The U.S. Equal Employment Opportunity Commission

Annual Report on the Federal Work Force Fiscal Year 2001

United States Equal Employment Opportunity Commission
Office of Federal Operations

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The U.S. Equal Employment Opportunity Commission

PREFACE

The U.S. Equal Employment Opportunity Commission (EEOC) was established by Title VII of the Civil Rights Act of 1964 and began operating on July 2, 1965. In the federal sector, the EEOC enforces Title VII of the Civil Rights Act of 1964, as amended, which prohibits employment discrimination on the basis of race, color, religion, sex, or national origin; the Age Discrimination in Employment Act (ADEA) of 1967, as amended, which prohibits employment discrimination against individuals 40 years of age and older; the Equal Pay Act (EPA) of 1963 which prohibits discrimination on the basis of gender in compensation for substantially similar work under similar conditions; and Sections 501 and 505 of the Rehabilitation Act of 1973, as amended, which prohibit employment discrimination against federal employees with disabilities.

This is the U.S. Equal Employment Opportunity Commission's annual report to the President and to Congress on equal employment programs in the federal workplace. This annual report is submitted as part of the Equal Employment Opportunity Commission's responsibility to monitor federal agency compliance with Section 717 of Title VII of the Civil Rights Act of 1964, as amended, and Section 501 of the Rehabilitation Act of 1973, as amended. This report covers fiscal year 2001, the period from October 1, 2000, through September 30, 2001. The report describes the progress of federal agencies in creating equal employment opportunity (EEO) for America's federal workers.

It is the responsibility of the EEOC to monitor federal agency compliance with EEO laws and procedures and to review and assess the effect of agency employment programs on minorities, women and people with disabilities. Agencies are required to maintain a continuing affirmative employment program to promote equal opportunity and to identify and eliminate discriminatory practices and policies. Agencies must provide the EEOC with information, delineated by race, national origin, sex and disability status, concerning their employment programs and must submit national and regional EEO plans of action. Agencies are also required to provide information concerning pre-complaint counseling, complaint processing and the disposition of complaints of discrimination. Agencies must also provide reports regarding their alternative dispute resolution programs. To support their programs, agencies must provide sufficient resources for their EEO programs; provide for the prompt, fair and impartial processing of complaints; and conduct a continuing campaign to eradicate every form of prejudice or discrimination from their personnel policies, practices and working conditions. Agencies must also establish a system for periodically evaluating the sufficiency and effectiveness of their EEO programs.

In order to prepare this report, EEOC relies on federal agencies to provide timely, accurate and reliable data to the EEOC. The EEOC remains committed to working with stakeholders in improving the quality, timeliness, and usefulness of data submitted in agency reports.

The EEOC attempted to reconcile data used in this report with the agencies where perceived inconsistencies occurred. Every agency submitting Form 462 cooperated but reconciliation was not always successful. This report reflects the data as submitted (and corrected) by each agency downloaded from the EEOC web site.

EXECUTIVE SUMMARY

WORK FORCE IN GENERAL

- Over a ten year period from FY 1992 to FY 2001, the participation rate for women, Blacks, Hispanics, and Asian/Pacific Islanders increased.
- Hispanics continued to be substantially under represented in the federal work force when compared to their relevant labor force availability.

PARTICIPATION RATES BY GRADE AND PAY

- There are 14,552 Senior Pay Level positions government wide.
    - Whites held 86.92% (12,648 of 14,552) of the Senior Pay Level positions in FY 2001. At the GS-14 level, Whites comprised 81.66% of those positions and 83.78% of the GS-15 level positions.
    - Blacks held 6.99% of the Senior Pay Level positions (1,017), a decrease from 7.11% in FY 2000. At the GS-14 level, Blacks comprised 9.28% of those positions and 6.29% of the GS-15 level positions.
    - Hispanics held 441 of the Senior Pay Level positions or 3.03%, a slight decrease from 3.14% in FY 2000. At the GS-14 level, Hispanics comprised 3.76% of those positions and 3.38% of the GS-15 level positions.
    - Asians/Pacific Islanders held 326 of the Senior Pay Level positions or 2.24%. At the GS-14 level, Asian/Pacific Islanders comprised 4.26% of those positions and 5.81% of the GS-15 level positions.
    - American Indians/Alaskan Natives held 120 of the Senior Pay Level or 0.82% of the Senior Pay Level positions. At the GS-14 level, American Indian/Alaskan Natives comprised 1.03% of those positions and 0.74% of the GS-15 level positions.
- For FY 2001, of the 14,552 Senior Pay Level positions, 11,020 (or 75.73%) were held by men. Men hold 69.27% of the GS-14 positions and 74.26% of the GS-15 positions.
- Of the 14,552 Senior Pay Level positions government wide, women held 3,532 or 24.27%. The U.S. Department of Justice employed 1,143 of the total 3,532 women.
- The agencies with the greatest percentage of women in the Senior Executive Service/senior pay ranks are Equal Employment Opportunity Commission (50.00%), Office of Personnel Management (39.02%), Small Business Administration (38.46), U.S. Department of Education (36.26%); and U.S. Department of Housing and Urban Development (34.53%).
- Few agencies employed people with targeted disabilities at the 5.95% estimated availability rate. The top 5 agencies (with 1,001 or more employees) for the employment of people with targeted disabilities are: Defense Logistics Agency (2.36%),Social Security Administration (2.32%), Defense Finance and Accounting Office (2.07%), National Archives and Records Administration (2.05%), and Army Air Force Exchange Service (2.00%).
- The number of people with targeted disabilities in the federal work force declined by 1.45% between FY 2000 and FY 2001.
- The table showing staffing for agencies of 1,001 or more employees indicates that the agencies with the highest percentage of people with reportable disabilities were Defense Finance and Accounting Service (11.14%); the Railroad Retirement Board (10.93%) and the Defense Commissary Agency (9.67%).
- Of the total GS-15 positions, Blacks held 3,371 (6.29%); Hispanics held 1,813 (3.38%); Asians/

Pacific Islanders held 3,115 (5.81%) and American Indians/Alaskan Natives held 395 (0.74%).

- The average White Collar grade for Whites was 10.37; for Hispanics, 9.17, for Asians/Pacific Islanders 10.13; for Blacks 8.77; and for American Indians/Alaskan Natives 8.43.
- The average White Collar grade for women was 9.04, almost one grade below the government wide average grade level of 9.96.
- The average White Collar grade for people with reportable disabilities was 9.10 about one grade below the government wide average grade level (10.03) for people with no known disability. The average White Collar grade for people with targeted disabilities was 8.00.

FEDERAL SECTOR EEO COMPLAINTS

- The number of complaints filed for FY 2001 was 23,301, a 4.99% decrease from FY 2000. These complaints were filed by 17,676 individuals.
- The most frequent basis alleged was reprisal, which constituted 20.89% of the federal sector allegations. Race (Black) was a basis for 13.95% and race (White) was a basis for 5.60% of all allegations. Sex (female) constituted 13.17% and Sex (male) was 9.08% of all allegations. Age was 12.81% and disability constituted 13.94% of all allegations.
- Non-sexual harassment was the most frequently cited issue alleged in the complaints, followed by promotion/non-selection.
- The U.S. Postal Service which represents 30.23% of the total federal workforce continued to have the largest number of complaints filed. A total of 11,203 complaints were filed by U. S. Postal Service employees in FY 2001, or 48.08% of all complaints filed. The 11,203 complaints represented a 6.16% increase from the 10,553 complaints filed in FY 2000.
- During FY 2001, $42,986,199 was recovered in remedies, including attorney's fees and costs.
- The average processing time from complaint filing to resolution was 464 days, a slight decrease from 472 days in FY 2000.
- Of the 77 agencies that conducted EEO investigations, investigations took an average of 240 days to complete. It took more time (an average of 279 days) for those completed by contractors in contrast to the 219 average days for agency investigations. On average, it took 309 days for a dismissal and 402 days for a final agency decision that did not involve an administrative judge.
- The inventories of unresolved federal sector discrimination cases at agencies continue to decline. The EEO complaint inventories declined slightly (2.56%), from 33,617 at the end of FY 2000 to 32,421 at the end of FY 2001.

ALTERNATIVE DISPUTE RESOLUTIONS (ADR)

- During the pre-complaint process, ADR was attempted in 31.8% of all matters where an EEO Counselor or ADR Intake Officer was contacted. Mediation was the most popular form of ADR, representing 96.47% of all ADR attempts.
- Where ADR was attempted during the pre-complaint process, 56.1% of those matters were resolved before a complaint was filed.
- During the formal complaint process, ADR was attempted in 10.9% of all formal complaints. Mediation was the most popular form of ADR, representing 74.3% of all ADR attempts.

- Where ADR was attempted during the formal complaint process, 64.3% of those matters resulted in either a settlement or a withdrawn complaint.

HEARINGS

- At the EEOC, hearing requests totaled 10,448 in FY 2001, a decrease of nearly 27% from the FY 2000 receipts. Consolidation of these complaints resulted in 9,817 consolidated cases.
- The hearing resolutions during the period totaled 10,441 or 9,402 if based on the consolidated number of closures. These included 9,316 individual complaints and 86 class action cases. The EEOC hearings program had a total of 11,657 consolidated cases pending at the end of FY 2001.

APPEALS

- The EEOC received 6,894 appeals in FY 2001, 8.99% less than the 7,575 filed in FY 2000.
- The EEOC increased the number of appeals closed by 2.02% from 9,148 in FY 2000 to 9,333 in FY 2001.
- The EEOC continued to resolve more appeals than it received, resulting in a decrease in the pending inventory.

PART I
EMPLOYMENT OF MINORITIES, WOMEN, AND PEOPLE WITH DISABILITIES

A. BACKGROUND AND STATUTORY AUTHORITY

This Nation has many laws guaranteeing the civil rights of its citizens. The landmark civil rights legislation outlawing discrimination based on race, color, religion, gender or national origin remains the Civil Rights Act of 1964. Since 1964, a number of significant statutes and Executive Orders have established the legal foundation for federal agencies in the areas of equal employment opportunity (EEO) and affirmative employment. Because of these laws and regulations, federal agencies have an affirmative obligation to ensure non-discrimination as a condition of compliance with Section 717 of Title VII of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973 relating to equal employment opportunity in the federal government.

Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination with regard to any personnel action, or a term, condition, or privilege of employment, based upon race, color, sex, national origin or religion. Section 717 of Title VII of the Civil Rights Act of 1964, as amended, provides:

a. All personnel actions affecting employees or applicants for employment ... in the federal government . . . shall be made free from any discrimination based on race, color, religion, sex, or national origin.

b. Except as otherwise provided in this subsection, the Equal Employment Opportunity

Commission shall have authority to enforce the provisions of subsection (a).

Title VII also requires that the EEOC oversee the affirmative program of equal employment opportunity and to be responsible for the review and evaluation of the operation of all agency equal opportunity programs, including progress reports from each such department or agency.

The Rehabilitation Act of 1973, as amended, prohibits discrimination against qualified individuals with disabilities on the basis of their disabling condition. This Act also requires affirmative employment plans for the hiring, placement and advancement of individuals with disabilities within the federal government. The standards of the Americans with Disabilities Act of 1990 (ADA), which also prohibits discrimination against individuals with disabilities, applies to the federal government through the Rehabilitation Act.

In addition to the laws and regulations prohibiting discrimination on the basis of race, color, sex, national origin, religion, age, and disability, the federal government acts pro-actively in the area of affirmative employment. Federal agencies submit annual reports to the Equal Employment Opportunity Commission regarding their Affirmative Employment Programs (AEP). An AEP addresses efforts and accomplishments in recruitment, promotions, training, hiring and other advancement opportunities.

Although Title VII grants EEOC oversight authority, many executive branch agencies - including Office of Personnel Management (OPM), Merit Systems Protection Board (MSPB), and the Departments of Justice and Labor - have shared responsibility for establishing, overseeing, and enforcing the federal civil rights laws and affirmative employment programs. Federal agencies report to the Office of Personnel Management the results of their Federal Equal Opportunity Recruitment Program (FEORP) activities. FEORP was established under the Civil Service Reform Act of 1978. It requires agencies to maintain equal opportunity recruitment programs.

B. SCOPE AND METHODOLOGY

The current federal work force data [(1)] in this section of the report come from the annual reports filed by federal agencies and the OPM's Central Personnel Data File (CPDF)[(2)]. The Civilian Labor Force (CLF)[(3)] data for 1990 were derived from the 1990 census. The EEOC used the CLF data to produce Census Availability Data (CAD). The EEOC provided federal agencies with the availability data to be used for comparing the federal agency participation rates with the relevant labor force. In addition, EEOC provided agencies with the CLF data for all Professional occupations in the federal government.

The EEOC used the CAD for the purpose of evaluating federal agencies' progress in ensuring equal employment opportunities. The CAD was also used in reviewing the agencies' annual accomplishment reports, using the current five standard PATCO categories [(4)].

This report is based on the current five PATCO categories and provides race and ethnicity data and data by gender and disability status. The Office of Management and Budget announced changes to the standards that govern the way all federal race and ethnicity data will be collected and reported in the future.

PATCO

During the 1970s, the former Civil Service Commission (now OPM) created and defined five

employment categories (PATCO) by which federal agencies could group occupational series for various purposes (e.g., coverage under the Fair Labor Standards Act). These categories, still used in many areas of federal personnel administration, are a key element in the CPDF. See, note 4, supra.

The EEOC is issuing this report as part of its responsibility for the review and evaluation of the operation of all agency equal employment opportunity programs. This report is based on the submissions of 111 agencies and covers most of the federal work force.

Part I analyzes total work force data generated by combining CPDF information and work force information from non-CPDF agencies with 500 or more employees.

EEOC MANAGEMENT DIRECTIVES

In October 1987, the EEOC issued Management Directive 713, Affirmative Action for Hiring, Placement, and Advancement of Individuals with Disabilities, (MD-713) and Management Directive 714, Instruction for the Development and Submission of Federal Affirmative Employment Multi- Year Program Plans, Annual Accomplishment Reports, and Annual Plan Updates (MD-714) covering federal affirmative employment programs. The directives place the major responsibility for implementing an affirmative employment program on federal agency heads.

The EEOC continues to have evaluation and oversight responsibilities for agency affirmative employment programs. In September 1994, both management directives were extended and are still in force.

On January 21, 1988, federal agency EEO Directors were provided guidance on federal affirmative employment planning for minorities and women. The EEOC developed an agency guide and sample plan for a hypothetical agency of moderate size to assist federal agencies in the implementation of the new directive. The management directives and the guidance provide instructions to federal agencies for submission of annual accomplishment reports and affirmative employment plan (AEP) updates. The January 1988 guidance provided to EEO Directors is still in effect.

The EEOC may conduct a full program review of any agency that fails to meet the requirements of the management directives in developing and implementing an AEP or when the agency AEP efforts show little progress. A review of an agency's program may include an examination of its AEP objectives, strategies, procedures, or accomplishments.

During FY 2001, EEOC's Office of Federal Operations conducted a total of twenty-three onsite program reviews of federal agencies while continuing to place emphasis on technical assistance visits to provide guidance to agencies during downsizing, reorganization and restructuring. EEOC also conducted one follow-up review of a previous onsite program review. One hundred and eleven federal Executive Branch agencies report to the EEOC.

The EEOC's nine Federal Affirmative Action (FAA) units conducted onsite reviews (21 of 23) and provided technical assistance to federal agencies. In an effort to reach the personnel involved in developing affirmative employment plans, some FAA units held training conferences for federal agency EEO staff in the field. The FAA units are located in Atlanta, Chicago, Dallas, Denver, New York, Philadelphia, St. Louis, San Francisco, and Seattle.

C. AGENCY SUBMISSIONS

One hundred seventeen federal agencies were required to submit the EEO-MD-713 annual accomplishment report. The following thirty-one agencies did not submit the required report prior to the preparation of the annual report.

Agency for International Development
Department of Agriculture
Department of Commerce
Department of Defense
Department of the Army
Defense Finance and Accounting Service
Defense Human Resources Activity
DoD, Office of the Secretary
National Security Agency
National Imagery and Mapping Agency
Department of Education
Environmental Protection Agency
Executive Office of the President
Council of Economic Advisors
Council of Environmental Quality
National Drug Control Policy
National Security Council
Office of Administration
Office of Management and Budget
Office of Science and Technology
U.S. Trade Representative
Board of Governors of the Federal Reserve System
Department of Health and Human Services
Department of Housing and Urban Development
Inter-American Foundation
Department of Justice
National Archives and Records Administration
Peace Corps
Small Business Administration
Department of State
Department of Transportation
U. S. Naval Home

Thirty-eight federal agencies did not collect and report the application data for people with targeted disabilities as required by EEO-MD-713 and are listed below:

Department of Agriculture
Department of Commerce
Corporation for National Community Service
Department of Defense
Department of the Air Force
Department of the Army
Defense Commissary Agency
Defense Contract Audit Agency
Defense Contract Management Agency

Defense Education Activity
Defense Finance and Accounting Service
Defense Logistics Agency
Department of the Navy
Defense Nuclear Facilities Safety Board
Office of the Secretary of Defense
Defense Security Service
Department of Education
Department of Energy
Farm Credit Administration
Federal Communications Commission
Federal Trade Commission
General Services Administration
Department of Interior
International Boundary and Water Commission
International Trade Commission
Department of Justice
Department of Labor
Merit Systems Protection Board
National Aeronautics and Space Administration
National Archives and Records Administration
National Gallery of Art
Nuclear Regulatory Commission
Office of Personnel Management
Pension Benefit Guaranty Corporation
Security and Exchange Commission
Small Business Administration
Smithsonian Institute
Department of Transportation
United States Postal Service
Department of Veteran Affairs

D. TOTAL WORK FORCE SUMMARY AND TREND DATA

1. TEN YEAR TRENDS

- Over the ten year period (1992 - 2001), the federal work force decreased from 2,742,491 in FY 1992 to 2,442,335 in FY 2001. That trend reversed between FY 2000 and FY 2001 when the size of the federal work force increased by 0.11% from 2,442,643 in FY 2000 to 2,445,335 in FY 2001.

- Over the ten year period, the participation rate for women at the Senior Pay Level improved from 12.64% in FY 1992 to 24.27% in FY 2001. The participation rate for Blacks at the Senior Pay Level increased from 4.48% to 6.99%, for Hispanics from 1.85% to 3.03%; for Asians/Pacific Islanders from 1.13% to 2.24% and for American Indians/Alaskan Natives from 0.54% to 0.82% [(5)].

- Despite some progress the participation rate for women and minorities in Senior Pay Level positions continued to be below their expected availability based on the relevant labor force.

- Thirty-six percent of women employed in the federal work force are in the General

Schedule and Related Grades 5 through 8.

2. PARTICIPATION RATES

- While the number of women in the federal work force increased, the percentage did not change significantly. The participation rate of women in the federal work force (42.45%) continued to be below the 1990 CLF (45.70%).
- The participation rate for people with disabilities, especially people with targeted disabilities[(6)], remains well below their estimated availability. The percentage of people with targeted disabilities in the federal work force decreased for the fifth consecutive year and by 6.41% for the five year period 1997 to 2001.

3. DISTRIBUTION OF WORKERS AMONG FEDERAL AGENCIES

- Work force participation rates vary considerably by agency. The data show wide differences in the participation rates of certain groups among executive departments and independent agencies with 500 or more employees.
- The Department of Justice (DOJ) is the largest employer of Hispanics. DOJ's 13,763 Hispanic employees represent 11.22% of the permanent DOJ work force.
- The Department of Veterans Affairs (VA) is the largest employer of Blacks. The 48,802 Blacks in the Department of Veterans Affairs represents 24.23% of the permanent VA work force. VA employs 115,170 women, which is 57.20% of the Veterans Affairs permanent work force.

E. GRADE AND PAY

1. SENIOR PAY LEVEL

The Civil Service Reform Act of 1978 established the Senior Executive Service (SES) as a separate personnel system covering a majority of the top managerial, supervisory, and policy- making positions in the Executive branch of the federal government. The Senior Pay Level (SPL) represent less than 1% of the total federal white collar work force. These positions include the SES, Executive Service, Senior Foreign Service, and other employees earning salaries above grade 15 of the General Schedule.

At the end of FY 2001, of the 14,522 SPL positions in the federal government, 13.11% were occupied by Blacks, Asians/Pacific Islanders, Hispanics and American Indians/ Alaskan Natives (up from 8.01% in 1992).

Women occupied 24.27% of SPL positions (up from 12.64% in 1992). In the "feeder grades" to SPL positions, GS grades 14 and 15, minorities comprised 17.54% in 2001, compared to 14.0% in 1996, while women comprised 28.95% in 2001 compared to 21.84% in 1996.

Further, the SPL participation rates for women, Blacks, Asians/Pacific Islanders, Hispanics and American Indians/Alaskan Natives continued to be below their expected availability based on the relevant labor force figures in every category.

a. Race/Ethnicity

Whites - The SPL participation rate for Whites was 86.92% in FY 2001.

Blacks - The SPL participation rate for Blacks decreased from 7.11% in FY 2000 to 6.99% in FY 2001; and over the ten year period, the SPL participation rate for Blacks rose from 4.48% to 6.99%.

Asians/Pacific Islanders - The SPL participation rate for Asians/Pacific Islanders increased from 2.14% in FY 2000 to 2.24% in FY 2001; and over the ten year period, the SPL rate for Asians/Pacific Islanders rose from 1.13% to 2.24%.

American Indians/Alaskan Natives - For American Indians/Alaskan Natives, the SPL participation rate increased from 0.80% in FY 2000 to 0.82% in FY 2001 and over the ten year period, the SPL rate for American Indians/Alaskan Natives rose from 0.54% to 0.82%.

Hispanics - The SPL participation rate for Hispanics decreased from 3.14% in FY 2000 to 3.03% in FY 2001; and over ten period, the SPL rate for Hispanics rose from 1.85% to 3.03%.

b. Gender

Women - The SPL participation rate for women increased from 24.19% in FY 2000 to 24.27% in FY 2001; and over the ten year period, the SPL rate for women rose from 12.64% to 24.27%.

Men - Participation of men at the Senior Pay Level decreased from 75.81% in FY 2000 to 75.73% in FY 2001; and over the ten year period the SPL rate for declined from 80.07% to 75.73%.

c. People with Disabilities

The SPL participation rate of people with disabilities was 3.97%, while the participation rate of people with targeted disabilities was less than one-half of one percent (0.41%). EEOC does not have ten year SPL data available for people with disabilities.

2. AVERAGE WHITE COLLAR PAY GRADES

The average grade level for the total white collar work force increased slightly during FY 2001. The government wide average grade level for white collar positions was 9.96 [(7)]. Of white collar employees, 30.31% were in grades 1-8; 38.34% were in grades 9-12; and 23.33% were in grades 13-15. Except for grades 1-8, these ratios were essentially unchanged from FY 2000.

Each of the federal white collar occupational series reflects a specialized line of work with specific classifications of skills and knowledge. White collar employees in the CPDF increased from 1,395,480 in FY 2000 to 1,416,205 in FY 2001. Of the total white collar positions, 26.93% were in the Professional category; 38.27% were in the Administrative category; 21.60% were in the Technical category; 9.46% were in the Clerical category; and 3.74% were in the Other category.

The white collar participation rate for Blacks, Hispanics, Asians/Pacific Islanders and

American Indians/Alaskan Natives increased from 29.41% in FY 2000 to 29.83% in FY 2001. Minorities comprised 18.18% of the 1990 white collar CLF [(8)]. Minority professional employees comprised 22.09% of the professional work force. The participation rates of Blacks, Hispanics, Asians/Pacific Islanders and American Indians/Alaskan Natives at the higher white collar grade levels increased slightly in FY 2001.

a. Race/Ethnicity

Whites - The average pay grade for Whites was 10.37. The pay grade averages for Whites remained between one half of a pay grade and one and one half pay grade higher than the averages for minorities in each occupational category, except for Clerical, where the pay grade average of Blacks is slightly higher than the average for Whites. These trends remained the same in FY 2001 as they have been for the past ten years.

Blacks - The participation rate for Blacks was 17.06% of all white collar jobs in FY 2001, a slight increase from 16.99% in FY 2000. Blacks comprised 8.75% of the white collar 1990 CLF. The participation rates for Blacks increased in all PATCOB categories during FY 2001, except in the Clerical and Blue Collar categories. The average pay grade for Blacks is 8.77 (1.60 grades lower than the White average). Blacks continued to be concentrated in the lower grade levels. Of the black white collar employees, 46.82% were in grade levels 1-8; 34.45% were in grade levels 9-12; and 13.79% were in grade levels 13-15.

Asians/Pacific Islanders - Asians/Pacific Islanders held 4.39% of all white collar federal jobs in FY 2001, an increase from 4.26% in FY 2000. Asians/Pacific Islanders comprised 3.12% of the white collar 1990 CLF. The participation rates for Asians/Pacific Islanders increased in all PATCOB categories during FY 2001. The average pay grade for Asians/Pacific Islanders 10.13 (0.34 of a grade lower than the White average); Asians/Pacific Islanders were concentrated in the middle grade levels: 27.68% were in grade levels 1-8; 37.36% were in grade levels 9-12; and 25.20% were in grade levels 13- 15.

American Indians/Alaskan Natives - American Indians/Alaskan Natives held 1.86% of all white collar federal jobs in FY 2001, an increase from 1.81% in FY 2000. American Indians/Alaskan Natives comprised 0.51% of the white collar 1990 CLF. The participation rates for American Indians/Alaskan Natives increased in all PATCOB categories during FY 2001. The average pay grade for American Indians/ Alaskan Natives was 8.43 (1.94 grades lower than the White average). American Indians/Alaskan Natives were concentrated in the lower grade levels: 48.52% were in grade levels 1-8; 35.13% were in grade levels 9-12; and 12.06% were in grade levels 13-15.

Hispanics - Hispanics held 6.52% of all white collar federal jobs in FY 2001, an increase from 6.34% in FY 2000. Hispanics comprised 5.80% of the white collar 1990 CLF. The participation rates for Hispanics increased in all PATCO categories during FY 2001. Hispanics were still below the 1990 CLF. The number of Hispanic men would need to increase by over 25% (15,592) in order to match the 1990 CLF participation rate of 4.8% Hispanic men. The average pay grade for Hispanics is 9.17 (1.20 grades lower than the White average). The percentage of Hispanics in the higher grade levels increased slightly in FY 2001. However, Hispanics were

still concentrated in the middle and lower grade levels: 39.15% were in grades 1-8; 40.0% were in grade levels 9-12; and 14.63% were in grade levels 13-15.

Figure I - 1

b. Gender

Women held 49.37% of all white collar federal jobs in FY 2001, unchanged from FY 2000. Women comprised 54.61% of the white collar 1990 CLF. The participation rates for women increased only in the Professional and Administrative categories during FY 2001. However, 15.69% of women were still in the Clerical category. Approximately one-third of women employed in the federal work force were in grades 5-8.The average white collar grade for women was 9.04, nearly one grade below the government wide average grade level. The average grade level for men (10.86) was 1.82 grades higher than women.The overall participation rate of women at GS13-15 has continuously increased in the last six years.

Men - Men increased in number and the participation rate remained unchanged in the white collar federal work force during FY 2001.

c. People with Disabilities

During the last five years the federal work force decreased by 0.11% while people with targeted disabilities decreased by 1.18%. People with targeted disabilities have never reached 1.5% of the federal work force, which would be only one-quarter of the 5.95% estimated availability. People with targeted disabilities would need to increase by 446% (119,800) in order to match the availability estimate of 5.95%. The average white collar grade for people with disabilities was 9.10, about one grade below the government wide average grade level (10.03) for people with no disability. The average grade level for people with targeted disabilities was 8.00.

Footnotes

1. Specific analyses by grade, white collar and blue collar groupings exclude the Army and Air Force Exchange Service, the Tennessee Valley Authority and the U.S. Postal Service. These agencies were included in some analyses of total federal employment. References to blue collar employment refer to the Federal Wage Grade Systems.

2. CPDF is an automated file created by OPM. The file is based on personnel action information submitted directly to OPM by federal agency appointing offices, and is updated monthly. The Standard Form 50, "Notification of Personnel Action," is the basic source of input to the CPDF. The CPDF does not include data for the Army and Air Force Exchange Service, Tennessee Valley Authority, or the United States Postal Service; these agencies make up approximately 30% of the federal work force. The Central Intelligence Agency, Defense Intelligence Agency, National Imagery and Mapping Agency, and National Security Agency are not included in the CPDF by Statute.

3. The CLF includes all persons, 16 years of age or older, excluding those in the Armed Forces, who were employed or seeking employment.

4. The PATCO categories are described as follows:

Professional - occupations that require knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's or higher degree with major study in or pertinent to the specialized field, as distinguished from general education. These occupations follow a two grade interval pattern in the General Schedule and related grades through GS-11 and one grade intervals to GS-15.

Administrative - occupations that involve the exercise of analytical ability, judgment, discretion, and personal responsibility, and application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management. These positions do not require specialized educational majors and typically follow a two grade interval pattern through GS-11 and one grade intervals to GS-15.

Technical - occupations that typically involve work associated with and supportive of a professional or administrative field, which is non-routine in nature and which involves extensive practical knowledge, gained through on-the-job experience or specific training less than that represented by college graduation. These jobs typically follow a one grade interval pattern in all grades.

Clerical - occupations that involve structured work in support of office, business, or fiscal operations performed in accordance with established policies, procedures, or techniques and requiring training, experience, or working knowledge related to the tasks to be performed. These jobs typically follow a one grade interval pattern.

Other - occupations that cannot be related to the above categories. Predominant occupations in this category are fire prevention, police, guard, and correctional jobs.

5. Blue Collar Employment - In FY 2001, blue collar jobs comprised 12.38% of the federal work force covered by the CPDF, a decrease from 13.16% in FY 2000. The percentage of blue collar jobs held by minorities increased slightly from 33.75% in FY 2000 to 33.85% in FY 2001 . The percentage of blue collar jobs held by women remained unchanged, but White men (61.38%) continued to be predominant. Women were only 9.61% of the blue collar occupational category, compared with the CLF participation rate of 14.10%. People with targeted disabilities only comprise 1.39% of the blue collar work force, but 14.98% of all people with targeted disabilities are in the blue collar job category.

6. Nine categories of severe disabilities were targeted for emphasis in affirmative employment programs for people with disabilities. These targeted disabilities and the applicable codes on Standard Form 256 are: deafness (16,17), blindness (23,25), missing extremities (28,32-38), partial paralysis (64-68), complete paralysis (71-78), convulsive disorders (82), mental retardation (90), mental illness (91), and distortion of limbs and/or spine (92). The Standard Form 256, Self-Identification of Reportable Handicap, is a voluntary self-identification form developed by the OPM and used to identify and track the number of employees with disabilities and the types of disabilities that were represented in the federal government work force. Many employees elect not to complete this form.

7a. **Professional** - The average grade level (12.33) for employees in the Professional category decreased slightly from 12.32 in FY 2000.

b. **Administrative** - The average grade level (11.65) for employees in the Administrative category remained unchanged from FY 2000.

c. **Technical** - The average grade level (7.28) for employees in the Technical category decreased slightly from 7.31.

d. **Clerical** - The average grade level (5.14) for employees in the Clerical category remained unchanged from 2000.

8. White collar CLF data describes employees and persons seeking work and have been differentiated into five categories to match the current PATCO categories. The PATCO CLF data were derived by EEOC from the 1990 Census by matching each of the approximately 420 federal occupational series with the appropriate counterpart employment occupations in the Census occupation listing. The white collar CLF data excluded census categories of sales worker, craft workers, operatives, and laborers.

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The U.S. Equal Employment Opportunity Commission

PART II
FEDERAL SECTOR COMPLAINTS PROCESSING

The EEOC has published an annual report on the administrative processing of federal sector EEO complaints from the pre-complaint counseling and formal complaint stages since 1982. Appeals data were added to the report in FY 1991. The information included in the FY 2001 report covers the pre-complaint through the appellate processing of federal EEO complaints. The FY 2001 data cover the complaints processing activity from October 1, 2000 to September 30, 2001. The data were received from federal agencies covered by *29 C.F.R. Part 1614*.

The EEOC regulations require federal agencies with 100 or more employees to report their EEO complaints data to the EEOC at the end of each fiscal year. All federal agencies having fewer than 100 employees must maintain data on discrimination complaint activities and submit the data to EEOC upon request. In Part II, the word "government-wide" refers to the combined complaints data submitted by the covered federal agencies.

A. PRE-COMPLAINT COUNSELING IN THE FEDERAL SECTOR

The number of people counseled decreased by 10.5% (5,528), from 52,611 in FY 2000 to 47,083 in FY 2001. The percent of the work force counseled also decreased from 2.0% in FY 2000 to 1.74% in FY 2001.

Table II - 1 Summary of Federal EEO Counseling Activities Government-Wide - FY 1998 - FY 2001

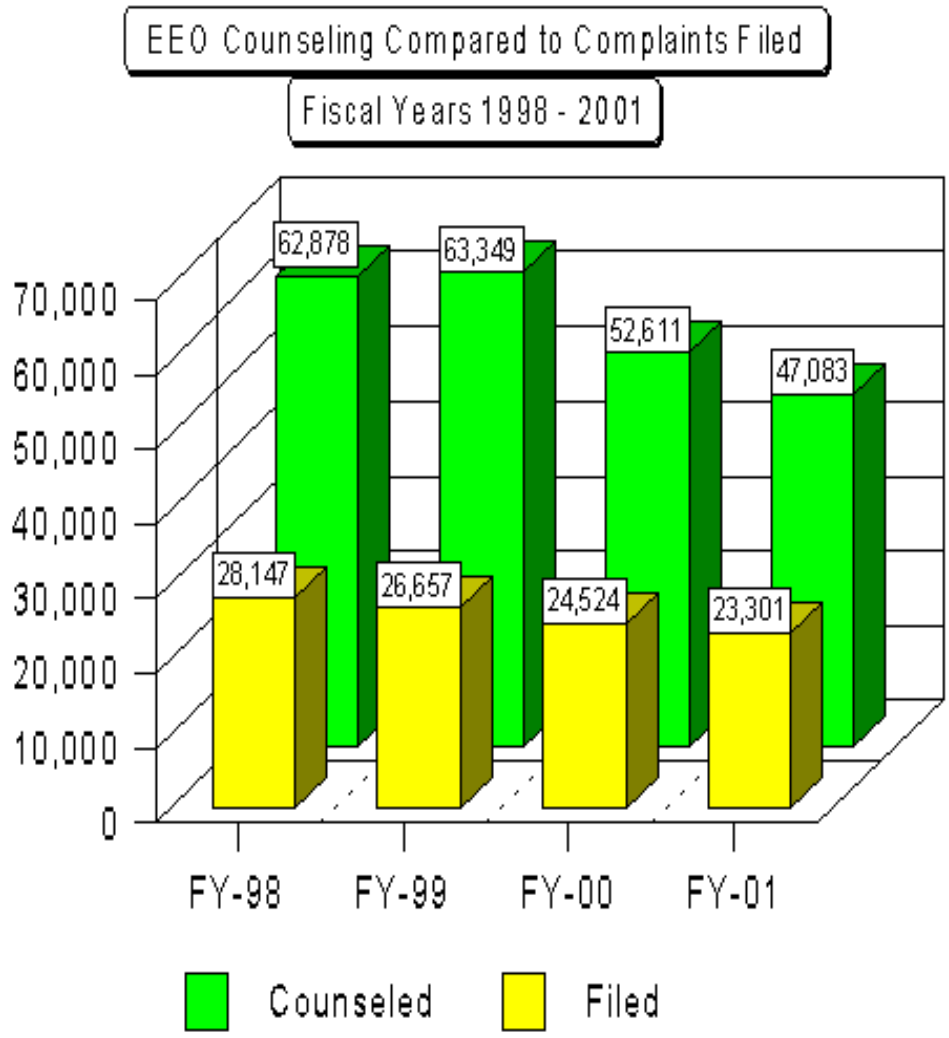
Fiscal Year	Persons Counseled
1998	62,878
1999	63,349
2000	52,611
2001	47,083

Table II - 2 Pre-Complaint Counseling in FY 2001

Total Counseled	Counseled Within Regulatory Time		Counseled Beyond Regulatory Time		ADR in Counseling Phase		Counseled on Remand	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
47,083	40,598	86.2	5,921	12.6	19,124	40.6	564	1.2

B. COMPLAINTS FILED

In FY 2001, 49% of those counseled filed complaints, compared to the 47% in FY 2000.

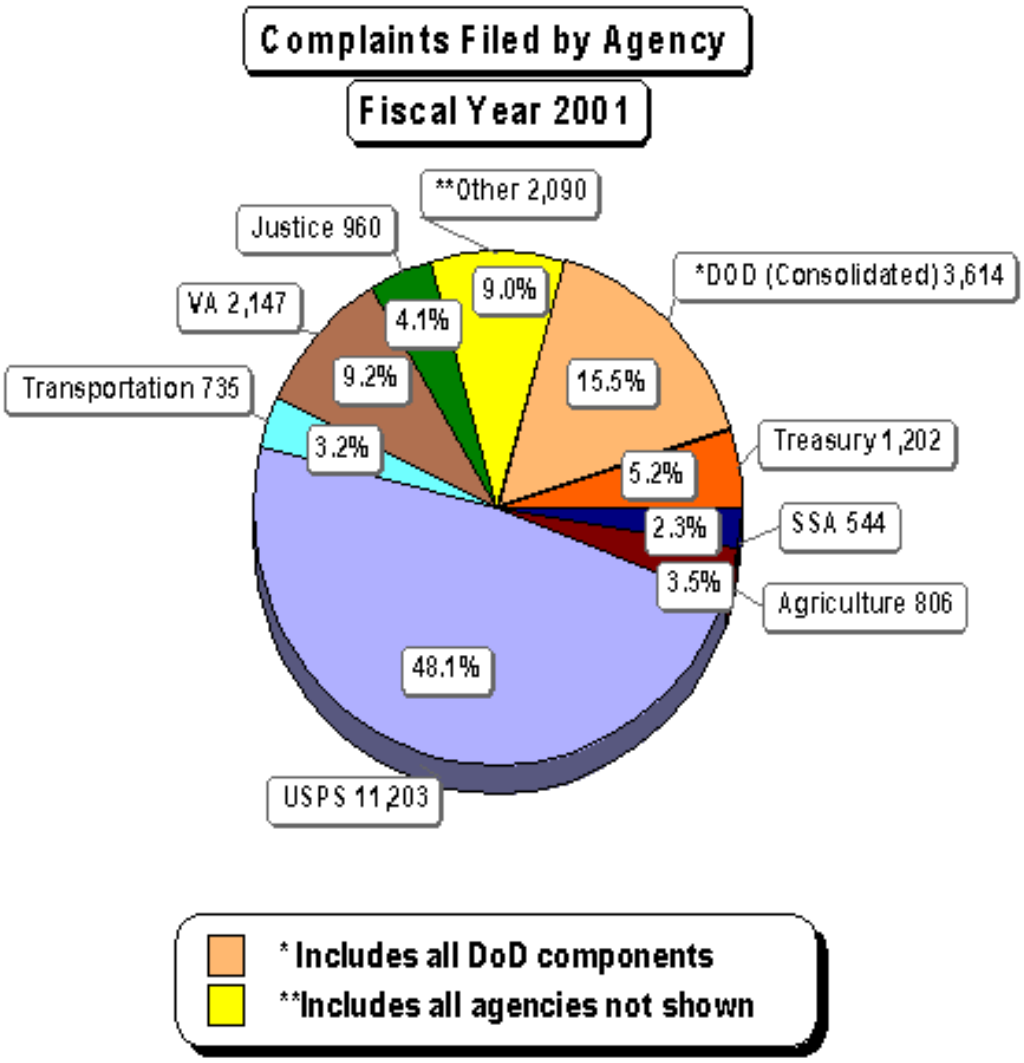


As shown in Table II-3, the government-wide inventory of EEO complaints continued to decrease.

Table II-3 EEO Complaints Beginning and Ending Inventory Government Wide

Fiscal Year	Complaints on Hand at Beginning of Reporting Period	(+) Complaints Filed During the Reporting Period	(-) Complaints Closed During the Reporting Period	(=) Complaints on Hand at the End of the Reporting Period [(1)]	Rate of Inventory Growth/(Reduction)	
					Number	Percent
FY 1998	34,325	28,147	27,200	36,333	2,008	+5.9
FY 1999	36,930	26,657	29,822	35,258	(1,672)	-4.5
FY 2000	35,184	24,524	27,175	33,617	(1,567)	-4.4
FY 2001	33166	23301	25283	32421	(745)	-2.3

Figure II-2 shows that the U.S. Postal Service (USPS) continues to have the largest number of complaints filed of all agencies. In FY 2001, USPS had 11,203 complaints filed, or about 48% of all complaints filed.[(2)]



C. BASES ALLEGED

As in previous years, reprisal was the most frequent basis alleged for all complaints filed. Nearly 21% of all bases given for complaints filed alleged reprisal. Discrimination based on race (Black) and sex (Female) along with reprisal constituted nearly half of all bases upon which complainants filed.

Table II - 4 Bases Alleged in FY2001 Complaints, Number and Percent of All Bases

Alleged Bases	Number of Times Alleged	Percent of All Bases
Reprisal	11,323	20.9
Race (Black)	7,564	14.0
Sex (Female)	7,138	13.2
Age	6,947	12.8
Disability (Physical)	5,801	10.7
Sex (Male)	4,921	9.1
Race (White)	3,035	5.6
National Origin (Hispanic)	2,013	3.7
Disability (Mental)	1,754	3.2
National Origin (Other)	1,454	2.7
Religion	1,119	2.1

Race (Asian/Pacific Islander)	812	1.5
Race(American Indian/Alaskan Native)	296	0.5
Equal Pay Act	43	0.0
Total Bases	54,220	100.0

Table II - 5 ALL BASES ALLEGED BETWEEN FY 1998 AND FY 2001

BASES	1998 No.	1998 %	1999 No.	1999 %	2000 No.	2000 %	2001 No.	2001 %
Race								
Black	10,058	13.4	8,970	14.1	8,142	14.2	7,564	14.0
White	4,214	5.6	3,218	5.1	3,226	5.6	3,035	5.6
Other*	1,348	1.8	1,139	1.8	1,286	2.2	1,108	2.0
Asian/ Pacific Islander	931	1.2	762	1.2	853	1.5	812	1.5
American Indian	417	0.6	377	0.6	433	0.8	296	.5
Religion	1,530	2.0	1,258	2.0	1,529	2.7	1,119	2.1
Sex								
Female	10,417	13.9	8,085	12.7	7,653	13.3	7,138	13.2
Male	6,244	8.3	5,648	8.9	4,767	8.3	4,921	9.1
National Origin								
Hispanic	2,310	3.1	1,958	3.1	1,919	3.3	2,013	3.7
Other	2,675	3.6	1,917	3.0	1,735	3.0	1,454	2.7
Age	9,337	12.4	7,658	12.0	7,246	12.6	6,947	12.8
Equal Pay Act	77	0.1	82	0.1	38	0.1	43	0.0
Disability								
Mental	2,014	2.7	1,990	3.1	1,832	3.2	1,754	3.2
Physical	7,571	10.1	6,461	10.2	5,626	9.8	5,801	10.7
Reprisal	16,050	21.3	14,038	22.1	12,386	21.6	11,323	20.9

Total	75,193	100.0	63,561	100.0	57,385	100.0	54,220	100.0

*Includes Asian/Pacific Islander and American Indian/Alaskan Native.

D. ISSUES ALLEGED

Non-sexual Harassment is the most frequently cited of all issues alleged in complaints, followed by Promotion/ Non- selection, Terms and Conditions of Employment and Assignment of Duties.

Table II - 6 Issues Alleged in FY 2001 Complaints, Number and Percent of All Issues

Issues	Number of Issues	Percent of All Issues
Harassment (Non-Sexual)	12,348	22.8
Promotion/Non-Selection	8,386	15.5
Terms/Conditions of Employment	6,124	11.3
Assignment of Duties	3,589	6.6
Termination	2,855	5.3
Time and Attendance	2,622	4.8
Evaluation/Appraisal	2,069	3.8
Reprimand	2,068	3.8
Suspension	1,742	3.2
Pay Including Overtime	1,701	3.1
Duty Hours	1,287	2.4
Training	1,263	2.3
Denied Reassignment	1,242	2.3
Appointment/hire	1,146	2.1
Other	1,111	2.0
Harassment (Sexual)	859	1.6
Awards	825	1.5
Directed Reassignment	650	1.2
Other Discipline	509	.9
Reasonable Accommodation	497	.9
Removal	430	.8
Reinstatement	227	.4
Retirement	193	.4
Demotion	186	.3
Examination/Test	152	.3
Conversion to Full Time	90	.2
Medical Examination	49	.1

Over a four year period, Non-sexual Harassment continued to be the most frequently alleged issue, with the proportion in FY 2001 again higher than in the previous year. Sexual harassment issues accounted for only 1.6% of the total issues alleged.

Table II - 7 Issues Alleged in Complaints Filed in the Federal Sector (Trend for Fiscal Years 1998 - 2001)

Issues	1998 No.	1998 %	1999 No.	1999 %	2000 No.	2000 %	2001 No.	2001 %
Appointment/Hire	1,690	2.3	1,569	2.5	1,485	2.6	1,146	2.1
Assignment of Duties	5,046	6.8	4,189	7.0	3,947	6.9	3,589	6.6
Awards	1,150	1.6	940	1.5	780	1.4	825	1.5
Conversion to Full-time	156	0.2	151	0.2	108	0.2	90	0.2
Disciplinary Action	11,253	15.3	9,785	15.6	8,525	14.5	4,935	9.0
Demotion	222	0.3	307	0.5	345	0.6	186	0.3
Removal	NA	NA	NA	NA	1,961	3.4	430	0.8
Reprimand	2,473	3.4	2,329	3.7	2,019	3.7	2,068	3.8
Suspension	2,747	3.7	2,062	3.3	1,853	3.4	1,742	3.2
Other	1,408	1.9	1,191	1.9	814	1.4	509	0.9
Duty Hours	1,380	1.9	1,357	2.2	1,245	2.2	1,287	2.4
Examination/Test	550	0.7	246	0.4	209	0.4	152	0.3
Evaluation/Appraisal	4,237	5.7	3,264	5.2	2,640	4.6	2,069	3.8
Harassment	13,418	18.2	11,851	19.0	11,884	20.3	13,207	24.4
Non-sexual	11,789	16.0	10,920	17.5	11,037	19.2	12,348	22.8
Sexual	1,629	2.2	931	1.5	847	1.5	859	1.6
Pay (including overtime)	2,591	3.5	1,651	2.6	1,254	3.5	1,701	3.1
Promotion/Non-selection	9,708	13.2	8,603	13.8	8,441	14.7	8,386	15.5
Reassignment	2,693	3.7	2,294	3.7	1,834	3.1	1,892	3.5
Denied	1,548	2.1	1,299	2.1	1,082	1.9	1,242	2.3
Directed	1,145	1.6	995	1.6	755	1.3	650	1.2
Reinstatement	374	0.5	497	0.8	293	0.5	227	0.4
Retirement	346	0.5	261	0.4	246	0.4	193	0.4
Termination	4,403	6.0	3,896	6.2	2,347	4.1	2,855	5.3
Time and Attendance	3,238	4.4	2,811	4.5	1,616	2.8	2,622	4.8
Training	1,811	2.5	1,462	2.3	1,388	2.4	1,263	2.3
Terms/Conditions / Employment	7,347	10.0	6,166	9.9	7,009	12.2	6,124	11.3
Reasonable Accommodation	1131*	1.5	496	0.8	576	1.0	497	0.9
Other	5,572	7.6	4,665	7.5	3,056	5.3	1,111	2.0

* In FY 1998, reasonable accommodation issues were reported under incorrect bases, resulting in the larger number of 1,131. If reported by the correct bases, for FY 1998, the number would have been 506.

Footnotes

1. Various agencies continue to report discrepancies between the number of complaints pending at the end of a given fiscal year and the number pending at the beginning of the following fiscal year. This created variances in government wide numbers of pending complaints from FY 1998 through FY 2001, as well as in previous years. By and large, this was due to reconciliation of case numbers, after data is reported to EEOC in the new fiscal year.

2. The Federal Mediation and Conciliation Service and the Office of Management and Budget did not submit complaints processing data for FY 2001.

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PART III
FEDERAL SECTOR INVESTIGATIONS AND CLOSURES

A. GOVERNMENT WIDE RANGES AND AVERAGES FOR SELECTED INDICATORS

Table III-1 provides data for specific indicators that measure agency performance in the EEO complaints process. While the range is often large, the average is provided with an indication of the number of agencies falling above and below the government wide average.

Table III - 1 Pre-Complaint and Complaint Indicators

Indicator	Lowest	Highest	Government Wide Average	Agencies above the Government Wide Average	Agencies below the Government Wide Average	Agencies that are Not Applicable
Counseled Beyond 90 Days	0.0%	100%	12.58%	15	74	4
Investigations Closed Beyond 360 Days	0.0%	100%	20.99%	23	54	16
Days to Complete Investigation	76	804	240	35	42	16
Closure Days for Final Decisions without AJ Decision	14	1253	402	29	43	21
Work Force Counseled	0.0%	14.74%	1.74%	23	62	8
Complaints Filed as a Percent of Individuals Counseled	0.0%	150%	49.49%	52	37	4
Cost for Agency (In-house) Investigations	$1,500	$22,389	$2,714	14	5	74

Cost for Contractor Investigations	$246	$31,250	$2,281	47	23	23
Pre-Complaint Settlements* / Total Counseled	0.0%	50.00%	7.71%	14	73	6
Formal Complaint Settlements / Total Closures	0.0%	100%	20.83%	51	24	18

NOTE: Above Average is not necessarily a positive indicator and the converse may be true for below average.

Not applicable - an agency reported zero in a particular indicator.

*This row's data does not include Alternative Dispute Resolution Data. See Table X (T-71-73).

Two agencies - the Office of Management and Budget and the Federal Mediation and Conciliation Service did not submit the required report.

1. PERSONS COUNSELED AND COMPLAINTS FILED

   Government wide, 1.7% of the work force requested EEO counseling in FY 2001. In some agencies, no employee requested EEO counseling and one agency had as many as 15% of their employees requesting counseling. An average of 38% of those who received counseling filed complaints.

2. PROCESSING TIME

   One measure of the success of an agency's EEO program is the amount of time it takes to accomplish activities at the various stages of the process. Time frames in the counseling phase assume that generally counseling should be completed in 30 days. Ninety days, however, is the maximum amount of time an agency should spend in the pre-complaint phase, if the aggrieved has agreed to an extension and/or requested some type of ADR. On average, nearly 13% of the agency EEO counseling occurs outside of the regulatory time period.

   In addition, investigations should generally be completed within 180 days, unless there are amendments or consolidations to the complaint. If there are amendments to the complaint, up to 360 days can be acceptable from the filing of the original complaint to the completion of the investigation. EEOC Form 462 asked for information regarding investigations that took more than 360 days. Government wide 21% of all investigations were completed in over 360 days.

   The 77 agencies reporting EEO investigations took an average of 240 days to complete them. Thirty-five agencies were above the government wide average. This 240 day average was 65 days less than the average processing time to complete an investigation

in FY 2000.

3. INVESTIGATION COSTS

The average cost for contracting out investigations was $2,260, approximately 17% less than the $2,714 average cost of agency (in-house) investigations. The largest average amount spent on contract investigations was $22,937, while the largest average amount spent for agency (in-house) investigations was $22,389.

4. SETTLEMENTS

Settlements at the pre-complaint stage should increase as ADR is more routinely used to settle workplace conflict. The use of ADR will likely decrease the number of complaints filed, if the programs are operating as intended.

Pre-complaint settlements comprised only 7.7% of all counseling contacts in FY 2001. Formal complaint settlements were 21% of the total closures, the same as in FY 2000.

B. COMPARISONS BETWEEN CABINET LEVEL, MID-SIZE AND SMALL AGENCIES

This section provides comparative data for three different categories of agencies - 15 cabinet level agencies (includes U.S. Postal Service, Department of Defense includes all sub-elements), 9 mid- size (but not Cabinet level) and 44 small agencies (less than 4,000 employees). Some mid-size agencies may have a work force larger than some cabinet level agencies. Because of its size and appointing authority, the U.S. Postal Service was included in the cabinet level agencies. Small agencies with less than 100 employees are not by regulation, required to report 462 data, unless specifically requested by EEOC. See Part VII for individual agency profiles of 34 agencies which have 2000 or more employees.

Table III - 2 EEO Indicators - Averages for Cabinet Level, Mid-size and Small Agencies

Indicator	Government Wide Average	Cabinet Level Average	Mid-Size Agency Average	Small Agency Average
Work Force Counseled	1.74%	1.77%	1.06%	2.29%
Counseled Beyond 90 Days	12.58%	12.61%	16.66%	4.45%
Complaints Filed as a Percent of Individuals Counseled	49.49%	49.45%	59.44%	35.11%
Pre-complaint Settlements as a Percent of Individuals Counseled	7.71%	7.86%	6.70%	3.09%
Investigations Closed Over 360 Days	20.99%	21.07%	18.62%	24.53%
Days to Complete Investigation	240	238	259	291

Cost for Agency (In-house) Investigations	$2,714	$2,686	$2,397	$9,416
Cost for Contractor Investigations	$2,281	$2,173	$2,706	$2,741
Closure Days for Final Decisions Without AJ Decision	402	400	468	377
Settlements as a Percent of Closures	20.83%	20.46%	27.77%	25.33%

1. PRE-COMPLAINT COUNSELING

   Table III - 2 shows that small agencies were faster in counseling aggrieved individuals than the larger agencies. Between 13 and 17 percent of employees counseled at the cabinet level and mid-size agencies were counseled beyond the 90 day maximum regulatory period, compared to less than 5% of employees counseled at the small agencies. A larger percentage of small agency employees (2.29%) were counseled than employees in cabinet level agencies (1.77%). Only 1.06% of employees in the mid-size agencies requested counseling.

2. COMPLAINTS FILED AND COMPLAINANTS PERCENTAGE IN WORK FORCE

   Government wide 38% of all individuals counseled actually filed complaints. The average was 37% for cabinet level agencies, 33% for small agencies and higher for the mid-size agencies (54%).

3. INVESTIGATION TIMES

   Small agencies, on average, took a longer time to complete investigations. Almost 25% of the investigations completed by small agencies took over 360 days. In comparison, 21% of the investigations completed government wide took over 360 days. The average days to complete an investigation ranged from a low of 238 days for cabinet level agencies to a high of 291 days for mid-size agencies.

4. CLOSURE TIMES

   Average closure time for decisions without an Administrative Judge's decision government wide was 402 days. Mid-size agencies took an average of 468 days while small agencies took only 377 days.

5. SETTLEMENTS

   Settlement figures for the agencies show a larger proportion of pre-complaint settlements by cabinet level agencies (7.86%), compared to 3.09% for small agencies. Settlements as a percent of total closures showed a higher average in mid-size agencies than in either cabinet level or small agencies.

6. COST OF INVESTIGATIONS

Cabinet level agencies had the lowest average cost for total investigations. They spent, on average, $2,686 for an in-house investigation and $2,173 for a contract investigation. At the high end, the small agency average for an in-house investigation was $9,416, and the average for an investigation contracted by small agencies was $2,741.

C. FEDERAL SECTOR EEO CLOSURES

The average number of days for closure of complaints varies by the type of closure. In most cases, the average number of days is longer than the regulatory requirement. For example, the average number of days for total closures in FY 2001 was 464 days. This was a slight decrease from the previous year's average for total closures of 472 days.

Table III - 3 Government Wide Average Number of Days for Closures by Category

Category	FY 1998	FY 1999	FY 2000	FY 2001
Withdrawals	302	339	350	389
Settlements	404	436	507	523
Merit Decisions	592	662	723	660
All Closures	384	423	472	464

1. CLOSURES WITH CORRECTIVE ACTION

Complaints closed with corrective action increased by 15.04% from 4,256 in FY 2000 to 4,896 in FY 2001.

Table III - 4 Government Wide Summary of the Types of Remedial Action Taken in EEO Complaints Closed (Including Settlements) in FY 2000

Types of Corrective Actions	With Monetary Benefits	Without Monetary Benefits
Retroactive Hire	13	13
Non-Retroactive Hire	7	25
Retroactive Promotion	181	82
Non-Retroactive Promotion	105	105
Rescinded Disciplinary Action	84	117
Modified Disciplinary Action	25	81
Reinstatement	52	33
Reassignment	71	192
Performance Evaluation Modified	143	145
Personnel File Purged of Adverse Material	197	233
Accommodation	35	51

Training, Tuition, Etc.	93	171
Leave Restored	138	176
Other	536	1,792
Total	1,682	3,214

Total monetary awards obtained in corrective actions in FY 2001 increased almost 34% from the amount obtained in FY 2000. The total amount awarded was almost $41 million.

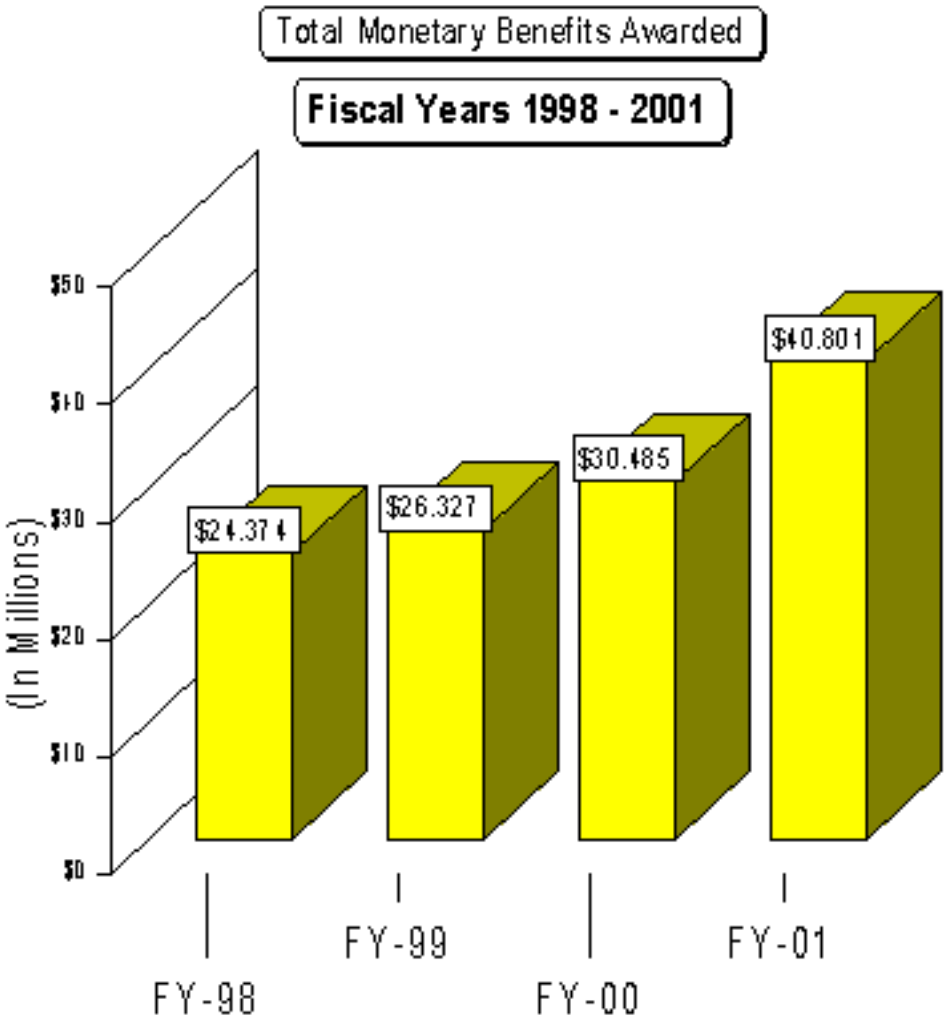
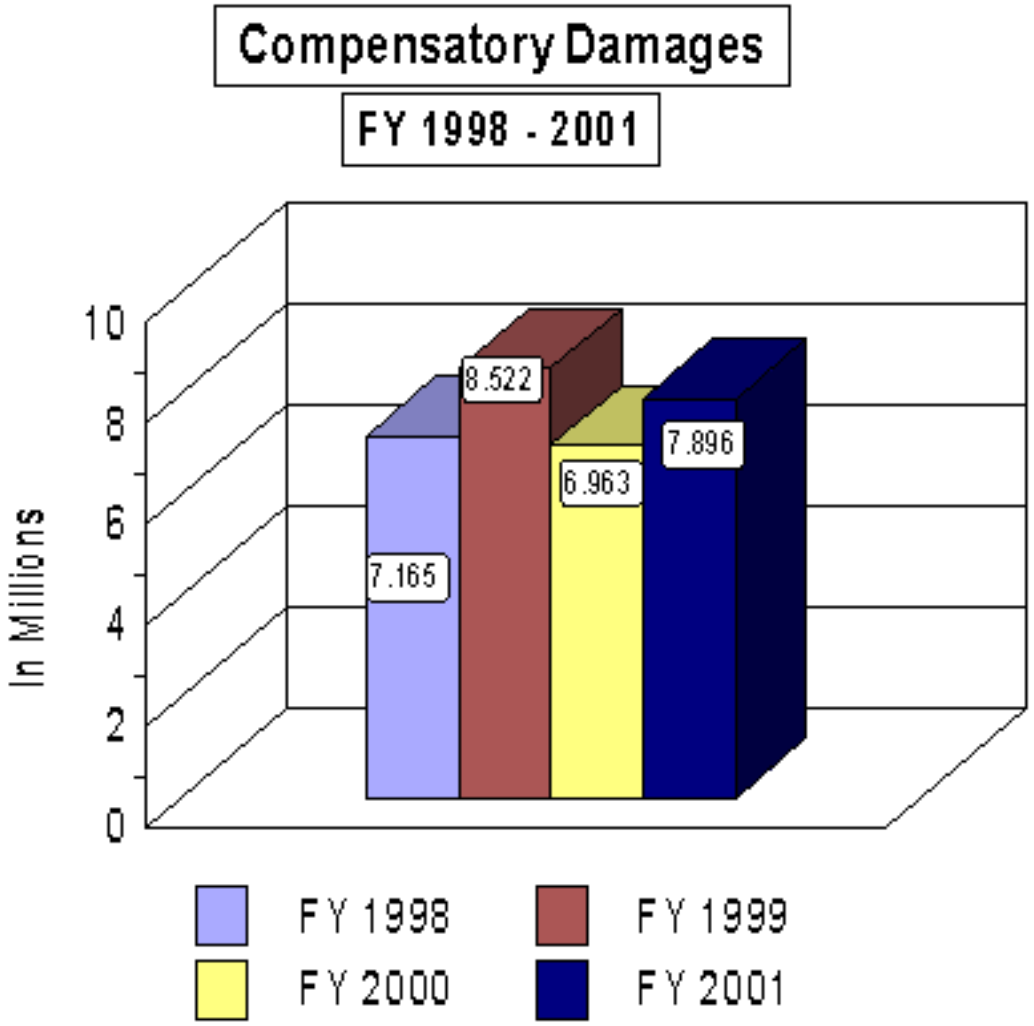
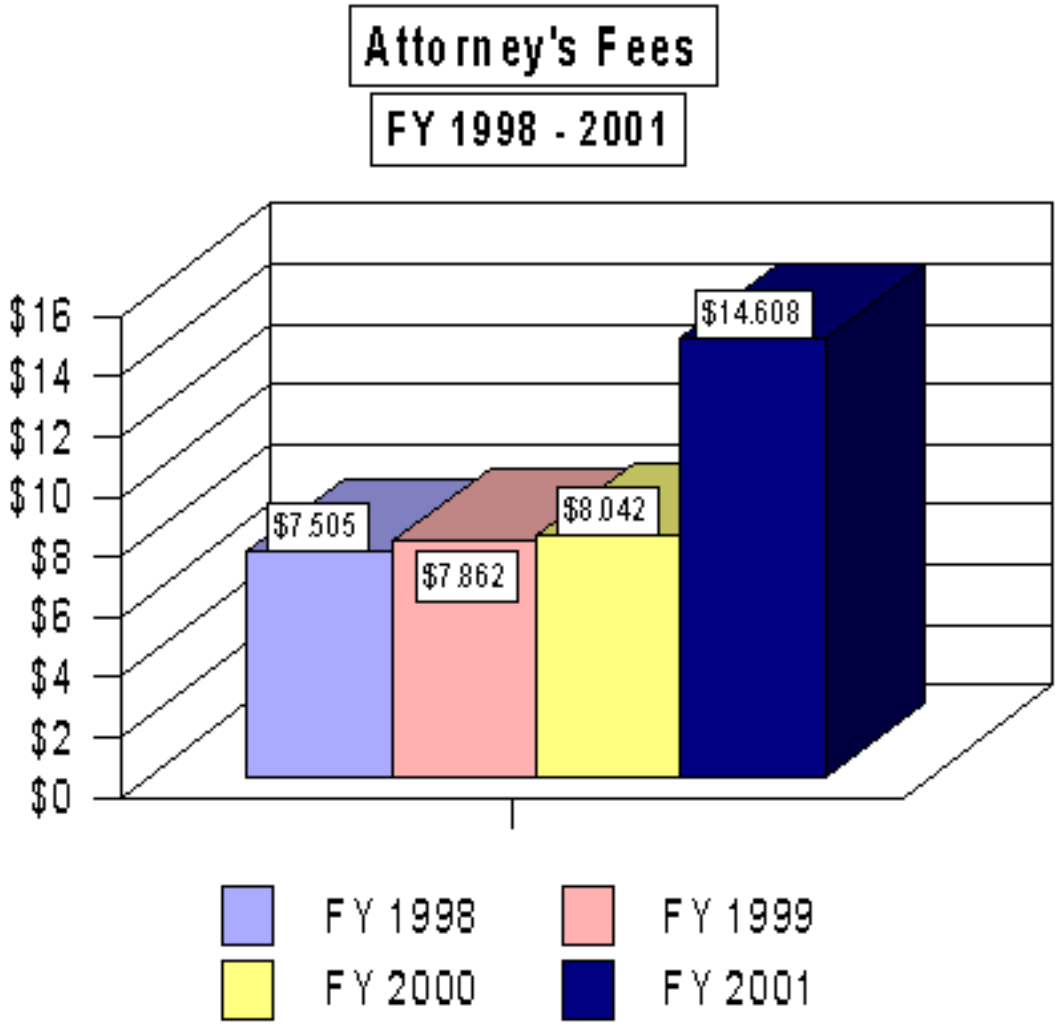


Figure III-2 shows that in FY 2001, the compensatory damages awarded totaled more than $7.8 million, or 13.4% more than in FY 2000.

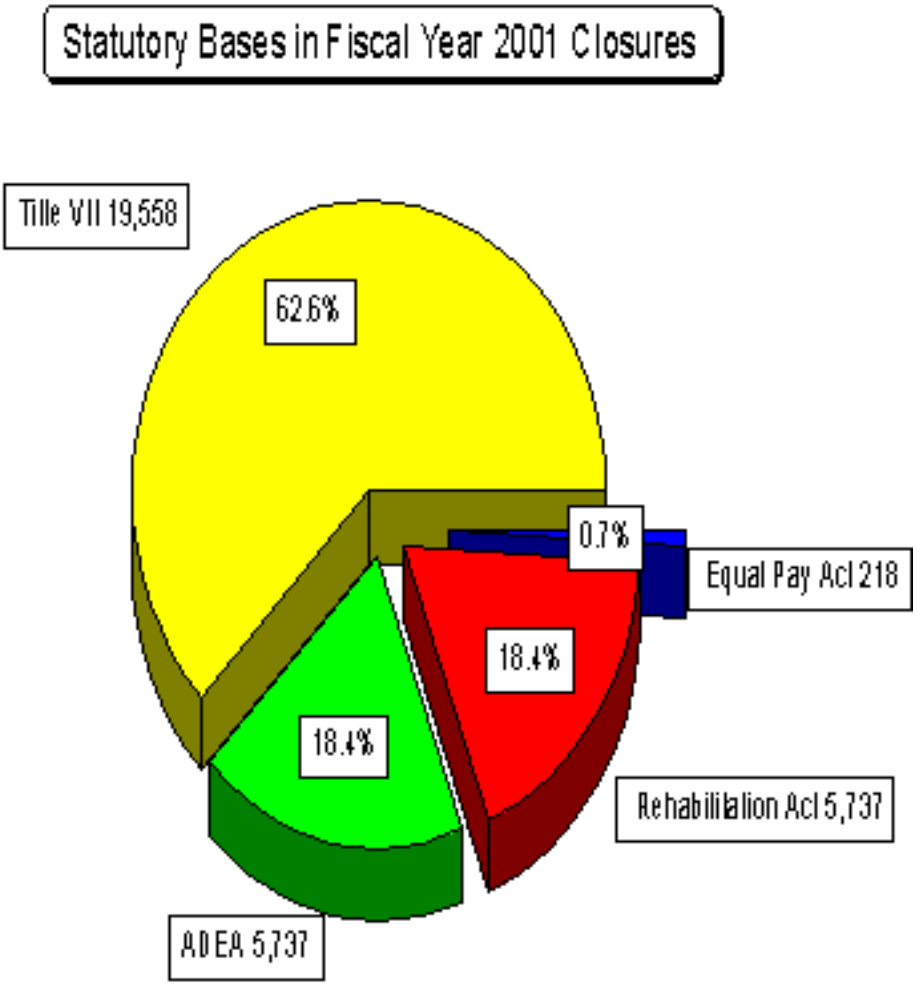


Attorney's fees increased by 82% from $8.042 million in FY 2000 to $14.608 million in FY 2001.



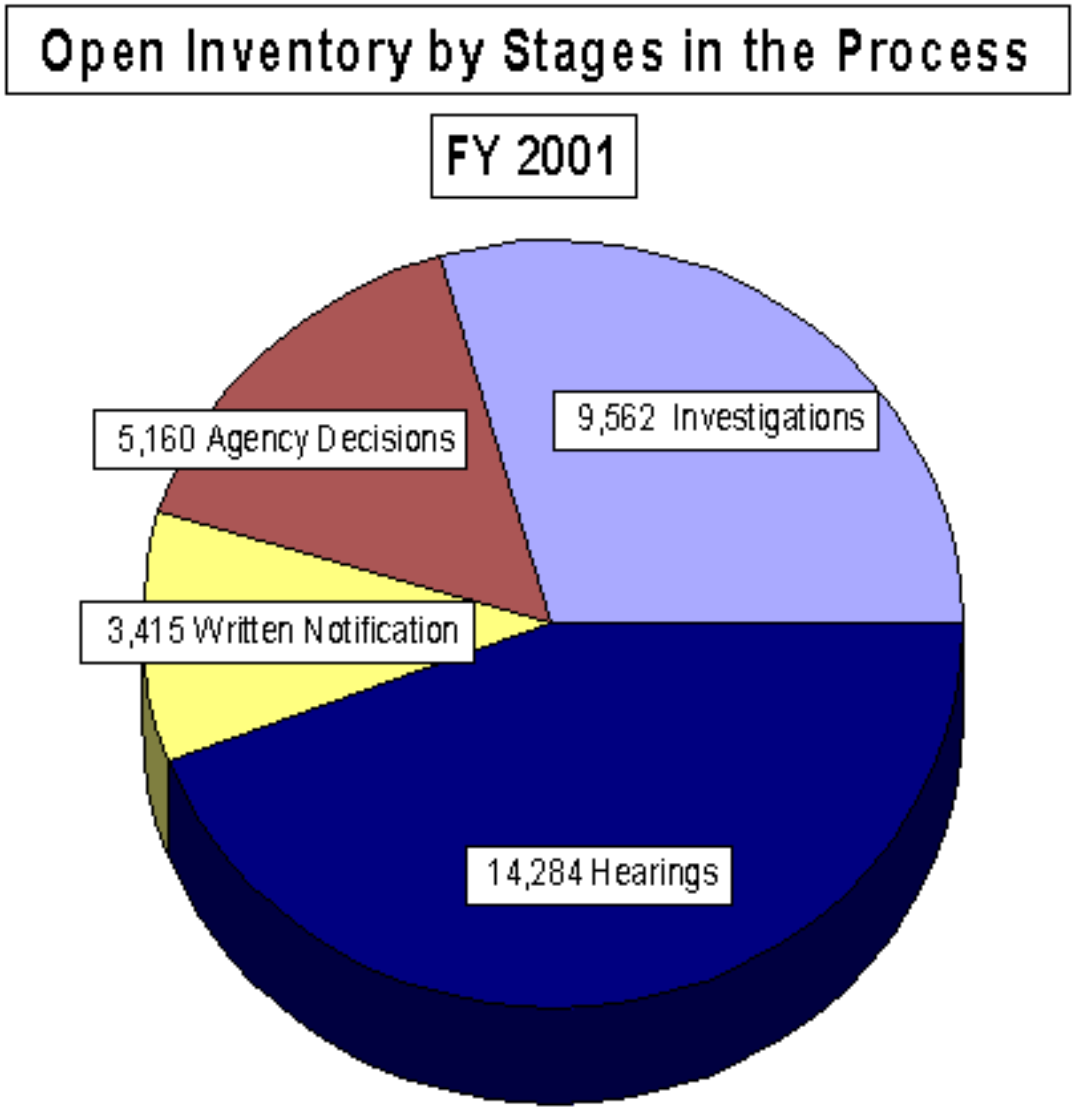
2. STATUTORY BASES OF CLOSURES

In FY 2001, as in previous years, the majority of closures were Title VII closures (62.6%). Rehabilitation Act closures increased from 17.6% in FY 2000 to 18.4% in FY 2001. ADEA closures decreased from 19.2% of the total in FY 2000 to 18.4% in FY 2001.



3. PENDING INVENTORY

Pending inventory decreased by 3.56% in FY 2001. The largest number (1,222) of decrease were in the Written Notification stage. The number pending in the hearings stage also decreased.



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PART IV
FEDERAL ALTERNATIVE DISPUTE RESOLUTION PROGRAMS

A. BACKGROUND

Alternative Dispute Resolution (ADR) is a term used to describe a variety of approaches to resolve conflict rather than traditional adjudicatory methods or adversarial methods. Regulations found at 29 C.F.R. Section 1614.102(b)(2), require all federal agencies to establish or make available an ADR program during both the pre-complaint process and the formal complaint process. The requirements for ADR programs in the federal sector EEO complaint process are outlined in Chapters 2 and 3 of EEOC Management Directive 110 (EEO-MD-110).

B. STATUS OF FEDERAL SECTOR ADR PROGRAMS

Ninety-one agencies reported that they have established or made available an ADR program in their EEO complaint process.[(1)] Sixty-four of those agencies reported that 100% of their workforce had access to the program during FY 2001. Another 23 agencies reported that less than 100% of their workforce had access to an ADR program. In particular, the percentage of the workforce for 21 agencies was between 70% and 99% and for 2 agencies was between 50% and 69%. Four agencies did not provide any data regarding the size of their workforce due to security reasons.

C. ADR ATTEMPTS

Federal agencies have flexibility in selecting the types of ADR techniques that will be used in their respective ADR programs. Agencies may consider their mission and their workplace culture to determine which ADR techniques will best meet the needs of their workforce. Because some agencies utilized more than one technique per attempt, the total number of ADR attempts reported, in some instances, exceeded the number of informal matters or formal complaints in the EEO process.

Overall, the combined number of both initial contacts with an EEO Counselor or an ADR Intake Officer[(2)] and formal complaints filed totaled 70,959. ADR was attempted in 17,513 instances (24.7%) during the pre-complaint and formal complaint process.

1. Pre-Complaint Process

In FY 2001, there were 47,658 initial contacts with an EEO Counselor or an ADR Intake Officer. Federal sector ADR programs used ADR techniques in 14,965 (31.4%) of those matters. Mediation was used more than any other ADR technique. In fact, mediation was selected in 96.5% of all informal EEO matters in which ADR was attempted.[(3)] In addition to mediation, Federal sector ADR programs used the following ADR techniques: (1) settlement conference; (2) early neutral evaluation; (3) fact finding; (4) facilitation; (5) ombuds; (6) peer review; and (7) multiple techniques. The table below shows the number and percent of ADR techniques used during the pre-complaint process.

Table IV - 1 ADR Attempts During the Pre-Complaint Process Fiscal Year 2001

ADR Techniques	Number of Informal Matters	Percentage of All Informal Matters
Mediation	14,434	96.5
Facilitation	304	2.0
Multiple Techniques(4)	83	0.6
Settlement Conference	58	0.4
Fact Finding	46	0.3
Early Neutral Evaluation	22	0.1
Peer Review	10	0.1
Ombuds	5	0.0
Other(5)	3	0.0
Total ADR Techniques	14,965	100.0

2. Formal Complaint Process

There were 23,301 formal ADR complaints filed in FY 2001. Federal sector ADR programs used ADR techniques in 2,548 (10.9%) of those complaints. Mediation was used more than any other ADR technique. Mediation was selected in 74.3% of all formal complaints in which ADR was attempted. Federal sector ADR programs also used other forms of ADR, including: (1) settlement conference; (2) early neutral evaluation; (3) fact finding; (4) facilitation; and (5) multiple techniques. Table IV-2 shows the number and percentage of ADR techniques that were used during the formal complaint process in FY 2001.

Table IV - 2 ADR Attempts During the Formal Complaint Process Fiscal Year 2001

ADR Techniques	Number of Formal Complaints	Percentage of Formal Complaints
Mediation	1,892	74.3
Settlement Conference	412	16.2
Fact Finding	91	3.6
Facilitation	89	3.5
Multiple Techniques(6)	59	2.3
Other Techniques(7)	3	0.1
Early Neutral Evaluation	2	0.1
Total ADR Techniques	2,548	100.0

D. SOURCES OF NEUTRALS

The Administrative Dispute Resolution Act, 5 U.S.C. . 571(9), defines a neutral as an individual

who, with respect to an issue in controversy, functions specifically to aid the parties in resolving the controversy. In the federal sector, ADR programs have the discretion to select the source(s) of neutrals to conduct ADR proceedings; however, the programs must assure neutrality and impartiality on the part of the neutrals. Refer to EEO-MD-110, Chapter 3 for more information about neutrals.

During FY 2001, federal sector ADR programs selected neutrals from the following sources: (1) in- house (employees within the agency); (2) another federal agency (such as a shared neutrals program); (3) private organizations; (4) multiples sources; and (5) other sources.

Overall, federal ADR programs selected neutrals from private organizations in 74.6% of all EEO complaint matters that attempted ADR during the pre-complaint and formal complaint process. The percentage of ADR programs that selected neutrals from other sources was 17.3% for in-house, 7.1% for another federal agency, 0.9% for multiple sources, and 0.1% for other sources. Please note that the total number of sources differs from the total number of ADR attempts because some agencies counted more than one source of neutrals per ADR attempt or counted more than one ADR technique per ADR attempt.

1. Pre-Complaint Process

   In the pre-complaint process, federal ADR programs selected neutrals from private organizations in 80.4% of all attempts. Examples of private organizations include bar associations, individual volunteers, and contractors. Table IV-3 shows the number and percentage of the sources of neutrals used during the pre-complaint process.

Table IV - 3 Sources of Neutrals Used During the Pre-Complaint Process Fiscal Year 2001

Sources of Neutrals	Number of Informal Matters	Percentage of Informal Matters
Private Organizations	12,026	80.4
In-House	2,279	15.2
Another Federal Agency	548	3.7
Multiple Sources	89	0.6
Other Sources of Neutrals[(8)]	9	0.1
Total Neutrals	14,951	100.0

2. Formal Complaint Process

   In the formal ADR complaint process, federal ADR programs selected neutrals from private organizations in 39.8% of all attempts. Table IV-4 shows the number and percentage of the sources of neutrals used during the formal complaint process.

Table IV - 4 Sources of Neutrals Used During the Formal Complaint Process Fiscal Year 2001

Sources of Neutrals	Number of Formal Complaints	Percentage of Formal Complaints
Private Organizations	1,005	39.8
In-House	747	29.6
Another Federal Agency	695	27.5
Multiple Sources	71	2.8
Other Sources of Neutrals[(9)]	8	0.3
Total Neutrals	2,526	100.0

E. ADR CLOSURES

Overall, in FY 2001, the combined number of both initial contacts with an EEO Counselor or an ADR Intake Officer and formal complaints filed totaled 70,959. Federal sector ADR programs attempted and completed ADR in 20,453 (28.8%) of those matters.[(10)]

Two types of ADR results have been considered: (1) Settlements/withdrawals; and (2) ADR failed to resolve the dispute or resulted in other types of closures. The first type includes settlements where the complainant either received monetary and/or non-monetary benefits, or the matter was withdrawn from the EEO complaint process without receiving any benefits.

