



**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-10 AND MID-YEAR FY-11
(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-11. 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 ten 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-10, ADR was used to address 633 workplace disputes resulting in an 84% resolution rate. At mid-year FY-11, ADR was used to address 717 workplace disputes resulting in an 87% 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-11 of \$10,561,856 by using ADR to address workplace disputes prior to EEO complaints being filed.

At mid-year FY-10, VA's ADR offer rate for informal complaints was 96%. The ADR participation rate was 52%, and the resolution rate was 49%. At mid-year FY-11, VA's ADR offer rate increased to 98%, ADR participation rate to 55%, and the resolution rate dropped to 46%.

The Equal Employment Opportunity Commission (EEOC) publishes an annual report on the Federal workforce which provides government-wide statistics that Federal agencies are encouraged to use for benchmarking. In FY-09, the government-wide average for ADR offers was 78%, ADR participation 49%, and the resolution rate was 56%.

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-11.

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 March 31, 2011.

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-11 ADR Accomplishments

Department-Wide

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

NCA

- MSNs 1, 2, 3, and 5 exceeded EEOC's goal for ADR offers.
- MSNs 1 and 3 exceeded EEOC's goal for ADR participation.
- MSNs 2 and 3 exceeded EEOC's goal for resolution rate.

VBA

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

VHA

- All VISNs exceeded EEOC's goal for ADR offers.
- VISNs 1, 4, 5, 6, 7, 8, 9, 11, 12, 15, 16, 17, 19, 20, 21, 22, and 23 exceeded EEOC's goal for ADR participation.
- VISNs 1, 2, and 9 exceeded EEOC's goals for resolution rate.

Conclusion

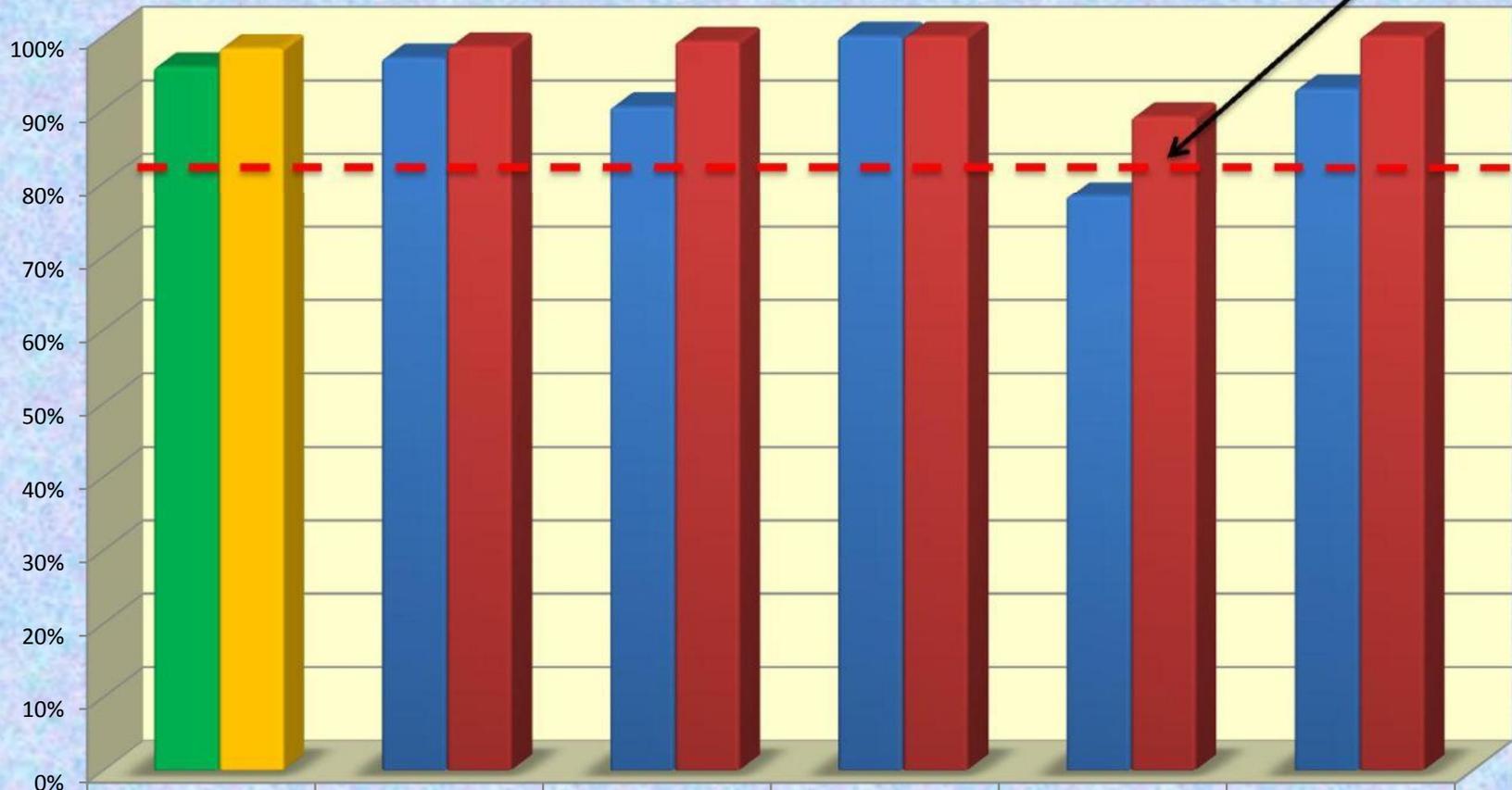
We look forward to collaborating with all VA organizations in FY-11 and welcome your ideas and suggestions on how ADR can play an even larger role in promoting organizational health and high levels of satisfaction and productivity in VA.

Department-Wide

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Department of Veterans Affairs Mid-FY-10 & Mid-FY-11 ADR Offer Rate

78% Government-Wide Average



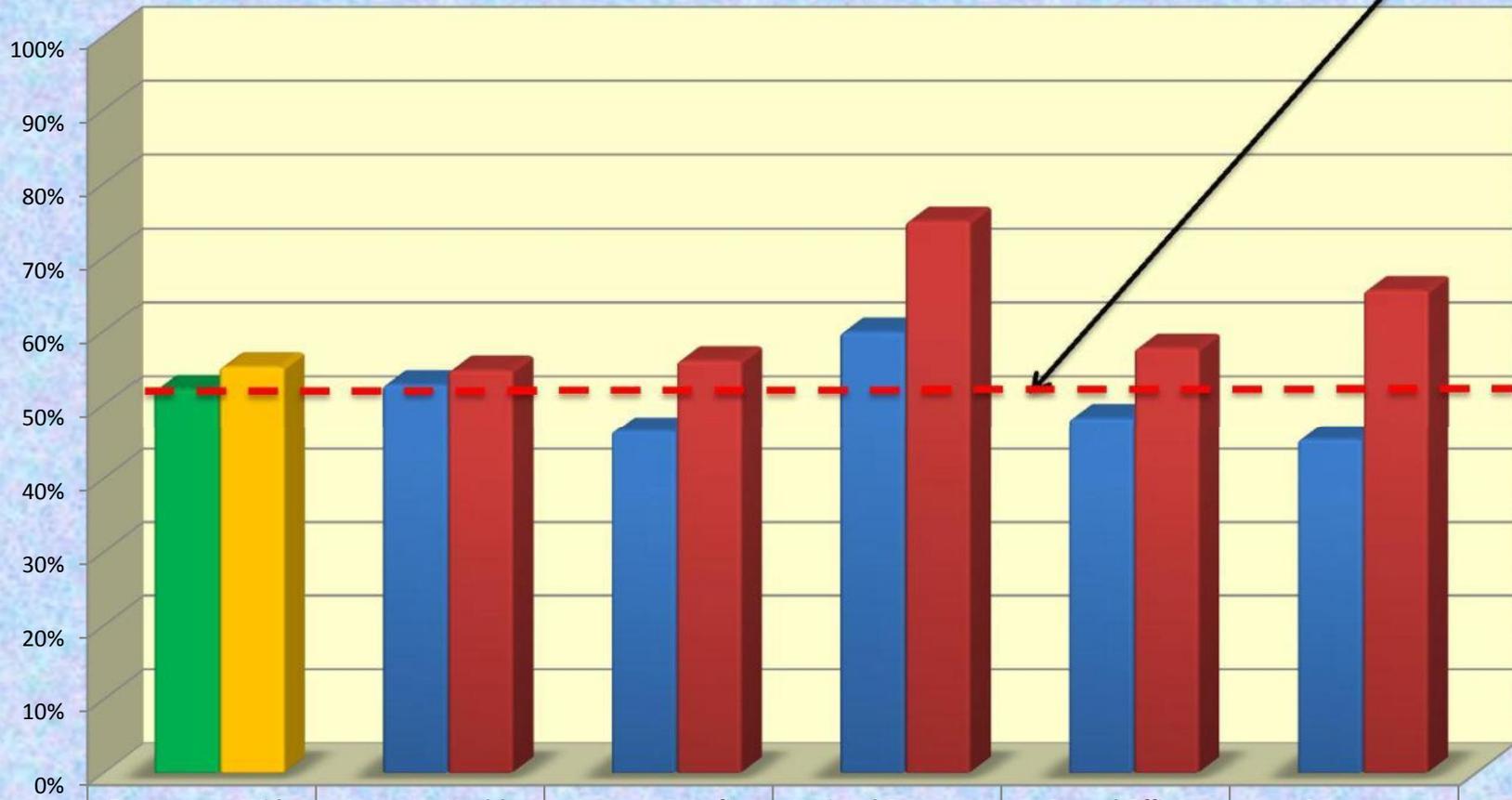
	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
Mid-FY-10	96%	97%	90%	100%	78%	93%
Mid-FY-11	98%	99%	99%	100%	89%	100%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Department of Veterans Affairs Mid-FY-10 & Mid-FY-11 ADR Participation Rate

49% Government-
Wide Average

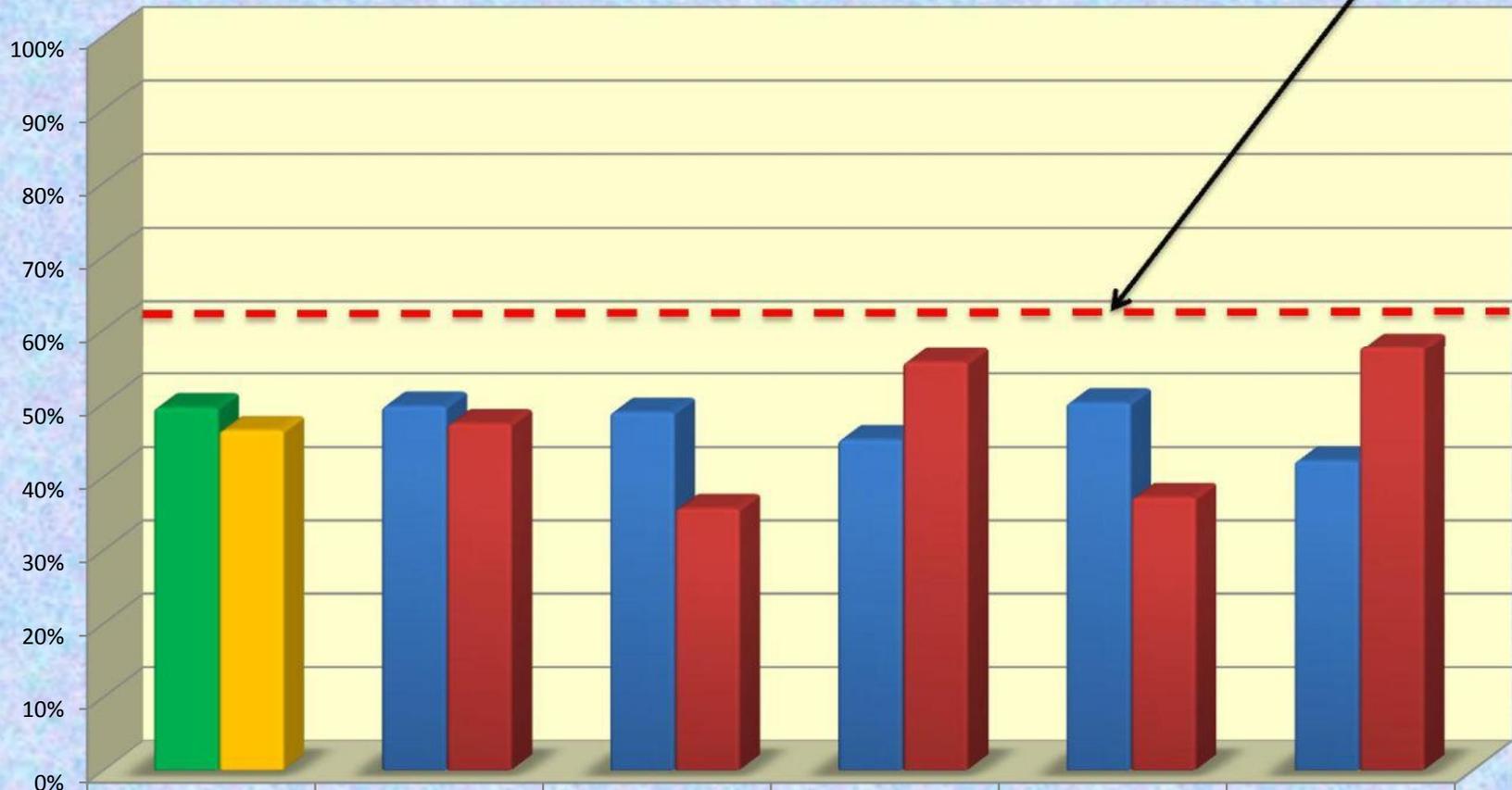


	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
Mid-FY-10	52%	53%	46%	60%	48%	45%
Mid-FY-11	55%	55%	56%	75%	58%	66%

Data Source: ADRTacker System

Department of Veterans Affairs Mid-FY-10 & Mid-FY-11 Resolution Rate

56% Government-Wide Average



	Department-Wide	Veterans Health	Veterans Benefits	National Cemetery	Central Office	Canteen
Mid-FY-10	49%	50%	49%	45%	50%	42%
Mid-FY-11	46%	47%	36%	56%	37%	58%

Department of Veterans Affairs Mid-FY-10 & Mid-FY-11 ADR Offers, ADR Participation and Resolution

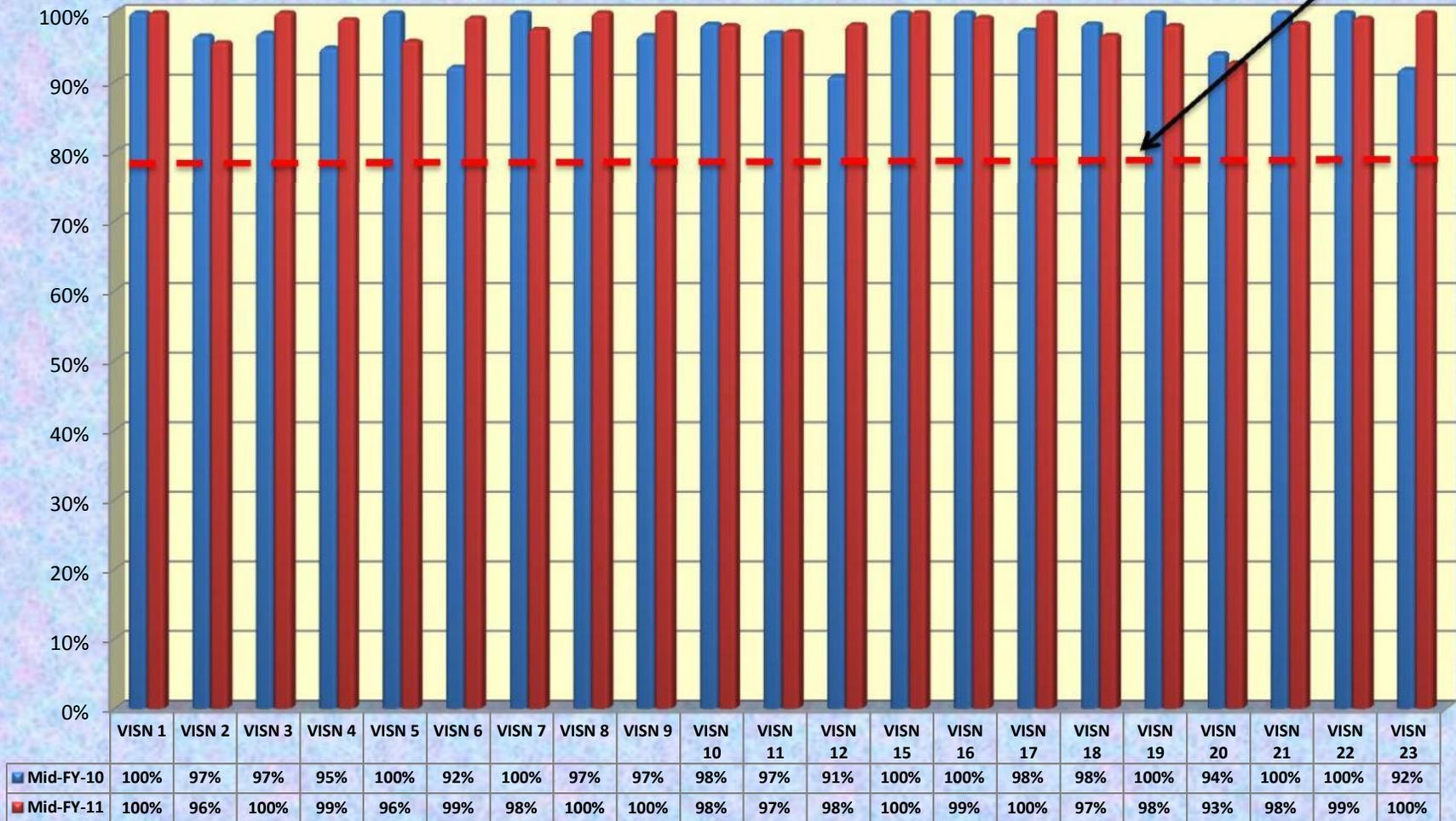


Veterans Health Administration

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

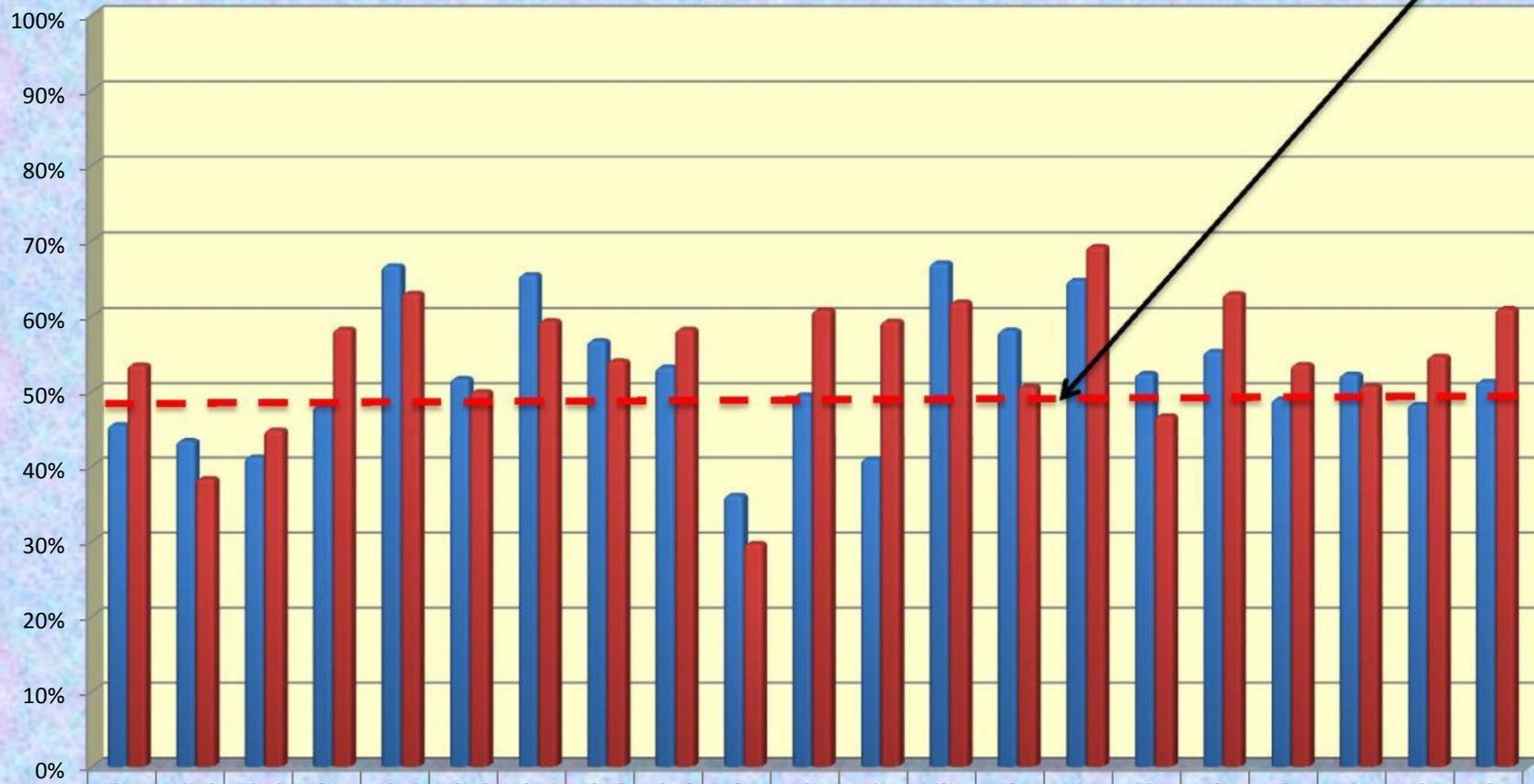
78% Government-Wide Average



Data Source: ADRTracker System

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

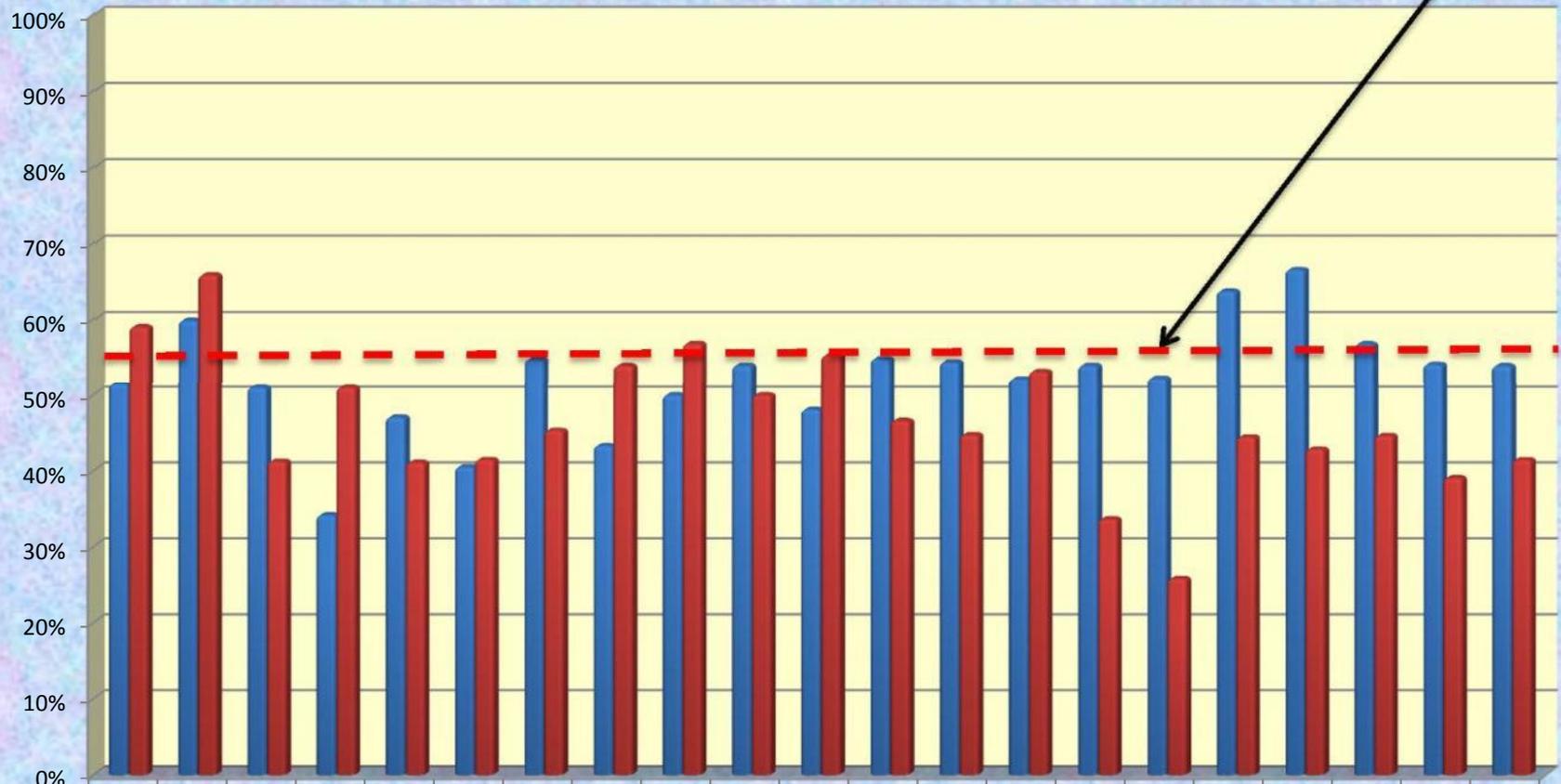
49% Government-Wide Average



	VISN 1	VISN 2	VISN 3	VISN 4	VISN 5	VISN 6	VISN 7	VISN 8	VISN 9	VISN 10	VISN 11	VISN 12	VISN 15	VISN 16	VISN 17	VISN 18	VISN 19	VISN 20	VISN 21	VISN 22	VISN 23
Mid-FY-10	46%	43%	41%	48%	67%	52%	65%	57%	53%	36%	50%	41%	67%	58%	65%	52%	55%	49%	52%	48%	51%
Mid-FY-11	54%	38%	45%	58%	63%	50%	59%	54%	58%	30%	61%	59%	62%	51%	69%	47%	63%	54%	51%	55%	61%

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

56% Government-Wide Average

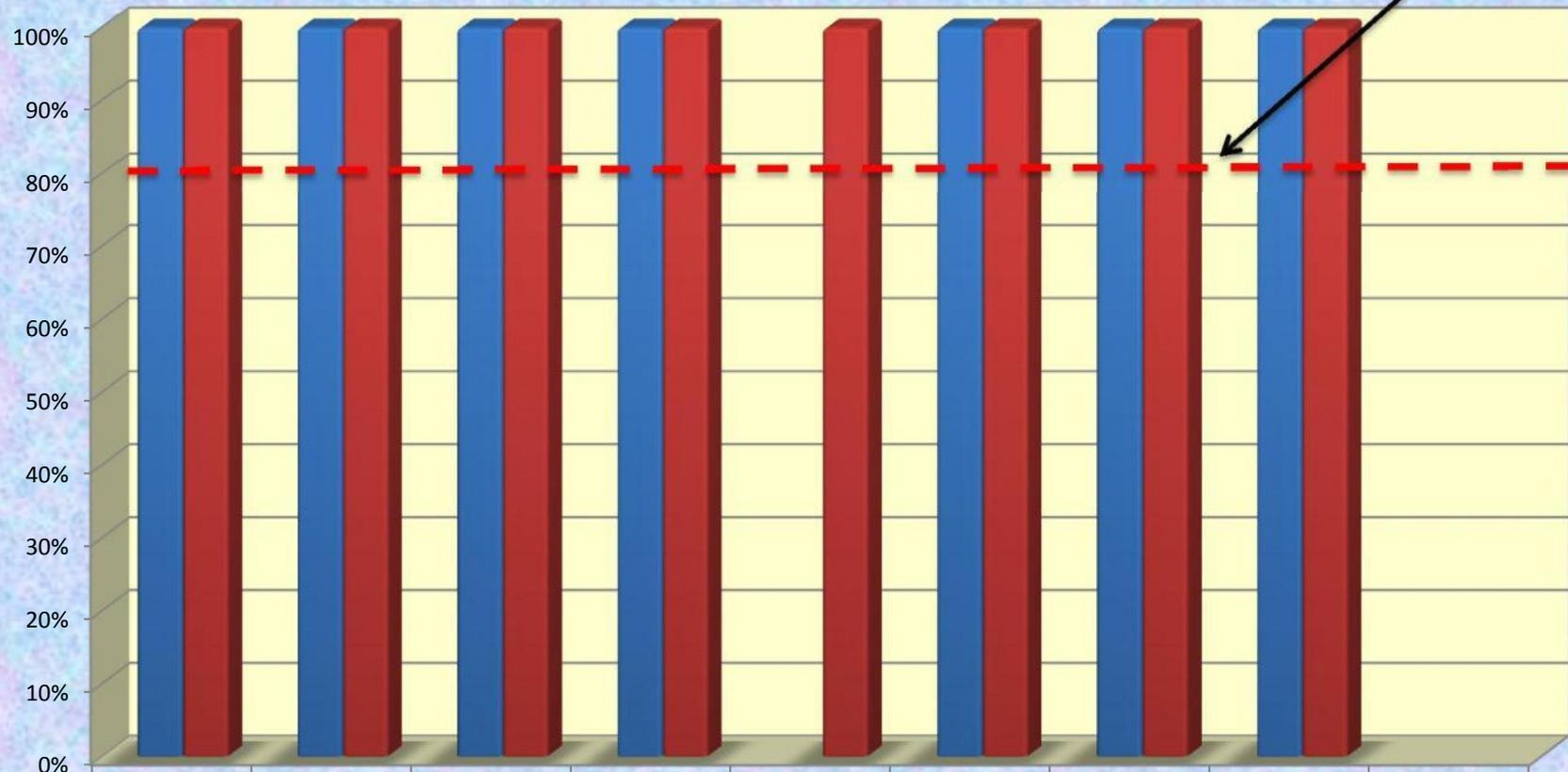


	VISN 1	VISN 2	VISN 3	VISN 4	VISN 5	VISN 6	VISN 7	VISN 8	VISN 9	VISN 10	VISN 11	VISN 12	VISN 15	VISN 16	VISN 17	VISN 18	VISN 19	VISN 20	VISN 21	VISN 22	VISN 23
Mid-FY-10	51%	60%	51%	34%	47%	41%	55%	43%	50%	54%	48%	55%	55%	52%	54%	52%	64%	67%	57%	54%	54%
Mid-FY-11	59%	66%	41%	51%	41%	41%	45%	54%	57%	50%	55%	47%	45%	53%	34%	26%	44%	43%	45%	39%	41%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 1

78% Government-Wide Average

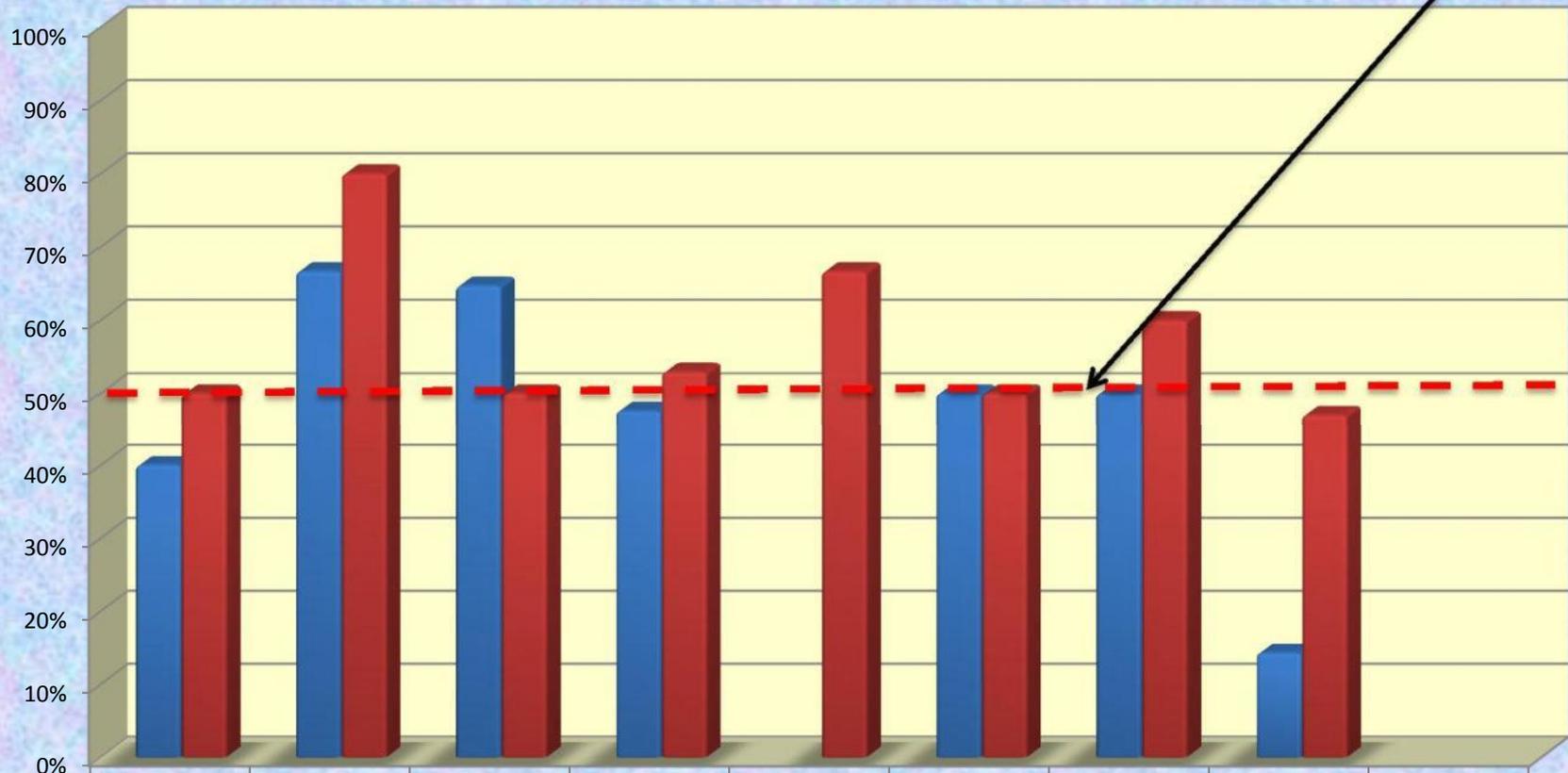


	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-FY-10	100%	100%	100%	100%	N/A	100%	100%	100%	N/A
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 1

49% Government-Wide Average

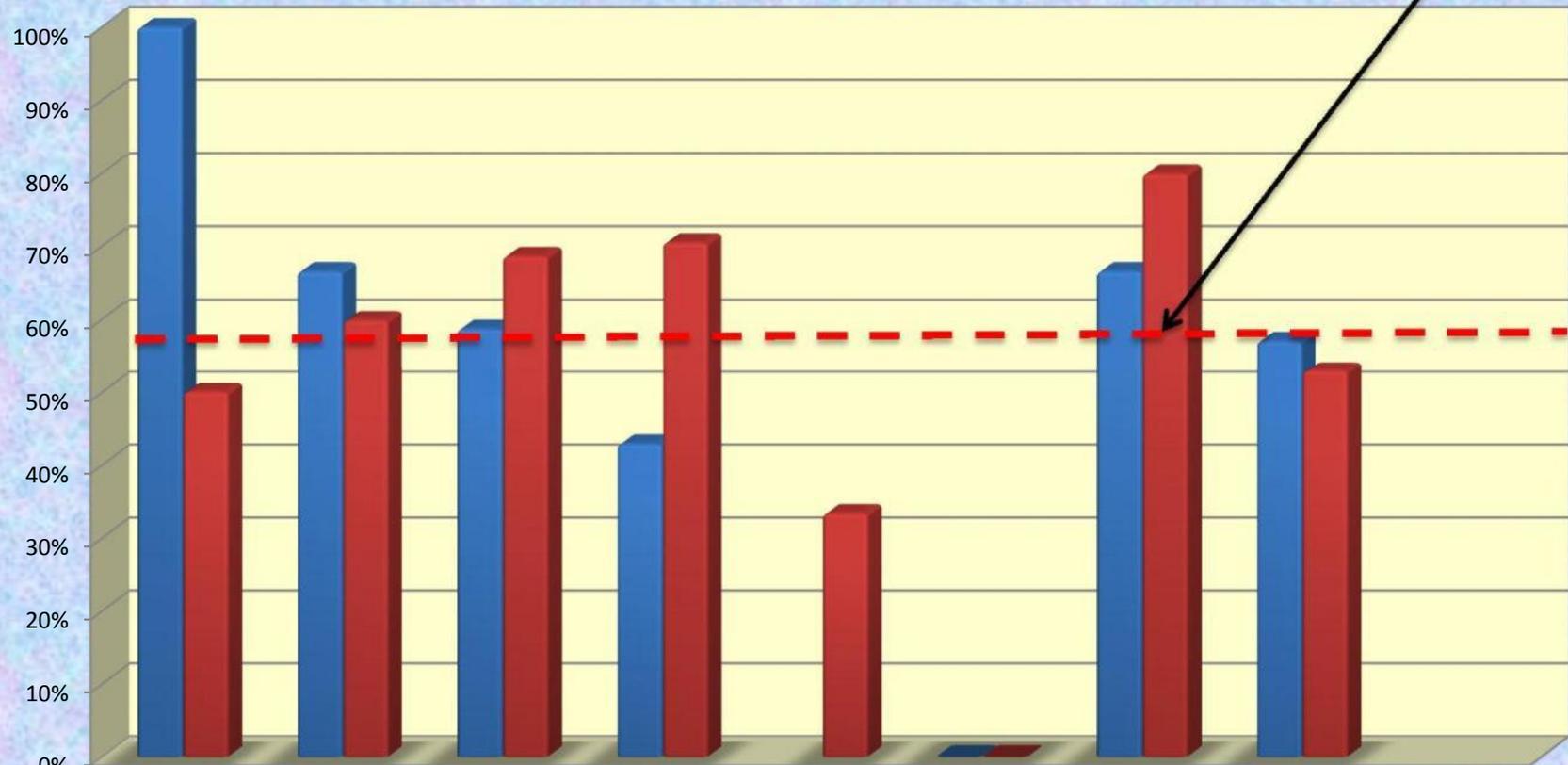


	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-FY-10	40%	67%	65%	48%	N/A	50%	50%	14%	N/A
Mid-FY-11	50%	80%	50%	53%	67%	50%	60%	47%	N/A

Data Source: ADTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 1

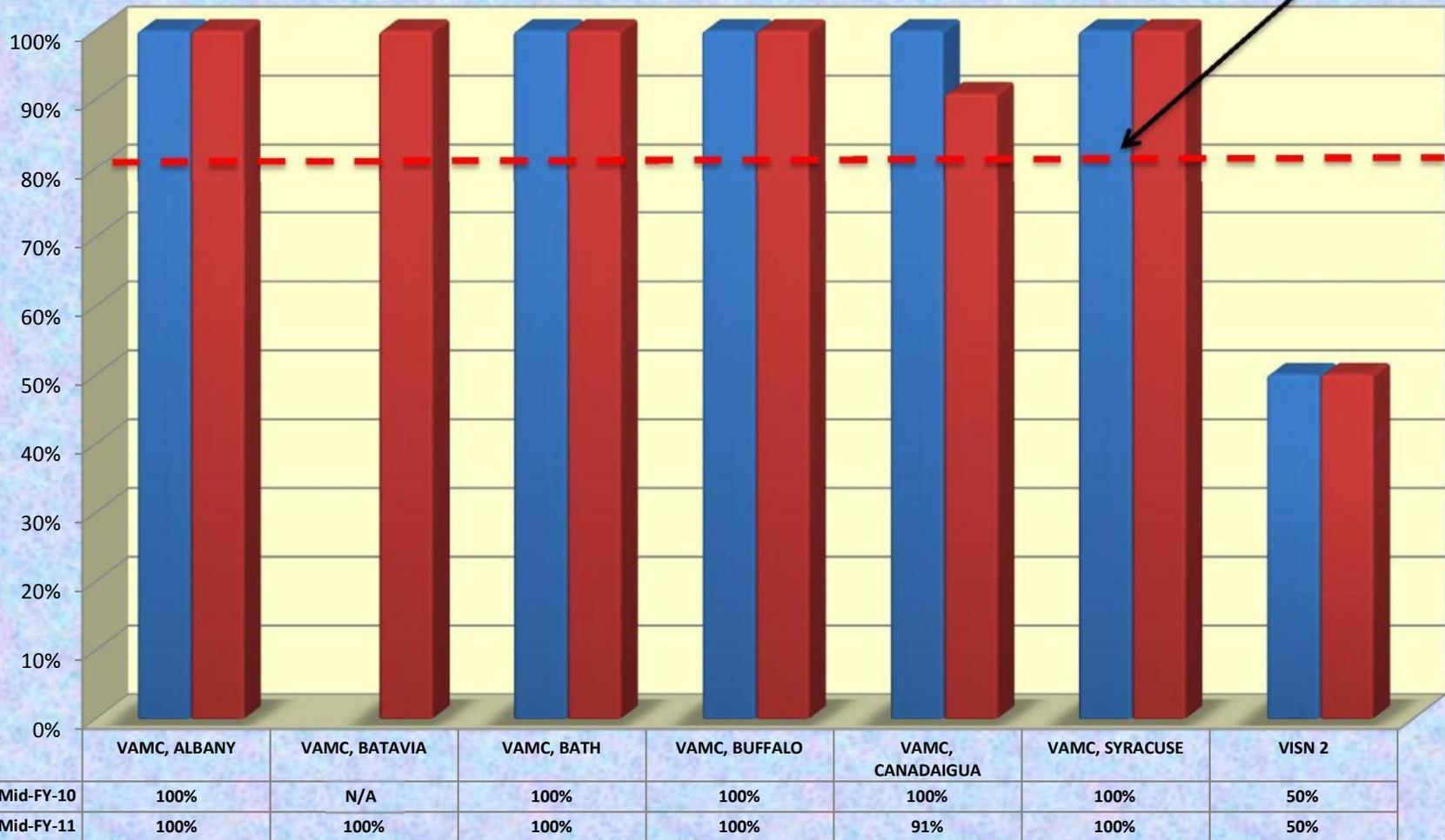
56% Government-Wide Average



	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VA CONNECTICUT HCS	VISN 1
Mid-FY-10	100%	67%	59%	43%	N/A	0%	67%	57%	N/A
Mid-FY-11	50%	60%	69%	71%	33%	0%	80%	53%	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 2

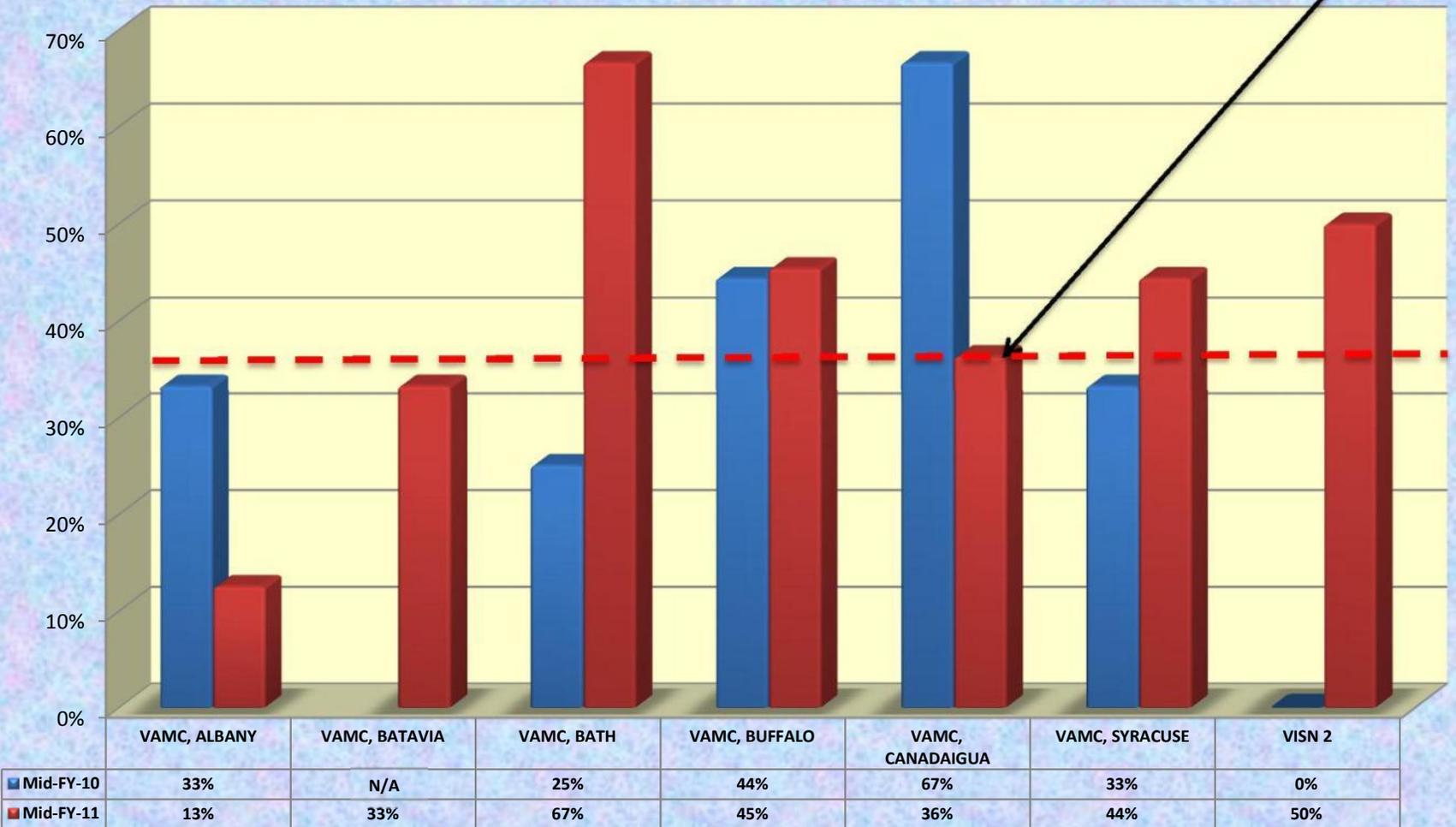
78% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

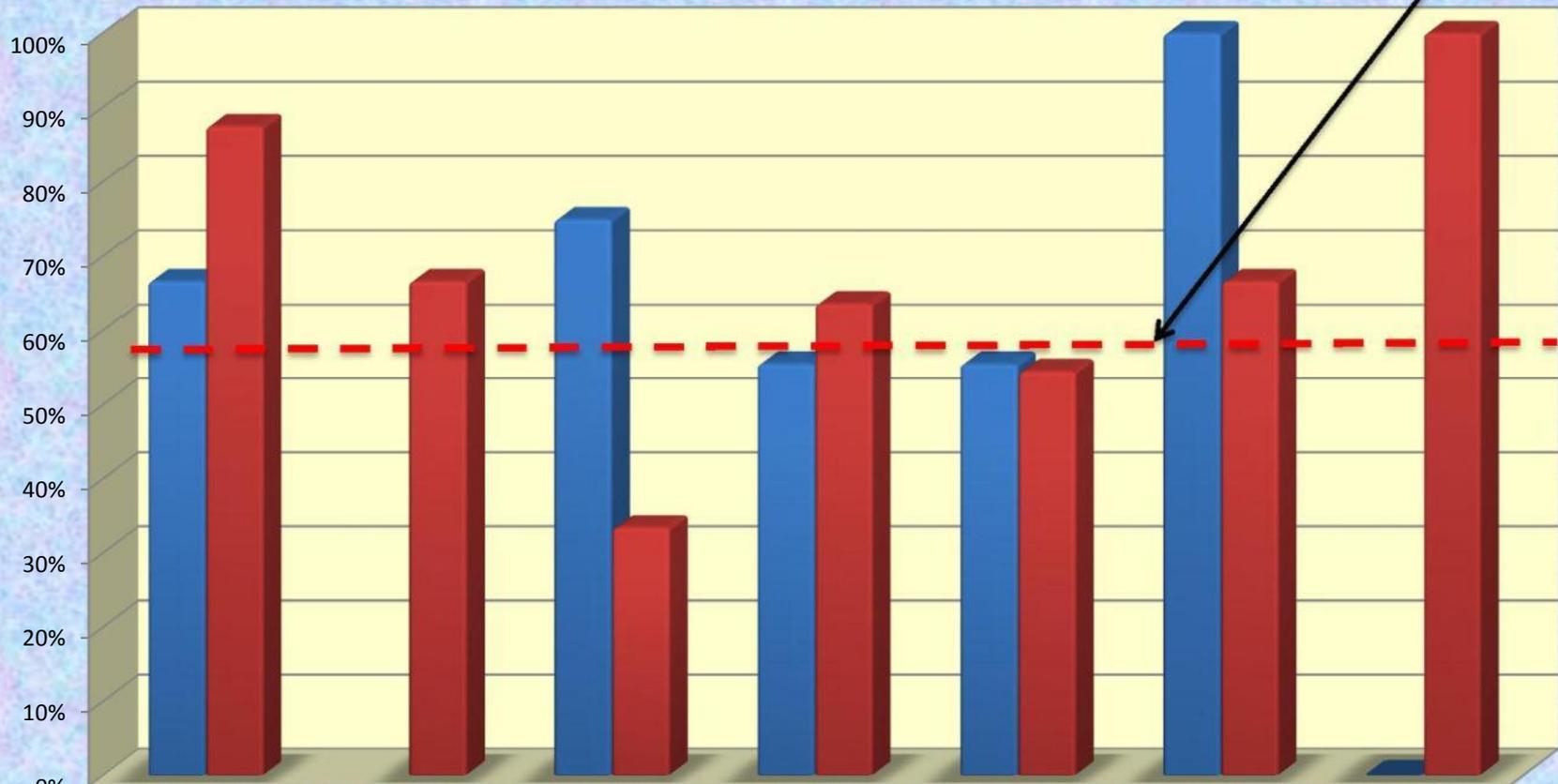
Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 2

49% Government-Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 2

56% Government-Wide Average

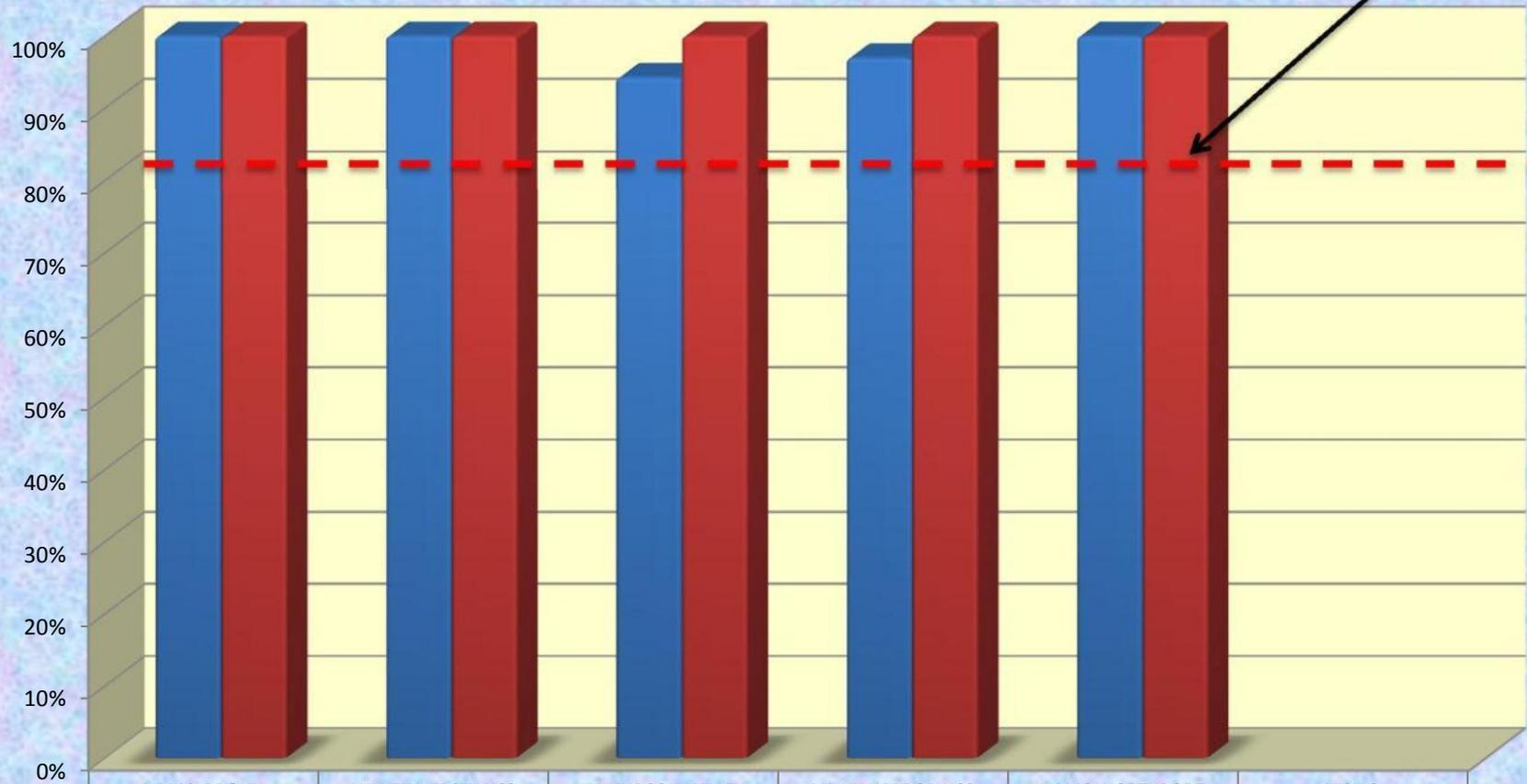


	VAMC, ALBANY	VAMC, BATAVIA	VAMC, BATH	VAMC, BUFFALO	VAMC, CANADAIGUA	VAMC, SYRACUSE	VISN 2
Mid-FY-10	67%	N/A	75%	56%	56%	100%	0%
Mid-FY-11	88%	67%	33%	64%	55%	67%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 3

78% Government-Wide Average

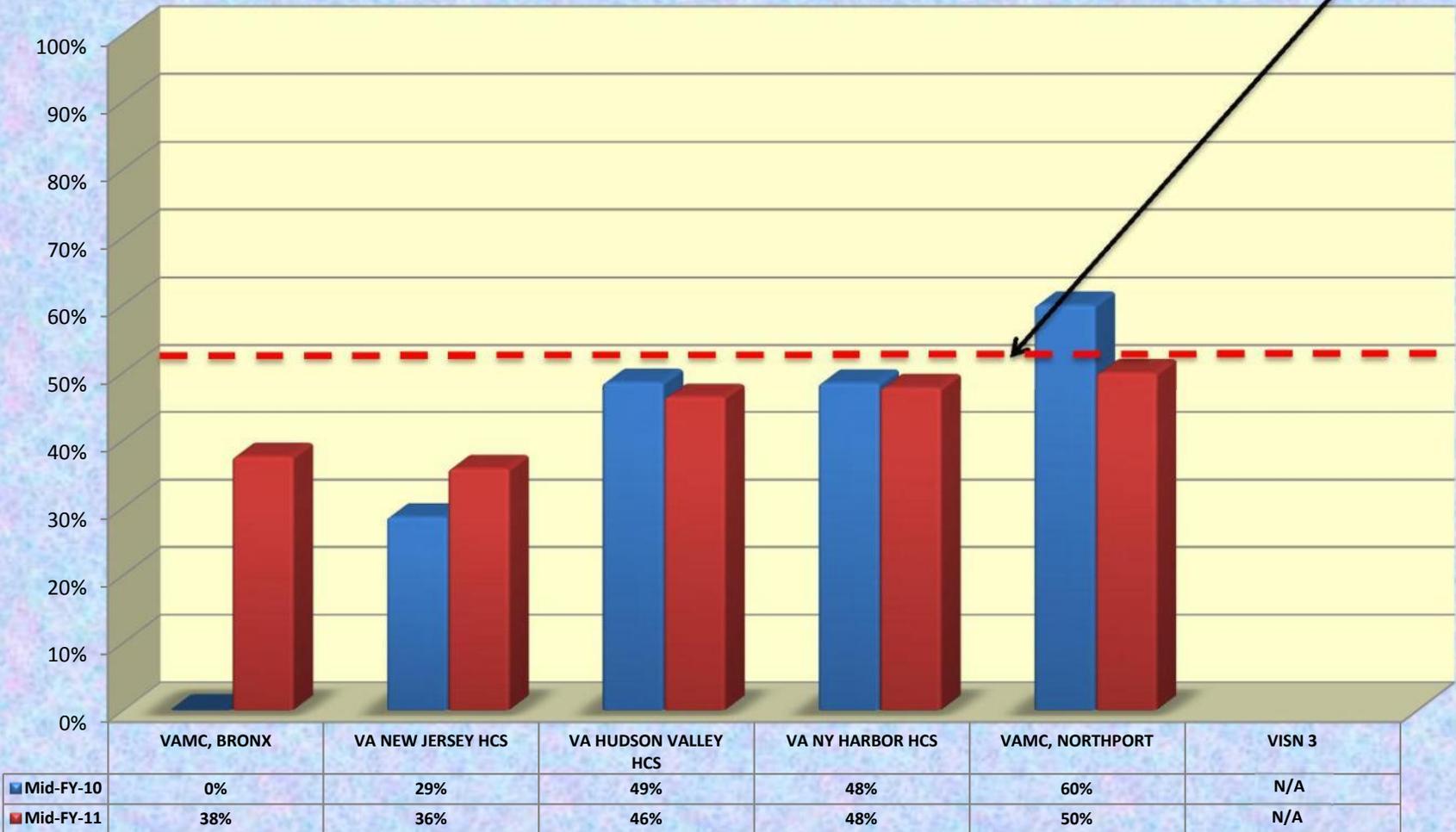


	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VA NY HARBOR HCS	VAMC, NORTHPORT	VISN 3
Mid-FY-10	100%	100%	94%	97%	100%	N/A
Mid-FY-11	100%	100%	100%	100%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 3

49% Government-Wide Average

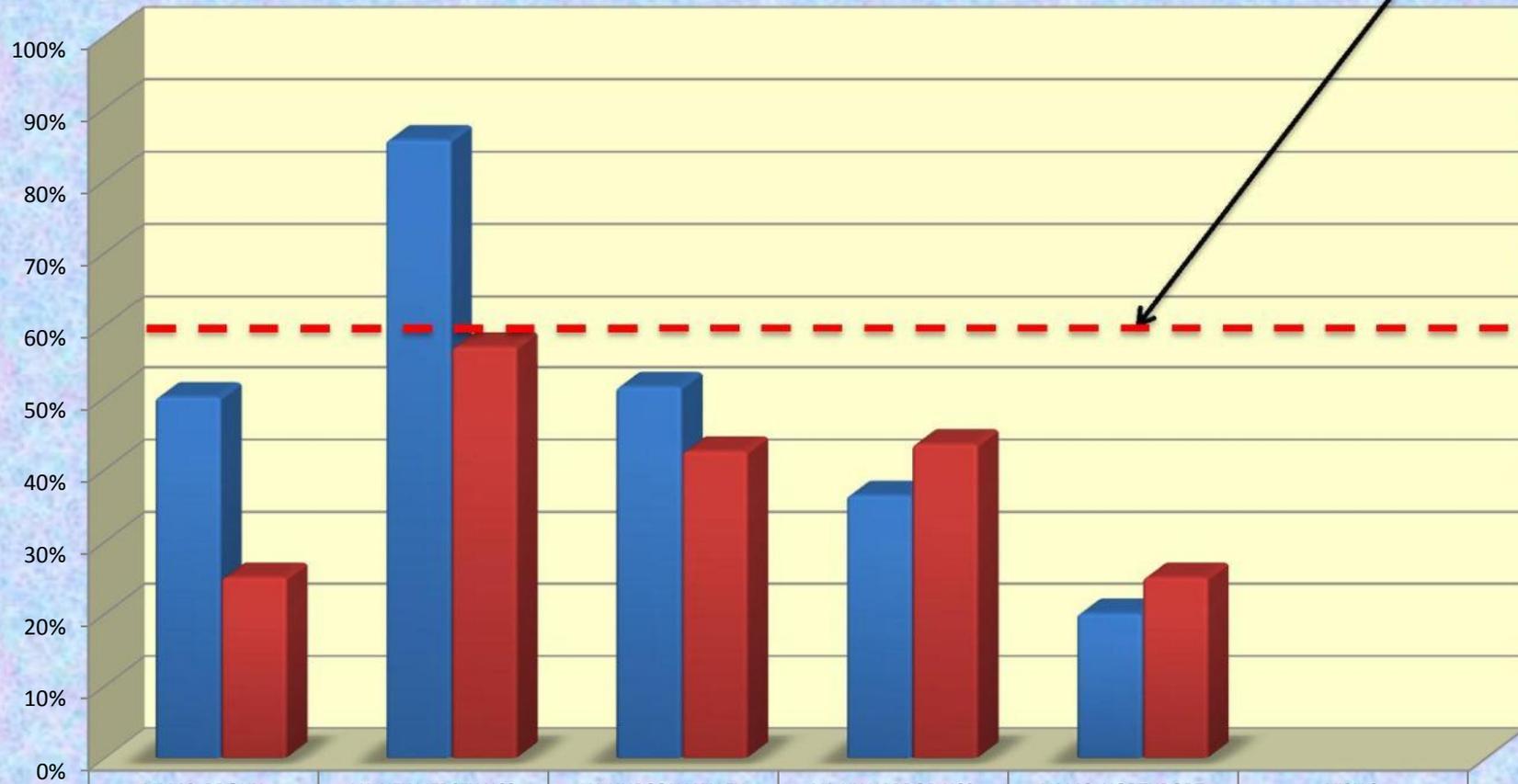


Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 3

56% Government-
Wide Average



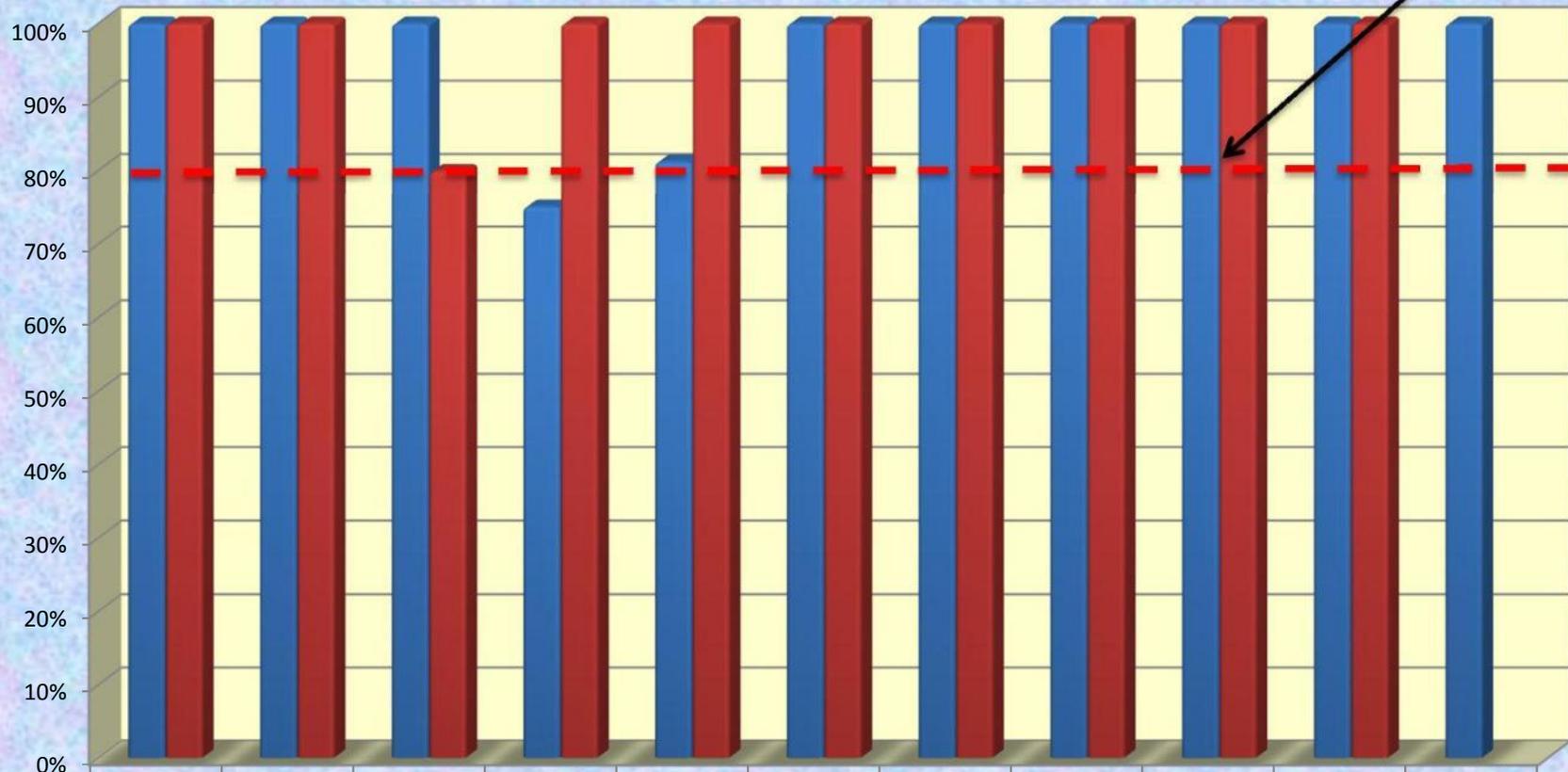
	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VA NY HARBOR HCS	VAMC, NORTHPORT	VISN 3
Mid-FY-10	50%	86%	51%	36%	20%	N/A
Mid-FY-11	25%	57%	43%	43%	25%	N/A

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 4

78% Government-Wide Average

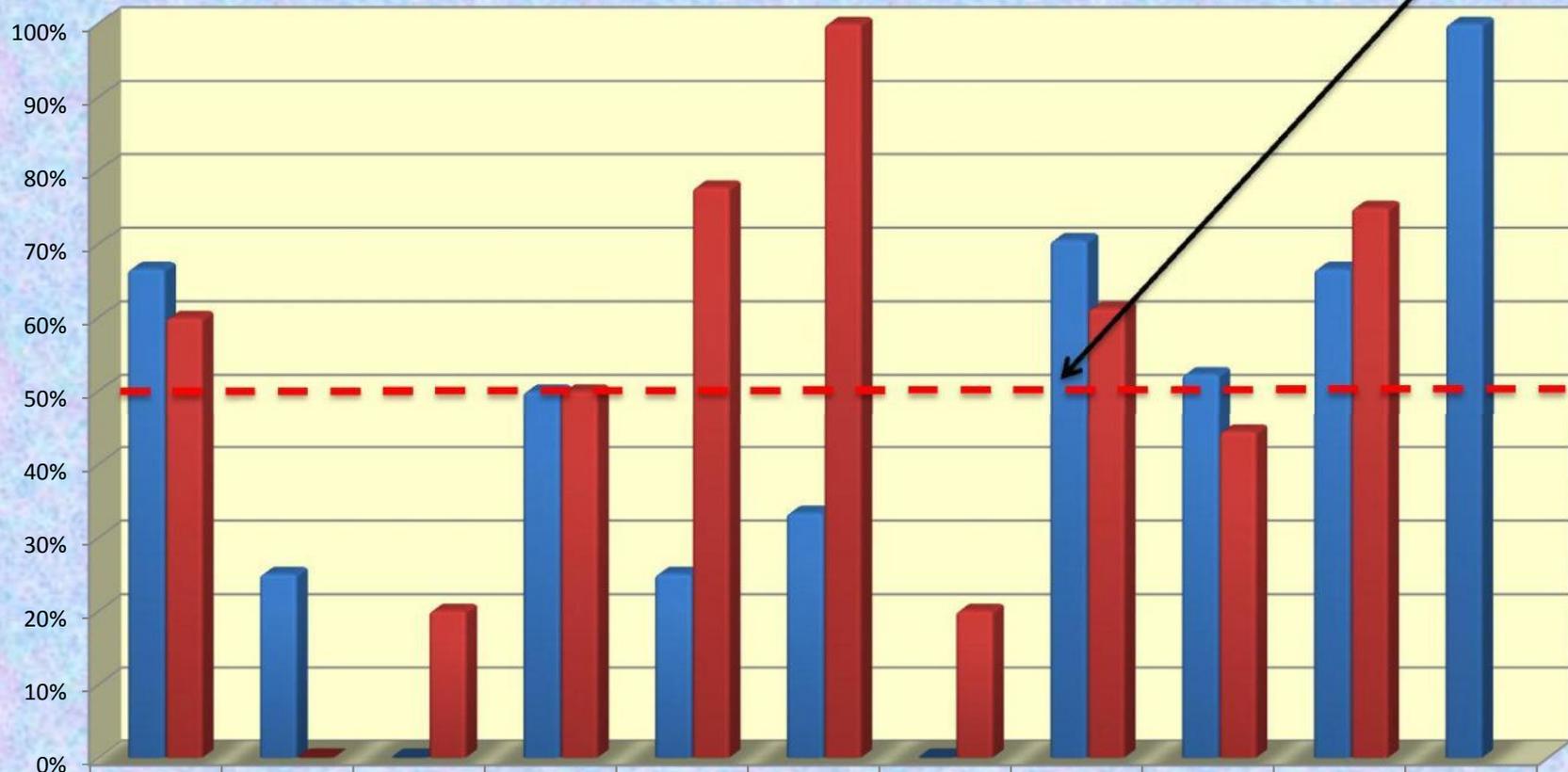


	VAMC, WILMINGTON	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VA PITTSBURGH HCS	VAMC, WILKES-BARRE	VISN 4
Mid-FY-10	100%	100%	100%	75%	81%	100%	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	80%	100%	100%	100%	100%	100%	100%	100%	N/A

