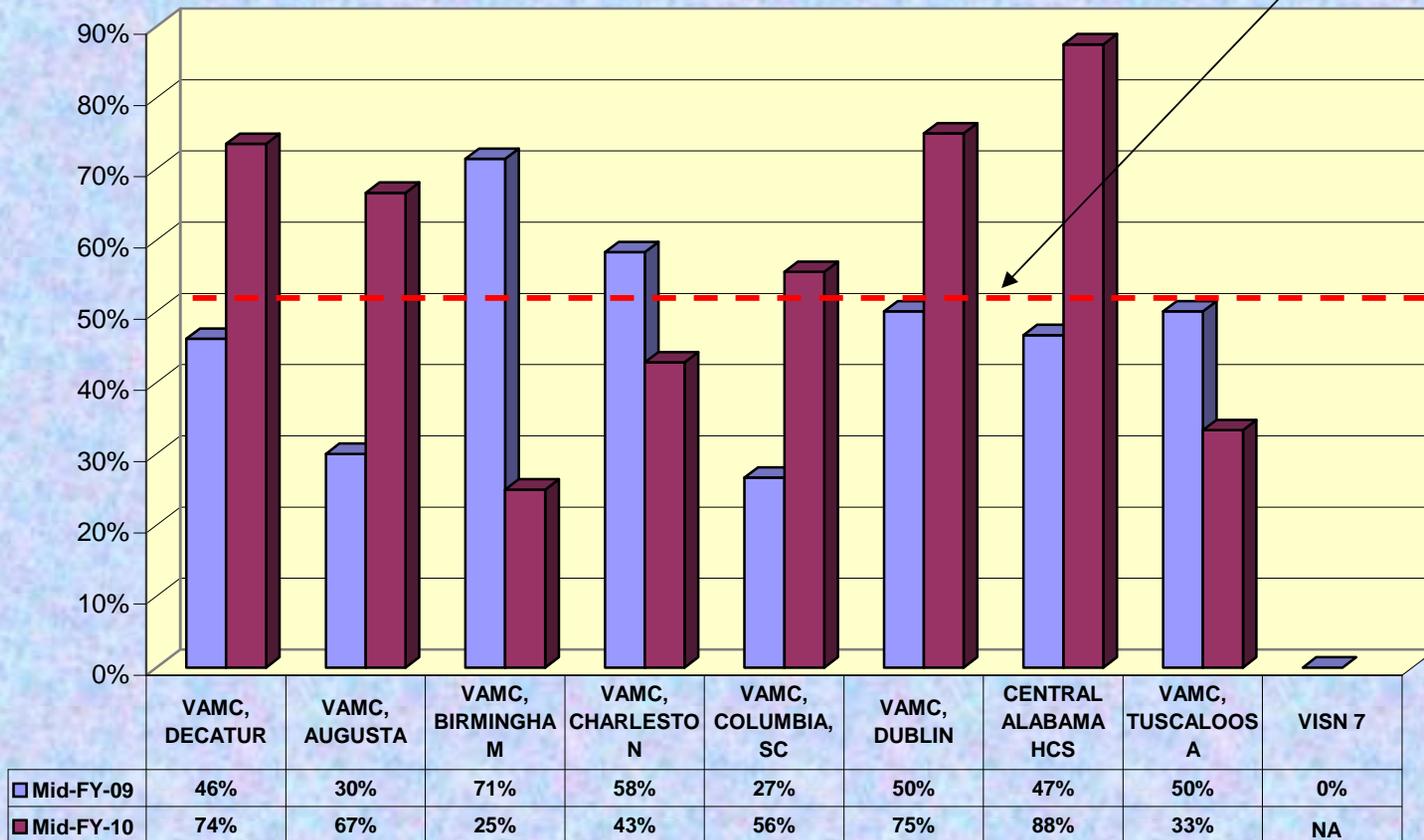
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 7

81% Government-Wide Average

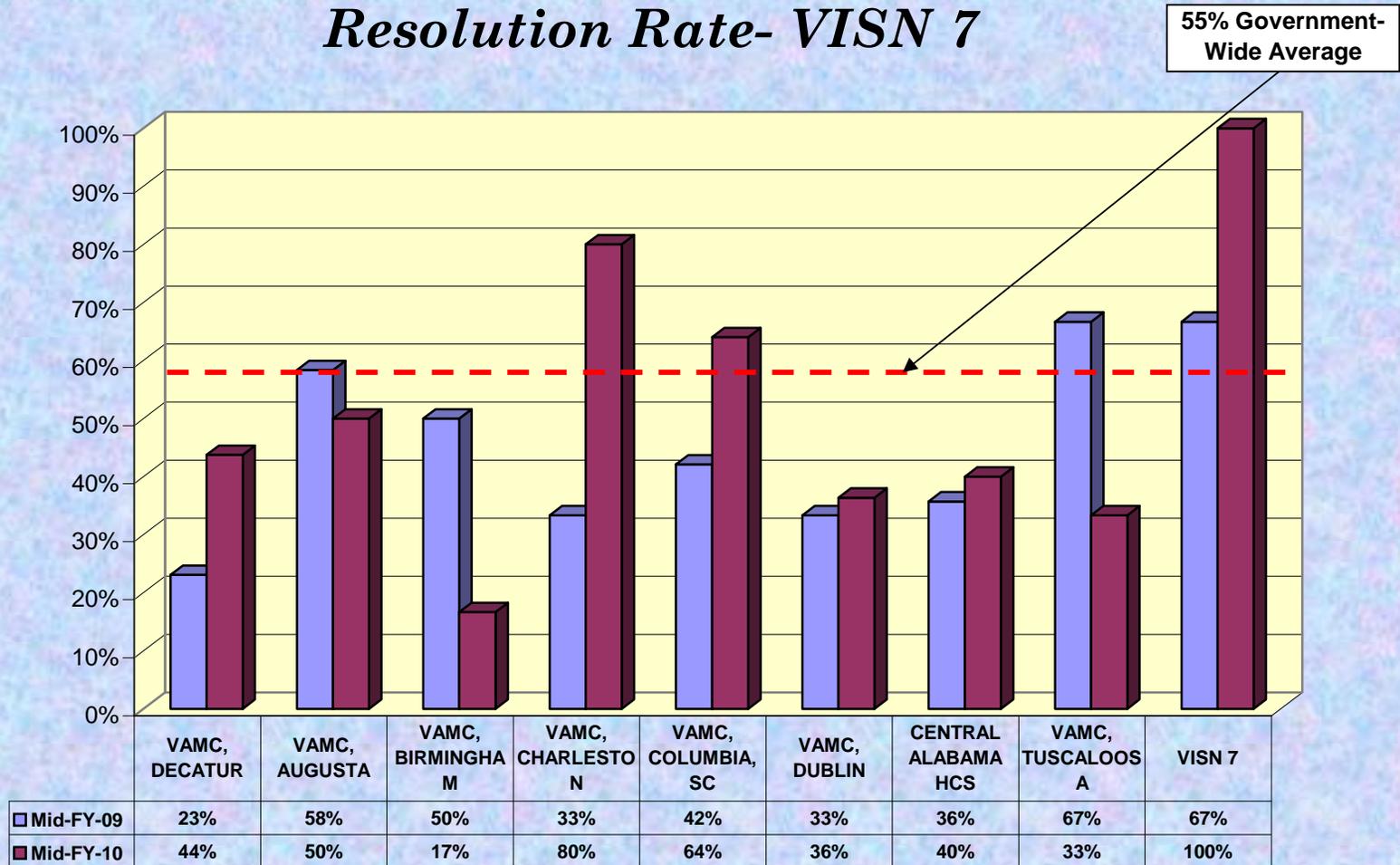


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 7

49% Government-Wide Average

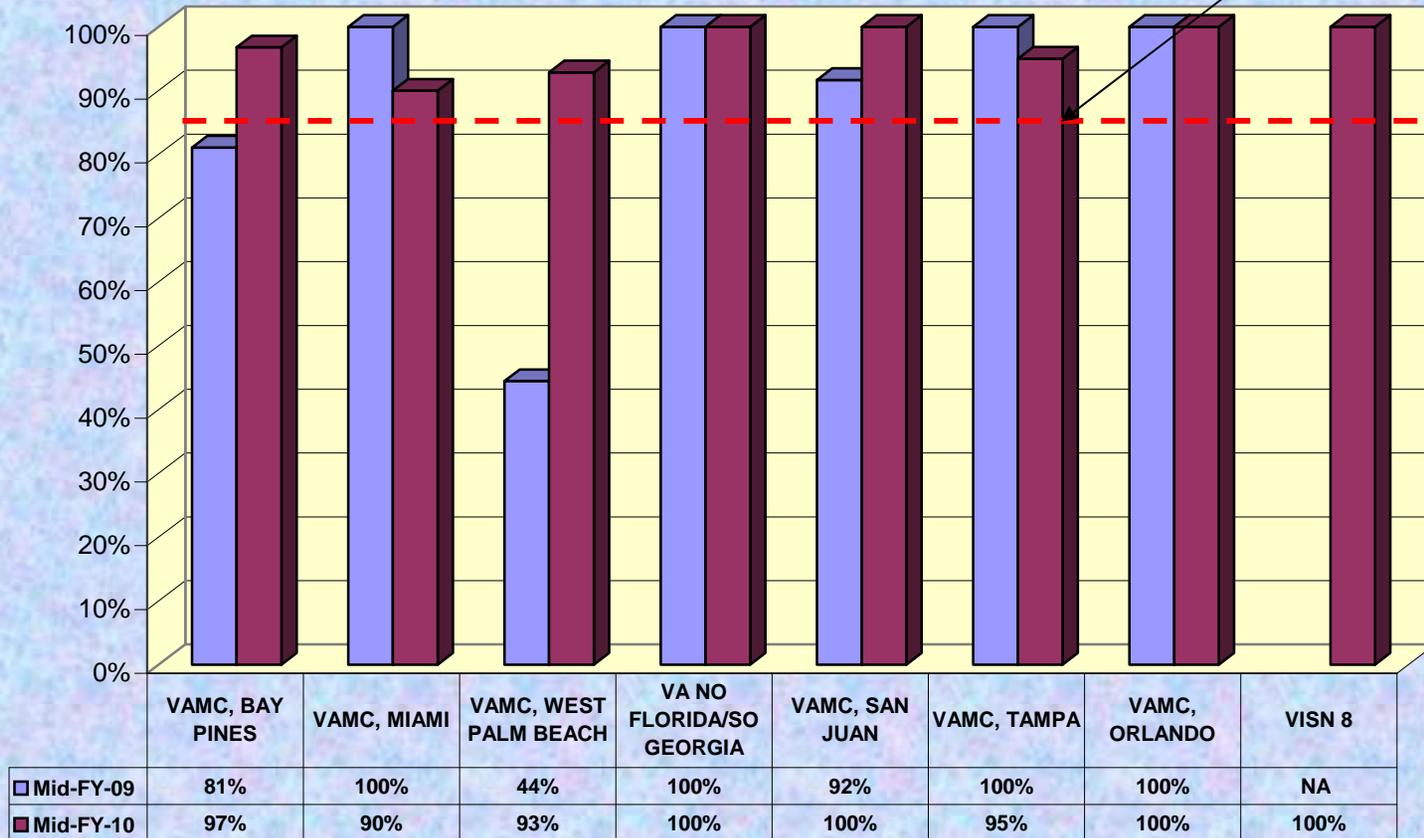


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate- VISN 7



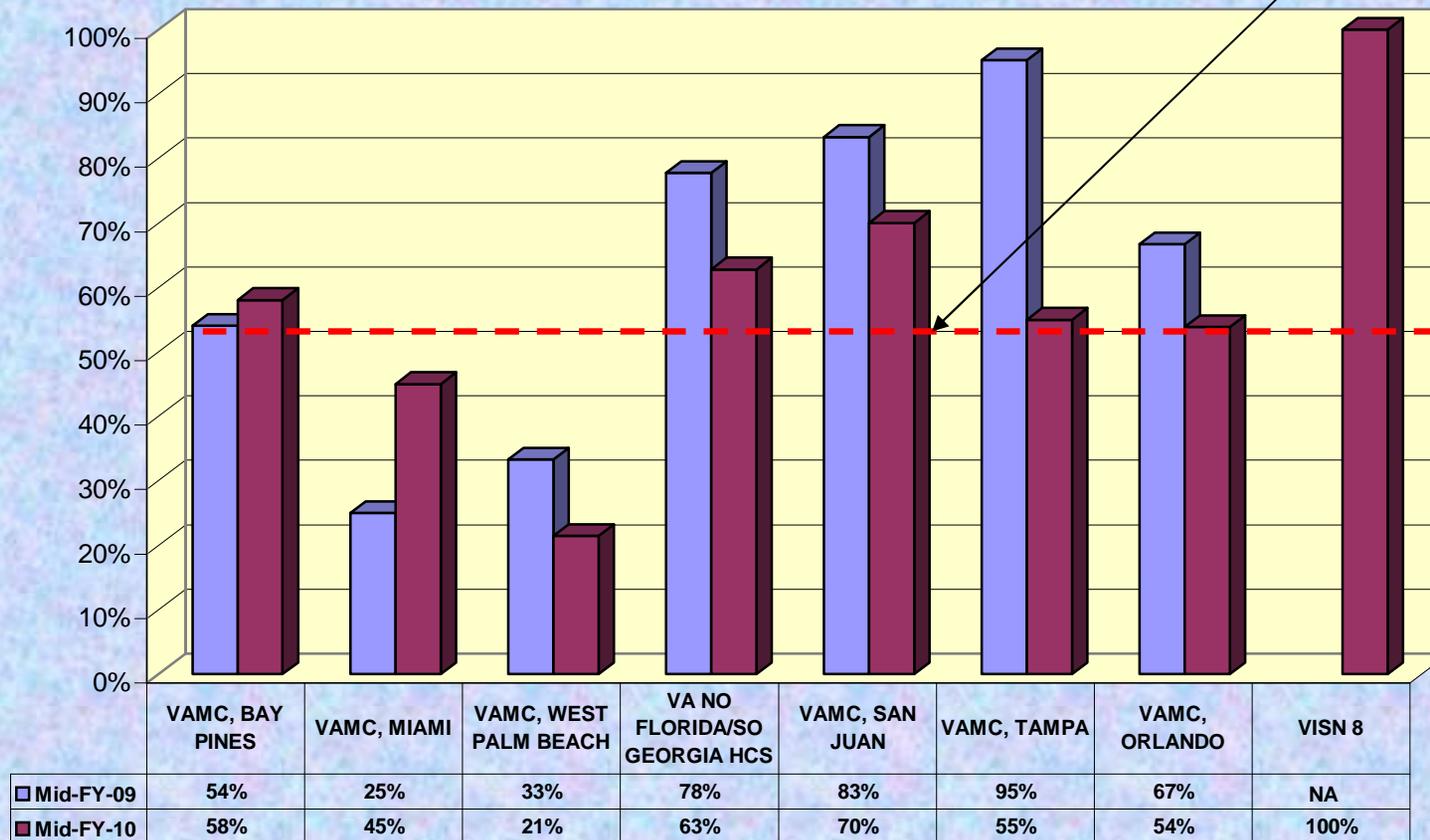
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 8

81% Government-Wide Average

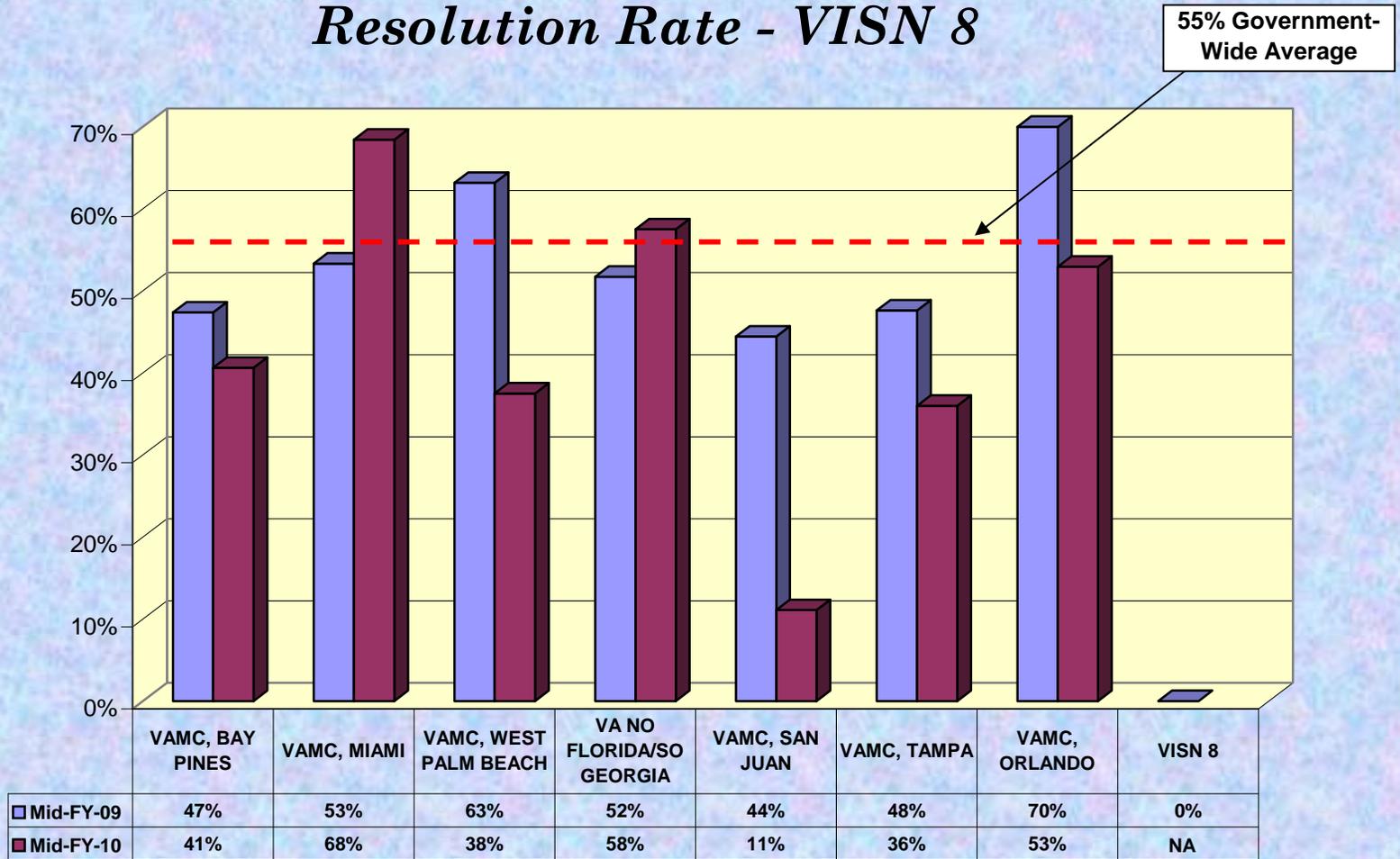


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 8

49% Government-Wide Average

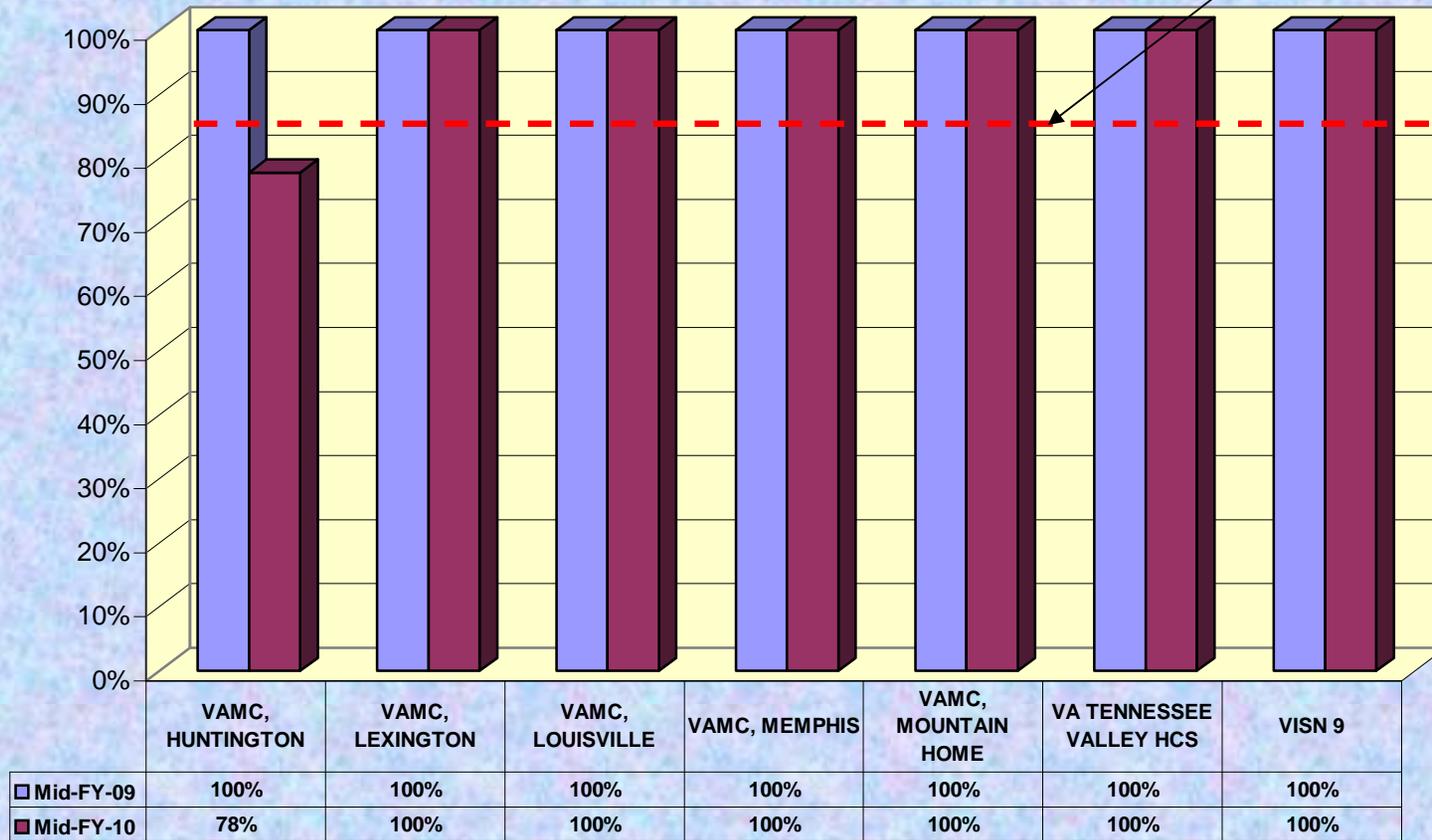


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 8

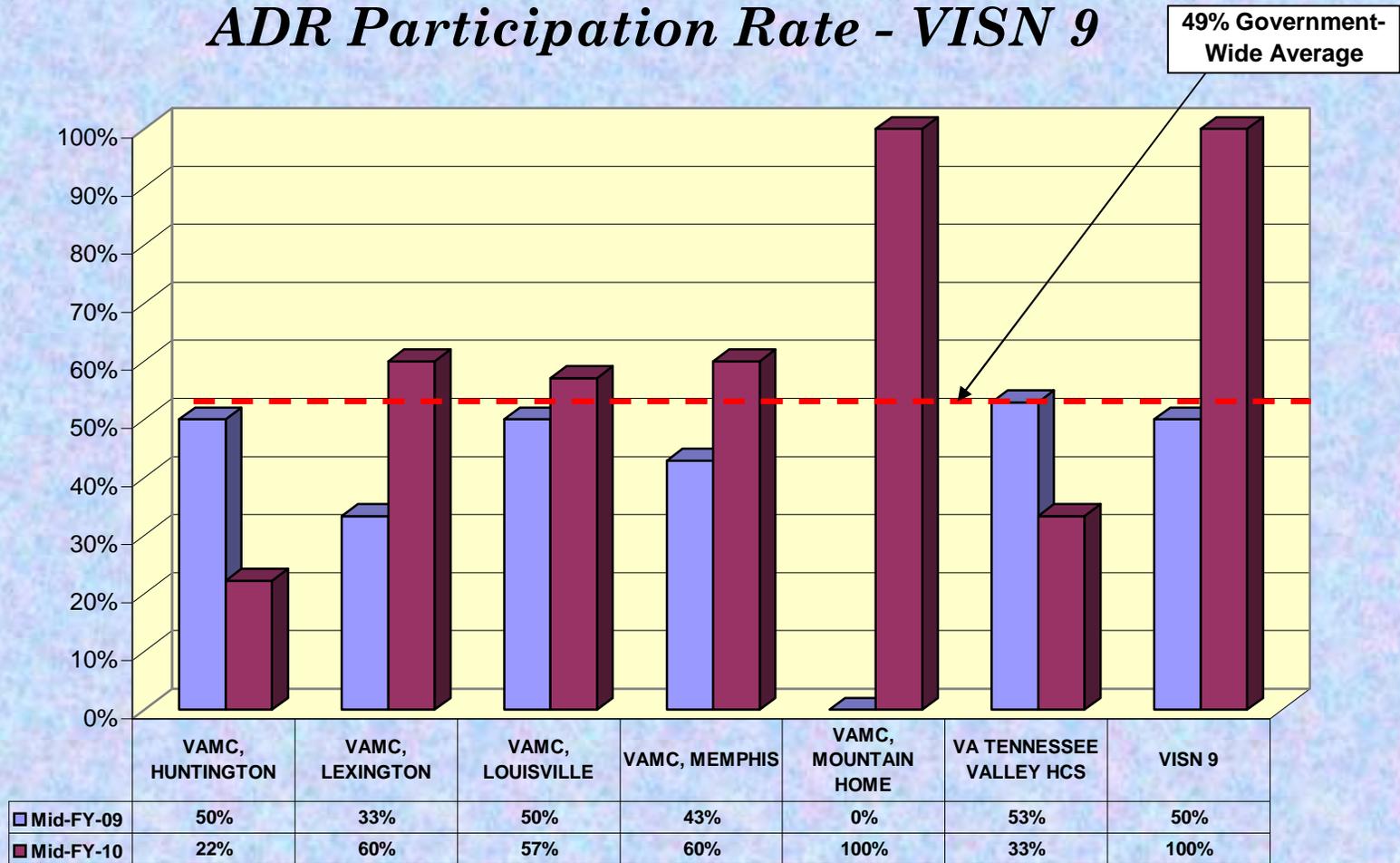


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 9

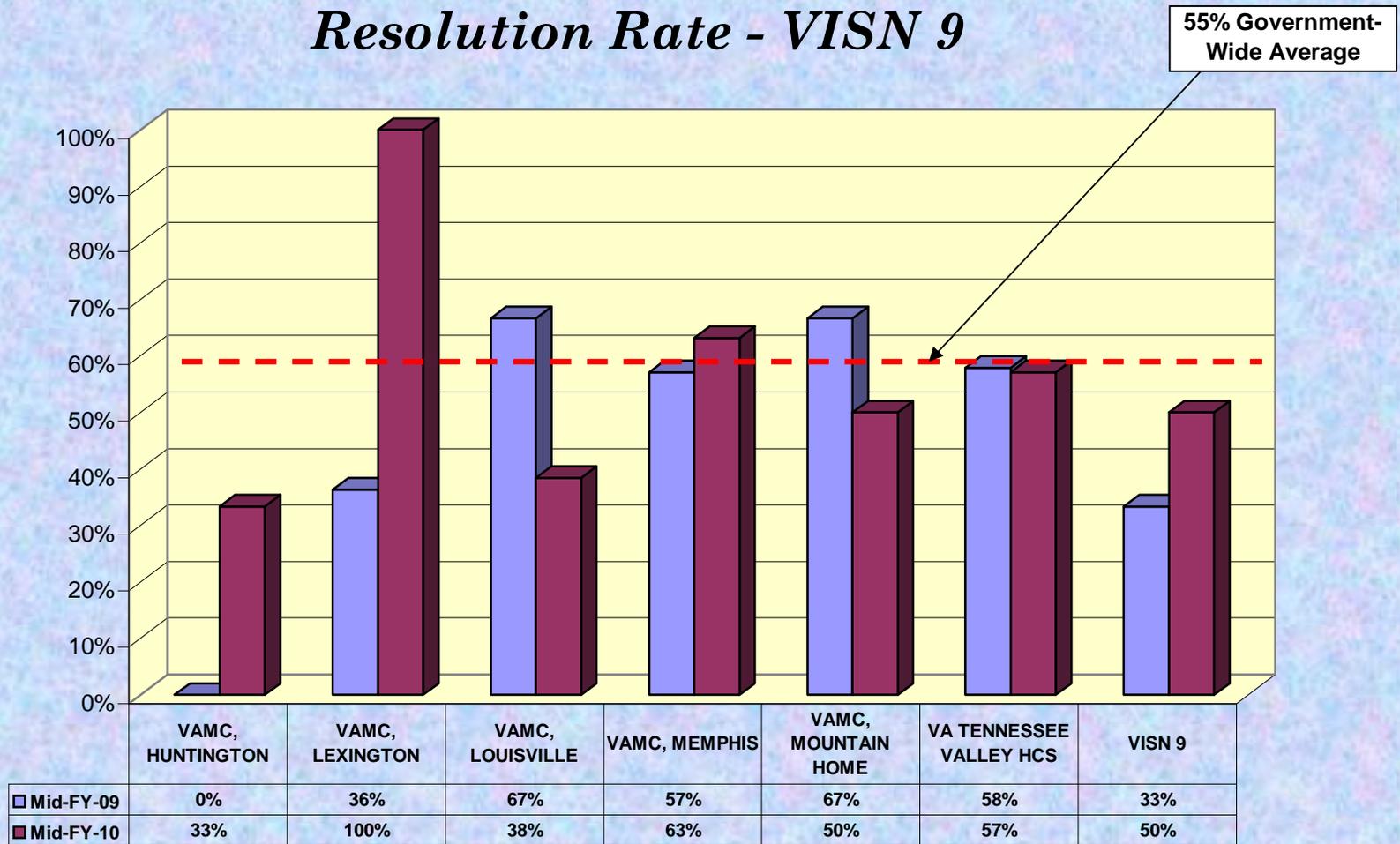
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 9

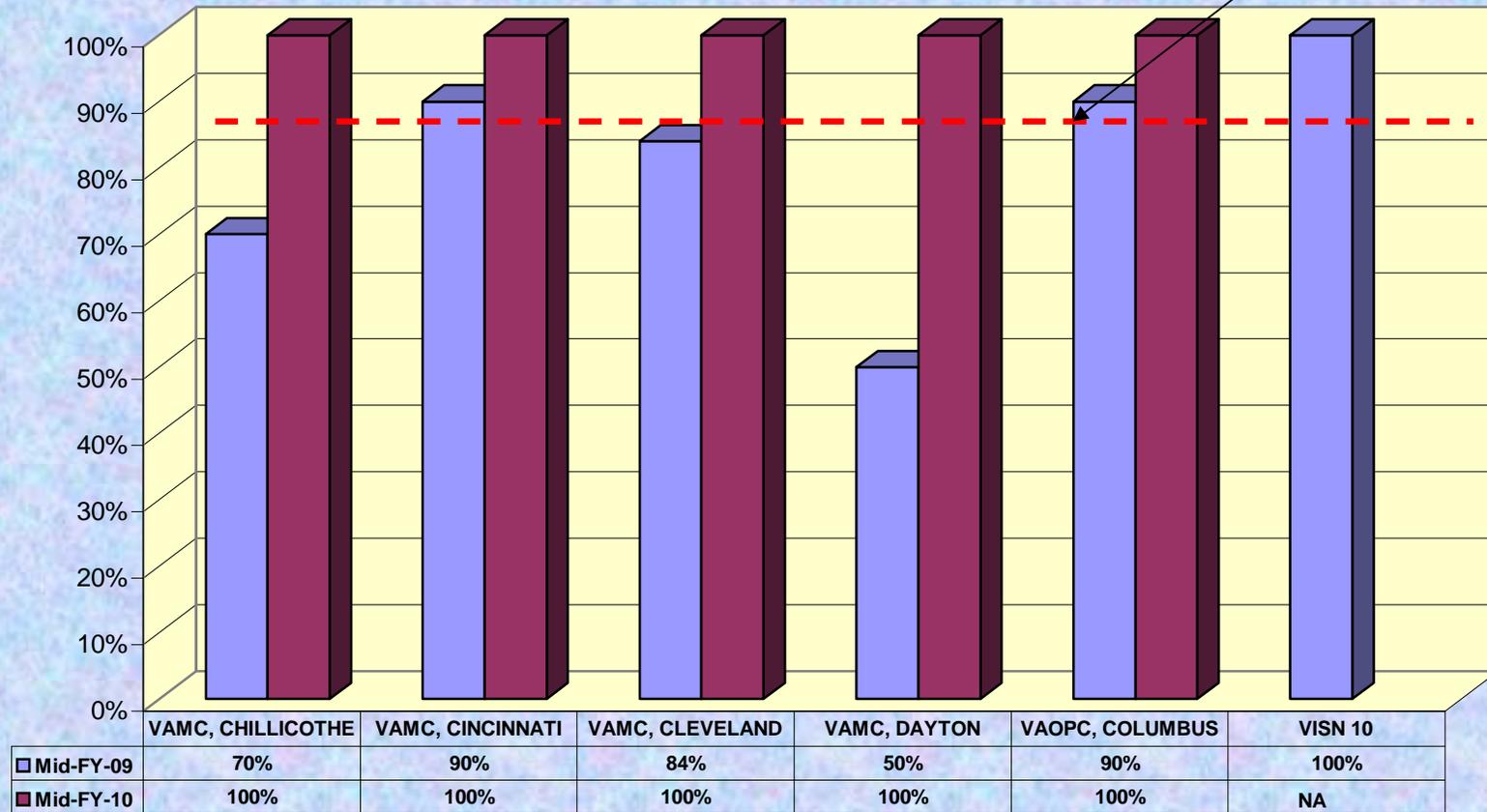


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 9

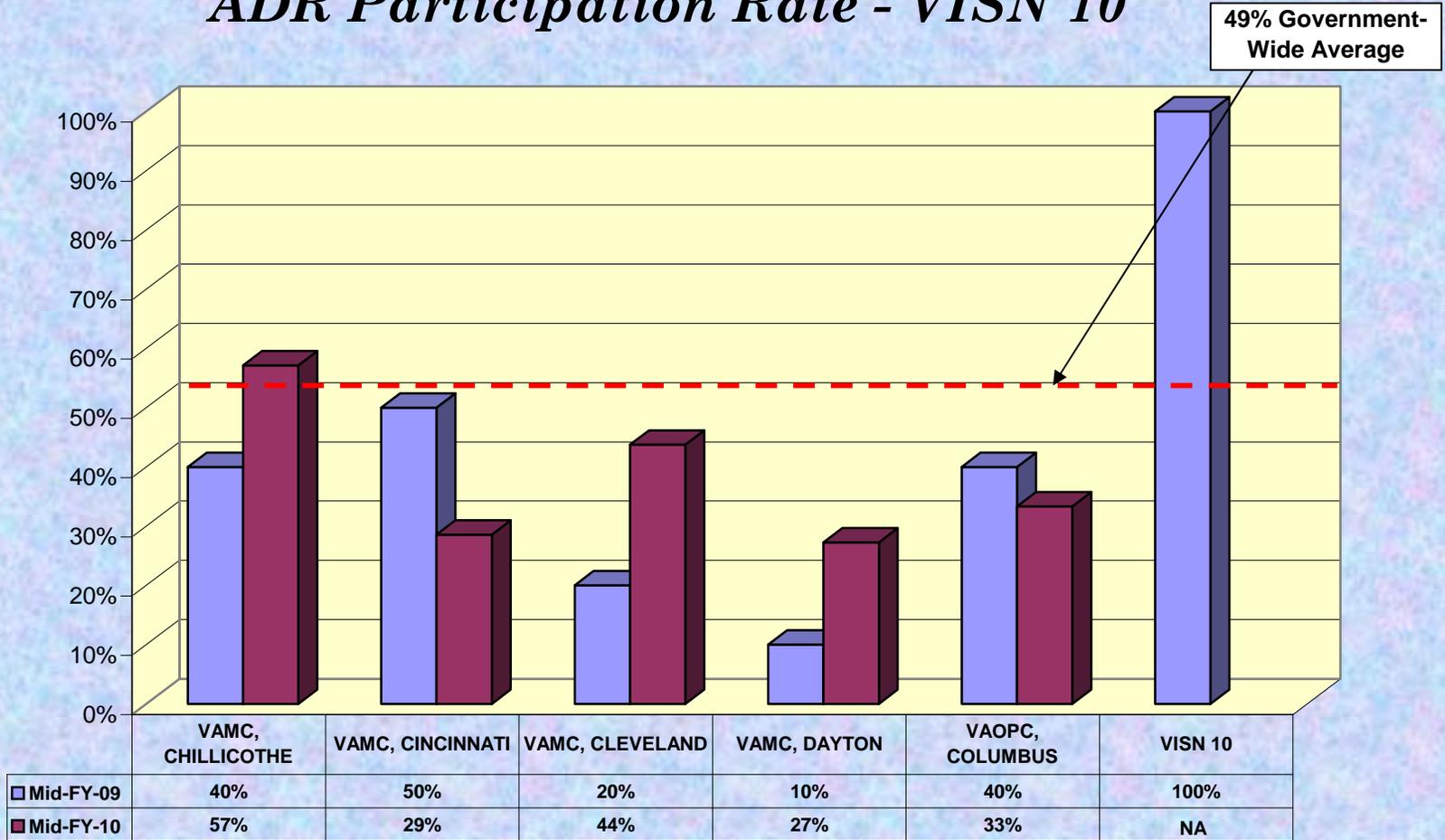


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 10

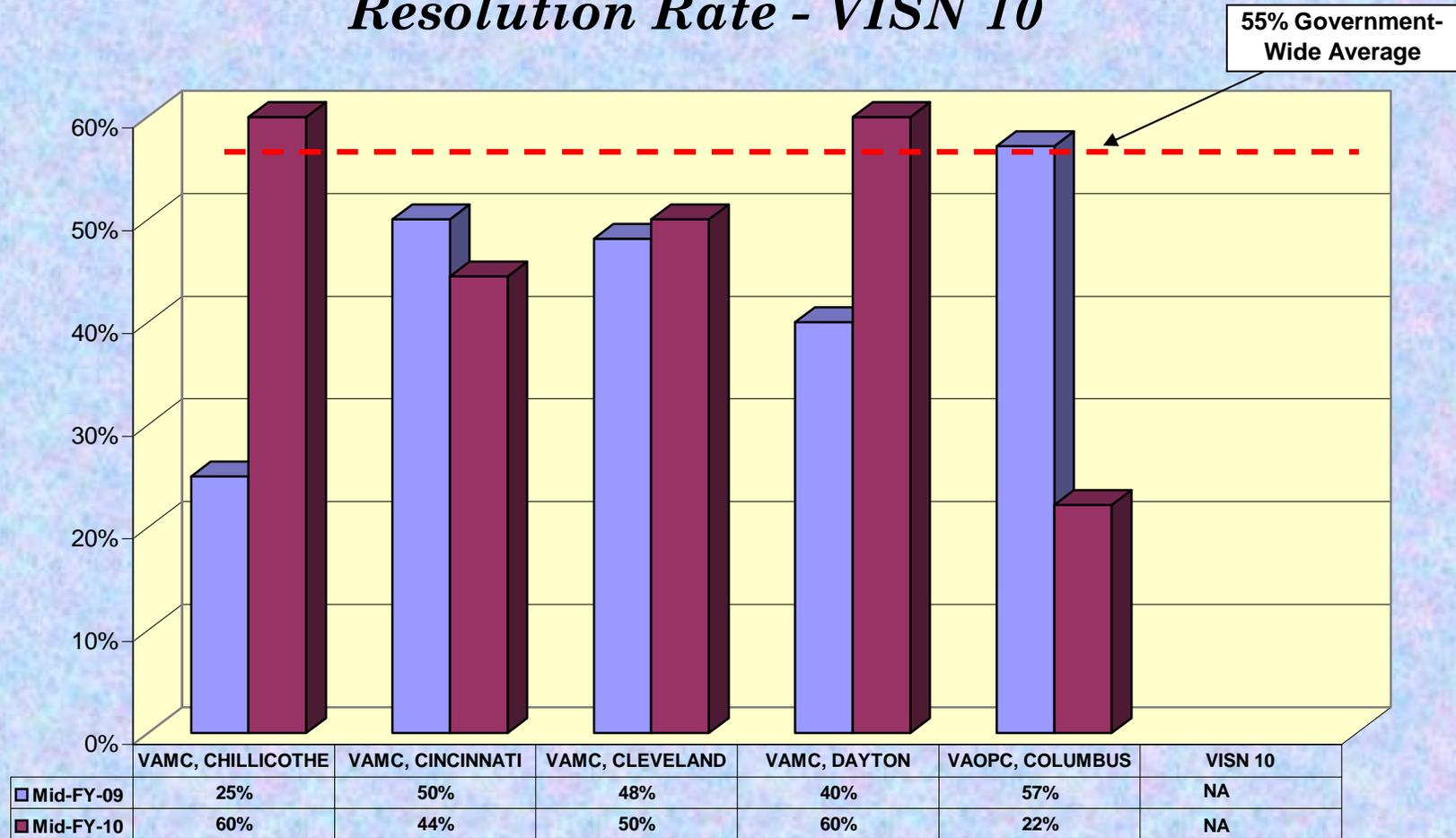
81% Government-Wide Average



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

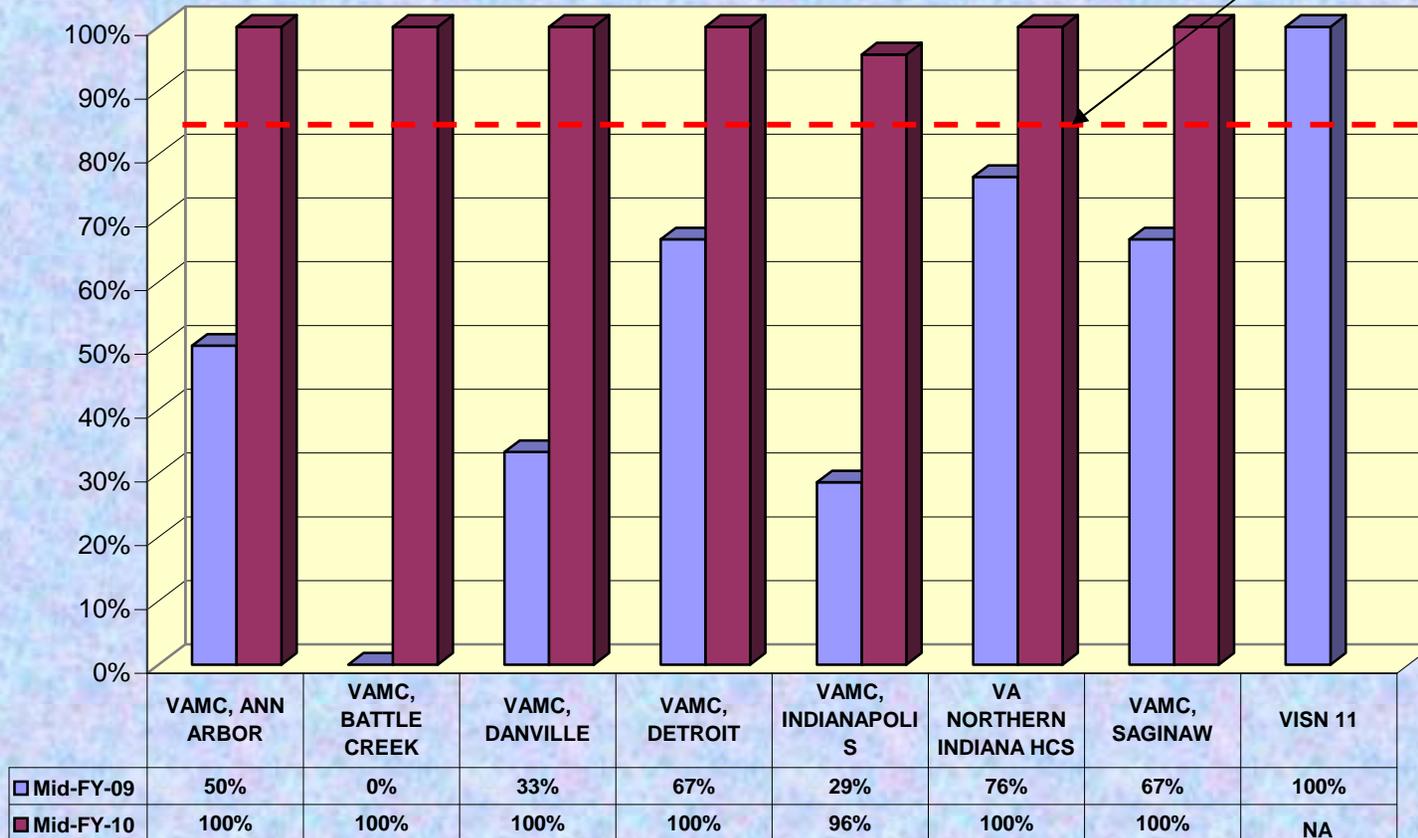


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 10

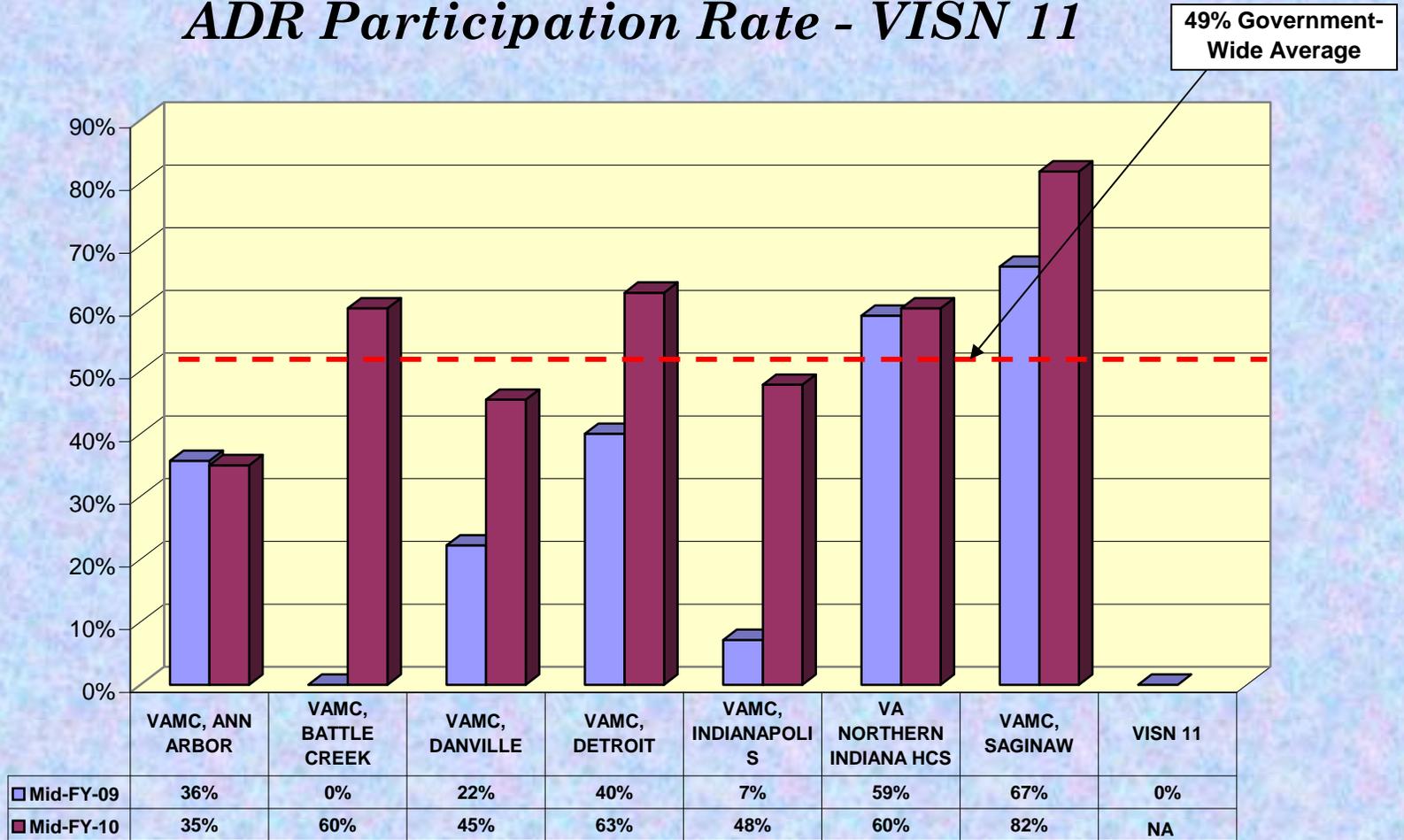


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 11

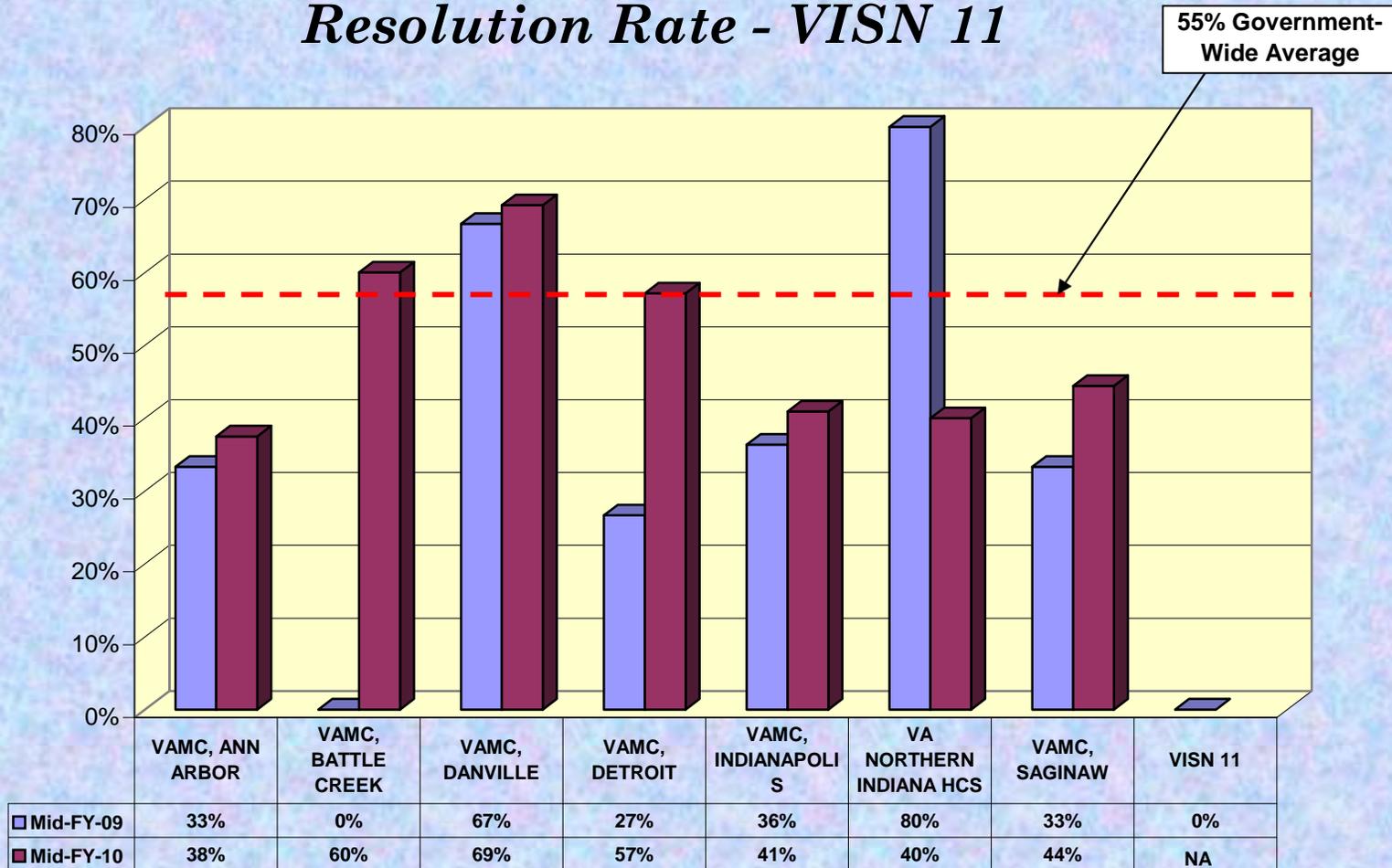
81% Government-Wide Average



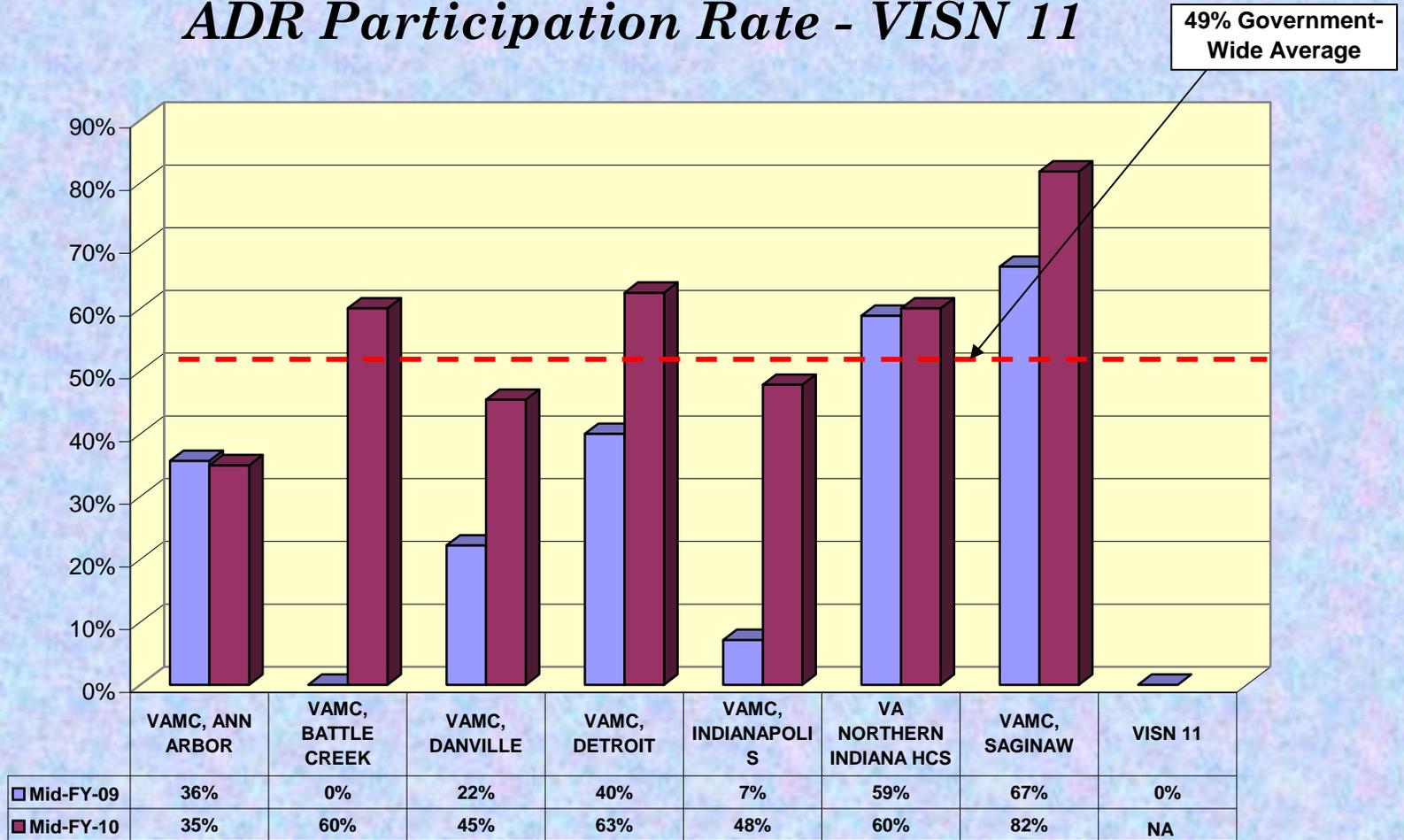
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 11