Of the EEO complaint matters that completed ADR during the pre-complaint and formal complaint process in FY 2001, agencies reported that 11,661 resulted in a settlement or withdrawal and 8,792 either failed to settle the dispute or resulted in other types of closures.

1. Pre-Complaint Process

   In FY 2001, there were 47,658 initial contacts with an EEO Counselor or an ADR Intake Officer. Federal sector ADR programs completed an ADR attempt in 18,141 (38.1%) of those matters. Of the EEO complaint matters that completed ADR during the pre-complaint process, agencies reported that 10,175 resulted in a settlement or withdrawal,[(11)] and 7,966 failed to resolve the dispute or resulted in other types of closures.[(12)]

2. Formal Complaint Process

   There were 23,301 formal complaints filed in FY 2001. Federal sector ADR programs completed an ADR attempt in 2,312 (9.9%) of those complaints. Of the EEO complaint matters that completed ADR during the formal complaint process, agencies reported that 1,486 resulted in a settlement or withdrawal, and 826 failed to resolve the dispute or resulted in other types of closures.

F. SETTLEMENT BENEFITS

When considering ADR attempts that concluded during the FY 2001 pre-complaint process and formal complaint process, 9,724 complaint matters were resolved with monetary and/or non-monetary benefits.[(13)] The monetary benefits totaled $ 9,122,204.

In the pre-complaint process, 8,388 informal complaint matters received either monetary benefits ($2,331,867) or non-monetary benefits pursuant to a settlement agreement. In the formal complaint process, 1,336 complaints received either monetary benefits ($6,790,337) or non- monetary benefits pursuant to a settlement agreement.

The types of monetary benefits reported were: (1) compensatory damages; (2) back pay/front pay; (3) lump sum; (4) attorney's fees; and (5) other monetary benefits. The types of non-monetary benefits reported were: (1) new hire; (2) promotion; (3) reinstatement; (4) expungement of records; (5) transfer; (6) rescind removal/voluntary resignation; (7) reasonable accommodation; and (8) other.

1. Monetary Benefits

Table IV-5 shows the type and amount of monetary benefits that were received pursuant to ADR settlements during the EEO process in FY 2001. Please note that the total number of EEO matters that received monetary benefits does not equal the aggregate of each type of monetary benefit because one settlement agreement could include more than one type of monetary benefit.

Table IV-5 Monetary Benefits Obtained Through ADR in the EEO Process Fiscal Year 2001

Types of Monetary Benefits	Number of EEO Matters	Total Amount of Monetary Relief	Average Amount of Monetary Relief
Lump Sum	676	$3,733,442	$5,523
Attorney's Fees	335	$2,124,460	$6,342
Back pay/Front pay	285	$1,539,068	$5,400
Compensatory Damages	149	$1,557,480	$10,453
Other Monetary Benefits (14)	138	$167,754	$1,216

G. Non-Monetary Benefits

Table IV-6 shows the type and number of non-monetary benefits that were received pursuant to ADR settlements during the EEO process in FY 2001. Please note that the total number of EEO matters that received non-monetary benefits does not equal the aggregate of each type of non-monetary benefit because one settlement agreement could include more than one type of non-monetary benefit.

Table IV - 6 Non-Monetary Benefits Obtained Through ADR in the EEO Process Fiscal Year 2001

Types of Non-Monetary Benefits	Number of EEO Matters
Other Non-Monetary Benefits(15)	3,403
Expungement of Records	1,068

Reasonable Accommodation	602
Training	515
Removal Rescinded/Voluntary Resignation	348
Promotion	312
Transfer	300
Reinstatement	297
New Hire	116

Footnotes

1. Two agencies, the Federal Retirement Thrift Investment Board and the John F. Kennedy Center for the Performing Arts, reported that they failed to establish or make available an ADR program during FY 2001. Two other agencies, the Federal Mediation and Conciliation Service and the Office of Management and Budget did not submit the required Form 462 data.

2. In FY 2001, the total number of initial contacts (47,658) is obtained by adding the number of initial contacts with an EEO Counselor (47,083) to the number of initial contacts with an ADR Intake Officer (575).

3. For purposes of this Part, the term "informal matters" describes the number of instances in which individuals met with an EEO counselor or an ADR Intake Officer.

4. Agencies used multiple ADR techniques in the following instances: mediation/settlement conference/ facilitation; fact finding/facilitation/settlement conference; facilitation/mediation; mediation/settlement conference; and other unspecified multiple techniques.

5. An example of another type of ADR technique is Discussion/Early Intervention and other unspecified techniques.

6. Agencies used multiple techniques in the following instances: mediation/settlement conference and other unspecified multiple techniques.

7. An example of another type of ADR technique in the formal complaint process is globally resolving a dispute in the administrative process and civil court.

8. Examples of other sources of neutrals include commander and other unspecified sources.

9. Examples of other sources of neutrals include civil action and other unspecified sources.

10. In FY 2001, the total number of ADR attempts in the EEO process was 17,513, and the total number of completed ADR attempts in the EEO process was 20,453. It appears that 2,940 ADR attempts were pending from FY 2000 and closed in FY 2001.

11. Table X (T-73) shows that there were 8,318 Settlements, Monetary & Non-Monetary, during the pre-complaint process. For the purposes of this Chapter, the 70 informal matters that the Department of the Air Force included in the Other Closures category have been deleted from the Other Closures column and added to the Settlements, Monetary & Non-Monetary, column because the agency described them as letter of apology/withdrawal. This Part counted 8,388 informal matters as Settlements, Monetary & Non-Monetary.

12. Table X shows 2,168 Other Closures during the pre-complaint process. All but 2 of the Other Closures involved matters where the complainant terminated ADR prior to an attempt. For the purposes of this Part, the 2 informal matters that the Department of State included in the Other Closures column have been deleted because the agency described them as "not accepted for ADR." As defined by EEOC Form 462 and EEO-MD-110, a matter constitutes an "ADR Election" when the agency has have offered ADR to the complainant and the complainant has agreed to participate. Since the Department of State determined that 2 informal matters were not appropriate for ADR, those matters should not count as an ADR Election and, therefore, they could not qualify as a closed case. As such, this Part counted 2,096 Other Closures after subtracting 70 informal matters for the Department of Air Force and the 2 informal matters for the Department of State.

13. Upon reviewing the Benefits Received section of EEOC Form 462, it appears that there are inconsistencies in this data due to the agencies' difficulty in tracking the total number of cases that received monetary and/or non-monetary benefits and identifying the specific benefits set forth in the settlement agreements.

14. Other types of monetary benefits include quality step increase, a performance award, and other unspecified monetary benefits.

15. Other types of non-monetary benefits include an apology, an increased appraisal rating, performance period extended, priority consideration, a detail, a desk audit, a conversion, a reassignment of duties, management intervention, mentoring, supervisory meetings, improved working environment, improved management/employee relations, improved communication, opportunity for temporary duty assignment (TDY), fair treatment, HR procedures modified, merit promotion policy changed, leave restored, administrative leave, a time off award, phased-in return schedule, schedule modified, a letter of recommendation/commendation, a personal evaluation, employment status changed, PMP revised, a medical examination, amended suspension, disability retirement/official personnel file (OPF) expunged, letter of warning removed, and work during outage.

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PART V
EEOC HEARINGS PROGRAM

A. HEARINGS PROGRAM PROCEDURES

On November 9, 1999, changes to the EEOC Regulations at 29 C.F.R. Part 1614 became effective. These changes affect the processing of complaints at all stages of the administrative process, as well as how the processing of these complaints is captured statistically. Most significantly, EEOC Administrative Judges (AJs) no longer issue recommended findings and conclusions. Rather, AJs issue decisions which the agency must accept in their entirety and implement or not fully implement and simultaneously appeal to the EEOC's Office of Federal Operations (OFO). AJs may also dismiss complaints on procedural grounds, such as for untimeliness or failure to state a claim. In addition the amended regulations provide new rules for consolidations and amendments of complaints at both the investigation stage and the hearing stage. This directly impacts the number of hearing requests, the pending inventory and the number of resolutions.

The federal sector EEO complaint processing procedures provide a complainant with the right to request a hearing before an AJ. The regulations provide the complainant with up to 30 calendar days to request a hearing after receipt of the agency's investigative file. However, if the agency has not completed or transmitted the investigative file, the federal complainant may request a hearing anytime after 180 days from filing a formal EEO complaint.

AJs are located in EEOC District Offices and the Washington Field Office. EEO-MD-110 sets forth the procedures for a federal complainant to request an AJ to conduct a hearing on an individual complaint of discrimination. Federal complainants and agencies transmit their requests directly to the appropriate EEOC District Office having geographic jurisdiction over the agency's organizational component where the complaint arose. See the listing for EEOC offices and their geographic jurisdictions in EEOC's Management Directive 110.

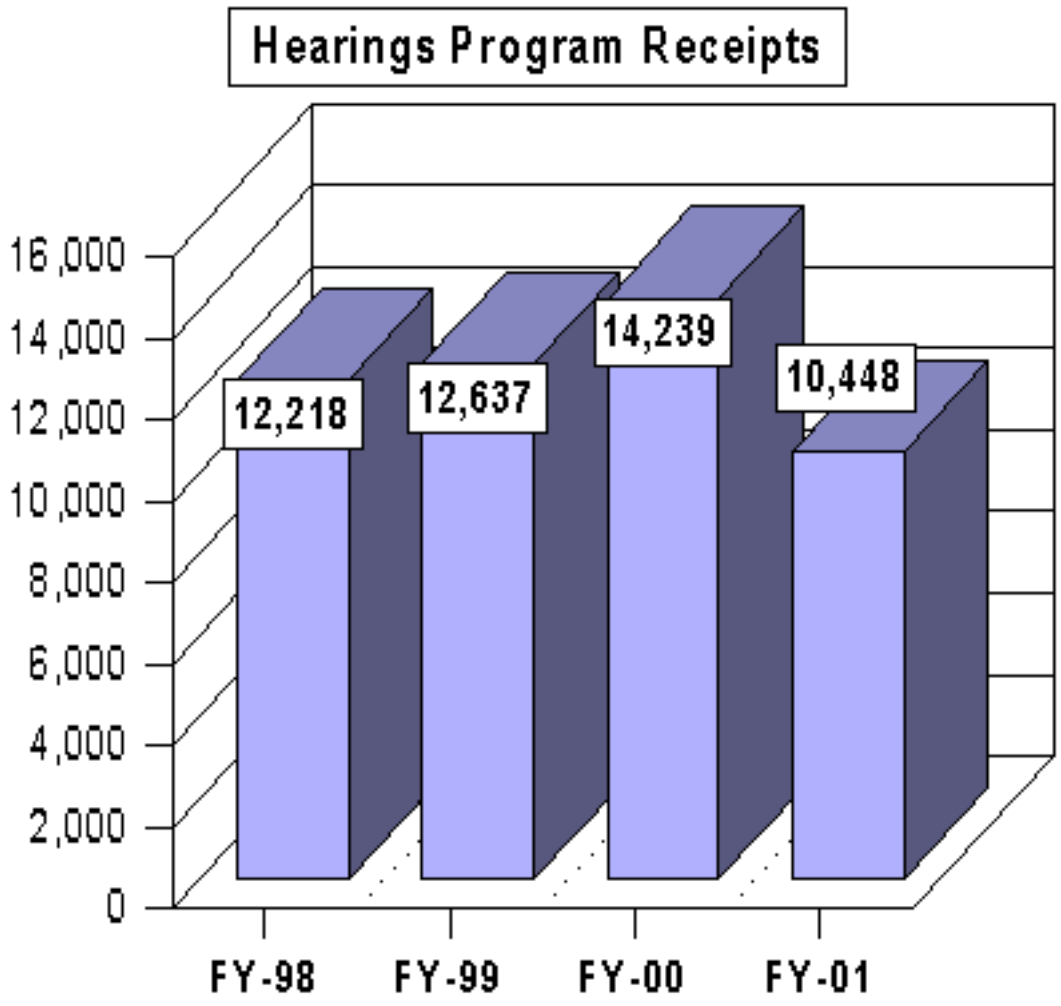
Under the revised Part 1614 Regulations, the AJ may procedurally dismiss a case for any of the reasons set forth in Section 1614.107, such as untimeliness or failure to state a claim. The AJ may, after giving appropriate notice, issue a decision without a hearing, where there are no genuine issues of material fact in dispute. After conducting a hearing, the EEOC AJ issues a decision to the complainant and to the agency, either finding discrimination or finding no discrimination. The agency has 40 days to issue a final order either fully implementing the AJ's decision, or if not fully implementing the AJ's decision, then simultaneously filing an appeal with OFO, as noted above.

B. SUMMARY OF RECEIPTS AND RESOLUTIONS

Nationwide, the Commission's Hearings Units received a total of 10,448 requests for hearings, a decrease of nearly 27% over FY 2000 receipts.[(1)] However, due to consolidation, there were 9,817 hearing requests registered, once consolidation of cases occurred.

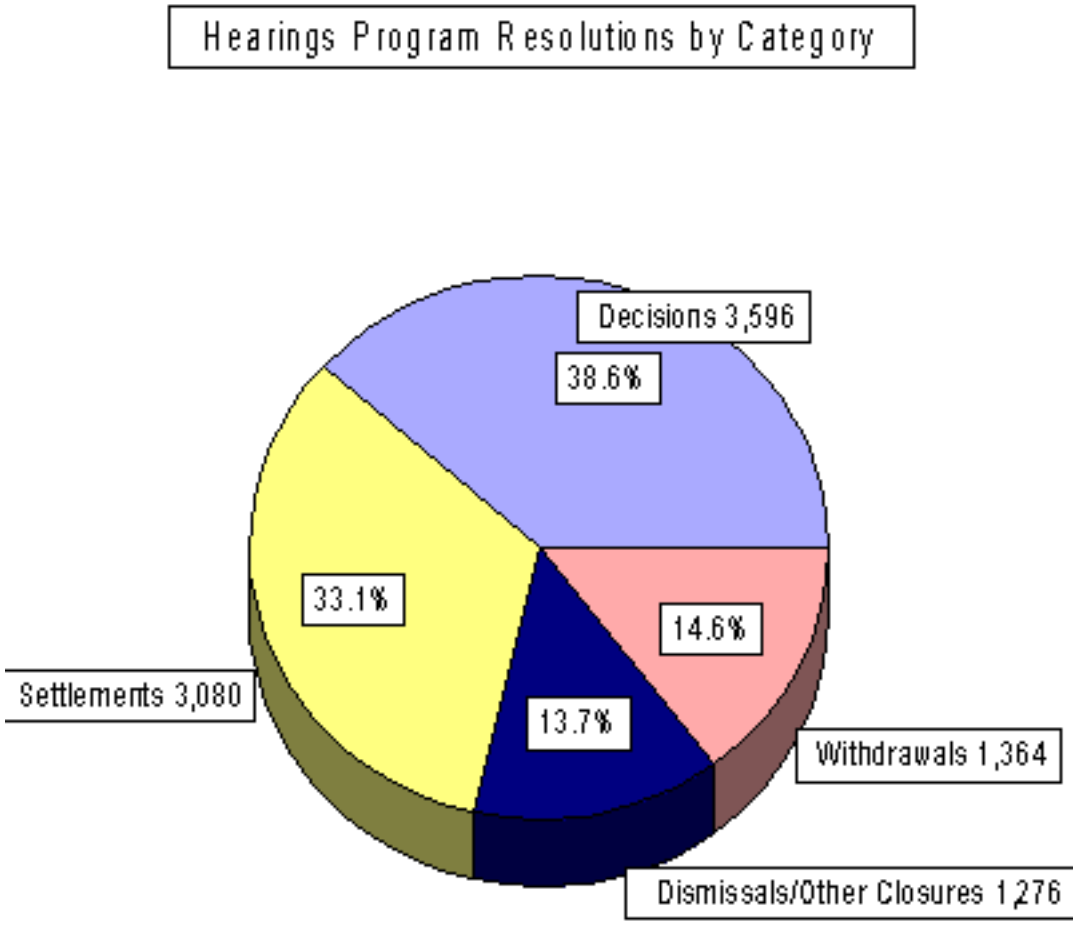
Figure V-1 below shows the trend from FY 1998 through FY 2001 for EEOC hearings program

receipts.

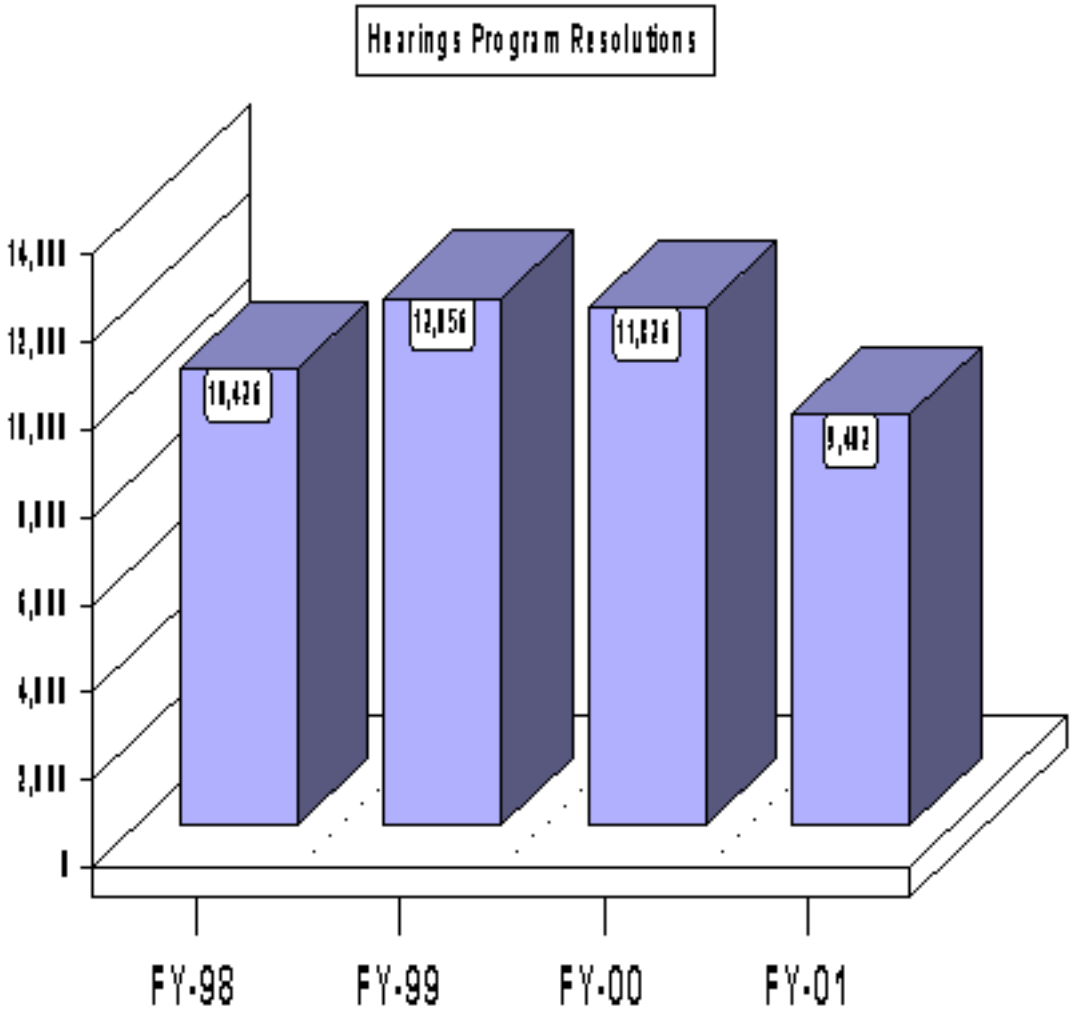


Hearing resolutions totaled 10,441 non-consolidated hearings cases or 9,402 consolidated cases. These resolutions included 9,316 individual complaints and 86 class action cases. In FY 2001, complaints in the hearings program resulted in decisions, settlements and withdrawals. The number of EEOC hearings resolutions decreased from FY 2000 to FY 2001: non-consolidated resolutions fell from 11,941 and consolidated hearings resolutions fell from 10,183.

Figure V-2 shows the number and percentages of hearings resolutions in individual cases by category, i.e., decisions finding discrimination and no discrimination, settlements, withdrawals, and dismissals and other closures. Distribution by category is based on 9,316 total resolutions. Class action cases are not included.



In FY 2001, AJ's issued 4,872 decisions, i.e., written, bench, record and procedural decisions finding discrimination or no discrimination, or dismissing the case on procedural grounds. Figure V-3 below shows the trend for EEOC hearings program resolutions nationwide from FY 1998 through FY 2001. Consolidation of cases which commenced in FY 2000 continued to factor heavily into the decline of resolutions.



C. SUMMARY OF HEARINGS PROGRAM INVENTORY

The EEOC hearings program had a total of 11,659 consolidated cases pending in the inventory nationwide at the end of FY 2001.

The table below shows the trend for the hearings program workload. The non-consolidated pending inventory was calculated by adding cases pending at the beginning of each fiscal year to receipts for each fiscal year, and subtracting the resolutions for each fiscal year, from FY 1998 through FY 2001.

Table V - 1* Hearings Program Pending Inventory at the End of FY1998 Through 2001

Fiscal Year	Receipts	Closures	Pending Inventory*
1998	12,218	10,426	11,967
1999	12,637	12,056	12,808
2000 Non-consolidated	14,239	11,826	15,221
2001 Non-consolidated	10,448	11,346	14,323
2000 Consolidated	10,498	10,183	11,153

2001 Consolidated	9,817	9,402	11,659

*Pending inventory is corrected at the beginning of each fiscal year based on reconciliations and corrections provided by EEOC district offices. The FY 2000 and FY 2001 consolidated pending inventory numbers are derived from the agency's Charge Data System.

D. SUMMARY OF BASES AND ISSUES AT THE HEARINGS STAGE

At the hearings stage in FY 2001 most consolidated complaints alleged more than one basis. The overwhelming majority of complaints, 8,751, contained at least one claim of a Title VII violation, including 4,522 complaints alleging discrimination on the basis of race, 4,187 complaints alleging discrimination on the basis of sex, 3,811 alleging reprisal, 1,037 alleging discrimination on the basis of national origin, 1,536 alleging discrimination on the basis of "other", and 359 complaints alleging discrimination on the basis of religion. Additionally, 2,780 complaints contained at least one claim of discrimination on the basis of age and 2,530 complaints contained at least one claim of discrimination on the basis of disability. Only 25 complaints contained at least one claim of discrimination under the Equal Pay Act.

Most complaints at the hearing stage also included multiple issues. The most frequently designated issue in FY 2001 was in the category "other", in 3,621 complaints, followed by terms of employment in 3,407 complaints. Promotions was designated as at least one of the issues in 2,146 complaints and harassment in 1,489 complaints. Discharge was an issue in 855 complaints, discipline in 594 complaints and sexual harassment in 319 complaints. Suspension was an issue in 298 complaints. Reasonable accommodation was an issue in 241 complaints and failure to hire was an issue in 234 complaints. Denial of training was alleged in 189 complaints.

E. EEOC ADMINISTRATIVE JUDGES' AVERAGE PROCESSING TIME

The EEOC hearings program received 9,402 requests for hearings in FY 2001.[(2)] Administrative Judges processed cases, on average, in 343 days; a 10% reduction in average processing time. The table below shows the Commission hearings program average processing time for FY 1998 through FY 2001.

Table V - 2 Hearings Program Average Processing Time FY 1998 - 2001

Fiscal Year	Average Processing Time in Days
1998	320
1999	350
2000	381
2001	343

F. AGENCY POST-HEARING ACTIONS ON EEOC ADMINISTRATIVE JUDGES' DECISIONS

As noted above, prior to the changes in the Part 1614 regulations, an agency could accept, modify, or reject the EEOC AJs' recommended findings of fact and conclusions of law. Under the modified regulations, agencies may only accept and fully implement the AJ's final decision or not fully implement and appeal the AJ's decision. Table V-3 below shows the actions taken by

agencies on AJ decisions.

Table V - 3
Agency Actions on EEOC Administrative Judges' Decisions

Total	Finding Discrimination	Finding No Discrimination	
Decisions Fully Implemented	3,830	194	3,636
Decisions Appealed	122	78	44

G. MONETARY BENEFITS GENERATED AT THE HEARINGS STAGE

The EEOC hearings program in FY 2001 generated a total of $44,306,269 in monetary benefits to complainants, including $9,950,024 in compensatory damages. Of the total, $32,183,981 was received by complainants as the result of settlement or withdrawal with benefits. The total monetary benefits in FY 2001 represents a more than 50% increase over the $29,317,028 in total monetary benefits in FY 2000. FY 2001 compensatory damages nearly doubled from the $5,249,585 amount in FY 2000.

Moreover, of the total, $21,770,000 resulted from Title VII complaints and $13,772,955 from Rehabilitation Act complaints. Title VII/ADEA cases generated $5,886,850 in benefits, while ADEA cases alone resulted in $1,851,262 in benefits. The remaining $1,025,202 came from other bases or combinations thereof.

Footnotes

1. Beginning in FY 2000, Hearings Units' treatment of complaints filed by the same individual as consolidated or amended hearing requests, rather than as individual hearing requests, significantly reduced the number of hearings requests in that year. Due to start-up of the consolidation process in FY 2000, nearly four thousand requests were consolidated into lead cases. Consolidations in FY 2000 reduced the number of hearing receipts from 14,239 to 10,498. Since the Part 1614 revisions have been fully in effect for nearly an entire year, the number of consolidations at the hearings level fell from 3,741 in FY 2000 to 631 in FY 2001.

2. The 9,402 refers to the number of hearing requests for consolidated complaints.

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PART VI
APPELLATE REVIEW PROGRAM

A. BACKGROUND

The Appellate Review Program (ARP), Office of Federal Operations (OFO), adjudicates appeals of administrative decisions and final orders issued by agencies on complaints of employment discrimination in the federal sector.

The regulations governing the federal sector appeals process which are set forth at 29 C.F.R. 1614.401-409 were amended effective November 9, 1999. For a complainant to appeal, the agency must issue a final decision on all of the issues in the entire complaint from which a complainant may file an appeal with OFO. The agency can no longer dismiss a part of an individual complaint. Under the revised regulations, an agency may appeal a decision by an administrative judge.

Under the revised regulations OFO, in its appeal decision, may draw an adverse inference against the agency or the complainant if either fails to comply with the appellate procedures.

B. TYPES OF DECISIONS

EEOC considers the following types of cases:

1. agency decisions and orders finding discrimination or finding no discrimination and agency decisions and orders on procedural issues;[(1)]
2. allegations of non-compliance with settlement agreements or final agency actions;
3. agency decisions on awards of attorney's fees, back pay and other benefits;
4. agency and arbitrator's decisions on grievances raising issues of employment discrimination and decisions of the Federal Labor Relations Authority (FLRA) on exceptions to an arbitrator's award;
5. petitions for review of Merit System Protection Board decisions where employment discrimination has been raised;
6. petitions for enforcement and clarification of the Commission's final decisions; and
7. requests to reconsider previous Commission decisions.

C. INVENTORY

1. RECEIPTS

OFO received 6,894 appeals in FY 2001, 8.99% less than in FY 2000 when 7,575 appeals were filed.

Table VI - 1 Receipts in Fiscal Year 2001

Type of Case	Cases Received	
	Number	Percent
Final Agency Orders and Decisions	5,424	78.7
Agency Appeals of AJ Decisions	117	1.7
Grievances	27	0.4
MSPB decisions	110	1.6
Petitions for Enforcement and Clarification	59	0.8
Requests for Reconsideration	1,157	16.8
Total	6,894	100.0

The majority of appeals were received from complainants. Only 117 appeals were received from agencies. The amended regulations require agencies to file an appeal of a decision by an administrative judge, when the agencies do not fully implement the administrative judge's decision.

Seventy-nine percent of all appeals were filed from decisions or final actions by the following agencies: the Departments of Defense (consolidated), Treasury, Transportation, and Veterans Affairs, and the United States Postal Service.

2. CLOSURES

In FY 2001, EEOC increased the total number of closures. Closures increased in each category of cases, except for MSPB decisions. In FY 2001, EEOC closed 9,333 cases.

Table VI - 2 Types of Appellate Cases Closed Fiscal Year 2001

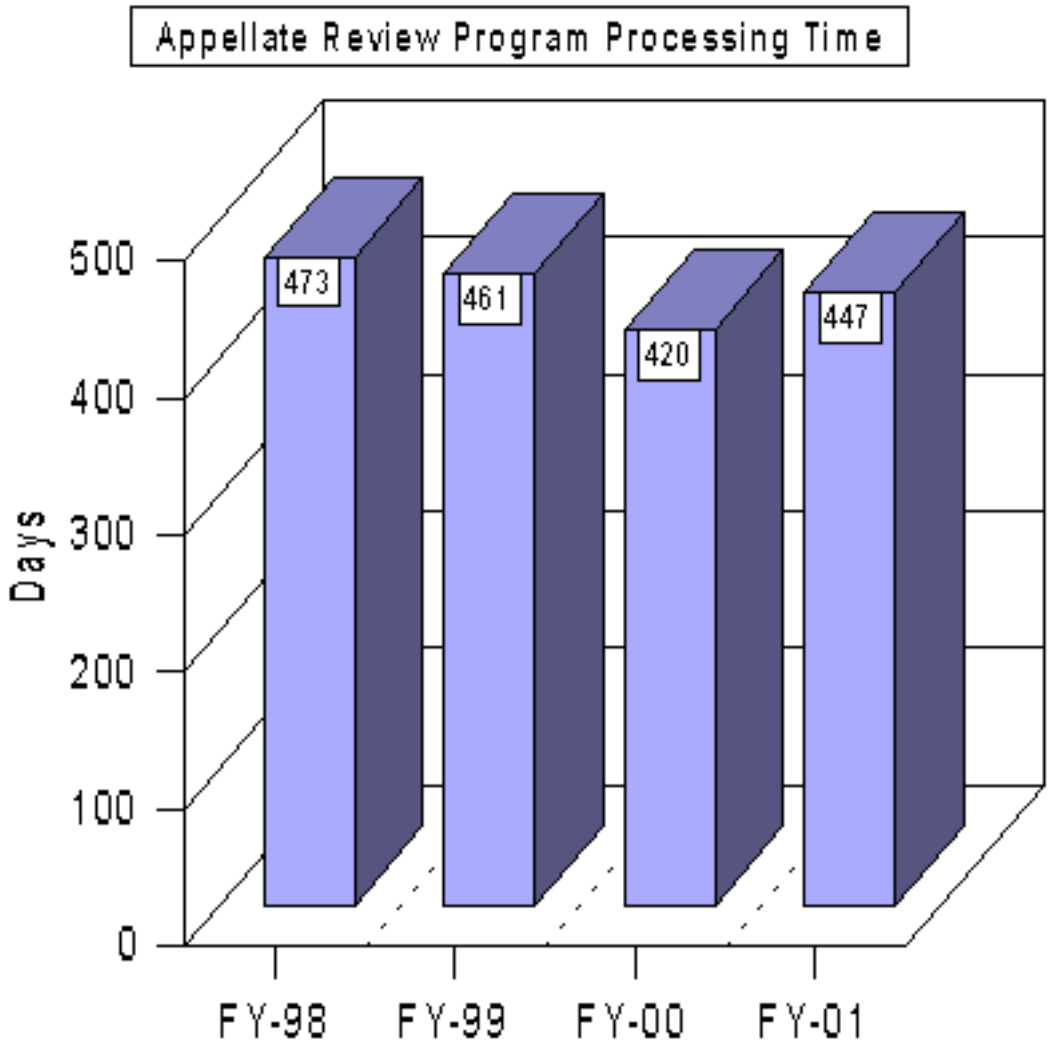
Type of Case	Closures	
	Number	Percent
Final Agency Orders and Decisions	7,042	75.5
Agency Appeals of AJ Decisions	38	0.4
Grievances	24	0.3
MSPB Decisions	109	1.2
Petitions for Enforcement and Clarification	49	0.5
Requests for Reconsideration	2,071	22.2
Total	9,333	100.0

3. CLOSURES BY AGENCY

The largest number of appellate closures were from the following agencies: the Departments of the Air Force, Army, Navy, Treasury, Veterans Affairs, and the United States Postal Service. The closures for these agencies account for 66% of all appeals closed in FY 2001.

D. AVERAGE PROCESSING TIME

As shown in Figure VI-1, the average processing time for appeals in FY 2001 was 447 days. The average processing time increased from FY 2000 but remained below the average processing times for FY 1998 and FY 1999. Since FY 1998, the average processing time has decreased with the largest decrease reflected in FY 2000. Figure VI-1 below shows the average processing time for all appeals closed from FY1998 through FY 2001.



E. PENDING INVENTORY AND AGE OF ENDING INVENTORY

At the end of FY 2001, there were 7,536 appellate cases pending in the inventory. FY 2001 was the second consecutive year to reflect a decrease in inventory. The FY 2001 inventory dropped below that of the previous four fiscal years and was 2,439 cases (or 24.5%) less than in FY 2000. The number of cases pending 1 to 100 days was 1,566 (1,662 in FY 2000); the number pending 101 to 200 days was 937 (1,628 in FY 2000); the number pending 201 to 300 days was

646 (974 in FY 2000), the number pending 301 to 365 days was 470 (520 in FY 2000) and the number pending over 365 days was 3,917 (5,191 in FY 2000). Figure VI-2 shows the trend by number of appeals that were pending in the appellate inventory at the end of fiscal years 1998 through 2001.

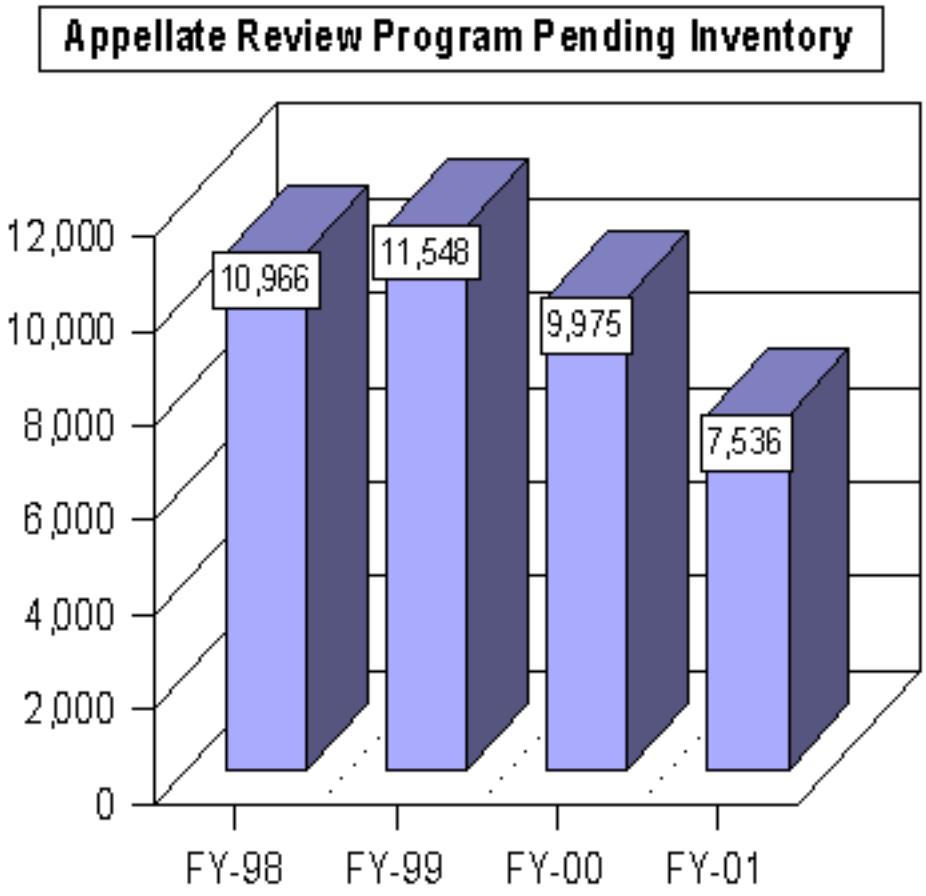
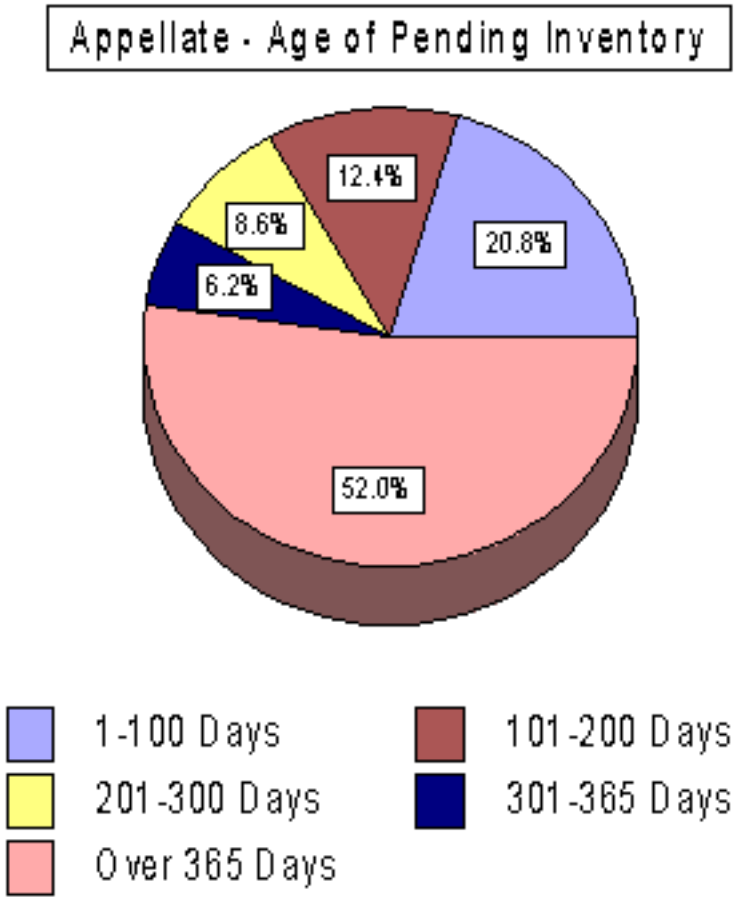


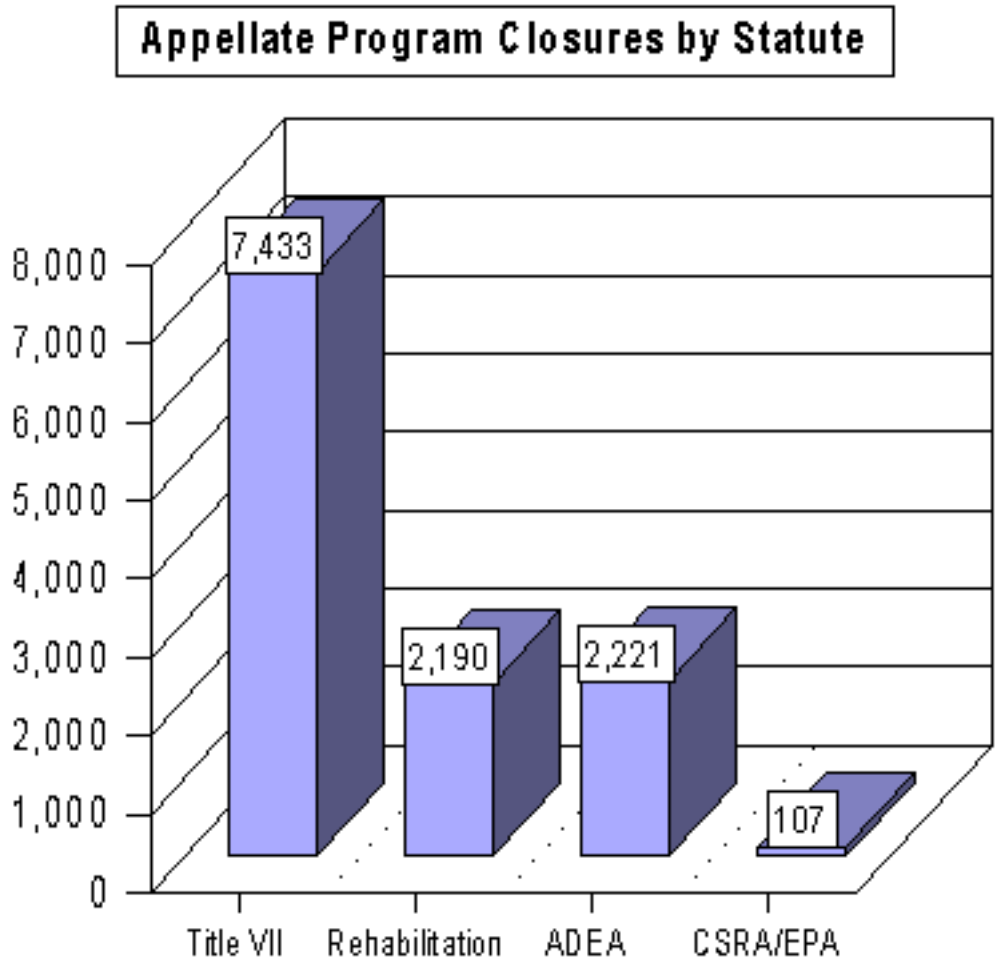
Figure VI-3 shows the percent of cases pending at the end of FY 2001 for each category of days.



F. CLOSURES BY STATUTE

Title VII cases represent the largest percentage of closures in FY 2001. Appellate closures by statute were: Title VII 7,433 or 79.6%; Rehabilitation Act 2,190 or 23.5%; ADEA 2,221 or 23.7%; and CSRA/EPA 107 or 1.1%.[(2)]

Figure VI-4 below shows the number of appeals closed by statute in FY 2001. The figure does not include 851 administrative closures (duplicate appeals, filing of civil actions, withdrawals, etc).



G. MONETARY AWARDS AND BENEFITS

Monetary awards, including back pay, compensatory damages, and attorneys' fees, amounted to $8.3 million in FY 2001. Although there was a 30.8% decrease from FY 2000, there has been an overall increase in the amounts awarded from FY 1998 through FY 2001.

Table VI - 4 Benefits Awarded through Appellate Review

Fiscal Year	Remedies Awarded in Millions[3]
1998	$ 5.7
1999	$ 9.8
2000	$12.0
2001	$8.3

Footnotes

1. Procedural issues are those issues identified in 29 C.F.R. § 1614.107. They include, for example,

failure to state a claim, failure to comply with applicable time limits, and mootness.

2. The number and percent of closures by statute will be greater than the number of cases closed since one or more statutory basis may be alleged in each case.

3. This reflects the dollar benefits reported through appellate compliance monitoring.

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PART VII

AGENCY PROFILES

Part VII contains the individual profiles of Cabinet level and mid-size agencies and small agencies with a work force of 2,000 or more employees.[(1)] Profiles of Selected Indicators were created using annual accomplishment reports on minorities, women and persons with disabilities, and the Civilian Personnel Data File (CPDF) which is maintained by the Office of Personnel Management (OPM). Selected discrimination complaint processing data submitted by each agency to EEOC was also used in the creation of each profile.

Each agency's profile highlights: the participation by race, national origin, gender and disability of employees in its work force; its top three major occupations; its top grade levels of GS-14 and GS-15; and at the Senior Pay Level. Also contained in each narrative profile is agency information concerning the outcome of Alternative Dispute Resolution (ADR) activities at the informal and formal levels of the discrimination complaint process. In the area of discrimination complaint processing, each narrative profile identifies the number of complaints filed, complainants, complaints closed, merit decisions, findings of discrimination, and settlements. Also included are the total amounts of money paid by the agency for corrective actions and settlements, total amounts awarded in specific categories, and the average time it takes an agency to process complaints.

Immediately following the Profile of each agency are tables[(2)] containing selected data on the agency's performance for FY 2001. The first table highlights discrimination complaint processing activities for each agency and reflects the percentage change in the data provided in FY 2000 and the data provided in FY 2001.[(3)] The next two tables show the agency's CPDF work force data for employment of workers by race, national origin, and gender, grouped by PATCOB[(4)] occupational categories. The fourth and fifth tables provide information on white collar workers by grade level and the last table shows agency data reflecting disability program accomplishments, objectives, promotions, and participation of people with targeted disabilities.

Estimated availability for people with targeted disabilities is based on 1990 census data.[(5)] OPM establishes the personnel action codes used to determine accessions and losses.

The EEOC relies on each agency to provide accurate and reliable data for its complaint processing program. Although the EEOC reviews and analyzes the data submitted, each agency remains ultimately responsible for the accuracy of its own data. The profile of selected indicators is a comparison between FY 2000 and FY 2001 data (FY 2000 for some agencies was revised from the FY 2000 report).

List of Agencies Included in the Agency Profile Section

These agencies, grouped by Cabinet Level, Mid-Size, and Small, are presented throughout this part in alphabetical order.

CABINET LEVEL

Agriculture
Commerce
Department of Defense - Air Force
Department of Defense - Army
Department of Defense - Navy
Education
Energy
Health and Human Services
Housing and Urban Development
Interior
Justice
Labor
State
Transportation
Treasury
United States Postal Service
Veterans Affairs

MID-SIZE

Environmental Protection Agency
Federal Deposit Insurance Corporation
Federal Emergency Management Agency
General Services Agency
National Aeronautics and Space Administration
Small Business Administration
Smithsonian Institution
Social Security Administration
Tennessee Valley Authority

SMALL

Agency for International Development
Equal Employment Opportunity Commission
Government Printing Office
National Archives and Records Administration
National Labor Relations Board
Nuclear Regulatory Commission
Office of Personnel Management
Securities and Exchange Commission

Footnotes

1. Cabinet level, mid-size, and small agencies are identified on page VII-3. Instead of treating the Department of Defense (DOD) as a single Cabinet level agency, profiles have been created for three of its sub-agencies.

2. In those instances where the data was not collected in the previous fiscal year or was collected differently, a percentage change will not be indicated on the EEO Indicators form.

3. Some agencies do not have all tables.

4. PATCOB refers to agency work force data for professional, administrative, technical, clerical, other and blue collar occupations.

5. The 1990 Census data is used as the most appropriate measure of availability.

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APPENDIX I
GLOSSARY / DEFINITIONS

Administrative Occupational Cateorgy - Occupations that the Office of Personnel Management (OPM) defines as involving the exercise of analytical ability, judgment, discretion, and personal responsibility, and application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management. These positions do not require specialized educational majors and typically follow a two-grade interval pattern through GS-11 and one grade intervals to GS-15.

Agency - Executive agencies as defined in Section 102 of Title 5, U.S. Code (including those with employees and applicants for employment who are paid from nonappropriated funds), the United States Postal Service, the Postal Rate Commission, and those units of the legislative and judicial branches of the Federal government having positions in the competitive service.

Annual Accomplishment Reports - Reports required to be submitted to EEOC on agencies affirmative employment program accomplishments pursuant to EEOC Management Directives 713 (persons with disabilities) and 714 (minorities and women).

Blue Collar Occupational Category - Occupations that OPM defines as comprising the trades, crafts, and manual labor (unskilled, semi-skilled, or skilled), including foremen and supervisory positions entailing trade, craft, or laboring experience and knowledge as the paramount requirement.

Census Availability Data (CAD) - Data derived from the decennial census. EEOC modifies the Civilan Labor Force data, first to adjust for citizenship, then eliminating job classifications which do not exist in federal agencies (salespersons, beauticians, funeral parlor directors, etc.) and then matches each of the approximately 420 federal occupations with its appropriate counterpart from the decennial census occupational listing. Then EEOC classifies the job according to Professional, Administrative, Technical, Clerical, Other or Blue Collar (PATCOB), and derives a weighted PATCOB percentage of those jobs. These weighted percentages are then used as the available federal work force for purposes of evaluating agency five-year plans and annual accomplishment reports required by EEO-MD-714.

Civilian Labor Force (CLF) - Data derived from the decennial census reflecting persons, 16 years of age or older who were employed or seeking employment, excluding those in the Armed Services. CLF data used in this report is based on the 1990 Census.

Central Personnel Data File (CPDF) - This is a computer file created and maintained by the OPM. The file is based on personnel action information submitted directly to the OPM by federal agency appointing offices, and is updated monthly. The following agencies do not submit data to the CPDF: the Tennessee Valley Authority, United States Postal Service, Army and Air Force Exchange Service, Central Intelligence Agency, Defense Intelligence Agency, National Imagery and Mapping Agency, and the National Security Agency.

Clerical Occupational Category - Occupations that OPM defines as involving structured work in support of office, business, or fiscal operations performed in accordance with established policies, procedures, or techniques and requiring training, experience, or working knowledge related to the

tasks to be performed. These jobs typically follow a one-grade interval pattern.

Disability - A physical or mental impairment that substantially limits one or more major life activities.

Lump Sum Payment - A single payment made in a settlement which does not identify the portion of the amount paid for backpay, compensatory damages, attorney fees, etc.

Major Occupational Areas - The most populous occupations in the Professional and the Administrative categories in an agency.

Merit Decision - A decision determining whether or not discrimination occurred.

MD-110 - EEO Management Directive 110 provides policies, procedures and guidance relating to the processing of employment discrimination complaints governed by the Commission's regulations in 29 CFR Part 1614.

MD-712 - EEO Management Directive 712 provides instructions for agency programs for hiring, placement, and advancement of individuals with disabilities.

MD-713 - EEO Management Directive 713 describes the reporting requirements related to agency programs for hiring, placement, and advancement of individuals with disabilities.

MD-714 - EEO Management Directive 714 describes the program responsibilities and reporting requirements related to agency programs for hiring, placement, and advancement of minorities and women.

Other White Collar Occupational Category - Occupations that cannot be related to the Professional, Administrative, Technical, Clerical, or Blue Collar occupational categories. Predominant occupations in this category are fire prevention, police, guard, and correctional jobs.

PATCOB - The acronym that refers to Professional, Administrative, Technical, Clerical, Other White-Collar and Blue Collar occupational categories.

Participation Rate - The extent to which members of a specific demographic group participate in an agency's work force.

Permanent Work Force - Full-time, part-time and intermittent employees of a particular agency. For purposes of this Report, those persons employed as of September 30, 2000.

Professional Occupational Category - Occupations that OPM defines as requiring knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's or higher degree with major study in or pertinent to the specialized field, as distinguished from general education. These occupations follow a two- grade interval pattern in the General Schedule and related grades through GS-11 and one- grade intervals to GS-15.

Race / National Origin / Ethniciy -

- White (Not of Hispanic Origin) - All persons having origins in any of the original peoples of

Europe, North Africa, or the Middle East.

- Black (Not of Hispanic Origin) - All persons having origins in any of the black racial groups of Africa.
- Hispanic - All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- Asian/Pacific Islander - All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.
- American Indian/Alaskan Native - All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Reportable Disability - Any self-identified disability reported by an employee to the employing agency.

Senior Pay Level - Civil Service positions above GS 15.

Targeted Disabilities - EEOC identified nine categories of severe disabilities as targeted disabilities for tracking purposes in an agency's federal affirmative employment program for individuals with disabilities. These disabilities include: deafness, blindness, missing limbs, partial paralysis, complete paralysis, convulsive disorders, mental illness, mental retardation, and distortion of limbs or spine.

Technical Occupational Category - Occupations that OPM defines as typically involving work associated with and supportive of a professional or administrative field, which is non-routine in nature and which involves extensive practical knowledge, gained through on-the-job experience or specific training less than that represented by college graduation. These jobs typically follow a one-grade interval pattern in all grades.

Total Work Force - All employees of an agency subject to 29 C.F.R. Part 1614 regulations, including temporary, seasonal and permanent employees.

White Collar Employees - Those workers in grade levels GS 1 through GS 15 and the Senior Pay Level. This category does not include Blue Collar (Wage Grade) workers.

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APPENDIX II
FEDERAL EEO COMPLAINT PROCESSING PROCEDURES

A. Contact EEO Counselor

Aggrieved persons who believe they have been discriminated against must contact an agency EEO counselor prior to filing a formal complaint. The person must initiate counselor contact within 45 days of the matter alleged to be discriminatory. 29 C.F.R. Section 1614.105(a)(1). This time limit shall be extended where the aggrieved person shows that: he or she was not notified of the time limits and was not otherwise aware of them; he or she did not and reasonably should not have known that the discriminatory matter occurred; despite due diligence he or she was prevented by circumstances beyond his or her control from contacting the counselor within the time limits. 29 C.F.R. Section 1614.105(a)(2).

B. EEO Counseling

EEO counselors provide information to the aggrieved individual concerning how the federal sector EEO process works, including time frames and appeal procedures, and attempt to informally resolve the matter. At the initial counseling session, counselors must advise individuals in writing of their rights and responsibilities in the EEO process, including the right to request a hearing before an EEOC administrative judge or an immediate final decision from the agency following its investigation of the complaint. Individuals must be informed of their right to elect between pursuing the matter in the EEO process under part 1614 and a grievance procedure (where available) or the Merit Systems Protection Board appeal process (where applicable). The counselor must also inform the individuals of their right to proceed directly to court in a lawsuit under the Age Discrimination in Employment Act, of their duty to mitigate damages, and that only claims raised in pre-complaint counseling may be alleged in a subsequent complaint filed with the agency. 29 C.F.R. Section 1614.105(b)(1).

Counseling must be completed within 30 days of the date the aggrieved person contacted the agency's EEO office to request counseling. If the matter is not resolved in that time period, the counselor must inform the individual in writing of the right to file a discrimination complaint. This notice ("Notice of Final Interview") must inform the individual that a complaint must be filed within 15 days of receipt of the notice, identify the agency official with whom the complaint must be filed, and of the individual's duty to inform the agency if he or she is represented. 29 C. F.R. Section 1614.105(d). The 30-day counseling period may be extended for an additional 60 days: (1) where the individual agrees to such extension in writing; or (2) where the aggrieved person chooses to participate in an ADR procedure. If the claim is not resolved before the 90th day, the Notice of Final Interview described above must be issued to the individual. 29 C.F.R. Section 1614.105(e), (f).

When a complaint is filed, the EEO counselor must submit a written report to the agency's EEO office concerning the issues discussed and the actions taken during counseling. 29 C.F.R. Section 1614.105(c).

C. Alternative Dispute Resolution (ADR)

Beginning January 1, 2000 all agencies were required to establish or make available an ADR program. Such program must be available for both the pre-complaint process and the formal complaint process. 29 C.F.R. Section 1614.102(b)(2). At the initial counseling session, counselors must advise individuals that, where an agency agrees to offer ADR in a particular case, the individual may choose between participation in the ADR program and EEO counseling. 29 C.F.R. Section 1614.105(b)(2). As noted above, if the matter is not resolved in the ADR process within 90 days of the date the individual contacted the agency's EEO office, a Notice of Final Interview must be issued to the individual giving him or her the right to proceed with a formal complaint.

D. Complaints

A complaint must be filed with the agency that allegedly discriminated against the complainant within 15 days of receipt of the Notice of Final Interview. The complaint must be a signed statement from the complainant or the complainant's attorney, containing the complainant's (or representative's) telephone number and address, and must be sufficiently precise to identify the complainant and the agency, and describe generally the action or practice which forms the basis of the complaint. 29 C.F.R. Section 1614.106.

A complainant may amend a complaint at any time prior to the conclusion of the investigation to include issues or claims like or related to those raised in the complaint. After requesting a hearing, a complainant may file a motion with the AJ to amend a complaint to include issues or claims like or related to those raised in the complaint. 29 C.F.R. Section 1614.106(d).

The agency must acknowledge receipt of the complaint in writing and inform the complainant of the date on which the complaint was filed, of the address of the EEOC office where a request for a hearing should be sent, that the complainant has the right to appeal the agency's final action or dismissal of a complaint, and that the agency must investigate the complaint within 180 days of the filing date. The agency's acknowledgment must also advise the complainant that when a complaint has been amended, the agency must complete the investigation within the earlier of: (1) 180 days after the last amendment to the complaint; or (2) 360 days after the filing of the original complaint. A complainant may request a hearing from an EEOC AJ on the consolidated complaints any time after 180 days from the date of the first filed complaint. 29 C.F.R. Section 1614.106(e).

E. Dismissals of Complaints

Prior to a request for a hearing, in lieu of accepting a complaint for investigation an agency may dismiss an entire complaint for any of the following reasons: (1) failure to state a claim, or stating the same claim that is pending or has been decided by the agency or the EEOC; (2) failure to comply with the time limits; (3) filing a complaint on a matter that has not been brought to the attention of an EEO counselor and which is not like or related to the matters counseled; (4) filing a complaint which is the basis of a pending civil action, or which was the basis of a civil action already decided by a court; (5) where the complainant has already elected to pursue the matter through either the negotiated grievance procedure or in an appeal to the Merit Systems Protection Board; (6) where the matter is moot or merely alleges a proposal to take a personnel action; (7) where the complainant cannot be located; (8) where the complainant fails to respond to a request to provide relevant information; (9) where the complaint alleges dissatisfaction with the processing of a previously filed complaint; (10) where the complaint is part of a clear pattern of misuse of the EEO process for a purpose other than

the prevention and elimination of employment discrimination. 29 C.F.R. Section 1614.107.

If an agency believes that some, but not all, of the claims in a complaint should be dismissed for the above reasons, it must notify the complainant in writing of the rationale for this determination, identify the allegations which will not be investigated, and place a copy of this notice in the investigative file. This determination shall be reviewable by an EEOC AJ if a hearing is requested on the remainder of the complaint, but is not appealable until final action is taken by the agency on the remainder of the complaint. 29 C.F.R. Section 1614.107(b).

F. Investigations

Investigations are conducted by the respondent agency. The agency must develop an impartial and appropriate factual record upon which to make findings on the claims raised by the complaint. An appropriate factual record is defined in the regulations as one that allows a reasonable fact finder to draw conclusions as to whether discrimination occurred. 29 C.F.R. Section 1614.108(b).

The investigation must be completed within 180 days from the filing of the complaint. A copy of the investigative file must be provided to the complainant, along with a notification that, within 30 days of receipt of the file, the complainant has the right to request a hearing and a decision from an EEOC AJ or may request an immediate final decision from the agency. 29 C.F.R. Section 1614.108(f).

An agency may make an offer of resolution to a complainant who is represented by an attorney at any time after the filing of a complaint, but not later than the date an AJ is appointed to conduct a hearing. An agency may make an offer of resolution to a complaint, represented by an attorney or not, after the parties have received notice than an administrative judge has been appointed to conduct a hearing, but not later than 30 days prior to a hearing.

Such offer of resolution must be in writing and include a notice explaining the possible consequences of failing to accept the offer. If the complainant fails to accept the offer within 30 days of receipt, and the relief awarded in the final decision on the complaint is not more favorable than the offer, then the complainant shall not receive payment from the agency of attorney's fees or costs incurred after the expiration of the 30-day acceptance period. 29 C.F.R. Section 1614.109(c).

G. Hearings

Requests for hearing must be sent by the complainant to the EEOC office indicated in the agency's acknowledgment letter, with a copy to the agency's EEO office. Within 15 days of receipt of the request for a hearing, the agency must provide a copy of the complaint file to EEOC. The EEOC will then appoint an AJ to conduct a hearing. 29 C.F.R. Section 1614.108(g).

An EEOC AJ may dismiss a complaint for any of the reasons set out above under Dismissals. 29 C.F.R. Section 1614.109(b).

Prior to the hearing, the parties may conduct discovery. The purpose of discovery is to enable a party to obtain relevant information for preparation of the party's case. Each party initially bears their own costs for discovery, unless the AJ requires the agency to bear the costs for the complainant to obtain depositions or any other discovery because the agency has failed to

complete its investigation in a timely manner or has failed to adequately investigate the allegations. For a more detailed description of discovery procedures, see EEOC Management Directive 110, Chapter 6.

Agencies provide for the attendance of all employees approved as witnesses by the AJ. Hearings are considered part of the investigative process, and are closed to the public. The AJ conducts the hearing and receives relevant information or documents as evidence. The hearing is recorded and the agency is responsible for paying for the transcripts of the hearing. Rules of evidence are not strictly applied to the proceedings. If the AJ determines that some or all facts are not in genuine dispute, he or she may limit the scope of the hearing or issue a decision without a hearing.

The AJ must conduct the hearing and issue a decision on the complaint within 180 days of receipt by the AJ of the complaint file from the agency. The AJ will send copies of the hearing record, the transcript and the decision to the parties. If an agency does not issue a final order within 40 days of receipt of the AJ's decision, then the decision becomes the final action by the agency in the matter. 29 C.F.R. Section 1614.109(i).

H. Final Action by Agencies

When an AJ has issued a decision (either a dismissal, a summary judgment decision or a decision following a hearing), the agency must take final action on the complaint by issuing a final order within 40 days of receipt of the hearing file and the AJ's decision. The final order must notify the complainant whether or not the agency will fully implement the decision of the AJ, and shall contain notice of the complainant's right to appeal to EEOC or to file a civil action. If the final order does not fully implement the decision of the AJ, the agency must simultaneously file an appeal with EEOC and attach a copy of the appeal to the final order. 29 C. F.R. Section 1614.110(a).

When an AJ has not issued a decision (i.e., when an agency dismisses an entire complaint under 1614.107, receives a request for an immediate final decision, or does not receive a reply to the notice providing the complainant the right to either request a hearing or an immediate final decision), the agency must take final action by issuing a final decision. The agency's final decision will consist of findings by the agency on the merits of each issue in the complaint. Where the agency has not processed certain allegations in the complaint for procedural reasons set out in 29 C.F.R. Section 1614.107, it must provide the rationale for its decision not to process the allegations. The agency's decision must be issued within 60 days of receiving notification that the complainant has requested an immediate final decision. The agency's decision must contain notice of the complainant's right to appeal to the EEOC, or to file a civil action in federal court. 29 C.F.R. Section 1614.110(b).

I. Appeals to the EEOC

Several types of appeals may be brought to the EEOC. A complainant may appeal an agency's final action or dismissal of a complaint within 30 days of receipt. 29 C.F.R. Sections 1614.401 (a), 1614.402(a).

A grievant may appeal the final decision of the agency, arbitrator or the FLRA on a grievance when an issue of employment discrimination was raised in the grievance procedure. 29 C.F.R. Section 1614.401(d).

If the agency's final action and order do not fully implement the AJ's decision, the agency must appeal to the EEOC. 29 C.F.R. Section 1614.110(a); 29 C.F.R. Section 1614.401(b).

A complainant may appeal to the EEOC for a determination as to whether the agency has complied with the terms of a settlement agreement or decision. 29 C.F.R. Section 1614.504(b).

If the complaint is a class action, the class agent or the agency may appeal an AJ's decision accepting or dismissing all or part of the class complaint. A class agent may appeal a final decision on a class complaint..A class member may appeal a final decision on an individual claim for relief pursuant to a finding of class-wide discrimination. Finally, both the class agent or the agency may appeal from an AJ decision on the adequacy of a proposed settlement of a class action. 29 C.F.R. Section 1614.401(c).

Appeals must be filed with EEOC's Office of Federal Operations (OFO). Any statement or brief on behalf of a complainant in support of an appeal must be submitted to OFO within 30 days of filing the notice of appeal. Any statement or brief on behalf of the agency in support of its appeal must be filed within 20 days of filing the notice of appeal. An agency must submit the complaint file to OFO within 30 days of initial notification that the complainant has filed an appeal or within 30 days of submission of an appeal by the agency. Any statement or brief in opposition to an appeal must be submitted to OFO and served on the opposing party within 30 days of receipt of the statement or brief supporting the appeal, or, if no statement or brief supporting the appeal has been filed, within 60 days of receipt of the appeal. 29 C.F.R. Section 1614.403.

EEOC has the authority to draw adverse inferences against a party failing to comply with its appeal procedures or requests for information. 29 C.F.R. Section 1614.404(c).

The decision on an appeal from an agency's final action is based on a de novo review, except that the review of the factual findings in a decision by an AJ is based on a substantial evidence standard of review. 29 C.F.R. Section 1614.405(a).

A party may request that EEOC reconsider its decision within 30 days of receipt of the Commission's decision. Such requests are not a second appeal, and will be granted only when the previous EEOC decision involved a clearly erroneous interpretation of material fact or law; or when the decision will have a substantial impact on the policies, practices or operations of the agency. 29 C.F.R. Section 1614.405(b).

The EEOC's decision will be based on a preponderance of the evidence. The decision will also inform the complainant of his or her right to file a civil action.

J. Civil Actions

Prior to filing a civil action under Title VII of the Civil Rights Act of 1964 or the Rehabilitation Act of 1973, a federal sector complainant must first exhaust the administrative process set out at 29 C.F.R. Part 1614. "Exhaustion" for the purposes of filing a civil action may occur at different stages of the process. The regulations provide that civil actions may be filed in an appropriate federal court: (1) within 90 days of receipt of the final action where no administrative appeal has been filed; (2) after 180 days from the date of filing a complaint if an administrative appeal has not been filed and final action has not been taken; (3) within 90 days of receipt of EEOC's final decision on an appeal; or (4) after 180 days from the filing of an appeal with EEOC if there

has been no final decision by the EEOC. 29 C.F.R. Section 1614.408.

Under the Age Discrimination in Employment Act (ADEA), a complainant may proceed directly to federal court after giving the EEOC notice of intent to sue. 29 C.F.R. Section 1614.201. An ADEA complainant who initiates the administrative process in 29 C.F.R. Part 1614 may also file a civil action within the time frames noted above. 29 C.F.R. Section 1614.408.

Under the Equal Pay Act, a complainant may file a civil action within 2 years (3 years for willful violations), regardless of whether he or she has pursued an administrative complaint. 29 C.F.R. Section 1614.409.

Filing a civil action terminates EEOC processing of an appeal. 29 C.F.R. Section 1614.410.

K. Class Complaints

Class complaints of discrimination are processed differently than individual complaints. See 29 C. F.R. Section 1614.204. The employee or applicant who wishes to file a class complaint must first seek counseling and be counseled, just like an individual complaint. However, once counseling is completed the class complaint is not investigated by the respondent agency. Rather, the complaint is forwarded to the nearest EEOC Field or District Office, where an EEOC AJ is appointed to make decision as to whether to accept or dismiss the class complaint. The AJ examines the class to determine whether it meets the class certification requirements of numerosity, commonality, typicality and adequacy of representation. The AJ may issue a decision dismissing the class because it fails to meet any of these class certification requirements, as well as for any of the reasons for dismissal discussed above for individual complaints (see section 5, above).

A class complaint may begin as an individual complaint of discrimination. At a certain point, it may become evident that there are many more individuals than the complainant affected by the issues raised in the individual complaint. EEOC's regulations provide that a complainant may move for class certification at any reasonable point in the process when it becomes apparent that there are class implications to the claims raised in an individual complaint. 29 C.F.R. Section 1614.204(b).

The AJ transmits his or her decision to accept or dismiss a class complaint to the class agent and the agency. The agency must then take final action by issuing a final order within 40 days of receipt of the AJ's decision. The final order must notify the agent whether or not the agency will implement the decision of the AJ. If the agency's final order does not implement the AJ's decision, the agency must simultaneously appeal the AJ's decision to EEOC's OFO. A copy of the agency's appeal must be appended to the agency's final order. 29 C.F.R. Section 1614.204(d)(7).. A dismissal of a class complaint shall inform the class agent either that the complaint is being filed on that date as an individual complaint and processed accordingly, or that the complaint is also dismissed as an individual complaint for one of the reasons for dismissal (discussed in section E, above). In addition, a dismissal must inform the class agent of the right to appeal to EEOC's OFO or to file a civil action in federal court.

When a class complaint is accepted, the agency must use reasonable means to notify the class members of the acceptance of the class complaint, a description of the issues accepted as part of the complaint, an explanation of the binding nature of the final decision or resolution on the class members, and the name, address and telephone number of the class representative. 29 C. F.R. Section 1614.204(e). In lieu of an investigation by the respondent agency, an EEOC AJ

develops the record through discovery and a hearing. The AJ then issues a recommended decision to the agency. Within 60 days of receipt of the AJ's recommended decision on the merits of the class complaint, the agency must issue a final decision which either accepts, rejects or modifies the AJ's recommended decision. If the agency fails to issue such a decision within that time frame, the AJ's recommended decision becomes the agency's final decision in the class complaint.

When discrimination is found in the final decision and a class member believes that he or she is entitled to relief, the class member may file a written claim with the agency within 30 days of receipt of notification by the agency of its final decision. The EEOC AJ retains jurisdiction over the complaint in order to resolve disputed claims by class members. The claim for relief must contain a specific showing that the claimant is a class member entitled to relief. EEOC's regulations provide that, when a finding of discrimination against a class has been made, there is a presumption of discrimination as to each member of the class. The agency must show by clear and convincing evidence that any class member is not entitled to relief. The agency must issue a final decision on each individual claim for relief within 90 days of filing. Such decision may be appealed to EEOC's OFO, or a civil action may be filed in federal court. 29 C.F.R. Section 1614.204(l)(3).

A class complaint may be resolved at any time by agreement between the agency and the class agent. Notice of such resolution must be provided to all class members, and reviewed and approved by an EEOC AJ. If the AJ finds that the proposed resolution is not fair to the class as a whole, the AJ will issue a decision vacating the agreement, and may replace the class agent with some other eligible class member to further process the class complaint. Such decision may be appealed to EEOC. If the AJ finds that the resolution is fair to the class as a whole, the resolution is binding on all class members. 29 C.F.R. Section 1614.204(g).

L. Grievances

Persons covered by collective bargaining agreements which permit allegations of discrimination to be raised in the grievance procedure, and who wish to file a complaint or grievance on an allegation of employment discrimination, must elect to proceed either under the procedures of 29 C.F.R. Part 1614 or the negotiated grievance procedures, but not both. 29 C.F.R. Section 1614.301(a). An election to proceed under Part 1614 is made by the filing of a complaint, and an election to proceed under the negotiated grievance procedures is made by filing a grievance. Participation in the pre-complaint procedures of Part 1614 is not an election of the 1614 procedures. The election requirement does not apply to employees of agencies not covered by 5 U.S.C. Section 7121(d), notably employees of the United States Postal Service.

M. Mixed Case Complaints

Some employment actions which may be the subject of a discrimination complaint under Part 1614 may also be appealed to the Merit Systems Protection Board (MSPB). In such cases, the employee must elect to proceed with a complaint as a "mixed case complaint" under Part 1614, or a "mixed case appeal" before the MSPB. Whichever is filed first is considered an election to proceed in that forum. 29 C.F.R. Section 1614.302.

Mixed case complaints are processed similarly to other complaints of discrimination, with the following notable exceptions: (1) the agency has only 120 days from the date of the filing of the mixed case complaint to issue a final decision, and the complainant may appeal the matter to the MSPB or file a civil action any time thereafter; (2) the complainant must appeal the agency's

decision to the MSPB, not the EEOC, within 30 days of receipt of the agency's decision; (3) at the completion of the investigation the complainant does not have the right to request a hearing before an EEOC AJ, and the agency must issue a decision within 45 days. 29 C.F.R. Section 1614.302(d).

Individuals who have filed either a mixed case complaint or a mixed case appeal, and who have received a final decision from the MSPB, may petition the EEOC to review the MSPB final decision.

In contrast to non-mixed matters, individuals who wish to file a civil action in mixed- case matters must file within 30 days (not 90) of receipt of: (1) the agency's final decision; (2) the MSPB's final decision; or (3) the EEOC's decision on a petition to review. Alternatively, a civil action may be filed after 120 days from the date of filing the mixed case complaint with the agency or the mixed case appeal with the MSPB if there has been no final decision on the complaint or appeal, or 180 days after filing a petition to review with EEOC if there has been no decision by EEOC on the petition. 29 C.F.R. Section 1614.310.