Data Source: ADTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 4

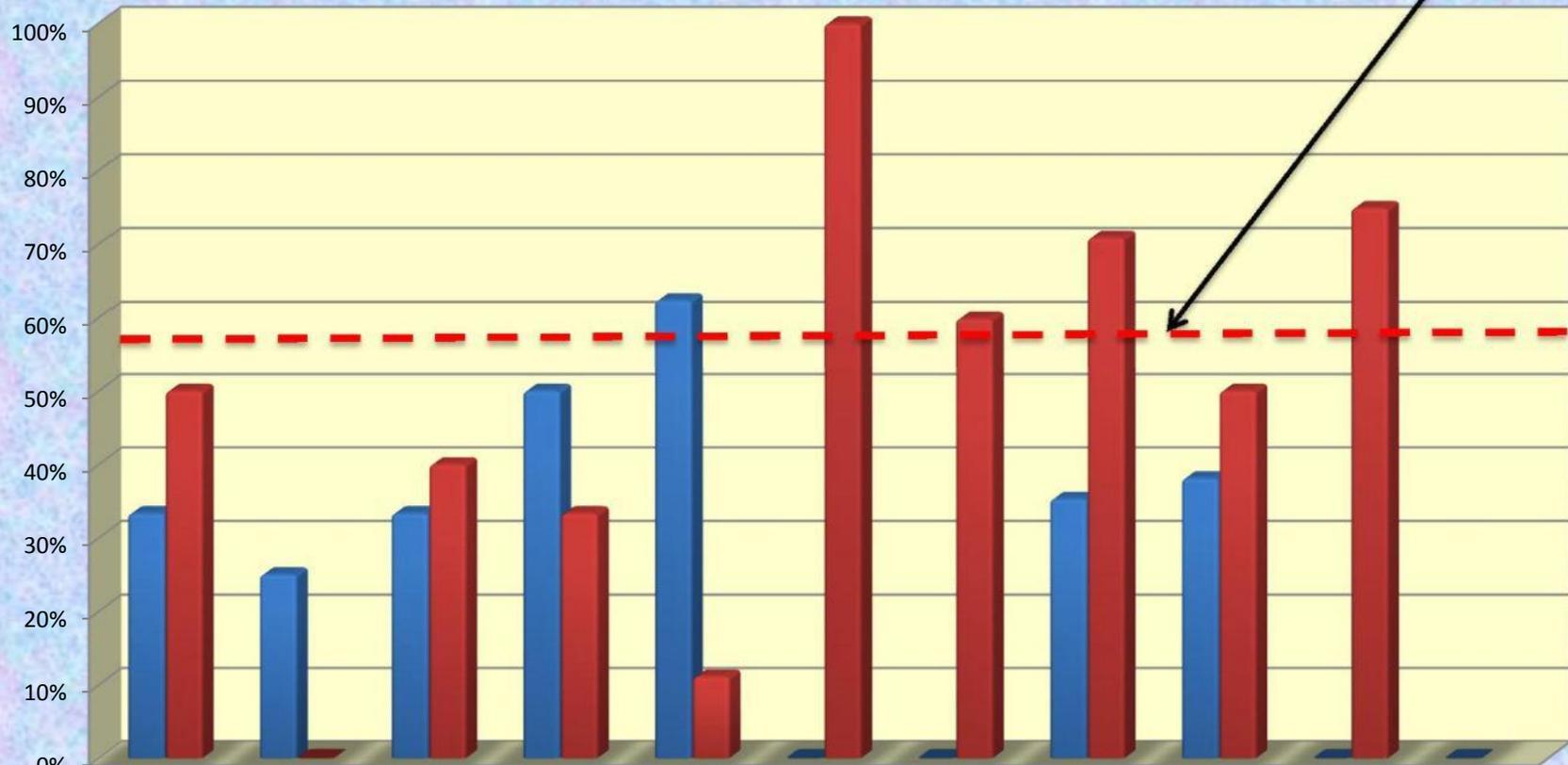
49% Government-Wide Average



	VAMC, WILMINGTON	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VA PITTSBURGH HCS	VAMC, WILKES-BARRE	VISN 4
Mid-FY-10	67%	25%	0%	50%	25%	33%	0%	71%	52%	67%	100%
Mid-FY-11	60%	0%	20%	50%	78%	100%	20%	61%	44%	75%	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 4

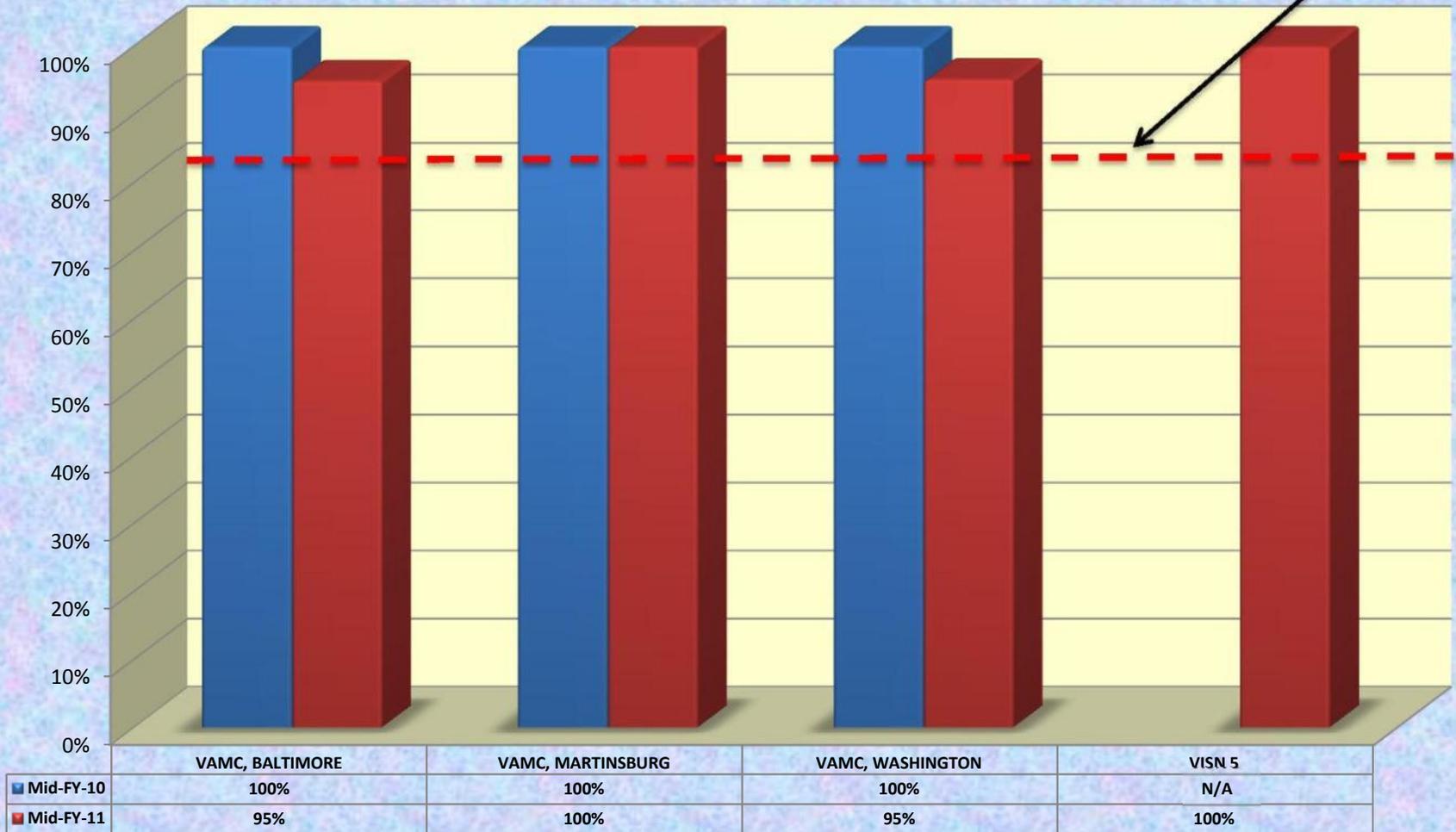
56% Government-Wide Average



	VAMC, WILMINGTON	VAMC, ALTOONA	VAMC, BUTLER	VAMC, CLARKSBURG	VAMC, COATESVILLE	VAMC, ERIE	VAMC, LEBANON	VAMC, PHILADELPHIA	VA PITTSBURGH HCS	VAMC, WILKES-BARRE	VISN 4
Mid-FY-10	33%	25%	33%	50%	63%	0%	0%	35%	38%	0%	0%
Mid-FY-11	50%	0%	40%	33%	11%	100%	60%	71%	50%	75%	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 5

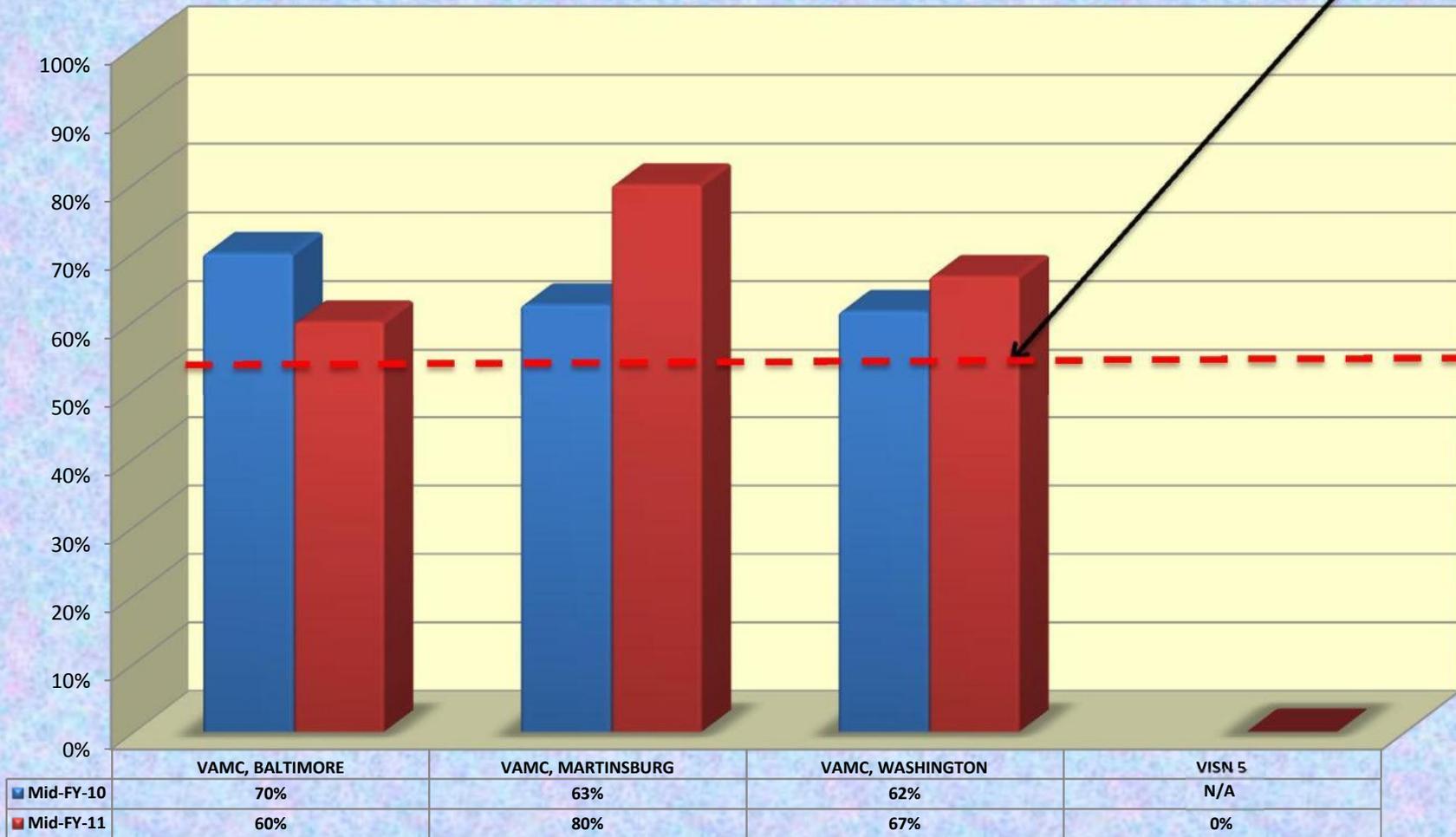
78% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

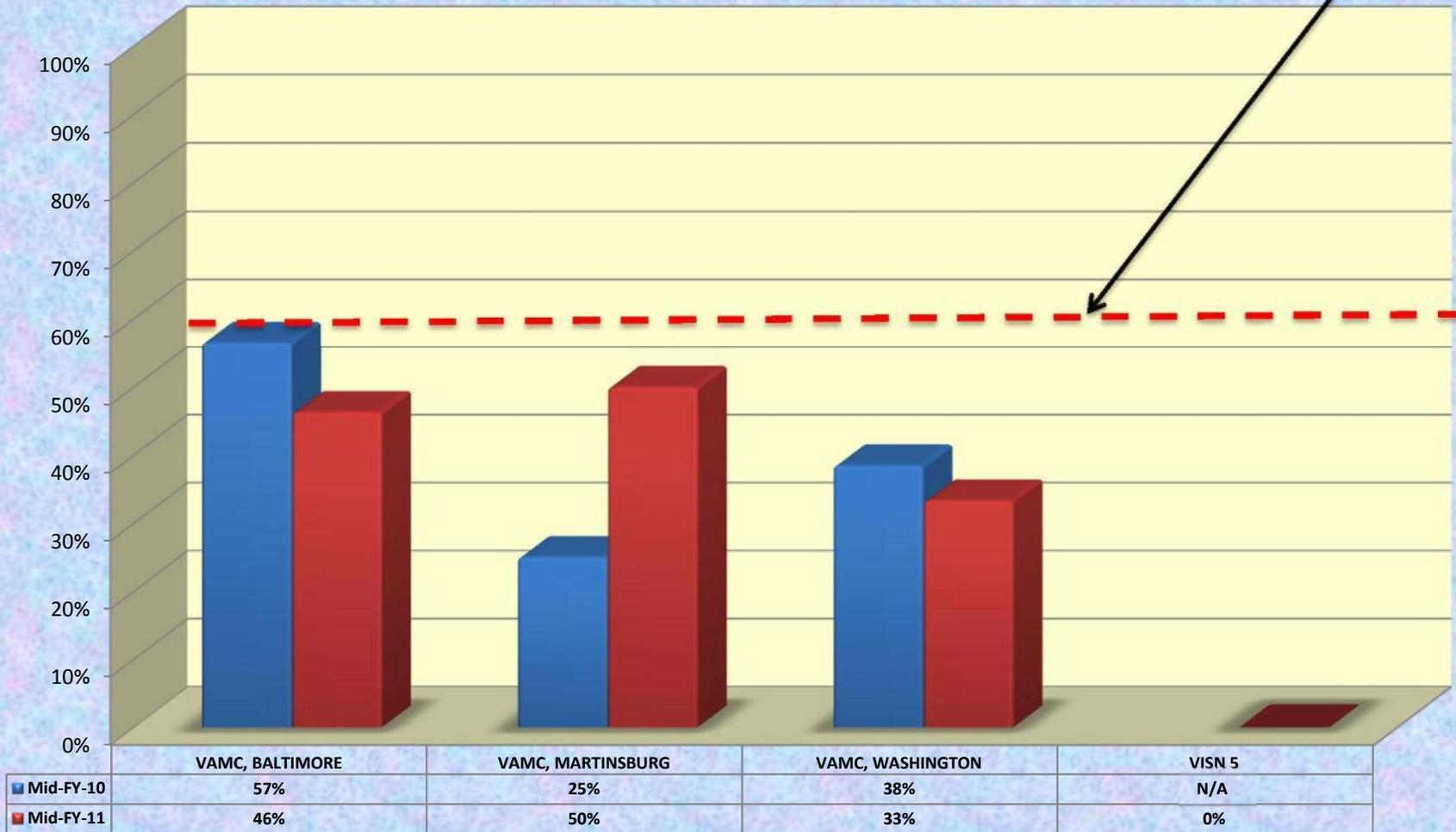
Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 5

49% Government-
Wide Average



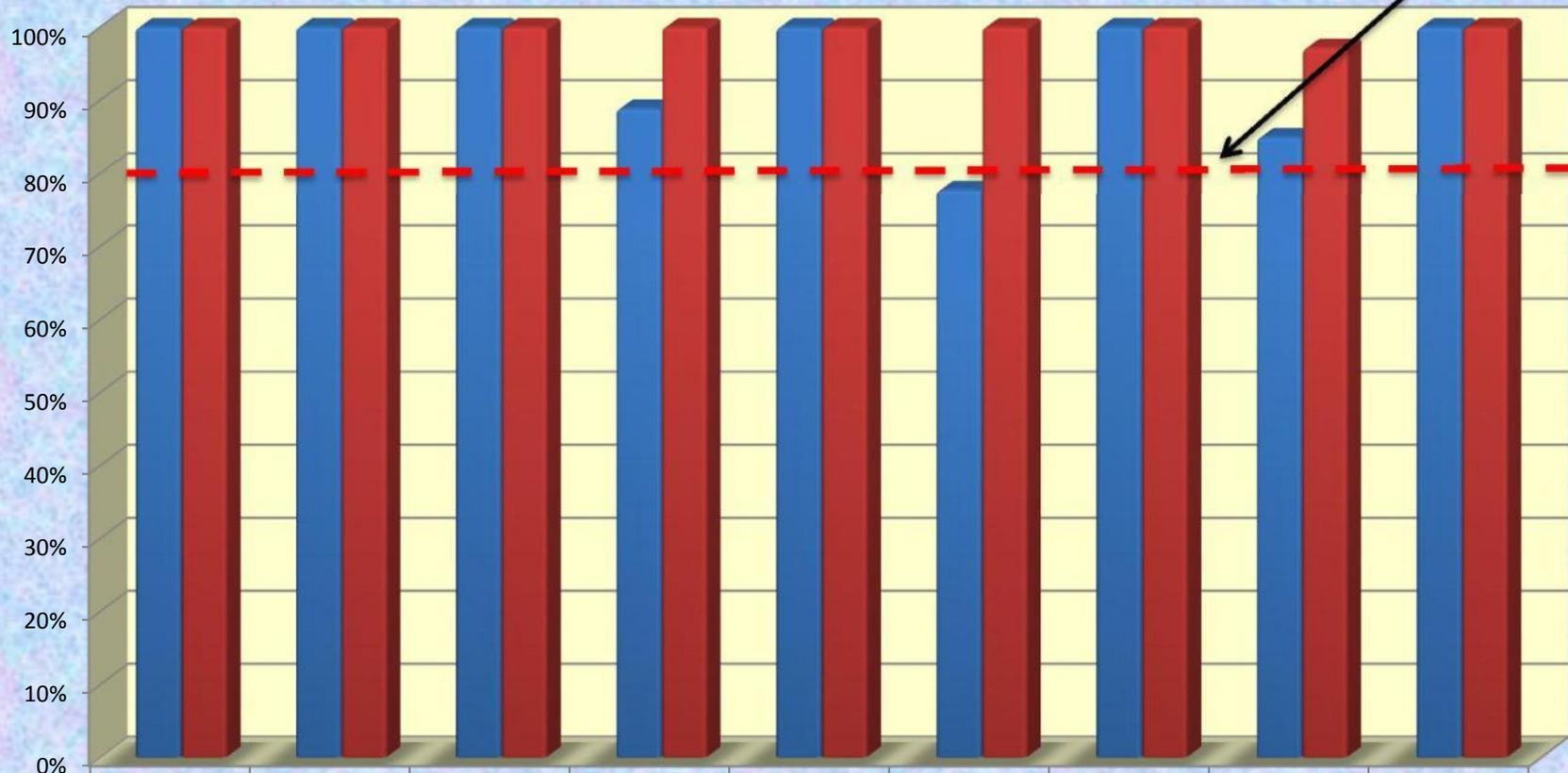
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 5

56% Government-
Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 6

78% Government-Wide Average

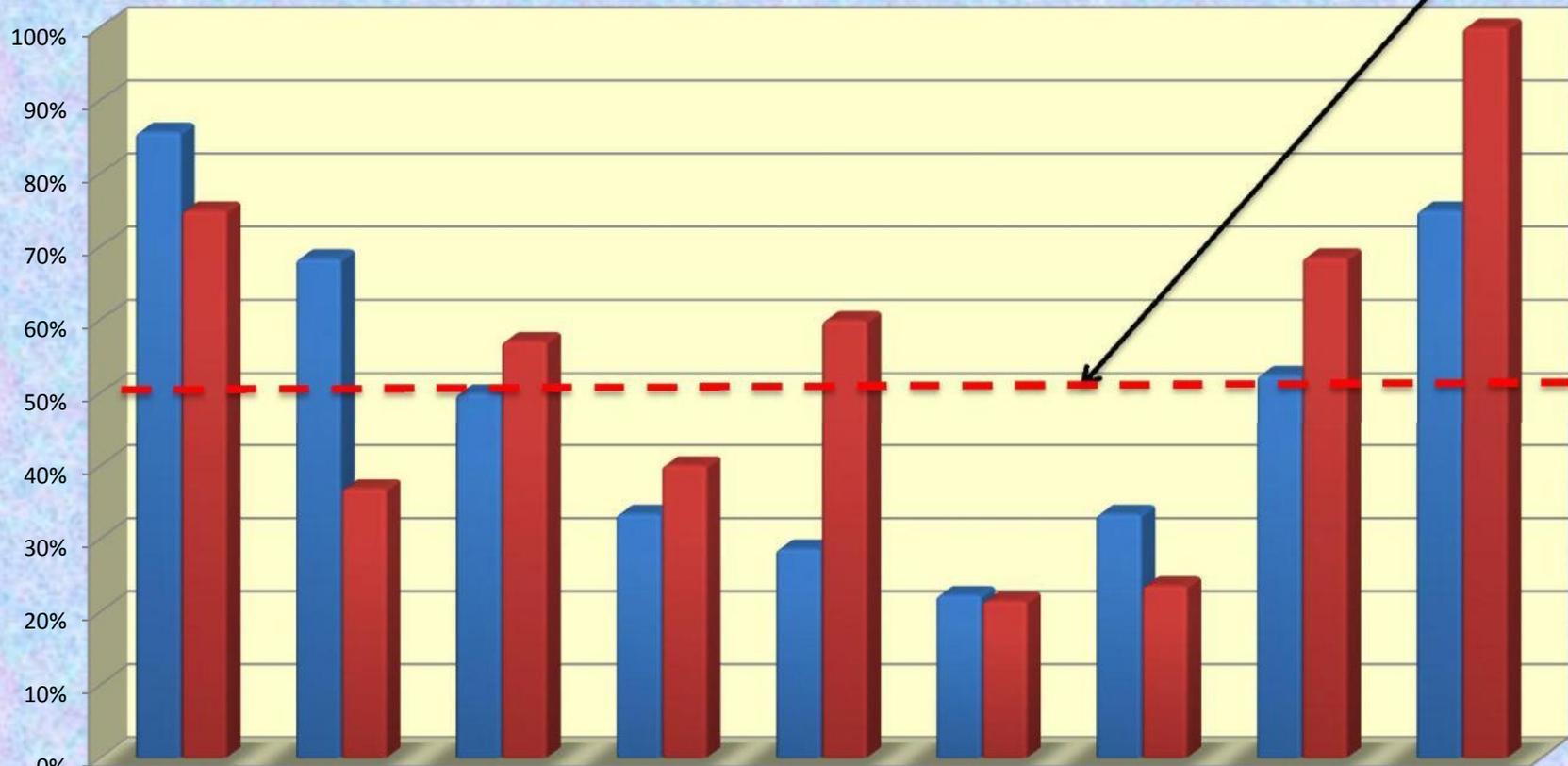


	VAMC, BECKLEY	VAMC, DURHAM	VAMC, FAYETTEVILLE, NC	VAMC, HAMPTON	VAMC, ASHEVILLE	VAMC, RICHMOND	VAMC, SALEM	VAMC, SALISBURY	VISN 6
Mid-FY-10	100%	100%	100%	89%	100%	78%	100%	85%	100%
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%	97%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 6

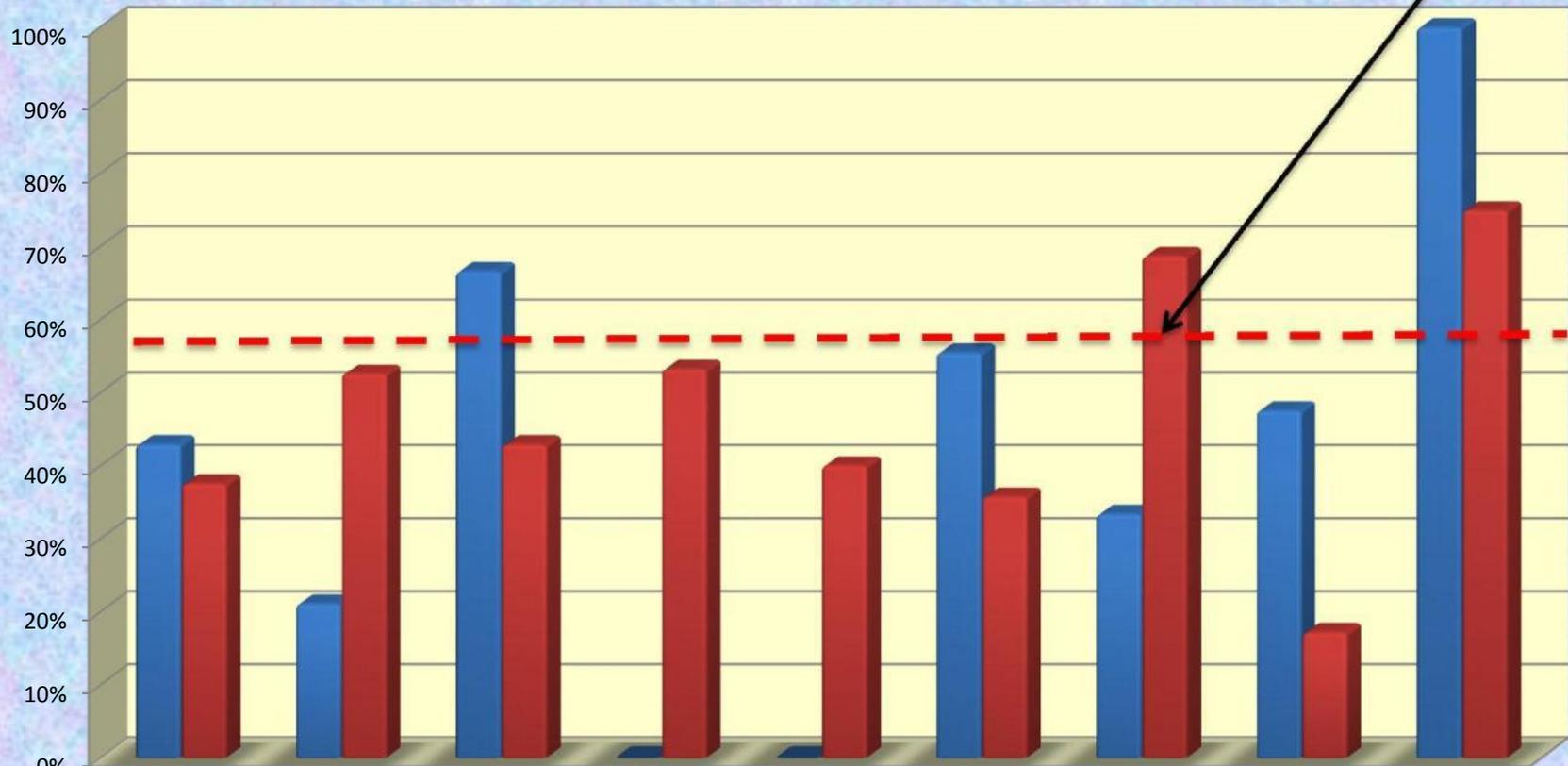
49% Government-Wide Average



	VAMC, BECKLEY	VAMC, DURHAM	VAMC, FAYETTEVILLE, NC	VAMC, HAMPTON	VAMC, ASHEVILLE	VAMC, RICHMOND	VAMC, SALEM	VAMC, SALISBURY	VISN 6
Mid-FY-10	86%	68%	50%	33%	29%	22%	33%	53%	75%
Mid-FY-11	75%	37%	57%	40%	60%	21%	24%	69%	100%

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 6

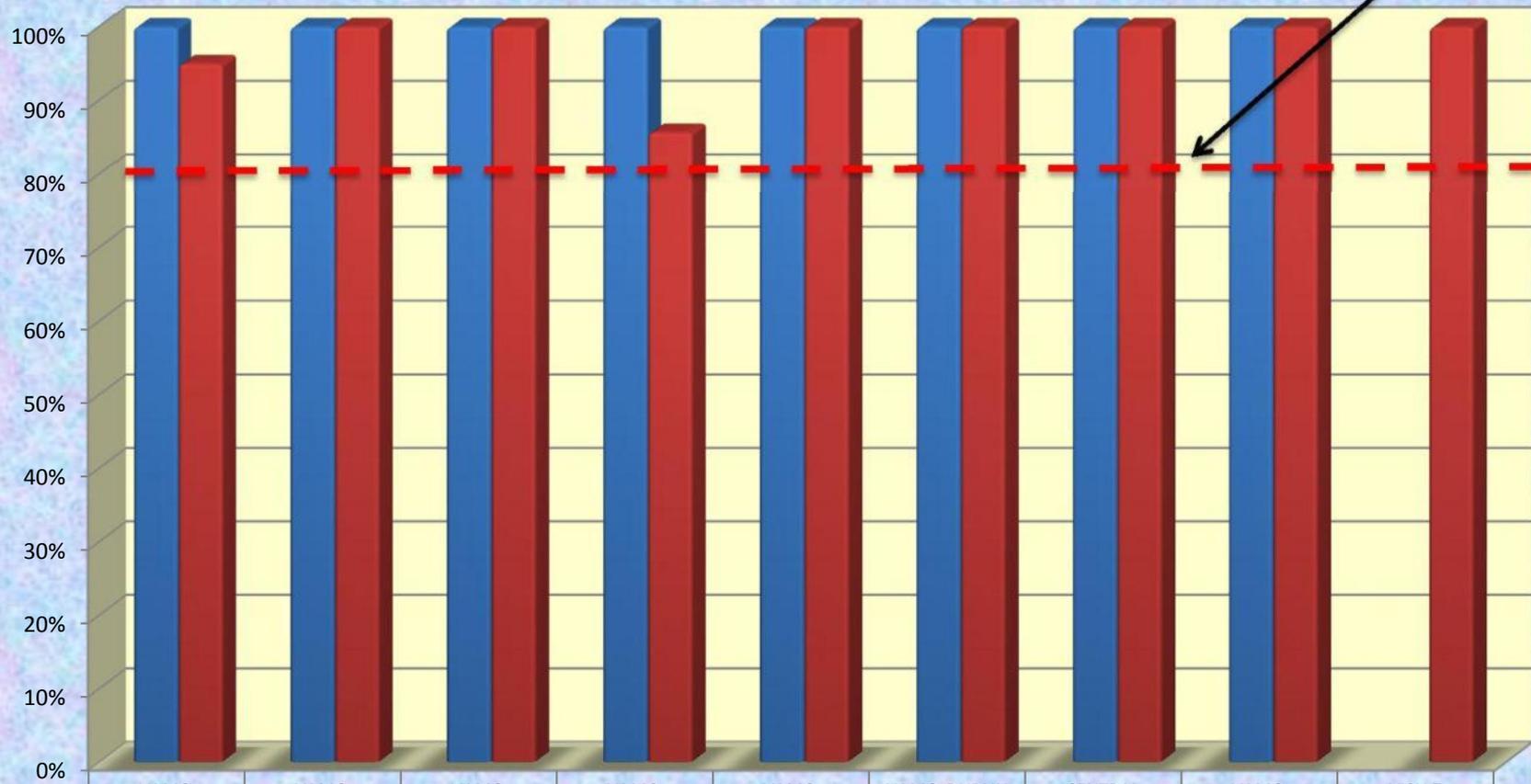
56% Government-Wide Average



	VAMC, BECKLEY	VAMC, DURHAM	VAMC, FAYETTEVILLE, NC	VAMC, HAMPTON	VAMC, ASHEVILLE	VAMC, RICHMOND	VAMC, SALEM	VAMC, SALISBURY	VISN 6
Mid-FY-10	43%	21%	67%	0%	0%	56%	33%	48%	100%
Mid-FY-11	38%	53%	43%	53%	40%	36%	69%	17%	75%

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 7

78% Government-Wide Average

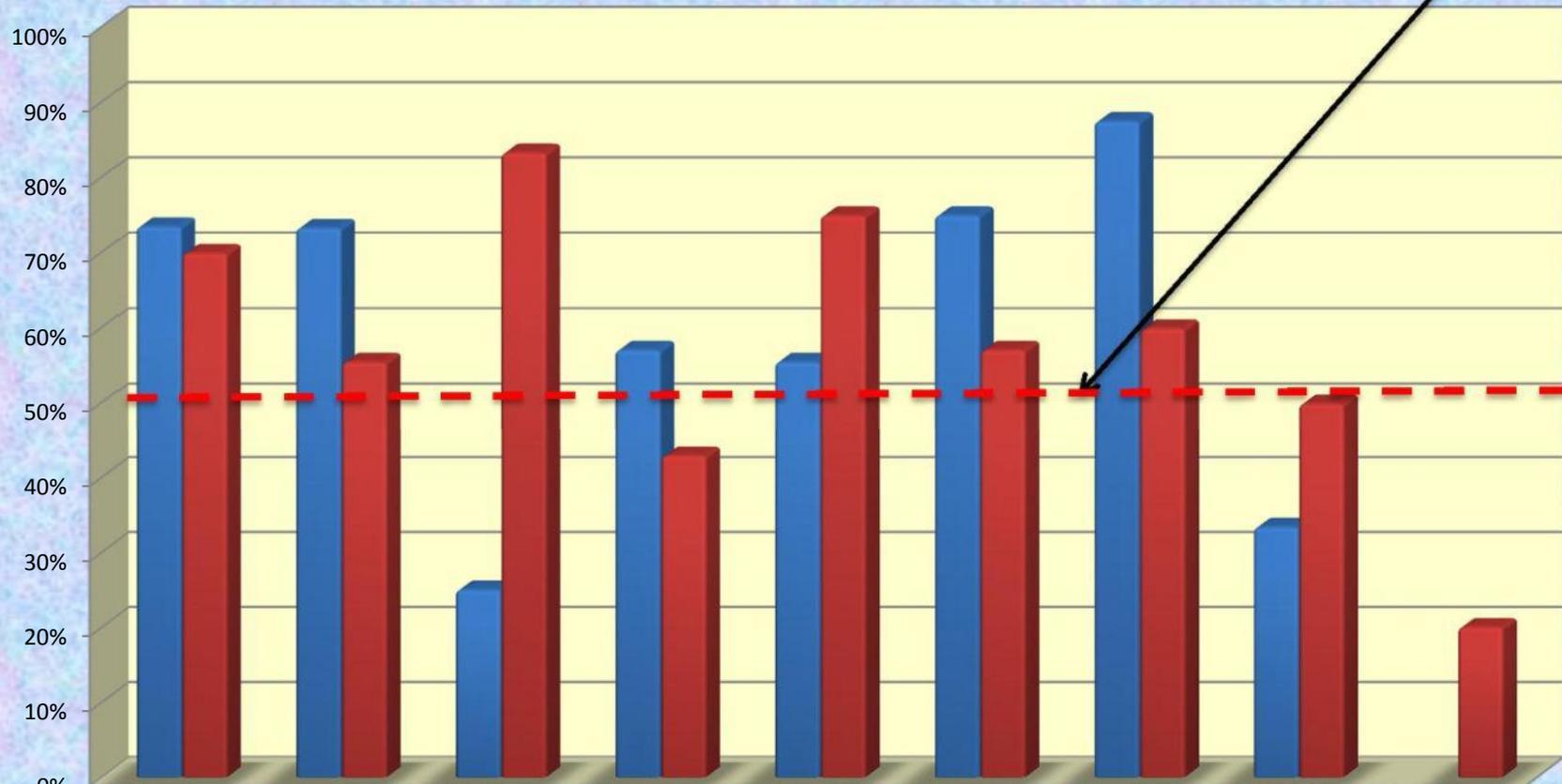


	VAMC, DECATUR	VAMC, AUGUSTA	VAMC, BIRMINGHAM	VAMC, CHARLESTON	VAMC, COLUMBIA, SC	VAMC, DUBLIN	CENTRAL ALABAMA HCS	VAMC, TUSCALOOSA	VISN 7
Mid-FY-10	100%	100%	100%	100%	100%	100%	100%	100%	N/A
Mid-FY-11	95%	100%	100%	86%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 7

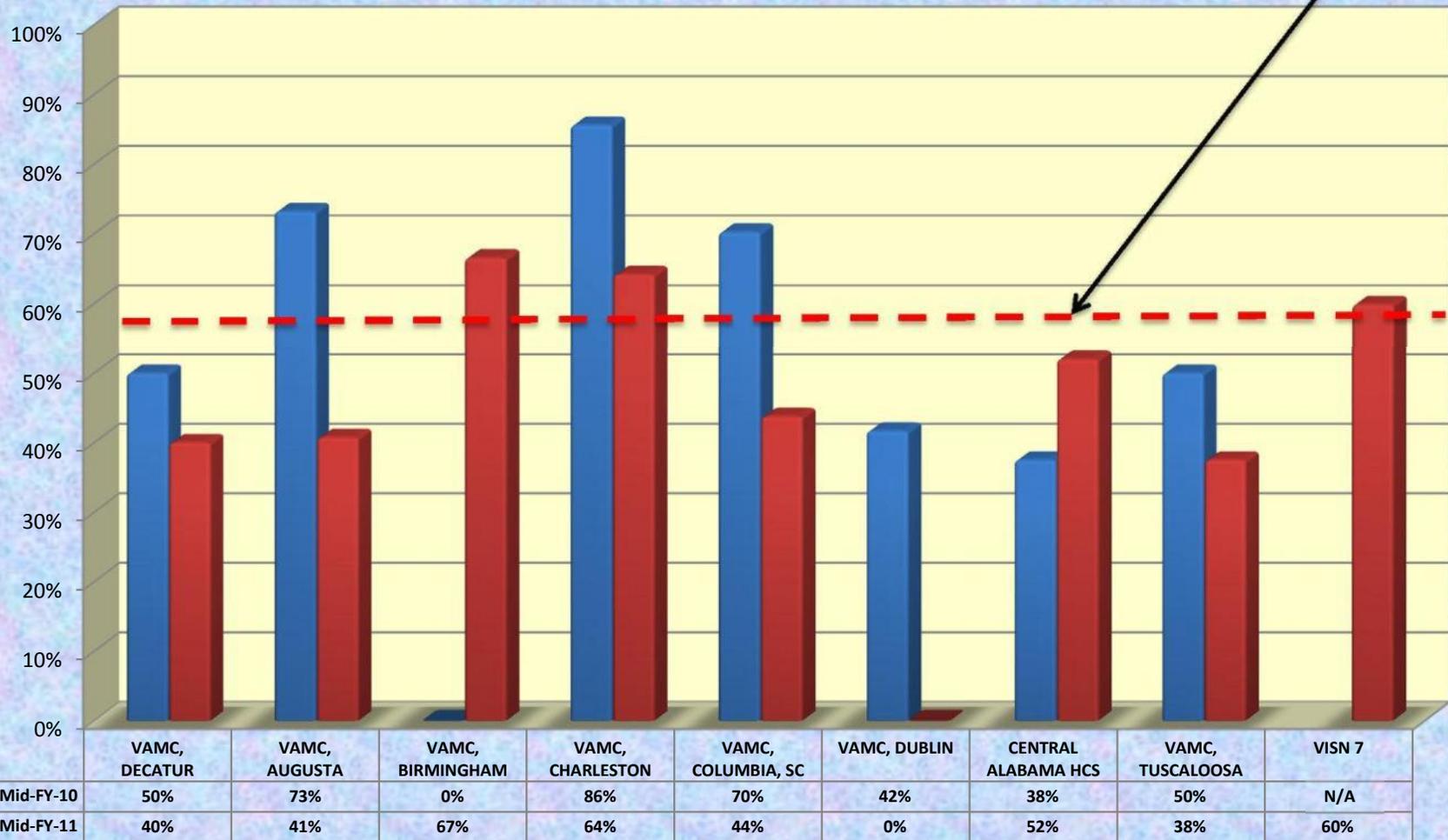
49% Government-Wide Average



	VAMC, DECATUR	VAMC, AUGUSTA	VAMC, BIRMINGHAM	VAMC, CHARLESTON	VAMC, COLUMBIA, SC	VAMC, DUBLIN	CENTRAL ALABAMA HCS	VAMC, TUSCALOOSA	VISN 7
Mid-FY-10	74%	73%	25%	57%	56%	75%	88%	33%	N/A
Mid-FY-11	70%	56%	83%	43%	75%	57%	60%	50%	20%

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 7

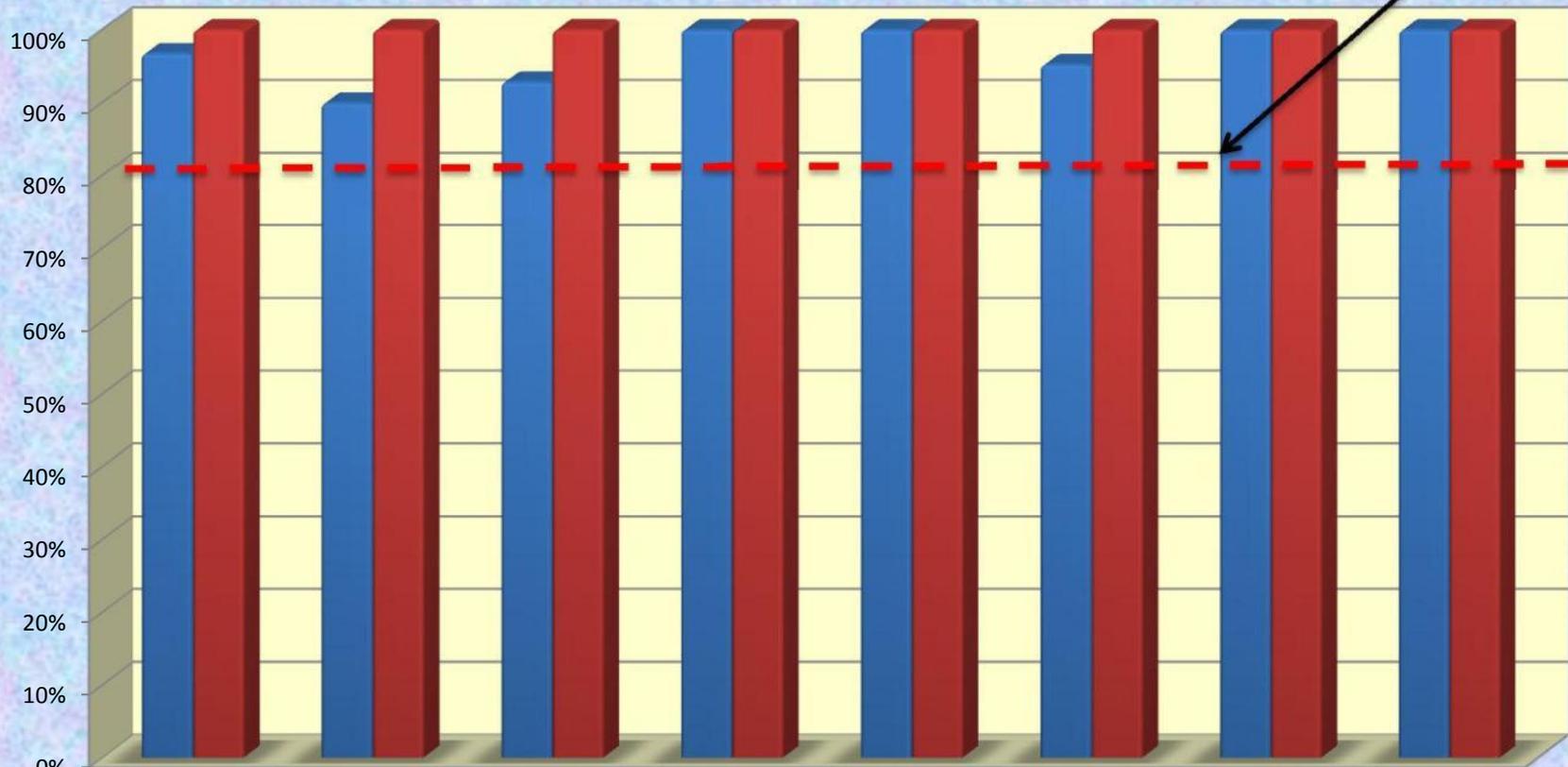
56% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 8

78% Government-Wide Average

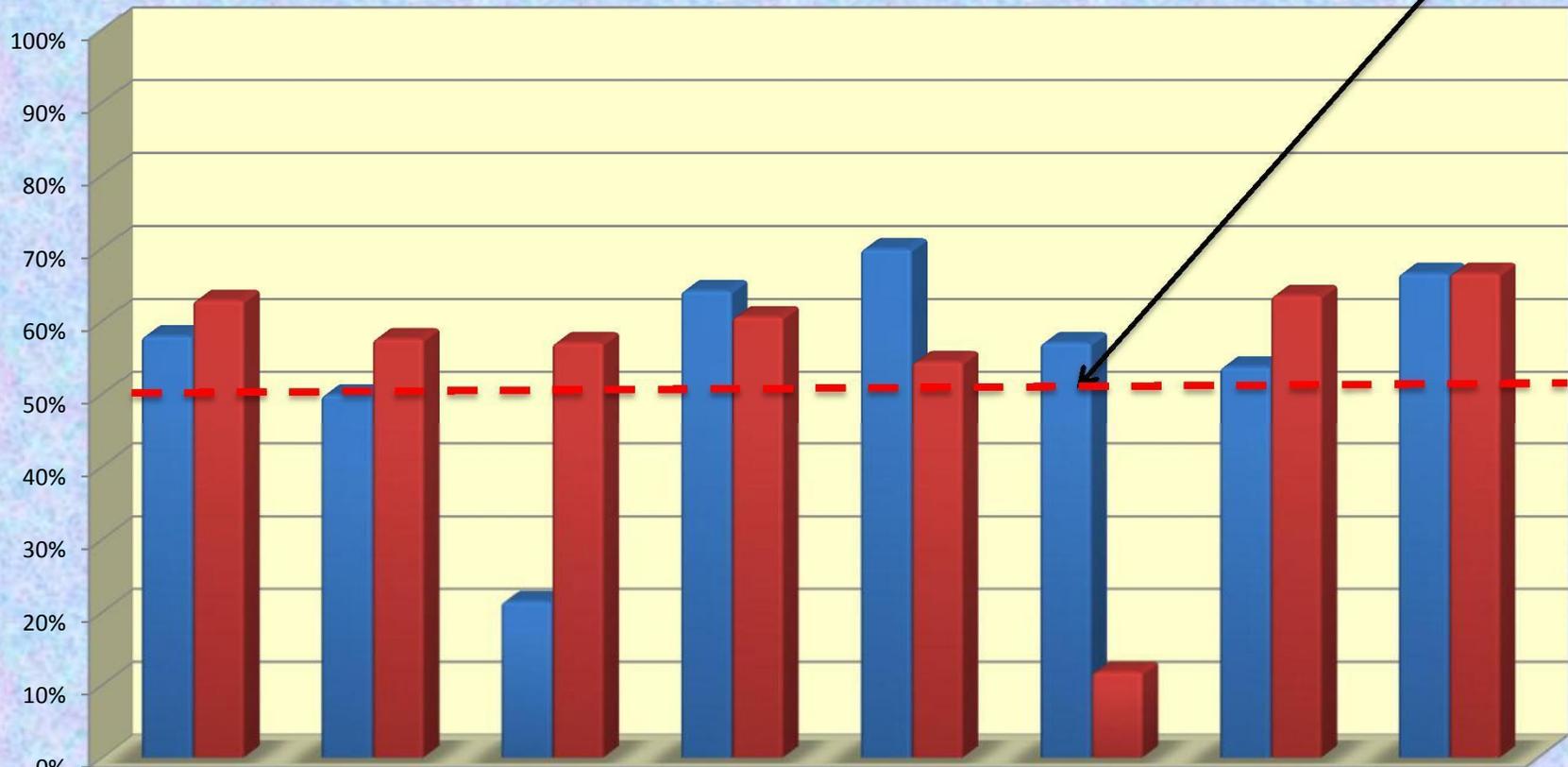


	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-FY-10	97%	90%	93%	100%	100%	95%	100%	100%
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 8

49% Government-Wide Average



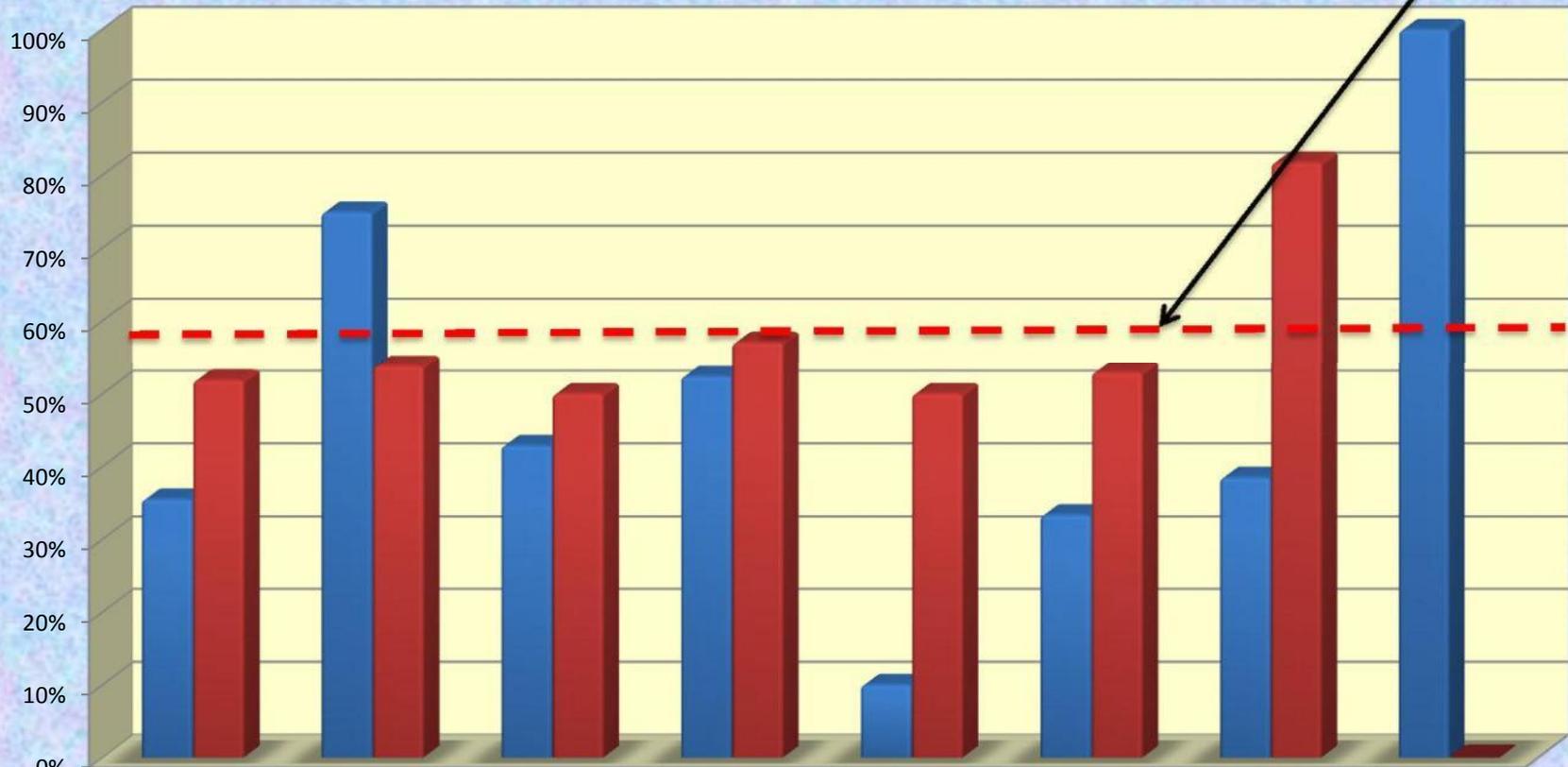
	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-FY-10	58%	50%	21%	64%	70%	57%	54%	67%
Mid-FY-11	63%	58%	57%	61%	55%	12%	64%	67%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 8

56% Government-Wide Average

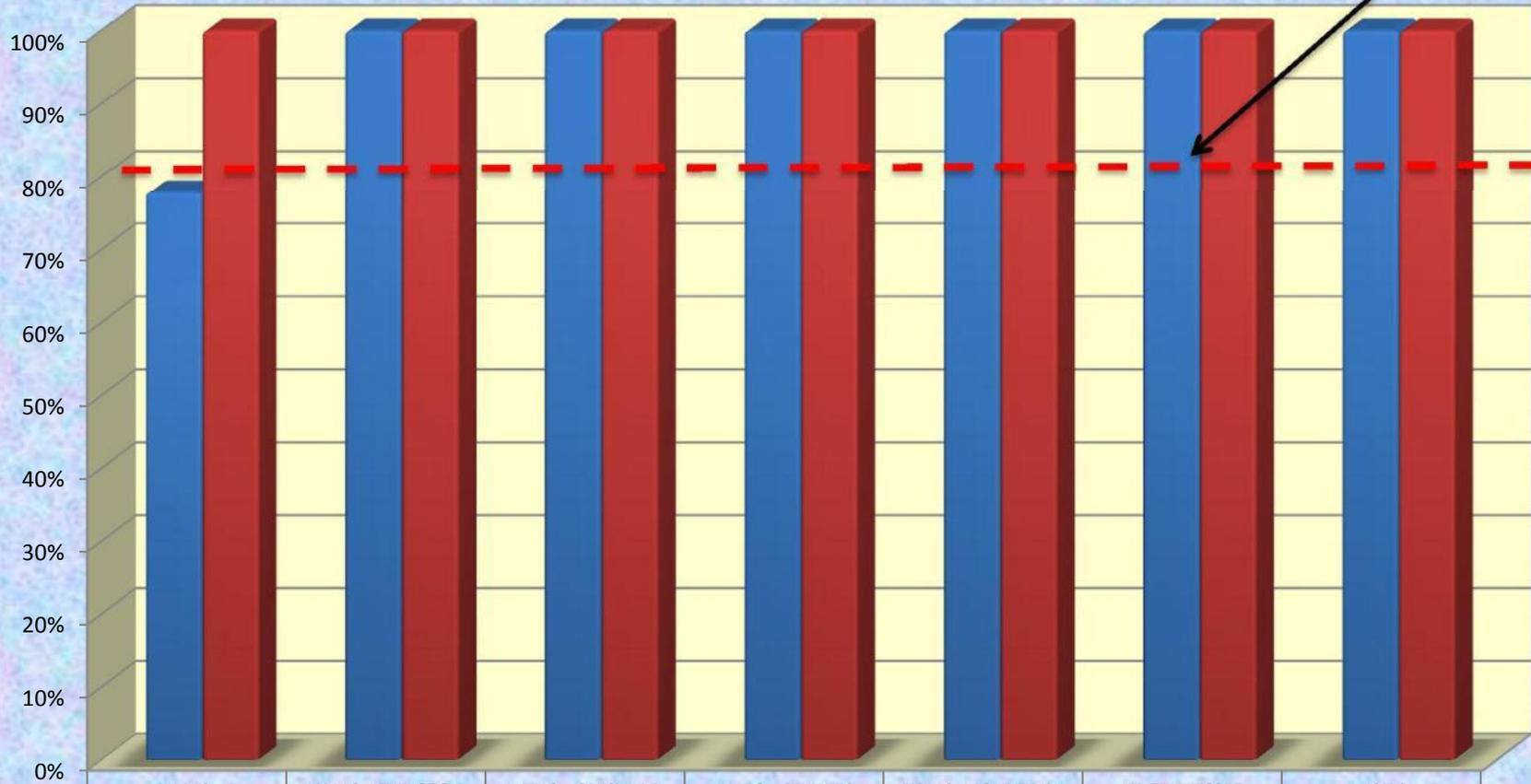


	VAMC, BAY PINES	VAMC, MIAMI	VAMC, WEST PALM BEACH	VA NO FLORIDA/SO GEORGIA HCS	VAMC, SAN JUAN	VAMC, TAMPA	VAMC, ORLANDO	VISN 8
Mid-FY-10	35%	75%	43%	52%	10%	33%	38%	100%
Mid-FY-11	52%	54%	50%	57%	50%	53%	82%	0%

Data Source: Complaints Automated Tracking System (CATS)

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 9

78% Government-Wide Average

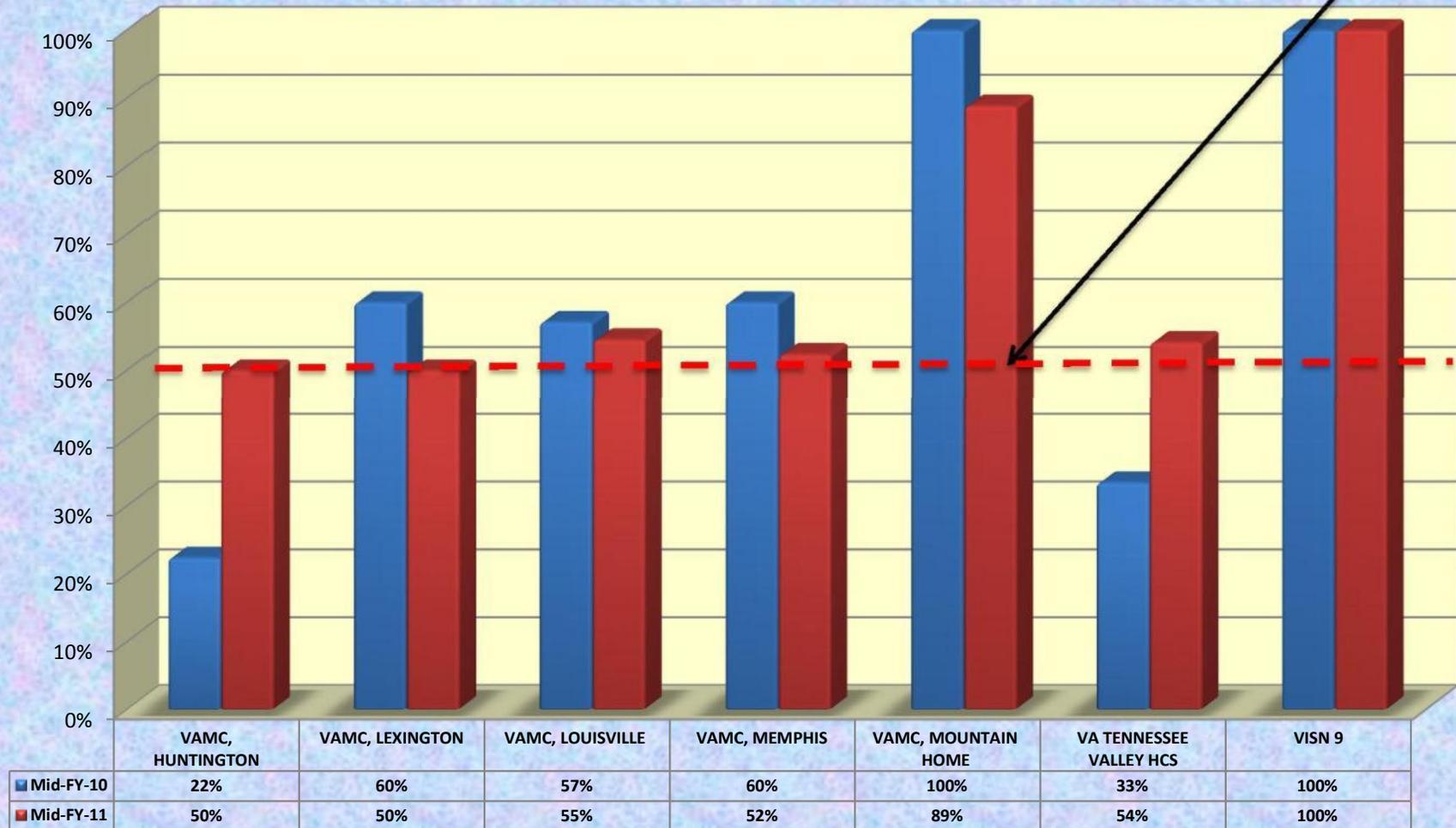


	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-FY-10	78%	100%	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 9

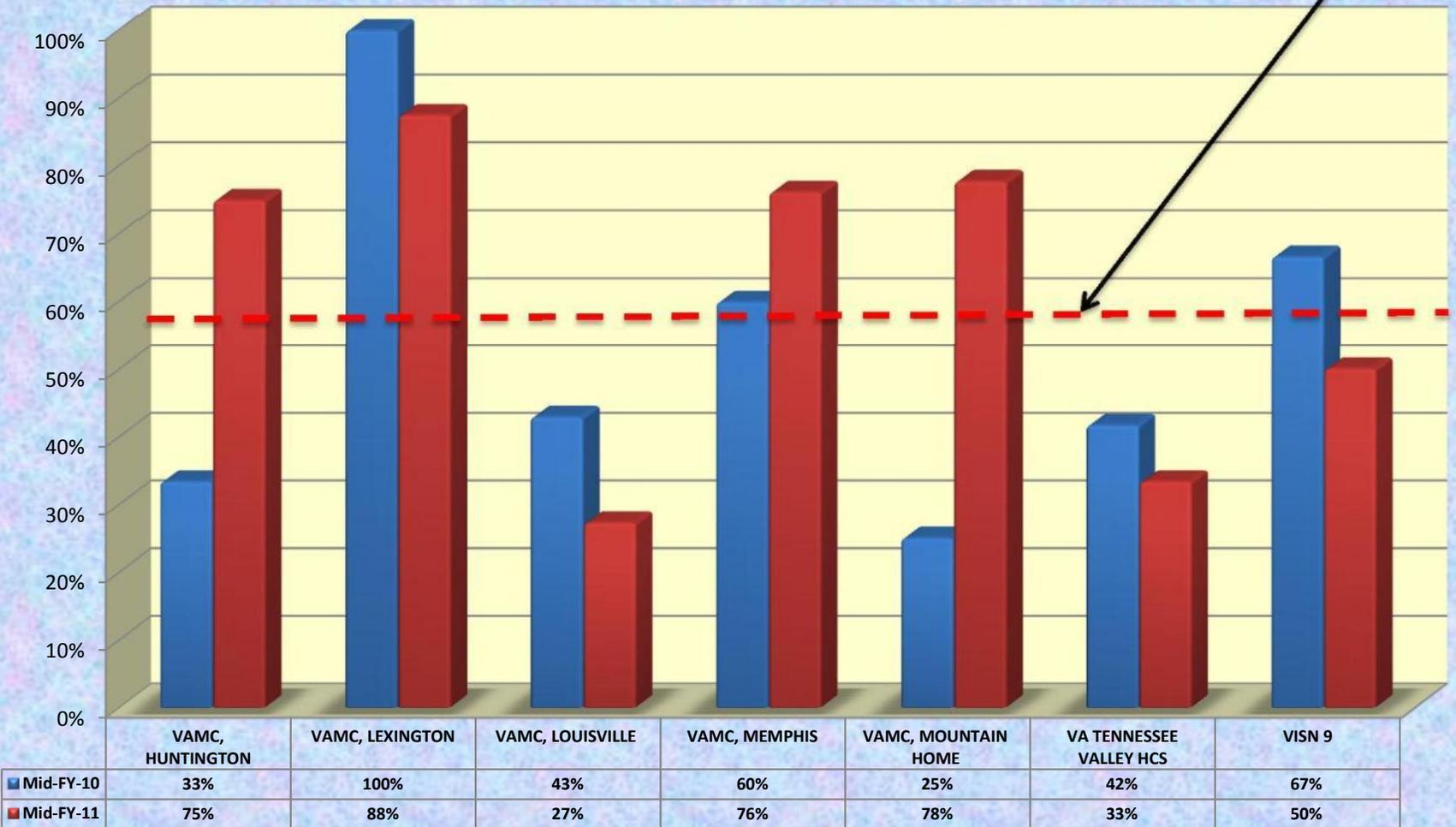
49% Government-
Wide Average



Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 9

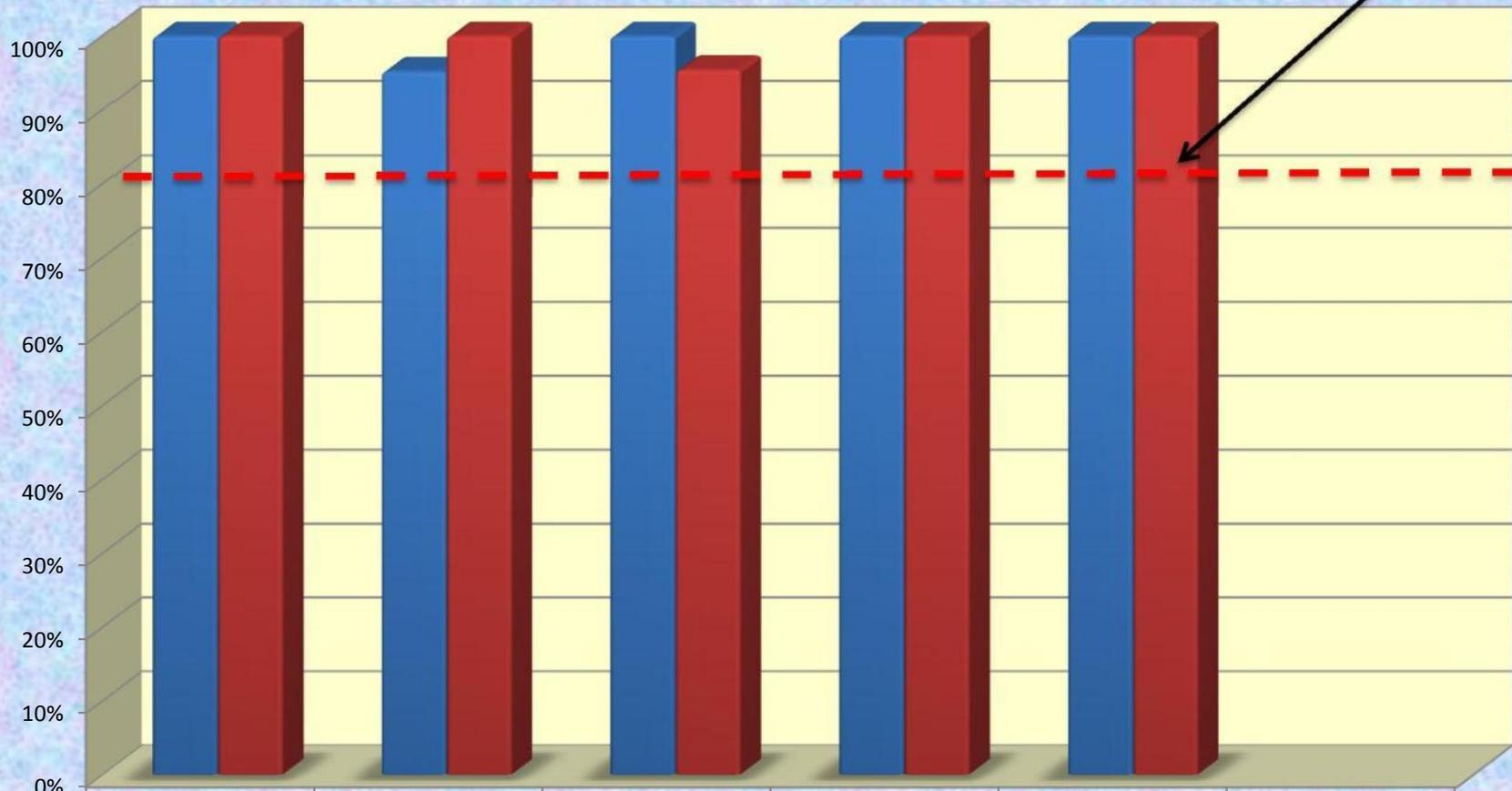
56% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