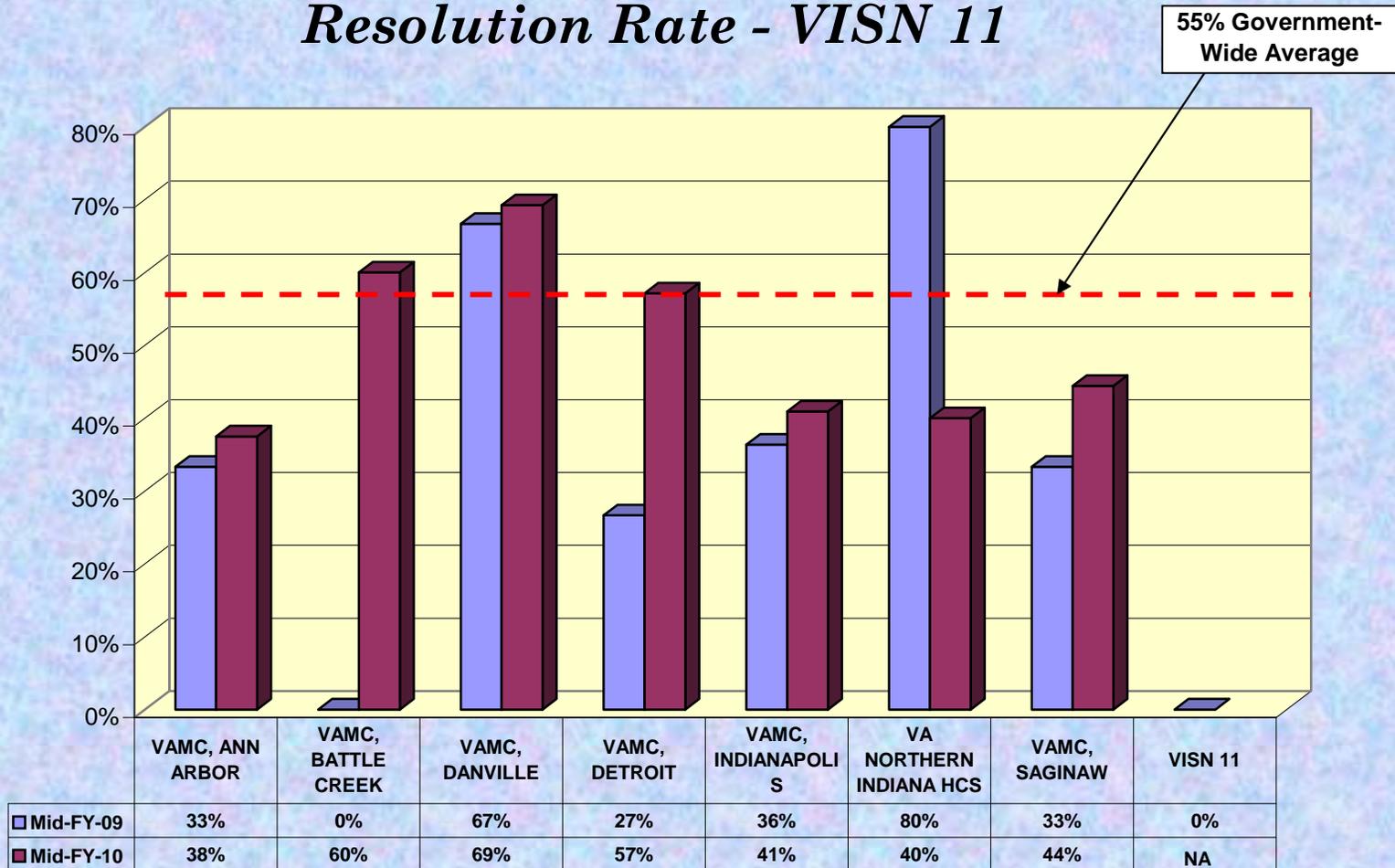
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 11



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 11

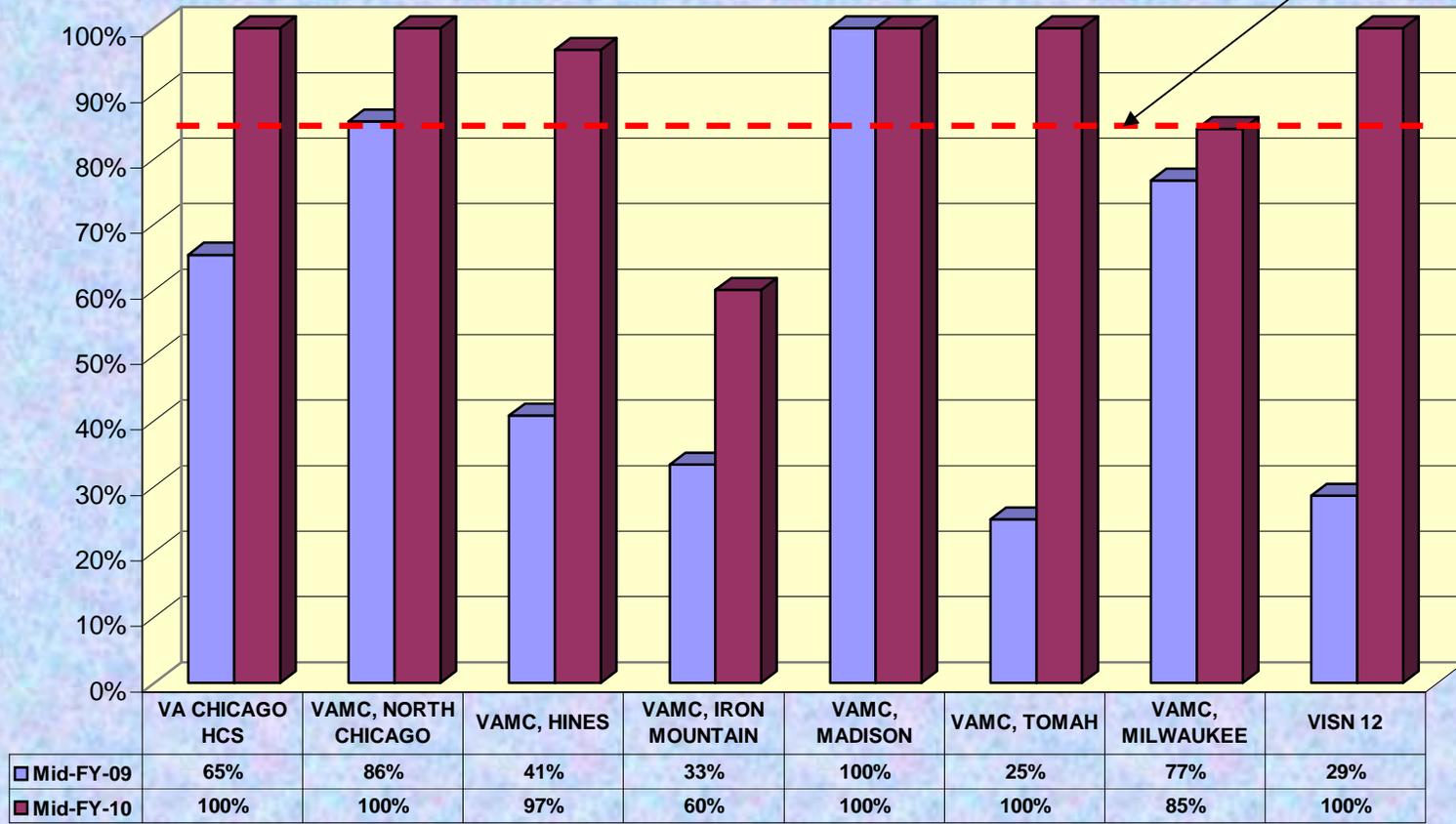


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 11

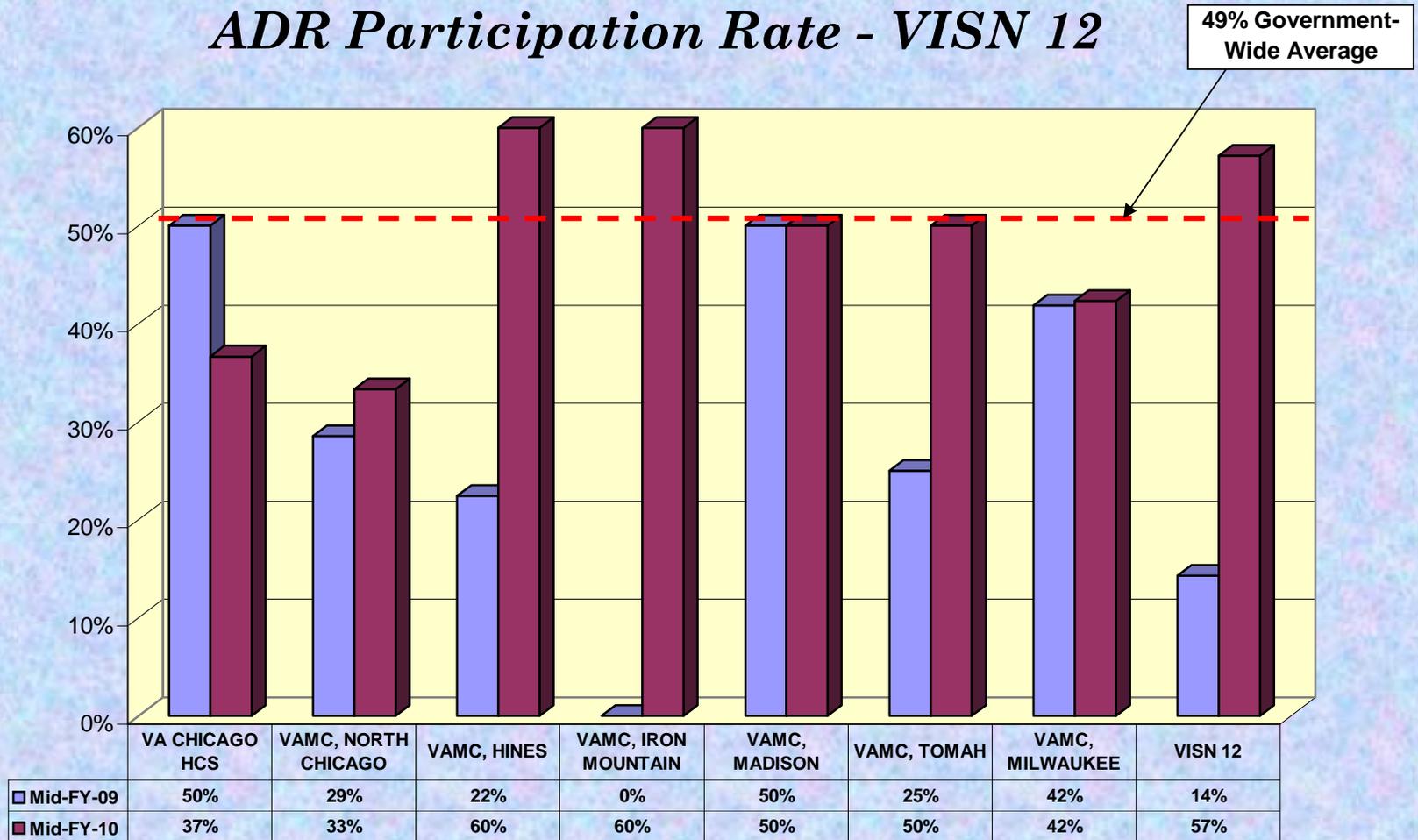


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 12

81% Government-Wide Average

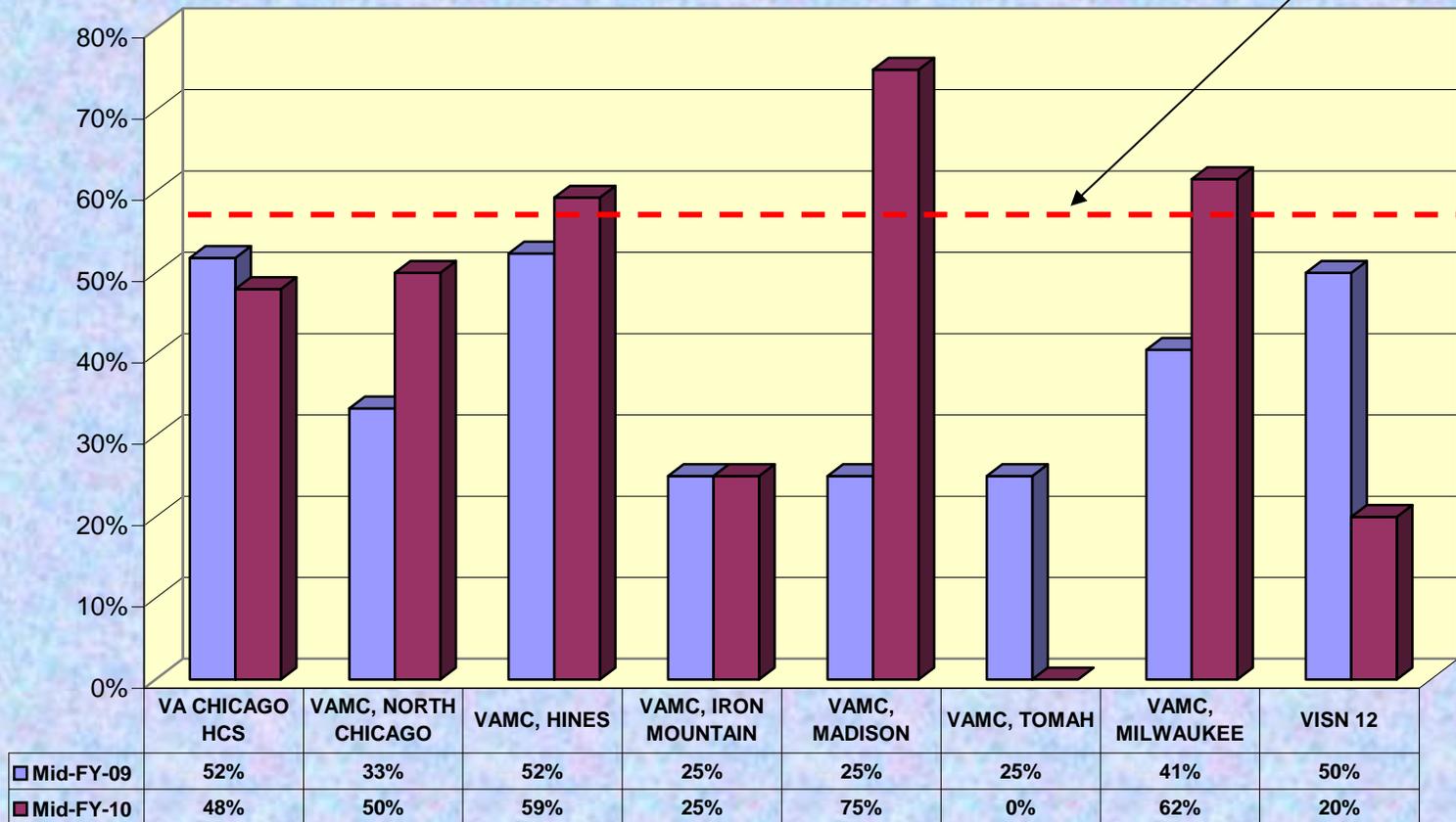


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 12



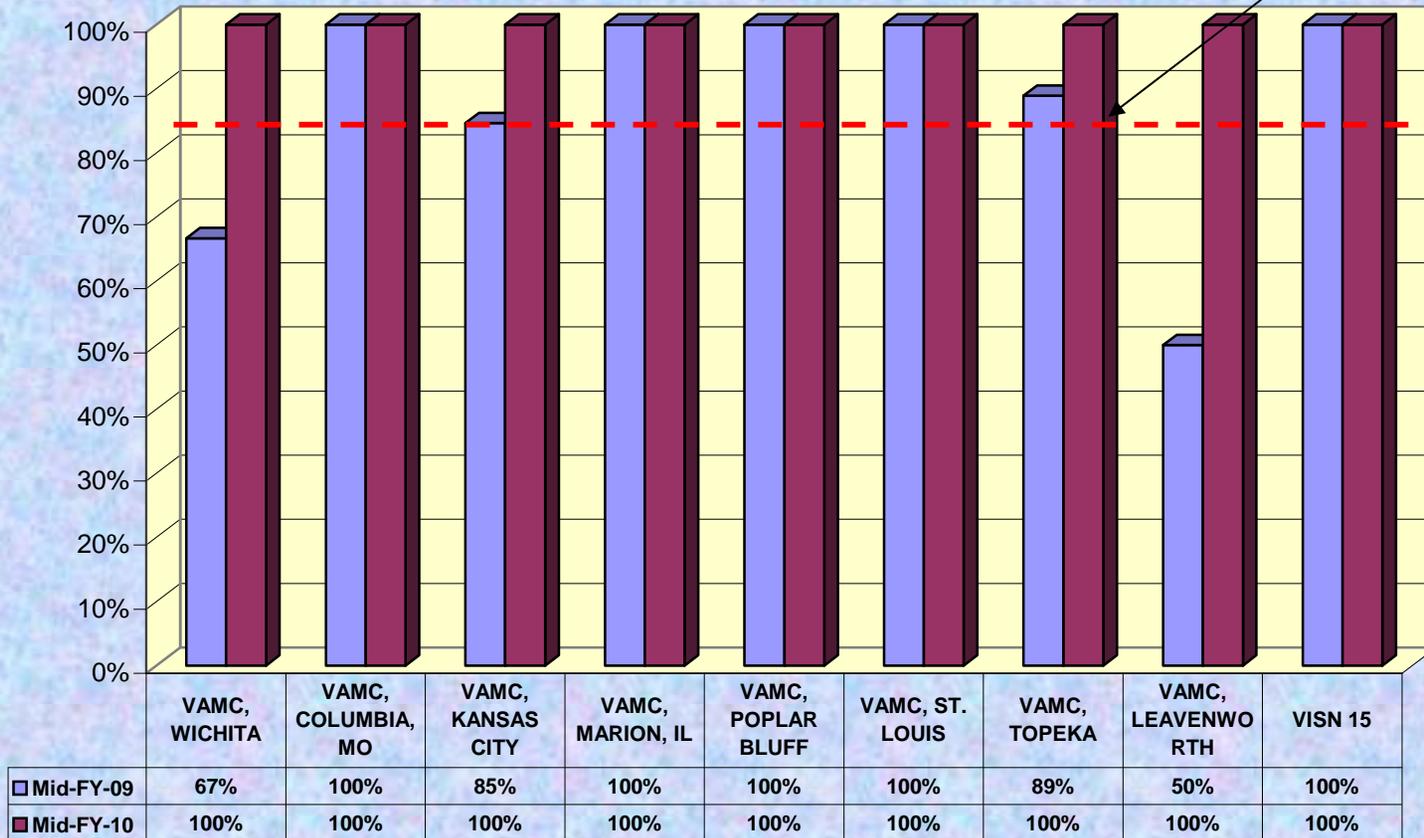
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 12

55% Government-Wide Average

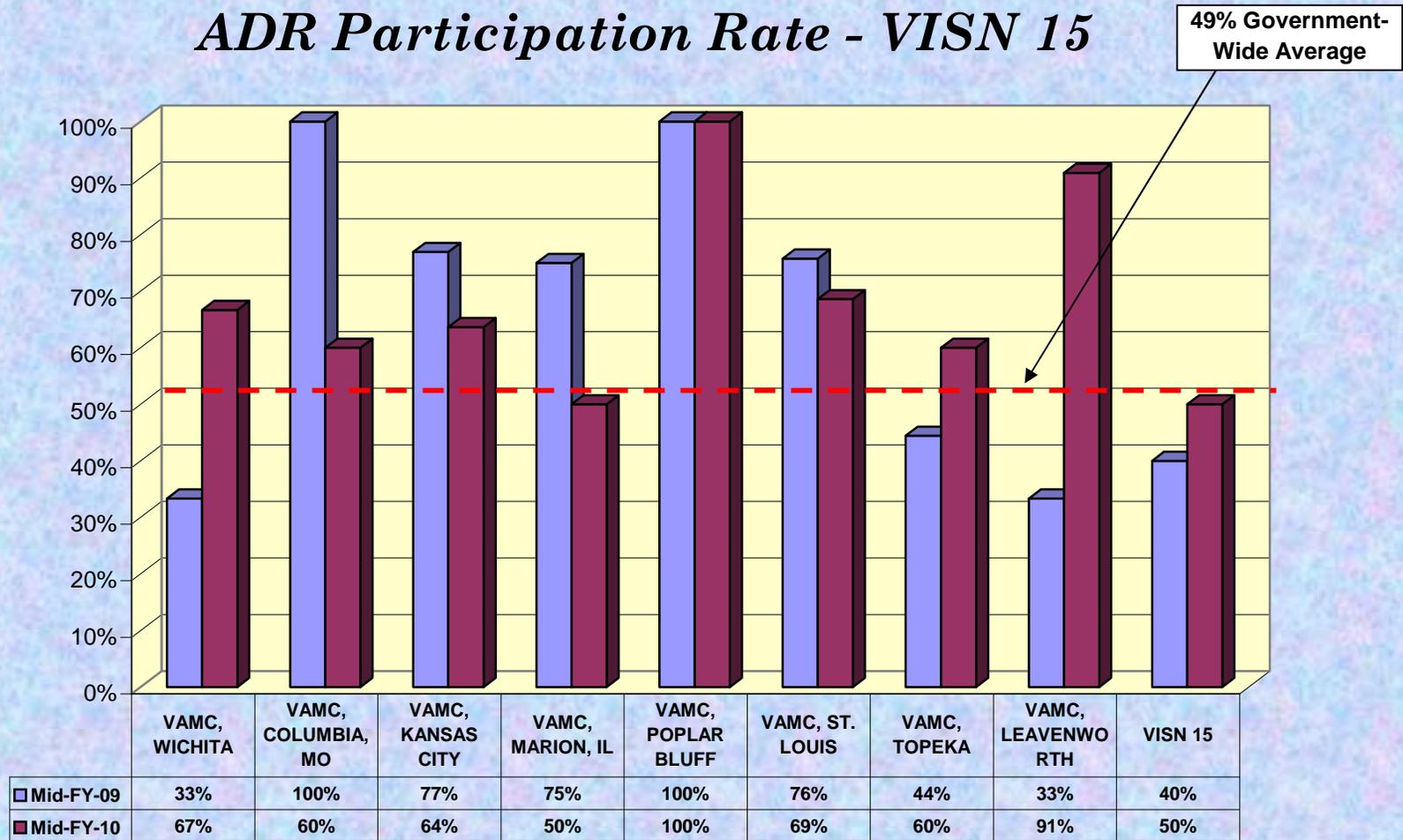


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 15

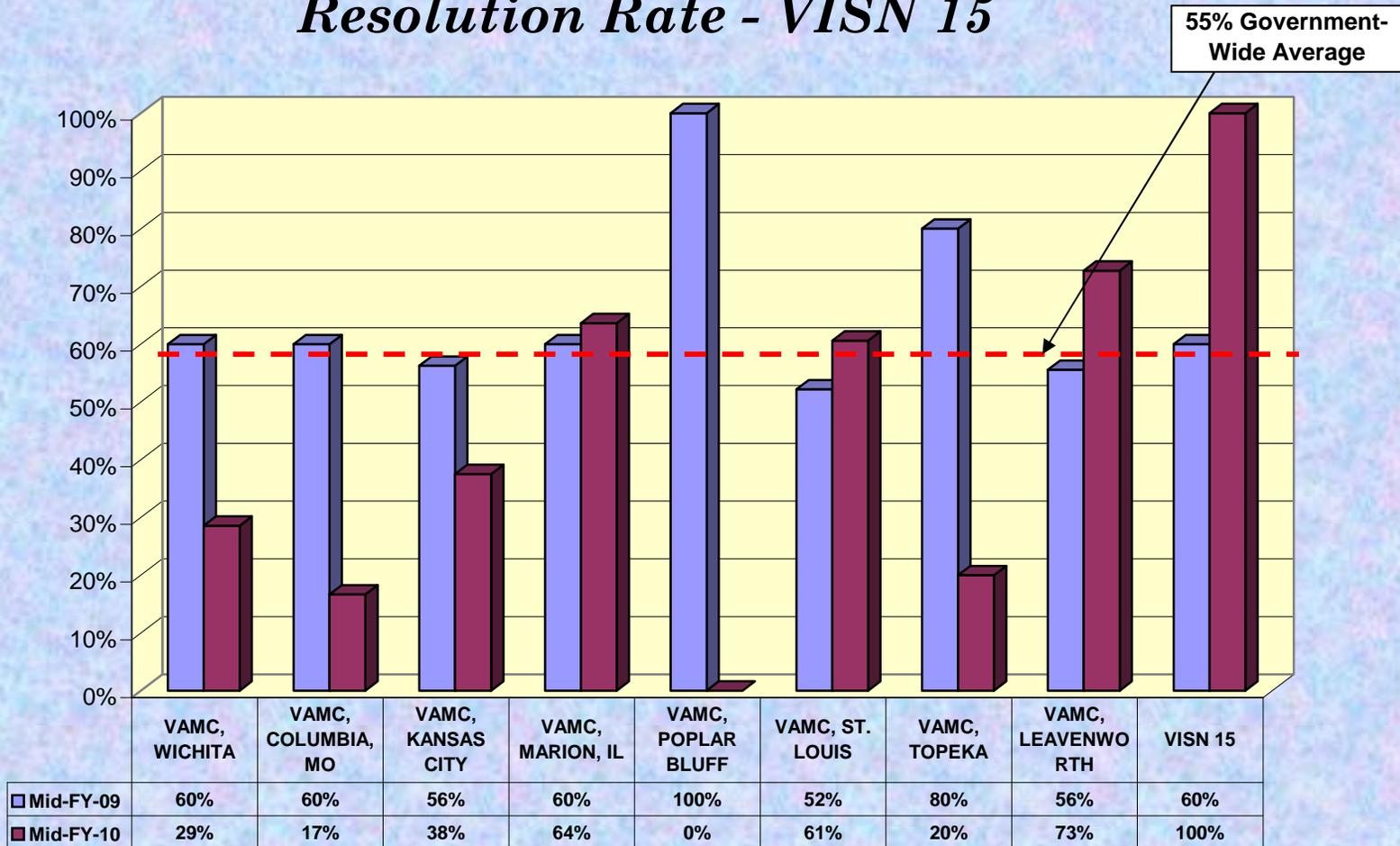
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 15

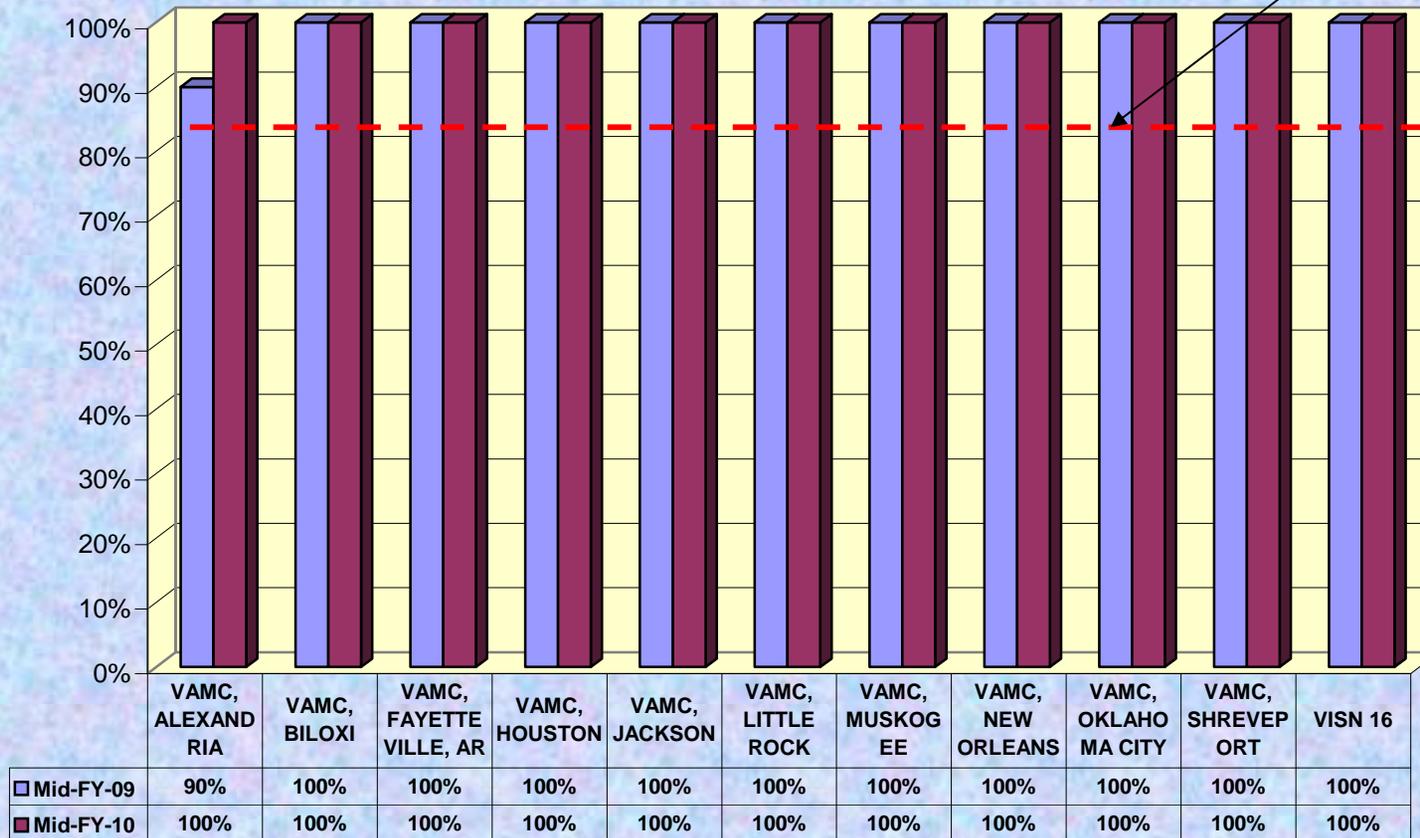


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 15

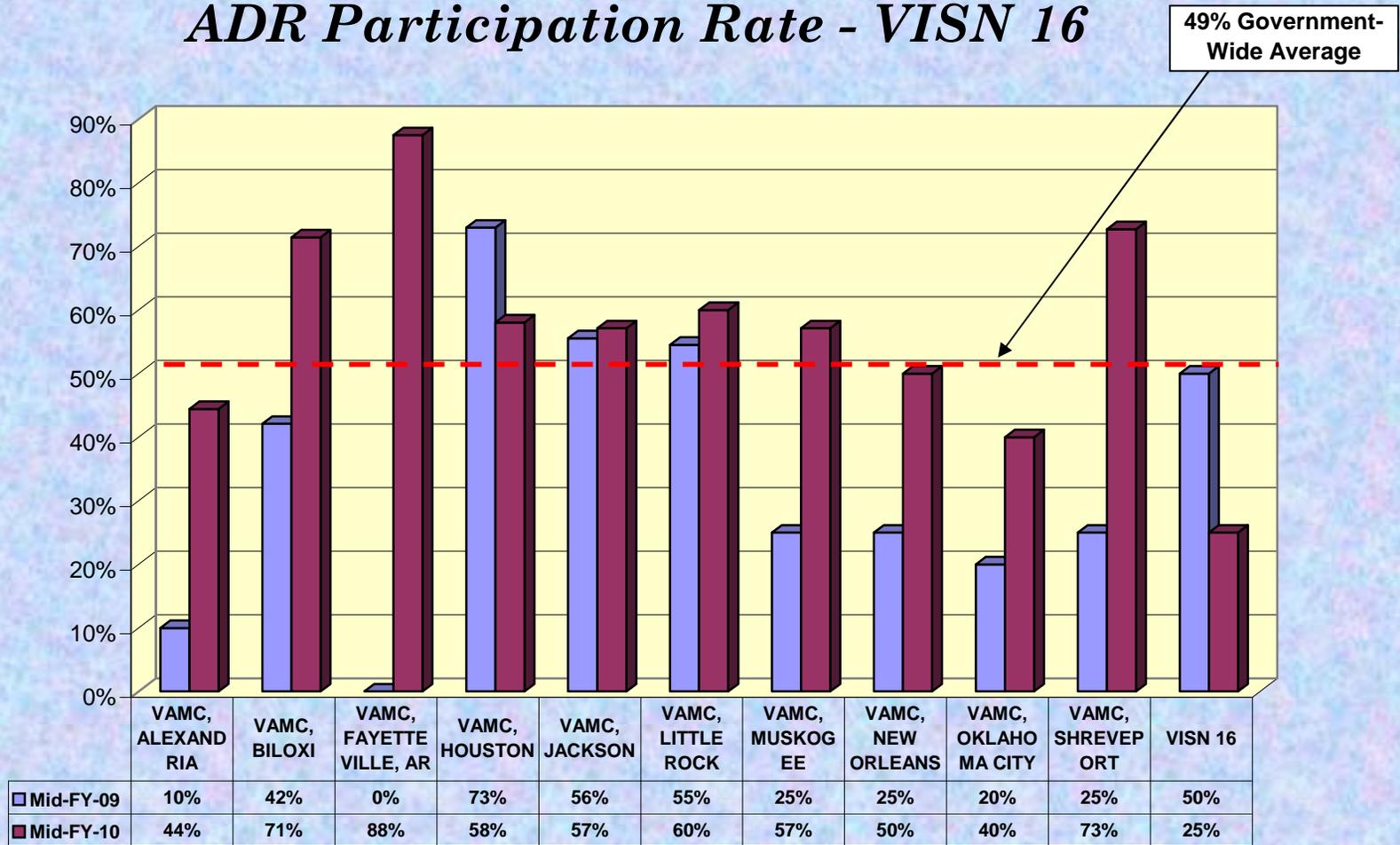


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 16

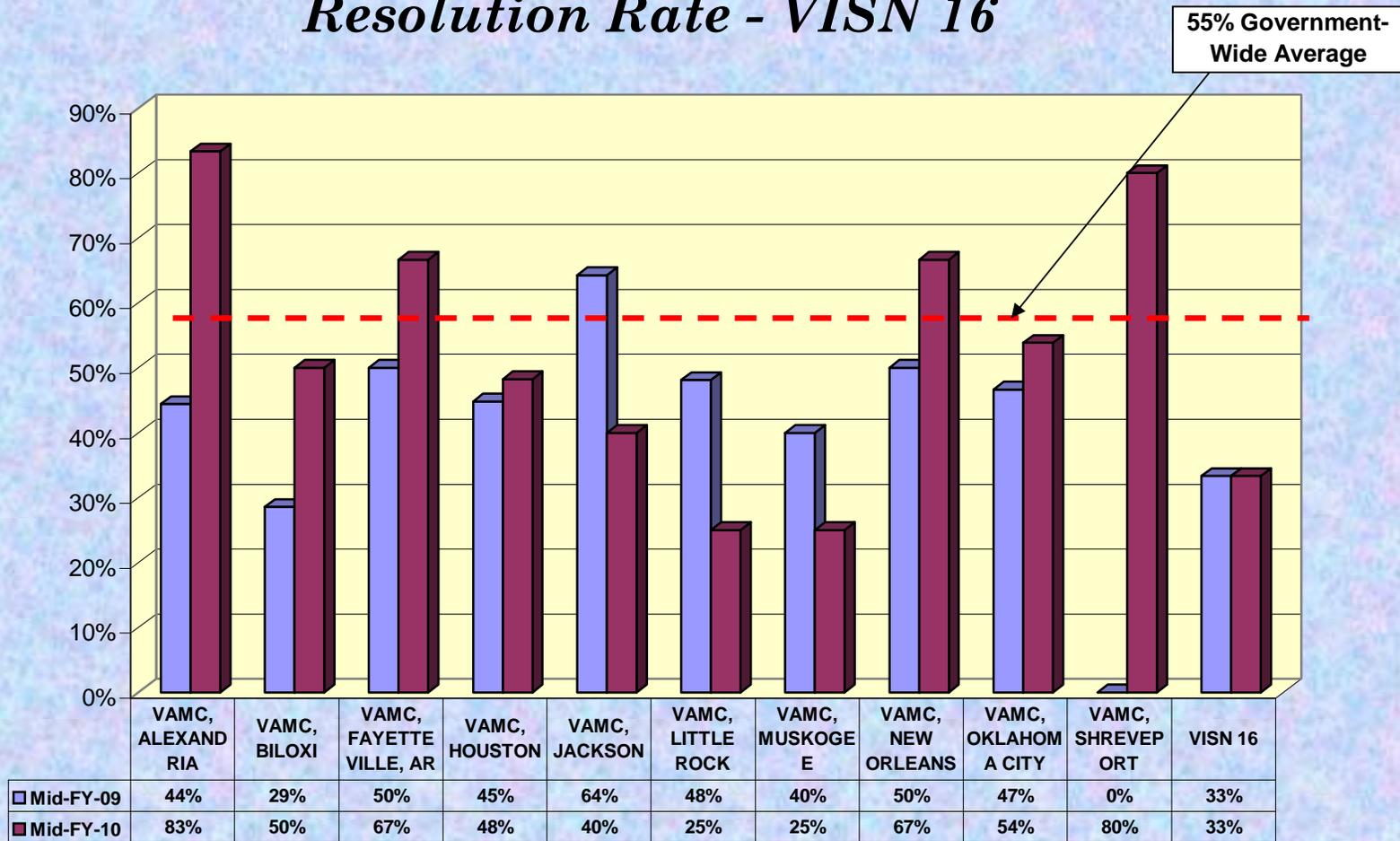
81% Government-Wide Average



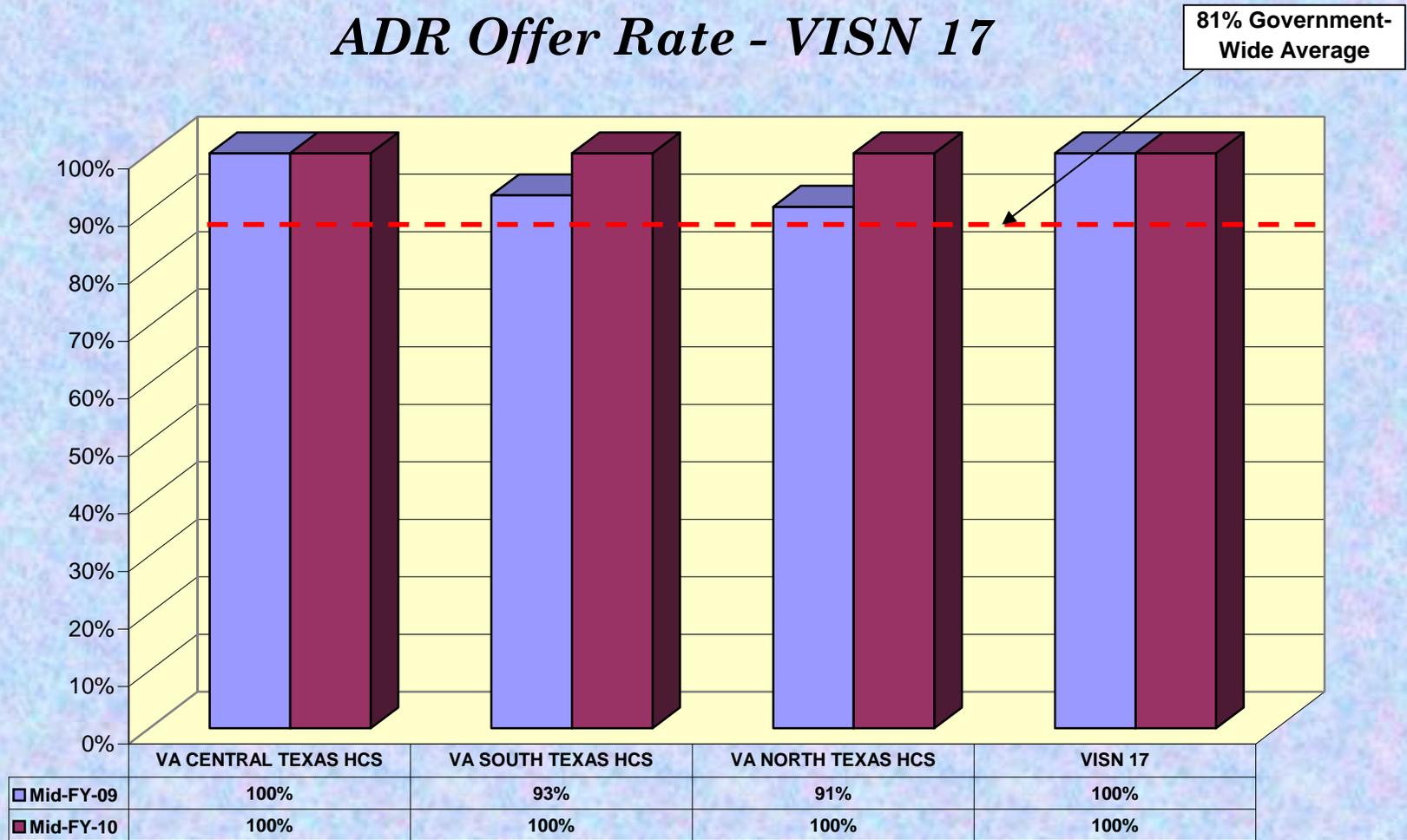
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 16



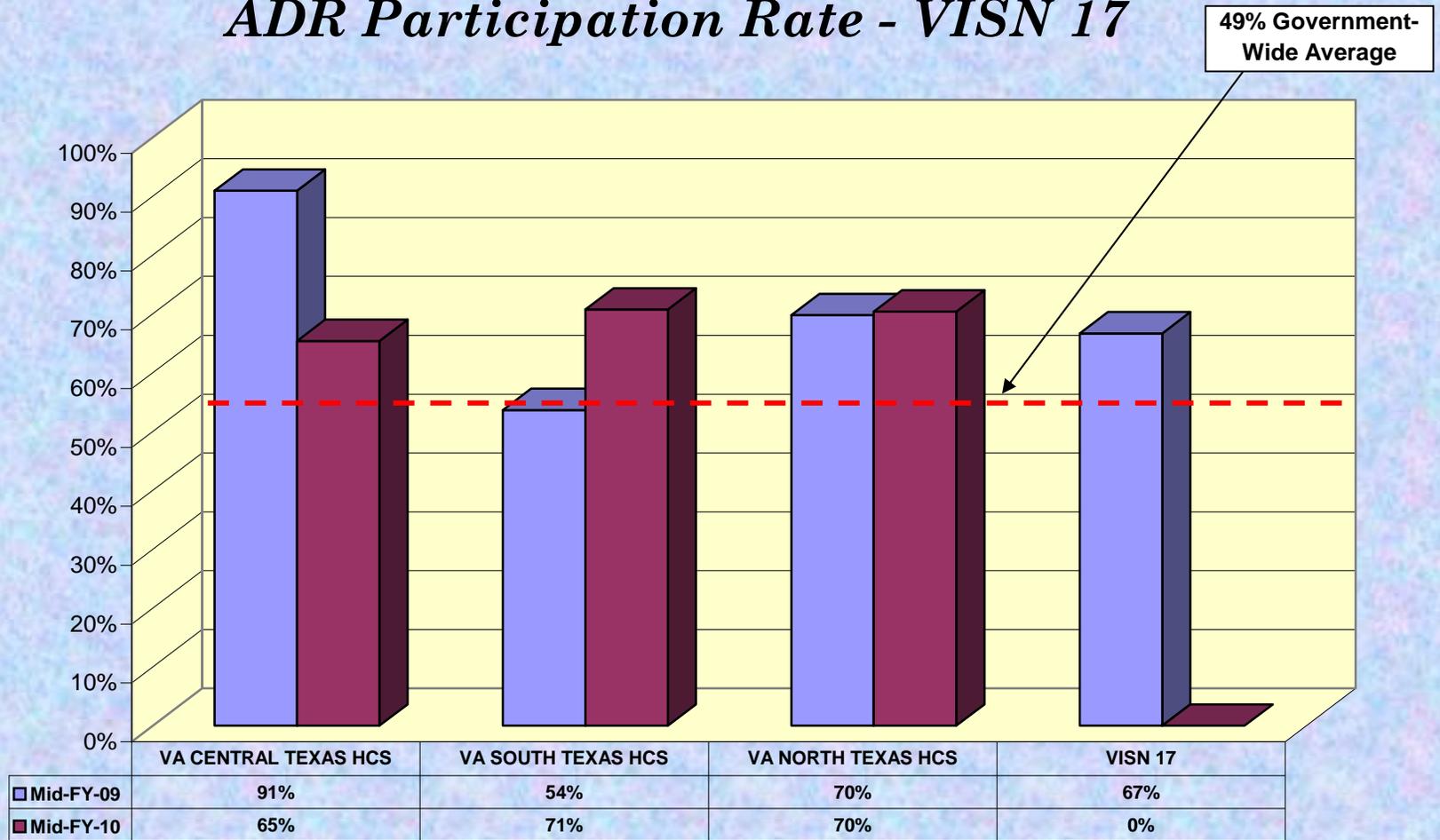
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 16



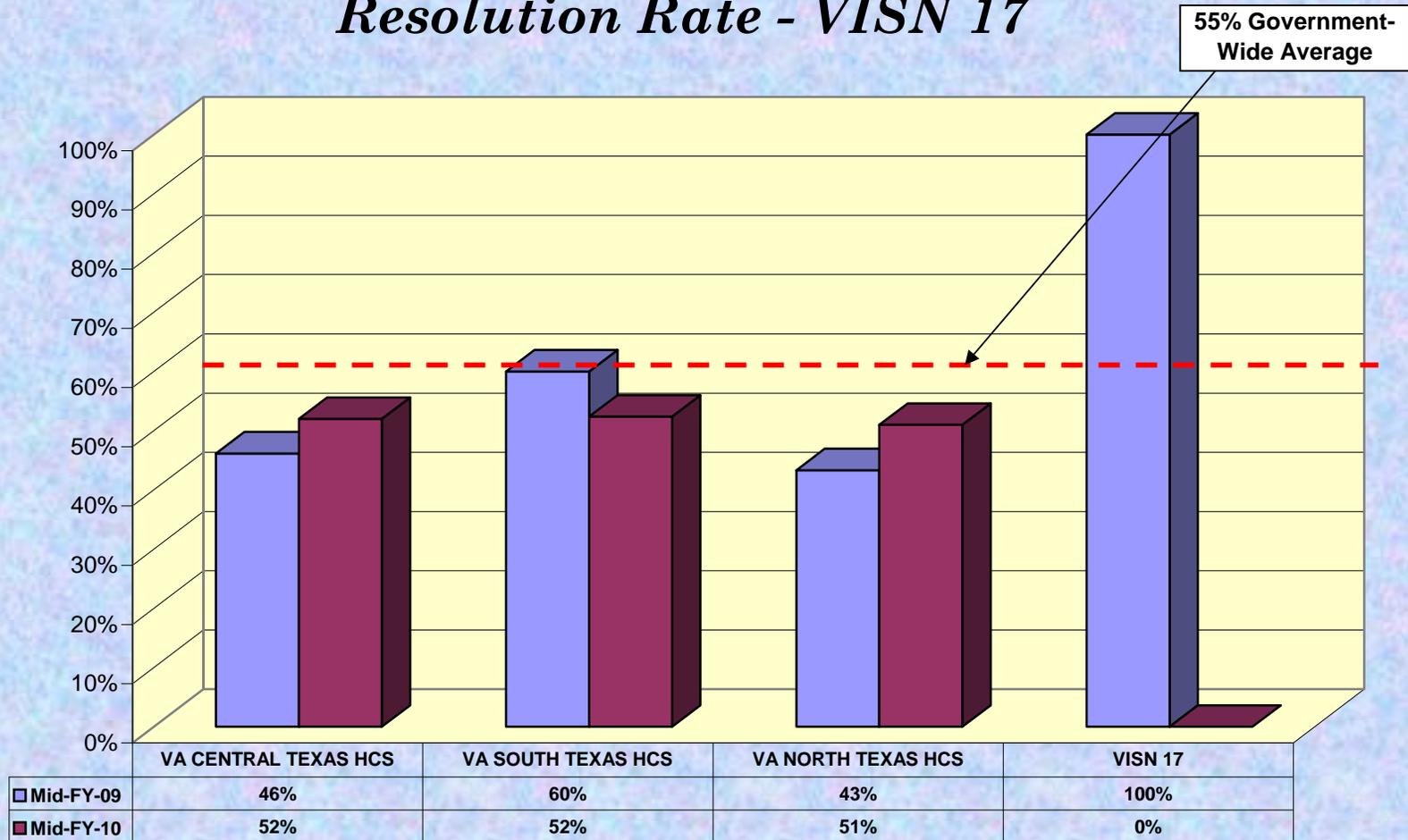
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 17



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 17

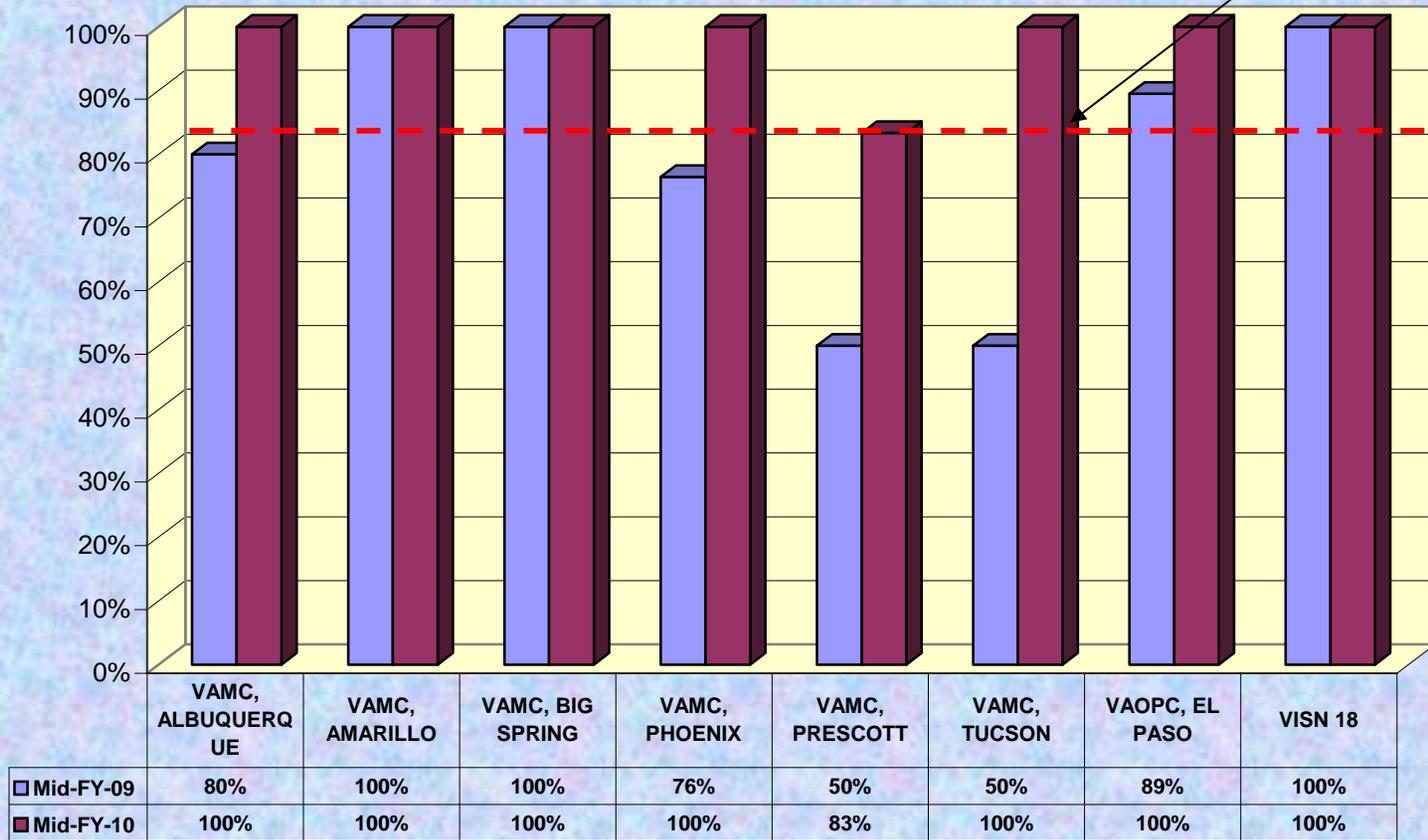


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 17

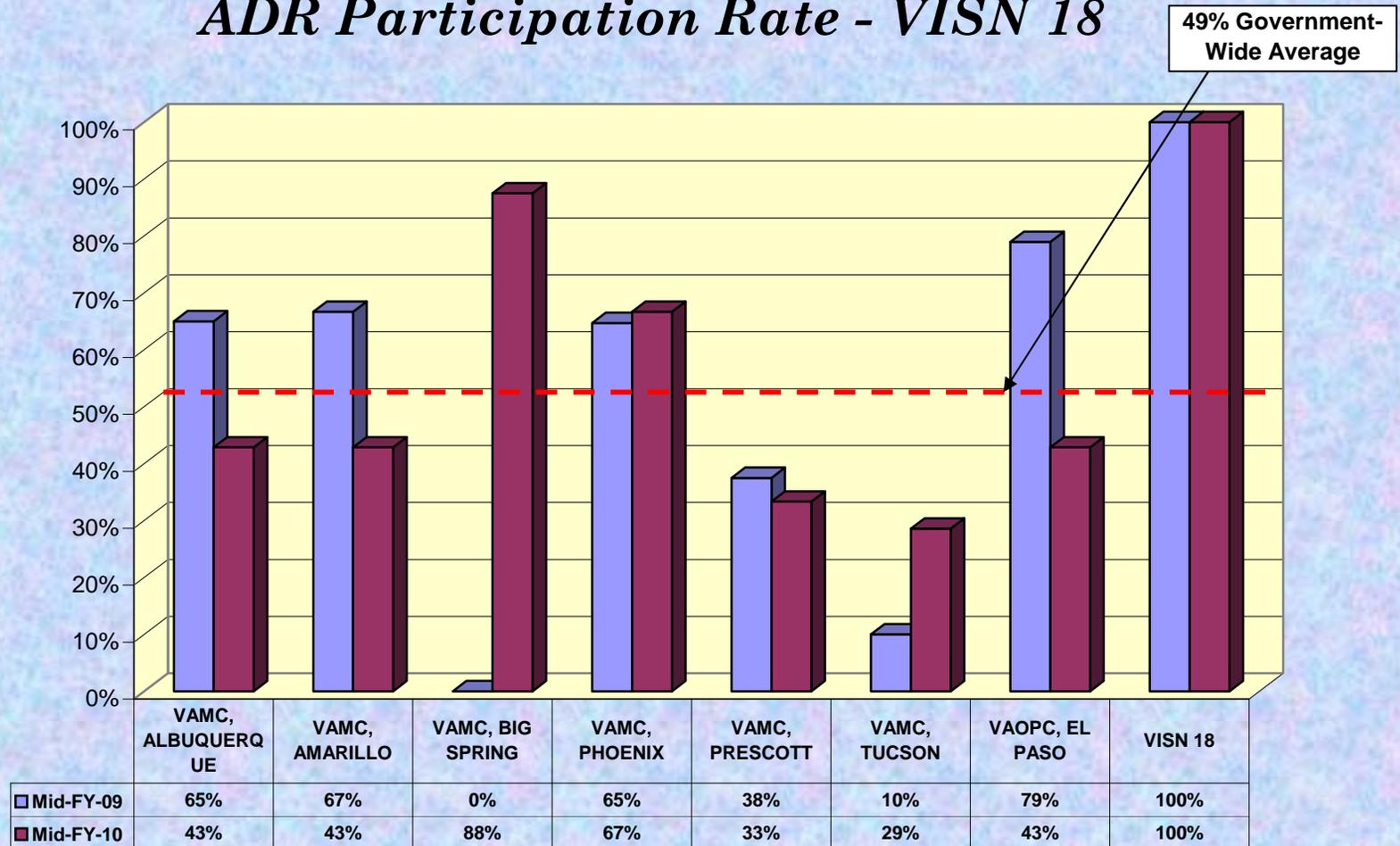


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 18

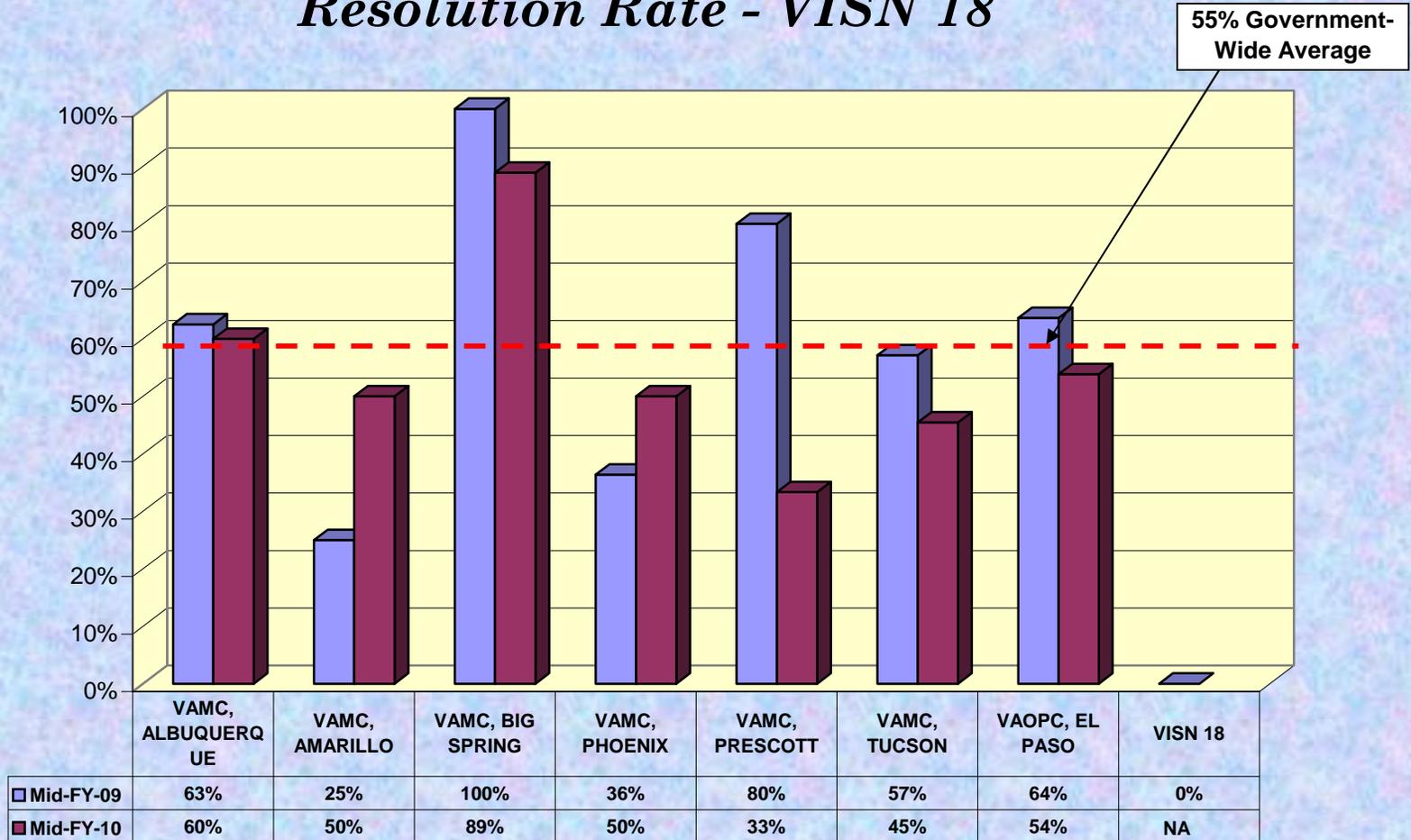
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 18