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TABLE 1
TEN YEAR TREND
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	FEDERAL WORK FORCE										% 2001 COMPARISON TO % 1990 CLF
		% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	59.17	58.79	58.54	58.47	58.40	58.35	58.13	57.89	57.70	57.55	ABOVE
WOMEN	45.70	40.83	41.21	41.46	41.53	41.60	41.65	41.87	42.11	42.30	42.45	BELOW
WHITE	77.90	71.06	70.68	70.06	69.66	69.46	69.16	68.48	68.08	67.78	71.09	BELOW
MEN	42.60	44.65	44.15	43.59	43.28	43.08	42.87	42.36	41.97	41.67	44.97	ABOVE
WOMEN	35.30	26.41	26.53	26.47	26.38	26.38	26.29	26.12	26.11	26.10	26.11	BELOW
BLACK	10.30	18.01	18.08	18.28	18.34	18.32	18.35	18.57	18.70	18.76	15.17	ABOVE
MEN	4.90	7.96	7.93	8.02	8.05	8.04	8.04	8.13	8.15	8.15	4.54	BELOW
WOMEN	5.40	10.06	10.15	10.26	10.29	10.27	10.31	10.45	10.55	10.62	10.63	ABOVE
HISPANIC	8.10	5.71	5.80	5.96	6.11	6.26	6.39	6.59	6.69	6.81	6.94	BELOW
MEN	4.80	3.59	3.61	3.69	3.78	3.88	3.97	4.07	4.10	4.15	4.22	BELOW
WOMEN	3.30	2.12	2.19	2.27	2.33	2.38	2.42	2.52	2.59	2.65	2.72	BELOW
ASIAN/ PACIFIC ISLANDER	2.80	3.98	4.15	4.33	4.50	4.59	4.71	4.95	5.11	5.22	5.32	ABOVE
MEN	1.50	2.37	2.47	2.57	2.67	2.72	2.77	2.89	2.97	3.03	3.10	ABOVE
WOMEN	1.30	1.60	1.68	1.76	1.83	1.87	1.93	2.06	2.14	2.18	2.22	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	1.24	1.30	1.38	1.38	1.37	1.39	1.40	1.42	1.44	1.48	ABOVE
MEN	0.30	0.61	0.63	0.68	0.68	0.68	0.69	0.69	0.69	0.70	0.71	ABOVE
WOMEN	0.30	0.62	0.66	0.70	0.70	0.69	0.71	0.72	0.73	0.74	0.76	ABOVE
TOTAL FEDERAL EMPLOYEES		2,742,491	2,643,391	2,630,755	2,583,193	2,532,507	2,475,761	2,479,199	2,462,152	2,442,643	2,445,335	

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TABLE 2
TEN YEAR TREND (FIVE YEAR CHANGE)
GOVERNMENT WIDE EMPLOYMENT OF PEOPLE WITH TARGETED DISABILITIES

TARGETED DISABILITY BY TYPE	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	% CHANGE FY 97 - FY 01
TOTAL WORK FORCE	2,737,331	2,656,033	2,628,093	2,568,728	2,531,422	2,473,179	2,467,626	2,449,880	2,438,978	2,443,899	-1.18%
TOTAL TARGETED DISABILITY	33,362	32,989	31,860	31,359	29,930	28,671	28,035	27,601	27,231	26,834	-6.41%
% OF TOTAL WORK FORCE	1.22%	1.24%	1.21%	1.22%	1.18%	1.16%	1.14%	1.13%	1.12%	1.10%	
DEAF TOTAL	6,344	6,295	6,207	6,123	5,896	5,639	5,512	5,368	5,220	5,088	-9.77%
DEAF % OF TOTAL DISABILITY	19.02%	19.08%	19.48%	19.53%	19.70%	19.67%	19.66%	19.45%	19.17%	18.96%	
BLIND TOTAL	3,101	3,060	2,984	2,920	2,784	2,676	2,615	2,570	2,603	2,636	-1.49%
BLIND % OF TOTAL DISABILITY	9.30%	9.28%	9.37%	9.31%	9.30%	9.33%	9.33%	9.31%	9.56%	9.82%	
MISSING EXTREMITIES TOTAL	2,325	2,252	2,110	2,066	1,963	1,856	1,812	1,733	1,697	1,627	-12.34%
MISSING EXTREMITIES % OF TOTAL DISABILITY	6.97%	6.83%	6.62%	6.59%	6.56%	6.47%	6.46%	6.28%	6.23%	6.06%	
PARTIAL PARALYSIS TOTAL	4,476	4,446	4,259	4,185	3,939	3,694	3,585	3,503	3,475	3,346	-9.42%
PARTIAL PARALYSIS % OF TOTAL DISABILITY	13.42%	13.48%	13.37%	13.35%	13.16%	12.88%	12.79%	12.69%	12.76%	12.47%	
COMPLETE PARALYSIS TOTAL	1,955	1,889	1,803	1,749	1,641	1,559	1,507	1,459	1,435	1,415	-9.24%
COMPLETE PARALYSIS % OF TOTAL DISABILITY	5.86%	5.73%	5.66%	5.58%	5.48%	5.44%	5.38%	5.29%	5.27%	5.27%	
CONVULSIVE DISORDER TOTAL	4,525	4,534	4,374	4,339	4,125	3,967	3,860	3,826	3,811	3,767	-5.04%
CONVULSIVE DISORDER % OF TOTAL DISABILITY	13.56%	13.74%	13.73%	13.84%	13.78%	13.84%	13.93%	13.86%	14.00%	14.04%	
MENTAL RETARDATION TOTAL	3,491	3,482	3,305	3,193	2,994	2,837	2,770	2,672	2,533	2,428	-14.42%

MENTAL RETARDATION % OF TOTAL DISABILITY	10.46%	10.56%	10.37%	10.18%	10.00%	9.90%	9.88%	9.68%	9.30%	9.05%	
MENTAL ILLNESS TOTAL	6,162	6,087	5,900	5,869	5,737	5,622	5,579	5,690	5,697	5,801	3.18%
MENTAL ILLNESS % OF TOTAL DISABILITY	18.47%	18.45%	18.52%	18.72%	19.17%	19.61%	19.90%	20.62%	20.92%	21.62%	
DISTORTION OF LIMBS & SPINE TOTAL	983	944	918	915	851	821	795	780	757	726	-11.57%
DISTORTION OF LIMBS & SPINE % OF TOTAL DISABILITY	2.95%	2.86%	2.88%	2.92%	2.84%	2.86%	2.84%	2.83%	2.78%	2.71%	

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TABLE 3
WHITE COLLAR WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 WHITE COLLAR LABOR FORCE	FEDERAL WHITE COLLAR WORK FORCE										% 2001 COMPARISON TO WHITE COLLAR % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	45.39	50.81	50.77	50.45	50.50	50.63	50.70	50.75	50.69	50.63	50.63	ABOVE
WOMEN	45.70	54.61	49.19	49.23	49.55	49.50	49.37	49.30	49.25	49.31	49.37	49.37	BELOW
WHITE	77.90	81.76	73.83	73.44	72.88	72.45	72.17	71.79	71.41	71.03	70.59	70.16	BELOW
MEN	42.60	37.81	40.99	40.78	40.26	40.07	39.98	39.83	39.70	39.47	39.21	38.98	ABOVE
WOMEN	35.30	43.95	32.84	32.66	32.62	32.38	32.19	31.96	31.71	31.57	31.38	31.18	BELOW
BLACK	10.30	8.75	16.17	16.29	16.45	16.52	16.53	16.57	16.66	16.81	16.99	17.06	ABOVE
MEN	4.90	3.10	4.84	4.89	4.92	4.96	5.00	5.03	5.08	5.15	5.21	5.26	ABOVE
WOMEN	5.40	5.65	11.33	11.40	11.53	11.56	11.53	11.54	11.58	11.67	11.78	11.81	ABOVE
HISPANIC	8.10	5.80	5.06	5.14	5.33	5.51	5.68	5.88	6.07	6.18	6.34	6.52	ABOVE
MEN	4.80	2.68	2.58	2.63	2.71	2.81	2.93	3.06	3.17	3.22	3.31	3.41	ABOVE
WOMEN	3.30	3.12	2.48	2.51	2.62	2.70	2.75	2.82	2.90	2.96	3.03	3.11	BELOW
ASIAN / PACIFIC ISLANDER	2.80	3.12	3.39	3.53	3.65	3.81	3.92	4.02	4.10	4.19	4.26	4.39	ABOVE
MEN	1.50	1.57	1.77	1.84	1.89	1.97	2.03	2.07	2.10	2.14	2.17	2.23	ABOVE
WOMEN	1.30	1.55	1.62	1.69	1.76	1.84	1.90	1.95	2.00	2.05	2.09	2.16	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	0.51	1.52	1.60	1.69	1.71	1.69	1.73	1.76	1.79	1.81	1.86	ABOVE
MEN	0.30	0.20	0.61	0.63	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.75	ABOVE
WOMEN	0.30	0.31	0.91	0.97	1.02	1.02	1.00	1.03	1.05	1.07	1.09	1.11	ABOVE

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TABLE 4
PROFESSIONAL WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 PROFESSIONAL LABOR FORCE	FEDERAL PROFESSIONAL WORK FORCE										% 2001 COMPARISON TO PROFESSIONAL % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	63.00	65.74	65.20	64.29	63.52	62.97	62.40	61.94	61.46	60.83	60.30	BELOW
WOMEN	45.70	37.00	34.26	34.80	35.71	36.48	37.03	37.60	38.06	38.54	39.17	39.70	ABOVE
WHITE	77.90	85.00	82.20	81.75	81.20	80.62	80.19	79.69	79.33	78.86	78.42	77.91	BELOW
MEN	42.60	54.70	56.36	55.66	54.58	53.63	52.94	52.22	51.67	51.02	50.31	49.59	BELOW
WOMEN	35.30	30.30	25.84	26.09	26.62	26.99	27.24	27.47	27.66	27.84	28.11	28.32	BELOW
BLACK	10.30	5.60	7.69	7.81	7.98	8.16	8.31	8.43	8.60	8.80	8.99	9.09	ABOVE
MEN	4.90	2.40	3.13	3.15	3.18	3.21	3.23	3.24	3.28	3.32	3.33	3.35	ABOVE
WOMEN	5.40	3.20	4.56	4.66	4.80	4.95	5.08	5.19	5.32	5.48	5.66	5.74	ABOVE
HISPANIC	8.10	3.50	3.59	3.66	3.78	3.90	3.98	4.10	4.15	4.24	4.34	4.46	ABOVE
MEN	4.80	2.10	2.23	2.25	2.29	2.32	2.35	2.39	2.41	2.45	2.48	2.54	ABOVE
WOMEN	3.30	1.40	1.36	1.41	1.49	1.58	1.63	1.71	1.74	1.79	1.86	1.92	ABOVE
ASIAN / PACIFIC ISLANDER	2.80	5.40	5.56	5.80	5.99	6.24	6.42	6.62	6.72	6.88	7.01	7.29	ABOVE
MEN	1.50	3.50	3.54	3.65	3.73	3.85	3.92	4.01	4.04	4.12	4.15	4.26	ABOVE
WOMEN	1.30	1.90	2.02	2.15	2.26	2.39	2.50	2.61	2.68	2.76	2.86	3.03	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	0.40	0.94	0.98	1.05	1.08	1.11	1.16	1.20	1.22	1.24	1.25	ABOVE
MEN	0.30	0.20	0.47	0.49	0.50	0.52	0.52	0.54	0.55	0.56	0.56	0.56	ABOVE
WOMEN	0.30	0.20	0.47	0.49	0.55	0.57	0.58	0.62	0.65	0.66	0.68	0.69	ABOVE

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TABLE 5
ADMINISTRATIVE WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 ADMINISTRATIVE LABOR FORCE	FEDERAL ADMINISTRATIVE WORK FORCE										% 2001 COMPARISON TO ADMINISTRATIVE % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	50.00	59.82	59.26	58.59	58.43	58.27	57.82	57.33	56.59	55.78	55.10	ABOVE
WOMEN	45.70	50.00	40.18	40.74	41.41	41.57	41.73	42.18	42.67	43.41	44.22	44.90	BELOW
WHITE	77.90	82.50	78.61	78.12	77.51	76.97	76.64	76.12	75.47	74.82	74.15	73.48	BELOW
MEN	42.60	42.10	49.81	49.14	48.29	47.84	47.47	46.84	46.16	45.29	44.40	43.59	ABOVE
WOMEN	35.30	40.40	28.80	28.98	29.22	29.13	29.17	29.28	29.31	29.53	29.75	29.89	BELOW
BLACK	10.30	8.90	13.11	13.33	13.63	13.79	13.84	14.05	14.39	14.83	15.30	15.70	ABOVE
MEN	4.90	3.60	5.17	5.17	5.21	5.26	5.31	5.33	5.36	5.45	5.51	5.57	ABOVE
WOMEN	5.40	5.30	7.94	8.16	8.42	8.53	8.53	8.73	9.03	9.38	9.79	10.13	ABOVE
HISPANIC	8.10	5.20	4.76	4.91	5.09	5.29	5.48	5.71	5.91	6.02	6.12	6.28	ABOVE
MEN	4.80	2.60	2.90	2.97	3.05	3.17	3.28	3.41	3.52	3.55	3.55	3.58	ABOVE
WOMEN	3.30	2.60	1.86	1.94	2.03	2.12	2.21	2.29	2.40	2.47	2.57	2.70	ABOVE
ASIAN / PACIFIC ISLANDER	2.80	2.80	2.22	2.32	2.45	2.60	2.69	2.75	2.83	2.91	2.97	3.07	ABOVE
MEN	1.50	1.40	1.22	1.27	1.33	1.42	1.48	1.51	1.54	1.56	1.58	1.61	ABOVE
WOMEN	1.30	1.40	1.00	1.05	1.12	1.18	1.21	1.24	1.29	1.34	1.40	1.46	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	0.60	1.25	1.30	1.33	1.35	1.35	1.37	1.40	1.42	1.45	1.47	ABOVE
MEN	0.30	0.30	0.69	0.70	0.71	0.73	0.73	0.73	0.74	0.74	0.74	0.74	ABOVE
WOMEN	0.30	0.30	0.56	0.60	0.61	0.62	0.61	0.63	0.65	0.68	0.71	0.73	ABOVE

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TABLE 6
TECHNICAL WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 TECHNICAL LABOR FORCE	FEDERAL TECHNICAL WORK FORCE										% 2001 COMPARISON TO TECHNICAL % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	45.10	42.86	41.61	40.90	39.50	39.12	39.03	38.66	38.62	38.76	38.90	BELOW
WOMEN	45.70	54.90	57.14	58.39	59.10	60.50	60.88	60.97	61.34	61.38	61.24	61.10	ABOVE
WHITE	77.90	79.00	67.26	66.49	65.87	64.87	64.38	63.81	63.18	62.69	62.20	61.57	BELOW
MEN	42.60	36.10	32.04	30.79	30.01	28.68	28.23	27.97	27.54	27.42	27.38	27.36	BELOW
WOMEN	35.30	42.90	35.22	35.70	35.86	36.19	36.15	35.84	35.65	35.27	34.81	34.20	BELOW
BLACK	10.30	10.20	21.85	22.39	22.49	23.00	23.28	23.43	23.71	23.96	24.09	24.45	ABOVE
MEN	4.90	3.60	5.88	5.93	5.86	5.80	5.78	5.81	5.82	5.86	5.88	5.92	ABOVE
WOMEN	5.40	6.60	15.97	16.46	16.63	17.20	17.50	17.62	17.89	18.10	18.21	18.53	ABOVE
HISPANIC	8.10	6.60	5.79	5.86	6.07	6.38	6.53	6.78	7.03	7.15	7.41	7.53	ABOVE
MEN	4.80	3.20	2.80	2.75	2.79	2.81	2.85	2.95	3.01	3.03	3.13	3.16	BELOW
WOMEN	3.30	3.40	2.99	3.11	3.28	3.58	3.68	3.82	4.02	4.12	4.28	4.36	ABOVE
ASIAN / PACIFIC ISLANDER	2.80	3.50	2.89	2.95	3.04	3.17	3.26	3.36	3.43	3.49	3.51	3.56	ABOVE
MEN	1.50	1.90	1.27	1.27	1.27	1.26	1.30	1.32	1.33	1.34	1.36	1.40	BELOW
WOMEN	1.30	1.60	1.62	1.68	1.77	1.91	1.96	2.04	2.10	2.15	2.15	2.16	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	0.80	2.18	2.30	2.53	2.57	2.55	2.62	2.65	2.71	2.79	2.90	ABOVE
MEN	0.30	0.40	0.85	0.86	0.98	0.96	0.95	0.97	0.97	0.98	1.00	1.06	ABOVE
WOMEN	0.30	0.40	1.33	1.44	1.56	1.62	1.59	1.65	1.68	1.74	1.80	1.84	ABOVE

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TABLE 7
CLERICAL WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 CLERICAL LABOR FORCE	FEDERAL CLERICAL WORK FORCE										% 2001 COMPARISON TO CLERICAL % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	19.50	13.64	14.02	14.53	15.07	15.82	16.19	16.63	16.86	17.45	18.13	BELOW
WOMEN	45.70	80.50	86.36	85.98	85.47	84.93	84.18	83.81	83.37	83.14	82.55	81.87	ABOVE
WHITE	77.90	77.40	61.05	60.31	59.49	59.03	58.75	58.41	57.97	57.83	57.28	57.56	BELOW
MEN	42.60	14.00	7.86	8.02	8.32	8.60	9.08	9.36	9.63	9.77	10.06	10.53	BELOW
WOMEN	35.30	63.40	53.19	52.29	51.17	50.42	49.67	49.06	48.34	48.05	47.21	47.03	BELOW
BLACK	10.30	12.40	27.85	28.24	28.62	28.97	28.95	28.96	28.91	28.86	29.08	28.21	ABOVE
MEN	4.90	2.80	3.93	4.06	4.17	4.33	4.48	4.47	4.53	4.61	4.81	4.85	ABOVE
WOMEN	5.40	9.60	23.92	24.18	24.45	24.64	24.48	24.49	24.37	24.25	24.27	23.37	ABOVE
HISPANIC	8.10	6.90	6.12	6.18	6.47	6.48	6.64	6.76	6.99	7.08	7.21	7.47	ABOVE
MEN	4.80	1.70	1.12	1.14	1.21	1.26	1.35	1.41	1.49	1.47	1.51	1.64	BELOW
WOMEN	3.30	5.20	5.00	5.04	5.26	5.22	5.29	5.35	5.51	5.60	5.70	5.83	ABOVE
ASIAN / PACIFIC ISLANDER	2.80	2.70	2.90	3.03	3.10	3.21	3.38	3.50	3.65	3.72	3.87	4.02	ABOVE
MEN	1.50	0.80	0.54	0.59	0.61	0.66	0.70	0.74	0.75	0.77	0.82	0.85	ABOVE
WOMEN	1.30	1.90	2.36	2.44	2.48	2.55	2.68	2.76	2.90	2.94	3.05	3.16	ABOVE
AMERICAN INDIAN / ALASKAN NATIVE	0.60	0.60	2.05	2.23	2.32	2.32	2.27	2.37	2.48	2.53	2.57	2.74	ABOVE
MEN	0.30	0.10	0.19	0.21	0.22	0.22	0.22	0.22	0.23	0.24	0.25	0.26	ABOVE
WOMEN	0.30	0.50	1.86	2.02	2.11	2.10	2.05	2.15	2.25	2.29	2.32	2.48	ABOVE

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TABLE 8
BLUE COLLAR WORK FORCE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

	% 1990 CIVILIAN LABOR FORCE	% 1990 BLUE COLLAR LABOR FORCE	FEDERAL BLUE COLLAR WORK FORCE										% 2001 COMPARISON TO BLUE COLLAR % 1990 CLF
			% 1992	% 1993	% 1994	% 1995	% 1996	% 1997	% 1998	% 1999	% 2000	% 2001	
MEN	54.30	85.90	90.13	90.09	90.19	90.29	90.28	90.53	90.58	90.47	90.39	90.39	ABOVE
WOMEN	45.70	14.10	9.87	9.91	9.81	9.71	9.72	9.47	9.42	9.53	9.61	9.61	BELOW
WHITE	77.90	75.20	66.88	66.38	66.12	65.85	65.82	66.14	66.22	66.31	66.25	66.15	BELOW
MEN	42.60	65.40	62.07	61.62	61.45	61.16	61.09	61.48	61.58	61.58	61.48	61.38	BELOW
WOMEN	35.30	9.80	4.81	4.76	4.68	4.69	4.73	4.65	4.64	4.73	4.77	4.76	BELOW
BLACK	10.30	11.30	19.29	19.54	19.37	19.28	19.08	18.68	18.71	18.82	18.94	18.93	ABOVE
MEN	4.90	9.10	15.34	15.53	15.47	15.51	15.38	15.15	15.22	15.27	15.41	15.43	ABOVE
WOMEN	5.40	2.20	3.95	4.01	3.90	3.77	3.70	3.53	3.49	3.54	3.53	3.50	ABOVE
HISPANIC	8.10	10.20	7.41	7.43	7.46	7.67	7.91	8.00	7.84	7.44	7.39	7.43	BELOW
MEN	4.80	8.70	6.85	6.86	6.90	7.10	7.32	7.41	7.27	6.91	6.84	6.85	BELOW
WOMEN	3.30	1.50	0.56	0.57	0.56	0.57	0.59	0.58	0.57	0.53	0.55	0.58	BELOW
ASIAN / PACIFIC ISLANDER	2.80	2.20	4.58	4.75	4.83	4.95	4.90	4.84	4.84	4.96	4.93	5.00	ABOVE
MEN	1.50	1.70	4.26	4.42	4.48	4.59	4.52	4.45	4.45	4.56	4.51	4.58	ABOVE
WOMEN	1.30	0.50	0.32	0.33	0.35	0.36	0.38	0.39	0.39	0.41	0.41	0.43	BELOW
AMERICAN INDIAN / ALASKAN NATIVE	0.60	1.00	1.81	1.87	2.22	2.26	2.29	2.34	2.39	2.46	2.49	2.50	ABOVE
MEN	0.30	0.80	1.57	1.62	1.90	1.93	1.96	2.02	2.07	2.14	2.16	2.16	ABOVE
WOMEN	0.30	0.20	0.24	0.25	0.32	0.33	0.33	0.32	0.32	0.32	0.34	0.34	ABOVE

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TABLE 9
DISTRIBUTION (PERCENTAGE) BY PATCO CATEGORY
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

OCCUPATIONAL CATEGORIES	YEAR	TOTAL	MEN	WOMEN	WHITE	BLACK	HISPANIC	ASIAN / PACIFIC ISLANDER	AMERICAN INDIAN / ALASKAN NATIVE
PROFESSIONAL	1997	27.18	33.46	20.73	30.17	13.83	18.95	44.74	18.20
	1998	27.09	33.07	20.94	30.10	13.98	18.54	44.41	18.47
	1999	27.14	32.91	21.21	30.13	14.20	18.64	44.55	18.60
	2000	27.07	32.53	21.48	30.08	14.32	18.53	44.57	18.53
	2001	26.93	32.07	21.65	29.90	14.35	18.40	44.72	18.05
ADMINISTRATIVE	1997	35.12	40.06	30.05	37.24	29.78	34.09	24.03	27.72
	1998	36.05	40.72	31.24	38.11	31.14	35.12	24.88	28.54
	1999	36.70	40.97	32.31	38.66	32.37	35.80	25.44	29.24
	2000	37.54	41.36	33.63	39.44	33.82	36.24	26.21	30.05
	2001	38.27	41.64	34.80	40.08	35.21	36.82	26.73	30.31
TECHNICAL	1997	22.27	17.14	27.54	19.79	31.49	25.66	18.61	33.66
	1998	22.03	16.78	27.43	19.49	31.34	25.49	18.45	33.12
	1999	21.95	16.72	27.32	19.37	31.27	25.41	18.30	33.35
	2000	21.62	16.55	26.82	19.05	30.66	25.25	17.82	33.31
	2001	21.60	16.60	26.73	18.96	30.95	24.91	17.48	33.73
CLERICAL	1997	12.37	3.95	21.02	10.06	21.61	14.21	10.75	16.89
	1998	11.61	3.80	19.66	9.43	20.15	13.38	10.34	16.35
	1999	10.90	3.63	18.38	8.87	18.71	12.49	9.67	15.41
	2000	10.29	3.55	17.21	8.35	17.61	11.70	9.34	14.59
	2001	9.46	3.39	15.69	7.76	15.64	10.83	8.65	13.95
OTHER	1997	3.06	5.39	0.67	2.74	3.29	7.09	1.87	3.53
	1998	3.21	5.63	0.72	2.88	3.39	7.47	1.93	3.52
	1999	3.30	5.76	0.78	2.96	3.45	7.66	2.03	3.39
	2000	3.47	6.00	0.87	3.09	3.60	8.28	2.06	3.53
	2001	3.74	6.30	1.13	3.30	3.85	9.03	2.41	3.96

Includes data for only those agencies reported by CPDF. Does not include data for AAFES, TVA, USPS, or Intelligence Gathering Agencies.

Explanation of table - using example of "Women, Professional, 1996": 20.55 percent of all white collar women were within the "Professional" PATCO category.

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TABLE 10
WHITE COLLAR AVERAGE GRADE
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

OCCUPATIONAL CATEGORIES	YEAR	TOTAL	MEN	WOMEN	WHITE	BLACK	HISPANIC	ASIAN / PACIFIC ISLANDER	AMERICAN INDIAN/ ALASKAN NATIVE
PROFESSIONAL	1997	12.27	12.56	11.66	12.36	11.70	11.89	12.27	11.07
	1998	12.29	12.58	11.70	12.39	11.73	11.92	12.29	11.07
	1999	12.31	12.59	11.74	12.41	11.77	11.93	12.30	11.10
	2000	12.32	12.60	11.77	12.42	11.77	11.93	12.33	11.14
	2001	12.33	12.60	11.82	12.43	11.81	11.92	12.33	11.18
ADMINISTRATIVE	1997	11.67	11.94	11.29	11.78	11.35	11.14	11.25	11.39
	1998	11.68	11.94	11.33	11.80	11.37	11.16	11.29	11.37
	1999	11.65	11.90	11.35	11.77	11.39	11.16	11.32	11.34
	2000	11.66	11.90	11.38	11.78	11.41	11.17	11.33	11.28
	2001	11.65	11.89	11.39	11.77	11.40	11.14	11.33	11.27
TECHNICAL	1997	7.24	8.12	6.68	7.51	6.71	7.02	6.84	6.42
	1998	7.26	8.13	6.71	7.00	6.75	7.02	6.82	6.43
	1999	7.30	8.15	6.76	7.58	6.80	7.04	6.86	6.43
	2000	7.31	8.16	6.78	7.60	6.83	7.02	6.87	6.42
	2001	7.28	8.11	6.74	7.57	6.79	6.99	6.87	6.36
CLERICAL	1997	5.08	4.49	5.20	5.11	5.12	4.93	4.76	4.88
	1998	5.12	4.53	5.23	5.14	5.17	4.95	4.79	4.90
	1999	5.14	4.54	5.26	5.16	5.19	4.97	4.80	4.93
	2000	5.15	4.57	5.27	5.17	5.20	4.98	4.79	4.94
	2001	5.14	4.56	5.27	5.17	5.21	4.96	4.80	4.93

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TABLE 11
DISTRIBUTION (PERCENTAGE) ACROSS GRADE RANGES
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

GS AND RELATED GRADE	YEAR	TOTAL	MEN	WOMEN	WHITE	BLACK	HISPANIC	ASIAN / PACIFIC ISLANDER	NATIVE AMERICAN / ALASKAN NATIVE
GSR 1-4	1997	5.29	2.92	7.72	4.01	9.61	6.42	5.92	11.63
	1998	4.88	2.72	7.11	3.70	8.65	6.11	5.63	10.95
	1999	4.62	2.60	6.70	3.51	8.13	5.72	5.38	10.33
	2000	5.22	2.92	7.57	3.93	9.03	6.40	6.86	11.71
	2001	4.20	2.50	5.95	3.23	6.96	5.23	4.87	10.45
GSR 5-8	1997	27.75	16.27	39.55	23.57	42.90	35.43	23.75	39.10
	1998	27.37	15.61	39.48	23.15	42.37	34.83	23.73	39.06
	1999	26.84	16.21	37.77	22.66	41.41	34.14	23.40	38.79
	2000	26.27	16.26	36.53	22.09	40.41	33.79	22.83	38.24
	2001	26.11	16.73	35.73	21.92	39.86	33.92	22.81	38.07
GSR 9-12	1997	39.66	44.68	34.49	41.20	32.90	40.40	40.59	35.89
	1998	39.68	44.24	34.97	41.09	33.45	40.91	40.05	36.25
	1999	39.26	43.19	35.21	40.44	33.92	40.99	39.36	36.16
	2000	38.70	41.94	35.38	39.75	34.18	40.40	38.21	35.75
	2001	38.34	41.05	35.57	39.28	34.45	40.00	37.36	35.13
GSR 13-15	1997	22.01	31.96	11.78	25.50	10.99	13.53	21.88	11.78
	1998	22.69	32.42	12.66	26.24	11.73	14.02	22.71	12.08
	1999	22.51	31.38	13.38	25.82	12.41	14.18	23.52	12.07
	2000	22.90	31.33	14.25	26.21	13.11	14.34	24.51	11.99
	2001	23.33	31.48	14.96	26.63	13.79	14.63	25.20	12.06
SENIOR PAY	1997	0.98	1.52	0.41	1.20	0.38	0.44	0.45	0.37
	1998	1.00	1.54	0.44	1.23	0.39	0.47	0.50	0.41
	1999	1.02	1.55	0.48	1.26	0.41	0.49	0.50	0.44
	2000	1.05	1.57	0.51	1.29	0.44	0.52	0.53	0.46

	2001	1.03	1.54	0.51	1.27	0.42	0.48	0.52	0.46
OTHER WHITE COLLAR	1997	4.33	2.65	6.05	4.52	3.23	3.78	7.42	1.23
	1998	4.39	3.47	5.33	4.58	3.41	3.67	7.37	1.26
	1999	5.75	5.07	6.45	6.30	3.72	4.48	7.85	2.20
	2000	5.87	5.98	5.75	6.74	2.84	4.55	7.06	1.84
	2001	6.99	6.70	7.29	7.66	4.51	5.73	9.24	3.83

Includes data for only those agencies reported by CPDF. Does not include data for AAFES, TVA, USPS, or Intelligence Gathering Agencies.

Explanation of table using example of "Women, GSR 5-8, 1997": 39.55 percent of all white collar women were within the GSR 5-8 grade range.

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TABLE 12
GOVERNMENT WIDE EMPLOYMENT OF PEOPLE WITH TARGETED DISABILITIES - BY PATCOB

PATCOB BY DISABILITY	PROFESSIONAL	ADMINISTRATIVE	TECHNICAL	CLERICAL	OTHER	TOTAL WHITE COLLAR	BLUE COLLAR	TOTAL WORK FORCE
TOTAL WORK FORCE	381,373	541,911	305,921	133,968	53,032	1,416,205	200,149	1,616,354
% OF WORK FORCE	23.59%	33.53%	18.93%	8.29%	3.28%	87.62%	12.38%	
NOT IDENTIFIED OR DISCLOSED	11,920	20,904	10,490	2,920	799	47,033	5,327	52,360
% OF PATCOB	3.13%	3.86%	3.43%	2.18%	1.51%	3.32%	2.66%	3.24%
NOT AVAILABLE/ UNSPECIFIED	166	689	106	57	5	1,023	4	1,027
% OF PATCOB	0.04%	0.13%	0.03%	0.04%	0.01%	0.07%	0.00%	0.06%
NO DISABILITIES	349,412	487,099	269,391	115,558	50,432	1,271,892	179,129	1,451,021
% OF PATCOB	91.62%	89.89%	88.06%	86.26%	95.10%	89.81%	89.50%	89.77%
REPORTABLE DISABILITIES	19,875	33,219	25,934	15,433	1,796	96,257	15,689	111,946
% OF PATCOB	5.21%	6.13%	8.48%	11.52%	3.39%	6.80%	7.84%	6.93%
TARGETED DISABILITY	2,648	4,285	4,782	3,985	143	15,843	2,791	18,634
% OF PATCOB	0.69%	0.79%	1.56%	2.97%	0.27%	1.12%	1.39%	1.15%
DEAF	181	368	866	766	3	2,184	486	2,670
% OF TARGETED DISABILITY	6.84%	8.59%	18.11%	19.22%	2.10%	13.79%	17.41%	14.33%
BLIND	368	751	697	356	33	2,205	223	2,428
% OF TARGETED DISABILITY	13.90%	17.53%	14.58%	8.93%	23.08%	13.92%	7.99%	13.03%
MISSING EXTREMITIES	192	373	312	122	5	1,004	129	1,133
% OF TARGETED DISABILITY	7.25%	8.70%	6.52%	3.06%	3.50%	6.34%	4.62%	6.08%
PARTIAL PARALYSIS	526	971	757	567	19	2,840	214	3,054
% OF TARGETED DISABILITY	19.86%	22.66%	15.83%	14.23%	13.29%	17.93%	7.67%	16.39%

COMPLETE PARALYSIS	239	448	325	218	10	1,240	59	1,299
% OF TARGETED DISABILITY	9.03%	10.46%	6.80%	5.47%	6.99%	7.83%	2.11%	6.97%
CONVULSIVE DISORDER	471	637	716	566	24	2,414	307	2,721
% OF TARGETED DISABILITY	17.79%	14.87%	14.97%	14.20%	16.78%	15.24%	11.00%	14.60%
MENTAL RETARDATION	5	18	190	611	6	830	789	1,619
% OF TARGETED DISABILITY	0.19%	0.42%	3.97%	15.33%	4.20%	5.24%	28.27%	8.69%
MENTAL ILLNESS	590	581	751	675	33	2,630	531	3,161
% OF TARGETED DISABILITY	22.28%	13.56%	15.70%	16.94%	23.08%	16.60%	19.03%	16.96%
DISTORTION OF LIMBS & SPINE	76	138	168	104	10	496	53	549
% OF TARGETED DISABILITY	2.87%	3.22%	3.51%	2.61%	6.99%	3.13%	1.90%	2.95%

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TABLE 13
GOVERNMENT WIDE EMPLOYMENT OF PEOPLE WITH TARGETED DISABILITIES - BY GRADE LEVEL

DISABILITY BY TYPE	GSR-1	GSR-2	GSR-3	GSR-4	GSR-5	GSR-6	GSR-7	GSR-8	GSR-9
TOTAL WHITE COLLAR	233	768	13,182	45,338	105,626	84,238	129,164	50,697	127,671
% OF WORK FORCE	0.02%	0.05%	0.93%	3.20%	7.46%	5.95%	9.12%	3.58%	9.02%
NO DISABILITIES	183	538	10,896	38,124	92,245	75,300	116,445	45,077	114,923
% OF GRADE LEVEL	78.54%	70.05%	82.66%	84.09%	87.33%	89.39%	90.15%	88.91%	90.01%
NOT IDENTIFIED/ DISCLOSED	8	18	336	1,048	2,486	1,848	3,141	1,989	4,087
% OF GRADE LEVEL	3.43%	2.34%	2.55%	2.31%	2.35%	2.19%	2.43%	3.92%	3.20%
REPORTABLE DISABILITIES	42	212	1,950	6,166	10,895	7,090	9,578	3,631	8,661
% OF GRADE LEVEL	18.03%	27.60%	14.79%	13.60%	10.31%	8.42%	7.42%	7.16%	6.78%
TARGETED DISABILITY	18	126	610	1,823	2,336	1,316	1,533	723	1,263
% OF GRADE LEVEL	7.73%	16.41%	4.63%	4.02%	2.21%	1.56%	1.19%	1.43%	0.99%
DEAF	0	4	95	420	470	235	269	69	141
% OF TARGETED DISABILITY	0.00%	3.17%	15.57%	23.04%	20.12%	17.86%	17.55%	9.54%	11.16%
BLIND	1	7	51	167	228	159	179	247	191
% OF TARGETED DISABILITY	5.56%	5.56%	8.36%	9.16%	9.76%	12.08%	11.68%	34.16%	15.12%
MISSING EXTREMITIES	0	1	9	59	105	63	85	35	96
% OF TARGETED DISABILITY	0.00%	0.79%	1.48%	3.24%	4.49%	4.79%	5.54%	4.84%	7.60%
PARTIAL PARALYSIS	3	20	68	251	344	223	261	105	275

% OF TARGETED DISABILITY	16.67%	15.87%	11.15%	13.77%	14.73%	16.95%	17.03%	14.52%	21.77%
COMPLETE PARALYSIS	0	6	16	99	157	71	123	52	109
% OF TARGETED DISABILITY	0.00%	4.76%	2.62%	5.43%	6.72%	5.40%	8.02%	7.19%	8.63%
CONVULSIVE DISORDER	0	8	66	225	349	230	264	100	193
% OF TARGETED DISABILITY	0.00%	6.35%	10.82%	12.34%	14.94%	17.48%	17.22%	13.83%	15.28%
MENTAL RETARDATION	13	64	192	275	170	43	36	7	7
% OF TARGETED DISABILITY	72.22%	50.79%	31.48%	15.09%	7.28%	3.27%	2.35%	0.97%	0.55%
MENTAL ILLNESS	1	13	101	283	441	240	249	85	209
% OF TARGETED DISABILITY	5.56%	10.32%	16.56%	15.52%	18.88%	18.24%	16.24%	11.76%	16.55%
DISTORTION OF LIMBS & SPINE	0	3	12	44	72	52	67	23	42
% OF TARGETED DISABILITY	0.00%	2.38%	1.97%	2.41%	3.08%	3.95%	4.37%	3.18%	3.33%

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TABLE 14
SENIOR PAY PARTICIPATION BY AGENCY
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

AGENCY OR DEPARTMENT	TOTAL	MEN		WOMEN		WHITE		BLACK		HISPANIC		ASIAN / PACIFIC ISLANDER		AMERICAN INDIAN / ALASKAN NATIVE	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
AGENCY FOR INTERNATIONAL DEVELOPMENT	144	98	68.06	46	31.94	117	81.25	18	12.50	5	3.47	3	2.08	1	0.69
AGRICULTURE, U. S. DEPARTMENT OF	383	290	75.72	93	24.28	319	83.29	44	11.49	10	2.61	7	1.83	3	0.78
AIR FORCE, DEPARTMENT OF THE	216	192	88.89	24	11.11	204	94.44	3	1.39	1	0.46	7	3.24	1	0.46
ARMY, DEPARTMENT OF THE	318	273	85.85	45	14.15	290	91.19	11	3.46	3	0.94	11	3.46	3	0.94
COMMERCE, U. S. DEPARTMENT OF	491	378	76.99	113	23.01	427	86.97	38	7.74	9	1.83	15	3.05	2	0.41
DEPARTMENT OF DEFENSE - SUMMARY	471	378	80.25	93	19.75	447	94.90	10	2.12	4	0.85	7	1.49	3	0.64
EDUCATION, U. S. DEPARTMENT OF	91	58	63.74	33	36.26	70	76.92	15	16.48	2	2.20	3	3.30	1	1.10
ENERGY, U. S. DEPARTMENT OF	476	383	80.46	93	19.54	423	88.87	27	5.67	11	2.31	11	2.31	4	0.84
ENVIRONMENTAL PROTECTION AGENCY	292	200	68.49	92	31.51	252	86.30	24	8.22	9	3.08	7	2.40	0	0.00
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	38	19	50.00	19	50.00	17	44.74	15	39.47	5	13.16	1	2.63	0	0.00
FEDERAL COMMUNICATIONS COMMISSION	50	37	74.00	13	26.00	46	92.00	3	6.00	1	2.00	0	0.00	0	0.00
FEDERAL DEPOSIT INSURANCE CORPORATION	217	160	73.73	57	26.27	192	88.48	16	7.37	6	2.76	3	1.38	0	0.00
FEDERAL EMERGENCY MANAGEMENT AGENCY	35	28	80.00	7	20.00	34	97.14	1	2.86	0	0.00	0	0.00	0	0.00
FEDERAL TRADE COMMISSION	35	24	68.57	11	31.43	33	94.29	1	2.86	1	2.86	0	0.00	0	0.00
GENERAL SERVICES ADMINISTRATION	101	73	72.28	28	27.72	86	85.15	11	10.89	2	1.98	2	1.98	0	0.00

GOVERNMENT PRINTING OFFICE	23	22	95.65	1	4.35	21	91.30	1	4.35	1	4.35	0	0.00	0	0.00
HEALTH & HUMAN SERVICES, U. S. DEPARTMENT OF	679	473	69.66	206	30.34	566	83.36	55	8.10	13	1.91	28	4.12	17	2.50
HOUSING & URBAN DEVELOPMENT, U. S. DEPT. OF	139	91	65.47	48	34.53	103	74.10	28	20.14	6	4.32	2	1.44	0	0.00
INTERIOR, U. S. DEPARTMENT OF	272	191	70.22	81	29.78	217	79.78	13	4.78	9	3.31	3	1.10	30	11.03
JUSTICE, U. S. DEPARTMENT OF	3,874	2,731	70.50	1,143	29.50	3,360	86.73	253	6.53	171	4.41	75	1.94	15	0.39
LABOR, U. S. DEPARTMENT OF	211	156	73.93	55	26.07	176	83.41	26	12.32	7	3.32	0	0.00	2	0.95
NATIONAL AERONAUTICS & SPACE ADMINISTRATION	444	363	81.76	81	18.24	383	86.26	31	6.98	10	2.25	17	3.83	3	0.68
NATIONAL ARCHIVES & RECORDS ADMINISTRATION	13	12	92.31	1	7.69	13	100.00	0	0.00	0	0.00	0	0.00	0	0.00
NATIONAL LABOR RELATIONS BOARD	115	95	82.61	20	17.39	104	90.43	7	6.09	4	3.48	0	0.00	0	0.00
NATIONAL SCIENCE FOUNDATION	246	168	68.29	78	31.71	213	86.59	11	4.47	6	2.44	15	6.10	1	0.41
NAVY, DEPARTMENT OF THE	601	529	88.02	72	11.98	551	91.68	11	1.83	7	1.16	28	4.66	4	0.67
NUCLEAR REGULATORY COMMISSION	196	171	87.24	25	12.76	173	88.27	10	5.10	3	1.53	10	5.10	0	0.00
OFFICE OF PERSONNEL MANAGEMENT	41	25	60.98	16	39.02	36	87.80	2	4.88	2	4.88	0	0.00	1	2.44
PENSION BENEFIT GUARANTY CORPORATION	23	17	73.91	6	26.09	19	82.61	4	17.39	0	0.00	0	0.00	0	0.00
RAILROAD RETIREMENT BOARD	9	8	88.89	1	11.11	8	88.89	1	11.11	0	0.00	0	0.00	0	0.00
SECURITIES AND EXCHANGE COMMISSION	79	54	68.35	25	31.65	73	92.41	5	6.33	0	0.00	0	0.00	1	1.27
SMALL BUSINESS ADMINISTRATION	39	24	61.54	15	38.46	27	69.23	9	23.08	3	7.69	0	0.00	0	0.00
SMITHSONIAN INSTITUTION	120	91	75.83	29	24.17	110	91.67	5	4.17	1	0.83	4	3.33	0	0.00
SOCIAL SECURITY ADMINISTRATION	1,122	956	85.20	166	14.80	974	86.81	66	5.88	57	5.08	11	0.98	14	1.25
STATE, U. S. DEPARTMENT OF	964	733	76.04	231	23.96	850	88.17	64	6.64	27	2.80	21	2.18	2	0.21
TRANSPORTATION, U. S. DEPARTMENT OF	432	333	77.08	99	22.92	356	82.41	50	11.57	10	2.31	15	3.47	1	0.23

TREASURY, U. S. DEPARTMENT OF	681	506	74.30	175	25.70	588	86.34	68	9.99	14	2.06	8	1.17	3	0.44
VETERANS AFFAIRS, U. S. DEPARTMENT OF	381	309	81.10	72	18.90	333	87.40	22	5.77	12	3.15	8	2.10	6	1.57
GOVERNMENT WIDE (CPDF)	14,552	11,020	75.73	3,532	24.27	12,648	86.92	1,017	6.99	441	3.03	326	2.24	120	0.82

INCLUDES DATA FOR ONLY THOSE AGENCIES REPORTED BY CPDF. DOES NOT INCLUDE AAFES, TVA AND USPS OR INTELLIGENCE GATHERING AGENCIES

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TABLE 15
TEN YEAR TREND - SENIOR PAY LEVEL
GOVERNMENT WIDE EMPLOYMENT OF WORKERS

YEAR	TOTAL	MEN		WOMEN		WHITE		BLACK		HISPANIC		ASIAN / PACIFIC ISLANDER		AMERICAN INDIAN / ALASKAN NATIVE	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%
1992	14,025	12,252	87.36	1,773	12.64	12,902	91.99	629	4.48	259	1.85	159	1.13	76	0.54
1993	13,550	11,734	86.60	1,816	13.40	12,399	91.51	666	4.92	250	1.85	157	1.16	78	0.58
1994	13,385	11,197	83.65	2,188	16.35	12,072	90.19	760	5.68	292	2.18	181	1.35	80	0.60
1995	13,636	11,119	81.54	2,517	18.46	12,176	89.29	834	6.12	335	2.46	212	1.55	79	0.58
1996	13,656	10,934	80.07	2,722	19.93	12,137	88.88	865	6.33	330	2.42	230	1.68	94	0.69
1997	13,956	11,040	79.11	2,916	20.89	12,334	88.38	906	6.49	367	2.63	258	1.85	91	0.65
1998	14,124	11,051	78.24	3,073	21.76	12,409	87.86	925	6.55	399	2.82	289	2.05	102	0.72
1999	14,296	10,994	76.90	3,302	23.10	12,503	87.46	969	6.78	421	2.94	294	2.06	109	0.76
2000	14,618	11,082	75.81	3,536	24.19	12,690	86.81	1,039	7.11	459	3.14	313	2.14	117	0.80
2001	14,552	11,020	75.73	3,532	24.27	12,648	86.92	1,017	6.99	441	3.03	326	2.24	120	0.82

INCLUDES DATA FOR ONLY THOSE AGENCIES REPORTED BY CPDF.
DOES NOT INCLUDE DATA FOR AAFES, TVA, USPS, OR INTELLIGENCE GATHERING AGENCIES.

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TABLE 16
PEOPLE WITH DISABILITIES
MANAGEMENT DIRECTIVE 713 ACCOMPLISHMENTS BY AGENCY

AGENCY OR DEPARTMENT		TOTAL WORK FORCE		PEOPLE WITH REPORTABLE DISABILITIES		PEOPLE WITH TARGETED DISABILITIES		FROM PREVIOUS FY TO CURRENT FY				
		PREVIOUS	CURRENT	PREVIOUS	CURRENT	PREVIOUS	CURRENT	TOTAL ACCESSIONS	TOTAL LOSSES	TARGETED DISABILITY ACCESSIONS	TARGETED DISABILITY LOSSES	TARGETED DISABILITY APPLICATIONS
AFRICAN DEVELOPMENT FOUNDATION	#	24	23	0	1	0	0	0	1	0	0	0
	%			0.00	4.35	0.00	0.00			0.00	0.00	
AGENCY FOR INTERNATIONAL DEVELOPMENT	#	1,850	1,745	49	50	12	12	223	328	1	1	3
	%			2.65	2.87	0.65	0.69			0.45	0.30	
AGRICULTURE, U.S. DEPARTMENT OF	#	85,305	88,194	6,617	5,575	1,001	988	7,985	5,096	68	81	0
	%			7.76	6.32	1.17	1.12			0.85	1.59	
AMERICAN BATTLE MONUMENTS COMMISSION, THE	#	26	25	0	0	0	0	5	6	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
APPALACHIAN REGIONAL COMMISSION	#	7	7	0	0	0	0	0	0	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
ARCH. & TRANS. BARRIERS COMPLIANCE BOARD, U.S.	#	29	29	9	11	8	8	2	2	0	0	0
	%			31.03	37.93	27.59	27.59			0.00	0.00	
BROADCASTING BOARD OF GOVERNORS	#	1,786	1,743	88	85	19	16	125	168	0	3	0
	%			4.93	4.88	1.06	0.92			0.00	1.79	
COMMERCE, U.S. DEPARTMENT OF	#	34,146	35,008	1,858	1,644	340	341	3,701	2,839	34	33	0
	%			5.44	4.70	1.00	0.97			0.92	1.16	
CHEMICAL SAFETY & HAZARD INVESTIGATION BOARD	#	20	28	1	2	0	0	8	0	0	0	0
	%			5.00	7.14	0.00	0.00			0.00	0.00	
COMMISSION ON CIVIL RIGHTS, U.S.	#	62	62	4	4	1	1	16	16	0	0	0
	%			6.45	6.45	1.61	1.61			0.00	0.00	
COMM. FOR PURCHASE FROM PEOPLE WHO ARE BLIND.....	#	23	28	4	3	3	2	8	3	1	2	1
	%			17.39	10.71	13.04	7.14			12.50	66.67	
COMMODITY FUTURES TRADING COMMISSION	#	517	494	14	15	3	3	22	45	1	1	16
	%			2.71	3.04	0.58	0.61			4.55	2.22	
CONSUMER PRODUCT SAFETY COMMISSION, U.S.	#	455	454	15	16	3	3	54	55	0	0	0
	%			3.30	3.52	0.66	0.66			0.00	0.00	
CORPORATION FOR NATIONAL SERVICE	#	235	215	31	27	5	5	1	21	0	0	0
	%			13.19	12.56	2.13	2.33			0.00	0.00	
COURT SERVICES & OFFENDER SUPERVISION AGENCY	#	756	836	23	34	1	1	100	20	0	0	0
	%			3.04	4.07	0.13	0.12			0.00	0.00	

DEFENSE, U.S. DEPARTMENT OF SUMMARY	#	669,794	663,503	49,677	46,633	7,547	7,150	88,602	94,883	760	1,157	630
	%			7.42	7.03	1.13	1.08			0.86	1.22	
AIR FORCE, DEPARTMENT OF THE	#	144,758	144,290	11,642	10,044	1,362	1,305	12,030	12,498	58	115	0
	%			8.04	6.96	0.94	0.90			0.48	0.92	
ARMY, DEPARTMENT OF THE	#	208,803	208,792	14,217	13,811	1,930	1,857	13,950	13,961	66	139	0
	%			6.81	6.61	0.92	0.89			0.47	1.00	
ARMY & AIR FORCE EXCHANGE SERVICE	#	31,055	40,876	2,372	3,008	770	818	41,709	31,888	405	357	606
	%			7.64	7.36	2.48	2.00			0.97	1.12	
DEFENSE COMMISSARY AGENCY	#	14,890	13,985	1,494	1,352	196	178	674	1,579	10	28	0
	%			10.03	9.67	1.32	1.27			1.48	1.77	
DEFENSE CONTRACT AUDIT AGENCY	#	4,168	4,006	285	278	53	55	236	398	6	4	0
	%			6.84	6.94	1.27	1.37			2.54	1.01	
DEFENSE CONTRACT MANAGEMENT AGENCY	#	12,128	11,961	943	979	177	177	2	169	0	0	0
	%			7.78	8.18	1.46	1.48			0.00	0.00	
DEFENSE EDUCATION ACTIVITY	#	10,741	10,908	340	353	35	33	1,151	984	4	6	0
	%			3.17	3.24	0.33	0.30			0.35	0.61	
DEFENSE FINANCE AND ACCOUNTING SERVICE	#	16,133	15,350	1,795	1,710	331	317	689	1,472	28	42	0
	%			11.13	11.14	2.05	2.07			4.06	2.85	
DEFENSE HUMAN RESOURCE ACTIVITY	#	680	668	48	43	4	4	0	0	0	0	0
	%			7.06	6.44	0.59	0.60			0.00	0.00	
DEFENSE INFORMATION SYSTEMS AGENCY	#	6,042	6,000	529	503	70	67	464	506	4	7	0
	%			8.76	8.38	1.16	1.12			0.86	1.38	
DEFENSE INSPECTOR GENERAL, OFFICE OF THE	#	1,207	1,248	68	74	12	14	204	163	4	2	0
	%			5.63	5.93	0.99	1.12			1.96	1.23	
DEFENSE LOGISTICS AGENCY	#	35,300	22,651	3,141	2,060	733	534	1,318	13,967	28	227	0
	%			8.90	9.09	2.08	2.36			2.12	1.63	
NAVY, DEPARTMENT OF THE	#	176,151	174,813	12,231	11,849	1,810	1,732	14,714	16,052	132	210	0
	%			6.94	6.78	1.03	0.99			0.90	1.31	
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	#	88	89	5	3	1	0	11	10	0	1	0
	%			5.68	3.37	1.14	0.00			0.00	10.00	
DEFENSE OFFICE OF THE SECRETARY	#	3,914	3,995	248	255	26	24	800	719	10	12	0
	%			6.34	6.38	0.66	0.60			1.25	1.67	
DEFENSE SECURITY SERVICE	#	2,533	2,655	222	223	21	22	529	407	5	4	0
	%			8.76	8.40	0.83	0.83			0.95	0.98	
DEFENSE THREAT REDUCTION AGENCY	#	922	933	63	58	9	6	121	110	0	3	24
	%			6.83	6.22	0.98	0.64			0.00	2.73	
DEFENSE TRICARE MANAGEMENT ACTIVITY	#	281	283	34	30	7	7	0	0	0	0	0
	%			12.10	10.60	2.49	2.47			0.00	0.00	
EDUCATION, U.S. DEPARTMENT OF	#	4,369	4,411	266	272	81	74	332	290	5	12	0
	%			6.09	6.17	1.85	1.68			1.51	4.14	
ENERGY U.S. DEPARTMENT OF	#	15,368	15,608	986	1,013	129	128	772	532	5	6	0

	%			6.42	6.49	0.84	0.82			0.65	1.13	
ENVIRONMENTAL PROTECTION AGENCY, U.S.	#	17,411	17,456	878	906	157	172	959	914	22	7	0
	%			5.04	5.19	0.90	0.99			2.29	0.77	
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, U.S.	#	2,709	2,866	230	258	53	49	383	226	2	6	0
	%			8.49	9.00	1.96	1.71			0.52	2.65	
EXECUTIVE OFFICE OF THE PRESIDENT	#											
	%											
COUNCIL OF ECONOMIC ADVISORS	#	25	25	0	0	0	0	0	0	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
COUNCIL ON ENVIRONMENTAL QUALITY	#	17	15	0	0	0	0	0	0	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
NATIONAL SECURITY COUNCIL	#	42	45	2	1	0	0	0	0	0	0	0
	%			4.76	2.22	0.00	0.00			0.00	0.00	
OFFICE OF ADMINISTRATION	#	187	187	6	6	1	1	0	0	0	0	0
	%			3.21	3.21	0.53	0.53			0.00	0.00	
OFFICE OF MANAGEMENT AND BUDGET	#	479	486	13	15	0	1	0	0	0	0	0
	%			2.71	3.09	0.00	0.21			0.00	0.00	
OFFICE OF NATIONAL DRUG CONTROL POLICY	#	103	94	2	1	0	0	0	0	0	0	0
	%			1.94	1.06	0.00	0.00			0.00	0.00	
OFFICE OF SCIENCE AND TECHNOLOGY POLICY	#	24	17	0	0	0	0	0	0	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
OFFICE OF U. S. TRADE REPRESENTATIVE	#	154	169	1	0	0	0	0	0	0	0	0
	%			0.65	0.00	0.00	0.00			0.00	0.00	
EXPORT-IMPORT BANK OF THE UNITED STATES	#	387	376	29	25	8	7	39	50	0	1	1
	%			7.49	6.65	2.07	1.86			0.00	2.00	
FARM CREDIT ADMINISTRATION	#	269	260	9	37	2	5	33	42	3	0	0
	%			3.35	14.23	0.74	1.92			9.09	0.00	
FEDERAL COMMUNICATIONS COMMISSION	#	1,909	1,955	96	100	23	23	172	126	3	3	0
	%			5.03	5.12	1.20	1.18			1.74	2.38	
FEDERAL DEPOSIT INSURANCE CORPORATION	#	6,352	6,160	394	367	52	52	300	492	3	3	2
	%			6.20	5.96	0.82	0.84			1.00	0.61	
FEDERAL ELECTION COMMISSION	#	326	338	12	14	2	3	36	24	1	0	0
	%			3.68	4.14	0.61	0.89			2.78	0.00	
FEDERAL EMERGENCY MANAGEMENT AGENCY	#	2,173	2,177	180	184	23	22	166	162	0	1	0
	%			8.28	8.45	1.06	1.01			0.00	0.62	
FEDERAL ENERGY REGULATORY COMMISSION	#	1,205	1,130	91	94	12	13	84	91	1	2	4
	%			7.55	8.32	1.00	1.15			1.19	2.20	
FEDERAL HOUSING FINANCE BOARD	#	100	97	6	5	1	0	17	20	0	1	0
	%			6.00	5.15	1.00	0.00			0.00	5.00	
FEDERAL LABOR RELATIONS AUTHORITY	#	197	191	4	10	1	1	16	22	0	0	0
	%			2.03	5.24	0.51	0.52			0.00	0.00	

FEDERAL MARITIME COMMISSION	#	112	114	4	5	0	0	15	13	0	0	0
	%			3.57	4.39	0.00	0.00			0.00	0.00	
FEDERAL MEDIATION AND CONCILIATION SERVICE	#	280	286	20	23	8	9	22	16	2	1	0
	%			7.14	8.04	2.86	3.15			9.09	6.25	
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	#	29	30	2	2	0	0	7	6	0	0	0
	%			6.90	6.67	0.00	0.00			0.00	0.00	
FEDERAL RETIREMENT THRIFT INVESTMENT BOARD	#	96	97	3	4	0	0	8	7	0	0	0
	%			3.13	4.12	0.00	0.00			0.00	0.00	
FEDERAL TRADE COMMISSION	#	896	920	17	35	6	4	119	95	0	2	0
	%			1.90	3.80	0.67	0.43			0.00	2.11	
GENERAL SERVICES ADMINISTRATION	#	14,000	14,016	848	825	205	193	906	890	4	16	0
	%			6.06	5.89	1.46	1.38			0.44	1.80	
HARRY S. TRUMAN SCHOLARSHIP FOUNDATION	#	4	3	0	0	0	0	1	2	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
HEALTH AND HUMAN SERVICES, U.S. DEPARTMENT OF	#	51,173	52,241	3,000	3,359	574	614	4,976	3,908	75	35	140
	%			5.86	6.43	1.12	1.18			1.51	0.90	
HOLOCAUST MEMORIAL MUSEUM	#	225	217	14	18	0	1	6	14	1	0	0
	%			6.22	8.29	0.00	0.46			16.67	0.00	
HOUSING & URBAN DEVELOPMENT, U.S. DEPT. OF	#	9,448	9,727	827	818	137	136	735	456	4	5	20
	%			8.75	8.41	1.45	1.40			0.54	1.10	
INTER-AMERICAN FOUNDATION	#	35	38	2	2	0	0	2	21	1	1	0
	%			5.71	5.26	0.00	0.00			50.00	4.76	
INTERIOR, U.S. DEPARTMENT OF THE	#	57,577	59,141	3,734	3,802	603	609	4,711	3,147	31	25	0
	%			6.49	6.43	1.05	1.03			0.66	0.79	
INTERNATIONAL BOUNDARY & WATER COMM. U.S. & MEXICO	#	229	231	17	18	3	3	23	21	1	1	0
	%			7.42	7.79	1.31	1.30			4.35	4.76	
INTERNATIONAL TRADE COMMISSION, U.S.	#	344	355	26	26	1	2	36	25	1	0	0
	%			7.56	7.32	0.29	0.56			2.78	0.00	
JAPAN-U.S. FRIENDSHIP COMMISSION	#	4	5	0	1	0	0	1	0	0	0	0
	%			0.00	20.00	0.00	0.00			0.00	0.00	
JUSTICE, U.S. DEPARTMENT OF	#	120,858	122,669	3,782	3,814	493	485	9,278	7,467	28	36	0
	%			3.13	3.11	0.41	0.40			0.30	0.48	
LABOR, U.S. DEPARTMENT OF	#	15,626	15,942	1,001	1,053	186	190	1,532	1,216	22	18	0
	%			6.41	6.61	1.19	1.19			1.44	1.48	
MARINE MAMMAL COMMISSION	#	10	10	0	0	0	0	2	2	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
MERIT SYSTEMS PROTECTION BOARD, U.S.	#	211	224	5	5	1	2	33	20	1	0	0
	%			2.37	2.23	0.47	0.89			3.03	0.00	
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	#	18,416	18,568	974	1,019	175	181	908	756	17	11	0
	%			5.29	5.49	0.95	0.97			1.87	1.46	
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	#	2,482	2,585	144	158	56	53	378	275	4	7	0

	%			5.80	6.11	2.26	2.05			1.06	2.55	
NATIONAL CAPITAL PLANNING COMMISSION	#	48	45	4	3	2	1	4	7	0	1	0
	%			8.33	6.67	4.17	2.22			0.00	14.29	
NATIONAL COMM. ON LIBRARIES AND INFORMATION SCIENCE	#	6	4	0	0	0	0	0	2	0	0	0
	%			0.00	0.00	0.00	0.00			0.00	0.00	
NATIONAL COUNCIL ON DISABILITY	#	9	10	3	3	2	2	1	0	0	0	0
	%			33.33	30.00	22.22	20.00			0.00	0.00	
NATIONAL CREDIT UNION ADMINISTRATION	#	930	913	67	64	7	6	43	60	0	1	23
	%			7.20	7.01	0.75	0.66			0.00	1.67	
NATIONAL ENDOWMENT FOR THE ARTS	#	125	129	5	7	1	1	22	18	1	1	1
	%			4.00	5.43	0.80	0.78			4.55	5.56	
NATIONAL ENDOWMENT FOR THE HUMANITIES	#	160	155	12	10	2	1	6	11	0	1	54
	%			7.50	6.45	1.25	0.65			0.00	9.09	
NATIONAL GALLERY OF ART	#	770	765	37	34	8	7	75	80	2	3	0
	%			4.81	4.44	1.04	0.92			2.67	3.75	
NATIONAL LABOR RELATIONS BOARD	#	1,940	2,019	90	87	16	16	220	141	1	1	5
	%			4.64	4.31	0.82	0.79			0.45	0.71	
NATIONAL MEDIATION BOARD	#	45	46	2	4	0	0	1	0	0	0	0
	%			4.44	8.70	0.00	0.00			0.00	0.00	
NATIONAL SCIENCE FOUNDATION	#	861	1,075	50	73	10	11	310	96	4	3	3
	%			5.81	6.79	1.16	1.02			1.29	3.13	
NATIONAL TRANSPORTATION SAFETY BOARD	#	383	395	15	14	2	1	45	33	0	1	1
	%			3.92	3.54	0.52	0.25			0.00	3.03	
NAVAJO & HOPI INDIAN RELOCATION, OFFICE OF	#	60	57	1	14	0	2	0	3	2	0	0
	%			1.67	24.56	0.00	3.51			0.00	0.00	
NUCLEAR REGULATORY COMMISSION, U.S.	#	2,787	2,785	170	181	29	31	154	156	2	0	0
	%			6.10	6.50	1.04	1.11			1.30	0.00	
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	#	59	58	5	5	2	2	8	9	0	0	0
	%			8.47	8.62	3.39	3.45			0.00	0.00	
OFFICE OF GOVERNMENT ETHICS, U.S.	#	80	70	5	5	0	0	8	18	0	0	0
	%			6.25	7.14	0.00	0.00			0.00	0.00	
OFFICE OF PERSONNEL MANAGEMENT, U.S.	#	3,598	3,441	297	303	41	41	436	593	20	20	0
	%			8.25	8.81	1.14	1.19			4.59	3.37	
OFFICE OF SPECIAL COUNSEL, U. S.	#	90	99	4	13	0	1	24	15	1	0	0
	%			4.44	13.13	0.00	1.01			4.17	0.00	
OVERSEAS PRIVATE INVESTMENT CORPORATION	#	179	166	13	12	3	3	22	35	0	0	0
	%			7.26	7.23	1.68	1.81			0.00	0.00	
PEACE CORPS OF THE UNITED STATES	#	822	778	35	32	8	7	0	0	0	0	179
	%			4.26	4.11	0.97	0.90			0.00	0.00	
PENSION BENEFIT GUARANTY CORPORATION	#	704	711	46	48	11	12	51	44	2	1	0
	%			6.53	6.75	1.56	1.69			3.92	2.27	
POSTAL RATE COMMISSION	#	48	47	6	5	1	1	7	8	0	0	0

	%			12.50	10.64	2.08	2.13			0.00	0.00	
RAILROAD RETIREMENT BOARD	#	1,165	1,171	91	128	8	14	49	43	7	1	3
	%			7.81	10.93	0.69	1.20			14.29	2.33	
SECURITIES AND EXCHANGE COMMISSION, U.S.	#	2,804	2,913	180	178	41	40	337	228	1	2	0
	%			6.42	6.11	1.46	1.37			0.30	0.88	
SELECTIVE SERVICE SYSTEM	#	162	161	12	11	1	1	9	10	0	0	0
	%			7.41	6.83	0.62	0.62			0.00	0.00	
SMALL BUSINESS ADMINISTRATION	#	3,447	3,339	272	257	37	34	126	234	0	3	0
	%			7.89	7.70	1.07	1.02			0.00	1.28	
SMITHSONIAN INSTITUTION	#	4,638	4,595	186	185	32	32	584	627	2	2	0
	%			4.01	4.03	0.69	0.70			0.34	0.32	
SOCIAL SECURITY ADMINISTRATION	#	62,247	63,178	3,967	5,155	1,407	1,467	3,461	2,530	138	78	309
	%			6.37	8.16	2.26	2.32			3.99	3.08	
STATE, U.S. DEPARTMENT OF	#	13,294	13,234	1,256	1,196	69	64	5,355	5,415	21	26	0
	%			9.45	9.04	0.52	0.48			0.39	0.48	
TENNESSEE VALLEY AUTHORITY	#	12,759	13,049	415	536	63	79	933	643	17	1	0
	%			3.25	4.11	0.49	0.61			1.82	0.16	
TRANSPORTATION, U.S. DEPARTMENT OF	#	62,372	64,316	2,952	3,135	334	356	4,960	3,016	49	27	0
	%			4.73	4.87	0.54	0.55			0.99	0.90	
TREASURY, U.S. DEPARTMENT OF THE	#	139,663	143,588	9,502	10,039	2,144	2,204	20,514	16,589	287	227	318
	%			6.80	6.99	1.54	1.53			1.40	1.37	
UNITED STATES NAVAL HOME	#	155	160	7	9	1	1	31	26	0	0	0
	%			4.52	5.63	0.65	0.63			0.00	0.00	
UNITED STATES POSTAL SERVICE	#	786,516	774,675	48,327	47,937	7,516	7,329	29,843	41,684	276	463	0
	%			6.14	6.19	0.96	0.95			0.92	1.11	
U.S. SOLDIERS' AND AIRMEN'S HOME	#	552	533	61	55	4	3	95	114	0	1	0
	%			11.05	10.32	0.72	0.56			0.00	0.88	
VETERANS AFFAIRS, U.S. DEPARTMENT OF	#	196,009	201,343	18,224	18,735	3,512	3,501	23,931	18,597	333	344	0
	%			9.30	9.31	1.79	1.74			1.39	1.85	
TOTAL	#	2,440,383	2,443,899	162,334	160,868	27,250	26,834	219,525	215,916	2,268	2,686	1,713
	%			6.65	6.58	1.12	1.10			1.03	1.24	

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TABLE 17

PEOPLE WITH DISABILITIES

AGENCY PARTICIPATION OF PEOPLE WITH TARGETED DISABILITIES BY DISABILITY

AGENCY OR DEPARTMENT		TOTAL WORK FORCE	PEOPLE WITH TARGETED DISABILITIES	DEAF	BLIND	MISSING EXTREMITITES	PARALYSIS	COMPLETE PARALYSIS	COMPULSIVE DISORDER	MENTAL RETARDATION	MENTAL ILLNESS	DISTORTION LIMBS/ SPINE
AFRICAN DEVELOPMENT FOUNDATION	#	23	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
AGENCY FOR INTERNATIONAL DEVELOPMENT	#	1,745	12	5	0	0	2	1	2	2	0	0
	%		0.69	41.67	0.00	0.00	16.67	8.33	16.67	16.67	0.00	0.00
AGRICULTURE, U.S. DEPARTMENT OF	#	88,194	988	114	73	73	230	98	137	72	159	32
	%		1.12	11.54	7.39	7.39	23.28	9.92	13.87	7.29	16.09	3.24
AMERICAN BATTLE MONUMENTS COMMISSION, THE	#	25	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
APPALACHIAN REGIONAL COMMISSION	#	7	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ARCH. & TRANS. BARRIERS COMPLIANCE BOARD, U.S.	#	29	8	0	2	0	2	3	1	0	0	0
	%		27.59	0.00	25.00	0.00	25.00	37.50	12.50	0.00	0.00	0.00
BROADCASTING BOARD OF GOVERNORS	#	1,743	16	0	2	1	3	0	2	5	3	0
	%		0.92	0.00	12.50	6.25	18.75	0.00	12.50	31.25	18.75	0.00
COMMERCE, U.S. DEPARTMENT OF	#	35,008	341	43	46	10	46	24	51	40	70	11
	%		0.97	12.61	13.49	2.93	13.49	7.04	14.96	11.73	20.53	3.23
CHEMICAL SAFETY & HAZARD INVESTIGATION BOARD	#	28	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
COMMISSION ON CIVIL RIGHTS, U.S.	#	62	1	0	0	0	1	0	0	0	0	0
	%		1.61	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00
COMM. FOR PURCHASE FROM PEOPLE WHO ARE BLIND.....	#	28	2	0	1	0	0	0	1	0	0	0
	%		7.14	0.00	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00
COMMODITY FUTURES TRADING COMMISSION	#	494	3	0	0	0	1	0	0	0	1	1
	%		0.61	0.00	0.00	0.00	33.33	0.00	0.00	0.00	33.33	33.33
CONSUMER PRODUCT SAFETY COMMISSION, U.S.	#	454	3	0	2	0	0	0	0	0	1	0
	%		0.66	0.00	66.67	0.00	0.00	0.00	0.00	0.00	33.33	0.00
CORPORTATION FOR NATIONAL SERVICE	#	215	5	0	2	1	2	0	0	0	0	0
	%		2.33	0.00	40.00	20.00	40.00	0.00	0.00	0.00	0.00	0.00
COURT SERVICES & OFFENDER SUPERVISION AGENCY	#	836	1	0	0	1	0	0	0	0	0	0
	%		0.12	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
DEFENSE, U.S. DEPARTMENT OF SUMMARY	#	663,503	7,150	1,119	609	426	1,272	470	1,147	763	1,077	267
	%											

AIR FORCE, DEPARTMENT OF THE	#	144,290	1,305	155	121	76	241	100	230	99	225	58
	%		0.90	11.88	9.27	5.82	18.47	7.66	17.62	7.59	17.24	4.44
ARMY, DEPARTMENT OF THE	#	208,792	1,857	292	167	135	380	129	311	134	234	75
	%		0.89	15.72	8.99	7.27	20.46	6.95	16.75	7.22	12.60	4.04
ARMY & AIR FORCE EXCHANGE SERVICE	#	40,876	818	78	62	20	78	32	105	222	195	26
	%		2.00	9.54	7.58	2.44	9.54	3.91	12.84	27.14	23.84	3.18
DEFENSE COMMISSARY AGENCY	#	13,985	178	23	21	11	28	7	33	25	25	5
	%		1.27	12.92	11.80	6.18	15.73	3.93	18.54	14.04	14.04	2.81
DEFENSE CONTRACT AUDIT AGENCY	#	4,006	55	4	2	4	14	5	7	1	15	3
	%		1.37	7.27	3.64	7.27	25.45	9.09	12.73	1.82	27.27	5.45
DEFENSE CONTRACT MANAGEMENT AGENCY	#	11,961	177	22	13	10	38	16	37	4	31	6
	%		1.48	12.43	7.34	5.65	21.47	9.04	20.90	2.26	17.51	3.39
DEFENSE EDUCATION ACTIVITY	#	10,908	33	3	5	3	9	1	10	1	0	1
	%		0.30	9.09	15.15	9.09	27.27	3.03	30.30	3.03	0.00	3.03
DEFENSE FINANCE AND ACCOUNTING SERVICE	#	15,350	317	92	17	13	58	22	51	13	43	8
	%		2.07	29.02	5.36	4.10	18.30	6.94	16.09	4.10	13.56	2.52
DEFENSE HUMAN RESOURCE ACTIVITY	#	668	4	0	0	1	1	0	2	0	0	0
	%		0.60	0.00	0.00	25.00	25.00	0.00	50.00	0.00	0.00	0.00
DEFENSE INFORMATION SYSTEMS AGENCY	#	6,000	67	18	4	3	8	5	14	4	5	6
	%		1.12	26.87	5.97	4.48	11.94	7.46	20.90	5.97	7.46	8.96
DEFENSE INSPECTOR GENERAL, OFFICE OF THE	#	1,248	14	2	1	1	6	1	2	1	0	0
	%		1.12	14.29	7.14	7.14	42.86	7.14	14.29	7.14	0.00	0.00
DEFENSE LOGISTICS AGENCY	#	22,651	534	147	37	33	76	25	71	66	65	14
	%		2.36	27.53	6.93	6.18	14.23	4.68	13.30	12.36	12.17	2.62
NAVY, DEPARTMENT OF THE	#	174,813	1,732	275	155	114	322	122	262	185	233	64
	%		0.99	15.88	8.95	6.58	18.59	7.04	15.13	10.68	13.45	3.70
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	#	89	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DEFENSE SECRETARY, OFFICE OF THE	#	3,995	24	4	2	1	6	2	4	4	1	0
	%		0.60	16.67	8.33	4.17	25.00	8.33	16.67	16.67	4.17	0.00
DEFENSE SECURITY SERVICE	#	2,655	22	3	1	1	4	2	6	1	3	1
	%		0.83	13.64	4.55	4.55	18.18	9.09	27.27	4.55	13.64	4.55
DEFENSE THREAT REDUCTION AGENCY	#	933	6	0	0	0	1	0	2	3	0	0
	%		0.64	0.00	0.00	0.00	16.67	0.00	33.33	50.00	0.00	0.00
DEFENSE TRICARE MANAGEMENT ACTIVITY	#	283	7	1	1	0	2	1	0	0	2	0
	%		2.47	14.29	14.29	0.00	28.57	14.29	0.00	0.00	28.57	0.00
EDUCATION, U.S. DEPARTMENT OF	#	4,411	74	8	23	4	13	8	5	7	5	1
	%		1.68	10.81	31.08	5.41	17.57	10.81	6.76	9.46	6.76	1.35
ENERGY U.S. DEPARTMENT OF	#	15,608	128	12	15	8	30	14	21	2	23	3
	%		0.82	9.38	11.72	6.25	23.44	10.94	16.41	1.56	17.97	2.34
ENVIRONMENTAL PROTECTION AGENCY, U.S.	#	17,456	172	22	22	11	39	12	29	14	17	6

	%		0.99	12.79	12.79	6.40	22.67	6.98	16.86	8.14	9.88	3.49
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, U.S.	#	2,866	49	11	11	4	6	2	4	0	8	3
	%		1.71	22.45	22.45	8.16	12.24	4.08	8.16	0.00	16.33	6.12
EXECUTIVE OFFICE OF THE PRESIDENT - SUMMARY	#											
	%											
COUNCIL OF ECONOMIC ADVISORS	#	25	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
COUNCIL ON ENVIRONMENTAL QUALITY	#	15	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL SECURITY COUNCIL	#	45	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE OF ADMINISTRATION	#	187	1	1	0	0	0	0	0	0	0	0
	%		0.53	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE OF MANAGEMENT AND BUDGET	#	486	1	0	0	0	0	1	0	0	0	0
	%		0.21	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00
OFFICE OF NATIONAL DRUG CONTROL POLICY	#	94	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE OF SCIENCE AND TECHNOLOGY POLICY	#	17	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE OF U. S. TRADE REPRESENTATIVE	#	169	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EXPORT-IMPORT BANK OF THE UNITED STATES	#	376	7	3	0	0	2	0	2	0	0	0
	%		1.86	42.86	0.00	0.00	28.57	0.00	28.57	0.00	0.00	0.00
FARM CREDIT ADMINISTRATION	#	260	5	0	1	0	1	0	0	0	3	0
	%		1.92	0.00	20.00	0.00	20.00	0.00	0.00	0.00	60.00	0.00
FEDERAL COMMUNICATIONS COMMISSION	#	1,955	23	3	6	1	3	2	4	1	3	0
	%		1.18	13.04	26.09	4.35	13.04	8.70	17.39	4.35	13.04	0.00
FEDERAL DEPOSIT INSURANCE CORPORATION	#	6,160	52	15	6	3	10	1	7	1	6	3
	%		0.84	28.85	11.54	5.77	19.23	1.92	13.46	1.92	11.54	5.77
FEDERAL ELECTION COMMISSION	#	338	3	2	0	0	1	0	0	0	0	0
	%		0.89	66.67	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00
FEDERAL EMERGENCY MANAGEMENT AGENCY	#	2,177	22	2	8	0	5	1	3	0	3	0
	%		1.01	9.09	36.36	0.00	22.73	4.55	13.64	0.00	13.64	0.00
FEDERAL ENERGY REGULATORY COMMISSION	#	1,130	13	2	2	0	1	1	3	1	3	0
	%		1.15	15.38	15.38	0.00	7.69	7.69	23.08	7.69	23.08	0.00
FEDERAL HOUSING FINANCE BOARD	#	97	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FEDERAL LABOR RELATIONS AUTHORITY	#	191	1	0	0	1	0	0	0	0	0	0
	%		0.52	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
FEDERAL MARITIME COMMISSION	#	114	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FEDERAL MEDIATION	#	286	9	2	0	0	0	0	1	4	2	0

AND CONCILIATION SERVICE	%		3.15	22.22	0.00	0.00	0.00	0.00	11.11	44.44	22.22	0.00
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	#	30	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FEDERAL RETIREMENT THRIFT INVESTMENT BOARD	#	97	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FEDERAL TRADE COMMISSION	#	920	4	1	0	0	0	0	1	0	1	1
	%		0.43	25.00	0.00	0.00	0.00	0.00	25.00	0.00	25.00	25.00
GENERAL SERVICES ADMINISTRATION	#	14,016	193	15	17	7	22	14	22	77	15	4
	%		1.38	7.77	8.81	3.63	11.40	7.25	11.40	39.90	7.77	2.07
HARRY S. TRUMAN SCHOLARSHIP FOUNDATION	#	3	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HEALTH AND HUMAN SERVICES, U.S. DEPARTMENT OF	#	52,241	614	68	67	20	96	37	84	75	151	16
	%		1.18	11.07	10.91	3.26	15.64	6.03	13.68	12.21	24.59	2.61
HOLOCAUST MEMORIAL MUSEUM	#	217	1	0	0	0	0	0	0	0	1	0
	%		0.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
HOUSING & URBAN DEVELOPMENT, U.S. DEPT. OF	#	9,727	136	17	20	11	31	15	20	2	15	5
	%		1.40	12.50	14.71	8.09	22.79	11.03	14.71	1.47	11.03	3.68
INTER-AMERICAN FOUNDATION	#	38	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INTERIOR, U.S. DEPARTMENT OF THE	#	59,141	609	87	68	41	119	37	84	53	103	17
	%		1.03	14.29	11.17	6.73	19.54	6.08	13.79	8.70	16.91	2.79
INTERNATIONAL BOUNDARY & WATER COMM. U.S. & MEXICO	#	231	3	0	0	0	0	0	0	1	0	2
	%		1.30	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00	66.67
INTERNATIONAL TRADE COMMISSION, U.S.	#	355	2	0	0	0	0	0	1	0	1	0
	%		0.56	0.00	0.00	0.00	0.00	0.00	50.00	0.00	50.00	0.00
JAPAN-U.S. FRIENDSHIP COMMISSION	#	5	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUSTICE, U.S. DEPARTMENT OF	#	122,669	485	58	88	32	67	41	100	17	66	16
	%		0.40	11.96	18.14	6.60	13.81	8.45	20.62	3.51	13.61	3.30
LABOR, U.S. DEPARTMENT OF	#	15,942	190	30	26	20	31	16	19	7	34	7
	%		1.19	15.79	13.68	10.53	16.32	8.42	10.00	3.68	17.89	3.68
MARINE MAMMAL COMMISSION	#	10	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MERIT SYSTEMS PROTECTION BOARD, U.S.	#	224	2	0	0	0	0	0	1	0	1	0
	%		0.89	0.00	0.00	0.00	0.00	0.00	50.00	0.00	50.00	0.00
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	#	18,568	181	21	28	13	42	25	21	6	21	4
	%		0.97	11.60	15.47	7.18	23.20	13.81	11.60	3.31	11.60	2.21
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	#	2,585	53	11	1	0	4	1	3	26	7	0
	%		2.05	20.75	1.89	0.00	7.55	1.89	5.66	49.06	13.21	0.00
NATIONAL CAPITAL PLANNING COMMISSION	#	45	1	0	0	0	0	0	0	0	1	0
	%		2.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
NATIONAL COMM. ON LIBRARIES	#	4	0	0	0	0	0	0	0	0	0	0

AND INFORMATION SCIENCE	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL COUNCIL ON DISABILITY	#	10	2	1	0	1	0	0	0	0	0	0
	%		20.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL CREDIT UNION ADMINISTRATION	#	913	6	1	1	0	1	0	2	0	1	0
	%		0.66	16.67	16.67	0.00	16.67	0.00	33.33	0.00	16.67	0.00
NATIONAL ENDOWMENT FOR THE ARTS	#	129	1	0	0	1	0	0	0	0	0	0
	%		0.78	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL ENDOWMENT FOR THE HUMANITIES	#	155	1	1	0	0	0	0	0	0	0	0
	%		0.65	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL GALLERY OF ART	#	765	7	0	0	0	1	0	1	2	1	2
	%		0.92	0.00	0.00	0.00	14.29	0.00	14.29	28.57	14.29	28.57
NATIONAL LABOR RELATIONS BOARD	#	2,019	16	0	2	0	6	2	1	0	5	0
	%		0.79	0.00	12.50	0.00	37.50	12.50	6.25	0.00	31.25	0.00
NATIONAL MEDIATION BOARD	#	46	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NATIONAL SCIENCE FOUNDATION	#	1,075	11	3	1	0	3	2	0	0	2	0
	%		1.02	27.27	9.09	0.00	27.27	18.18	0.00	0.00	18.18	0.00
NATIONAL TRANSPORTATION SAFETY BOARD	#	395	1	1	0	0	0	0	0	0	0	0
	%		0.25	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NAVAJO & HOPI INDIAN RELOCATION, OFFICE OF	#	57	2	0	1	0	0	0	0	0	1	0
	%		3.51	0.00	50.00	0.00	0.00	0.00	0.00	0.00	50.00	0.00
NUCLEAR REGULATORY COMMISSION, U.S.	#	2,785	31	4	6	3	5	1	3	1	6	2
	%		1.11	12.90	19.35	9.68	16.13	3.23	9.68	3.23	19.35	6.45
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	#	58	2	0	0	0	0	0	0	0	0	2
	%		3.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
OFFICE OF GOVERNMENT ETHICS, U.S.	#	70	0	0	0	0	0	0	0	0	0	0
	%		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OFFICE OF PERSONNEL MANAGEMENT, U.S.	#	3,441	41	8	6	3	8	1	5	5	5	0
	%		1.19	19.51	14.63	7.32	19.51	2.44	12.20	12.20	12.20	0.00
OFFICE OF SPECIAL COUNSEL, U.S.	#	99	1	0	0	0	0	0	0	0	1	0
	%		1.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
OVERSEAS PRIVATE INVESTMENT CORPORATION	#	166	3	0	1	0	1	0	0	0	1	0
	%		1.81	0.00	33.33	0.00	33.33	0.00	0.00	0.00	33.33	0.00
PEACE CORPS OF THE UNITED STATES	#	778	7	1	2	1	1	0	0	1	1	0
	%		0.90	14.29	28.57	14.29	14.29	0.00	0.00	14.29	14.29	0.00
PENSION BENEFIT GUARANTY CORPORATION	#	711	12	2	0	0	1	1	3	1	4	0
	%		1.69	16.67	0.00	0.00	8.33	8.33	25.00	8.33	33.33	0.00
POSTAL RATE COMMISSION	#	47	1	0	0	0	0	0	0	0	1	0
	%		2.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
RAILROAD RETIREMENT BOARD	#	1,171	14	1	2	0	1	0	3	0	7	0
	%		1.20	7.14	14.29	0.00	7.14	0.00	21.43	0.00	50.00	0.00
SECURITIES AND EXCHANGE COMMISSION, U.S.	#	2,913	40	15	3	1	4	2	5	4	5	1
	%		1.37	37.50	7.50	2.50	10.00	5.00	12.50	10.00	12.50	2.50

SELECTIVE SERVICE SYSTEM	#	161	1	0	0	0	0	0	1	0	0	0
	%		0.62	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00
SMALL BUSINESS ADMINISTRATION	#	3,339	34	1	2	2	7	5	9	2	4	2
	%		1.02	2.94	5.88	5.88	20.59	14.71	26.47	5.88	11.76	5.88
SMITHSONIAN INSTITUTION	#	4,595	32	6	3	1	3	1	6	4	6	2
	%		0.70	3.00	9.38		9.38	3.13	18.75	12.50	18.75	6.25
SOCIAL SECURITY ADMINISTRATION	#	63,178	1,467	207	370	87	239	143	121	97	160	43
	%		2.32	3.00	25.22	5.93	16.29	9.75	8.25	6.61	10.91	2.93
STATE, U.S. DEPARTMENT OF	#	13,234	64	14	9	7	10	1	9	5	8	1
	%		0.48	6.00	14.06	10.94	15.63	1.56	14.06	7.81	12.50	1.56
TENNESSEE VALLEY AUTHORITY	#	13,049	79	7	10	9	17	7	9	0	14	6
	%		0.61	6.00	12.66	11.39	21.52	8.86	11.39	0.00	17.72	7.59
TRANSPORTATION, U.S. DEPARTMENT OF	#	64,316	356	59	44	28	60	39	53	12	54	7
	%		0.55	16.57	12.36	7.87	16.85	10.96	14.89	3.37	15.17	1.97
TREASURY, U.S. DEPARTMENT OF THE	#	143,588	2,204	369	441	103	341	134	280	127	361	48
	%		1.53	16.74	20.01	4.67	15.47	6.08	12.70	5.76	16.38	2.18
UNITED STATES NAVAL HOME	#	160	1	0	0	0	0	0	1	0	0	0
	%		0.63	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00
UNITED STATES POSTAL SERVICE	#	774,675	7,329	2,346	135	464	195	78	933	603	2,431	144
	%		0.95	32.01	1.84	6.33	2.66	1.06	12.73	8.23	33.17	1.96
U.S. SOLDIERS' AND AIRMEN'S HOME	#	533	3	0	1	0	0	0	0	2	0	0
	%		0.56	0.00	33.33	0.00	0.00	0.00	0.00	66.67	0.00	0.00
VETERANS AFFAIRS, U.S. DEPARTMENT OF	#	201,343	3,501	369	450	228	360	174	546	386	921	67
	%		1.74	10.54	12.85	6.51	10.28	4.97	15.60	11.03	26.31	1.91
TOTAL	#	2,443,899	26,834	5,088	2,636	1,627	3,346	1,415	3,767	2,428	5,801	726
	%		1.10	18.96	9.82	6.06	12.47	5.27	14.04	9.05	21.62	2.71

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TABLE 18
PEOPLE WITH DISABILITIES
AGENCY OBJECTIVES - 1,001 OR MORE EMPLOYEES