78% Government-Wide Average

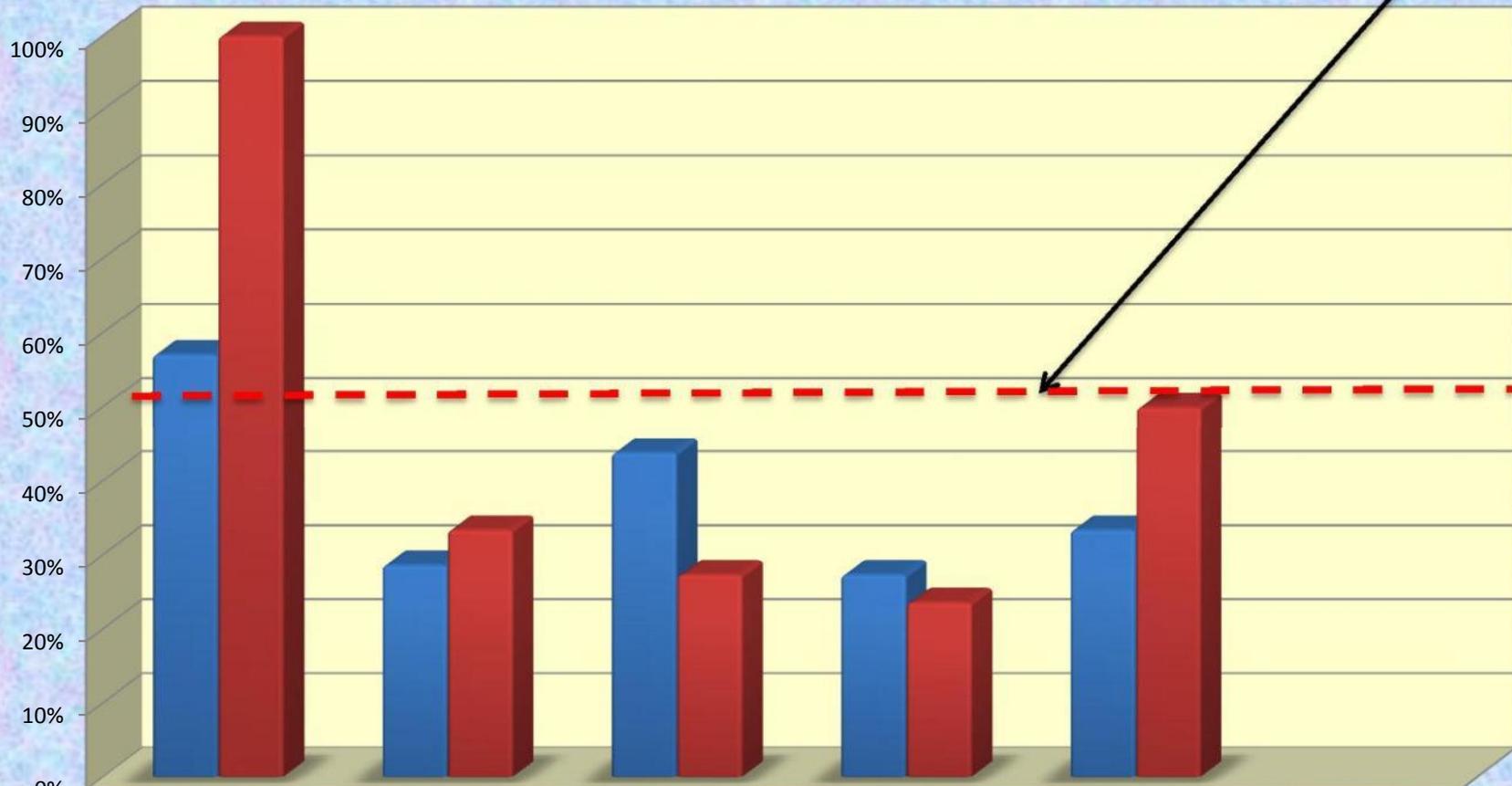


	VAMC, CHILLICOTHE	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-FY-10	100%	95%	100%	100%	100%	N/A
Mid-FY-11	100%	100%	95%	100%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

49% Government-
Wide Average



	VAMC, CHILICOTHE	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-FY-10	57%	29%	44%	27%	33%	N/A
Mid-FY-11	100%	33%	27%	24%	50%	N/A

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

56% Government-Wide Average

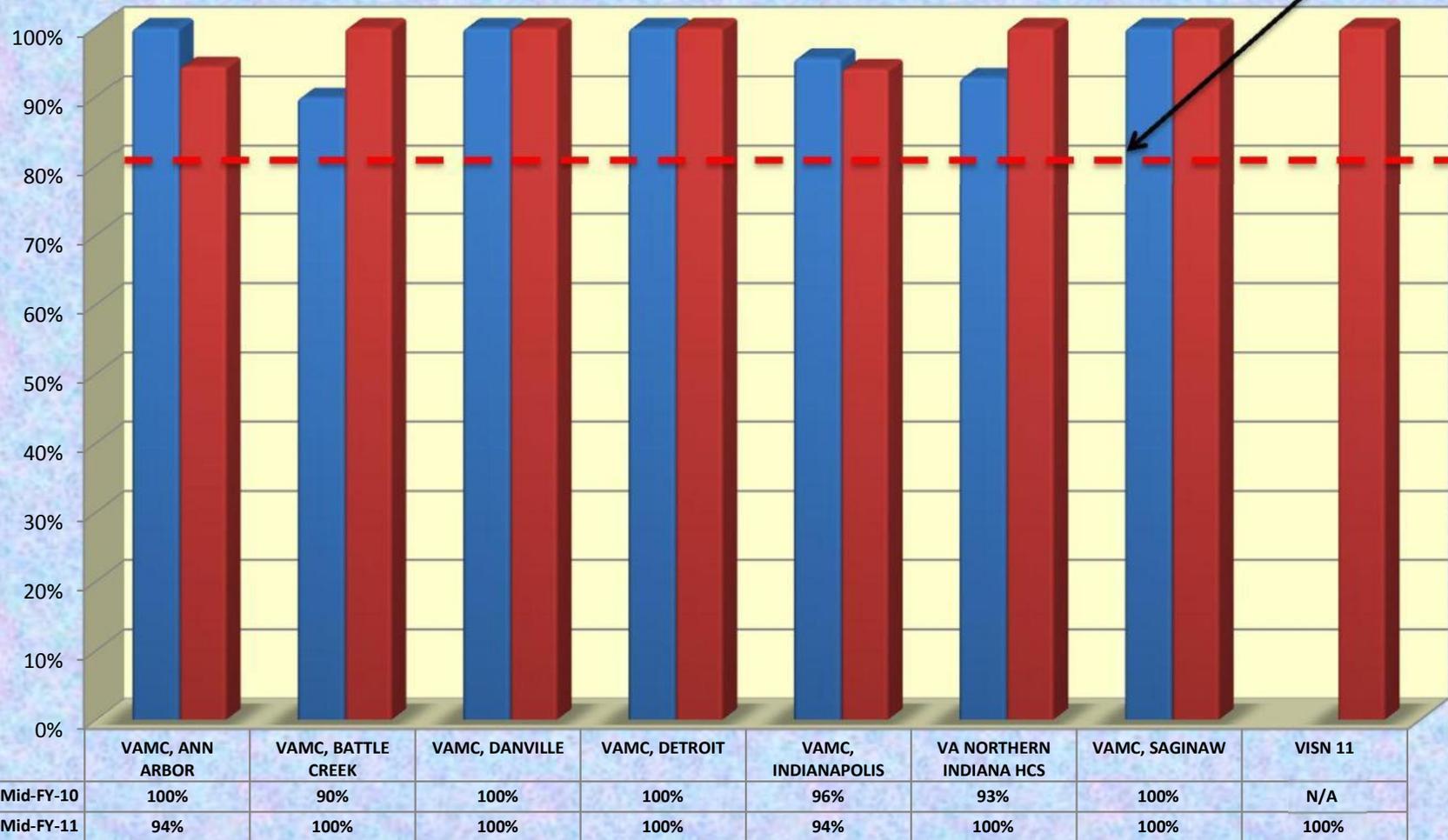


	VAMC, CHILlicothe	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-FY-10	71%	57%	63%	64%	0%	N/A
Mid-FY-11	0%	8%	73%	59%	50%	N/A

Data Source: Complaints Automated Tracking System (CATS)

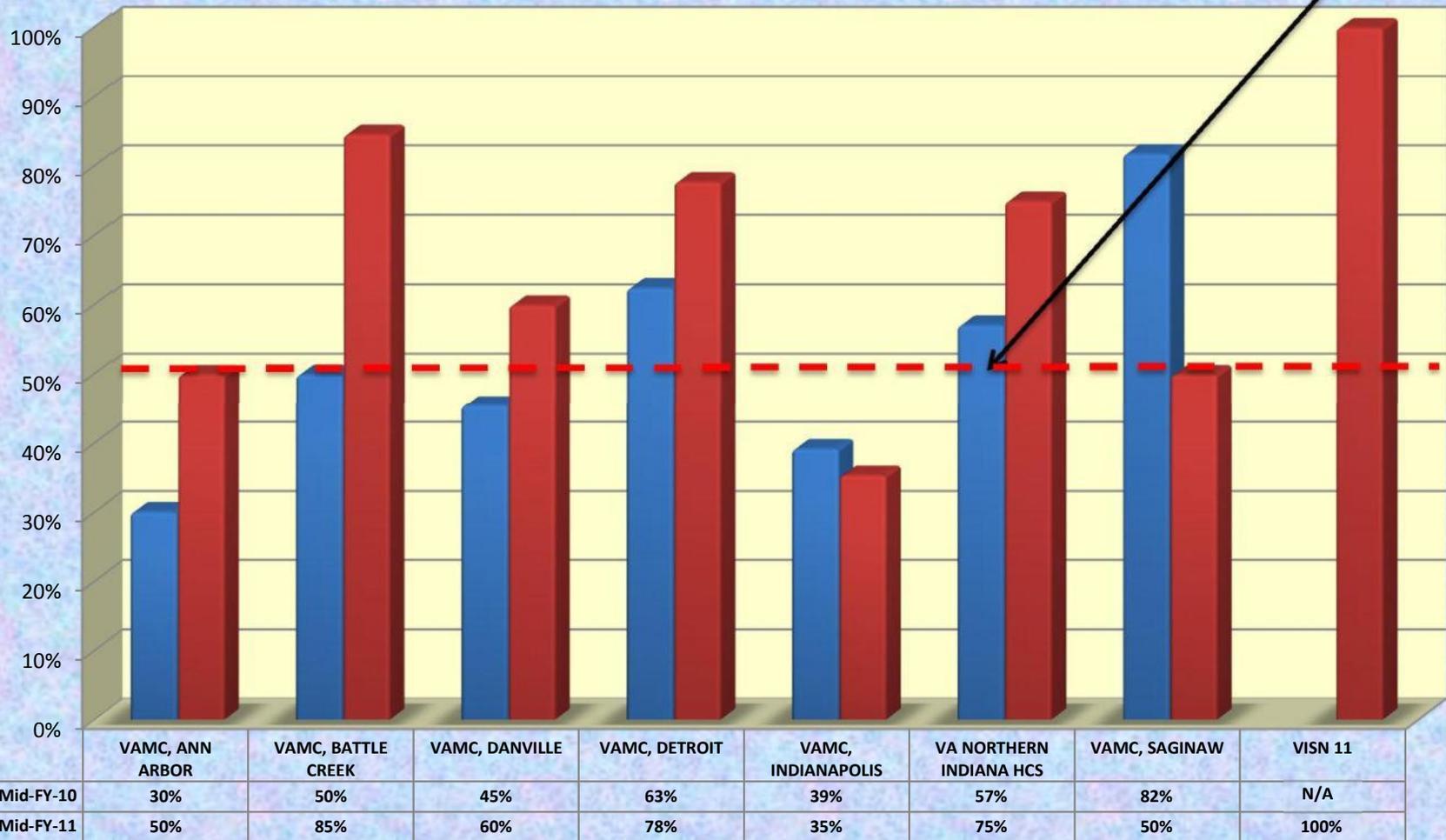
Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 11

78% Government-Wide Average



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

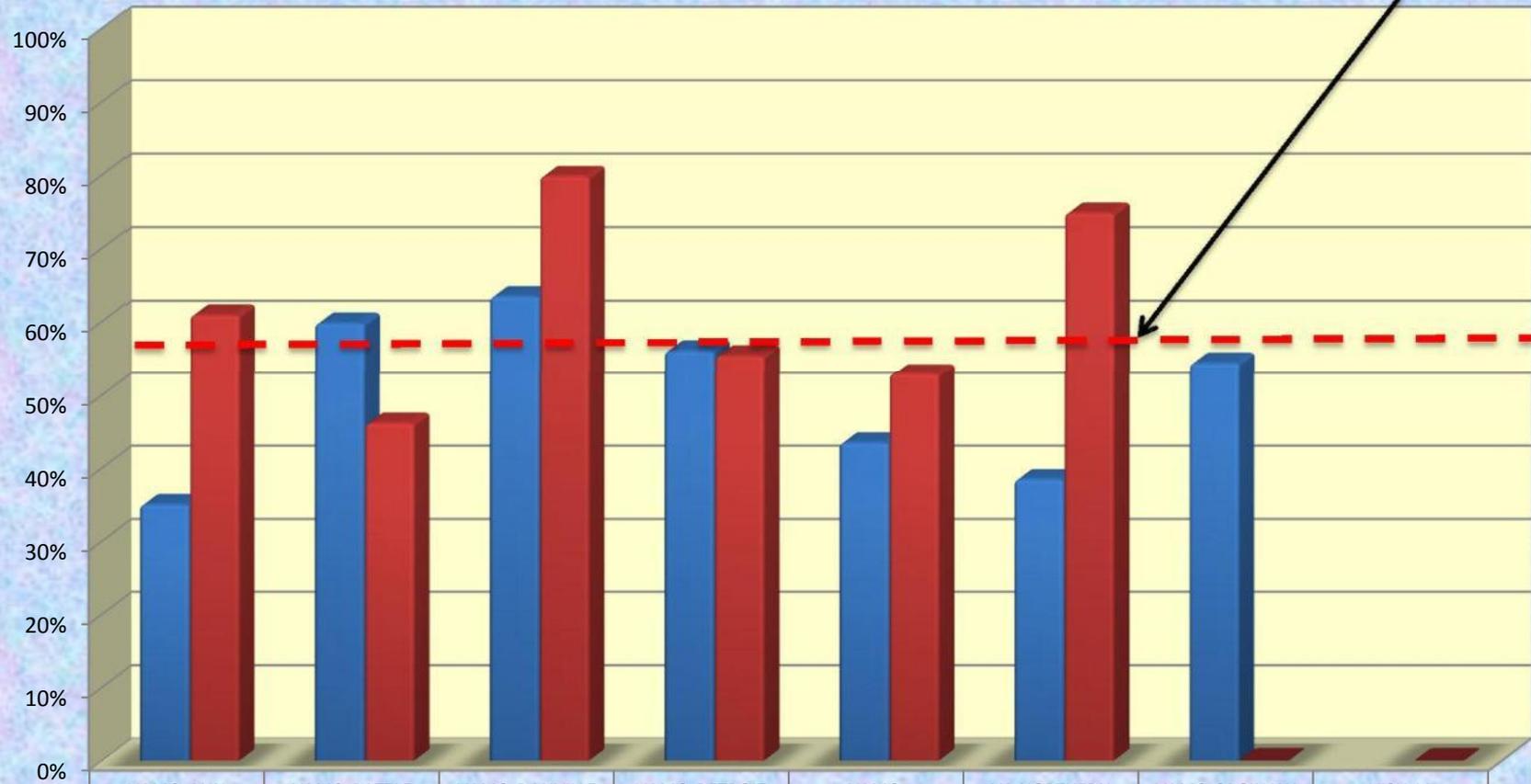
49% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

56% Government-Wide Average



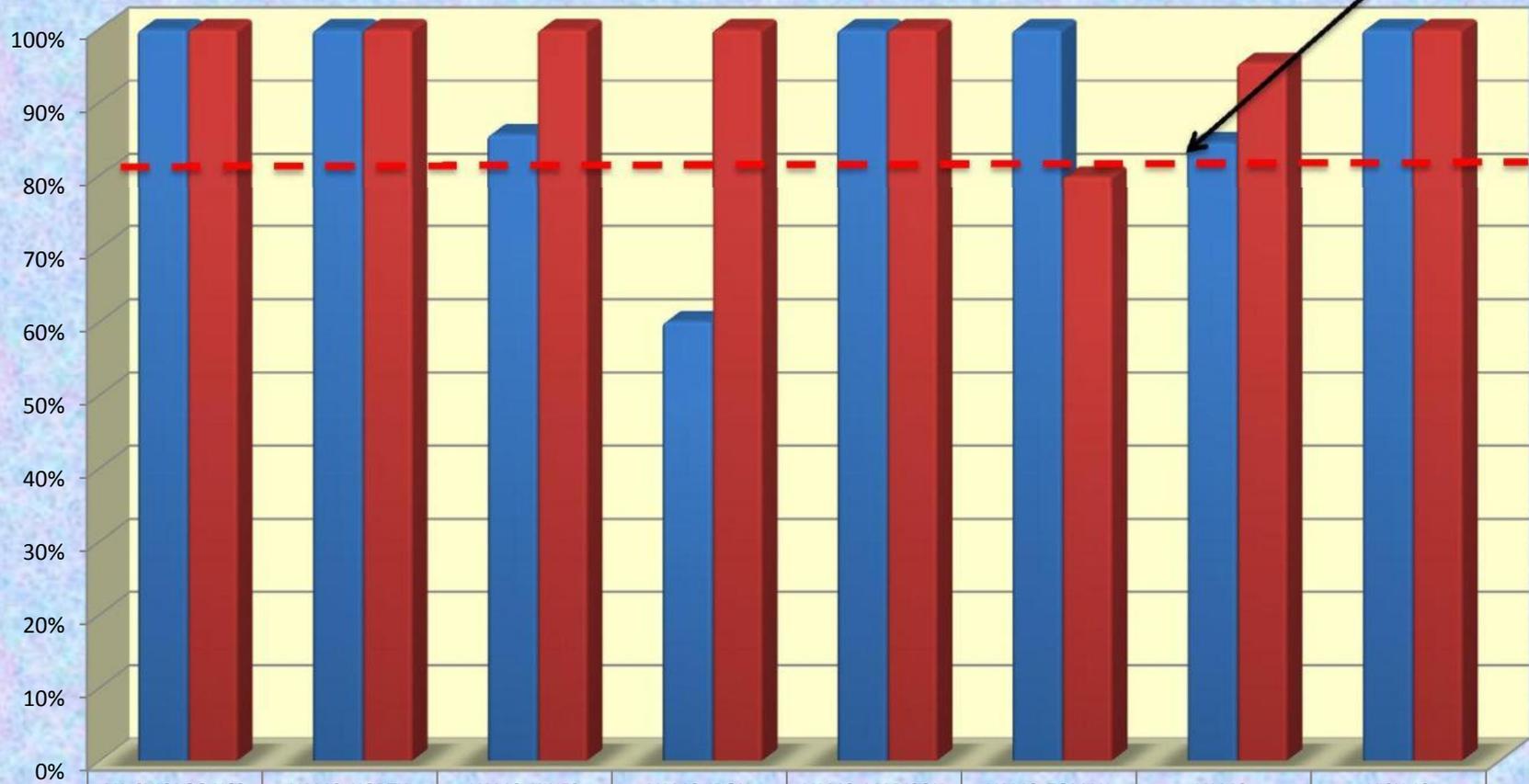
	VAMC, ANN ARBOR	VAMC, BATTLE CREEK	VAMC, DANVILLE	VAMC, DETROIT	VAMC, INDIANAPOLIS	VA NORTHERN INDIANA HCS	VAMC, SAGINAW	VISN 11
Mid-FY-10	35%	60%	64%	56%	43%	38%	55%	N/A
Mid-FY-11	61%	46%	80%	56%	53%	75%	0%	0%

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

78% Government-Wide Average

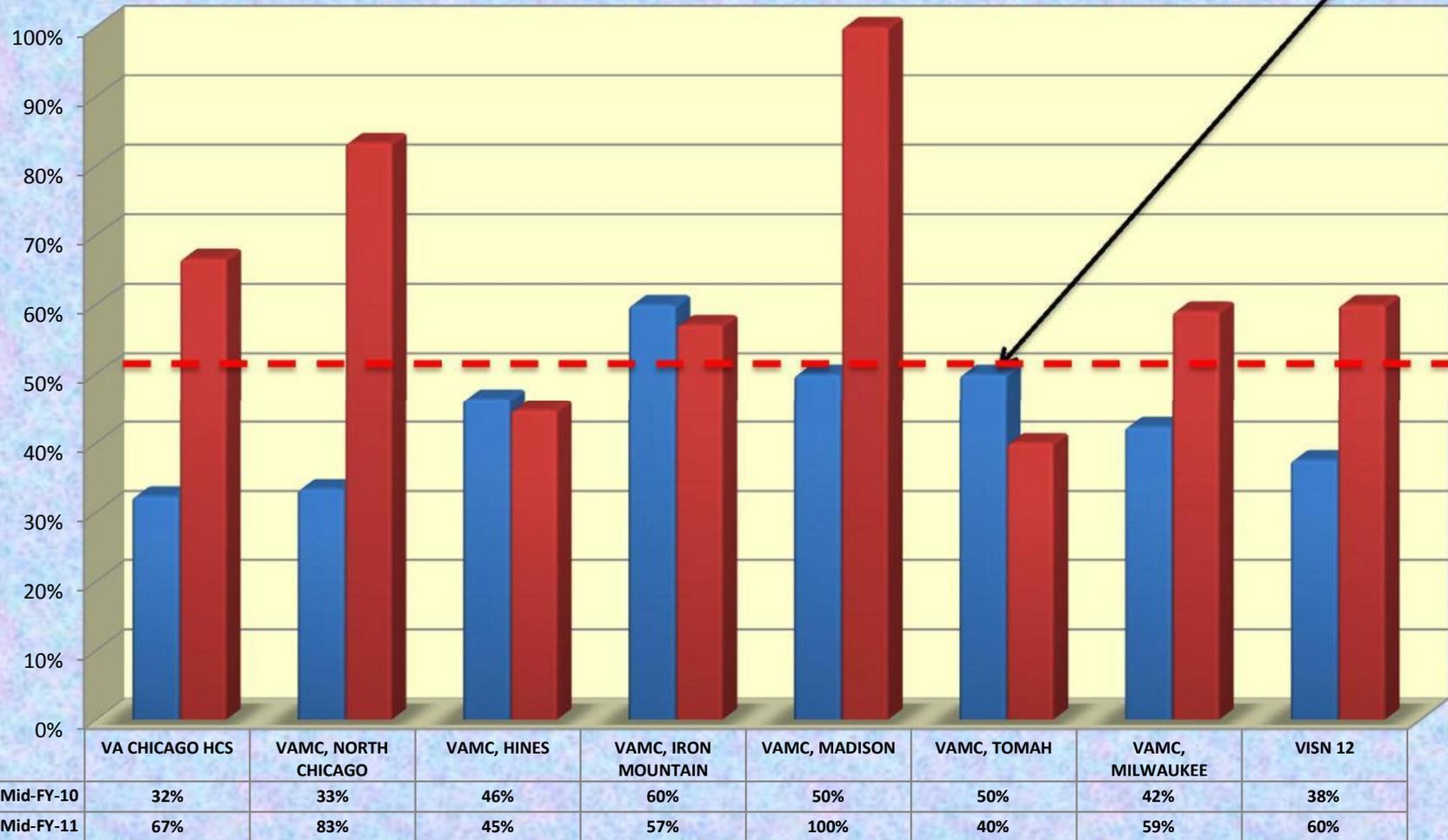


	VA CHICAGO HCS	VAMC, NORTH CHICAGO	VAMC, HINES	VAMC, IRON MOUNTAIN	VAMC, MADISON	VAMC, TOMAH	VAMC, MILWAUKEE	VISN 12
Mid-FY-10	100%	100%	86%	60%	100%	100%	85%	100%
Mid-FY-11	100%	100%	100%	100%	100%	80%	95%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

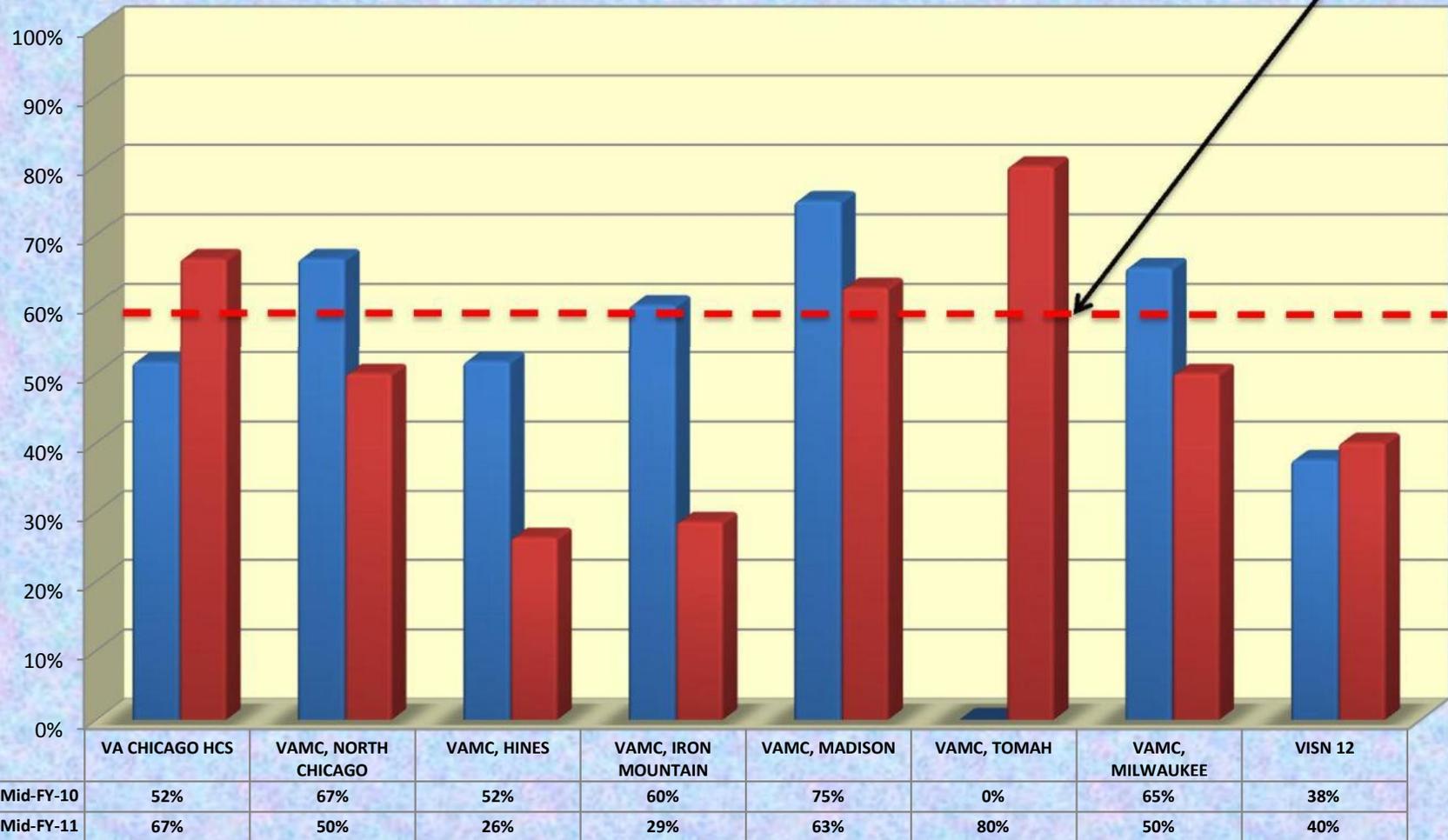
49% Government-Wide Average



Data Source: ADTracker System

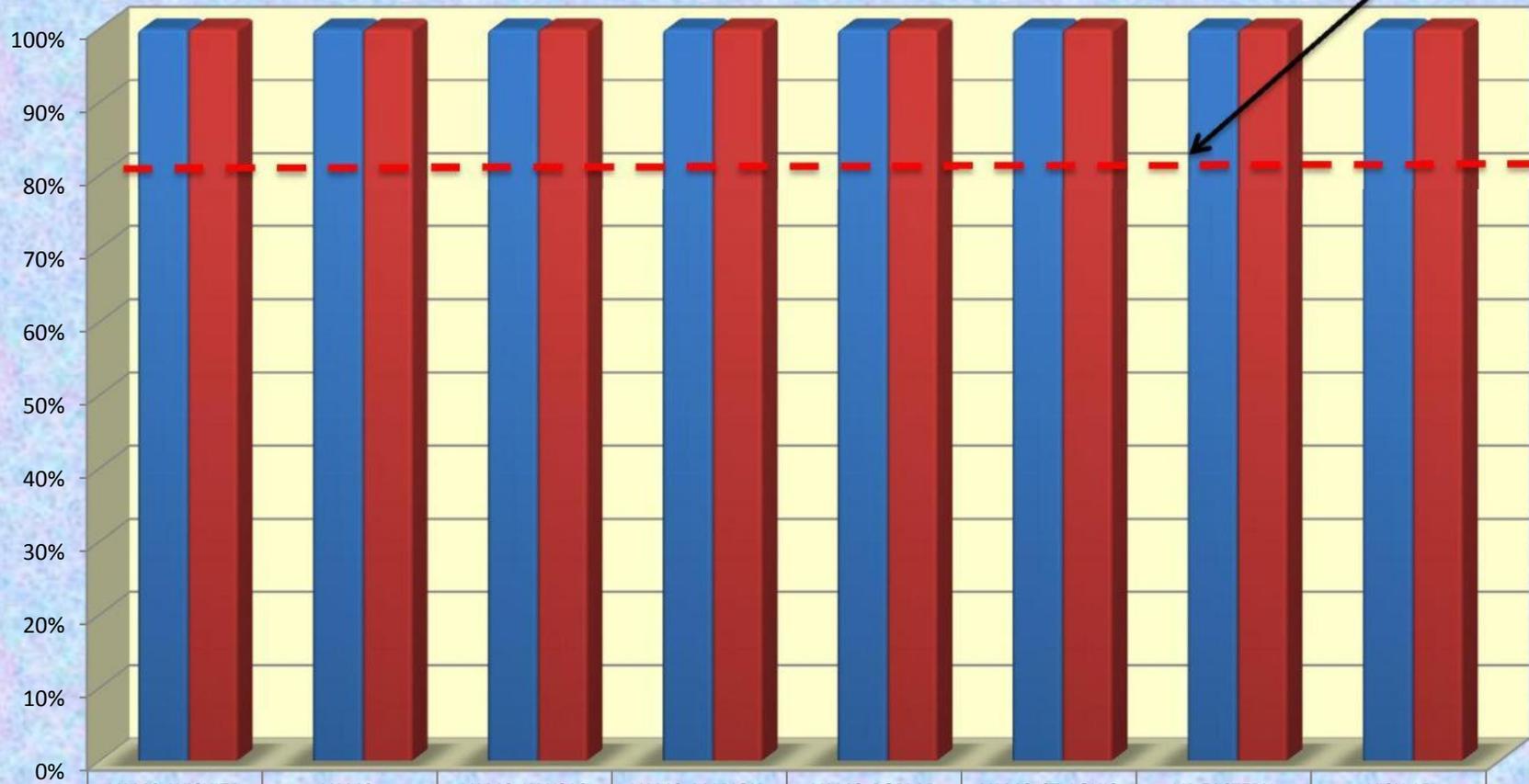
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 12

56% Government-Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 15

78% Government-Wide Average

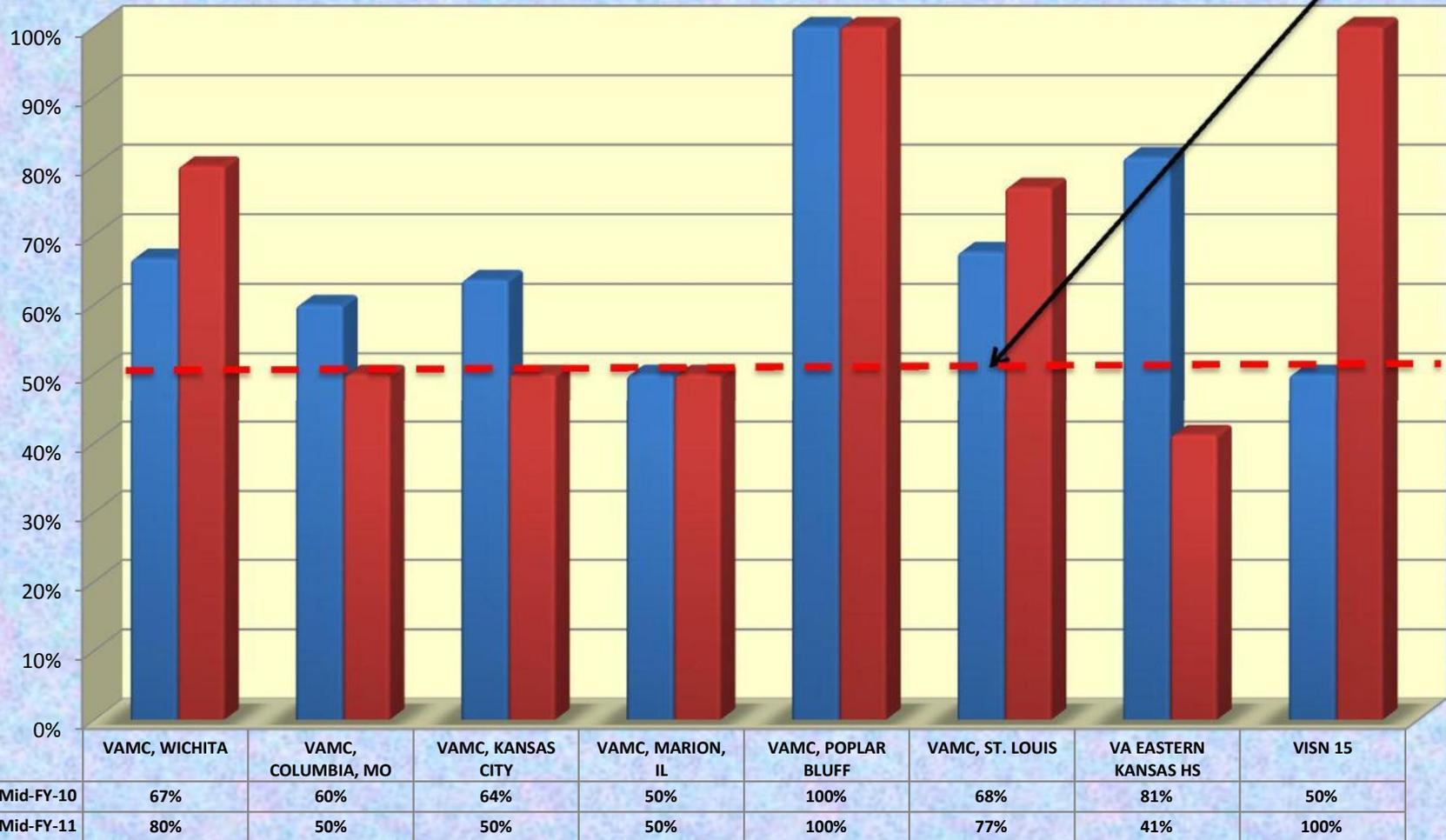


	VAMC, WICHITA	VAMC, COLUMBIA, MO	VAMC, KANSAS CITY	VAMC, MARION, IL	VAMC, POPLAR BLUFF	VAMC, ST. LOUIS	VA EASTERN KANSAS HS	VISN 15
Mid-FY-10	100%	100%	100%	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

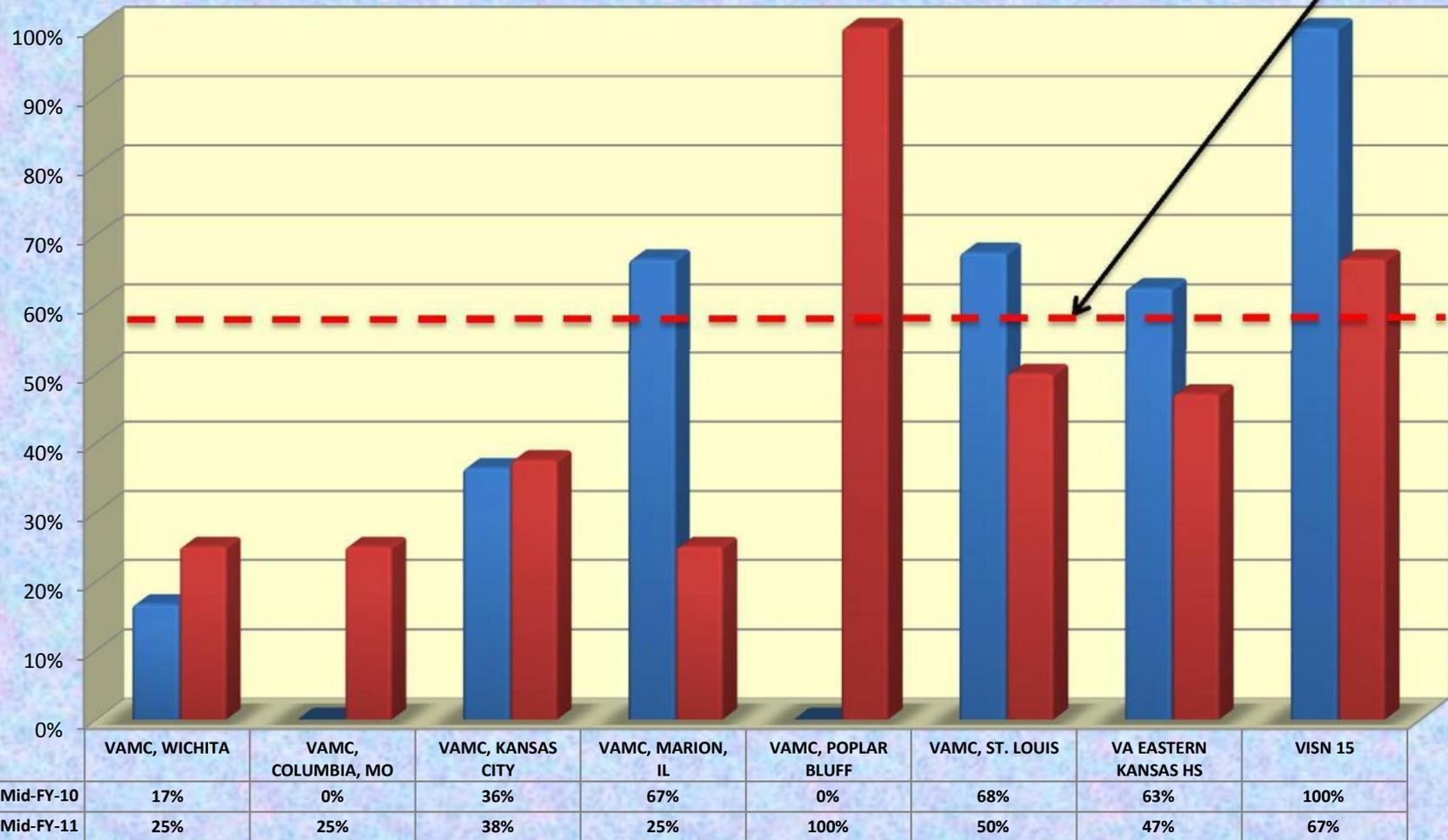
Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 15

49% Government-Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 15

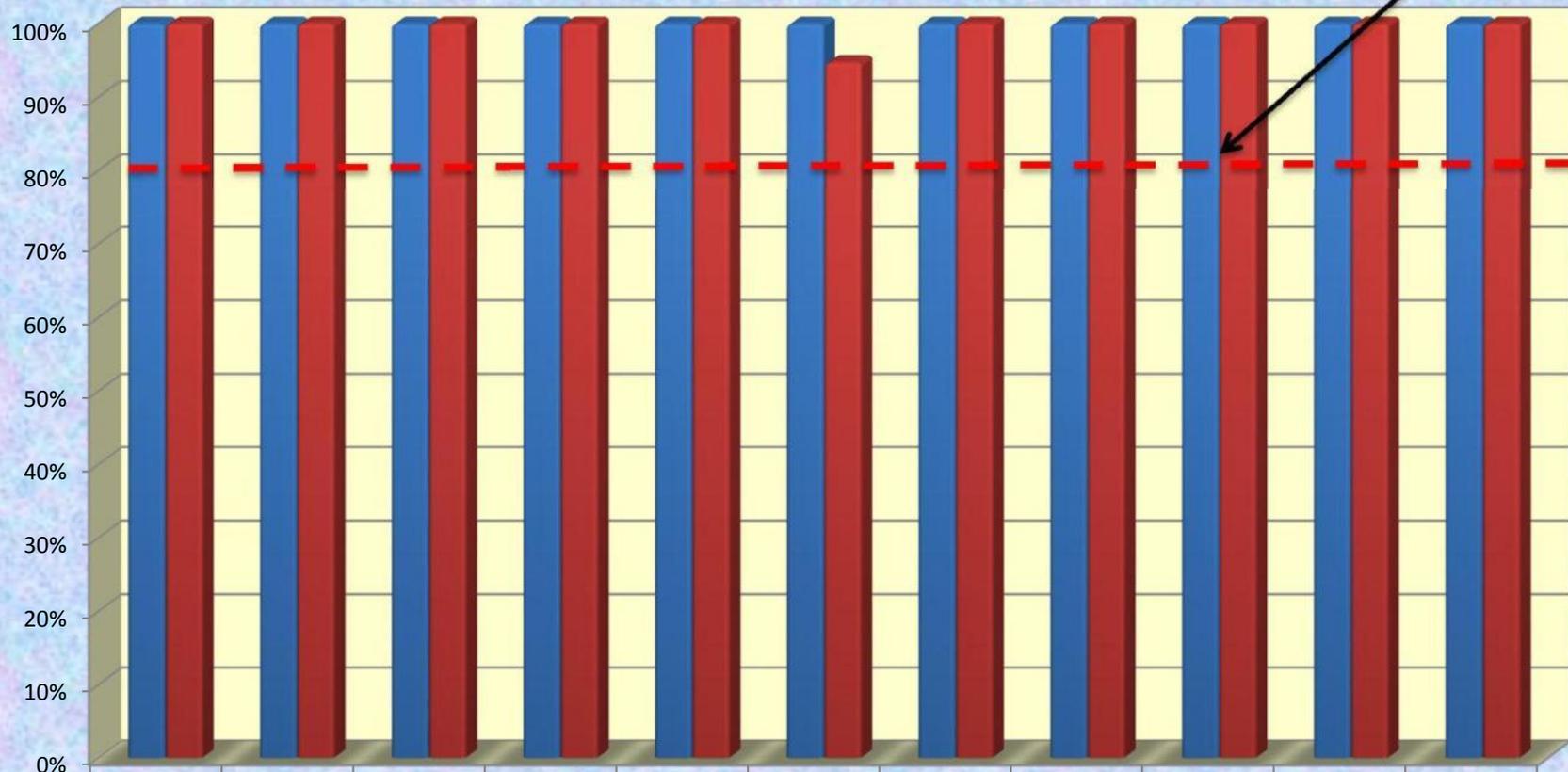
56% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 16

78% Government-Wide Average

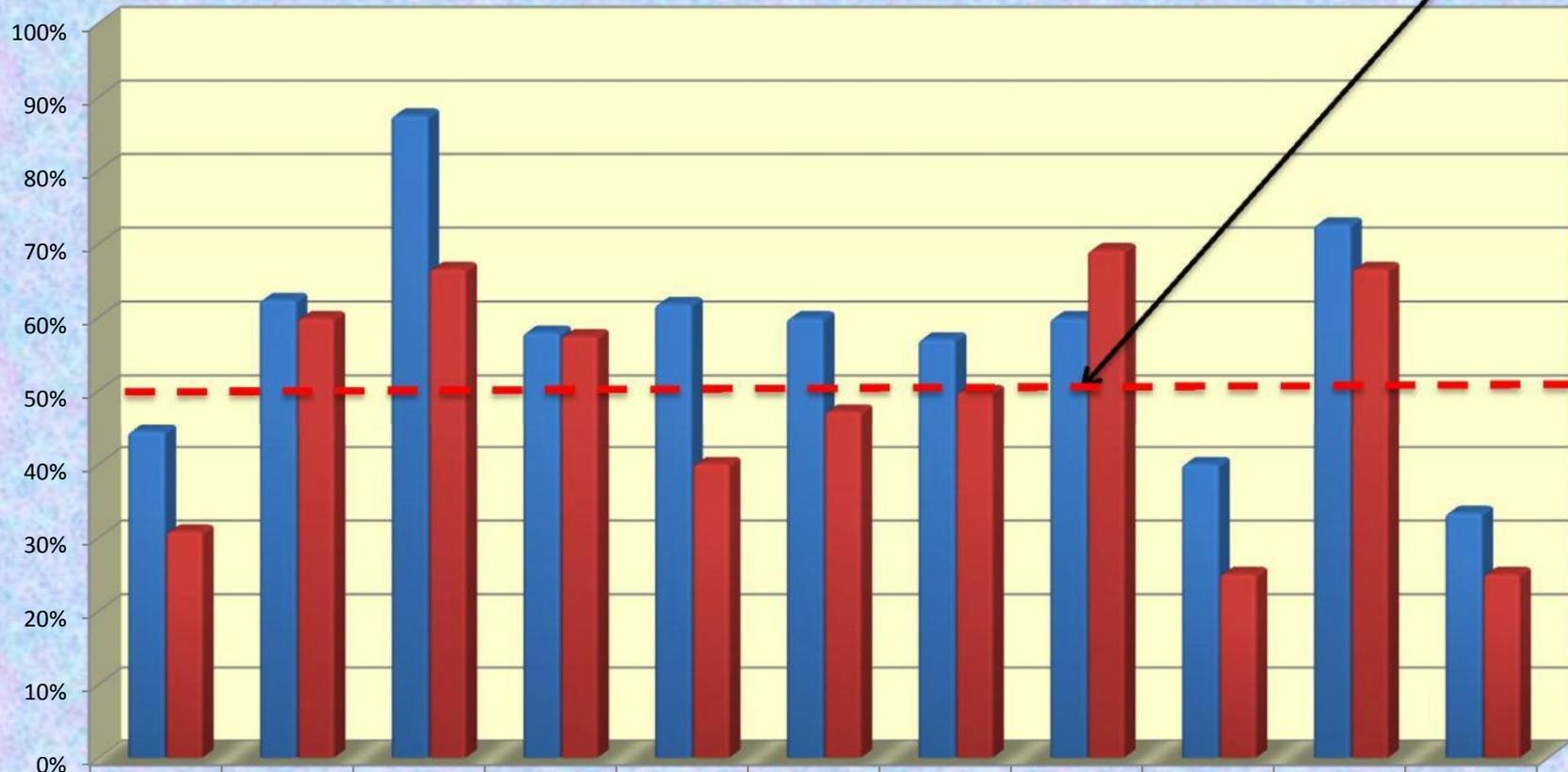


	VAMC, ALEXANDRIA	VAMC, BILOXI	VAMC, FAYETTEVILL E, AR	VAMC, HOUSTON	VAMC, JACKSON	VAMC, LITTLE ROCK	VAMC, MUSKOGEE	VAMC, NEW ORLEANS	VAMC, OKLAHOMA CITY	VAMC, SHREVEPORT	VISN 16
Mid-FY-10	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	100%	100%	100%	95%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 16

49% Government-Wide Average



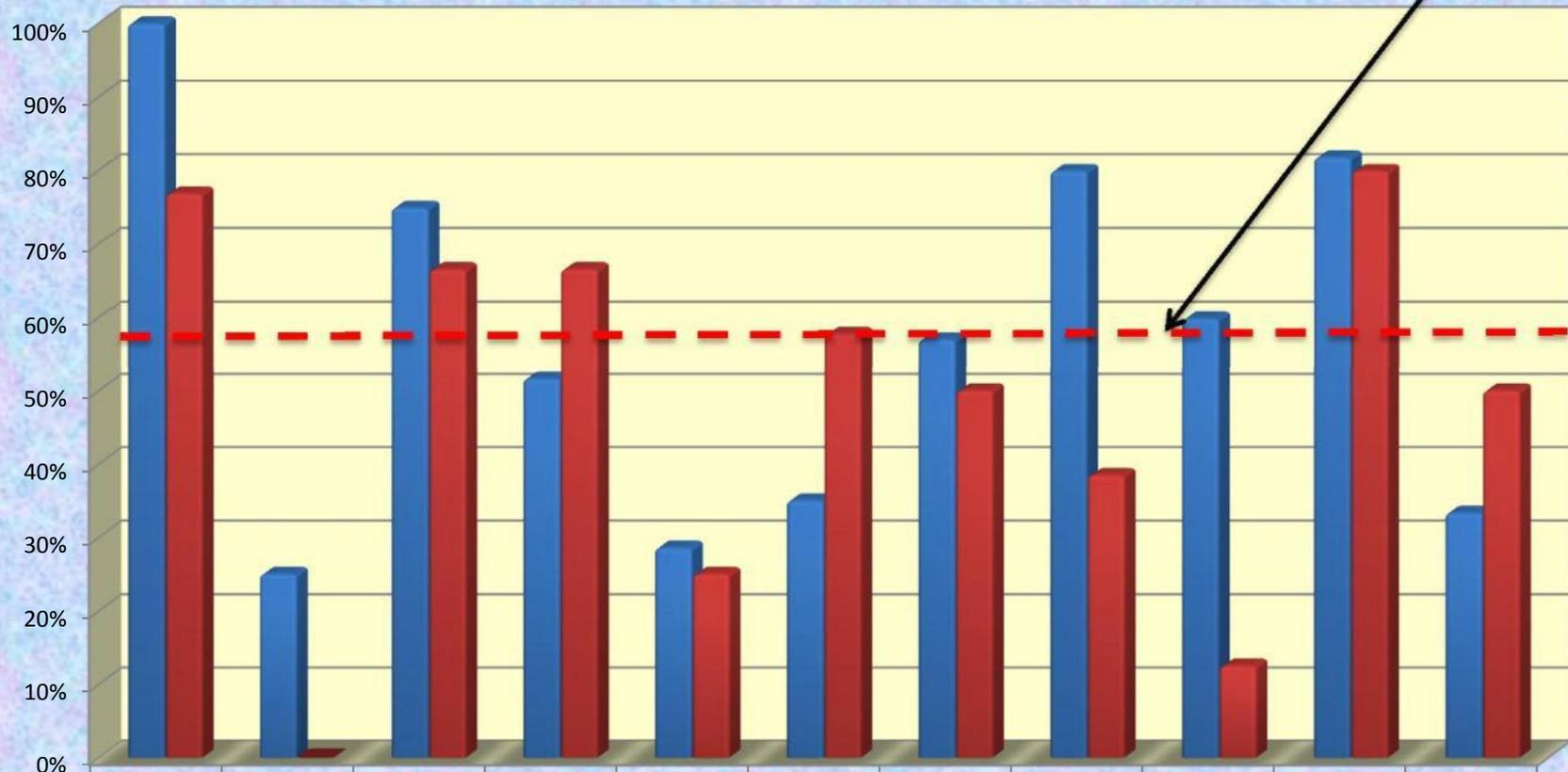
	VAMC, ALEXANDRIA	VAMC, BILOXI	VAMC, FAYETTEVILL E, AR	VAMC, HOUSTON	VAMC, JACKSON	VAMC, LITTLE ROCK	VAMC, MUSKOGEE	VAMC, NEW ORLEANS	VAMC, OKLAHOMA CITY	VAMC, SHREVEPORT	VISN 16
Mid-FY-10	44%	63%	88%	58%	62%	60%	57%	60%	40%	73%	33%
Mid-FY-11	31%	60%	67%	58%	40%	47%	50%	69%	25%	67%	25%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 16

56% Government-Wide Average



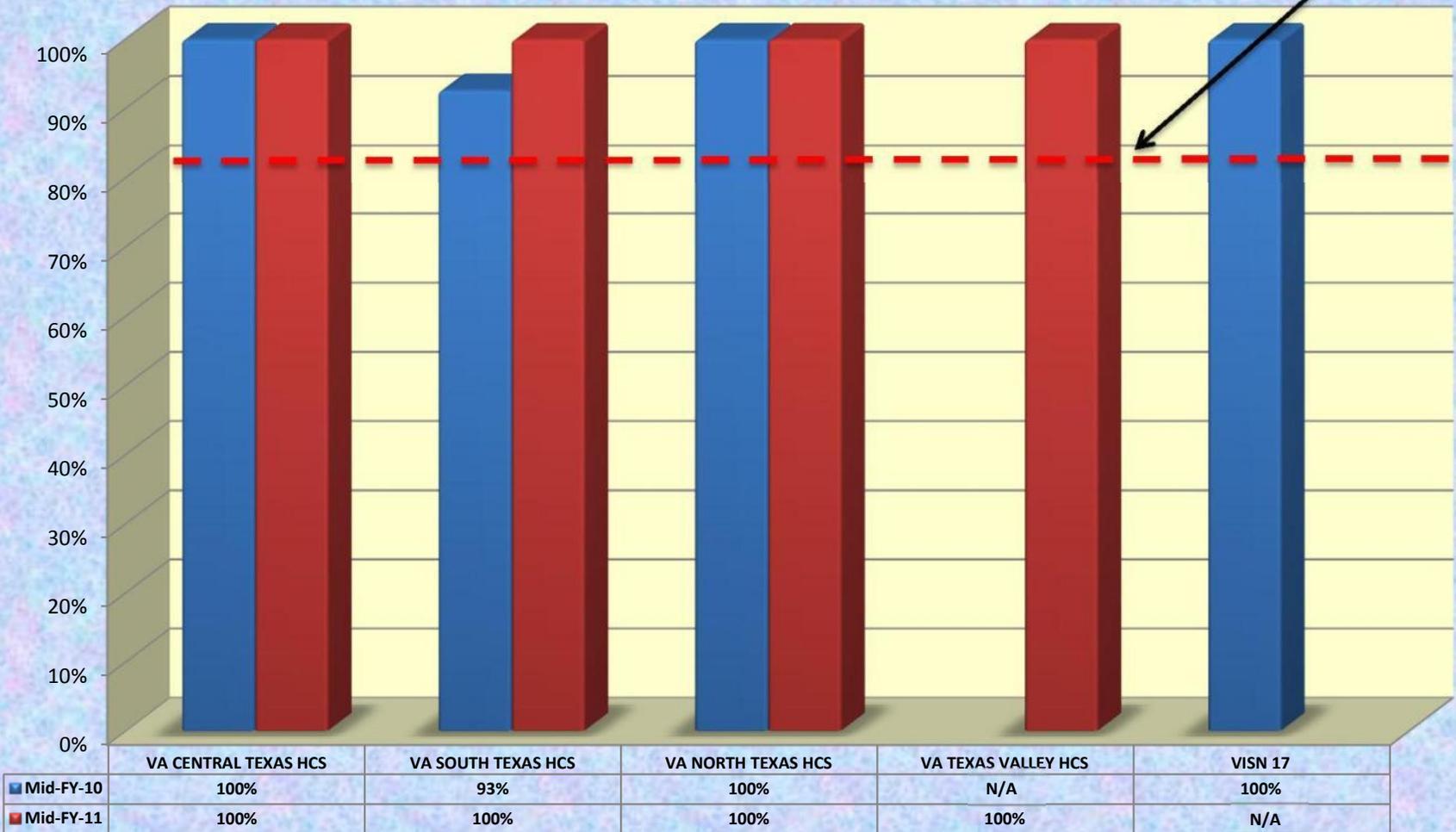
	VAMC, ALEXANDRIA	VAMC, BILOXI	VAMC, FAYETTEVILL E, AR	VAMC, HOUSTON	VAMC, JACKSON	VAMC, LITTLE ROCK	VAMC, MUSKOGEE	VAMC, NEW ORLEANS	VAMC, OKLAHOMA CITY	VAMC, SHREVEPORT	VISN 16
Mid-FY-10	100%	25%	75%	52%	29%	35%	57%	80%	60%	82%	33%
Mid-FY-11	77%	0%	67%	67%	25%	58%	50%	38%	13%	80%	50%

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 17

78% Government-Wide Average

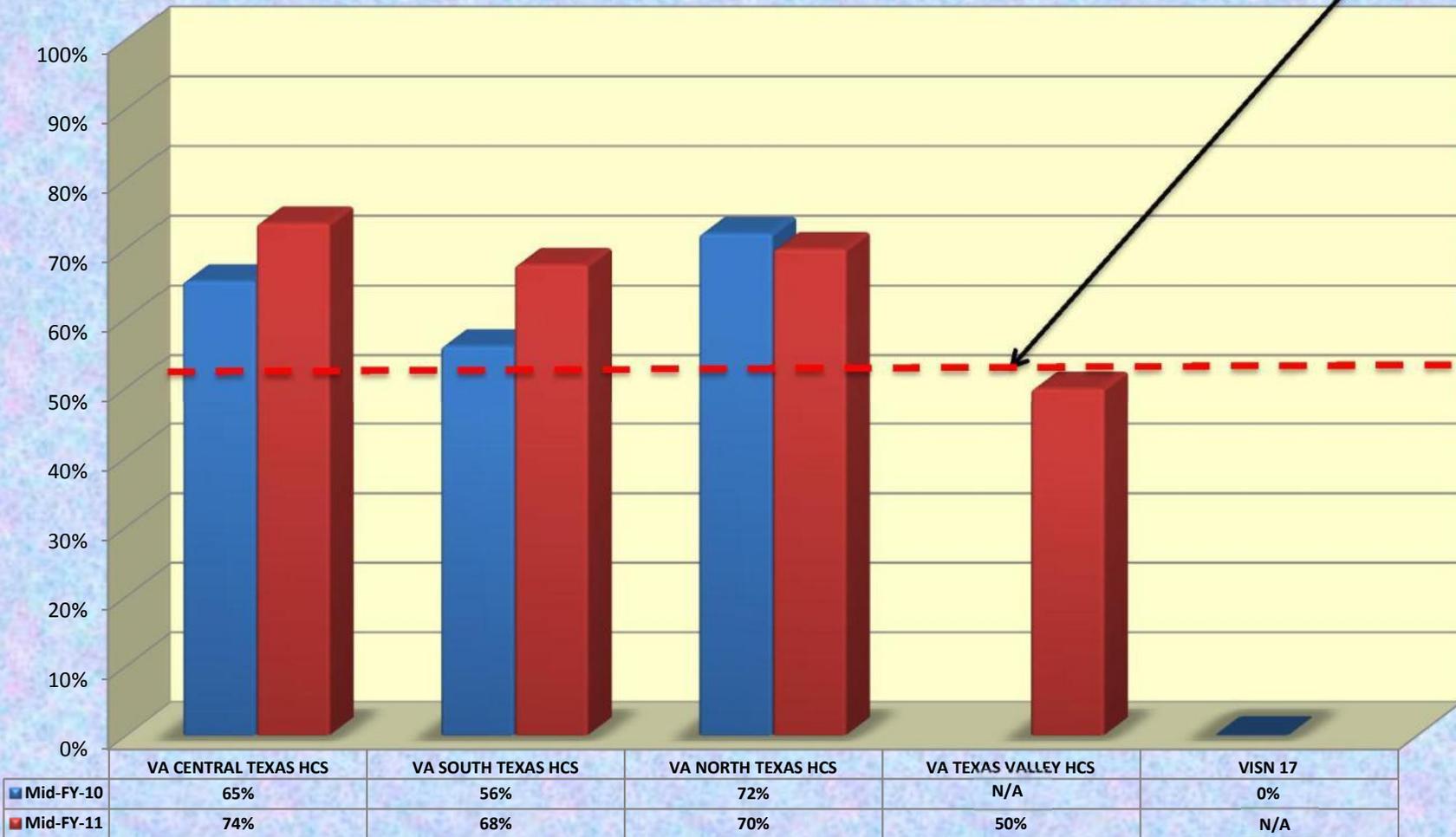


Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 17

49% Government-
Wide Average

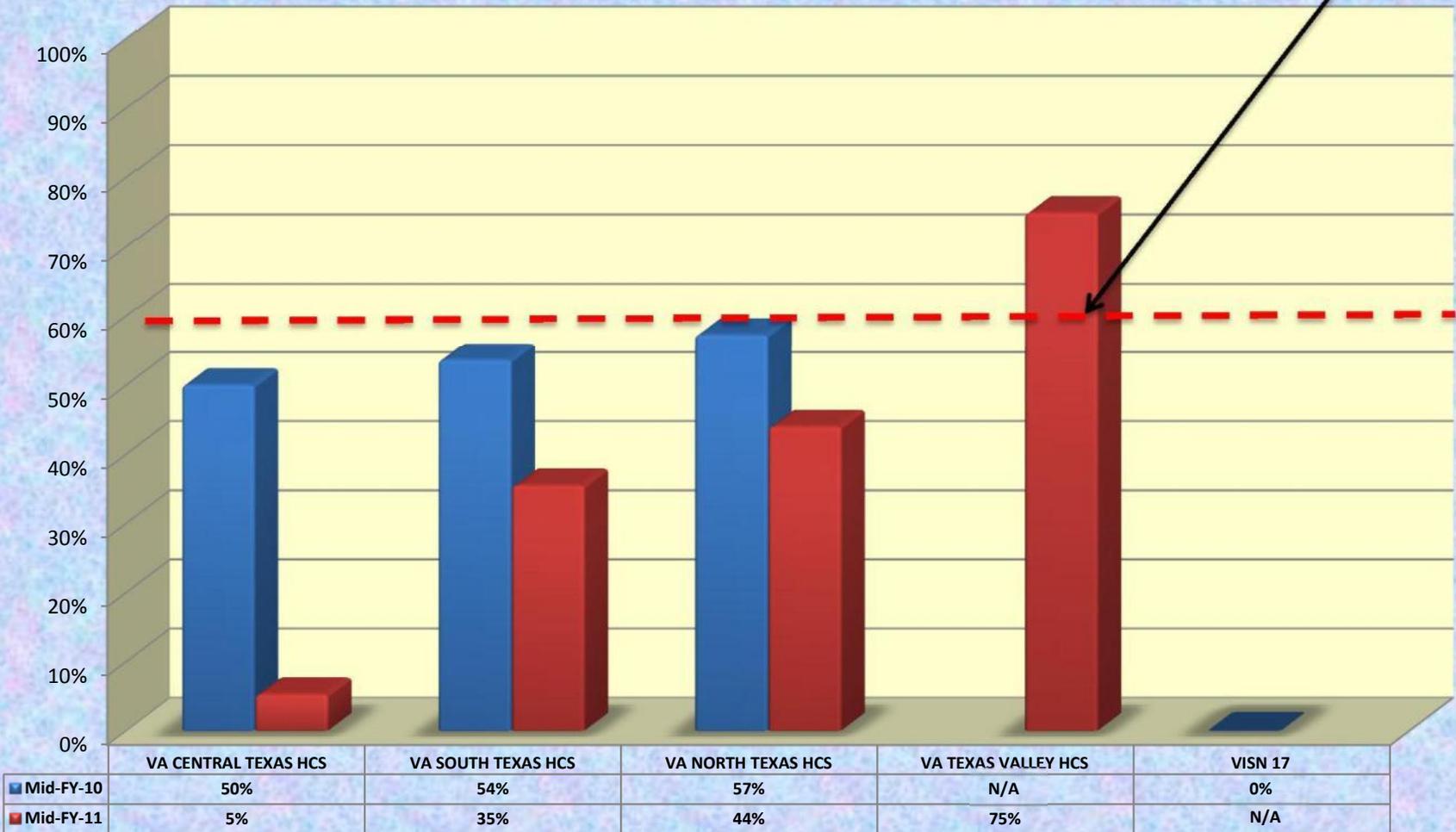


Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 17

56% Government-Wide Average

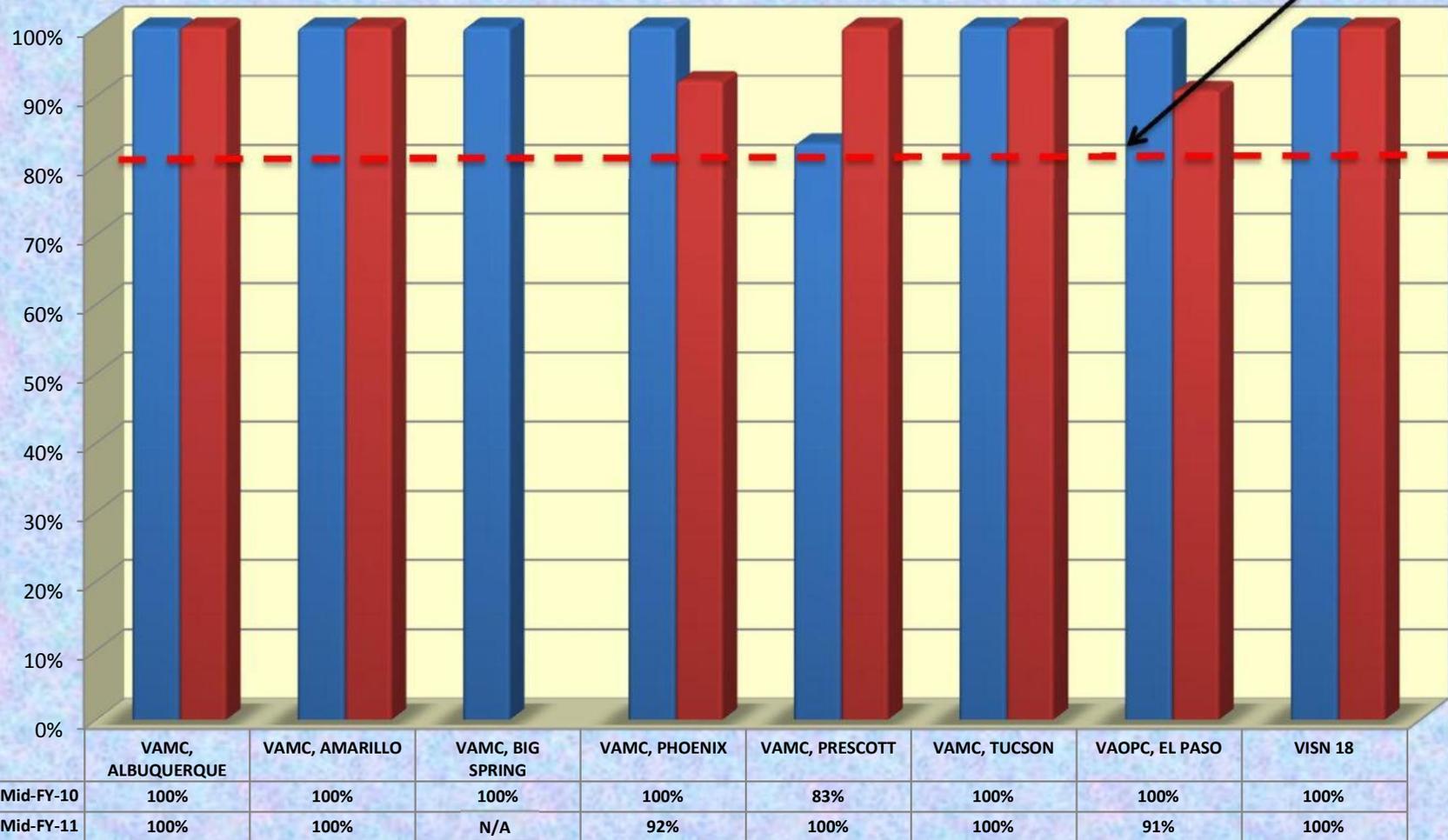


Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 18

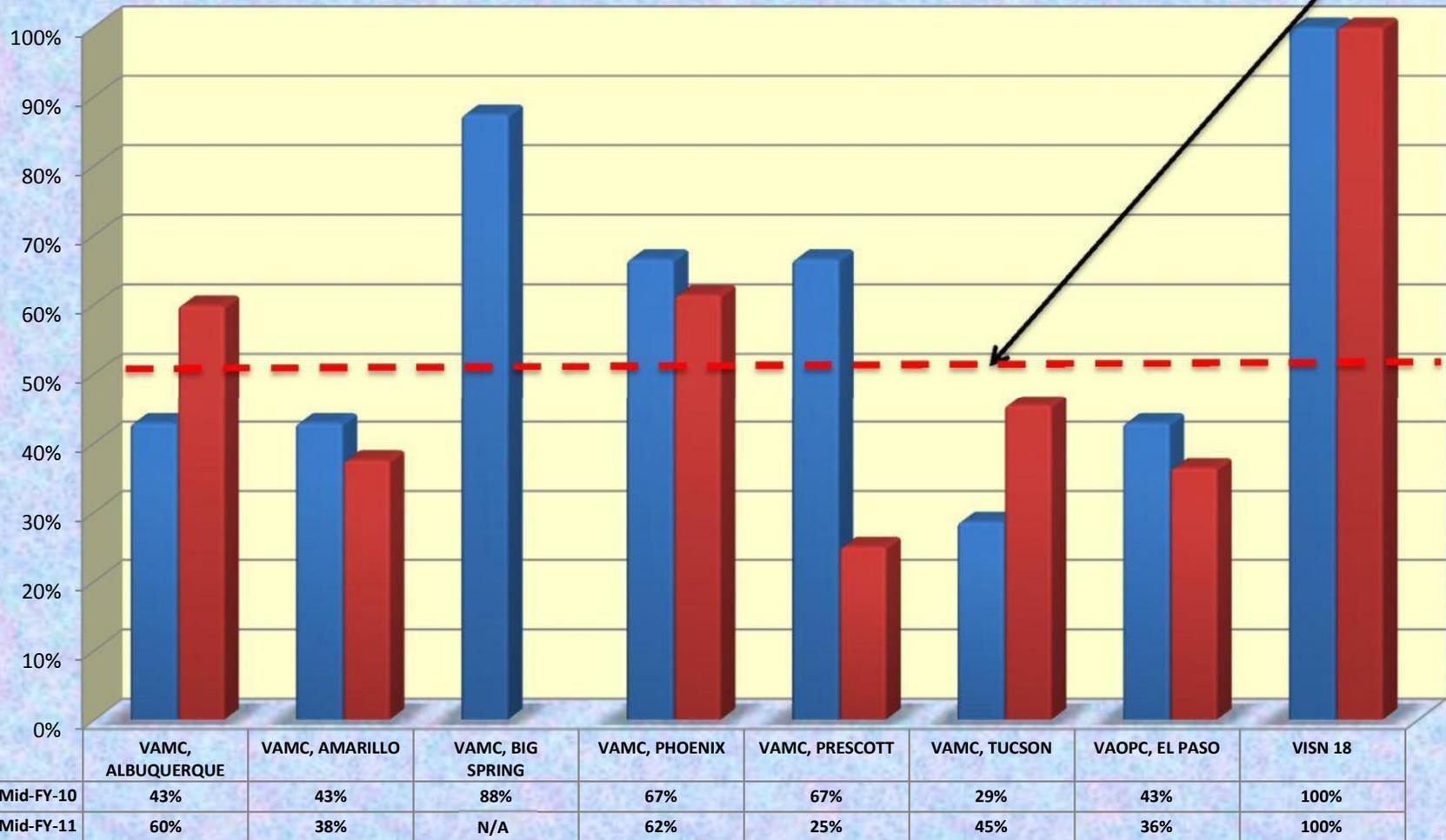
78% Government-Wide Average



Data Source: ADRTTracker System

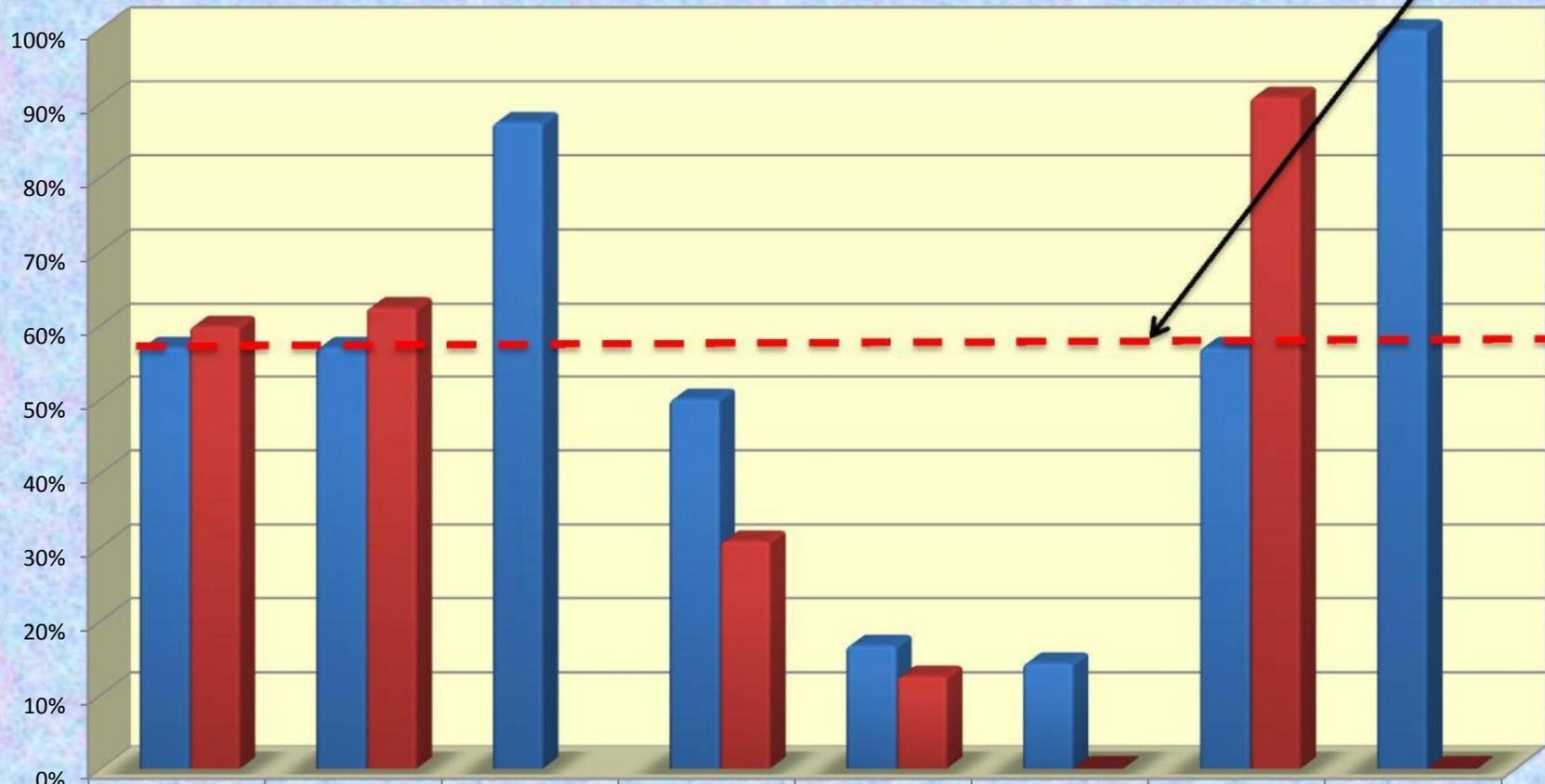
Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 18