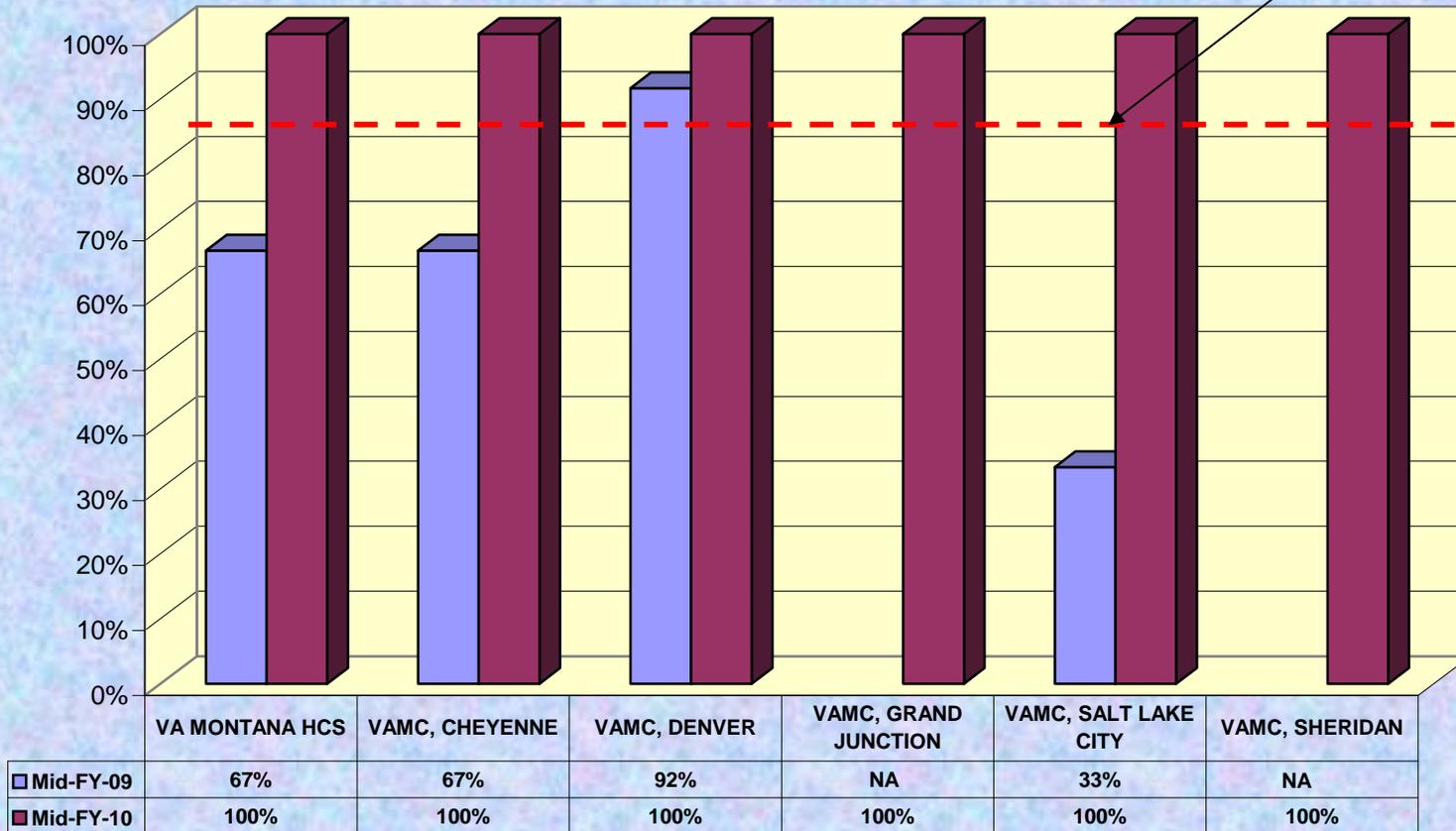


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 18

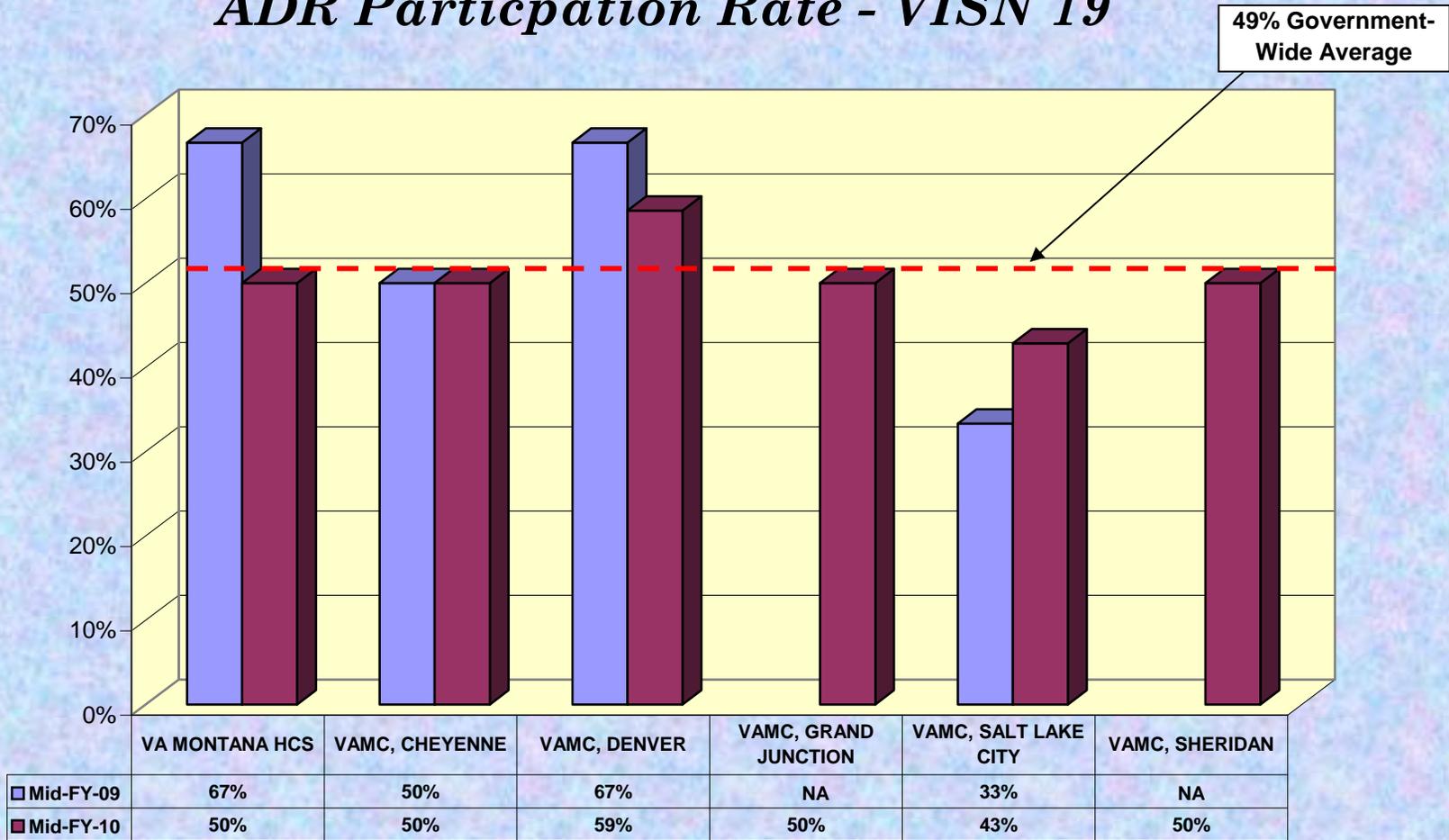


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 19

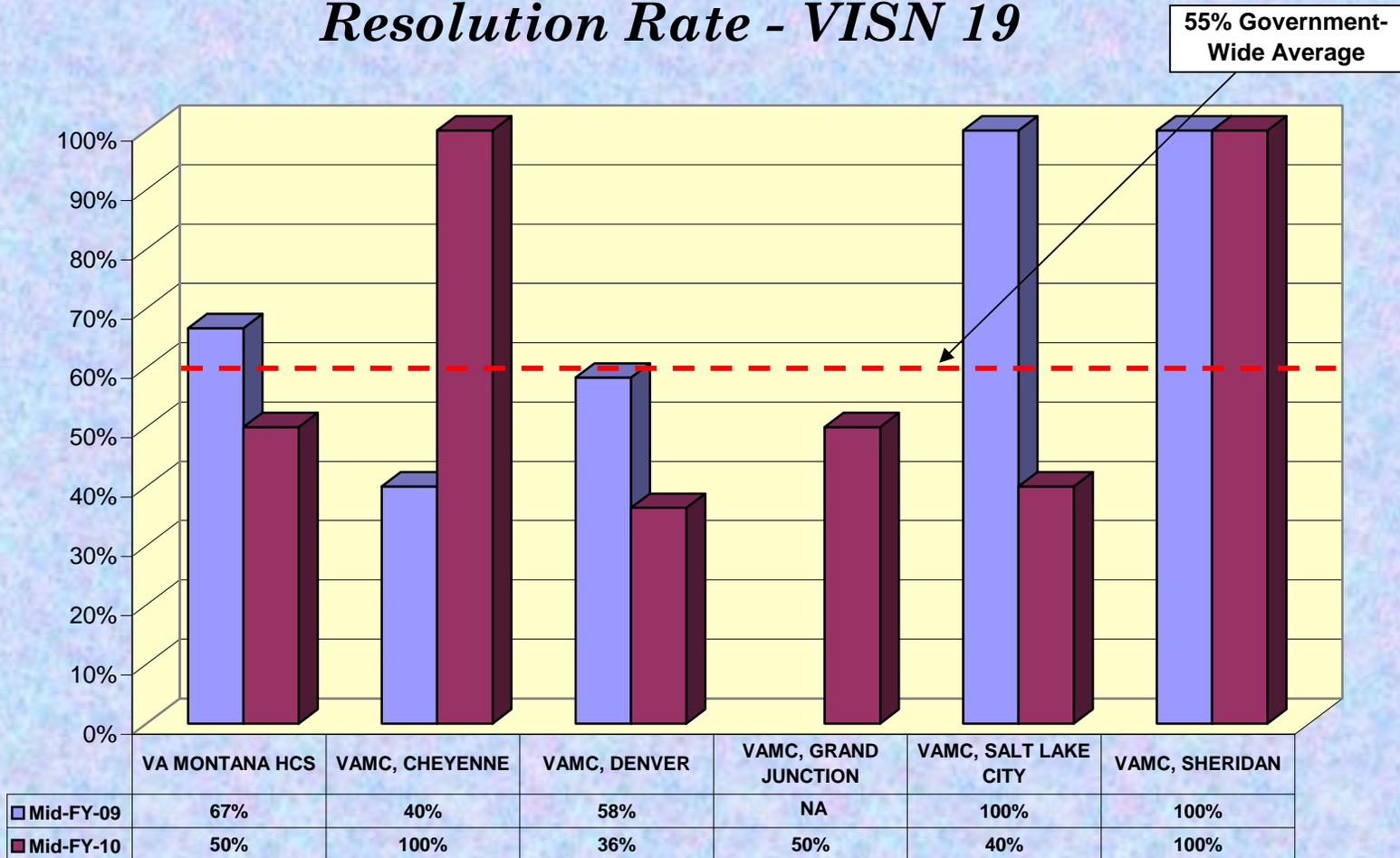
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 19

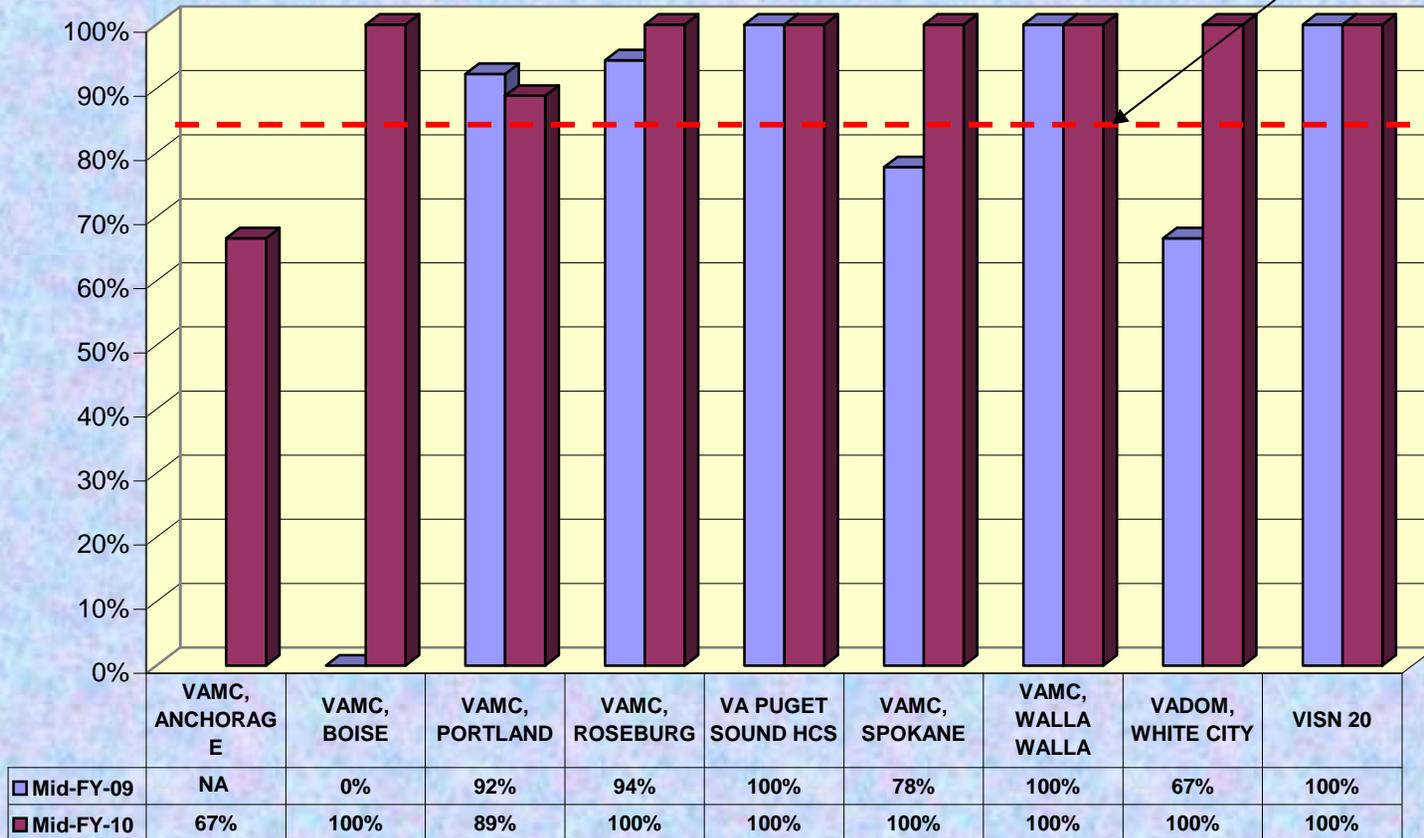


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 19

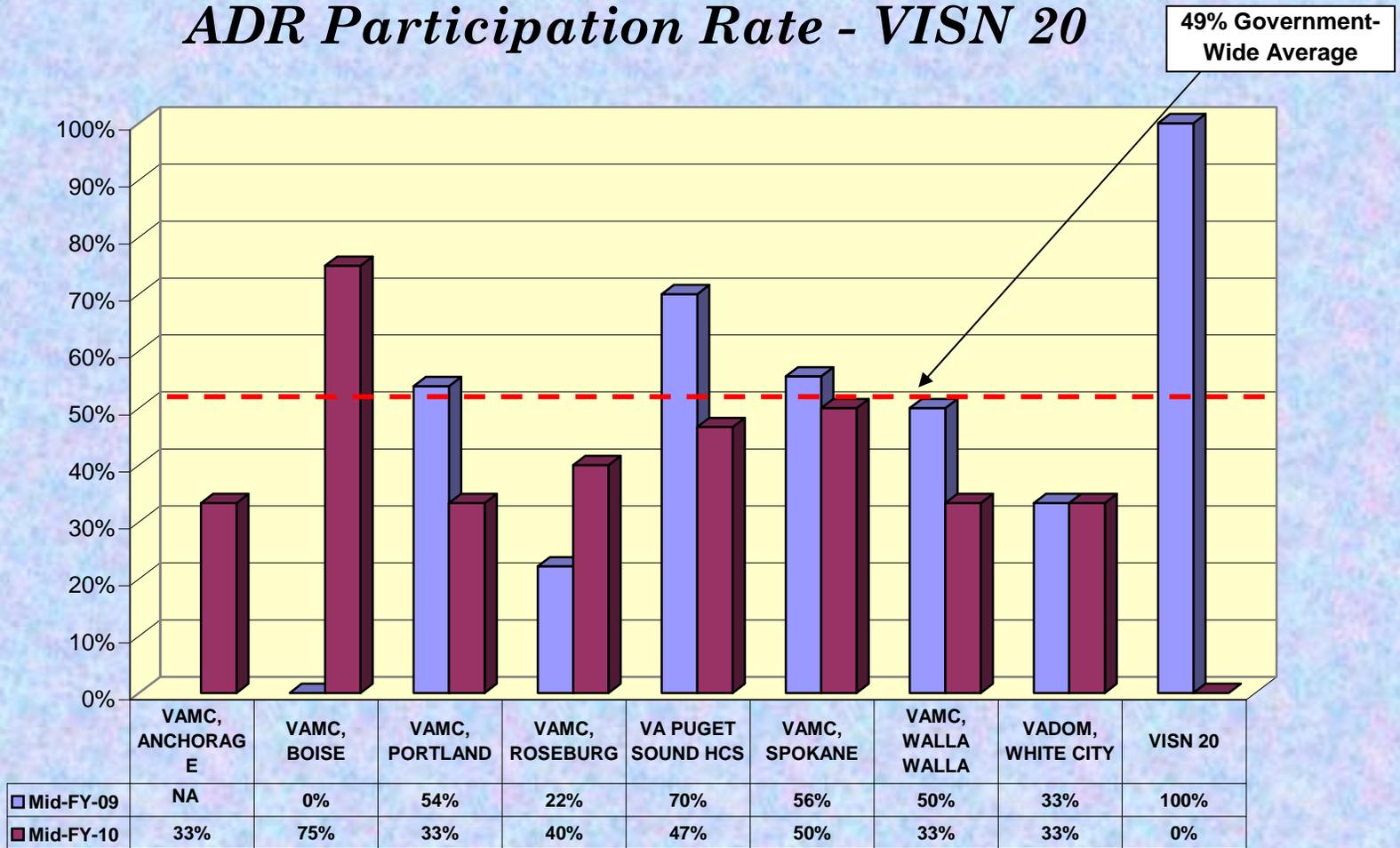


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 20

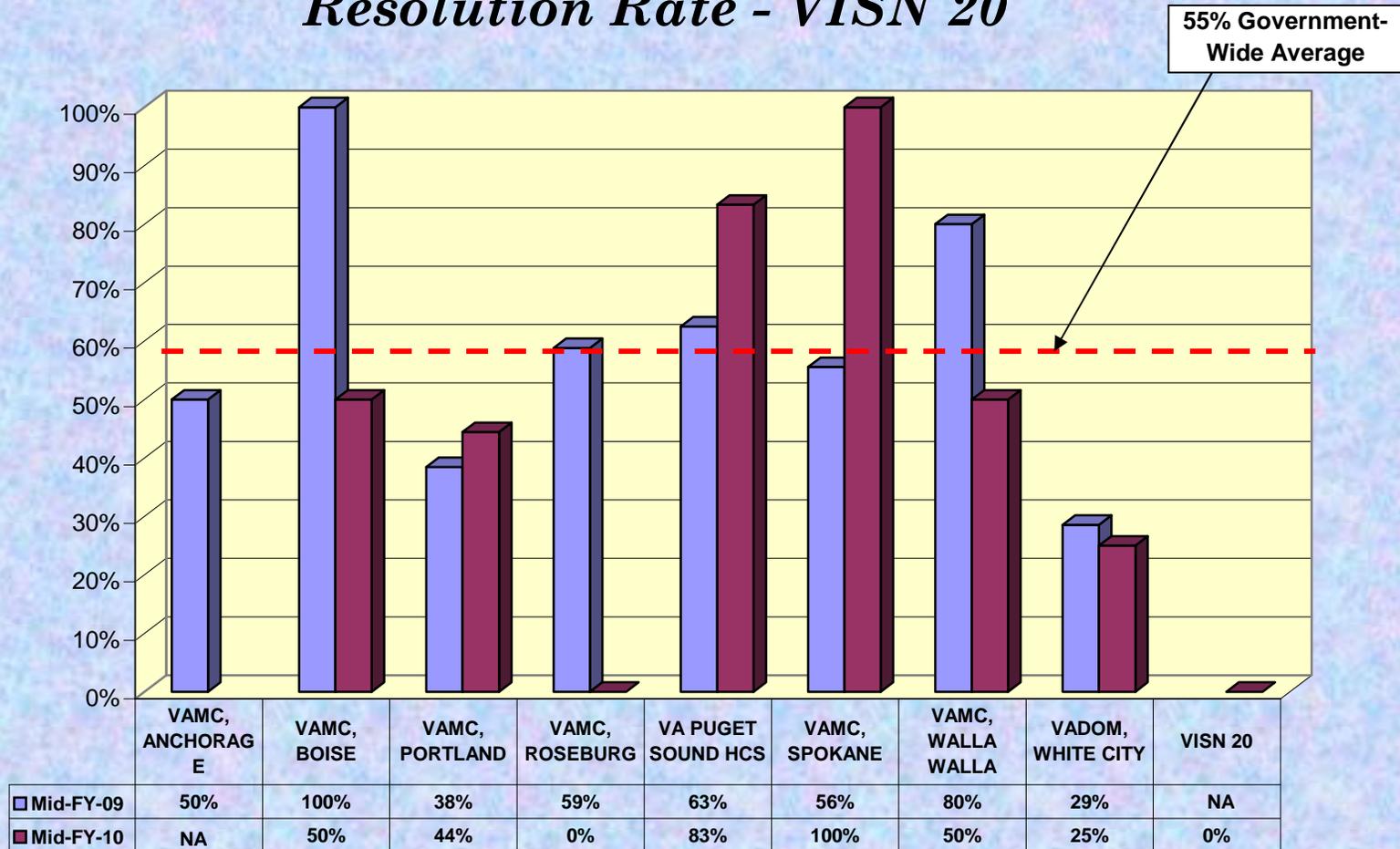
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 20

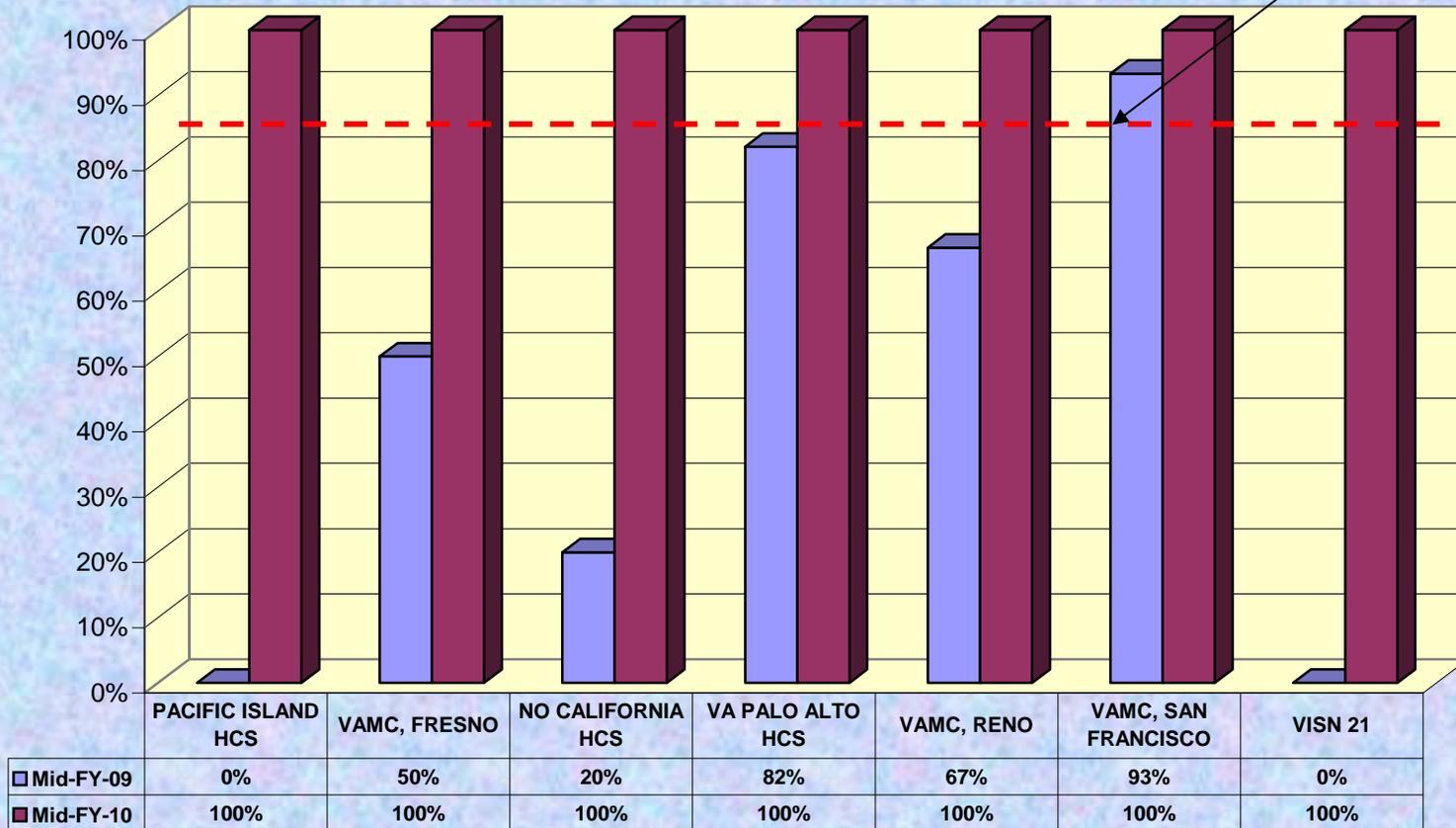


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 20



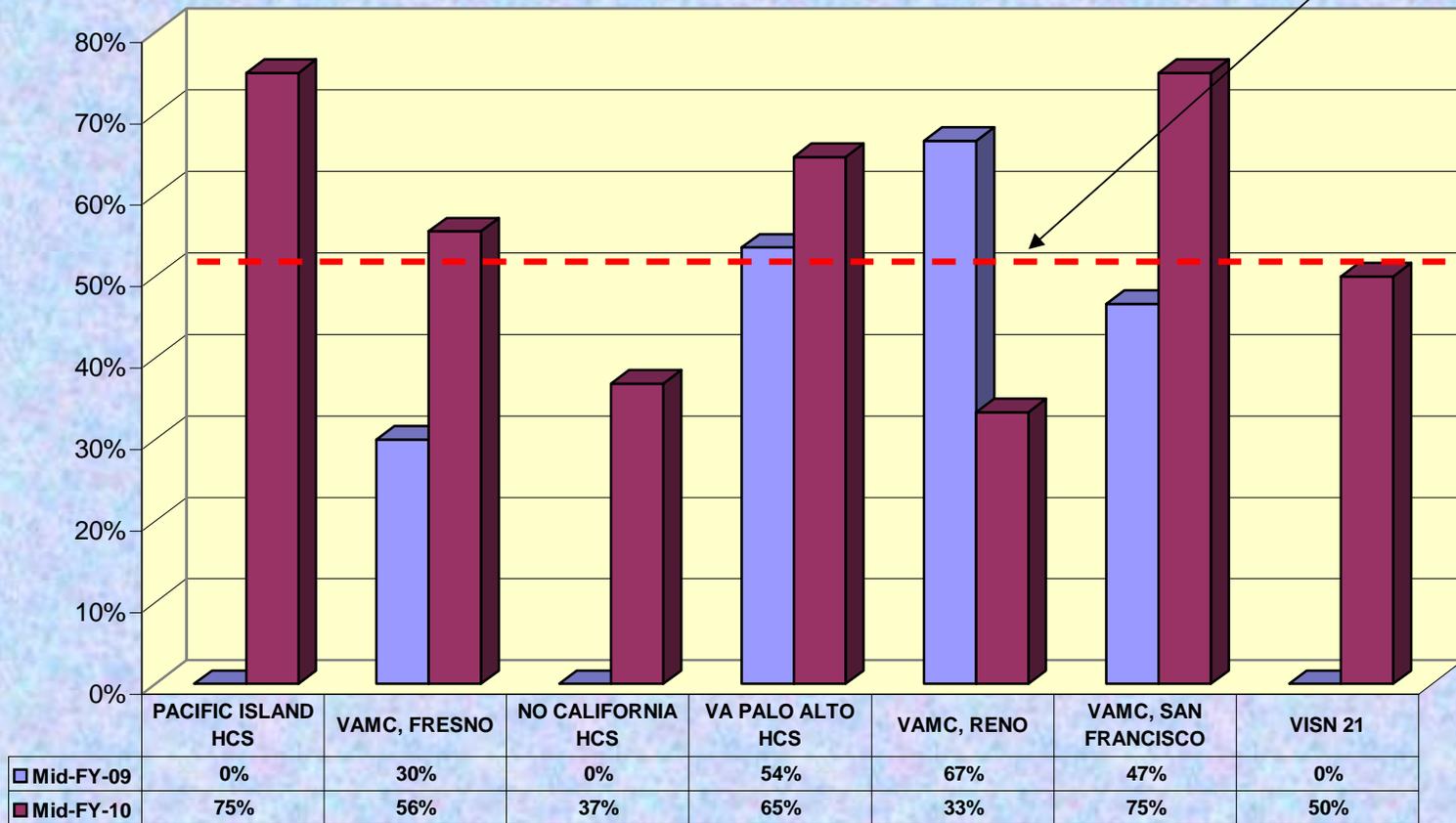
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 21

81% Government-Wide Average

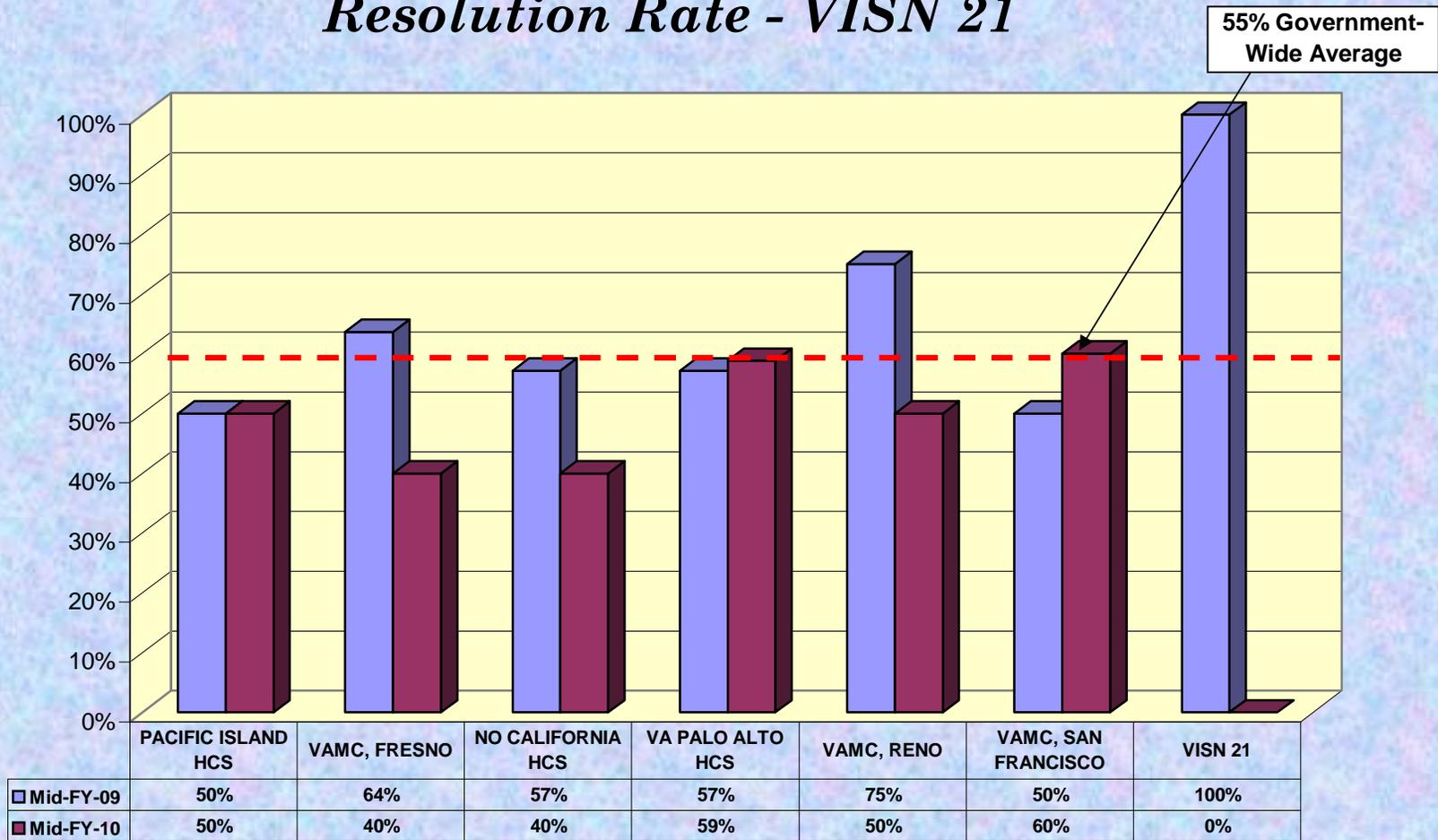


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 21

49% Government-Wide Average

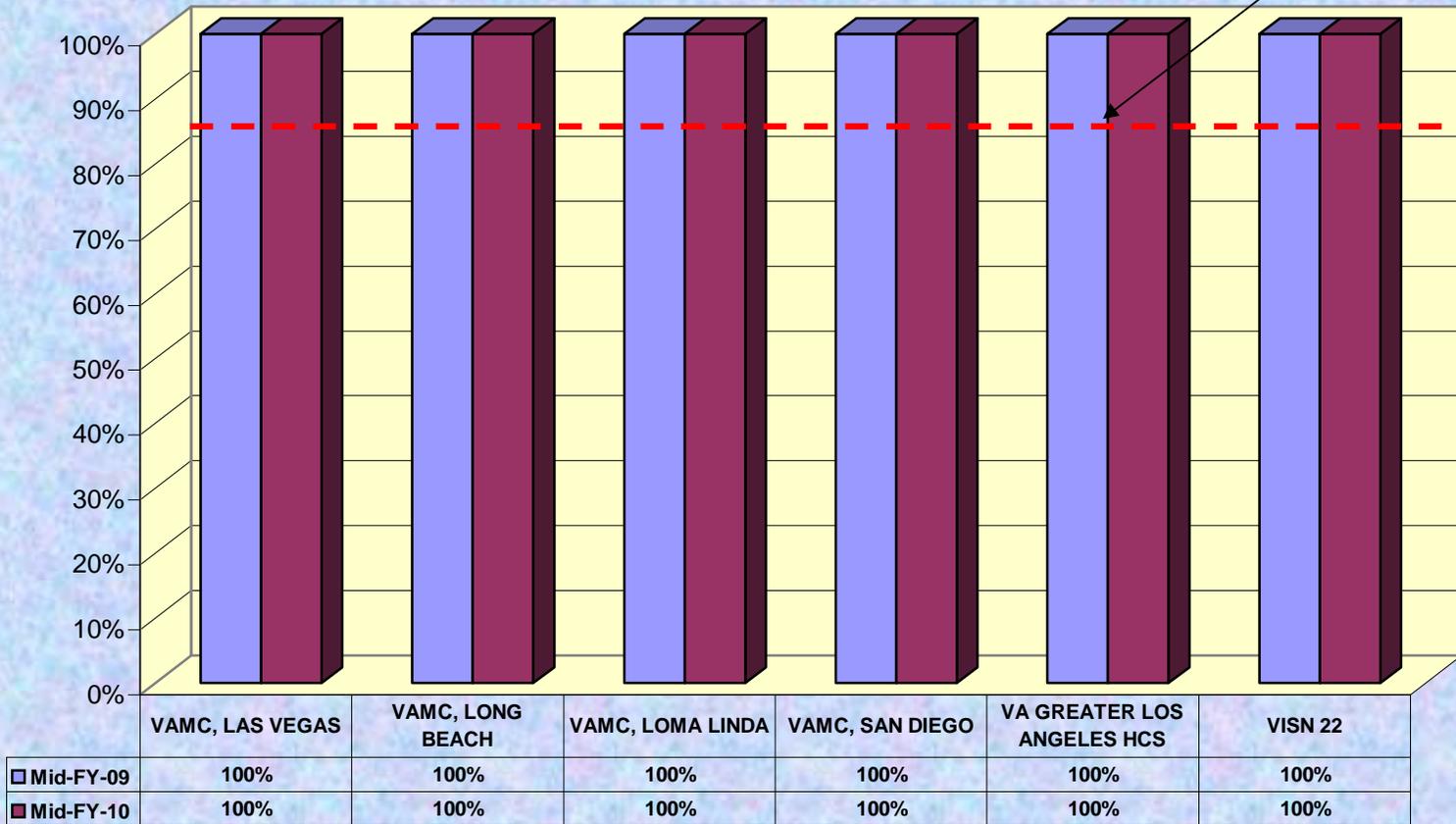


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 21

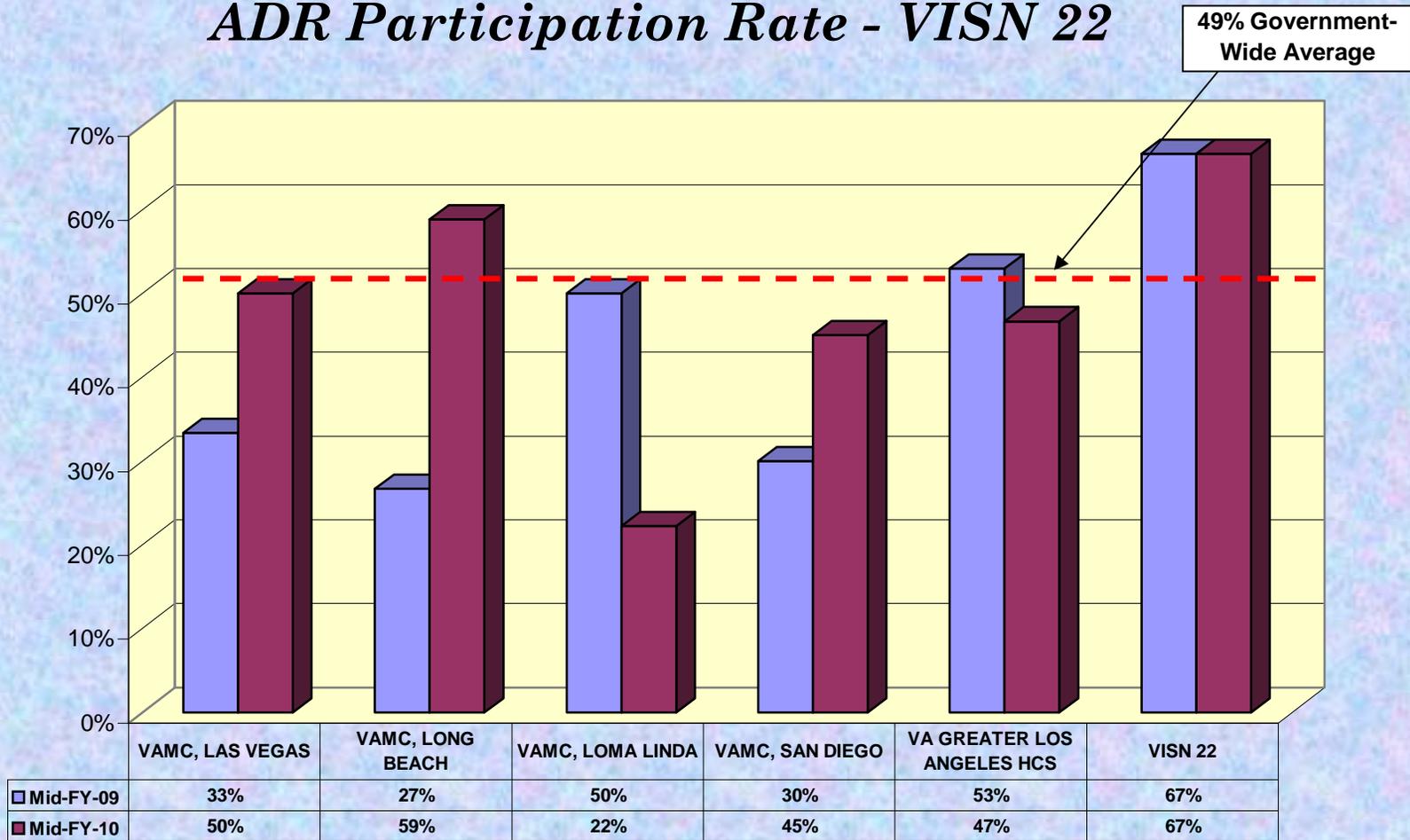


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 22

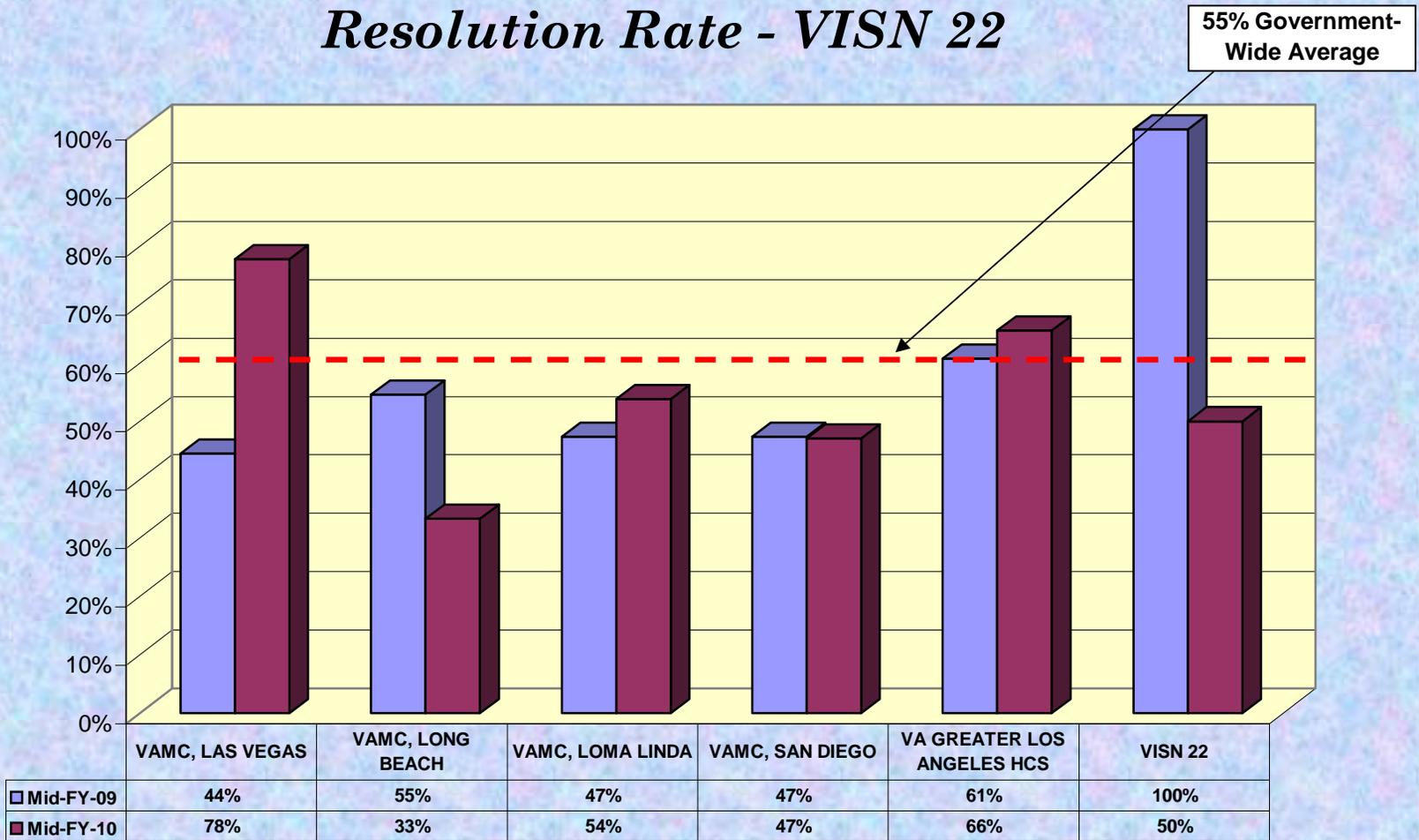
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 22