AGENCY OR DEPARTMENT		TOTAL WORK FORCE	PEOPLE WITH REPORTABLE DISABILITIES		PEOPLE WITH TARGETED DISABILITIES		ANTICIPATED CHANGES IN WORK FORCE FROM PREVIOUS FY TO CURRENT FY				
							TOTAL WORK FORCE			TARGETED DISABILITIES	
		#	#	%	#	%	ACCESSIONS	LOSSES	CHANGE	ACCESSIONS	CHANGE
AGENCY FOR INTERNATIONAL DEVELOPMENT	CURRENT	1,745	50	2.87	12	0.69	224	194	1.72%	2	16.67%
	CHANGE	1,775	54	3.04	14	0.79				0.89%	
AGRICULTURE, U.S. DEPARTMENT OF	CURRENT	88,194	5,575	6.32	988	1.12	5,267	5,119	0.17%	150	7.59%
	CHANGE	88,342	5,456	6.18	1,063	1.20				2.85%	
BROADCASTING BOARD OF GOVERNORS	CURRENT	1,743	85	4.88	16	0.92	86	150	-3.67%	2	6.25%
	CHANGE	1,679	87	5.18	17	1.01				2.33%	
COMMERCE, U.S. DEPARTMENT OF	CURRENT	35,008	1,644	4.70	341	0.97	3,200	2,800	1.14%	40	2.93%
	CHANGE	35,408	1,697	4.79	351	0.99				1.25%	
DEFENSE, U.S. DEPARTMENT OF SUMMARY	CURRENT	661,530	46,499	7.03	7,133	1.08	73,335	80,417	-1.07%	0	-0.15%
	CHANGE	654,448	48,620	7.43	7,122	1.09				0.00%	
AIR FORCE, DEPARTMENT OF THE	CURRENT	144,290	10,044	6.96	1,305	0.90	8,937	9,575	-0.44%	91	-0.31%
	CHANGE	143,652	9,964	6.94	1,301	0.91				1.02%	
ARMY, DEPARTMENT OF THE	CURRENT	208,792	13,811	6.61	1,857	0.89	12,623	13,961	-0.64%	61	2.42%
	CHANGE	207,454	16,051	7.74	1,902	0.92				0.48%	
ARMY & AIR FORCE EXCHANGE SERVICE	CURRENT	40,876	3,008	7.36	818	2.00	34,445	35,906	-3.57%	330	5.29%
	CHANGE	39,415	3,054	7.75	768	1.95				0.96%	
DEFENSE COMMISSARY AGENCY	CURRENT	13,985	1,352	9.67	178	1.27	1,208	1,464	-1.83%	4	-11.24%
	CHANGE	13,729	1,244	9.06	158	1.15				0.33%	
DEFENSE CONTRACT AUDIT AGENCY	CURRENT	4,006	278	6.94	55	1.37	350	332	0.45%	4	3.64%
	CHANGE	4,024	288	7.16	57	1.42				1.14%	
DEFENSE CONTRACT MANAGEMENT AGENCY	CURRENT	11,961	979	8.18	177	1.48	300	200	0.84%	5	1.20%
	CHANGE	12,061	999	8.28	186	1.54				1.67%	
DEFENSE EDUCATION ACTIVITY	CURRENT	10,908	353	3.24	33	0.30	850	950	-0.92%	4	6.06%
	CHANGE	10,808	373	3.45	35	0.32				0.47%	

DEFENSE FINANCE AND ACCOUNTING SERVICE	CURRENT	15,350	1,710	11.14	317	2.07	811	771	0.26%	6	-1.26%
	CHANGE	15,390	1,698	11.03	313	2.03				0.74%	
DEFENSE INFORMATION SYSTEMS AGENCY	CURRENT	6,000	503	8.38	67	1.12	484	986	-8.37%	8	-7.46%
	CHANGE	5,498	493	8.97	62	1.13				1.65%	
DEFENSE INSPECTOR GENERAL, OFFICE OF THE	CURRENT	1,248	74	5.93	14	1.12	200	115	6.81%	3	7.14%
	CHANGE	1,333	94	7.05	15	1.13				1.50%	
DEFENSE LOGISTICS AGENCY	CURRENT	22,651	2,060	9.09	534	2.36	1,123	1,575	-2.00%	68	4.12%
	CHANGE	22,199	2,081	9.37	556	2.50				6.06%	
NAVY, DEPARTMENT OF THE	CURRENT	174,813	11,849	6.78	1,732	0.99	11,420	13,920	-1.43%	166	-0.58%
	CHANGE	172,313	11,799	6.85	1,722	1.00				1.45%	
DEFENSE OFFICE OF THE SECRETARY	CURRENT	3,995	255	6.38	24	0.60	384	472	-2.20%	7	16.67%
	CHANGE	3,907	258	6.60	28	0.72				1.82%	
DEFENSE SECURITY SERVICE	CURRENT	2,655	223	8.40	22	0.83	200	190	0.38%	4	-13.64%
	CHANGE	2,665	224	8.41	19	0.71				2.00%	
EDUCATION, U.S. DEPARTMENT OF	CURRENT	4,411	272	6.17	74	1.68	300		1.13%	25	29.73%
	CHANGE	4,461	312	6.99	96	2.15	250			8.33%	
ENERGY U.S. DEPARTMENT OF	CURRENT	15,608	1,013	6.49	128	0.82	200		0.64%	5	3.91%
	CHANGE	15,708	1,053	6.70	133	0.85	100			2.50%	
ENVIRONMENTAL PROTECTION AGENCY, U.S.	CURRENT	17,456	1,025	5.87	137	0.78	0		-100.00%	0	-100.00%
	CHANGE	0	0	0.00	0	0.00	0			0.00%	
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, U.S.	CURRENT	2,866	258	9.00	49	1.71	364		4.82%	16	24.49%
	CHANGE	3,004	273	9.09	61	2.03	226			4.40%	
FEDERAL COMMUNICATIONS COMMISSION	CURRENT	1,955	100	5.12	23	1.18	100		0.00%	3	13.04%
	CHANGE	1,955	103	5.27	26	1.33	100			3.00%	
FEDERAL DEPOSIT INSURANCE CORPORATION	CURRENT	6,160	367	5.96	52	0.84	182		-5.03%	3	3.85%
	CHANGE	5,850	360	6.15	54	0.92	492			1.65%	
FEDERAL EMERGENCY MANAGEMENT AGENCY	CURRENT	2,177	184	8.45	22	1.01	60		-0.23%	1	0.00%
	CHANGE	2,172	182	8.38	22	1.01	65			1.67%	
FEDERAL ENERGY REGULATORY COMMISSION	CURRENT	1,130	94	8.32	13	1.15	30		-100.00%	0	-100.00%
	CHANGE	0	0	0.00	0	0.00	50			0.00%	
GENERAL SERVICES ADMINISTRATION	CURRENT	14,016	825	5.89	193	1.38	600		-7.85%	5	-13.99%
	CHANGE	12,916	767	5.94	166	1.29	1,700			0.83%	
HEALTH AND HUMAN SERVICES,U.	CURRENT	52,241	3,359	6.43	614	1.18	3,900		0.00%	70	6.03%

S. DEPARTMENT OF	CHANGE	52,241	3,419	6.54	651	1.25	3,900			1.79%	
HOUSING AND URBAN DEVELOPMENT, U.S. DEPT. OF	CURRENT	9,727	818	8.41	136	1.40	867		4.23%	10	5.15%
	CHANGE	10,138	856	8.44	143	1.41	456			1.15%	
INTERIOR, U.S. DEPARTMENT OF THE	CURRENT	59,141	3,802	6.43	609	1.03	3,333		0.31%	27	-0.33%
	CHANGE	59,327	3,772	6.36	607	1.02	3,147			0.81%	
JUSTICE, U.S. DEPARTMENT OF	CURRENT	122,669	3,814	3.11	485	0.40	0		-100.00%	0	-100.00%
	CHANGE	0	0	0.00	0	0.00	0			0.00%	
LABOR, U.S. DEPARTMENT OF	CURRENT	15,942	1,053	6.61	190	1.19	1,500		0.63%	36	-16.84%
	CHANGE	16,042	1,229	7.66	158	0.98	1,400			2.40%	
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	CURRENT	18,568	1,019	5.49	181	0.97	1,074		0.79%	23	7.73%
	CHANGE	18,714	1,024	5.47	195	1.04	928			2.14%	
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	CURRENT	2,585	158	6.11	53	2.05	378		4.41%	4	-1.89%
	CHANGE	2,699	161	5.97	52	1.93	264			1.06%	
NATIONAL LABOR RELATIONS BOARD	CURRENT	2,019	87	4.31	16	0.79	50		-2.48%	1	0.00%
	CHANGE	1,969	88	4.47	16	0.81	100			2.00%	
NUCLEAR REGULATORY COMMISSION, U.S.	CURRENT	2,785	181	6.50	31	1.11	200		1.80%	2	3.23%
	CHANGE	2,835	188	6.63	32	1.13	150			1.00%	
OFFICE OF PERSONNEL MANAGEMENT, U.S.	CURRENT	3,441	303	8.81	41	1.19	555		8.51%	6	7.32%
	CHANGE	3,734	294	7.87	44	1.18	262			1.08%	
RAILROAD RETIREMENT BOARD	CURRENT	1,171	128	10.93	14	1.20	37		0.43%	2	7.14%
	CHANGE	1,176	127	10.80	15	1.28	32			5.41%	
SECURITIES AND EXCHANGE COMMISSION, U.S.	CURRENT	2,913	178	6.11	40	1.37	275		1.61%	3	5.00%
	CHANGE	2,960	187	6.32	42	1.42	228			1.09%	
SMALL BUSINESS ADMINISTRATION	CURRENT	3,339	257	7.70	34	1.02	39		-4.82%	4	5.88%
	CHANGE	3,178	264	8.31	36	1.13	200			10.26%	
SMITHSONIAN INSTITUTION	CURRENT	4,595	185	4.03	32	0.70	396		-1.22%	2	3.13%
	CHANGE	4,539	191	4.21	33	0.73	452			0.51%	
SOCIAL SECURITY ADMINISTRATION	CURRENT	63,178	5,155	8.16	1,467	2.32	2,592		0.94%	95	2.93%
	CHANGE	63,770	5,327	8.35	1,510	2.37	2,000			3.67%	
STATE, U.S. DEPARTMENT OF	CURRENT	13,234	1,196	9.04	64	0.48	0		-100.00%	0	-100.00%
	CHANGE	0	0	0.00	0	0.00	0			0.00%	
TENNESSEE VALLEY AUTHORITY	CURRENT	13,049	536	4.11	79	0.61	830		0.54%	20	1.31%
	CHANGE	13,120	546	4.16	96	0.73	759			2.41%	

TRANSPORTATION, U.S. DEPARTMENT OF	CURRENT	64,316	3,135	4.87	356	0.55	3,254		0.58%	30	8.43%
	CHANGE	64,691	3,224	4.98	386	0.60	2,879			0.92%	
TREASURY, U.S. DEPARTMENT OF THE	CURRENT	143,588	10,039	6.99	2,204	1.53	14,796		1.67%	344	7.58%
	CHANGE	145,987	10,167	6.96	2,371	1.62	12,397			2.32%	
UNITED STATES POSTAL SERVICE	CURRENT	774,675	47,937	6.19	7,329	0.95	29,843		-1.77%	276	0.45%
	CHANGE	760,983	47,301	6.22	7,126	0.94	43,535			0.92%	
VETERANS AFFAIRS, U.S. DEPARTMENT OF	CURRENT	201,343	18,735	9.31	3,501	1.74	10,550		-9.28%	1,240	10.91%
	CHANGE	182,657	21,729	11.90	3,883	2.13	29,236			11.75%	
TOTAL	CURRENT	2,428,518	160,066	6.59	26,657	1.10	158,417		-7.83%	2,447	-0.51%
	CHANGE	2,238,478	159,058	7.11	26,521	1.18	193,988			1.54	

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TABLE 19
PEOPLE WITH DISABILITIES
STAFFING - BY AGENCY - 1,001 OR MORE EMPLOYEES

AGENCY OR DEPARTMENT		TOTAL WORK FORCE	PEOPLE WITH REPORTABLE DISABILITIES: % OF TOTAL		AGENCY WIDE	COMPONENTS	AGENCY PERSONNEL OFFICES WITH APPOINTING AUTHORITY	OTHER PERSONNEL COORDINATING AEP FOR PWD	PERCENTAGE OF TIME SPENT COORDINATING PROGRAMS
AGENCY FOR INTERNATIONAL DEVELOPMENT	#	1,745	50	NUMBER	2.00	0	1	2	6-10
	%		2.87	STAFF YEARS	0.20	0.00			
AGRICULTURE, U.S. DEPARTMENT OF	#	88,194	5,575	NUMBER	3.00	17	261	344	1-75
	%		6.32	STAFF YEARS	3.00	4.35			
BROADCASTING BOARD OF GOVERNORS	#	1,743	85	NUMBER	2.00	0	1	0	0
	%		4.88	STAFF YEARS	0.50	0.00			
COMMERCE, U.S. DEPARTMENT OF	#	35,008	1,644	NUMBER	4.00	7	12	45	1-25
	%		4.70	STAFF YEARS	1.20	2.00			76-100
DEFENSE, U.S. DEPARTMENT OF SUMMARY	#	661,530	46,499	NUMBER	35.50	0.01	369	640	1-100
	%		7.03	STAFF YEARS	12.98	0.00			
AIR FORCE, DEPARTMENT OF THE	#	144,290	10,044	NUMBER	1.50	12	81	153	1-75
	%		6.96	STAFF YEARS	0.50	1.50			
ARMY, DEPARTMENT OF THE	#	208,792	13,811	NUMBER	2.00	25	7	111	1-75
	%		6.61	STAFF YEARS	1.50	3.50			
ARMY & AIR FORCE EXCHANGE SERVICE	#	40,876	3,008	NUMBER	1.00	0	103	105	11-25
	%		7.36	STAFF YEARS	1.00	0.00			
DEFENSE COMMISSARY AGENCY	#	13,985	1,352	NUMBER	7.00	7	38	15	1-10
	%		9.67	STAFF YEARS	1.40	1.40			
DEFENSE CONTRACT AUDIT	#	4,006	278	NUMBER	2.00	5	6	7	1-25

AGENCY	%		6.94	STAFF YEARS	0.25	0.25			
DEFENSE CONTRACT MANAGEMENT AGENCY	#	11,961	979	NUMBER	1.00	3	3	7	11-25
	%		8.18	STAFF YEARS	2.00	2.00			
DEFENSE EDUCATION ACTIVITY	#	10,908	353	NUMBER	9.00	4	1	37	6-25
	%		3.24	STAFF YEARS	2.00	1.00			
DEFENSE FINANCE AND ACCOUNTING SERVICE	#	15,350	1,710	NUMBER	0.00	0	0	0	0
	%		11.14	STAFF YEARS	0.00	0.00			
DEFENSE INFORMATION SYSTEMS AGENCY	#	6,000	503	NUMBER	1.00	0	1	1	11-25
	%		8.38	STAFF YEARS	0.33	0.00			
DEFENSE INSPECTOR GENERAL, OFFICE OF THE	#	1,248	74	NUMBER	3.00	0	1	2	11-25
	%		5.93	STAFF YEARS	0.50	0.00			
DEFENSE LOGISTICS AGENCY	#	22,651	2,060	NUMBER	1.00	0	6	19	1-100
	%		9.09	STAFF YEARS	0.80	0.00			
NAVY, DEPARTMENT OF THE	#	174,813	11,849	NUMBER	1.00	23	121	175	1-100
	%		6.78	STAFF YEARS	0.20	8.50			
DEFENSE OFFICE OF THE SECRETARY	#	3,995	255	NUMBER	4.00	0	0	0	0
	%		6.38	STAFF YEARS	2.00	0.00			
DEFENSE SECURITY SERVICE	#	2,655	223	NUMBER	2.00	0	1	8	1-5
	%		8.40	STAFF YEARS	0.50	0.00			
EDUCATION, U.S. DEPARTMENT OF	#	4,411	272	NUMBER	3.00	14	4	0	0
	%		6.17	STAFF YEARS	1.50	1.00			
ENERGY U.S. DEPARTMENT OF	#	15,608	1,013	NUMBER	2.00	22	22	22	11-25
	%		6.49	STAFF YEARS	1.50	0.25			
ENVIRONMENTAL PROTECTION AGENCY, U.S.	#	17,456	1,025	NUMBER	0.00	0	0	0	0
	%		5.87	STAFF YEARS	0.00	0.00			
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, U.S.	#	2,866	258	NUMBER	8.00	0	1	25	1-5
	%		9.00	STAFF YEARS	4.95	0.00			

FEDERAL COMMUNICATIONS COMMISSION	#	1,955	100	NUMBER	1.00	0	1	0	0
	%		5.12	STAFF YEARS	0.20	0.00			
FEDERAL DEPOSIT INSURANCE CORPORATION	#	6,160	367	NUMBER	3.00	0	4	8	6-10
	%		5.96	STAFF YEARS	3.00	0.00			
FEDERAL EMERGENCY MANAGEMENT AGENCY	#	2,177	184	NUMBER	2.00	10	3	3	6-10
	%		8.45	STAFF YEARS	1.00	1.00			
FEDERAL ENERGY REGULATORY COMMISSION	#	1,130	94	NUMBER	0.00	0	0	0	0
	%		8.32	STAFF YEARS	0.00	0.00			
GENERAL SERVICES ADMINISTRATION	#	14,016	825	NUMBER	1.00	0	11	10	11-25
	%		5.89	STAFF YEARS	0.25	0.00			
HEALTH AND HUMAN SERVICES, U.S. DEPARTMENT OF	#	52,241	3,359	NUMBER	3.00	44	12	110	1-100
	%		6.43	STAFF YEARS	0.65	8.75			
HOUSING AND URBAN DEVELOPMENT, U.S. DEPT. OF	#	9,727	818	NUMBER	1.00	1	3	14	11-100
	%		8.41	STAFF YEARS	0.33	0.33			
INTERIOR, U.S. DEPARTMENT OF THE	#	59,141	3,802	NUMBER	12.00	11	12	123	1-100
	%		6.43	STAFF YEARS	1.00	7.50			
JUSTICE, U.S. DEPARTMENT OF	#	122,669	3,814	NUMBER	7.00	107	115	403	1-100
	%		3.11	STAFF YEARS	7.00	107.00			
LABOR, U.S. DEPARTMENT OF	#	15,942	1,053	NUMBER	1.00	9	14	18	1-25
	%		6.61	STAFF YEARS	1.00	0.40			76-100
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	#	18,568	1,019	NUMBER	1.00	10	10	26	1-!00
	%		5.49	STAFF YEARS	0.25	2.25			
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	#	2,585	158	NUMBER	1.00	0	1	0	0
	%		6.11	STAFF YEARS	0.25	0.00			
NATIONAL LABOR RELATIONS BOARD	#	2,019	87	NUMBER	3.00	0	1	33	1-5
	%		4.31	STAFF YEARS	3.00	0.00			
NUCLEAR REGULATORY	#	2,785	181	NUMBER	1.00	4	5	0	0

COMMISSION, U.S.	%		6.50	STAFF YEARS	0.35	0.25			
OFFICE OF PERSONNEL MANAGEMENT, U.S.	#	3,441	303	NUMBER	1.00	0	1	0	0
	%		8.81	STAFF YEARS	0.10	0.00			
RAILROAD RETIREMENT BOARD	#	1,171	128	NUMBER	2.00	0	2	0	0
	%		10.93	STAFF YEARS	0.20	0.00			
SECURITIES AND EXCHANGE COMMISSION, U.S.	#	2,913	178	NUMBER	5.00	11	1	16	1-10
	%		6.11	STAFF YEARS	2.00	1.00			26-100
SMALL BUSINESS ADMINISTRATION	#	3,339	257	NUMBER	3.00	0	3	9	1-5
	%		7.70	STAFF YEARS	0.15	0.00			
SMITHSONIAN INSTITUTION	#	4,595	185	NUMBER	0.00	0	5	45	1-5
	%		4.03	STAFF YEARS	0.00	0.00			
SOCIAL SECURITY ADMINISTRATION	#	63,178	5,155	NUMBER	12.00	0	12	22	1-75
	%		8.16	STAFF YEARS	12.00	0.00			
STATE, U.S. DEPARTMENT OF	#	13,234	1,196	NUMBER	0.00	0	0	0	0
	%		9.04	STAFF YEARS	0.00	0.00			
TENNESSEE VALLEY AUTHORITY	#	13,049	536	NUMBER	6.00	0	12	56	1-75
	%		4.11	STAFF YEARS	3.50	0.00			
TRANSPORTATION, U.S. DEPARTMENT OF	#	64,316	3,135	NUMBER	4.00	16	23	64	1-75
	%		4.87	STAFF YEARS	1.30	5.30			
TREASURY, U.S. DEPARTMENT OF THE	#	143,588	10,039	NUMBER	1.00	15	42	164	1-100
	%		6.99	STAFF YEARS	1.00	1.64			
UNITED STATES POSTAL SERVICE	#	774,675	47,937	NUMBER	6.00	18	30,522	109	1-5
	%		6.19	STAFF YEARS	1.00	2.00			
VETERANS AFFAIRS, U.S. DEPARTMENT OF	#	201,343	18,735	NUMBER	3.00	4	117	241	1-100
	%		9.31	STAFF YEARS	1.50	0.50			
TOTAL	#	2,428,518	160,066	NUMBER	139.50	320	31,603	2552	1-10
	%		6.59	STAFF YEARS	66.86	145.52			76-100

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TABLE 20
PEOPLE WITH DISABILITIES
PROMOTIONS - BY AGENCY - 1,001 OR MORE EMPLOYEES

AGENCY OR DEPARTMENT		TOTAL WORK FORCE	TOTAL PROMOTIONS	PEOPLE WITH REPORTABLE DISABILITIES (PWRD)			PEOPLE WITH TARGETED DISABILITIES (PWTD)		
				TOTAL	PROMOTIONS	% of PWRD	TOTAL	PROMOTIONS	% of PWTD
AGENCY FOR INTERNATIONAL DEVELOPMENT	#	1,745	277	50	1		12	1	
	%		15.87%	2.87%	0.36%	2.00%	0.69%	0.36%	8.33%
AGRICULTURE, U.S. DEPARTMENT OF	#	88,194	13,868	5,575	864		988	112	
	%		15.72%	6.32%	6.23%	15.50%	1.12%	0.81%	11.34%
BROADCASTING BOARD OF GOVERNORS	#	1,743	210	85	13		16	5	
	%		12.05%	4.88%	6.19%	15.29%	0.92%	2.38%	31.25%
COMMERCE, U.S. DEPARTMENT OF	#	35,008	3,916	1,644	197		341	21	
	%		11.19%	4.70%	5.03%	11.98%	0.97%	0.54%	6.16%
DEFENSE, U.S. DEPARTMENT OF SUMMARY	#	661,530	52,901	46,499	3,419		7,133	481	
	%		8.00%	7.03%	6.46%	7.35%	1.08%	0.91%	6.74%
AIR FORCE, DEPARTMENT OF THE	#	144,290	15,796	10,044	1,039		1,305	123	
	%		10.95%	6.96%	6.58%	10.34%	0.90%	0.78%	9.43%
ARMY, DEPARTMENT OF THE	#	208,792	18,968	13,811	1,191		1,857	135	
	%		9.08%	6.61%	6.28%	8.62%	0.89%	0.71%	7.27%
ARMY & AIR FORCE EXCHANGE SERVICE	#	40,876	4,596	3,008	222		818	46	
	%		11.24%	7.36%	4.83%	7.38%	2.00%	1.00%	5.62%
DEFENSE COMMISSARY AGENCY	#	13,985	700	1,352	38		178	6	
	%		5.01%	9.67%	5.43%	2.81%	1.27%	0.86%	3.37%
DEFENSE CONTRACT AUDIT AGENCY	#	4,006	503	278	24		55	6	
	%		12.56%	6.94%	4.77%	8.63%	1.37%	1.19%	10.91%
DEFENSE CONTRACT MANAGEMENT AGENCY	#	11,961	1,058	979	91		177	21	
	%		8.85%	8.18%	8.60%	9.30%	1.48%	1.98%	11.86%
DEFENSE EDUCATION ACTIVITY	#	10,908	221	353	8		33	0	
	%		2.03%	3.24%	3.62%	2.27%	0.30%	0.00%	0.00%
DEFENSE FINANCE AND ACCOUNTING SERVICE	#	15,350	0	1,710	0		317	0	
	%		0.00%	11.14%	0.00%	0.00%	2.07%	0.00%	0.00%
DEFENSE INFORMATION SYSTEMS AGENCY	#	6,000	740	503	52		67	7	
	%		12.33%	8.38%	7.03%	10.34%	1.12%	0.95%	10.45%
DEFENSE INSPECTOR GENERAL, OFFICE OF THE	#	1,248	230	74	6		14	0	
	%		18.43%	5.93%	2.61%	8.11%	1.12%	0.00%	0.00%
DEFENSE LOGISTICS AGENCY	#	22,651	1,893	2,060	161		534	28	
	%		8.36%	9.09%	8.51%	7.82%	2.36%	1.48%	5.24%
NAVY, DEPARTMENT OF THE	#	174,813	7,221	11,849	541		1,732	101	
	%		4.13%	6.78%	7.49%	4.57%	0.99%	1.40%	5.83%
DEFENSE OFFICE OF THE SECRETARY	#	3,995	446	255	17		24	4	
	%		11.16%	6.38%	3.81%	6.67%	0.60%	0.90%	16.67%
DEFENSE SECURITY SERVICE	#	2,655	529	223	29		22	4	
	%		19.92%	8.40%	5.48%	13.00%	0.83%	0.76%	18.18%

EDUCATION, U.S. DEPARTMENT OF	#	4,411	530	272	23		74	40	
	%		12.02%	6.17%	4.34%	8.46%	1.68%	7.55%	54.05%
ENERGY U.S. DEPARTMENT OF	#	15,608	1,078	1,013	54		128	5	
	%		6.91%	6.49%	5.01%	5.33%	0.82%	0.46%	3.91%
ENVIRONMENTAL PROTECTION AGENCY, U.S.	#	17,456	0	906	0		172	0	
	%		0.00%	5.19%	0.00%	0.00%	0.99%	0.00%	0.00%
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, U.S.	#	2,866	523	258	58		49	13	
	%		18.25%	9.00%	11.09%	22.48%	1.71%	2.49%	26.53%
FEDERAL COMMUNICATIONS COMMISSION	#	1,955	240	100	3		23	1	
	%		12.28%	5.12%	1.25%	3.00%	1.18%	0.42%	4.35%
FEDERAL DEPOSIT INSURANCE CORPORATION	#	6,160	246	367	18		52	2	
	%		3.99%	5.96%	7.32%	4.90%	0.84%	0.81%	3.85%
FEDERAL EMERGENCY MANAGEMENT AGENCY	#	2,177	0	184	0		22	0	
	%		0.00%	8.45%	0.00%	0.00%	1.01%	0.00%	0.00%
FEDERAL ENERGY REGULATORY COMMISSION	#	1,130	0	94	0		13	0	
	%		0.00%	8.32%	0.00%	0.00%	1.15%	0.00%	0.00%
GENERAL SERVICES ADMINISTRATION	#	14,016	2,219	825	105		193	17	
	%		15.83%	5.89%	4.73%	12.73%	1.38%	0.77%	8.81%
HEALTH AND HUMAN SERVICES, U.S. DEPARTMENT OF	#	52,241	7,646	3,359	390		614	70	
	%		14.64%	6.43%	5.10%	11.61%	1.18%	0.92%	11.40%
HOUSING AND URBAN DEVELOPMENT, U.S. DEPT. OF	#	9,727	1,384	818	102		136	2	
	%		14.23%	8.41%	7.37%	12.47%	1.40%	0.14%	1.47%
INTERIOR, U.S. DEPARTMENT OF THE	#	59,141	7,691	3,802	370		609	66	
	%		13.00%	6.43%	4.81%	9.73%	1.03%	0.86%	10.84%
JUSTICE, U.S. DEPARTMENT OF	#	122,669	23,913	3,814	678		485	65	
	%		19.49%	3.11%	2.84%	17.78%	0.40%	0.27%	13.40%
LABOR, U.S. DEPARTMENT OF	#	15,942	3,098	1,053	204		190	26	
	%		19.43%	6.61%	6.58%	19.37%	1.19%	0.84%	13.68%
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	#	18,568	2,605	1,019	128		181	22	
	%		14.03%	5.49%	4.91%	12.56%	0.97%	0.84%	12.15%
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	#	2,585	389	158	20		53	8	
	%		15.05%	6.11%	5.14%	12.66%	2.05%	2.06%	15.09%
NATIONAL LABOR RELATIONS BOARD	#	2,019	444	87	10		16	1	
	%		21.99%	4.31%	2.25%	11.49%	0.79%	0.23%	6.25%
NUCLEAR REGULATORY COMMISSION, U.S.	#	2,785	278	181	14		31	1	
	%		9.98%	6.50%	5.04%	7.73%	1.11%	0.36%	3.23%
OFFICE OF PERSONNEL MANAGEMENT, U.S.	#	3,441	509	303	16		41	2	
	%		14.79%	8.81%	3.14%	5.28%	1.19%	0.39%	4.88%
RAILROAD RETIREMENT BOARD	#	1,171	110	128	7		14	0	
	%		9.39%	10.93%	6.36%	5.47%	1.20%	0.00%	0.00%
SECURITIES AND EXCHANGE COMMISSION, U.S.	#	2,913	710	178	28		40	5	
	%		24.37%	6.11%	3.94%	15.73%	1.37%	0.70%	12.50%
SMALL BUSINESS ADMINISTRATION	#	3,339	381	257	18		34	0	
	%		11.41%	7.70%	4.72%	7.00%	1.02%	0.00%	0.00%
SMITHSONIAN INSTITUTION	#	4,595	568	185	29		32	2	
	%		12.36%	4.03%	5.11%	15.68%	0.70%	0.35%	6.25%
SOCIAL SECURITY ADMINISTRATION	#	63,178	14,721	5,155	1,255		1,467	366	
	%		23.30%	8.16%	8.53%	24.35%	2.32%	2.49%	24.95%

STATE, U.S. DEPARTMENT OF	#	13,234	0	1,196	0		64	0	
	%		0.00%	9.04%	0.00%	0.00%	0.48%	0.00%	0.00%
TENNESSEE VALLEY AUTHORITY	#	13,049	2,349	536	95		79	20	
	%		18.00%	4.11%	4.04%	17.72%	0.61%	0.85%	25.32%
TRANSPORTATION, U.S. DEPARTMENT OF	#	64,316	5,679	3,135	325		356	40	
	%		8.83%	4.87%	5.72%	10.37%	0.55%	0.70%	11.24%
TREASURY, U.S. DEPARTMENT OF THE	#	143,588	29,028	10,039	1,909		2,204	304	
	%		20.22%	6.99%	6.58%	19.02%	1.53%	1.05%	13.79%
UNITED STATES POSTAL SERVICE	#	774,675	33,148	47,937	1,946		7,329	304	
	%		4.28%	6.19%	5.87%	4.06%	0.95%	0.92%	4.15%
VETERANS AFFAIRS, U.S. DEPARTMENT OF	#	201,343	24,521	18,735	2,542		3,501	406	
	%		12.18%	9.31%	10.37%	13.57%	1.74%	1.66%	11.60%
TOTAL	#	2,428,518	235,180	159,947	14,841		26,676	2,403	
	%		9.68%	6.59%	6.31%	0.00%	1.10%	1.02%	9.01%

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TABLE 22
GOVERNMENT WIDE EMPLOYMENT OF WORKERS IN PATCOB CATEGORIES

	TOTAL ALL	TOTAL FEMALE		WHITE FEMALE		BLACK				HISPANIC				ASIAN / PACIFIC ISLANDER				AMERICAN INDIAN / ALASKAN NATIVE			
						MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	
YEAR	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
PROFESSIONAL																					
1992	437,040	148,467	33.97	112,165	25.66	13,786	3.15	19,723	4.51	9,593	2.19	5,850	1.34	15,318	3.50	8,711	1.99	2,043	0.47	2,018	0.46
1993	434,450	149,941	34.51	112,592	25.92	13,790	3.17	20,040	4.61	9,636	2.22	6,015	1.38	15,687	3.61	9,185	2.11	2,101	0.48	2,109	0.49
1994	420,312	150,113	35.71	111,877	26.62	13,372	3.18	20,174	4.80	9,626	2.29	6,278	1.49	15,670	3.73	9,491	2.26	2,104	0.50	2,293	0.55
1995	413,804	150,945	36.48	111,703	26.99	13,274	3.21	20,472	4.95	9,604	2.32	6,542	1.58	15,927	3.85	9,884	2.39	2,132	0.52	2,344	0.57
1996	403,274	149,350	37.03	109,865	27.24	13,027	3.23	20,470	5.08	9,483	2.35	6,584	1.63	15,794	3.92	10,079	2.50	2,116	0.52	2,352	0.58
1997	388,360	146,024	37.60	106,680	27.47	12,576	3.24	20,168	5.19	9,265	2.39	6,651	1.71	15,592	4.01	10,123	2.61	2,109	0.54	2,402	0.62
1998	381,831	145,306	38.06	105,612	27.66	12,516	3.28	20,316	5.32	9,214	2.41	6,648	1.74	15,413	4.04	10,240	2.68	2,100	0.55	2,490	0.65
1999	379,324	146,178	38.54	105,605	27.84	12,583	3.32	20,786	5.48	9,295	2.45	6,792	1.79	15,620	4.12	10,477	2.76	2,127	0.56	2,518	0.66
2000	377,815	147,978	39.17	106,211	28.11	12,585	3.33	21,372	5.66	9,379	2.48	7,026	1.86	15,681	4.15	10,812	2.86	2,132	0.56	2,557	0.68
2001	381,373	151,414	39.70	108,013	28.32	12,772	3.35	21,903	5.74	9,684	2.54	7,323	1.92	16,265	4.26	11,553	3.03	2,127	0.56	2,622	0.69
	CLF	ABOVE	37.00	BELOW	30.30	ABOVE	2.40	ABOVE	3.20	ABOVE	2.10	ABOVE	1.40	ABOVE	3.50	ABOVE	1.90	ABOVE	0.20	ABOVE	0.20
ADMINISTRATIVE																					
1992	518,959	208,708	40.22	149,771	28.86	26,821	5.17	41,226	7.94	15,040	2.90	9,643	1.86	6,342	1.22	5,171	1.00	3,598	0.69	2,897	0.56
1993	516,144	210,488	40.78	149,845	29.03	26,679	5.17	42,130	8.16	15,302	2.96	9,988	1.94	6,552	1.27	5,431	1.05	3,633	0.70	3,094	0.60
1994	507,922	210,336	41.41	148,414	29.22	26,440	5.21	42,773	8.42	15,502	3.05	10,328	2.03	6,735	1.33	5,714	1.12	3,624	0.71	3,107	0.61
1995	506,636	210,616	41.57	147,568	29.13	26,654	5.26	43,232	8.53	16,062	3.17	10,719	2.12	7,194	1.42	5,958	1.18	3,712	0.73	3,139	0.62
1996	504,112	210,366	41.73	147,055	29.17	26,780	5.31	42,993	8.53	16,516	3.28	11,118	2.21	7,443	1.48	6,100	1.21	3,700	0.73	3,100	0.61
1997	501,802	211,650	42.18	146,928	29.28	26,721	5.33	43,790	8.73	17,125	3.41	11,510	2.29	7,567	1.51	6,241	1.24	3,688	0.73	3,181	0.63
1998	508,101	216,832	42.67	148,926	29.31	27,249	5.36	45,866	9.03	17,877	3.52	12,174	2.40	7,822	1.54	6,549	1.29	3,776	0.74	3,317	0.65
1999	512,896	222,645	43.41	151,436	29.53	27,934	5.45	48,129	9.38	18,206	3.55	12,686	2.47	8,006	1.56	6,897	1.34	3,806	0.74	3,497	0.68
2000	523,923	231,671	44.22	155,873	29.75	28,894	5.51	51,290	9.79	18,621	3.55	13,462	2.57	8,261	1.58	7,317	1.40	3,876	0.74	3,729	0.71
2001	541,911	243,341	44.90	161,971	29.89	30,205	5.57	54,889	10.13	19,416	3.58	14,606	2.70	8,735	1.61	7,895	1.46	3,993	0.74	3,980	0.73
	CLF	BELOW	50.00	BELOW	40.40	ABOVE	3.60	ABOVE	5.30	ABOVE	2.60	ABOVE	2.60	ABOVE	1.40	ABOVE	1.40	ABOVE	0.30	ABOVE	0.30
TECHNICAL																					
1992	360,132	205,107	56.95	126,555	35.14	21,222	5.89	57,266	15.90	10,019	2.78	10,705	2.97	4,551	1.26	5,794	1.6	3,065	0.85	4,787	1.33
1993	350,476	204,078	58.23	124,860	35.63	20,815	5.94	57,498	16.41	9,599	2.74	10,836	3.09	4,430	1.26	5,871	1.68	3,025	0.86	5,013	1.43
1994	347,037	205,089	59.10	124,443	35.86	20,348	5.86	57,714	16.63	9,677	2.79	11,395	3.28	4,395	1.27	6,140	1.77	3,384	0.98	5,397	1.56
1995	334,469	202,359	60.50	121,057	36.19	19,392	5.80	57,541	17.20	9,385	2.81	11,966	3.58	4,222	1.26	6,390	1.91	3,197	0.96	5,405	1.62

1996	328,826	200,187	60.88	118,856	36.15	19,015	5.78	57,549	17.50	9,383	2.85	12,089	3.68	4,269	1.30	6,450	1.96	3,130	0.95	5,243	1.59
1997	318,144	193,972	60.97	114,017	35.84	18,481	5.81	56,064	17.62	9,398	2.95	12,159	3.82	4,202	1.32	6,491	2.04	3,100	0.97	5,241	1.65
1998	310,423	190,399	61.34	110,662	35.65	18,054	5.82	55,534	17.89	9,347	3.01	12,466	4.02	4,138	1.33	6,517	2.10	3,009	0.97	5,220	1.68
1999	306,756	188,284	61.38	108,182	35.27	17,968	5.86	55,519	18.10	9,288	3.03	12,644	4.12	4,117	1.34	6,602	2.15	2,991	0.98	5,337	1.74
2000	301,738	184,787	61.24	105,047	34.81	17,749	5.88	54,944	18.21	9,443	3.13	12,906	4.28	4,117	1.36	6,473	2.15	3,013	1.00	5,417	1.80
2001	305,921	186,906	61.10	104,632	34.20	18,108	5.92	56,697	18.53	9,671	3.16	13,350	4.36	4,273	1.40	6,603	2.16	3,249	1.06	5,624	1.84
	CLF	ABOVE	54.90	BELOW	42.90	ABOVE	3.60	ABOVE	6.60	BELOW	3.20	ABOVE	3.40	BELOW	1.90	ABOVE	1.60	ABOVE	0.40	ABOVE	0.40
>CLERICAL																					
1992	267,560	231,033	86.35	142,865	53.40	10,473	3.91	63,708	23.81	2,966	1.11	13,254	4.95	1,443	0.54	6,262	2.3	493	0.18	4,944	1.85
1993	245,205	210,837	85.98	128,653	52.47	9,915	4.04	59,071	24.09	2,772	1.13	12,249	5.00	1,424	0.58	5,940	2.42	518	0.21	4,924	2.01
1994	229,818	196,428	85.47	117,609	51.17	9,579	4.17	56,187	24.45	2,782	1.21	12,084	5.26	1,409	0.61	5,708	2.48	503	0.22	4,840	2.11
1995	207,963	176,624	84.93	104,863	50.42	9,007	4.33	51,239	24.64	2,613	1.26	10,862	5.22	1,373	0.66	5,296	2.55	456	0.22	4,364	2.10
1996	192,555	162,087	84.18	95,645	49.67	8,624	4.48	47,130	24.48	2,597	1.35	10,195	5.29	1,348	0.70	5,163	2.68	423	0.22	3,954	2.05
1997	176,669	148,062	83.81	86,670	49.06	7,898	4.47	43,267	24.49	2,494	1.41	9,444	5.35	1,303	0.74	4,877	2.76	381	0.22	3,804	2.15
1998	163,660	136,450	83.37	79,116	48.34	7,416	4.53	39,891	24.37	2,436	1.49	9,010	5.51	1,225	0.75	4,746	2.90	376	0.23	3,687	2.25
1999	152,350	126,659	83.14	73,210	48.05	7,023	4.61	36,938	24.25	2,243	1.47	8,536	5.60	1,179	0.77	4,485	2.94	359	0.24	3,490	2.29
2000	143,612	118,549	82.55	67,806	47.21	6,905	4.81	34,851	24.27	2,170	1.51	8,183	5.70	1,171	0.82	4,382	3.05	366	0.25	3,327	2.32
2001	133,968	109,686	81.87	63,011	47.03	6,492	4.85	31,302	23.37	2,192	1.64	7,816	5.83	1,144	0.85	4,240	3.16	352	0.26	3,317	2.48
	CLF	ABOVE	80.50	BELOW	63.40	ABOVE	2.80	ABOVE	9.60	BELOW	1.70	ABOVE	5.20	ABOVE	0.80	ABOVE	1.90	ABOVE	0.10	ABOVE	0.50
OTHER																					
1992	45,826	6,232	13.60	3,522	7.69	6,527	14.24	1,747	3.81	4,129	9.01	577	1.26	1,015	2.21	244	0.5	735	1.60	142	0.31
1993	45,716	6,342	13.87	3,457	7.56	6,609	14.46	1,885	4.12	4,264	9.33	599	1.31	1,059	2.32	255	0.56	745	1.63	146	0.32
1994	44,031	5,697	12.94	2,997	6.81	6,487	14.73	1,782	4.05	4,354	9.89	544	1.24	1,031	2.34	222	0.50	791	1.80	152	0.35
1995	43,338	5,072	11.70	2,557	5.90	6,374	14.71	1,635	3.77	4,694	10.83	537	1.24	1,016	2.34	198	0.46	807	1.86	145	0.33
1996	43,048	4,718	10.96	2,384	5.54	6,207	14.42	1,538	3.57	5,084	11.81	533	1.24	973	2.26	132	0.31	756	1.76	131	0.30
1997	43,747	4,709	10.76	2,350	5.37	6,247	14.28	1,542	3.52	5,402	12.35	551	1.26	939	2.15	136	0.31	745	1.70	130	0.30
1998	45,291	5,027	11.10	2,548	5.63	6,375	14.08	1,585	3.50	5,767	12.73	627	1.38	972	2.15	144	0.32	751	1.66	123	0.27
1999	46,171	5,343	11.57	2,688	5.82	6,428	13.92	1,669	3.61	5,934	12.85	674	1.46	1,004	2.17	188	0.41	723	1.57	124	0.27
2000	48,392	5,965	12.33	2,975	6.15	6,628	13.70	1,901	3.93	6,564	13.56	769	1.59	1,035	2.14	192	0.40	766	1.58	128	0.26
2001	53,032	7,879	14.86	3,975	7.50	6,896	13.00	2,408	4.54	7,339	13.84	1,008	1.90	1,202	2.27	299	0.56	853	1.61	189	0.36
	CLF	BELOW	15.70	BELOW	11.20	ABOVE	9.70	ABOVE	3.20	ABOVE	4.80	ABOVE	1.00	ABOVE	1.20	ABOVE	0.30	ABOVE	0.90	ABOVE	0.20
TOTAL WHITE COLLAR																					
1992	1,629,517	799,547	49.07	534,878	32.82	78,829	4.84	183,670	11.27	41,747	2.56	40,029	2.46	28,669	1.76	26,182	1.61	9,934	0.61	14,788	0.91
1993	1,591,991	781,686	49.10	519,407	32.63	77,808	4.89	180,624	11.35	41,573	2.61	39,687	2.49	29,152	1.83	26,682	1.68	10,022	0.63	15,286	0.96
1994	1,549,120	767,663	49.55	505,340	32.62	76,226	4.92	178,630	11.53	41,941	2.71	40,629	2.62	29,240	1.89	27,275	1.76	10,406	0.67	15,789	1.02
1995	1,506,210	745,616	49.50	487,748	32.38	74,701	4.96	174,119	11.56	42,358	2.81	40,626	2.70	29,732	1.97	27,726	1.84	10,304	0.68	15,397	1.02
1996	1,471,815	726,708	49.37	473,805	32.19	73,653	5.00	169,680	11.53	43,063	2.93	40,519	2.75	29,827	2.03	27,924	1.90	10,125	0.69	14,780	1.00
1997	1,428,722	704,417	49.30	456,645	31.96	71,923	5.03	164,831	11.54	43,684	3.06	40,315	2.82	29,603	2.07	27,868	1.95	10,023	0.70	14,758	1.03
1998	1,409,306	694,014	49.25	446,864	31.71	71,610	5.08	163,192	11.58	44,641	3.17	40,925	2.90	29,570	2.10	28,196	2.00	10,012	0.71	14,837	1.05

1999	1,397,497	689,109	49.31	441,121	31.57	71,936	5.15	163,041	11.67	44,966	3.22	41,332	2.96	29,926	2.14	28,649	2.05	10,006	0.72	14,966	1.07
2000	1,395,480	688,950	49.37	437,912	31.38	72,761	5.21	164,358	11.78	46,177	3.31	42,346	3.03	30,265	2.17	29,176	2.09	10,153	0.73	15,158	1.09
2001	1,416,205	699,226	49.37	441,602	31.18	74,473	5.26	167,199	11.81	48,302	3.41	44,103	3.11	31,619	2.23	30,590	2.16	10,574	0.75	15,732	1.11
	CLF	BELOW	54.61	BELOW	43.95	ABOVE	3.10	ABOVE	5.65	ABOVE	2.68	BELOW	3.12	ABOVE	1.57	ABOVE	1.55	ABOVE	0.20	ABOVE	0.31
TOTAL BLUE COLLAR																					
1992	320,704	31,326	9.77	15,352	4.79	48,791	15.21	12,471	3.89	21,526	6.71	1,753	0.55	13,372	4.17	994	0.3	4,954	1.54	756	0.24
1993	301,207	29,558	9.81	14,292	4.74	46,368	15.39	11,886	3.95	20,235	6.72	1,673	0.56	13,038	4.33	970	0.32	4,801	1.59	737	0.24
1994	278,673	27,336	9.81	13,029	4.68	43,104	15.47	10,870	3.90	19,218	6.90	1,568	0.56	12,480	4.48	983	0.35	5,295	1.90	886	0.32
1995	257,706	25,013	9.71	12,078	4.69	39,975	15.51	9,715	3.77	18,298	7.10	1,458	0.57	11,830	4.59	917	0.36	4,973	1.93	845	0.33
1996	242,155	23,545	9.72	11,465	4.73	37,252	15.38	8,951	3.70	17,734	7.32	1,418	0.59	10,944	4.52	921	0.38	4,754	1.96	790	0.33
1997	228,226	21,621	9.47	10,620	4.65	34,576	15.15	8,063	3.53	16,920	7.41	1,327	0.58	10,166	4.45	881	0.39	4,620	2.02	730	0.32
1998	219,444	20,667	9.42	10,191	4.64	33,401	15.22	7,659	3.49	15,955	7.27	1,254	0.57	9,759	4.45	854	0.39	4,532	2.07	709	0.32
1999	211,756	20,187	9.53	10,006	4.73	32,342	15.27	7,504	3.54	14,632	6.91	1,132	0.53	9,654	4.56	859	0.41	4,533	2.14	686	0.32
2000	203,839	19,579	9.61	9,728	4.77	31,407	15.41	7,192	3.53	13,937	6.84	1,126	0.55	9,201	4.51	841	0.41	4,393	2.16	692	0.34
2001	200,149	19,227	9.61	9,531	4.76	30,880	15.43	6,999	3.50	13,702	6.85	1,160	0.58	9,163	4.58	851	0.43	4,318	2.16	686	0.34
	CLF	BELOW	14.10	BELOW	9.80	ABOVE	9.10	ABOVE	2.20	BELOW	8.70	BELOW	1.50	ABOVE	1.70	BELOW	0.50	ABOVE	0.80	ABOVE	0.20
TOTAL GOVERNMENT WIDE																					
1992	1,950,221	830,873	42.60	550,230	28.21	127,620	6.54	196,141	10.06	63,273	3.24	41,782	2.14	42,041	2.16	27,176	1.39	14,888	0.76	15,544	0.80
1993	1,893,198	811,244	42.85	533,699	28.19	124,176	6.56	192,510	10.17	61,808	3.26	41,360	2.18	42,190	2.23	27,652	1.46	14,823	0.78	16,023	0.85
1994	1,827,793	794,999	43.50	518,369	28.36	119,330	6.53	189,500	10.37	61,159	3.35	42,197	2.31	41,720	2.28	28,258	1.55	15,701	0.86	16,675	0.91
1995	1,763,916	770,629	43.69	499,826	28.34	114,676	6.50	183,834	10.42	60,656	3.44	42,084	2.39	41,562	2.36	28,643	1.62	15,277	0.87	16,242	0.92
1996	1,713,970	750,253	43.77	485,270	28.31	110,905	6.47	178,631	10.42	60,797	3.55	41,937	2.45	40,771	2.38	28,845	1.68	14,879	0.87	15,570	0.91
1997	1,656,948	726,038	43.82	467,265	28.20	106,499	6.43	172,894	10.43	60,604	3.66	41,642	2.51	39,769	2.40	28,749	1.74	14,643	0.88	15,488	0.93
1998	1,628,750	714,681	43.88	457,055	28.06	105,011	6.45	170,851	10.49	60,596	3.72	42,179	2.59	39,329	2.41	29,050	1.78	14,544	0.89	15,546	0.95
1999	1,609,253	709,296	44.08	451,127	28.03	104,278	6.48	170,545	10.60	59,598	3.70	42,464	2.64	39,580	2.46	29,508	1.83	14,539	0.90	15,652	0.97
2000	1,599,319	708,529	44.30	447,640	27.99	104,168	6.51	171,550	10.73	60,114	3.76	43,472	2.72	39,466	2.47	30,017	1.88	14,546	0.91	15,850	0.99
2001	1,616,354	718,453	44.45	451,133	27.91	105,353	6.52	174,198	10.78	62,004	3.84	45,263	2.80	40,782	2.52	31,441	1.95	14,892	0.92	16,418	1.02
	CLF	BELOW	45.70	BELOW	35.30	ABOVE	4.90	ABOVE	5.40	BELOW	4.80	BELOW	3.30	ABOVE	1.50	ABOVE	1.30	ABOVE	0.30	ABOVE	0.30

NOTE:
"Government Wide" (with reference to this table) consists of data for only those agencies reported by CPDF.
The "Government Wide" table does not include data for AAFES, TVA, or USPS.
Various intelligence gathering agencies are not included in "Government Wide" data.

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TABLE 23
GOVERNMENT WIDE EMPLOYMENT OF WORKERS IN WHITE COLLAR GRADES

GS & RELATED GRADES	YEAR	TOTAL #	MEN		WOMEN		WHITE		BLACK		HISPANIC		ASIAN / PACIFIC ISLANDER		AMERICAN INDIAN / ALASKAN NATIVE	
			#	%		%	#	%	#	%	#	%	#	%	#	%
1	1996	352	162	46.02	190	53.98	156	44.32	122	34.66	47	13.35	17	4.83	10	2.84
	1997	266	117	43.98	149	56.02	110	41.35	111	41.73	33	12.41	8	3.01	4	1.50
	1998	333	153	45.95	180	54.05	150	45.05	114	34.23	54	16.22	9	2.70	6	1.80
	1999	453	242	53.42	211	46.58	279	61.59	94	20.75	53	11.70	14	3.09	13	2.87
	2000	352	185	52.56	167	47.44	205	58.24	88	25.00	38	10.80	10	2.84	11	3.13
	2001	233	132	56.65	101	43.35	152	65.24	49	21.03	15	6.44	12	5.15	5	2.15
2	1996	1,503	619	41.18	884	58.82	840	55.89	483	32.14	102	6.79	41	2.73	37	2.46
	1997	1,330	546	41.05	784	58.95	736	55.34	400	30.08	107	8.05	40	3.01	47	3.53
	1998	915	343	37.49	572	62.51	490	53.55	270	29.51	77	8.42	32	3.50	46	5.03
	1999	973	351	36.07	622	63.93	483	49.64	371	38.13	64	6.58	28	2.88	27	2.77
	2000	822	335	40.75	487	59.25	435	52.92	266	32.36	64	7.79	24	2.92	33	4.01
	2001	768	309	40.23	459	59.77	419	54.56	224	29.17	60	7.81	36	4.69	29	3.78
3	1996	17,054	4,949	29.02	12,105	70.98	9,207	53.99	5,056	29.65	1,183	6.94	1,063	6.23	545	3.20
	1997	15,604	4,331	27.76	11,273	72.24	8,533	54.68	4,486	28.75	1,086	6.96	1,006	6.45	493	3.16
	1998	14,179	3,853	27.17	10,326	72.83	7,798	55.00	3,866	27.27	1,040	7.33	1,004	7.08	471	3.32
	1999	13,426	3,728	27.77	9,698	72.23	7,266	54.12	3,750	27.93	1,005	7.49	987	7.35	418	3.11
	2000	13,193	3,530	26.76	9,663	73.24	6,965	52.79	3,812	28.89	952	7.22	1,035	7.85	429	3.25
	2001	13,182	3,725	28.26	9,457	71.74	7,107	53.91	3,458	26.23	1,035	7.85	1,023	7.76	559	4.24
4	1996	64,986	17,454	26.86	47,532	73.14	35,457	54.56	19,787	30.45	4,755	7.32	2,502	3.85	2,485	3.82
	1997	58,348	16,177	27.73	42,171	72.27	31,748	54.41	17,745	30.41	4,170	7.15	2,348	4.02	2,337	4.01
	1998	53,357	15,080	28.26	38,277	71.74	28,827	54.03	16,068	30.11	4,058	7.61	2,207	4.14	2,197	4.12
	1999	49,778	14,115	28.36	35,663	71.64	26,829	53.90	14,891	29.91	3,815	7.66	2,121	4.26	2,122	4.26
	2000	46,064	13,417	29.13	32,647	70.87	24,548	53.29	13,694	29.73	3,726	8.09	2,000	4.34	2,096	4.55
	2001	45,338	13,760	30.35	31,578	69.65	24,397	53.81	13,098	28.89	3,725	8.22	1,961	4.33	2,157	4.76
5	1996	135,499	36,128	26.66	99,371	73.34	78,739	58.11	36,762	27.13	10,727	7.92	5,207	3.84	4,064	3.00
	1997	124,834	34,092	27.31	90,742	72.69	71,586	57.34	34,111	27.33	10,177	8.15	5,007	4.01	3,953	3.17
	1998	116,837	27,506	23.54	89,331	76.46	66,160	56.63	32,182	27.54	9,756	8.35	4,869	4.17	3,870	3.31
	1999	109,034	30,700	28.16	78,334	71.84	61,368	56.28	30,168	27.67	9,078	8.33	4,644	4.26	3,776	3.46
	2000	105,321	31,384	29.80	73,937	70.20	58,444	55.49	29,319	27.84	9,332	8.86	4,497	4.27	3,729	3.54
	2001	105,626	32,957	31.20	72,669	68.80	57,985	54.90	29,282	27.72	9,801	9.28	4,661	4.41	3,897	3.69
6	1996	99,115	24,624	24.84	74,491	75.16	61,502	62.05	25,831	26.06	6,280	6.34	3,215	3.24	2,287	2.31
	1997	94,466	23,979	25.38	70,487	74.62	57,990	61.39	24,646	26.09	6,323	6.69	3,211	3.40	2,296	2.43
	1998	91,544	24,080	26.30	67,464	73.70	55,851	61.01	23,916	26.13	6,240	6.82	3,220	3.52	2,317	2.53
	1999	88,445	23,990	27.12	64,455	72.88	53,372	60.34	23,309	26.35	6,202	7.01	3,237	3.66	2,325	2.63
	2000	85,321	23,938	28.06	61,383	71.94	50,988	59.76	22,640	26.54	6,129	7.18	3,228	3.78	2,336	2.74
	2001	84,238	24,578	29.18	59,660	70.82	50,066	59.43	22,183	26.33	6,304	7.48	3,290	3.91	2,395	2.84
7	1996	134,312	43,970	32.74	90,342	67.26	85,879	63.94	31,729	23.62	9,402	7.00	4,538	3.38	2,764	2.06
	1997	134,544	44,876	33.35	89,668	66.65	85,442	63.50	31,873	23.69	10,026	7.45	4,513	3.35	2,690	2.00
	1998	134,290	44,959	33.48	89,331	66.52	84,371	62.83	32,150	23.94	10,393	7.74	4,626	3.44	2,750	2.05

	1999	127,952	43,302	33.84	84,650	66.16	80,187	62.67	30,334	23.71	10,075	7.87	4,663	3.64	2,693	2.10
	2000	126,157	42,359	33.58	83,798	66.42	78,402	62.15	30,160	23.91	10,233	8.11	4,638	3.68	2,724	2.16
	2001	129,164	44,664	34.58	84,500	65.42	79,908	61.87	30,689	23.76	10,860	8.41	4,887	3.78	2,820	2.18
8	1996	42,692	14,920	34.95	27,772	65.05	27,154	63.60	10,843	25.40	3,111	7.29	896	2.10	688	1.61
	1997	42,563	14,878	34.96	27,685	65.04	26,735	62.81	10,929	25.68	3,232	7.59	917	2.15	750	1.76
	1998	43,001	15,103	35.12	27,898	64.88	26,597	61.85	11,228	26.11	3,413	7.94	995	2.31	768	1.79
	1999	49,693	16,848	33.90	32,845	66.10	30,045	60.46	13,484	27.13	4,108	8.27	1,163	2.34	893	1.80
	2000	49,761	17,179	34.52	32,582	65.48	29,747	59.78	13,697	27.53	4,222	8.48	1,206	2.42	889	1.79
	2001	50,697	17,723	34.96	32,974	65.04	29,886	58.95	14,175	27.96	4,383	8.65	1,349	2.66	904	1.78
9	1996	132,428	64,700	48.86	67,728	51.14	93,230	70.40	22,391	16.91	9,309	7.03	4,738	3.58	2,760	2.08
	1997	128,057	62,445	48.76	65,612	51.24	89,412	69.82	21,871	17.08	9,393	7.34	4,578	3.57	2,803	2.19
	1998	126,519	61,436	48.56	65,083	51.44	87,102	68.84	22,160	17.52	9,826	7.77	4,600	3.64	2,831	2.24
	1999	125,632	60,812	48.40	64,820	51.60	85,493	68.05	22,467	17.88	10,184	8.11	4,604	3.66	2,884	2.30
	2000	125,417	60,455	48.20	64,962	51.80	84,405	67.30	22,922	18.28	10,484	8.36	4,676	3.73	2,930	2.34
	2001	127,671	61,045	47.81	66,626	52.19	85,170	66.71	23,648	18.52	10,955	8.58	4,930	3.86	2,968	2.32
10	1996	17,268	9,607	55.63	7,661	44.37	12,977	75.15	2,613	15.13	801	4.64	583	3.38	294	1.70
	1997	17,367	9,582	55.17	7,785	44.83	12,987	74.78	2,642	15.21	859	4.95	590	3.40	289	1.66
	1998	17,230	9,297	53.96	7,933	46.04	12,819	74.40	2,659	15.43	886	5.14	579	3.36	287	1.67
	1999	16,606	8,830	53.17	7,776	46.83	12,295	74.04	2,602	15.67	842	5.07	563	3.39	304	1.83
	2000	16,312	8,397	51.48	7,915	48.52	11,900	72.95	2,710	16.61	834	5.11	546	3.35	322	1.97
	2001	15,991	8,008	50.08	7,983	49.92	11,513	72.00	2,784	17.41	816	5.10	544	3.40	334	2.09
11	1996	192,431	105,308	54.73	87,123	45.27	143,975	74.82	25,817	13.42	12,090	6.28	7,497	3.90	3,052	1.59
	1997	187,455	101,445	54.12	86,010	45.88	139,067	74.19	25,635	13.68	12,351	6.59	7,311	3.90	3,091	1.65
	1998	185,784	99,866	53.75	85,918	46.25	137,002	73.74	25,668	13.82	12,818	6.90	7,154	3.85	3,142	1.69
	1999	182,158	96,310	52.87	85,848	47.13	132,971	73.00	26,037	14.29	12,846	7.05	7,201	3.95	3,103	1.70
	2000	179,031	93,441	52.19	85,590	47.81	129,617	72.40	26,320	14.70	12,936	7.23	7,015	3.92	3,143	1.76
	2001	176,179	92,111	52.28	84,068	47.72	126,595	71.86	26,282	14.92	13,037	7.40	7,090	4.02	3,175	1.80
12	1996	242,610	157,954	65.11	84,656	34.89	189,463	78.09	28,018	11.55	11,436	4.71	10,975	4.52	2,718	1.12
	1997	233,708	150,127	64.24	83,581	35.76	181,079	77.48	27,739	11.87	11,330	4.85	10,848	4.64	2,712	1.16
	1998	229,620	145,830	63.51	83,790	36.49	176,549	76.89	28,047	12.21	11,473	5.00	10,803	4.70	2,748	1.20
	1999	224,206	139,981	62.43	84,225	37.57	170,679	76.13	28,600	12.76	11,502	5.13	10,685	4.77	2,740	1.22
	2000	219,334	134,034	61.11	85,300	38.89	165,608	75.50	29,093	13.26	11,505	5.25	10,474	4.78	2,654	1.21
	2001	223,193	133,181	59.67	90,012	40.33	167,054	74.85	30,543	13.68	12,158	5.45	10,675	4.78	2,763	1.24
13	1996	173,435	124,520	71.80	48,915	28.20	142,355	82.08	16,186	9.33	6,609	3.81	6,638	3.83	1,647	0.95
	1997	174,810	123,870	70.86	50,940	29.14	142,158	81.32	16,933	9.69	6,998	4.00	7,015	4.01	1,706	0.98
	1998	177,882	124,192	69.82	53,690	30.18	143,645	80.75	17,821	10.02	7,347	4.13	7,322	4.12	1,747	0.98
	1999	179,467	123,044	68.56	56,423	31.44	143,301	79.85	18,975	10.57	7,617	4.24	7,784	4.34	1,790	1.00
	2000	181,866	122,164	67.17	59,702	32.83	143,878	79.11	20,177	11.09	7,867	4.33	8,164	4.49	1,780	0.98
	2001	188,010	124,446	66.19	63,564	33.81	147,273	78.33	21,727	11.56	8,371	4.45	8,780	4.67	1,859	0.99
14	1996	88,908	68,472	77.01	20,436	22.99	76,389	85.92	6,174	6.94	2,742	3.08	2,822	3.17	781	0.88
	1997	89,016	67,669	76.02	21,347	23.98	76,048	85.43	6,284	7.06	2,890	3.25	2,956	3.32	838	0.94
	1998	90,340	67,567	74.79	22,773	25.21	76,545	84.73	6,738	7.46	3,081	3.41	3,095	3.43	881	0.98
	1999	83,589	59,885	71.64	23,704	28.36	69,446	83.08	7,040	8.42	3,038	3.63	3,198	3.83	867	1.04
	2000	85,347	59,914	70.20	25,433	29.80	70,201	82.25	7,642	8.95	3,128	3.67	3,500	4.10	876	1.03
	2001	88,736	61,470	69.27	27,266	30.73	72,460	81.66	8,235	9.28	3,339	3.76	3,784	4.26	918	1.03
15	1996	50,869	40,774	80.15	10,095	19.85	43,818	86.14	2,676	5.26	1,420	2.79	2,593	5.10	362	0.71
	1997	50,596	39,937	78.93	10,659	21.07	43,339	85.66	2,802	5.54	1,478	2.92	2,602	5.14	375	0.74
	1998	51,513	40,124	77.89	11,389	22.11	43,896	85.21	2,974	5.77	1,567	3.04	2,703	5.25	373	0.72
	1999	51,484	39,374	76.48	12,110	23.52	43,603	84.69	3,150	6.12	1,580	3.07	2,793	5.42	358	0.70
	2000	52,322	39,267	75.05	13,055	24.95	44,080	84.25	3,257	6.22	1,698	3.25	2,907	5.56	380	0.73
	2001	53,596	39,801	74.26	13,795	25.74	44,902	83.78	3,371	6.29	1,813	3.38	3,115	5.81	395	0.74

TOTAL GS & RELATED	1996	1,393,462	714,161	51.25	679,301	48.75	1,001,141	71.85	234,488	16.83	80,014	5.74	53,325	3.83	24,494	1.76
	1997	1,352,964	694,071	51.30	658,893	48.70	966,970	71.47	228,207	16.87	80,453	5.95	52,950	3.91	24,384	1.80
	1998	1,333,344	679,389	50.95	653,955	49.05	947,802	71.08	225,861	16.94	82,029	6.15	53,218	3.99	24,434	1.83
	1999	1,302,896	661,512	50.77	641,384	49.23	917,617	70.43	225,272	17.29	82,009	6.29	53,685	4.12	24,313	1.87
	2000	1,286,620	649,999	50.52	636,621	49.48	899,423	69.91	225,797	17.55	83,148	6.46	53,920	4.19	24,332	1.89
	2001	1,302,622	657,910	50.51	644,712	49.49	904,887	69.47	229,748	17.64	86,672	6.65	56,137	4.31	25,178	1.93
TOTAL SENIOR PAY	1996	13,656	10,934	80.07	2,722	19.93	12,137	88.88	865	6.33	330	2.42	230	1.68	94	0.69
	1997	13,956	11,040	79.11	2,916	20.89	12,334	88.38	906	6.49	367	2.63	258	1.85	91	0.65
	1998	14,124	11,051	78.24	3,073	21.76	12,409	87.86	925	6.55	399	2.82	289	2.05	102	0.72
	1999	14,296	10,994	76.90	3,302	23.10	12,503	87.46	969	6.78	421	2.94	294	2.06	109	0.76
	2000	14,618	11,082	75.81	3,536	24.19	12,690	86.81	1,039	7.11	459	3.14	313	2.14	117	0.80
	2001	14,552	11,020	75.73	3,532	24.27	12,648	86.92	1,017	6.99	441	3.03	326	2.24	120	0.82
OTHER WHITE COLLAR	1996	65,049	20,174	31.01	44,875	68.99	49,122	75.52	8,102	12.46	3,285	5.05	4,213	6.48	327	0.50
	1997	62,068	19,311	31.11	42,757	68.89	46,523	74.95	7,752	12.49	3,212	5.17	4,271	6.88	310	0.50
	1998	62,171	25,005	40.22	37,166	59.78	46,262	74.41	8,130	13.08	3,192	5.13	4,268	6.86	319	0.51
	1999	80,305	35,882	44.68	44,423	55.32	62,555	77.90	8,736	10.88	3,868	4.82	4,596	5.72	550	0.68
	2000	94,242	45,449	48.23	48,793	51.77	72,973	77.43	10,283	10.91	4,916	5.22	5,208	5.53	862	0.91
	2001	99,031	48,049	48.52	50,982	51.48	76,078	76.82	10,907	11.01	5,292	5.34	5,746	5.80	1,008	1.02
TOTAL WHITE COLLAR	1996	1,472,167	745,269	50.62	726,898	49.38	1,062,400	72.17	243,455	16.54	83,629	5.68	57,768	3.92	24,915	1.69
	1997	1,428,988	724,422	50.69	704,566	49.31	1,025,827	71.79	236,865	16.58	84,032	5.88	57,479	4.02	24,785	1.73
	1998	1,409,639	715,445	50.75	694,194	49.25	1,006,473	71.40	234,916	16.66	85,620	6.07	57,775	4.10	24,855	1.76
	1999	1,397,497	708,388	50.69	689,109	49.31	992,675	71.03	234,977	16.81	86,298	6.18	58,575	4.19	24,972	1.79
	2000	1,395,480	706,530	50.63	688,950	49.37	985,086	70.59	237,119	16.99	88,523	6.34	59,441	4.26	25,311	1.81
	2001	1,416,205	716,979	50.63	699,226	49.37	993,613	70.16	241,672	17.06	92,405	6.52	62,209	4.39	26,306	1.86

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TABLE I
FY 2001 Pre-Complaint Activities (ADR and Counseling)

Agency or Department	Total Work Force	Individuals Electing ADR			Total Counseled	Percent of Work Force	Complaints Filed	Total Complainants	Percent of Work Force
		Total	Directly	During Counseling					
Agency for International Development	2,159	0	0	0	17	0.79	10	10	0.46
Broadcasting Board of Governors	1,885	4	0	4	127	6.74	33	33	1.75
Central Intelligence Agency*	0	7	2	5	45	0.00	28	25	0.00
Commodity Futures Trading Commission	538	3	3	0	12	2.23	3	3	0.56
Consumer Product Safety Commission	479	3	0	3	7	1.46	5	5	1.04
Corporation for National Service	578	4	0	4	22	3.81	11	11	1.90
Court Services and Offender Supervision Agency	850	2	1	1	41	4.82	7	6	0.71
Department of Agriculture	112,445	165	0	165	1,509	1.34	806	745	0.66
Department of Commerce	33,356	30	0	30	418	1.25	236	223	0.67
Defense Summary **	749,174	1,586	298	1,288	8,822	1.18	3,614	3,317	0.44
Army & Air Force Exchange Service	43,447	57	0	57	412	0.95	110	109	0.25
Defense Commissary Agency	16,548	62	10	52	245	1.48	134	134	0.81
Defense Contract Audit Agency	4,091	7	1	6	55	1.34	30	26	0.64
Defense Contract Management Agency	11,592	24	18	6	127	1.10	80	79	0.68
Defense Education Activity	17,800	15	4	11	50	0.28	50	50	0.28

Defense Finance and Accounting Service	16,178	11	0	11	149	0.92	117	99	0.61
Defense Human Resources Activity	615	0	0	0	9	1.46	5	4	0.65
Defense Information Systems Agency	6,160	4	0	4	40	0.65	18	18	0.29
Defense Inspector General	1,266	2	1	1	13	1.03	6	6	0.47
Defense Intelligence Agency*	0	4	0	4	28	0.00	22	22	0.00
Defense Logistics Agency	22,070	69	45	24	611	2.77	178	166	0.75
Defense National Guard Bureau	47,066	36	2	34	269	0.57	55	50	0.11
Defense National Imagery and Mapping Agency*	0	11	0	11	67	0.00	48	47	0.00
Defense National Security Agency*	0	3	0	3	73	0.00	35	31	0.00
Defense Nuclear Facilities Safety Board	96	0	0	0	0	0.00	0	0	0.00
Defense Office of the Secretary	4,629	4	4	0	44	0.95	16	16	0.35
Defense Security Service	2,672	0	0	0	29	1.09	11	10	0.37
Defense Threat Reduction Agency	992	3	0	3	7	0.71	5	5	0.50
Defense Tricare Management Activity	161	0	0	0	4	2.48	0	0	0.00
Department of the Air Force	140,470	617	140	477	2,207	1.57	658	560	0.40
Department of the Army	215,937	334	0	334	1,947	0.90	1,139	1,033	0.48
Department of the Navy	197,384	323	73	250	2,436	1.23	897	852	0.43
Department of Education	4,852	16	3	13	60	1.24	18	18	0.37
Department of Energy	14,984	66	3	63	196	1.31	105	92	0.61

Department of Health and Human Services	65,470	112	43	69	462	0.71	262	248	0.38
Department of Housing & Urban Development	10,702	57	0	57	127	1.19	113	113	1.06
Department of the Interior	76,714	129	51	78	588	0.77	361	333	0.43
Department of Justice	127,972	148	93	55	1,796	1.40	960	864	0.68
Department of Labor	16,593	29	13	16	201	1.21	143	110	0.66
Department of State	16,396	19	0	19	217	1.32	48	48	0.29
Department of Transportation	65,803	220	37	183	836	1.27	735	723	1.10
Department of the Treasury	164,394	154	5	149	2,118	1.29	1,202	1,176	0.72
Department of Veterans Affairs	225,893	385	0	385	5,328	2.36	2,147	1,718	0.76
Environmental Protection Agency	17,677	16	0	16	126	0.71	85	78	0.44
Equal Employment Opportunity Commission	2,924	8	0	8	96	3.28	35	35	1.20
Executive Office of the President Summary**	499	0	0	0	4	0.80	0	0	0.00
Office of Administration	190	0	0	0	2	1.05	0	0	0.00
Office of Management and Budget	0	0	0	0	0	0.00	0	0	0.00
Office of National Drug Control Policy	118	0	0	0	2	1.69	0	0	0.00
Office of U.S. Trade Representative	191	0	0	0	0	0.00	0	0	0.00
Export-Import Bank of the United States	406	0	0	0	25	6.16	5	5	1.23
Farm Credit Administration	275	0	0	0	2	0.73	1	1	0.36
Federal Communications Commission	2,004	0	0	0	178	8.88	8	6	0.30
Federal Deposit Insurance Corporation	6,326	23	0	23	56	0.89	39	38	0.60
Federal Election Commission	329	0	0	0	0	0.00	0	0	0.00

Federal Emergency Management Agency	8,351	7	4	3	44	0.53	31	31	0.37
Federal Energy Regulatory Commission	1,184	1	0	1	21	1.77	4	4	0.34
Federal Housing Finance Board	107	0	0	0	5	4.67	5	5	4.67
Federal Labor Relations Authority	198	0	0	0	0	0.00	1	1	0.51
Federal Maritime Commission	128	0	0	0	12	9.38	0	0	0.00
Federal Mediation & Conciliation Service	0	0	0	0	0	0.00	0	0	0.00
Federal Reserve Board	1,623	2	0	2	18	1.11	6	4	0.25
Federal Retirement Thrift Investment Board	100	0	0	0	1	1.00	1	1	1.00
Federal Trade Commission	1,048	0	0	0	22	2.10	2	2	0.19
General Services Administration	14,215	25	6	19	224	1.58	127	115	0.81
Government Printing Office	3,031	1	0	1	60	1.98	31	30	0.99
Holocaust Memorial Museum	387	2	0	2	12	3.10	6	6	1.55
International Boundary & Water Commision	280	0	0	0	5	1.79	4	4	1.43
International Trade Commission	362	1	0	1	2	0.55	2	2	0.55
John F Kennedy Center for the Arts	1,183	0	0	0	2	0.17	0	0	0.00
Merit Systems Protection Board	233	1	1	0	8	3.43	7	7	3.00
National Aeronautics & Space Administration	19,329	17	4	13	121	0.63	55	51	0.26
National Archives & Records Administration	2,718	13	0	13	50	1.84	18	13	0.48

National Credit Union Administration	1,013	0	0	0	12	1.18	8	8	0.79
National Endowment for the Arts	156	0	0	0	23	14.74	0	0	0.00
National Endowment for the Humanities	177	0	0	0	1	0.56	0	0	0.00
National Gallery of Art	816	0	0	0	13	1.59	3	3	0.37
National Labor Relations Board	2,000	2	0	2	47	2.35	24	20	1.00
National Science Foundation	1,292	1	0	1	4	0.31	1	1	0.08
National Transportation Safety Board	416	3	0	3	4	0.96	6	6	1.44
Nuclear Regulatory Commission	2,924	7	2	5	36	1.23	15	15	0.51
Office of Personnel Management	3,582	0	0	0	38	1.06	28	28	0.78
Office of Special Counsel	109	0	0	0	1	0.92	1	1	0.92
Overseas Private Investment Corporation	186	0	0	0	1	0.54	1	1	0.54
Peace Corps	783	0	0	0	5	0.64	4	4	0.51
Pension Benefit Guaranty Corporation	754	1	0	1	13	1.72	8	7	0.93
Railroad Retirement Board	1,177	0	0	0	4	0.34	1	1	0.08
Securities and Exchange Commission	3,052	6	0	6	28	0.92	21	20	0.66
Selective Service System	165	0	0	0	2	1.21	2	2	1.21
Small Business Administration	4,247	15	0	15	49	1.15	30	30	0.71
Smithsonian Institution	6,489	6	5	1	29	0.45	15	15	0.23
Social Security Administration	65,596	20	0	20	869	1.32	544	480	0.73
Tennessee Valley Authority	13,415	23	0	23	139	1.04	59	58	0.43
United States Naval Home	162	0	0	0	3	1.85	3	3	1.85
United States Postal Service	817,110	15,782	0	15,782	21,714	2.66	11,203	6,709	0.82

United States Soldiers and Airmen's Home	595	1	1	0	4	0.67	4	4	0.67
United States Tax Court	236	1	0	1	1	0.42	0	0	0.00
TOTAL	2,702,606	19,124	575	18,549	47,083	1.74	23,301	17,676	0.65
* The number of full time permanent positions is classified information.									
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.									
CABINET AGENCY SUB TOTAL	2,501,858	18,898	546	18,352	44,392	1.77	21,953	16,437	0.66
MID-SIZE AGENCY SUB TOTAL	155,645	152	19	133	1,657	1.06	985	896	0.58
SMALL AGENCY SUB TOTAL	45,103	74	10	64	1,034	2.29	363	343	0.76

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Table II
FY 2001 Federal Sector Complaints Inventory

Agency or Department	Beginning of Period	Filed	Remanded	Closed	End of Period	Growth Rate (Reduction Rate)	
						Number	Percent
Agency for International Development	31	10	0	19	22	-9	-29.03
Broadcasting Board of Governors	35	33	2	37	33	-2	-5.71
Central Intelligence Agency	29	28	0	34	23	-6	-20.69
Commodity Futures Trading Commission	2	3	0	1	4	2	100.00
Consumer Product Safety Commission	5	5	1	7	4	-1	-20.00
Corporation for National Service	27	11	0	23	15	-12	-44.44
Court Services and Offender Supervision Agency	1	7	0	2	6	5	500.00
Department of Agriculture	1,804	806	23	625	2,008	204	11.31
Department of Commerce	1,163	236	91	778	712	-451	-38.78
Defense Summary **	5,840	3,614	223	4,322	5,355	-485	-8.30
Army & Air Force Exchange Service	233	110	3	186	160	-73	-31.33
Defense Commissary Agency	220	134	15	169	200	-20	-9.09
Defense Contract Audit Agency	116	30	1	71	76	-40	-34.48
Defense Contract Management Agency	152	80	2	61	173	21	13.82
Defense Education Activity	135	50	1	58	128	-7	-5.19
Defense Finance and Accounting Service	212	117	2	151	180	-32	-15.09

Defense Human Resources Activity	10	5	0	6	9	-1	-10.00
Defense Information Systems Agency	31	18	0	27	22	-9	-29.03
Defense Inspector General	5	6	0	5	6	1	20.00
Defense Intelligence Agency	23	22	0	21	24	1	4.35
Defense Logistics Agency	196	178	4	160	218	22	11.22
Defense National Guard Bureau	77	55	3	32	103	26	33.77
Defense National Imagery and Mapping Agency	39	48	3	49	41	2	5.13
Defense National Security Agency	48	35	1	53	31	-17	-35.42
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0.00
Defense Office of the Secretary	30	16	1	18	29	-1	-3.33
Defense Security Service	26	11	3	11	29	3	11.54
Defense Threat Reduction Agency	6	5	0	8	3	-3	-50.00
Defense Tricare Management Activity	0	0	0	0	0	0	0.00
Department of the Air Force	739	658	46	649	794	55	7.44
Department of the Army	1,779	1,139	110	1,468	1,560	-219	-12.31
Department of the Navy	1,763	897	28	1,119	1,569	-194	-11.00
Department of Education	68	18	5	41	50	-18	-26.47
Department of Energy	177	105	5	92	195	18	10.17
Department of Health and Human Services	629	262	18	370	539	-90	-14.31
Department of Housing & Urban Development	268	113	21	135	267	-1	-0.37
Department of the Interior	661	361	5	446	581	-80	-12.10
Department of Justice	2,860	960	12	1,260	2,572	-288	-10.07

Department of Labor	261	143	8	134	278	17	6.51
Department of State	125	48	7	88	92	-33	-26.40
Department of Transportation	1,065	735	43	779	1,064	-1	-0.09
Department of the Treasury	1,883	1,202	61	1,316	1,830	-53	-2.81
Department of Veterans Affairs	4,045	2,147	46	2,243	3,995	-50	-1.24
Environmental Protection Agency	189	85	6	123	157	-32	-16.93
Equal Employment Opportunity Commission	48	35	6	26	63	15	31.25
Executive Office of the President Summary**	2	0	0	2	0	-2	-100.00
Office of Administration	2	0	0	2	0	-2	-100.00
Office of Management and Budget	0	0	0	0	0	0	0.00
Office of National Drug Control Policy	0	0	0	0	0	0	0.00
Office of U.S. Trade Representative	0	0	0	0	0	0	0.00
Export-Import Bank of the United States	2	5	0	2	5	3	150.00
Farm Credit Administration	2	1	0	1	2	0	0.00
Federal Communications Commission	28	8	1	23	14	-14	-50.00
Federal Deposit Insurance Corporation	218	39	2	83	176	-42	-19.27
Federal Election Commission	0	0	0	0	0	0	0.00
Federal Emergency Management Agency	72	31	0	33	70	-2	-2.78
Federal Energy Regulatory Commission	2	4	0	2	4	2	100.00
Federal Housing Finance Board	0	5	0	4	1	1	0.00
Federal Labor Relations Authority	5	1	0	6	0	-5	-100.00