49% Government-Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 18

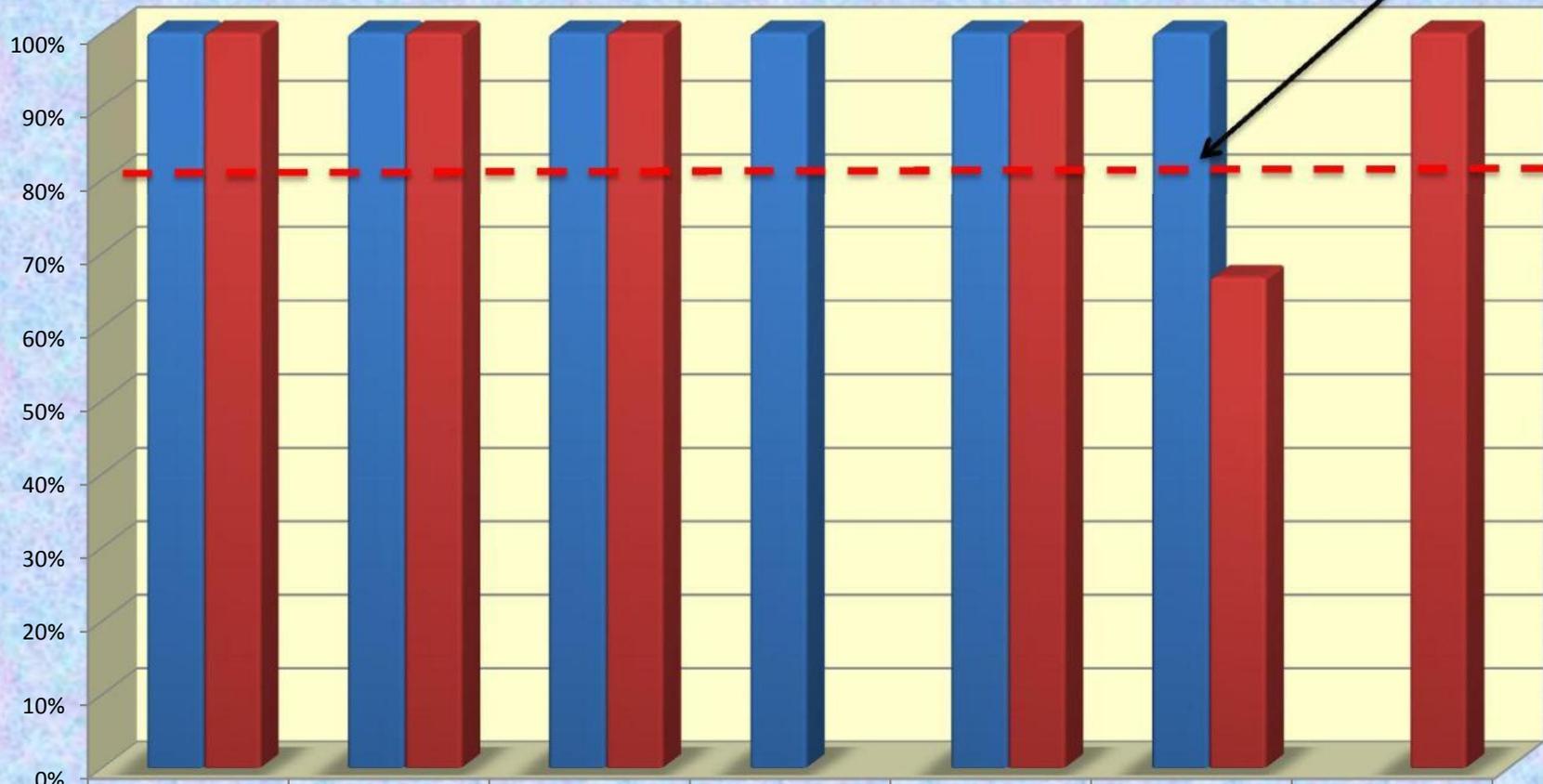
56% Government-Wide Average



	VAMC, ALBUQUERQUE	VAMC, AMARILLO	VAMC, BIG SPRING	VAMC, PHOENIX	VAMC, PRESCOTT	VAMC, TUCSON	VAOPC, EL PASO	VISN 18
Mid-FY-10	57%	57%	88%	50%	17%	14%	57%	100%
Mid-FY-11	60%	63%	N/A	31%	13%	0%	91%	0%

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 19

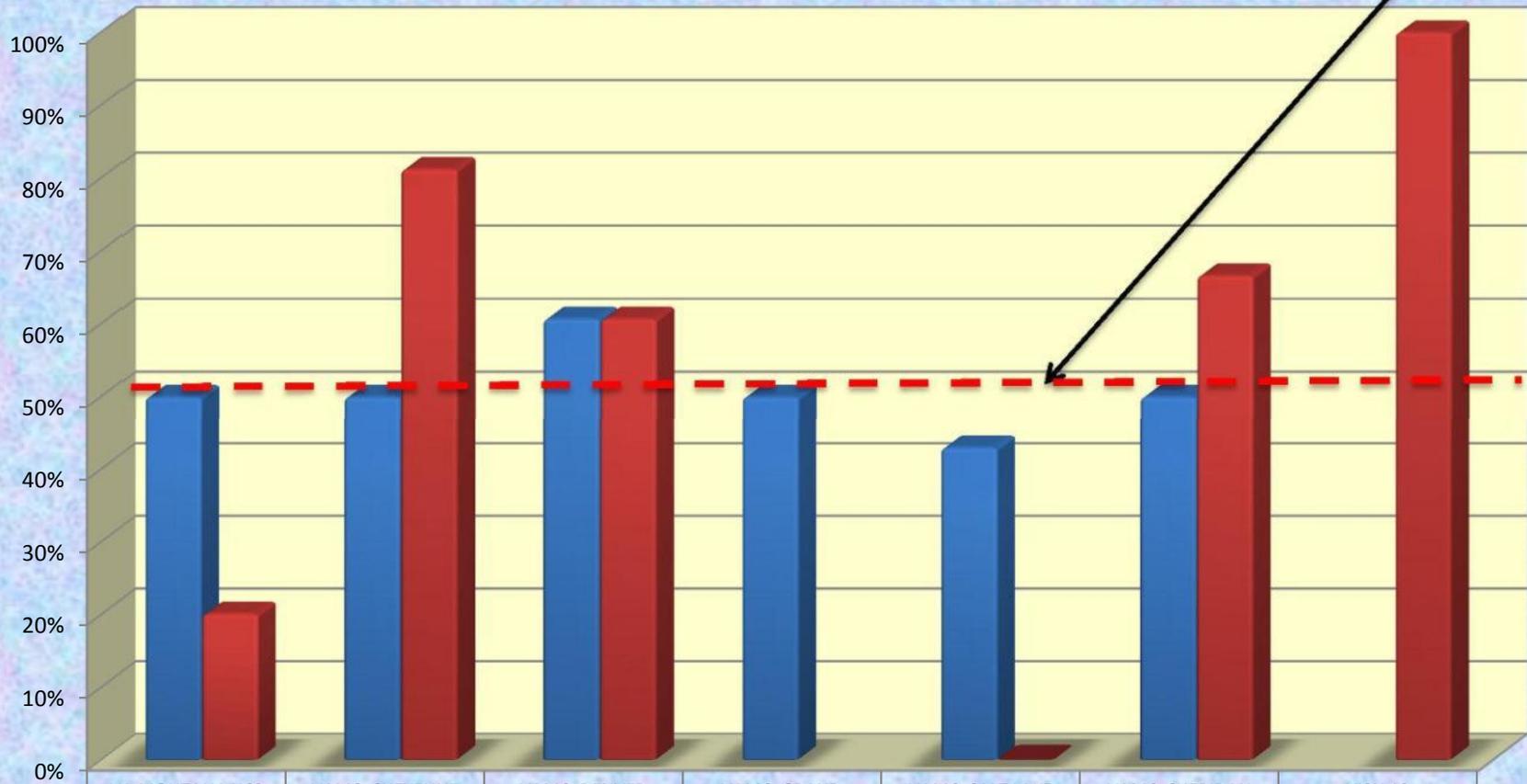
78% Government-Wide Average



	VA MONTANA HCS	VAMC, CHEYENNE	VAMC, DENVER	VAMC, GRAND JUNCTION	VAMC, SALT LAKE CITY	VAMC, SHERIDAN	VISN 19
Mid-FY-10	100%	100%	100%	100%	100%	100%	N/A
Mid-FY-11	100%	100%	100%	N/A	100%	67%	100%

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 19

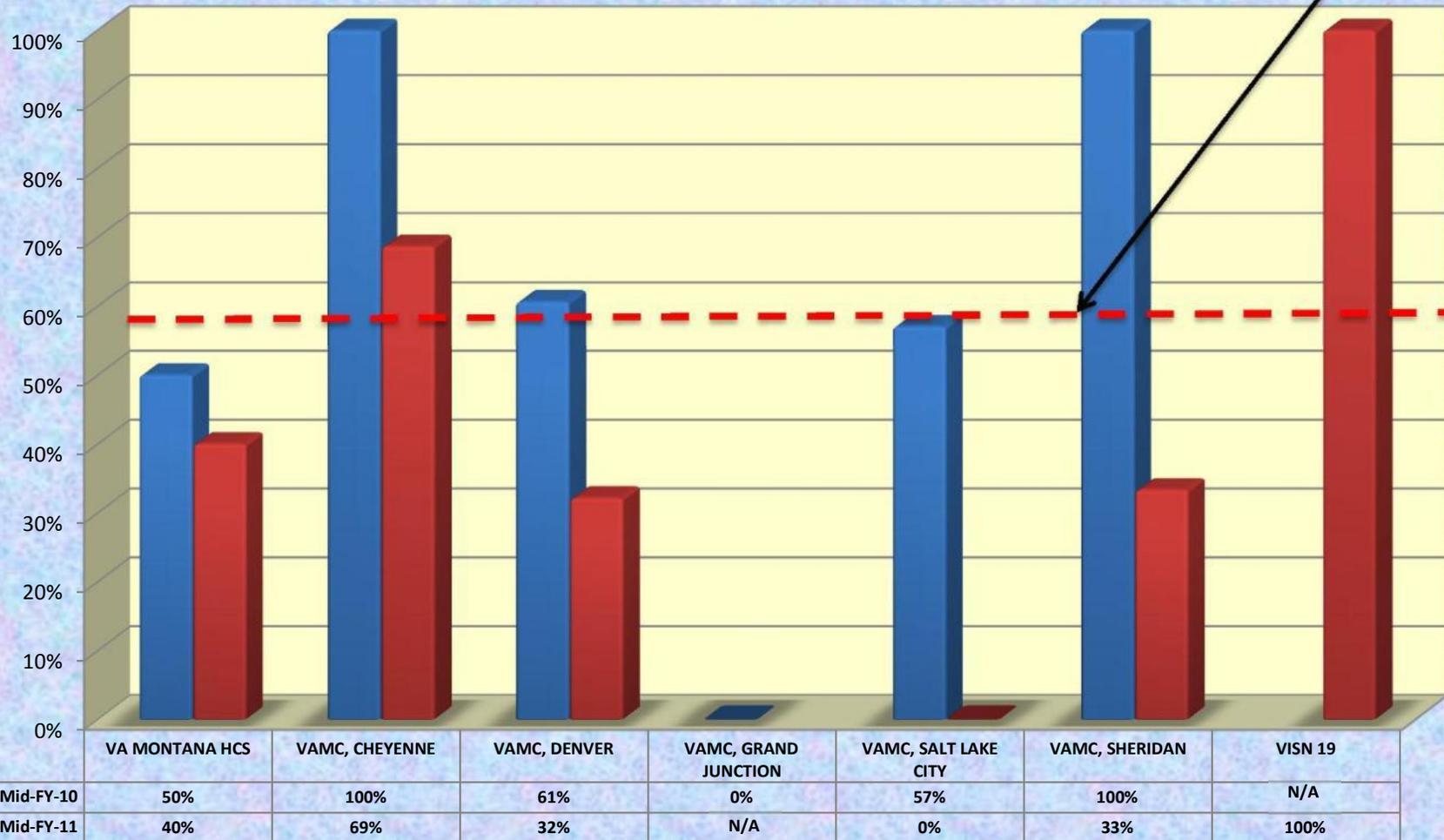
49% Government-Wide Average



	VA MONTANA HCS	VAMC, CHEYENNE	VAMC, DENVER	VAMC, GRAND JUNCTION	VAMC, SALT LAKE CITY	VAMC, SHERIDAN	VISN 19
Mid-FY-10	50%	50%	61%	50%	43%	50%	N/A
Mid-FY-11	20%	81%	61%	N/A	0%	67%	100%

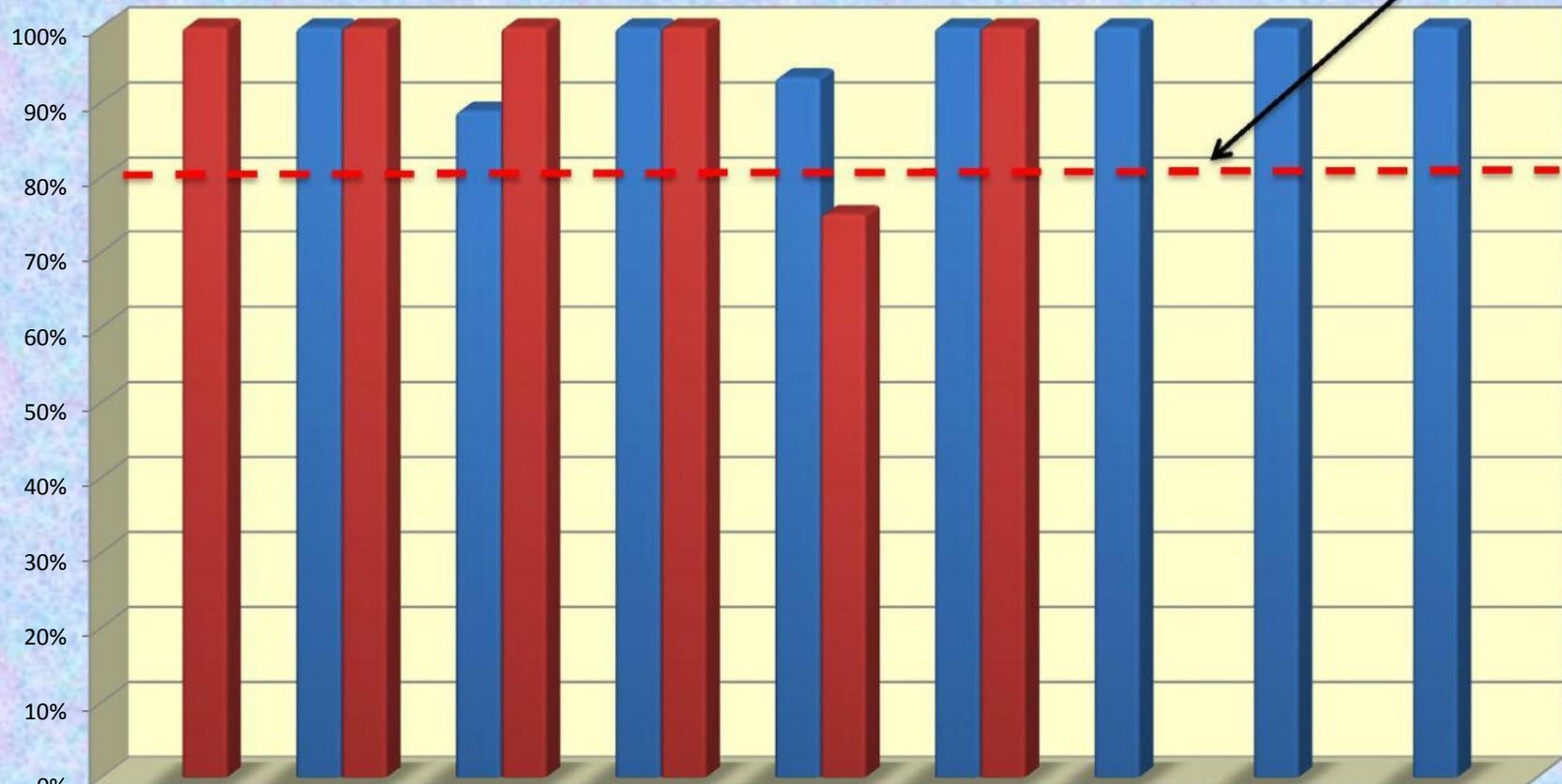
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 19

56% Government-Wide Average



Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 20

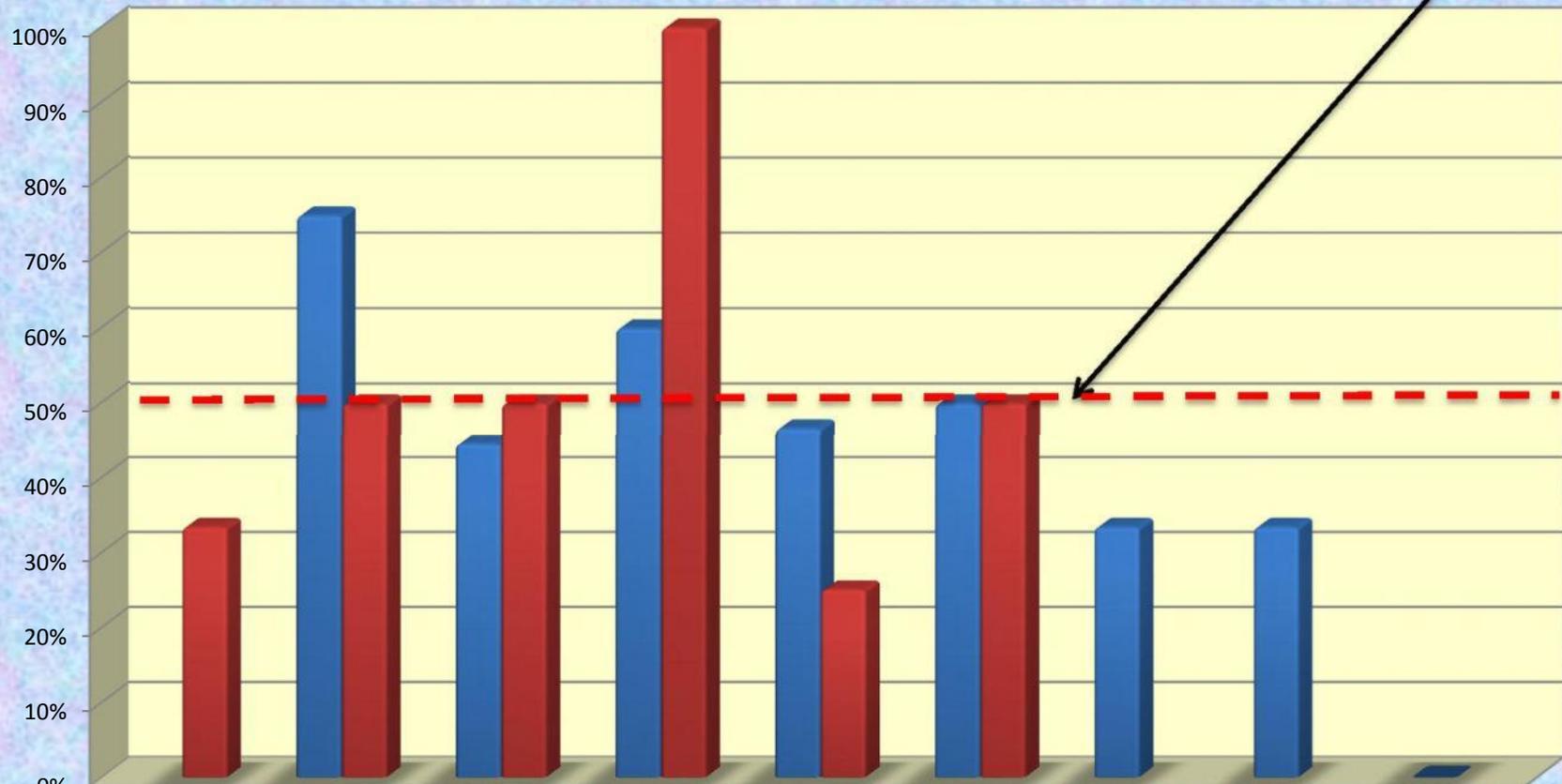
78% Government-Wide Average



	VAMC, ANCHORAGE	VAMC, BOISE	VAMC, PORTLAND	VAMC, ROSEBURG	VA PUGET SOUND HCS	VAMC, SPOKANE	VAMC, WALLA WALLA	VADOM, WHITE CITY	VISN 20
Mid-FY-10	100%	100%	89%	100%	93%	100%	100%	100%	100%
Mid-FY-11	100%	100%	100%	100%	75%	100%	N/A	N/A	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 20

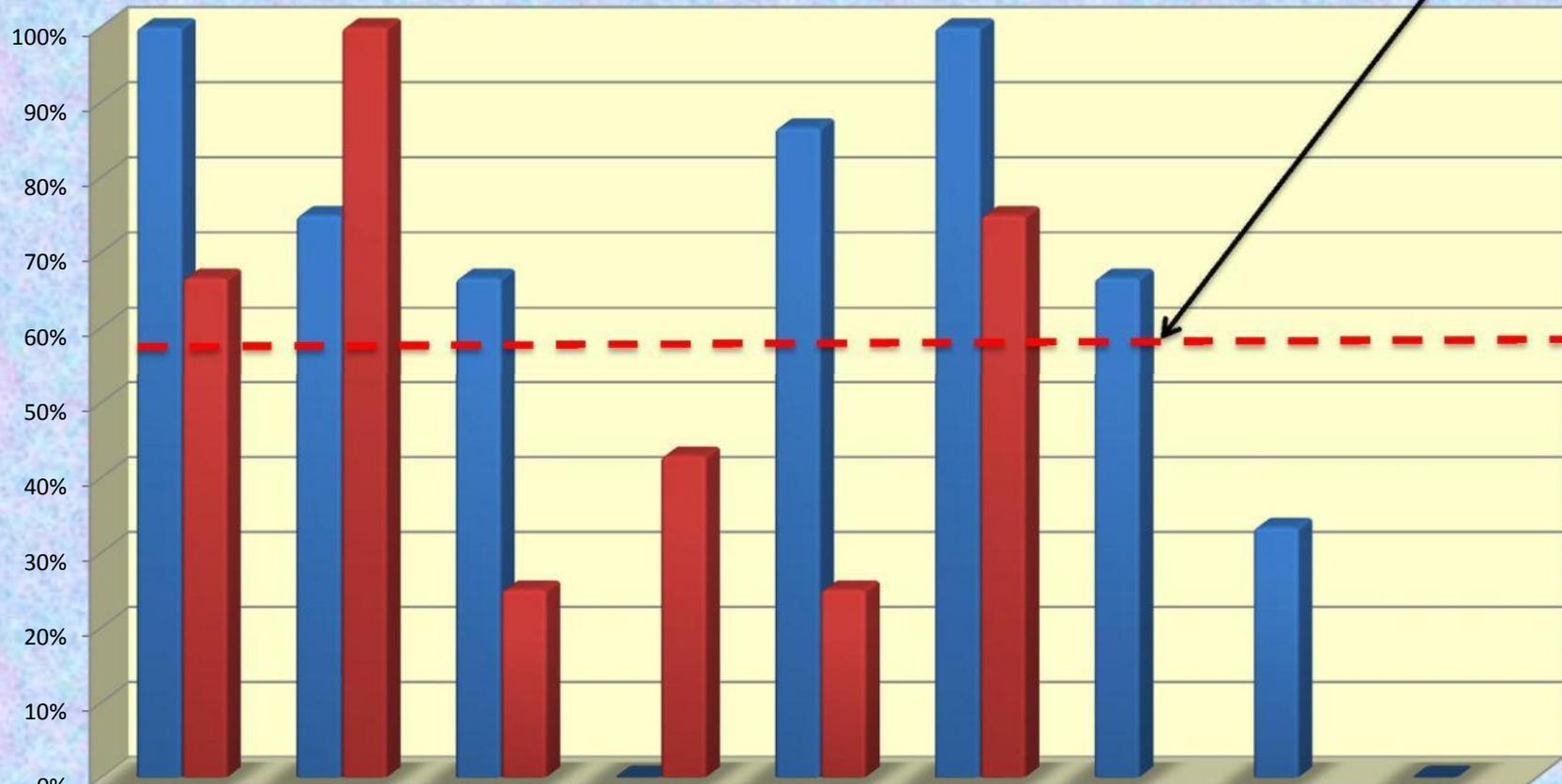
49% Government-Wide Average



	VAMC, ANCHORAGE	VAMC, BOISE	VAMC, PORTLAND	VAMC, ROSEBURG	VA PUGET SOUND HCS	VAMC, SPOKANE	VAMC, WALLA WALLA	VADOM, WHITE CITY	VISN 20
Mid-FY-10		75%	44%	60%	47%	50%	33%	33%	0%
Mid-FY-11	33%	50%	50%	100%	25%	50%	N/A	N/A	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 20

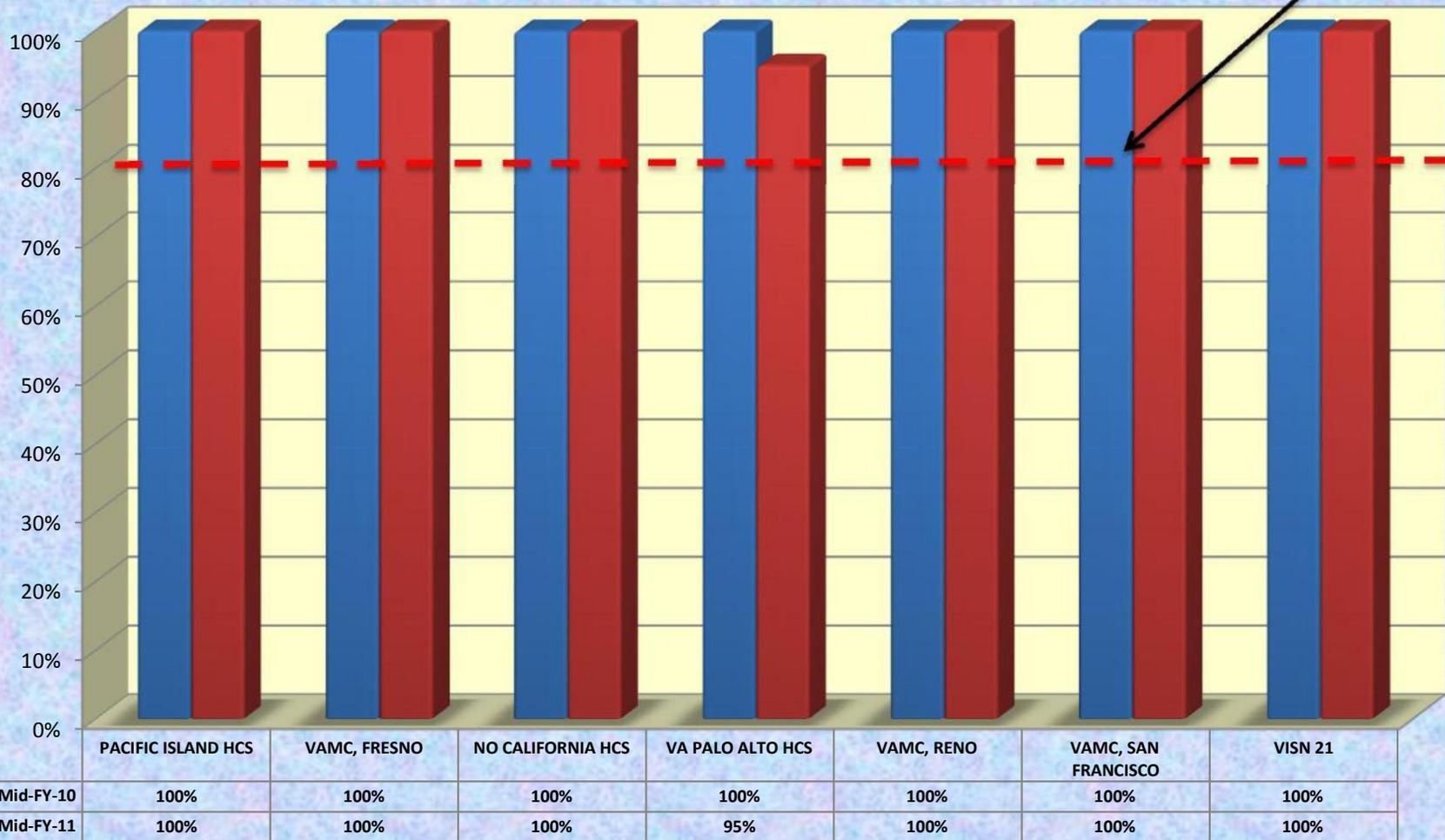
56% Government-Wide Average



	VAMC, ANCHORAGE	VAMC, BOISE	VAMC, PORTLAND	VAMC, ROSEBURG	VA PUGET SOUND HCS	VAMC, SPOKANE	VAMC, WALLA WALLA	VADOM, WHITE CITY	VISN 20
Mid-FY-10	100%	75%	67%	0%	87%	100%	67%	33%	0%
Mid-FY-11	67%	100%	25%	43%	25%	75%	N/A	N/A	N/A

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 21

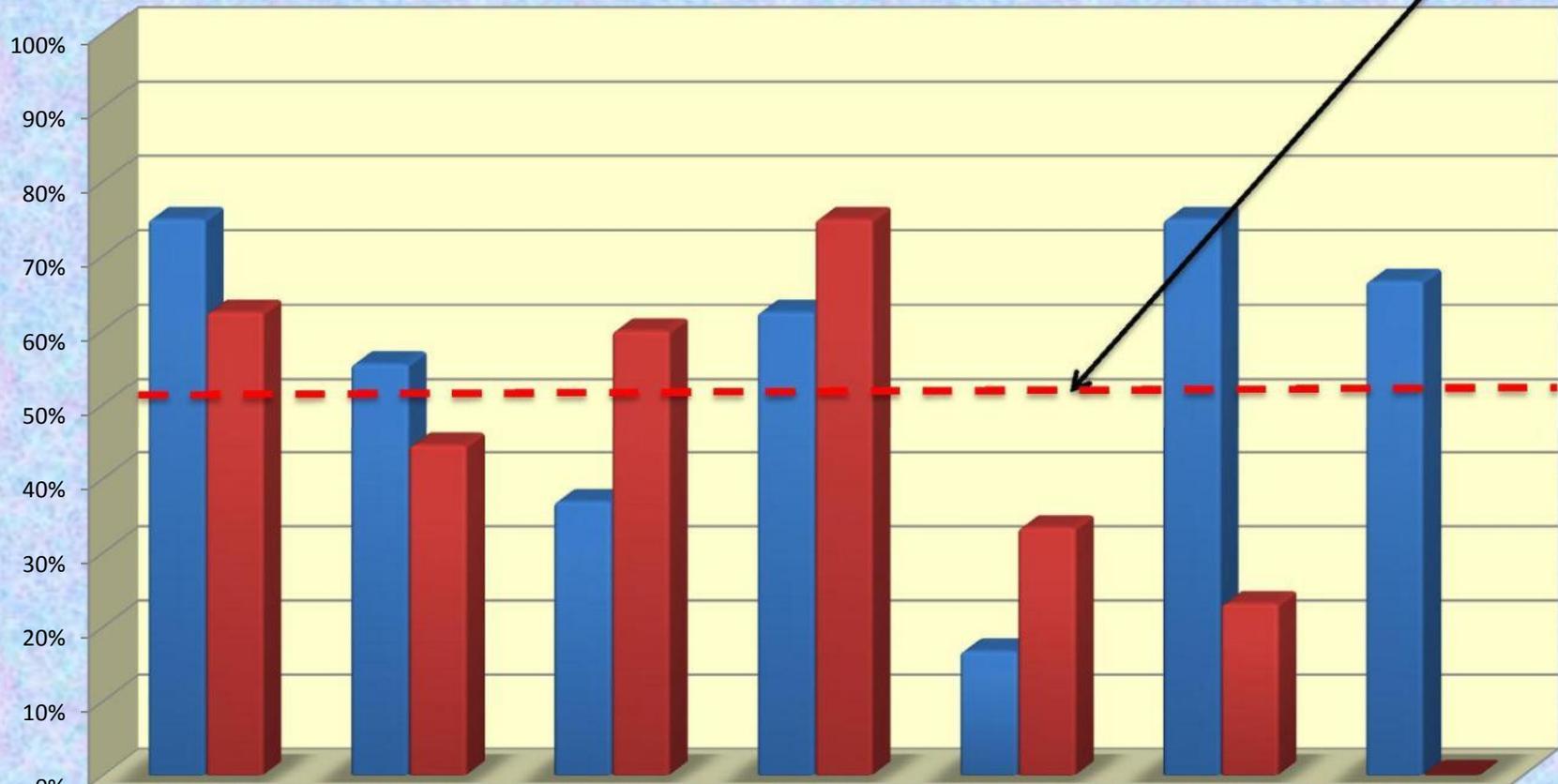
78% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 21

49% Government-Wide Average



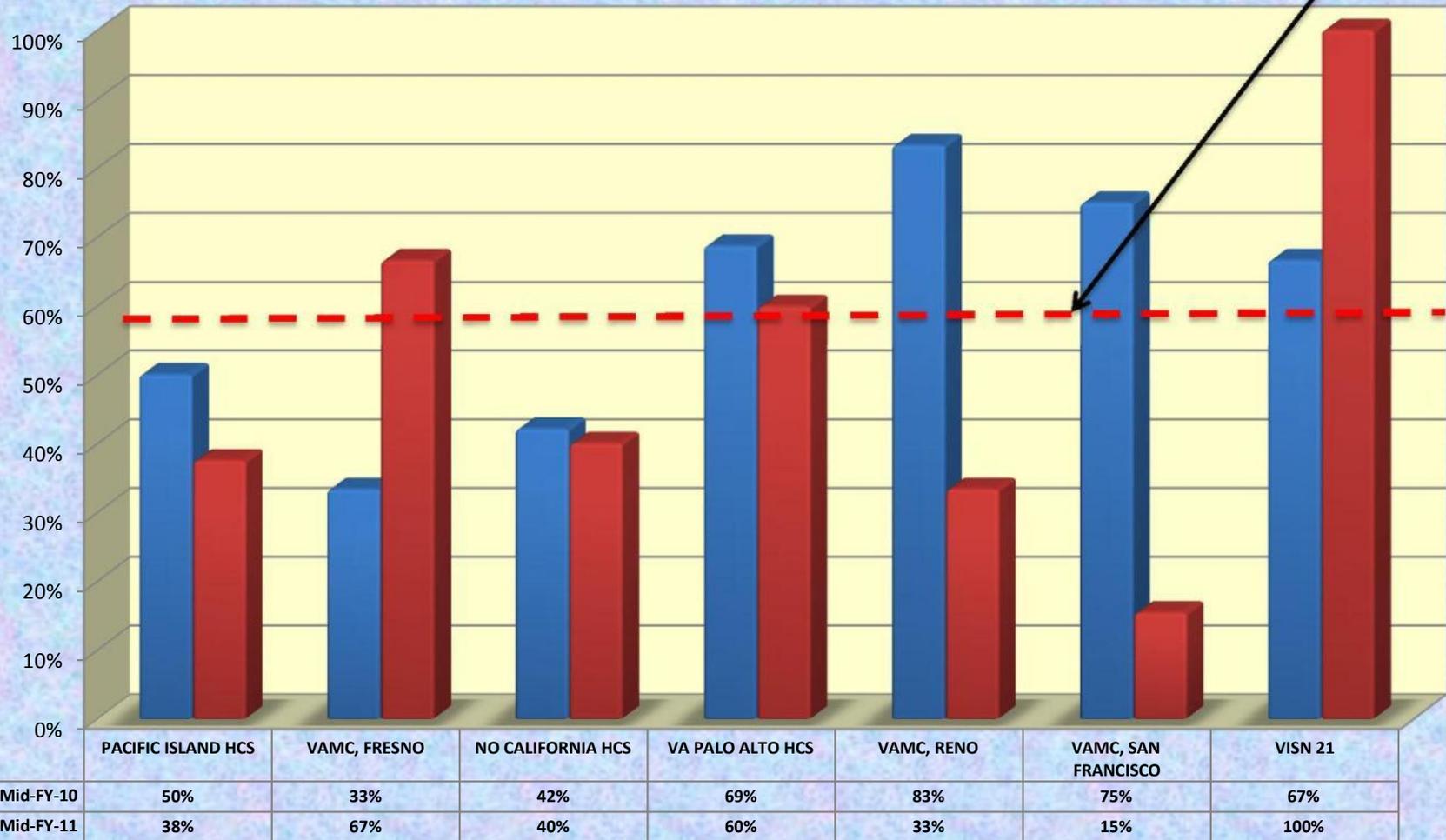
	PACIFIC ISLAND HCS	VAMC, FRESNO	NO CALIFORNIA HCS	VA PALO ALTO HCS	VAMC, RENO	VAMC, SAN FRANCISCO	VISN 21
Mid-FY-10	75%	56%	37%	63%	17%	75%	67%
Mid-FY-11	63%	44%	60%	75%	33%	23%	0%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 21

56% Government-Wide Average

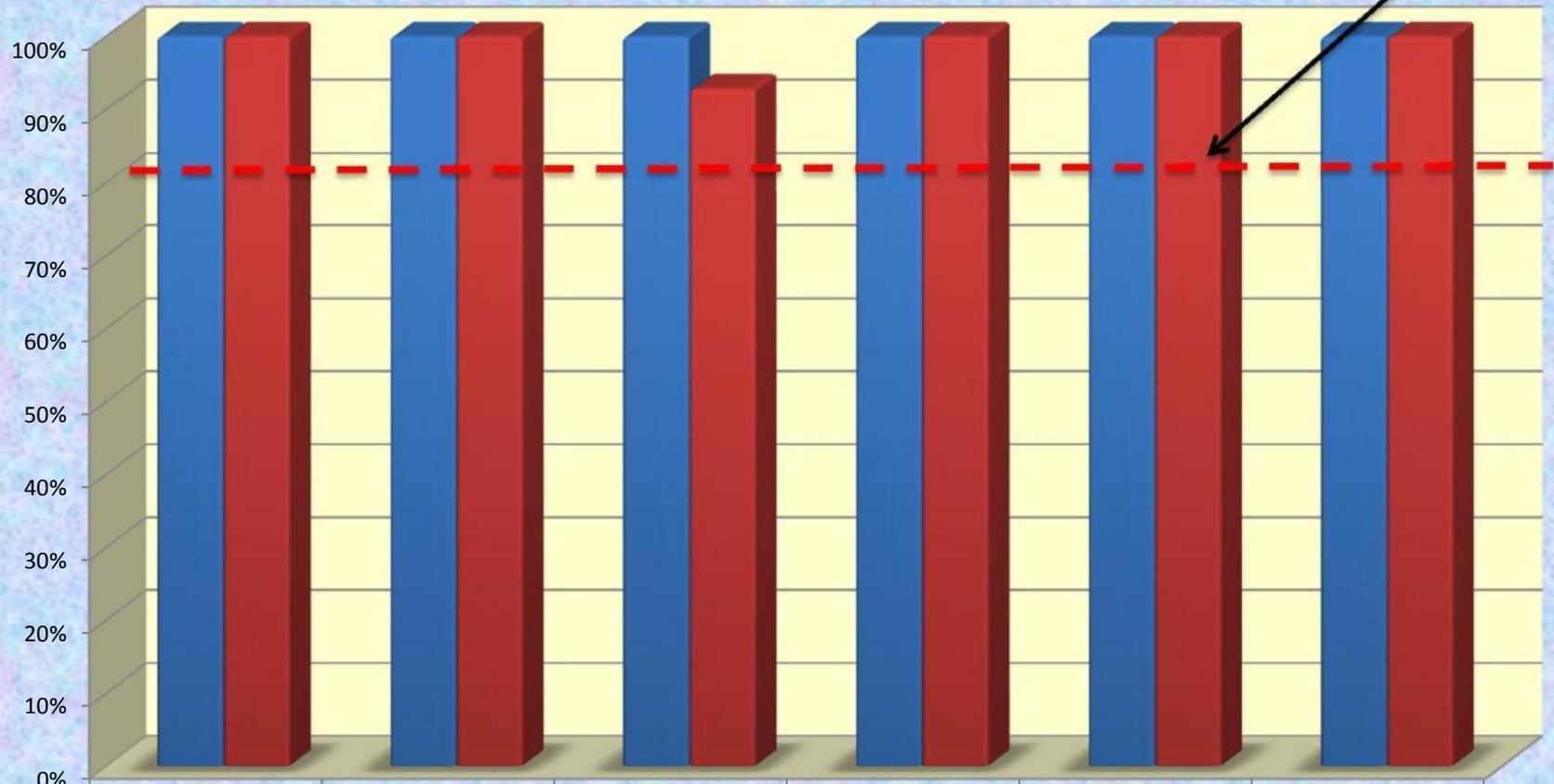


Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 22

78% Government-
Wide Average

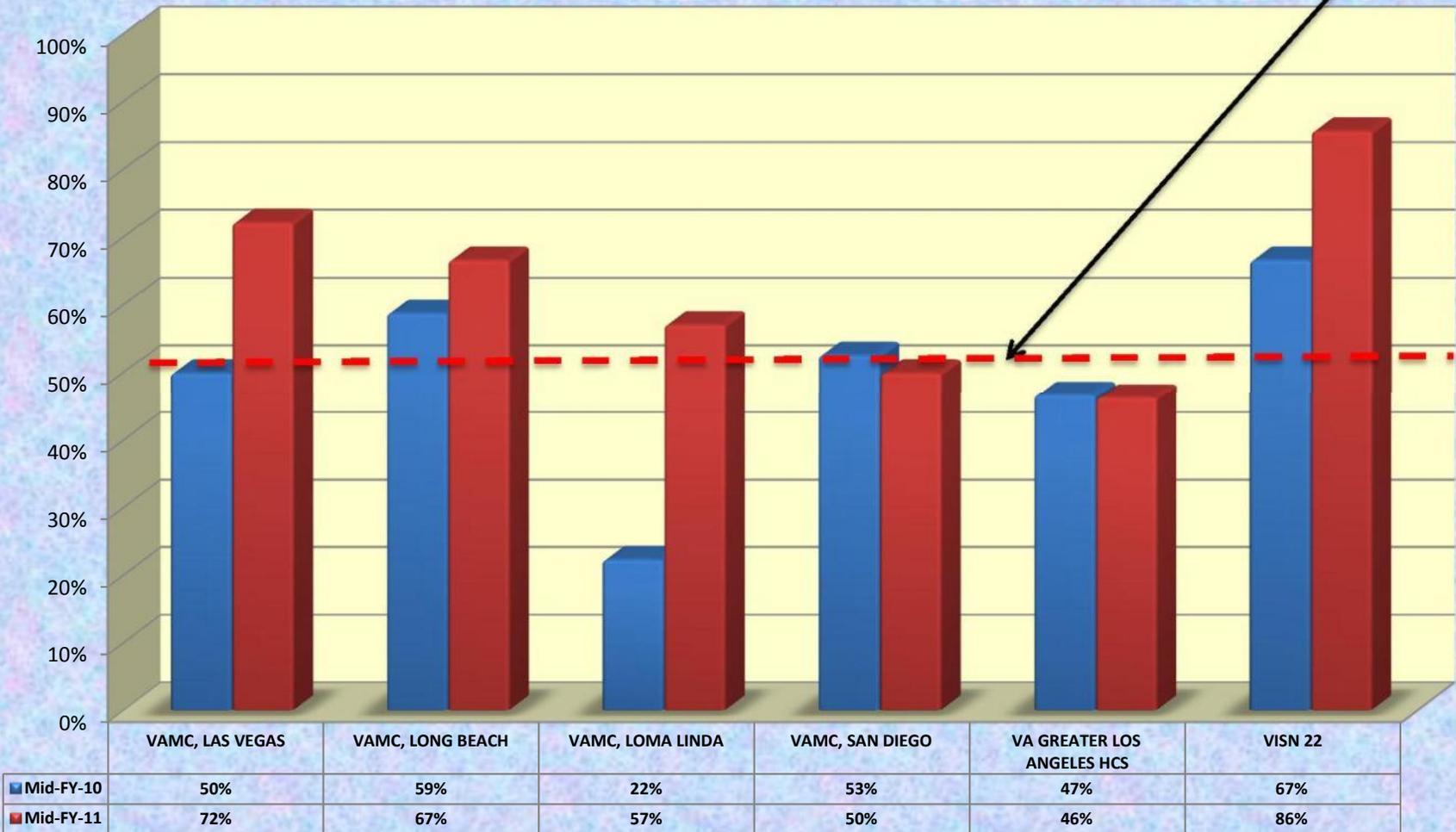


	VAMC, LAS VEGAS	VAMC, LONG BEACH	VAMC, LOMA LINDA	VAMC, SAN DIEGO	VA GREATER LOS ANGELES HCS	VISN 22
Mid-FY-10	100%	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	93%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 22

49% Government-Wide Average

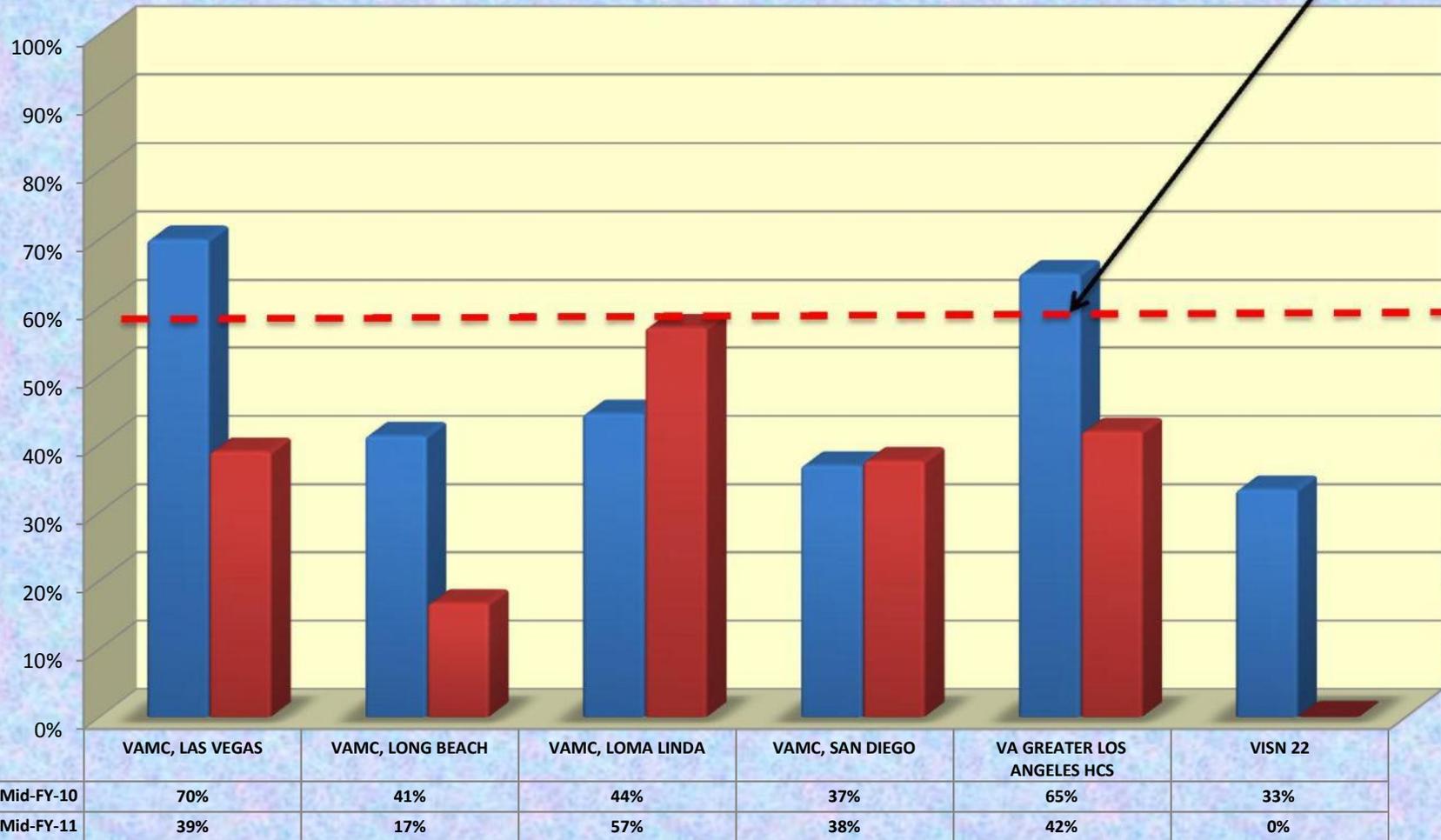


Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 22

56% Government-Wide Average

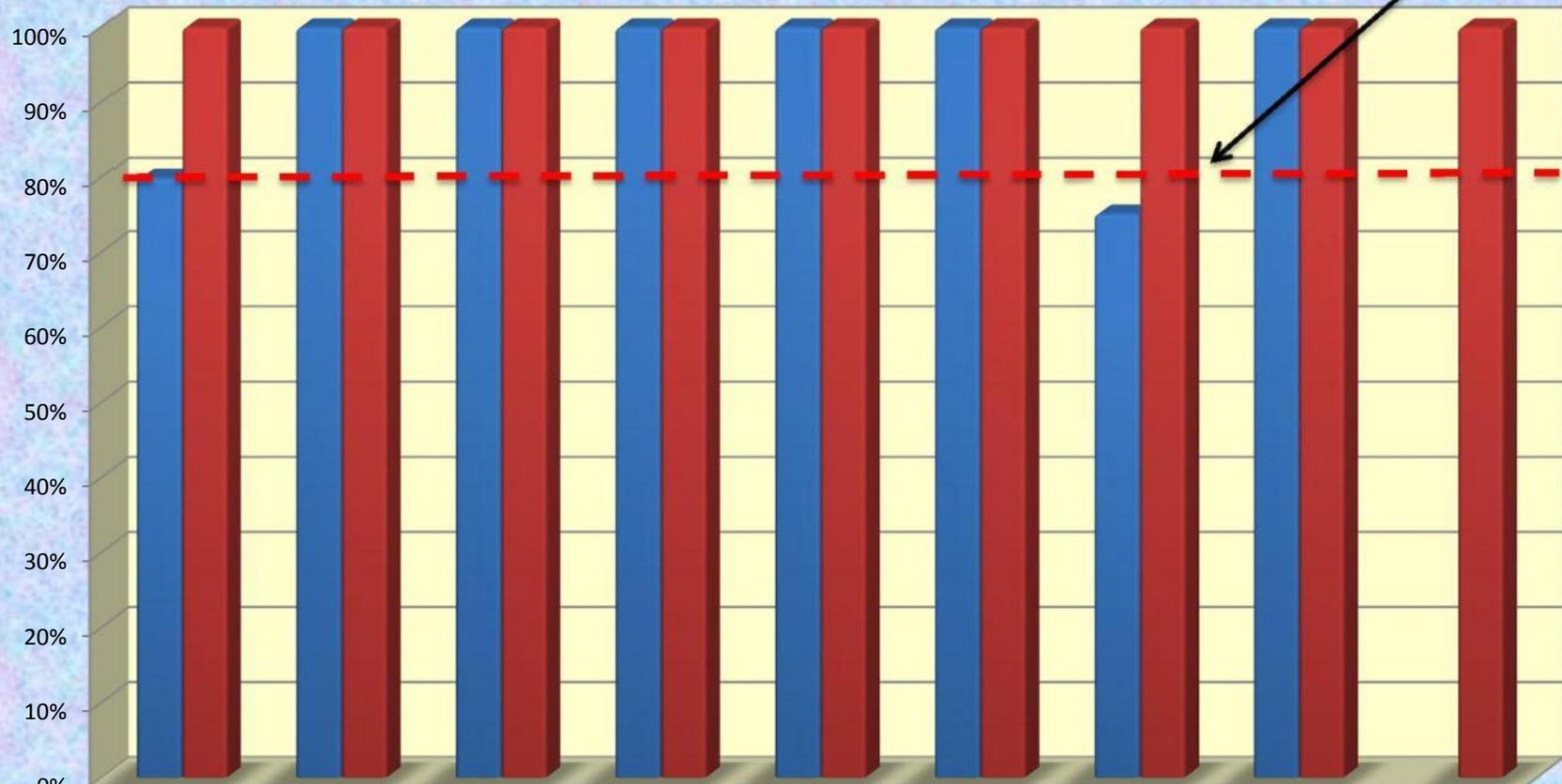


Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - VISN 23

78% Government-Wide Average

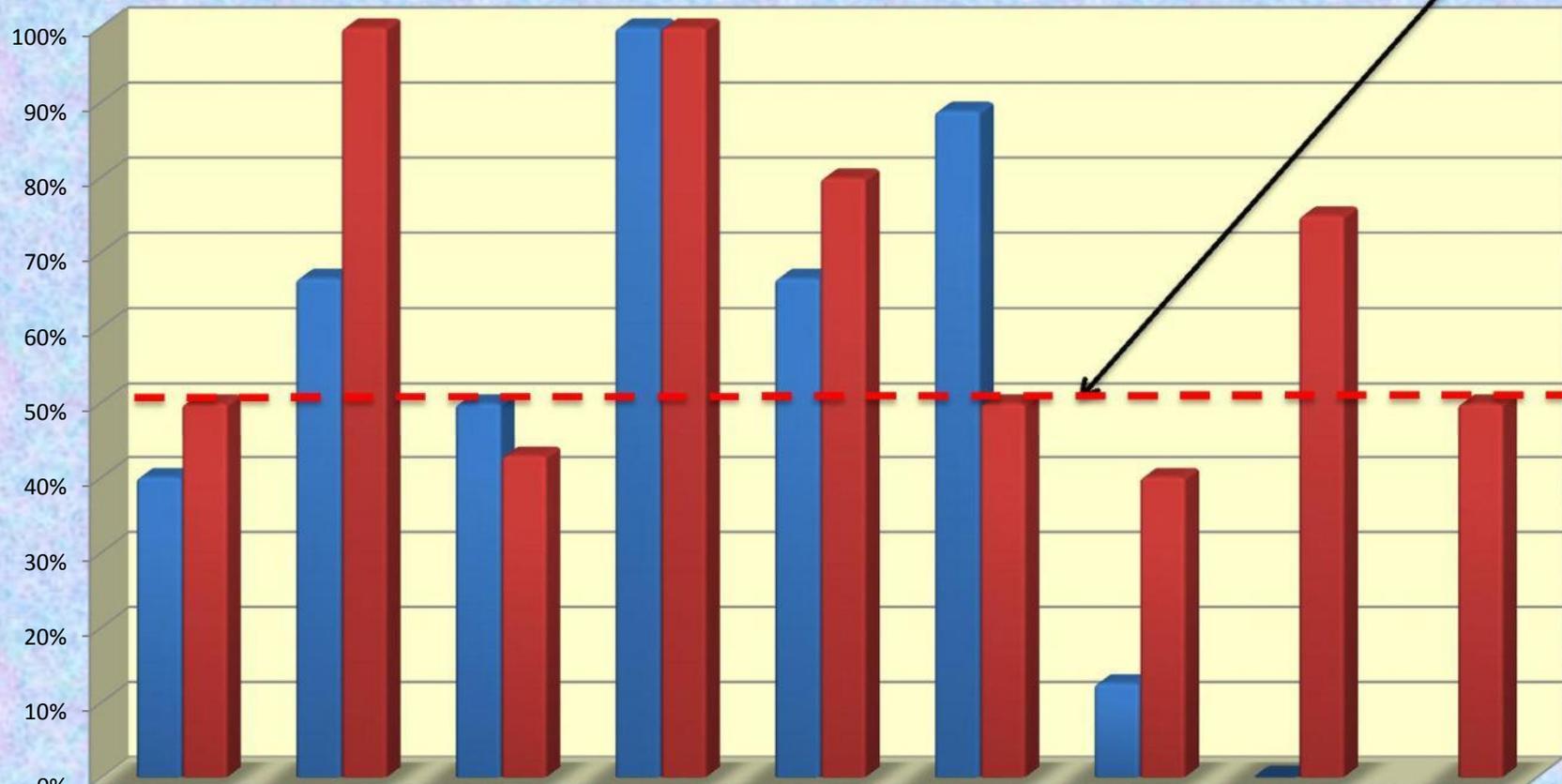


Mid-FY-10	80%	100%	100%	100%	100%	100%	75%	100%	N/A
Mid-FY-11	100%	100%	100%	100%	100%	100%	100%	100%	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - VISN 23

49% Government-Wide Average

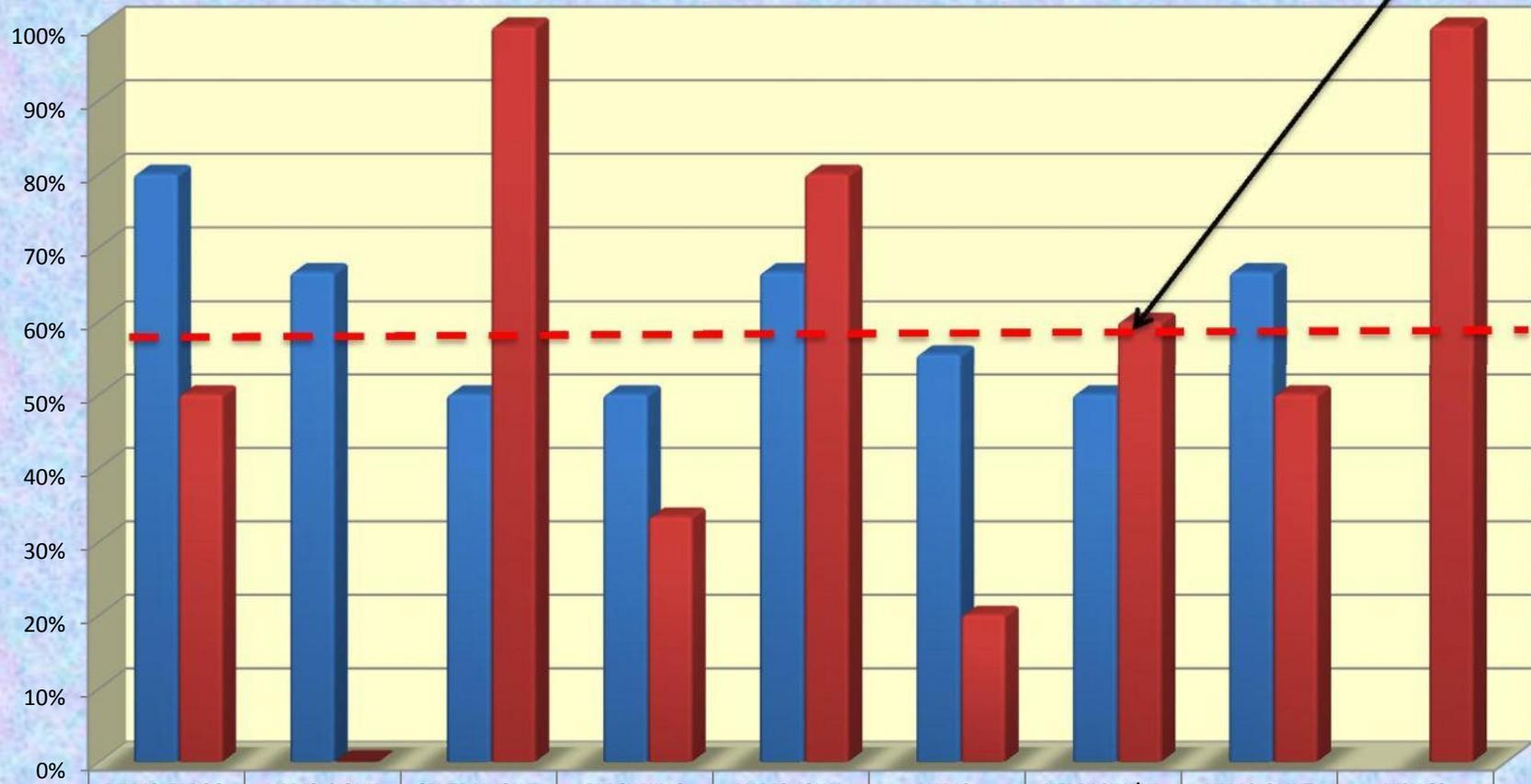


	VAMC, FARGO	VAMC, SIOUX FALLS	CENTRAL IOWA HCS	BLACK HILLS HCS	VAMC, IOWA CITY	VAMC, MINNEAPOLIS	NEBRASKA/W. IOWA HCS	VAMC, SAINT CLOUD	VISN 23
Mid-FY-10	40%	67%	50%	100%	67%	89%	13%	0%	N/A
Mid-FY-11	50%	100%	43%	100%	80%	50%	40%	75%	50%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - VISN 23

56% Government-Wide Average



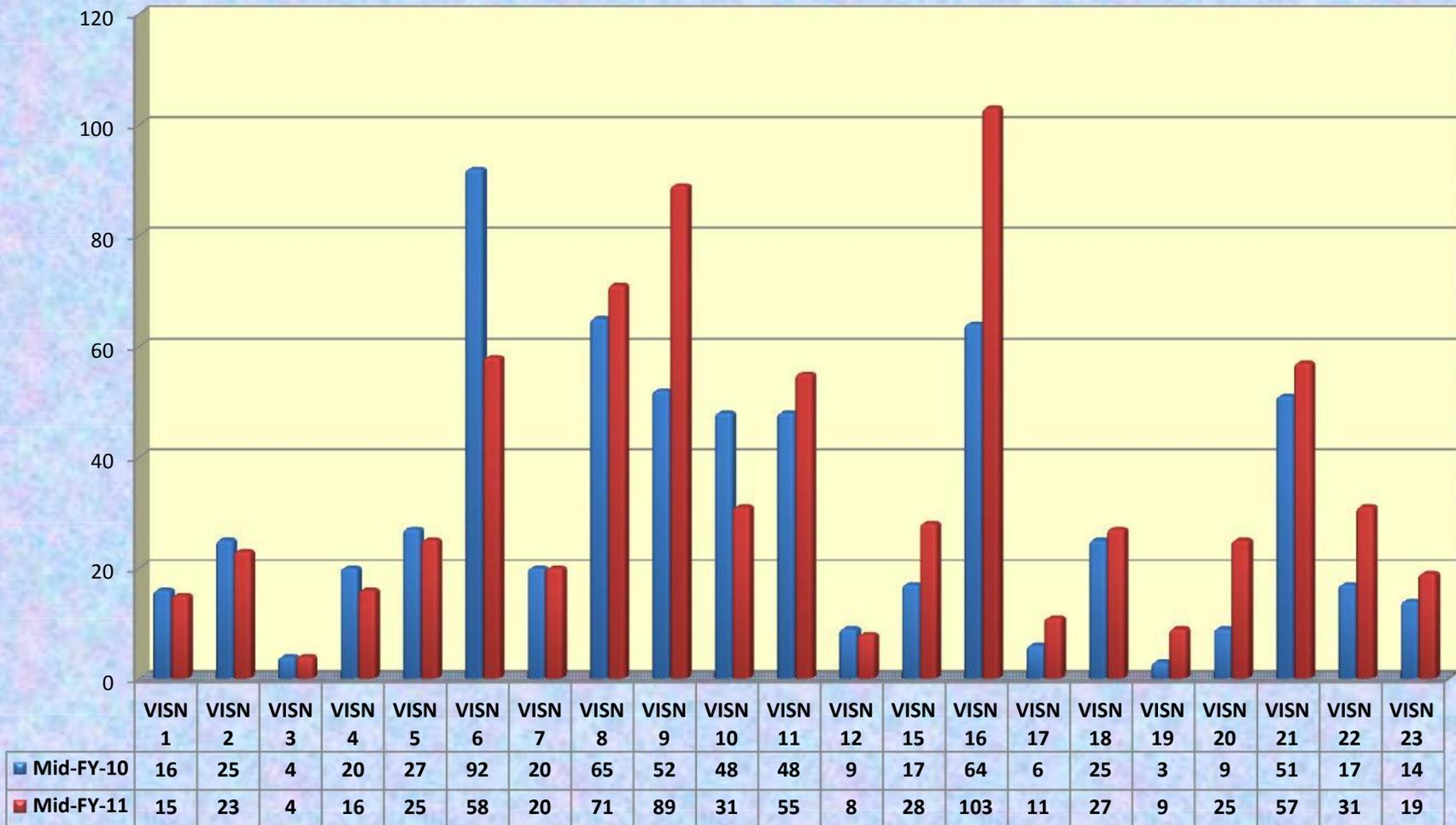
	VAMC, FARGO	VAMC, SIOUX FALLS	CENTRAL IOWA HCS	BLACK HILLS HCS	VAMC, IOWA CITY	VAMC, MINNEAPOLIS	NEBRASKA/W. IOWA HCS	VAMC, SAINT CLOUD	VISN 23
Mid-FY-10	80%	67%	50%	50%	67%	56%	50%	67%	N/A
Mid-FY-11	50%	0%	100%	33%	80%	20%	60%	50%	100%