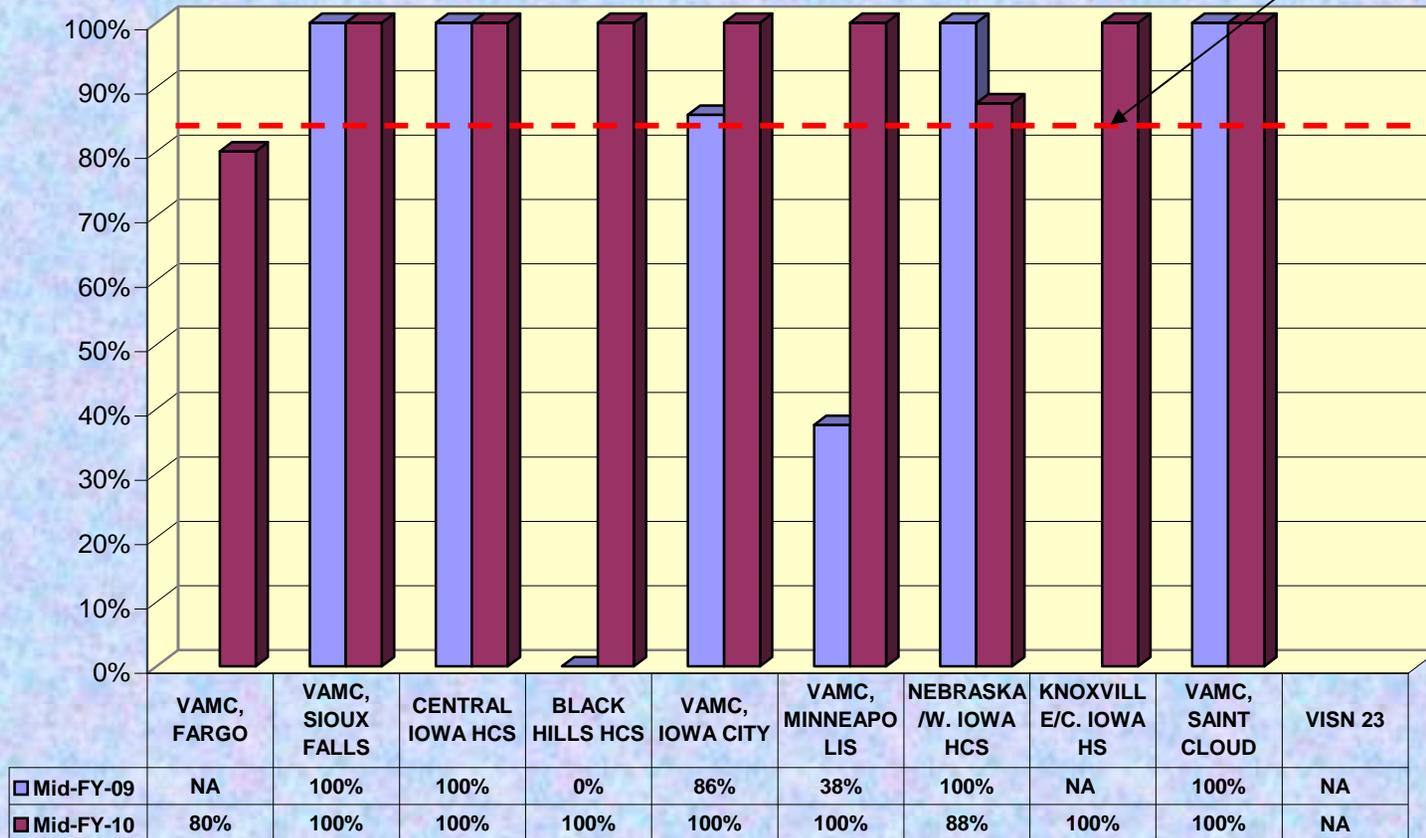


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 22

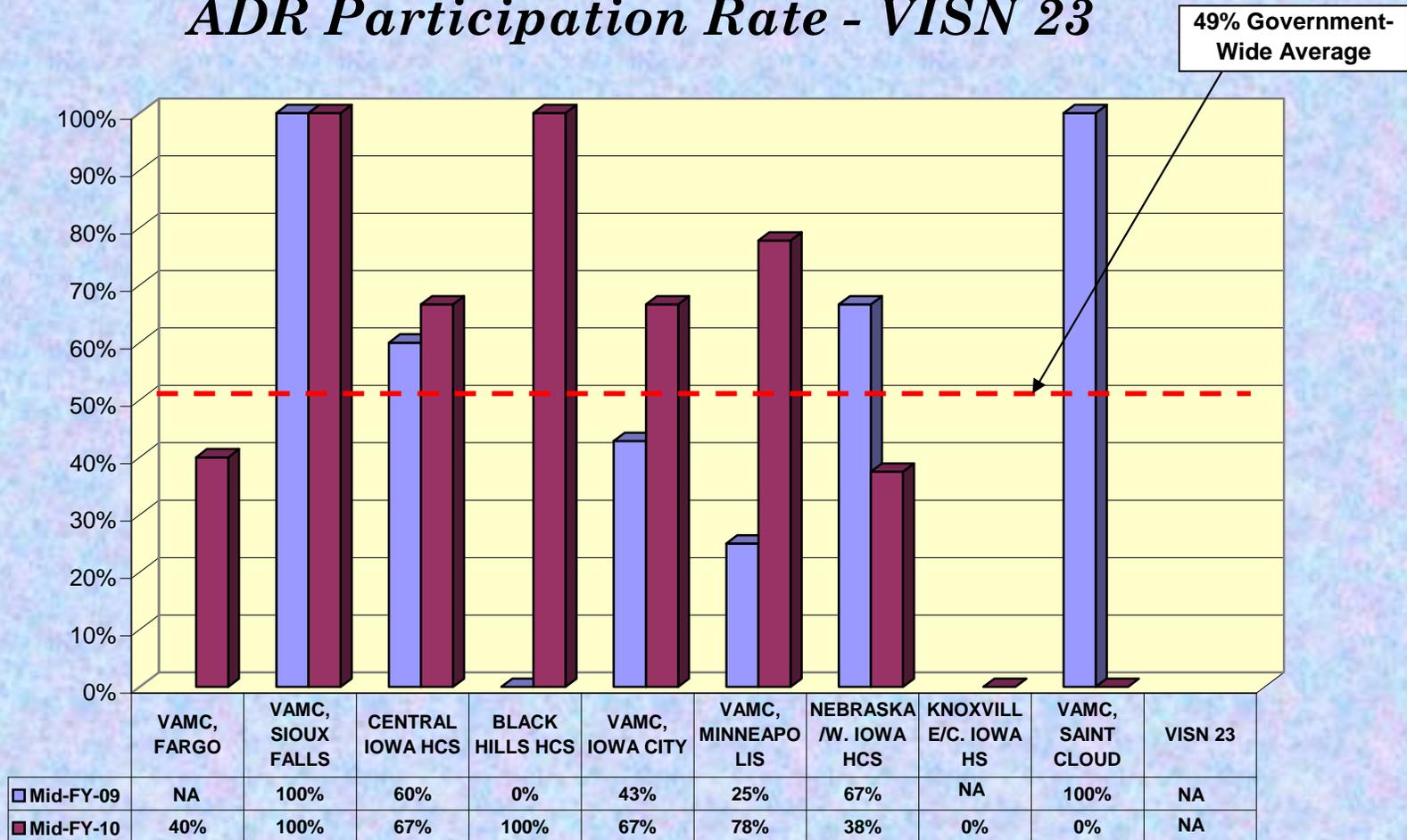


Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - VISN 23

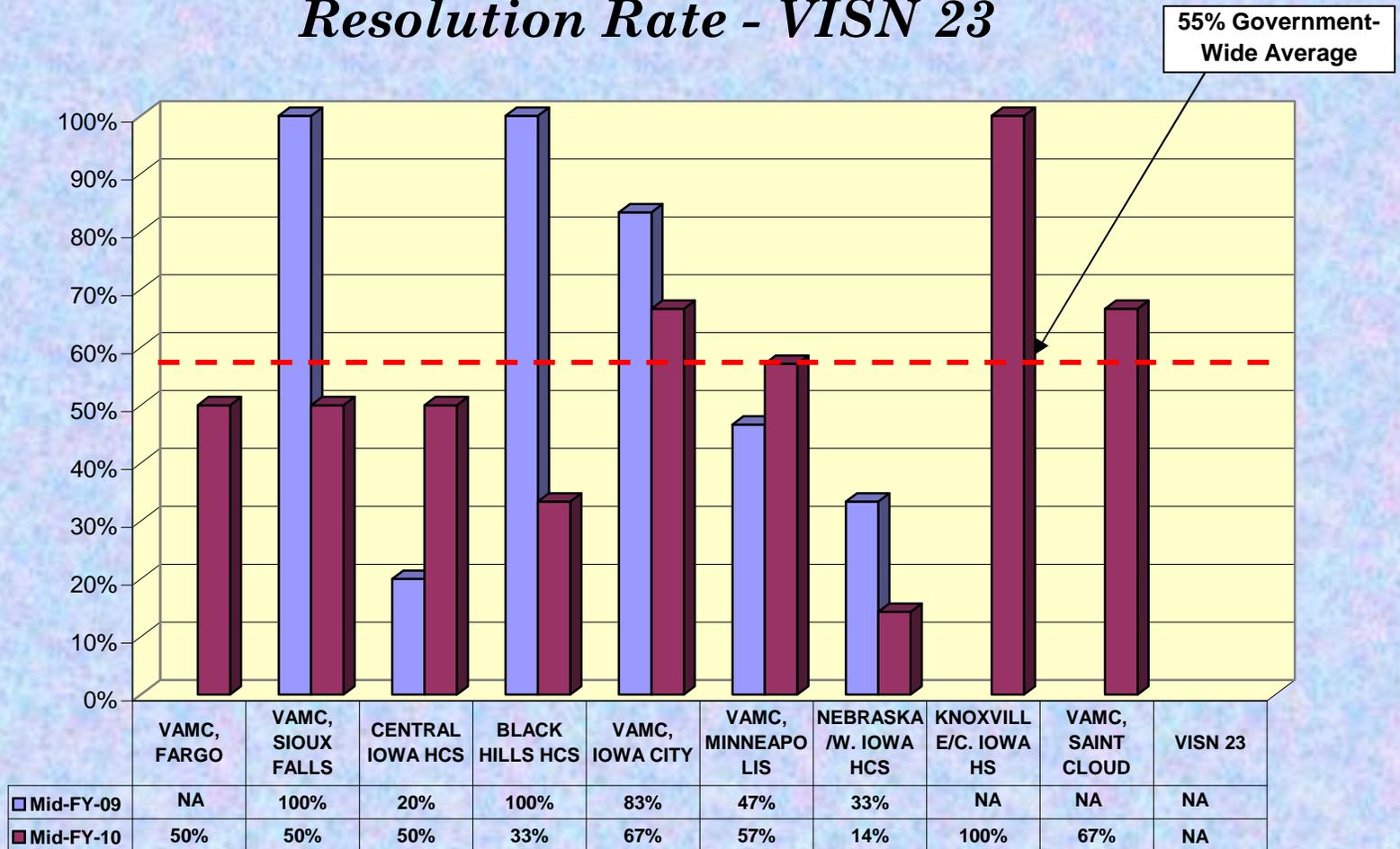
81% Government-Wide Average



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - VISN 23



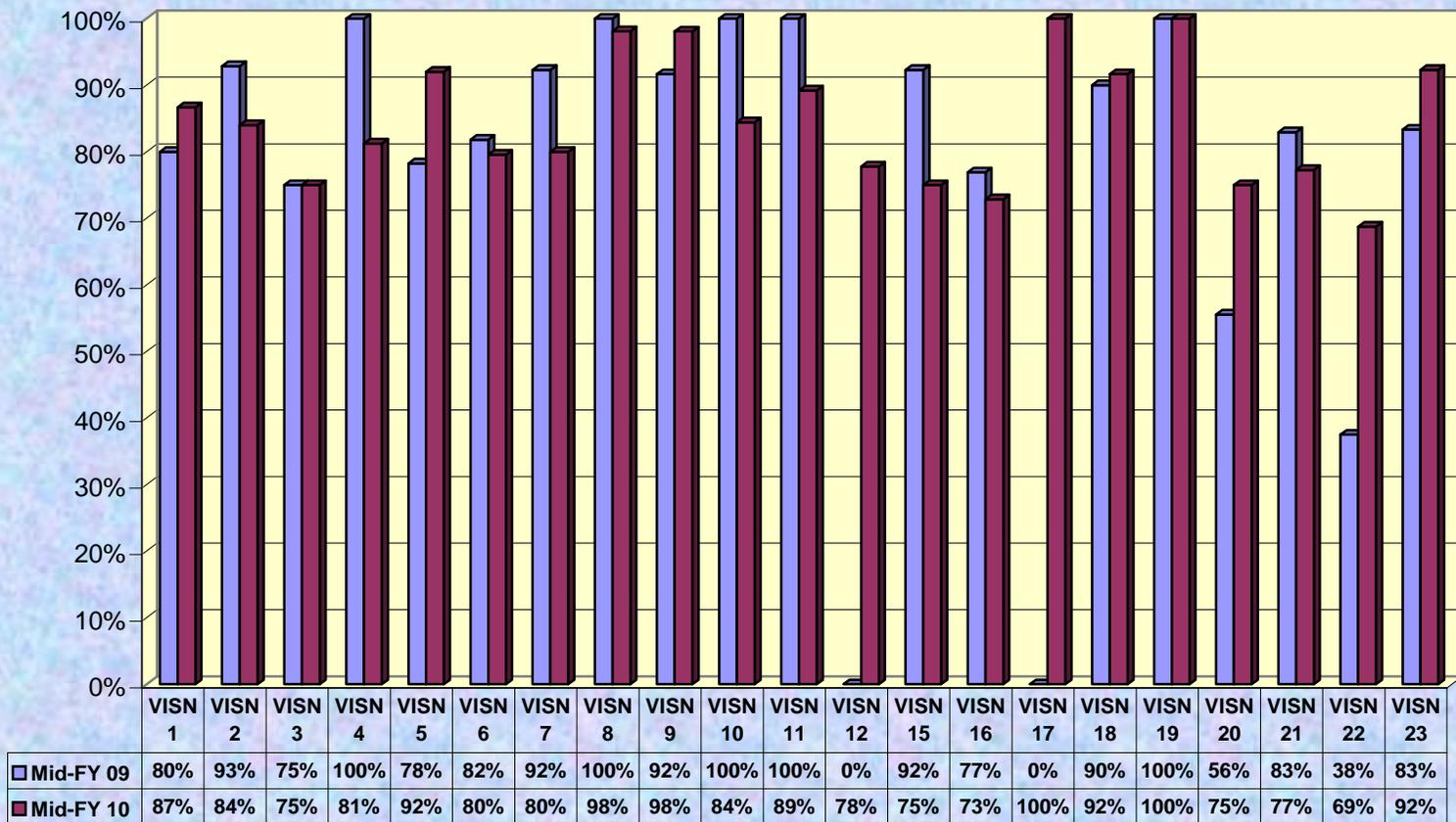
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - VISN 23



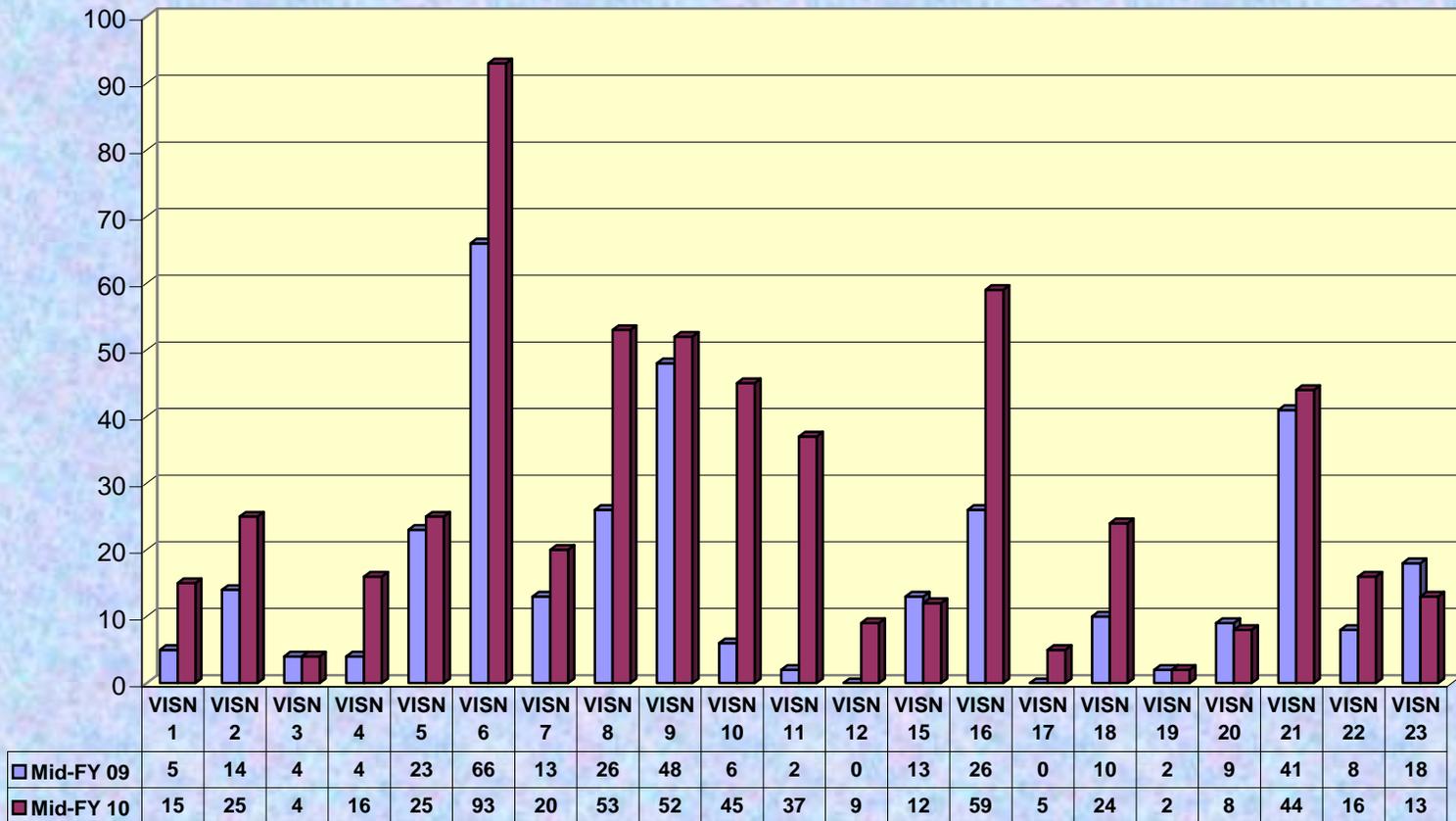
Veterans Health Administration

Non-EEO ADR Cases

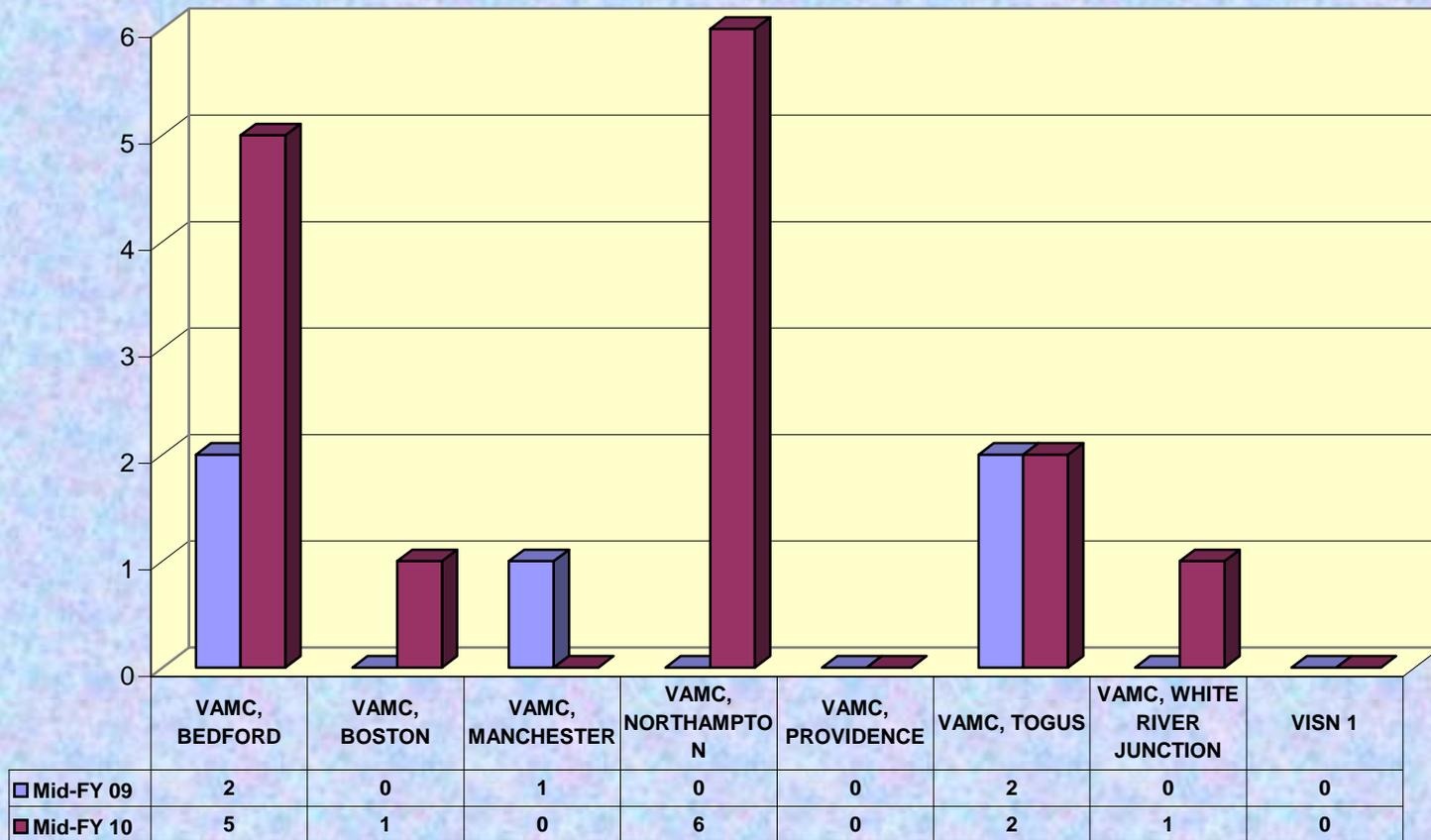
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate



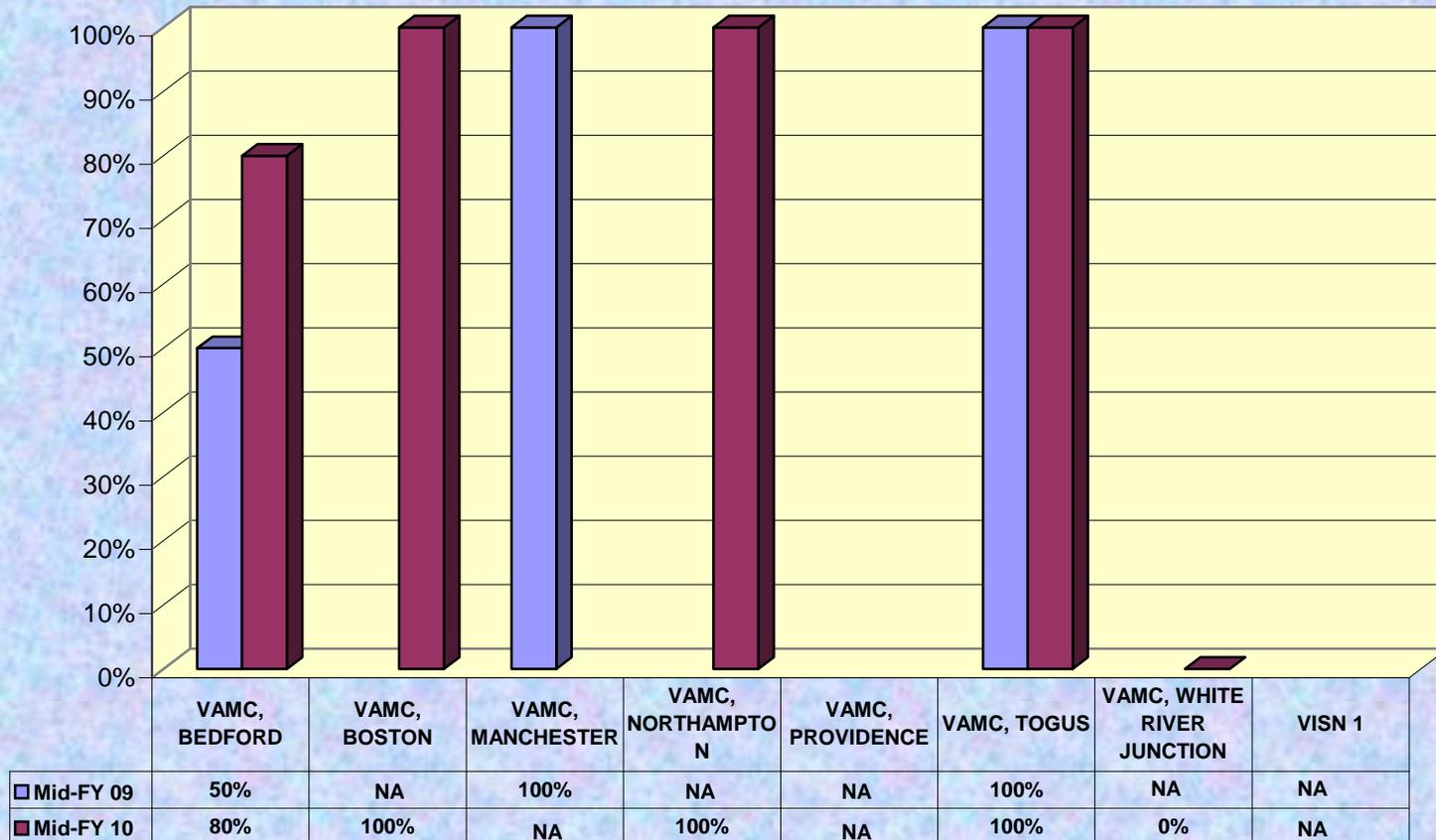
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests



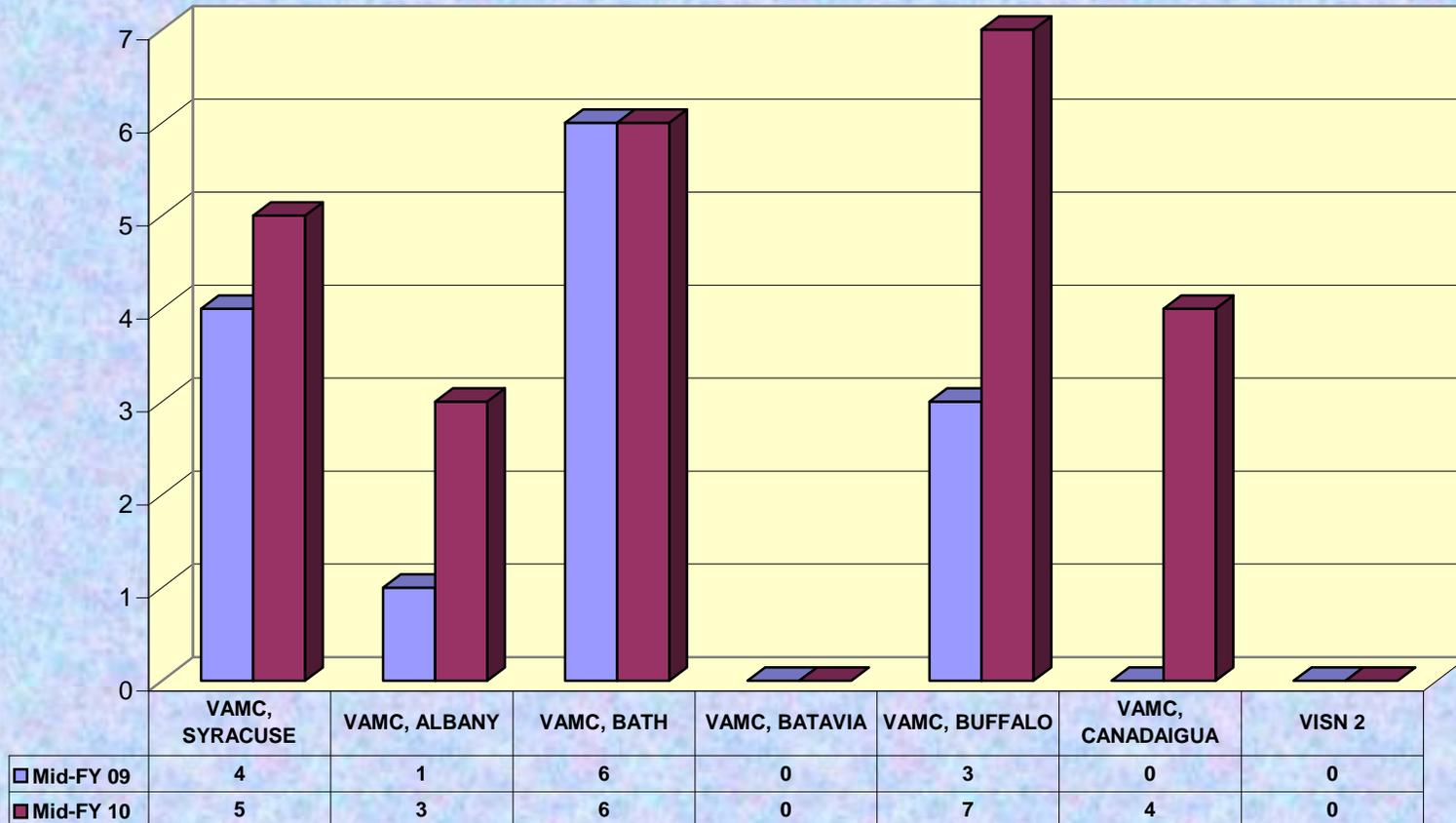
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 1



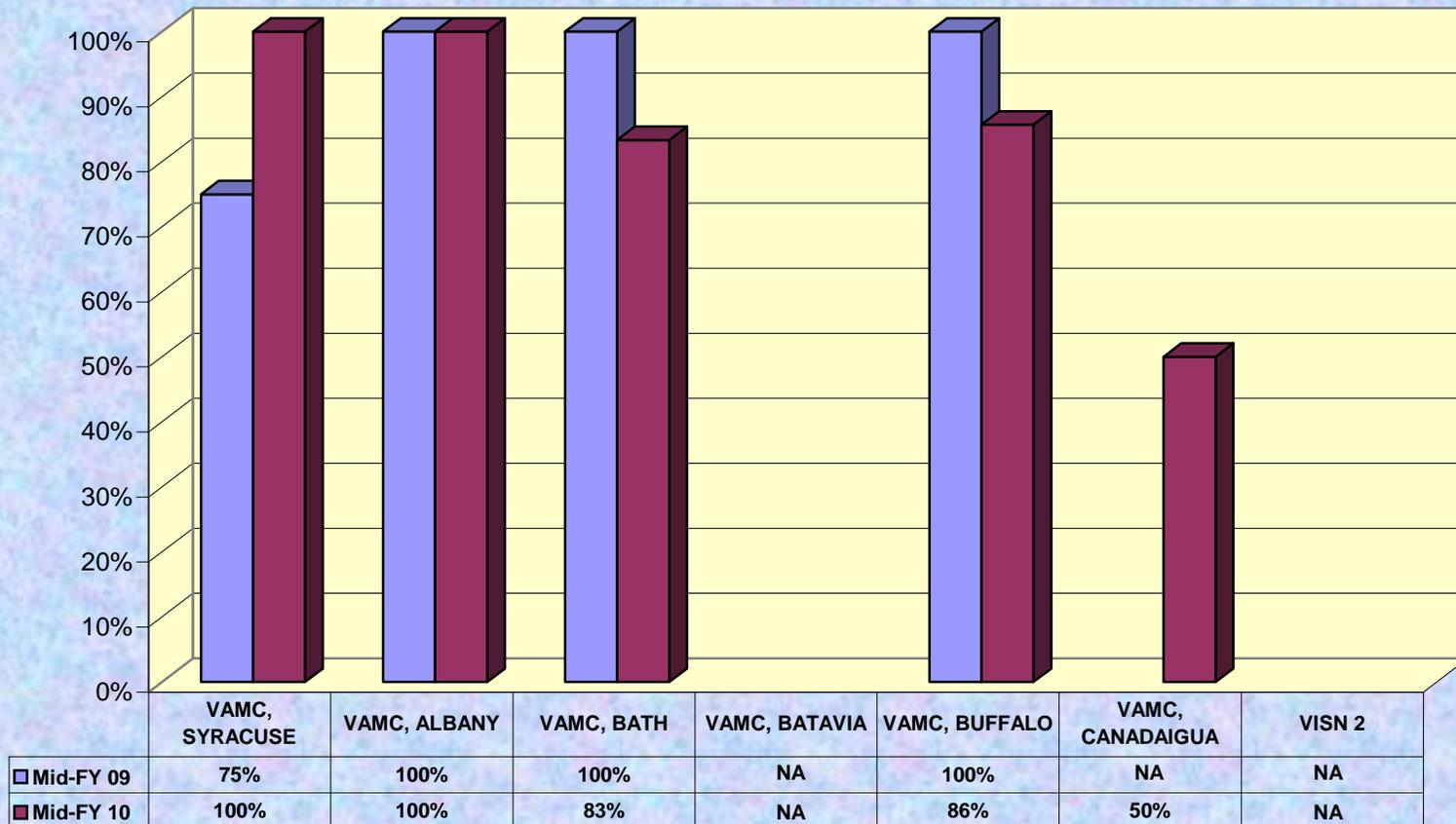
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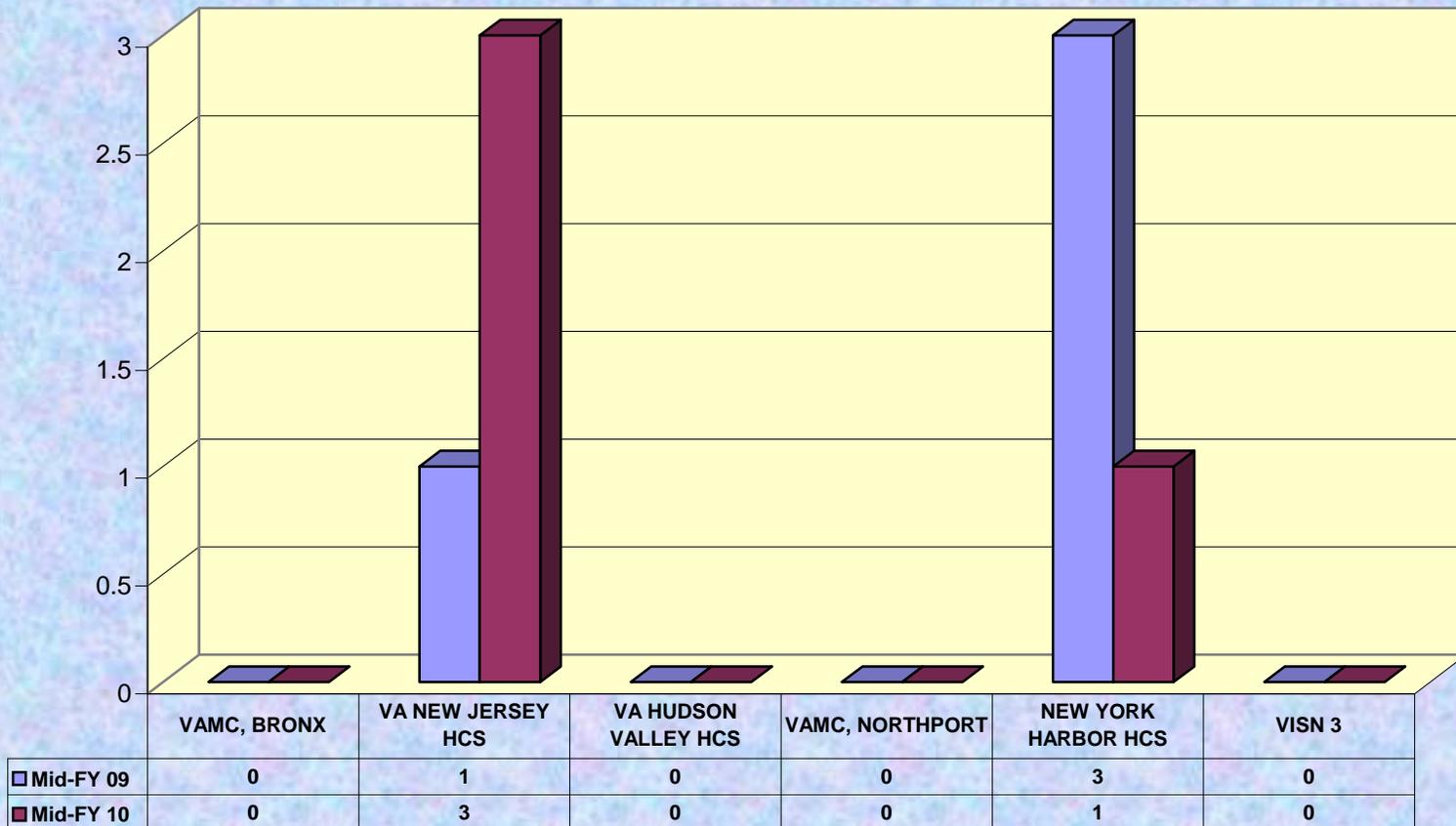
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 2



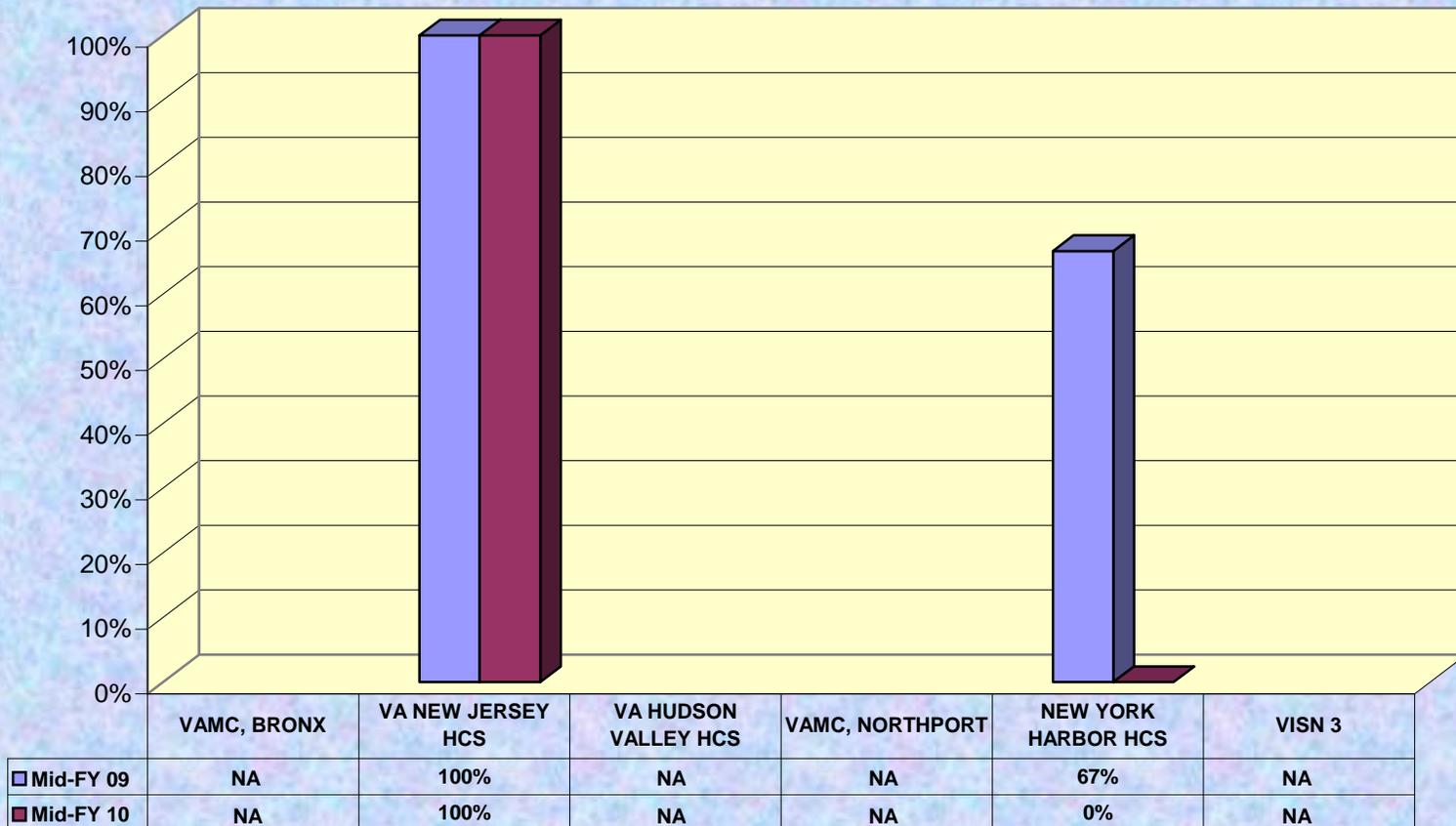
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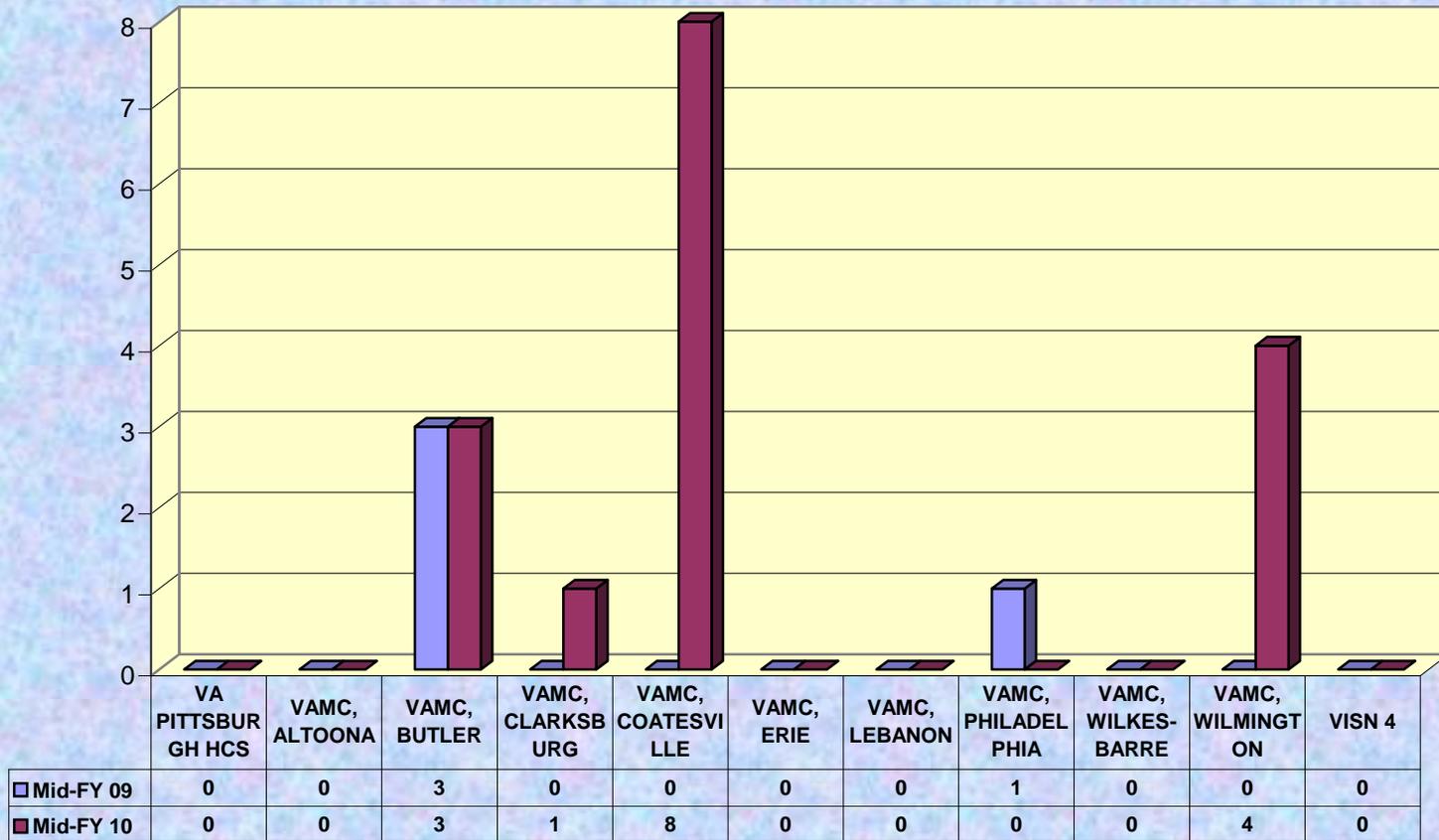
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 3



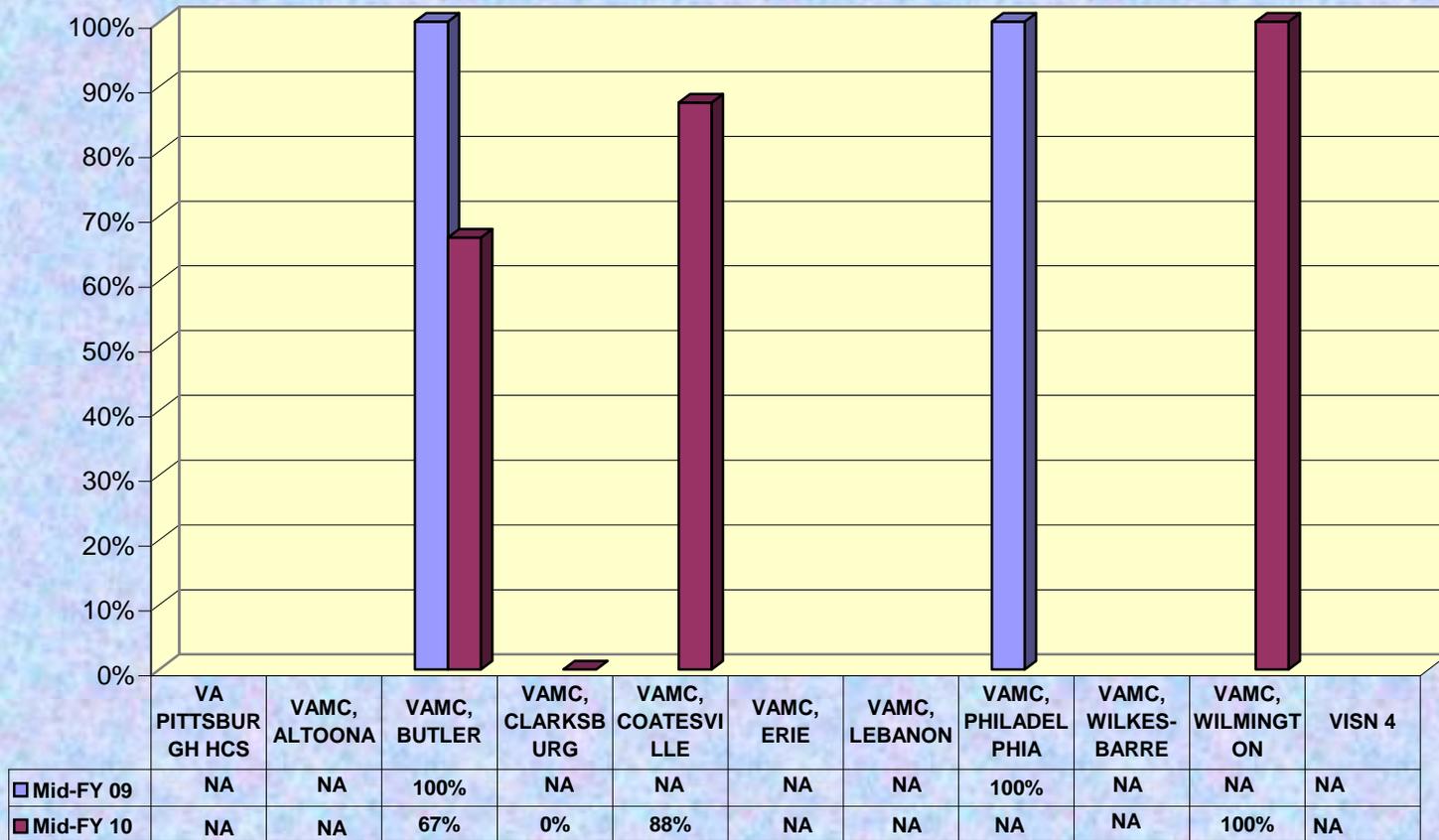
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 3



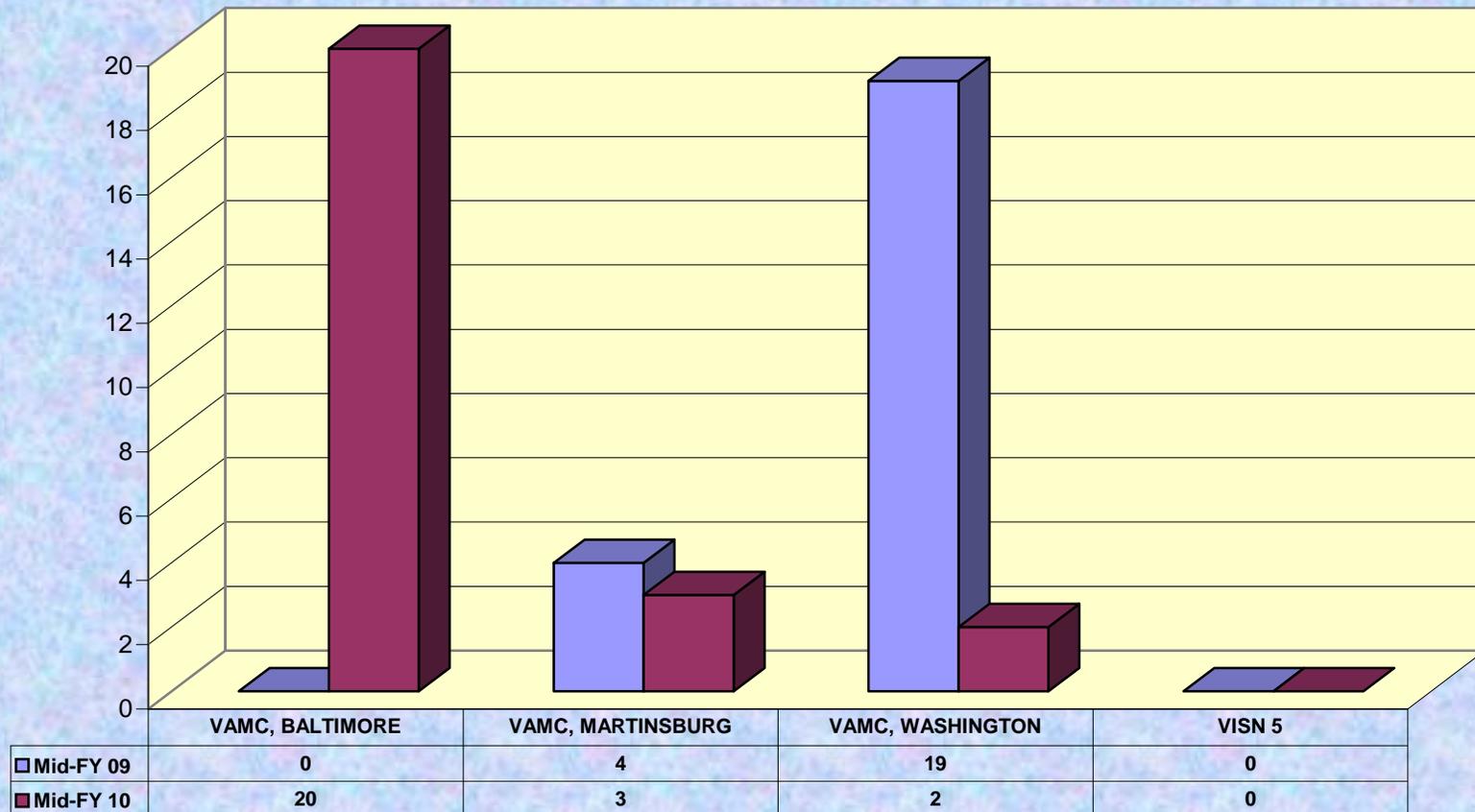
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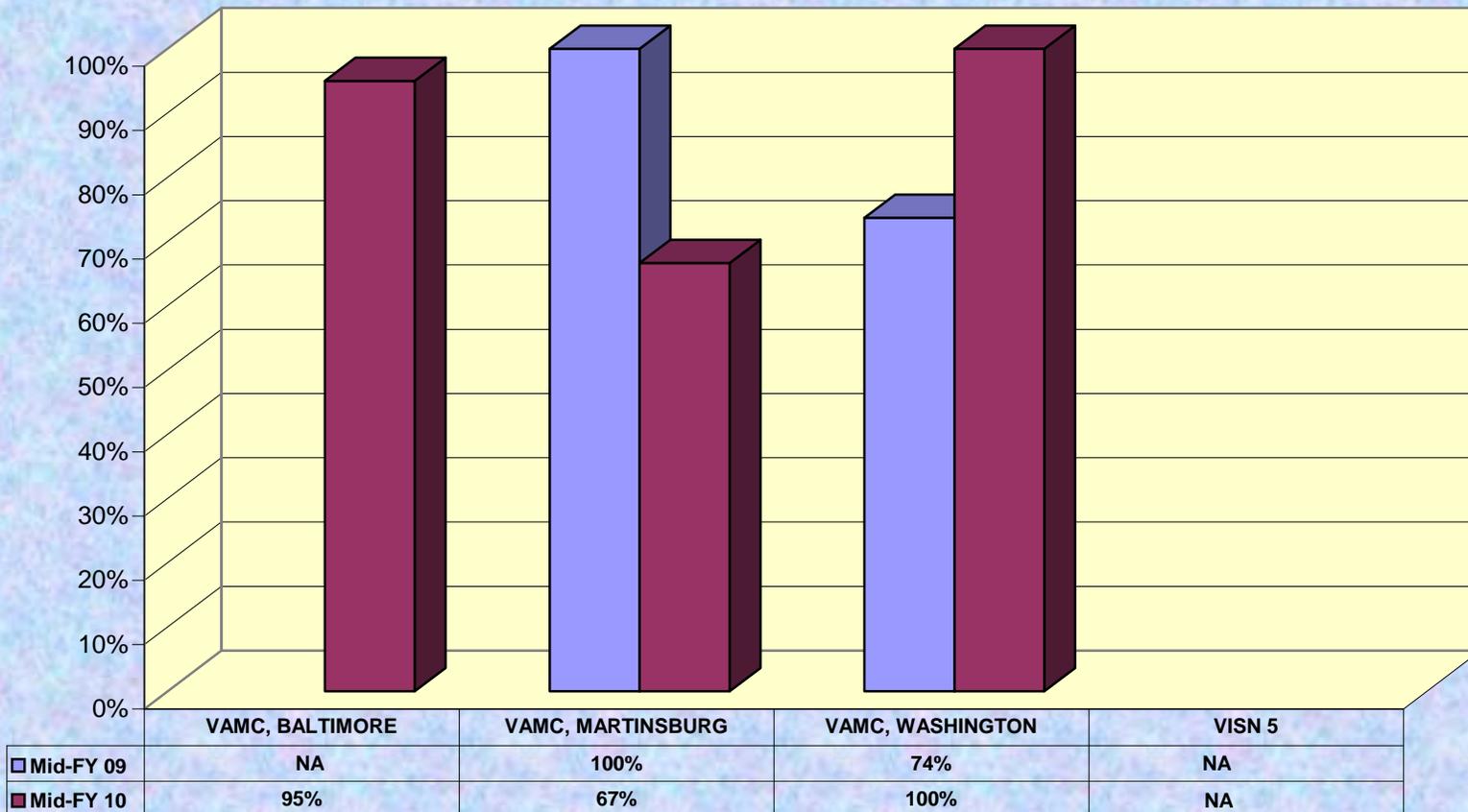
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 4



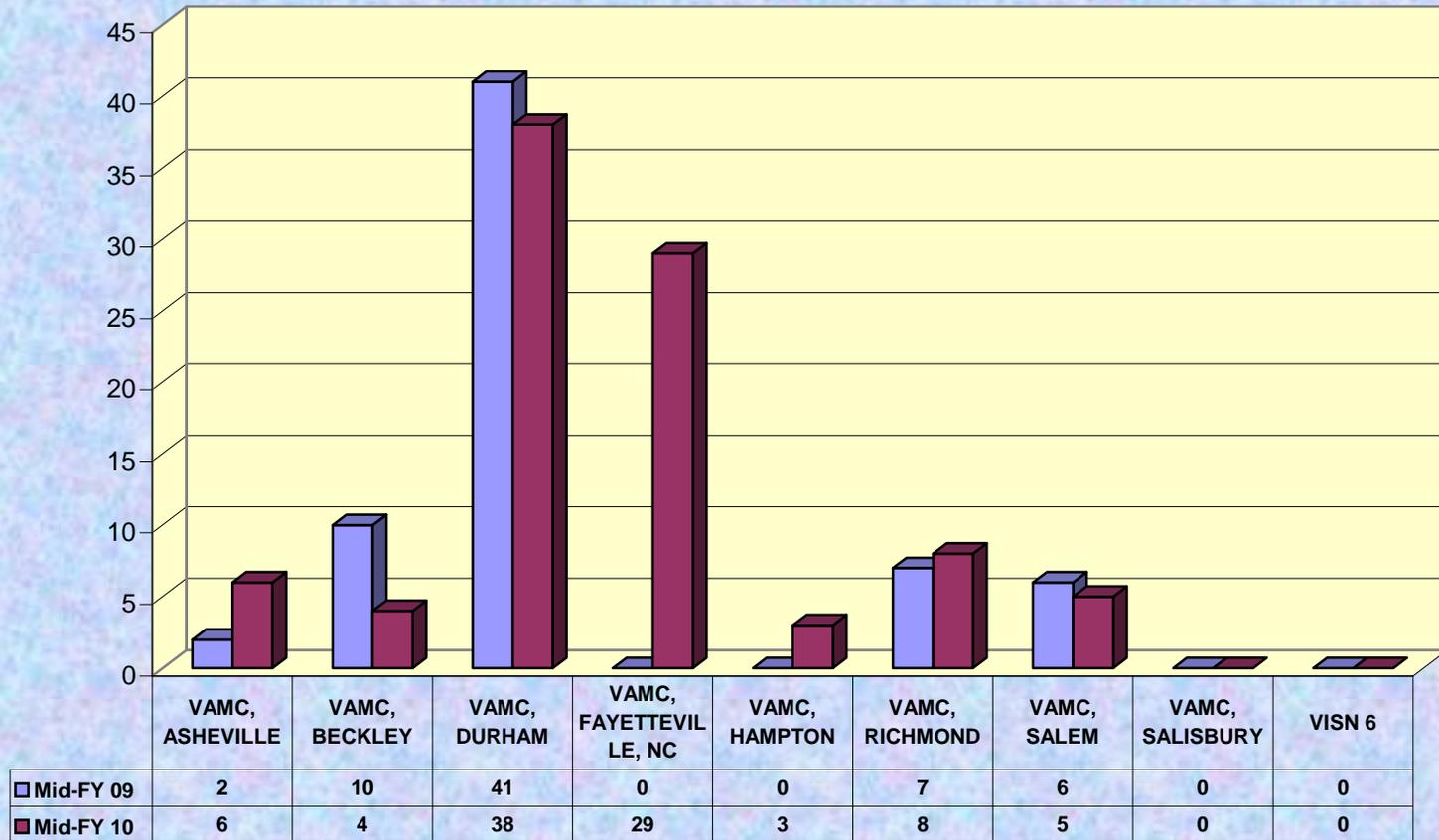
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 5