Federal Maritime Commission	0	0	0	0	0	0	0.00
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0.00
Federal Reserve Board	23	6	1	12	18	-5	-21.74
Federal Retirement Thrift Investment Board	0	1	0	1	0	0	0.00
Federal Trade Commission	3	2	0	3	2	-1	-33.33
General Services Administration	145	127	5	98	179	34	23.45
Government Printing Office	84	31	0	32	83	-1	-1.19
Holocaust Memorial Museum	0	6	1	2	5	5	0.00
International Boundary & Water Commision	11	4	0	6	9	-2	-18.18
International Trade Commission	1	2	0	2	1	0	0.00
John F Kennedy Center for the Arts	0	0	0	0	0	0	0.00
Merit Systems Protection Board	1	7	0	3	5	4	400.00
National Aeronautics & Space Administration	78	55	0	52	81	3	3.85
National Archives & Records Administration	51	18	0	14	55	4	7.84
National Credit Union Administration	15	8	5	12	16	1	6.67
National Endowment for the Arts	0	0	0	0	0	0	0.00
National Endowment for the Humanities	1	0	0	1	0	-1	-100.00
National Gallery of Art	7	3	0	5	5	-2	-28.57
National Labor Relations Board	32	24	1	13	44	12	37.50
National Science Foundation	7	1	0	4	4	-3	-42.86
National Transportation Safety Board	3	6	0	4	5	2	66.67

Nuclear Regulatory Commission	19	15	0	12	22	3	15.79
Office of Personnel Management	27	28	8	28	35	8	29.63
Office of Special Counsel	0	1	0	0	1	1	0.00
Overseas Private Investment Corporation	2	1	0	2	1	-1	-50.00
Peace Corps	5	4	1	3	7	2	40.00
Pension Benefit Guaranty Corporation	8	8	1	6	11	3	37.50
Railroad Retirement Board	5	1	0	3	3	-2	-40.00
Securities and Exchange Commission	29	21	0	14	36	7	24.14
Selective Service System	2	2	0	1	3	1	50.00
Small Business Administration	77	30	5	39	73	-4	-5.19
Smithsonian Institution	51	15	2	38	30	-21	-41.18
Social Security Administration	901	544	16	512	949	48	5.33
Tennessee Valley Authority	105	59	0	52	112	7	6.67
United States Naval Home	8	3	1	3	9	1	12.50
United States Postal Service	9,913	11,203	604	11,244	10,476	563	5.68
United States Soldiers and Airmen's Home	5	4	0	5	4	-1	-20.00
United States Tax Court	0	0	0	0	0	0	0.00
TOTAL	33,166	23,301	1,237	25,283	32,421	-745	-2.25
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.							
CABINET AGENCY SUB TOTAL	30,762	21,953	1,172	23,873	30,014	-748	-2.43
MID-SIZE AGENCY SUB TOTAL	1,836	985	36	1,030	1,827	-9	-0.49
SMALL AGENCY SUB TOTAL	568	363	29	380	580	12	2.11

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Table III
FY 2001 Agency Resources

Agency or Department	Counselors							Investigators							Counselors / Investigators						
	Total	Full Time		Part Time		Collateral Duty		Total	Full Time		Part Time		Collateral Duty		Total	Full Time		Part Time		Collateral Duty	
		#	%	#	%	#	%		#	%	#	%	#	%		#	%	#	%	#	%
Agency for International Development	11	0	0.00	0	0.00	11	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Broadcasting Board of Governors	27	4	14.81	0	0.00	23	85.19	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Central Intelligence Agency	0	0	0.00	0	0.00	0	0.00	2	0	0.00	2	100.00	0	0.00	6	6	100.00	0	0.00	0	0.00
Commodity Futures Trading Commission	11	0	0.00	0	0.00	11	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Consumer Product Safety Commission	4	0	0.00	0	0.00	4	100.00	0	0	0.00	0	0.00	0	0.00	4	0	0.00	0	0.00	4	100.00
Corporation for National Service	9	0	0.00	0	0.00	9	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Court Services & Offender Supervision Agency	14	0	0.00	0	0.00	14	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of Agriculture	47	42	89.36	4	8.51	1	2.13	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of Commerce	75	27	36.00	6	8.00	42	56.00	3	3	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Summary **	1,395	463	33.19	82	5.88	3,142	225.23	11	11	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Army & Air Force Exchange Service	399	0	0.00	0	0.00	399	100.00	5	5	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00

Defense Commissary Agency	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Contract Audit Agency	13	0	0.00	0	0.00	13	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Contract Management Agency	108	6	5.56	0	0.00	102	94.44	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Education Activity	4	4	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Finance and Accounting Service	86	3	3.49	8	9.30	75	87.21	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Human Resources Activity	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Information Systems Agency	19	5	26.32	2	10.53	12	63.16	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Inspector General	10	0	0.00	1	10.00	9	90.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Intelligence Agency	11	0	0.00	1	9.09	10	90.91	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Logistics Agency	66	3	4.55	0	0.00	63	95.45	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense National Guard Bureau	654	54	8.26	0	0.00	600	91.74	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense National Imagery & Mapping Agency	2	0	0.00	2	100.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense National Security Agency	3	2	66.67	1	33.33	0	0.00	6	6	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Nuclear Facilities Safety Board	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00

Defense Office of the Secretary	7	0	0.00	0	0.00	7	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Security Service	6	0	0.00	2	33.33	4	66.67	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Threat Reduction Agency	2	2	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Defense Tricare Management Activity	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of the Air Force	337	125	37.09	2	0.59	210	62.31	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of the Army	1,571	16	1.02	6	0.38	1,549	98.60	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of the Navy	384	243	63.28	57	14.84	84	21.88	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of Education	3	3	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of Energy	120	5	4.17	0	0.00	115	95.83	3	1	33.33	0	0.00	2	66.67	0	0	0.00	0	0.00	0	0.00
Department of Health and Human Services	366	2	0.55	19	5.19	345	94.26	3	1	33.33	0	0.00	2	66.67	2	0	0.00	0	0.00	2	100.00
Department of Housing & Urban Development	4	4	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of the Interior	595	24	4.03	3	0.50	568	95.46	4	0	0.00	0	0.00	4	100.00	0	0	0.00	0	0.00	0	0.00
Department of Justice	949	18	1.90	6	0.63	925	97.47	222	14	6.31	0	0.00	208	93.69	14	0	0.00	1	7.14	13	92.86
Department of Labor	83	0	0.00	0	0.00	83	100.00	0	0	0.00	0	0.00	0	0.00	14	0	0.00	14	100.00	0	0.00
Department of State	312	0	0.00	0	0.00	312	100.00	4	4	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of Transportation	330	1	0.30	0	0.00	329	99.70	24	24	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Department of the Treasury	508	64	12.60	1	0.20	443	87.20	154	24	15.58	0	0.00	130	84.42	0	0	0.00	0	0.00	0	0.00
Department of Veterans Affairs	61	61	100.00	0	0.00	0	0.00	45	45	100.00	0	0.00	0	0.00	22	22	100.00	0	0.00	0	0.00

Environmental Protection Agency	101	0	0.00	0	0.00	101	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Equal Employment Opportunity Commission	2	2	100.00	0	0.00	0	0.00	3	3	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Executive Office of the President Summary**	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of Administration	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of Management and Budget	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of National Drug Control Policy	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of U.S. Trade Representative	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Export-Import Bank of the United States	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Farm Credit Administration	9	0	0.00	0	0.00	9	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Communications Commission	9	0	0.00	0	0.00	9	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Deposit Insurance Corporation	8	8	100.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Election Commission	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Emergency Management Agency	43	0	0.00	0	0.00	43	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Energy Regulatory Commission	4	0	0.00	0	0.00	4	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Housing Finance Board	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00

Federal Labor Relations Authority	9	0	0.00	0	0.00	9	100.00	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00
Federal Maritime Commission	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Mediation & Conciliation Service	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Reserve Board	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Retirement Thrift Investment Board	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Federal Trade Commission	9	1	11.11	0	0.00	8	88.89	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
General Services Administration	9	0	0.00	0	0.00	9	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Government Printing Office	14	2	14.29	0	0.00	12	85.71	1	0	0.00	0	0.00	1	100.00	0	0	0.00	0	0.00	0	0.00
Holocaust Memorial Museum	8	0	0.00	0	0.00	8	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
International Boundary & Water Commision	13	0	0.00	0	0.00	13	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
International Trade Commission	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
John F Kennedy Center for the Arts	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Merit Systems Protection Board	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Aeronautics & Space Administration	30	3	10.00	2	6.67	25	83.33	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00

National Archives & Records Administration	2	0	0.00	1	50.00	1	50.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Credit Union Administration	10	0	0.00	0	0.00	10	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Endowment for the Arts	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	1	1	100.00	0	0.00	0	0.00
National Endowment for the Humanities	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Gallery of Art	6	0	0.00	0	0.00	6	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Labor Relations Board	44	0	0.00	0	0.00	44	100.00	6	0	0.00	6	100.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Science Foundation	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
National Transportation Safety Board	6	0	0.00	0	0.00	6	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Nuclear Regulatory Commission	29	0	0.00	0	0.00	29	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of Personnel Management	17	0	0.00	0	0.00	17	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Office of Special Counsel	7	0	0.00	0	0.00	7	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Overseas Private Investment Corporation	2	0	0.00	0	0.00	2	100.00	0	0	0.00	0	0.00	0	0.00	2	0	0.00	0	0.00	2	100.00
Peace Corps	13	0	0.00	0	0.00	13	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Pension Benefit Guaranty Corporation	5	0	0.00	0	0.00	5	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Railroad Retirement Board	7	0	0.00	0	0.00	7	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00

Securities and Exchange Commission	29	2	6.90	0	0.00	27	93.10	6	3	50.00	3	50.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Selective Service System	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
Small Business Administration	45	0	0.00	0	0.00	45	100.00	1	0	0.00	0	0.00	1	100.00	0	0	0.00	0	0.00	0	0.00
Smithsonian Institution	2	2	100.00	0	0.00	0	0.00	1	0	0.00	0	0.00	1	100.00	0	0	0.00	0	0.00	0	0.00
Social Security Administration	222	6	2.70	1	0.45	215	96.85	1	0	0.00	0	0.00	1	100.00	0	0	0.00	0	0.00	0	0.00
Tennessee Valley Authority	44	0	0.00	0	0.00	44	100.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
United States Naval Home	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
United States Postal Service	230	193	83.91	0	0.00	37	16.09	84	65	77.38	0	0.00	19	22.62	7	7	100.00	0	0.00	0	0.00
United States Soldiers and Airmen's Home	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00
United States Tax Court	0	0	0.00	0	0.00	0	0.00	0	0	0.00	0	0.00	0	0.00	1	0	0.00	0	0.00	1	100.00
TOTAL	8,229	937	11.39	125	1.52	7,167	87.09	580	198	34.14	11	1.90	371	63.97	73	36	49.32	15	20.55	22	30.14
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.																					
CABINET AGENCY SUB TOTAL	5,078	907	17.86	121	2.38	6,342	124.89	557	192	34.47	0	0.00	365	65.53	59	29	49.15	15	25.42	15	25.42
MID-SIZE AGENCY SUB TOTAL	504	19	3.77	3	0.60	482	95.63	3	0	0.00	0	0.00	3	100.00	0	0	0.00	0	0.00	0	0.00
SMALL AGENCY SUB TOTAL	2,647	11	0.42	1	0.04	343	12.96	20	6	30.00	11	55.00	3	15.00	14	7	50.00	0	0.00	7	50.00

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Table IV
FY 2001 Federal Sector Agency Closures

Agency or Department	Withdrawals			Settlements			All Agency Decisions			Total Closures		
	No.	Total Days	Avg. Days	No.	Total Days	Avg. Days	No.	Total Days	Avg. Days	No.	Total Days	Avg. Days
Agency for International Development	0	0	0	2	1,163	582	17	16,942	997	19	18,105	953
Broadcasting Board of Governors	4	1,102	276	9	5,690	632	24	8,884	370	37	15,676	424
Central Intelligence Agency	2	213	107	6	2,436	406	26	7,714	297	34	10,363	305
Commodity Futures Trading Commission	0	0	0	1	225	225	0	0	0	1	225	225
Consumer Product Safety Commission	0	0	0	1	461	461	6	3,993	666	7	4,454	636
Corporation for National Service	1	521	521	2	330	165	3	1,051	350	6	1,902	317
Court Services and Offender Supervision Agency	2	100	50	0	0	0	0	0	0	2	100	50
Department of Agriculture	69	32,346	469	259	193,017	745	297	166,126	559	625	391,489	626
Department of Commerce	43	94,275	2192	122	37,027	304	620	157,919	255	785	289,221	368
Defense Summary **	542	155,144	286	1,480	534,306	361	2,276	1,379,440	606	4,298	2,068,890	481
Army & Air Force Exchange Service	24	18,796	783	28	17,960	641	102	55,504	544	154	92,260	599
Defense Commissary Agency	47	5,964	127	65	17,160	264	57	18,069	317	169	41,193	244
Defense Contract Audit Agency	6	1,536	256	26	18,087	696	39	28,103	721	71	47,726	672
Defense Contract Management Agency	7	2,219	317	17	12,157	715	37	19,073	515	61	33,449	548
Defense Education Activity	3	551	184	17	4,404	259	38	11,526	303	58	16,481	284

Defense Finance and Accounting Service	8	1,732	217	40	14,928	373	103	58,165	565	151	74,825	496
Defense Human Resources Activity	0	0	0	0	0	0	6	1,969	328	6	1,969	328
Defense Information Systems Agency	3	704	235	15	3,600	240	9	3,457	384	27	7,761	287
Defense Inspector General	1	139	139	1	118	118	3	1,897	632	5	2,154	431
Defense Intelligence Agency	5	1,196	239	4	1,404	351	12	5,947	496	21	8,547	407
Defense Logistics Agency	14	2,317	166	28	7,572	270	129	55,004	426	171	64,893	379
Defense National Guard Bureau	4	1,258	315	8	897	112	17	660	39	29	2,815	97
Defense National Imagery and Mapping Agency	4	1,725	431	22	4,386	199	23	9,111	396	49	15,222	311
Defense National Security Agency	0	0	0	5	2,598	520	48	27,001	563	53	29,599	558
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	4	1,511	378	5	5,035	1,007	9	7,747	861	18	14,293	794
Defense Security Service	0	0	0	8	7,003	875	3	1,706	569	11	8,709	792
Defense Threat Reduction Agency	0	0	0	4	969	242	4	1,245	311	8	2,214	277
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	123	44,245	360	210	66,945	319	316	180,485	571	649	291,675	449
Department of the Army	138	36,915	268	581	190,356	328	749	440,716	588	1,468	667,987	455
Department of the Navy	151	34,336	227	396	158,727	401	572	452,055	790	1,119	645,118	577
Department of Education	2	616	308	7	3,532	505	32	23,224	726	41	27,372	668
Department of Energy	22	7,685	349	21	7,336	349	49	18,237	372	92	33,258	362
Department of Health and Human Services	26	10,654	410	105	54,654	521	229	154,716	676	360	220,024	611

Department of Housing & Urban Development	11	7,984	726	19	26,050	1,371	105	95,990	914	135	130,024	963
Department of the Interior	21	7,761	370	126	95,334	757	299	198,103	663	446	301,198	675
Department of Justice	112	49,346	441	150	96,062	640	998	743,226	745	1,260	888,634	705
Department of Labor	11	3,891	354	26	21,379	822	97	58,794	606	134	84,064	627
Department of State	1	680	680	62	46,063	743	25	15,745	630	88	62,488	710
Department of Transportation	52	91,827	1766	154	91,827	596	573	293,507	512	779	477,161	613
Department of the Treasury	227	66,331	292	227	131,264	578	862	406,235	471	1,316	603,830	459
Department of Veterans Affairs	207	41,400	200	225	84,210	374	1,811	695,784	384	2,243	821,394	366
Environmental Protection Agency	9	5,849	650	54	35,927	665	60	50,471	841	123	92,247	750
Equal Employment Opportunity Commission	1	467	467	5	2,373	475	20	10,867	543	26	13,707	527
Executive Office of the President Summary**	0	0	0	0	0	0	2	1,764	882	2	1,764	882
Office of Administration	0	0	0	0	0	0	2	1,764	882	2	1,764	882
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	2	421	211	2	421	211
Farm Credit Administration	0	0	0	1	207	207	0	0	0	1	207	207
Federal Communications Commission	1	381	381	5	4,814	963	17	9,150	538	23	14,345	624
Federal Deposit Insurance Corporation	7	945	135	22	13,759	625	54	47,715	884	83	62,419	752
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0

Federal Emergency Management Agency	8	7,809	976	9	9,279	1,031	16	10,572	661	33	27,660	838
Federal Energy Regulatory Commission	0	0	0	0	0	0	2	1,490	745	2	1,490	745
Federal Housing Finance Board	0	0	0	1	155	155	3	88	29	4	243	61
Federal Labor Relations Authority	1	394	394	2	632	316	3	1,929	643	6	2,955	493
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	6	1,505	251	6	2,256	376	12	3,761	313
Federal Retirement Thrift Investment Board	0	0	0	1	189	189	0	0	0	1	189	189
Federal Trade Commission	1	1	1	2	474	237	0	0	0	3	475	158
General Services Administration	5	1,933	387	28	15,511	554	65	32,629	502	98	50,073	511
Government Printing Office	1	398	398	2	1,276	638	29	13,573	468	32	15,247	476
Holocaust Memorial Museum	30	0	0	0	0	0	0	1	0	30	1	0
International Boundary & Water Commision	0	0	0	2	430	215	4	271	68	6	701	117
International Trade Commission	0	0	0	1	151	151	1	385	385	2	536	268
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	1	6	6	2	283	142	3	289	96
National Aeronautics & Space Administration	0	0	0	29	12,302	424	23	14,342	624	52	26,644	512
National Archives & Records Administration	5	2,189	438	6	2,013	336	3	3,603	1,201	14	7,805	558

National Credit Union Administration	1	64	64	6	8,897	1,483	5	3,304	661	12	12,265	1,022
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	1	548	548	4	3,269	817	5	3,817	763
National Labor Relations Board	0	0	0	6	1,830	305	0	0	0	6	1,830	305
National Science Foundation	0	0	0	2	189	95	2	798	399	4	987	247
National Transportation Safety Board	0	0	0	2	360	180	2	360	180	4	720	180
Nuclear Regulatory Commission	1	857	857	7	1,773	253	4	826	207	12	3,456	288
Office of Personnel Management	4	460	115	6	2,681	447	18	2,496	139	28	5,637	201
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	2	192	96	0	0	0	2	192	96
Peace Corps	0	0	0	1	286	286	2	450	225	3	736	245
Pension Benefit Guaranty Corporation	0	0	0	1	257	257	5	1,289	258	6	1,546	258
Railroad Retirement Board	0	0	0	2	1,981	991	1	249	249	3	2,230	743
Securities and Exchange Commission	2	404	202	3	1,909	636	9	5,730	637	14	8,043	575
Selective Service System	0	0	0	0	0	0	1	14	14	1	14	14
Small Business Administration	0	0	0	13	16,641	1,280	26	15,006	577	39	31,647	811
Smithsonian Institution	1	552	552	3	2,265	755	34	37,671	1,108	38	40,488	1,065
Social Security Administration	50	20,698	414	113	68,623	607	349	186,508	534	512	275,829	539
Tennessee Valley Authority	4	184	46	15	8,509	567	33	15,403	467	52	24,096	463
United States Naval Home	0	0	0	1	257	257	2	1,139	570	3	1,396	465

United States Postal Service	1,060	375,685	354	1,895	1,101,113	581	8,289	3,054,888	369	11,244	4,531,686	403
United States Soldiers and Airmen's Home	0	0	0	1	200	200	4	2,453	613	5	2,653	531
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	2,547	991,146	389	5,261	2,751,880	523	17,451	7,979,293	457	25,259	11,722,319	464
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed. ***NOTE: DISMISSALS ARE ONLY FOR THE PERIOD OCTOBER 1 THROUGH NOVEMBER 8 - AFTER NOVEMBER 9 DISMISSALS ARE INCLUDED IN AGENCY DECISIONS.												
CABINET AGENCY SUB TOTAL	2,406	945,625	393	4,878	2,523,174	517	16,562	7,461,934	451	23,846	10,930,733	458
MID-SIZE AGENCY SUB TOTAL	84	37,970	452	286	182,816	639	660	410,317	622	1,030	631,103	613
SMALL AGENCY SUB TOTAL	57	7,551	132	97	45,890	473	229	107,042	467	383	160,483	419

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Table V
FY 2001 Federal Sector Investigations

Agency or Department	Agency Investigations				Contractor Investigations				Total					
	No.	Total Days	Avg. Days	Cost	No.	Total Days	Avg. Days	Cost	No.	Within 360 Days	Beyond 360 Days	Total Days	Avg. Days	Cost
Agency for International Development	0	0	0	$0.00	5	1,356	271	$15,701.00	5	4	1	1,356	271	$15,701.00
Broadcasting Board of Governors	0	0	0	$0.00	32	3,492	109	$79,100.00	32	32	0	3,492	109	$79,100.00
Central Intelligence Agency	11	2,960	269	$182,900.00	11	2,390	217	$54,950.00	22	19	3	5,350	243	$237,850.00
Commodity Futures Trading Commission	0	0	0	$0.00	2	488	244	$5,750.00	2	2	0	488	244	$5,750.00
Consumer Product Safety Commission	0	0	0	$0.00	2	283	142	$7,102.00	2	2	0	283	142	$7,102.00
Corporation for National Service	0	0	0	$0.00	11	3,332	303	$34,549.00	11	6	5	3,332	303	$34,549.00
Court Services and Offender Supervision Agency	0	0	0	$0.00	2	241	121	$4,930.00	2	2	0	241	121	$4,930.00
Department of Agriculture	0	0	0	$0.00	681	404,542	594	$2,527,170.00	681	105	576	404,542	594	$2,527,170.00
Department of Commerce	372	124,084	334	$1,721,237.00	50	15,795	316	$189,743.00	422	294	128	139,879	331	$1,910,980.00
Defense Summary **	702	208,840	297	$4,208,341.00	1,372	297,333	217	$806,469.00	2,074	1,802	272	506,173	244	$5,014,810.00
Army & Air Force Exchange Service	67	15,141	226	$113,900.00	0	0	0	$0.00	67	53	14	15,141	226	$113,900.00
Defense Commissary Agency	0	0	0	$0.00	71	21,968	309	$17,750.00	71	65	6	21,968	309	$17,750.00

Defense Contract Audit Agency	0	0	0	$0.00	28	8,982	321	$7,093.00	28	17	11	8,982	321	$7,093.00
Defense Contract Management Agency	0	0	0	$0.00	46	11,093	241	$105,131.00	46	41	5	11,093	241	$105,131.00
Defense Education Activity	0	0	0	$0.00	35	7,063	202	$8,500.00	35	26	9	7,063	202	$8,500.00
Defense Finance and Accounting Service	0	0	0	$0.00	80	16,826	210	$45,597.00	80	61	19	16,826	210	$45,597.00
Defense Human Resources Activity	0	0	0	$0.00	3	766	255	$6,599.00	3	3	0	766	255	$6,599.00
Defense Information Systems Agency	0	0	0	$0.00	5	1,765	353	$1,250.00	5	4	1	1,765	353	$1,250.00
Defense Inspector General	0	0	0	$0.00	2	234	117	$500.00	2	2	0	234	117	$500.00
Defense Intelligence Agency	20	4,409	220	$0.00	0	0	0	$0.00	20	19	1	4,409	220	$0.00
Defense Logistics Agency	0	0	0	$20,396.00	125	18,541	148	$230,156.00	125	112	13	18,541	148	$250,552.00
Defense National Guard Bureau	0	0	0	$0.00	30	2,550	85	$136,473.00	30	30	0	2,550	85	$136,473.00
Defense National Imagery and Mapping Agency	0	0	0	$16,485.00	22	4,248	193	$16,485.00	22	21	1	4,248	193	$32,970.00
Defense National Security Agency	16	3,671	229	$358,221.00	0	0	0	$0.00	16	15	1	3,671	229	$358,221.00
Defense Nuclear Facilities Safety Board	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Defense Office of the Secretary	0	0	0	$0.00	8	3,689	461	$2,000.00	8	3	5	3,689	461	$2,000.00
Defense Security Service	0	0	0	$0.00	12	2,924	244	$3,000.00	12	10	2	2,924	244	$3,000.00

Defense Threat Reduction Agency	0	0	0	$0.00	5	1,446	289	$3,800.00	5	4	1	1,446	289	$3,800.00
Defense Tricare Management Activity	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Department of the Air Force	0	0	0	$0.00	431	97,748	227	$105,985.00	431	376	55	97,748	227	$105,985.00
Department of the Army	599	185,619	310	$3,699,339.00	0	0	0	$0.00	599	507	92	185,619	310	$3,699,339.00
Department of the Navy	0	0	0	$0.00	469	97,490	208	$116,150.00	469	433	36	97,490	208	$116,150.00
Department of Education	2	306	153	$0.00	23	6,182	269	$74,493.00	25	19	6	6,488	260	$74,493.00
Department of Energy	0	0	0	$0.00	58	7,876	136	$163,155.00	58	55	3	7,876	136	$163,155.00
Department of Health and Human Services	22	4,494	204	$63,000.00	186	42,481	228	$736,046.00	208	183	25	46,975	226	$799,046.00
Department of Housing & Urban Development	0	0	0	$0.00	125	36,214	290	$283,235.00	125	67	58	36,214	290	$283,235.00
Department of the Interior	1	2,511	2511	$0.00	290	86,381	298	$880,433.00	291	233	58	88,892	305	$880,433.00
Department of Justice	242	114,108	472	$987,626.00	571	157,223	275	$2,043,841.00	813	497	316	271,331	334	$3,031,467.00
Department of Labor	66	23,661	359	$450,827.00	22	5,864	267	$204,000.00	88	66	22	29,525	336	$654,827.00
Department of State	15	8,869	591	$60,000.00	26	19,850	763	$79,019.00	41	8	33	28,719	700	$139,019.00
Department of Transportation	425	87,901	207	$1,000,000.00	4	1,109	277	$15,130.00	429	401	28	89,010	207	$1,015,130.00
Department of the Treasury	742	185,526	250	$2,493,812.00	0	0	0	$0.00	742	636	106	185,526	250	$2,493,812.00
Department of Veterans Affairs	1,715	333,102	194	$5,139,375.00	809	121,290	150	$1,053,125.00	2,524	2,082	442	454,392	180	$6,192,500.00
Environmental Protection Agency	0	0	0	$0.00	89	51,132	575	$270,087.00	89	27	62	51,132	575	$270,087.00
Equal Employment Opportunity Commission	19	8,755	461	$107,916.00	0	0	0	$0.00	19	3	16	8,755	461	$107,916.00

Executive Office of the President Summary**	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Office of Administration	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Office of Management and Budget	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Office of National Drug Control Policy	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Office of U.S. Trade Representative	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Export-Import Bank of the United States	0	0	0	$0.00	4	786	197	$15,341.00	4	4	0	786	197	$15,341.00
Farm Credit Administration	0	0	0	$0.00	2	463	232	$7,925.00	2	2	0	463	232	$7,925.00
Federal Communications Commission	0	0	0	$0.00	6	1,518	253	$16,201.00	6	5	1	1,518	253	$16,201.00
Federal Deposit Insurance Corporation	0	0	0	$0.00	69	27,851	404	$211,584.00	69	31	38	27,851	404	$211,584.00
Federal Election Commission	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Federal Emergency Management Agency	0	0	0	$0.00	25	3,219	129	$137,392.00	25	24	1	3,219	129	$137,392.00
Federal Energy Regulatory Commission	0	0	0	$0.00	2	341	171	$8,658.00	2	2	0	341	171	$8,658.00
Federal Housing Finance Board	0	0	0	$0.00	1	155	155	$4,538.00	1	1	0	155	155	$4,538.00
Federal Labor Relations Authority	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Federal Maritime Commission	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Federal Mediation & Conciliation Service	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00

Federal Reserve Board	0	0	0	$0.00	5	810	162	$13,654.00	5	5	0	810	162	$13,654.00
Federal Retirement Thrift Investment Board	0	0	0	$0.00	1	159	159	$9,048.00	1	1	0	159	159	$9,048.00
Federal Trade Commission	0	0	0	$0.00	1	125	125	$5,880.00	1	1	0	125	125	$5,880.00
General Services Administration	0	0	0	$0.00	80	18,515	231	$298,860.00	80	70	10	18,515	231	$298,860.00
Government Printing Office	0	0	0	$0.00	38	11,063	291	$83,548.00	38	26	12	11,063	291	$83,548.00
Holocaust Memorial Museum	0	0	0	$0.00	2	346	173	$5,500.00	2	2	0	346	173	$5,500.00
International Boundary & Water Commision	0	0	0	$0.00	7	1,238	177	$11,605.00	7	7	0	1,238	177	$11,605.00
International Trade Commission	0	0	0	$0.00	1	138	138	$13,791.00	1	1	0	138	138	$13,791.00
John F Kennedy Center for the Arts	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Merit Systems Protection Board	0	0	0	$0.00	3	404	135	$12,912.00	3	3	0	404	135	$12,912.00
National Aeronautics & Space Administration	2	74	37	$3,000.00	34	10,621	312	$244,198.00	36	27	9	10,695	297	$247,198.00
National Archives & Records Administration	0	0	0	$0.00	2	1,221	611	$7,204.00	2	0	2	1,221	611	$7,204.00
National Credit Union Administration	0	0	0	$14,495.00	4	688	172	$14,495.00	4	4	0	688	172	$28,990.00
National Endowment for the Arts	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
National Endowment for the Humanities	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00

National Gallery of Art	0	0	0	$0.00	1	276	276	$2,750.00	1	1	0	276	276	$2,750.00
National Labor Relations Board	6	7,078	1180	$30,000.00	13	8,198	631	$15,230.00	19	5	14	15,276	804	$45,230.00
National Science Foundation	0	0	0	$0.00	2	372	186	$6,355.00	2	2	0	372	186	$6,355.00
National Transportation Safety Board	0	0	0	$0.00	5	380	76	$0.00	5	5	0	380	76	$0.00
Nuclear Regulatory Commission	0	0	0	$0.00	6	2,091	349	$25,991.00	6	2	4	2,091	349	$25,991.00
Office of Personnel Management	0	0	0	$0.00	35	7,095	203	$47,844.00	35	35	0	7,095	203	$47,844.00
Office of Special Counsel	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Overseas Private Investment Corporation	0	0	0	$0.00	2	166	83	$7,250.00	2	2	0	166	83	$7,250.00
Peace Corps	0	0	0	$0.00	6	1,169	195	$36,508.00	6	6	0	1,169	195	$36,508.00
Pension Benefit Guaranty Corporation	0	0	0	$0.00	3	467	156	$7,776.00	3	3	0	467	156	$7,776.00
Railroad Retirement Board	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Securities and Exchange Commission	8	6,213	777	$79,000.00	1	440	440	$22,937.00	9	2	7	6,653	739	$101,937.00
Selective Service System	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
Small Business Administration	0	0	0	$0.00	25	8,828	353	$82,574.00	25	18	7	8,828	353	$82,574.00
Smithsonian Institution	2	959	480	$7,000.00	11	4,932	448	$36,295.00	13	5	8	5,891	453	$43,295.00
Social Security Administration	6	1,398	233	$13,974.00	454	85,589	189	$731,262.00	460	438	22	86,987	189	$745,236.00
Tennessee Valley Authority	0	0	0	$0.00	46	4,861	106	$242,000.00	46	46	0	4,861	106	$242,000.00
United States Naval Home	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
United States Postal Service	5,812	1,111,426	191	$11,042,800.00	3	1,106	369	$5,700.00	5,815	4,868	947	1,112,532	191	$11,048,500.00

United States Soldiers and Airmen's Home	0	0	0	$0.00	3	514	171	$750.00	3	3	0	514	171	$750.00
United States Tax Court	0	0	0	$0.00	0	0	0	$0.00	0	0	0	0	0	$0.00
TOTAL	10,170	2,232,265	219	$27,605,303.00	5,274	1,470,999	279	$11,921,584.00	15,444	12,202	3,242	3,703,264	240	$39,526,887.00
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.														
CABINET AGENCY SUB TOTAL	10,116	2,204,828	218	$27,167,018.00	4,220	1,203,246	285	$9,061,559.00	14,336	11,316	3,020	3,408,074	238	$36,228,577.00
MID-SIZE AGENCY SUB TOTAL	10	2,431	243	$23,974.00	833	215,548	259	$2,254,252.00	843	686	157	217,979	259	$2,278,226.00
SMALL AGENCY SUB TOTAL	44	25,006	568	$414,311.00	221	52,205	236	$605,773.00	265	200	65	77,211	291	$1,020,084.00

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Table VI
FY 2001 Federal Sector Summary of Complaints

ALLEGATION ISSUES	TITLE VII										EQUAL PAY ACT		ADEA	REHABILITATION		TOTALS		
	RACE AND COLOR						SEX		NATIONAL ORIGIN									
	AMERICAN INDIAN / ALASKAN NATIVE	ASIAN AMERICAN / PACIFIC ISLANDER	BLACK	WHITE	RELIGION	REPRISAL	MALE	FEMALE	HISPANIC	OTHER	MALE	FEMALE	AGE	MENTAL	PHYSICAL	BASES BY ISSUE	COMPLAINTS BY ISSUE	COMPLAINANTS BY ISSUE
APPOINTMENT/ HIRE	15	13	205	65	31	172	108	103	25	34	0	0	163	58	154	1,146	672	620
ASSIGNMENT OF DUTIES	28	42	551	183	65	747	259	469	113	75	0	0	450	112	495	3,589	1,929	1,664
AWARDS	3	19	149	48	17	198	74	87	27	34	0	0	108	14	47	825	455	412
CONVERSION TO FULL-TIME	0	7	10	6	1	20	2	12	4	6	0	0	10	3	9	90	59	59
DEMOTION	1	3	39	18	3	33	15	22	7	3	0	0	25	5	12	186	113	98
REPRIMAND	6	38	300	141	33	479	225	253	57	60	0	0	244	57	175	2,068	1,170	1,136
SUSPENSION	7	23	297	104	37	432	177	180	50	36	0	0	179	62	158	1,742	968	929
REMOVAL	3	13	64	20	10	78	29	54	17	18	0	0	47	28	49	430	214	207
OTHER DISCIPLINE	1	11	69	24	16	97	35	76	16	22	0	0	64	17	61	509	257	254
DUTY HOURS	7	21	154	79	42	232	100	181	43	30	0	0	146	26	226	1,287	770	745
EVALUATION/ APPRAISAL	11	34	379	97	42	500	177	243	62	70	0	0	250	70	134	2,069	1,064	1,007
EXAMINATION/ TEST	1	5	24	8	2	31	10	13	1	4	0	0	26	7	20	152	104	100
NON-SEXUAL HARASSMENT	70	193	1,537	570	263	3,091	1,176	1,742	701	337	0	0	1,146	415	1,107	12,348	6,082	5,771
SEXUAL HARASSMENT						149	130	580								859	767	760
MEDICAL EXAMINATION	1	0	5	0	0	10	2	2	0	2	0	0	8	4	15	49	38	37
PAY INCLUDING OVERTIME	8	27	217	93	22	345	162	200	52	36	8	35	239	36	221	1,701	960	944
PROMOTION/ NON-SELECTION	58	120	1,433	622	143	1,325	837	858	329	275	0	0	1,762	134	490	8,386	4,685	4,458
DENIED REASSIGNMENT	3	18	148	85	17	218	122	156	29	33	0	0	171	45	197	1,242	644	636
DIRECTED REASSIGNMENT	5	7	73	46	15	160	55	73	18	32	0	0	96	18	52	650	386	355
REASONABLE ACCOMODATION					43	145								75	234	497	372	354
REINSTATEMENT	1	4	35	16	9	33	25	19	5	9	0	0	35	11	25	227	135	131
RETIREMENT	2	0	15	7	2	30	11	9	7	4	0	0	55	12	39	193	115	106
TERMINATION	21	41	428	125	76	424	243	368	86	64	0	0	364	189	426	2,855	1,658	1,620
TERMS/ CONDITIONS OF EMPLOYMENT	22	115	732	381	112	1,306	485	850	198	162	0	0	732	192	837	6,124	3,431	3,315
TIME AND ATTENDANCE	11	29	307	138	74	605	246	305	92	43	0	0	291	98	383	2,622	1,450	1,414

TRAINING	7	17	211	88	31	249	111	145	47	37	0	0	194	32	94	1,263	740	697
OTHER	4	12	182	71	13	214	105	138	27	28	0	0	142	34	141	1,111	596	546
TOTAL ISSUES BY BASES	296	812	7,564	3,035	1,119	11,323	4,921	7,138	2,013	1,454	8	35	6,947	1,754	5,801			
TOTAL COMPLAINTS FILED BY BASES	217	653	6,152	2,517	878	9,082	3,869	5,755	1,427	1,120	7	24	5,774	1,370	4,960			
TOTAL COMPLAINANTS BY BASES	206	620	5,733	2,348	827	8,175	3,649	5,410	1,338	1,025	7	24	5,373	1,297	4,755			

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TABLE VII
FY 2001 Federal Sector Summary of Appellate Receipts and Closures

Agency or Department	Receipts	Closures	Difference
Agency for International Development	4	6	-2
Broadcasting Board of Governors	11	12	-1
Central Intelligence Agency	5	8	-3
Commodity Futures Trading Commission	0	1	-1
Consumer Product Safety Commission	1	6	-5
Corporation for National Service	8	12	-4
Court Services and Offender Supervision Agency	0	0	0
Department of Agriculture	170	265	-95
Department of Commerce	181	194	-13
Defense Summary **	0	0	0
Army & Air Force Exchange Service	26	41	-15
Defense Commissary Agency	45	52	-7
Defense Contract Audit Agency	12	16	-4
Defense Contract Management Agency	4	0	4
Defense Education Activity	11	14	-3
Defense Finance and Accounting Service	51	50	1
Defense Human Resources Activity	0	0	0
Defense Information Systems Agency	2	5	-3
Defense Inspector General	0	1	-1
Defense Intelligence Agency	11	14	-3
Defense Logistics Agency	71	112	-41
Defense National Guard Bureau	19	19	0
Defense National Imagery and Mapping Agency	7	12	-5
Defense National Security Agency	10	17	-7
Defense Nuclear Facilities Safety Board	0	0	0
Defense Office of the Secretary	13	9	4
Defense Security Service	4	10	-6
Defense Threat Reduction Agency	5	4	1
Defense Tricare Management Activity	0	0	0

Department of the Air Force	247	360	-113
Department of the Army	427	634	-207
Department of the Navy	336	505	-169
Department of Education	18	18	0
Department of Energy	35	42	-7
Department of Health and Human Services	103	119	-16
Department of Housing & Urban Development	36	64	-28
Department of the Interior	128	136	-8
Department of Justice	243	243	0
Department of Labor	46	71	-25
Department of State	15	16	-1
Department of Transportation	220	262	-42
Department of the Treasury	344	426	-82
Department of Veterans Affairs	601	680	-79
Environmental Protection Agency	39	45	-6
Equal Employment Opportunity Commission	7	16	-9
Executive Office of the President Summary**	0	0	0
Office of Administration	1	1	0
Office of Management and Budget	0	0	0
Office of National Drug Control Policy	0	0	0
Office of U.S. Trade Representative	0	0	0
Export-Import Bank of the United States	1	1	0
Farm Credit Administration	0	0	0
Federal Communications Commission	1	5	-4
Federal Deposit Insurance Corporation	14	22	-8
Federal Election Commission	0	0	0
Federal Emergency Management Agency	11	9	2
Federal Energy Regulatory Commission	2	1	1
Federal Housing Finance Board	1	0	1
Federal Labor Relations Authority	0	0	0
Federal Maritime Commission	0	0	0
Federal Mediation & Conciliation Service	1	3	-2
Federal Reserve Board	0	2	-2
Federal Retirement Thrift Investment Board	0	0	0
Federal Trade Commission	0	1	-1
General Services Administration	33	48	-15
Government Printing Office	4	6	-2

Holocaust Memorial Museum	1	1	0
International Boundary & Water Commision	7	5	2
International Trade Commission	1	1	0
John F Kennedy Center for the Arts	0	0	0
Merit Systems Protection Board	2	3	-1
National Aeronautics & Space Administration	10	16	-6
National Archives & Records Administration	1	6	-5
National Credit Union Administration	2	2	0
National Endowment for the Arts	0	0	0
National Endowment for the Humanities	0	0	0
National Gallery of Art	3	3	0
National Labor Relations Board	2	4	-2
National Science Foundation	2	2	0
National Transportation Safety Board	0	0	0
Nuclear Regulatory Commission	1	2	-1
Office of Personnel Management	24	31	-7
Office of Special Counsel	0	0	0
Overseas Private Investment Corporation	2	0	2
Peace Corps	1	1	0
Pension Benefit Guaranty Corporation	5	2	3
Railroad Retirement Board	0	2	-2
Securities and Exchange Commission	2	5	-3
Selective Service System	0	0	0
Small Business Administration	18	26	-8
Smithsonian Institution	18	11	7
Social Security Administration	199	255	-56
Tennessee Valley Authority	24	23	1
United States Naval Home	2	0	2
United States Postal Service	2,971	4,309	-1,338
United States Soldiers and Airmen's Home	2	4	-2
United States Tax Court	0	0	0
Other Agencies with less than 100 Employees	9	3	6
TOTAL	6,894	9,333	-2,439
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.			
CABINET AGENCY SUB TOTAL	5,111	6,845	-1,734
MID-SIZE AGENCY SUB TOTAL	366	455	-89

SMALL AGENCY SUB TOTAL	1,417	2,033	-616

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Table VIII
FY 2001 Pre-Complaint ADR Activities - Resources Used

Agency or Department	INHOUSE		ANOTHER FEDERAL AGENCY		PRIVATE ORGANIZATIONS (BAR, CONTRACTORS, ETC)		MULTIPLE RESOURCES USED		OTHER		TOTAL	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	4	4	0	0	0	0	0	0	0	0	4	4
Central Intelligence Agency	7	7	0	0	0	0	0	0	0	0	7	7
Commodity Futures Trading Commission	0	0	3	3	0	0	0	0	0	0	3	3
Consumer Product Safety Commission	0	0	0	0	1	3	0	0	0	0	1	3
Corporation for National Service	0	0	0	0	4	4	0	0	0	0	4	4
Court Services and Offender Supervision Agency	0	0	2	2	0	0	0	0	0	0	2	2
Department of Agriculture	94	94	1	1	70	70	0	0	0	0	165	165
Department of Commerce	0	0	31	30	0	0	0	0	0	0	31	30
Defense Summary **	1,276	1,187	223	213	58	58	50	50	5	5	1,612	1,513
Army & Air Force Exchange Service	45	45	0	0	0	0	0	0	0	0	45	45
Defense Commissary Agency	1	1	30	25	0	0	0	0	0	0	31	26
Defense Contract Audit Agency	6	6	1	1	0	0	0	0	0	0	7	7
Defense Contract Management Agency	4	4	19	19	1	1	0	0	0	0	24	24
Defense Education Activity	15	15	0	0	0	0	0	0	0	0	15	15

Defense Finance and Accounting Service	6	6	5	5	0	0	0	0	0	0	11	11
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	4	4	0	0	0	0	4	4
Defense Inspector General	1	1	1	1	0	0	0	0	0	0	2	2
Defense Intelligence Agency	0	0	4	4	0	0	0	0	0	0	4	4
Defense Logistics Agency	48	45	24	24	0	0	0	0	0	0	72	69
Defense National Guard Bureau	34	34	0	0	2	2	0	0	0	0	36	36
Defense National Imagery and Mapping Agency	10	10	3	3	0	0	0	0	0	0	13	13
Defense National Security Agency	3	3	0	0	0	0	0	0	0	0	3	3
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	3	3	0	0	1	1	0	0	0	0	4	4
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	1	1	2	2	0	0	0	0	0	0	3	3
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	636	566	13	13	17	17	8	8	5	5	679	609
Department of the Army	210	205	105	103	7	7	0	0	0	0	322	315
Department of the Navy	253	242	16	13	26	26	42	42	0	0	337	323
Department of Education	16	16	0	0	0	0	0	0	0	0	16	16
Department of Energy	44	42	11	9	10	10	2	2	0	0	67	63
Department of Health and Human Services	58	58	17	17	32	32	5	5	0	0	112	112

Department of Housing & Urban Development	4	4	12	12	9	9	0	0	0	0	25	25
Department of the Interior	88	87	16	9	34	28	0	0	0	0	138	124
Department of Justice	15	15	110	110	15	15	0	0	0	0	140	140
Department of Labor	23	22	0	0	0	0	0	0	0	0	23	22
Department of State	3	3	2	2	14	14	0	0	0	0	19	19
Department of Transportation	116	116	34	34	14	14	18	18	4	4	186	186
Department of the Treasury	111	111	40	40	3	3	0	0	0	0	154	154
Department of Veterans Affairs	363	361	0	0	0	0	0	0	0	0	363	361
Environmental Protection Agency	0	0	16	16	0	0	0	0	0	0	16	16
Equal Employment Opportunity Commission	0	0	9	8	0	0	0	0	0	0	9	8
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	0	0	0	0	24	23	0	0	0	0	24	23
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0

Federal Emergency Management Agency	7	7	0	0	0	0	0	0	0	0	7	7
Federal Energy Regulatory Commission	0	0	0	0	1	1	0	0	0	0	1	1
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	2	2	0	0	0	0	2	2
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	15	13	4	4	3	3	0	0	0	0	22	20
Government Printing Office	1	1	0	0	0	0	0	0	0	0	1	1
Holocaust Memorial Museum	0	0	2	2	0	0	0	0	0	0	2	2
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	1	1	0	0	1	1
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	1	1	0	0	0	0	0	0	1	1
National Aeronautics & Space Administration	8	8	0	0	9	9	0	0	0	0	17	17
National Archives & Records Administration	0	0	0	0	0	0	13	13	0	0	13	13

National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	2	2	0	0	0	0	0	0	2	2
National Science Foundation	0	0	0	0	1	1	0	0	0	0	1	1
National Transportation Safety Board	0	0	1	1	0	0	0	0	0	0	1	1
Nuclear Regulatory Commission	0	0	0	0	7	7	0	0	0	0	7	7
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	1	1	0	0	0	0	0	0	1	1
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	6	6	0	0	0	0	0	0	0	0	6	6
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	9	9	9	9	1	1	0	0	0	0	19	19
Smithsonian Institution	5	5	1	1	0	0	0	0	0	0	6	6
Social Security Administration	0	0	0	0	20	20	0	0	0	0	20	20
Tennessee Valley Authority	5	5	0	0	14	14	0	0	0	0	19	19
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	0	0	0	0	11,679	11,189	0	0	0	0	11,679	11,189

United States Soldiers and Airmen's Home	0	0	0	0	1	1	0	0	0	0	1	1
United States Tax Court	1	1	0	0	0	0	0	0	0	0	1	1
TOTAL	2,279	2,182	548	527	12,026	11,531	89	89	9	9	14,951	14,338
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	2,211	2,116	497	477	11,938	11,442	75	75	9	9	14,730	14,119
MID-SIZE AGENCY SUB TOTAL	49	47	30	30	71	70	0	0	0	0	150	147
SMALL AGENCY SUB TOTAL	19	19	21	20	17	19	14	14	0	0	71	72

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TABLE IXA
FY 2001 Pre-Complaint ADR Activities - Techniques Used

Agency or Department	MEDIATION				SETTLEMENT CONFERENCES				EARLY NEUTRAL EVALUATIONS			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	4	4	252	63	0	0	0	0	0	0	0	0
Central Intelligence Agency	7	7	7	1	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	3	3	125	42	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	1	3	145	145	0	0	0	0	0	0	0	0
Corporation for National Service	4	4	832	208	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	2	2	191	96	0	0	0	0	0	0	0	0
Department of Agriculture	149	149	5,847	39	1	1	35	35	0	0	0	0
Department of Commerce	29	28	6,007	207	0	0	0	0	2	2	2	1
Defense Summary **	1,297	1,227	55,542	43	43	42	1,621	38	18	18	622	35
Army & Air Force Exchange Service	45	45	2,150	48	0	0	0	0	0	0	0	0

Defense Commissary Agency	0	0	0	0	5	5	295	59	0	0	0	0
Defense Contract Audit Agency	7	7	210	30	0	0	0	0	0	0	0	0
Defense Contract Management Agency	24	24	1,710	71	0	0	0	0	0	0	0	0
Defense Education Activity	9	9	10	1	3	3	6	2	0	0	0	0
Defense Finance and Accounting Service	10	10	141	14	0	0	0	0	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	2	2	52	26	2	2	207	104	0	0	0	0
Defense Inspector General	2	2	57	29	0	0	0	0	0	0	0	0
Defense Intelligence Agency	4	4	280	70	0	0	0	0	0	0	0	0
Defense Logistics Agency	71	68	2,447	34	0	0	0	0	0	0	0	0
Defense National Guard Bureau	16	16	780	49	13	13	465	36	3	3	225	75
Defense National Imagery and Mapping Agency	13	13	536	41	0	0	0	0	0	0	0	0
Defense National Security Agency	1	1	30	30	0	0	0	0	0	0	0	0

Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	3	3	68	23	0	0	0	0	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	2	2	109	55	0	0	0	0	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	495	449	22,810	46	9	8	251	28	0	0	0	0
Department of the Army	288	281	13,702	48	10	10	376	38	6	6	132	22
Department of the Navy	305	291	10,450	34	1	1	21	21	9	9	265	29
Department of Education	16	16	998	62	0	0	0	0	0	0	0	0
Department of Energy	27	26	2,431	90	1	1	7	7	0	0	0	0
Department of Health and Human Services	98	98	4,714	48	0	0	0	0	0	0	0	0
Department of Housing & Urban Development	21	21	2,975	142	0	0	0	0	0	0	0	0
Department of the Interior	91	85	630	7	4	4	4	1	0	0	0	0
Department of Justice	138	138	7,758	56	1	1	15	15	0	0	0	0
Department of Labor	23	22	2,240	97	0	0	0	0	0	0	0	0
Department of State	19	19	690	36	0	0	0	0	0	0	0	0
Department of Transportation	148	148	7,785	53	0	0	0	0	1	1	4	4

Department of the Treasury	129	129	5,757	45	1	1	3	3	0	0	0	0
Department of Veterans Affairs	363	361	16,684	46	0	0	0	0	0	0	0	0
Environmental Protection Agency	16	16	16	1	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	9	8	758	84	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	24	23	1,603	67	0	0	0	0	0	0	0	0
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	4	4	67	17	0	0	0	0	0	0	0	0

Federal Energy Regulatory Commission	1	1	8	8	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	2	2	35	18	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	26	24	1,786	69	0	0	0	0	0	0	0	0
Government Printing Office	1	1	56	56	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	2	2	123	62	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0

Merit Systems Protection Board	1	1	89	89	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	16	16	1,320	83	1	1	90	90	0	0	0	0
National Archives & Records Administration	12	12	610	51	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	2	2	57	29	0	0	0	0	0	0	0	0
National Science Foundation	1	1	132	132	0	0	0	0	0	0	0	0
National Transportation Safety Board	1	1	14	14	1	1	30	30	1	1	90	90
Nuclear Regulatory Commission	7	7	273	39	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0

Pension Benefit Guaranty Corporation	1	1	47	47	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	6	6	294	49	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	15	15	1,015	68	0	0	0	0	0	0	0	0
Smithsonian Institution	3	3	185	62	0	0	0	0	0	0	0	0
Social Security Administration	20	20	875	44	0	0	0	0	0	0	0	0
Tennessee Valley Authority	14	14	840	60	5	5	224	45	0	0	0	0
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	11,679	11,189	334,782	29	0	0	0	0	0	0	0	0
United States Soldiers and Airmen's Home	1	1	60	60	0	0	0	0	0	0	0	0
United States Tax Court	1	1	30	30	0	0	0	0	0	0	0	0
TOTAL	14,434	13,861	466,685	32	58	57	2,029	35	22	22	718	33
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	14,227	13,656	454,840	32	51	50	1,685	33	21	21	628	30

MID-SIZE AGENCY SUB TOTAL	138	135	7,707	56	6	6	314	52	0	0	0	0
SMALL AGENCY SUB TOTAL	69	70	4,138	60	1	1	30	30	1	1	90	90

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TABLE IXB
FY 2001 Pre-Complaint ADR Activities - Techniques Used

Agency or Department	FACT FINDING				FACILITATION				OMBUDSMAN			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	0	0	0	0	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	0	0	0	0
Department of Agriculture	5	5	245	49	0	0	0	0	0	0	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	7	6	382	55	197	186	3,875	20	3	3	18	6
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0

Defense Commissary Agency	3	2	198	66	0	0	0	0	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Education Activity	0	0	0	0	3	3	3	1	0	0	0	0
Defense Finance and Accounting Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	0	0	0	0	0	0
Defense Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Logistics Agency	0	0	0	0	0	0	0	0	1	1	2	2
Defense National Guard Bureau	0	0	0	0	4	4	100	25	0	0	0	0
Defense National Imagery and Mapping Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0

Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	0	0	0	0	1	1	23	23	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	1	1	58	58	164	153	3,046	19	0	0	0	0
Department of the Army	1	1	44	44	14	14	397	28	0	0	0	0
Department of the Navy	2	2	82	41	11	11	306	28	2	2	16	8
Department of Education	0	0	0	0	0	0	0	0	0	0	0	0
Department of Energy	0	0	0	0	39	36	2,332	60	0	0	0	0
Department of Health and Human Services	0	0	0	0	0	0	0	0	0	0	0	0
Department of Housing & Urban Development	4	4	353	88	0	0	0	0	0	0	0	0
Department of the Interior	4	4	137	34	43	43	380	9	0	0	0	0
Department of Justice	0	0	0	0	1	1	44	44	0	0	0	0
Department of Labor	0	0	0	0	0	0	0	0	0	0	0	0
Department of State	0	0	0	0	0	0	0	0	0	0	0	0
Department of Transportation	0	0	0	0	19	19	21	1	0	0	0	0

Department of the Treasury	22	22	238	11	0	0	0	0	2	2	120	60
Department of Veterans Affairs	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Protection Agency	0	0	0	0	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	2	2	9	5	1	1	3	3	0	0	0	0

Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	0	0	0	0	0	0	0	0	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0

Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Archives & Records Administration	0	0	0	0	1	1	50	50	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	0	0	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	1	1	100	100	1	1	100	100	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0

Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	2	2	317	159	0	0	0	0
Smithsonian Institution	1	1	90	90	0	0	0	0	0	0	0	0
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0
Tennessee Valley Authority	0	0	0	0	0	0	0	0	0	0	0	0
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	0	0	0	0	0	0	0	0	0	0	0	0
United States Soldiers and Airmen's Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	46	45	1,554	34	304	290	7,122	23	5	5	138	28
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	42	41	1,355	32	299	285	6,652	22	5	5	138	28
MID-SIZE AGENCY SUB TOTAL	3	3	99	33	3	3	320	107	0	0	0	0
SMALL AGENCY SUB TOTAL	1	1	100	100	2	2	150	75	0	0	0	0

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TABLE IXC
FY 2001 Pre-Complaint ADR Activities - Techniques Used

Agency or Department	MINITRIALS				PEER REVIEW				MULTIPLE TECHNIQUES				OTHER TECHNIQUES			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Agriculture	0	0	0	0	0	0	0	0	10	10	340	34	0	0	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	0	0	0	0	3	3	92	31	44	39	3,370	77	0	0	0	0
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Commissary Agency	0	0	0	0	0	0	0	0	23	19	2,644	115	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Education Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Defense Finance and Accounting Service	0	0	0	0	0	0	0	0	1	1	2	2	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Logistics Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Guard Bureau	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Imagery and Mapping Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	2	2	66	33	0	0	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	1	1	56	56	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	0	0	0	0	0	0	0	0	10	9	273	27	0	0	0	0
Department of the Army	0	0	0	0	3	3	92	31	0	0	0	0	0	0	0	0
Department of the Navy	0	0	0	0	0	0	0	0	7	7	329	47	0	0	0	0
Department of Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Energy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Department of Health and Human Services	0	0	0	0	6	6	180	30	8	8	480	60	0	0	0	0
Department of Housing & Urban Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Interior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Justice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Labor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of State	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Transportation	0	0	0	0	0	0	0	0	17	17	649	38	1	1	68	68
Department of the Treasury	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Veterans Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Protection Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	1	1	84	84	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	1	1	100	100	1	1	100	100	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	0	0	0	0	2	2	203	102	0	0	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0	2	2	22	11
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Tennessee Valley Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Soldiers and Airmen's Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	10	10	372	37	83	78	5,226	63	3	3	90	30
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.																
CABINET AGENCY SUB TOTAL	0	0	0	0	9	9	272	30	79	74	4,839	61	1	1	68	68
MID-SIZE AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	2	2	203	102	2	2	22	11
SMALL AGENCY SUB TOTAL	0	0	0	0	1	1	100	100	2	2	184	92	0	0	0	0

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Table X
FY 2001 Pre-Complaint ADR Activities - Closure Type

Agency or Department	SETTLEMENTS (Monetary & Non-Monetary)		WITHDRAWALS		ADR FAILED		OTHER CLOSURES		OPEN INVENTORY	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	2	2	1	1	1	1	0	0	0	0
Central Intelligence Agency	4	4	1	1	2	2	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	3	3
Consumer Product Safety Commission	1	3	0	0	0	0	0	0	0	0
Corporation for National Service	1	1	0	0	3	3	0	0	0	0
Court Services and Offender Supervision Agency	1	1	0	0	1	1	0	0	0	0
Department of Agriculture	53	53	0	0	93	0	0	0	19	19
Department of Commerce	10	10	5	5	3	3	0	0	13	12
Defense Summary **	827	789	236	227	432	407	70	66	111	93
Army & Air Force Exchange Service	13	13	18	18	14	14	0	0	12	12
Defense Commissary Agency	15	9	13	9	4	2	0	0	36	18
Defense Contract Audit Agency	4	4	0	0	3	3	0	0	0	0

Defense Contract Management Agency	4	4	3	3	16	16	0	0	1	1
Defense Education Activity	9	9	5	5	1	1	0	0	0	0
Defense Finance and Accounting Service	5	5	0	0	6	6	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	4	4	0	0	0	0	0	0	0	0
Defense Inspector General	1	1	0	0	1	1	0	0	0	0
Defense Intelligence Agency	2	2	0	0	2	2	0	0	0	0
Defense Logistics Agency	33	30	1	1	25	25	0	0	9	9
Defense National Guard Bureau	13	13	19	19	2	2	0	0	2	2
Defense National Imagery and Mapping Agency	9	9	2	2	2	2	0	0	0	0
Defense National Security Agency	2	2	0	0	1	1	0	0	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	2	2	0	0	2	2	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	1	1	1	1	1	1	0	0	0	0

Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	285	273	116	111	194	175	70	66	14	14
Department of the Army	199	194	39	39	80	78	0	0	23	23
Department of the Navy	226	214	19	19	78	76	0	0	14	14
Department of Education	8	8	6	6	2	2	0	0	0	0
Department of Energy	9	9	3	3	40	38	0	0	18	16
Department of Health and Human Services	39	39	3	3	60	60	0	0	10	10
Department of Housing & Urban Development	6	6	4	4	15	15	0	0	32	32
Department of the Interior	35	28	0	0	40	40	0	0	7	7
Department of Justice	38	38	5	5	56	56	0	0	47	47
Department of Labor	23	22	0	0	0	0	0	0	7	7
Department of State	17	17	0	0	0	0	2	2	0	0
Department of Transportation	107	107	53	53	44	44	5	5	11	11
Department of the Treasury	59	59	18	18	65	65	1	1	11	11
Department of Veterans Affairs	78	78	17	15	268	268	0	0	25	24
Environmental Protection Agency	8	8	0	0	8	8	0	0	0	0
Equal Employment Opportunity Commission	2	2	0	0	0	0	2	2	5	4
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0

Office of Management and Budget	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	7	7	0	0	15	14	1	1	1	1
Federal Election Commission	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	4	4	2	2	1	1	0	0	0	0
Federal Energy Regulatory Commission	1	1	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	2	2	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0

Federal Trade Commission	0	0	0	0	0	0	0	0	0	0
General Services Administration	7	6	3	3	15	14	1	1	1	1
Government Printing Office	0	0	0	0	1	1	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	2	2	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0
International Trade Commission	1	1	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	1	1	0	0	0	0
National Aeronautics & Space Administration	14	14	0	0	1	1	0	0	2	2
National Archives & Records Administration	10	10	0	0	3	3	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	1	1	0	0	1	1	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	1	1

National Transportation Safety Board	2	2	0	0	2	2	0	0	3	3
Nuclear Regulatory Commission	3	3	1	1	3	3	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	1	1	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	1	1	0	0	3	3	0	0	2	2
Selective Service System	0	0	0	0	0	0	0	0	0	0
Small Business Administration	3	3	7	7	7	7	2	2	3	3
Smithsonian Institution	1	1	2	2	1	1	0	0	2	2
Social Security Administration	12	12	0	0	8	8	0	0	0	0
Tennessee Valley Authority	7	7	3	3	9	9	0	0	4	4
United States Naval Home	0	0	0	0	0	0	0	0	0	0
United States Postal Service	6,916	6,848	1,416	1,394	4,660	4,614	2,084	2,084	842	842
United States Soldiers and Airmen's Home	0	0	0	0	1	1	0	0	0	0
United States Tax Court	0	0	1	1	0	0	0	0	0	0
TOTAL	8,318	8,205	1,787	1,754	5,870	5,702	2,168	2,164	1,180	1,157

** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.

CABINET AGENCY SUB TOTAL	8,225	8,111	1,766	1,733	5,778	5,612	2,162	2,158	1,153	1,131
MID-SIZE AGENCY SUB TOTAL	63	62	17	17	65	63	4	4	13	13
SMALL AGENCY SUB TOTAL	30	32	4	4	27	27	2	2	14	13

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Table XIA
FY 2001 Pre-Complaint ADR Activities - Monetary Benefits

Agency or Department	COMPENSATORY DAMAGES			BACKPAY FRONTPAY			LUMP SUM			ATTORNEY'S FEES			OTHER BENEFITS		
	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount
Agency for International Development	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Broadcasting Board of Governors	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Central Intelligence Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Commodity Futures Trading Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Consumer Product Safety Commission	0	0	$0	0	0	$0	1	3	$22,500	0	0	$0	0	0	$0
Corporation for National Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Court Services and Offender Supervision Agency	0	0	$0	0	0	$0	0	0	$0	1	1	$5,503	0	0	$0
Department of Agriculture	5	5	$85,000	2	2	$8,900	8	8	$79,500	6	6	$2,100	0	0	$0
Department of Commerce	0	0	$0	0	0	$0	1	1	$2,000	1	1	$500	0	0	$0
Defense Summary **	9	9	$51,841	11	11	$38,974	49	47	$150,030	19	19	$112,896	13	13	$32,577
Army & Air Force Exchange Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Commissary Agency	1	1	$3,000	0	0	$0	5	3	$5,600	3	3	$3,000	4	4	$5,500
Defense Contract Audit Agency	0	0	$0	0	0	$0	1	1	$2,400	0	0	$0	0	0	$0
Defense Contract Management Agency	0	0	$0	0	0	$0	1	1	$2,004	0	0	$0	0	0	$0
Defense Education Activity	0	0	$0	0	0	$0	1	1	$1,000	0	0	$0	0	0	$0
Defense Finance and Accounting Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Human Resources Activity	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Information Systems Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0

Defense Inspector General	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Intelligence Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Logistics Agency	1	1	$30,000	0	0	$0	1	1	$5,500	0	0	$0	1	1	$725
Defense National Guard Bureau	0	0	$0	0	0	$0	2	2	$8,765	0	0	$0	0	0	$0
Defense National Imagery and Mapping Agency	0	0	$0	0	0	$0	4	4	$6,100	0	0	$0	0	0	$0
Defense National Security Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Nuclear Facilities Safety Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Office of the Secretary	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Security Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Threat Reduction Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Tricare Management Activity	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Department of the Air Force	2	2	$8,321	5	5	$1,754	8	8	$17,392	7	7	$97,228	2	2	$641
Department of the Army	2	2	$9,400	0	0	$0	8	8	$27,181	6	6	$10,519	6	6	$25,711
Department of the Navy	3	3	$1,120	6	6	$37,220	18	18	$74,087	3	3	$2,150	0	0	$0
Department of Education	0	0	$0	1	1	$1,500	0	0	$0	0	0	$0	0	0	$0
Department of Energy	0	0	$0	3	3	$11,023	5	5	$107,550	2	2	$5,000	0	0	$0
Department of Health and Human Services	0	0	$0	0	0	$0	3	3	$16,000	3	3	$3,500	0	0	$0
Department of Housing & Urban Development	0	0	$0	1	1	$11,500	0	0	$0	0	0	$0	0	0	$0
Department of the Interior	0	0	$0	1	1	$1,967	5	5	$4,325	1	1	$1,500	0	0	$0
Department of Justice	0	0	$0	5	5	$4,931	0	0	$0	0	0	$0	1	1	$500
Department of Labor	0	0	$0	3	3	$4,729	3	3	$65,000	1	1	$2,188	0	0	$0
Department of State	6	6	$111,345	1	1	$81,744	2	2	$16,750	1	1	$7,372	0	0	$0
Department of Transportation	11	11	$53,651	13	13	$90,700	10	10	$100,500	7	7	$96,500	3	3	$31,500
Department of the Treasury	0	0	$0	0	0	$0	1	1	$3,973	0	0	$0	0	0	$0

Department of Veterans Affairs	8	8	$5,001	0	0	$0	63	63	$11,265	25	25	$7,521	0	0	$0
Environmental Protection Agency	0	0	$0	2	2	$10,052	0	0	$0	1	1	$550	0	0	$0
Equal Employment Opportunity Commission	0	0	$0	0	0	$0	1	1	$1,000	0	0	$0	0	0	$0
Executive Office of the President Summary**	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Management and Budget	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of National Drug Control Policy	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of U.S. Trade Representative	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Export-Import Bank of the United States	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Farm Credit Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Communications Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Deposit Insurance Corporation	0	0	$0	1	1	$452	0	0	$0	0	0	$0	0	0	$0
Federal Election Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Emergency Management Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Energy Regulatory Commission	0	0	$0	0	0	$0	1	1	$20,000	0	0	$0	0	0	$0
Federal Housing Finance Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Labor Relations Authority	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Maritime Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Mediation & Conciliation Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Reserve Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Retirement Thrift Investment Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0

Federal Trade Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
General Services Administration	0	0	$0	1	1	$600	4	4	$49,930	4	4	$28,667	0	0	$0
Government Printing Office	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Holocaust Memorial Museum	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
International Boundary & Water Commision	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
International Trade Commission	0	0	$0	1	1	$380	0	0	$0	0	0	$0	0	0	$0
John F Kennedy Center for the Arts	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Merit Systems Protection Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Aeronautics & Space Administration	0	0	$0	0	0	$0	3	3	$118,100	1	1	$3,000	0	0	$0
National Archives & Records Administration	0	0	$0	0	0	$0	1	1	$25,000	1	1	$6,955	0	0	$0
National Credit Union Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Endowment for the Arts	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Endowment for the Humanities	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Gallery of Art	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Labor Relations Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Science Foundation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Transportation Safety Board	0	0	$0	2	2	$19,000	0	0	$0	0	0	$0	0	0	$0
Nuclear Regulatory Commission	0	0	$0	2	2	$19,016	2	2	$54,144	0	0	$0	0	0	$0
Office of Personnel Management	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Special Counsel	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Overseas Private Investment Corporation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Peace Corps	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0

Pension Benefit Guaranty Corporation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Railroad Retirement Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Securities and Exchange Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Selective Service System	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Small Business Administration	0	0	$0	1	1	$910	0	0	$0	0	0	$0	1	1	$650
Smithsonian Institution	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Social Security Administration	0	0	$0	0	0	$0	1	1	$300	0	0	$0	0	0	$0
Tennessee Valley Authority	0	0	$0	0	0	$0	2	2	$8,000	0	0	$0	0	0	$0
United States Naval Home	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
United States Postal Service	9	7	$35,160	127	127	$194,803	136	107	$179,828	30	27	$80,075	81	81	$23,939
United States Soldiers and Airmen's Home	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
United States Tax Court	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
TOTAL	48	46	$341,998	178	178	$501,182	302	273	$1,035,695	104	101	$363,826	99	99	$89,166
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.															
CABINET AGENCY SUB TOTAL	48	46	$341,998	168	168	$450,771	286	255	$736,721	96	93	$319,151	98	98	$88,516
MID-SIZE AGENCY SUB TOTAL	0	0	$0	5	5	$12,014	10	10	$176,330	6	6	$32,217	1	1	$650
SMALL AGENCY SUB TOTAL	0	0	$0	5	5	$38,396	6	8	$122,644	2	2	$12,458	0	0	$0

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Table XIB
FY 2001 Pre-Complaint ADR Activities - Non-Monetary Benefits

Agency or Department	NEW HIRES		PROMOTIONS		REINSTATEMENTS		EXPUNGEMENTS		TRANSFERS		RESCIND REMOVAL VOLUNTARY RESIGN		REASONABLE ACCOMMODATION		TRAINING		OTHER RELIEF	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	0	0	1	1	1	1	0	0	0	0	0	0	2	2	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
Department of Agriculture	0	0	4	4	1	1	4	4	5	5	3	3	5	3	10	8	0	0
Department of Commerce	0	0	0	0	0	0	4	4	0	0	0	0	1	1	1	1	4	4
Defense Summary **	8	5	48	47	52	46	141	138	72	71	15	15	45	44	113	110	296	278
Army & Air Force Exchange Service	0	0	2	2	0	0	2	2	3	3	0	0	2	2	5	5	27	27
Defense Commissary Agency	8	5	0	0	9	5	5	2	1	1	1	1	3	3	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	2	2	0	0	1	1	0	0	1	1	3	3
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
Defense Education Activity	0	0	0	0	0	0	3	3	1	1	0	0	0	0	4	4	0	0
Defense Finance and Accounting Service	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	3	3
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	0	0	0	0	4	4	0	0	0	0	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Defense Intelligence Agency	0	0	1	1	0	0	1	1	0	0	0	0	0	0	0	0	1	1
Defense Logistics Agency	0	0	1	1	0	0	5	5	4	3	1	1	1	1	2	2	16	11
Defense National Guard Bureau	0	0	0	0	0	0	1	1	7	7	0	0	0	0	3	3	0	0
Defense National Imagery and Mapping Agency	0	0	3	3	0	0	1	1	0	0	0	0	0	0	3	3	0	0

Defense National Security Agency	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	0	0	9	9	2	2	24	24	13	13	0	0	2	2	12	12	204	192
Department of the Army	0	0	8	7	3	3	32	32	27	27	8	8	27	26	38	35	39	38
Department of the Navy	0	0	22	22	38	36	64	64	11	11	4	4	9	9	44	44	0	0
Department of Education	0	0	0	0	3	3	0	0	2	2	0	0	1	1	1	1	0	0
Department of Energy	0	0	0	0	0	0	0	0	0	0	8	8	0	0	3	3	0	0
Department of Health and Human Services	0	0	0	0	0	0	11	11	16	16	1	1	2	2	7	7	0	0
Department of Housing & Urban Development	0	0	2	2	0	0	1	1	0	0	0	0	1	1	3	3	0	0
Department of the Interior	0	0	2	2	0	0	2	2	0	0	0	0	3	3	5	5	0	0
Department of Justice	0	0	1	1	0	0	7	7	4	4	1	1	0	0	10	10	10	10
Department of Labor	0	0	3	3	0	0	3	3	0	0	0	0	2	2	2	2	6	6
Department of State	0	0	5	5	0	0	0	0	0	0	0	0	0	0	1	1	11	11
Department of Transportation	2	2	9	9	3	3	4	4	16	16	5	5	8	8	12	12	0	0
Department of the Treasury	2	2	2	2	5	5	7	7	3	3	4	4	1	1	11	11	24	24
Department of Veterans Affairs	0	0	2	2	0	0	6	6	6	6	1	1	3	3	0	0	0	0
Environmental Protection Agency	0	0	3	3	0	0	0	0	1	1	0	0	0	0	1	1	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Federal Deposit Insurance Corporation	0	0	0	0	0	0	1	1	2	2	0	0	0	0	0	0	6	6
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	0	2	2
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	1	1	1	1	0	0	1	1	0	0	0	0	0	0	1	1	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	1	1	0	0	1	1	0	0	0	0	1	1	1	1	8	8
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	8	8
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Nuclear Regulatory Commission	0	0	0	0	0	0	2	2	1	1	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	2	2	0	0	0	0	0	0	0	0	0	0	1	1	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	10	10
Tennessee Valley Authority	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	3	3
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	65	65	91	90	189	187	703	662	99	99	248	235	428	421	187	187	2,707	2,600
United States Soldiers and Airmen's Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	78	75	178	176	254	246	899	855	229	228	287	274	504	494	372	367	3,105	2,980
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.																		
CABINET AGENCY SUB TOTAL	77	74	169	167	253	245	893	849	223	222	286	273	500	490	366	361	3,058	2,933
MID-SIZE AGENCY SUB TOTAL	1	1	8	8	0	0	3	3	4	4	1	1	1	1	6	6	30	30
SMALL AGENCY SUB TOTAL	0	0	1	1	1	1	3	3	2	2	0	0	3	3	0	0	17	17

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Table XII
FY 2001 Formal Complaint ADR Activities - Resources Used

Agency or Department	INHOUSE		ANOTHER FEDERAL AGENCY		PRIVATE ORGANIZATIONS BAR, CONTRACTORS, ETC		MULTIPLE RESOURCES USED		OTHER		TOTAL	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	0	0	2	2	0	0	0	0	0	0	2	2
Broadcasting Board of Governors	0	0	0	0	2	2	0	0	0	0	2	2
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	1	1	0	0	0	0	0	0	1	1
Department of Agriculture	5	5	0	0	20	20	8	8	0	0	33	33
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	450	396	600	527	30	30	60	47	5	1	1,145	1,001
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Commissary Agency	0	0	0	0	0	0	59	46	0	0	59	46
Defense Contract Audit Agency	9	4	9	6	2	2	0	0	0	0	20	12
Defense Contract Management Agency	1	1	8	7	0	0	0	0	0	0	9	8
Defense Education Activity	15	15	0	0	0	0	0	0	0	0	15	15

Defense Finance and Accounting Service	0	0	13	13	0	0	0	0	0	0	13	13
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	5	4	2	2	7	7	0	0	0	0	14	13
Defense Inspector General	0	0	1	1	0	0	0	0	0	0	1	1
Defense Intelligence Agency	0	0	1	1	0	0	0	0	0	0	1	1
Defense Logistics Agency	30	28	9	2	0	0	0	0	0	0	39	30
Defense National Guard Bureau	3	3	0	0	0	0	0	0	0	0	3	3
Defense National Imagery and Mapping Agency	10	10	15	12	0	0	0	0	0	0	25	22
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	1	1	8	8	0	0	0	0	0	0	9	9
Defense Threat Reduction Agency	0	0	1	1	0	0	0	0	0	0	1	1
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	129	101	48	41	2	2	1	1	5	1	185	146
Department of the Army	211	196	441	389	1	1	0	0	0	0	653	586
Department of the Navy	36	33	44	44	18	18	0	0	0	0	98	95
Department of Education	1	1	0	0	0	0	0	0	0	0	1	1
Department of Energy	3	3	10	8	15	9	0	0	0	0	28	20
Department of Health and Human Services	27	26	10	10	1	1	0	0	0	0	38	37

Department of Housing & Urban Development	1	1	4	3	8	7	0	0	0	0	13	11
Department of the Interior	6	5	2	2	13	13	0	0	0	0	21	20
Department of Justice	100	90	19	18	4	4	0	0	0	0	123	112
Department of Labor	11	11	9	9	0	0	0	0	3	3	23	23
Department of State	7	7	9	7	32	31	0	0	0	0	48	45
Department of Transportation	0	0	0	0	0	0	1	1	0	0	1	1
Department of the Treasury	51	51	1	1	0	0	0	0	0	0	52	52
Department of Veterans Affairs	62	62	0	0	0	0	0	0	0	0	62	62
Environmental Protection Agency	0	0	9	7	1	1	0	0	0	0	10	8
Equal Employment Opportunity Commission	0	0	3	3	0	0	0	0	0	0	3	3
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	1	1	0	0	0	0	0	0	1	1
Federal Communications Commission	0	0	0	0	1	1	0	0	0	0	1	1
Federal Deposit Insurance Corporation	0	0	0	0	45	29	0	0	0	0	45	29
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0

Federal Emergency Management Agency	3	3	0	0	0	0	0	0	0	0	3	3
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	2	1	0	0	0	0	2	1
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	9	6	3	3	0	0	0	0	0	0	12	9
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	2	2	0	0	0	0	2	2
International Trade Commission	1	1	0	0	0	0	0	0	0	0	1	1
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	0	0	19	16	0	0	0	0	19	16
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0

National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	1	1	0	0	0	0	0	0	1	1
National Gallery of Art	0	0	1	1	0	0	0	0	0	0	1	1
National Labor Relations Board	0	0	6	5	2	1	0	0	0	0	8	6
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	3	3	0	0	0	0	3	3
Office of Personnel Management	0	0	0	0	5	5	0	0	0	0	5	5
Office of Special Counsel	0	0	0	0	1	1	0	0	0	0	1	1
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	1	1	0	0	0	0	2	2	0	0	3	3
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0
Social Security Administration	0	0	0	0	4	4	0	0	0	0	4	4
Tennessee Valley Authority	0	0	0	0	14	7	0	0	0	0	14	7
United States Naval Home	0	0	0	0	1	1	0	0	0	0	1	1
United States Postal Service	8	8	3	3	780	702	0	0	0	0	791	713

United States Soldiers and Airmen's Home	0	0	1	1	0	0	0	0	0	0	1	1
United States Tax Court	1	1	0	0	0	0	0	0	0	0	1	1
TOTAL	747	678	695	613	1,005	891	71	58	8	4	2,526	2,244
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	732	666	667	588	903	817	69	56	8	4	2,379	2,131
MID-SIZE AGENCY SUB TOTAL	13	10	12	10	83	57	2	2	0	0	110	79
SMALL AGENCY SUB TOTAL	2	2	16	15	19	17	0	0	0	0	37	34

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Table XIIIA
FY 2001 Formal Complaint ADR Activities - Techniques Used

Agency or Department	MEDIATION				SETTLEMENT CONFERENCES				EARLY NEUTRAL EVALUATIONS			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	2	2	125	63	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	2	2	774	387	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	1	1	82	82	0	0	0	0	0	0	0	0
Department of Agriculture	58	58	3,120	54	0	0	0	0	0	0	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	579	517	45,909	79	337	308	40,343	120	2	2	648	324
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0

Defense Commissary Agency	0	0	0	0	6	4	400	67	0	0	0	0
Defense Contract Audit Agency	20	12	360	18	0	0	0	0	0	0	0	0
Defense Contract Management Agency	9	8	713	79	0	0	0	0	0	0	0	0
Defense Education Activity	9	9	16	2	3	3	6	2	0	0	0	0
Defense Finance and Accounting Service	10	10	10	1	3	3	3	1	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	11	10	1,865	170	0	0	0	0
Defense Inspector General	0	0	0	0	1	1	1	1	0	0	0	0
Defense Intelligence Agency	1	1	57	57	0	0	0	0	0	0	0	0
Defense Logistics Agency	38	38	668	18	1	1	357	357	0	0	0	0
Defense National Guard Bureau	3	3	60	20	0	0	0	0	0	0	0	0
Defense National Imagery and Mapping Agency	25	22	709	28	0	0	0	0	0	0	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0

Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	3	3	105	35	6	6	90	15	0	0	0	0
Defense Threat Reduction Agency	1	1	17	17	0	0	0	0	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	110	90	2,660	24	17	14	72	4	0	0	0	0
Department of the Army	285	258	27,955	98	266	243	33,561	126	1	1	100	100
Department of the Navy	65	62	12,579	194	23	23	3,988	173	1	1	548	548
Department of Education	1	1	60	60	0	0	0	0	0	0	0	0
Department of Energy	21	15	812	39	7	5	3,618	517	0	0	0	0
Department of Health and Human Services	33	33	1,192	36	0	0	0	0	0	0	0	0
Department of Housing & Urban Development	12	10	2,032	169	0	0	0	0	0	0	0	0
Department of the Interior	18	17	455	25	0	0	0	0	0	0	0	0
Department of Justice	123	112	12,476	101	0	0	0	0	0	0	0	0
Department of Labor	17	17	2,286	134	0	0	0	0	0	0	0	0
Department of State	48	45	2,282	48	0	0	0	0	0	0	0	0
Department of Transportation	1	1	30	30	0	0	0	0	0	0	0	0