Data Source: Complaints Automated Tracking System (CATS)

Veterans Health Administration

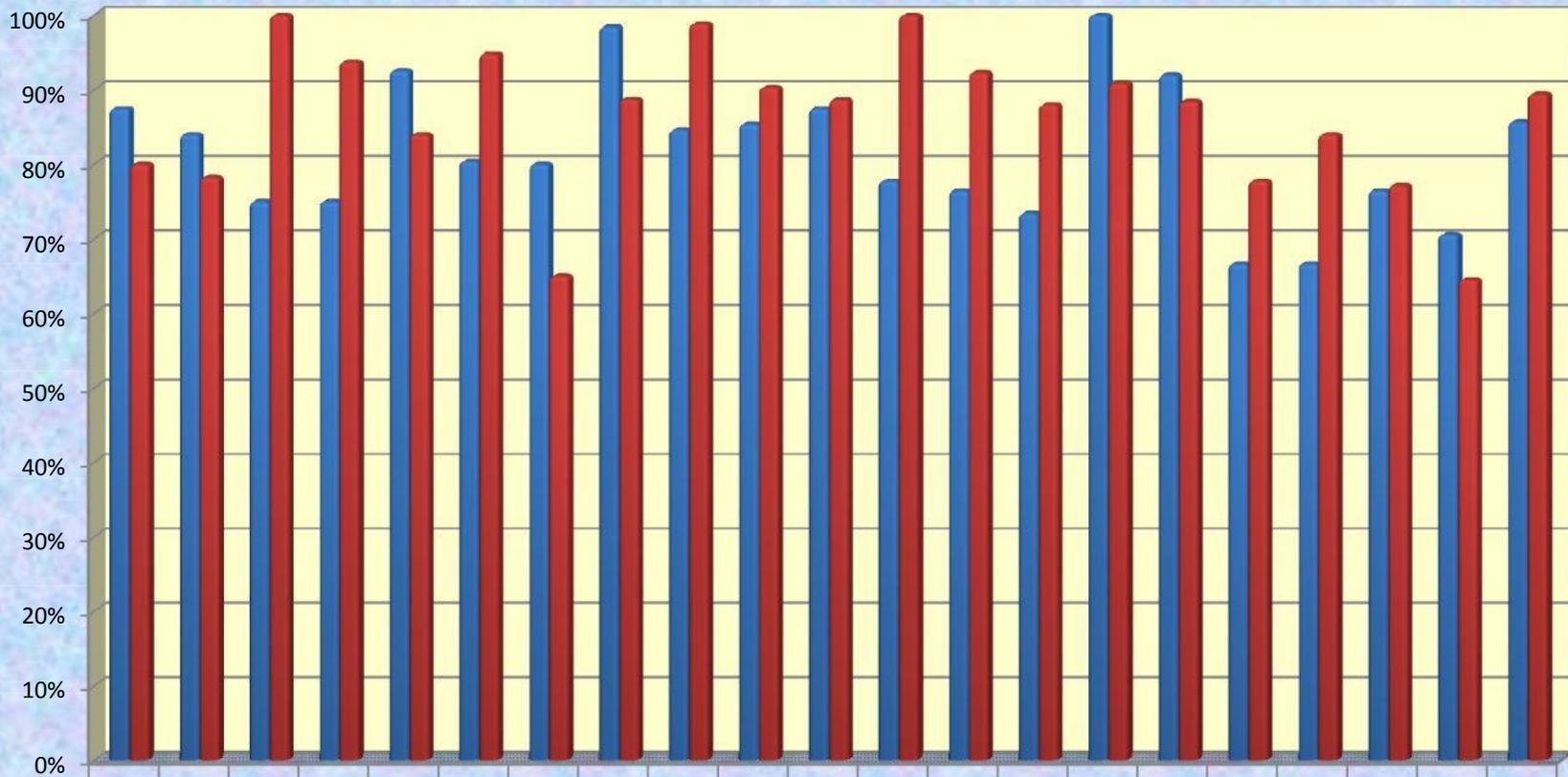
Non-EEO ADR Cases

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



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

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

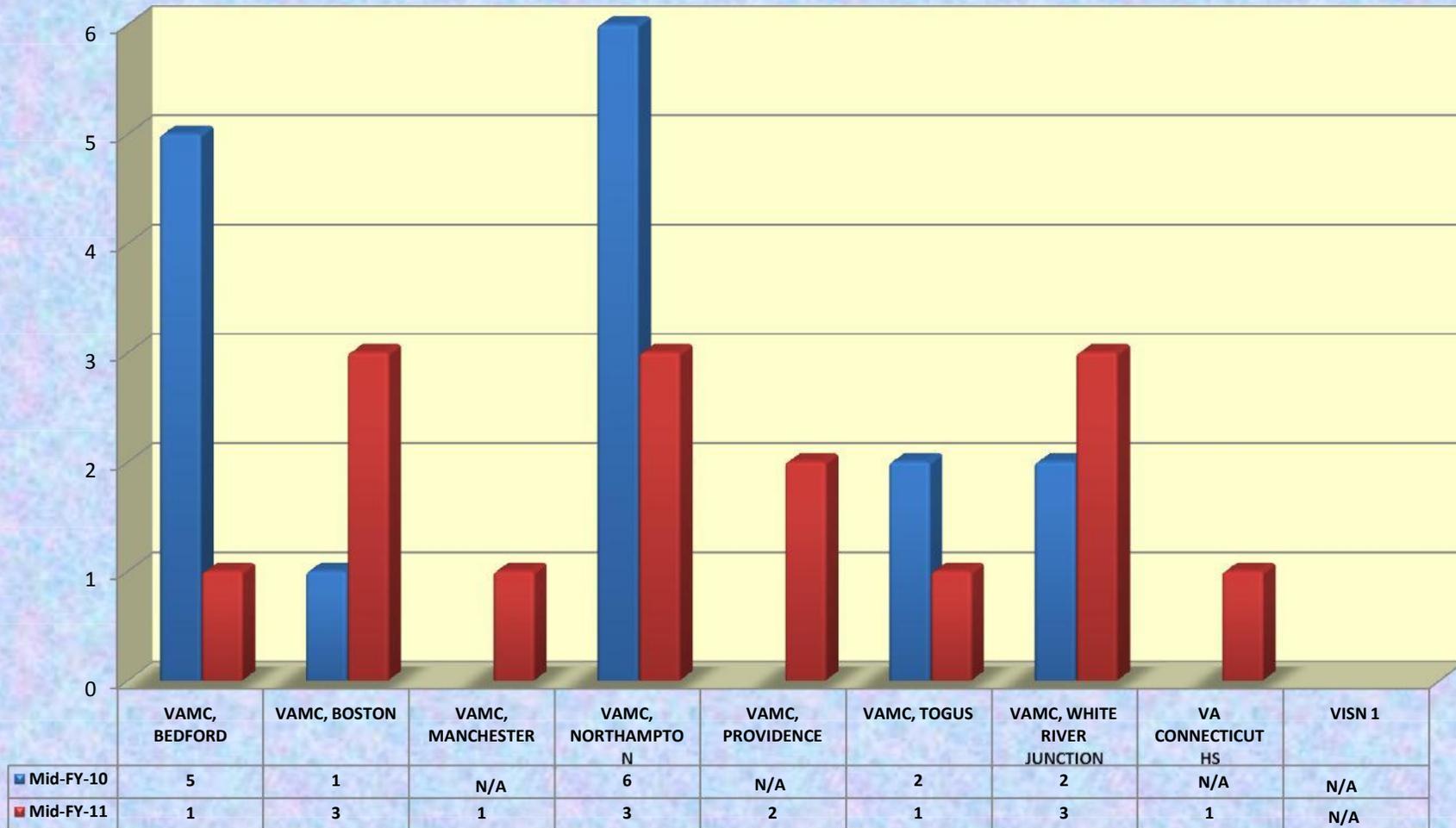


	VISN 1	VISN 2	VISN 3	VISN 4	VISN 5	VISN 6	VISN 7	VISN 8	VISN 9	VISN 10	VISN 11	VISN 12	VISN 15	VISN 16	VISN 17	VISN 18	VISN 19	VISN 20	VISN 21	VISN 22	VISN 23
Mid-FY-10	88%	84%	75%	75%	93%	80%	80%	98%	85%	85%	88%	78%	76%	73%	100%	92%	67%	67%	76%	71%	86%
Mid-FY-11	80%	78%	100%	94%	84%	95%	65%	89%	99%	90%	89%	100%	92%	88%	91%	88%	78%	84%	77%	65%	89%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

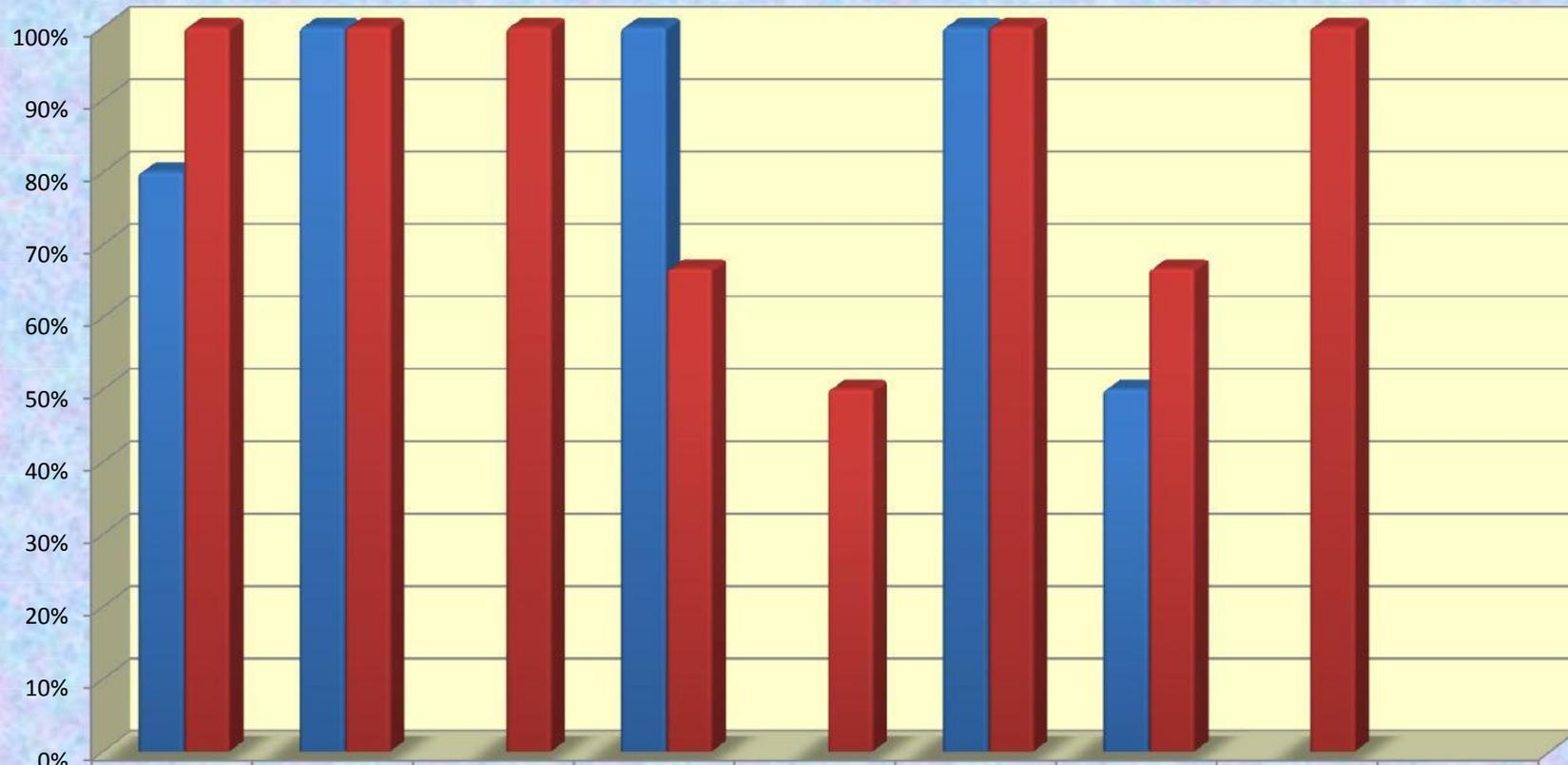
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 1



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 1

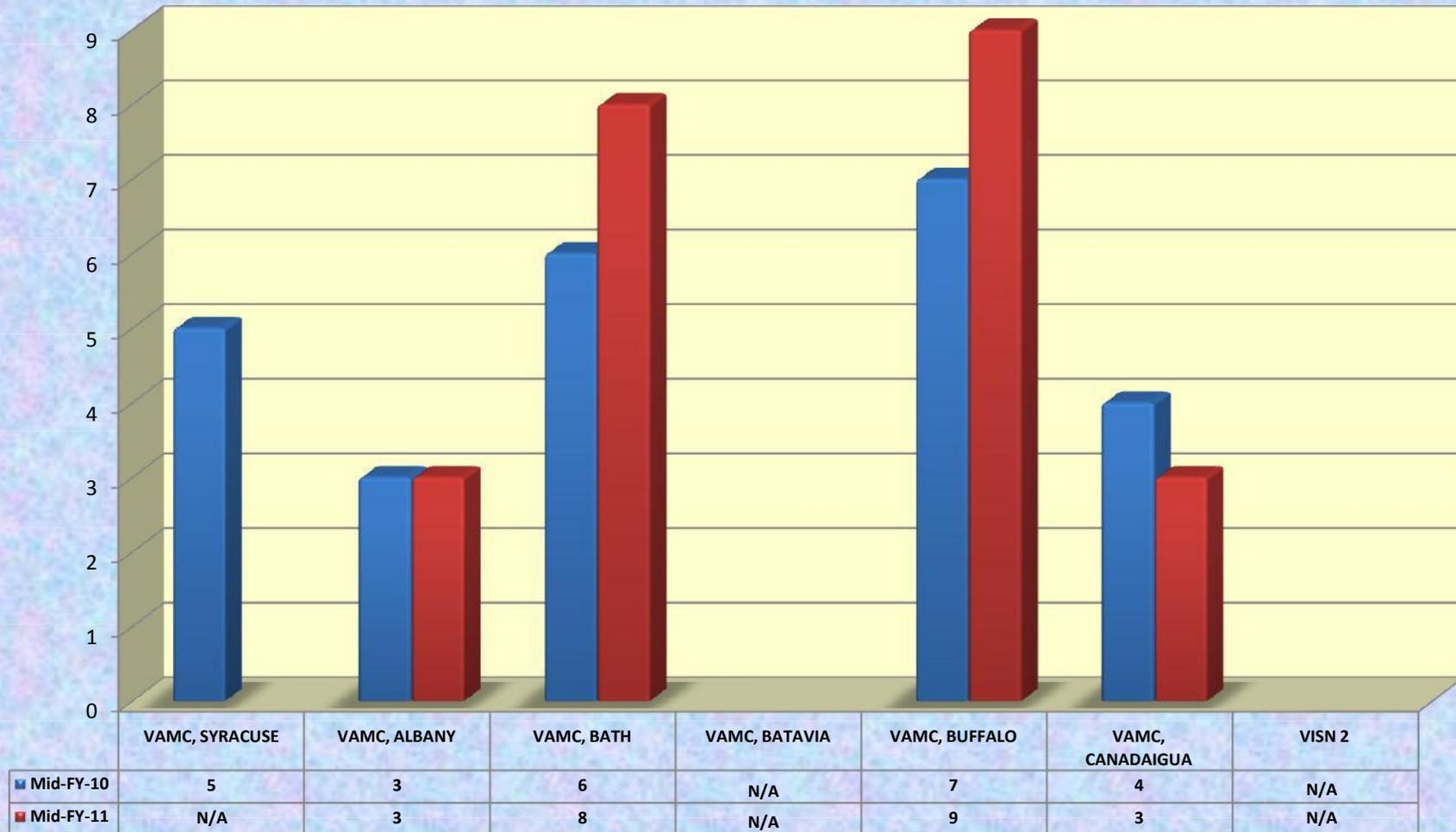


	VAMC, BEDFORD	VAMC, BOSTON	VAMC, MANCHESTER	VAMC, NORTHAMPTON	VAMC, PROVIDENCE	VAMC, TOGUS	VAMC, WHITE RIVER JUNCTION	VA CONNECTICUT HS	VISN 1
Mid-FY-10	80%	100%	N/A	100%	N/A	100%	50%	N/A	N/A
Mid-FY-11	100%	100%	100%	67%	50%	100%	67%	100%	N/A

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

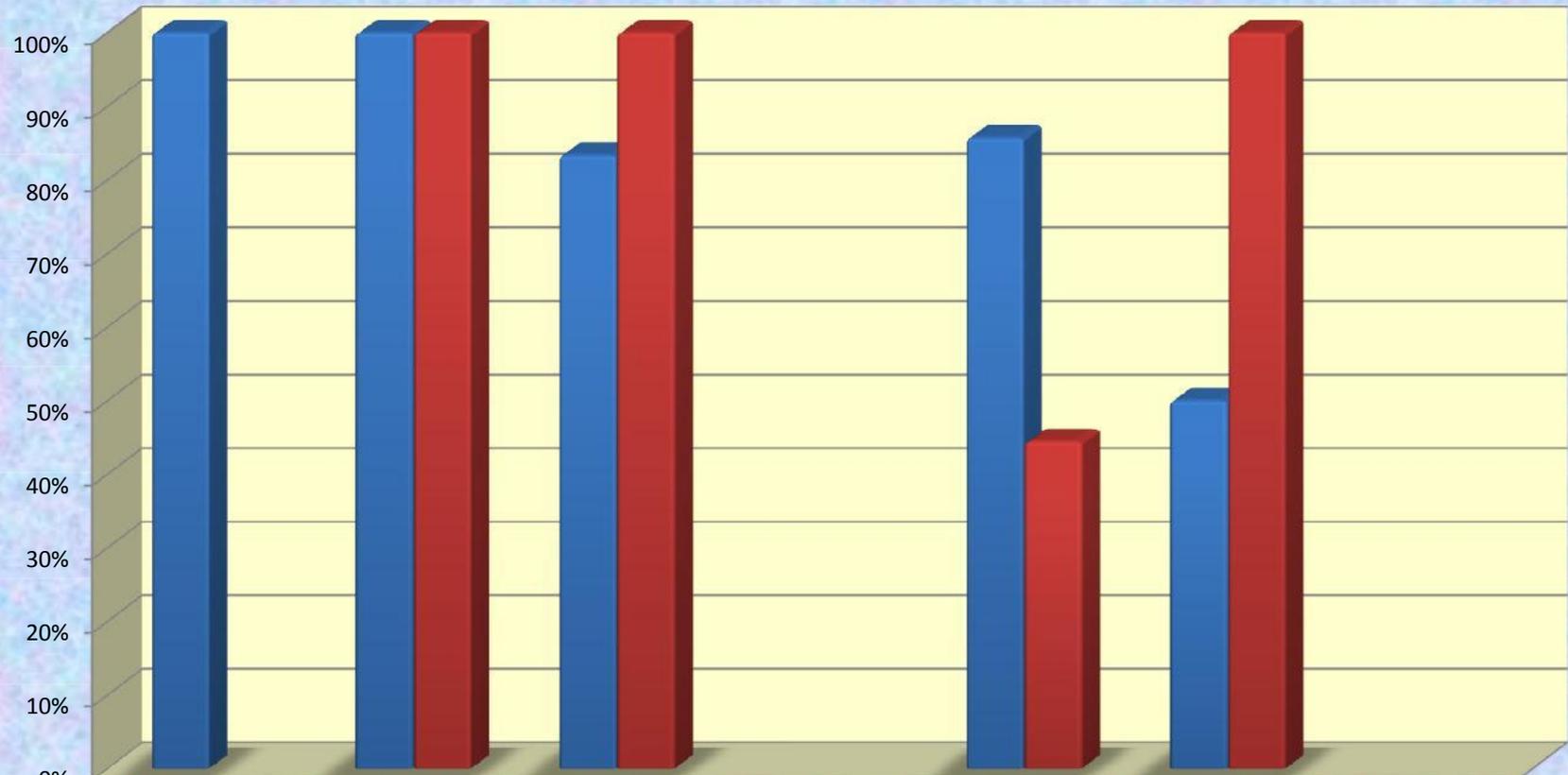
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 2



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 2



	VAMC, SYRACUSE	VAMC, ALBANY	VAMC, BATH	VAMC, BATAVIA	VAMC, BUFFALO	VAMC, CANADAIGUA	VISN 2
Mid-FY-10	100%	100%	83%	N/A	86%	50%	N/A
Mid-FY-11	N/A	100%	100%	N/A	44%	100%	N/A

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

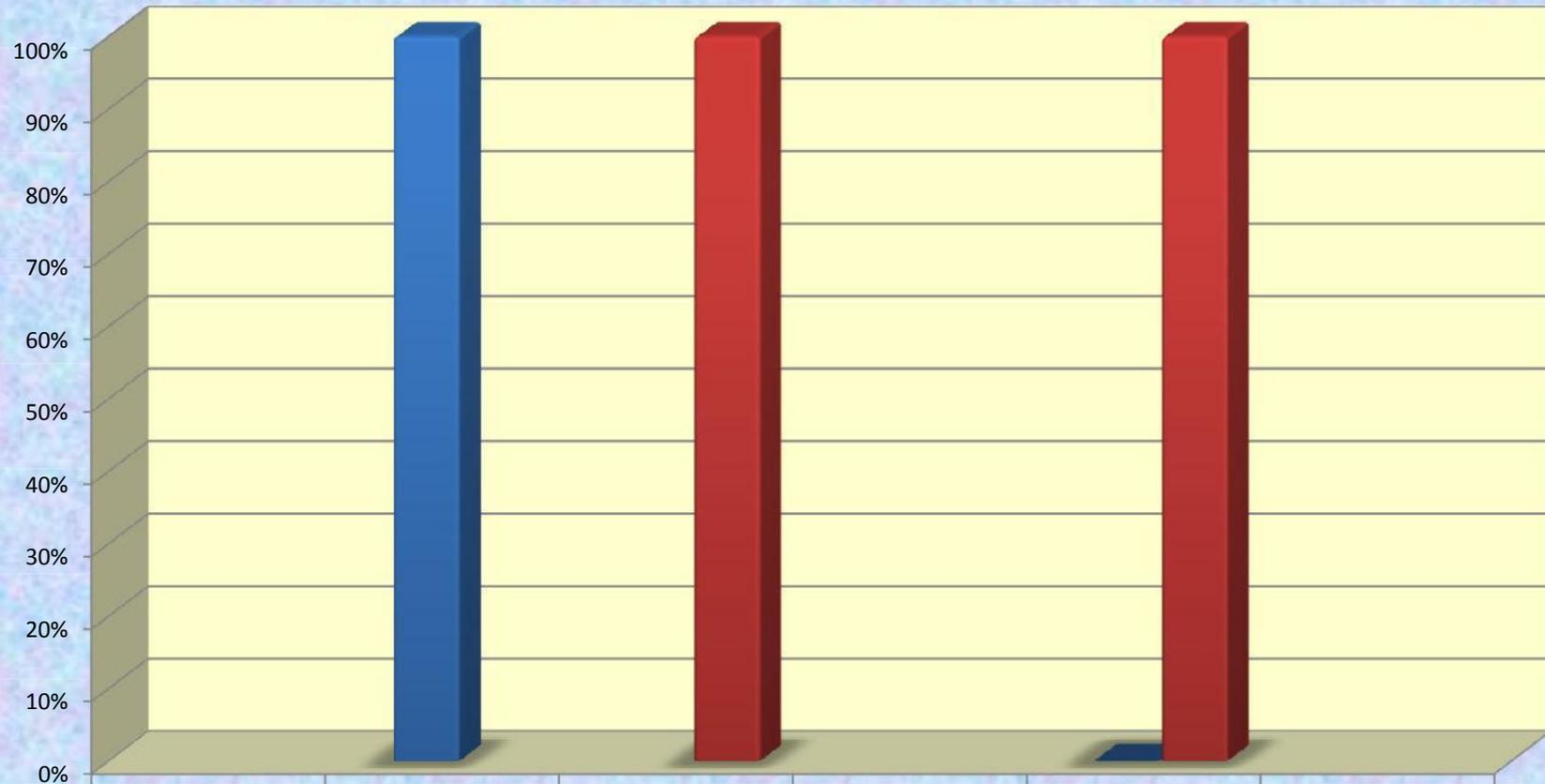
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 3



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 3



	VAMC, BRONX	VA NEW JERSEY HCS	VA HUDSON VALLEY HCS	VAMC, NORTHPORT	NEW YORK HARBOR HCS	VISN 3
Mid-FY-10	N/A	100%	N/A	N/A	0%	N/A
Mid-FY-11	N/A	N/A	100%	N/A	100%	N/A

Data Source: ADTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 4



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

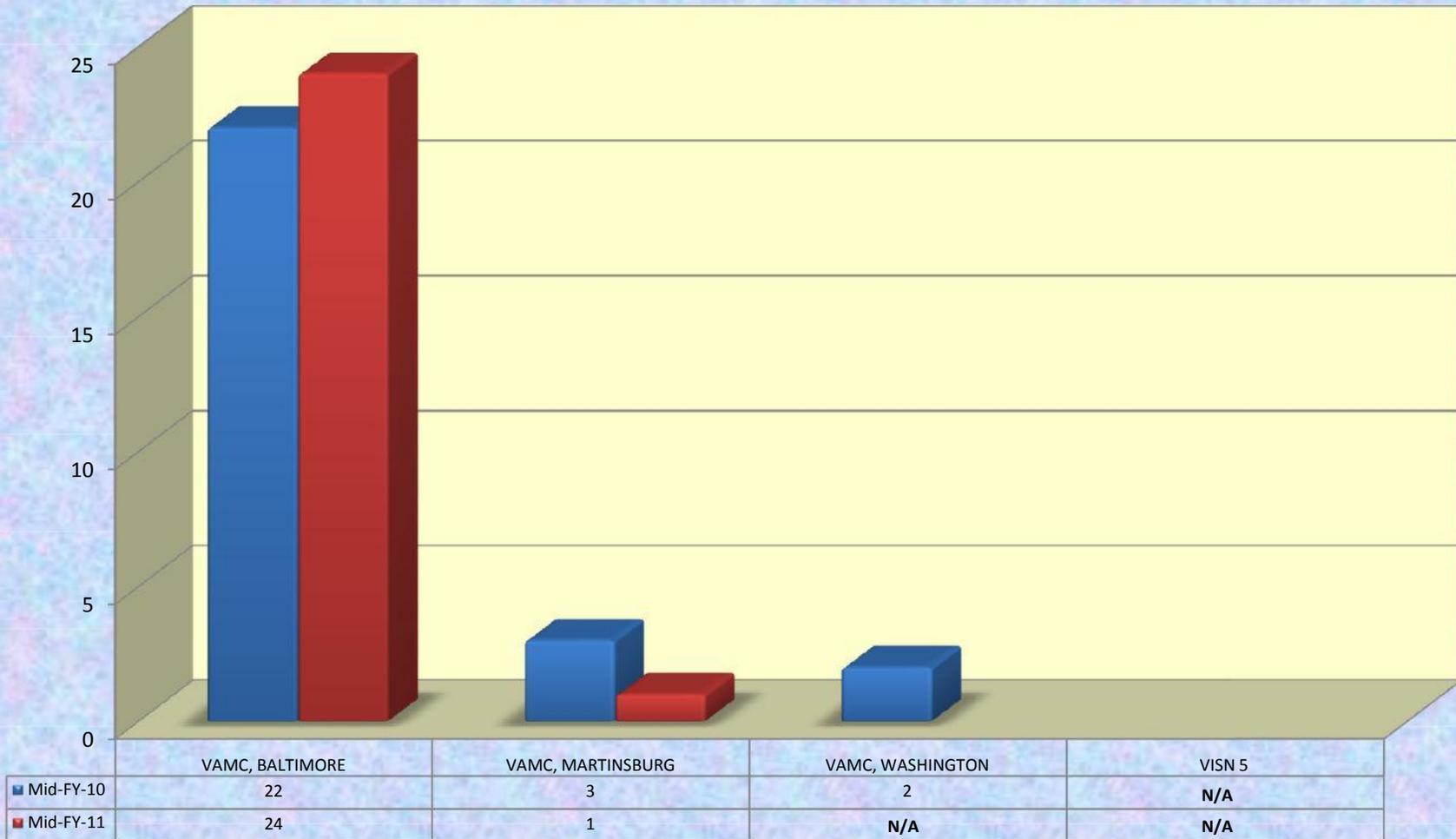
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 4



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

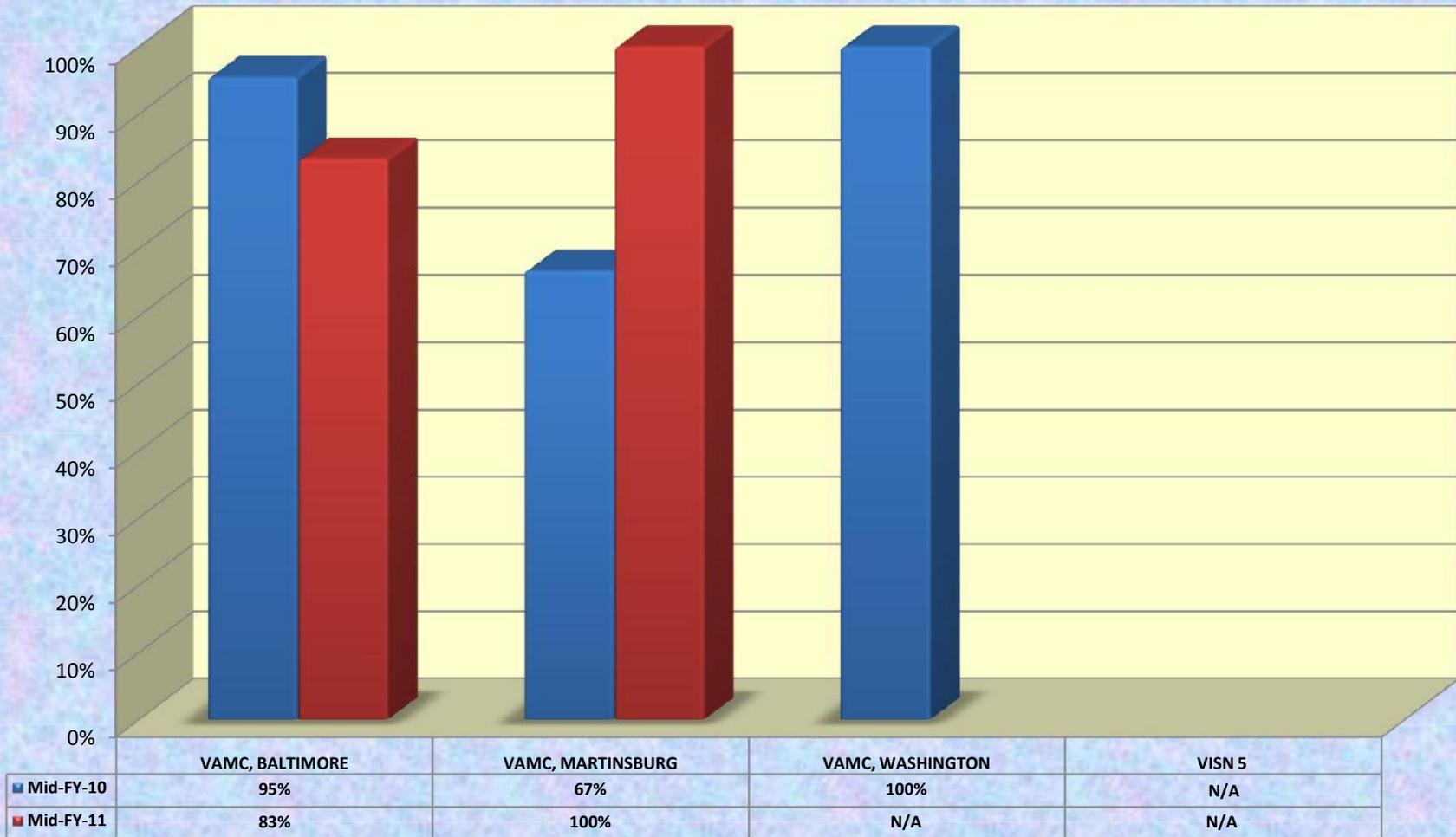
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 5



Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

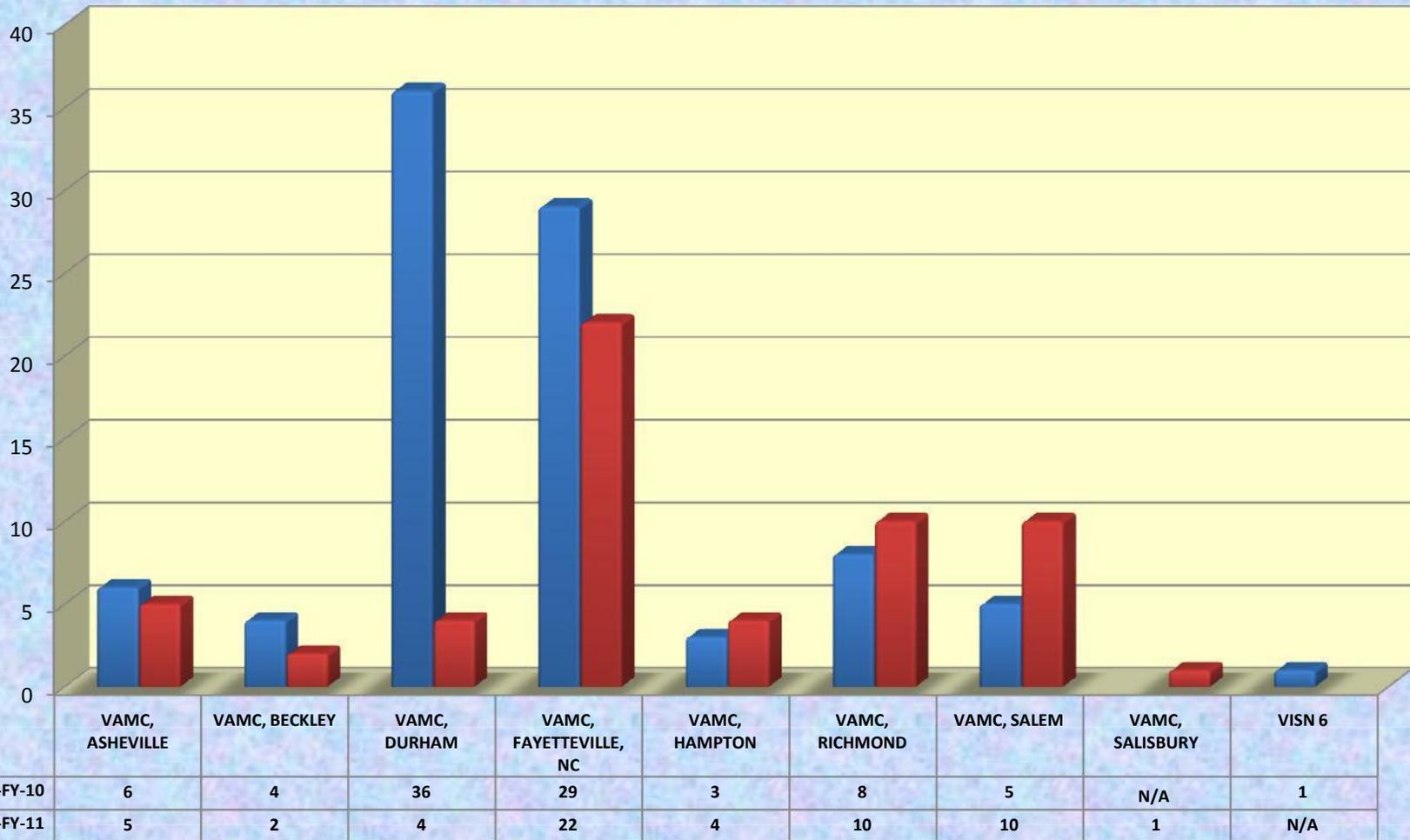
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 5



Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

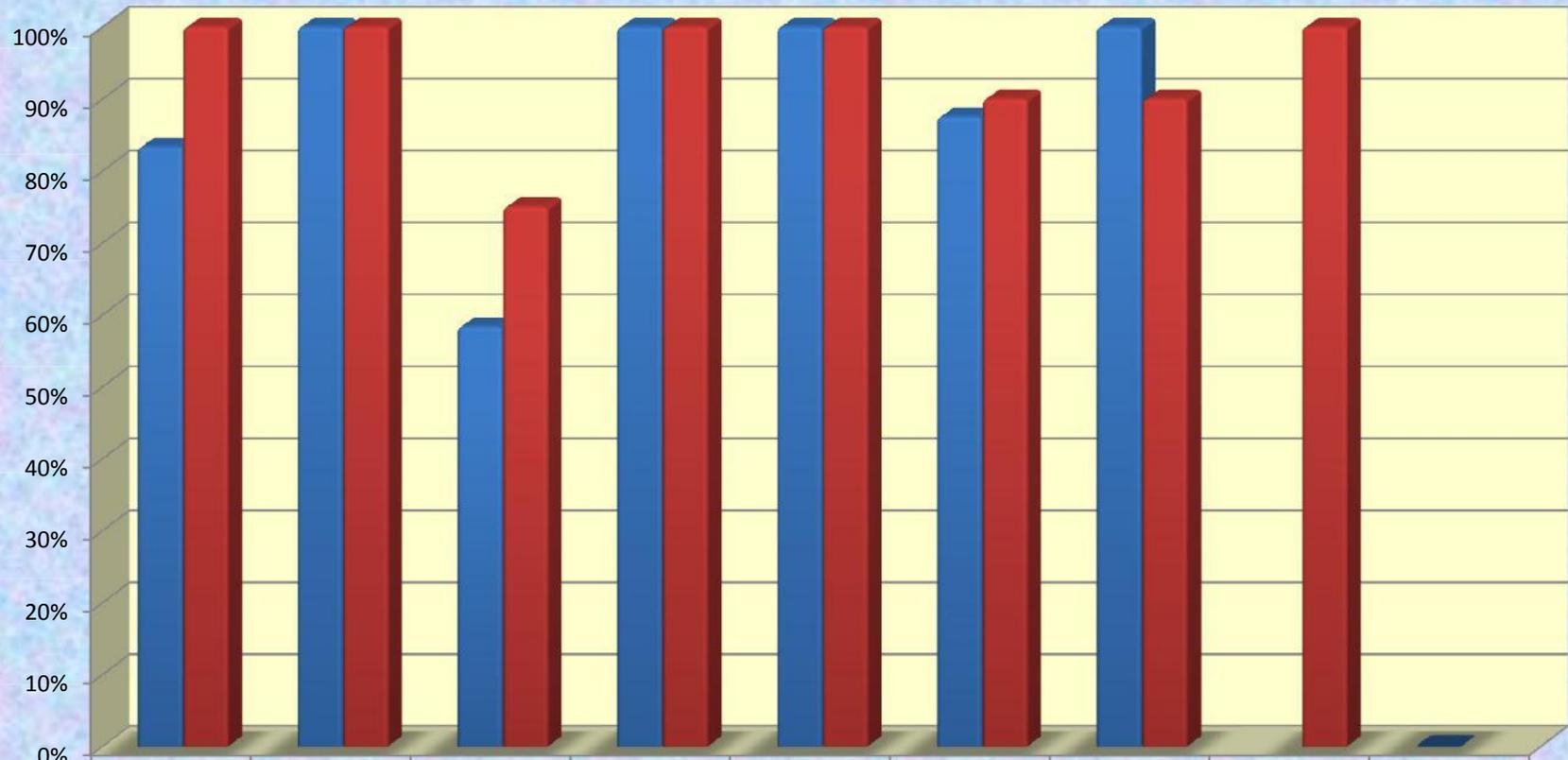
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 6



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

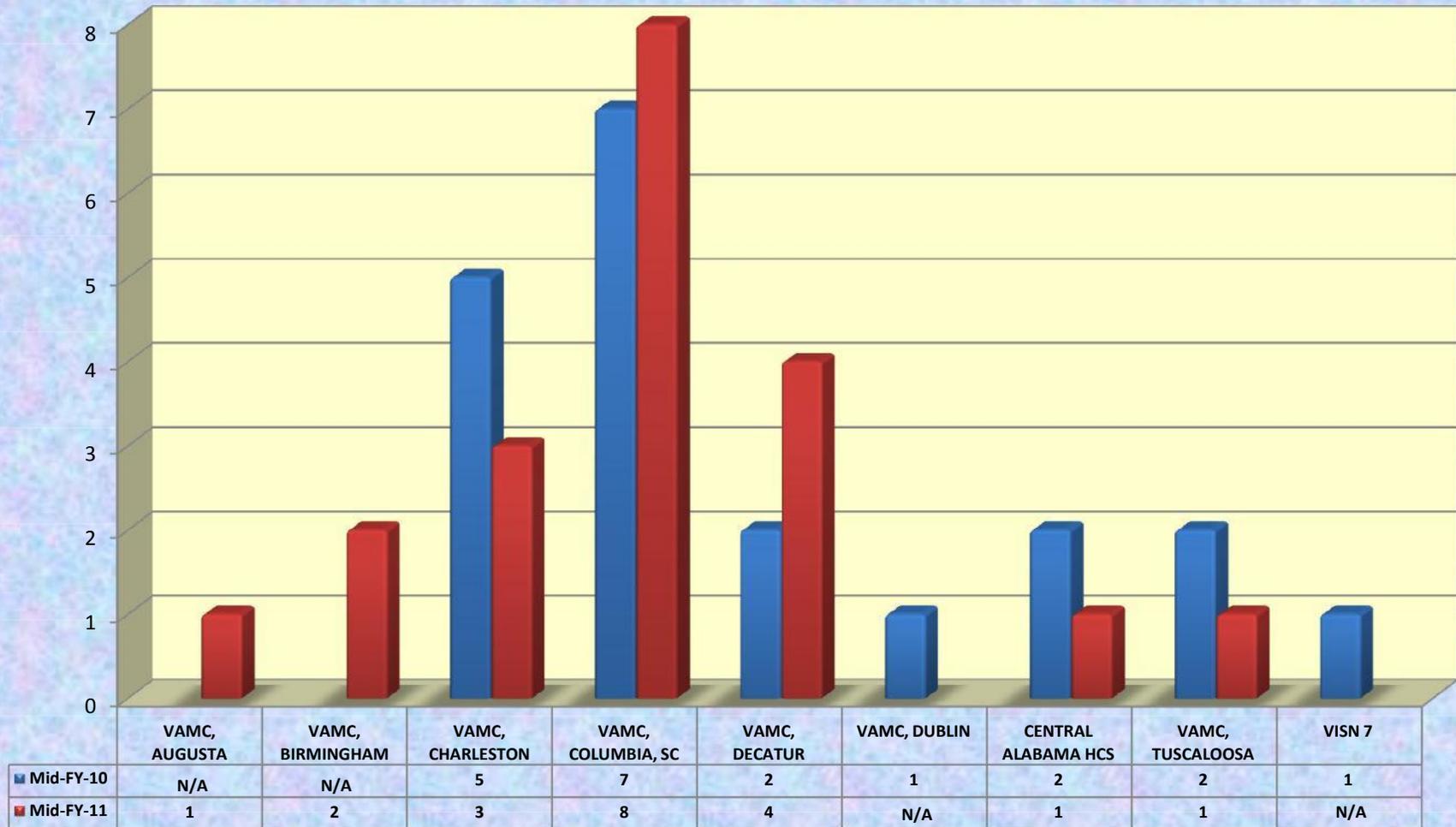
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 6



	VAMC, ASHEVILLE	VAMC, BECKLEY	VAMC, DURHAM	VAMC, FAYETTEVILLE, NC	VAMC, HAMPTON	VAMC, RICHMOND	VAMC, SALEM	VAMC, SALISBURY	VISN 6
Mid-FY-10	83%	100%	58%	100%	100%	88%	100%	N/A	0%
Mid-FY-11	100%	100%	75%	100%	100%	90%	90%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

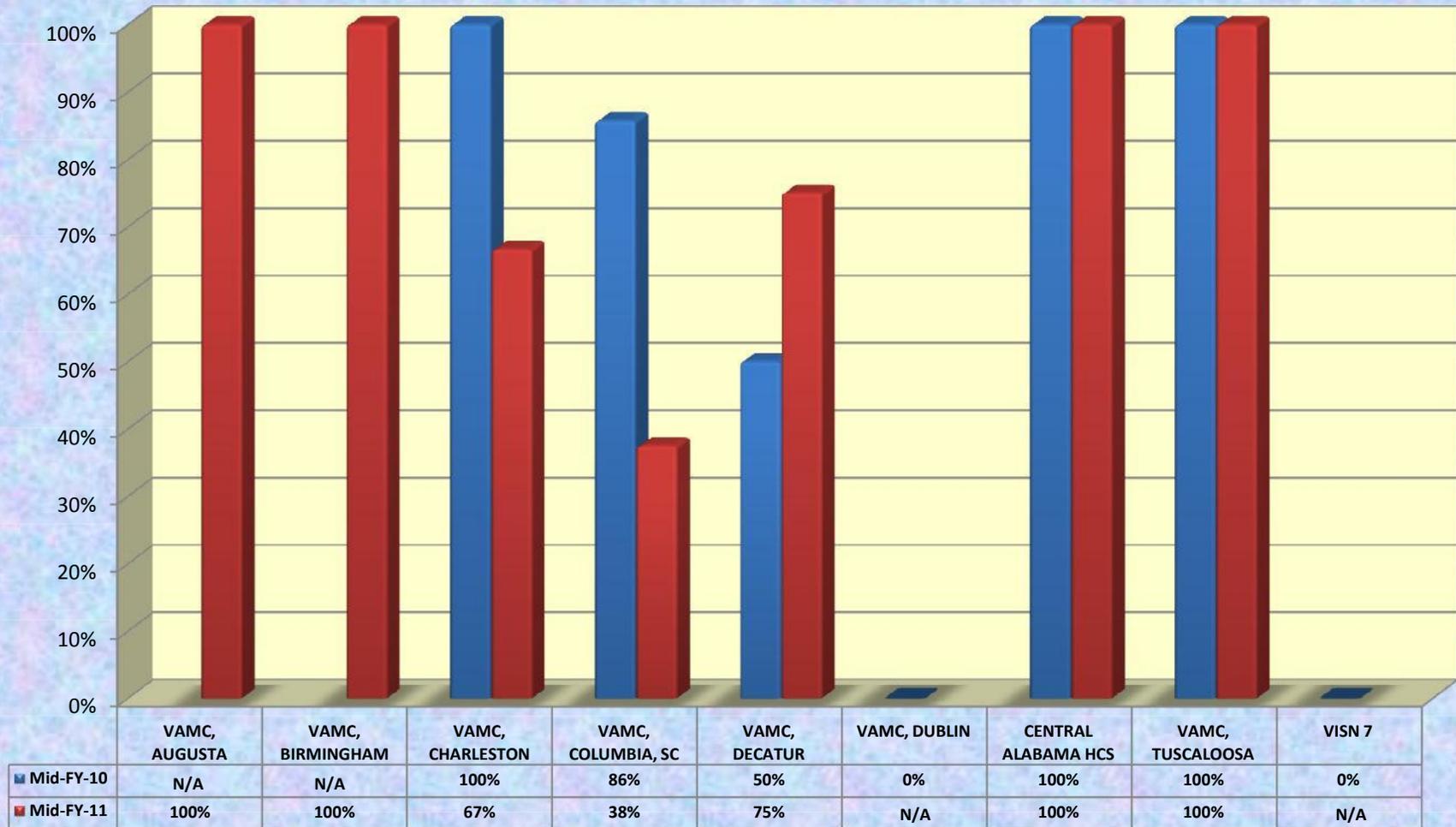
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 7



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

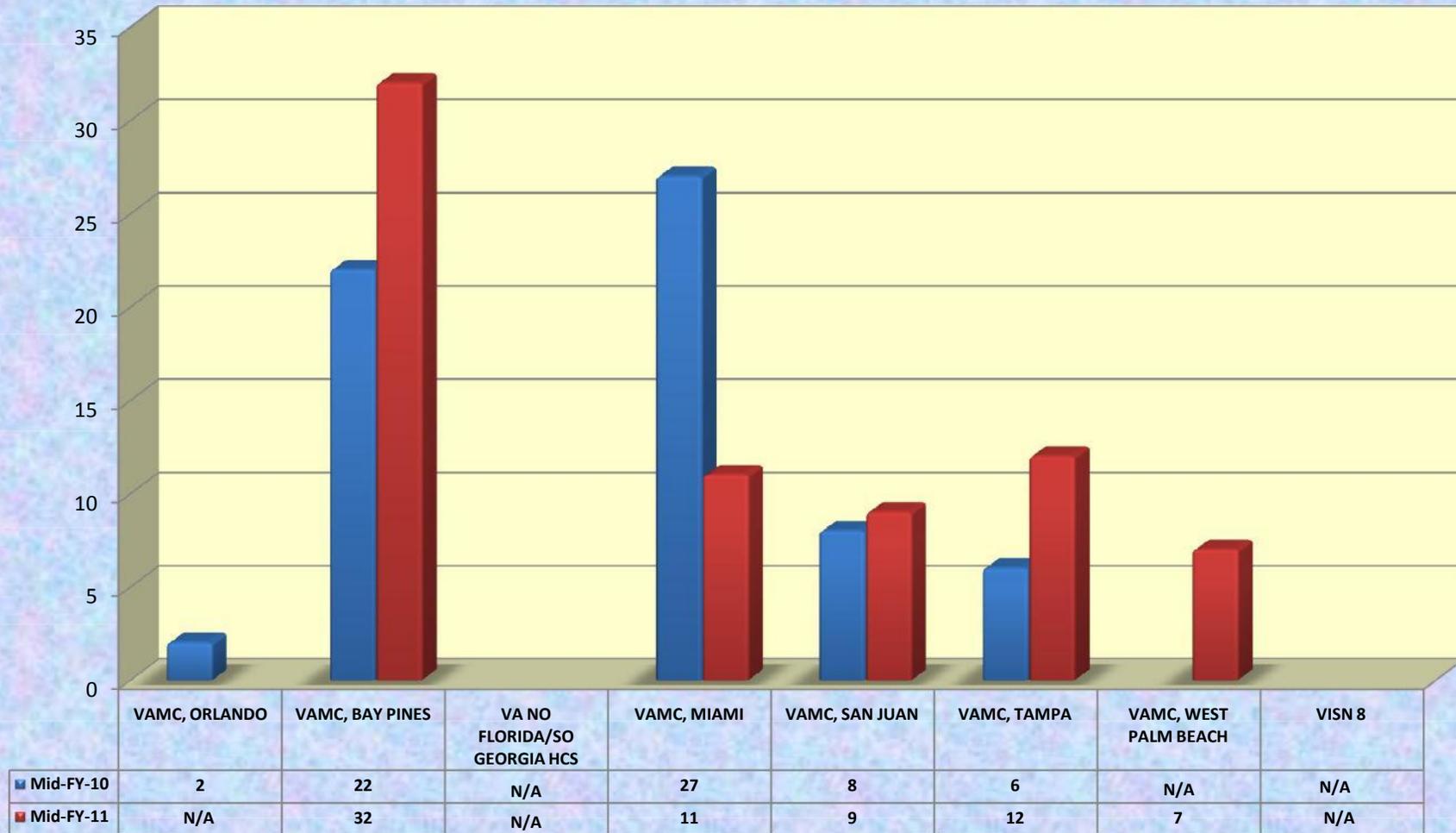
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 7



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

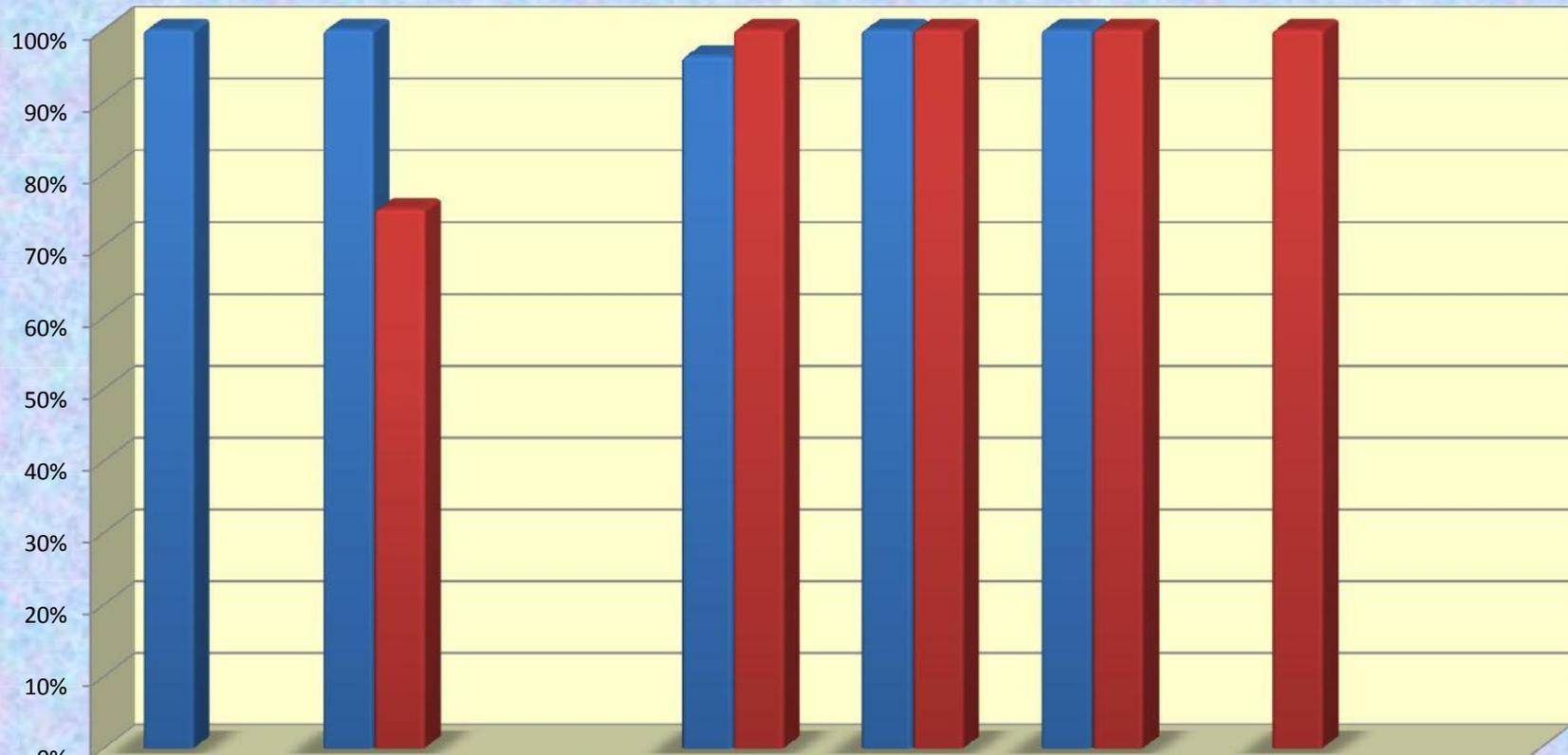
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 8



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 8

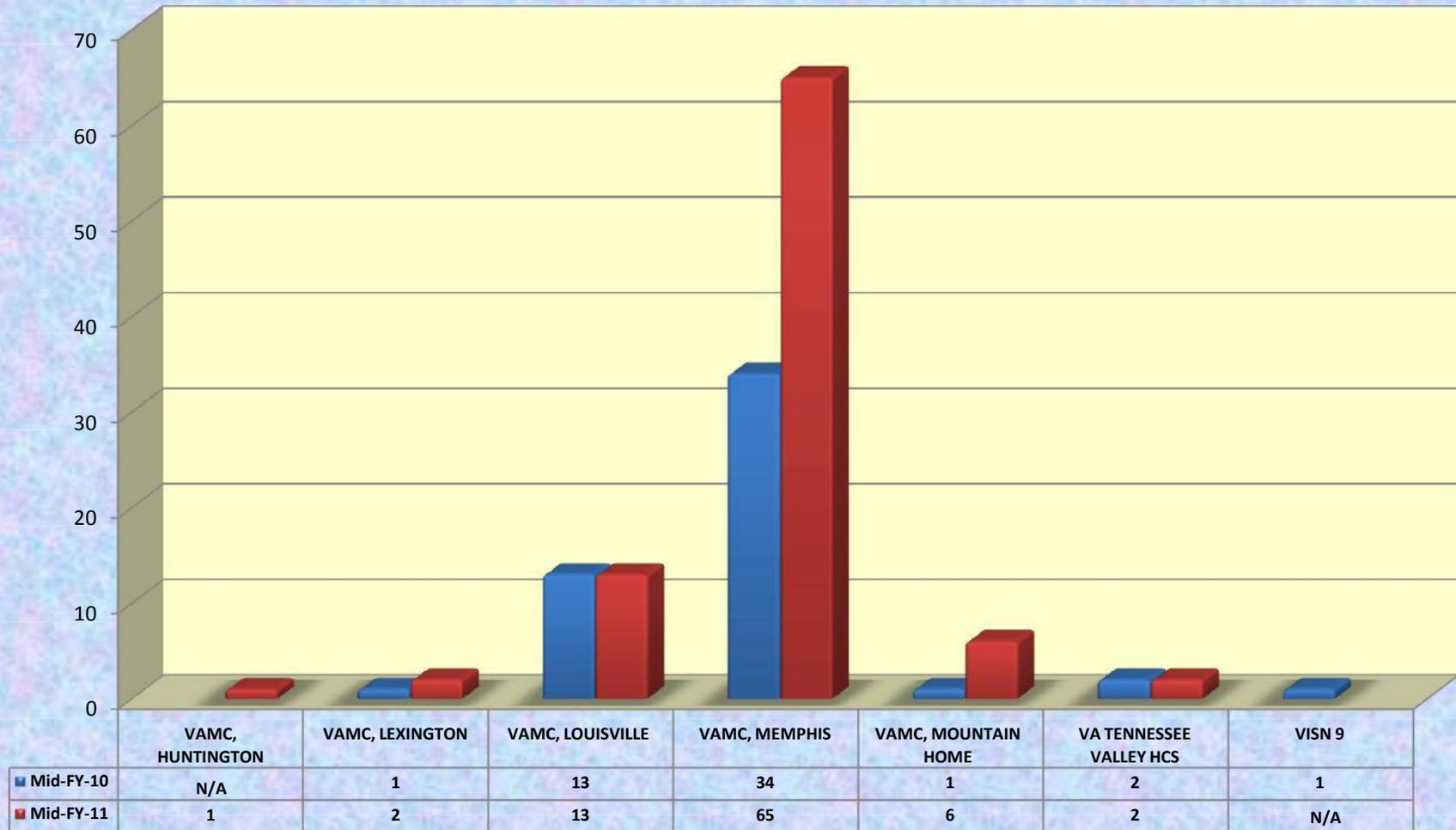


Mid-FY-10	100%	100%	N/A	96%	100%	100%	N/A	N/A
Mid-FY-11	N/A	75%	N/A	100%	100%	100%	100%	N/A

Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

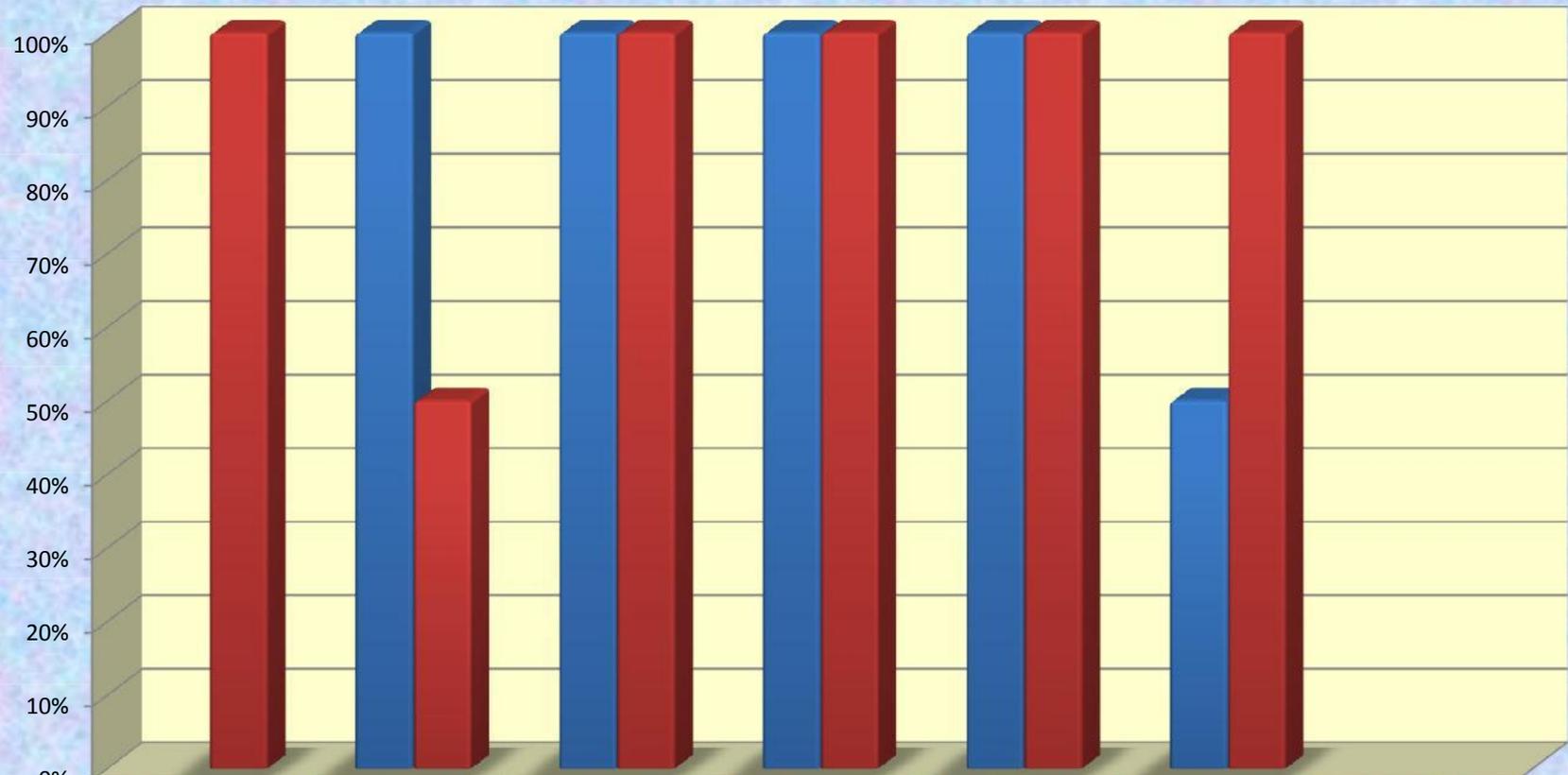
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 9



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 9

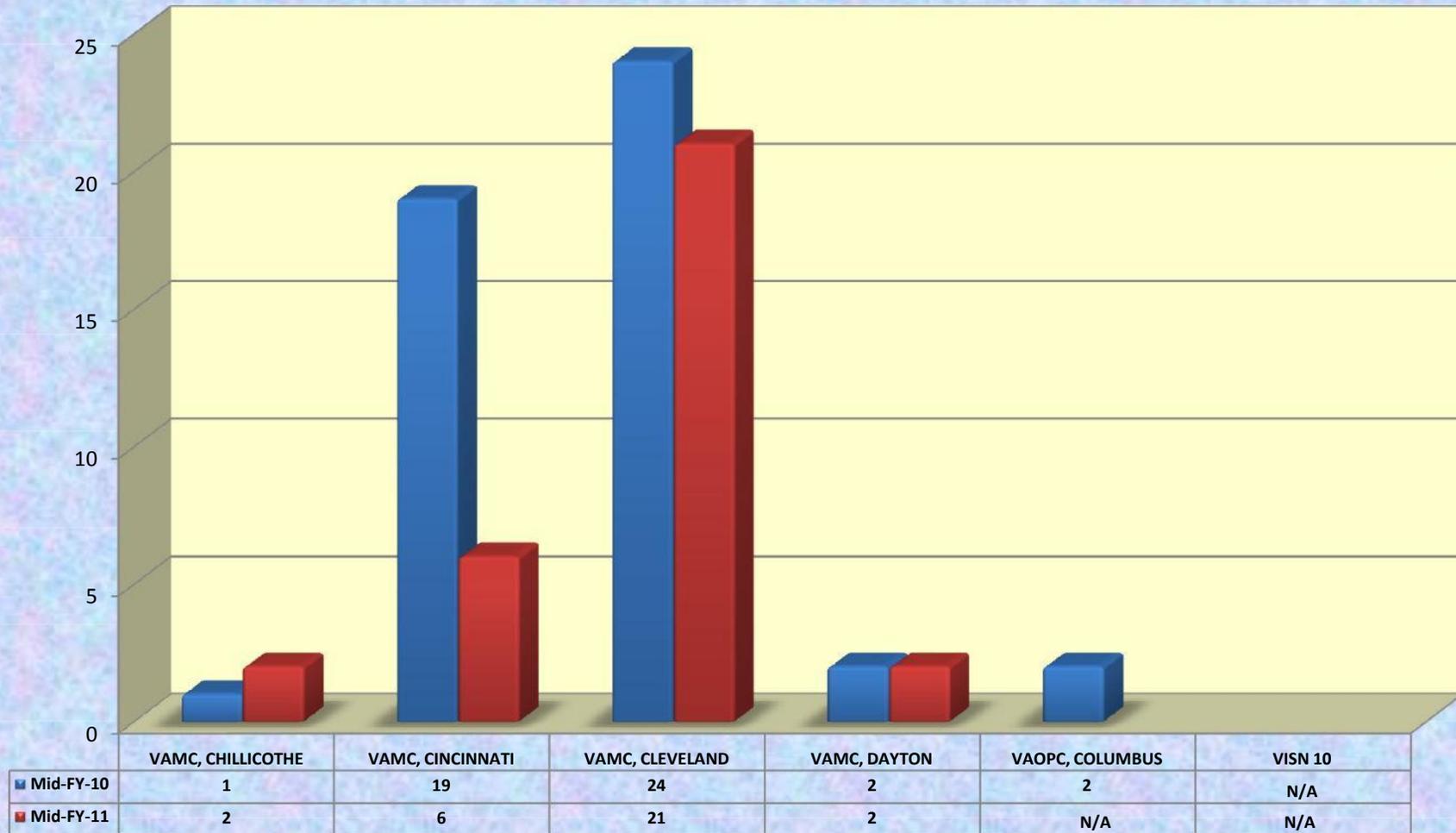


	VAMC, HUNTINGTON	VAMC, LEXINGTON	VAMC, LOUISVILLE	VAMC, MEMPHIS	VAMC, MOUNTAIN HOME	VA TENNESSEE VALLEY HCS	VISN 9
Mid-FY-10	N/A	100%	100%	100%	100%	50%	
Mid-FY-11	100%	50%	100%	100%	100%	100%	N/A