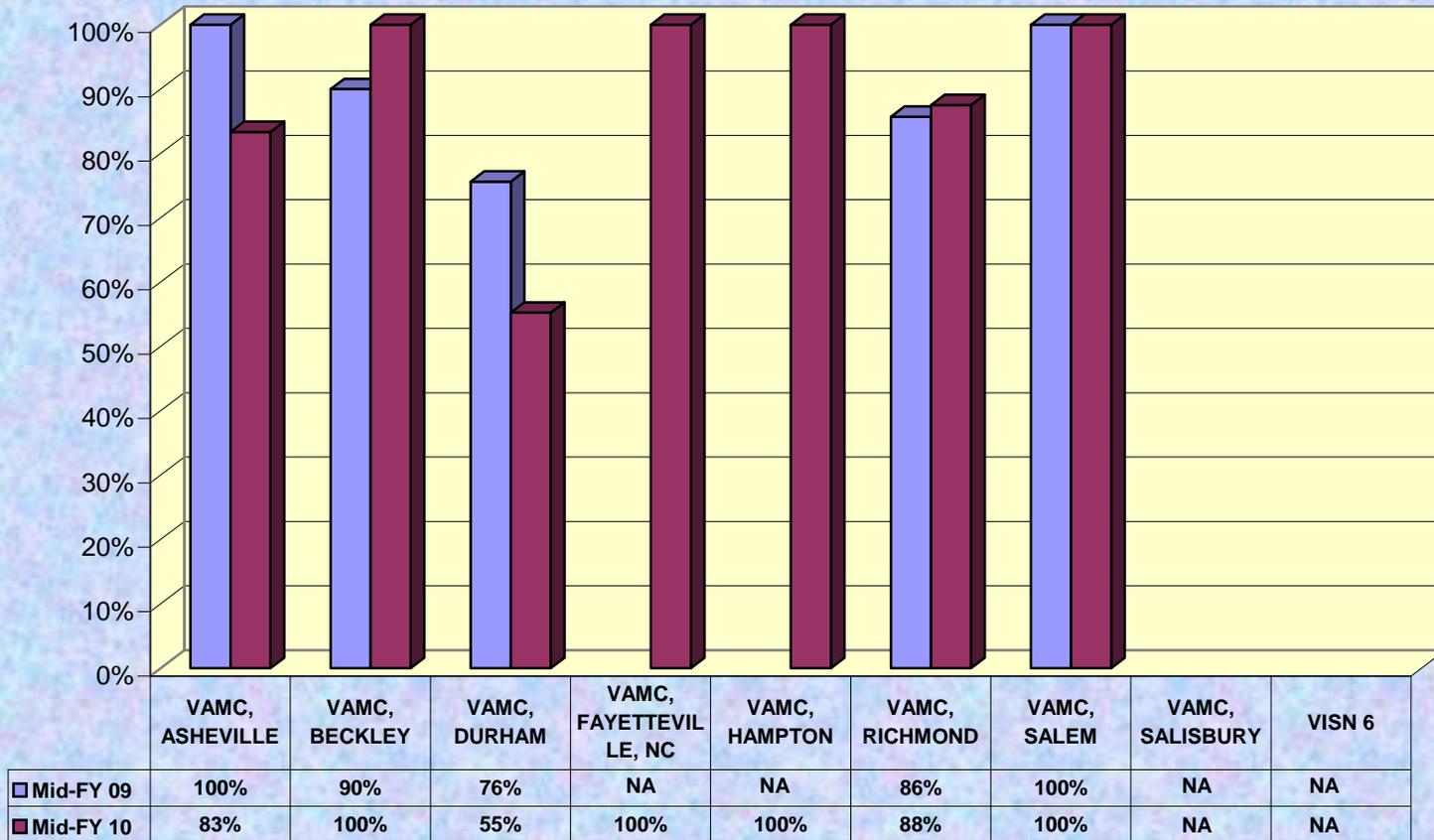
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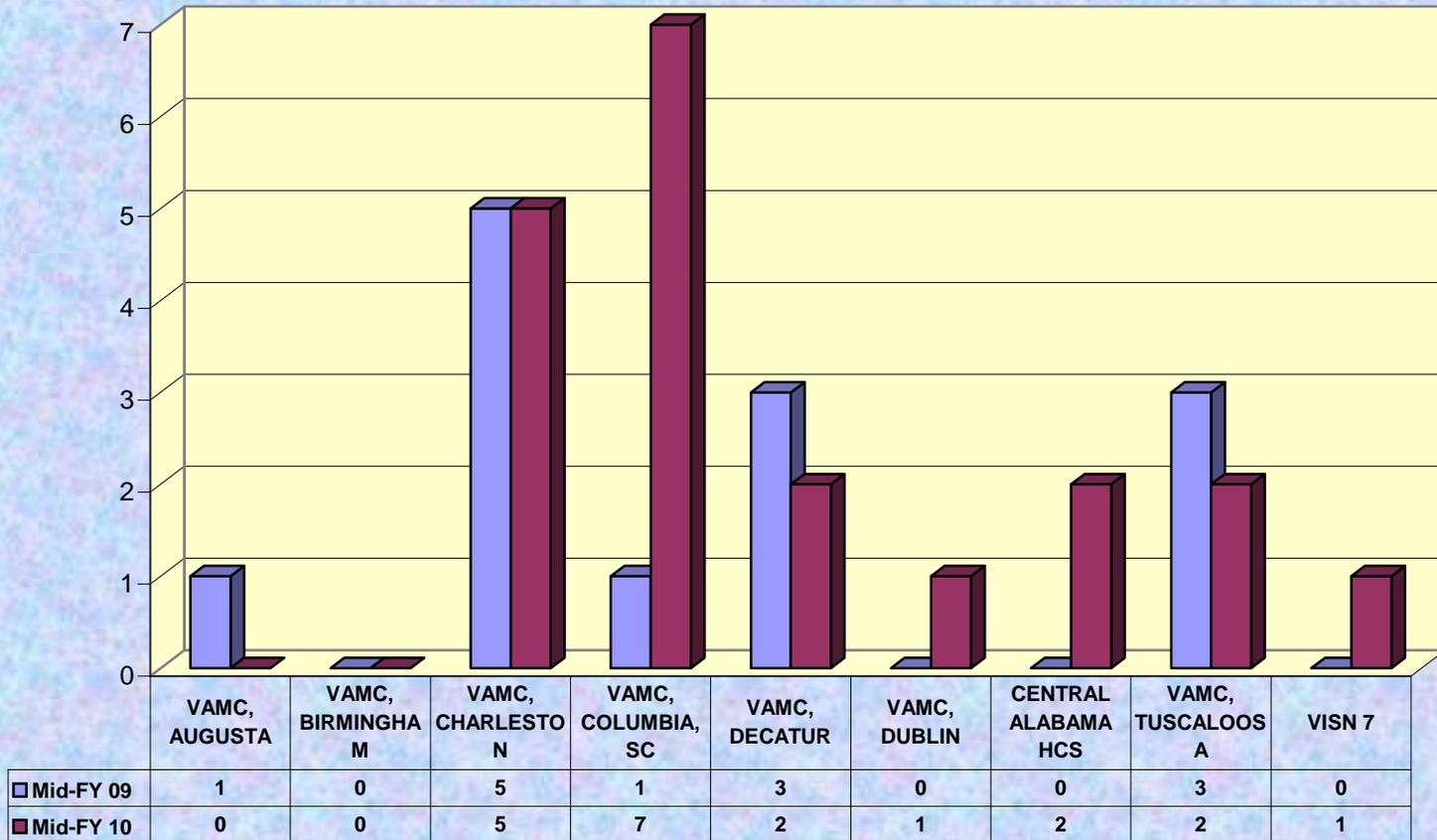
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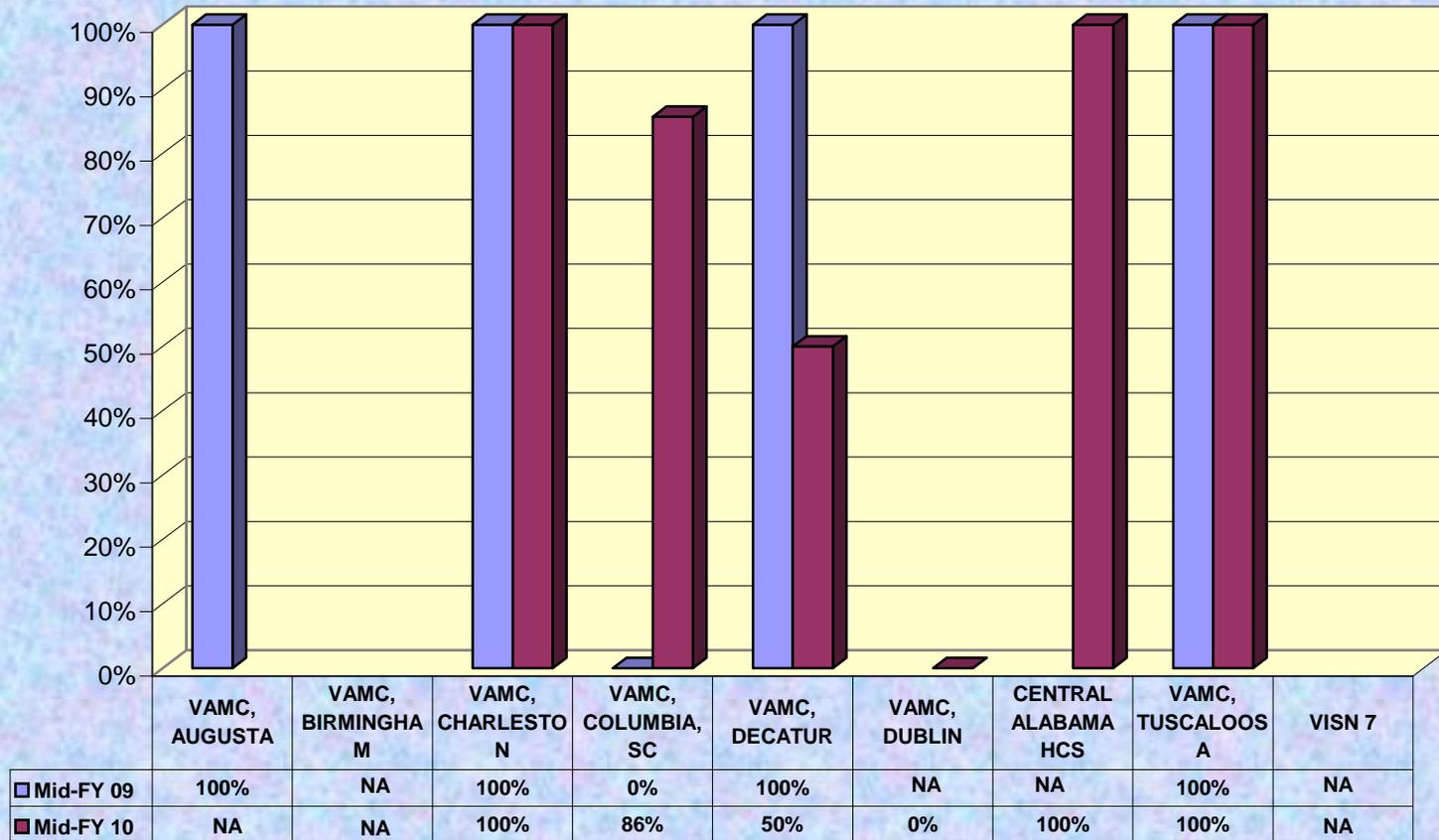
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 6



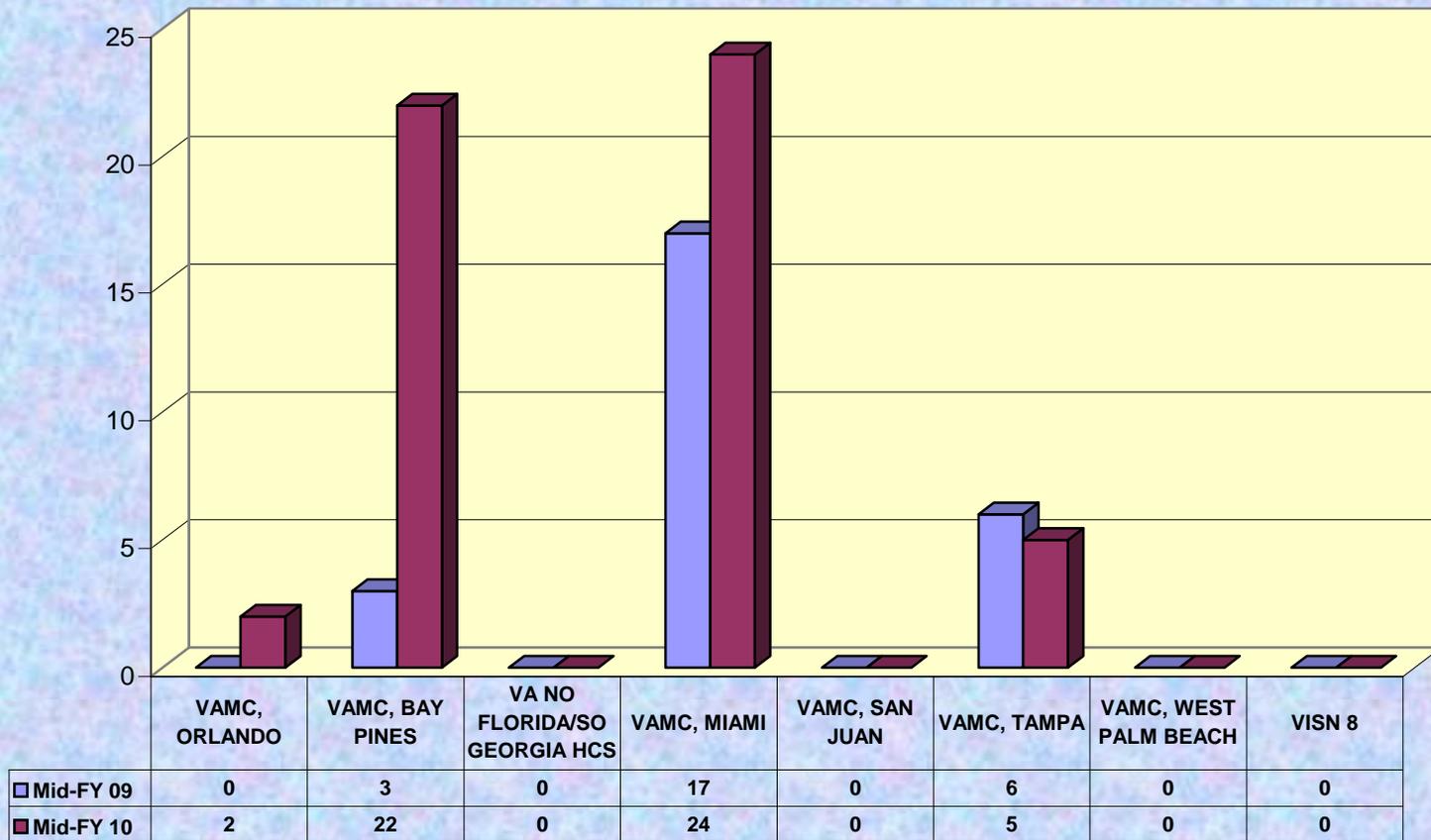
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 7



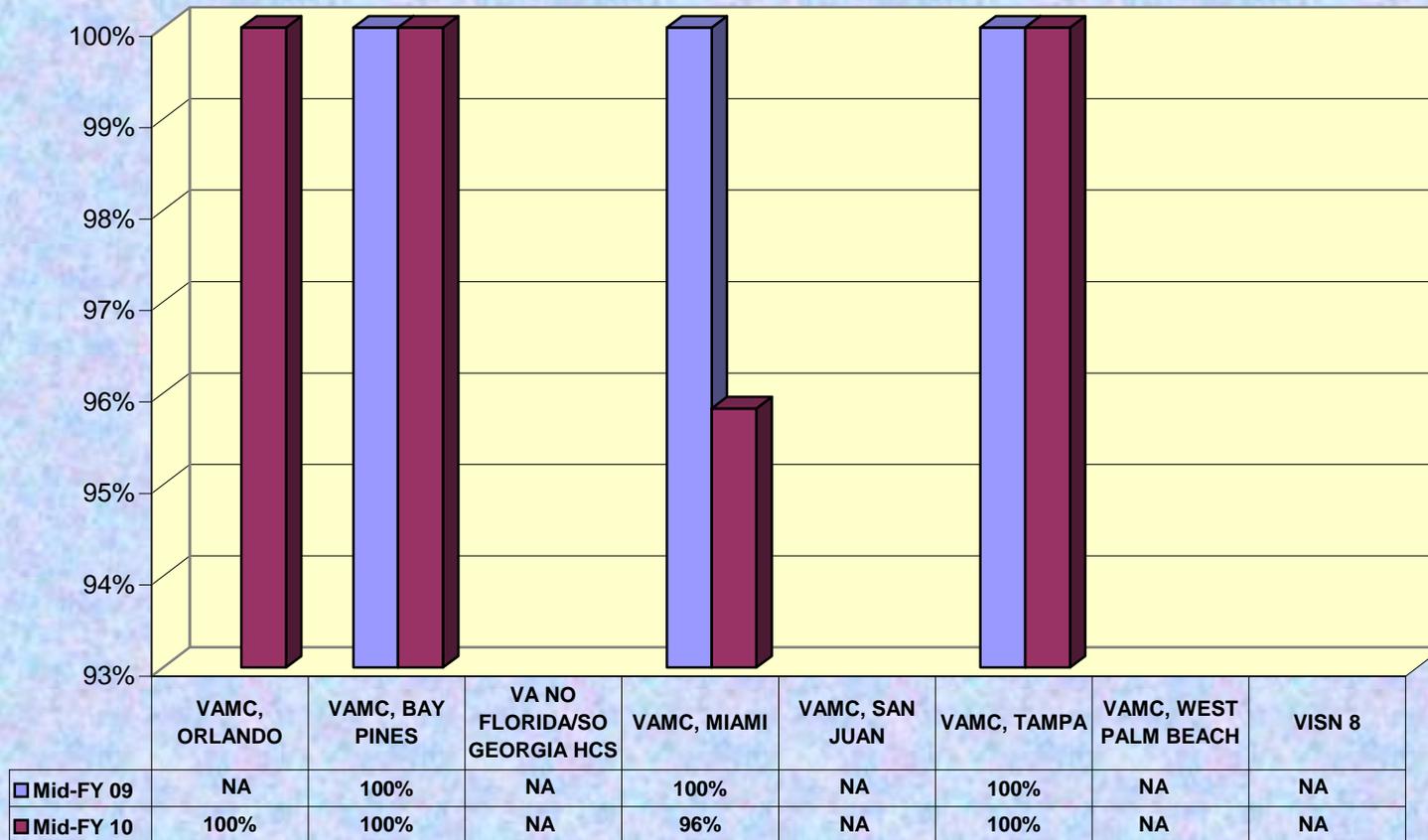
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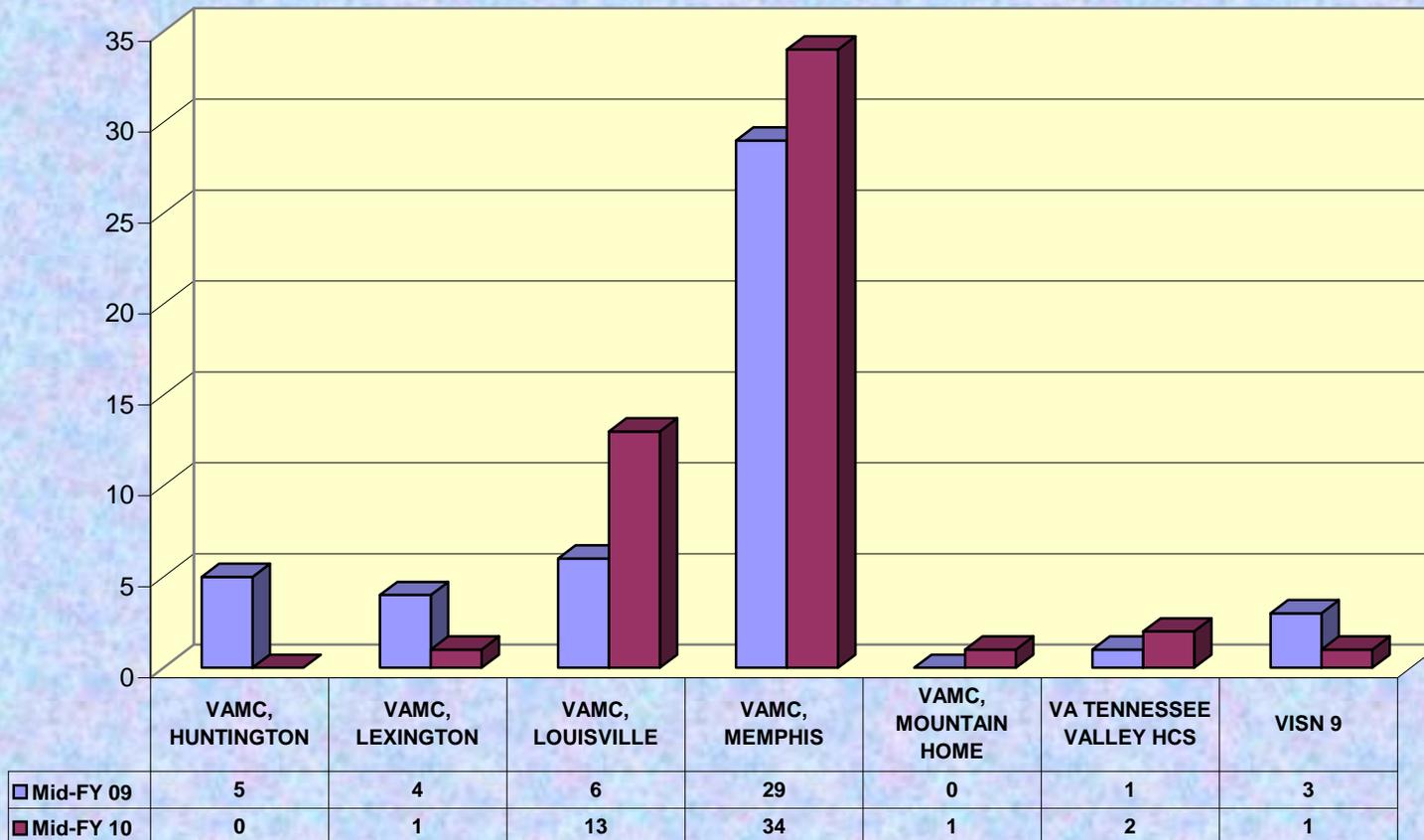
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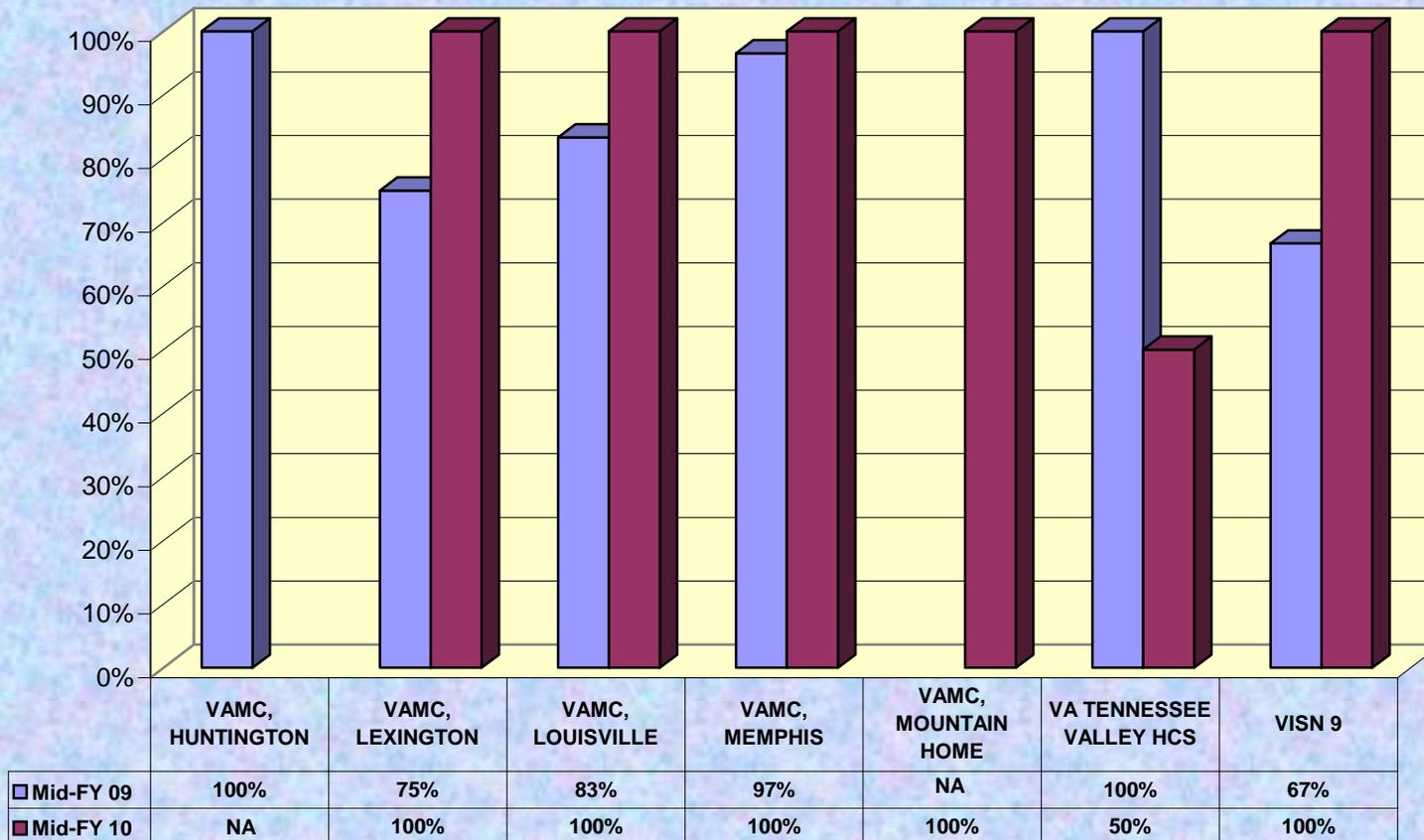
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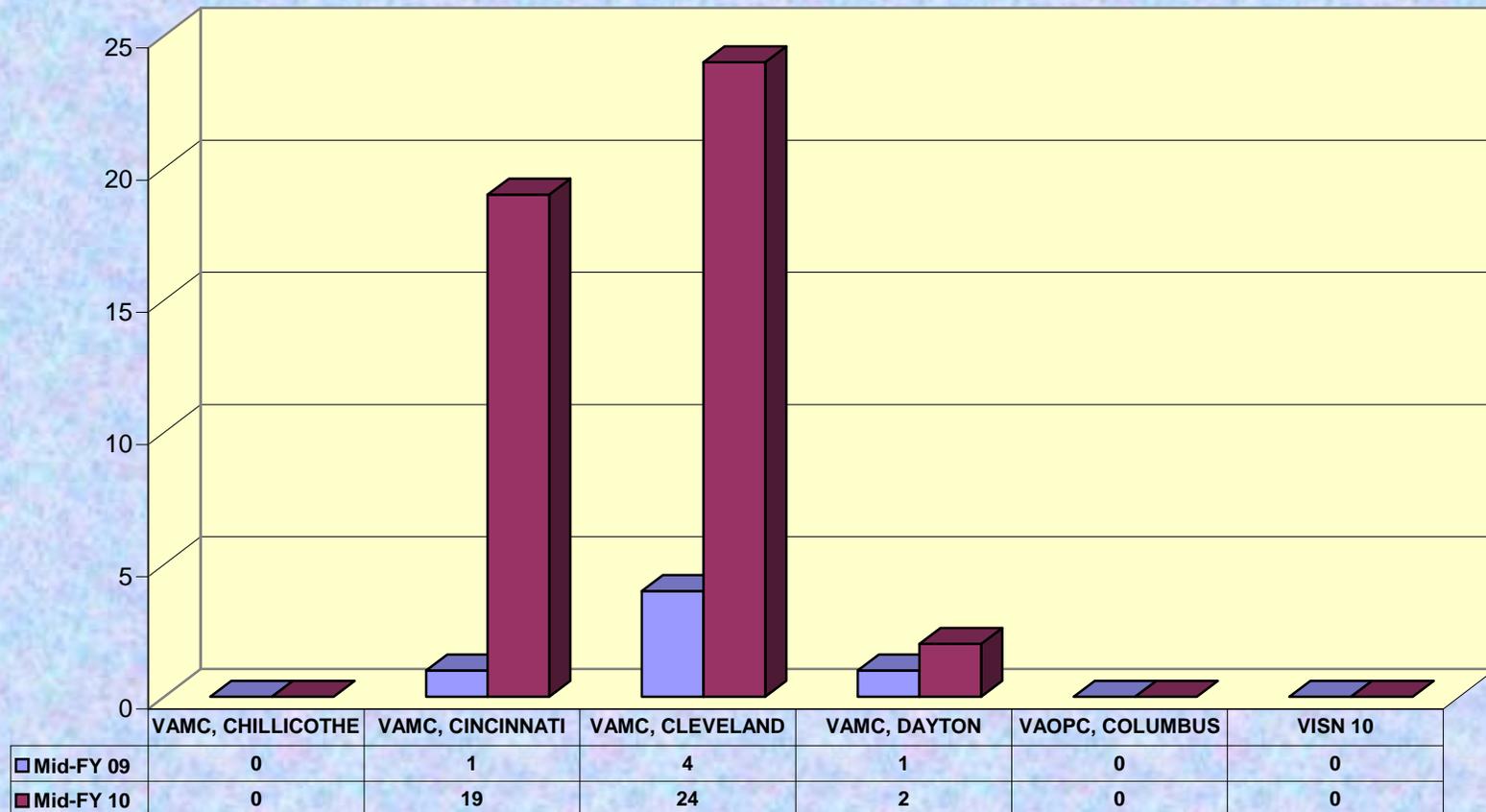
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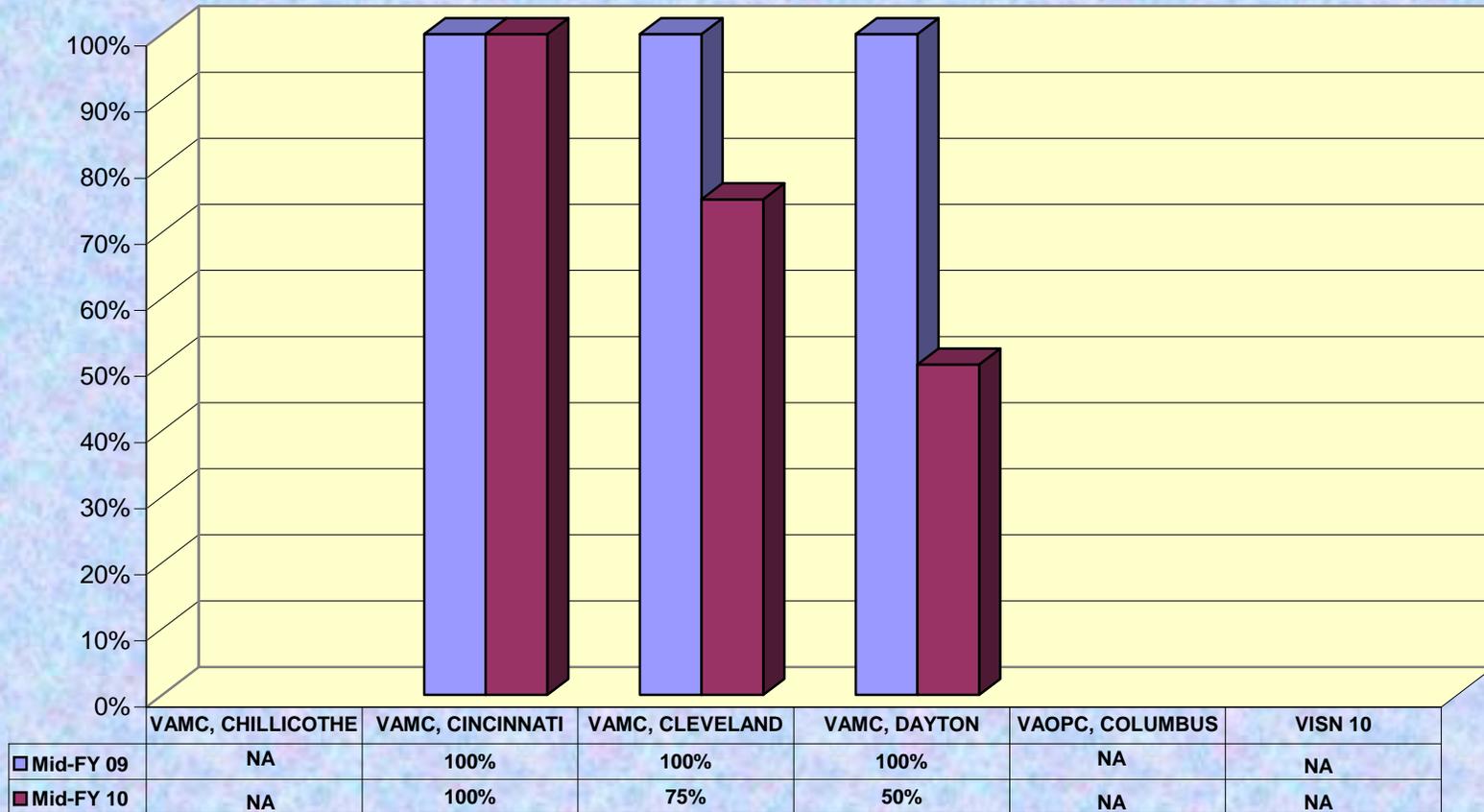
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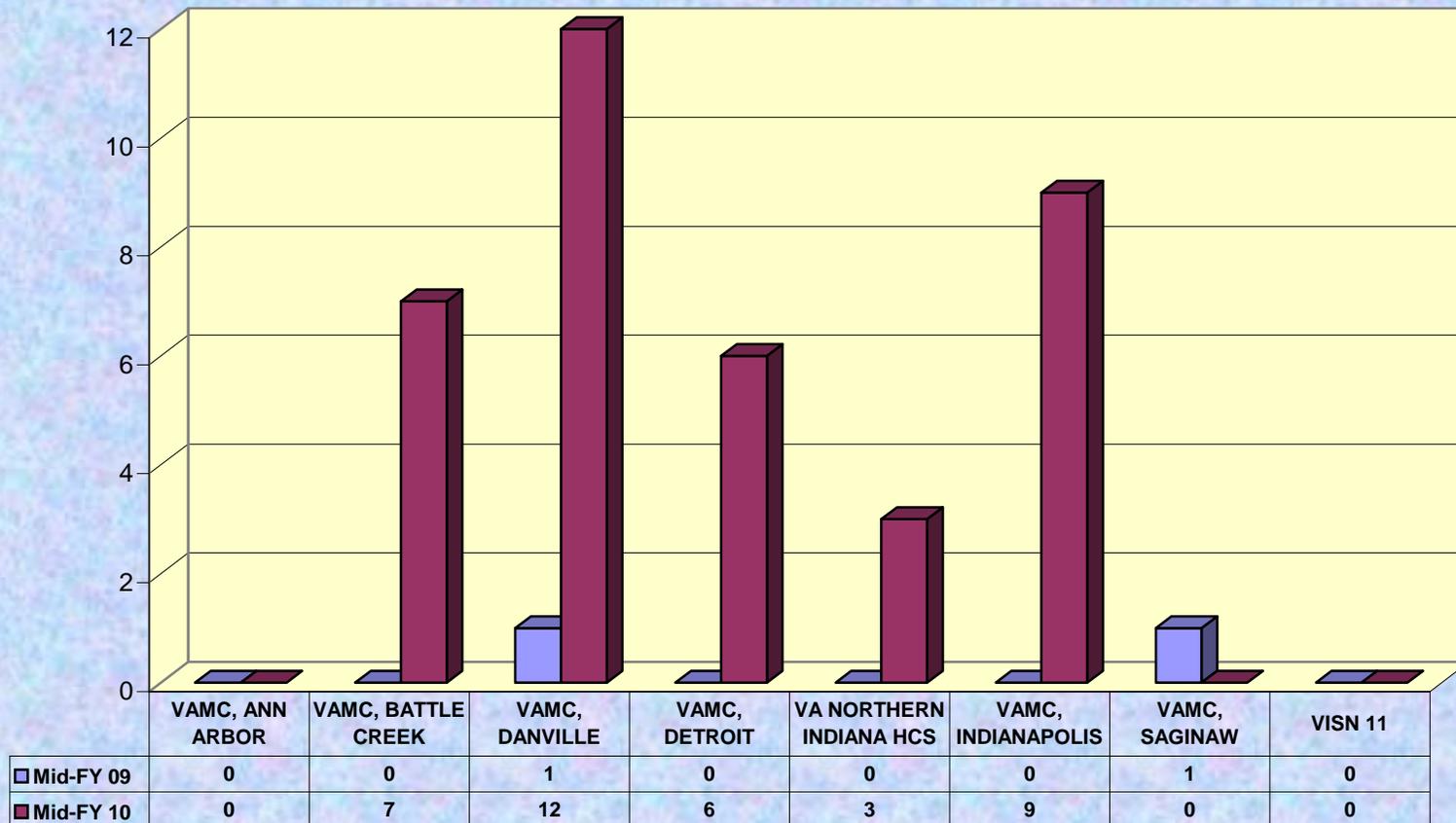
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 10



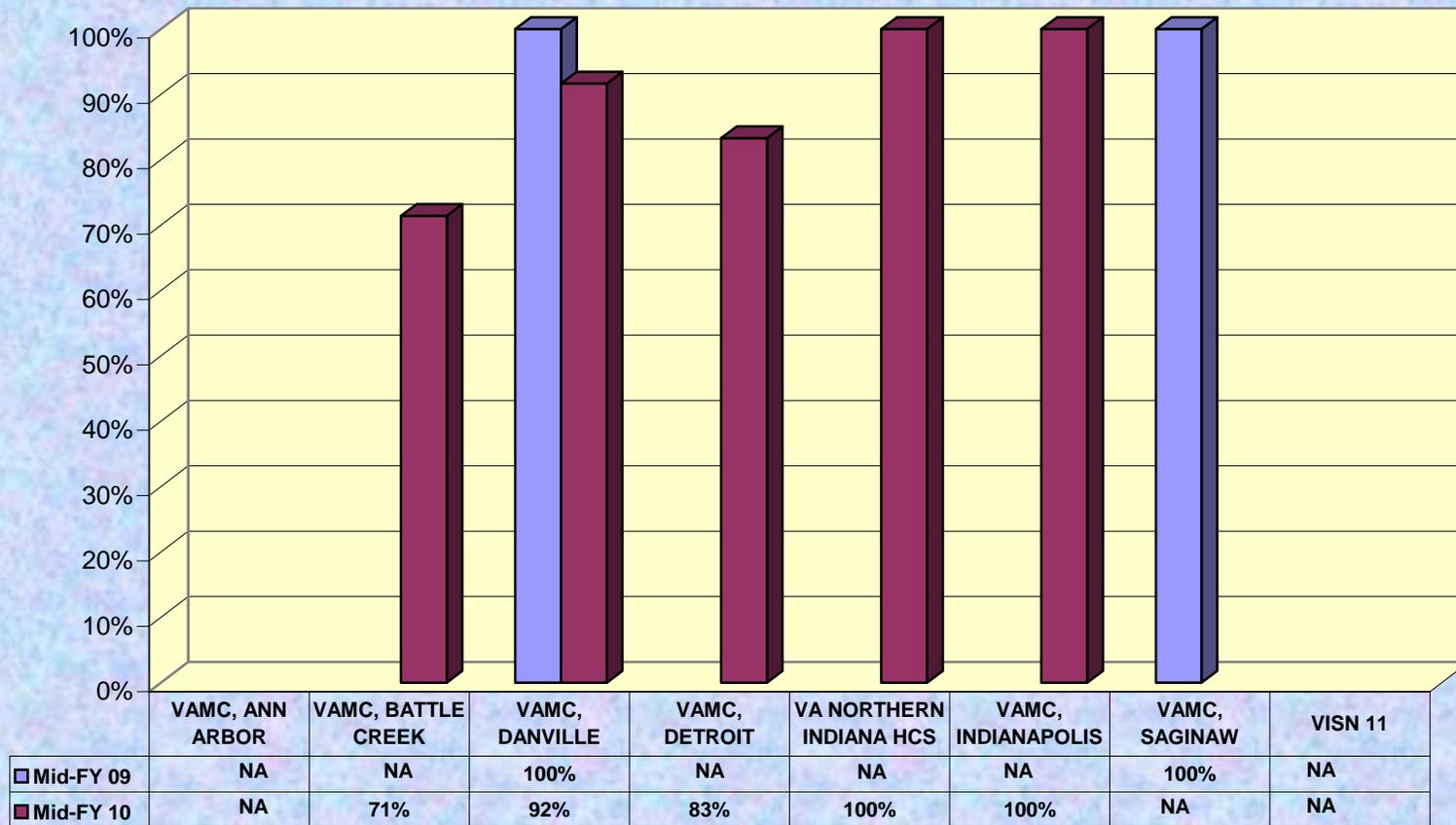
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate- VISN 10



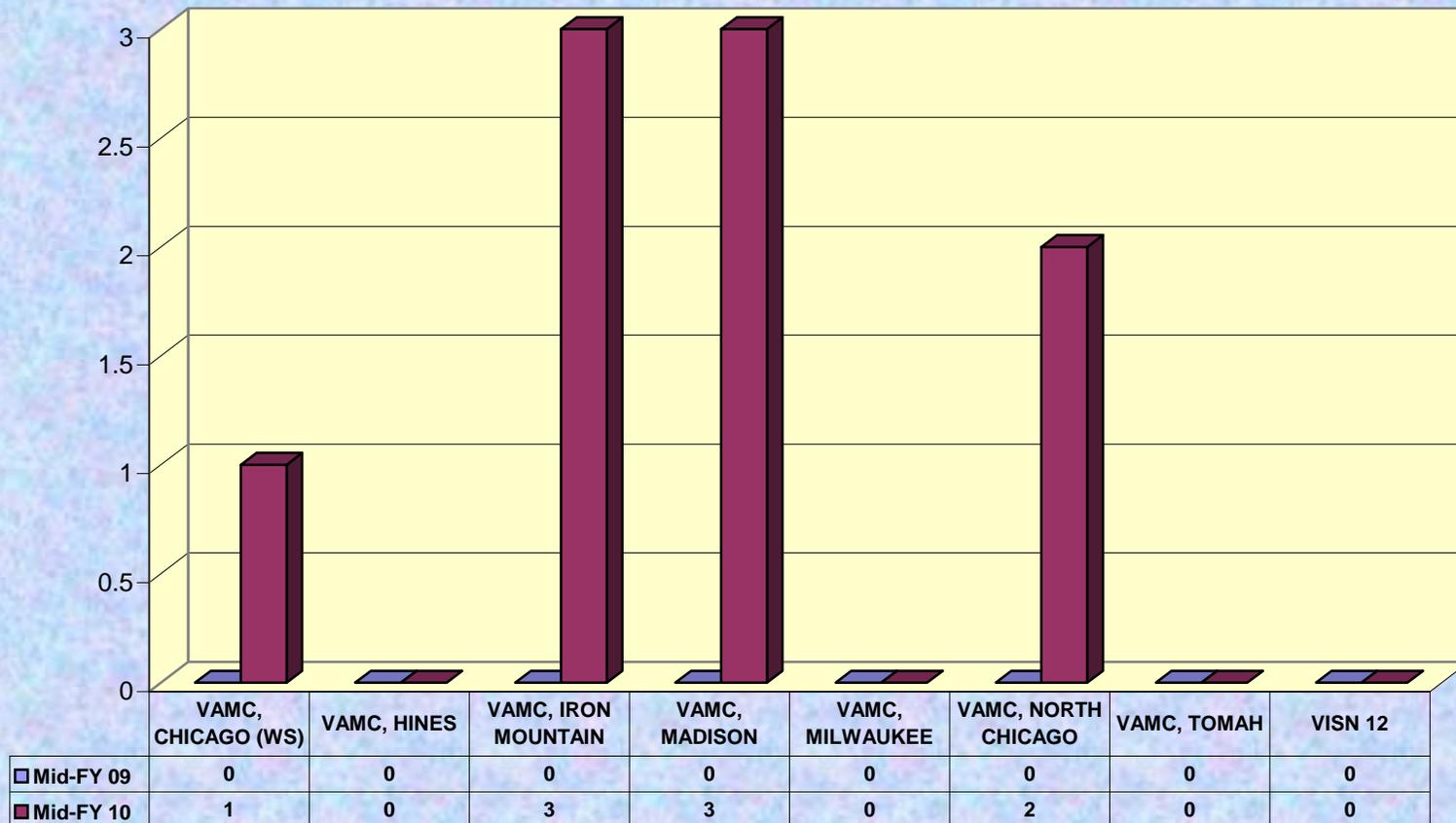
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 11



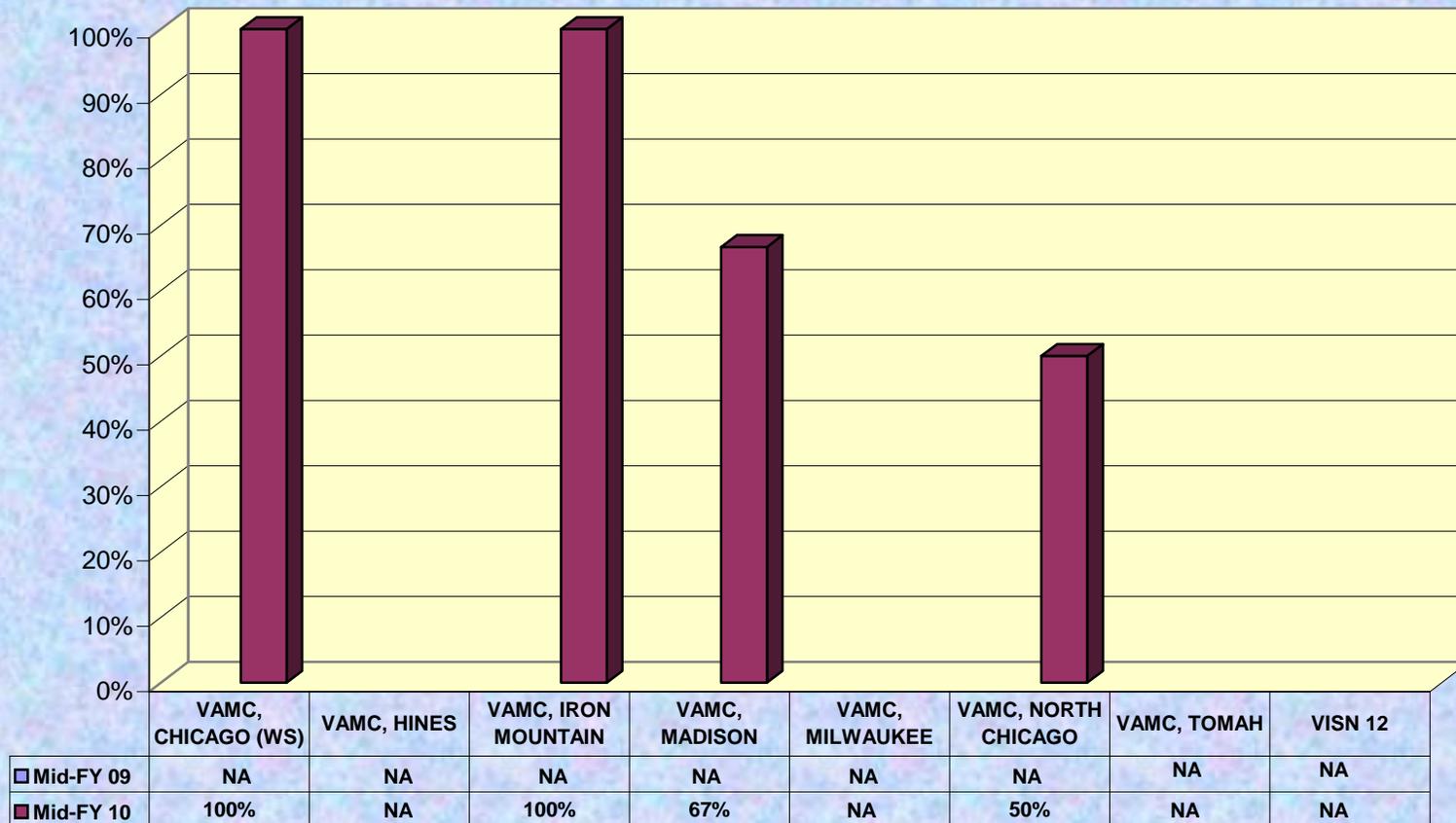
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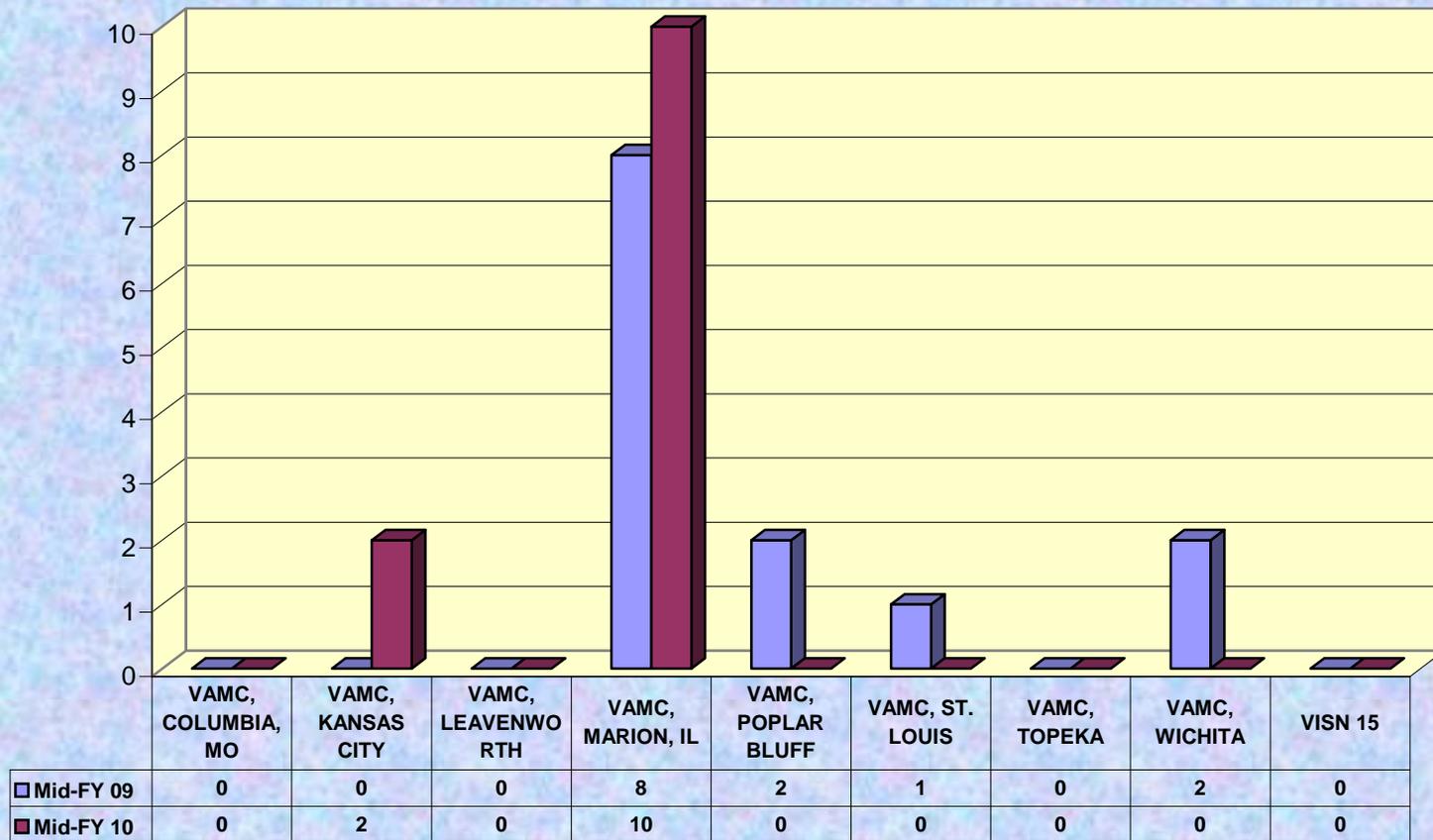
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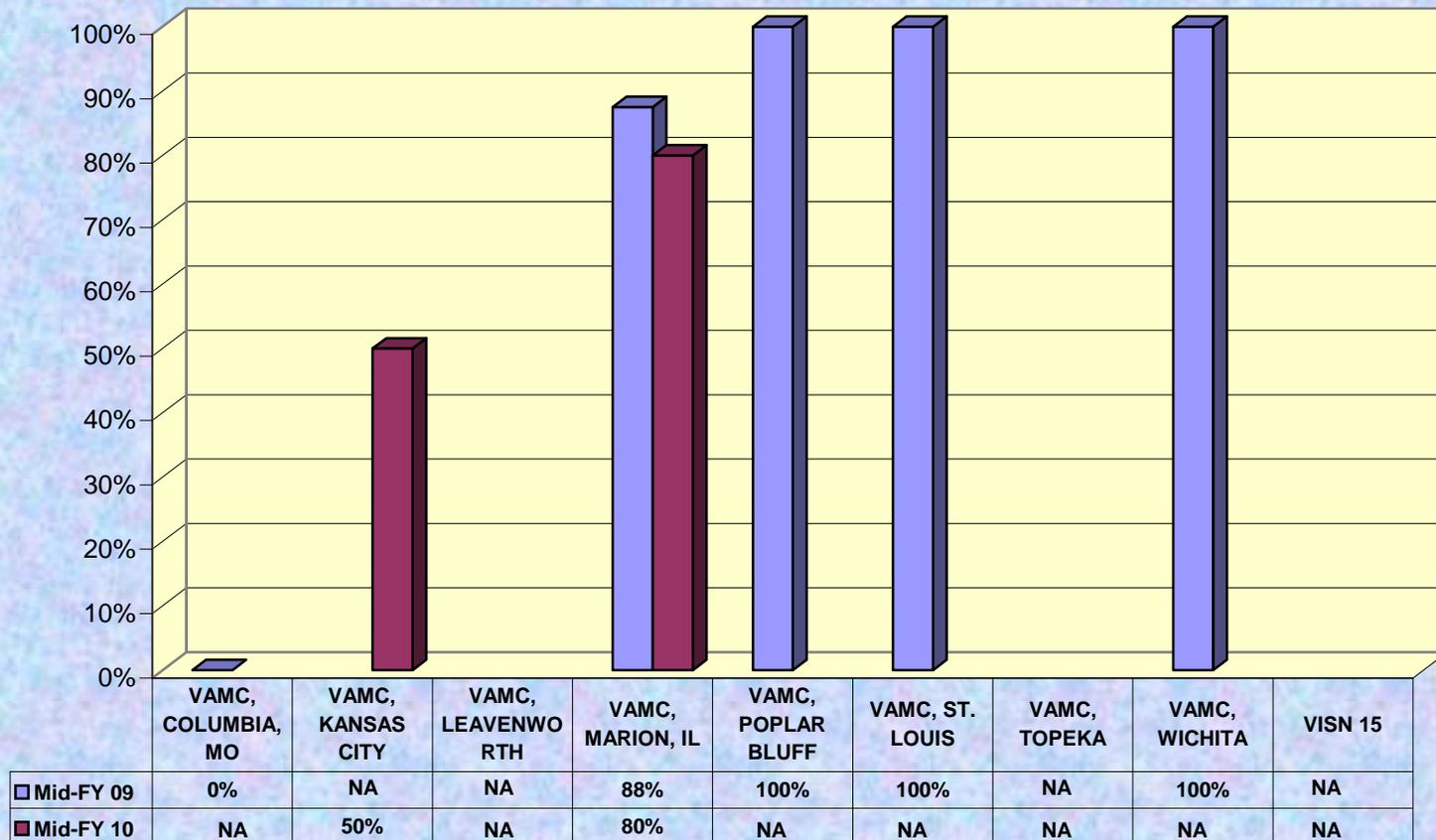
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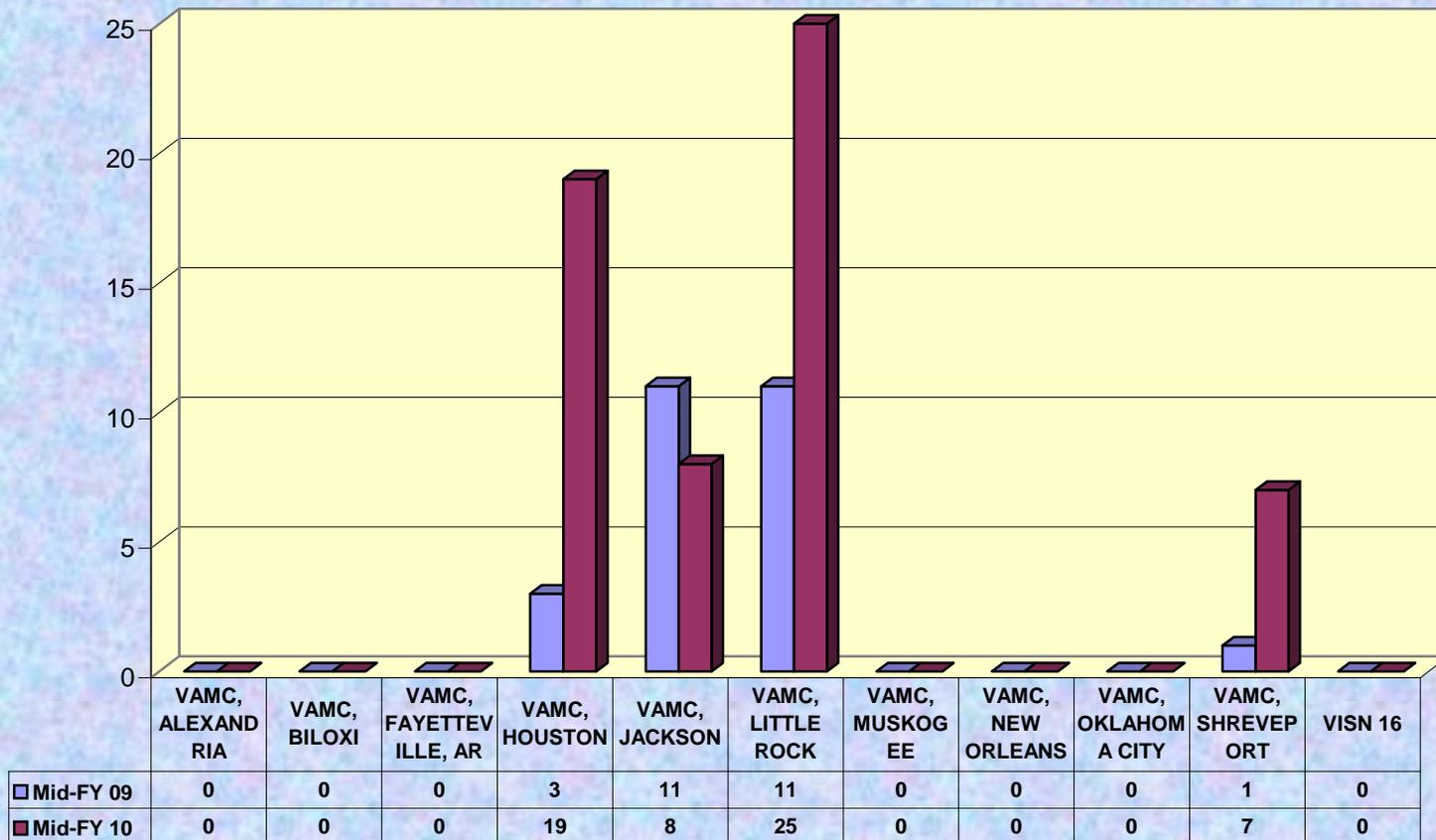
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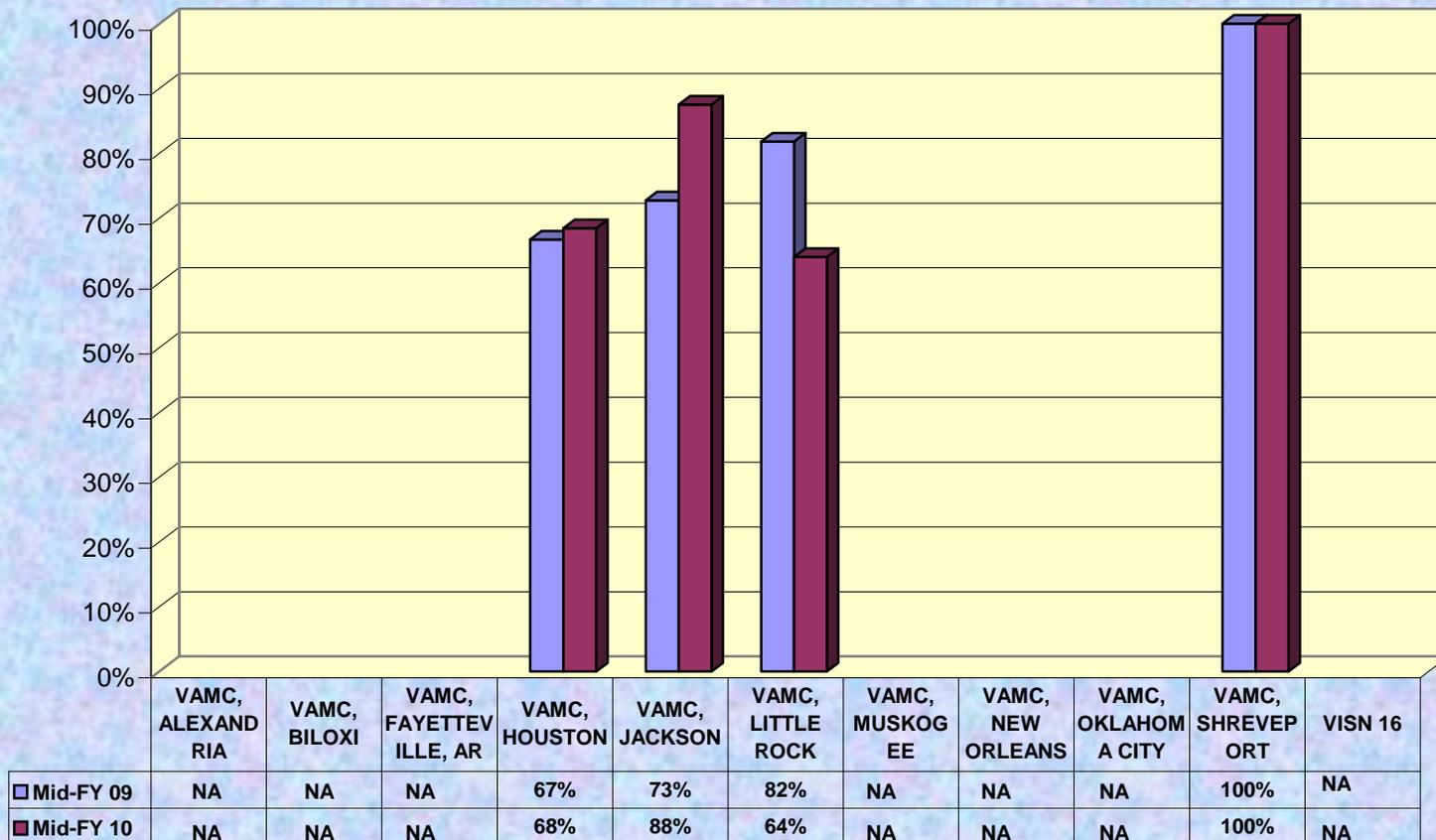
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 15