Department of the Treasury	0	0	0	0	52	52	0	0	0	0	0	0
Department of Veterans Affairs	62	62	3,240	52	0	0	0	0	0	0	0	0
Environmental Protection Agency	10	8	139	14	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	3	3	132	44	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	1	1	100	100	0	0	0	0	0	0	0	0
Federal Communications Commission	1	1	85	85	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	45	29	2,568	57	0	0	0	0	0	0	0	0
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	3	3	290	97	0	0	0	0	0	0	0	0

Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	2	1	183	92	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	8	8	1,432	179	5	2	200	40	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	2	2	24	12	0	0	0	0
International Trade Commission	0	0	0	0	1	1	24	24	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0

National Aeronautics & Space Administration	19	16	600	32	0	0	0	0	0	0	0	0
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	1	1	12	12	0	0	0	0	0	0	0	0
National Gallery of Art	1	1	19	19	0	0	0	0	0	0	0	0
National Labor Relations Board	6	5	665	111	0	0	0	0	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	3	3	117	39	0	0	0	0	0	0	0	0
Office of Personnel Management	5	5	90	18	0	0	0	0	0	0	0	0
Office of Special Counsel	1	1	108	108	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0

Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	1	1	197	197	0	0	0	0	0	0	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0
Social Security Administration	4	4	114	29	0	0	0	0	0	0	0	0
Tennessee Valley Authority	14	7	161	12	0	0	0	0	0	0	0	0
United States Naval Home	0	0	0	0	1	1	53	53	0	0	0	0
United States Postal Service	784	709	51,078	65	7	4	0	0	0	0	0	0
United States Soldiers and Airmen's Home	1	1	4	4	0	0	0	0	0	0	0	0
United States Tax Court	1	1	30	30	0	0	0	0	0	0	0	0
TOTAL	1,892	1,702	132,999	70	412	375	44,262	107	2	2	648	324
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	1,757	1,597	124,972	71	403	369	43,961	109	2	2	648	324
MID-SIZE AGENCY SUB TOTAL	104	76	5,501	53	5	2	200	40	0	0	0	0
SMALL AGENCY SUB TOTAL	31	29	2,526	81	4	4	101	25	0	0	0	0

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Table XIIIB
FY 2001 Formal Complaint ADR Activities - Techniques Used

Agency or Department	FACT FINDING				FACILITATION				OMBUDSMAN			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	0	0	0	0	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	0	0	0	0
Department of Agriculture	0	0	0	0	0	0	0	0	0	0	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	90	77	7,969	89	85	67	1,727	20	0	0	0	0
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0

Defense Commissary Agency	5	6	422	84	0	0	0	0	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Education Activity	0	0	0	0	3	3	1	0	0	0	0	0
Defense Finance and Accounting Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	3	3	146	49	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	0	0	0	0	0	0
Defense Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Logistics Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Guard Bureau	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Imagery and Mapping Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0

Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	0	0	0	0	0	0	0	0	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	0	0	0	0	57	42	612	11	0	0	0	0
Department of the Army	81	67	7,465	92	17	14	595	35	0	0	0	0
Department of the Navy	4	4	82	21	5	5	373	75	0	0	0	0
Department of Education	0	0	0	0	0	0	0	0	0	0	0	0
Department of Energy	0	0	0	0	0	0	0	0	0	0	0	0
Department of Health and Human Services	0	0	0	0	0	0	0	0	0	0	0	0
Department of Housing & Urban Development	1	1	294	294	0	0	0	0	0	0	0	0
Department of the Interior	0	0	0	0	1	1	1	1	0	0	0	0
Department of Justice	0	0	0	0	0	0	0	0	0	0	0	0
Department of Labor	0	0	0	0	3	3	146	49	0	0	0	0
Department of State	0	0	0	0	0	0	0	0	0	0	0	0
Department of Transportation	0	0	0	0	0	0	0	0	0	0	0	0

Department of the Treasury	0	0	0	0	0	0	0	0	0	0	0	0
Department of Veterans Affairs	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Protection Agency	0	0	0	0	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	0	0	0	0	0	0	0	0	0	0	0	0

Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	0	0	0	0	0	0	0	0	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0

Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	0	0	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0

Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	0	0	0	0	0	0	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0
Tennessee Valley Authority	0	0	0	0	0	0	0	0	0	0	0	0
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	0	0	0	0	0	0	0	0	0	0	0	0
United States Soldiers and Airmen's Home	0	0	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	91	78	8,263	91	89	71	1,874	21	0	0	0	0
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.												
CABINET AGENCY SUB TOTAL	91	78	8,263	91	89	71	1,874	21	0	0	0	0
MID-SIZE AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	0	0	0	0
SMALL AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	0	0	0	0

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Table XIIIC
FY 2001 Formal Complaint ADR Activities - Techniques Used

Agency or Department	MINITRIALS				PEER REVIEW				MULTIPLE TECHNIQUES				OTHER TECHNIQUES			
	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days	Complaints	Complainants	Days	Avg Days
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Broadcasting Board of Governors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Agriculture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	0	0	0	0	0	0	0	0	52	40	3,312	64	0	0	0	0
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Commissary Agency	0	0	0	0	0	0	0	0	48	36	0	0	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Education Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Defense Finance and Accounting Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Logistics Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Guard Bureau	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Imagery and Mapping Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Threat Reduction Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	0	0	0	0	0	0	0	0	1	1	89	89	0	0	0	0
Department of the Army	0	0	0	0	0	0	0	0	3	3	3,223	1,074	0	0	0	0
Department of the Navy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Energy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Department of Health and Human Services	0	0	0	0	0	0	0	0	5	4	300	60	0	0	0	0
Department of Housing & Urban Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Interior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Justice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Labor	0	0	0	0	0	0	0	0	0	0	0	0	3	3	172	57
Department of State	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Transportation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Treasury	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Veterans Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Protection Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	0	0	0	0	2	2	399	200	0	0	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Tennessee Valley Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Naval Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Soldiers and Airmen's Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	59	46	4,011	68	3	3	172	57
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.																
CABINET AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	57	44	3,612	63	3	3	172	57
MID-SIZE AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	2	2	399	200	0	0	0	0
SMALL AGENCY SUB TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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TABLE XIV
FY 2001 Formal ADR Activities - Closure Type

Agency or Department	SETTLEMENTS (Monetary & Non-Monetary)		WITHDRAWALS		ADR FAILED		OTHER CLOSURES		OPEN INVENTORY	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	1	1	0	0	1	1	0	0	0	0
Broadcasting Board of Governors	0	0	0	0	2	2	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	1	1
Department of Agriculture	36	36	0	0	0	0	0	0	22	22
Department of Commerce	0	0	0	0	0	0	0	0	0	0
Defense Summary **	885	774	61	51	150	138	2	2	105	63
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0
Defense Commissary Agency	15	9	9	4	7	5	0	0	37	0
Defense Contract Audit Agency	19	11	0	0	1	1	0	0	6	4

Defense Contract Management Agency	1	1	0	0	8	7	0	0	0	0
Defense Education Activity	2	2	0	0	13	13	0	0	0	0
Defense Finance and Accounting Service	6	6	0	0	7	7	0	0	0	0
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	14	13	0	0	0	0	0	0	0	0
Defense Inspector General	1	1	0	0	0	0	0	0	0	0
Defense Intelligence Agency	1	1	0	0	0	0	0	0	0	0
Defense Logistics Agency	27	26	1	1	12	12	0	0	0	0
Defense National Guard Bureau	2	2	0	0	1	1	0	0	0	0
Defense National Imagery and Mapping Agency	9	9	7	7	0	0	0	0	9	6
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0
Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0
Defense Security Service	7	7	0	0	1	1	0	0	1	1
Defense Threat Reduction Agency	1	1	0	0	0	0	0	0	0	0

Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	133	107	20	15	30	22	2	2	0	0
Department of the Army	576	510	24	24	44	43	0	0	51	51
Department of the Navy	71	68	0	0	26	26	0	0	1	1
Department of Education	0	0	0	0	1	1	0	0	0	0
Department of Energy	14	8	0	0	15	11	0	0	3	3
Department of Health and Human Services	7	6	0	0	31	31	0	0	0	0
Department of Housing & Urban Development	11	9	1	1	1	1	0	0	2	2
Department of the Interior	9	8	0	0	9	9	0	0	0	0
Department of Justice	11	10	0	0	70	60	0	0	52	52
Department of Labor	23	23	0	0	0	0	0	0	0	0
Department of State	28	27	2	2	22	20	0	0	7	6
Department of Transportation	0	0	0	0	1	1	0	0	0	0
Department of the Treasury	18	18	6	6	28	28	0	0	0	0
Department of Veterans Affairs	18	18	0	0	44	44	0	0	10	10
Environmental Protection Agency	5	4	0	0	5	4	0	0	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	3	3
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0

Office of Management and Budget	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	1	1	0	0	0	0	0	0	0	0
Federal Communications Commission	1	1	0	0	0	0	0	0	0	0
Federal Deposit Insurance Corporation	5	4	7	1	27	19	0	0	6	5
Federal Election Commission	0	0	0	0	0	0	0	0	0	0
Federal Emergency Management Agency	1	1	0	0	2	2	0	0	0	0
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	2	1	0	0	0	0	0	0	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0

Federal Trade Commission	0	0	0	0	0	0	0	0	0	0
General Services Administration	8	5	1	1	5	5	0	0	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	2	2	0	0	0	0	0	0	0	0
International Trade Commission	1	1	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	12	9	0	0	7	7	0	0	0	0
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	1	1	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	1	1	0	0	0	0
National Labor Relations Board	3	3	0	0	3	2	0	0	2	1
National Science Foundation	0	0	0	0	0	0	0	0	0	0

National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	2	2	0	0	1	1	0	0	0	0
Office of Personnel Management	0	0	0	0	5	5	0	0	0	0
Office of Special Counsel	0	0	0	0	1	1	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	3	3	0	0	1	1
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0
Social Security Administration	2	2	0	0	2	2	0	0	0	0
Tennessee Valley Authority	6	3	0	0	8	4	0	0	0	0
United States Naval Home	1	1	0	0	0	0	0	0	0	0
United States Postal Service	221	199	71	67	379	353	0	0	71	61
United States Soldiers and Airmen's Home	1	1	0	0	0	0	0	0	0	0
United States Tax Court	0	0	1	1	0	0	0	0	0	0
TOTAL	1,336	1,179	150	130	824	756	2	2	285	230

** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.

CABINET AGENCY SUB TOTAL	1,281	1,136	141	127	751	697	2	2	272	219
MID-SIZE AGENCY SUB TOTAL	39	28	8	2	59	46	0	0	7	6
SMALL AGENCY SUB TOTAL	16	15	1	1	14	13	0	0	6	5

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Table XVA
FY 2001 Formal Complaint ADR Activities - Monetary Benefits

Agency or Department	COMPENSATORY DAMAGES			BACKPAY FRONTPAY			LUMP SUM			ATTORNEY'S FEES			OTHER BENEFITS		
	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount	Complaints	Complainants	Amount
Agency for International Development	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Broadcasting Board of Governors	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Central Intelligence Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Commodity Futures Trading Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Consumer Product Safety Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Corporation for National Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Court Services and Offender Supervision Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Department of Agriculture	6	6	$10,000	2	2	$33,458	7	7	$23,836	8	3	$24,412	0	0	$0
Department of Commerce	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Summary **	66	60	$759,618	51	49	$305,387	220	198	$1,653,193	136	124	$1,058,377	11	11	$38,745
Army & Air Force Exchange Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Commissary Agency	4	4	$3,000	0	0	$0	5	3	$7,571	3	3	$2,000	0	0	$0
Defense Contract Audit Agency	0	0	$0	2	1	$3,382	8	3	$22,500	1	1	$550	0	0	$0
Defense Contract Management Agency	0	0	$0	0	0	$0	1	1	$1,234	0	0	$0	0	0	$0
Defense Education Activity	0	0	$0	0	0	$0	1	1	$1,000	0	0	$0	0	0	$0
Defense Finance and Accounting Service	0	0	$0	0	0	$0	2	2	$5,400	0	0	$0	0	0	$0
Defense Human Resources Activity	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Information Systems Agency	5	4	$79,500	5	4	$22,142	3	3	$16,500	3	3	$120,658	0	0	$0

Defense Inspector General	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Intelligence Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Logistics Agency	3	4	$35,500	5	5	$58,508	4	4	$123,000	1	1	$4,000	0	0	$0
Defense National Guard Bureau	0	0	$0	1	1	$12,500	0	0	$0	1	1	$9,000	0	0	$0
Defense National Imagery and Mapping Agency	0	0	$0	2	2	$1,000	7	7	$90,388	5	5	$4,500	0	0	$0
Defense National Security Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Nuclear Facilities Safety Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Office of the Secretary	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Security Service	0	0	$0	1	1	$1,533	5	5	$6,300	0	0	$1,000	0	0	$0
Defense Threat Reduction Agency	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Defense Tricare Management Activity	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Department of the Air Force	6	6	$53,662	5	5	$73,493	17	14	$84,007	27	22	$155,215	7	7	$35,045
Department of the Army	32	26	$232,034	20	20	$61,727	152	140	$1,177,337	79	72	$552,954	4	4	$3,700
Department of the Navy	16	16	$355,922	10	10	$71,102	15	15	$117,956	16	16	$208,500	0	0	$0
Department of Education	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Department of Energy	0	0	$0	1	1	$4,318	4	4	$54,174	8	2	$153,200	0	0	$0
Department of Health and Human Services	0	0	$0	1	1	$5,500	5	4	$95,948	2	1	$5,250	0	0	$0
Department of Housing & Urban Development	0	0	$0	6	6	$87,100	2	2	$31,000	2	2	$5,100	0	0	$0
Department of the Interior	0	0	$0	1	1	$471	8	8	$10,618	0	0	$0	0	0	$0
Department of Justice	2	2	$18,000	0	0	$0	0	0	$0	2	2	$25,000	0	0	$0
Department of Labor	1	1	$250,000	8	8	$530,841	4	4	$61,090	5	5	$151,384	1	1	$18,500
Department of State	3	3	$2,488	11	11	$19,735	14	13	$169,500	11	10	$57,894	3	3	$9,700
Department of Transportation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Department of the Treasury	1	1	$2,500	2	2	$5,555	2	2	$1,818	3	3	$7,125	0	0	$0
Department of Veterans Affairs	4	4	$7,218	0	0	$0	18	18	$13,205	6	6	$4,100	0	0	$0

Environmental Protection Agency	0	0	$0	1	1	$4,898	2	2	$16,000	3	3	$55,000	2	1	$984
Equal Employment Opportunity Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Executive Office of the President Summary**	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Management and Budget	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of National Drug Control Policy	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of U.S. Trade Representative	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Export-Import Bank of the United States	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Farm Credit Administration	0	0	$0	1	1	$2,165	0	0	$0	0	0	$0	0	0	$0
Federal Communications Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Deposit Insurance Corporation	0	0	$0	0	0	$0	4	3	$7,500	0	0	$0	1	1	$1,000
Federal Election Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Emergency Management Agency	0	0	$0	0	0	$0	0	0	$0	1	1	$5,700	0	0	$0
Federal Energy Regulatory Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Housing Finance Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Labor Relations Authority	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Maritime Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Mediation & Conciliation Service	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Reserve Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Retirement Thrift Investment Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Federal Trade Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0

General Services Administration	1	1	$32,600	0	0	$0	3	3	$5,800	5	2	$31,000	0	0	$0
Government Printing Office	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Holocaust Memorial Museum	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
International Boundary & Water Commision	0	0	$0	0	0	$0	2	2	$1,200	0	0	$0	0	0	$0
International Trade Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
John F Kennedy Center for the Arts	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Merit Systems Protection Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Aeronautics & Space Administration	0	0	$0	0	0	$0	6	6	$154,019	4	4	$40,277	0	0	$0
National Archives & Records Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Credit Union Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Endowment for the Arts	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Endowment for the Humanities	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Gallery of Art	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Labor Relations Board	0	0	$0	0	0	$0	2	2	$26	1	1	$4	0	0	$0
National Science Foundation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
National Transportation Safety Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Nuclear Regulatory Commission	0	0	$0	1	1	$3,641	1	1	$1,000	0	0	$0	0	0	$0
Office of Personnel Management	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Office of Special Counsel	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Overseas Private Investment Corporation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Peace Corps	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Pension Benefit Guaranty Corporation	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0

Railroad Retirement Board	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Securities and Exchange Commission	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Selective Service System	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Small Business Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Smithsonian Institution	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Social Security Administration	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
Tennessee Valley Authority	0	0	$0	0	0	$0	5	2	$62,000	0	0	$0	0	0	$0
United States Naval Home	0	0	$0	0	0	$0	1	1	$20,000	1	1	$2,250	0	0	$0
United States Postal Service	17	15	$133,058	21	21	$34,817	64	62	$315,820	33	32	$134,561	21	16	$9,659
United States Soldiers and Airmen's Home	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
United States Tax Court	0	0	$0	0	0	$0	0	0	$0	0	0	$0	0	0	$0
TOTAL	101	93	$1,215,482	107	105	$1,037,886	374	344	$2,697,747	231	202	$1,760,634	39	33	$78,588
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.															
CABINET AGENCY SUB TOTAL	100	92	$1,182,882	104	102	$1,027,182	348	322	$2,430,202	216	190	$1,626,403	36	31	$76,604
MID-SIZE AGENCY SUB TOTAL	1	1	$32,600	1	1	$4,898	20	16	$245,319	13	10	$131,977	3	2	$1,984
SMALL AGENCY SUB TOTAL	0	0	$0	2	2	$5,806	6	6	$22,226	2	2	$2,254	0	0	$0

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Table XVB FY 2001 Formal Complaint ADR Activities - Non-Monetary Benefits

Agency or Department	NEW HIRES		PROMOTIONS		REINSTATEMENTS		EXPUNGEMENTS		TRANSFERS		RESCIND REMOVAL VOLUNTARY RESIGN		REASONABLE ACCOMMODATION		TRAINING		OTHER RELIEF	
	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants	Complaints	Complainants
Agency for International Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Broadcasting Board of Governors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commodity Futures Trading Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumer Product Safety Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporation for National Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Court Services and Offender Supervision Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Agriculture	5	5	7	7	4	4	2	2	4	4	2	2	5	5	7	7	0	0
Department of Commerce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Summary **	14	10	81	70	21	16	125	101	43	41	41	35	50	46	93	71	196	185
Army & Air Force Exchange Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Commissary Agency	9	5	8	5	9	5	5	2	1	1	1	1	3	3	0	0	0	0
Defense Contract Audit Agency	0	0	0	0	0	0	5	4	2	2	3	3	0	0	4	2	12	8
Defense Contract Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Education Activity	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
Defense Finance and Accounting Service	0	0	0	0	0	0	1	1	0	0	0	0	1	1	2	2	2	2
Defense Human Resources Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Information Systems Agency	0	0	0	0	0	0	2	2	1	1	0	0	1	1	0	0	0	0
Defense Inspector General	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Defense Intelligence Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Defense Logistics Agency	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	3	3
Defense National Guard Bureau	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense National Imagery and Mapping Agency	0	0	2	2	0	0	6	6	5	5	2	2	0	0	6	6	0	0
Defense National Security Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Defense Nuclear Facilities Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Office of the Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Defense Security Service	0	0	2	2	0	0	0	0	1	1	0	0	1	1	1	1	0	0
Defense Threat Reduction Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
Defense Tricare Management Activity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Air Force	2	2	10	9	2	2	29	21	1	1	2	2	2	2	5	5	80	73
Department of the Army	3	3	56	49	6	5	65	55	31	29	30	24	39	35	62	42	96	96
Department of the Navy	0	0	3	3	4	4	12	10	1	1	1	1	2	2	12	12	0	0
Department of Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of Energy	0	0	8	2	0	0	1	1	0	0	0	0	0	0	1	1	0	0
Department of Health and Human Services	0	0	0	0	0	0	3	2	2	1	1	1	0	0	2	2	0	0
Department of Housing & Urban Development	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	1	0	0
Department of the Interior	0	0	1	1	0	0	2	2	0	0	0	0	5	4	3	2	0	0
Department of Justice	0	0	1	1	0	0	0	0	1	1	1	1	1	1	2	2	1	1
Department of Labor	10	10	0	0	1	1	0	0	0	0	0	0	0	0	3	3	6	6
Department of State	1	1	12	11	1	1	5	5	4	2	0	0	0	0	6	6	25	21
Department of Transportation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department of the Treasury	0	0	2	2	0	0	1	1	1	1	0	0	1	1	3	3	7	7
Department of Veterans Affairs	0	0	4	4	0	0	6	6	5	5	3	3	7	7	1	1	0	0
Environmental Protection Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	0	0
Equal Employment Opportunity Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office of the President Summary**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Management and Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of National Drug Control Policy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of U.S. Trade Representative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Export-Import Bank of the United States	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Farm Credit Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Communications Commission	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
Federal Deposit Insurance Corporation	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	6	4
Federal Election Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Federal Emergency Management Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Federal Energy Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Housing Finance Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Labor Relations Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0
Federal Maritime Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Mediation & Conciliation Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Reserve Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Retirement Thrift Investment Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Trade Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Services Administration	0	0	5	2	1	1	1	1	0	0	1	1	0	0	1	1	0	0
Government Printing Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Holocaust Memorial Museum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Boundary & Water Commision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Trade Commission	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
John F Kennedy Center for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merit Systems Protection Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Aeronautics & Space Administration	0	0	2	1	0	0	0	0	0	0	0	0	1	1	0	0	4	4
National Archives & Records Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Credit Union Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Arts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Endowment for the Humanities	0	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0
National Gallery of Art	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Labor Relations Board	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	0	0
National Science Foundation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Transportation Safety Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nuclear Regulatory Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Office of Personnel Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office of Special Counsel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas Private Investment Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Peace Corps	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Benefit Guaranty Corporation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Railroad Retirement Board	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Securities and Exchange Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selective Service System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Business Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Smithsonian Institution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Security Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
Tennessee Valley Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
United States Naval Home	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
United States Postal Service	8	8	9	9	14	14	21	21	9	9	12	8	25	22	14	14	48	41
United States Soldiers and Airmen's Home	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
United States Tax Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	38	34	134	112	43	38	169	144	71	66	61	51	98	90	143	118	298	274
** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.																		
CABINET AGENCY SUB TOTAL	38	34	125	107	41	36	166	141	69	64	60	50	96	88	136	113	283	261
MID-SIZE AGENCY SUB TOTAL	0	0	8	4	1	1	1	1	0	0	1	1	1	1	4	3	14	12
SMALL AGENCY SUB TOTAL	0	0	1	1	1	1	2	2	2	2	0	0	1	1	3	2	1	1

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Table XVI
FY 2001 ADR Activities - Training & Resources

Agency or Department	WORK FORCE			BASIC ORIENTATION						RESOURCES			FUNDING AVAILABLE
	TOTAL	ELIGIBLE TO PARTICIPATE	%	TOTAL	TRAINED	%	TOTAL	TRAINED	%	FULL TIME	PART TIME	COLLATERAL DUTY	
Agency for International Development	2,159	2,159	100.00	691	0	0.00	1,468	0	0.00	0	0	1	$1,600
Broadcasting Board of Governors	1,885	1,852	98.25	220	0	0.00	1,632	0	0.00	4	0	8	$10,000
Central Intelligence Agency*	0	0	0.00	0	0	0.00	0	0	0.00	0	1	13	$0
Commodity Futures Trading Commission	538	510	94.80	110	75	68.18	400	202	50.50	0	2	0	$10,000
Consumer Product Safety Commission	479	479	100.00	70	35	50.00	409	265	64.79	0	0	2	$12,750
Corporation for National Service	578	578	100.00	131	82	62.60	447	164	36.69	0	0	4	$60,000
Court Services and Offender Supervision Agency	850	850	100.00	126	52	41.27	724	0	0.00	0	0	0	$1,380
Department of Agriculture	112,445	88,462	78.67	8,900	1,815	20.39	79,562	3,712	4.67	25	18	65	$500,000
Department of Commerce	33,356	34,356	103.00	9,364	9,364	100.00	23,992	23,992	100.00	3	0	0	$97,612
Defense Summary **	749,174	736,814	98.35	84,592	19,221	22.72	659,209	69,548	10.55	364	103	1,660	$900,239
Army & Air Force Exchange Service	43,447	32,873	75.66	6,517	682	10.46	36,930	58	0.16	0	0	140	$18,000
Defense Commissary Agency	16,548	8,560	51.73	1,750	25	1.43	14,798	15	0.10	1	0	0	$35,000

Defense Contract Audit Agency	4,091	4,091	100.00	780	244	31.28	3,311	897	27.09	0	0	46	$0
Defense Contract Management Agency	11,592	11,560	99.72	1,029	726	70.55	11,221	7,676	68.41	4	0	2	$5,000
Defense Education Activity	17,800	17,115	96.15	657	74	11.26	17,115	3,281	19.17	8	0	0	$0
Defense Finance and Accounting Service	16,178	16,178	100.00	1,942	53	2.73	14,236	2	0.01	1	0	30	$0
Defense Human Resources Activity	615	615	100.00	91	0	0.00	524	0	0.00	0	0	0	$0
Defense Information Systems Agency	6,160	6,052	98.25	600	25	4.17	6,052	75	1.24	5	15	25	$5,000
Defense Inspector General	1,266	1,266	100.00	240	0	0.00	1,026	0	0.00	0	1	9	$0
Defense Intelligence Agency*	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0	$0
Defense Logistics Agency	22,070	22,070	100.00	2,087	414	19.84	19,983	5,122	25.63	13	7	59	$0
Defense National Guard Bureau	47,066	47,066	100.00	15,000	2,000	13.33	32,066	5,000	15.59	54	0	250	$10,000
Defense National Imagery and Mapping Agency*	0	0	0.00	0	0	0.00	0	0	0.00	8	0	0	$0
Defense National Security Agency*	0	100	0.00	20	500	2500.00	24	400	1666.67	2	0	2	$900
Defense Nuclear Facilities Safety Board	96	96	100.00	11	2	18.18	85	0	0.00	0	0	3	$4,269
Defense Office of the Secretary	4,629	4,629	100.00	798	6	0.75	3,831	19	0.50	1	0	0	$8,500

Defense Security Service	2,672	2,672	100.00	360	100	27.78	2,312	100	4.33	0	3	0	$2,500
Defense Threat Reduction Agency	992	972	97.98	243	37	15.23	729	111	15.23	1	0	0	$2,500
Defense Tricare Management Activity	161	161	100.00	26	0	0.00	135	1	0.74	0	0	0	$2,500
Department of the Air Force	140,470	140,470	100.00	12,642	6,827	54.00	127,828	17,053	13.34	43	18	157	$44,000
Department of the Army	215,937	227,742	105.47	23,326	4,839	20.75	190,950	19,995	10.47	68	4	553	$288,820
Department of the Navy	197,384	192,526	97.54	16,473	2,667	16.19	176,053	9,743	5.53	155	55	384	$473,250
Department of Education	4,852	4,852	100.00	525	0	0.00	4,327	0	0.00	3	5	0	$0
Department of Energy	14,984	13,895	92.73	3,087	389	12.60	11,897	559	4.70	3	0	62	$146,000
Department of Health and Human Services	65,470	57,242	87.43	7,608	902	11.86	49,634	946	1.91	4	5	44	$292,773
Department of Housing & Urban Development	10,702	10,702	100.00	1,293	44	3.40	9,409	0	0.00	1	0	0	$30,000
Department of the Interior	76,714	69,378	90.44	14,713	1,763	11.98	38,288	1,309	3.42	31	26	150	$167,445
Department of Justice	127,972	127,778	99.85	23,601	1,538	6.52	104,177	892	0.86	9	2	116	$409,800
Department of Labor	16,593	16,593	100.00	2,032	160	7.87	14,561	110	0.76	0	11	2	$375,685
Department of State	16,396	16,396	100.00	6,396	800	12.51	10,000	2,000	20.00	2	0	1	$100,000
Department of Transportation	65,803	65,803	100.00	7,541	5,895	78.17	58,262	6,395	10.98	16	0	141	$17,145
Department of the Treasury	164,394	164,394	100.00	20,252	12,782	63.11	144,142	103,066	71.50	14	4	63	$168,988
Department of Veterans Affairs	225,893	225,893	100.00	20,074	14,453	72.00	205,819	154,364	75.00	0	0	0	$0
Environmental Protection Agency	17,677	17,677	100.00	199	118	59.30	17,478	124	0.71	1	0	12	$4,200

Equal Employment Opportunity Commission	2,924	2,924	100.00	439	6	1.37	2,485	98	3.94	1	0	0	$0
Executive Office of the President Summary**	499	499	100.00	97	0	0.00	402	0	0.00	1	0	0	$15,000
Office of Administration	190	190	100.00	36	0	0.00	154	0	0.00	1	0	0	$5,000
Office of Management and Budget	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0	$0
Office of National Drug Control Policy	118	118	100.00	23	0	0.00	95	0	0.00	0	0	0	$5,000
Office of U.S. Trade Representative	191	191	100.00	38	0	0.00	153	0	0.00	0	0	0	$5,000
Export-Import Bank of the United States	406	406	100.00	70	0	0.00	336	0	0.00	0	0	1	$0
Farm Credit Administration	275	275	100.00	46	46	100.00	229	229	100.00	0	0	0	$9,000
Federal Communications Commission	2,004	2,004	100.00	332	0	0.00	1,672	0	0.00	0	0	0	$0
Federal Deposit Insurance Corporation	6,326	6,326	100.00	974	466	47.84	5,352	12	0.22	0	0	0	$105,068
Federal Election Commission	329	329	100.00	71	71	100.00	258	258	100.00	2	0	3	$10,000
Federal Emergency Management Agency	8,351	8,351	100.00	589	250	42.44	7,762	400	5.15	1	0	2	$0
Federal Energy Regulatory Commission	1,184	1,184	100.00	179	0	0.00	1,005	0	0.00	0	0	0	$0
Federal Housing Finance Board	107	107	100.00	22	0	0.00	85	0	0.00	0	0	0	$0
Federal Labor Relations Authority	198	198	100.00	40	0	0.00	158	0	0.00	0	0	0	$3,065
Federal Maritime Commission	128	128	100.00	36	36	100.00	92	0	0.00	0	0	3	$2,000

Federal Mediation & Conciliation Service	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0	$0
Federal Reserve Board	1,623	1,618	99.69	277	0	0.00	1,341	0	0.00	0	0	0	$10,000
Federal Retirement Thrift Investment Board	100	0	0.00	18	0	0.00	82	0	0.00	0	0	0	$0
Federal Trade Commission	1,048	941	89.79	127	0	0.00	814	0	0.00	0	0	2	$0
General Services Administration	14,215	14,215	100.00	2,470	449	18.18	11,745	611	5.20	2	0	18	$6,246
Government Printing Office	3,031	3,031	100.00	397	0	0.00	2,634	0	0.00	0	2	0	$0
Holocaust Memorial Museum	387	387	100.00	75	71		312	5		0	0	0	$0
International Boundary & Water Commision	280	280	100.00	41	0	0.00	239	0	0.00	0	0	0	$0
International Trade Commission	362	323	89.23	60	0	0.00	302	0	0.00	0	0	0	$665
John F Kennedy Center for the Arts	1,183	0	0.00	89	0	0.00	1,094	0	0.00	0	0	0	$0
Merit Systems Protection Board	233	120	51.50	26	26	100.00	209	209	100.00	0	0	0	$358
National Aeronautics & Space Administration	19,329	19,329	100.00	1,766	1,060	60.02	17,563	10,538	60.00	6	2	25	$100,000
National Archives & Records Administration	2,718	2,718	100.00	500	200	40.00	2,218	888	40.04	0	1	0	$40,000
National Credit Union Administration	1,013	1,013	100.00	151	25	16.56	862	10	1.16	0	0	0	$60,000

National Endowment for the Arts	156	156	100.00	24	0	0.00	132	0	0.00	0	0	1	$0
National Endowment for the Humanities	177	177	100.00	34	0	0.00	143	0	0.00	0	0	0	$0
National Gallery of Art	816	816	100.00	108	0	0.00	708	0	0.00	0	0	0	$0
National Labor Relations Board	2,000	2,000	100.00	420	420	100.00	1,580	1,580	100.00	0	0	1	$0
National Science Foundation	1,292	1,292	100.00	236	0	0.00	1,056	0	0.00	0	0	0	$0
National Transportation Safety Board	416	416	100.00	60	0	0.00	356	0	0.00	0	1	0	$7,000
Nuclear Regulatory Commission	2,924	2,924	100.00	329	30	9.12	2,595	30	1.16	0	2	0	$31,000
Office of Personnel Management	3,582	3,232	90.23	350	350	100.00	3,232	1,456	45.05	0	0	0	$10,000
Office of Special Counsel	109	109	100.00	26	26		83	47		1	0	0	$0
Overseas Private Investment Corporation	186	186	100.00	45	0	0.00	141	0	0.00	0	0	0	$0
Peace Corps	783	783	100.00	64	0	0.00	719	0	0.00	0	0	2	$0
Pension Benefit Guaranty Corporation	754	754	100.00	104	65	62.50	650	120	18.46	0	0	2	$5,000
Railroad Retirement Board	1,177	1,173	99.66	170	81	47.65	1,007	15	1.49	0	0	0	$0
Securities and Exchange Commission	3,052	2,916	95.54	631	631	100.00	2,285	2,285	100.00	4	3	0	$0
Selective Service System	165	165	100.00	3	0	0.00	162	0	0.00	0	0	0	$0
Small Business Administration	4,247	4,247	100.00	701	86	12.27	3,546	97	2.74	0	2	2	$2,100
Smithsonian Institution	6,489	6,489	100.00	1,048	123	11.74	5,441	0	0.00	2	0	2	$0

Social Security Administration	65,596	65,596	100.00	4,495	75	1.67	61,101	0	0.00	2	0	0	$250,000
Tennessee Valley Authority	13,415	13,415	100.00	3,122	90	2.88	10,293	15	0.15	0	0	0	$25,000
United States Naval Home	162	158	97.53	21	0	0.00	137	0	0.00	0	0	0	$10,000
United States Postal Service	817,110	787,538	96.38	13,301	8,339	62.69	774,237	62,703	8.10	205	13	33	$7,600,000
United States Soldiers and Airmen's Home	595	595	100.00	97	0	0.00	498	0	0.00	0	0	0	$10,000
United States Tax Court	236	236	100.00	115	115	100.00	121	121	100.00	0	0	5	$0
TOTAL	2,702,606	2,618,742	96.90	245,921	82,625	33.60	2,365,311	449,375	19.00	707	203	2,446	$11,617,119
* The number of permanent positions is classified information ** Department of Defense and Executive Office of the President summary figures represent only those agencies listed.													
CABINET AGENCY SUB TOTAL	2,501,858	2,420,096	96.73	223,279	77,465	34.69	2,187,516	429,596	19.64	680	187	2,337	$10,805,687
MID-SIZE AGENCY SUB TOTAL	155,645	155,645	100.00	15,364	2,717	17.68	140,281	11,797	8.41	14	4	61	$492,614
SMALL AGENCY SUB TOTAL	45,103	43,001	95.34	7,278	2,443	33.57	37,514	7,982	21.28	13	12	48	$318,818

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF AGRICULTURE

Permanent Work Force: 88,194
Total Work Force: 112,445

- Agriculture's permanent work force participation rate for women was 42.23%, for Blacks was 10.74%, for Hispanics was 5.62%, for Asians/Pacific Islanders was 2.41%, and for American Indians/Alaskan Natives was 2.53%.
- Agriculture's top three major occupational areas are General Business and Industry, Loan Specialist, and Soil Conservation.
    - In the General Business and Industry occupation, the participation rate for women was 83.48%, for Blacks was 12.15%, for Hispanics was 5.21%, for Asians/Pacific Islanders was 0.87%, and for American Indians/Alaskan Natives was 2.34%.
    - In the Loan Specialist occupation, the participation rate for women was 42.45%, for Blacks was 7.48%, for Hispanics was 4.68%, for Asians/Pacific Islanders was 1.02%, and for American Indians/Alaskan Islanders was 1.23%.
    - In the Soil Conservation occupation, the participation rate for women was 20.05%, for Blacks was 7.88%, for Hispanics was 3.51%, for Asians/Pacific Islanders was 0.75%, and for American Indians/Alaskan Natives was 2.58%.
- Agriculture's GS-14 and GS-15 grade level participation rate for women was 24.90%, for Blacks was 8.03%, for Hispanics was 2.75%, for Asians/Pacific Islanders was 3.65%, and for American Indians/Alaskan Natives was 0.94%.
- Agriculture's Senior Pay Level participation rate for women was 24.28%, for Blacks was 11.49%, for Hispanics was 2.61%, for Asians/Pacific Islanders was 1.83%, and for American Indians/ Alaskan Natives was 0.78%.
- People with targeted disabilities were 1.12% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Agriculture completed 53 ADR efforts during the informal EEO process.
- Seven hundred and forty-five individuals filed 806 discrimination complaints.
- In the formal EEO process, Agriculture completed 36 ADR efforts.
- Agriculture settled a total of 259 complaints.
- Agriculture paid $490,830 for corrective actions: $3,597 for front or back pay awards, $79,000 for compensatory damages, and $408,233 for attorney's fees.
- Agriculture issued 179 decisions on the merits. Five findings of discrimination were issued.
- Agriculture took an average of 626 days to process a complaint from filing to closing. The average processing time for a merits decision was 803 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF COMMERCE

Permanent Work Force: 35,008
Total Work Force: 33,356

- Commerce's permanent work force participation rate for women was 47.18%, for Blacks was 17.23%, for Hispanics was 3.35%, for Asians/Pacific Islanders was 6.51%, and for American Indians/Alaskan Natives was 0.54%.
- Commerce's top three major occupational areas are Meteorology, Statistician, and Patent Examining.
    - In the Meteorology occupation, the participation rate for women was 8.95%, for Blacks was 2.35%, for Hispanics was 2.00%, for Asians/Pacific Islanders was 1.92%, and for American Indians/Alaskan Natives was 0.31%.
    - In the Statistician occupation, the participation rate for women was 50.94%, for Blacks was 19.48%, for Hispanics was 4.87%, for Asians/Pacific Islanders was 4.87%, and for American Indians/Alaskan Natives was 0.49%.
    - In the Patent Examining occupation, the participation rate for women was 26.93%, for Blacks was 15.60%, for Hispanics was 3.81%, for Asians/Pacific Islanders was 30.36%, and for American Indians/Alaskan Natives was 0.36%.
- Commerce's GS-14 and GS-15 grade level participation rate for women was 26.23%, for Blacks was 7.06%, for Hispanics was 2.30%, for Asians/Pacific Islanders was 9.14%. and for American Indians/Alaskan Natives was 0.32%.
- Commerce's Senior Pay Level participation rate for women was 23.01%, for Blacks was 7.74%, for Hispanics was 1.83%, for Asians/Pacific Islanders was 3.05%, and for American Indians/ Alaskan Natives was 0.41%.
- People with targeted disabilities were 0.97% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Commerce's EEO Director does not report to the agency head.
- Commerce completed 18 ADR efforts during the informal EEO process; 10 resulted in settlements.
- Two hundred and twenty-three individuals filed 236 discrimination complaints.
- In the formal EEO process, Commerce did not report any completed ADR efforts.
- Commerce settled a total of 122 complaints.
- Commerce paid $594,352 for corrective actions, $529,378 for lump sum payments, and $4,014 for compensatory damages, and $60,959 for attorney's fees.
- Commerce issued 153 decisions on the merits. No findings of discrimination were made.
- Commerce took an average of 368 days to process a complaint from filing to closing. The average processing time for a merits decision was 442 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF DEFENSE DEPARTMENT OF THE AIR FORCE

Permanent Work Force: 144,290
Total Work Force: 140,470

- Air Force's permanent work force participation rate for women was 32.48%, for Blacks was 10.42%, for Hispanics was 7.32%, for Asians/Pacific Islanders was 3.34%, and for American Indians/Alaskan Natives was 1.20%
- Air Force's top three major occupational areas are General Engineering, Electronics Engineering, and Management/Program Analyst.
    - In the General Engineering occupation, the participation rate for women was 11.42%, for Blacks was 2.91%, for Hispanics was 5.30%, for Asians/Pacific Islanders was 6.49%, and for American Indians/Alaskan Natives was 0.74%.
    - In the Electronics Engineering occupation, the participation rate for women was 8.36%, for Blacks was 4.64%, for Hispanics was 4.48%, for Asians/Pacific Islanders was 11.50%, and for American Indians/Alaskan Natives was 0.93%.
    - In the Management/Program Analyst occupation, the participation rate for women was 57.15%, for Blacks was 10.49%, for Hispanics was 5.01%, for Asians/Pacific Islanders was 1.60%, and for American Indians/Alaskan Natives was 1.28%.
- Air Force's GS-14 and GS-15 grade level participation rate for women was 16.91%, for Blacks was 3.14%, for Hispanics was 2.93%, for Asians/Pacific Islanders was 2.17%. and for American Indians/Alaskan Natives was 0.65%.
- Air Force's Senior Pay Level participation rate for women was 11.11%, for Blacks was 1.39%, for Hispanics was 0.46%, for Asians/Pacific Islanders was 3.24%, and for American Indians/ Alaskan Natives was 0.46%.
- People with targeted disabilities were 0.90% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Air Force completed 665 ADR efforts during the informal EEO process; 401 resulted in settlements and withdrawals.
- Five hundred and sixty individuals filed 658 discrimination complaints.
- In the formal EEO process, the Air Force made 185 ADR efforts; 153 resulted in settlements and withdrawals.
- Air Force settled a total of 210 complaints.
- Air Force paid $731,189 for corrective actions: $96,902 for front or back pay awards, $263,896 for lump sum payments, $90,662 for compensatory damages, and $279,729 for attorney's fees.
- Air Force issued 185 decisions on the merits. Eight findings of discrimination were issued.
- Air Force took an average of 449 days to process a complaint from filing to closing. The average

processing time for a merits decision was 704 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF DEFENSE DEPARTMENT OF THE ARMY

Permanent Work Force: 208,792
Total Work Force: 215,937

- Army's permanent work force participation rate for women was 36.62%, for Blacks was 15.10%, for Hispanics was 6.25%, for Asians/Pacific Islanders was 3.79%, and for American Indians/ Alaskan Natives was 1.10%.
- Army's top three major occupational areas are Computer Specialist, General Engineering, and Management/Program Analyst.
    - In the Computer Specialist occupation, the participation rate for women was 38.75%, for Blacks was 13.84%, for Hispanics was 4.56%, for Asians/Pacific Islanders was 4.43%, and for American Indians/Alaska Natives was 0.98%.
    - In the General Engineering occupation, the participation rate for women was 11.88%, for Blacks was 3.86%, for Hispanics was 4.22%, for Asians/Pacific Islanders was 7.63%, and for American Indians/Alaska Natives was 0.46%.
    - In the Management/Program Analyst occupation, the participation rate for women was 63.25%, for Blacks was 13.29%, for Hispanics was 4.23%, for Asians/Pacific Islanders was 3.51%, and for American Indians/Alaska Natives was 1.01%.
- Army's GS-14 and GS-15 grade level participation rate for women was 18.30%, for Blacks was 5.11%, for Hispanics was 2.31%, for Asians/Pacific Islanders was 3.86%, and for American Indians/Alaskan Natives was 0.70%.
- Army's Senior Pay Level participation rate for women was 14.15%, for Blacks was 3.46%, for Hispanics was 0.94%, for Asians/Pacific Islanders was 3.46%, and for American Indians/Alaskan Natives was 0.94%.
- People with targeted disabilities were 0.89% of the total work force. The estimated availability of people with targeted disabilities is 5.95%.
- Army completed 318 ADR efforts during the informal EEO process; 238 resulted in settlements and withdrawals.
- One thousand and thirty-three individuals filed 1,139 discrimination complaints.
- In the formal EEO process, Army made 644 ADR efforts; 600 resulted in settlements and withdrawals.
- Army settled a total of 581 complaints.
- Army paid $3,687,827 for corrective actions: $442,131 for front or back pay awards, $1,958,020 for lump sum payments, $475,906 for compensatory damages, and $811,770 for attorney's fees.
- Army issued 562 decisions on the merits. Twenty-eight findings of discrimination were issued.

- Army took an average of 455 days to process a complaint from filing to closing. The average processing time for a merits decision was 676 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF DEFENSE DEPARTMENT OF THE NAVY

Permanent Work Force: 174,813
Total Work Force: 197,384

- Navy's permanent work force participation rate for women was 31.09%, for Blacks was 13.00%, for Hispanics was 4.35%, for Asians/Pacific Islanders was 9.64%, and for American Indians/ Alaskan Natives was 0.73%.
- Navy's top three major occupational areas are Electronics Engineering, Computer Specialist, and Management/Program Analyst.
    - In the Electronics Engineering occupation, the participation rate for women was 8.55%, for Blacks was 3.64%, for Hispanics was 4.45%, for Asians/Pacific Islanders was 14.60%, and for American Indians/Alaskan Natives was 0.27%.
    - In the Computer Specialist occupation, the participation rate for women was 41.04%, for Blacks was 10.54%, for Hispanics was 3.71%, for Asians/Pacific Islanders was 6.16%, and for American Indians/Alaskan Natives was 0.65%.
    - In the Management/Program Analyst occupation, the participation rate for women was 64.98%, for Blacks was 13.48%, for Hispanics was 3.15%, for Asians/Pacific Islanders was 5.94%, and for American Indians/Alaskan Natives was 0.59%.
- Navy's GS-14 and GS-15 grade level participation rate for women was 16.97%, for Blacks was 3.71%, for Hispanics was 1.83%, for Asians/Pacific Islanders was 4.23%, and for American Indians/Alaskan Natives was 0.37%.
- Navy's Senior Pay Level participation rate for women was 11.98%, for Blacks was 1.83%, for Hispanics was 1.16%, for Asians/Pacific Islanders was 4.66%, and for American Indians/Alaskan Natives was 0.67%.
- People with targeted disabilities were 0.99% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Navy's EEO Director reports to the agency head.
- Navy completed 323 ADR efforts during the informal EEO process; 245 resulted in settlements and withdrawals.
- Eight hundred and fifty-two individuals filed 897discrimination complaints.
- In the formal EEO process, Navy made 97 ADR efforts; 71 resulted in settlements.
- Navy settled a total of 396 complaints.
- Navy paid $2,738,308 for corrective actions: $329,016 for front or back pay awards, $1,079,187 for lump sum payments, $656,146 for compensatory damages, and $673,959 for attorney's fees.
- Navy issued 395 decisions on the merits. Fourteen findings of discrimination were issued.

- The Navy took an average of 577 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,006 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF EDUCATION

Permanent Work Force: 4,411
Total Work Force: 4,852

- Education's permanent work force participation rate for women was 62.98%, for Blacks was 38.35%, for Hispanics was 4.08%, for Asians/Pacific Islanders was 3.49%, and for American Indians/Alaskan Natives was 0.74%.
- Education's top three major occupational areas are Administrators, Education; Equal Opportunity Compliance; and Management/Program Analyst.
    - In the Administrators, Education occupation, the participation rate for women was 65.42%, for Blacks was 32.08%, for Hispanics was 5.22%, for Asians/Pacific Islanders was 2.48%, and for American Indians/Alaskan Natives was 2.48%.
    - In the Equal Opportunity Compliance occupation, the participation rate for women was 58.59%, for Blacks was 41.69%, for Hispanics was 9.57%, for Asians/Pacific Islanders was 3.09%, and for American Indians/Alaskan Natives was 0.56%.
    - In the Management/Program Analyst occupation, the participation rate for women was 69.53%, for Blacks was 40.25%, for Hispanics was 2.27%, for Asians/Pacific Islanders was 1.58%, and for American Indians/Alaskan Natives was 0.39%.
- Education's GS-14 and GS-15 grade level participation rate for women was 48.41%, for Blacks was 20.82%, for Hispanics was 2.87%, for Asians/Pacific Islanders was 2.41%. and for American Indians/Alaskan Natives was 0.78%.
- Education's Senior Pay Level participation rate for women was 36.26%, for Blacks was 16.48%, for Hispanics was 2.20%, for Asians/Pacific Islanders was 3.30%, and for American Indians/ Alaskan Natives was 1.10%.
- People with targeted disabilities were 1.68% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Education's EEO Director does not report to the agency head.
- Education completed 16 ADR efforts during the informal EEO process; 14 resulted in settlements and withdrawals.
- Eighteen individuals filed 18 discrimination complaints.
- In the formal EEO process, Education completed one ADR effort.
- Education settled a total of seven complaints.
- Education paid $137,924 for corrective actions: $4,000 for front or back pay awards, $47,762 for lump sum payments, $86,162 for compensatory damages, and none for attorney's fees.
- Education issued 26 decisions on the merits. No findings of discrimination were made.
- Education took an average of 668 days to process a complaint from filing to closing. The average processing time for a merits decision was 805 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF ENERGY

Permanent Work Force: 15,608
Total Work Force: 14,984

- Energy's permanent work force participation rate for women was 37.92%, for Blacks was 11.10%, for Hispanics was 5.42%, for Asians/Pacific Islanders was 4.16%, and for American Indians/Alaskan Natives was 1.42%.
- Energy's top three major occupational areas are General Engineering, Miscellaneous Administrative and Program, and Management/Program Analyst.
    - In the General Engineering occupation, the participation rate for women was 12.60%, for Blacks was 3.98%, for Hispanics was 7.31%, for Asians/Pacific Islanders was 8.26%, and for American Indians/Alaskan Natives was 1.36%.
    - In the Miscellaneous Administrative and Program occupation, the participation rate for women was 61.27%, for Blacks was 24.16%, for Hispanics was 4.13%, for Asians/Pacific Islanders was 2.33%, and for American Indians/Alaskan Natives was 1.07%.
    - In the Management/Program Analyst occupation, the participation rate for women was 64.79%, for Blacks was 16.82%, for Hispanics was 5.72%, for Asians/Pacific Islanders was 1.78%, and for American Indians/Alaskan Natives was 0.71%.
- Energy's GS-14 and GS-15 grade level participation rate for women was 24.91%, for Blacks was 6.17%, for Hispanics was 4.02%, for Asians/Pacific Islanders was 4.83% and for American Indians/Alaskan Natives was 0.84%.
- Energy's Senior Pay Level participation rate for women was 19.54%, for Blacks was 5.67%, for Hispanics was 2.31%, for Asians/Pacific Islanders was 2.31%, and for American Indians/Alaskan Natives was 0.84%.
- People with targeted disabilities were 0.82% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Energy's EEO Director does not report to the agency head.
- Energy completed 52 ADR efforts during the informal EEO process; 12 resulted in settlements and withdrawals.
- Ninety-two individuals filed 105 discrimination complaints.
- In the formal EEO process, Energy made 29 ADR efforts; 14 resulted in settlements.
- Energy settled a total of 21 complaints.
- Energy paid $364,389 for corrective actions: None for front or back pay awards, $177,539 for lump sum payments, $179,850 for compensatory damages, and $7,000 for attorney's fees.
- Energy issued 39 decisions on the merits. One finding of discrimination was issued.
- Energy took an average of 362 days to process a complaint from filing to closing. The average processing time for a merits decision was 393 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF HEALTH AND HUMAN SERVICES

Permanent Work Force: 52,241
Total Work Force: 65,470

- HHS's permanent work force participation rate for women was 63.79%, for Blacks was 18.84%, for Hispanics was 3.27%, for Asians/Pacific Islanders was 4.81%, and for American Indians/ Alaskan Natives was 17.04%.
- HHS's top three major occupational areas are Nurse, Computer Specialist, and Medical Officer.
    - In the Nurse occupation, the participation rate for women was 89.94%, for Blacks was 4.45%, for Hispanics was 3.05%, for Asians/Pacific Islanders was 2.39%, and for American Indians/Alaskan Natives was 31.82%.
    - In the Computer Specialist occupation, the participation rate for women was 42.25%, for Blacks was 17.19%, for Hispanics was 2.58%, for Asians/Pacific Islanders was 6.33%, and for American Indians/Alaskan Natives was 6.33%.
    - In the Medical Officer occupation, the participation rate for women was 38.50%, for Blacks was 5.81%, for Hispanics was 5.74%, for Asians/Pacific Islanders was 7.85%, and for American Indians/Alaskan Natives was 3.63%.
- HHS's GS-14 and GS-15 grade level participation rate for women was 45.22%, for Blacks was 9.63%, for Hispanics was 2.88%, for Asians/Pacific Islanders was 5.94%. and for American Indians/Alaskan Natives was 2.54%.
- HHS's Senior Pay Level participation rate for women was 30.34%, for Blacks was 8.10%, for Hispanics was 1.91%, for Asians/Pacific Islanders was 4.12%, and for American Indians/Alaskan Natives was 2.50%.
- People with targeted disabilities were 1.18% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- HHS completed 102 ADR efforts during the informal EEO process; 42 resulted in settlements and withdrawals.
- Two hundred and forty-eight individuals filed 262 discrimination complaints.
- In the formal EEO process, HHS made 38 ADR efforts; 7 resulted in settlements.
- HHS settled a total of 105 complaints.
- HHS paid $1,123,845 for corrective actions: $37,562 for front or back pay awards, $890,530 for lump sum payments, $4,500 for compensatory damages, and $191,252 for attorney's fees.
- HHS Services issued 160 decisions on the merits. Four findings of discrimination were issued.
- HHS took an average of 611 days to process a complaint from filing to closing. The average processing time for a merits decision was 836 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Permanent Work Force: 9,727
Total Work Force: 10,702

- HUD's permanent work force participation rate for women was 59.37%, for Blacks was 34.80%, for Hispanics was 7.02%, for Asians/Pacific Islanders was 3.61%, and for American Indians/ Alaskan Natives was 1.06%.
- HUD's top three major occupational areas are General Business and Industry, Miscellaneous Administration and Program, and Management/Program Analyst.
    - In the General Business and Industry occupation, the participation rate for women was 57.45%, for Blacks was 29.00%, for Hispanics was 8.34%, for Asians/Pacific Islanders was 2.77%, and for American Indians/Alaskan Natives was 1.48%.
    - In the Miscellaneous Administration and Program occupation, the participation rate for women was 58.36%, for Blacks was 38.64%, for Hispanics was 3.88%, for Asians/Pacific Islanders was 2.78%, and for American Indians/Alaskan Natives was 0.39%.
    - In the Management/Program Analyst occupation, the participation rate for women was 67.84%, for Blacks was 44.81%, for Hispanics was 3.79%, for Asians/Pacific Islanders was 2.27%, and for American Indians/Alaskan Natives was 0.50%.
- HUD's GS-14 and GS-15 grade level participation rate for women was 42.24%, for Blacks was 26.68%, for Hispanics was 5.04%, for Asians/Pacific Islanders was 3.31%. and for American Indians/Alaskan Natives was 0.73%.
- HUD's Senior Pay Level participation rate for women was 34.53%, for Blacks was 20.14%, for Hispanics was 4.32%, for Asians/Pacific Islanders was 1.44%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.40% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- HUD's EEO Director does not report to the agency head.
- HUD completed 25 ADR efforts during the informal EEO process; 10 resulted in settlements and withdrawals.
- One hundred and thirteen individuals filed 113 discrimination complaints.
- In the formal EEO process, HUD made 13 ADR efforts; 12 resulted in settlements and withdrawals.
- HUD settled a total of 19 complaints.
- HUD paid $86,274 for corrective actions: $17,846 for front or back pay awards, $39,000 for lump sum payments, and $29,428 for attorney's fees.
- HUD issued 76 decisions on the merits. No findings of discrimination were issued.

- HUD took an average of 963 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,014 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF THE INTERIOR

Permanent Work Force: 59,141
Total Work Force: 76,714

- Interior's permanent work force participation rate for women was 38.12%, for Blacks was 6.24%, for Hispanics was 4.98%, for Asians/Pacific Islanders was 1.94%, and for American Indians/Alaskan Natives was 12.07%.
- Interior's top three major occupational areas are Miscellaneous Administration and Program, General Biological Science, and Park Ranger.
    - In the Miscellaneous Administrative and Program occupation, the participation rate for women was 49.40%, for Blacks was 7.35%, for Hispanics was 4.91%, for Asians/Pacific Islanders was 1.50%, and for American Indians/Alaskan Natives was 11.34%.
    - In the General Biological Science occupation, the participation rate for women was 29.59%, for Blacks was 1.12%, for Hispanics was 2.59%, for Asians/Pacific Islanders was 1.59%, and for American Indians/Alaskan Natives was 3.05%.
    - In the Park Ranger occupation, the participation rate for women was 32.75%, for Blacks was 5.63%, for Hispanics was 4.20%, for Asians/Pacific Islanders was 1.67%, and for American Indians/Alaskan Natives was 2.83%.
- Interior's GS-14 and GS-15 grade level participation rate for women was 24.71%, for Blacks was 4.19%, for Hispanics was 2.53%, for Asians/Pacific Islanders was 1.91%. and for American Indians/Alaskan Natives was 7.53%.
- Interior's Senior Pay Level participation rate for women was 29.78%, for Blacks was 4.78%, for Hispanics was 3.31%, for Asians/Pacific Islanders was 1.10%, and for American Indians/Alaskan Natives was 11.03%.
- People with targeted disabilities were 1.03% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Interior's EEO Director does not report to the agency head.
- Interior completed 75 ADR efforts during the informal EEO process; 35 resulted in settlements.
- Three hundred and thirty-three individuals filed 361 discrimination complaints.
- In the formal EEO process, Interior made 18 ADR efforts; 9 resulted in settlements.
- Interior settled a total of 126 complaints.
- Interior paid $1,311,297 for corrective actions: $162,473 for front or back pay awards, $729,332 for lump sum payments, $96,200 for compensatory damages, and $323,292 for attorney's fees.
- Interior issued 197 decisions on the merits. Nine findings of discrimination were issued.
- Interior took an average of 675 days to process a complaint from filing to closing. The average processing time for a merits decision was 726 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF JUSTICE

Permanent Work Force: 122,669
Total Work Force: 127,972

- Justice's permanent work force participation rate for women was 37.73%, for Blacks was 16.09%, for Hispanics was 13.47%, for Asians/Pacific Islanders was 2.90%, and for American Indians/Alaskan Natives was 0.77%.
- Justice's top three major occupational areas are Criminal Investigating, Correctional Officer, and General Attorney.
    - In the Criminal Investigating occupation, the participation rate for women was 14.31%, for Blacks was 6.23%, for Hispanics was 8.89%, for Asians/Pacific Islanders was 2.66%, and for American Indians/Alaskan Natives was 0.46.
    - In the Correctional Officer occupation, the participation rate for women was 13.47%, for Blacks was 24.53%, for Hispanics was 12.19%, for Asians/Pacific Islanders was 1.38%, and for American Indians/Alaskan Natives was 1.45%.
    - In the General Attorney occupation, the participation rate for women was 38.50%, for Blacks was 7.51%, for Hispanics was 4.82%, for Asians/Pacific Islanders was 3.20%, and for American Indians/Alaskan Natives was 0.37%.
- Justice's GS-14 and GS-15 grade level participation rate for women was 31.23%, for Blacks was 9.27%, for Hispanics was 6.42%, for Asians/Pacific Islanders was 2.78%. and for American Indians/Alaskan Natives was 0.45%.
- Justice's Senior Pay Level participation rate for women was 29.50%, for Blacks was 6.53%, for Hispanics was 4.41%, for Asians/Pacific Islanders was 1.94%, and for American Indians/Alaskan Natives was 0.39%.
- People with targeted disabilities were 0.40% of Justice's workforce. The estimated availability of people with targeted disabilities is 5.95%.
- Justice's EEO Director does not report to the agency head.
- Justice completed 99 ADR efforts during the informal EEO process; 43 resulted in settlements and withdrawals.
- Eight hundred and sixty-four individuals filed 960 discrimination complaints.
- In the formal EEO process, Justice made 81 ADR efforts; 11 resulted in settlements.
- Justice settled a total of 150 complaints.
- Justice paid $1,605,395 for corrective actions: $383,878 for front or back pay awards, $526,046 for lump sum payments, $235,697 for compensatory damages, and $459,774 for attorney's fees.
- Justice issued 679 decisions on the merits. Eighteen findings of discrimination were issued.
- Justice took an average of 705 days to process a complaint from filing to closing. The average processing time for a merits decision was 847 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF LABOR

Permanent Work Force: 15,942
Total Work Force: 16,593

- Labor's permanent work force participation rate for women was 49.96%, for Blacks was 24.06%, for Hispanics was 6.80%, for Asians/Pacific Islanders was 3.50%, and for American Indians/Alaskan Natives was 0.71%.
- Labor's top three major occupational areas are Economist, Auditor, and Industrial Hygienist.
    - In the Economist occupation, the participation rate for women was 36.15%, for Blacks was 13.13%, for Hispanics was 3.24%, for Asians/Pacific Islanders was 4.02%, and for American Indians/Alaskan Natives was 0.14%.
    - In the Auditor occupation, the participation rate for women was 41.38%, for Blacks was 31.66%, for Hispanics was 5.55%, for Asians/Pacific Islanders was 8.33%, and for American Indians/Alaskan Natives was 0.27%.
    - In the Industrial Hygienist occupation, the participation rate for women was 36.17%, for Blacks was 11.79%, for Hispanics was 5.22%, for Asians/Pacific Islanders was 3.48%, and for American Indians/Alaskan Natives was 0.38%.
- Labor's GS-14 and GS-15 grade level participation rate for women was 32.21%, for Blacks was 13.84%, for Hispanics was 4.17%, for Asians/Pacific Islanders was 2.44%. and for American Indians/Alaskan Natives was 0.81%.
- Labor's Senior Pay Level participation rate for women was 26.07%, for Blacks was 12.32%, for Hispanics was 3.32%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.95%.
- People with targeted disabilities were 1.19% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Labor's EEO Director does not report to the agency head.
- Labor completed 23 ADR efforts during the informal EEO process; 23 resulted in settlements.
- One hundred and ten individuals filed 143 discrimination complaints.
- In the formal EEO process, Labor made 23 ADR efforts; 23 resulted in settlements.
- Labor settled a total of 26 complaints.
- Labor paid $1,051,815 for corrective actions: $530,841 for front or back pay awards, $79,590 for lump sum payments, $290,000 for compensatory damages, and $151,384 for attorney's fees.
- Labor issued 61 decisions on the merits. No findings of discrimination were issued.
- Labor took an average of 627 days to process a complaint from filing to closing. The average processing time for a merits decision was 794 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF STATE

Permanent Work Force: 13,234
Total Work Force: 16,396

- State's permanent work force participation rate for women was 46.68%, for Blacks was 19.60%, for Hispanics was 3.77%, for Asians/Pacific Islanders was 3.26%, and for American Indians/ Alaskan Natives was 0.42%.
- State's top three major occupational areas are Foreign Affairs, Computer Specialist, and Miscellaneous Administration and Program.
    - In the Foreign Affairs occupation, the participation rate for women was 35.02%, for Blacks was 6.23%, for Hispanics was 4.03%, for Asians/Pacific Islanders was 4.03%, and for American Indians/Alaskan Natives was 0.41%.
    - In the Computer Specialist occupation, the participation rate for women was 24.06%, for Blacks was 17.47%, for Hispanics was 4.39%, for Asians/Pacific Islanders was 3.34%, and for American Indians/Alaskan Natives was 0.47%.
    - In the Miscellaneous Administration and Program occupation, the participation rate for women was 50.35%, for Blacks was 18.29%, for Hispanics was 3.26%, for Asians/Pacific Islanders was 2.04%, and for American Indians/Alaskan Natives was 0.44%.
- State's GS-14 and GS-15 grade level participation rate for women was 30.52%, for Blacks was 6.44%, for Hispanics was 3.96%, for Asians/Pacific Islanders was 3.21%. and for American Indians/Alaskan Natives was 0.37%.
- State's Senior Pay Level participation rate for women was 23.96%, for Blacks was 6.64%, for Hispanics was 2.80%, for Asians/Pacific Islanders was 2.18%, and for American Indians/Alaskan Natives was 0.21%.
- People with targeted disabilities were 0.48% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- State completed 19 ADR efforts during the informal EEO process; 17 resulted in a settlement.
- Forty-eight individuals filed 48 discrimination complaints.
- In the formal EEO process, State made 52 ADR efforts; 30 resulted in a settlements and withdrawals.
- State settled a total of 62 complaints.
- State paid $1,197,410 for corrective actions: $32,779 for front or back pay awards, $673,440 for lump sum payments, $377,776 for compensatory damages and $113,415 for attorney's fees.
- State issued 12 decisions on the merits. Two findings of discrimination were issued.
- State took an average of 710 days to process a complaint from filing to closing. The average processing time for a merits decision was 939 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF TRANSPORTATION

Permanent Work Force: 64,316
Total Work Force: 65,803

- Transportation's permanent work force participation rate for women was 27.58%, for Blacks was 11.35%, for Hispanics was 4.97%, for Asians/Pacific Islanders was 3.20%, and for American Indians/Alaskan Natives was 1.44%.
- Transportation's top three major occupational areas are Air Traffic Control, Transportation Specialist, and Aviation Safety Officer.
    - In the Air Traffic Control occupation, the participation rate for women was 14.90%, for Blacks was 5.32%, for Hispanics was 3.84%, for Asians/Pacific Islanders was 1.36%, and for American Indians/Alaskan Natives was 1.13%.
    - In the Transportation Specialist occupation, the participation rate for women was 11.94%, for Blacks was 10.47%, for Hispanics was 7.15%, for Asians/Pacific Islanders was 4.05%, and for American Indians/Alaskan Natives was 2.25%.
    - In the Aviation Safety Officer occupation, the participation rate for women was 7.04%, for Blacks was 4.55%, for Hispanics was 5.13%, for Asians/Pacific Islanders was 1.72%, and for American Indians/Alaskan Natives was 0.65%.
- Transportation's GS-14 and GS-15 grade level participation rate for women was 21.90%, for Blacks was 8.63%, for Hispanics was 4.30%, for Asians/Pacific Islanders was 3.47%, and for American Indians/Alaskan Natives was 1.20%.
- Transportation's Senior Pay Level participation rate for women was 22.92%, for Blacks was 11.57%, for Hispanics was 2.31%, for Asians/Pacific Islanders was 3.47%, and for American Indians/Alaskan Natives was 0.23%.
- People with targeted disabilities were 0.55% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Transportation completed 209 ADR efforts during the informal EEO process; 160 resulted in settlements and withdrawals.
- Seven hundred and twenty-three individuals filed 735 discrimination complaints.
- In the formal EEO process, Transportation made one ADR effort.
- Transportation settled a total of 154 complaints.
- Transportation paid $89,598 for corrective actions: $9,039 for front or back pay awards, $27,799 for lump sum payments, $19,299 for compensatory damages, and $33,461 for attorney's fees.
- Transportation issued 242 decisions on the merits. Nine findings of discrimination were issued.
- Transportation took an average of 613 days to process a complaint from filing to closing. The average processing time for a merits decision was 730 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF THE TREASURY

Permanent Work Force: 143,588
Total Work Force: 164,394[(1)]

- Treasury's permanent work force participation rate for women was 56.40%, for Blacks was 21.99%, for Hispanics was 8.92%, for Asians/Pacific Islanders was 3.41%, and for American Indians/Alaskan Natives was 0.80%.
- Treasury's top three major occupational areas are Internal Revenue Agent, Criminal Investigator, and Customs Inspector.
    - In the Internal Revenue Agent occupation, the participation rate for women was 42.10%, for Blacks was 11.48%, for Hispanics was 5.57%, for Asians/Pacific Islanders was 6.79%, and for American Indians/Alaskan Natives was 0.63%.
    - In the Criminal Investigator occupation, the participation rate for women was 17.38%, for Blacks was 8.49%, for Hispanics was 9.29%, for Asians/Pacific Islanders was 2.71%, and for American Indians/Alaskan Natives was 1.12%.
    - In the Customs Inspector occupation, the participation rate for women was 22.25%, for Blacks was 8.67%, for Hispanics was 27.72%, for Asians/Pacific Islanders was 4.33%, and for American Indians/Alaskan Natives was 0.65%.
- Treasury's GS-14 and GS-15 grade level participation rate for women was 34.37%, for Blacks was 11.26%, for Hispanics was 4.59%, for Asians/Pacific Islanders was 2.81%, and for American Indians/Alaskan Natives was 0.64%.
- Treasury's Senior Pay Level participation rate for women was 25.70%, for Blacks was 9.99%, for Hispanics was 2.06%, for Asians/Pacific Islanders was 1.17%, and for American Indians/ Alaskan Natives was 0.44%.
- People with targeted disabilities were 1.53% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Treasury completed 143 ADR efforts during the informal EEO process; 77 resulted in settlements and withdrawals.
- One thousand, one hundred and seventy six individuals filed 1,202 complaints.
- In the formal EEO process, Treasury made 52 ADR efforts; 24 resulted in settlements and withdrawal.
- Treasury settled a total of 227 complaints.
- Treasury paid $11,866,672 for corrective actions: $3,101,700 for front or back pay awards, $2,939 for lump sum payments, $590,314 for compensatory damages, and $8,171,719 for attorney's fees.
- Treasury issued 475 decisions on the merits. Eleven findings of discrimination were issued.
- Treasury took an average of 459 days to process a complaint from filing to closing. The average processing time for a merits decision was 685 days.

1. Treasury's total work force includes a large number of temporary employees.

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PROFILE OF SELECTED INDICATORS UNITED STATES POSTAL SERVICE

Permanent Work Force: 727,767
Total Work Force: 817,110

- Postal Service's permanent work force participation rate for women was 37.54%, for Blacks was 21.38%, for Hispanics was 7.38%, for Asians/Pacific Islanders was 6.82%, and for American Indians/Alaskan Natives was 0.55%.
- Postal Service's top four major occupational areas are Postmaster, Postmaster/Supervisors/ Administrators, Clerks and City Carriers.
    - In the Postmaster occupation, the participation rate for women was 55.00%, for Blacks was 3.90%, for Hispanics was 2.90%, for Asians/Pacific Islanders was 1.48%, and for American Indians/Alaskan Natives was 1.38%.
    - In the Supervisors occupation, the participation rate for women was 33.40%, for Blacks was 28.50%, for Hispanics was 7.20%, for Asians/Pacific Islanders was 3.80%, and for American Indians/Alaskan Natives was 4.90%.
    - In the Clerks occupation, the participation rate for women was 54.00%, for Blacks was 24.98%, for Hispanics was 7.06%, for Asians/Pacific Islanders was 9.59%, and for American Indians/Alaskan Natives was 0.57%.
    - In the City Carrier occupation, the participation rate for women was 24.40%, for Blacks was 17.18%, for Hispanics was 9.60%, for Asians/Pacific Islanders was 7.08% and for American Indians/Alaskan Natives was 0.46%.
- Postal Service's GS-14 and GS-15 grade level participation rate for women was 28.94%, for Blacks was 16.83%, for Hispanics was 5.92%, for Asians/Pacific Islanders was 3.40%, and for American Indians/Alaskan Natives was 0.01%.
- Postal Service's Senior Pay Level participation rate for women was 24.30%, for Blacks was 13.62%, for Hispanics was 5.30%, for Asians/Pacific Islanders was 1.92%, and for American Indians/Alaskan Natives was 0.56%.
- People with targeted disabilities were 0.95% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Postal Service completed 15,076 ADR efforts during the informal EEO process; 8,332 resulted in settlements and withdrawals.
- Six thousand seven hundred and nine individuals filed 11,203 complaints.
- In the formal EEO process, Postal Service made 712 ADR efforts; 292 resulted in settlements and withdrawals.
- Postal Service settled a total of 1,895 discrimination complaints.
- Postal Service paid $5,238,803 for corrective actions: $1,429,030 for front or back pay awards, $2,786,255 for compensatory damages, and $1,023,518 attorney's fees.
- Postal Service issued 3,415 on the merits. Ninety findings of discrimination were issued.

- Postal Service took an average of 403 days to process a complaint from filing to closing. The average processing time for a merits decision was 666 days.

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PROFILE OF SELECTED INDICATORS DEPARTMENT OF VETERANS AFFAIRS

Permanent Work Force: 201,343
Total Work Force:225,893

- Veterans Affairs's permanent work force participation rate for women was 57.20%, for Blacks was 24.23%, for Hispanics was 6.27%, for Asians/Pacific Islanders was 5.38%, and for American Indians/Alaskan Natives was 0.85%.
- Veterans Affairs's top three major occupational areas are Nurse, Physician, and Veterans' Claims Examiner.
    - In the Nurse occupation, the participation rate for women was 85.51%, for Blacks was 14.33%, for Hispanics was 5.89%, for Asians/Pacific Islanders was 9.73%, and for American Indians/Alaskan Natives was 0.60%.
    - In the Physician occupation, the participation rate for women was 25.12%, for Blacks was 3.39%, for Hispanics was 5.91%, for Asians/Pacific Islanders was 18.91%, and for American Indians/Alaskan Natives was 0.24%.
    - In the Veterans' Claims Examiner occupation, the participation rate for women was 53.16%, for Blacks was 22.52%, for Hispanics was 5.79%, for Asians/Pacific Islanders was 2.33%, and for American Indians/Alaskan Natives was 1.57%.
- Veterans Affairs's GS-14 and GS-15 grade level participation rate for women was 26.74%, for Blacks was 5.01%, for Hispanics was 5.29%, for Asians/Pacific Islanders was 15.80%, and for American Indians/Alaskan Natives was 0.35%.
- Veterans Affairs's Senior Pay Level participation rate for women was 18.90%, for Blacks was 5.77%, for Hispanics was 3.15%, for Asians/Pacific Islanders was 2.10%, and for American Indians/Alaskan Natives was 1.57%.
- People with targeted disabilities were 1.74% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Veterans Affairs's EEO Director does not report to the agency head.
- Veterans Affairs completed 363 ADR efforts during the informal EEO process; 95 resulted in settlements and withdrawals.
- One thousand seven hundred and eighteen individuals filed 2,147 discrimination complaints.
- In the formal EEO process, Veterans Affairs made 62 ADR efforts; 18 resulted in settlements.
- Veterans Affairs settled a total of 225 complaints.
- Veterans Affairs paid $2,205,424 for corrective actions: $22,324 for front or back pay awards, $998,426 for lump sum payments, $774,420 for compensatory damages, and $410,254 for attorney's fees.
- Veterans Affairs issued 1,181 decisions on the merits. Forty six findings of discrimination were

issued.

- Veterans Affairs took an average of 366 days to process a complaint from filing to closing. The average processing time for a merits decision was 327 days.

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PROFILE OF SELECTED INDICATORS ENVIRONMENTAL PROTECTION AGENCY

Permanent Work Force: 17,456
Total Work Force: 17,677

- EPA's permanent work force participation rate for women was 50.21%, for Blacks was 18.79%, for Hispanics was 4.60%, for Asians/Pacific Islanders was 5.20%, and for American Indians/ Alaskan Natives was 0.80%.
- EPA's top three major occupational areas are Environmental Protection Specialist, Environmental Engineering, and General Physical Science.
    - In the Environmental Protection Specialist occupation, the participation rate for women was 57.24%, for Blacks was 16.03%, for Hispanics was 4.06%, for Asians/Pacific Islanders was 3.88%, and for American Indians/Alaskan Natives was 1.60%.
    - In the Environmental Engineering occupation, the participation rate for women was 28.37%, for Blacks was 7.48%, for Hispanics was 7.12%, for Asians/Pacific Islanders was 10.83%, and for American Indians/Alaskan Natives was 0.36%.
    - In the General Physical Science occupation, the participation rate for women was 34.80%, for Blacks was 6.86%, for Hispanics was 3.87%, for Asians/Pacific Islanders was 4.62%, and for American Indians/Alaskan Natives was 0.84%.
- EPA's GS-14 and GS-15 grade level participation rate for women was 38.07%, for Blacks was 9.39%, for Hispanics was 3.32%, for Asians/Pacific Islanders was 3.60% and for American Indians/Alaskan Natives was 0.45%.
- EPA's Senior Pay Level participation rate for women was 31.51%, for Blacks was 8.22%, for Hispanics was 3.08%, for Asians/Pacific Islanders was 2.40%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 0.99% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- EPA's EEO Director does not report to the agency head.
- EPA completed 16 ADR efforts during the informal EEO process; 8 resulted in settlements.
- Seventy-eight individuals filed 85 discrimination complaints.
- In the formal EEO process, the EPA made 62 ADR efforts; 18 resulted in settlements.
- EPA settled a total of 54 complaints.
- EPA paid $825,009 for corrective actions: $13,418 for front or back pay awards, $348,600 for lump sum payments, $198,344 for compensatory damages, and $264,647 for attorney's fees.
- EPA issued 36 decisions on the merits. No findings of discrimination were issued.
- EPA took an average of 750 days to process a complaint from filing to closing. The average processing time for a merits decision was 430 days.

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PROFILE OF SELECTED INDICATORS FEDERAL DEPOSIT INSURANCE CORPORATION

Permanent Work Force: 6,160
Total Work Force: 6,326

- FDIC's permanent work force participation rate for women was 45.15%, for Blacks was 17.97%, for Hispanics was 3.73%, for Asians/Pacific Islanders was 2.87%, and for American Indians/ Alaskan Natives was 0.73%.
- FDIC's top three major occupational areas are Financial Institution Examining, Financial Analysis, and General Attorney.
    - In the Financial Institution Examining occupation, the participation rate for women was 30.32%, for Blacks was 7.53%, for Hispanics was 3.53%, for Asians/Pacific Islanders was 2.04%, and for American Indians/Alaskan Natives was 0.58%.
    - In the Financial Analysis occupation, the participation rate for women was 38.34%, for Blacks was 12.78%, for Hispanics was 00.0%, for Asians/Pacific Islanders was 6.01%, and for American Indians/Alaskan Natives was 0.00%.
    - In the General Attorney occupation, the participation rate for women was 34.81%, for Blacks was 6.12%, for Hispanics was 3.89%, for Asians/Pacific Islanders was 1.11%, and for American Indians/Alaskan Natives was 0.83%.
- FDIC's GS-14 and GS-15 grade level participation rate for women was 31.83%, for Blacks was 7.87%, for Hispanics was 3.36%, for Asians/Pacific Islanders was 2.50%, and for American Indians/Alaskan Natives was 0.21%.
- FDIC's Senior Pay Level participation rate for women was 26.27%, for Blacks was 7.37%, for Hispanics was 2.76%, for Asians/Pacific Islanders was 1.38%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 0.84% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- FDIC's EEO Director does not report to the agency head.
- FDIC completed 23 ADR efforts during the informal EEO process; 7 resulted in settlements.
- Thirty-eight individuals filed 39 discrimination complaints.
- In the formal EEO process, FDIC made 39 ADR efforts; 12 resulted in settlement and withdrawals.
- FDIC settled a total of 22 complaints.
- FDIC paid $452,692 for corrective actions: $77,649 for front or back pay awards, $40,250 for lump sum payments, $146,250 for compensatory damages, and $188,543 for attorney's fees.
- FDIC issued 34 decisions on the merits. One finding of discrimination was issued.
- FDIC took an average of 752 days to process a complaint from filing to closing. The average

processing time for a merits decision was 1,015 days.

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PROFILE OF SELECTED INDICATORS FEDERAL EMERGENCY MANAGEMENT AGENCY

Permanent Work Force: 2,177
Total Work Force: 8,351[(1)]

- FEMA's permanent work force participation rate for women was 41.48%, for Blacks was 16.95%, for Hispanics was 2.89%, for Asians/Pacific Islanders was 1.93%, and for American Indians/Alaskan Natives was 0.55%.
- FEMA's top three major occupational areas are Miscellaneous Administration and Program, Computer Specialist, and Management/Program Analyst.
    - In the Miscellaneous Administration and Program occupation, the participation rate for women was 37.93%, for Blacks was 12.37%, for Hispanics was 3.18%, for Asians/Pacific Islanders was 1.41%, and for American Indians/Alaskan Natives was 0.71%.
    - In the Computer Specialist occupation, the participation rate for women was 30.50%, for Blacks was 18.44%, for Hispanics was 3.55%, for Asians/Pacific Islanders was 3.55%, and for American Indians/Alaskan Natives was 0.71%.
    - In the Management/Program Analyst occupation, the participation rate for women was 68.87%, for Blacks was 35.85%, for Hispanics was 2.83%, for Asians/Pacific Islanders was 0.94%, and for American Indians/Alaskan Natives was 0.00%.
- FEMA's GS-14 and GS-15 grade level participation rate for women was 29.45%, for Blacks was 35.52%, for Hispanics was 2.30%, for Asians/Pacific Islanders was 1.74%, and for American Indians/Alaskan Natives was 0.38%.
- FEMA's Senior Pay Level participation rate for women was 20.00%, for Blacks was 2.86%, for Hispanics was 0.00%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.01% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- FEMA completed 7 ADR efforts during the informal EEO process; 6 resulted in settlements and withdrawals.
- Thirty-one individuals filed 31 discrimination complaints.
- In the formal EEO process, FEMA completed 3 ADR efforts; one resulted in a settlement.
- FEMA settled a total of 9 complaints.
- FEMA paid $27,700 for corrective actions: $19,000 for lump sum payments, and $8,700 for attorney's fees.
- FEMA issued 13 decisions on the merits. No findings of discrimination were issued.
- FEMA took an average of 838 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,031 days.