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

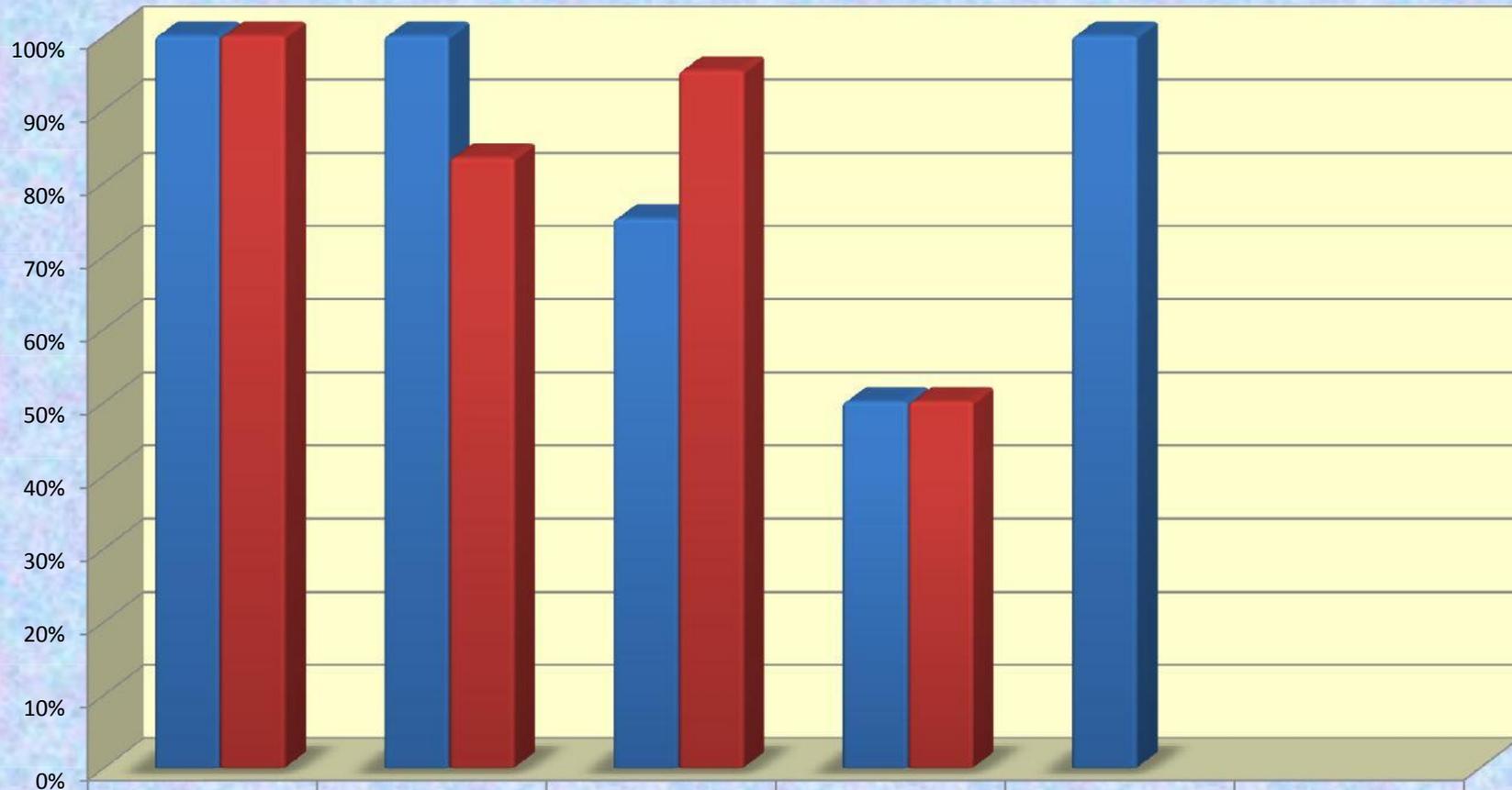
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 10



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

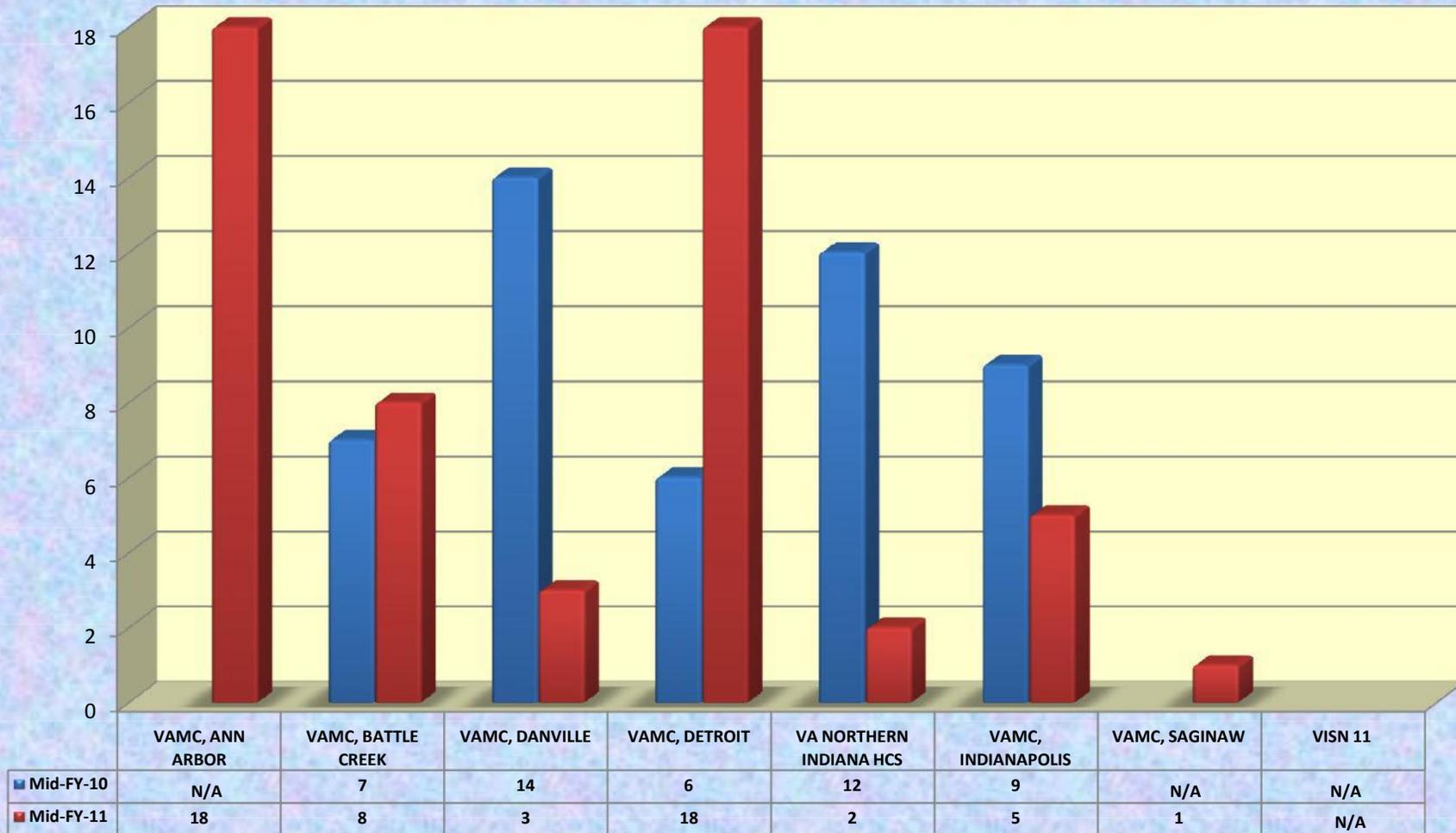
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 10



	VAMC, CHILLCOTHE	VAMC, CINCINNATI	VAMC, CLEVELAND	VAMC, DAYTON	VAOPC, COLUMBUS	VISN 10
Mid-FY-10	100%	100%	75%	50%	100%	N/A
Mid-FY-11	100%	83%	95%	50%	N/A	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

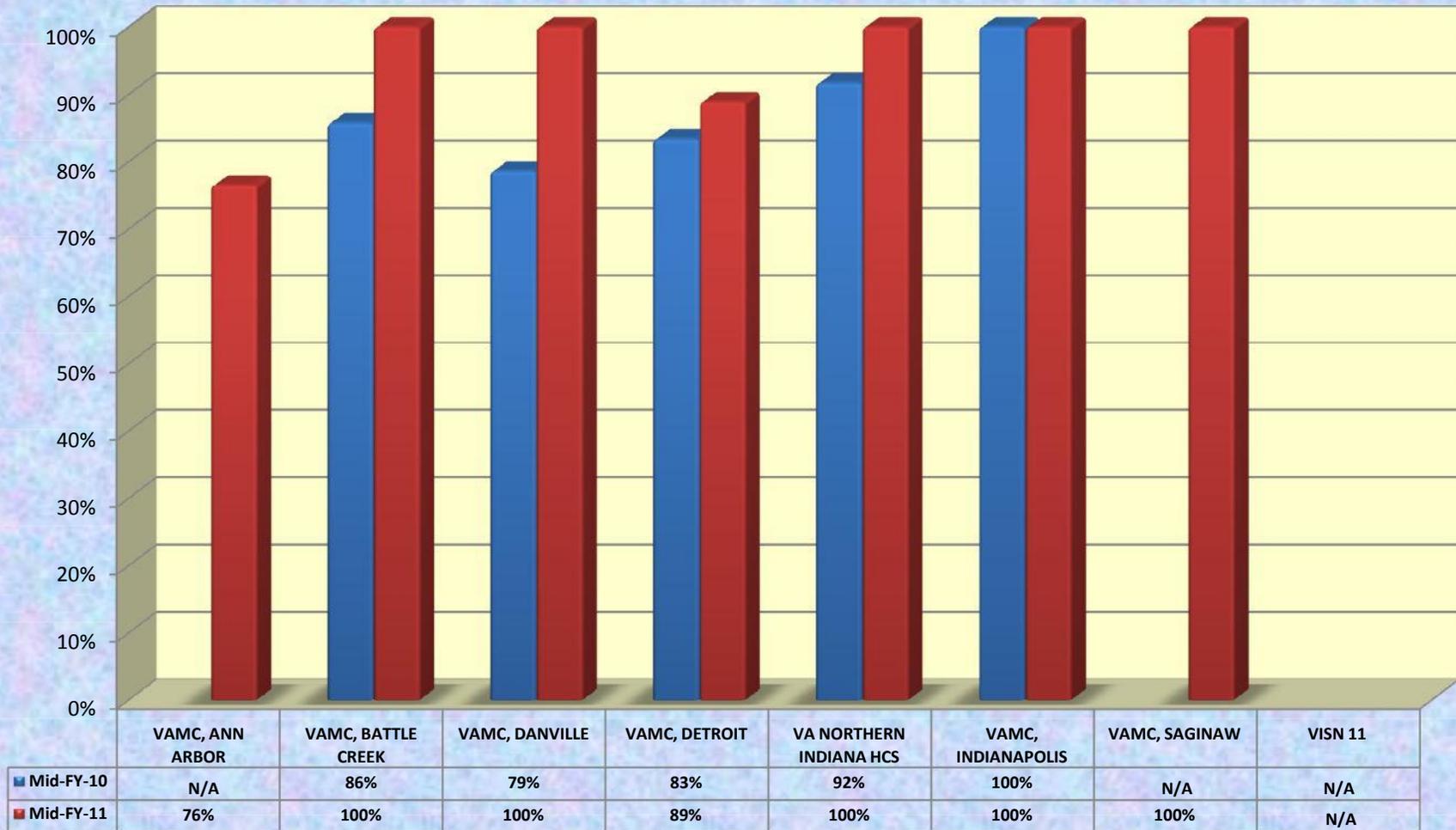
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 11



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

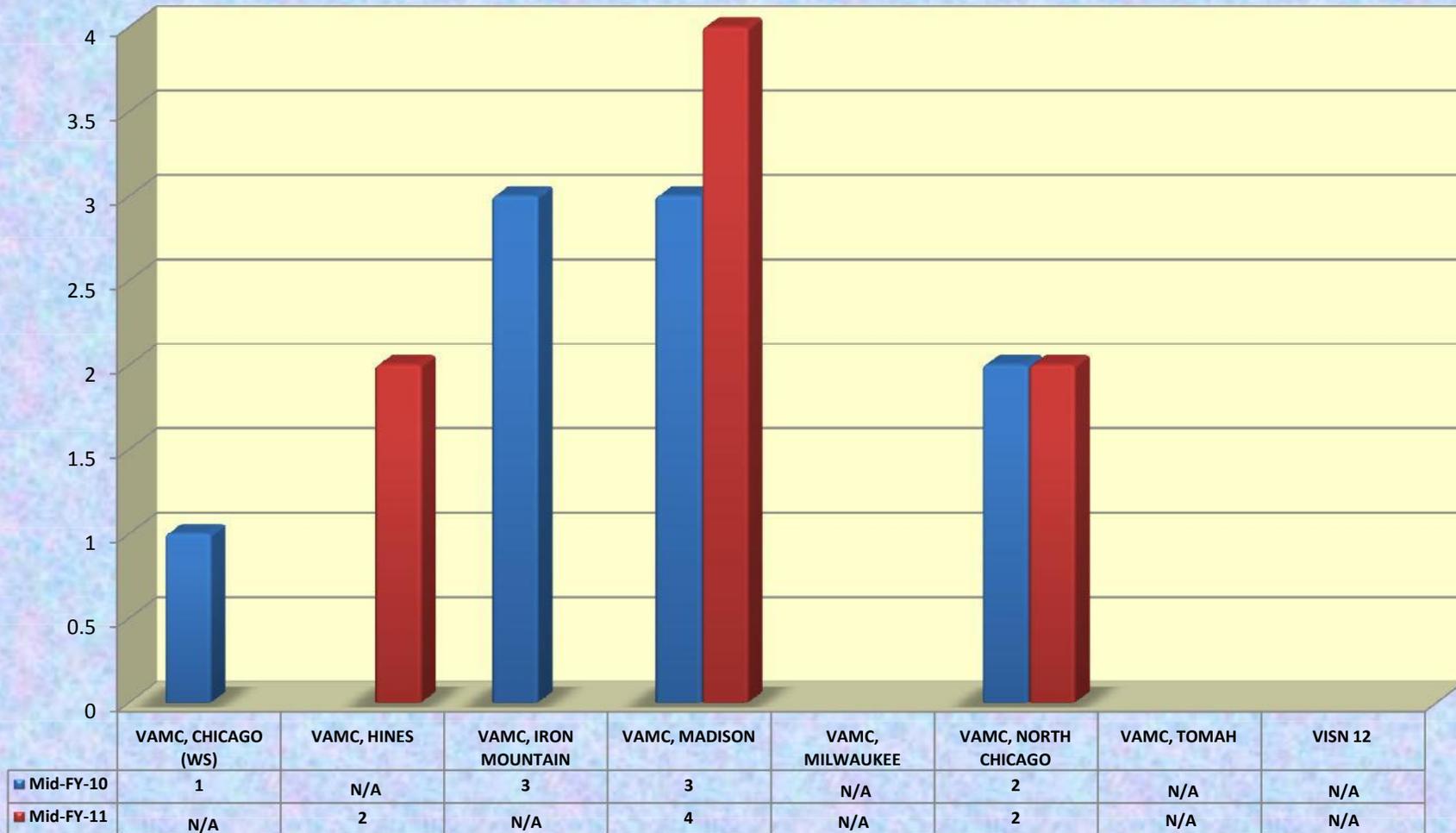
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 11



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

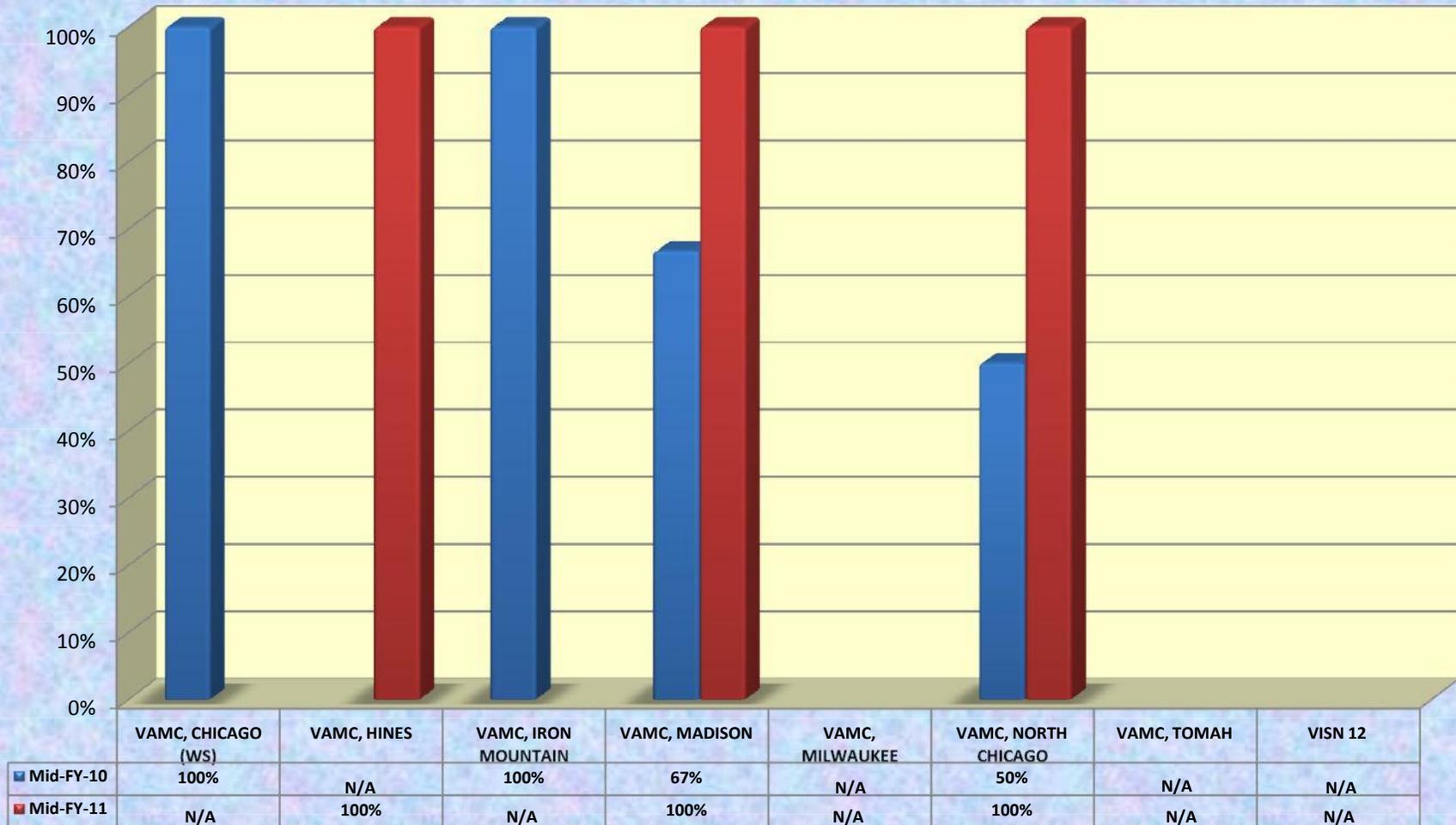
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 12



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

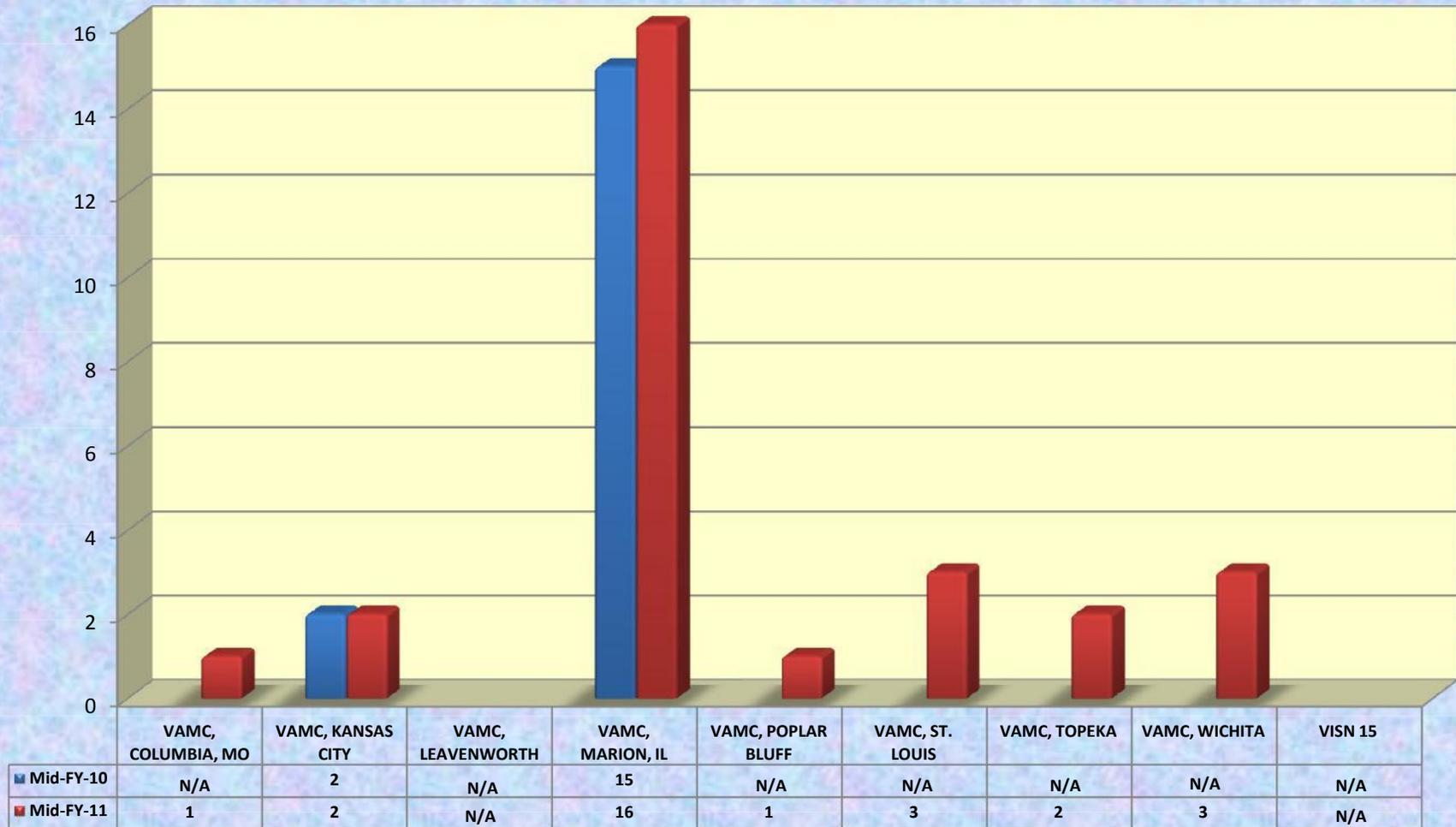
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 12



Data Source: ADTracker System

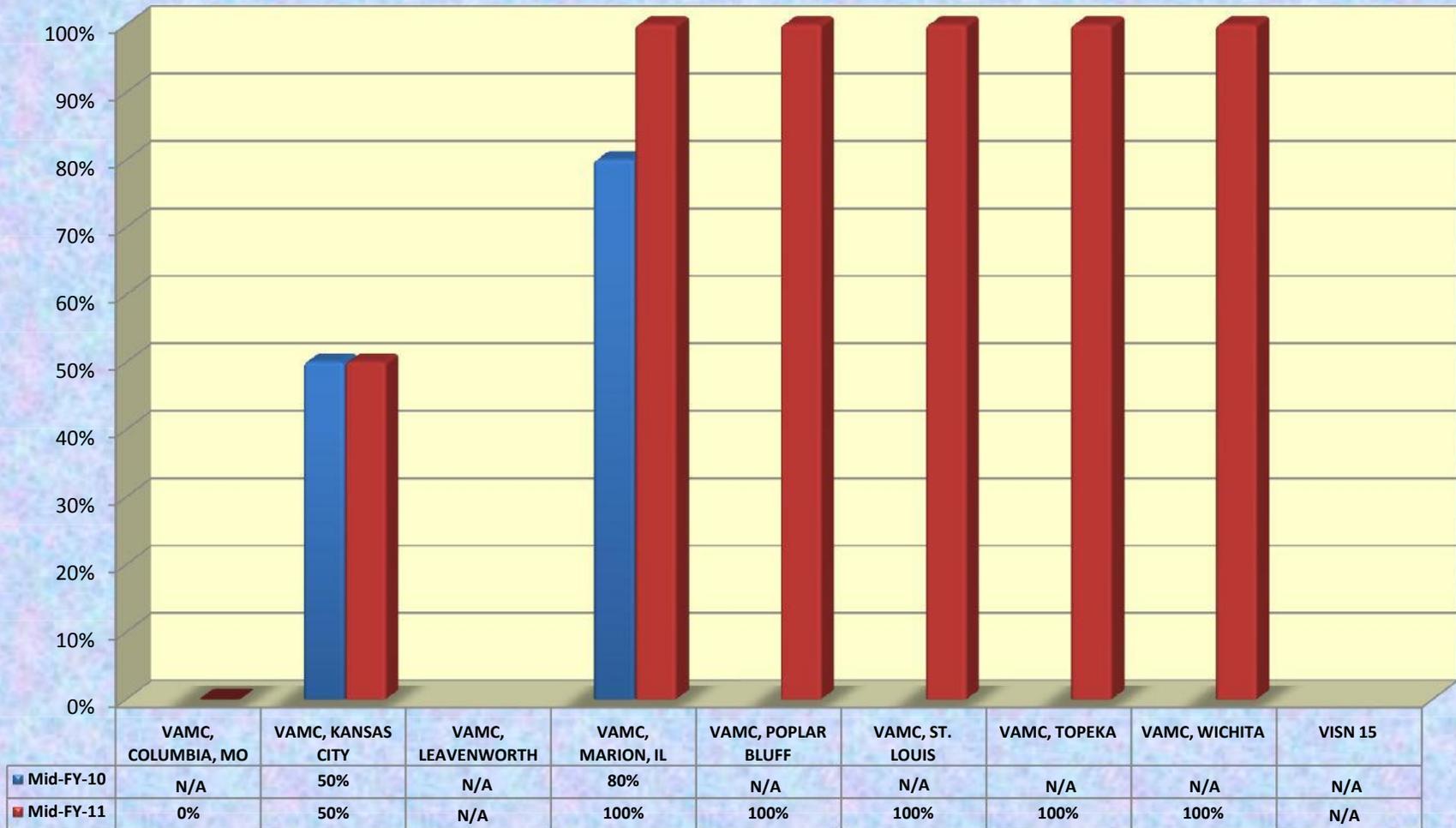
Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 15



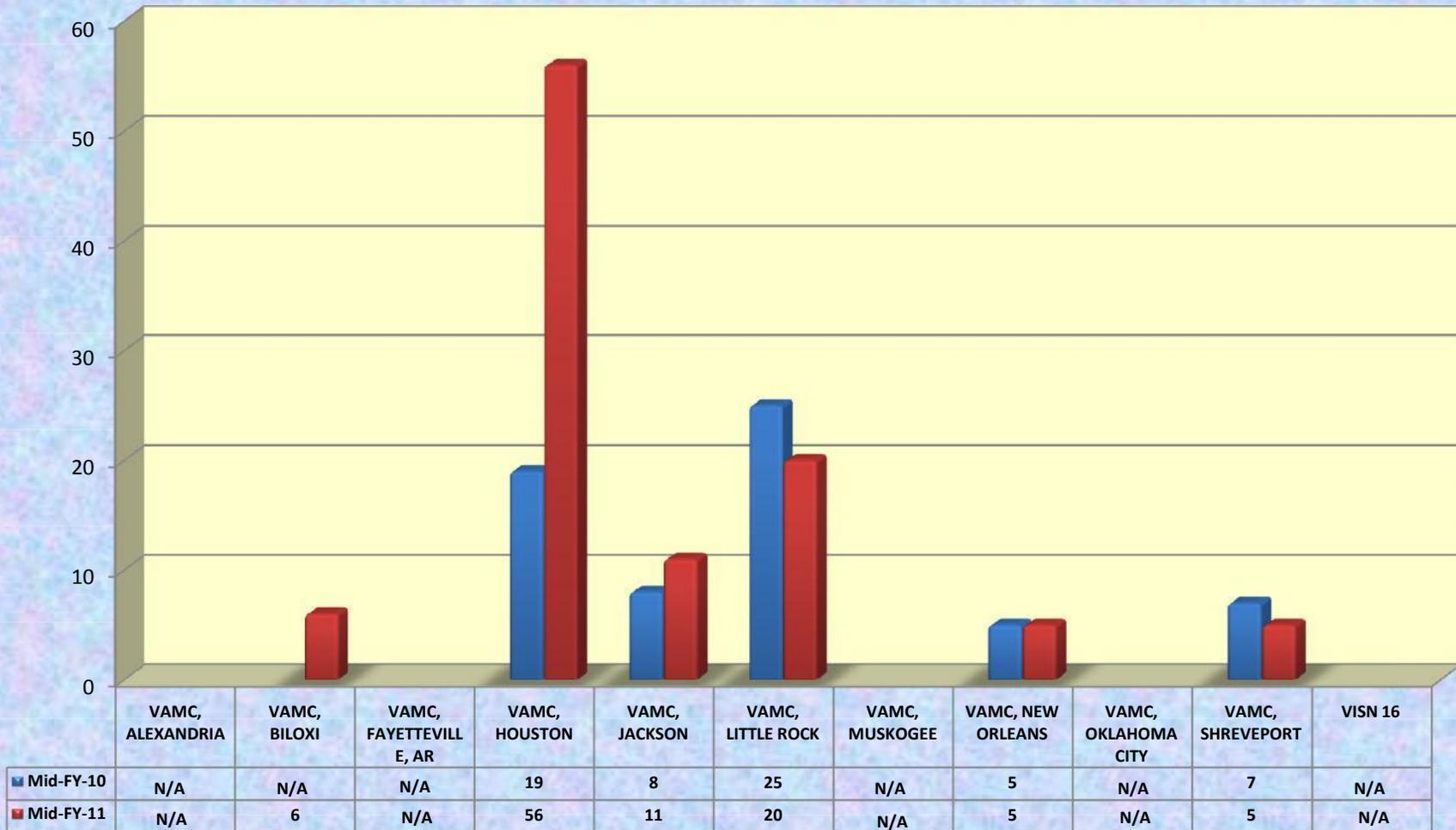
Data Source: ADTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 15



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

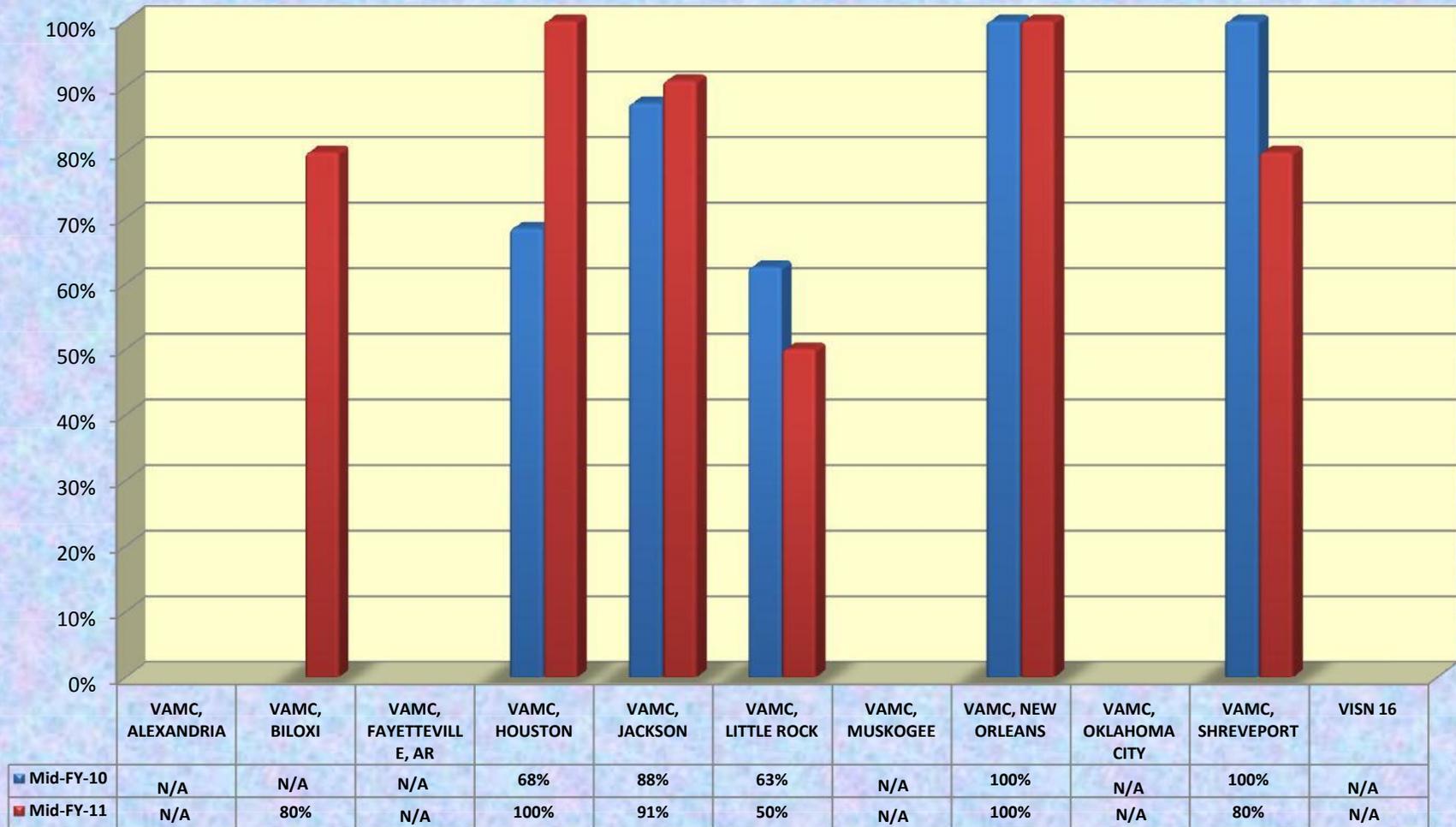
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 16



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 16



Data Source: ADRTTracker System

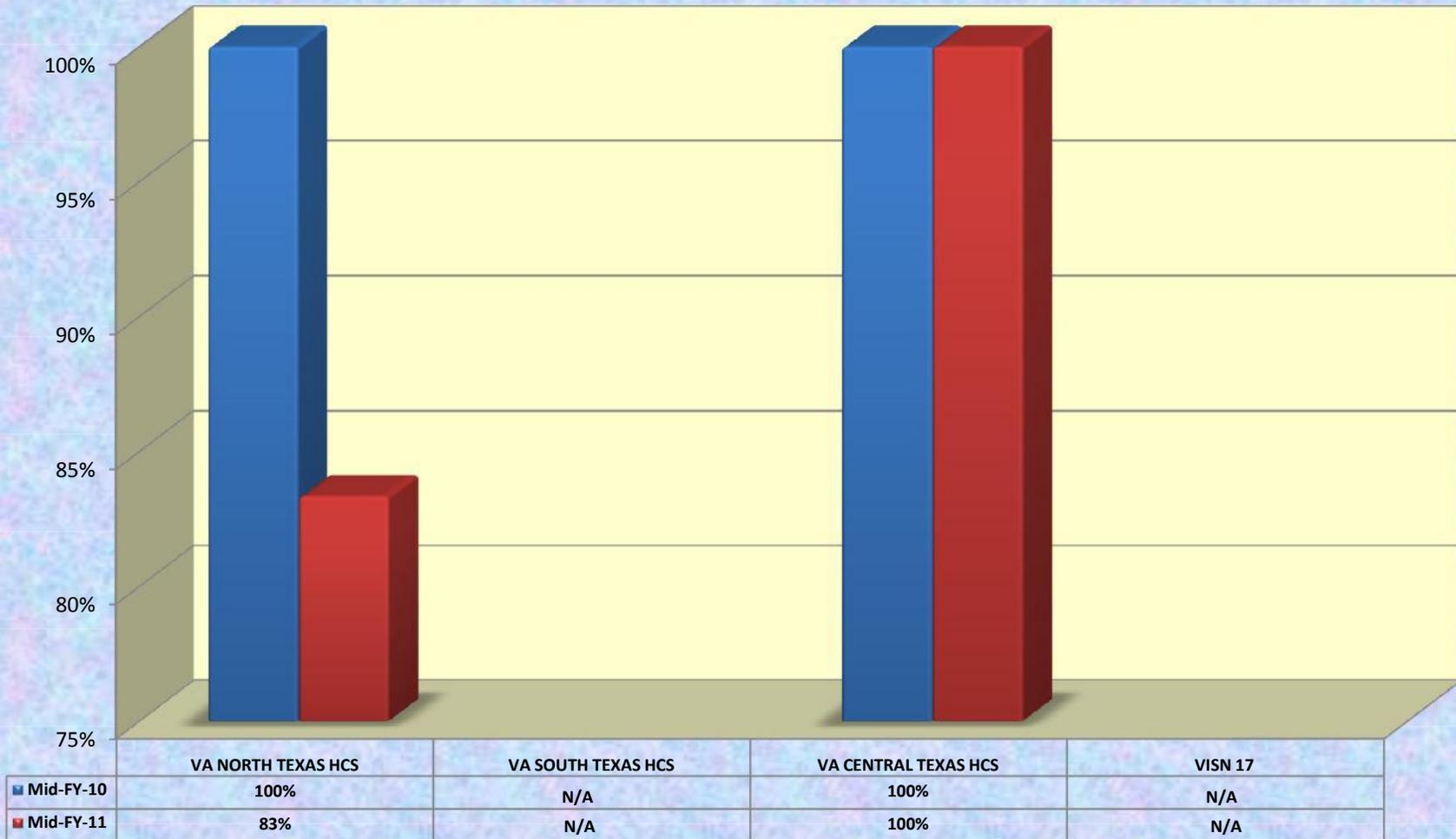
Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 17



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

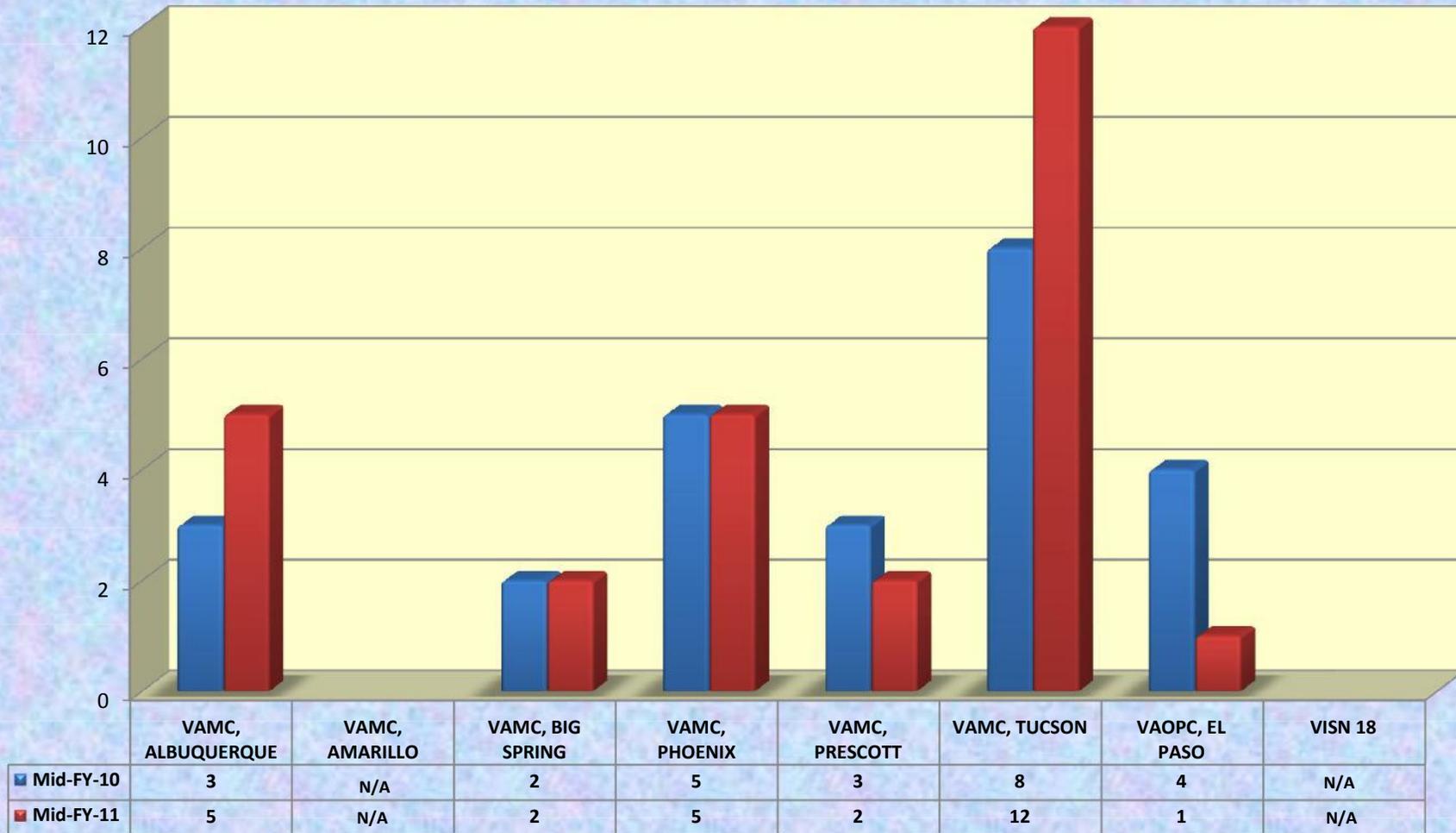
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 17



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

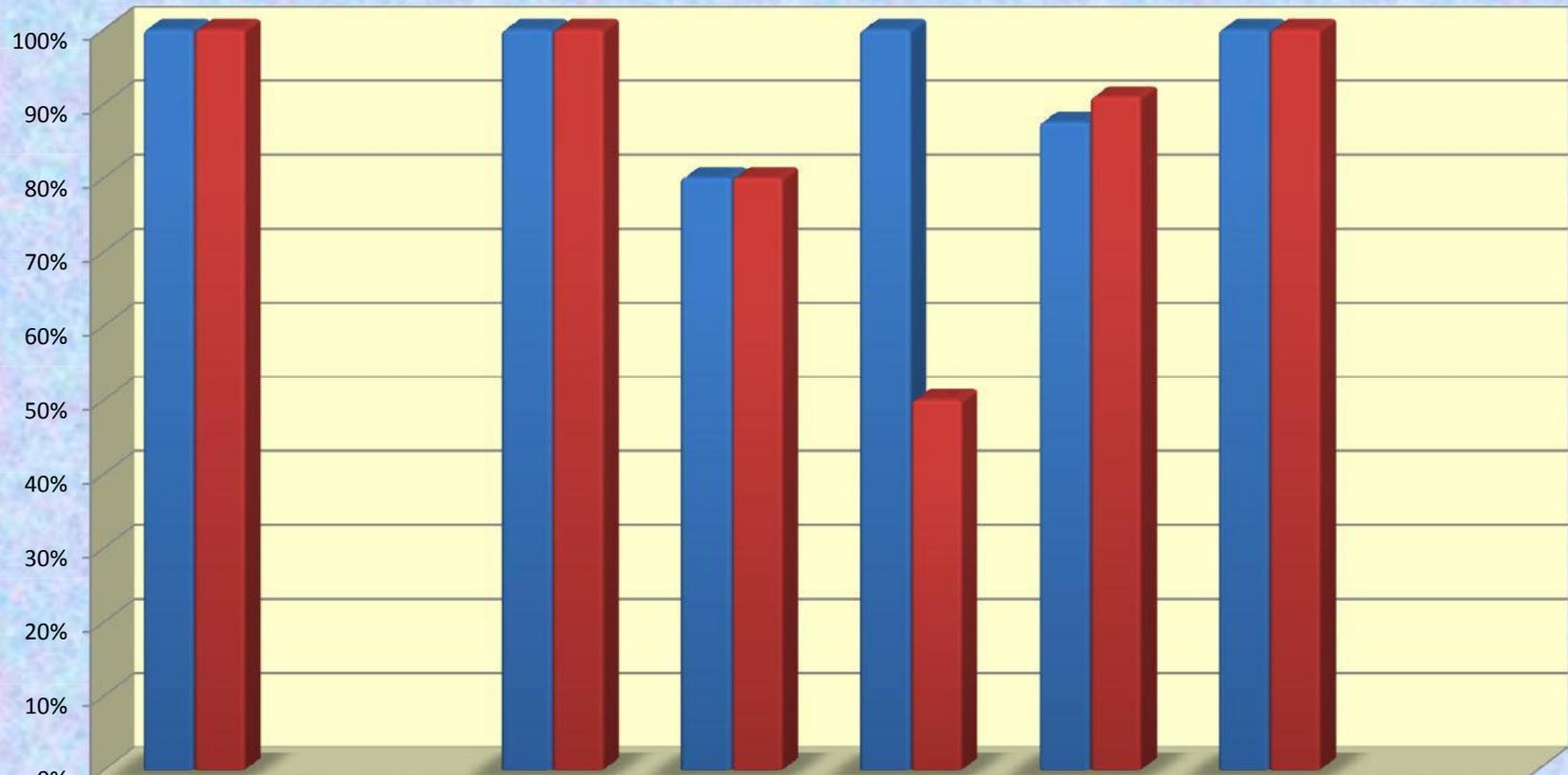
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 18



Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 18



	VAMC, ALBUQUERQUE	VAMC, AMARILLO	VAMC, BIG SPRING	VAMC, PHOENIX	VAMC, PRESCOTT	VAMC, TUCSON	VAOPC, EL PASO	VISN 18
Mid-FY-10	100%	N/A	100%	80%	100%	88%	100%	N/A
Mid-FY-11	100%	N/A	100%	80%	50%	91%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 19



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 19

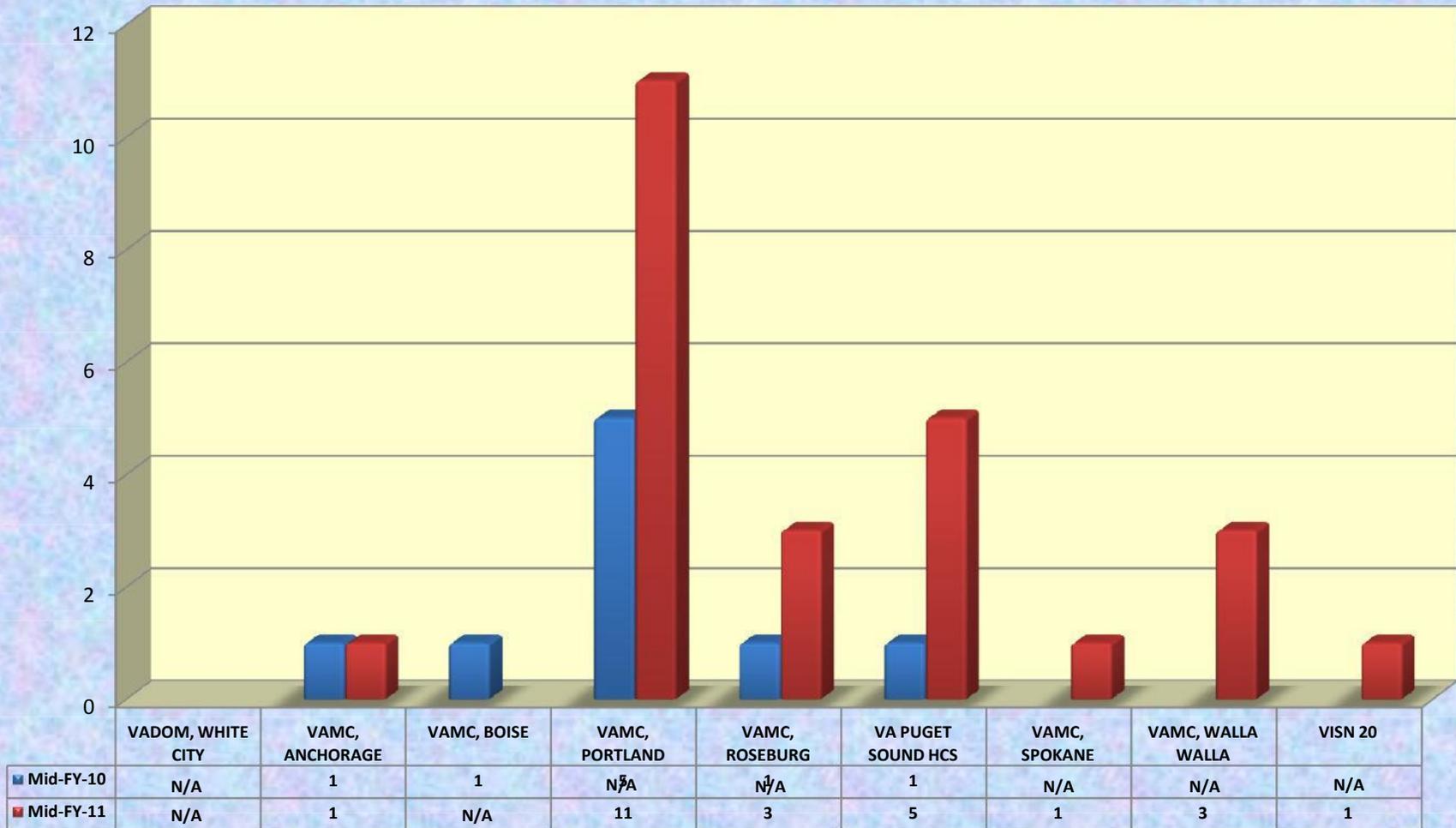


	VAMC, CHEYENNE	VAMC, DENVER	VAMC, FORT HARRISON	VAMC, GRAND JUNCTION	VAMC, SALT LAKE CITY	VA MONTANA HCS	VAMC, SHERIDAN
Mid-FY-10	N/A	100%	N/A	N/A	N/A	100%	0%
Mid-FY-11	75%	100%	N/A	0%	N/A	100%	100%

Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

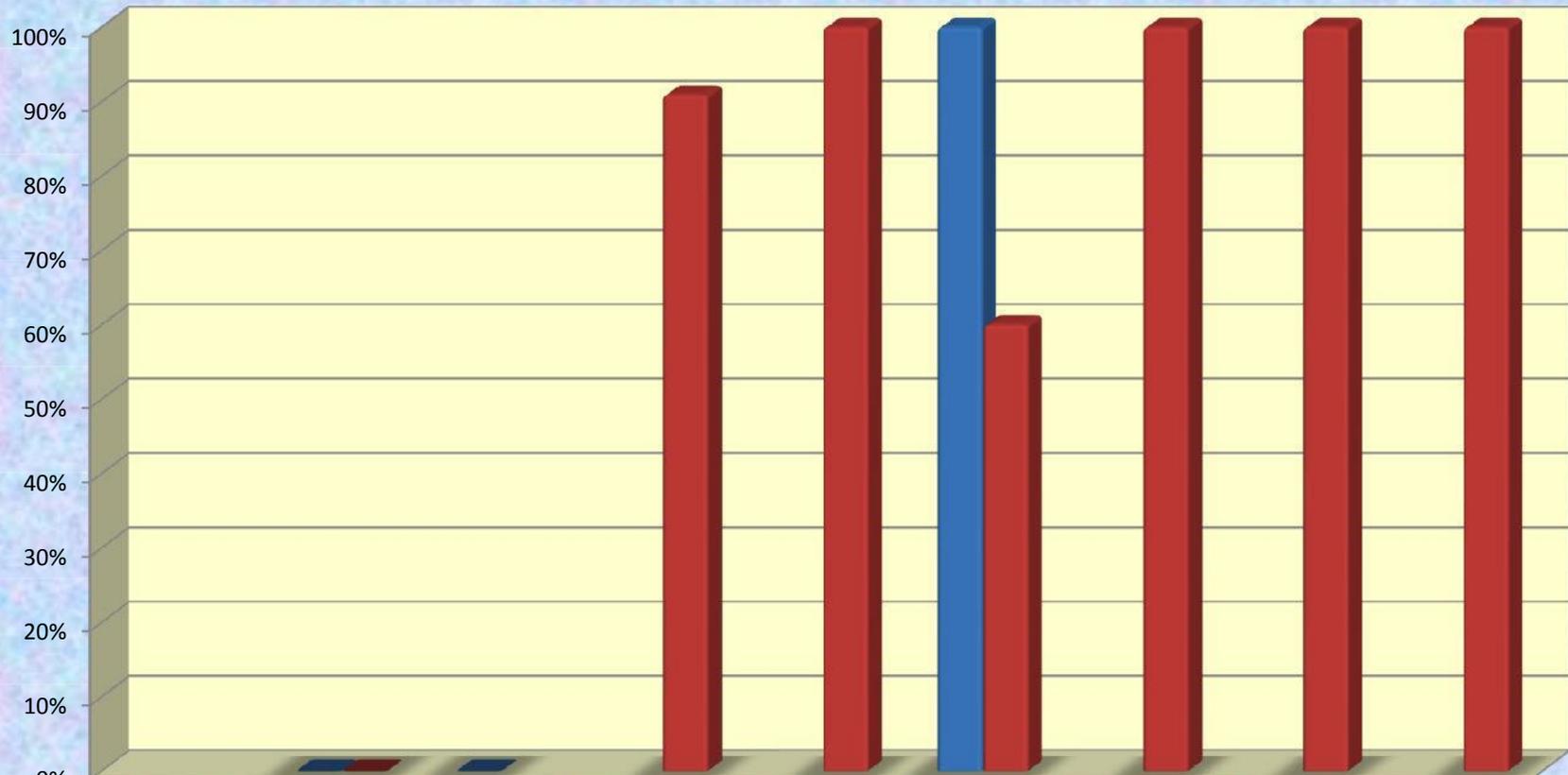
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 20



Data Source: ADRTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 20



	VADOM, WHITE CITY	VAMC, ANCHORAGE	VAMC, BOISE	VAMC, PORTLAND	VAMC, ROSEBURG	VA PUGET SOUND HCS	VAMC, SPOKANE	VAMC, WALLA WALLA	VISN 20
Mid-FY-10	N/A	0%	0%	N/A	N/A	100%	N/A	N/A	N/A
Mid-FY-11	N/A	0%	N/A	91%	100%	60%	100%	100%	100%

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

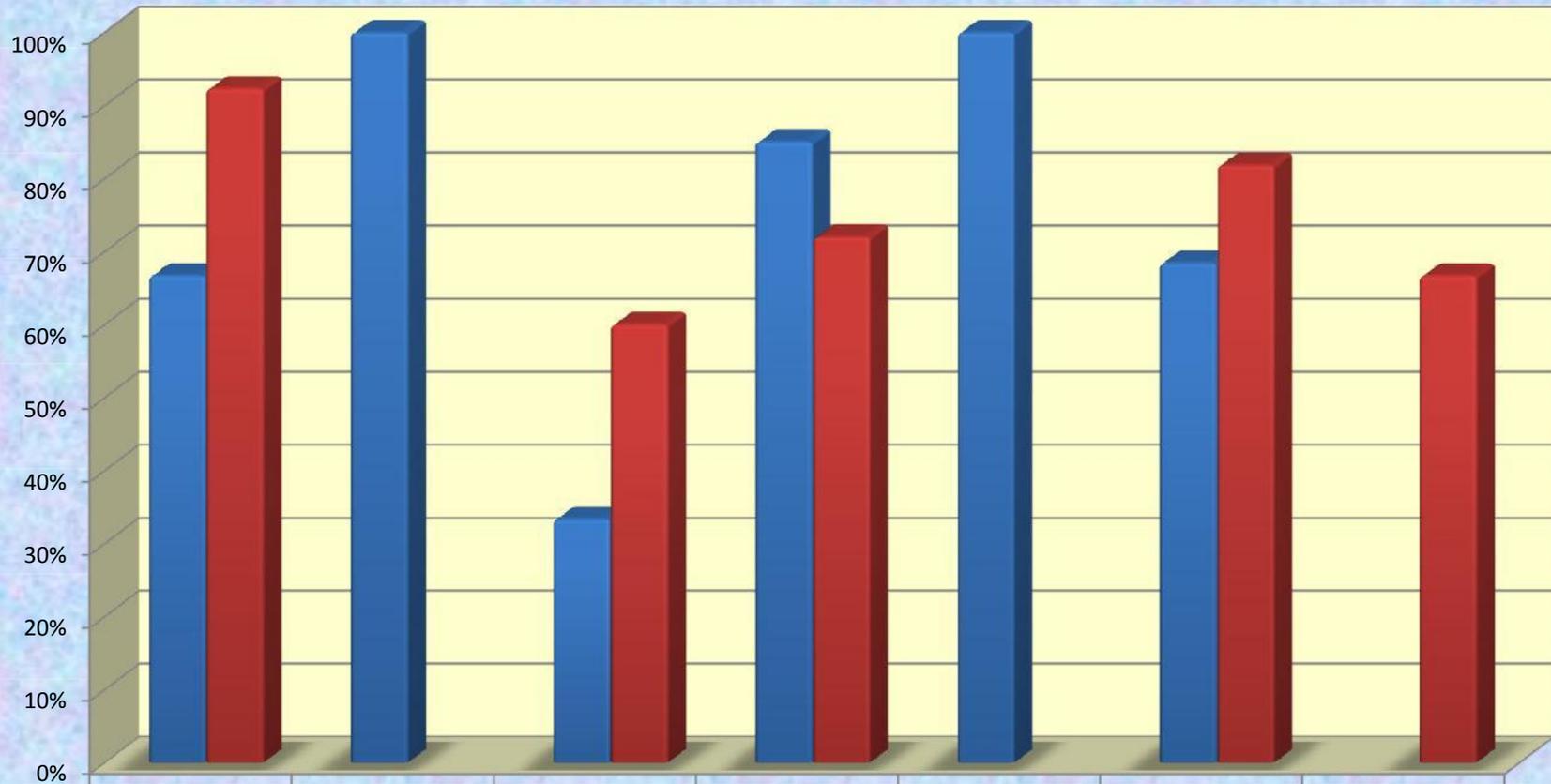
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 21



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 21

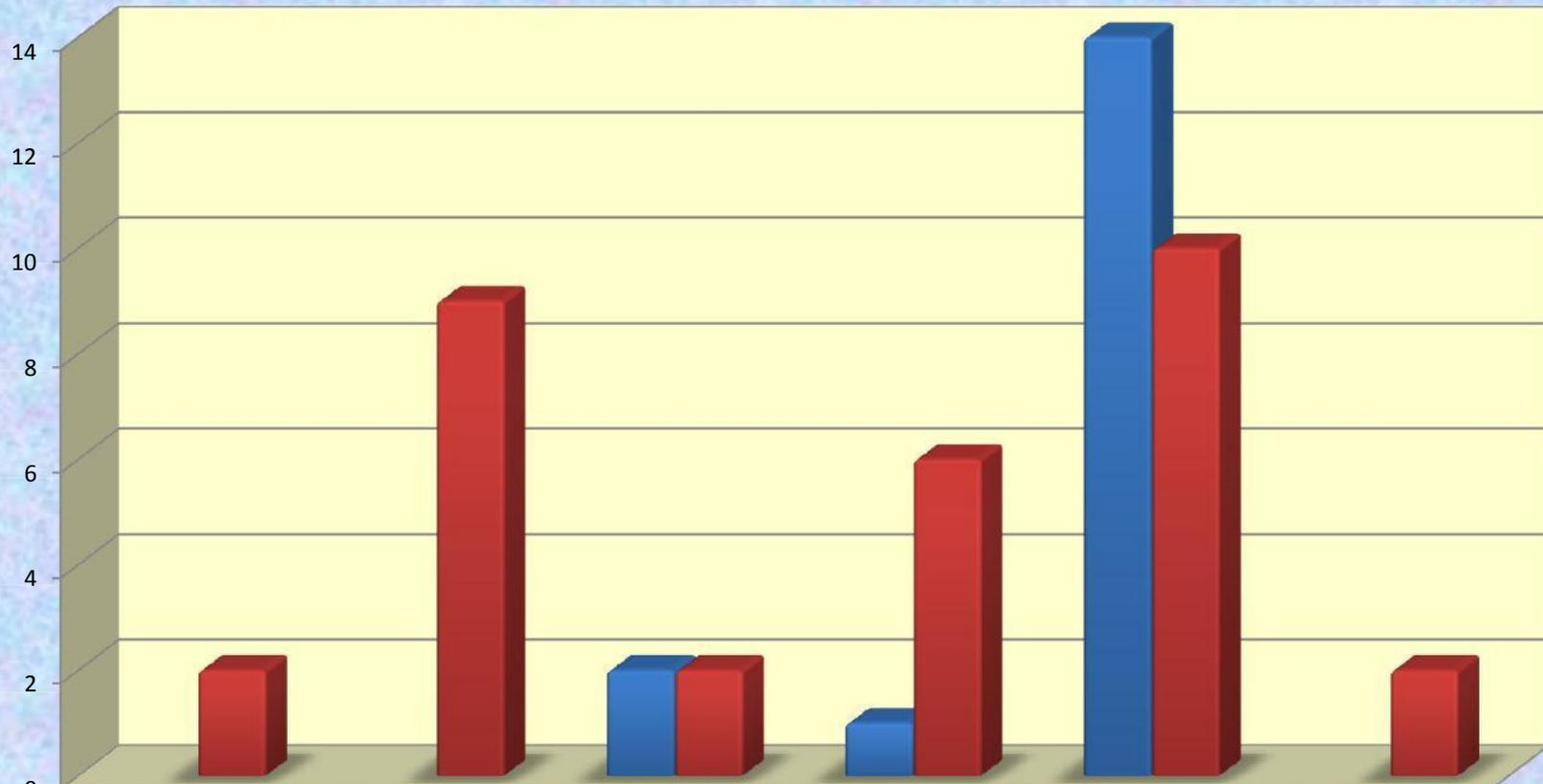


	NO CALIFORNIA HCS	PACIFIC ISLAND HCS	VAMC, FRESNO	VA PALO ALTO HCS	VAMC, RENO	VAMC, SAN FRANCISCO	VISN 21
Mid-FY-10	67%	100%	33%	85%	100%	68%	N/A
Mid-FY-11	92%	N/A	60%	72%	N/A	82%	67%

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

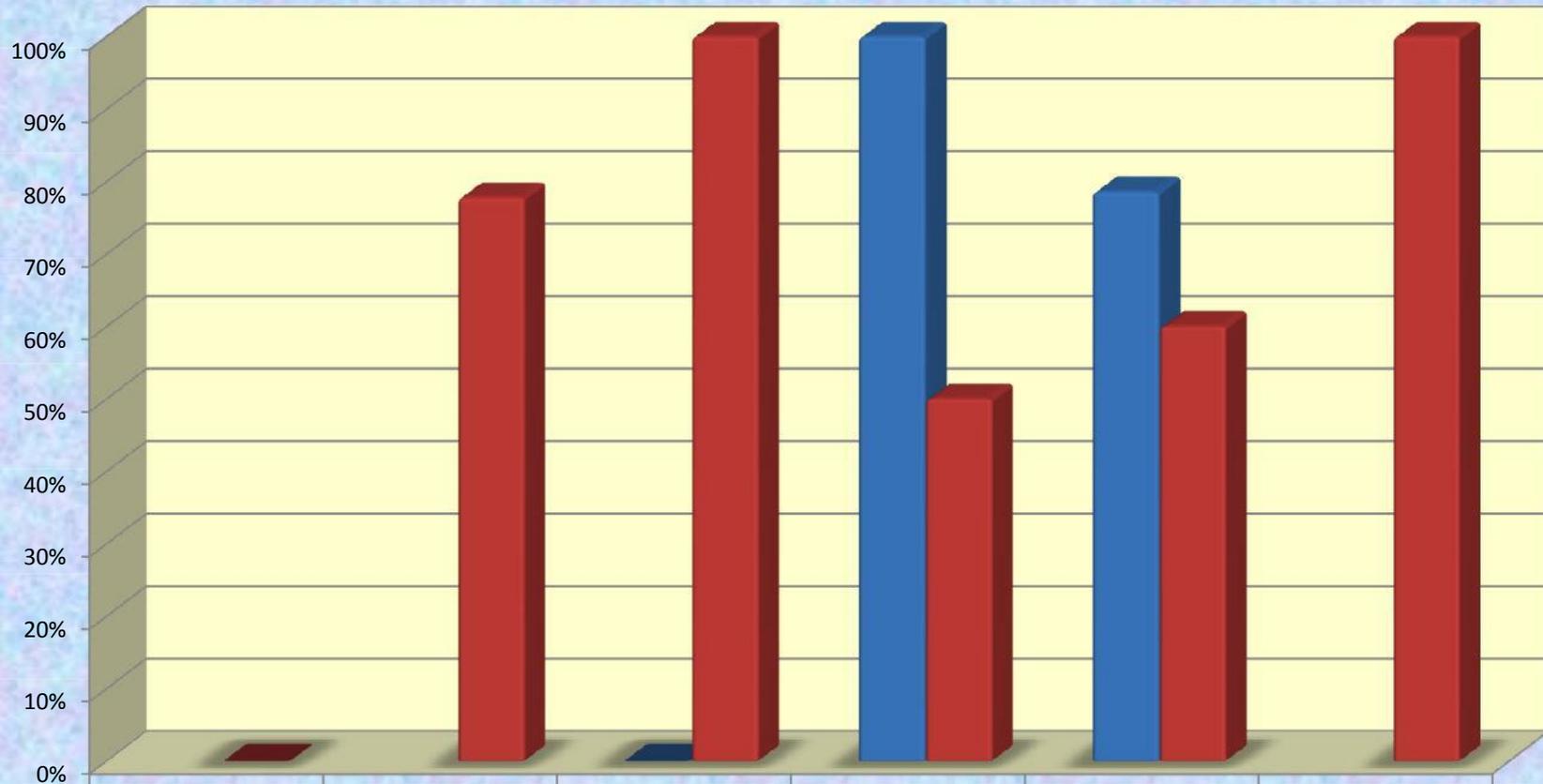
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 22



	VAMC, LAS VEGAS	VAMC, LOMA LINDA	VAMC, LONG BEACH	VAMC, SAN DIEGO	VAMC, WEST LOS ANGELES	VISN 22
Mid-FY-10	N/A	N/A	2	1	14	N/A
Mid-FY-11	2	9	2	6	10	2

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

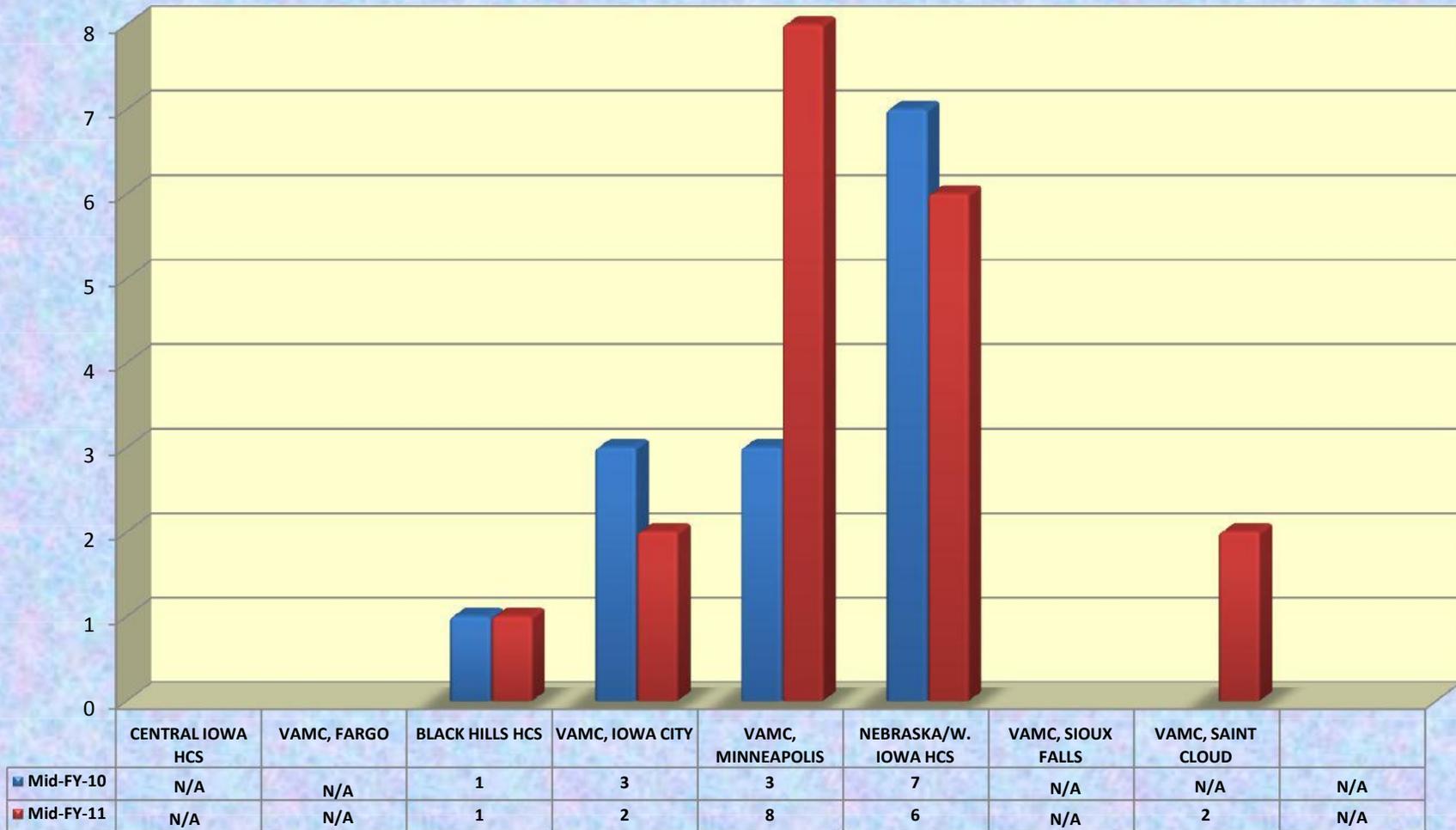
Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 22