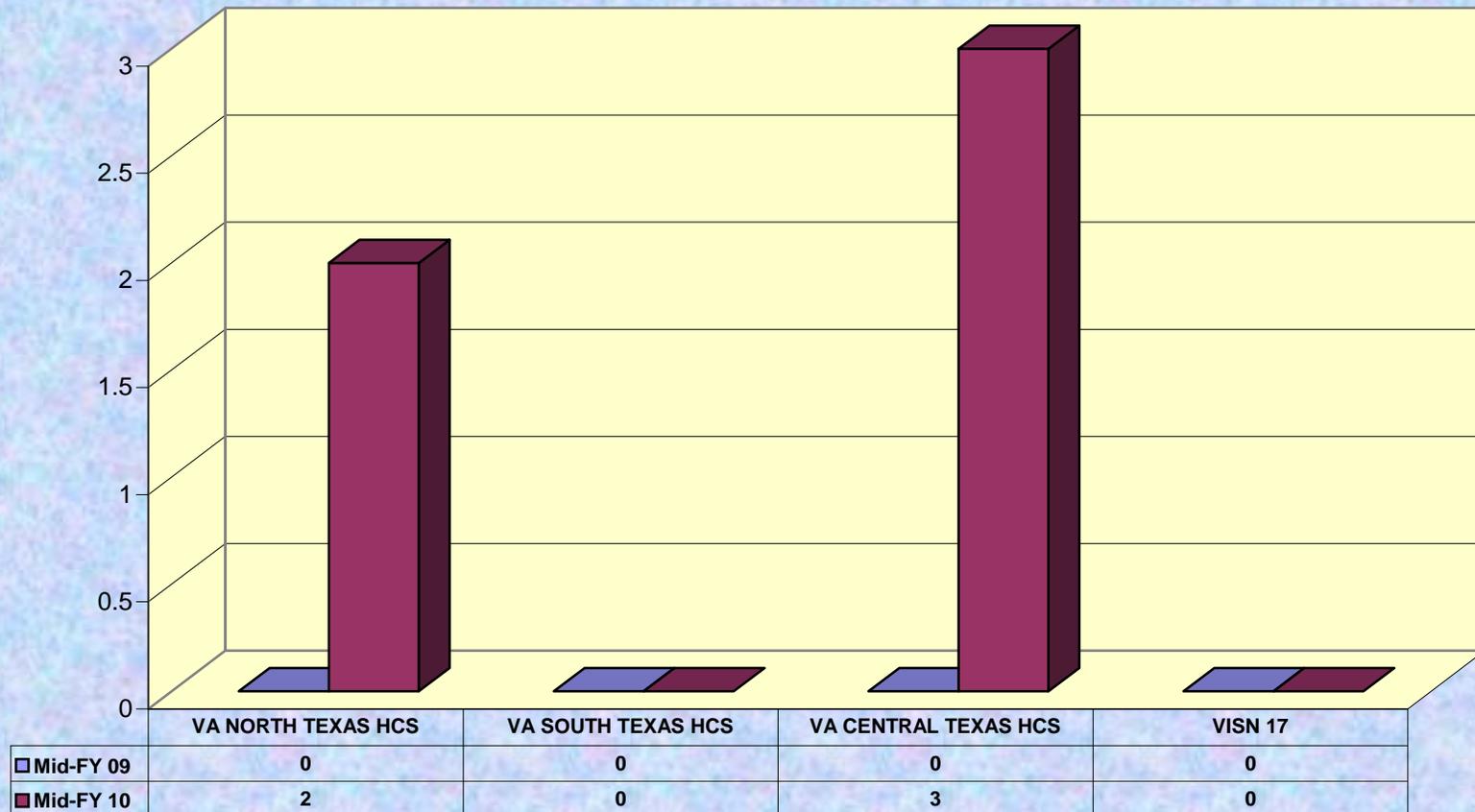
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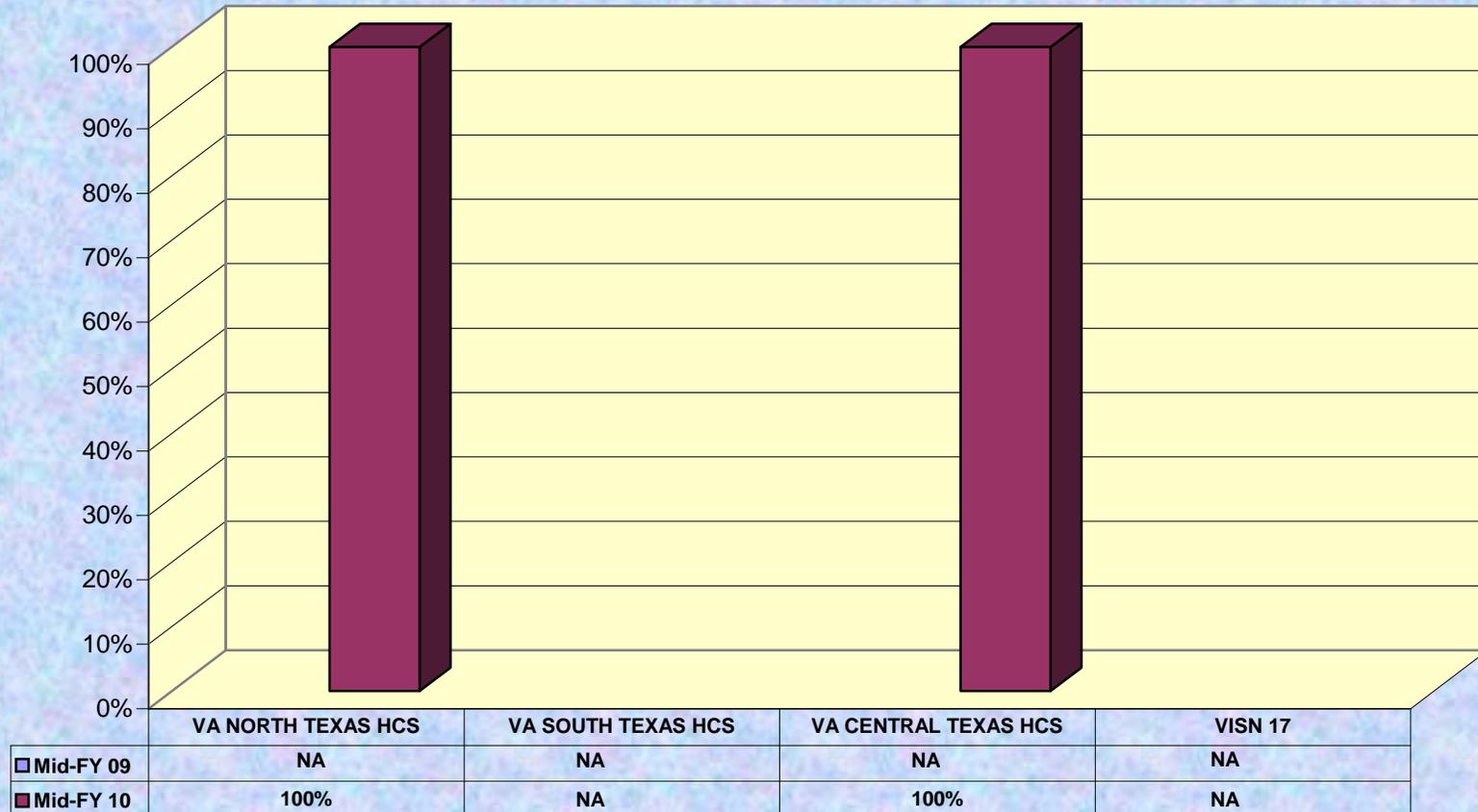
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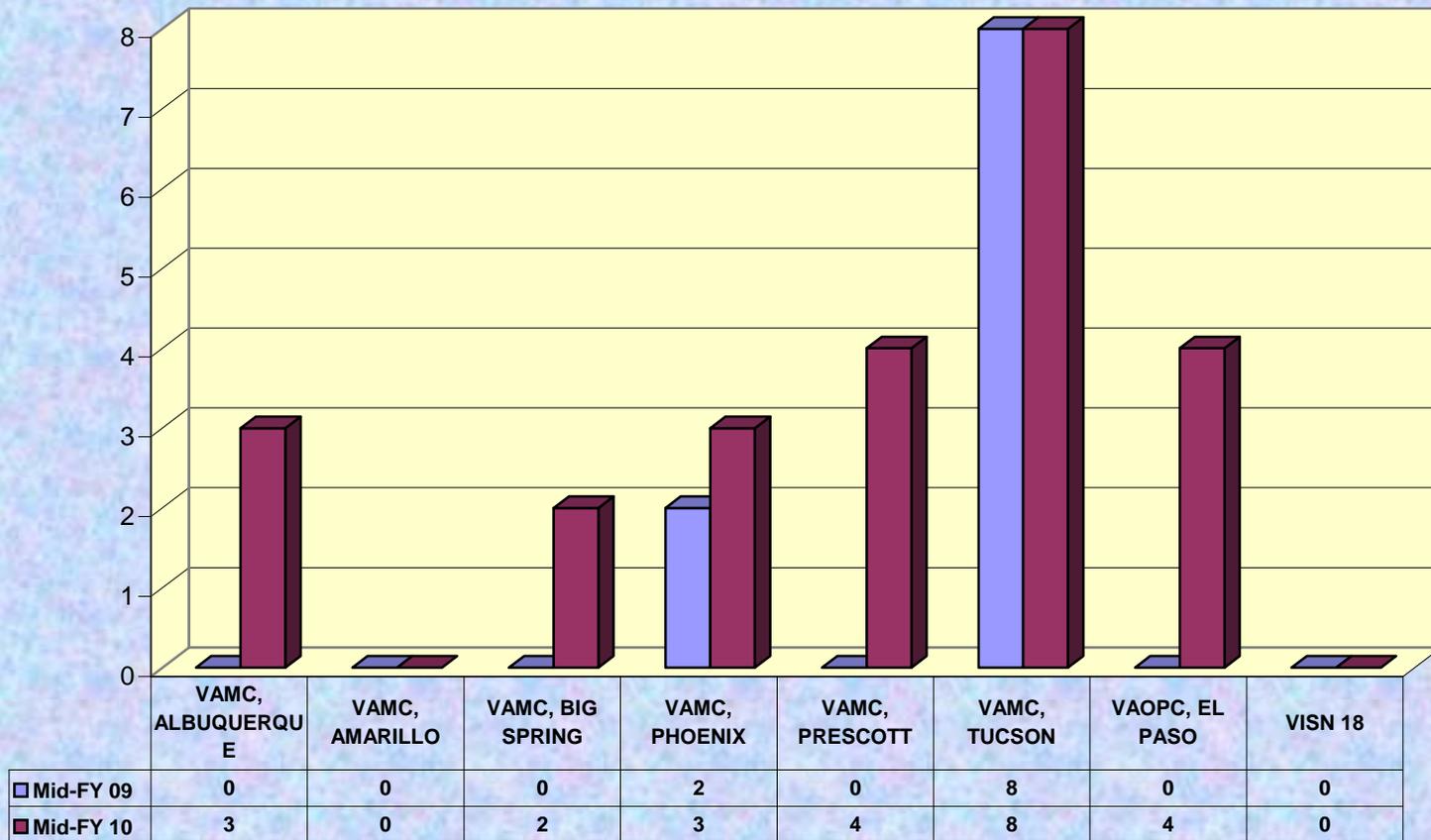
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 17



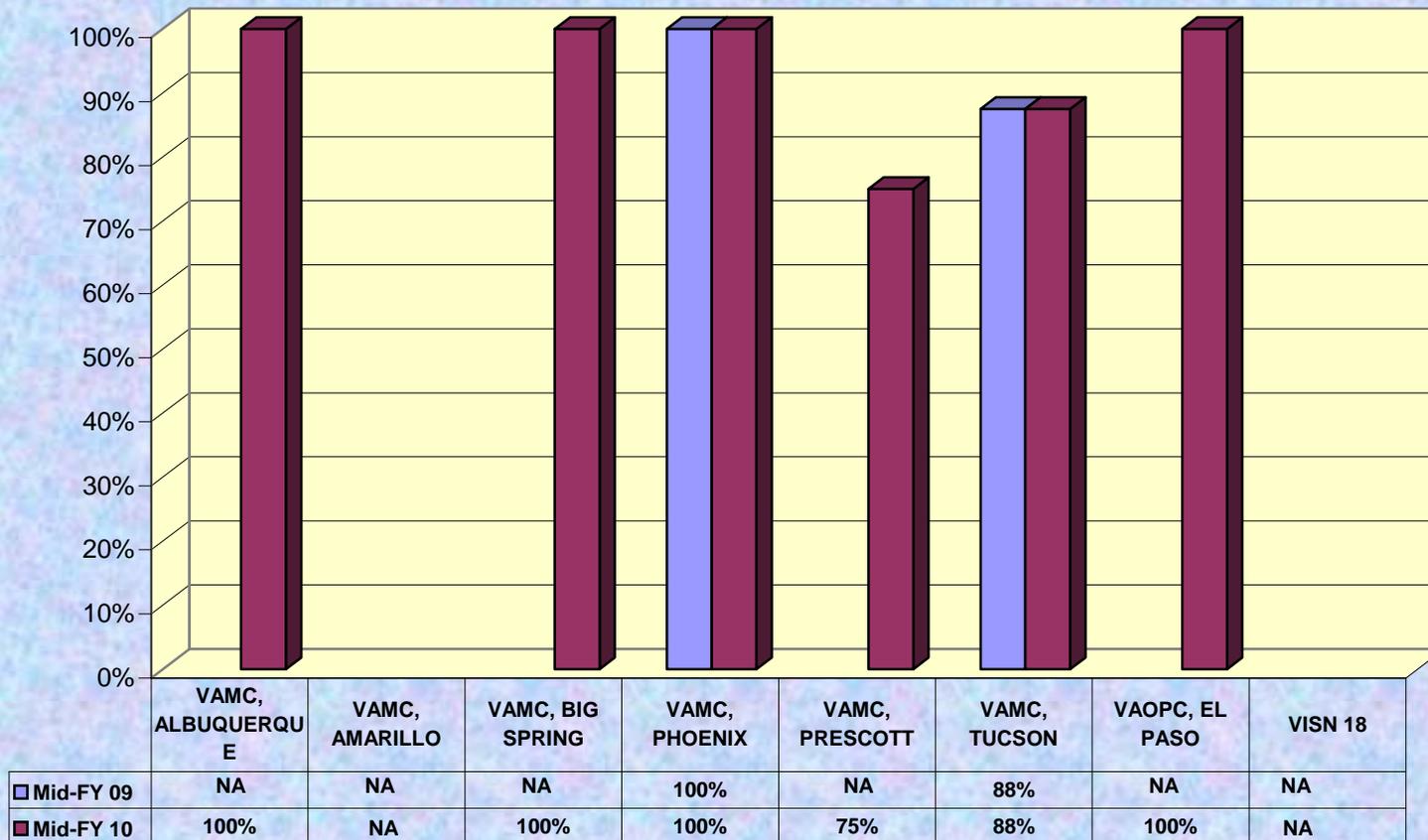
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 17



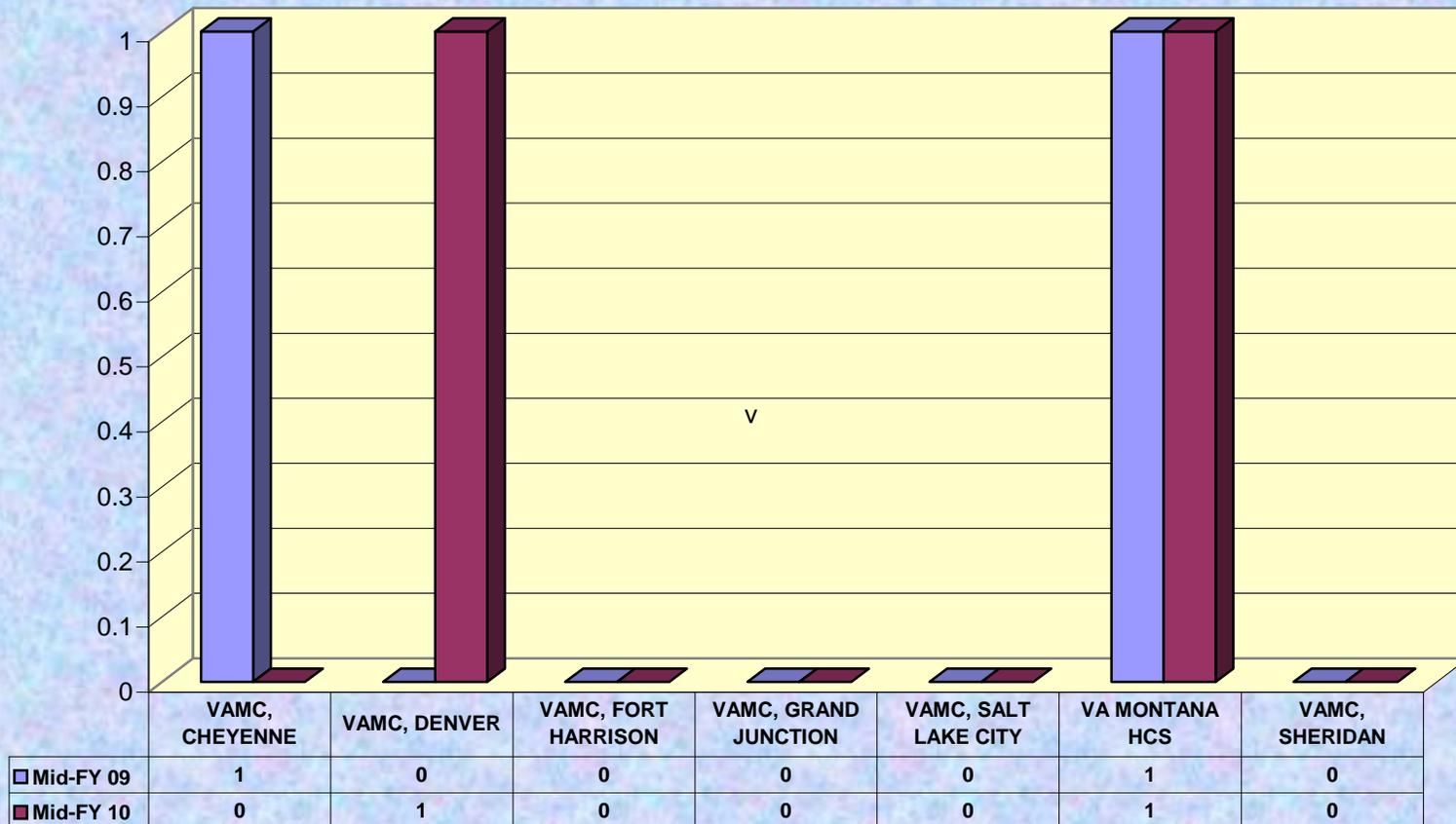
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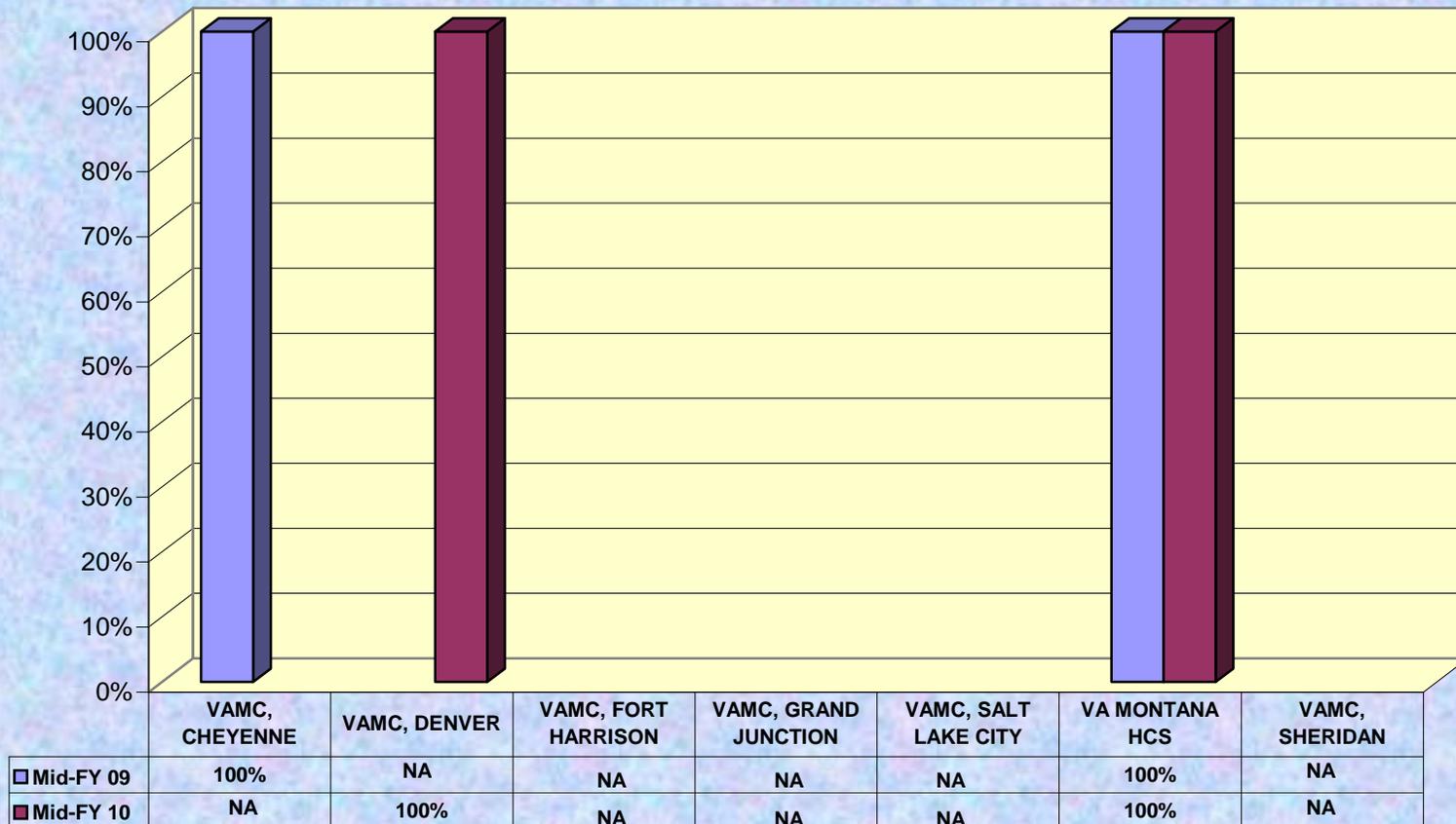
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 18



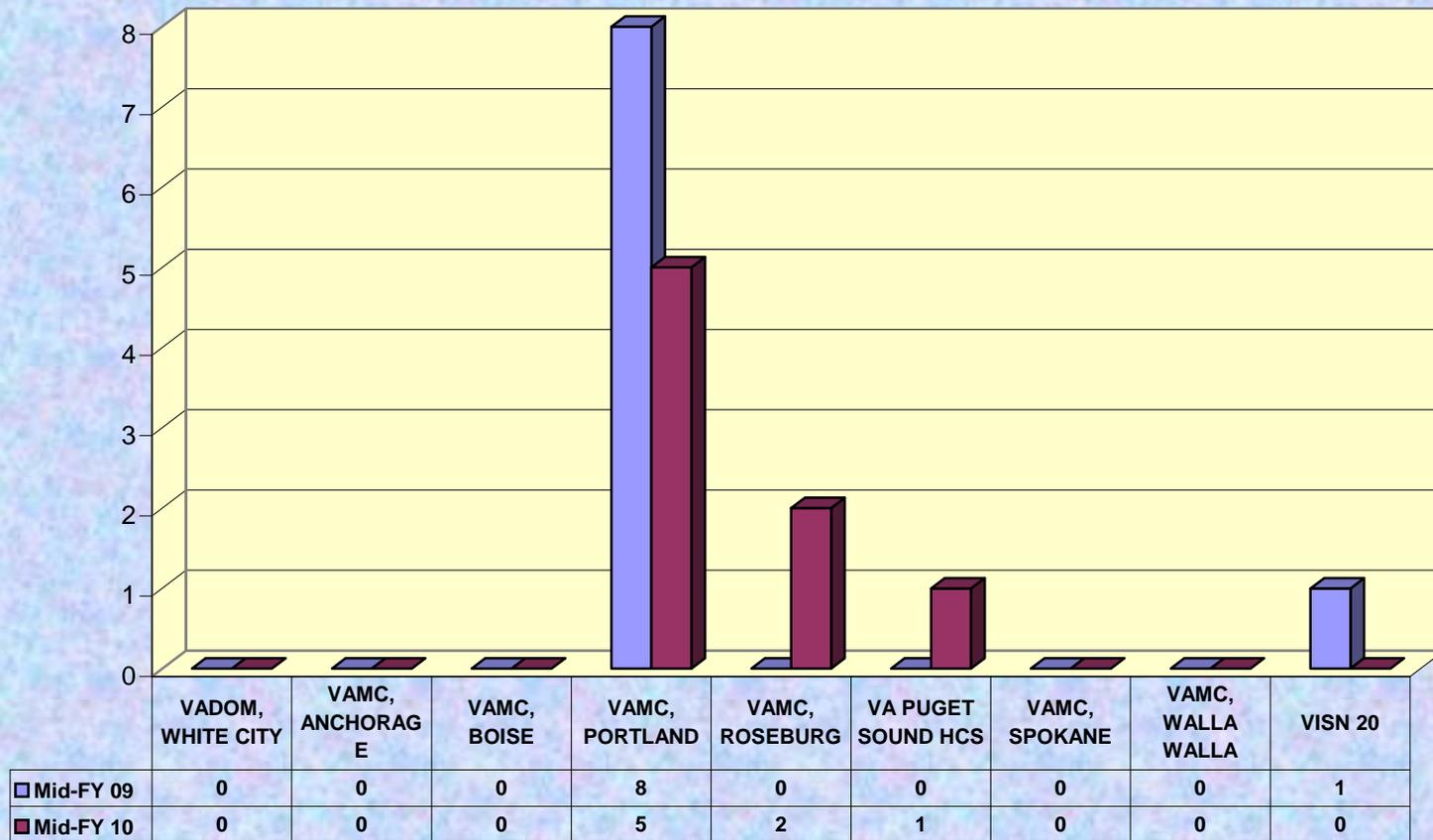
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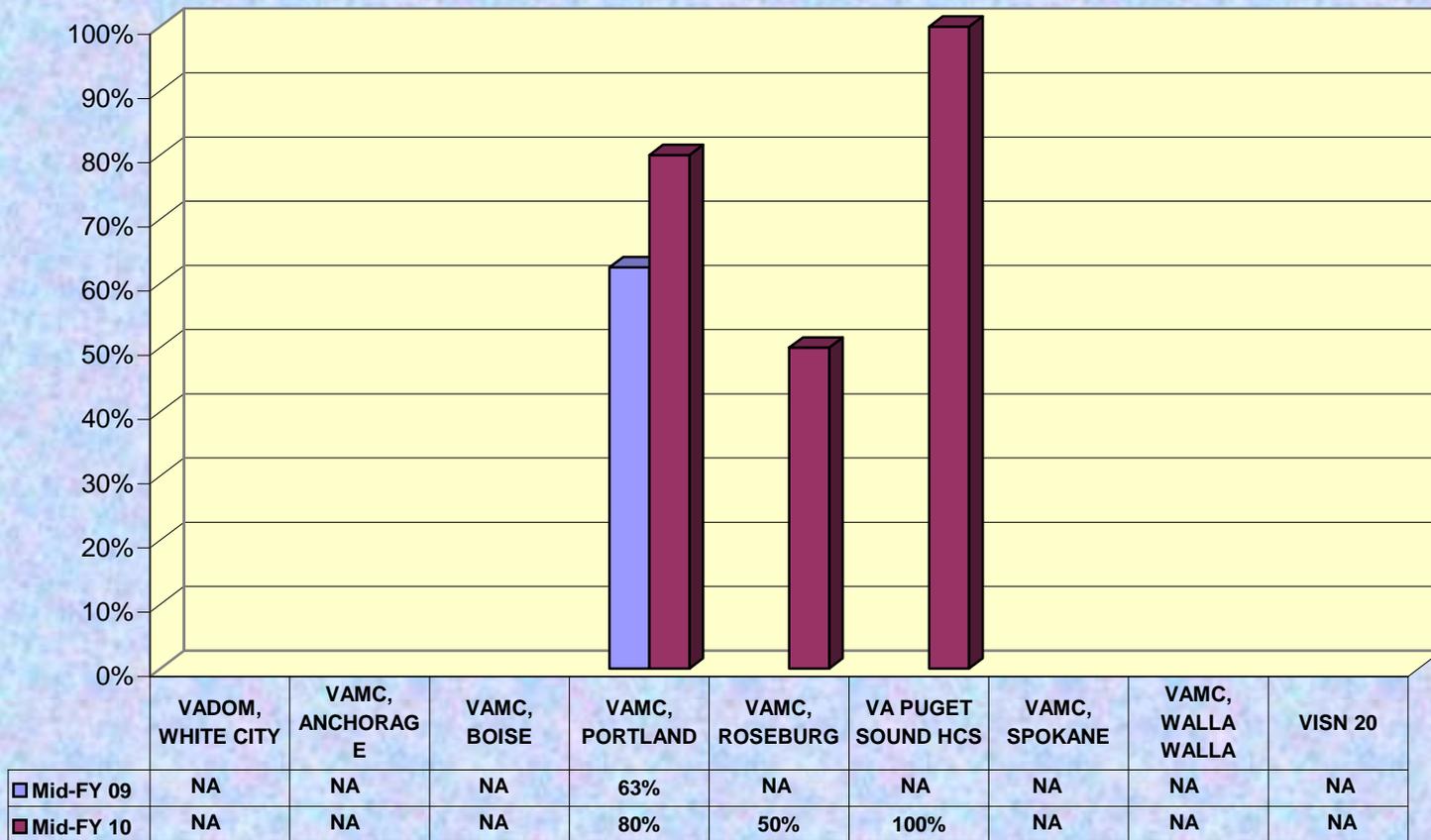
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 19



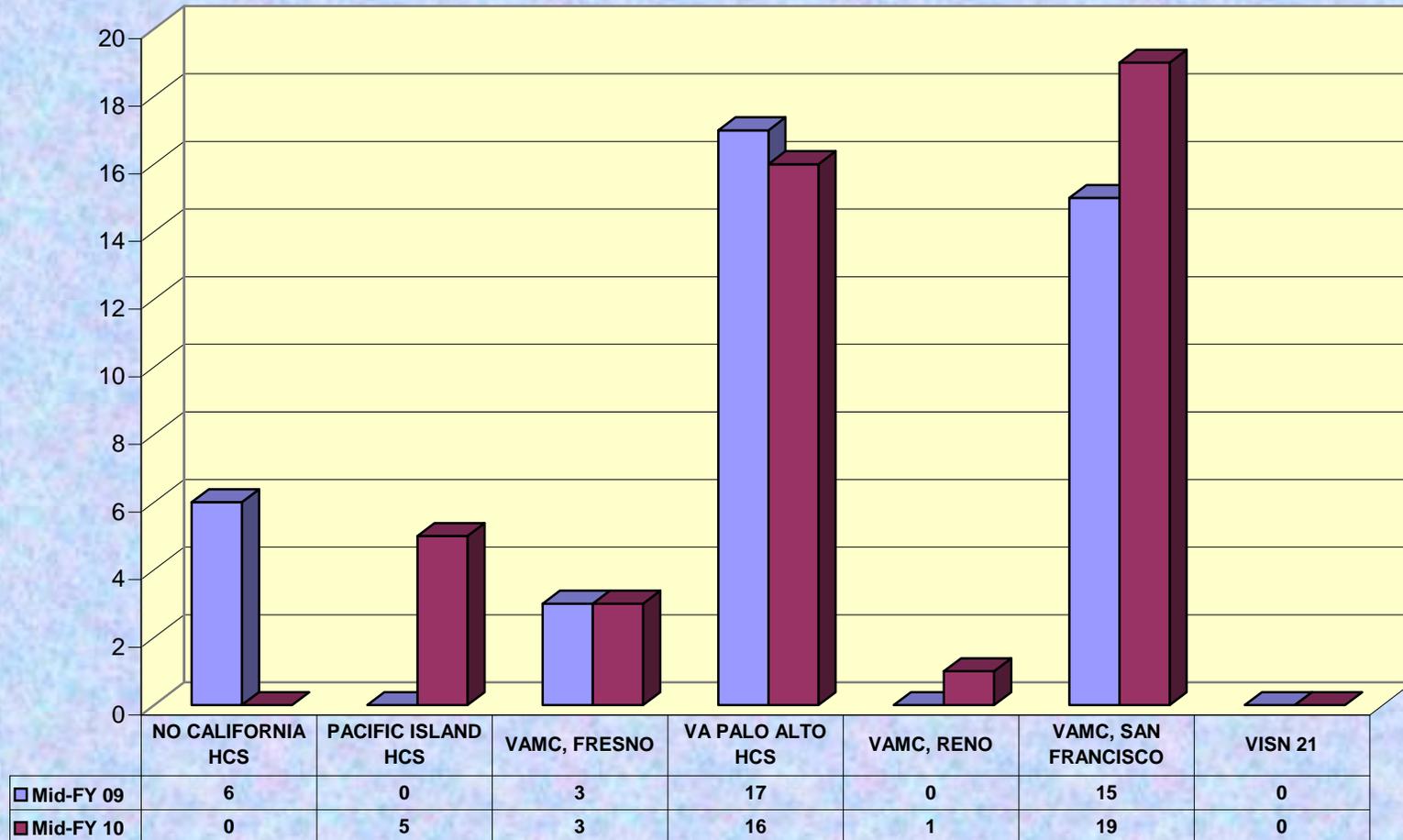
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 20



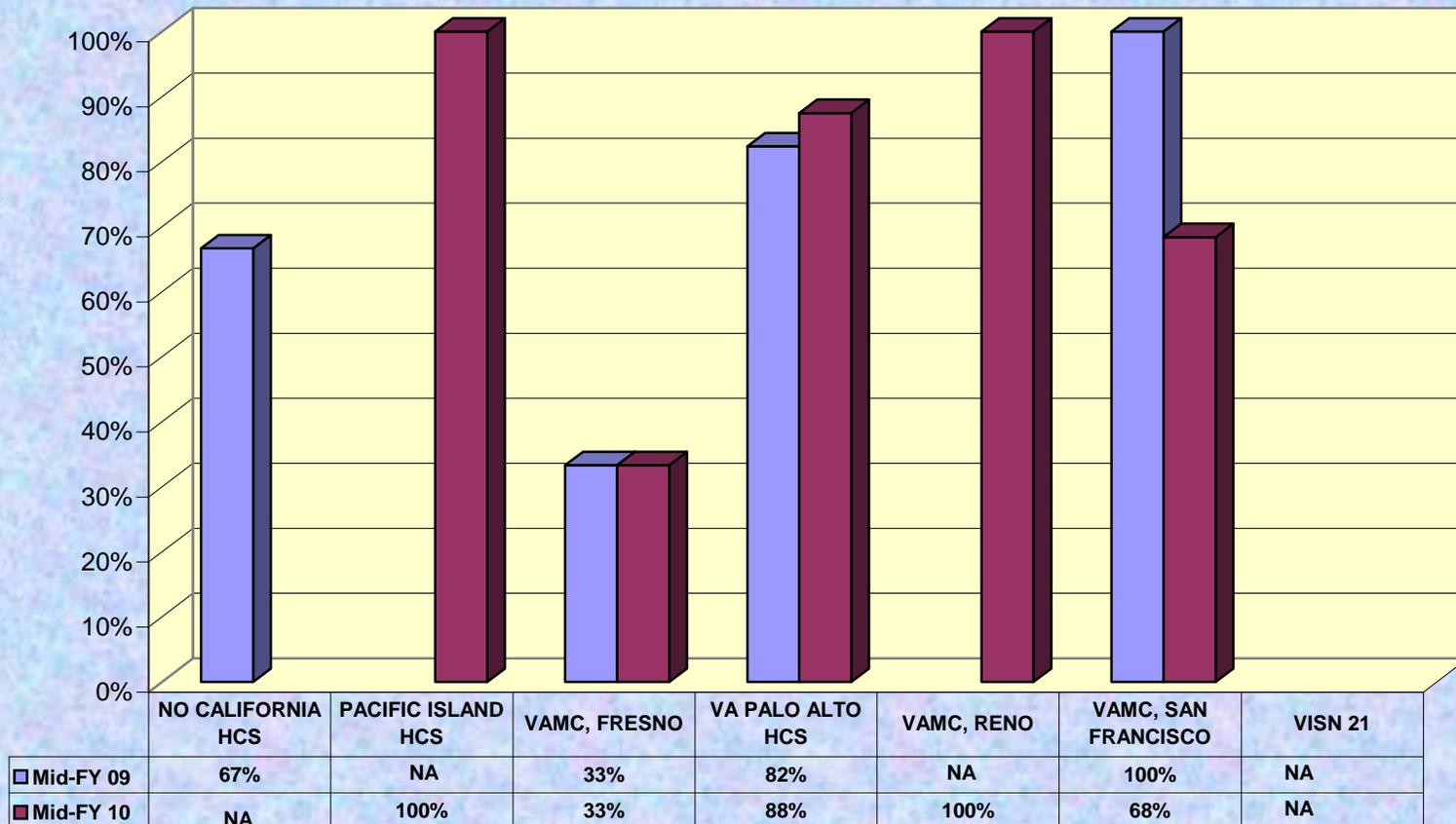
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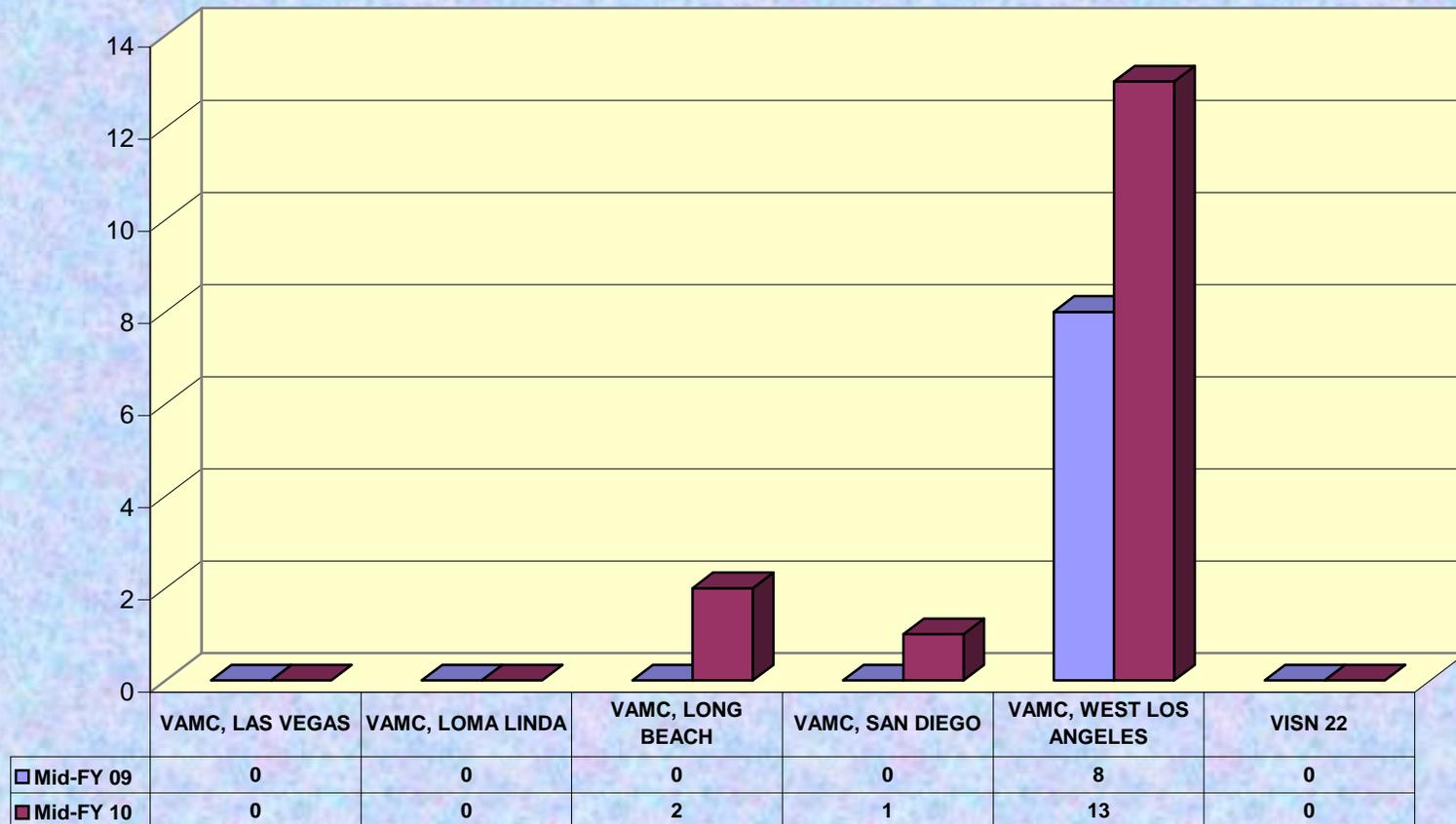
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 21



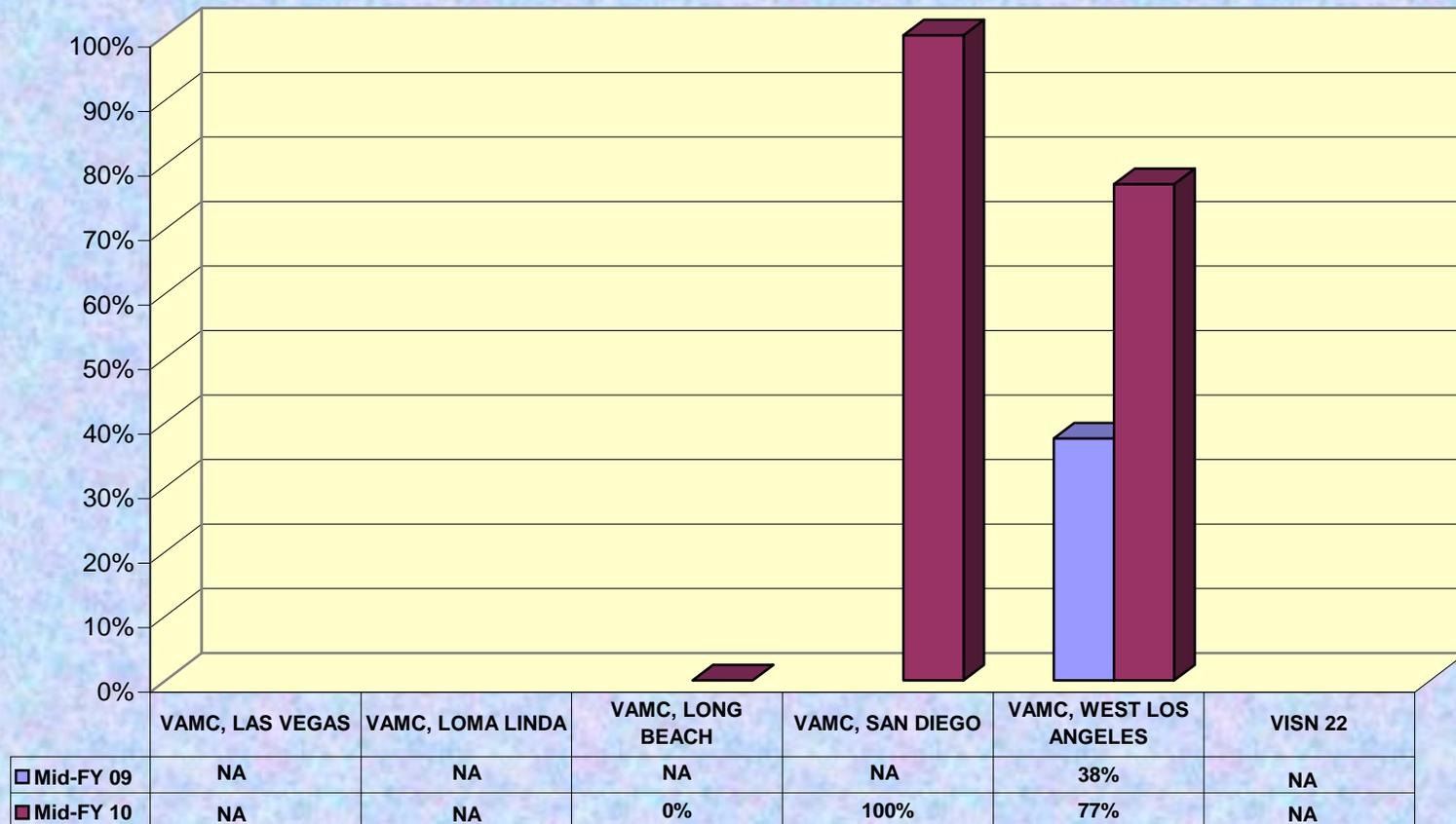
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 21



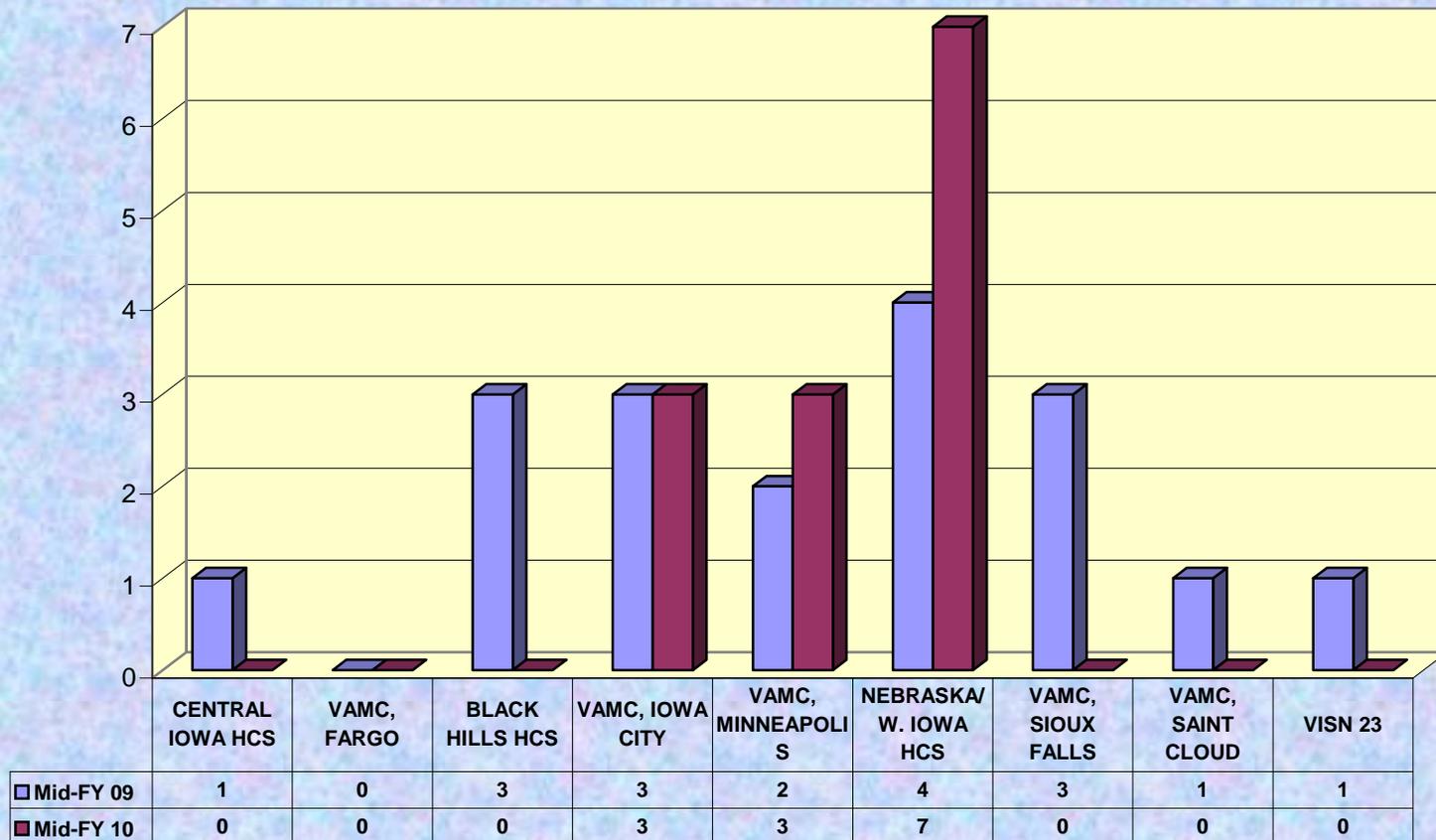
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 22