1. FEMA's total work force includes a large number of temporary employees.

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PROFILE OF SELECTED INDICATORS GENERAL SERVICES ADMINISTRATION

Permanent Work Force: 14,016
Total Work Force: 14,215

- GSA's permanent work force participation rate for women was 44.58%, for Blacks was 28.33%, for Hispanics was 5.00%, for Asians/Pacific Islanders was 3.84%, and for American Indians/ Alaskan Natives was 1.09%.
- GSA's top three major occupational areas are Contracting, Building Management, and General Business and Industry.
    - In the Contracting occupation, the participation rate for women was 71.98%, for Blacks was 36.40%, for Hispanics was 4.76%, for Asians/Pacific Islanders was 3.20%, and for American Indians/Alaskan Natives was 1.47%.
    - In the Building Management occupation, the participation rate for women was 32.33%, for Blacks was 28.01%, for Hispanics was 5.64%, for Asians/Pacific Islanders was 1.99%, and for American Indians/Alaskan Natives was 0.77%.
    - In the General Business and Industry occupation, the participation rate for women was 46.21%, for Blacks was 16.09%, for Hispanics was 3.53%, for Asians/Pacific Islanders was 2.92%, and for American Indians/Alaskan Natives was 1.70%.
- GSA's GS-14 and GS-15 grade level participation rate for women was 37.19%, for Blacks was 14.91%, for Hispanics was 2.00%, for Asians/Pacific Islanders was 3.02%, and for American Indians/Alaskan Natives was 0.56%.
- GSA's Senior Pay Level participation rate for women was 27.72%, for Blacks was 10.89%, for Hispanics was 1.98%, for Asians/Pacific Islanders was 1.98%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.38% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- GSA completed 25 ADR efforts during the informal EEO process; 10 resulted in settlements and withdrawals.
- One hundred and fifteen individuals filed 127 discrimination complaints.
- In the formal EEO process, GSA made 14 ADR efforts; 9 resulted in settlements and withdrawals.
- GSA settled a total of 28 complaints.
- GSA paid $309,187 for corrective actions: $23,177 for front or back pay awards, $79,350 for lump sum payments, $106,350 for compensatory damages, and $100,310 for attorney's fees.
- GSA issued 40 decisions on the merits. One finding of discrimination was issued.
- GSA took an average of 511 days to process a complaint from filing to closing. The average processing time for a merits decision was 696 days.

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PROFILE OF SELECTED INDICATORS NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Permanent Work Force: 18,568
Total Work Force: 19,329

- NASA's permanent work force participation rate for women was 33.60%, for Blacks was 10.78%, for Hispanics was 4.88%, for Asians/Pacific Islanders was 5.46%, and for American Indians/Alaskan Natives was 0.87%.
- NASA's top three major occupational areas are Aerospace Engineering, Electronics Engineering, and General Engineering.
    - In the Aerospace Engineering occupation, the participation rate for women was 15.43%, for Blacks was 5.30%, for Hispanics was 4.74%, for Asians/ Pacific Islanders was 7.25%, and for American Indians/Alaskan Natives was 0.63%.
    - In the Electronics Engineering occupation, the participation rate for women was 14.41%, for Blacks was 7.05%, for Hispanics was 6.04%, for Asians/Pacific Islanders was 10.08%, and for American Indians/Alaskan Natives was 2.31%.
    - In the General Engineering occupation, the participation rate for women was 21.12%, for Blacks was 5.88%, for Hispanics was 5.14%, for Asians/Pacific Islanders was 5.21%, and for American Indians/Alaskan Natives was 0.73%.
- NASA's GS-14 and GS-15 grade level participation rate for women was 18.78%, for Blacks was 4.77%, for Hispanics was 3.98%, for Asians/Pacific Islanders was 5.58%, and for American Indians/Alaskan Natives was 0.74%.
- NASA's Senior Pay Level participation rate for women was 18.24%, for Blacks was 6.98%, for Hispanics was 2.25%, for Asians/Pacific Islanders was 3.83%, and for American Indians/Alaskan Natives was 0.68%.
- People with targeted disabilities were 0.97% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- NASA completed 15 ADR efforts during the informal EEO process; 14 resulted in settlements.
- Fifty-one individuals filed 55 discrimination complaints.
- In the formal EEO process, NASA made 19 ADR efforts; 12 resulted in settlements.
- NASA settled a total of 29 complaints.
- NASA paid $599,981 for corrective actions: $250,878 for front and back pay awards, $236,325 for lump sum payments, $15,000 for compensatory damages, and $97,777 for attorney's fees.
- NASA issued 19 decisions on the merits. No findings of discrimination were issued.
- NASA took an average of 512 days to process a complaint from filing to closing. The average processing time for a merits decision was 680 days.

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PROFILE OF SELECTED INDICATORS SMALL BUSINESS ADMINISTRATION

Permanent Work Force: 3,339
Total Work Force: 4,247

- SBA's permanent work force participation rate for women was 54.69%, for Blacks was 23.83%, for Hispanics was 9.67%, for Asians/Pacific Islanders was 3.65%, and for American Indians/ Alaskan Natives was 0.68%.
- SBA's top three major occupational areas are Loan Specialist, General Business and Industry, and General Attorney.
    - In the Loan Specialist occupation, the participation rate for women was 37.36%, for Blacks was 14.21%, for Hispanics was 11.22%, for Asians/ Pacific Islanders was 2.45%, and for American Indians/Alaskan Natives was 0.52%.
    - In the General Business and Industry occupation, the participation rate for women was 60.65%, for Blacks was 28.02%, for Hispanics was 13.29%, for Asians/Pacific Islanders was 4.17%, and for American Indians/Alaskan Natives was 0.76%.
    - In the General Attorney occupation, the participation rate for women was 43.69%, for Blacks was 8.55%, for Hispanics was 4.05%, for Asians/Pacific Islanders was 4.95%, and for American Indians/Alaskan Natives was 0.00%.
- SBA's GS-14 and GS-15 grade level participation rate for women was 35.40%, for Blacks was 14.31%, for Hispanics was 7.24%, for Asians/Pacific Islanders was 3.40%, and for American Indians/Alaskan Natives was 0.00%.
- SBA's Senior Pay Level participation rate for women was 38.46%, for Blacks was 23.08%, for Hispanics was 7.69%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.02% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- SBA completed 19 ADR efforts during the informal EEO process; 10 resulted in settlements and withdrawals.
- Thirty individuals filed 30 complaints.
- In the formal EEO process, the SBA made 3 ADR efforts: none resulted in a settlement.
- SBA settled a total of 13 discrimination complaints.
- SBA paid $268,789 for corrective actions: $55,824 for front or back pay awards, $147,860 for lump sum payments, and $65,105 for attorney's fees.
- SBA issued 13 decisions on the merits. Two findings of discrimination were issued.
- SBA took an average of 811 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,280 days.

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PROFILE OF SELECTED INDICATORS SMITHSONIAN INSTITUTION

Permanent Work Force: 4,595
Total Work Force: 6,489

- Smithsonian's permanent work force participation rate for women was 41.72%, for Blacks was 39.12%, for Hispanics was 2.89%, for Asians/Pacific Islanders was 1.84%, and for American Indians/Alaskan Natives was 1.24%.
- Smithsonian's top three major occupation areas are Museum Curator, Miscellaneous Administrative and Program, and General Arts and Information.
    - In the Museum Curator occupation, the participation rate for women was 52.10%, for Blacks was 2.52%, for Hispanics was 1.68%, for Asians/Pacific Islanders was 1.68%, and for American Indians/Alaskan Natives was 0.84%.
    - In the Miscellaneous Administrative and Program occupation, the participation rate for women was 76.07%, for Blacks was 28.70%, for Hispanics was 2.39%, for Asians/Pacific Islanders was 1.43%, and for American Indians/Alaskan Natives was 2.87%.
    - In the General Arts and Information occupation, the participation rate for women was 67.40%, for Blacks was 10.44%, for Hispanics was 1.89%, for Asians/ Pacific Islanders was 2.21%, and for American Indians/Alaskan Natives was 7.27%.
- Smithsonian's GS-14 and GS-15 grade level participation rate for women was 36.75%, for Blacks was 4.33%, for Hispanics was 2.28%, for Asians/Pacific Islanders was 2.05%, and for American Indians/Alaskan Natives was 1.59%.
- Smithsonian's Senior Pay Level participation rate for women was 24.17%, for Blacks was 4.17%, for Hispanics was 0.83%, for Asians/Pacific Islanders was 3.33%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 0.70% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- Smithsonian's EEO Director does not report to the agency head.
- Smithsonian completed 4 ADR efforts during the informal EEO process; 3 resulted in settlements and withdrawals.
- Fifteen individuals filed 15 discrimination complaints.
- In the formal EEO process, the Smithsonian did not complete any ADR efforts.
- Smithsonian settled a total of 3 complaints.
- Smithsonian paid $17,500 for corrective actions: $7,000 for compensatory damages, and $10,500 for attorney's fees.
- Smithsonian issued 28 decisions on the merits. No findings of discrimination were issued.
- Smithsonian took an average of 1,065 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,271 days.

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PROFILE OF SELECTED INDICATORS SOCIAL SECURITY ADMINISTRATION

Permanent Work Force: 63,178
Total Work Force: 65,596

- SSA's permanent work force participation rate for women was 70.75%, for Blacks was 26.84%, for Hispanics was 10.77%, for Asians/Pacific Islanders was 2.81%, and for American Indians/ Alaskan Natives was 1.15%.
- SSA's top three major occupational areas are General Claims Examining, Social Insurance Administration, and Contact Representative.
    - In the General Claims Examining occupation, the participation rate for women was 77.61%, for Blacks was 59.35%, for Hispanics was 2.80%, for Asians/Pacific Islanders was 1.95%, and for American Indians/Alaskan Natives was 0.30%.
    - In the Social Insurance Administration occupation, the participation rate for women was 68.97%, for Blacks was 18.64%, for Hispanics was 12.20%, for Asians/Pacific Islanders was 2.71%, and for American Indians/Alaskan Natives was 1.33%.
    - In the Contact Representative occupation, the participation rate for women was 79.92%, for Blacks was 31.13%, for Hispanics was 20.94%, for Asians/Pacific Islanders was 4.03%, and for American Indians/Alaskan Natives was 1.34%.
- SSA's GS-14 and GS-15 grade level participation rate for women was 41.95%, for Blacks was 16.15%, for Hispanics was 5.66%, for Asians/Pacific Islanders was 1.68%, and for American Indians/Alaskan Natives was 1.30%.
- SSA's Senior Pay Level participation rate for women was 14.80%, for Blacks was 5.88%, for Hispanics was 5.08%, for Asians/Pacific Islanders was 0.98%, and for American Indians/Alaskan Natives was 1.25%.
- People with targeted disabilities were 2.32% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- SSA's EEO Director does not report to the agency head.
- SSA completed 20 ADR efforts during the informal EEO process; 12 resulted in settlements.
- Four hundred and eighty individuals filed 544 discrimination complaints.
- In the formal EEO process, SSA completed 4 ADR efforts; 2 resulted in settlements.
- SSA settled a total of 113 complaints.
- SSA paid $848,180 for corrective actions: $15,991 for front or back pay awards, $445,299 for lump sum payments, $142,000 for compensatory damages, and $244,890 for attorney's fees.
- SSA issued 246 decisions on the merits. Four findings of discrimination were issued.
- SSA took an average of 539 days to process a complaint from filing to closing. The average processing time for a merits decision was 607 days.

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PROFILE OF SELECTED INDICATORS TENNESSEE VALLEY AUTHORITY

Permanent Work Force: 13,430
Total Work Force: 13,415

- TVA's permanent work force participation rate for women was 20.88%, for Blacks was 9.35%, for Hispanics was 0.39%, for Asians/Pacific Islanders was 0.84%, and for American Indians/ Alaskan Natives was 0.79%.
- TVA did not identify any major occupational areas. The greatest number of employees are in the Professional and Administrative categories. TVA's occupations are designated as entry-level, mid-level and senior-level.
    - In the Professional category, the participation rate for women was 21.74%, for Blacks was 6.73%, for Hispanics was 0.40%, for Asians/Pacific Islanders was 1.57%, and for American Indians/Alaskan Natives was 0.64%.
    - In the Administrative category, the participation rate for women was 84.04%, for Blacks was 14.26%, for Hispanics was 0.19%, for Asians/Pacific Islanders was 0.19%, and for American Indians/Alaskan Natives was 1.48%.
- TVA's Senior Pay Level participation rate for women was 14.62%, for Blacks was 4.68%, for Hispanics was 0.58%, for Asians/Pacific Islanders was 0.88%, and for American Indians/Alaskan Natives was 0.29%.
- People with targeted disabilities were 0.61% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- TVA's EEO Director does not report directly to the agency head.
- TVA completed 19 ADR efforts during the informal EEO process; 10 resulted in settlements and withdrawals.
- Fifty-eight individuals filed 59 discrimination complaints.
- In the formal EEO process, TVA made 14 ADR efforts; 6 resulted in settlements.
- TVA settled a total of 15 complaints.
- TVA paid $69,765 for corrective actions: $65,265 for lump sum payments, and $4,500 for attorney's fees.
- TVA issued 26 decisions on the merits. No findings of discrimination were issued.
- TVA took an average of 463 days to process a complaint from filing to closing. The average processing time for a merits decision was 516 days.

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PROFILE OF SELECTED INDICATORS AGENCY FOR INTERNATIONAL DEVELOPMENT

Permanent Work Force: 1,745
Total Work Force: 2,159

- AID's permanent work force participation rate for women was 49.23%, for Blacks was 28.71%, for Hispanics was 3.09%, for Asians/Pacific Islanders was 3.83%, and for American Indians/ Alaskan Natives was 0.40%.
- AID's top three major occupational areas are Miscellaneous Administration and Program, Management/Program Analysis, and Auditor.
    - In the Miscellaneous Administration and Program occupation, the participation rate for women was 53.51%, for Blacks was 29.72%, for Hispanics was 2.16%, for Asians/Pacific Islanders was 1.08%, and for American Indians/Alaskan Natives was 0.00%.
    - In the Management/Program Analysis occupation, the participation rate for women was 52.09%, for Blacks was 25.14%, for Hispanics was 1.79%, for Asians/Pacific Islanders was 2.69%, and for American Indians/Alaskan Natives was 1.19%.
    - In the Auditor occupation, the participation rate for women was 32.74%, for Blacks was 31.85%, for Hispanics was 2.65%, for Asians/Pacific Islanders was 7.96%, and for American Indians/Alaskan Natives was 0.00%.
- AID's GS-14 and GS-15 grade level participation rate for women was 34.37%, for Blacks was 10.92%, for Hispanics was 3.00%, for Asians/Pacific Islanders was 4.60%, and for American Indians/Alaskan Natives was 0.21%.
- AID's Senior Pay Level participation rate for women was 31.94%, for Blacks was 12.50%, for Hispanics was 3.47%, for Asians/Pacific Islanders was 2.08%, and for American Indians/Alaskan Natives was 0.69%.
- People with targeted disabilities were 0.69% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- AID did not report any ADR efforts during the informal EEO process.
- Six individuals filed 10 discrimination complaints.
- In the formal EEO process, AID completed two ADR efforts; one resulted in a settlement.
- AID settled 2 complaints.
- AID paid $2,500 for corrective actions. The entire amount was for front or back pay awards.
- AID issued 6 decisions on the merits. No findings of discrimination were issued.
- AID took an average of 953 days to process a complaint from filing to closing. The average processing time for a merits decision was 1,046 days.

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PROFILE OF SELECTED INDICATORS EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Permanent Work Force: 2,866
Total Work Force: 2,924

- EEOC's permanent work force participation rate for women was 65.67%, for Blacks was 44.98%, for Hispanics was 12.57%, for Asians/Pacific Islanders was 3.28%, and for American Indians/Alaskan Natives was 0.56%.
- EEOC's top two major occupational areas are General Attorney and General Investigating.
    - In the General Attorney occupation, the participation rate for women was 57.84%, for Blacks was 24.45%, for Hispanics was 9.61%, for Asians/Pacific Islanders was 4.55%, and for American Indians/Alaskan Natives was 0.00%.
    - In the General Investigating occupation, the participation rate for women was 60.29%, for Blacks was 44.85%, for Hispanics was 16.45%, for Asians/Pacific Islanders was 2.75%, and for American Indians/Alaskan Natives was 0.45%.
- EEOC's GS-14 and GS-15 grade level participation rate for women was 51.64%, for Blacks was 29.61%, for Hispanics was 9.38%, for Asians/Pacific Islanders was 3.29%, and for American Indians/Alaskan Natives was 0.16%.
- EEOC's Senior Pay Level participation rate for women was 50.00%, for Blacks was 39.47%, for Hispanics was 13.16%, for Asians/Pacific Islanders was 2.63%, and for American Indians/ Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.71% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- EEOC completed 4 ADR efforts during the informal EEO process; 2 resulted in settlements.
- Thirty-five individuals filed 35 discrimination complaints.
- In the formal EEO process, EEOC reported no ADR efforts.
- EEOC settled a total of 5 complaints.
- EEOC paid $14,900 for corrective actions: $3,000 for front or back pay awards, $4,000 for lump sum payments, and $7,900 for attorney's fees.
- EEOC issued 9 decisions on the merits. No findings of discrimination were issued.
- EEOC took an average of 527 days to process a complaint from filing to closing. The average processing time for a merits decision was 915 days.

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PROFILE OF SELECTED INDICATORS GOVERNMENT PRINTING OFFICE

Permanent Work Force: 3,001
Total Work Force: 3,031

- GPO, while not required to report to EEOC, voluntarily complies with EEO-MD-713 and EEO-MD-714.
- GPO's permanent work force participation rate for women was 42.14%, for Blacks was 59.48%, for Hispanics was 2.03%, for Asians/Pacific Islanders was 0.90%, and for American Indians/ Alaskan Natives was 0.27%.
- GPO's major occupational area is Printing Management.
    - In the Printing Management occupation, the participation rate for women was 37.24%, for Blacks was 27.79%, for Hispanics was 1.43%, for Asians/Pacific Islanders was 0.85%, and for American Indians/Alaskan Natives was 0.57%.
- GPO's GS-14 and GS-15 grade level participation rate for women was 9.60%, for Blacks was 19.20%, for Hispanics was 0.80%, for Asians/Pacific Islanders was 1.60%, and for American Indians/Alaskan Natives was 0.80%.
- GPO's Senior Pay Level participation rate for women was 4.35%, for Blacks was 4.35%, for Hispanics was 4.35%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.49% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- GPO completed one ADR effort during the informal EEO process.
- Thirty individuals filed 31 discrimination complaints, a 178% increase from the number of complaints filed in FY 1999 and a 171% increase from the number of individuals filing complaints.
- In the formal EEO process, GPO reported no ADR efforts.
- GPO settled a total of two complaints.
- GPO paid $3,255 for corrective actions: The entire amount was awarded for lump sum payments.
- GPO issued 11 decisions on the merits. No findings of discrimination were issued.
- GPO took an average of 476 days to process a complaint from filing to closing. The average processing time for a merits decision was 734 days.

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PROFILE OF SELECTED INDICATORS NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

Permanent Work Force: 2,585
Total Work Force: 2,718

- NARA's permanent work force participation rate for women was 54.58%, for Blacks was 32.06%, for Hispanics was 1.50%, for Asians/Pacific Islanders was 2.20%, and for American Indians/Alaskan Natives was 0.34%.
- NARA's major occupational area is Archivist.
    - In the Archivist occupation, the participation rate for women was 34.79%, for Blacks was 7.01%, for Hispanics was 0.29%, for Asians/Pacific Islanders was 0.29%, and for American Indians/Alaskan Natives was 0.29%.
- NARA's GS-14 and GS-15 grade level participation rate for women was 27.38%, for Blacks was 16.20%, for Hispanics was 0.00%, for Asians/Pacific Islanders was 3.18%, and for American Indians/Alaskan Natives was 0.63%.
- NARA's Senior Pay Level participation rate for women was 7.69%, for Blacks was 0.00%, for Hispanics was 0.00%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 2.05% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- NARA completed 13 ADR efforts during the informal EEO process; 10 resulted in settlements.
- Nineteen complainants filed 18 discrimination complaints.
- In the formal EEO process, NARA did not report any completed ADR efforts.
- NARA settled 6 complaints.
- NARA paid $40,255 for corrective actions: $25,000 for lump sum payments, $5,000 for compensatory damages, and $10,255 for attorney's fees.
- NARA issued no decisions on the merits.
- NARA took an average of 558 days to process a complaint from filing to closing.

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PROFILE OF SELECTED INDICATORS NATIONAL LABOR RELATIONS BOARD

Permanent Work Force: 2,019
Total Work Force: 2,000

- NLRB's permanent work force participation rate for women was 60.57%, for Blacks was 21.79%, for Hispanics was 16.74%, for Asians/Pacific Islanders was 1.93%, and for American Indians/ Alaskan Natives was 0.30%.
- NLRB's top two major occupational areas are General Attorney and Labor- Management Relations Examining.
    - In the General Attorney occupation, the participation rate for women was 50.73%, for Blacks was 11.08%, for Hispanics was 6.03%, for Asians/Pacific Islanders was 1.72%, and for American Indians/Alaskan Natives was 0.36%.
    - In the Labor-Management Relations Examining occupation, the participation rate for women was 44.24%, for Blacks was 8.95%, for Hispanics was 6.64%, for Asians/Pacific Islanders was 1.53%, and for American Indians/Alaskan Natives was 0.00%.
- NLRB's GS-14 and GS-15 grade level participation rate for women was 44.91%, for Blacks was 11.40%, for Hispanics was 4.80%, for Asians/Pacific Islanders was 1.51%, and for American Indians/Alaskan Natives was 0.13%.
- NLRB's Senior Pay Level participation rate for women was 17.39%, for Blacks was 6.09%, for Hispanics was 3.48%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 0.79% of the work force. The estimated availability for people with targeted disabilities is 5.95%.
- The NLRB completed two ADR efforts during the informal EEO process; one resulted in a settlement.
- Twenty individuals filed 24 discrimination complaints.
- In the formal EEO process, the NLRB completed 6 ADR efforts; 3 resulted in settlements.
- The NLRB settled 6 complaints.
- The NLRB paid $46,000 for corrective actions: $4,000 for front or back pay awards, $38,000 for lump sum payments, and $4,000 for attorney's fees.
- The NLRB issued 4 decisions on the merits. No findings of discrimination were issued.
- The NLRB took an average of 305 days to process a complaint from filing to closing. The average processing time for a merits decision was 966 days.

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PROFILE OF SELECTED INDICATORS NUCLEAR REGULATORY COMMISSION

Permanent Work Force: 2,785
Total Work Force: 2,924

- NRC's permanent work force participation rate for women was 37.41%, for Blacks was 12.92%, for Hispanics was 3.15%, for Asians/Pacific Islanders was 7.03%, and for American Indians/ Alaskan Natives was 0.28%.
- NRC's top three major occupational areas are General Engineering, Nuclear Engineering, and Health Physics.
    - In the General Engineering occupation, the participation rate for women was 11.11%, for Blacks was 4.90%, for Hispanics was 4.90%, for Asians/Pacific Islanders was 11.60%, and for American Indians/Alaskan Natives was 0.16%.
    - In the Nuclear Engineering occupation, the participation rate for women was 6.95%, for Blacks was 2.39%, for Hispanics was 3.83%, for Asians/Pacific Islanders was 4.79%, and for American Indians/Alaskan Natives was 0.47%.
    - In the Health Physics occupation, the participation rate for women was 25.12%, for Blacks was 8.86%, for Hispanics was 3.94%, for Asians/Pacific Islanders was 4.92%, and for American Indians/Alaskan Natives was 0.00%.
- NRC's GS-14 and GS-15 grade level participation rate for women was 19.94%, for Blacks was 6.25%, for Hispanics was 1.69%, for Asians/Pacific Islanders was 9.19%, and for American Indians/Alaskan Natives was 0.29%.
- NRC's Senior Pay Level participation rate for women was 12.76%, for Blacks was 5.10%, for Hispanics was 1.53%, for Asians/Pacific Islanders was 5.10%, and for American Indians/Alaskan Natives was 0.00%.
- People with targeted disabilities were 1.11% of the work force. The estimated availability for people with targeted disabilities is 5.95%.
- NRC's EEO Director does not report to the agency head.
- The NRC completed 7 ADR effort during the informal EEO process, 4 resulted in settlements and withdrawals.
- Fifteen individuals filed 15 discrimination complaints.
- In the formal EEO process, the NRC made 3 ADR efforts, 2 resulted in settlements.
- The NRC settled a total of 7 complaints.
- The NRC paid $20,186 for corrective actions: The entire amount was for lump sum payments.
- The NRC issued 2 decisions on the merits. No findings of discrimination were issued.
- The NRC took an average of 288 days to process a complaint from filing to closing. The average processing time for a merits decision was 371 days.

Tables

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- Employment of Workers in PATCOB Categories
- Disability Program

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The U.S. Equal Employment Opportunity Commission

PROFILE OF SELECTED INDICATORS OFFICE OF PERSONNEL MANAGEMENT

Permanent Work Force: 3,441
Total Work Force: 3,582

- OPM's permanent work force participation rate for women was 63.27%, for Blacks was 29.73%, for Hispanics was 3.69%, for Asians/Pacific Islanders was 2.01%, and for American Indians/ Alaskan Natives was 0.55%.
- OPM's top three major occupational areas are Personnel Management Specialist, Federal Retirement Benefits Specialist, and Contact Representative.
    - In the Personnel Management Specialist occupation, the participation rate for women was 63.29%, for Blacks was 24.68%, for Hispanics was 6.64%, for Asians/Pacific Islanders was 2.84%, and for American Indians/Alaskan Natives was 0.63%.
    - In the Federal Retirement Benefits Specialist occupation, the participation rate for women was 69.61%, for Blacks was 40.33%, for Hispanics was 1.93%, for Asians/Pacific Islanders was 0.55%, and for American Indians/Alaskan Natives was 0.00%.
    - In the Contact Representative occupation, the participation rate for women was 80.07%, for Blacks was 38.24%, for Hispanics was 1.19%, for Asians/Pacific Islanders was 1.19%, and for American Indians/Alaskan Natives was 0.39%.
- OPM's GS14 & GS 15 grade level participation rate for women was 40.34%, for Blacks was 14.12%, for Hispanics was 5.47%, for Asians/Pacific Islanders was 2.01%, and for American Indians/Alaskan Natives was 0.00%.
- OPM's Senior Pay Level participation rate for women was 39.02%, for Blacks was 4.88%, for Hispanics was 4.88%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 2.44%.
- People with targeted disabilities were 1.19% of the total work force. The estimated availability for people with targeted disabilities is 5.95%.
- OPM's EEO Director does not report to the agency head.
- OPM did not report any completed ADR efforts during the informal EEO process.
- Twenty-eight individuals filed 28 discrimination complaints.
- In the formal EEO process, OPM completed 5 ADR efforts.
- OPM settled a total of 6 complaints.
- OPM paid $91,500 for corrective actions. The entire amount was for lump sum payments.
- No findings of discrimination were issued.
- OPM took an average of 201 days to process a complaint from filing to closing. The average processing time for a merits decision was 125 days.

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- EEO Indicators
- Employment of Workers in PATCOB Categories
- Disability Program

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The U.S. Equal Employment Opportunity Commission

PROFILE OF SELECTED INDICATORS SECURITIES AND EXCHANGE COMMISSION

Permanent Work Force: 2,913
Total Work Force: 3,052

- SEC's permanent work force participation rate for women was 50.26%, for Blacks was 22.65%, for Hispanics was 4.08%, for Asians/Pacific Islanders was 6.24%, and for American Indians/ Alaskan Natives was 0.24%.
- SEC's top three major occupational areas are Auditor, General Attorney, and Securities Compliance Examining.
    - In the Auditor occupation, the participation rate for women was 38.03%, for Blacks was 7.50%, for Hispanics was 5.53%, for Asians/Pacific Islanders was 8.39%, and for American Indians/Alaskan Natives was 0.35%.
    - In the General Attorney occupation, the participation rate for women was 41.99%, for Blacks was 8.12%, for Hispanics was 3.41%, for Asians/Pacific Islanders was 5.68%, and for American Indians/Alaskan Natives was 0.24%.
    - In the Securities Compliance Examining occupation, the participation rate for women was 47.05%, for Blacks was 8.02%, for Hispanics was 8.02%, for Asians/Pacific Islanders was 14.97%, and for American Indians/Alaskan Natives was 0.00%.
- SEC's GS-14 and GS-15 grade level participation rate for women was 39.33%, for Blacks was 8.12%, for Hispanics was 3.70%, for Asians/Pacific Islanders was 5.15%, and for American Indians/Alaskan Natives was 0.21%.
- SEC's Senior Pay Level participation rate for women was 31.65%, for Blacks was 6.33%, for Hispanics was 0.00%, for Asians/Pacific Islanders was 0.00%, and for American Indians/Alaskan Natives was 1.27%.
- People with targeted disabilities were 1.37% of the work force. The estimated availability for people with targeted disabilities is 5.95%.
- The SEC completed 4 ADR efforts during the informal EEO process; one resulted in a settlement.
- Twenty individuals filed 21 discrimination complaints.
- In the formal EEO process, the SEC reported no ADR efforts.
- The SEC settled a total of 3 complaints.
- The SEC paid $51,300 for corrective actions: $2,000 for lump sum payments, and $49,300 for attorney's fees.
- The SEC issued 413 decisions on the merits. No findings of discrimination were issued in FY 2001.
- The SEC took an average of 575 days to process a complaint from filing to closing. The average processing time for a merits decision was 612 days.

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- Employment of Workers in PATCOB Categories
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The U.S. Equal Employment Opportunity Commission

Contact EEOC

EEOC's customer service representatives are available to assist you in more than 150 languages between 8:00 a.m. and 8:00 p.m. Eastern Time. An automated system with answers to frequently asked questions is available on a 24-hour basis. You can reach EEOC:

By phone:

1-800-669-4000

If you have a TTY device for hearing impaired:

TTY number is 1-800-669-6820

By Email:

Please include your zip code and/or city and state so that your email will be sent to the appropriate office.
info@ask.eeoc.gov

By mail or fax:

Please contact the appropriate field office:
EEOC Field Office List and Jurisdictional Map

EEOC Headquarters is located at:

U.S. Equal Employment Opportunity Commission
1801 L Street, N.W.
Washington, D.C. 20507
Phone: (202) 663-4900
TTY: (202) 663-4494

Quick Answers to Your Questions

Need quick answers? Search our database of frequently asked questions.

This page was last modified on December 5, 2006.

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U.S. Equal Employment Opportunity Commission

En Español

Youth @ Work Home

Welcome

What is Employment Discrimination?

Laws enforced by the EEOC

Other Resources

Your Rights

Your Responsibilities

Filing a Complaint

Real EEOC Cases

Challenge Yourself!

About the EEOC

Welcome to Youth@Work, the United States Equal Employment Opportunity Commission's (EEOC) website for youth in the workforce. The EEOC's goal is to eliminate illegal discrimination from the workplace for all workers.

How Can I Participate?

Free Downloads

This website is designed to teach you about some of your rights and responsibilities as an employee. Use the menu on the left to learn about different types of discrimination affecting young workers and what you can do to help prevent discrimination in the workplace.

Be an informed employee - Know your real world rights and responsibilities!

The Youth@Work website is part of EEOC's Youth@Work initiative - a national education and outreach campaign to promote equal employment opportunity for America's next generation of workers. In addition to this website, the Youth@Work Initiative includes (1) free outreach events and (2) partnerships with industry, education, and human resource leaders.

Búsqueda: Entre

Pasar al Menú Principal

Este sitio web se verá mucho mejor en un navegador moderno que sostenga los requisitos web pero será totalmente funcional en todos los navegadores de la web.

Algunos documentos no se han traducido debido a que la información es de naturaleza legal o de estadística. En estos casos, los enlaces están marcados como "en inglés."
Youth@Work | English Version

Acerca de la Igualdad de Oportunidades de Empleo (EEO)

- Leyes Federales de EEO
- Prácticas Discriminatorias
- Patronos y otras Entidades Cubiertas por las Leyes de EEO

Tipos de Discriminación

- Edad
- Discapacidad
- Salarios
- Origen Nacional
- Embarazo
- Raza/Color
- Religión
- Represalias
- Sexo
- Hostigamiento Sexual

Presentar una querella por Discriminación

- Cómo Presentar una Querella
- Cómo Comunicarse con Su Oficina Local de la EEOC
- Procedimientos para Procesar Querellas de la EEOC
- Mediación

Patronos y la EEOC

Noticias

Noviembre 5, 2007

- EEOC Conduce Dialogo Sobre Racismo en el Empleo Existente en Puerto Rico

Junio 29, 2005

- El EEOC Lanza el sitio web Youth@work en Español

Mas Noticias

Por el momento las noticias recientes son publicadas en ingles, en la página principal de La EEOC http://www.eeoc.gov.

Política de Privacidad
Limitación de Responsabilidad
Equipo Web

- Estudio EEO-1 *(en inglés)*
- Pequeñas Empresas
- Investigaciones de la EEOC
- Mediación

Agencias Federales y Empleados

- Coordinación Federal de EEO
- Información para Empleados y Solicitantes de Empleo Federales
- Información sobre Directivo MD-715 *(en inglés)*
- Información para Agencias
- Resolución Alterna de Disputas en el Sector Federal
- Extensión y Entrenamiento en el Sector Federal
- Decisiones Apelativas en el Sector Federal (Incluyendo el Compendio de la Ley de EEO)
- Referencia e Investigación

Acerca de la EEOC

- Cómo Comunicarse con EEOC
- La Comisión
- Reuniones de la Comisión
- Iniciativas:
  - Youth@Work *(en inglés)*
  - Nueva Libertad
  - Libertad para Competir
- Informes Anuales
- Planeamiento Estratégico
- Informes de la Fuerza de Tareas de la Comisión
- Oficina del Inspector General *(en inglés)*
- Historia de la EEOC *(en inglés)*
- Ley de Libertad de Información
- Empleos en La EEOC / SOARS
- Para Hacer Negocios con la EEOC *(en inglés)*

Leyes, reglamentos y Guías

- Leyes Ejecutadas por La EEOC
- Reglamentos de La EEOC

- Manual de Cumplimiento
- Guías de Ejecución y Documentos Relacionados
- Memoránda de Entendimiento

Estadísticas

- Estadísticas de Ejecución
- Estadísticas de Empleos
- Informes Especiales
- Datos del Censo
- Ley No Fear

Litigio

- Estadísticas *(en inglés)*
- Informes Mensuales sobre Resolución de Litigios
- Informe Anual de la Oficina del Asesor General: AF 2002 *(en inglés)*
- Un Estudio del Programa de Litigio: 1997 - 2001 *(en inglés)*
- Apelación y Dictámenes Amigos de la Comisión

Capacitacion y Extensión

- Extensión y educación Sin Costo
- Programas de Asistencia Técnica y Entrenamiento *(en inglés)*
- Entrenamiento en el Sector Federal *(en inglés)*
- Seminarios de Iniciativa Nueva Libertad

Información Impresa

- Ordenar Publicaciones de La EEOC
- Póster de la EEOC

The U.S. Equal Employment Opportunity Commission

Other Languages

In addition to our English and Spanish web sites, we have some information about EEOC and the laws we enforce available in:

Arabic	عربي
Chinese	中文
Haitian Creole	Kreyòl Ayisien
Korean	한국어
Russian	Русский
Vietnamese	Tiếng Việt

This page was last modified on March 9, 2006.

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Print Form

Submit by Email

Due Date: November 4, 2007

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

2008 EXCEL CONFERENCE

Presenter Interest Form

PERSONAL INFORMATION:

Name: _____ **Organization:** _____

Title: _____ **Sub- Organization:** _____

Phone _____ **Ext:** _____ **Address : Line 1** _____

Fax: _____ **Line 2** _____

Email: _____ **City:** _____

State: _____ **Zip:** _____

SESSION INFORMATION:

Session Title: _____

Audience	Session Length	Level of Instruction
☐ EEO Personnel	☐ 1 Hour	☐ Basic
☐ Attorney/Reps	☐ 1-1/2 Hour	☐ Intermediate
☐ Mediator	☐ 3 Hours	☐ Advanced
☐ MgrSupv		

What makes your workshop/presentation basic, intermediate or advanced?

2008 EXCEL CONFERENCE

CO-PRESENTER'S INFORMATION:

Name: _____ **Phone:** _____

Title: _____ **Fax:** _____

Organiz:ation: _____ **EMail:** _____

WORKSHOP DESCRIPTION:

Limit your description to 300 words or less. Please provide an accurate description of what will be taught during your presentation which identifies the goals and objectives of your session. If your session has been previously presented, please indicate where and to whom. Also, provide a brief "objectives statement" used to market your session to conference attendees.

REFERENCES:

List two references including the name, phone number and email address for both.

Name: _____ **Name:** _____

Phone: _____ **Phone:** _____

Email: _____ **Email:** _____

EEOC Training Institute * 1801 L. Street, NW * Washington DC 20507
Phone: 202.663. 4476 * Fax: 202.663.7014 * Email: Excel.Presenter@eeoc.gov

EEOC Training Institute
...Learn from the Experts

EEOC's Training Institute
The Equal Employment Opportunity Commission (EEOC) is the federal agency responsible for enforcing employment discrimination laws. The Training Institute provides a wide variety of training programs to help employers understand, prevent and correct discrimination in the workplace. Experience and learn from the authorities on EEO law. Call us for more information: **1.800.600.6157**

The Training Institute delivers expert training to private employers and state, local and federal agency personnel. Discrimination can be prevented if companies, federal agencies and individuals know their legal rights and responsibilities. Read more about our programs below.

CONTACT US

ABOUT EEOC AND THE TRAINING INSTITUTE

FEDERAL COURSE SCHEDULE

FEDERAL EEO INTENSIVE WORKSHOP REGISTRATION

SEMINAR SCHEDULE
Technical Assistance Program Seminars

EXCEL Conference

Our yearly EXCEL conference is the premier Federal Conference for EEO managers, supervisors and specialists, attorneys, union representatives, mediators, Alternative Dispute Resolution coordinators and human resources professionals. The 10th Annual EXCEL Conference in Denver was a great success. The 2008 EXCEL Conference will be held in Chicago on August 18-21, 2008 at the Chicago Hilton. Registration for this conference will begin in early 2008. If you are interested in presenting at the 2008 EXCEL Conference, please **click here** to submit a proposal.

Technical Assistance Programs Seminars (TAPS) We highlight the latest EEO topics and provide expert presentations on EEOC policies and procedures at these one and two day seminars, held in major cities throughout the country.

Federal Programs

We offer a variety of training programs geared specifically for federal employees. Our training is ideal for federal supervisors and employees, EEO counselors and investigators, agency representatives and attorneys, and everyone else interested in EEO issues and the practices that affect federal employees. View our **2007 Federal Courses and Programs Brochure.** We offer standardized courses for EEO investigators, EEO counselors, managers and supervisors.

New for 2007

Northeast Federal EEO Seminar This 2 ½ day EEO seminar will be held in Atlantic City on October 29-31, 2007. It will feature presentations from the Administrative Judges of EEOC's New York, Philadelphia, Cleveland and Baltimore offices and representatives of MSPB and the Department of Justice.

Federal EEO Intensive Workshop Series. This successful series will continue, featuring topics designed to meet the organizational and operational needs, challenges and concerns of federal EEO practitioners and specialists. Register now for workshops on November 14 and December 5th.

Basic Mediation Training. This five-day inter-active course, geared to federal employees, is designed to train mediators to resolve workplace disputes.

On-site Training

All of our courses can be delivered on-site at your workplace. We also provide training on EEO topics such as harassment and disability or can customize training to your specific needs. Contact us for additional information involving on-site training.

Products

Our value-priced products are must-have resources for employers, trainers, and EEO professionals.

The U.S. Equal Employment Opportunity Commission

FOR IMMEDIATE RELEASE
Monday, Dec. 3, 2007

CONTACT: Charles Robbins
Christine Nazer
(202) 663-4191
TTY: (202) 663-4494

EEOC ISSUES FACT SHEET ON EMPLOYMENT TESTS AND SELECTION PROCEDURES TO SCREEN APPLICANTS, WORKERS

Agency Highlights 'Best Practices' for Employers to Prevent Job Discrimination

WASHINGTON — The U.S. Equal Employment Opportunity Commission (EEOC) today issued an extensive fact sheet on the application of federal anti-discrimination laws to employer tests and other selection procedures to screen applicants for hire and employees for promotion. The new technical assistance document is available on the agency's web site at www.eeoc.gov/policy/docs/factemployment_procedures.html

The fact sheet describes common types of employer administered tests and selection procedures used in the 21st century workplace, including cognitive tests, personality tests, medical examinations, credit checks, and criminal background checks. The document also focuses on "best practices" for employers to follow when using employment tests and other screening devices, and cites recent EEOC enforcement actions. Discriminatory employment tests and selection procedures are prohibited by Title VII of the Civil Rights Act, the Americans with Disabilities Act, and the Age Discrimination in Employment Act -- which are all enforced by the EEOC.

"This fact sheet will help employers voluntarily comply with EEOC-enforced statutes, as companies seek lawful and efficient ways to screen large numbers of applicants," said Commission Chair Naomi C. Earp. "Tests and other selection tools can be an effective means of making employment decisions, as long as they are not used to screen out individuals in a discriminatory way."

The EEOC has observed an increase in employment testing due in part to post 9-11 security concerns and issues related to workplace violence, safety, and liability. In addition, the large-scale adoption of online job applications has motivated employers to seek efficient ways to screen big applicant pools in a non-subjective way.

Charges of job discrimination filed with the EEOC raising issues of employment testing and exclusions based on criminal background checks, credit reports, and other screening tools have trended upward from 26 in Fiscal Year 2003 to 141 in FY 2006. On May 16, 2007, the Commission held a public meeting at agency Headquarters in which expert panelists addressed legal issues related to the use of employment tests and other screening devices.

The EEOC enforces federal laws prohibiting employment discrimination. Additional information about the EEOC is available on its web site at www.eeoc.gov.

This page was last modified on December 3, 2007.

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The U.S. Equal Employment Opportunity Commission

FOR IMMEDIATE RELEASE
November 29, 2007

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John C. Hendrickson
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FEDERAL COURT SHARPLY LIMITS EMPLOYER'S ATTEMPT TO PROBE JOB BIAS VICTIMS' MEDICAL, ARREST AND LITIGATION HISTORIES

EEOC Race Bias Suit On Behalf of African Americans Can Proceed Without Intimidation, Judge Rules

CHICAGO – U.S. Magistrate Judge P. Michael Mahoney of the Federal District Court in Rockford, Ill., issued an order this week largely denying an employer's motion to compel discovery regarding medical and psychological records, arrest records and litigation history of claimants in a discrimination lawsuit filed by the U.S. Equal Employment Opportunity Commission (EEOC), the federal agency announced today.

In its lawsuit (*EEOC v. Area Erectors, Inc.*, N.D. Ill. No. 07 C 2339), the EEOC alleges that Area Erectors, Inc. discriminated against a class of African American employees by firing them and retaliated against a black employee who had sued another employer for race discrimination.

Area Erectors had sought discovery of the claimants' medical and psychological records for the past five years. According to the court's opinion, the company "insist[ed] that claimants' past five years of medical and psychological records are discoverable because Plaintiff has made a claim for compensatory damages rooted in the emotional distress of the claimants." Magistrate Mahoney rejected Area Erectors' sweeping view (*Memorandum Opinion and Order*, N.D. Illinois, Western Div. No. 07 C 023339, M.J. Mahoney, *entered* 11/27/2007).

Instead, the court held that the claimants did not open the door to Area Erectors' discovering their medical and psychological records simply by claiming emotional-distress damages as a result of the racial discrimination they experienced. Rather, the court held that the claimants' medical and psychological records only had to be produced for those claimants for whom the EEOC will present evidence that they experienced medical or psychological symptoms or conditions or sought medical or psychological treatment because of discrimination at Area Erectors. The EEOC does not have to produce medical and psychological records for claimants who experienced "garden-variety" emotional distress because of the discrimination, such as feeling angry, frustrated, or humiliated.

The EEOC's regional attorney in Chicago, John Hendickson, said, "This is one of those genuinely important court decisions which, unfortunately, sometimes disappear without ever making it onto the radar screen. That sure shouldn't happen here because Judge Mahoney has so forcefully rejected the employer's attempt to use discovery to put the lives of victims of employment discrimination under the microscope. That's an approach to litigation that EEOC is always ready to stand against. So it's good to win this one and to see civil rights litigants protected from having their lives turned upside-down and unnecessarily subjected to the proverbial 'third degree.' "

Area Erectors had also sought to discover the claimants' arrest records and all litigation they had been involved in during the past five years. The court refused to compel production of arrest records unless Area Erectors can "articulate some particularized suspicion that a claimant may have been arrested for work related misconduct . . . [W]ithout a particularized showing, the speculative benefit of such a wide sweeping inquiry is outweighed by the threat of annoyance, embarrassment and oppression."

The court also questioned how Area Erectors could claim that it would have fired a claimant if it had known of his or her arrest record at the time the claimant worked for Area Erectors when the company had no policy against hiring convicted felons. "If Defendant had no qualms about hiring a convicted felon in the first place, why would it fire an employee who was merely arrested, but never charged?" the judge said.

With respect to the claimants' litigation history, the court limited production to litigation involving civil rights violations, which EEOC has previously agreed to produce, and litigation concerning personal injuries, because the claimants' testimony about the extent of injuries in a previous lawsuit might be used to impeach their testimony in this case about their ability to work. The court held that Area Erectors has "failed to identify any impeachment value in discovery relating to other types of civil cases."

The EEOC litigation team is being led by Deborah Powers of the Milwaukee Area Office and Ann Henry of the Chicago District Office. Henry said. "The defendants in employment discrimination cases often try the 'scorched earth' discovery tactic of investigating every aspect of an employment discrimination victim's past. Such tactics can discourage discrimination victims from coming forward and asserting their rights because they put themselves under a microscope if they do so. The court's decision rejects these methods and keeps the case focused on issues that are truly relevant -- whether Area Erectors fired African American employees because of their race."

Historically, race-based charges have been the most frequent type of filing with EEOC offices nationwide. In Fiscal Year 2006, the EEOC received 27,238 charges alleging race-based discrimination, accounting for 36 percent of the agency's private sector caseload. On February 28, 2007, EEOC Chair Naomi C. Earp launched the Commission's E-RACE Initiative (Eradicating Racism And Colorism from Employment), a national outreach, education, and enforcement campaign focusing on new and emerging race and color issues in the 21st century workplace. Further information about the E-RACE Initiative is available on the EEOC's web site at http://www.eeoc.gov/initiatives/e-race/index.html.

The EEOC enforces federal laws prohibiting employment discrimination. Further information about the EEOC is available on its web site at www.eeoc.gov.

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EEOC
U. S. Equal Employment Opportunity Commission

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- Discriminatory Practices
- Employers And Other Entities Covered By EEO Laws

The U.S. Equal Employment Opportunity Commission

Federal Equal Employment Opportunity (EEO) Laws

The Federal laws prohibiting job discrimination are:

- Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits employment discrimination based on race, color, religion, sex, or national origin;
- the Equal Pay Act of 1963 (EPA), which protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination;
- the Age Discrimination in Employment Act of 1967 (ADEA), which protects individuals who are 40 years of age or older;
- Title I and Title V of the Americans with Disabilities Act of 1990 (ADA), which prohibit employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments;
- Sections 501 and 505 of the Rehabilitation Act of 1973, which prohibit discrimination against qualified individuals with disabilities who work in the federal government; and
- the Civil Rights Act of 1991, which, among other things, provides monetary damages in cases of intentional employment discrimination.

Celebrating the Laws

Celebrating the 40th Anniversary of Title VII: 1964 - 2004

See also ...

- The Equal Pay Act Turns 40: 1963 - 2003
- The Americans with Disabilities Act (ADA): 1990 - 2002

The U.S. Equal Employment Opportunity Commission (EEOC) enforces all of these laws. EEOC also provides oversight and coordination of all federal equal employment opportunity regulations, practices, and policies.

Other federal laws, not enforced by EEOC, also prohibit discrimination and reprisal against federal employees and applicants. The Civil Service Reform Act of 1978 (CSRA) contains a number of prohibitions, known as prohibited personnel practices, which are designed to promote overall fairness in federal personnel actions. 5 U.S.C. 2302. The CSRA prohibits any employee who has authority to take certain personnel actions from discriminating for or against employees or applicants for employment on the bases of race, color, national origin, religion, sex, age or disability. It also provides that certain personnel actions can not be based on attributes or conduct that do not adversely affect employee performance, such as marital status and political affiliation. The Office of Personnel Management (OPM) has interpreted the prohibition of discrimination based on conduct to include discrimination based on sexual orientation. The CSRA also prohibits reprisal against federal employees or applicants for whistle-blowing, or for exercising an appeal, complaint, or grievance right. The CSRA is enforced by both the Office of Special Counsel (OSC) and the Merit Systems Protection Board (MSPB).

Additional information about the enforcement of the CSRA may be found on the OPM web site at http://www.opm.gov/er/address2/guide01.htm; from OSC at (202) 653-7188 or at http://www.osc.gov; and

from MSPB at (202) 653-6772 or at http://www.mspb.gov .

This page was last modified on April 20, 2004.

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The U.S. Equal Employment Opportunity Commission

Discriminatory Practices

Under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA), it is illegal to discriminate in any aspect of employment, including:

- hiring and firing;
- compensation, assignment, or classification of employees;
- transfer, promotion, layoff, or recall;
- job advertisements;
- recruitment;
- testing;
- use of company facilities;
- training and apprenticeship programs;
- fringe benefits;
- pay, retirement plans, and disability leave; or
- other terms and conditions of employment.

Discriminatory practices under these laws also include:

- harassment on the basis of race, color, religion, sex, national origin, disability, or age;
- retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices;
- employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities; and
- denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability. Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group.

Employers are required to post notices to all employees advising them of their rights under the laws EEOC enforces and their right to be free from retaliation. Such notices must be accessible, as needed, to persons with visual or other disabilities that affect reading.

Note: Many states and municipalities also have enacted protections against discrimination and harassment based on sexual orientation, status as a parent, marital status and political affiliation. For

information, please contact the EEOC District Office nearest you.

Other Discriminatory Practices Under Federal EEO Laws

Title VII

Title VII prohibits not only intentional discrimination, but also practices that have the effect of discriminating against individuals because of their race, color, national origin, religion, or sex.

National Origin Discrimination

- It is illegal to discriminate against an individual because of birthplace, ancestry, culture, or linguistic characteristics common to a specific ethnic group.
- A rule requiring that employees speak only English on the job may violate Title VII unless an employer shows that the requirement is necessary for conducting business. If the employer believes such a rule is necessary, employees must be informed when English is required and the consequences for violating the rule.

The Immigration Reform and Control Act (IRCA) of 1986 requires employers to assure that employees hired are legally authorized to work in the U.S. However, an employer who requests employment verification only for individuals of a particular national origin, or individuals who appear to be or sound foreign, may violate both Title VII and IRCA; verification must be obtained from all applicants and employees. Employers who impose citizenship requirements or give preferences to U.S. citizens in hiring or employment opportunities also may violate IRCA.

Additional information about IRCA may be obtained from the Office of Special Counsel for Immigration-Related Unfair Employment Practices at 1-800-255-7688 (voice), 1-800-237-2515 (TTY for employees/applicants) or 1-800-362-2735 (TTY for employers) or at http://www.usdoj.gov/crt/osc.

Religious Accommodation

- An employer is required to reasonably accommodate the religious belief of an employee or prospective employee, unless doing so would impose an undue hardship.

Sex Discrimination

Title VII's broad prohibitions against sex discrimination specifically cover:

- Sexual Harassment - This includes practices ranging from direct requests for sexual favors to workplace conditions that create a hostile environment for persons of either gender, including same sex harassment. (The "hostile environment" standard also applies to harassment on the bases of race, color, national origin, religion, age, and disability.)
- Pregnancy Based Discrimination - Pregnancy, childbirth, and related medical conditions must be treated in the same way as other temporary illnesses or conditions.

Additional rights are available to parents and others under the Family and Medical Leave Act (FMLA), which is enforced by the U.S. Department of Labor. For information on the FMLA, or to file an FMLA complaint, individuals should contact the nearest office of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor. The Wage and Hour Division is listed in most telephone directories under U.S. Government, Department of Labor or at http://www.dol.gov/esa/whd_org.htm.

Age Discrimination in Employment Act

The ADEA's broad ban against age discrimination also specifically prohibits:

- statements or specifications in job notices or advertisements of age preference and limitations. An age limit may only be specified in the rare circumstance where age has been proven to be a *bona fide* occupational qualification (BFOQ);
- discrimination on the basis of age by apprenticeship programs, including joint labor-management apprenticeship programs; and
- denial of benefits to older employees. An employer may reduce benefits based on age only if the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

Equal Pay Act

The Equal Pay Act (EPA) prohibits discrimination on the basis of sex in the payment of wages or benefits, where men and women perform work of similar skill, effort, and responsibility for the same employer under similar working conditions.

Note that:

- Employers may not reduce wages of either sex to equalize pay between men and women.
- A violation of the EPA may occur where a different wage was/is paid to a person who worked in the same job before or after an employee of the opposite sex.
- A violation may also occur where a labor union causes the employer to violate the law.

Titles I and V of the Americans with Disabilities Act

The ADA prohibits discrimination on the basis of disability in all employment practices. It is necessary to understand several important ADA definitions to know who is protected by the law and what constitutes illegal discrimination:

Individual with a Disability

An individual with a disability under the ADA is a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment. Major life activities are activities that an average person can perform with little or no difficulty such as walking, breathing, seeing, hearing, speaking, learning, and working.

Qualified Individual with a Disability

A qualified employee or applicant with a disability is someone who satisfies skill, experience, education, and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position.

Reasonable Accommodation

Reasonable accommodation may include, but is not limited to, making existing facilities used by employees readily accessible to and usable by persons with disabilities; job restructuring; modification of work schedules; providing additional unpaid leave; reassignment to a vacant position; acquiring or modifying equipment or devices; adjusting or modifying examinations, training materials, or policies; and providing qualified readers or interpreters. Reasonable accommodation may be necessary to apply for a job, to perform job functions, or to enjoy the benefits and privileges of employment that are enjoyed by people without disabilities. An employer is not required to lower production standards to make an accommodation. An employer generally is not obligated to provide personal use items such as eyeglasses or hearing aids.

Undue Hardship

An employer is required to make a reasonable accommodation to a qualified individual with a disability unless doing so would impose an undue hardship on the operation of the employer's business. Undue hardship means an action that requires significant difficulty or expense when considered in relation to factors such as a business' size, financial resources, and the nature and structure of its operation.

Prohibited Inquiries and Examinations

Before making an offer of employment, an employer may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in the same job category. Medical examinations of employees must be job-related and consistent with business necessity.

Drug and Alcohol Use

Employees and applicants currently engaging in the illegal use of drugs are not protected by the ADA when an employer acts on the basis of such use. Tests for illegal use of drugs are not considered medical examinations and, therefore, are not subject to the ADA's restrictions on medical examinations. Employers may hold individuals who are illegally using drugs and individuals with alcoholism to the same standards of performance as other employees.

The Civil Rights Act of 1991

The Civil Rights Act of 1991 made major changes in the federal laws against employment discrimination enforced by EEOC. Enacted in part to reverse several Supreme Court decisions that limited the rights of persons protected by these laws, the Act also provides additional protections. The Act authorizes compensatory and punitive damages in cases of intentional discrimination, and provides for obtaining attorneys' fees and the possibility of jury trials. It also directs the EEOC to expand its technical assistance and outreach activities.

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The U.S. Equal Employment Opportunity Commission

Harassment

Harassment is a form of employment discrimination that violates Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, (ADEA), and the Americans with Disabilities Act of 1990, (ADA).

Harassment is unwelcome conduct that is based on race, color, sex, religion, national origin, disability, and/or age. Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit under these laws; or opposing employment practices that they reasonably believe discriminate against individuals, in violation of these laws.

Petty slights, annoyances, and isolated incidents (unless extremely serious) will not rise to the level of illegality. To be unlawful, the conduct must create a work environment that would be intimidating, hostile, or offensive to reasonable people.

Offensive conduct may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance. Harassment can occur in a variety of circumstances, including, but not limited to, the following:

- The harasser can be the victim's supervisor, a supervisor in another area, an agent of the employer, a co-worker, or a non-employee.
- The victim does not have to be the person harassed, but can be anyone affected by the offensive conduct.
- Unlawful harassment may occur without economic injury to, or discharge of, the victim.

Prevention is the best tool to eliminate harassment in the workplace. Employers are encouraged to take appropriate steps to prevent and correct unlawful harassment. They should clearly communicate to employees that unwelcome harassing conduct will not be tolerated. They can do this by establishing an effective complaint or grievance process, providing anti-harassment training to their managers and employees, and taking immediate and appropriate action when an employee complains. Employers should strive to create an environment in which employees feel free to raise concerns and are confident that those concerns will be addressed.

Need more information?

The law:

- Title VII of the Civil Rights Act
- The Age Discrimination in Employment Act
- The Americans with Disabilities Act

Enforcement guidances and policy documents:

- EEOC Compliance Manual Section 15, Race and Color Discrimination, Section VII(A), April 19, 2006.
- EEOC Compliance Manual Section 13, National Origin Discrimination, Section IV, December 2, 2002.
- Policy Guidance on Current Issues of Sexual Harassment
- Enforcement Guidance: Vicarious Employer Liability for

Employees are encouraged to inform the harasser directly that the conduct is unwelcome and must stop. Employees should also report harassment to management at an early stage to prevent its escalation.

Employer Liability for Harassment

The employer is automatically liable for harassment by a supervisor that results in a negative employment action such as termination, failure to promote or hire, and loss of wages. If the supervisor's harassment results in a hostile work environment, the employer can avoid liability only if it can prove that: 1) it reasonably tried to prevent and promptly correct the harassing behavior; and 2) the employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer.

The employer will be liable for harassment by non-supervisory employees or non-employees over whom it has control (e.g., independent contractors or customers on the premises), if it knew, or should have known about the harassment and failed to take prompt and appropriate corrective action.

When investigating allegations of harassment, the EEOC looks at the entire record: including the nature of the conduct, and the context in which the alleged incidents occurred. A determination of whether harassment is severe or pervasive enough to be illegal is made on a case-by-case basis.

If you believe that the harassment you are experiencing or witnessing is of a specifically sexual nature, you may want to see EEOC's information on sexual harassment.

Statistics

In Fiscal Year 2006, EEOC received 23,034 charges alleging harassment as an issue. EEOC resolved 22,408 charges alleging harassment in FY 2006 and recovered $59.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Harassment

Unlawful Harassment by Supervisors

- Questions & Answers for Small Employers on Employer Liability for Harassment by Supervisors
- Enforcement Guidance on Harris v. Forklift Sys., Inc.
- Policy Guidance on Employer Liability under Title VII for Sexual Favoritism

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

Have a Question?

Ask us! Contact us by phone (toll free) or

email, or check our FAQs.

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The U.S. Equal Employment Opportunity Commission

Sexual Harassment

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R Part 1604.11

Enforcement guidances and policy documents:

- Policy Guidance on Current Issues of Sexual Harassment
- Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors
- **See also:** Questions & Answers for Small Employers on Employer Liability for Harassment by Supervisors
- Enforcement Guidance on Harris v. Forklift Sys.,

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2006, EEOC received 12,025 charges of sexual harassment. 15.4% of those charges were filed by males. EEOC resolved 11,936 sexual harassment charges in FY 2006 and recovered $48.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Sexual Harassment

Inc.

- Policy Guidance on Employer Liability under Title VII for Sexual Favoritism

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

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The U.S. Equal Employment Opportunity Commission

Retaliation

An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an **adverse action** against a **covered individual** because he or she engaged in a **protected activity**. These three terms are described below.

Adverse Action

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- employment actions such as termination, refusal to hire, and denial of promotion,
- other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and
- any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Even if the prior protected activity alleged wrongdoing by a different

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R Part 1604.11

Enforcement guidances and policy documents:

- EEOC Compliance Manual, Section 8, Retaliation (May 20, 1998)
- EEOC Compliance Manual, Section 2, Threshold Issues (May 12, 2000)

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC

employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination.

For more information about adverse actions, see EEOC's Compliance Manual Section 8, Chapter II, Part D.

- Training and Outreach
- Information for Small Employers

Have a Question?

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Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example,"whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

Protected Activity

Protected activity includes:

Opposition to a practice believed to be unlawful discrimination

Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

- Complaining to anyone about alleged discrimination against oneself or others;
- Threatening to file a charge of discrimination;
- Picketing in opposition to discrimination; or
- Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

- Actions that interfere with job performance so as to render the employee ineffective; or
- Unlawful activities such as acts or threats of violence.

Participation in an employment discrimination proceeding.

Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid. Examples of participation include:

- Filing a charge of employment discrimination;
- Cooperating with an internal investigation of alleged discriminatory practices; or
- Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation.

Statistics

In Fiscal Year 2004, EEOC received 22,740 charges of retaliation discrimination based on all statutes enforced by EEOC. The EEOC resolved 24,751 retaliation charges in 2004, more than were filed during the course of the Fiscal Year, and recovered more than $90 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

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The U.S. Equal Employment Opportunity Commission

Employers And Other Entities Covered By EEO Laws

Title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act (ADA) cover all private employers, state and local governments, and education institutions that employ 15 or more individuals. These laws also cover private and public employment agencies, labor organizations, and joint labor management committees controlling apprenticeship and training.

The Age Discrimination in Employment Act (ADEA) covers all private employers with 20 or more employees, state and local governments (including school districts), employment agencies and labor organizations.

The Equal Pay Act (EPA) covers all employers who are covered by the Federal Wage and Hour Law (the Fair Labor Standards Act). Virtually all employers are subject to the provisions of this Act.

Multinational Employers

U.S.-based companies that employ U.S. citizens outside the United States or its territories, and multinational employers that operate in the United States or its territories, are covered under EEO laws, with certain exceptions. For answers to common questions about how EEO laws apply to multinational employers, please see:

- The Equal Employment Opportunity Responsibilities of Multinational Employers
- Employee Rights When Working for Multinational Employers

Federal Government

Title VII, the ADEA, and the EPA also cover the federal government. In addition, the federal government is covered by Sections 501 and 505 of the Rehabilitation Act of 1973, as amended, which incorporate the requirements of the ADA. However, different procedures are used for processing complaints of federal discrimination. For more information on how to file a complaint of federal discrimination, contact the EEO office of the federal agency where the alleged discrimination occurred.

The Civil Service Reform Act of 1978 (not enforced by EEOC) covers most federal agency employees except employees of a government corporation, the Federal Bureau of Investigation, the Central Intelligence Agency, the Defense Intelligence Agency, the National Security Agency, and as determined by the President, any executive agency or unit thereof, the principal function of which is the conduct of foreign intelligence or counterintelligence activities, or the General Accounting Office.

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The U.S. Equal Employment Opportunity Commission

Age Discrimination

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA's protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government. ADEA protections include:

- **Apprenticeship Programs**
  It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual's age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.
- **Job Notices and Advertisements**
  The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.
- **Pre-Employment Inquiries**
  The ADEA does not specifically prohibit an employer from asking an applicant's age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA.
- **Benefits**
  The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from

Need more information?

The law:

- The Age Discrimination in Employment Act

The regulations:

- 29 C.F.R Part 1625: Age Discrimination in Employment Act
- 29 C.F.R Part 1626: Procedures--Age Discrimination in Employment Act
- 29 C.F.R Part 1627: Records to be made or kept relating to age: notices to be posted: administrative exemptions

Enforcement Guidances and Policy Documents:

- Enforcement Guidance on O'Connor v. Consolidated Coin Caterers Corp.
- Compliance Manual Section 10: Compensation Discrimination
- Compliance Manual Section 3: Employee Benefits

See also:

- Questions and

denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs would create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

- **Waivers of ADEA Rights**
  An employer may ask an employee to waive his/her rights or claims under the ADEA either in the settlement of an ADEA administrative or court claim or in connection with an exit incentive program or other employment termination program. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

  1. be in writing and be understandable;
  2. specifically refer to ADEA rights or claims;
  3. not waive rights or claims that may arise in the future;
  4. be in exchange for valuable consideration;
  5. advise the individual in writing to consult an attorney before signing the waiver; and
  6. provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

  If an employer requests an ADEA waiver in connection with an exit incentive program or other employment termination program, the minimum requirements for a valid waiver are more extensive.

Statistics

In Fiscal Year 2006, EEOC received 16,548 charges of age discrimination. EEOC resolved 14,146 age discrimination charges in FY 2006 and recovered $51.5 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Age Discrimination

Answers: Compliance Manual Section on Employee Benefits

- Rescission of Section IV (B) of EEOC Compliance Manual Chapter on "Employee Benefits" and deletion of example

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

Have a Question?

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The U.S. Equal Employment Opportunity Commission

Disability Discrimination

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

Need more information?

The law:

- Titles I and V of the ADA

The regulations:

- 29 C.F.R Part 1630:
- 29 C.F.R Part 1640:
- 29 C.F.R Part 1641:

EEOC Enforcement Guidances and Policy Documents:

- Selected list

See also:

- Reasonable Accommodations for Attorneys with Disabilities
- The Family and Medical Leave Act, the ADA, and Title VII of the Civil Rights Act of 1964
- The ADA: A Primer for Small Business
- Your Responsibilities as an Employer

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Title I of the ADA also covers:

- **Medical Examinations and Inquiries**
  Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.
- **Drug and Alcohol Abuse**
  Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Statistics

In Fiscal Year 2006, EEOC received 15,575 charges of disability discrimination. EEOC resolved 15,045 disability discrimination charges in FY 2006 and recovered $48.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Americans With Disabilities Act Charges

- Your Employment Rights as an Individual With a Disability
- Job Applicants and the ADA
- Small Employers and Reasonable Accommodation
- Work At Home/ Telework as a Reasonable Accommodation
- Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures
- How to Comply with the Americans with Disabilities Act: A Guide for Restaurants and Other Food Service Employers

The Questions and Answers Series

- Health Care Workers and the Americans with Disabilities Act
- Deafness and Hearing Impairments in the Workplace and the Americans with Disabilities

Act
- Blindness and Vision Impairments in the Workplace and the ADA
- The Americans with Disabilities Act's Association Provision
- Diabetes in the Workplace and the ADA
- Epilepsy in the Workplace and the ADA
- Persons with Intellectual Disabilities in the Workplace and the ADA
- Cancer in the Workplace and the ADA

Mediation and the ADA

- Questions and Answers for Mediation Providers: Mediation and the Americans with Disabilities Act (ADA)
- Questions and Answers for Parties to Mediation: Mediation and the Americans with Disabilities Act

(ADA)

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers
- DisabilityInfo.Gov: Web portal to the New Freedom Initiative

Have a Question?

Ask us! Contact us by phone (toll free) or email, or check our FAQs.

This page was last modified on October 1, 2007.

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The U.S. Equal Employment Opportunity Commission

Equal Pay and Compensation Discrimination

The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U. S. Equal Employment Opportunity Commission (EEOC): the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990.

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides:

Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

- **Skill** - Measured by factors such as the experience, ability, education, and training required to perform the job. The key issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.
- **Effort** - The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.
- **Responsibility** - The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.
- **Working Conditions** - This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.

Need more information?

The laws:

- Equal Pay Act
- Title VII
- Age Discrimination in Employment Act
- Americans with Disabilities Act

The regulations:

- 29 C.F.R. Part 1620 The Equal Pay Act
- 29 C.F.R. Part 1621 Procedures - The Equal Pay Act
- 29 C.F.R. Part 1604 Guidelines on discrimination because of sex

Compliance Manual and Policy Documents

- Compliance Manual Section on Compensation Discrimination
- Compliance Manual Section on Employee Benefits
- EEOC -

- **Establishment** - The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. However, in some circumstances, physically separate places of business should be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as "affirmative defenses" and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower paid employee(s) must be increased.

Title VII, ADEA, and ADA

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Unlike the EPA, there is no requirement under Title VII, the ADEA, or the ADA that the claimant's job be substantially equal to that of a higher paid person outside the claimant's protected class, nor do these statutes require the claimant to work in the same establishment as a comparator.

Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

- An employer pays an employee with a disability less than similarly situated employees without disabilities and the employer's explanation (if any) does not satisfactorily account for the differential.

- A discriminatory compensation system has been discontinued but still has lingering discriminatory effects on present salaries. For example, if an employer has a compensation policy or practice that pays Hispanics lower salaries than other employees, the employer must not only adopt a new non-discriminatory compensation policy, it also must affirmatively eradicate salary disparities that began prior to the adoption of the new policy and make the victims whole.

- An employer sets the compensation for jobs predominately held by, for example, women or African-Americans below that suggested by the employer's job evaluation study, while the pay for jobs predominately held by men or whites is consistent with the level suggested by the job evaluation study.

- An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who

Department Of Labor Memoranda Of Understanding

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

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are the "head of household," i.e., married with dependents and the primary financial contributor to the household, the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

Statistics

In Fiscal Year 2006, EEOC received 861 charges of compensation discrimination discrimination. EEOC resolved 748 compensation discrimination charges in FY 2006 and recovered $3.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Equal Pay Act

Other Resources

Here are some links to other sources of information about compensation discrimination. Please be aware that, consistent with the EEOC's general disclaimer statement, the EEOC does not control or guarantee the accuracy or completeness of this outside information, and references to the sites below are not intended to reflect their importance or an endorsement of any views expressed or products or services offered.

- Department of Labor's Office of Federal Contract Compliance Programs
  - Equal Pay and the Department of Labor
  - Best Compensation Practices
  - Analyzing Compensation Data: A Guide to Three Approaches
- Department of Labor's Wage and Hour Division
- Employment Litigation Section of the Civil Rights Division of the Department of Justice

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The U.S. Equal Employment Opportunity Commission

National Origin Discrimination

Whether an employee or job applicant's ancestry is Mexican, Ukrainian, Filipino, Arab, American Indian, or any other nationality, he or she is entitled to the same employment opportunities as anyone else. EEOC enforces the federal prohibition against national origin discrimination in employment under Title VII of the Civil Rights Act of 1964, which covers employers with fifteen (15) or more employees.

About National Origin Discrimination

National origin discrimination means treating someone less favorably because he or she comes from a particular place, because of his or her ethnicity or accent, or because it is believed that he or she has a particular ethnic background. National origin discrimination also means treating someone less favorably at work because of marriage or other association with someone of a particular nationality. Examples of violations covered under Title VII include:

- Employment Decisions
  Title VII prohibits any employment decision, including recruitment, hiring, and firing or layoffs, based on national origin.
- Harassment
  Title VII prohibits offensive conduct, such as ethnic slurs, that creates a hostile work environment based on national origin. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.
- Language
  - Accent discrimination
    An employer may not base a decision on an employee's foreign accent unless the accent materially interferes with job performance.
  - English fluency
    A fluency requirement is only permissible if required for the effective performance of the position for which it is imposed.
  - English-only rules
    English-only rules must be adopted for nondiscriminatory reasons. An English-only rule may be used if it is needed to promote the safe or efficient operation of the employer's business.

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R. Part 1606

Policy Documents:

- Compliance Manual Section on National Origin Discrimination
- Question and Answers for Small Employers

We also have information on:

- Questions and Answers About the Workplace Rights of Muslims, Arabs, South Asians, and Sikhs Under the Equal Employment Opportunity Laws
- Questions and Answers About Employer Responsibilities Concerning the Employment of

Coverage of foreign nationals

Title VII and the other antidiscrimination laws prohibit discrimination against individuals employed in the United States, regardless of citizenship. However, relief may be limited if an individual does not have work authorization.

Statistics

In Fiscal Year 2006, EEOC received 8,327 charges of national origin discrimination. Including charges from previous years, 8,181 charges were resolved, and monetary benefits for charging parties totaled $21.2 million (not including monetary benefits obtained through litigation).

- Charge statistics

Muslims, Arabs, South Asians, and Sikhs
- Other Federal Laws Prohibiting National Origin Discrimination in Employment, and
- Related Forms of Discrimination

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

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The U.S. Equal Employment Opportunity Commission

Pregnancy Discrimination

The Pregnancy Discrimination Act is an amendment to Title VII of the Civil Rights Act of 1964. Discrimination on the basis of pregnancy, childbirth, or related medical conditions constitutes unlawful sex discrimination under Title VII, which covers employers with 15 or more employees, including state and local governments. Title VII also applies to employment agencies and to labor organizations, as well as to the federal government. Women who are pregnant or affected by related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

Title VII's pregnancy-related protections include:

- **Hiring**

  An employer cannot refuse to hire a pregnant woman because of her pregnancy, because of a pregnancy-related condition or because of the prejudices of co-workers, clients, or customers.

- **Pregnancy and Maternity Leave**

  An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their inability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

  If an employee is temporarily unable to perform her job due to pregnancy, the employer must treat her the same as any other temporarily disabled employee. For example, if the employer allows temporarily disabled employees to modify tasks, perform alternative assignments or take disability leave or leave without pay, the employer also must allow an employee who is temporarily disabled due to pregnancy to do the same.

  Pregnant employees must be permitted to work as long as they are able to perform their jobs. If an employee has been absent from work as a result of a pregnancy-related condition and recovers, her employer may not require her to remain on leave until the baby's birth. An employer also may not have a rule that prohibits an employee from returning to work for a predetermined length of time after childbirth.

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R Part 1604

The EEOC has also issued guidance on:

- The Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach

Employers must hold open a job for a pregnancy-related absence the same length of time jobs are held open for employees on sick or disability leave.

- **Health Insurance**

Any health insurance provided by an employer must cover expenses for pregnancy-related conditions on the same basis as costs for other medical conditions. Health insurance for expenses arising from abortion is not required, except where the life of the mother is endangered.

Pregnancy-related expenses should be reimbursed exactly as those incurred for other medical conditions, whether payment is on a fixed basis or a percentage of reasonable-and-customary-charge basis.

The amounts payable by the insurance provider can be limited only to the same extent as amounts payable for other conditions. No additional, increased, or larger deductible can be imposed.

Employers must provide the same level of health benefits for spouses of male employees as they do for spouses of female employees.

- **Fringe Benefits**

Pregnancy-related benefits cannot be limited to married employees. In an all-female workforce or job classification, benefits must be provided for pregnancy-related conditions if benefits are provided for other medical conditions.

If an employer provides any benefits to workers on leave, the employer must provide the same benefits for those on leave for pregnancy-related conditions.

Employees with pregnancy-related disabilities must be treated the same as other temporarily disabled employees for accrual and crediting of seniority, vacation calculation, pay increases, and temporary disability benefits.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on pregnancy or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2006, EEOC received 4,901 charges of pregnancy-based discrimination. EEOC resolved 4,629 pregnancy discrimination charges in FY 2006 and recovered $10.4 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Pregnancy Discrimination

- Information for Small Employers

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The U.S. Equal Employment Opportunity Commission

Race/Color Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the bases of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Equal employment opportunity cannot be denied any person because of his/her racial group or perceived racial group, his/her race-linked characteristics (e.g., hair texture, color, facial features), or because of his/her marriage to or association with someone of a particular race or color. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups. Title VII's prohibitions apply regardless of whether the discrimination is directed at Whites, Blacks, Asians, Latinos, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color, or ethnicity.

It is unlawful to discriminate against any individual in regard to recruiting, hiring and promotion, transfer, work assignments, performance measurements, the work environment, job training, discipline and discharge, wages and benefits, or any other term, condition, or privilege of employment. Title VII prohibits not only intentional discrimination, but also neutral job policies that disproportionately affect persons of a certain race or color and that are not related to the job and the needs of the business. Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's protections include:

- **Recruiting, Hiring, and Advancement**
  Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

  Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard

Need more information?

The law:

- Title VII of the Civil Rights Act

Policy documents:

- Compliance Manual Section on Race and Color Discrimination
- **See also:** Questions & Answers About Race and Color Discrimination in Employment

We also have information on:

- National Origin Discrimination
- Religious Discrimination

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at

against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

- **Harassment / Hostile Work Environment**
  Title VII prohibits offensive conduct, such as racial or ethnic slurs, racial "jokes," derogatory comments, or other verbal or physical conduct based on an individual's race/color. The conduct has to be unwelcome and offensive, and has to be severe or pervasive. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.
- **Compensation and Other Employment Terms, Conditions, and Privileges**
  Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.
- **Segregation and Classification of Employees**
  Title VII is violated where employees who belong to a protected group are segregated by physically isolating them from other employees or from customer contact. In addition, employers may not assign employees according to race or color. For example, Title VII prohibits assigning primarily African-Americans to predominantly African-American establishments or geographic areas. It is also illegal to exclude members of one group from particular positions or to group or categorize employees or jobs so that certain jobs are generally held by members of a certain protected group. Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where people of a certain race or color are excluded from employment or from certain positions.
- **Retaliation**
  Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

EEOC
- Training and Outreach
- Information for Small Employers

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Statistics

In fiscal year 2006, EEOC received 27,238 charges of race discrimination. EEOC resolved 25,992 race charges in FY 2006, and recovered $61.4 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Race Discrimination

This page was last modified on February 2, 2007.

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The U.S. Equal Employment Opportunity Commission

Religious Discrimination

Title VII of the Civil Rights Act of l964 prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. Title VII covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Under Title VII:

- Employers may not treat employees or applicants more or less favorably because of their religious beliefs or practices - except to the extent a religious accommodation is warranted. For example, an employer may not refuse to hire individuals of a certain religion, may not impose stricter promotion requirements for persons of a certain religion, and may not impose more or different work requirements on an employee because of that employee's religious beliefs or practices.
- Employees cannot be forced to participate -- or not participate -- in a religious activity as a condition of employment.
- Employers must reasonably accommodate employees' sincerely held religious practices unless doing so would impose an undue hardship on the employer. A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his religion. An employer might accommodate an employee's religious beliefs or practices by allowing: flexible scheduling, voluntary substitutions or swaps, job reassignments and lateral transfers, modification of grooming requirements and other workplace practices, policies and/or procedures.
- An employer is not required to accommodate an employee's religious beliefs and practices if doing so would impose an undue hardship on the employers' legitimate business interests. An employer can show undue hardship if accommodating an employee's religious practices requires more than ordinary administrative costs, diminishes efficiency in other jobs, infringes on other employees' job rights or benefits, impairs workplace safety, causes co-workers to carry the accommodated employee's share of potentially hazardous or burdensome work, or if the proposed accommodation conflicts with another law or regulation.
- Employers must permit employees to engage in religious expression, unless the religious expression would impose an undue hardship on the employer. Generally, an employer may not place more restrictions on religious expression than on other forms of expression that have a comparable effect on workplace efficiency.

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R Part 1605

We also have information on:

- Employment Discrimination Based on Religion, Ethnicity, or Country of Origin
- Questions and Answers About the Workplace Rights of Muslims, Arabs, South Asians, and Sikhs Under the Equal Employment Opportunity Laws
- Questions and Answers About Employer Responsibilities Concerning the Employment of Muslims, Arabs, South Asians, and Sikhs

- Employers must take steps to prevent religious harassment of their employees. An employer can reduce the chance that employees will engage unlawful religious harassment by implementing an anti-harassment policy and having an effective procedure for reporting, investigating and correcting harassing conduct.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on religion or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2006, EEOC received 2,541 charges of religious discrimination. EEOC resolved 2,387 religious discrimination charges and recovered $5.7 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Religious Discrimination

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

Have a Question?

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The U.S. Equal Employment Opportunity Commission

Sex-Based Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of sex as well as race, color, national origin, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

It is unlawful to discriminate against any employee or applicant for employment because of his/her sex in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals on the basis of sex. Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude individuals on the basis of sex and that are not job related.