	VAMC, LAS VEGAS	VAMC, LOMA LINDA	VAMC, LONG BEACH	VAMC, SAN DIEGO	VAMC, WEST LOS ANGELES	VISN 22
Mid-FY-10	N/A	N/A	0%	100%	79%	N/A
Mid-FY-11	0%	78%	100%	50%	60%	100%

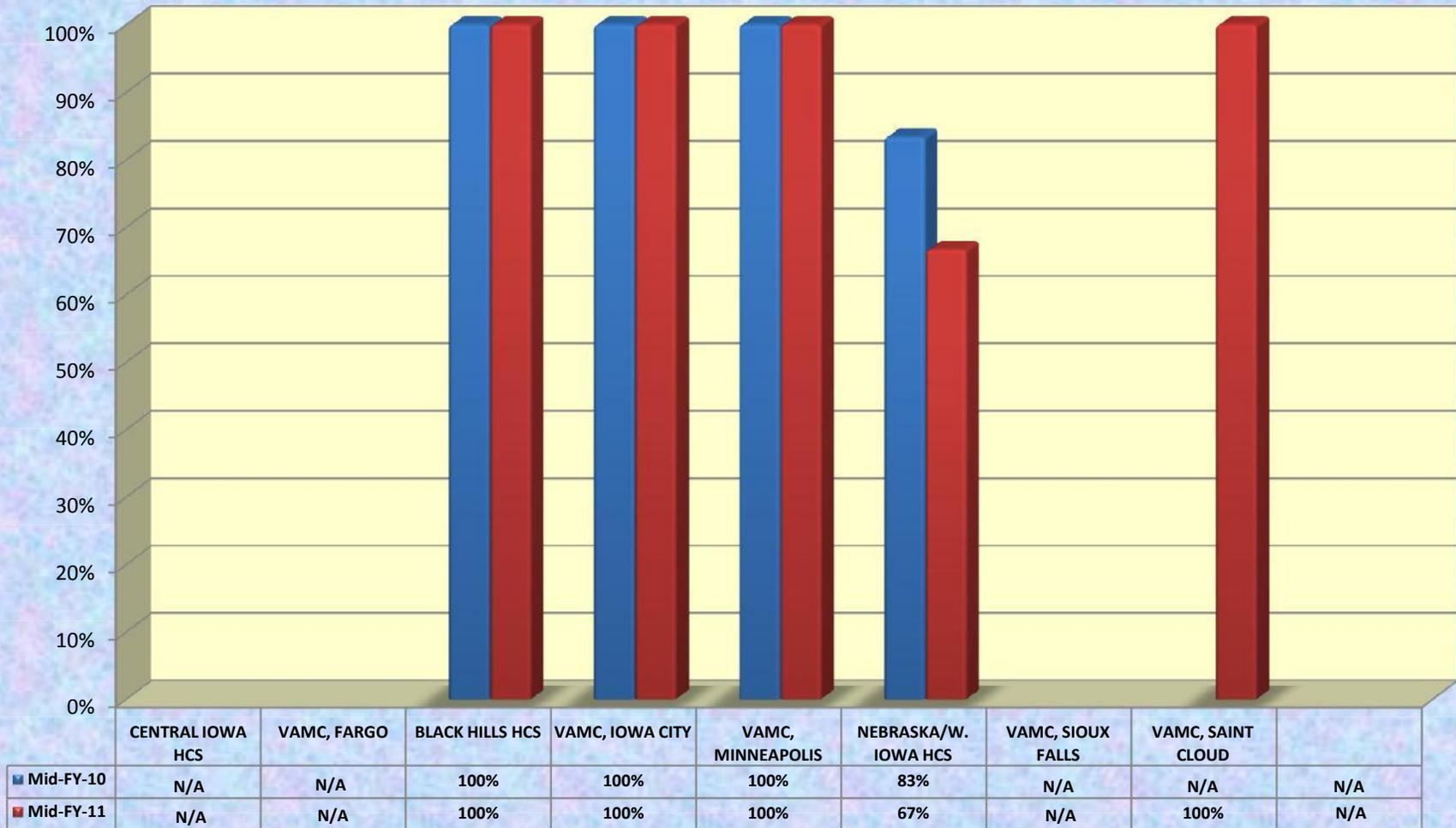
Data Source: ADRTTracker System

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Requests - VISN 23



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Health Administration Mid-FY-10 & Mid-FY-11 Non-EEO ADR Resolution Rate - VISN 23



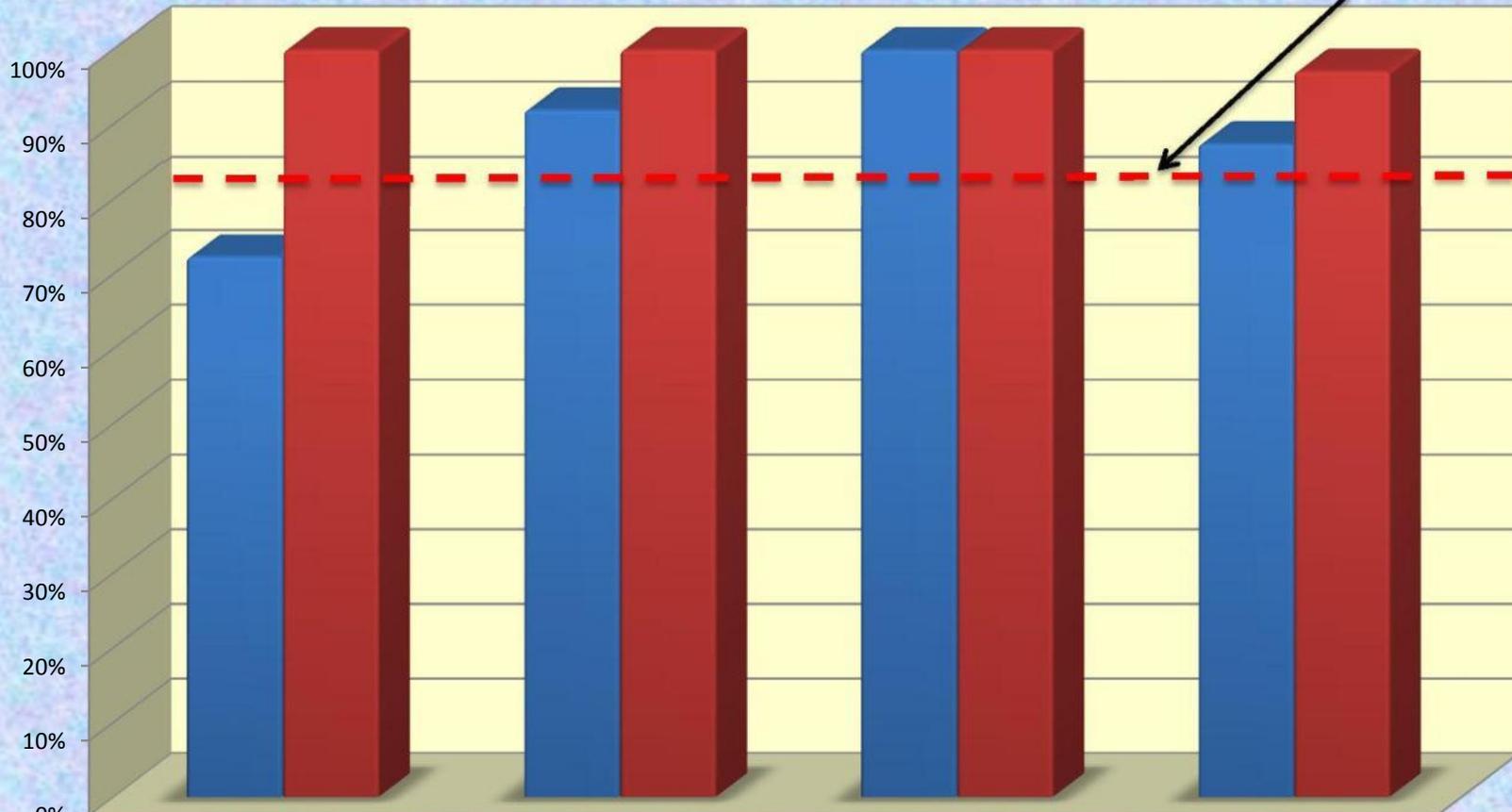
Data Source: ADRTTracker System

Veterans Benefits Administration

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate

78% Government-
Wide Average



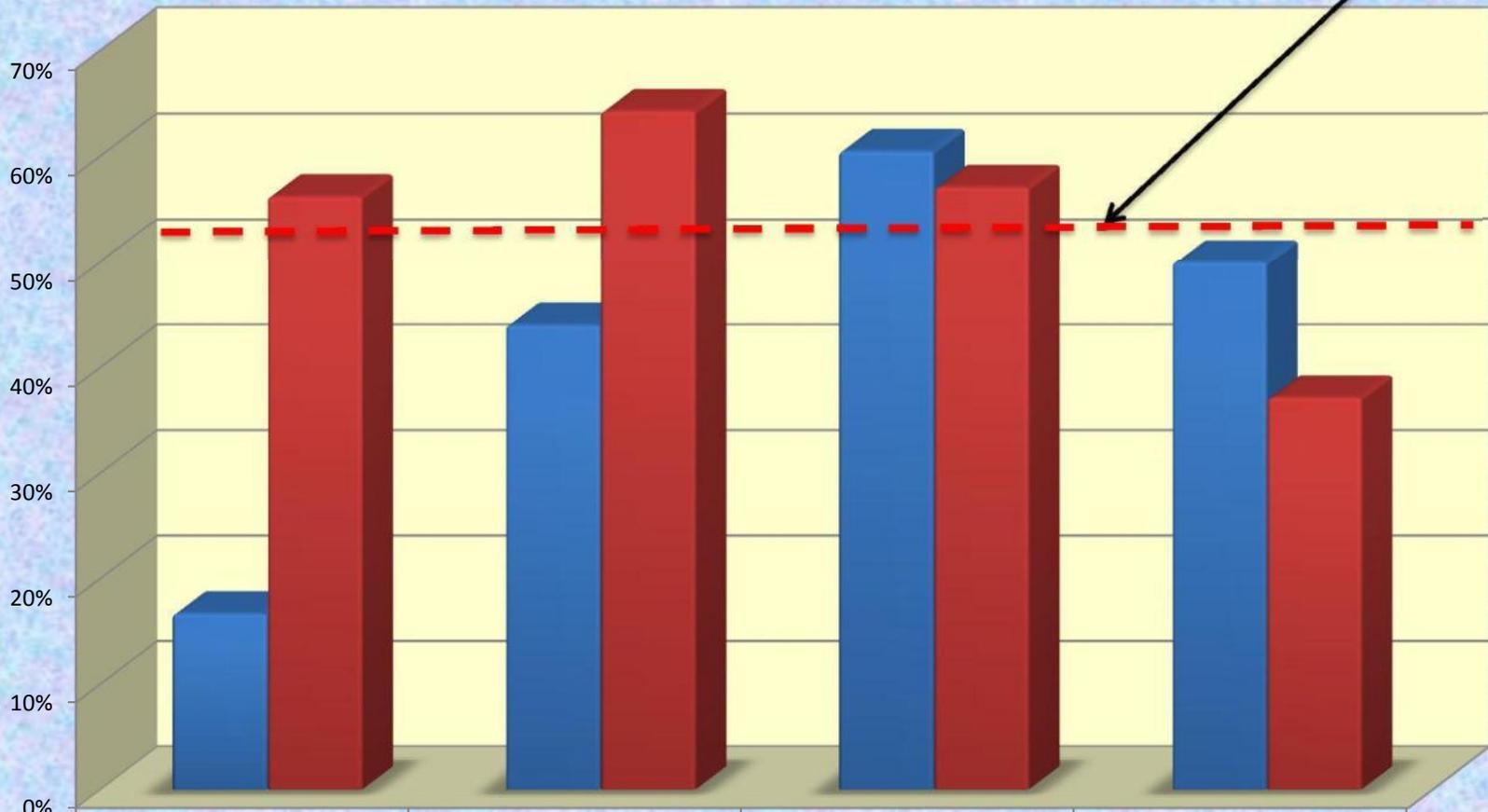
	AREA 1	AREA 2	AREA 3	AREA 4
Mid-Year FY-10	72%	92%	100%	88%
Mid-Year FY-11	100%	100%	100%	97%

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate

49% Government-Wide Average



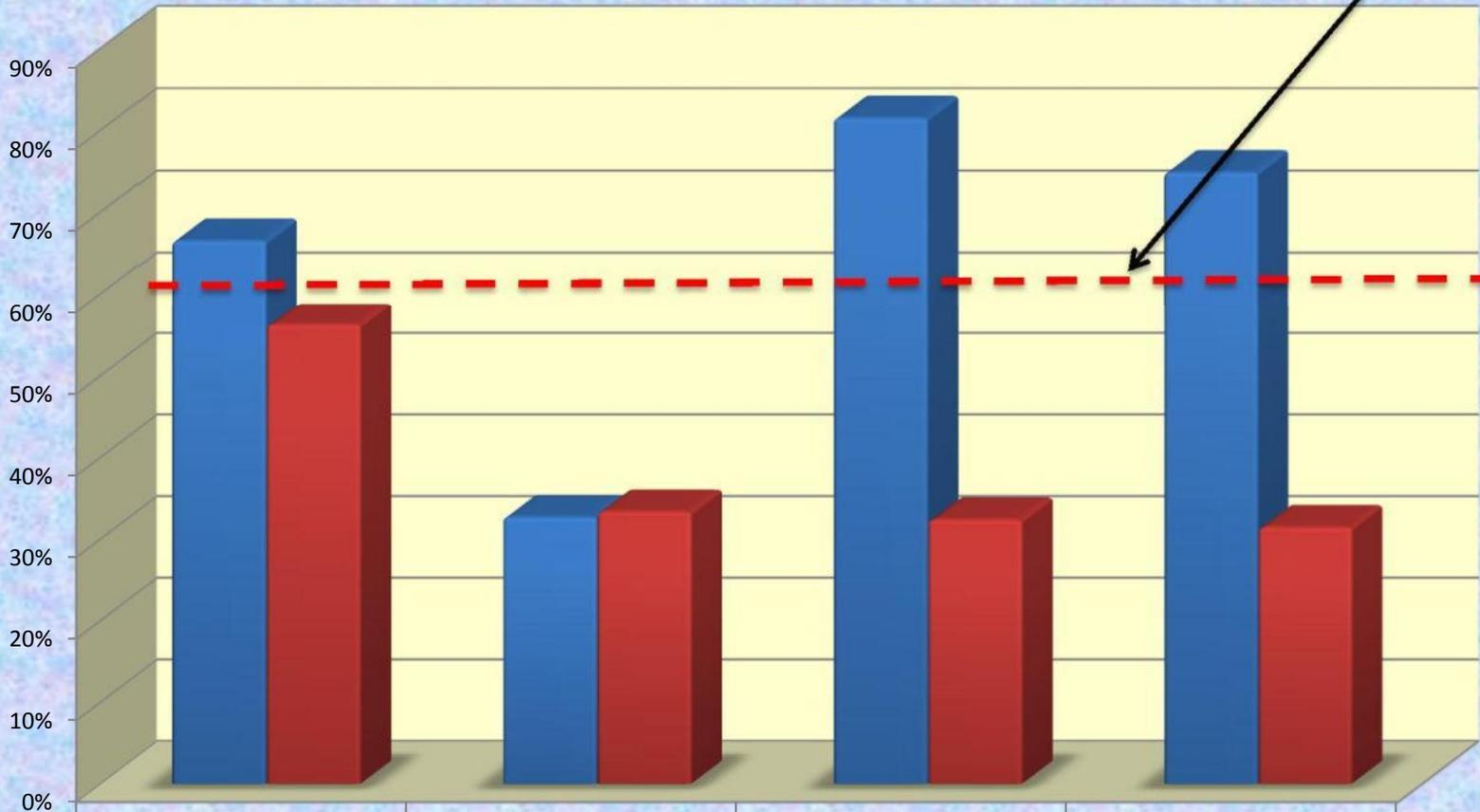
	AREA 1	AREA 2	AREA 3	AREA 4
Mid-Year FY-10	17%	44%	61%	50%
Mid-Year FY-11	56%	64%	57%	37%

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 Resolution Rate

56% Government-Wide Average



	AREA 1	AREA 2	AREA 3	AREA 4
Mid-Year FY-10	67%	33%	82%	75%
Mid-Year FY-11	56%	33%	32%	31%

Data Source: Complaints Automated Tracking System (CATS)

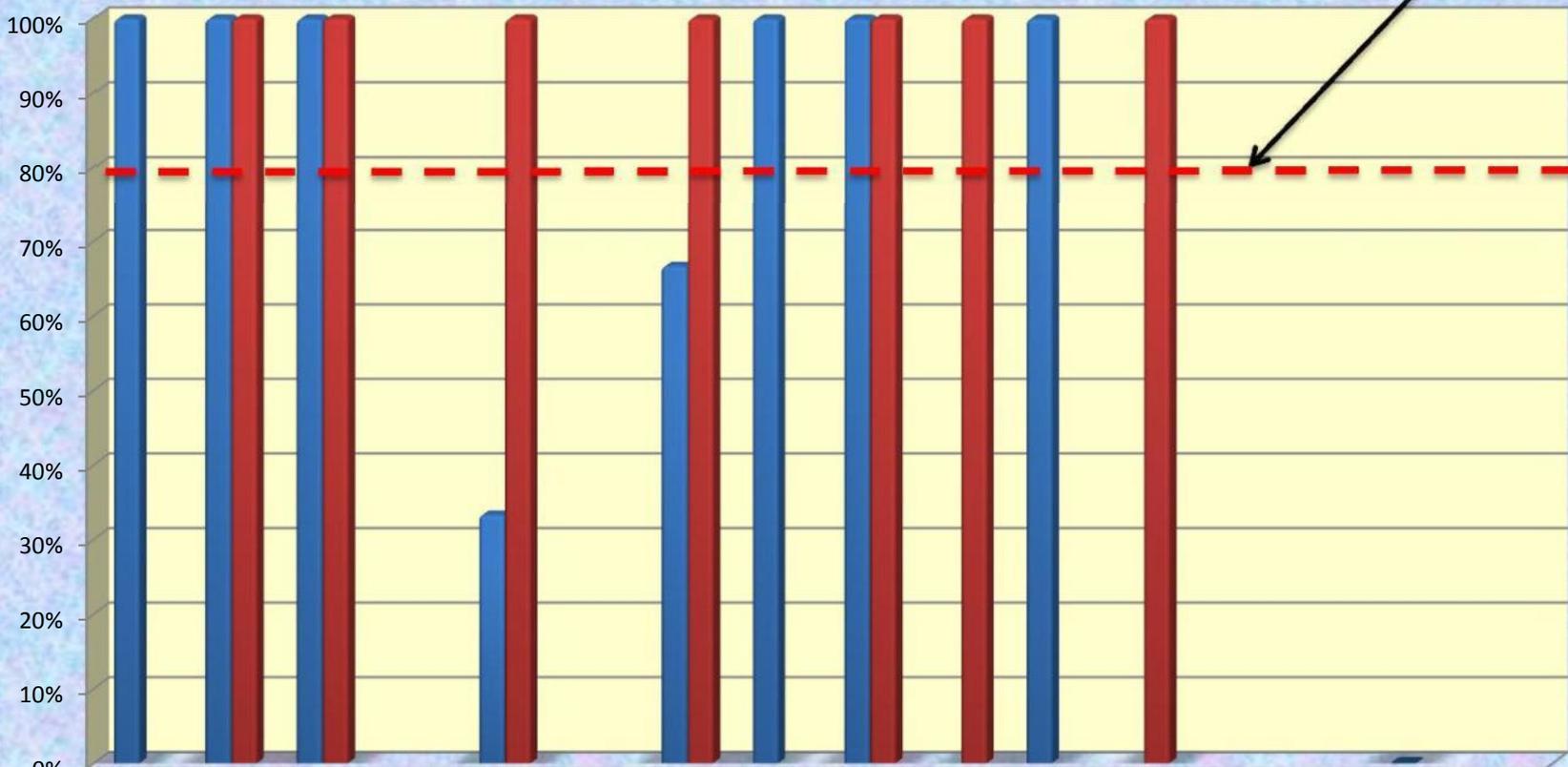
Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration

Mid-FY-10 & Mid-FY-11

ADR Offer Rate - AREA 1

78% Government-Wide Average



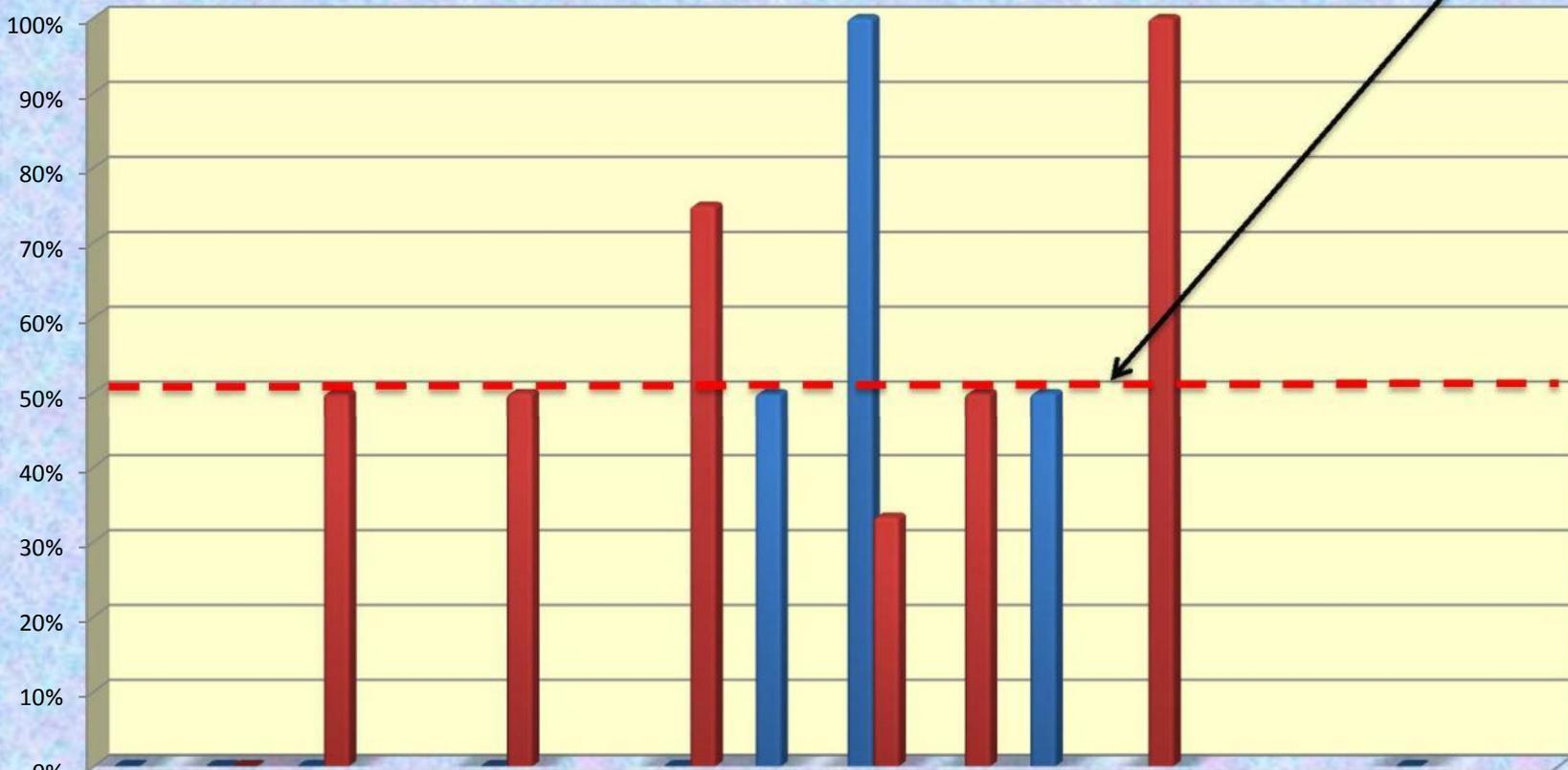
	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-10	100%	100%	100%	N/A	33%	N/A	67%	100%	100%	N/A	100%	N/A	N/A	N/A	0%	N/A
Mid-Year FY-11	N/A	100%	100%	N/A	100%	N/A	100%	N/A	100%	100%	N/A	100%	N/A	N/A	N/A	N/A

Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - AREA 1

49% Government-Wide Average

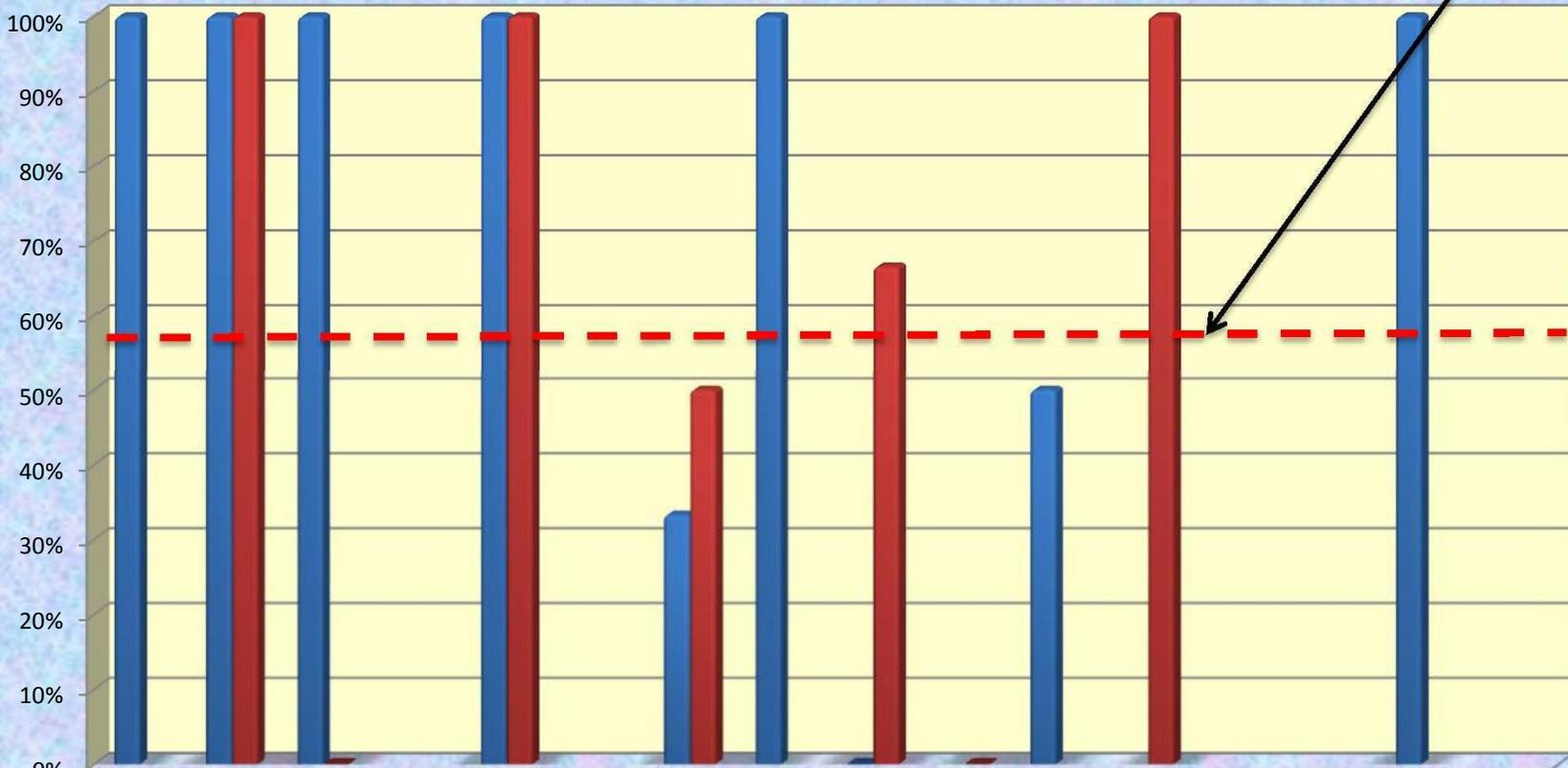


	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-10	0%	0%	0%	N/A	0%	N/A	0%	50%	100%	N/A	50%	N/A	N/A	N/A	0%	N/A
Mid-Year FY-11	N/A	0%	50%	N/A	50%	N/A	75%	N/A	33%	50%	N/A	100%	N/A	N/A	N/A	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - AREA 1

56% Government-Wide Average

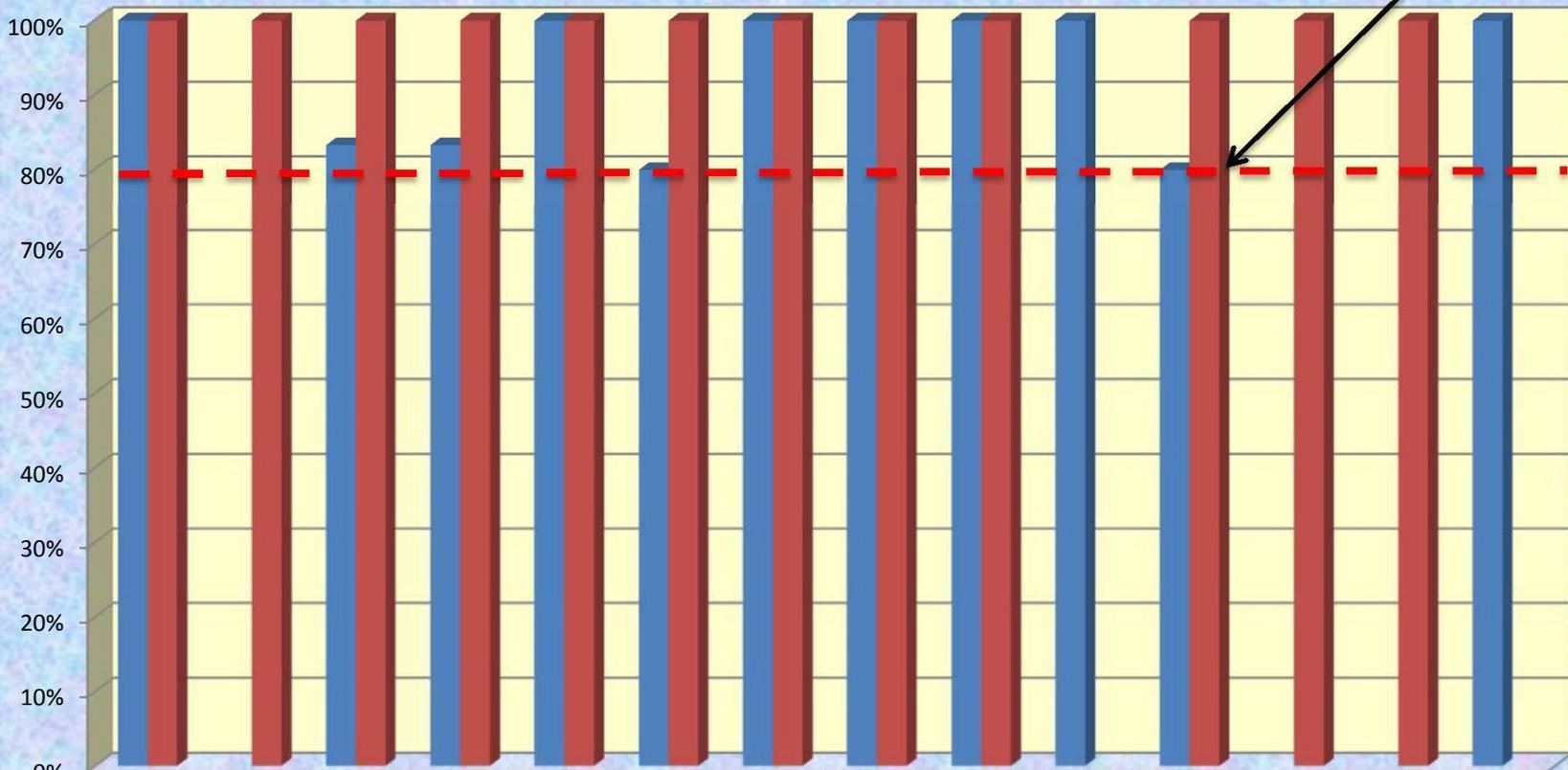


	VARO, BOSTON	VARO, NEW YORK	VARO, BUFFALO	VARO, HARTFORD	VARO, MANCHESTER	VARO, TOGUS	VAROIC, PHILADELPHIA	VARO, PITTSBURGH	VARO, CLEVELAND	VARO, INDIANAPOLIS	VARO, NEWARK	VARO, DETROIT	VARO, WILMINGTON	VARO, WHITE RIVER JUNCTION	VARO, PROVIDENCE	VBA EASTERN AREA (AREA 1)
Mid-Year FY-10	100%	100%	100%	N/A	100%	N/A	33%	100%	0%	N/A	50%	N/A	N/A	N/A	100%	N/A
Mid-Year FY-11	N/A	100%	0%	N/A	100%	N/A	50%	N/A	67%	0%	N/A	100%	N/A	N/A	N/A	N/A

Data Source: Complaints Automated Tracking System (CATS)

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - AREA 2

78% Government-Wide Average

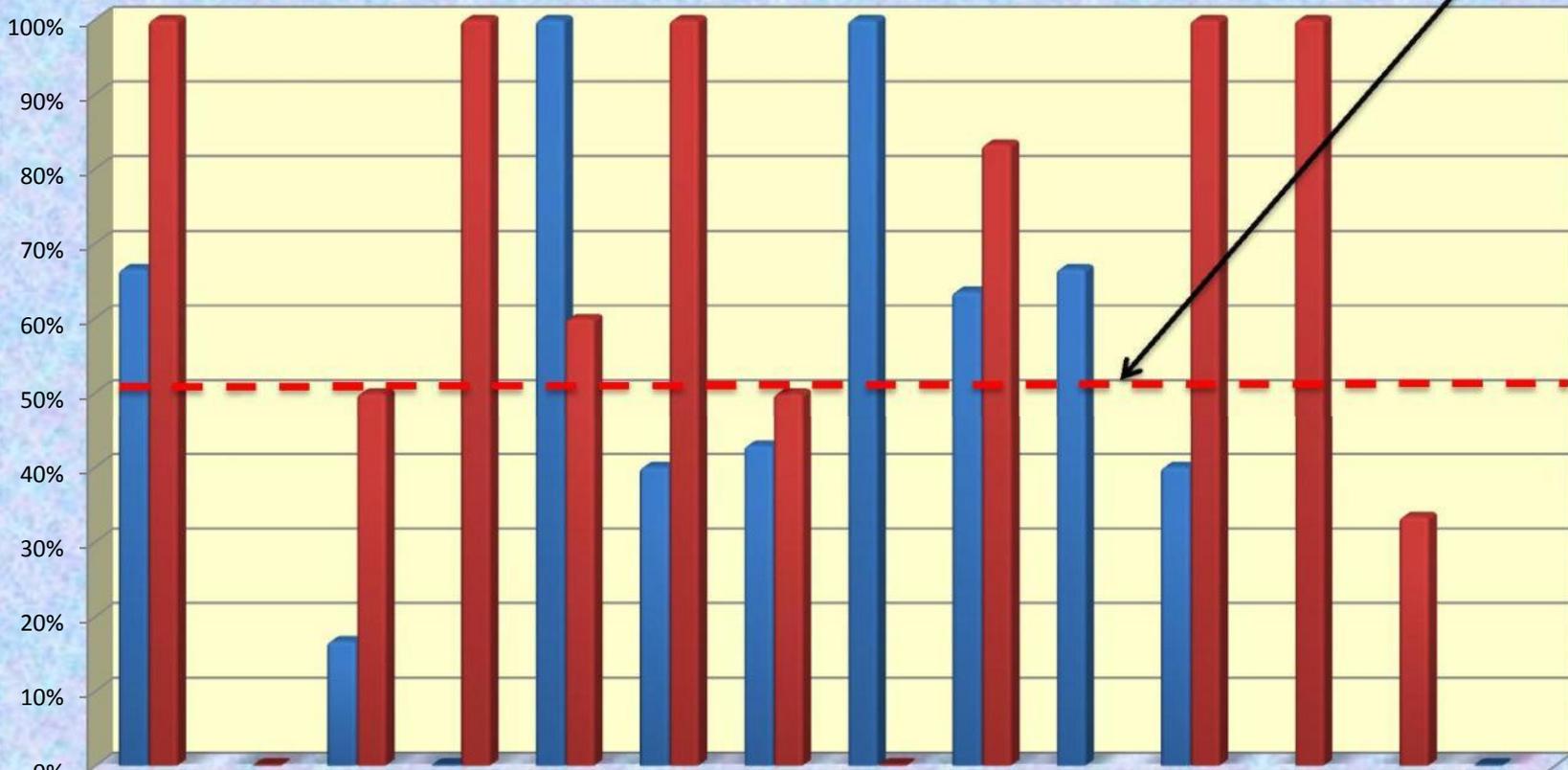


	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, BALTIMORE	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-10	100%	N/A	83%	83%	100%	80%	100%	100%	100%	100%	80%	N/A	N/A	100%
Mid-Year FY-11	100%	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	100%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - AREA 2

49% Government-Wide Average



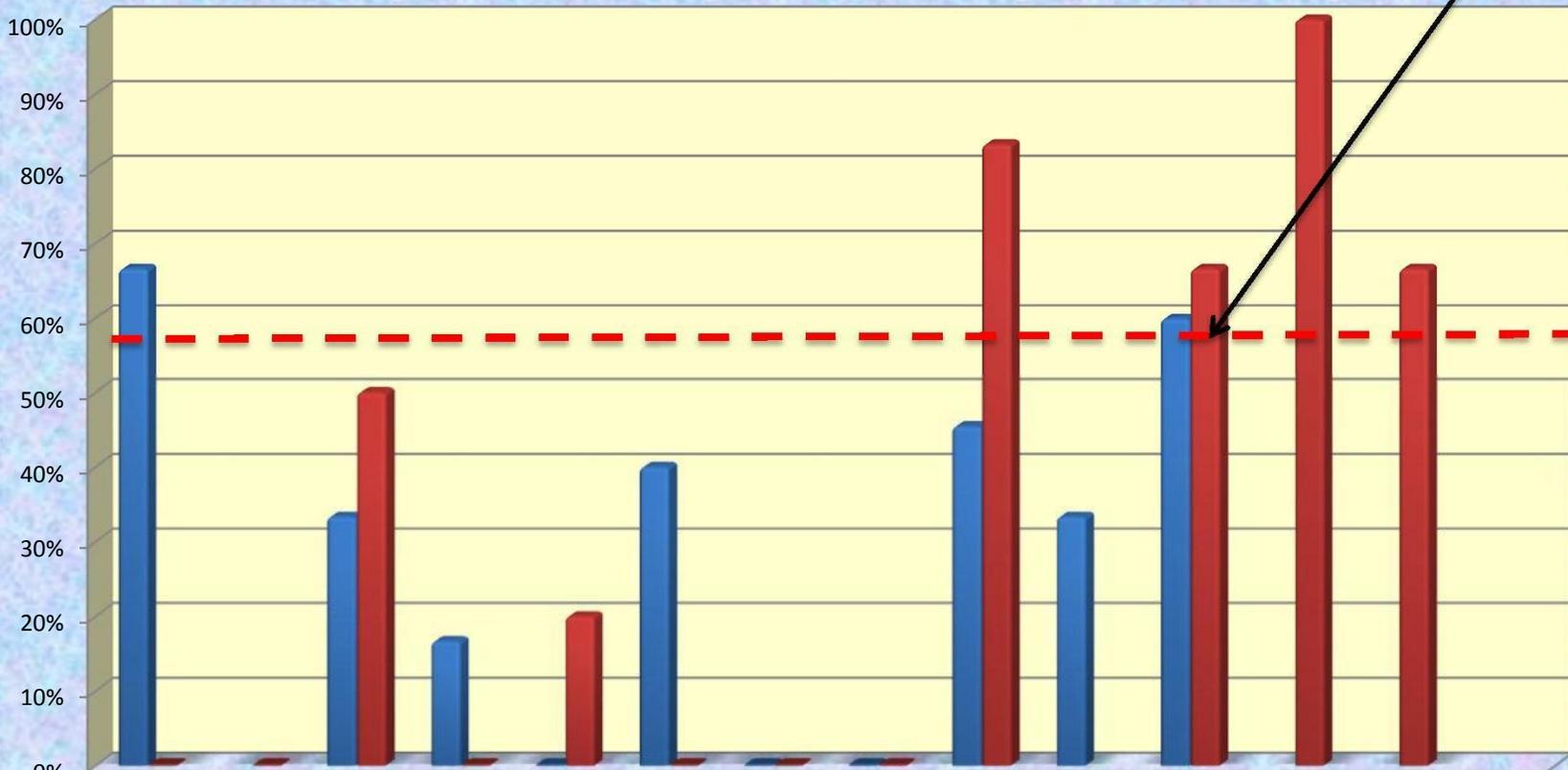
	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, BALTIMORE	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-10	67%	N/A	17%	0%	100%	40%	43%	100%	64%	67%	40%	N/A	N/A	0%
Mid-Year FY-11	100%	0%	50%	100%	60%	100%	50%	0%	83%	N/A	100%	100%	33%	N/A

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - AREA 2

56% Government-Wide Average



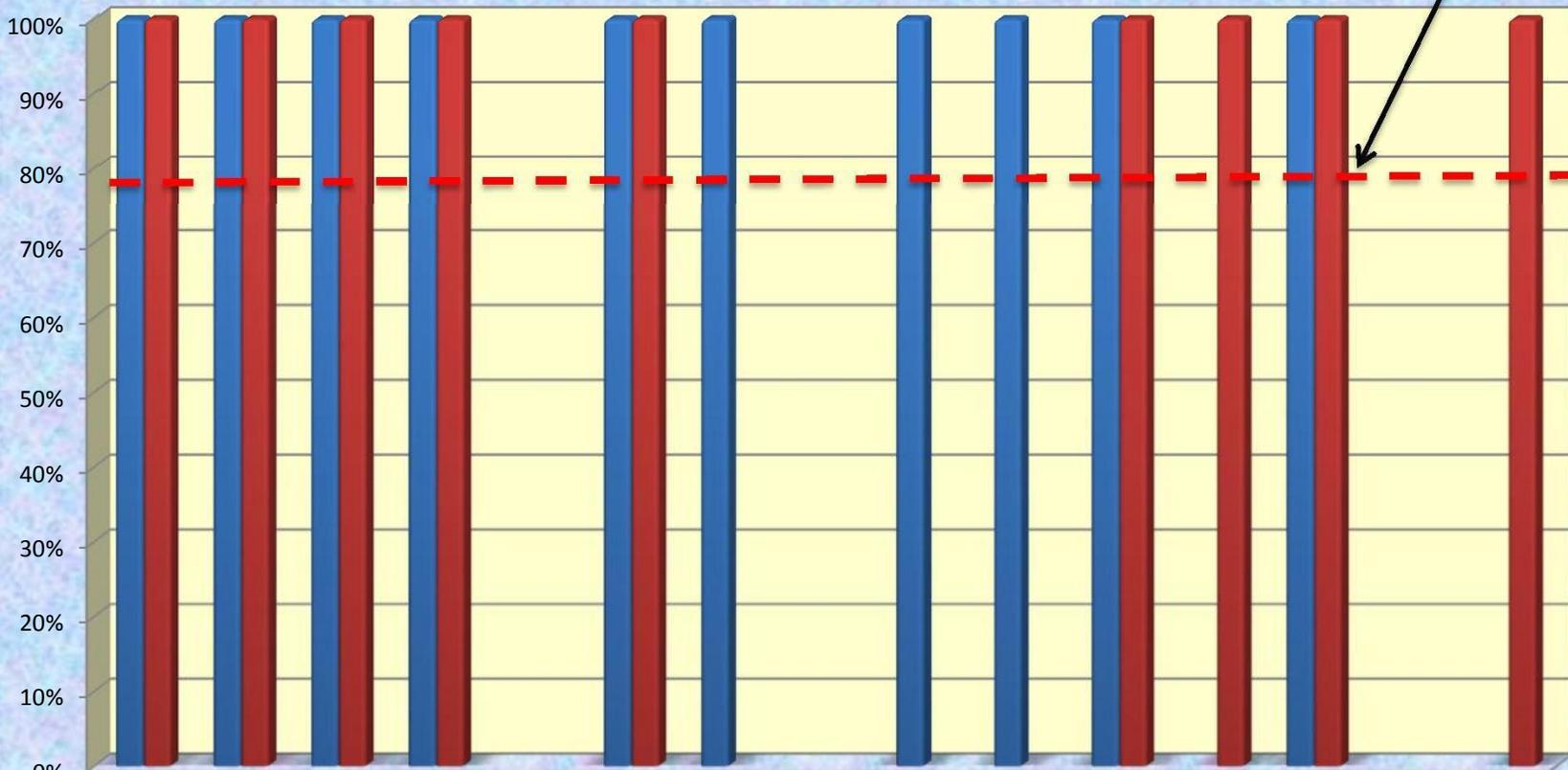
	VARO, ROANOKE	VARO, LOUISVILLE	VARO, WASHINGTON	VARO, ATLANTA	VARO, BALTIMORE	VARO, WINSTON-SALEM	VARO, COLUMBIA	VARO, NASHVILLE	VARO, ST. PETERSBURG	VARO, MONTGOMERY	VARO, JACKSON	VARO, HUNTINGTON	VARO, SAN JUAN	VBA SOUTHERN AREA (AREA 2)
Mid-Year FY-10	67%	N/A	33%	17%	0%	40%	0%	0%	45%	33%	60%	N/A	N/A	N/A
Mid-Year FY-11	0%	0%	50%	0%	20%	0%	0%	0%	83%	N/A	67%	100%	67%	N/A

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - AREA 3

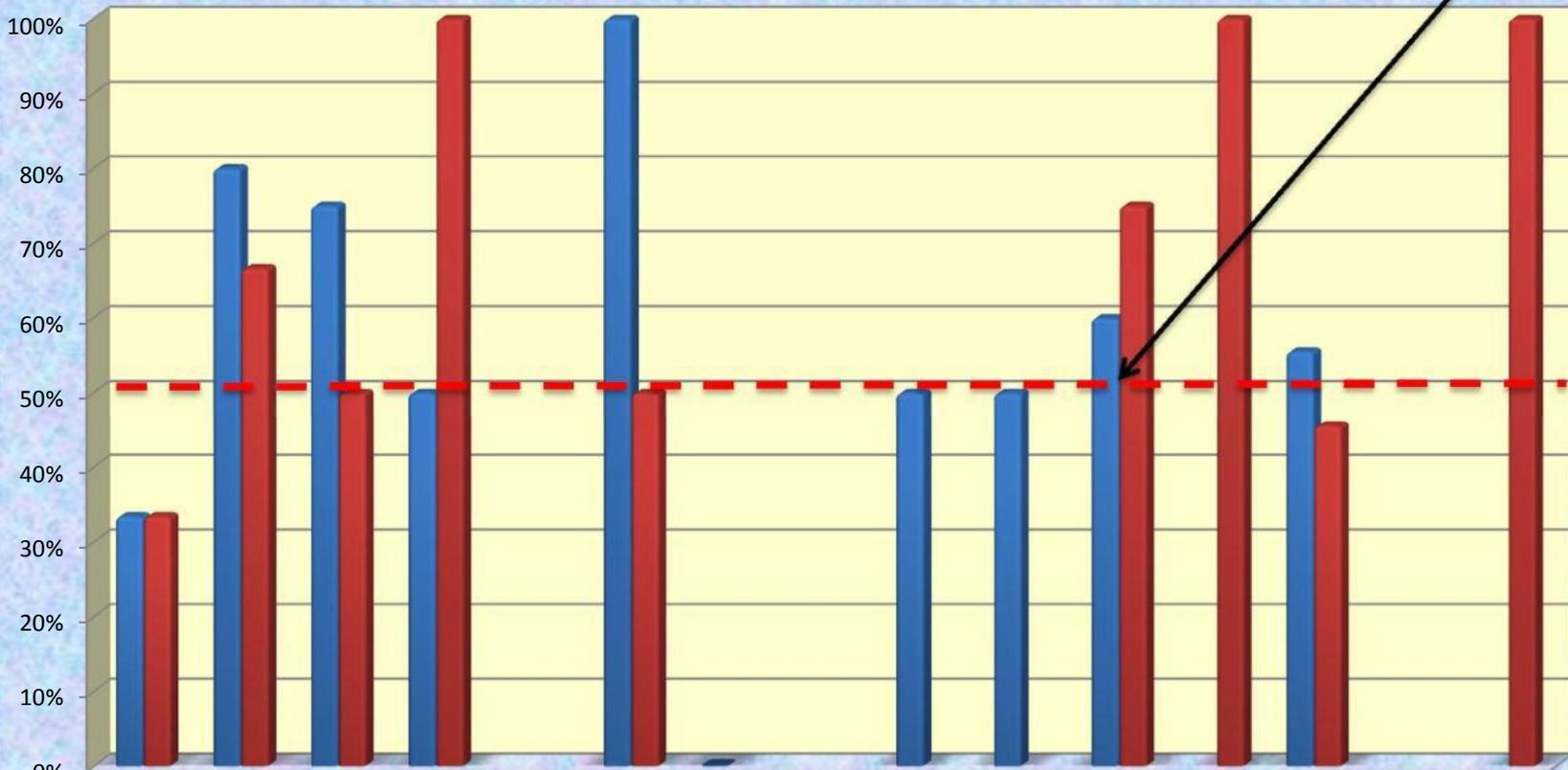
78% Government-Wide Average



	VARO, CHICAGO	VARO, MILWAUKEE	VARO, ST. LOUIS	VARO, ST. PAUL	VARO, NEW ORLEANS	VARO, WACO	VARO, LITTLE ROCK	VARO, DES MOINES	VARO, LINCOLN	VARO, MUSKOGEE	VARO, HOUSTON	VARO, SIOUX FALLS	RECORDS MGMT CTR	VARO, WICHITA	VBA CENTRAL AREA (AREA 3)
Mid-Year FY-10	100%	100%	100%	100%	N/A	100%	100%	N/A	100%	100%	100%	N/A	100%	N/A	N/A
Mid-Year FY-11	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A	100%	100%	100%	N/A	100%

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - AREA 3

49% Government-Wide Average

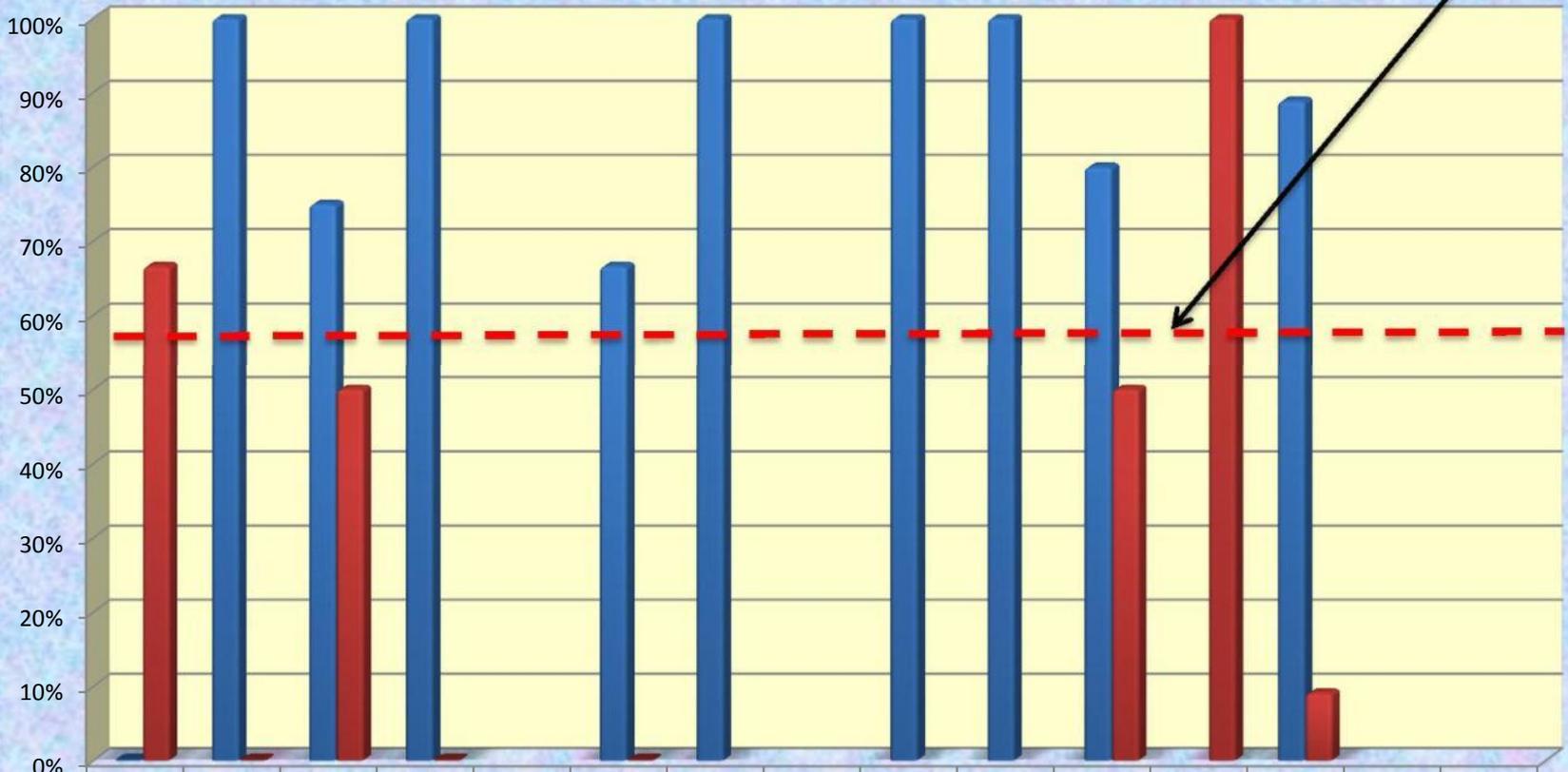


	VARO, CHICAGO	VARO, MILWAUKEE	VARO, ST. LOUIS	VARO, ST. PAUL	VARO, NEW ORLEANS	VARO, WACO	VARO, LITTLE ROCK	VARO, DES MOINES	VARO, LINCOLN	VARO, MUSKOGEE	VARO, HOUSTON	VARO, SIOUX FALLS	RECORDS MGMT CTR	VARO, WICHITA	VBA CENTRAL AREA (AREA 3)
Mid-Year FY-10	33%	80%	75%	50%	N/A	100%	0%	N/A	50%	50%	60%	N/A	56%	N/A	N/A
Mid-Year FY-11	33%	67%	50%	100%	N/A	50%	N/A	N/A	N/A	N/A	75%	100%	45%	N/A	100%

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - AREA 3

56% Government-Wide Average



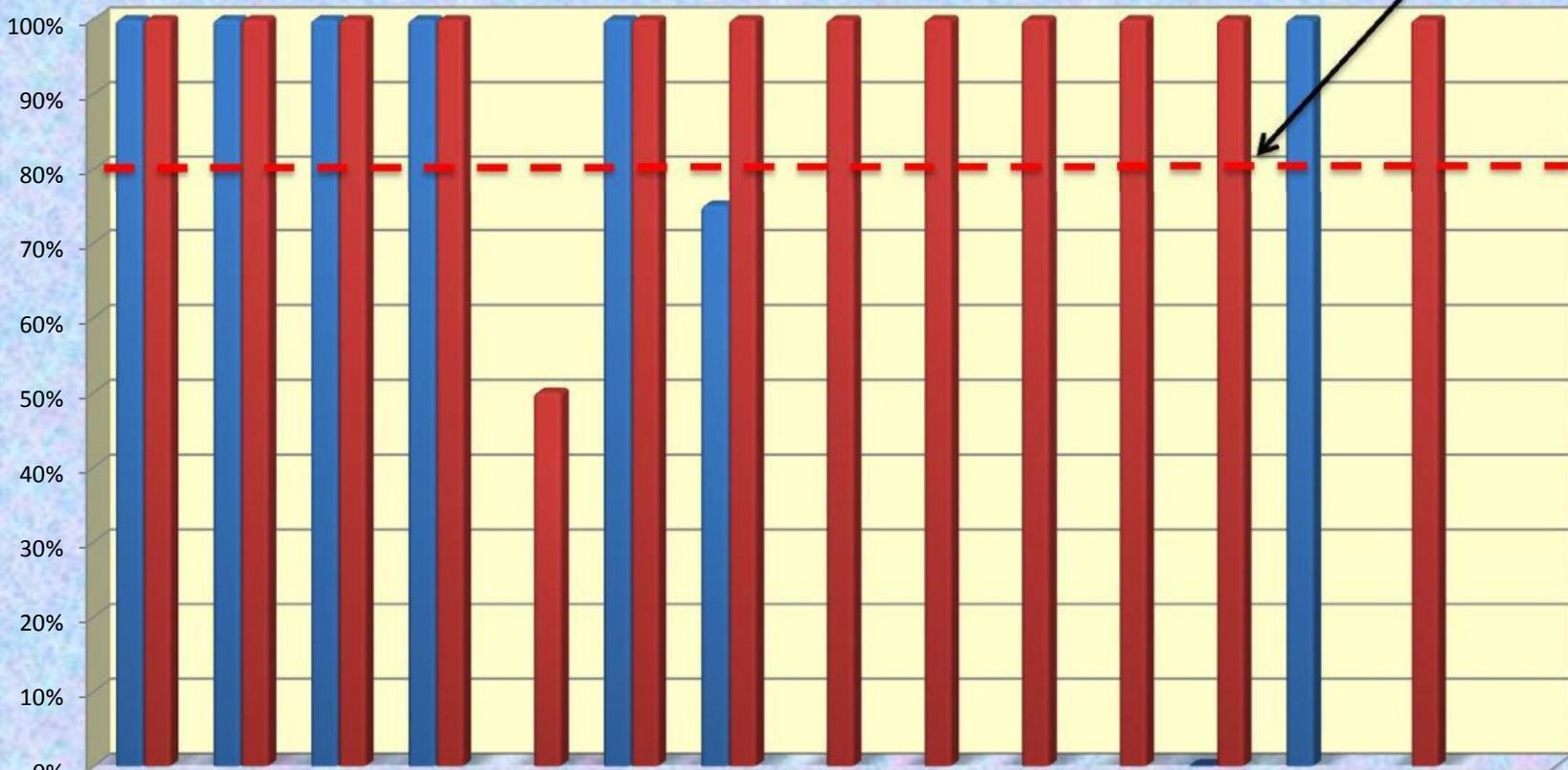
	VARO, CHICAGO	VARO, MILWAUKEE	VARO, ST. LOUIS	VARO, ST. PAUL	VARO, NEW ORLEANS	VARO, WACO	VARO, LITTLE ROCK	VARO, DES MOINES	VARO, LINCOLN	VARO, MUSKOGEE	VARO, HOUSTON	VARO, SIOUX FALLS	RECORDS MGMT CTR	VARO, WICHITA	VBA CENTRAL AREA (AREA 3)
Mid-Year FY-10	0%	100%	75%	100%	N/A	67%	100%	N/A	100%	100%	80%	N/A	89%	N/A	N/A
Mid-Year FY-11	67%	0%	50%	0%	N/A	0%	N/A	N/A	N/A	N/A	50%	100%	9%	N/A	N/A

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - AREA 4

78% Government-Wide Average

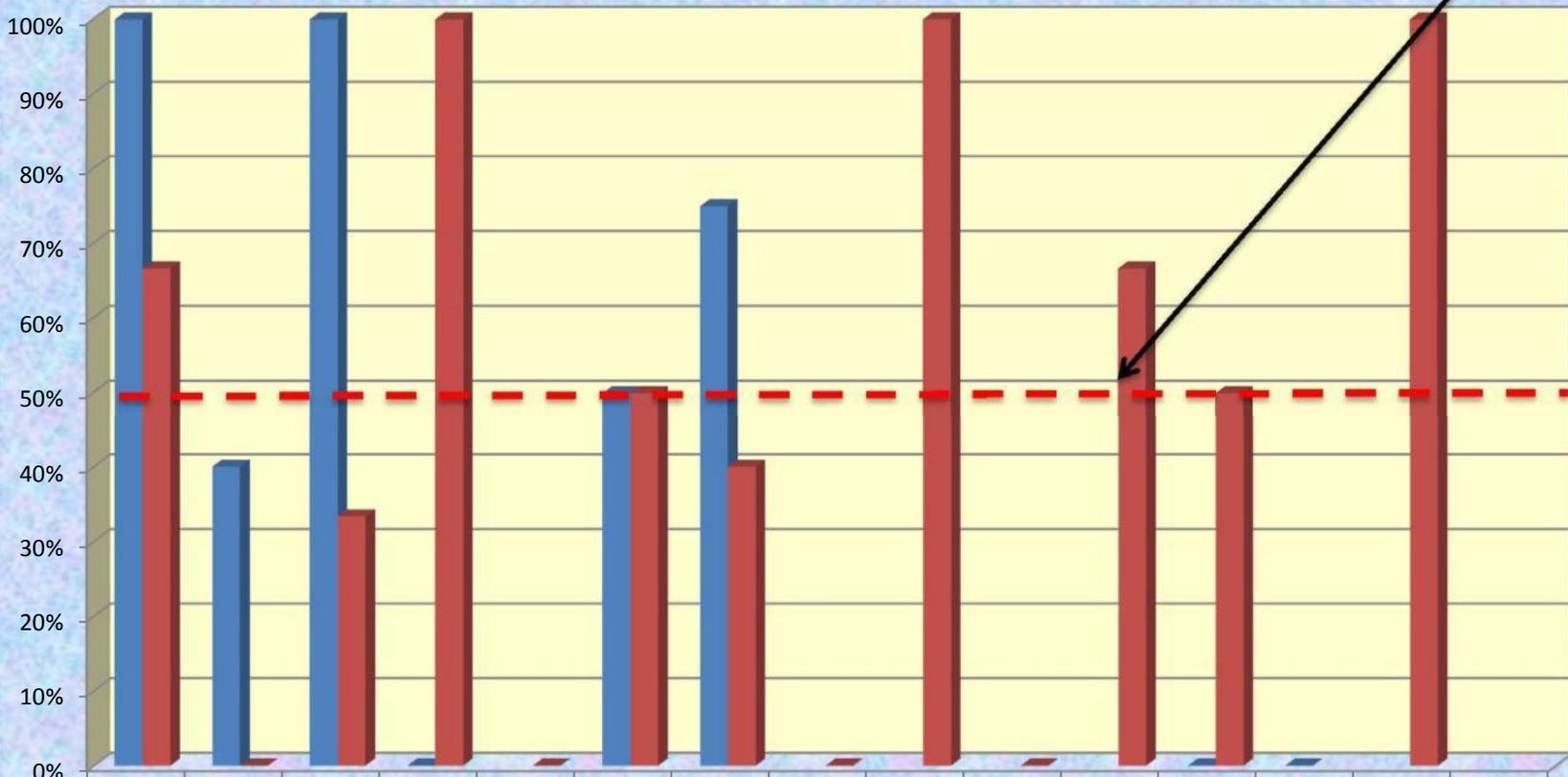


	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
Mid-Year FY-10	100%	100%	100%	100%	N/A	100%	75%	N/A	N/A	N/A	N/A	0%	100%	N/A	N/A
Mid-Year FY-11	100%	100%	100%	100%	50%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - AREA 4

49% Government-Wide Average



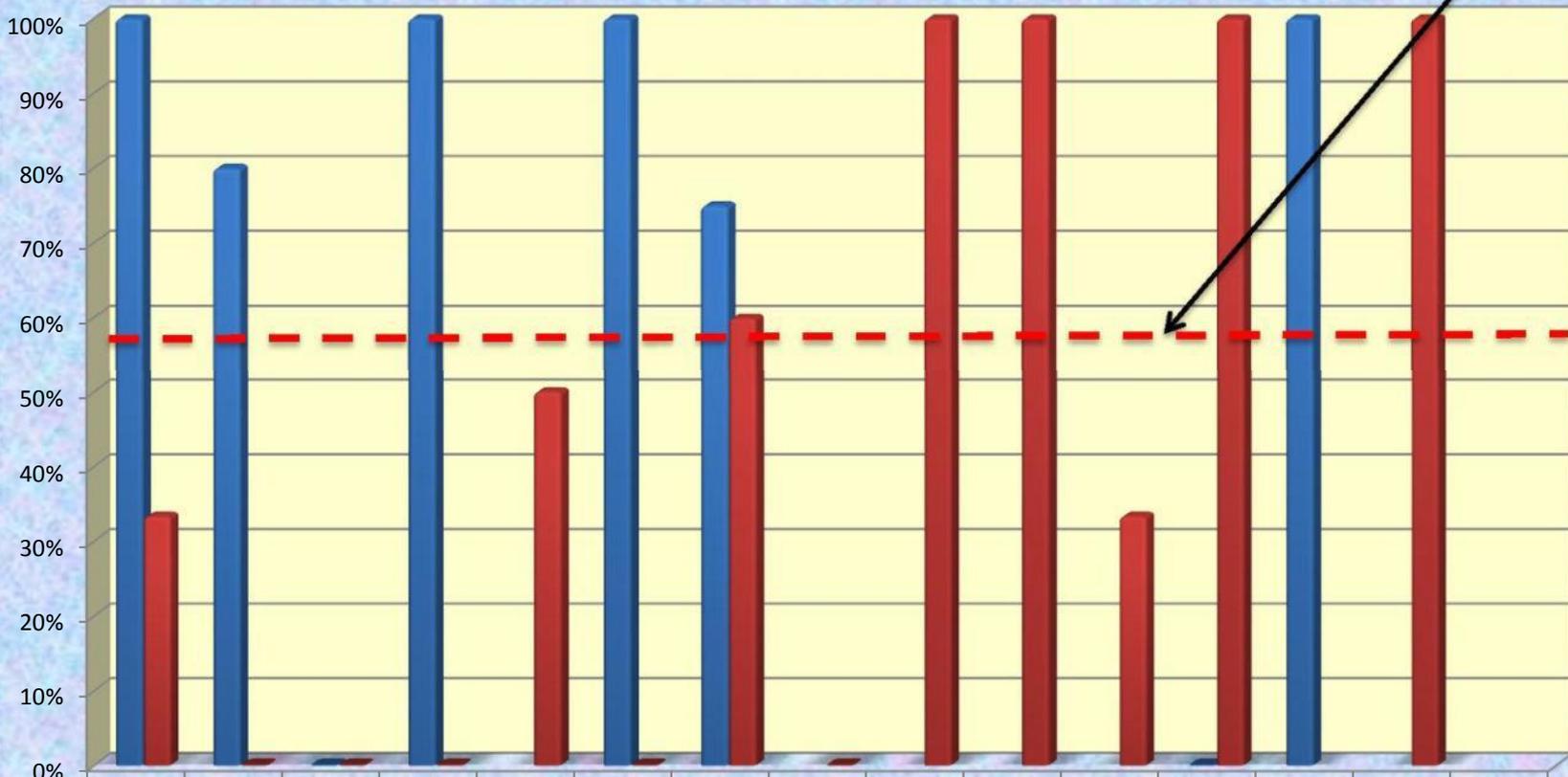
	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
■ Mid-Year FY-10	100%	40%	100%	0%	N/A	50%	75%	N/A	N/A	N/A	N/A	0%	0%	N/A	N/A
■ Mid-Year FY-11	67%	0%	33%	100%	0%	50%	40%	0%	100%	0%	67%	50%	N/A	100%	N/A

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

Veterans Benefits Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - AREA 4

56% Government-Wide Average



	VARO, DENVER	VARO, SALT LAKE CITY	VARO, SEATTLE	VARO, PORTLAND	VARO, OAKLAND	VARO, LOS ANGELES	VARO, PHOENIX	VARO, RENO	VARO, ALBUQUERQUE	VARO, BOISE	VARO, SAN DIEGO	VARO, HONOLULU	VARO, FORT HARRISON	VARO, MANILA	VBA WESTERN AREA (AREA4)
Mid-Year FY-10	100%	80%	0%	100%	N/A	100%	75%	N/A	N/A	N/A	N/A	0%	100%	N/A	N/A
Mid-Year FY-11	33%	0%	0%	0%	50%	0%	60%	0%	100%	100%	33%	100%	N/A	100%	N/A