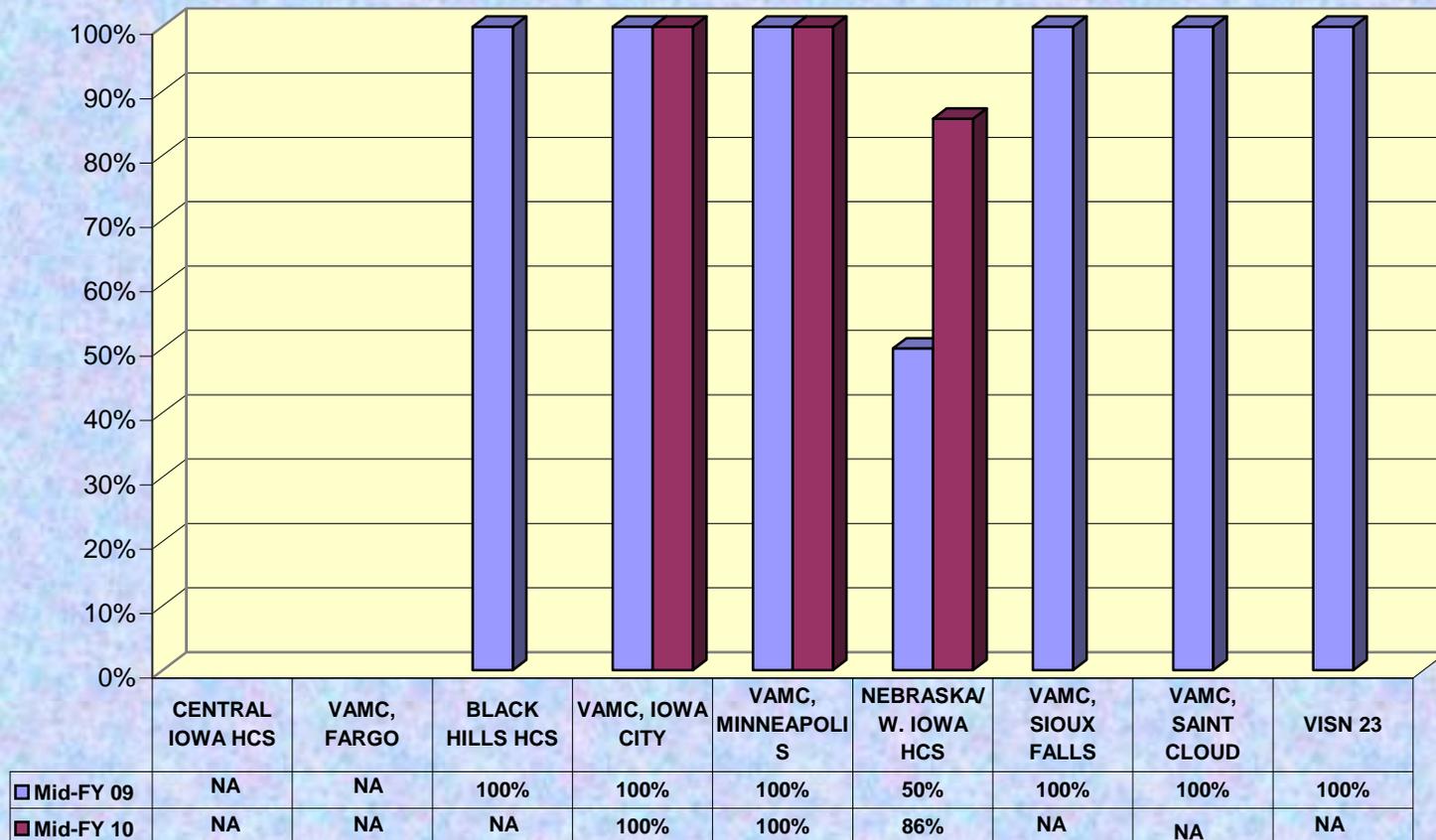
Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 22



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Requests - VISN 23



Veterans Health Administration Mid Year FY-09 & Mid Year FY-10 Non-EEO ADR Resolution Rate - VISN 23



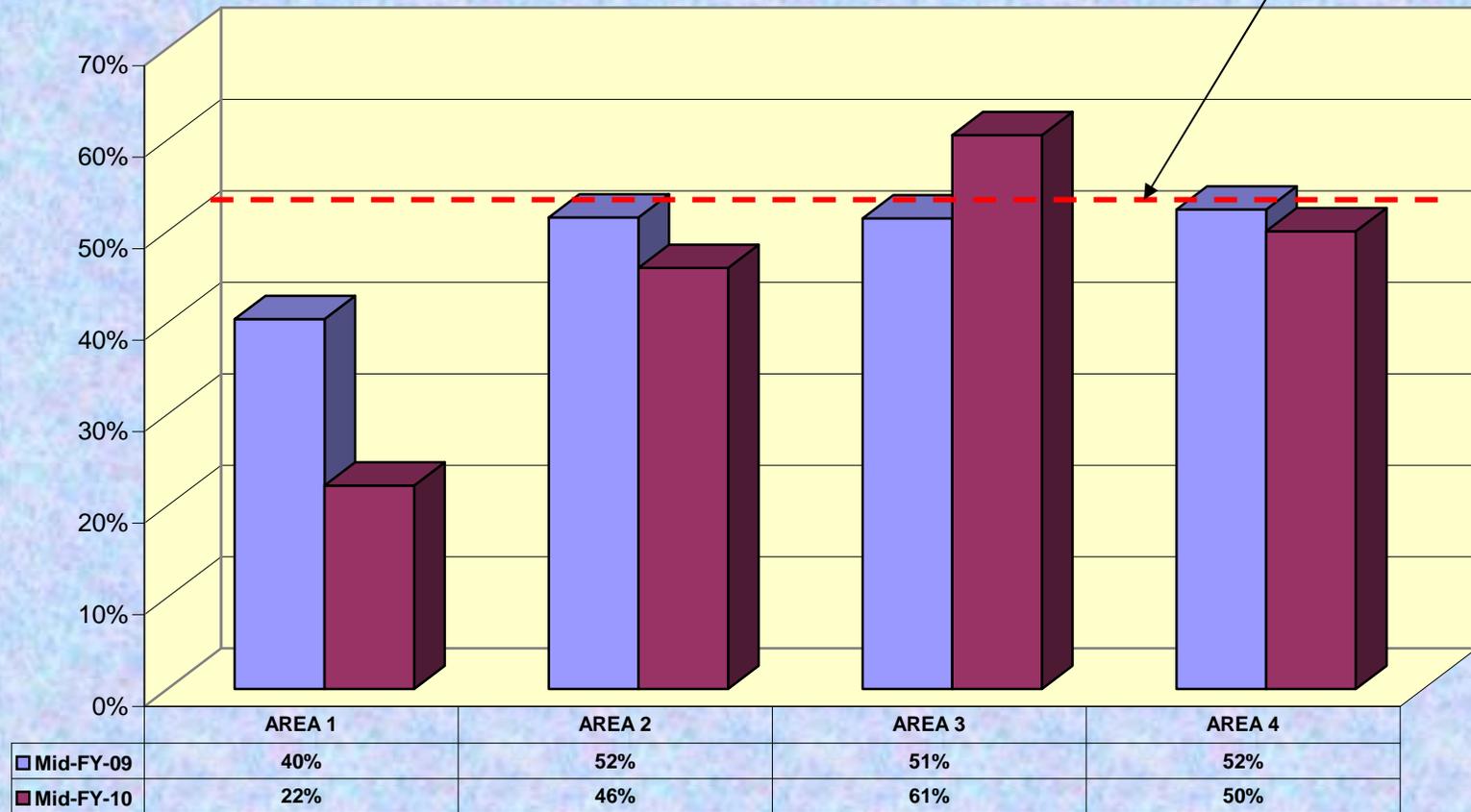
Veterans Benefits Administration

Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate



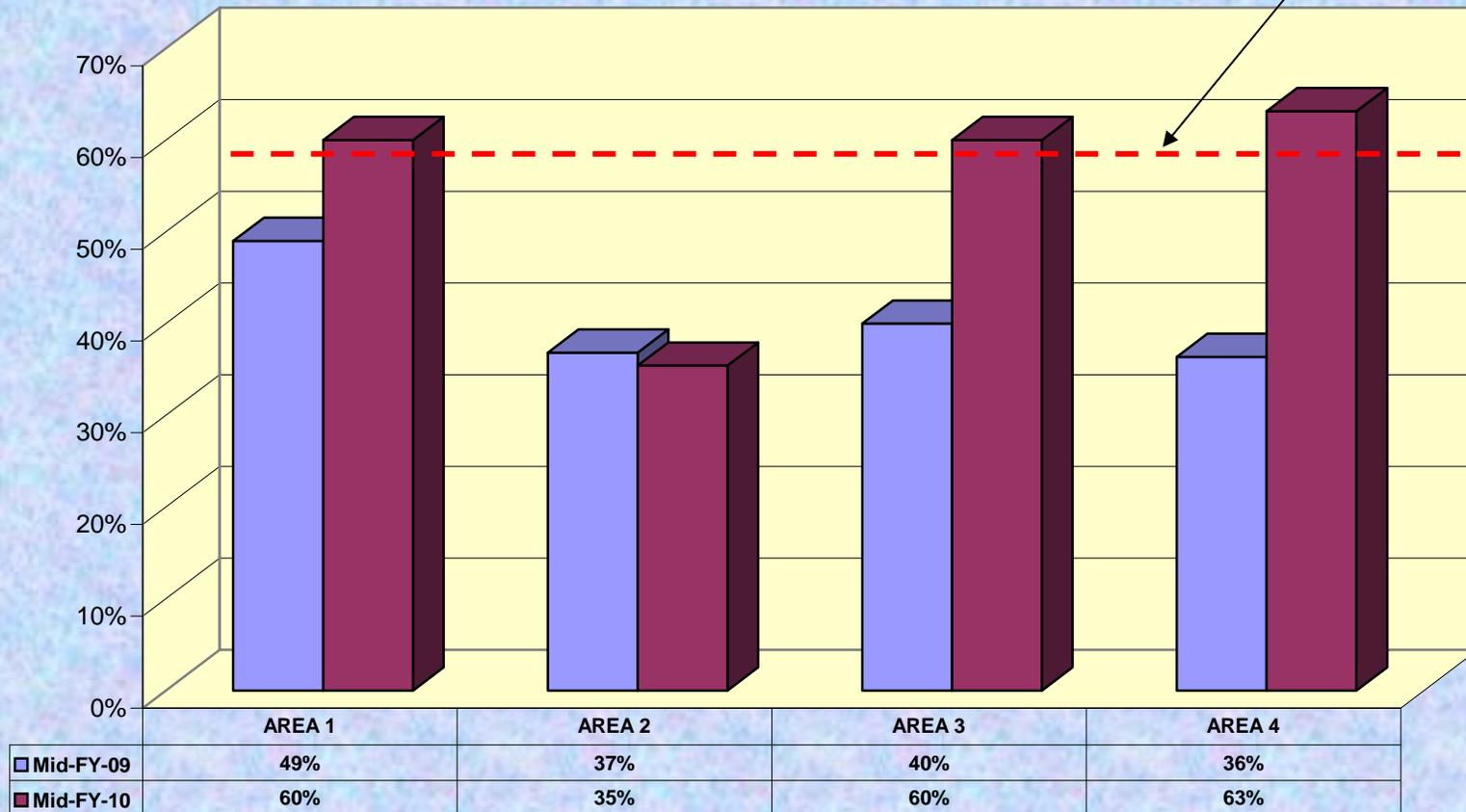
Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate

49% Government-Wide Average



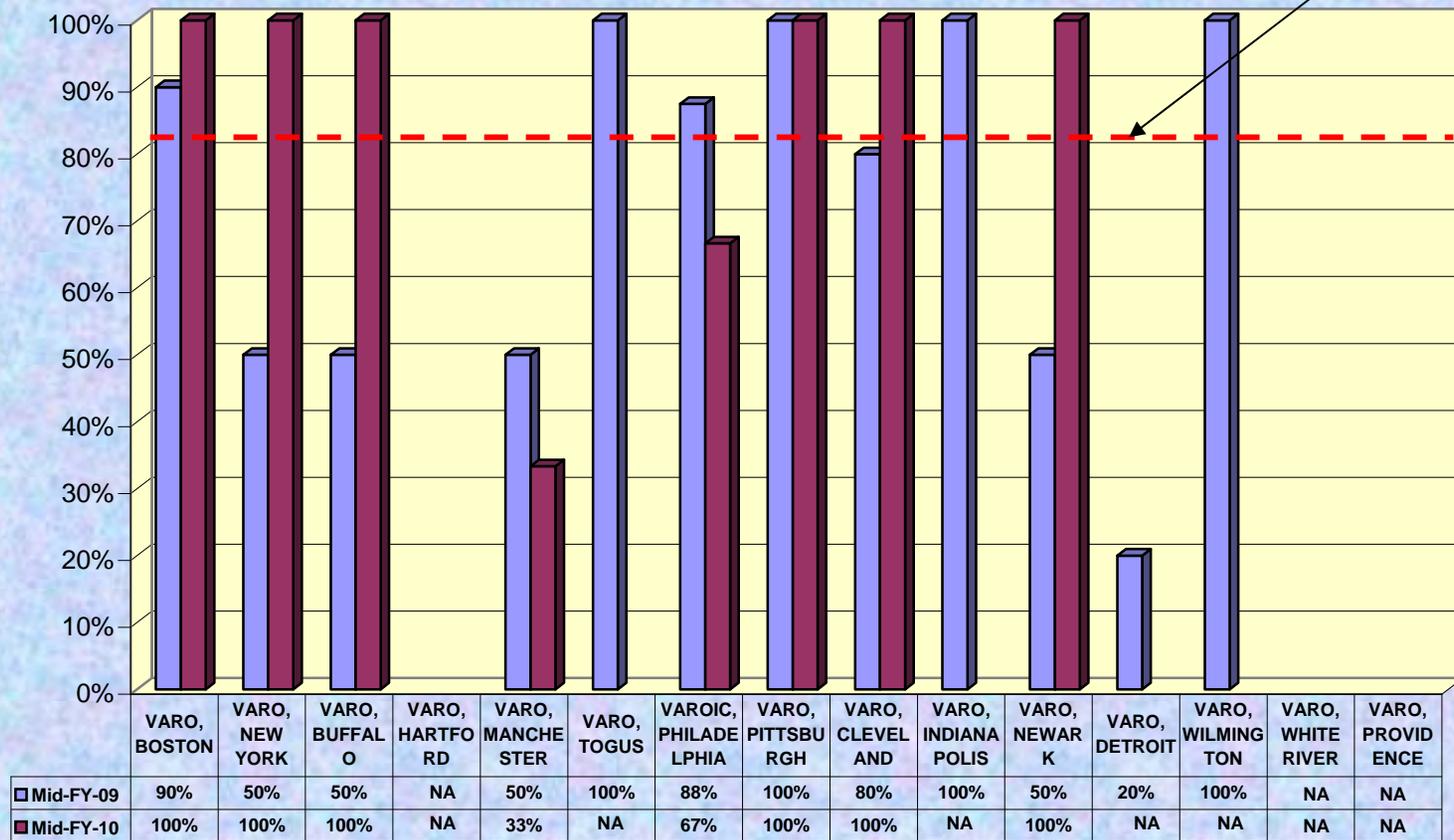
Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate

55% Government-Wide Average

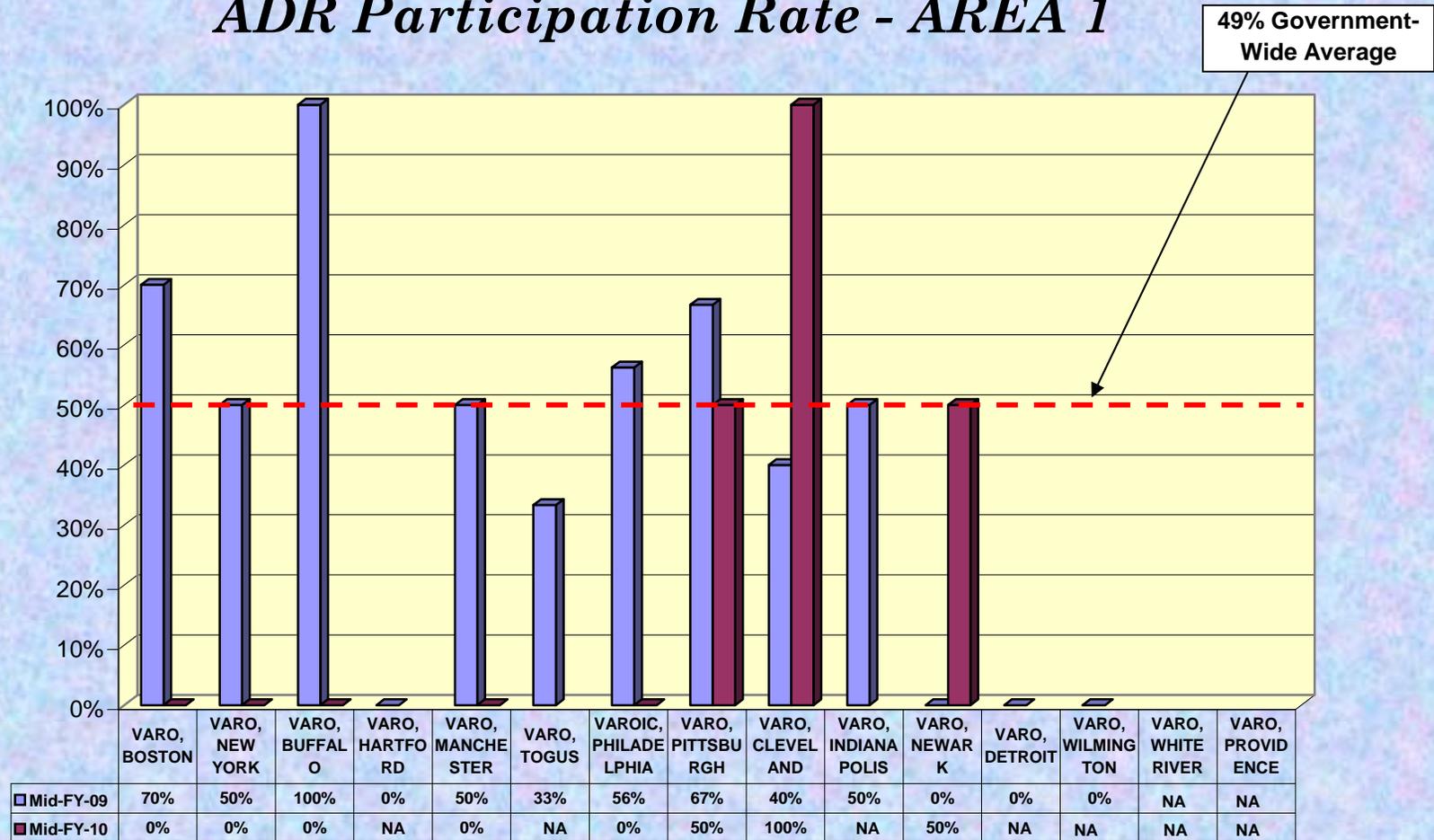


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - AREA 1

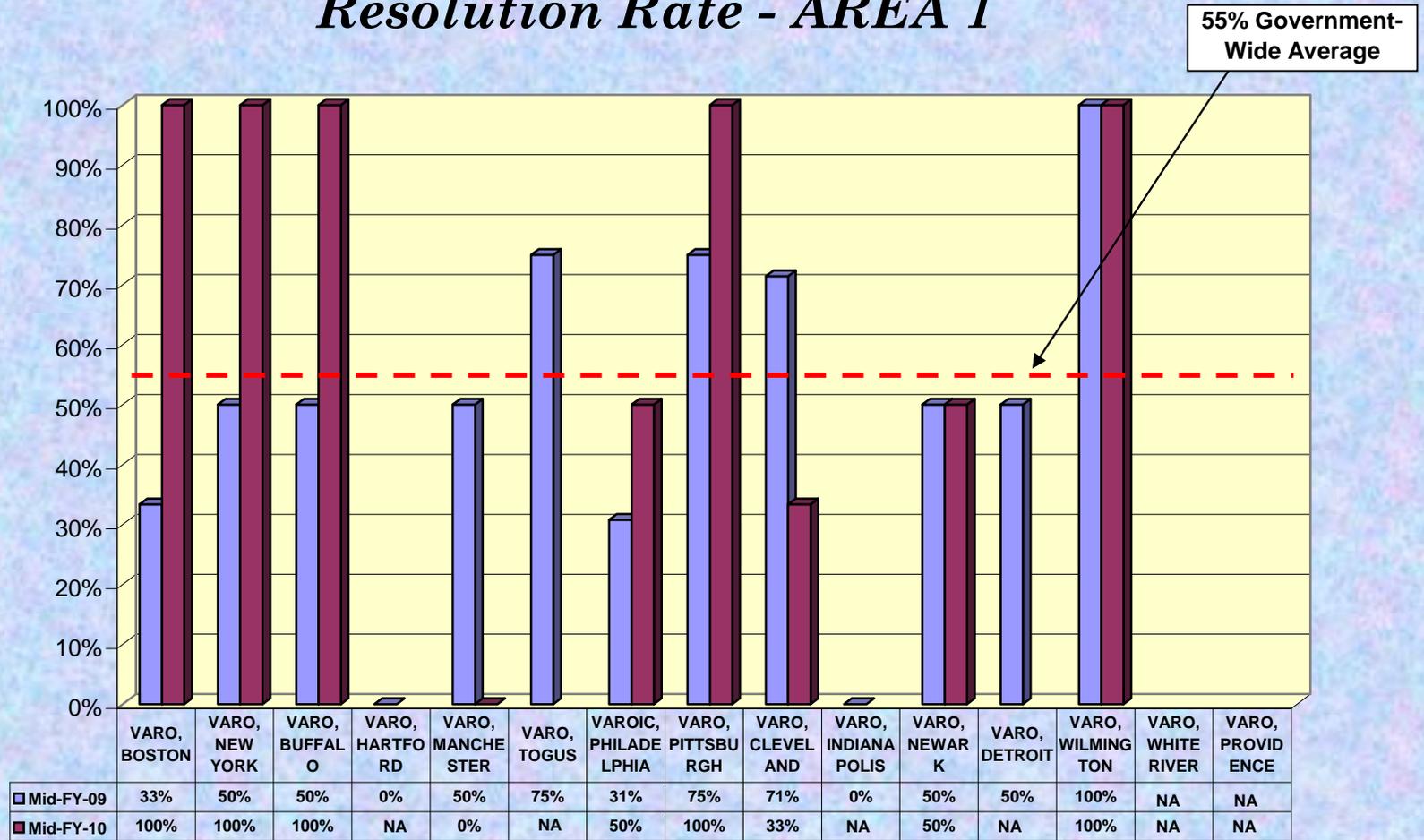
81% Government-Wide Average



Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - AREA 1

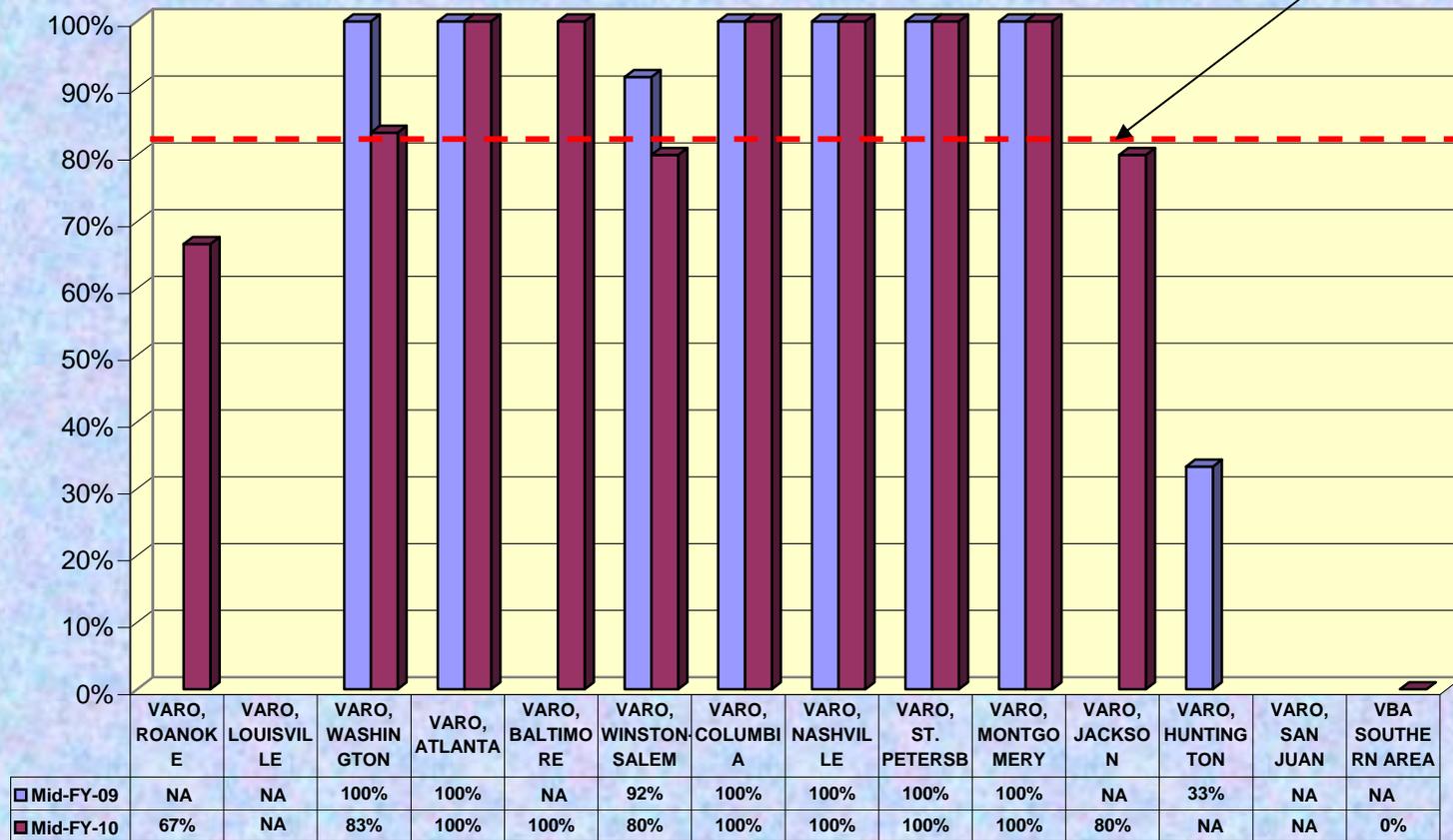


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - AREA 1

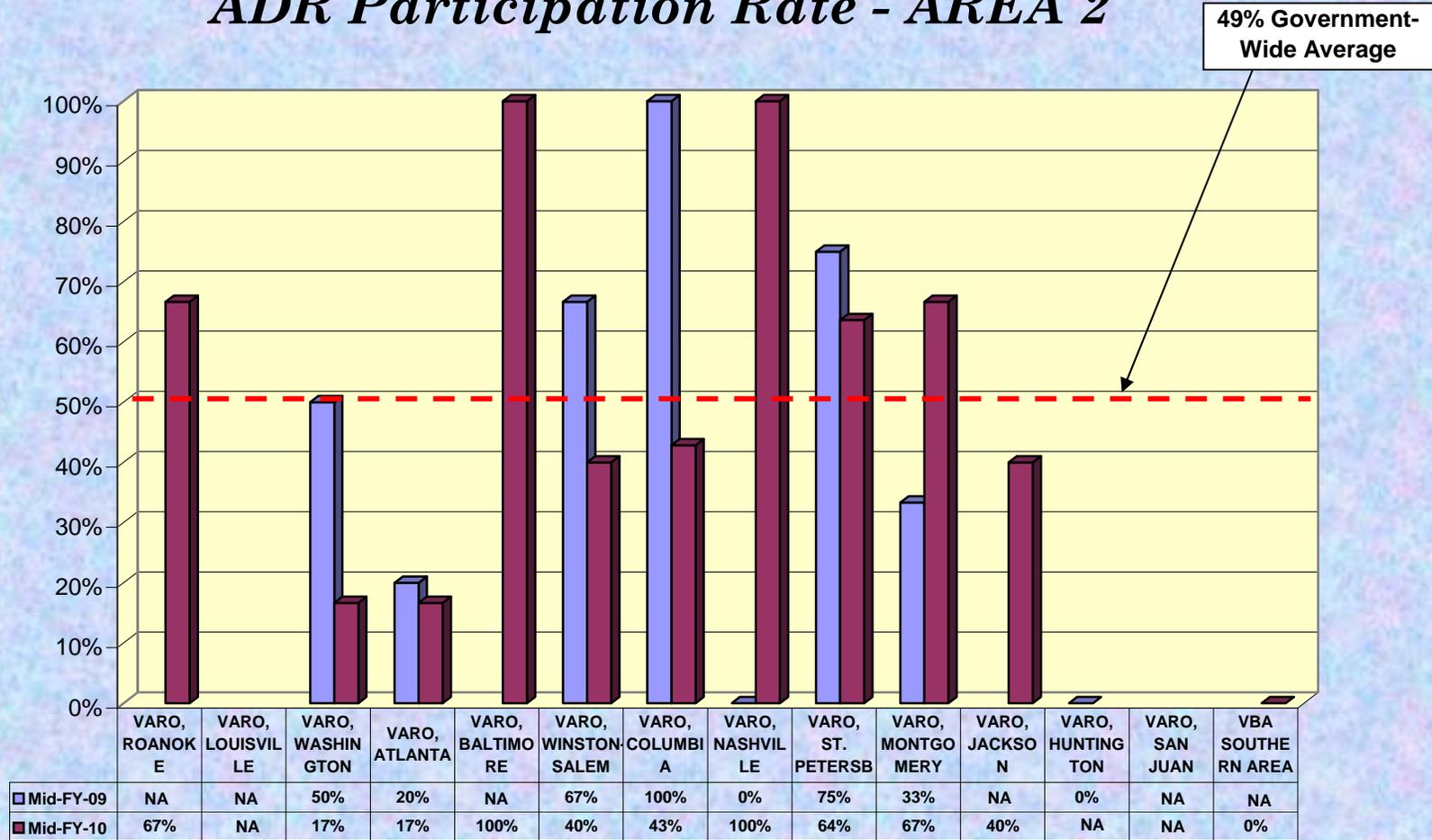


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - AREA 2

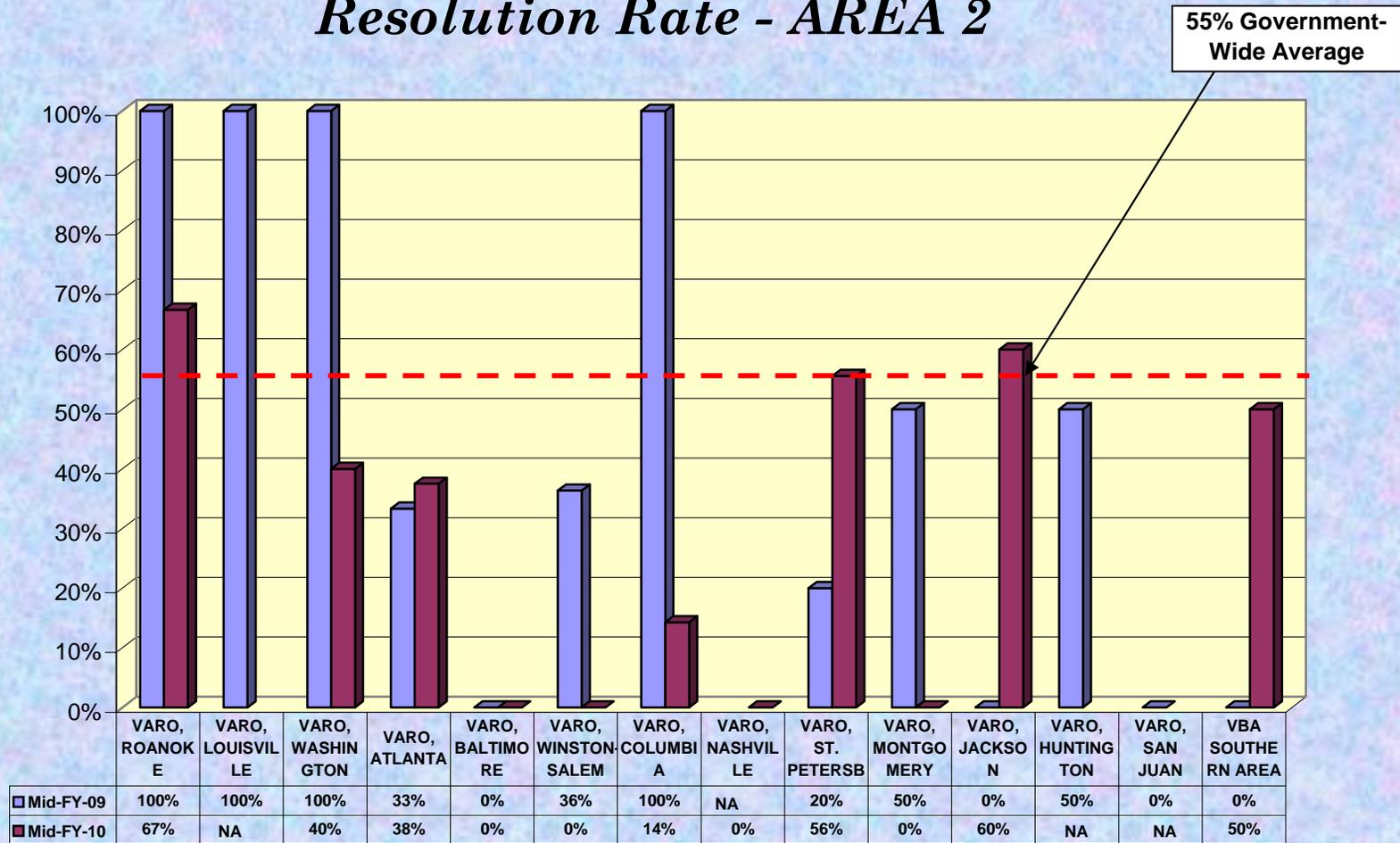
81% Government-Wide Average



Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - AREA 2

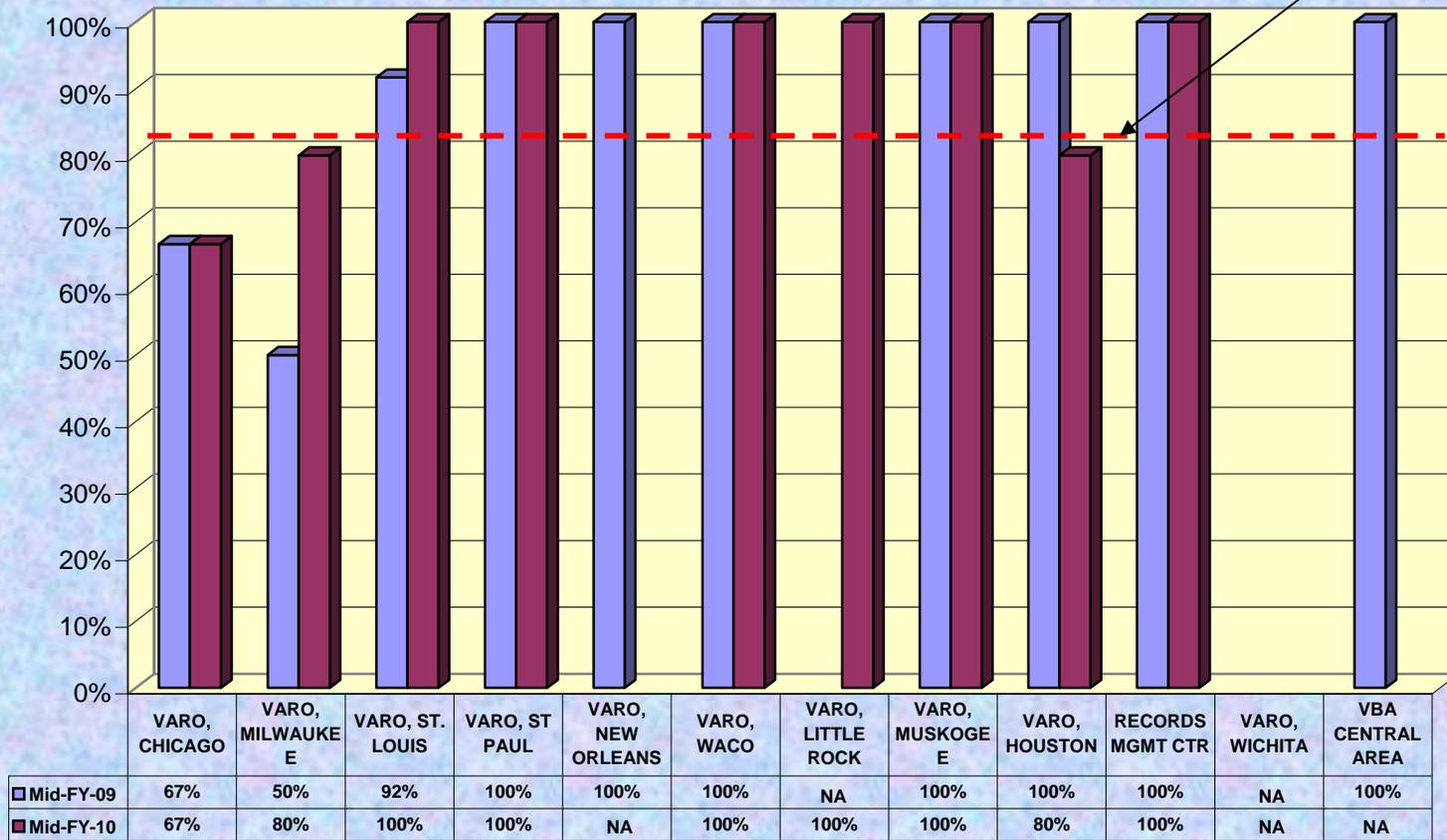


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - AREA 2

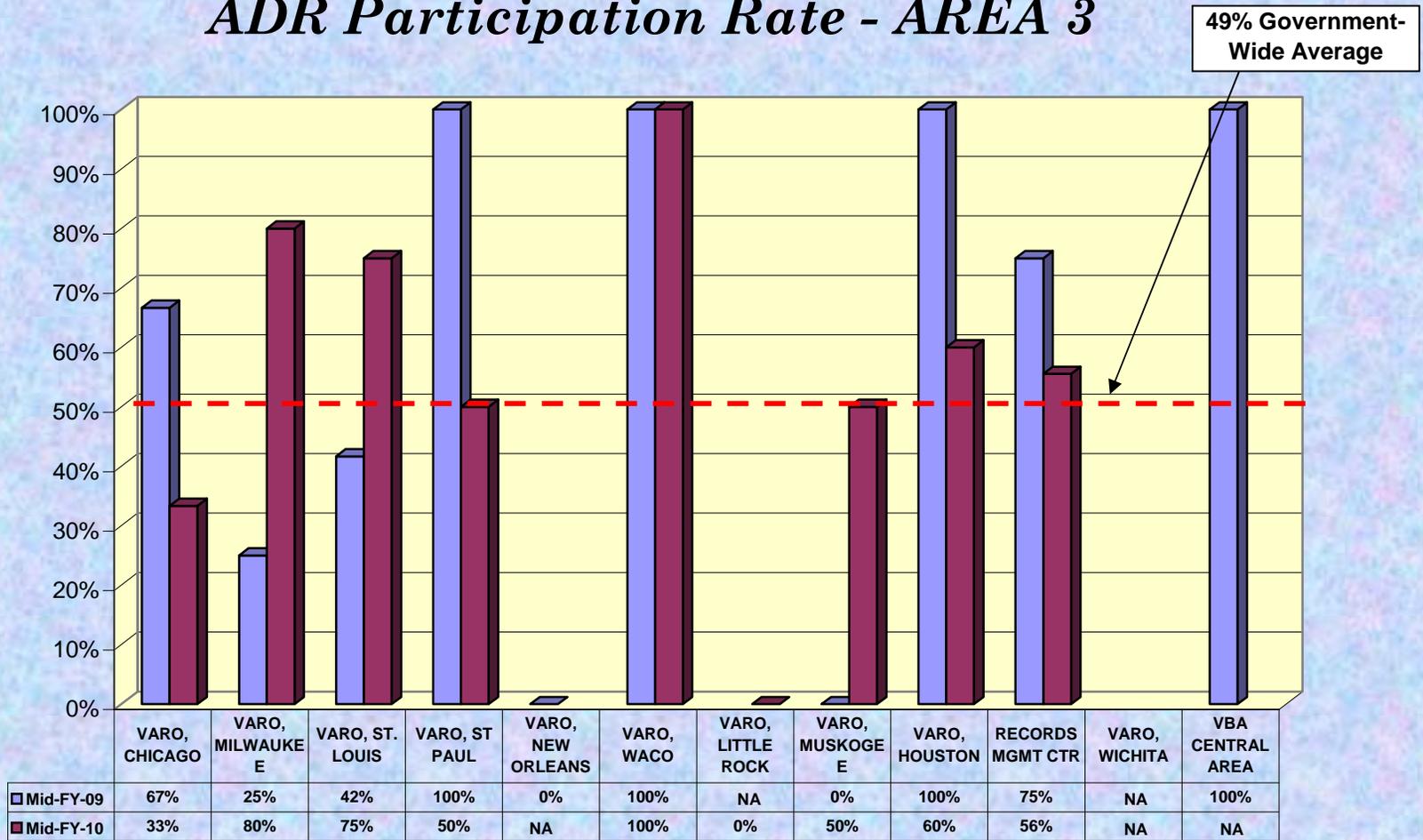


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - AREA 3

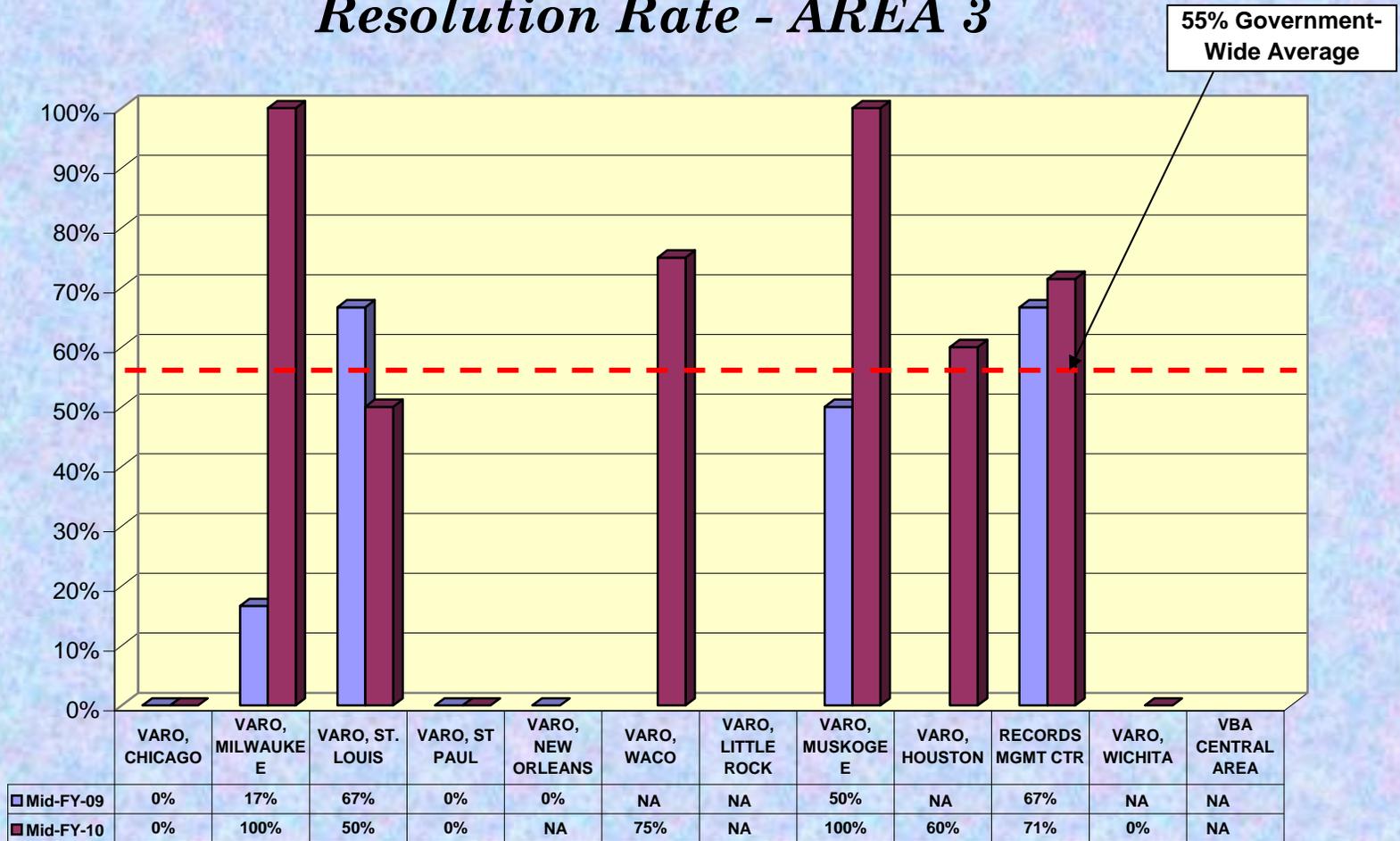
81% Government-Wide Average



Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - AREA 3

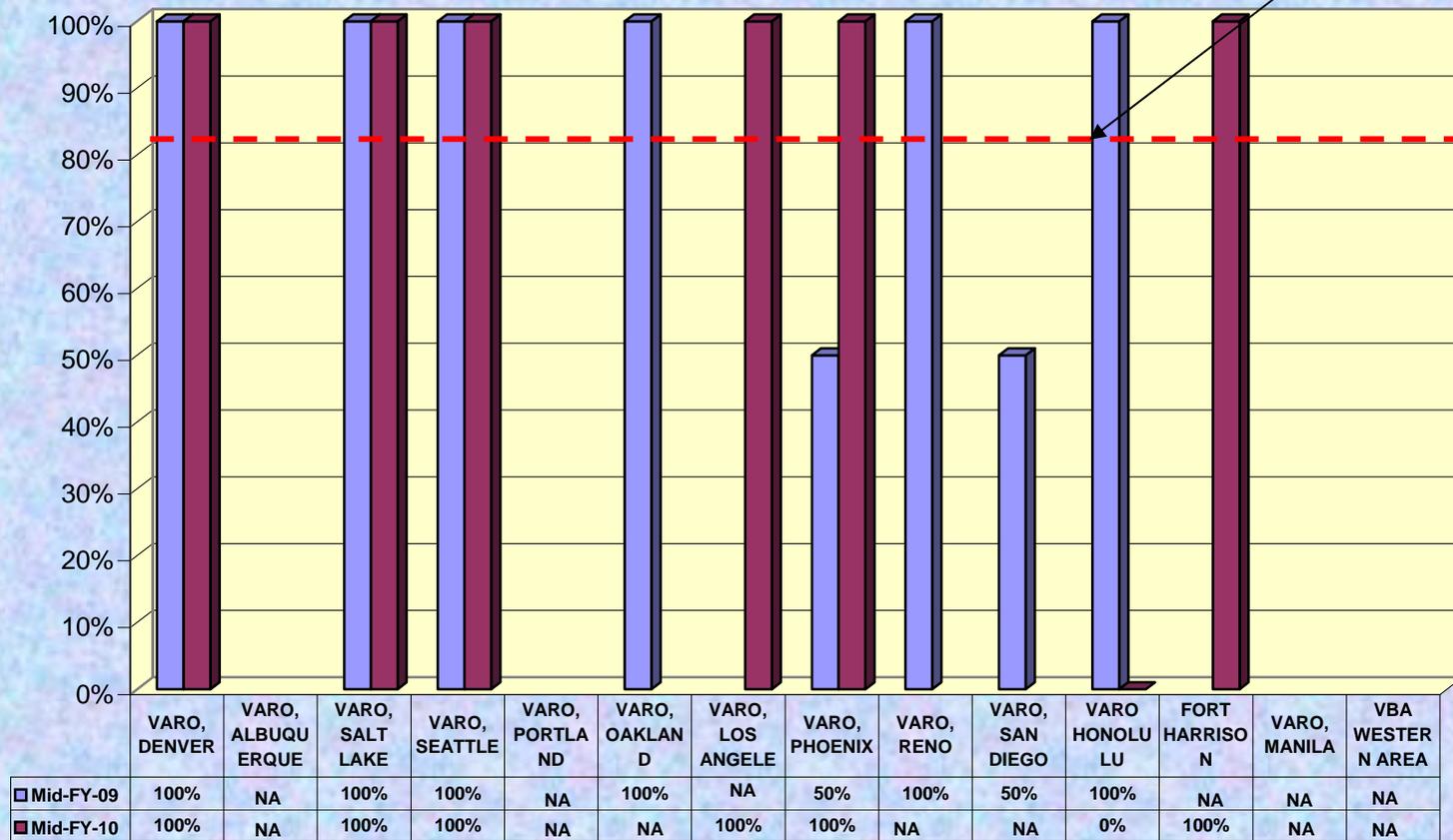


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - AREA 3

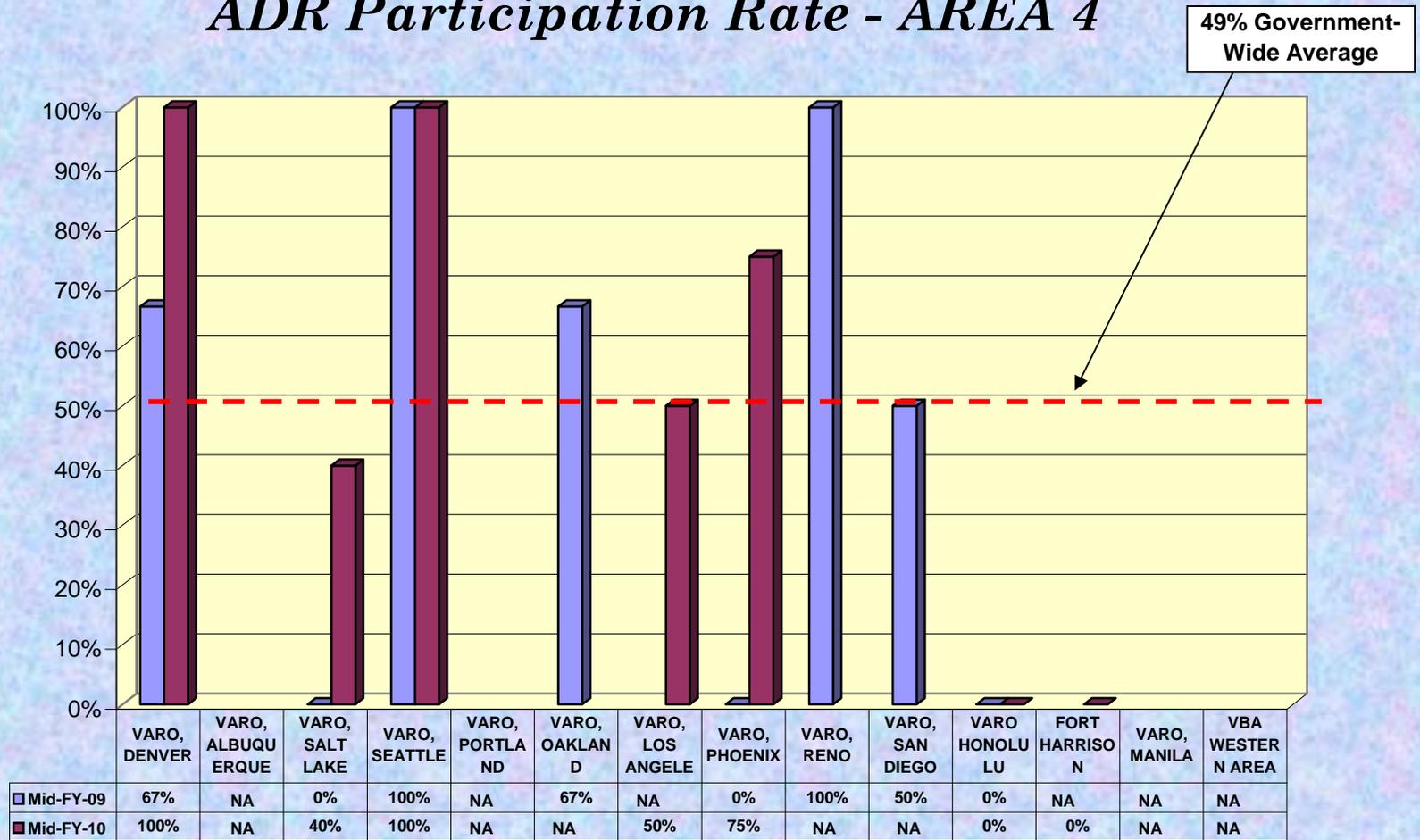


Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - AREA 4

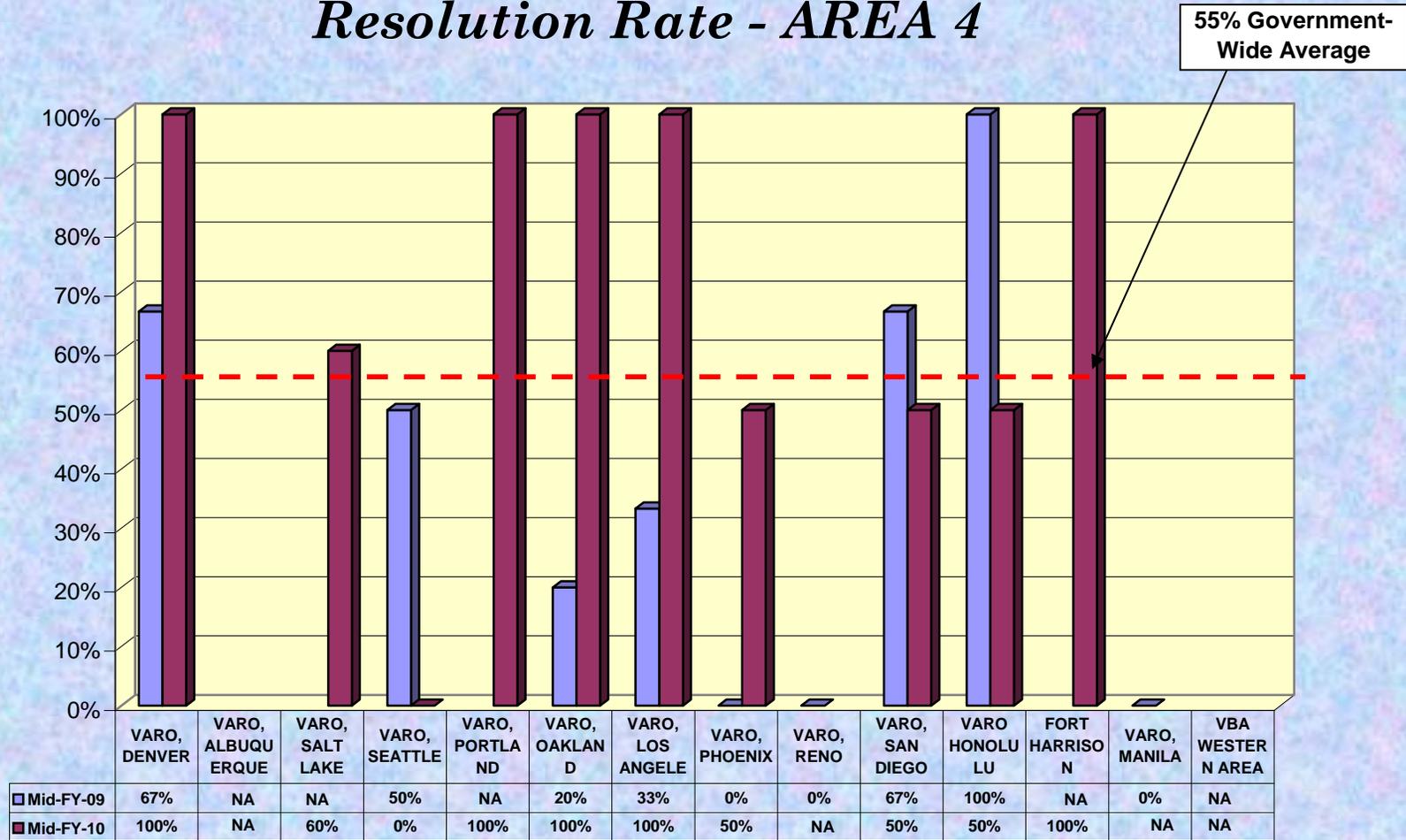
81% Government-Wide Average



Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - AREA 4



Veterans Benefits Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - AREA 4

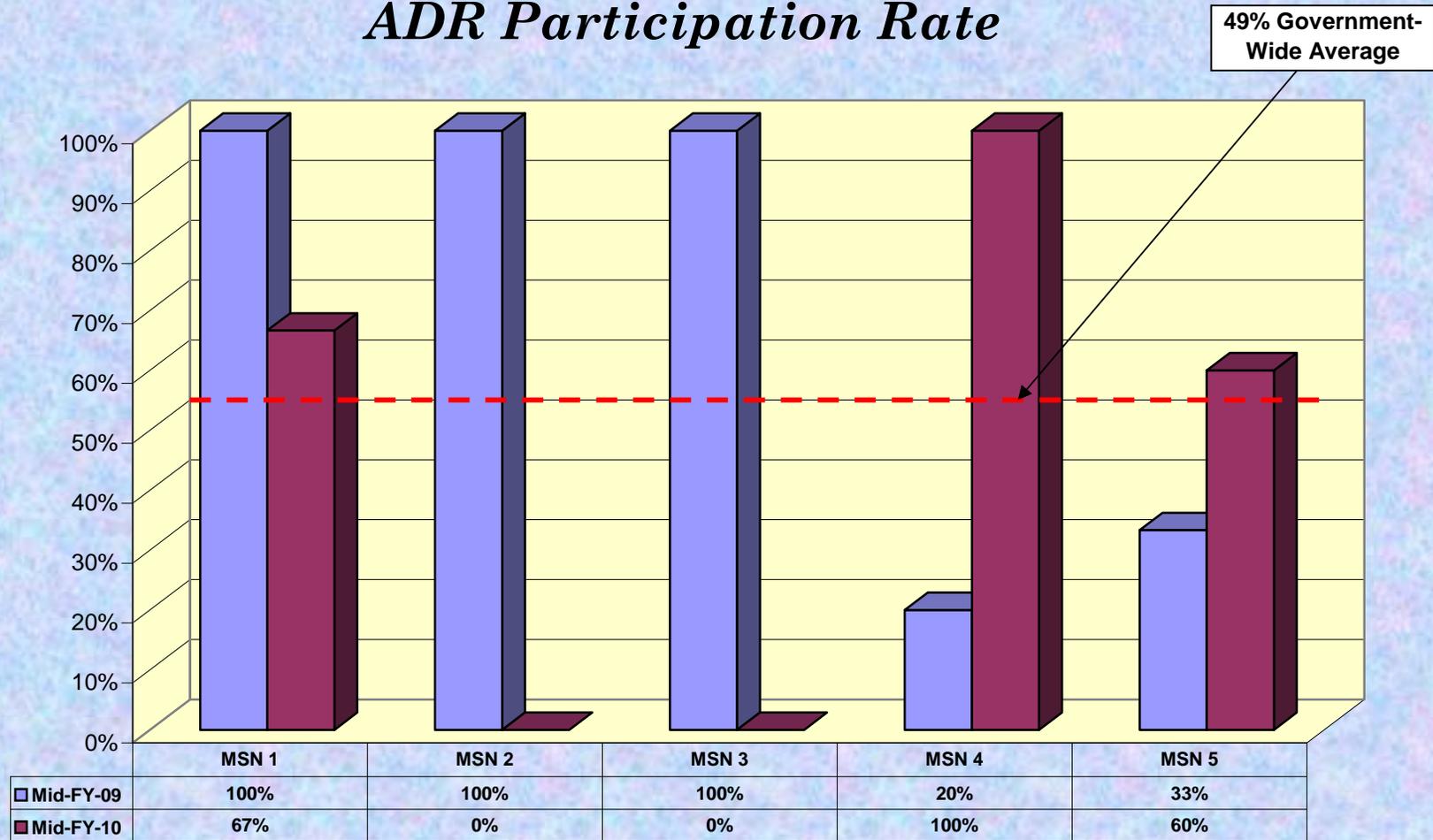


National Cemetery Administration

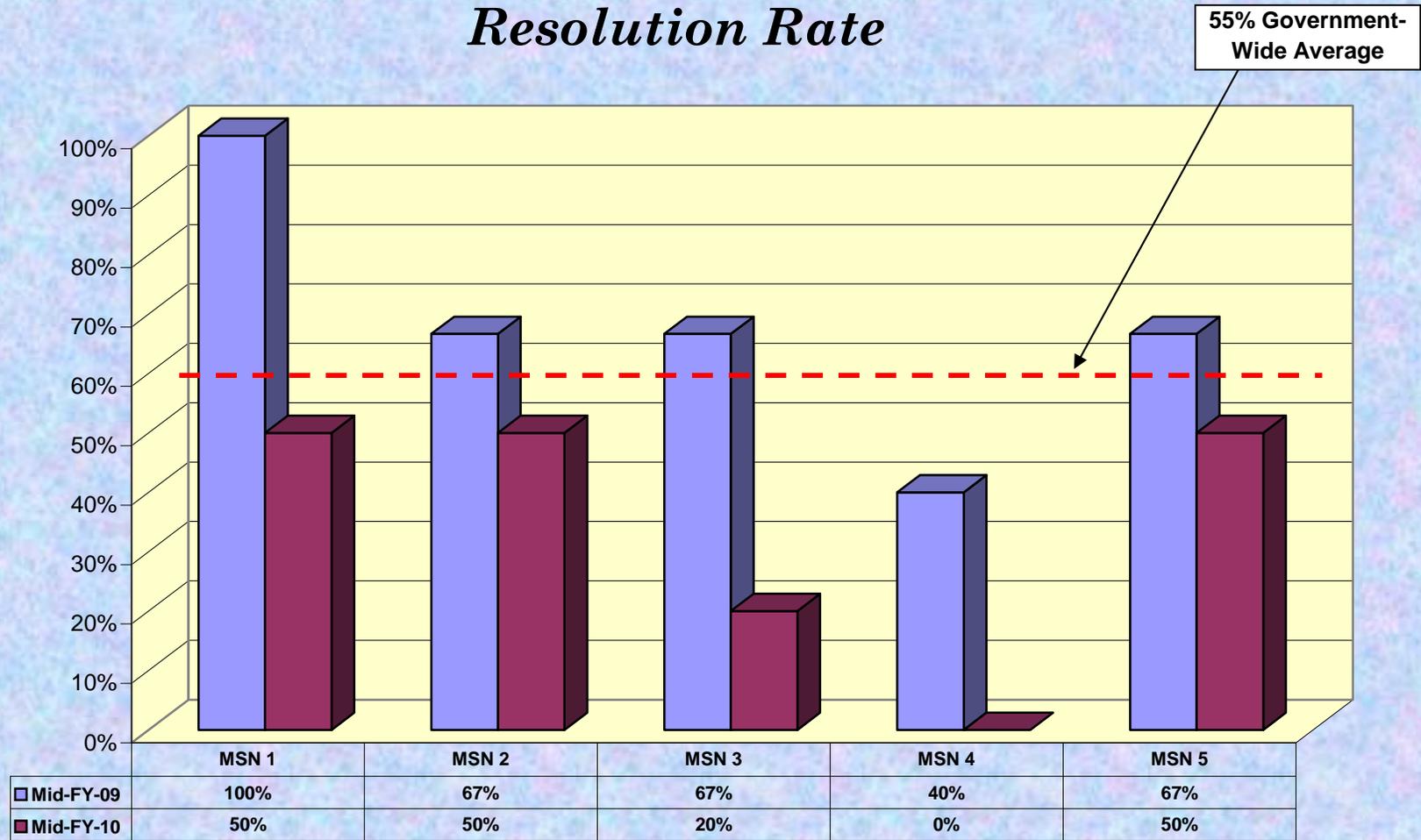
National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate

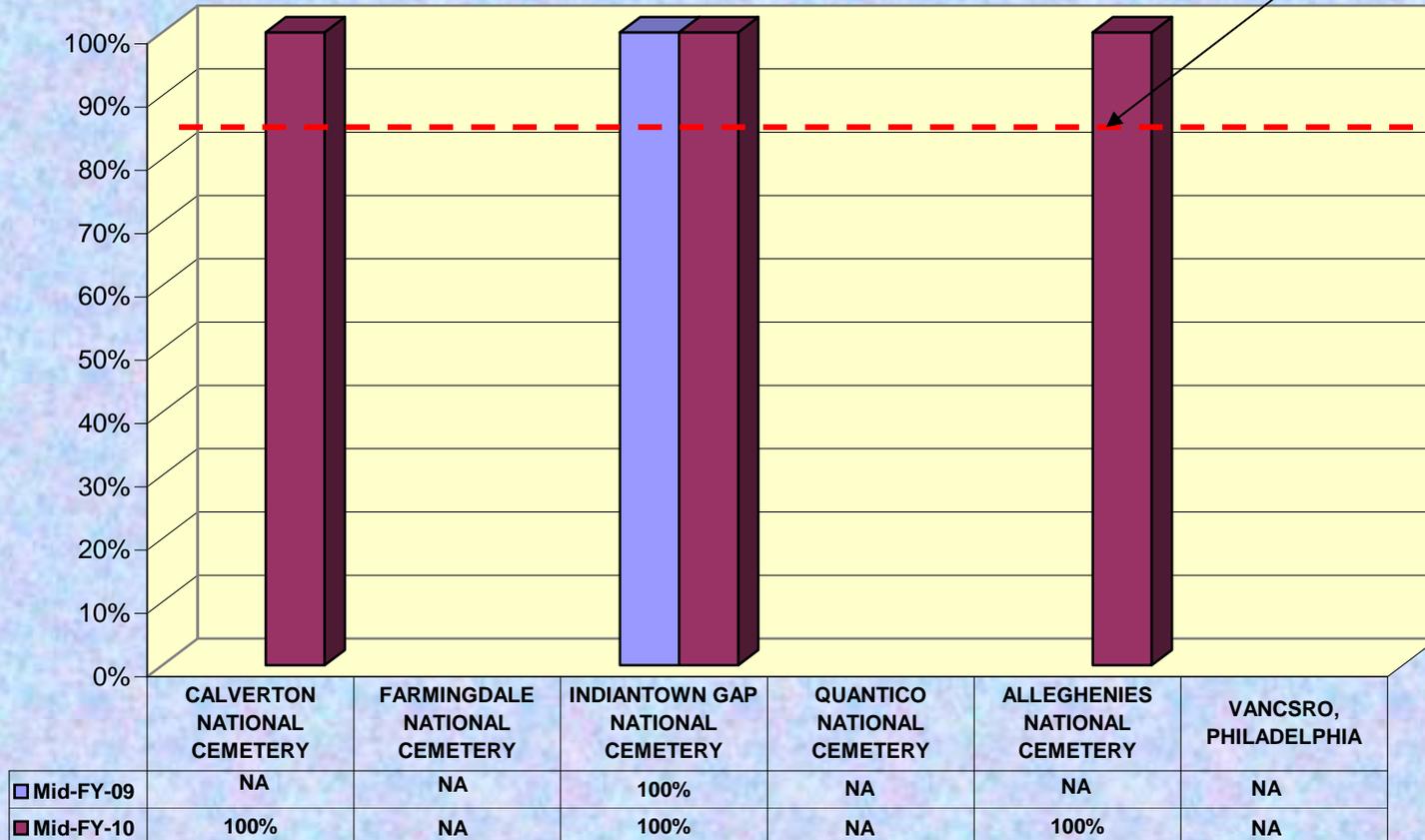


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate

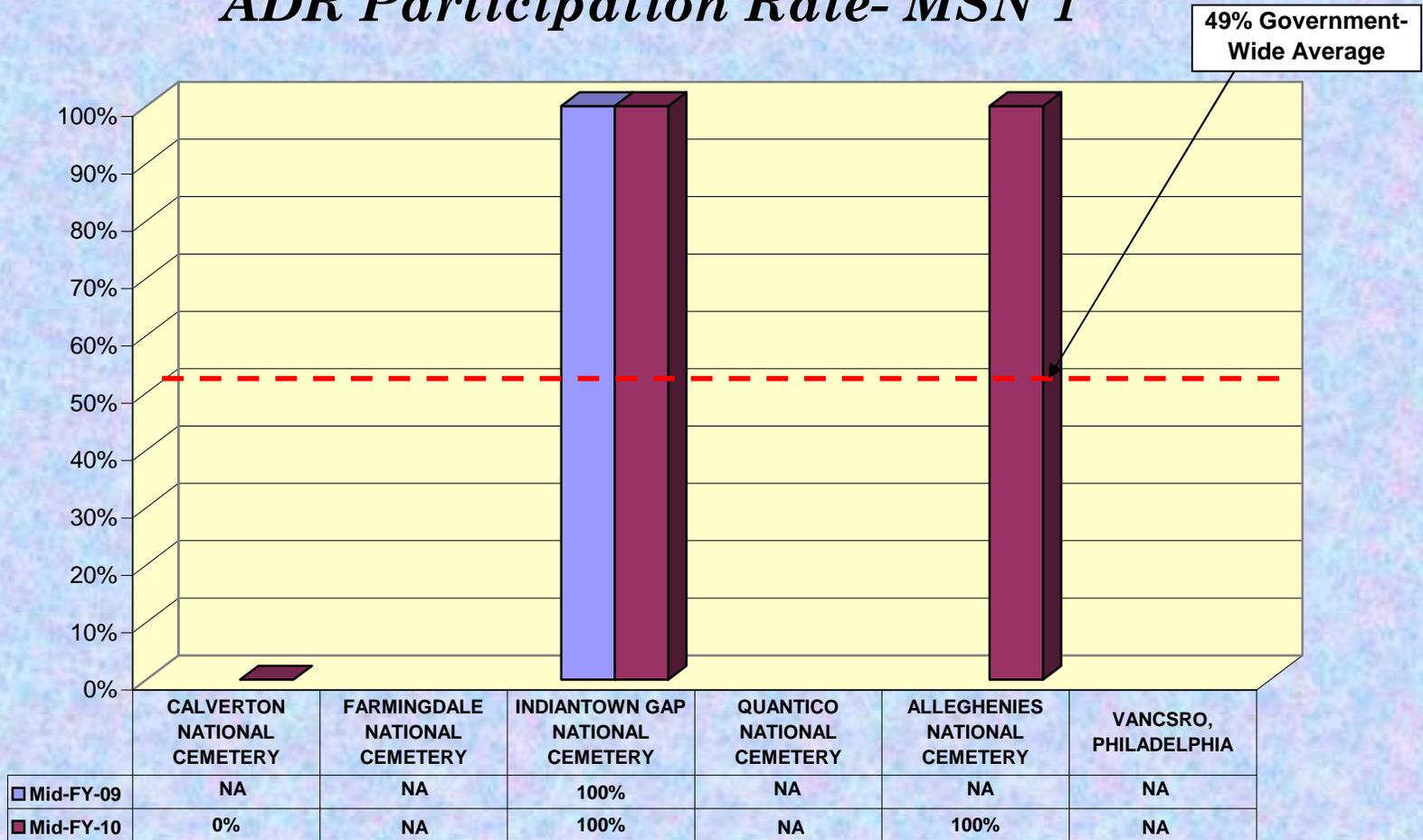


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - MSN 1

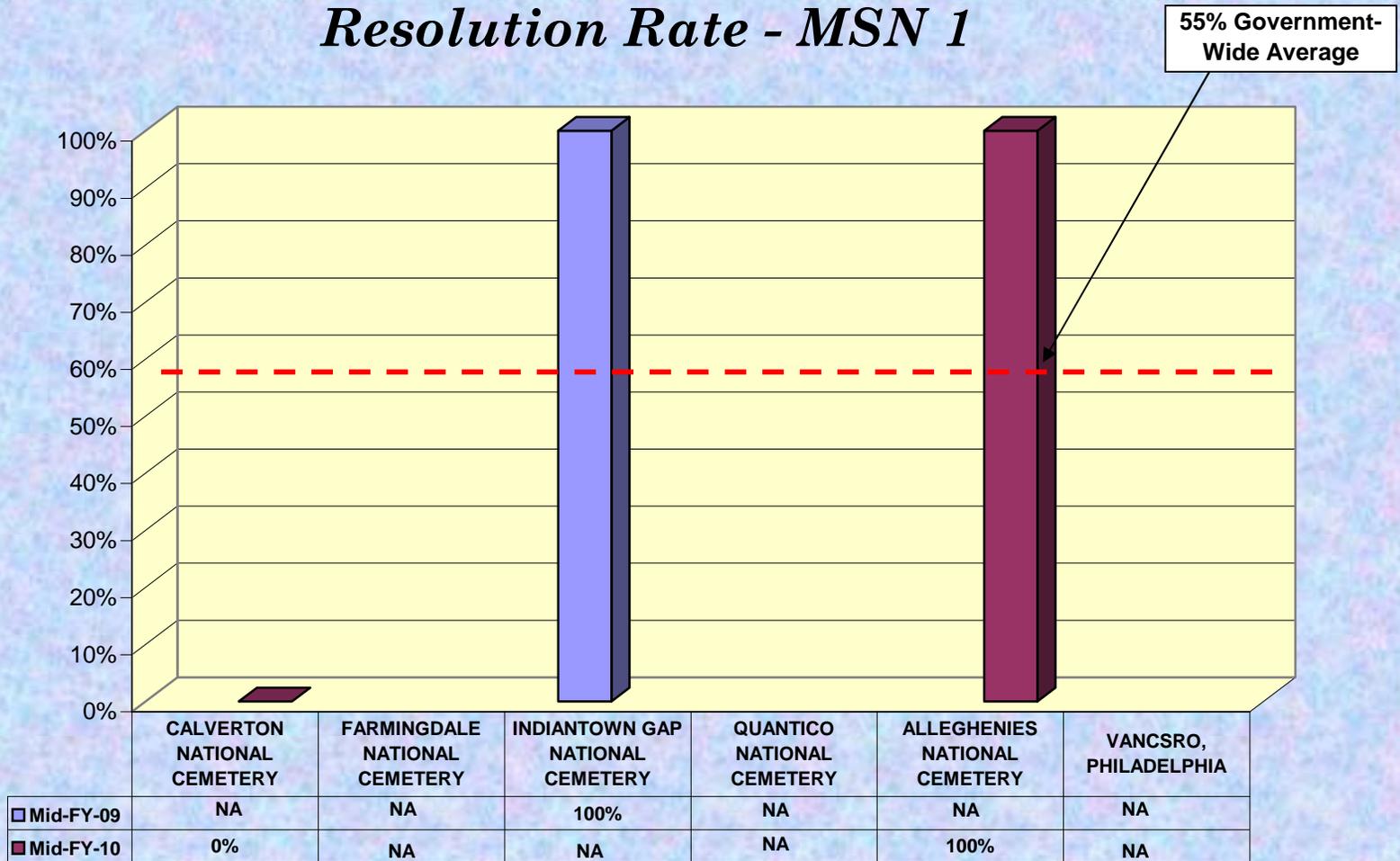
81% Government-Wide Average



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate- MSN 1

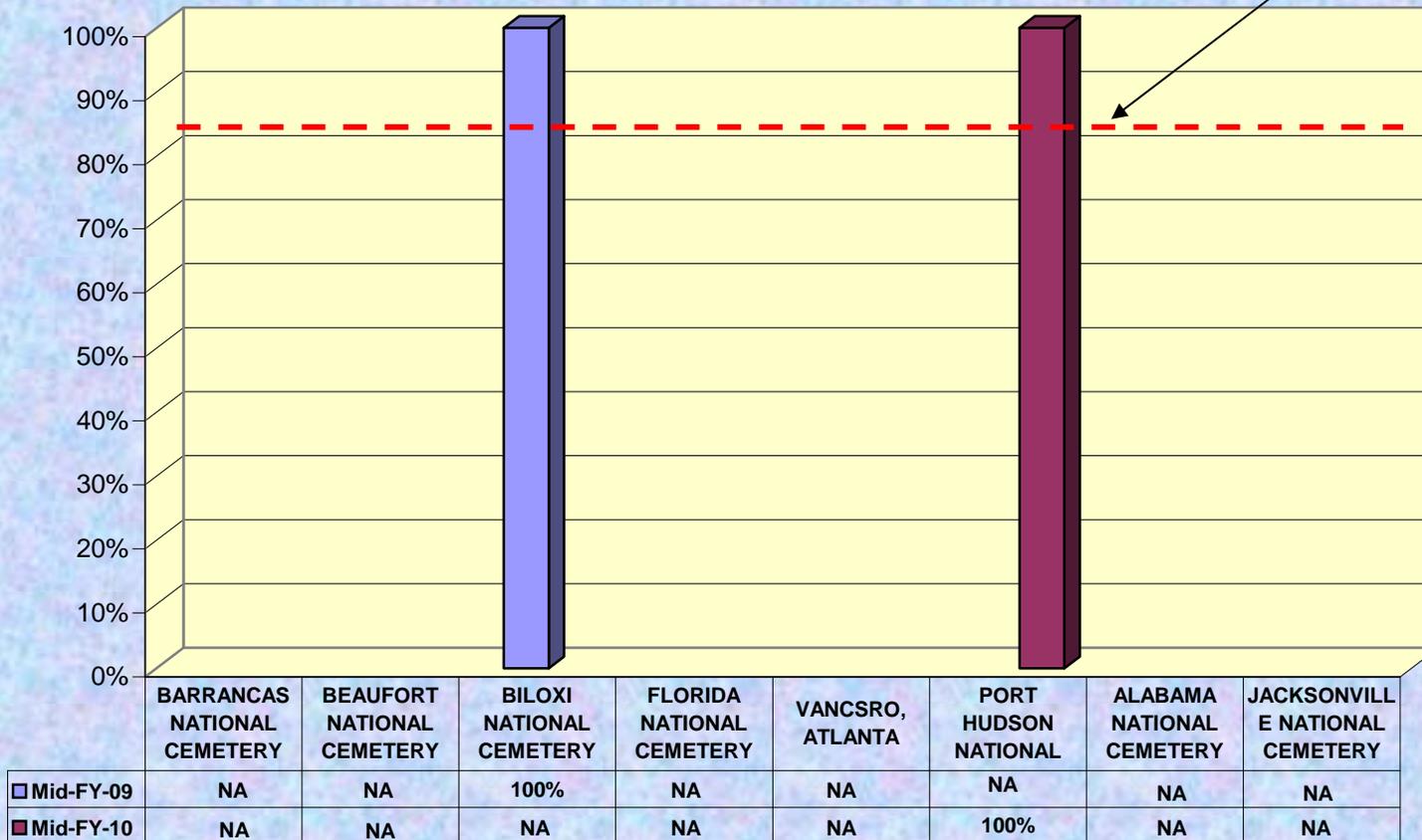


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - MSN 1

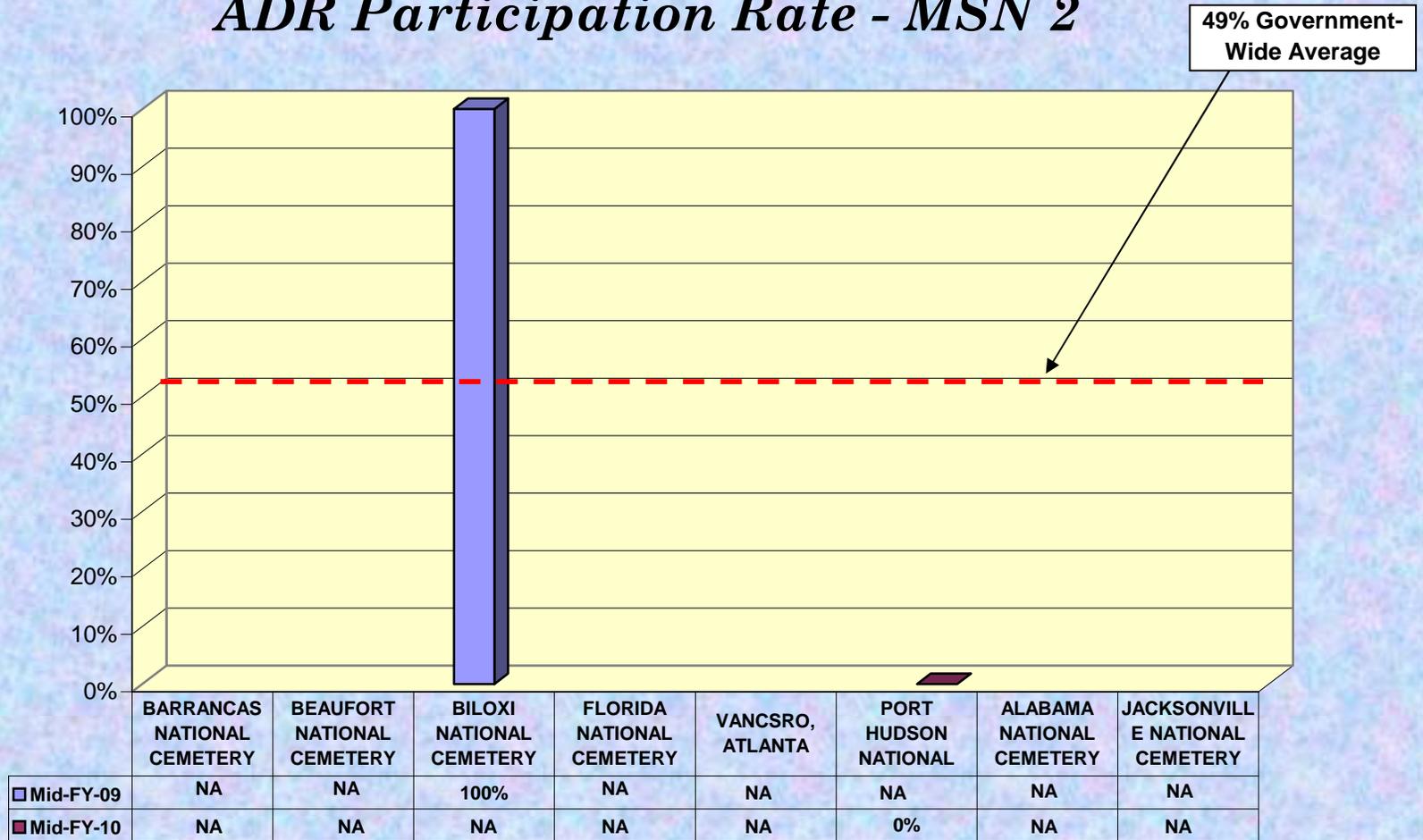


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - MSN 2

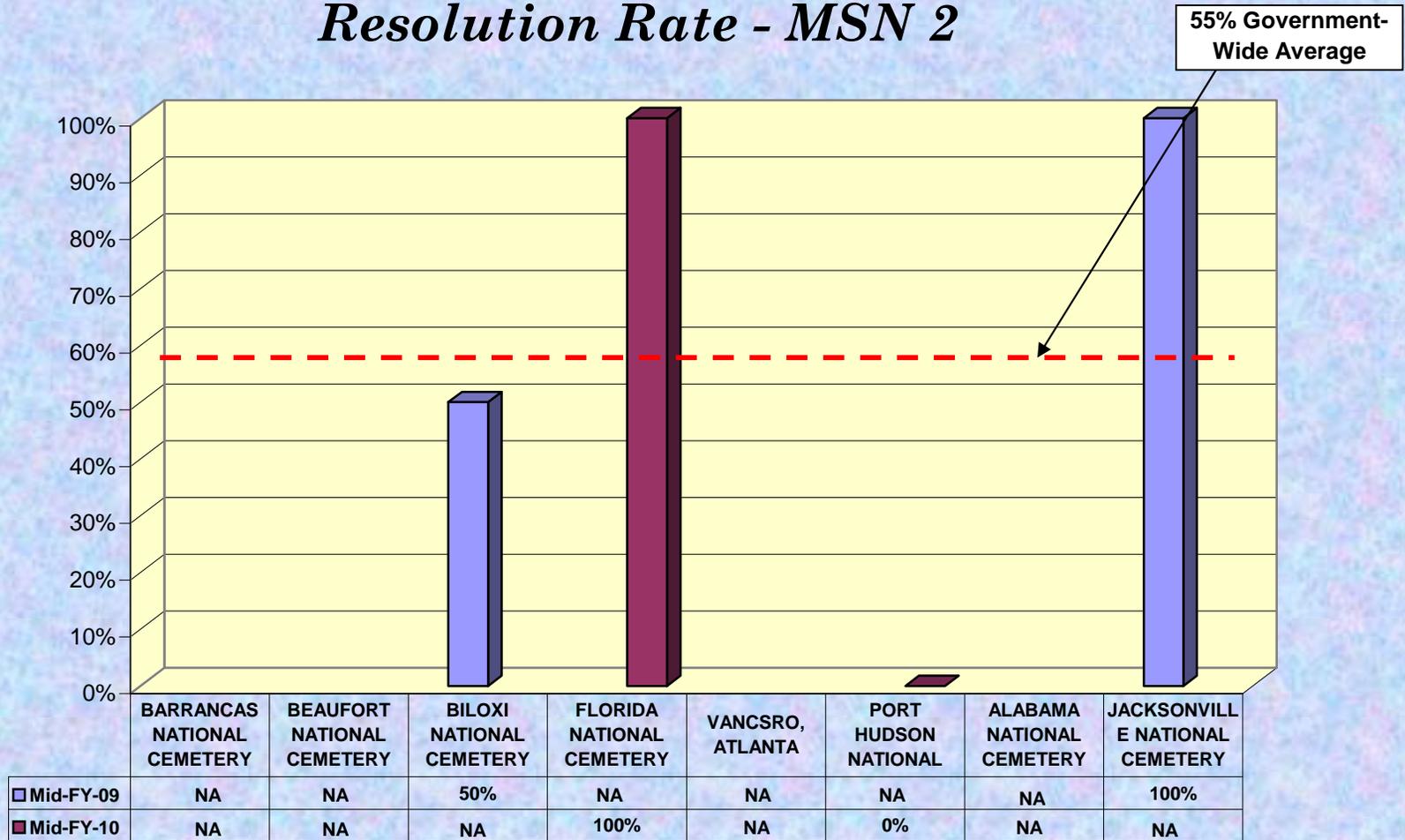
81% Government-Wide Average



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - MSN 2



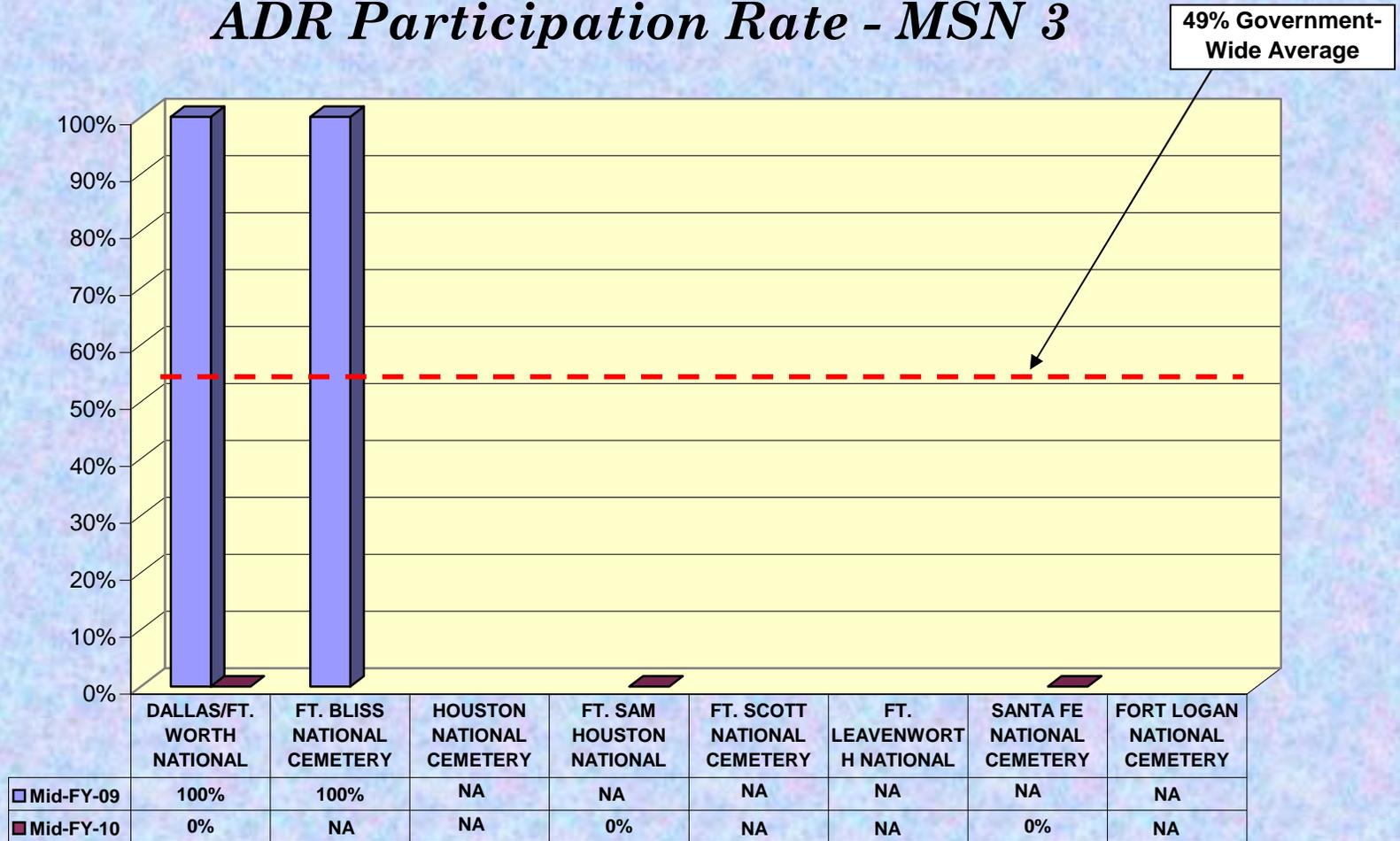
National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - MSN 2



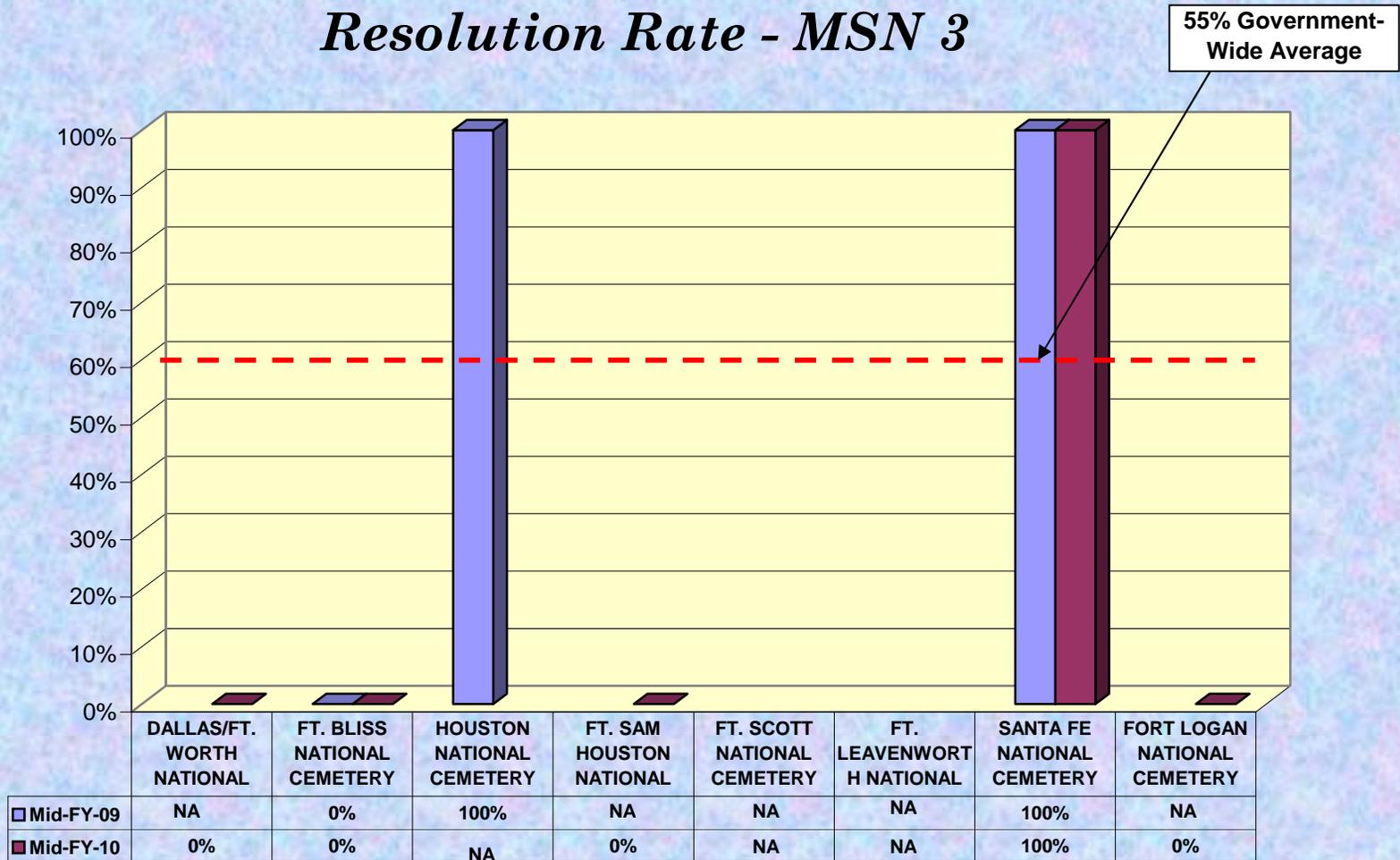
National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - MSN 3



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - MSN 3

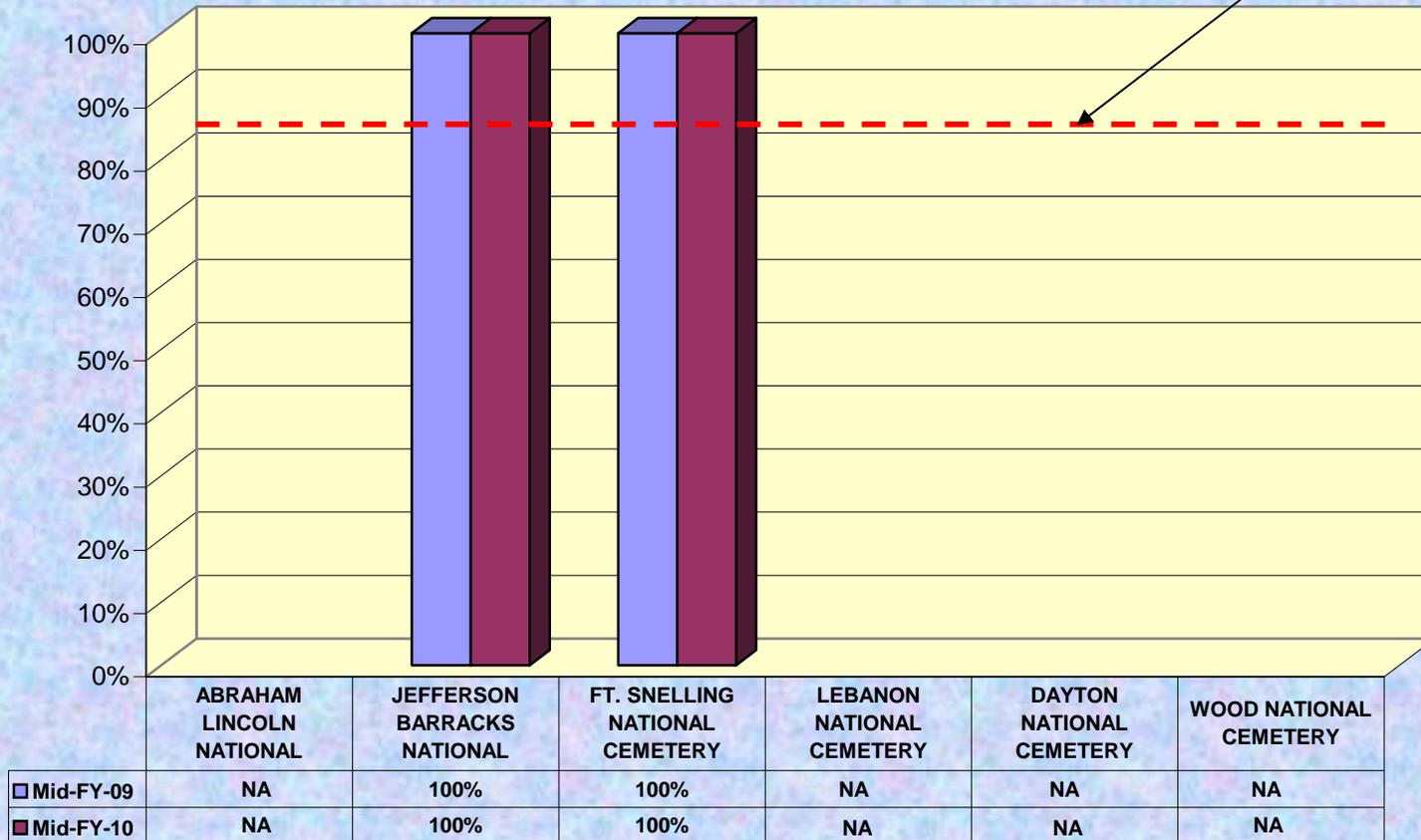


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - MSN 3

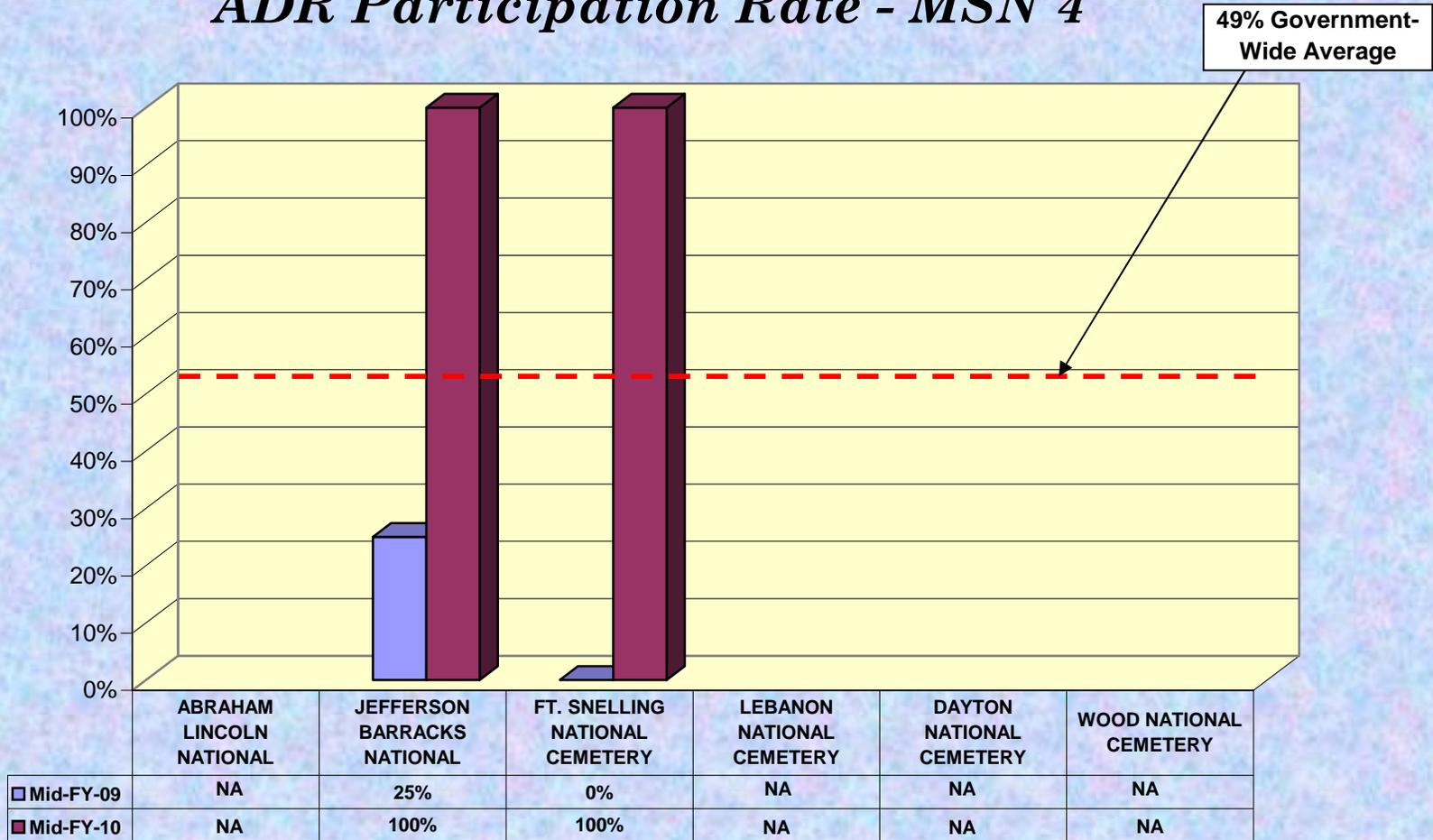


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - MSN 4

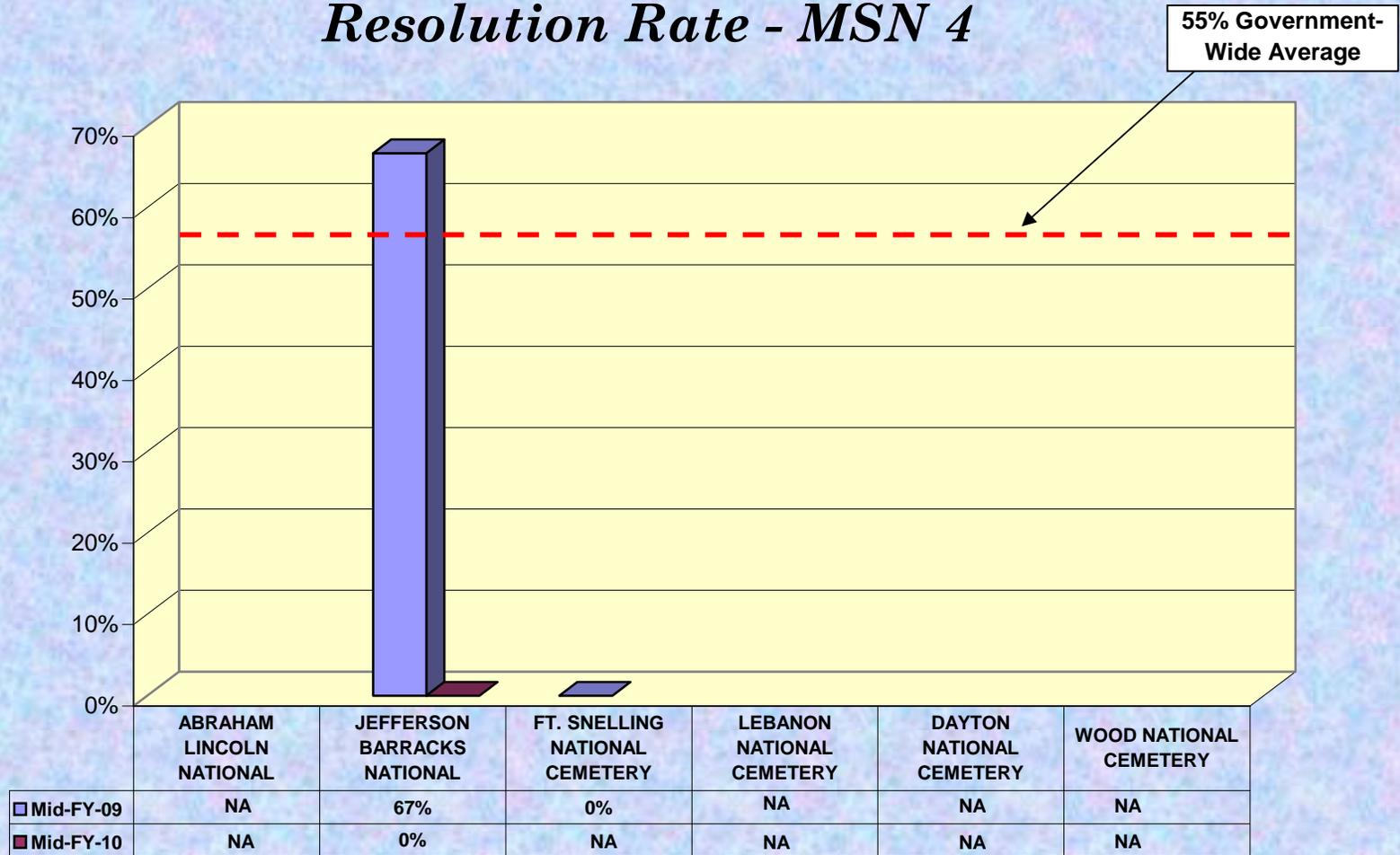
81% Government-Wide Average



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - MSN 4

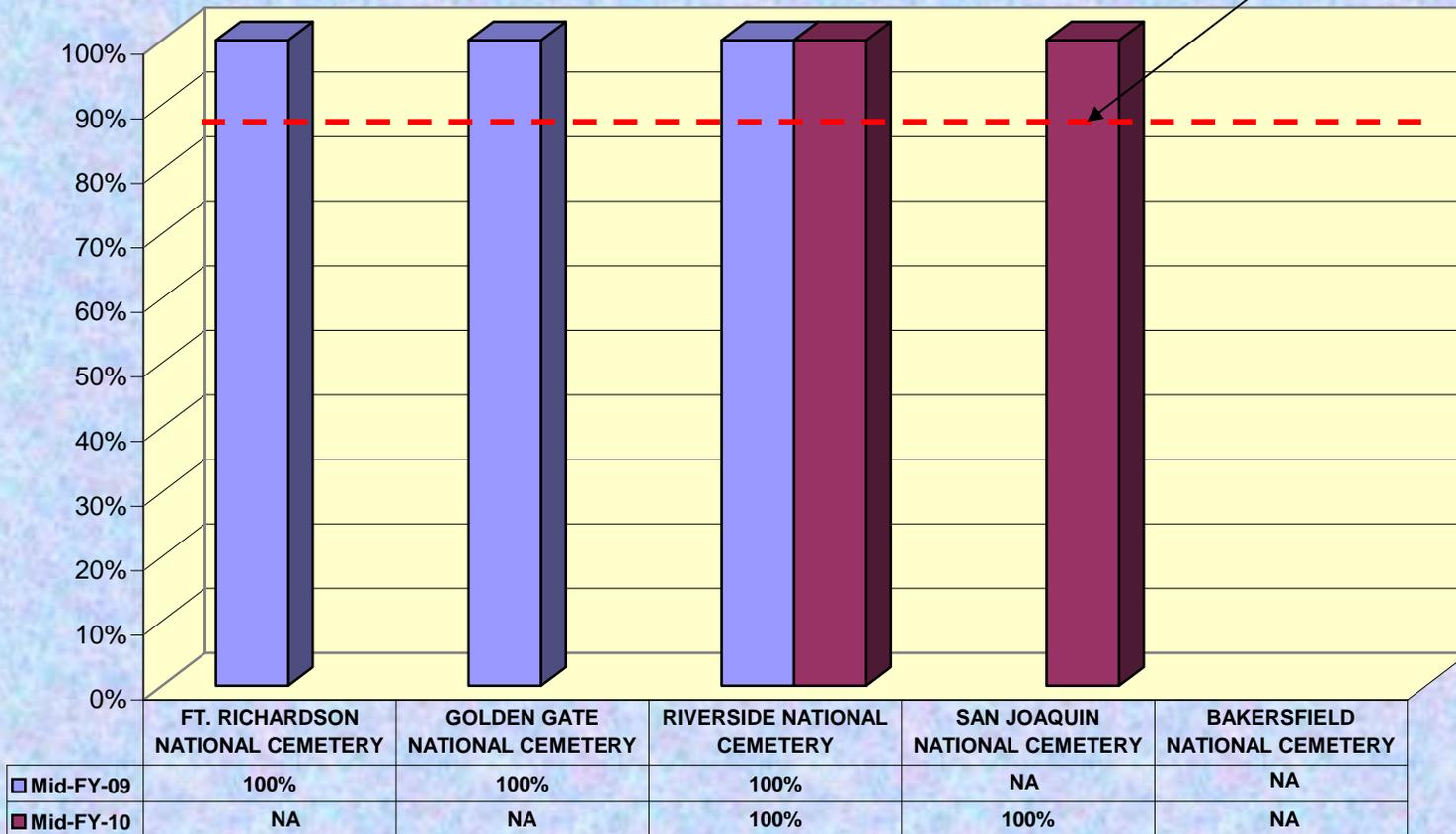


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - MSN 4

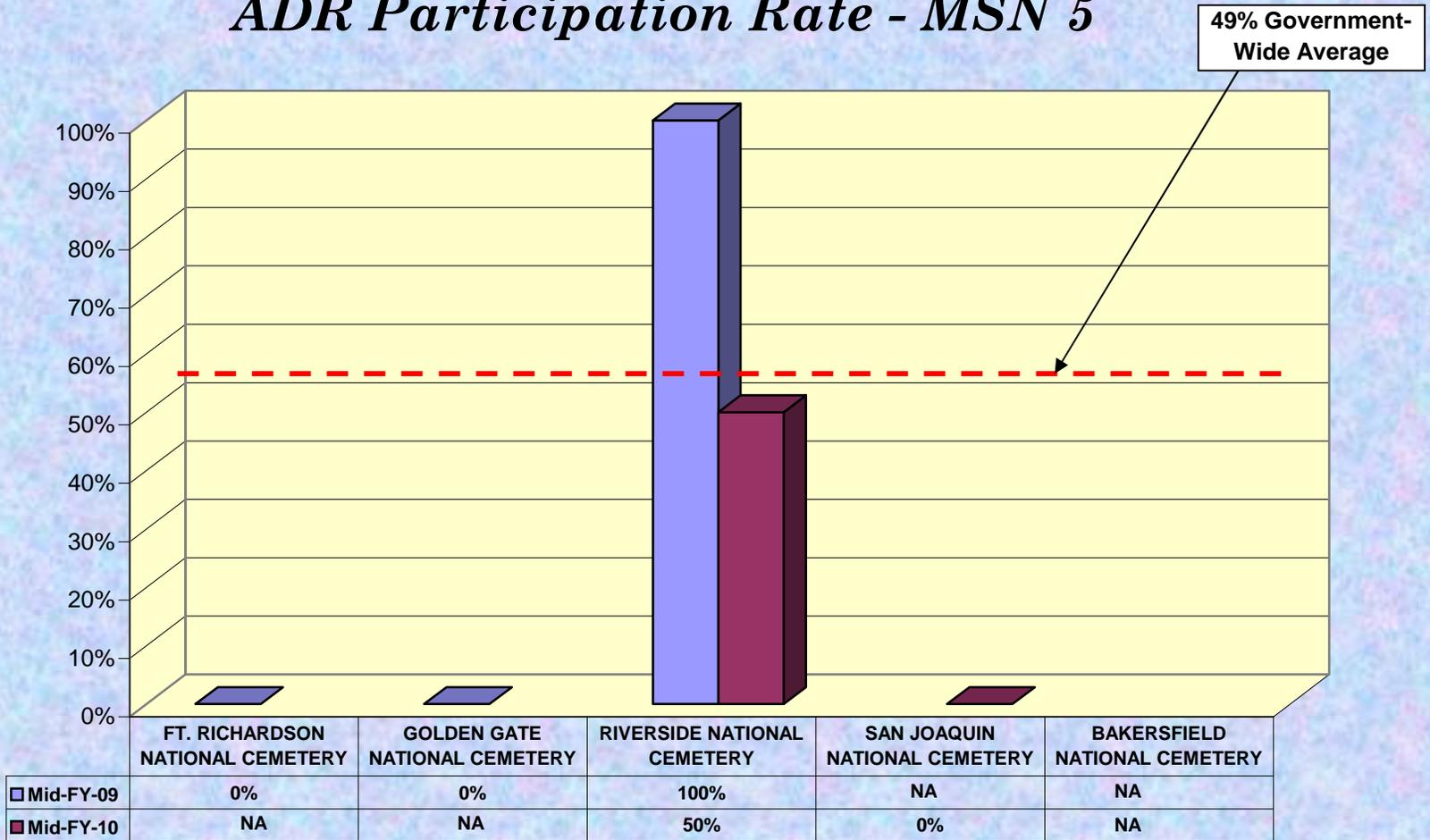


National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Offer Rate - MSN 5

81% Government-Wide Average



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 ADR Participation Rate - MSN 5



National Cemetery Administration Mid Year FY-09 & Mid Year FY-10 Resolution Rate - MSN 5