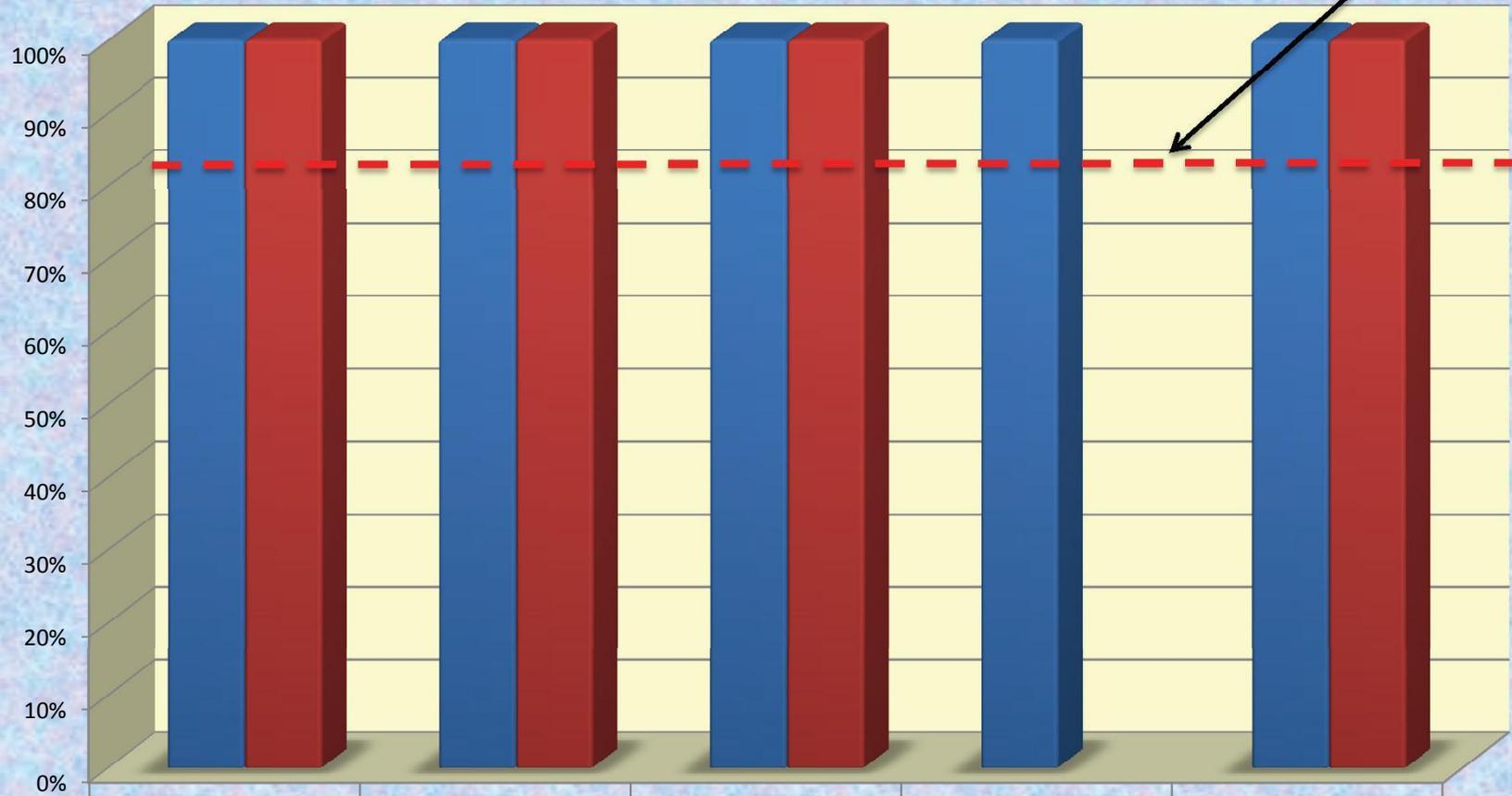
Data Source: Complaints Automated Tracking System (CATS)

National Cemetery Administration

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate

78% Government-Wide Average



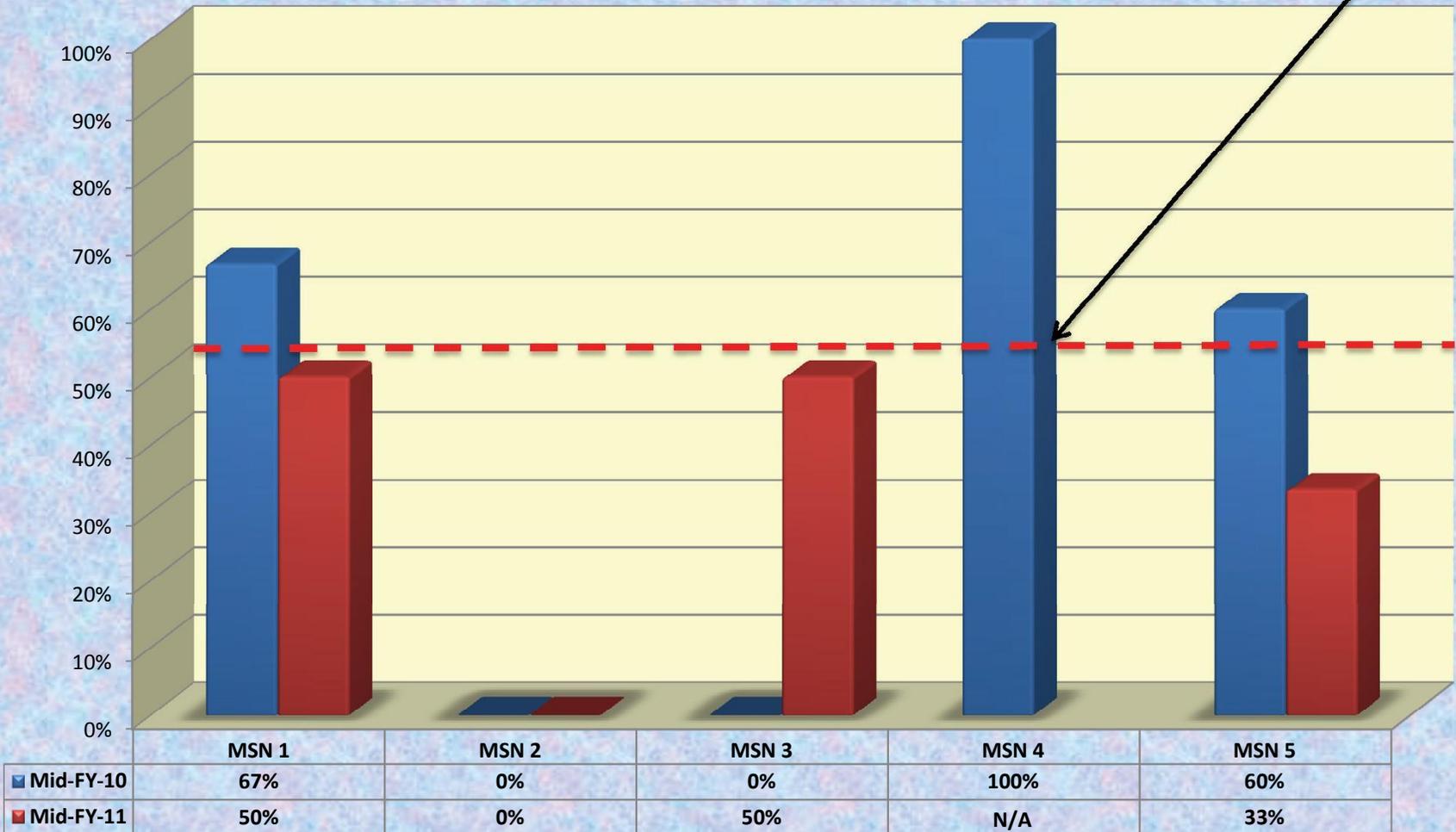
	MSN 1	MSN 2	MSN 3	MSN 4	MSN 5
Mid-FY-10	100%	100%	100%	100%	100%
Mid-FY-11	100%	100%	100%	N/A	100%

Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate

49 % Government-Wide Average

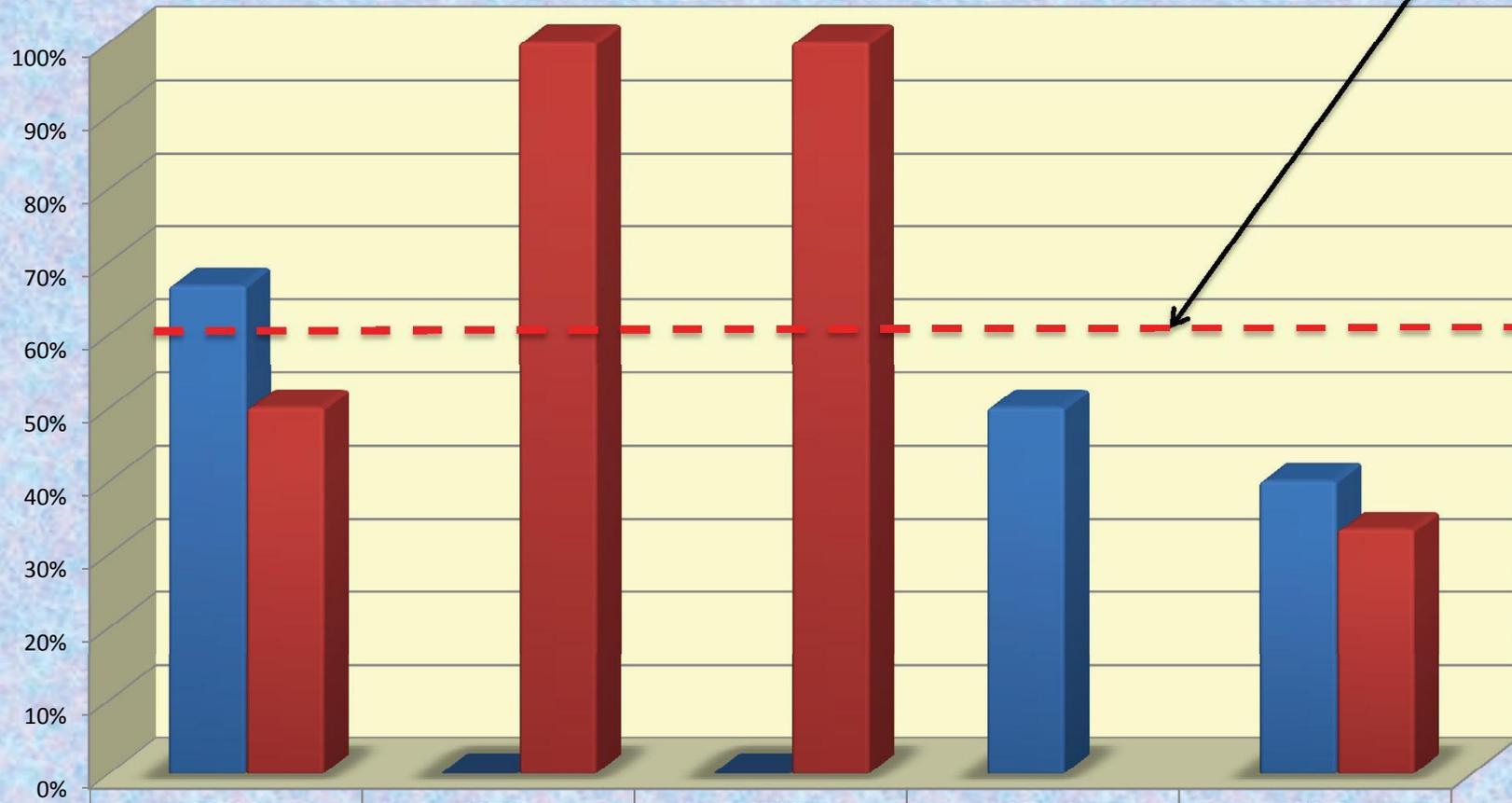


Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate

56% Government-Wide Average



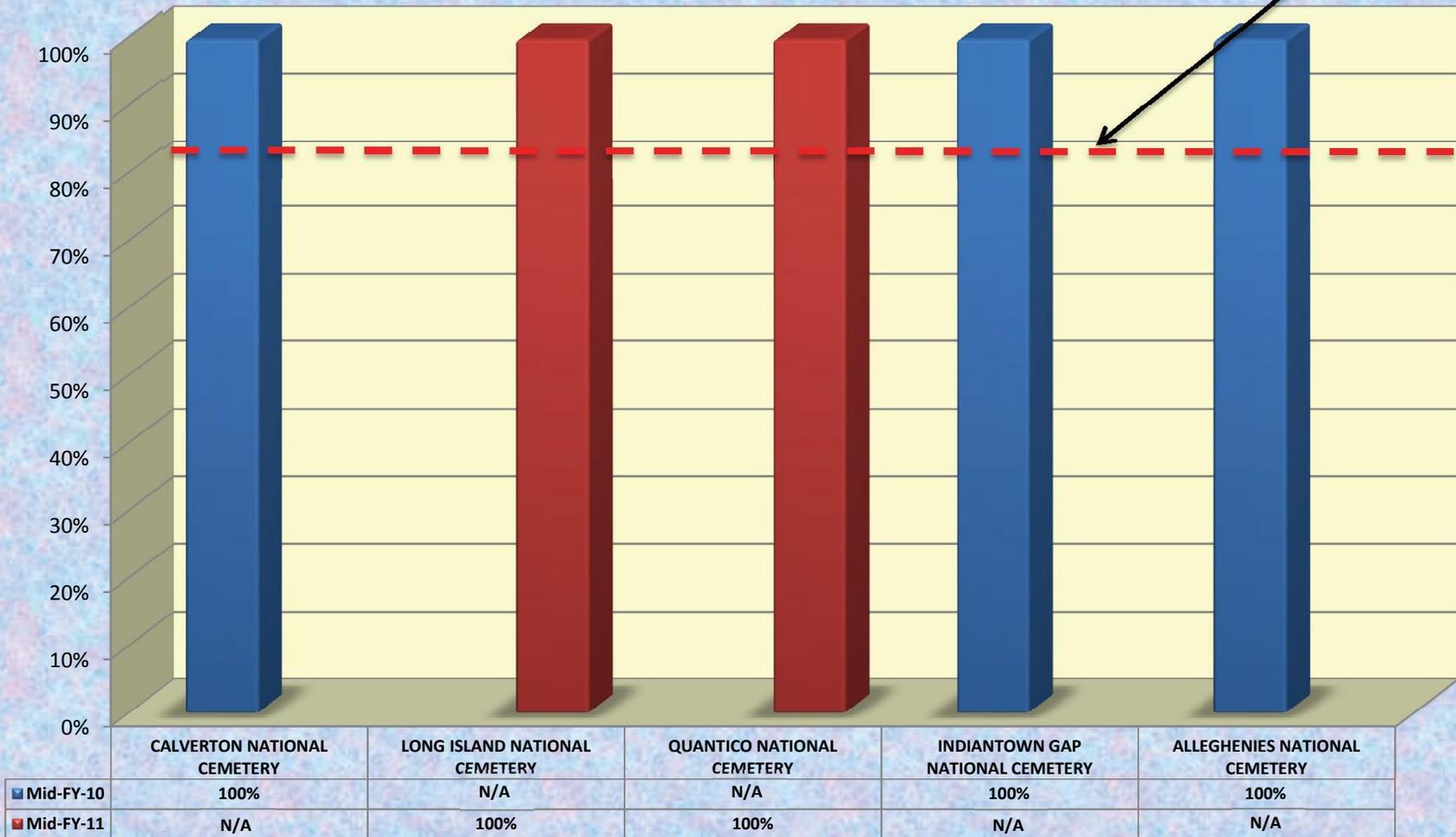
	MSN 1	MSN 2	MSN 3	MSN 4	MSN 5
Mid-FY-10	67%	0%	0%	50%	40%
Mid-FY-11	50%	100%	100%	N/A	33%

Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - MSN 1

78% Government-Wide Average

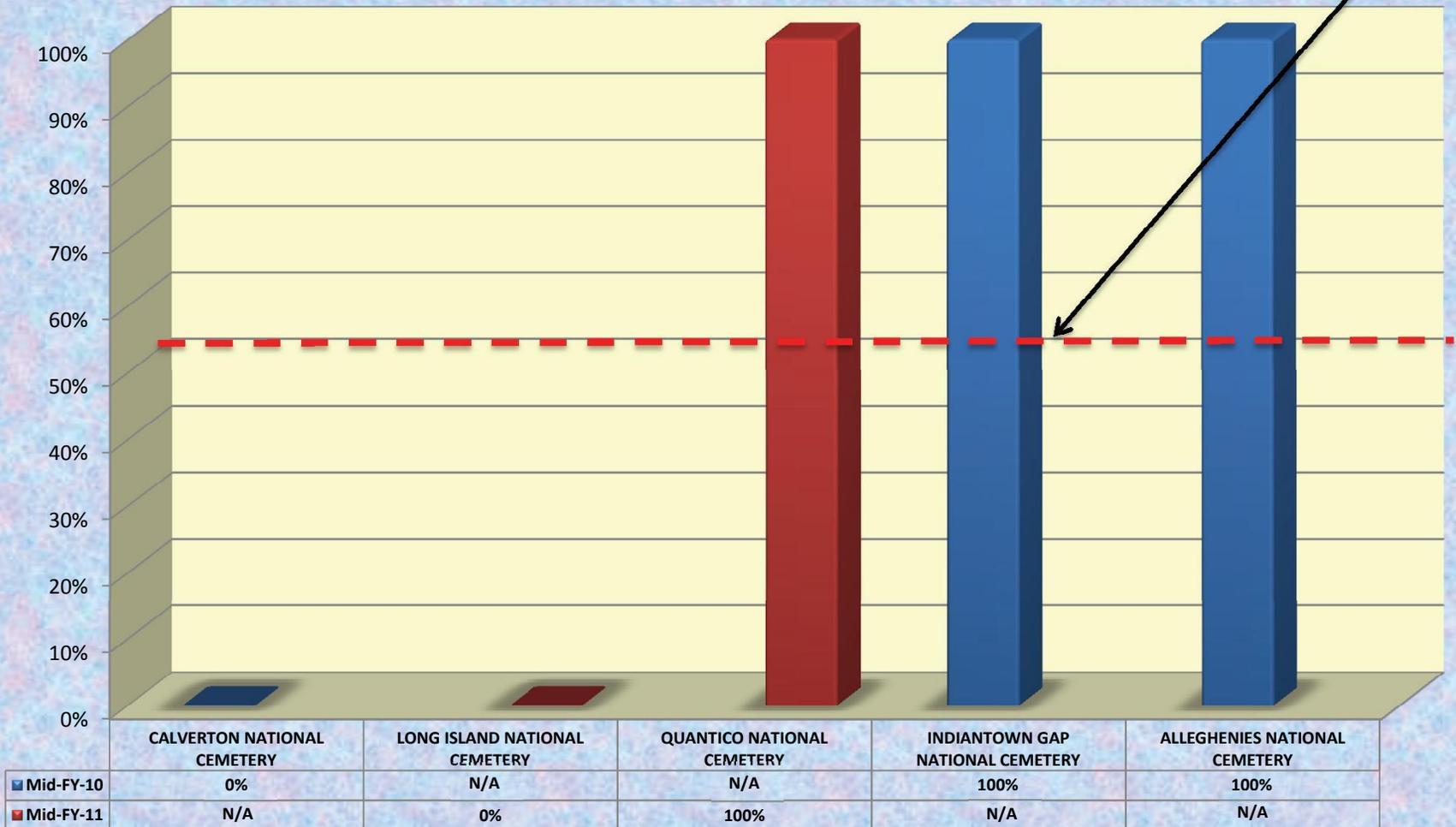


Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - MSN 1

49 % Government-Wide Average

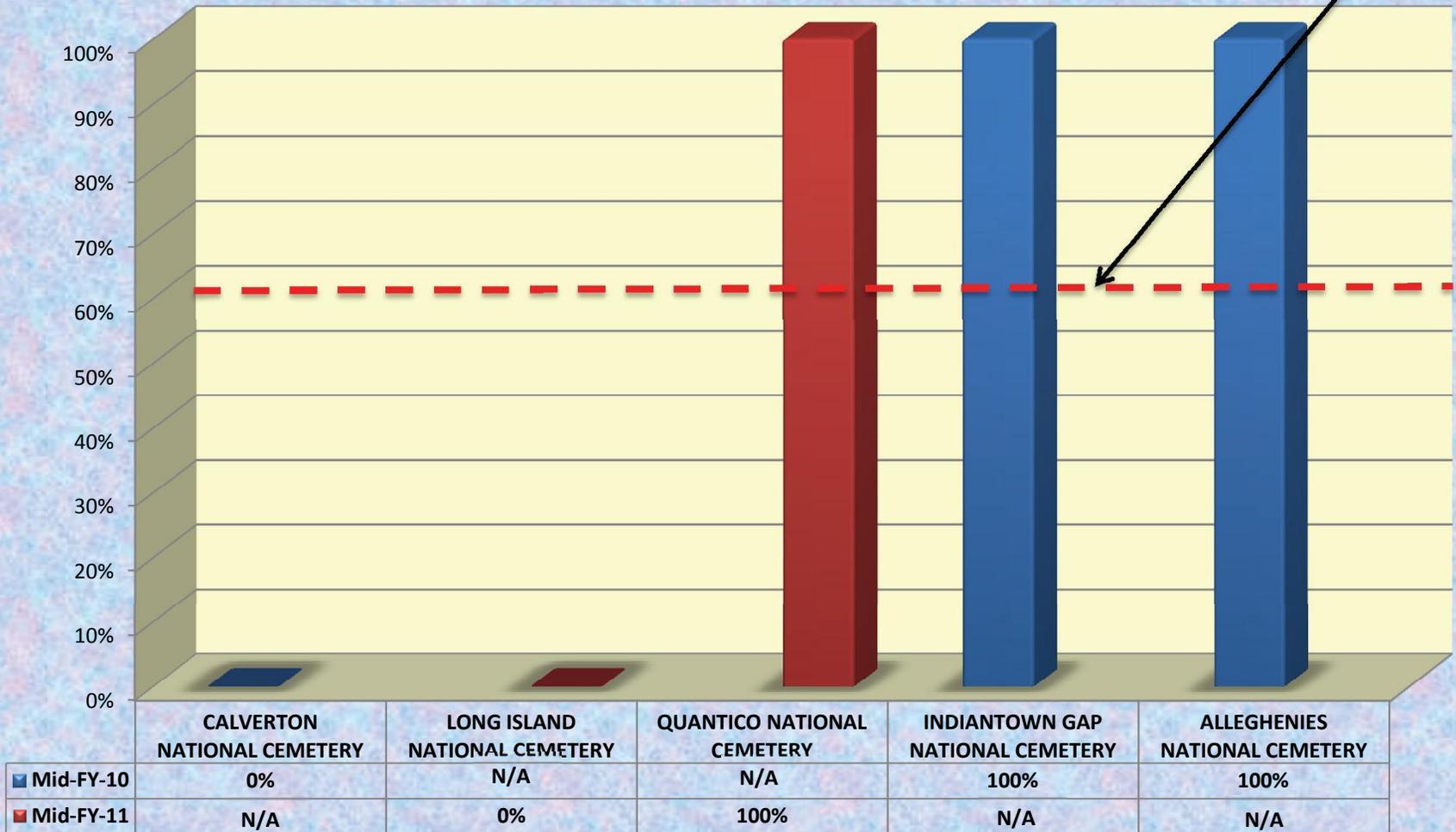


Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - MSN 1

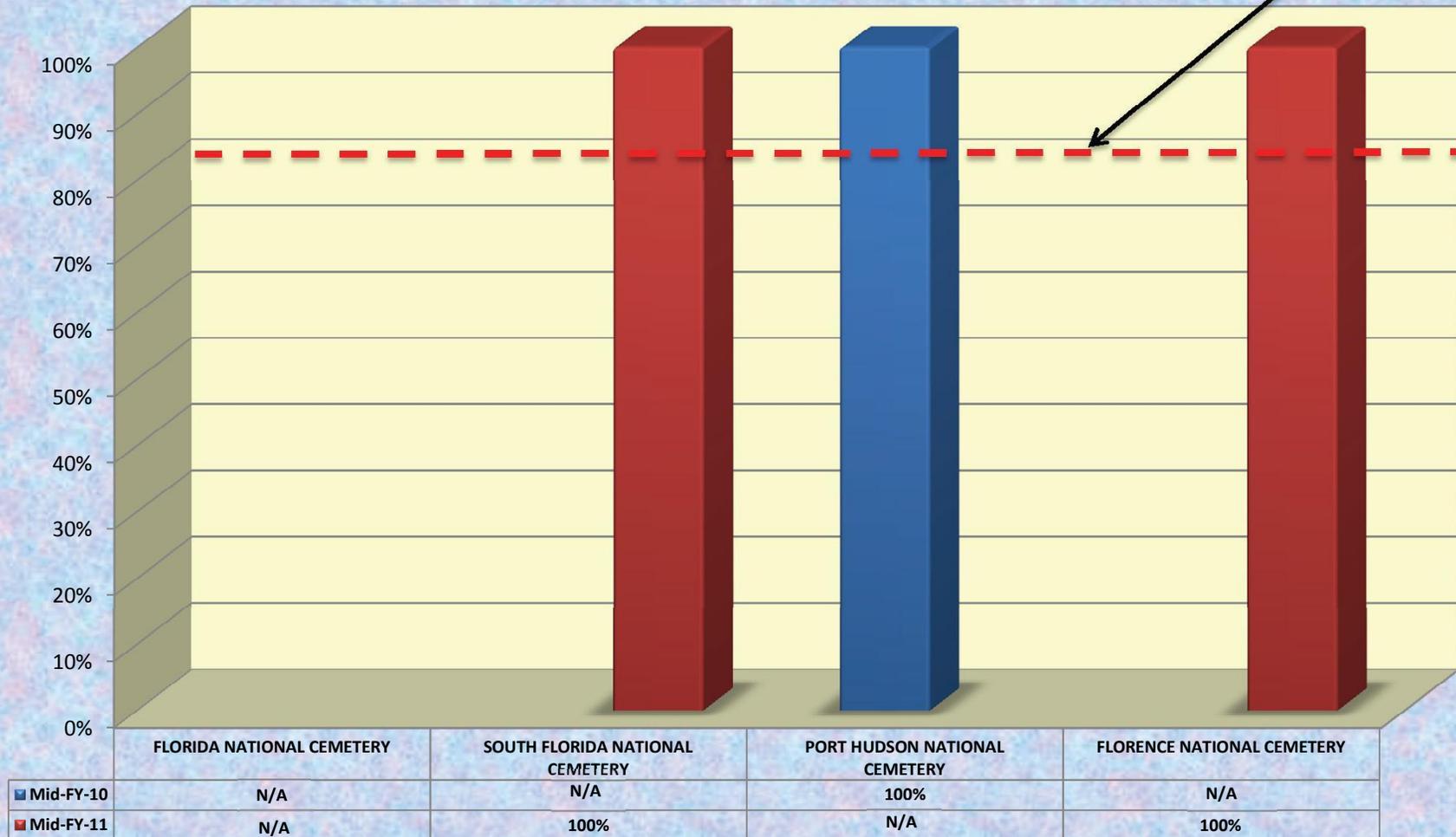
56% Government-Wide Average



Data Source: Complaints Automated Tracking System (CATS)

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - MSN 2

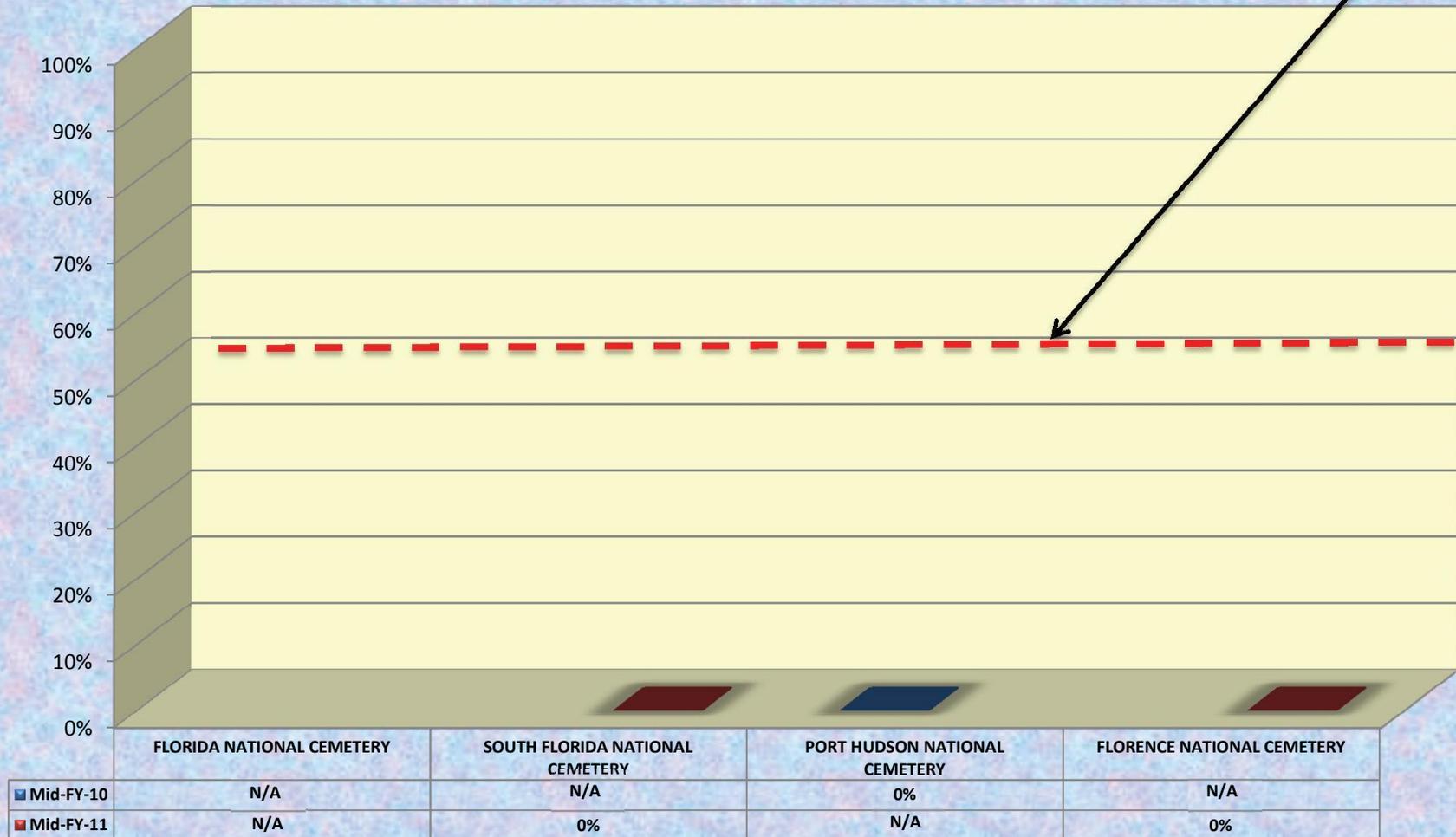
78% Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - MSN 2

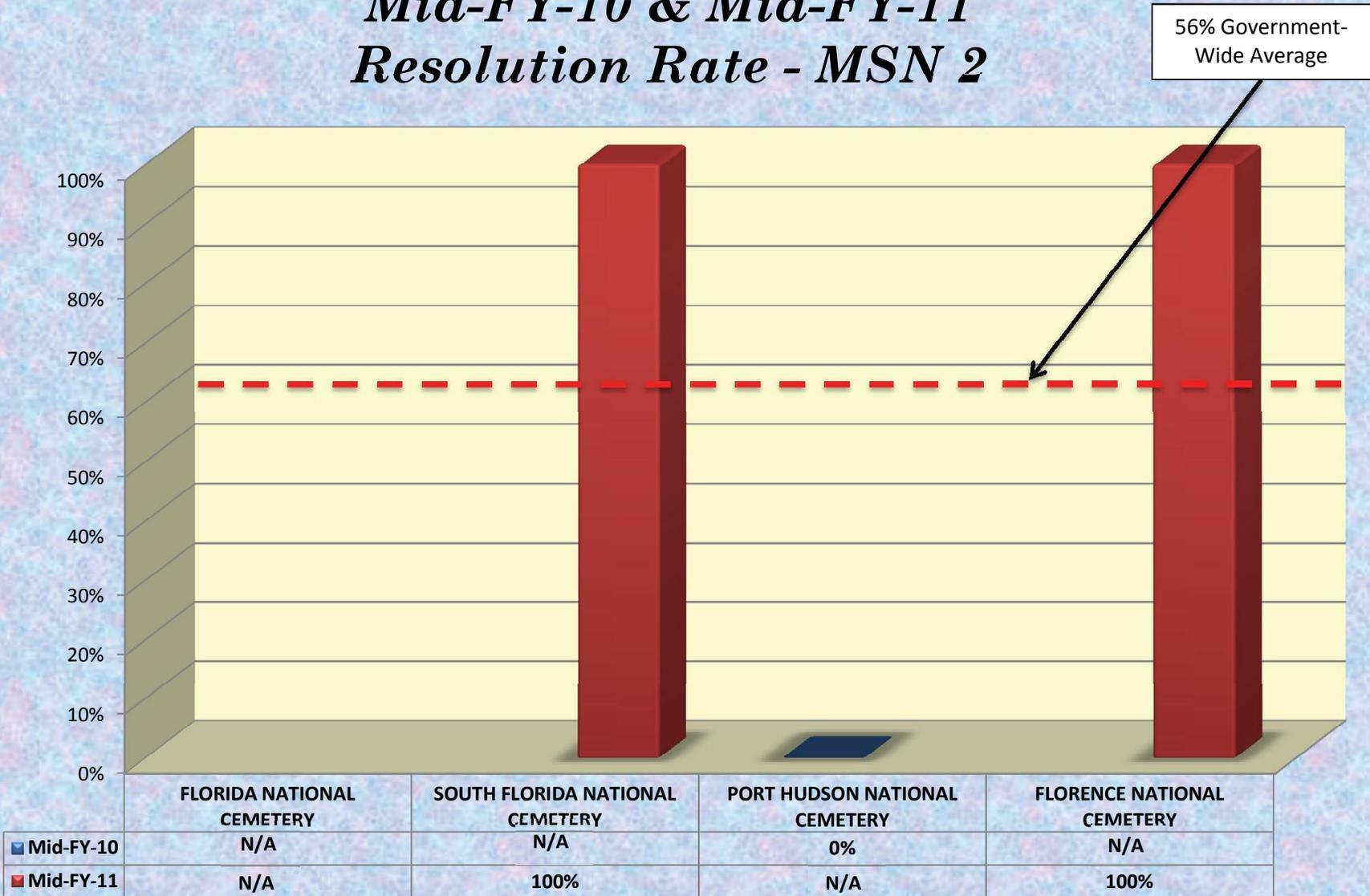
49 % Government-Wide Average



Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - MSN 2

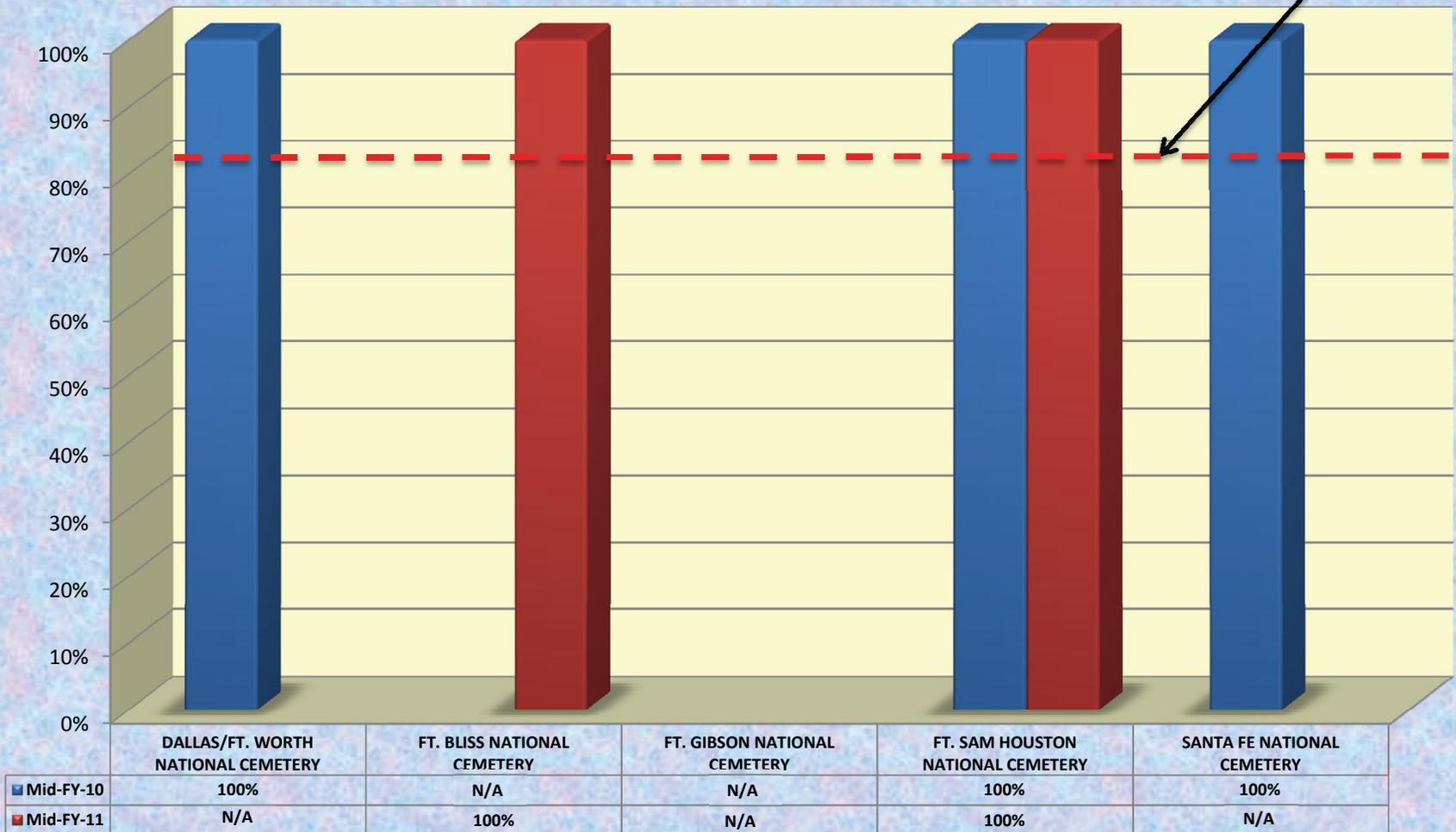


56% Government-Wide Average

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - MSN 3

78% Government-Wide Average

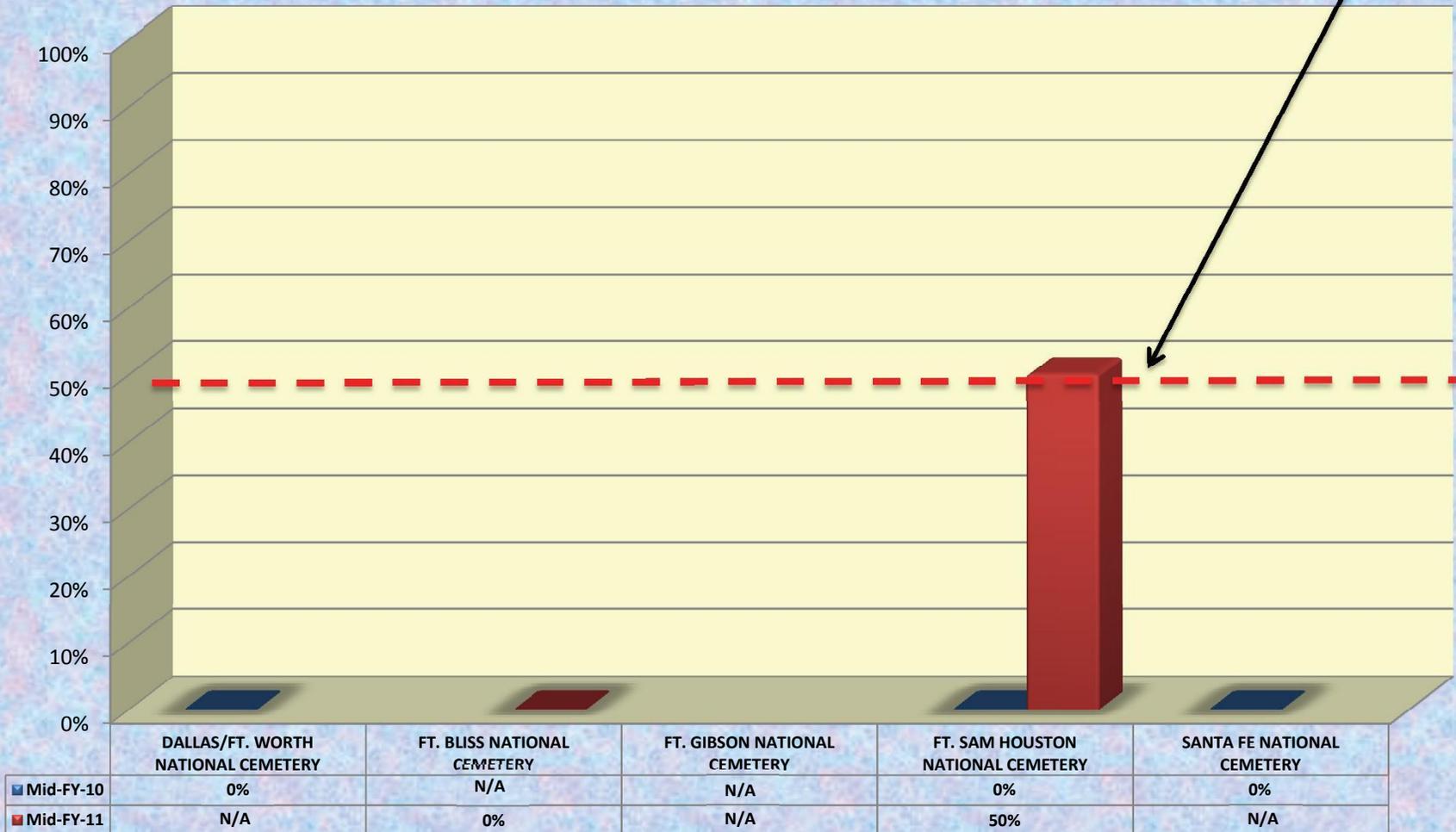


Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - MSN 3

49 % Government-Wide Average

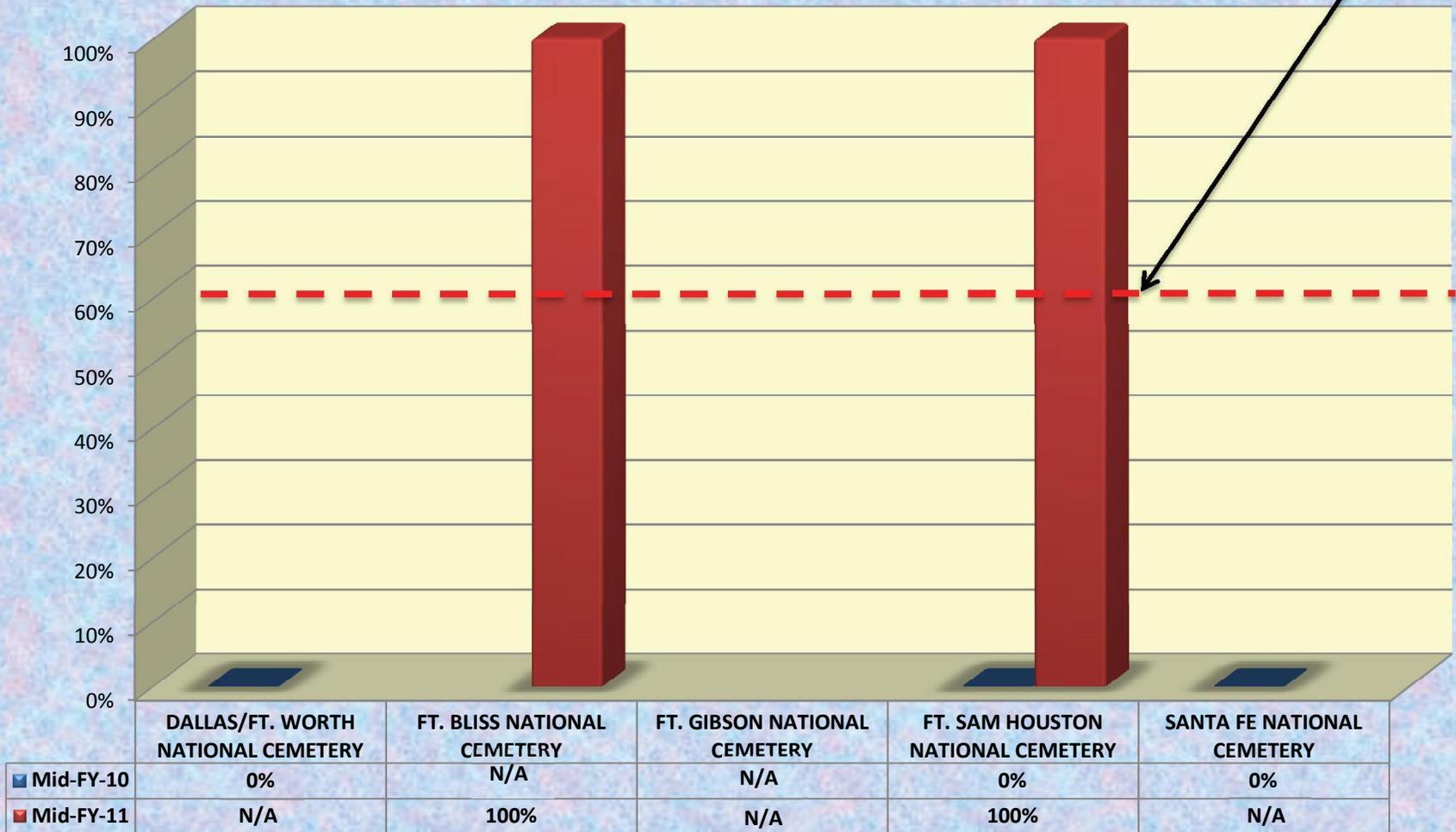


Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - MSN 3

56% Government-Wide Average

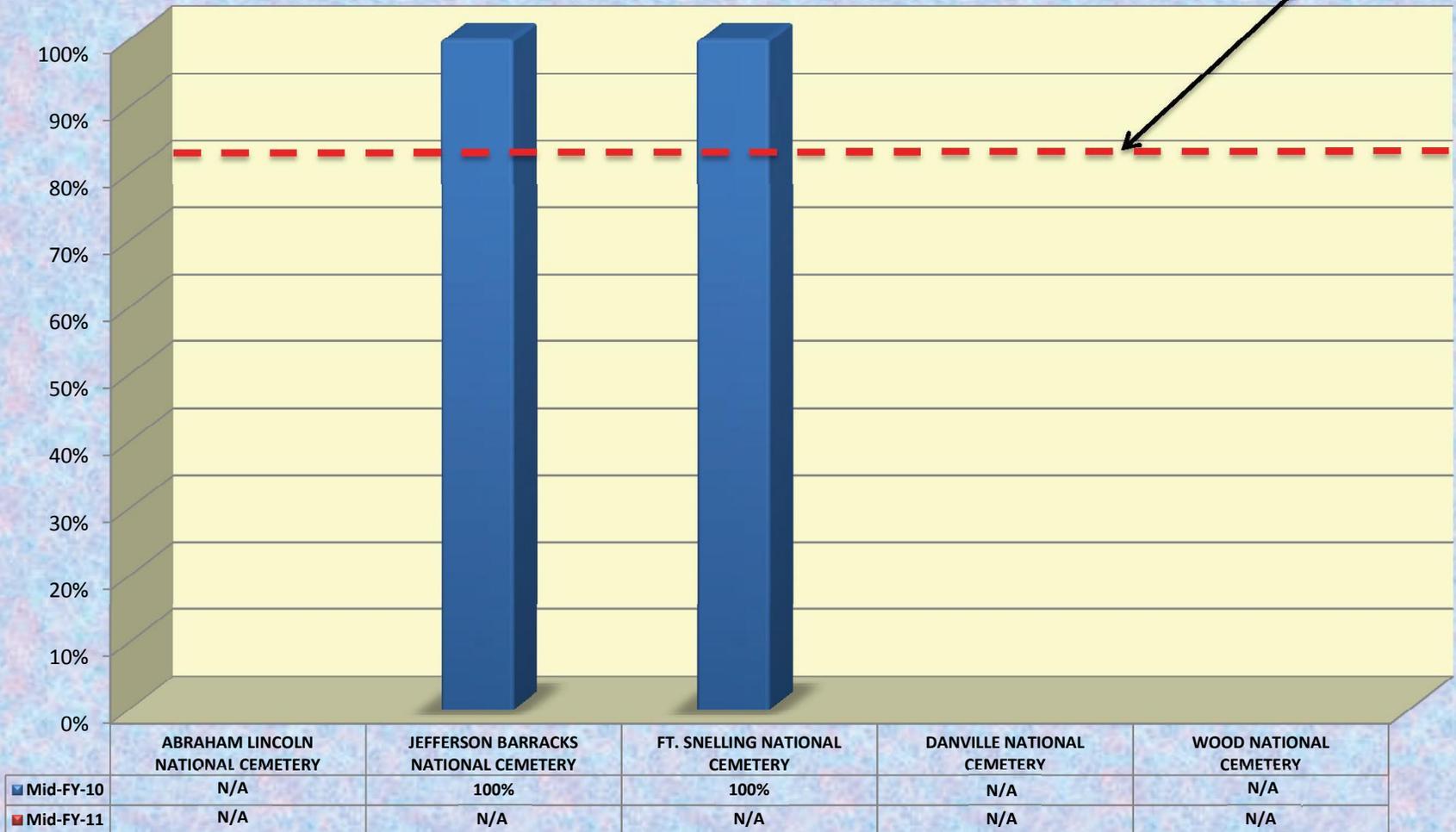


Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - MSN 4

78% Government-Wide Average

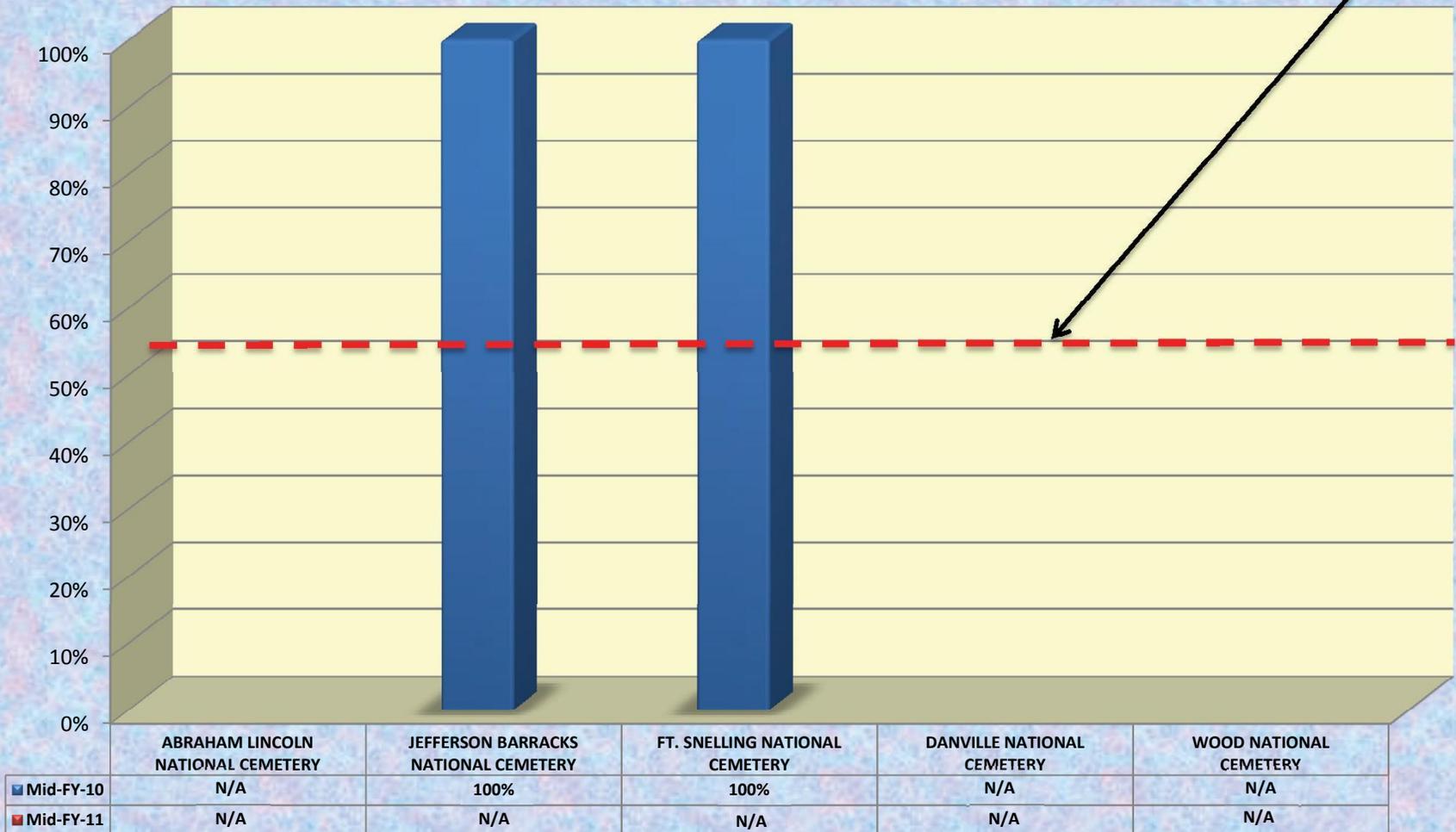


Data Source: ADTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - MSN 4

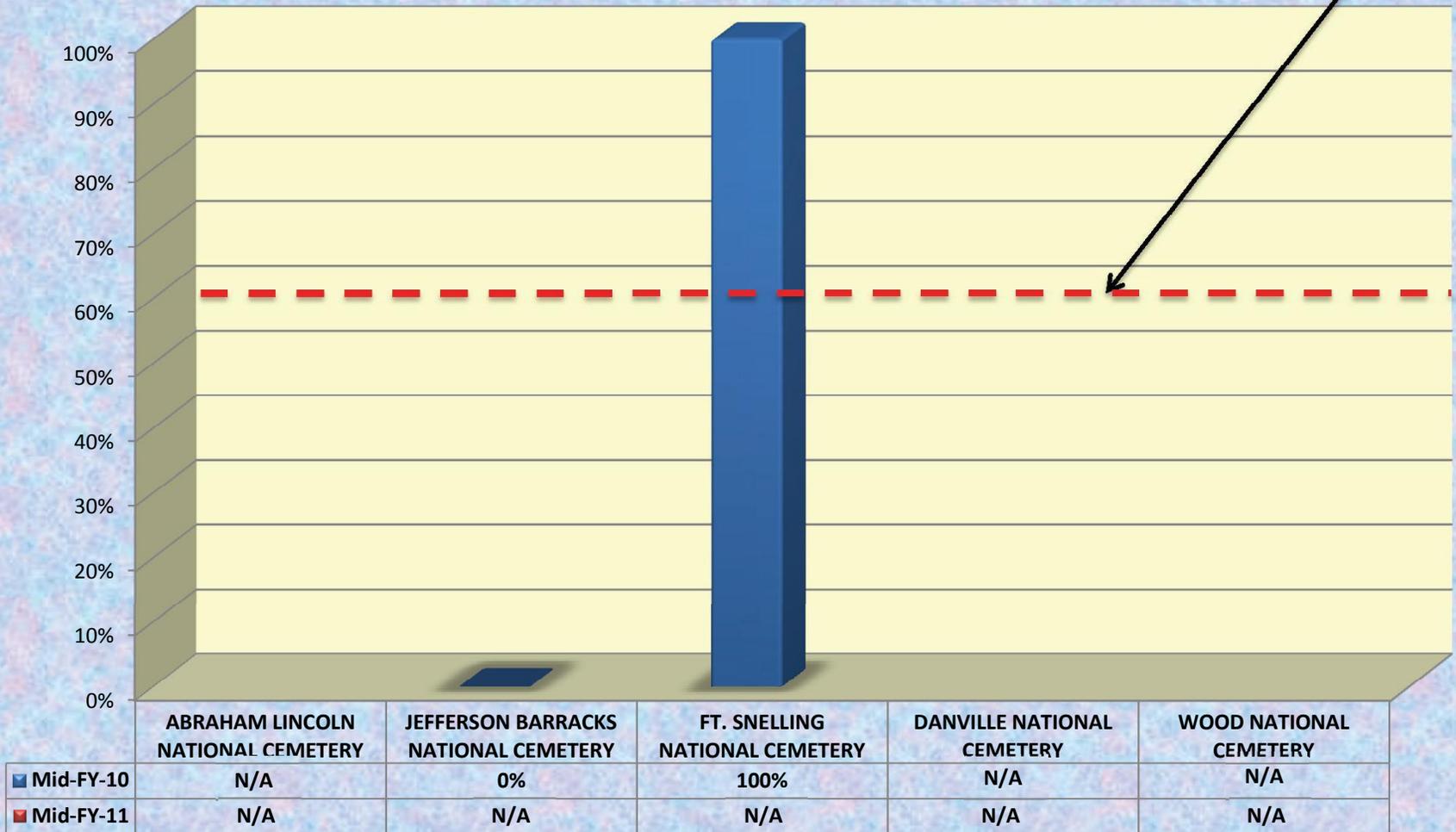
49 % Government-Wide Average



Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - MSN 4

56% Government-Wide Average

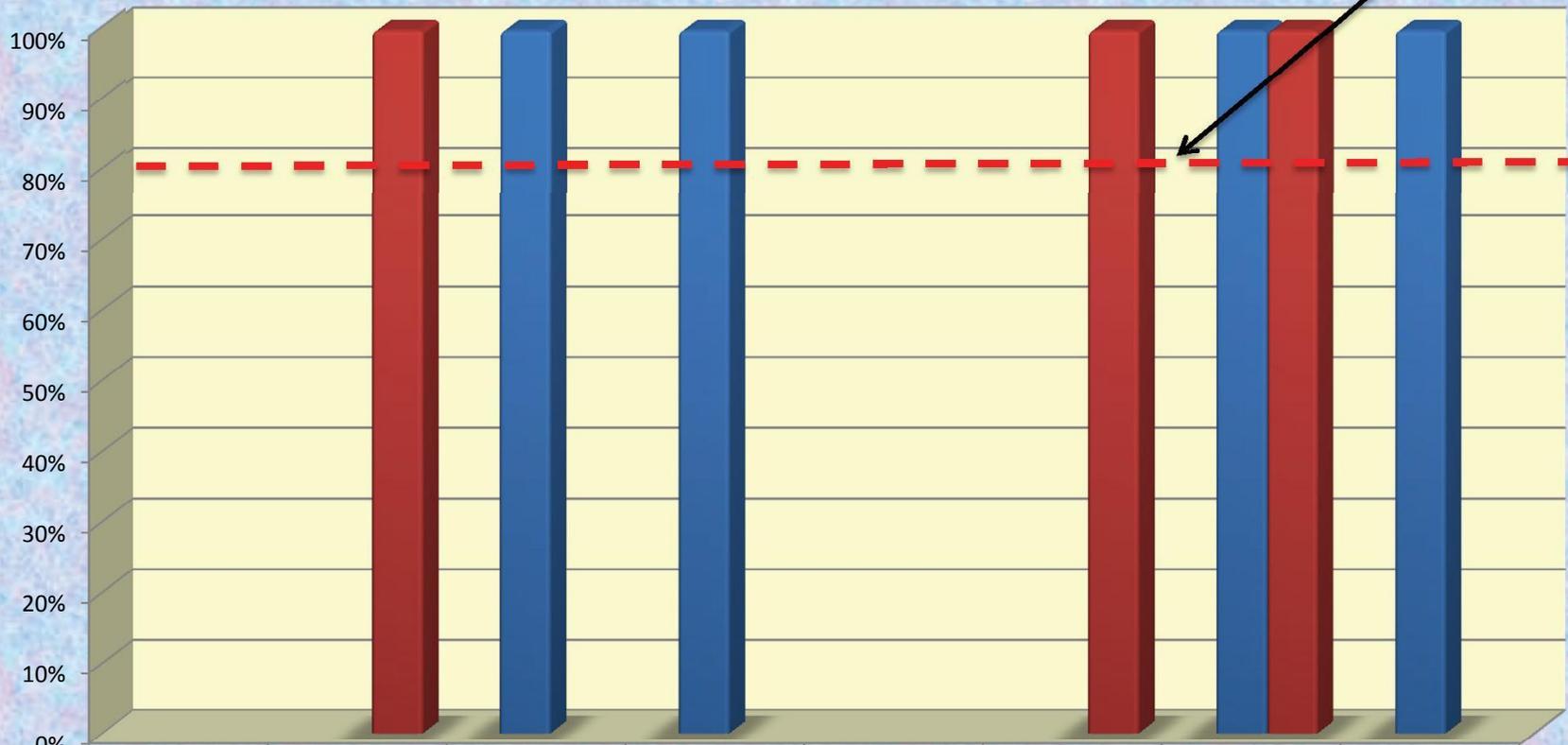


Data Source: Complaints Automated Tracking System (CATS)

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Offer Rate - MSN 5

78% Government-Wide Average

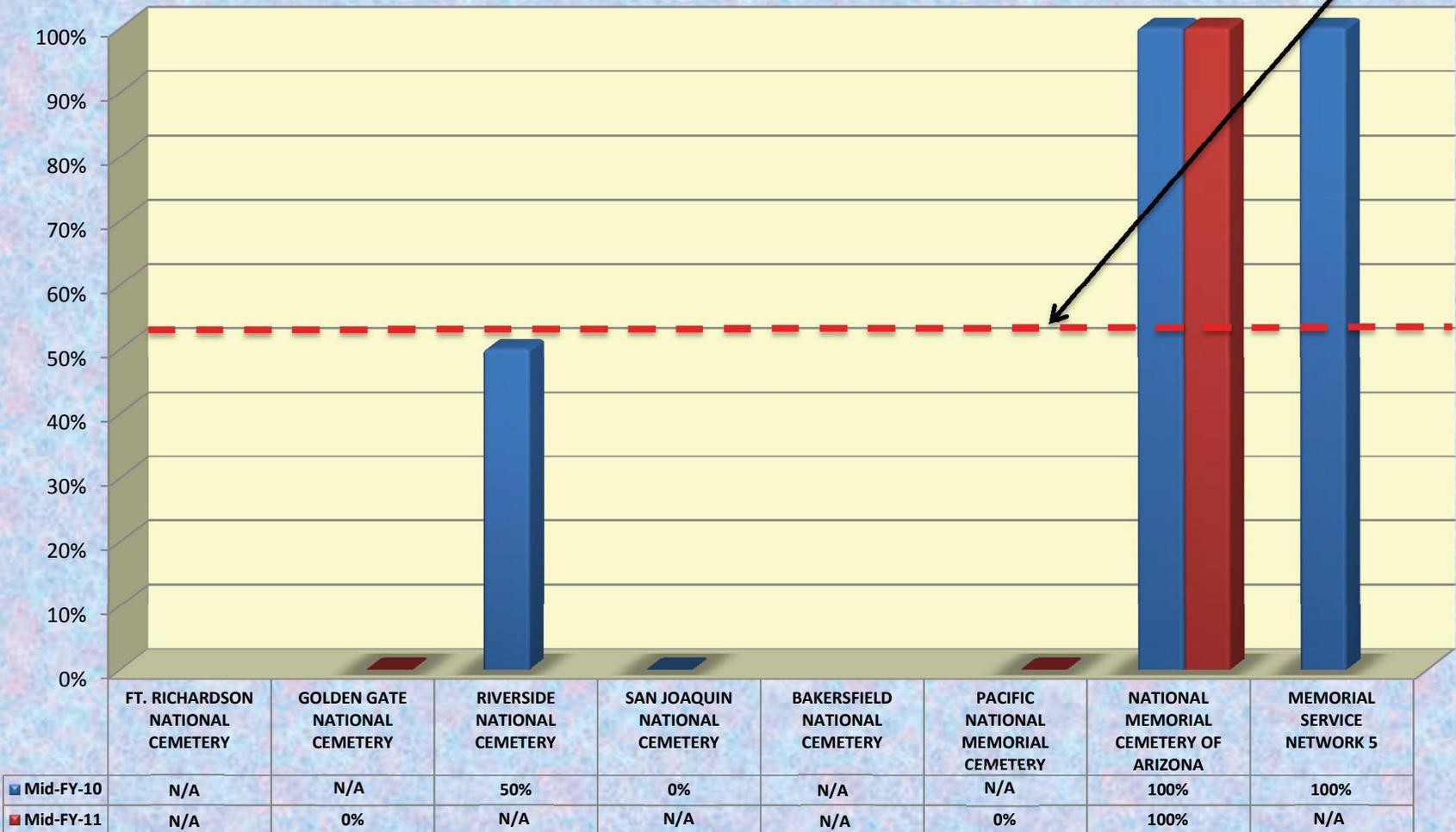


	FT. RICHARDSON NATIONAL CEMETERY	GOLDEN GATE NATIONAL CEMETERY	RIVERSIDE NATIONAL CEMETERY	SAN JOAQUIN NATIONAL CEMETERY	BAKERSFIELD NATIONAL CEMETERY	PACIFIC NATIONAL MEMORIAL CEMETERY	NATIONAL MEMORIAL CEMETERY OF ARIZONA	MEMORIAL SERVICE NETWORK 5
Mid-FY-10	N/A	N/A	100%	100%	N/A	N/A	100%	100%
Mid-FY-11	N/A	100%	N/A	N/A	N/A	100%	100%	N/A

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 ADR Participation Rate - MSN 5

49% Government-Wide Average

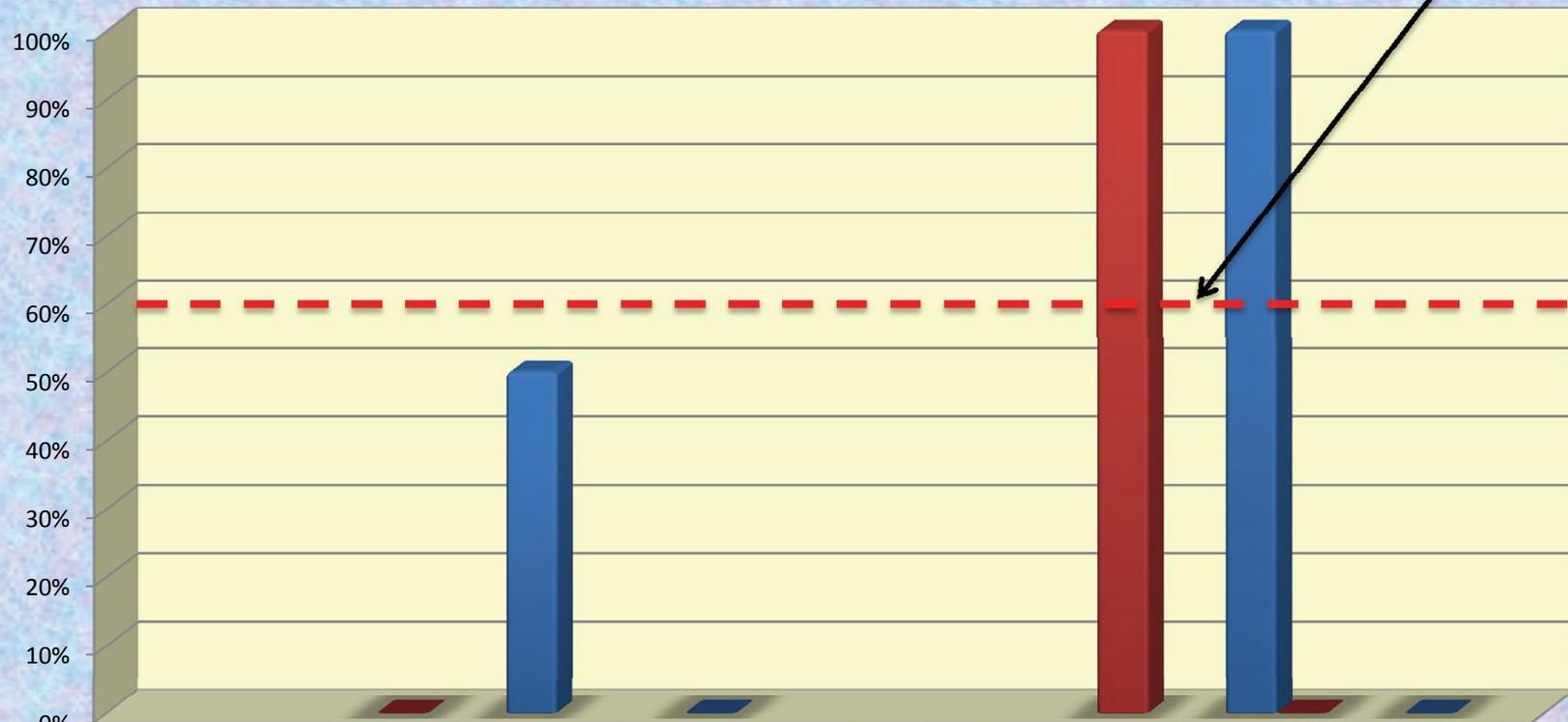


Data Source: ADRTTracker System

Mid-FY-10 and Mid-FY-11 Data as of 3/31/11

National Cemetery Administration Mid-FY-10 & Mid-FY-11 Resolution Rate - MSN 5

56% Government-Wide Average



	FT. RICHARDSON NATIONAL CEMETERY	GOLDEN GATE NATIONAL CEMETERY	RIVERSIDE NATIONAL CEMETERY	SAN JOAQUIN NATIONAL CEMETERY	BAKERSFIELD NATIONAL CEMETERY	PACIFIC NATIONAL MEMORIAL CEMETERY	NATIONAL MEMORIAL CEMETERY OF ARIZONA	MEMORIAL SERVICE NETWORK 5
Mid-FY-10	N/A	N/A	50%	0%	N/A	N/A	100%	0%
Mid-FY-11	N/A	0%	N/A	N/A	N/A	100%	0%	N/A

Data Source: Complaints Automated Tracking System (CATS)