Title VII's prohibitions against sex-based discrimination also cover:

- **Sexual Harassment**
  This includes practices ranging from direct requests for sexual favors to workplace conditions that create a hostile environment for persons of either gender, including same sex harassment.
- **Pregnancy Based Discrimination**
  Title VII was amended by the Pregnancy Discrimination Act, which prohibits discrimination on the basis of pregnancy, childbirth and related medical conditions.

The Equal Pay Act of 1963 requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. Title VII also prohibits compensation discrimination on the basis of sex. Unlike the Equal Pay Act, however, Title VII does not require that the claimant's job be substantially equal to that of a higher paid person of the opposite sex or require the claimant to work in the same establishment.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

Statistics

In Fiscal Year 2006, EEOC received 23,247 charges of sex-based

Need more information?

The law:

- Title VII of the Civil Rights Act

The regulations:

- 29 C.F.R Part 1604

Enforcement guidances and policy documents:

- Enforcement Guidance on Sex Discrimination in the Compensation of Sports Coaches in Educational Institutions
- Enforcement Guidance: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities

We also have information on:

- Equal Pay and Compensation Discrimination
- Pregnancy Discrimination
- Sexual Harassment

discrimination. EEOC resolved 23,364 sex discrimination charges in FY 2006 and recovered $99.1 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

- Charge Statistics: Sex-Based Discrimination

You may also be interested in:

- How to File a Charge of Employment Discrimination
- Mediation at EEOC
- Training and Outreach
- Information for Small Employers

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U. S. Equal Employment Opportunity Commission

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Filing a Charge of Employment Discrimination

- How to File a Charge
- Contact Your Local Field Office
- EEOC's Charge Processing Procedures
- Mediation

The U.S. Equal Employment Opportunity Commission

Filing a Charge of Employment Discrimination

Note: Federal employees or applicants for Federal employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

Who Can File a Charge of Discrimination?

- Any individual who believes that his or her employment rights have been violated may file a charge of discrimination with EEOC.
- In addition, an individual, organization, or agency may file a charge on behalf of another person in order to protect the aggrieved person's identity.

How Is a Charge of Discrimination Filed?

- A charge may be filed by mail or in person at the nearest EEOC office. You may be asked to fill out an intake questionnaire. An intake questionnaire or other correspondence **can** constitute a charge under the statutes we enforce **if** it contains all the information required by EEOC regulations governing the contents of a charge and constitutes a clear request for the agency to act. *See:*
    - Memorandum: August 13, 2007 - Timely Notification to Respondents of Receipt of Intake Questionnaires or other Correspondence Constituting Charges
    - Memorandum: February 21, 2002 - Notifying Respondents of Receipt of Mail Charges
- Individuals who need an accommodation in order to file a charge (*e.g.*, sign language interpreter, print materials in an accessible format) should inform the EEOC field office so appropriate arrangements can be made.
- Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

What Information Must Be Provided to File a Charge?

- The complaining party's name, address, and telephone number;
- The name, address, and telephone number of the respondent employer, employment agency, or union that is alleged to have discriminated, and number of employees (or union members), if known;
- A short description of the alleged violation (the event that caused the complaining party to believe that his or her rights were violated); and
- The date(s) of the alleged violation(s).

- Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

What Are the Time Limits for Filing a Charge of Discrimination?

All laws enforced by EEOC, except the Equal Pay Act, require filing a charge with EEOC before a private lawsuit may be filed in court. There are strict time limits within which charges must be filed:

- A charge must be filed with EEOC within 180 days from the date of the alleged violation, in order to protect the charging party's rights.
- This 180-day filing deadline is extended to 300 days if the charge also is covered by a state or local anti-discrimination law. For ADEA charges, only state laws extend the filing limit to 300 days.
- These time limits do not apply to claims under the Equal Pay Act, because under that Act persons do not have to first file a charge with EEOC in order to have the right to go to court. However, since many EPA claims also raise Title VII sex discrimination issues, it may be advisable to file charges under both laws within the time limits indicated.
- To protect legal rights, it is always best to contact EEOC promptly when discrimination is suspected.
- Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

What Agency Handles a Charge that is also Covered by State or Local Law?

Many states and localities have anti-discrimination laws and agencies responsible for enforcing those laws. EEOC refers to these agencies as "Fair Employment Practices Agencies (FEPAs)." Through the use of "work sharing agreements," EEOC and the FEPAs avoid duplication of effort while at the same time ensuring that a charging party's rights are protected under both federal and state law.

- If a charge is filed with a FEPA and is also covered by federal law, the FEPA "dual files" the charge with EEOC to protect federal rights. The charge usually will be retained by the FEPA for handling.
- If a charge is filed with EEOC and also is covered by state or local law, EEOC "dual files" the charge with the state or local FEPA, but ordinarily retains the charge for handling.

How Is a Charge Filed for Discrimination Outside the United States?

U.S.-based companies that employ U.S. citizens outside the United States or its territories are covered under EEO laws, with certain exceptions. An individual alleging an EEO violation outside the U.S. should file a charge with the district office closest to his or her employer's headquarters. However, if you are unsure where to file, you may file a charge with any EEOC office.

For answers to common questions about how EEO laws apply to multinational employers, please see:

- The Equal Employment Opportunity Responsibilities of Multinational Employers
- Employee Rights When Working for Multinational Employers

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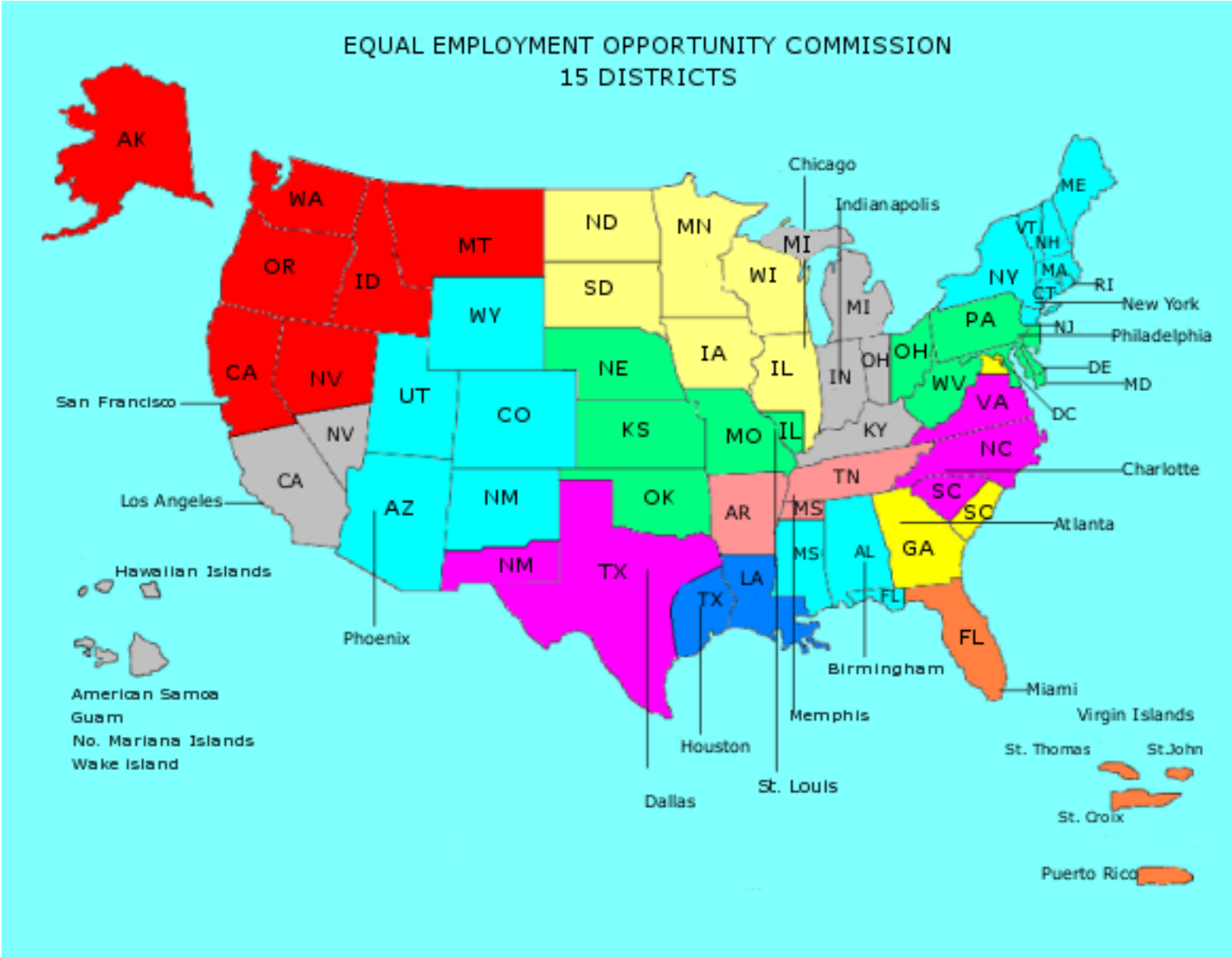
The U.S. Equal Employment Opportunity Commission

EEOC Field Offices

Select an area from the map below to reach the appropriate District Office and any Field, Local or Area Offices within that jurisdiction, or select an office directly from the list below the map.



District Offices

Atlanta District Office

Birmingham District Office

Charlotte District Office

Chicago District Office

Dallas District Office

Houston District Office

Indianapolis District Office

Los Angeles District Office

Memphis District Office

Miami District Office

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El Paso Area Office

Jackson Area Office

Kansas City Area Office

Little Rock Area Office

Louisville Area Office

Milwaukee Area Office

Minneapolis Area Office

Nashville Area Office

Newark Area Office

Oklahoma Area Office

Pittsburgh Area Office

Raleigh Area Office

Local Offices

Buffalo Local Office

Fresno Local Office

Greensboro Local Office

Greenville Local Office

Honolulu Local Office

Las Vegas Local Office

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Norfolk Local Office

Oakland Local Office

Richmond Local Office

San Diego Local Office

San Jose Local Office

San Juan Local Office

Savannah Local Office

St. Louis District Office

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EEOC's Charge Processing Procedures

What Happens after a Charge of Employment Discrimination is Filed with EEOC?

The employer is notified that the charge has been filed. From this point there are a number of ways a charge may be handled:

- A charge may be assigned for priority investigation if the initial facts appear to support a violation of law. When the evidence is less strong, the charge may be assigned for follow up investigation to determine whether it is likely that a violation has occurred.
- EEOC can seek to settle a charge at any stage of the investigation if the charging party and the employer express an interest in doing so. If settlement efforts are not successful, the investigation continues.
- In investigating a charge, EEOC may make written requests for information, interview people, review documents, and, as needed, visit the facility where the alleged discrimination occurred. When the investigation is complete, EEOC will discuss the evidence with the charging party or employer, as appropriate.
- The charge may be selected for EEOC's mediation program if both the charging party and the employer express an interest in this option. Mediation is offered as an alternative to a lengthy investigation. Participation in the mediation program is confidential, voluntary, and requires consent from both charging party and employer. If mediation is unsuccessful, the charge is returned for investigation.
- A charge may be dismissed at any point if, in the agency's best judgment, further investigation will not establish a violation of the law. A charge may be dismissed at the time it is filed, if an initial in-depth interview does not produce evidence to support the claim. When a charge is dismissed, a notice is issued in accordance with the law which gives the charging party 90 days in which to file a lawsuit on his or her own behalf.
- Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

How Does EEOC Resolve Discrimination Charges?

- If the evidence obtained in an investigation does not establish that discrimination occurred, this will be explained to the charging party. A required notice is then issued, closing the case and giving the charging party 90 days in which to file a lawsuit on his or her own behalf.
- If the evidence establishes that discrimination has occurred, the employer and the charging party will be informed of this in a letter of determination that explains the finding. EEOC will then attempt conciliation with the employer to develop a remedy for the discrimination.
- If the case is successfully conciliated, or if a case has earlier been successfully mediated or

settled, neither EEOC nor the charging party may go to court unless the conciliation, mediation, or settlement agreement is not honored.

- If EEOC is unable to successfully conciliate the case, the agency will decide whether to bring suit in federal court. If EEOC decides not to sue, it will issue a notice closing the case and giving the charging party 90 days in which to file a lawsuit on his or her own behalf. In Title VII and ADA cases against state or local governments, the Department of Justice takes these actions.
- Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

When Can an Individual File an Employment Discrimination Lawsuit in Court?

A charging party may file a lawsuit within 90 days after receiving a notice of a "right to sue" from EEOC, as stated above. Under Title VII and the ADA, a charging party also can request a notice of "right to sue" from EEOC 180 days after the charge was first filed with the Commission, and may then bring suit within 90 days after receiving this notice. Under the ADEA, a suit may be filed at any time 60 days after filing a charge with EEOC, but not later than 90 days after EEOC gives notice that it has completed action on the charge.

Under the EPA, a lawsuit must be filed within two years (three years for willful violations) of the discriminatory act, which in most cases is payment of a discriminatory lower wage.

Federal employees or applicants for employment should see Federal Sector Equal Employment Opportunity Complaint Processing.

What Remedies Are Available When Discrimination Is Found?

The "relief" or remedies available for employment discrimination, whether caused by intentional acts or by practices that have a discriminatory effect, may include:

- back pay,
- hiring,
- promotion,
- reinstatement,
- front pay,
- reasonable accommodation, or
- other actions that will make an individual "whole" (in the condition s/he would have been but for the discrimination).

Remedies also may include payment of:

- attorneys' fees,
- expert witness fees, and
- court costs.

Under most EEOC-enforced laws, compensatory and punitive damages also may be available where intentional discrimination is found. Damages may be available to compensate for actual monetary losses, for future monetary losses, and for mental anguish and inconvenience. Punitive damages also may be available if an employer acted with malice or reckless indifference. Punitive damages are not available against the federal, state or local governments.

In cases concerning reasonable accommodation under the ADA, compensatory or punitive damages may not be awarded to the charging party if an employer can demonstrate that "good faith" efforts were made to provide reasonable accommodation.

An employer may be required to post notices to all employees addressing the violations of a specific charge and advising them of their rights under the laws EEOC enforces and their right to be free from retaliation. Such notices must be accessible, as needed, to persons with visual or other disabilities that affect reading.

The employer also may be required to take corrective or preventive actions to cure the source of the identified discrimination and minimize the chance of its recurrence, as well as discontinue the specific discriminatory practices involved in the case.

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The U.S. Equal Employment Opportunity Commission

Mediation

Mediation is a *fair* and *efficient* process to help you resolve your employment disputes and reach an agreement. A neutral mediator assists you in reaching a voluntary, negotiated agreement. Choosing mediation to resolve employment discrimination disputes promotes a better work environment, reduces costs and works for the employer *and* the employee.

- EEOC's Ten Reasons to Mediate *(video)*
- Facts About Mediation
- Questions and Answers - Mediation
- Questions and Answers for Mediation Providers: Mediation and the Americans with Disabilities Act (ADA)
- Questions and Answers for Parties to Mediation: Mediation and the Americans with Disabilities Act (ADA)
- EEOC's ADR Policy Statement
- History of EEOC Mediation Program
- Mediation Contact List
- Studies of the Mediation Program
- Universal Agreement to Mediate

A few satisfied customers ...

"Once the employer gets past the myth of "If we didn't do anything wrong, we shouldn't go to mediation" and decides to participate, the real issues in the dispute become clear. Through mediation, we have had the opportunity to proactively resolve issues and avoid potential charges in the future. We have seen the number of charges filed with EEOC against us actually decline. We believe that our participating in mediation and listening to employees' concerns has contributed to that decline."
Donna M. Gwin
Director of Human Resources
Eastern Division
Safeway Inc.

"As an employer's attorney, I routinely recommend mediation to my clients. In mediation, you can build a sense of what the issues are, learn the problems, explore possible options for resolution, and make informed decisions whether or not resolving at that time or moving on is the best outcome for that matter. It makes both business and economic sense from the employer's perspective."
Charles C. Warner, Esq.

Porter Wright Morris & Arthur LLP

"Regardless of the issue or whether it has merit under Title VII, if it is draining resources, weighing on the mind of the employee, or having a negative impact on productivity, then getting the issue out on the table, mediating it and resolving it is often the smartest and most expeditious way to ensure workforce effectiveness."
Linda I. Workman
Vice President
Workforce Effectiveness
ConAgra Foods, Inc.

"Hopkins is striving to be an employer of choice. We think that participating in EEOC's mediation program moves us that much closer to meeting that goal. . . .We learned that settlement is not always about money. Sometimes there are non- economic ways to settle a case that may be important to the charging party and the respondent."
Laurice Royal, Esq.
Johns Hopkins Health System Corporation

For more information, see
EEOC Mediation Program and the Workplace Benefits of Mediation
EEOC Commission Meeting of December 2, 2003, Washington, D.C.

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The U.S. Equal Employment Opportunity Commission

FOR IMMEDIATE RELEASE
Nov. 8, 2007

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(202) 663-4191
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EEOC LAWYER HONORED AS EXEMPLARY FEDERAL ATTORNEY BY AMERICAN BAR ASSOCIATION

Blackwood Becomes Second EEOC Attorney to Receive ABA Honor

WASHINGTON -- Vincent Blackwood, Assistant General Counsel of the U.S. Equal Employment Opportunity Commission (EEOC), will receive the "Federal Labor and Employment Attorney of the Year" award from the American Bar Association (ABA).

Blackwood was selected for the award by the ABA's Labor and Employment Law Section. This distinguished award recognizes a federal attorney whose professional achievements exemplify excellence of legal work in the field of labor and employment law.

The ABA said the winner of the award must have demonstrated a strong commitment to government service; demonstrated outstanding contribution to the legal profession through sustained excellence in the quality of his or her work; exemplified the highest level of integrity and dedication to the law and government service, as well as leadership both within his or her federal agency and beyond; and contributed significantly to the advancement of labor or employment law.

"Mr. Blackwood's numerous achievements during his 30-year tenure with the EEOC have distinguished him as an expert in the field of employment law," said Memphis attorney Maurice Wexler of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, who chaired the selection committee for the award. "The committee is honored to present him with this award."

EEOC Chair Naomi C. Earp said, "Vince Blackwood has consistently demonstrated his dedication to equal opportunity, his concern for the proper interpretation and enforcement of the law, and his enduring commitment to public service. We congratulate him on this impressive, well-deserved accomplishment."

Blackwood is a 1969 graduate of Harvard Law School. He came to the Commission in 1976 as an attorney in the Appellate Division of the Office of General Counsel. The Appellate Division represents the EEOC in all appellate litigation where the agency is a party or participates as a "friend of the court" (someone not a party to a case who volunteers to offer information on a point of law or some other aspect of the case to assist the court in deciding a matter before it). With the exception of two years in the Trial Division, Blackwood has served in the Appellate Division since then. He became Assistant G

eneral Counsel in 1980, and has served numerous stints as acting head of the Appellate Division.

During his tenure at the EEOC, Blackwood has represented the agency in every federal court of appeals. Over the years he has worked on dozens of Supreme Court cases from *EEOC v. General Telephone* in 1980 to *FedEx v. Holowecki* in the present term.

Blackwood said, “I am honored to receive this recognition from the ABA. I feel very fortunate to have been given the opportunity to practice appellate law at the EEOC, where I can further the vital mission of the EEOC while doing something I really love.”

Blackwood will receive the award officially at the ABA section's annual conference on Nov. 7-10 in Philadelphia. The ABA’s “Federal Labor and Employment Attorney of the Year” was awarded last year to Robert Canino, Regional Attorney of the EEOC’s Dallas District Office.

The EEOC is responsible for enforcing federal laws prohibiting employment discrimination based on race, color, gender (including sexual harassment and pregnancy), religion, national origin, age, disability and retaliation. Further information about the EEOC is available on its web site at www.eeoc.gov.

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The U.S. Equal Employment Opportunity Commission

EEOC Press Releases

December, 2007

- EEOC Issues Fact Sheet on Employment Tests and Selection Procedures to Screen Applicants, Workers (December 3, 2007)

November, 2007

- Federal Court Sharply Limits Employer's Attempt to Probe Job Bias Victims' Medical, Arrest and Litigation Histories (November 29, 2007)
- EEOC Lawyer Honored as Exemplary Federal Attorney by American Bar Association (November 8, 2007)
- EEOC Asks Public to Be Patient During Transition to In-House Phone System (November 7, 2007)
- Next Commission Meeting Wednesday, Nov. 7 (November 5, 2007)

October, 2007

- Global Drilling Company To Pay $290,000 For Racial Harassment, Including Nooses (October 25, 2007)
- AT&T To Pay $756,000 For Religious Bias Against Jehovah's Witnesses (October 23, 2007)
- EEOC Alerts Public to E-mail "Phishing" Scam (October 19, 2007)
- EEOC and B & H Reach $4.3 Million Settlement In National Origin Discrimination Case (October 16, 2007)
- EEOC Forms Federal Asian American and Pacific Islander Work Group (October 11, 2007)
- $27.5 Million Consent Decree Resolves EEOC Age Bias Suit Against Sidley Austin (October 5, 2007)
- United Healthcare of Florida to Pay $1.8 Million For Same-Sex Harassment and Retaliation (October 2, 2007)

September, 2007

- Bloomberg L.P. Sued for Pregnancy Bias (September 27, 2007)
- EEOC Presents •Freedom to Compete Award' For Best Practices in Employment (September 26, 2007)
- EEOC To Present 'Freedom To Compete Award' Honoring Best Practices In Employment (September 18, 2007)
- L.A. Weight Loss to Face Trial for Sex Bias and Retaliation (September 6, 2007)

August, 2007

- Caesars Palace to Pay $850,000 for Sexual Harassment and Retaliation (August 20, 2007)
- EEOC Votes To Replace National Contact Center With In-House Phone System Using Federal Employees (August 13, 2007)
- EEOC Reports on Alternative Dispute Resolution in the Federal Sector Complaint Process (August 10, 2007)
- EEOC Chair Naomi Earp and Top Federal Officials to Speak at 10th Anniversary Excel Conference (August 2, 2007)

July, 2007

- Subway Franchise To Pay $166,500 For Disability Bias, Jury Rules In EEOC Lawsuit (July 27, 2007)
- EEOC and CenterPoint Energy Sign National Mediation Agreement to Address Job Disputes (July 20, 2007)
- EEOC and Walgreens Resolve Lawsuit (July 12, 2007)
- EEOC Amends Age Bias Regulations To Conform With Supreme Court Ruling (July 6, 2007)

June, 2007

- EEOC Issues Federal Work Force Report for 2006 (June 22, 2007)
- Michigan Steel Tubing Company to Pay $500,000 to Settle EEOC Class Race Bias Lawsuit (June 8, 2007)
- Phoenix Jury Awards $287,640 to Fired Muslim Woman in EEOC Religious Discrimination Lawsuit (June 4, 2007)

May, 2007

- Alabama and Mississippi Employers Settle Race Bias Cases for Combined $454,000 and Other

Requirements (May 31, 2007)

- EEOC Issues New Guidance on Work/family Balance and Promotes Employer Best Practices (May 23, 2007)
- EEOC to Focus on Employer Best Practices to Achieve Work/family Balance at Meeting Wednesday (May 21, 2007)
- Professional Transit Management to Pay $450,000 for Race and National Origin Harassment (May 17, 2007)
- EEOC Spotlights Employment Testing and Screening in the 21st Century Workplace (May 16, 2007)
- EEOC to Examine Employment Testing and Screening at Commission Meeting Wednesday (May 14, 2007)
- Local 580, Ornamental Ironworkers, to Pay $800,000 to Partially Settle Contempt Action by EEOC (May 8, 2007)
- EEOC Launches 2007 Fellows Program to Strengthen Partnerships with Federal Agencies, Academia (May 1, 2007)

April, 2007

- EEOC to Unveil New Fellows Program Tuesday (April 25, 2007)
- Geriatric Center to Pay $900,000 for Race Bias, National Origin Discrimination, Retaliation (April 23, 2007)
- EEOC Chair to Speak at Tarleton State University (April 19, 2007)
- EEOC Examines Work/life Family Balance and Intersection of Job Bias Laws (April 17, 2007)
- EEOC Chair Naomi Earp Urges Entertainment Industry to Proactively Address Race and Color Bias (April 12, 2007)
- EEOC To Examine Work/Family Balance And Job Bias Laws At Commission Meeting Tuesday (April 12, 2007)
- EEOC Settles Sex Bias Suit Against Auto Dealer Jeff Wyler Eastgate, Inc. for $2.3 Million (April 5, 2007)
- Next Commission Meeting Friday, April 6 (April 4, 2007)

March, 2007

- EEOC and Bnsf Railway Agree to Settle Age Discrimination Lawsuit for $800,000 (March 30, 2007)
- GLC Restaurants to Pay $550,000 for Sexual Harassment of Teen Workers by Male Boss (March 22, 2007)

- Next Commission Meeting Thursday, March 15 (March 13, 2007)
- Final Judgment In EEOC Sexual Harassment Case Against Custom Companies Tops $1.1 Million (March 8, 2007)
- Walgreens Sued for Job Bias Against Blacks (March 7, 2007)

February, 2007

- EEOC Takes New Approach to Fighting Racism And Colorism in the 21st Century Workplace (February 28, 2007)
- New EEOC Publication Addresses Employment of Health Care Workers with Disabilities (February 26, 2007)
- EEOC To Launch E-Race Initiative At Commission Meeting Wednesday (February 22, 2007)
- Judge Approves $5 Million Settlement of Job Bias Lawsuits Against Woodward Governor (February 20, 2007)
- Appeals Court Orders Trial Of EEOC Disability Suit Against Wal-Mart (February 13, 2007)
- Hill Brothers Construction To Pay $225,000 For Same-Sex Harrassment Against Men (February 12, 2007)
- Job Bias Charges Edged Up In 2006, EEOC Reports (February 1, 2007)

January, 2007

- AK Steel Corporation to Pay $600,000 to Settle EEOC Race Harassment Lawsuit (January 31, 2007)
- Target Corp. To Pay $775,000 for Racial Harassment (January 26, 2007)
- EEOC, Quietflex Manufacturing Company, L.P., and Others Announce Final Approval of Settlement with Hispanic Employees on Discrimination Claims (January 24, 2007)
- Maternity Store Giant to Pay $375,000 to Settle EEOC Pregnancy Discrimination and Retaliation Lawsuit (January 8, 2007)

December, 2006

- EEOC Resolves Slavery and Human Trafficking Suit Against Trans Bay Steel for an Estimated $1 Million (December 8, 2006)
- EEOC Receives Third Consecutive Unqualified Opinion' On Annual Financial Statements (December 7, 2006)

November, 2006

- Freedom to Compete Award Deadline Extended to Feb. 13 (November 28, 2006)
- EEOC and Chase Reach $2.2 Million Settlement In Disability Discrimination Claim (November 22, 2006)
- Appeals Court Upholds EEOC Sex Discrimination Claim Against Dial (November 20, 2006)
- Multi-Million Dollar Jury Verdict for EEOC in Sexual Harassment Case Against Custom Companies (November 17, 2006)
- Justice Clarence Thomas Swears In EEOC Chair Earp, Vice Chair Silverman, General Counsel Cooper (November 14, 2006)
- Tyson Foods Agrees to Resolve Race Harassment and Retaliation Lawsuit (November 7, 2006)

October, 2006

- Everdry Waterproofing to Pay $585,000 for Teen Harassment; Jury Returns Verdict in EEOC Sex Bias Suit (October 27, 2006)
- Allstate's Rehire Policy Adversely Affected Older Agents; EEOC Receives Favorable Ruling (October 19, 2006)
- EEOC Launches Website Section on "Lead" Initiative (October 4, 2006)
- U.S. Supreme Court Denial of Review Ends Sidley & Austin Bid to Avoid Monetary Relief Issue in Age Bias Case (October 2, 2006)
- EEOC Accepting Nominations for 2007 Freedom to Compete Award (October 2, 2006)

September, 2006

- Denny's Sued by EEOC for Disability Bias Against Class of Workers Nationwide (September 28, 2006)
- Leslie Silverman Takes Office as EEOC Vice Chair (September 20, 2006)
- EEO-1 Report For 2006 Due From Employers Sept. 30 (September 12, 2006)
- Naomi C. Earp Takes Office as EEOC Chair (September 6, 2006)
- EEOC to Hold Public Meeting on Sept. 7 (September 5, 2006)
- Justice Department and Equal Employment Opportunity Commission Settle Ohio Religious Discrimination Lawsuits (September 1, 2006)

August, 2006

- EEOC Settles Sex and Race Suit Against S & Z Tool & Die (August 25, 2006)
- Court of Appeals Rules Target must Face Trial on Race Discrimination Charges (August 24, 2006)
- Court Bars Immigration Queries in Job Discrimination Case; Judge Cites 'Chilling Effect' (August 22, 2006)
- Stillwater School District to Pay $1.12 Million For Age Bias Against Class of Retired Employees (August 21, 2006)
- New Field Hires Authorized at EEOC (August 18, 2006)
- EEOC Opens Mobile, Alabama, Office (August 15, 2006)
- Ronald Cooper Sworn In As EEOC General Counsel (August 11, 2006)
- EEOC Opens Las Vegas Office (August 9, 2006)
- EEOC Chair Dominguez to Step Down at Terms End (August 7, 2006)

July, 2006

- New EEOC Publication Addresses Employment Rights of People with Hearing Loss (July 26, 2006)
- EEOC Votes to Extend National Contact Center (July 13, 2006)
- Next Commission Meeting Thursday, July 13 (July 12, 2006)

June, 2006

- EEOC 'Excel' Conference to Offer One-stop Training On Federal Sector Discrimination Issues (June 30, 2006)
- Commission Takes Aggressive Steps to Stem Decline in Number of Federal Workers with Targeted Disabilities (June 28, 2006)
- EEOC Issues Report on Federal Work Force for 2005 (June 28, 2006)
- Commission to Meet Wednesday to Address Federal Employment of People with Disabilities (June 26, 2006)
- EEOC Offers Tips to Companies That Employ Teens (June 20, 2006)
- EEOC Presents "Freedom To Compete Award" For Best Practices In Employment (June 14, 2006)
- EEOC Race Bias Suit Against Coca-Cola Bottling to Move Toward Trial, Appeals Court Rules (June 9, 2006)
- EEOC on Wednesday to Present "Freedom to Compete Award" Honoring Best Practices in Employment (June 8, 2006)

- EEOC Investigating FedEx on Charges of Companywide Race, National Origin Discrimination (June 5, 2006)
- EEOC on Wednesday to Host Employer Roundtable on Emergency Preparedness for People with Disabilities (June 5, 2006)
- Class of Women to Receive $48.9 Million In EEOC-Verizon Pregnancy Bias Settlement (June 5, 2006)
- Wal-Mart to Pay $315,000 to Settle Two EEOC Suits for Sexual Harassment at Store in Central Florida (June 1, 2006)

May, 2006

- Les Schwab Tire Centers Exclude Women from Management, EEOC Charges in Sex Suit (May 31, 2006)
- Alamo Car Rental Guilty of Religious Bias Federal Court Rules in EEOC Lawsuit (May 30, 2006)
- Judge Orders John Pickle Co. to Pay $1.24 Million to 52 Foreign Workers in "Human Trafficking" Case (May 26, 2006)
- New EEOC Publication Addresses Reasonable Accommodation for Attorneys With Disabilities (May 23, 2006)
- National Education Association and Alaska Affiliate to Pay $750,000 for Harassment of Women (May 22, 2006)
- EEOC Announces Age Bias Settlement with State of Massachusetts Will Net Millions for Victims (May 22, 2006)
- Nine West, Jones Apparel Group to Pay $600,000 to Settle National Origin and Sex Bias Suit (May 22, 2006)

April, 2006

- EEOC Race Bias Suit Against Universal Pictures Moves Forward to Trial, Court Rules (April 28, 2006)
- Deficit In Management Diversity For Many In Finance Industry, EEOC Study Finds (April 26, 2006)
- EEOC Issues Policy Guidance Specific to Race and Color Discrimination (April 19, 2006)
- EEOC on Wednesday to Consider New Compliance Manual Section on Race and Color Discrimination (April 17, 2006)
- EEOC Settles Lawsuit on Behalf of Hispanic Employees (April 13, 2006)
- EEOC Awards Interagency Agreement for Financial Management System Support Services (April 11, 2006)

- EEOC Makes Fight Against Systemic Discrimination a Top Priority (April 4, 2006)
- Lawrys Restaurants Sued For Sex Bias In Hiring (April 4, 2006)

March, 2006

- Two Federal Courts: EEOC Can Correspond with Class Members in Lawsuits Without Interference (March 31, 2006)
- Commission to Consider Strategies Tuesday For Combating Systemic Discrimination (March 30, 2006)
- UPS Sued for Discrimination Against Rastafarian (March 29, 2006)
- EEOC Obtains $1 million for Black Man Choked With Hangmans Noose by White Co-Workers (March 21, 2006)
- Melrose Hotel, Berwind Property Group, to Pay $800,000 to Settle National Origin Bias Suit by EEOC(March 16, 2006)
- Lithia Car Dealership to Pay $562,500 for Race Bias Against Black Salesmen Targeted by Manager (March 16, 2006)
- Cracker Barrel to Pay $2 Million for Race and Sexual Harassment at Three Illinois Restaurants (March 10, 2006)
- Federal Court Bars Employers from Making Issue of Immigration Status in Discrimination Lawsuits (March 10, 2006)
- Jury Orders Associated Security to Pay $1.34 Million for Sexual Harassment and Retaliation (March 10, 2006)
- Pand Enterprises to Pay $90,000 to Young Men Who Were Sexually Harassed by Male Supervisor (March 10, 2006)
- EEOC Partners with Business to Build Best Practices for Increasing Diversity (March 8, 2006)
- EEOC Wins Disability Bias Suit Against FEDEX (March 2, 2006)

February, 2006

- All EEOC Age Bias Claims Against Sidley Austin To Go Forward, Federal Appeals Court Rules (February 17, 2006)
- EEOC to Hold Public Meeting on February 15 (February 13, 2006)
- EEOC Reports Slight Decline in Discrimination Charges in 2005 (February 9, 2006)

January, 2006

- EEOC Implements Final Revisions to EEO-1 Report (January 27, 2006)
- EEOC to Hold Public Meeting on January 18 (January 13, 2006)
- Christine Griffin Takes Oath as EEOC Commissioner (January 1, 2006)

December, 2005

- Austrian Airlines to Pay $500,000 for Age Bias (December 28, 2005)
- EEOC to Implement Plan to Enhance Agency Presence Jan. 1 (December 22, 2005)
- EEOC Earns Second Straight 'Unqualified Opinion' on Annual Financial Statements(December 21, 2005)
- Federal Court Rules Again: All EEOC Claims Against Sidley Austin for Age Bias Will Go Forward (December 21, 2005)
- EEOC to Hold Public Meeting on December 21 (December 19, 2005)
- New Gallup Poll on Employment Discrimination Shows Progress, Problems 40 Years after Founding of EEOC (December 8, 2005)

November, 2005

- EEOC Reopens New Orleans Office (November 29, 2005)
- SPS Temporaries and Two Clients to Pay up to $580,000 In Class Action Litigation Settlement with EEOC (November 17, 2005)
- National Education Association Partners with EEOC to Address Employment Issues Affecting Teens (November 17, 2005)
- EEOC Offers Details about Federal Sector Hearings (November 17, 2005)
- Commission Approves Revisions to EEO-1 Report (November 16, 2005)
- Maritime Training Facility & Union to Pay $625,000 for Age Bias in Apprenticeship Program (November 15, 2005)
- EEOC to Hold Public Meeting on November 16 (November 14, 2005)
- Retired Teachers to Receive $465,000 for Age Bias In Latest EEOC Settlements with School Districts (November 7, 2005)
- EEOC Wins National Disability Award (November 3, 2005)

October, 2005

- EEOC Report Highlights States' Efforts To Employ People With Disabilities (October 31, 2005)

- EEOC Explains Employment Rights Of Persons Who Are Blind or Visually Impaired (October 25, 2005)
- Fedex Freight To Pay $500,000 For Racial Bias (October 24, 2005)
- EEOC to Hold Public Meeting on October 25 (October 19, 2005)
- Howard University School Of Law To Host Celebration Of EEOC'S 40th Anniversary (October 18, 2005)
- Federal Law Protects Those Who Associate With The Disabled, EEOC Affirms (October 17, 2005)
- EEOC Taking Nominations for 2006 "Freedom to Compete Award" (October 12, 2005)

September, 2005

- Dial Ordered To Pay More Than $3 Million In EEOC Sex Discrimination Case (September 30, 2005)
- EEOC Attorney Wins Coveted "Service to America Medal" *(on external site)* (September 29, 2005)
- Carmike Cinemas to Pay $765,000 to Settle Rare Case Of Male-on-male Teen Harassment (September 27, 2005)
- Burger Chain to Pay $150,000 to Resolve EEOC Religious Discrimination Suit (September 16, 2005)
- EEOC Sues Mandalay Bay Resort & Casino for Sexual Harassment and Retaliation (September 13, 2005)

August, 2005

- EEOC and Halliburton Partner to Resolve Employment Disputes (August 31, 2005)
- EEOC and NLRB Renew Partnership to Recruit Diverse Pool of Talented Attorneys (August 30, 2005)
- EEOC and McDonald's USA, LLC Sign Regional Universal Mediation Agreement (August 17, 2005)
- Over $40 Million To Be Paid To Victims In Eeoc Sex Bias Suit Against Morgan Stanley (August 15, 2005)
- Tyson Foods Sued for Race Bias and Retaliation against Blacks; 'Whites Only' Restroom at Issue (August 11, 2005)
- Appeals Court Upholds EEOC Disability Suit Against Sears Roebuck For Second Time (August 11, 2005)
- Next Public Commission Meeting to Be Held August 8 (August 5, 2005)
- Federal Court Says EEOC Disability Blas Lawsuit Against Sears Roebuck to Proceed (August 2,

2005)

July, 2005

- Tuskegee Professor Kuforiji Selected as EEOC's Second Labor Economist Fellow (July 27, 2005)
- New EEOC Publication Addresses Employment Rights Of People with Cancer under Disabilities Act (July 26, 2005)
- Western Casework to Pay $600,000 for Harassment of Hispanic Employees Based on National Origin (July 22, 2005)
- EEOC Revises Guidance on Timeliness for Filing Charges of Employment Discrimination (July 21, 2005)
- Next Public Commission Meeting to Be Held July 18 (July 14, 2005)
- EEOC to Hold National Federal Sector Employment Law Conference in Las Vegas August 22-25 (July 14, 2005)
- EEOC Approves Plan to Enhance Agency Presence (July 8, 2005)
- EEOC To Hold Public Meeting On July 8 To Deliberate, Vote On Repositioning Plan (July 7, 2005)

June, 2005

- National Retail Federation Partners with EEOC To Educate Teens on Their Employment Rights (June 29, 2005)
- EEOC Launches Spanish-language Youth@work Web Site (June 29, 2005)
- Georgetowne Place to Pay $650,000 to Settle EEOC Race Discrimination Lawsuit (June 22, 2005)
- EEOC to Hold Public Forum on June 23 To Discuss Field Repositioning Plan (June 16, 2005)
- Rivera Vineyards Settles EEOC Suit Alleging Sexual Harassment, Retaliation, Job Segregation (June 15, 2005)
- EEOC Presents 'Freedom to Compete Award' For Best Practices in Employment (June 14, 2005)
- EEOC To Present 'Freedom To Compete Award' Honoring Best Practices in Employment (June 10, 2005)
- Judge Upholds Jury Verdict Against DuPont For $591,000 In Disability Bias Suit by EEOC (June 9, 2005)
- Court Rejects Sidley & Austin's Attempt to Avoid Money Damages in EEOC Age Bias Suit (June 9, 2005)
- The Plaza Hotel to Pay $525,000 for Post-9/11 Backlash Discrimination Against Employees (June 8, 2005)

- EEOC, Ford, UAW, Class Members Voice Approval of Landmark Race Discrimination Settlement (June 1, 2005)

May, 2005

- Aerospace Company to Pay $1.25 Million for Harassment of Hispanic Employees (May 20, 2005)
- EEOC to Hold Public Meeting on May 16 to Deliberate, Vote on Repositioning Plan (May 11, 2005)
- EEOC Chair Unveils Plan to Enhance Agency Presence (May 10, 2005)
- Federal Agencies Jointly Issue Publications on Making EEO Mediation Accessible to People with Disabilities (May 10, 2005)
- EEOC Wins $8 Million Jury Verdict for Blind Worker In Disability Bias Case Against EchoStar (May 6, 2005)

April, 2005

- EEOC Obtains Million Dollar Judgment Against Saipan Garment Contractor Sako Corp. (April 25, 2005)
- EEOC Chair to Visit Langston University May 2 For Event Marking Commission's 40th Anniversary (April 22, 2005)
- EEOC Issues Report on Federal Work Force for 2004 (April 22, 2005)
- Next Public Commission Meeting To Be Held on April 21 (April 13, 2005)
- Caesars Palace Subjected Class of Kitchen Workers To Sexual Harassment, EEOC Charges (April 4, 2005)

March, 2005

- EEOC Seeks To Appeal Court Order on Retiree Health Benefits Rule (March 30, 2005)
- EEOC to Hold Public Meeting on March 24 (March 24, 2005)
- EEOC Launches National Contact Center Pilot To Enhance Customer Service, Improve Efficiency (March 21, 2005)
- EEOC to Launch National Contact Center Pilot March 21 in Lawrence, Kansas (March 16, 2005)
- EEOC Wins Jury Verdict of Nearly $400,000 For Older Worker Fired by Casket Company (March 4, 2005)

February, 2005

- EEOC Sues McDonald's Franchises in Arizona and New Mexico For Sexual Harassment of Young Workers (February 24, 2005)
- EEOC to Hold Press Conference to Announce Lawsuits Against Employers in Arizona and New Mexico (February 18, 2005)
- EEOC to Hold Public Meeting on February 22 (February 18, 2005)
- EEOC Releases Fiscal 2004 Year-End Data (February 15, 2005)
- Statement by EEOC Chair Cari Dominguez on Retiree Health Benefits Rule (February 10, 2005)
- Pre-Employment Test by Dial Corp. Discriminates Against Women, Court Rules in EEOC Case (February 8, 2005)
- EEOC Issues New Training Guide For Small Businesses and Supervisors (February 7, 2005)

January, 2005

- EEOC Announces 'Freedom to Compete Award' Honoring Best Practices in the Workplace (January 31, 2005)
- Jury Orders Harris Farms to Pay $994,000 in Sexual Harassment Suit by EEOC (January 21, 2005)
- EEOC Charges Sidley & Austin With Age Discrimination (January 13, 2005)
- Consolidated Freightways to Pay $2.75 Million For Racial Harassment of African Americans (January 12, 2005)
- EEOC Launches Spanish-Language Web Site To Enhance Customer Service (January 11, 2005)

December, 2004

- EEOC and Northwest Airlines, Inc., Announce Settlement of Disability Discrimination Suit (December 30, 2004)
- EEOC and Johnson International Settle Pregnancy Discrimination Suit for $450,000 (December 28, 2004)
- Jury Orders Federal Express to Pay $1.57 Million In Employment Bias Suit by EEOC (December 22, 2004)
- EEOC Reaches Out to High Schoolers to Combat Workplace Harassment of Teens (December 15, 2004)
- Burger King Franchise Pays $400,000 for Alleged Sexual Harassment of Teens (December 6, 2004)
- EEOC Chair Cari Dominguez to Visit Puerto Rico To Conduct Outreach on Employment Laws (December 6, 2004)

November, 2004

- EEOC and National Restaurant Association Partner to Address Employment Issues Affecting Teens (November 30, 2004)
- Kansas and EEOC Partner to Promote Hiring and Advancement of People with Disabilities in State Jobs (November 29, 2004)
- EEOC Gets 'Unqualified Opinion' on FY 2004 Financial Statements from Independent Auditors (November 23, 2004)
- EEOC Agrees to Landmark Resolution of Discrimination Case Against Abercrombie & Fitch (November 18, 2004)
- EEOC to Hold Exclusive Press Conference for High School Newspapers on Youth@work Initiative (November 16, 2004)
- Tuskegee University Professor Selected by EEOC as First Labor Economist Fellow (November 10, 2004)
- EEOC Receives Top Rating for Small Business Outreach In SBA National Ombudsman's Report (November 10, 2004)
- Utah and EEOC Partner to Promote Hiring and Advancement of People with Disabilities in State Jobs (November 8, 2004)

October, 2004

- EEOC Report Highlights States' Efforts to Employ People with Disabilities (October 29, 2004)
- EEOC and Southern Company Partner to Resolve Employment Disputes Through Mediation (October 29, 2004)
- EEOC Provides Restauranteurs and Other Food Service Employers Information on Disabilities Act Compliance (October 28, 2004)
- EEOC Obtains $1.29 Million Jury Verdict Against Dupont for Disability Discrimination (October 25, 2004)
- EEOC and FDA to Roll-Out Guide for Restauranteurs Addressing Overlap of Disabilities Act and Food Code Rules (October 22, 2004)
- New EEOC Fact Sheet Addresses Employment Rights of People with Intellectual Disabilities (October 20, 2004)
- EEOC Makes Gains in Processing Bias Complaints Filed Against Federal Agencies (October 13, 2004)
- Location of Retail Distribution Centers Impacts Workforce Diversity, New Study Finds (October 7, 2004)
- EEOC Holds 'Youth@work' Events in Virginia and Arizona as Initiative Moves Forward Nationwide

(October 7, 2004)

- Honeywell International to Pay $2.15 Million for Age Discrimination, in EEOC Settlement (October 4, 2004)
- EEOC and Intel Enter Mediation Partnership To Resolve Workplace Disputes (October 4, 2004)
- EEOC To Receive 'Friend in Government' Award From American-Arab Anti-Discrimination Committee (October 1, 2004)

September, 2004

- EEOC Commissioner Ishimaru Meets with Local High School Students As Part Of 'Youth@Work' Initiative (September 29, 2004)
- EEOC Launches 'Youth@work' Initiative to Educate Teen Employees about Their Rights and Responsibilities (September 21, 2004)
- EEOC Awards National Contact Center Contract To Pearson Government Solutions (September 21, 2004)
- Equal Employment Opportunity Commission Approves Obligation of Funds for National Contact Center (September 17, 2004)
- EEOC Partners with the City of Tacoma On Mediation Program (September 16, 2004)
- Equal Employment Opportunity Commission to Vote on Authorization of Funds for Pilot National Contact Center (September 15, 2004)
- Tyson Foods, Inc. Signs Mediation Pact with EEOC To Resolve Workplace Disputes (September 15, 2004)
- EEOC and Education America/Remington College Enter into National Mediation Agreement (September 14, 2004)
- EEOC Settles Discrimination Suit Against Carl Buddig for $2.5 Million (September 7, 2004)

August, 2004

- Home Depot to Pay $5.5 Million to Resolve Class Discrimination Lawsuit in Colorado (August 25, 2004)
- Jillian's To Pay $360,000 for Sex Discrimination Against Men (August 13, 2004)
- Lucor, Inc., D/b/a Jiffy Lube, and EEOC Enter Regional Mediation Partnership (August 12, 2004)
- EEOC Sues Cracker Barrel for Sex Bias and Racial Harassment (August 11, 2004)
- EEOC Chair Dominguez to Focus on Diversity In the News Media, at Unity 2004 Convention (August 6, 2004)
- EEOC's Washington Field Office Relocates (August 2, 2004)

July, 2004

- New Fact Sheet Addresses Workplace Rights of People with Epilepsy under Disabilities Act (July 28, 2004)
- Commissioner Paul Miller Bids Farewell to EEOC (July 27, 2004)
- EEOC To Hold National Federal Sector Law Conference In Las Vegas (July 26, 2004)
- EEOC and Ryan's Restaurant Group, Inc. Sign National Mediation Agreement (July 21, 2004)
- EEOC and Morgan Stanley Announce Settlement of Sex Discrimination Lawsuit (July 12, 2004)

June, 2004

- Trendwest Resorts Inc. to Pay $475,000 for Sex Discrimination in Promotion of Women (June 25, 2004)
- Airguide Corporation and Pioneer Metals, Inc. to Pay $1 Million for Sexual Harassment, Retaliation (June 17, 2004)
- Huddle House, Inc. and EEOC Enter Mediation Partnership to Resolve Workplace Disputes (June 17, 2004)
- Legal History Panels to Commemorate 40th Anniversary of Civil Rights Workplace Protections (June 8, 2004)

May, 2004

- Monitors Report Consent Decree in Sexual Harassment Case Is Working at Dial (May 26, 2004)
- EEOC Settles Racial Hiring Case Against Milgard Windows for $3.37 Million (May 20, 2004)
- EEOC Releases 2003 Federal Work Force Report (May 20, 2004)
- EEOC Commissioner Testifies on Retiree Health Benefits Before Senate Special Committee on Aging (May 17, 2004)
- Labor Ready Signs on to EEOC'S Mediation Program (May 12, 2004)

April, 2004

- EEOC Approves Proposal to Exempt Retiree Health Plans from Age Discrimination in Employment Act (April 22, 2004)
- Cirque Du Soleil To Pay $600,000 for Disability Discrimination Against Performer with HIV (April 22, 2004)

- Raytheon Enters EEOC's National ADR 'Referral Back' Program (April 21, 2004)
- Relief for Afghan, Muslim Workers Harassed at Solano County Car Dealer Chain (April 6, 2004)
- Court Rules Allstate's Threats of Retaliation Are Illegal (April 2, 2004)
- Ford Motor Company and EEOC Enter Mediation Partnership to Resolve Workplace Disputes (April 2, 2004)

March, 2004

- EEOC and Ford Motor Company to Sign National Mediation Agreement on April 2 (March 31, 2004)
- Sega, Spherion Settle Suit Alleging Bias Against Filipinos, Retaliation (March 25, 2004)
- Lowe's Companies, Inc. Sued for Race Discrimination (March 24, 2004)
- EEOC Issues Fiscal Year 2003 Enforcement Data (March 8, 2004)
- Women Continue to Advance into Management Ranks, EEOC Study Finds (March 4, 2004)
- Recordkeeping Guidance Clarifies Definition of "Job Applicant" for Internet and Related Technologies (March 3, 2004)

February, 2004

- Golden Corral Corp. And EEOC Enter Mediation Partnership to Resolve Employment Disputes (February 26, 2004)
- Federal Express to Pay over $3.2 Million to Female Truck Driver for Sex Discrimination, Retaliation (February 25, 2004)

January, 2004

- Two Florida Restaurants To Pay $525,000 For Sexual Harassment of Teenagers (January 8, 2004)
- Governor Douglas Continues Commitment to Hiring and Advancement of People With Disabilities in State Jobs (January 8, 2004)

December, 2003

- EEOC and the Palm Resolve Inquiry into Recruiting and Hiring Practices (December 17, 2003)
- Maryland and EEOC Partner to Promote Hiring and Advancement of People with Disabilities in State Jobs (December 16, 2003)

- Employers Recount Workplace Benefits of EEOC Mediation, Call for Increased Participation

November, 2003

- EEOC to Examine Benefits of Workplace Mediation At next Public Commission Meeting (November 25, 2003)
- Two More Large Employers Sign National Mediation Agreements with EEOC (November 25, 2003)
- Ishimaru Takes Oath as EEOC Commissioner (November 17, 2003)
- EEOC To Examine American Indian and Alaska Native Perspective On Workplace/Market Place Realities and Trends (November 6, 2003)

October, 2003

- EEOC Fact Sheet on Diabetes and the Workplace Addresses Frequently Asked Questions (October 29, 2003)
- Law Firms Embrace Diversity, but Hurdles Remain (October 22, 2003)
- EEOC Commissioner Miller Travels to Amman, Jordan to Consult International Officials on Disability Issues
- EEOC Launches National Forum Series on 'Realities And Opportunities in the 21st Century Workplace' (October 9, 2003)
- EEOC Resolves Sex Discrimination Lawsuit Against NBA's Phoenix Suns and Sports Magic for $104,500 (October 9, 2003)
- Job Applicants with Disabilities to Benefit from Fact Sheet on Rights Throughout Hiring Process (October 7, 2003)
- EEOC Partners with Albertsons, Inc. (October 2, 2003)

September, 2003

- EEOC Sues Plaza Hotel & Fairmont Hotels & Resorts For Post-9/11 Backlash Discrimination (September 30, 2003)
- EEOC Sues Universal Studios for Race Discrimination (September 30, 2003)
- EEOC Sues Applied Graphics Technologies, Inc. and Newsweek, Inc. for Post-9/11 Backlash Discrimination (September 30, 2003)
- EEOC Sues L'Oreal for Age Discrimination And Retaliation (September 30, 2003)
- EEOC And Electrolux Reach Voluntary Resolution In Class Religious Accommodation Case (September 24, 2003)

- EEOC Wins Over $4 Million Retaliation Claim In Jury Verdict Against Hospital (September 3, 2003)
- EEOC To Hold Public Commission Meeting On "Repositioning For New Workplace Realities" (September 3, 2003)

August, 2003

- EEOC To Hold National Federal Sector Law Conference Aug. 26-29 In Atlantic City, N.J. (August 20, 2003)
- EEOC and Kimble Glass, Inc. Enter Into National Agreement to Mediate Employment Disputes (August 14, 2003)
- EEOC Files Two Suits Against Caterpillar for Harassment at Illinois Facilities (August 13, 2003)
- Supercuts to Pay $3.5 Million for Race Bias and Train Hundreds of Managers, In EEOC Settlement (August 13, 2003)
- Eric Dreiband Takes Oath As EEOC General Counsel (August 11, 2003)
- EEOC and Cheap Tickets Reach $1.1 Million Settlement in Sexual Harassment Suit (August 7, 2003)
- EEOC Settles Color Bias Suit; Dark Skinned African American Harassed and Fired By Applebee's (August 7, 2003)
- Expecting Mother Forced to Choose Between Parenthood and Livelihood, EEOC Lawsuit Says (August 6, 2003)
- EEOC and Workplace Partners Launch New Initiative to Protect Employment Rights of Asian Americans (August 1, 2003)

July, 2003

- Women of Color Make Gains in Employment and Job Status
- EEOC Obtains a $4.5 Million Settlement With Local 580 Ornamental Iron Workers
- EEOC Chair Cari Dominguez to Address Hundreds of Federal Officials at National EXCEL Conference August 26 - 29 in Atlantic City, NJ (July 22, 2003)
- Central Station Casino To Pay $1.5 Million In EEOC Settlement For National Origin Bias (July 18, 2003)
  En Español...
- Muslim Pilot Fired Due to Religion and Appearance, EEOC Says In Post- 9/11 Backlash Discrimination Suit (July 17, 2003)
- Egyptian Manager Fired Because of National Origin, EEOC Says In Post-9/11 Backlash Discrimination Lawsuit(July 10, 2003)

- EEOC Launches New Internal Mediation Program (July 8, 2003)
- EEOC and Arab, Sikh, South Asian Groups Co-sponsor Community Forum On Employment Discrimination (July 7, 2003)
- EEOC Sues Rockford 'Machine Shed' for Sexual Harassment (July 1, 2003)

June, 2003

- Appeals Court Reverses Dismissal of EEOC Suit Against Reeves Law Firm in California (June 25, 2003)
- EEOC Wins $1.55 Million Dollar Jury Verdict in Sexual Harassment Suit Against Florida Restaurant (June 23, 2003)
- Pizza Hut to Pay $360,000 for Settlement of Sexual Harassment Complaint (June 19, 2003)
- Chicago-Area Small Businesses Encouraged to Register for Free, Local Disabilities Act Workshop
- EEOC To be Honored by American Diabetes Association at Annual Meeting in New Orleans
- EEOC Observes 40th Anniversary of the Equal Pay Act (June 10, 2003)
- EEOC To Offer New Source of Assistance for Immigrant Community in Dallas (June 6, 2003)
- EEOC Chair Cari Dominguez to Address Dallas Area Employers on June 12 (June 6, 2003)

May, 2003

- EEOC Commissioner Paul Steven Miller Receives Honorary Doctor of Law Degree from CUNY (May 23, 2003)
- EEOC Reaches Largest Ever Voluntary Settlement for Disability Bias in Agricultural Industry (May 20, 2003)

April, 2003

- EEOC Enhances Customer Service for Persons with Limited English Proficiency (April 30, 2003)
- Judge Grants EEOC's and Dial's Request to Enter Joint Consent Decree in Harassment Case (April 29, 2003)
- Naomi C. Earp Takes Oath as EEOC Vice Chair (April 28, 2003)
- New Fact Sheets Outline Protections Against Discrimination by Multinational Employers (April 24, 2003)
- Judge in Dial Sexual Harassment Case Denies Soap Maker's 'Eve of Trial' Bid on Punitive Damages Issue (April 24, 2003)

- EEOC Expands Mediation with New FEPA Pilot Program (April 24, 2003)
- Hospital in New York to Pay Over $5 Million to Settle Sexual Harassment by Doctor (April 9, 2003)
- South Florida Auto Dealer to Pay $700,000 for Job Bias Based on Race, Religion and National Origin (April 8, 2003)
- EEOC and TIC the Industrial Company Settle Discrimination Lawsuit (April 8, 2003)
- Muslim Worker Targeted for Religious Discrimination Before and After 9/11, EEOC Lawsuit Says (April 7, 2003)

March, 2003

- African-American Reporter to Receive $150,000 for Racial Harassment and Firing in EEOC Settlement with Media Corporations (March 26, 2003)
- EEOC Launches New Mediation Pilot Program (March 24, 2003)
- Pakistani-American Workers to Share $1.11 Million in Harassment Settlement with Stockton Steel (March 19, 2003)
- EEOC Settles Psychiatric Disability Bias Suit for Worker with Bipolar Disorder
- Three Florida Employers to Pay Total of $570,000 for Unlawful Retaliation, in EEOC Settlements (March 18, 2003)
- EEOC Sues McDonald's Restaurant for Disability Bias Against Employee with Facial Disfigurement (March 7, 2003)
- Waste Management Company to Pay Nearly $200,000 for Disability Discrimination (March 5, 2003)

February, 2003

- EEOC Settles Sexual Harassment Suit for $2.3 million Against SH&E and Reed Telepublishing (February 26, 2003)
- EEOC and the Beverly Hilton Hotel Settle Allegations of Age Discrimination (February 26, 2003)
- EEOC and Pinnacle Nissan Settle National Origin and Religious Harassment Lawsuit (February 19, 2003)
- Deaf Job Applicant to Receive $75,000 for Disability Bias in EEOC Settlement with Holiday Inn - Northglenn (February 18, 2003)
- Griffin Pipe Products to Pay $100,000, and Implement Revamped Promotion Procedures (February 13, 2003)
- Judge Decides Major Punitive Damages Issue in Favor of EEOC in Dial Sexual Harassment Suit (February 13, 2003)

- EEOC Reports Discrimination Charge Filings Up (February 6, 2003)
- EEOC Marks Second Anniversary of President's Disability Initiative with Fact Sheet on Telework as a Reasonable Accommodation (February 3, 2002)

January, 2003

- Disabled Public Safety Officers to Receive Benefits in Historic EEOC Settlement for Age Discrimination (January 30, 2003)
- "Babies R Us" to Pay $205,000, Implement Training Due to Same-Sex Harassment of Male Employee (January 15, 2003)
- Target Corp. to Pay $95,000, Implement Training for Failure to Accommodate Disabled Worker (January 15, 2003)
- EEOC And Sears, Roebuck and Co. Settle Disability Discrimination Suit (January 9, 2003)
- EEOC Resolves Racial Harassment Lawsuit Against Ford of Greensburg for $534,000 (January 8, 2003)
- EEOC Sues Pickle Manufacturing Company for Discrimination Against Workers from India (January 2, 2003)
- Brink's to Pay $30,000 To Peoria Area Woman for Failure to Accommodate Religious Beliefs (January 2, 2003)

December, 2002

- EEOC, SoBe, And PepsiCo Settle Sexual Harassment Suit For $1.79 Million(December 23, 2002)
- Wal-Mart to Pay $220,000 for Rejecting Pregnant Applicant, in EEOC Settlement (December 23, 2002)
- EEOC Attorneys Chosen for Private Bar Fellowship (December 19, 2002)
- Donnelley to Pay $150,000 to Paraplegic Graphics Technician for Job Bias (December 16, 2002)
- Gulfstream Aerospace to pay $2.1 Million for Age Bias in EEOC Settlement (December 11, 2002)
- EEOC Releases National Origin Discrimination Guidance (December 2, 2002)

November, 2002

- EEOC Settles Race Discrimination Suit with the Mirage for $1.14 Million (November 27, 2002)
- EEOC Settles Disability Discrimination Suit Against Aerospace Giant Honeywell For $100,000 (November 21, 2002)

- EEOC Settles Major Age Bias Suit; Foot Locker to Pay $3.5 Million to Former Woolworth Employees (November 15, 2002)
- EEOC to Reopen its New York Headquarters (November 14, 2002)
- EEOC And North Carolina Medical Practice Reach $35,000 Settlement in Post-9/11 Backlash Discrimination Claim (November 13, 2002)

October, 2002

- Memphis Jury Returns Verdict Against Northwest Airlines in EEOC Disability Case on Behalf of Diabetic Applicant (October 31, 2002)
- EEOC Settles Sexual Harassment Lawsuit Against Denny's (October 30, 2002)
- EEOC Racial Harassment Suit Against Texas Drilling Company Settles for $859,000 (October 29, 2002)
- Texas Car Dealership to Pay $140,000 to Settle Same-Sex Harassment Suit by EEOC (October 28, 2002)
- EEOC Sues Kraft Foods North America, Inc. for Same-Sex Harrassment of Men (October 25, 2002)
- EEOC Chair Dominguez Urges Employers to Hire and Mentor Young People with Disabilities (October 16, 2002)
- New Web Page Emphasizes EEOC Role in Coordinating Government-Wide Nondiscrimination Efforts (October 11, 2002)
- Thousands of Women to Receive Benefits in EEOC-Verizon Pregnancy Bias Settlement (October 10, 2002)
- Race Motivated Firings and Epithets Cost Colorado Car Dealership $450,000 (October 9, 2002)
- Court Gives Final Approval to $47 Million Settlement in Sex Discrimination Suits Against Rent-A-Center by EEOC and Private Plaintiffs (October 4, 2002)

September, 2002

- EEOC Sues Alamo Car Rental for Religious Bias (September 30, 2002)
- EEOC Files Post-9/11 National Origin Discrimination Suit Against Chromalloy Castings Tampa Corporation (September 30, 2002)
- EEOC Sues Renaissance Roofing for Disability Discrimination (September 30, 2002)
- EEOC Sues Arizona Diner For National Origin Bias Against Navajos and Other Native Americans (September 30, 2002)
- EEOC and DeCoster Farms Settle Complaint For $1,525,000 (September 30, 2002)

- EEOC Files Post-9/11 Religion and National Origin Termination Lawsuit Against Worcester Art Museum (September 30, 2002)
- EEOC Expands Immigrant Rights Partnership to Include OSHA, DOJ and Latin American Consulates (September 27, 2002)
- EEOC Moves to Intervene in Quietflex Lawsuit (September 26, 2002)

August, 2002

- EEOC Issues Handbook to Help Small Businesses Comply with Disabilities Act (August 15, 2002)
- EEOC and Technicolor Videocassette Settle Sex Bias and Retaliation Lawsuit for $875,000 (August 14, 2002)
- EEOC Issues Comprehensive Litigation Report (August 13, 2002)

July, 2002

- EEOC Makes Resource Information Available on CD-ROM (July 31, 2002)
- EEOC Celebrates Decade of Enforcing Title I of the Americans with Disabilities Act (July 24, 2002)
- EEOC to Hold Federal Sector Law Conference (July 1, 2002)

June, 2002

- EEOC Reaffirms Commitment to Protecting Undocumented Workers from Discrimination (June 28, 2002)
- EEOC Reafirma Su Compromiso a Proteger a Trabajadores Indocumentados de la Discriminacion (June 28, 2002)
- EEOC Chair Reaffirms Partnership with Native Americans in Speech to Council for Tribal Employment Rights (June 18, 2002)

May, 2002

- EEOC Chair Dominguez Reaches Out To Business Leaders (May 31, 2002)
- EEOC Chair Cari Dominguez to Lead International Panel on Women in the Workplace (May 29, 2002)
- EEOC Web Site Offers Schedule and Information on Disability Workshops for Small Businesses (May 23, 2002)
- EEOC Issues Final Rule on Application of ADA Standards to the Federal Workforce (May 21, 2002)

- EEOC Chair Inspires Executive Search Consultants to Act as "Agents of Change" (May 16, 2002)
- EEOC Provides Answers About Workplace Rights Of Muslims, Arabs, South Asians and Sikhs (May 15, 2002)
- EEOC And BNSF Settle Genetic Testing Case Under Americans With Disabilities Act (May 8, 2002)

April, 2002

- EEOC Chair to Address Canadian Parliament (April 24, 2002)
- EEOC Posts Federal Sector ADR Web Page (April 18, 2002)
- EEOC Initiates Talks with Small Businesses on Employment of Individuals with Disabilities (April 1, 2002)

March, 2002

- Federal Agencies Launch Joint Mediation Initiative (March 28, 2002)
- EEOC Settles Racial Harassment Suit for $1.8 Million Against Apollo Colors of Illinois (March 27, 2002)
- EEOC Announces $47 Million Agreement in Principle to Settle Claims of Class-Wide Sex Bias Against Rent-A-Center (March 8, 2002)
- Leslie Silverman Takes Oath as EEOC Commissioner (March 7, 2002)
- Court Approves $1.2 Million Settlement Between EEOC and McKesson for Race Discrimination (March 6, 2002)

February, 2002

- EEOC and Verizon Settle Pregnancy Bias Suit; Thousands of Women to Receive Benefits (February 26, 2002)
- EEOC Issues Fiscal 2001 Enforcement Data (February 22, 2002)
- EEOC Settles Race and Sex Bias Suit For $1 Million Against Optical Cable Corp. (February 21, 2002)

January, 2002

- EEOC Comments on Supreme Court Ruling In Waffle House Case (January 15, 2002)

December, 2001

- Comprehensive EEOC, Wal-Mart Settlement Resolves Disability Lawsuit (December 17, 2001)
- EEOC Opposes Settlement of Rent-A-Center Lawsuit (December 13, 2001)
- EEOC Confers with Minority Groups on Combating September 11 Backlash Discrimination (December 12, 2001)
- EEOC To Hold Public Meeting on Workplace Bias in the Aftermath of September 11 (December 6, 2001)

November, 2001

- EEOC And Departments of Justice and Labor Issue Joint Statement Against Workplace Bias in Wake of September 11 Attacks (November 19, 2001)
- EEOC Chair Names Ann Colgrove as Top Aide for Communications and Legislative Affairs (November 16, 2001)

October, 2001

- EEOC Provides Technical Assistance to Employers on Requesting Medical Information as Part of Emergency Evacuation Procedures (October 31, 2001)
- Wal-Mart TV Ad Tells the Story of Two Deaf Men's Employment Discrimination Claim Against the Retail Giant (October 23, 2001)
- EEOC Expands New York Operations at Temporary Manhattan Location (October 17, 2001)
- EEOC and Eagle Global Logistics Settle Employment Discrimination Lawsuit with $9 Million Consent Decree (October 1, 2001)

September, 2001

- EEOC New York District Office to Resume Partial Operations Next Week (September 27, 2001)
- EEOC Resolves Lawsuits For $1.25 Million Against General Motors Corporation (September 26, 2001)
- Wal-Mart Agrees to Air TV Ad and Pay $427,500 After Court Finds Retailer in Contempt of Court (September 20, 2001)
- Jury Finds Outback Steakhouse Guilty of Sex Discrimination and Illegal Retaliation; Awards Victim $2.2 Million (September 19, 2001)
- EEOC Chair Urges Workplace Tolerance in Wake of Terrorist Attacks (September 14, 2001)
- EEOC N.Y. Office Destroyed In Terrorist Attack on World Trade Center (September 12, 2001)
- EEOC Files Sex Discrimination Lawsuit Against Morgan Stanley (September 10, 2001)

August, 2001

- EEOC Settles Disability Bias Suit for $650,000 Against United Blood (August 21, 2001)
- EEOC Rescinds Guidance; Will Review Policy On Retiree Health Plans (August 20, 2001)
- Federal Judge Rules EEOC Suit Against Dial Soap Can Proceed As Class "Pattern or Practice" Case (August 16, 2001)
- Ida L. Castro Resigns From Commission (August 13, 2001)
- EEOC Settles Suit Against Arizona Company for $3.5 Million on Behalf of Low-Wage Workers (August 8, 2001)
- Cari M. Dominguez Takes Oath as EEOC Chair (August 8, 2001)

July, 2001

- EEOC To Open Area Office in Puerto Rico (July 18, 2001)
- EEOC Settles Suit Against Salomon Smith Barney for Race and National Origin Bias (July 16, 2001)
- $1.8 Million Consent Decree Ends EEOC Federal Employment Discrimination Suit in Rockford Against Ingersoll (July 13, 2001)
- EEOC Files Lawsuit Against Emery Worldwide Airlines for Discrimination Against African-American Employees (July 3, 2001)
- EEOC Settles Racial Harassment Suit With St. Louis Nursing Home For $1.2 Million (July 2, 2001)

June 2001

- Wal-Mart Violates Disabilities Act Again; EEOC Files 16th ADA Suit Against Retail Giant (June 21, 2001)
- Judge Slaps Wal-Mart With Major Sanctions For Violating Court Order In EEOC Disability Bias Case (June 14, 2001)
- EEOC Scores Victory In Age Bias Suit Against Major Information Technology Company (June 12, 2001)
- EEOC Sues Major Construction Firm for Widespread Race Discrimination (June 11, 2001)

May 2001

- EEOC Settles Bias Suit For $2.6 Million Against TWA (May 24, 2001)

- EEOC Responds To Final Report Of Mitsubishi Consent Decree Monitors (May 23, 2001)
- EEOC Sues Two Indiana Employers For Race Harassment (May 22, 2001)
- EEOC Wins Age Discrimination Suit Against University of Wisconsin Press (May 10, 2001)
- EEOC Files Contempt Motion Against Wal-Mart for Violating Consent Decree In Disability Bias Case (May 10, 2001)

April 2001

- EEOC Files Class Suit Against Northwest Airlines for Disability Discrimination (April 25, 2001)
- EEOC Settles English-Only Suit For $2.44 Million Against University Of Incarnat Word (April 20, 2001)
- EEOC Settles ADA Suit Against BNSF For Genetic Bias (April 18, 2001)
- EEOC and Private Plaintiffs Settle Harassment Suit for $485,000 Against Chicken Processing Plant (April 10, 2001)
- EEOC to Utilize Computer-Based Training to Improve Federal Sector EEO Process (April 4, 2001)
- New Federal Guide Issued for People with Disabilities Seeking to Move from Benefits Rolls to Work (April 4, 2001)
- EEOC Settles Racial Harassment Suit Against Georgia-Pacific Corporation (April 3, 2001)

March 2001

- Joe's Stone Crab Liable for Intentional Discrimination Court Rules in Sex Bias Suit Brought by EEOC (March 28, 2001)
- EEOC Seeks to Join Nationwide Sex Discrimination Suit Against Rent-A-Center (March 12, 2001)

February 2001

- EEOC Petitions Court To Ban Genetic Testing Of Railroad Workers In First EEOC Case Challenging Genetic Testing Under Americans With Disabilities Act (February 9, 2001)
- EEOC Attorneys Chosen For Private Bar Fellowship (February 9, 2001)
- EEOC Adopts New Internal Procedures on Reasonable Accommodation for Individuals with Disabilities (February 9, 2001)

January 2001

- EEOC Settles Racial Harassment Suit Against Car Dealership (January 31, 2001)
- EEOC Offers Annual Technical Assistance Programs Nationwide (January 29, 2001)
- EEOC Increases Availability Of Online Information For The Federal Sector (January 25, 2001)
- EEOC Fiscal Year 2000 Accomplishments Report Shows Important Progress On Multiple Fronts (January 18, 2001)
- EEOC, Private Plaintiffs And American Cast Iron Pipe Company Settle Lawsuit (January 4, 2001)

December 2000

- EEOC Issues Guidance On The Application Of The ADA To Contingent Workers (December 27, 2000)
- Commission To Offer Federal Sector EEO Training (December 18, 2000)
- EEOC Issues Decision On Two Charges Challenging The Denial Of Health Insurance Coverage For Prescription Contraceptives (December 13, 2000)
- EEOC Issues Final Rule On ADEA 'Tender Back' Issue (December 11, 2000)
- EEOC Issues New Compliance Manual Section on Discrimination In Compensation (December 7, 2000)
- EEOC Settles Pay Discrimination Suit For $450,000 Against Nationwide Trucking Company (December 7, 2000)
- EEOC Settles "Glass Ceiling" Suit For $782,000 Against Landis Plastics, Inc. (December 6, 2000)
- La Cruz Azul (Blue Cross) of Puerto Rico To Pay $200,000 In Disability Discrimination Lawsuit (December 6, 2000)
- EEOC Seeks To Join Class Race Harassment Suit Against Defense Giant Lockheed Martin (December 5, 2000)

November 2000

- EEOC And COM-ED Settle National Origin Bias Complaint For Up To $2.5 Million (November 3, 2000)

October 2000

- EEOC Settles Racial Harassment Suit For $249,000 Against Florida Citrus Grower Sun Ag, Inc. (October 30, 2000)
- EEOC And CBS Settle Sex Bias Suit For $8 Million (October 25, 2000)
- EEOC Issues Disability Guidance To Federal Agencies On 'Reasonable Accommodation' (October

20, 2000)

- EEOC Chairwoman Lauds Reginald E. Jones, As He Bids Fairwell To Commission (October 11, 2000)
- EEOC Issues New Guidance on Discrimination in Employee Benefits (October 3, 2000)

September 2000

- EEOC Unveils New Web Site Section Commemmorating Agency's 35th Anniversary (September 28, 2000)
- EEOC Mediation Program Scores High Marks in Major Survey of Participants (September 26, 2000)
- EEOC To Commemorate 35TH Anniversary at Landmark Commission Meeting (September 22, 2000)
- EEOC Chairwoman Castro to Recieive Public Service Award from National Puerto Rican Coalition (September 22, 2000)
- Court Speaks: English Only Rule Unlawful; Awards Eeoc $700,000 For Hispanic Workers (September 19, 2000)
- Monitors Say Mitsubishi In Compliance With EEOC Consent Decree; Sexual Harassment Firmly Under Control At US Plant (September 6, 2000)
- EEOC Reaches Landmark "English-Only" Settlement; Chicago Manufacturer To Pay Over $190,000 To Hispanic Workers (September 1, 2000)

August 2000

- EEOC Settles ADA Lawsuit For $220,000 Against Major Arkansas Auto Dealership (August 31, 2000)
- EEOC And Josephthal & Co., Inc. Settle Harassment Suit (August 29, 2000)
- EEOC Reaches Settlement With AT&T Corp. and Communications Workers Of America, Local Union No. 4998 (August 28, 2000)
- EEOC Chairwoman To Commemorate Agency's 35th Anniversary At National Federal Sector Program In Boston (August 25, 2000)
- EEOC Partners With Blacks In Government; Will Play Active Role In National Training Conference (August 18, 2000)
- EEOC Settles Egregious Racial Harassment Lawsuit Against Louisiana Car Dealership (August 16, 2000)
- EEOC Settles Age Discrimination In Retirement Suit With Commonwealth Of Massachusetts (August 11, 2000)

- EEOC And Mondrian Hotel Settle Title VII Lawsuit (August 9, 2000)
- EEOC Chairwoman To Highlight Agency's 35th Anniversary And Meet With Key Stakeholders In Alabama (August 7, 2000)
- EEOC Settles Same-Sex Harassment Suit For A Half Million Dollars Against Major Colorado Auto Dealership (August 4, 2000)

July 2000

- EEOC Chairwoman to Participate in ADA Torch Relay and Meet with Key Stakeholders in Detroit (July 28, 2000)
- EEOC Commemorates Tenth Anniversary of Disabilities Act (July 27, 2000)
- EEOC and George Junior Republic Settle Sex-Based Wage Discrimination Lawsuit (July 26, 2000)
- EEOC To Focus On Americans With Disabilities Act At Next Commission Meeting (July 25, 2000)
- EEOC Chairwoman Responds To Surge Of Workplace Noose Incidents At NAACP Annual Convention (July 13, 2000)
- EEOC Issues Status Report On Enforcement Of Disabilities Act (July 13, 2000)
- EEOC Commissioner To Participate In ADA Torch Relay During Trip To Mississippi (July 12, 2000)

June 2000

- EEOC Announces Winners Of 35th Anniversary Art Contest (June 21, 2000)
- EEOC Sues Arizona Area Business For Discriminating Against Female And Hispanic Low-Wage Workers (June 21, 2000)
- EEOC Files Two Racial Bias Suits Against Florida Employers (June 15, 2000)
- EEOC And Cincinnati Bell Settle Class Pregnancy Bias Suit (June 15, 2000)
- EEOC Settles Lawsuit Against London International Group For Race Discrimination and Sexual Harassment (June 12, 2000)
- EEOC Issues Final Rule On Mitigating Measures Under The ADA (June 8, 2000)
- EEOC Obtains $1 Million For Low-Wage Workers Who Were Sexually Harassed At Food Processing Plant (June 1, 2000)

May 2000

- EEOC Issues New Chapter To Management Directive 110 To Speed Up Settlement Of Federal Sector Bias Complaints (May 17, 2000)

- EEOC Issues New Compliance Manual Section on "Threshold" Issues for Addressing Bias Complaints (May 12, 2000)
- EEOC Steps Up Enforcement And Education On Wage Bias Laws (May 11, 2000)
- EEOC Reaches $700,000 Settlement With Direct Marketing Services (May 5, 2000)
- EEOC And Toyota Logistics Services Settle Lawsuit Alleging Sex And Race Bias At New Jersey Port (May 4, 2000)

April 2000

- EEOC Settles Suit Against Public Access TV Corp. For Pay Discrimination And Retaliation (April 28, 2000)
- EEOC Settles Equal Pay Lawsuit Against Eastern Michigan University (April 27, 2000)
- EEOC Files Race Discrimination Suit Against Augusta Fiberglass (April 25, 2000)
- EEOC Files Discrimination Suit Against Sara Lee Knit Products, Inc. (April 25, 2000)
- EEOC Chairwoman To Meet With Community And Business Leaders In Carolina (April 24, 2000)
- EEOC Reschedules Federal Sector Town Hall Meetings, And Adds Fourth Public Forum To Meet Attendance Demand (April 4, 2000)

March 2000

- EEOC Wins Preliminary Injunction Against Advantage Staffing, Inc. (March 30, 2000)
- EEOC To Host Series Of Town Hall Meetings On Federal Government EEO Process (March 22, 2000)
- EEOC Chairwoman To Meet With Community And Business Leaders In Arizona (March 21, 2000)
- Chuck E. Cheese's Must Pay Maximum Damages Under The ADA To Mentally Retarded Employee Following Multi-Million Dollar Jury Award (March 15, 2000)
- EEOC Attorneys Selected For New Private Bar Fellowship (March 14, 2000)
- EEOC And NLRB Join Forces To Recruit Diverse Pool Of Talented Attorneys In Civil Rights And Labor Law (March 3, 2000)
- EEOC Issues Proposed Rule On Application Of The ADA To The Federal Sector Workforce (March 1, 2000)

January 2000

- Wal-Mart Settles Employment Discrimination Claim Of Two Applicants Who Are Deaf (January 7, 2000)

- $1.3 Million Settlement in EEOC Racial and Sexual Harassment Suit Against Foster Wheeler Constructors (January 7, 2000)

December 1999

- EEOC Fiscal Year 1999 Accomplishments Report Shows Groundbreaking Progress On All Fronts (December 27, 1999)

November 1999

- Paul Steven Miller Sworn-In For Five-Year Term As EEOC Commissioner (November 24, 1999)

October 1999

- EEOC Updates Guidelines To Comply With Supreme Court Rulings On Employer Liability For Harassment By Supervisors (October 29, 1999)
- Administration To Unveil Interagency Task Force To Improve Federal Government EEO Process (October 27, 1999)
- EEOC Issues Guidance On Remedies for Undocumented Workers Under Laws Prohibiting Employment Discrimination (October 26, 1999)
- EEOC To Focus On National Origin Discrimination At Commission Meeting In Chicago (October 21, 1999)

September 1999

- EEOC To Reflect On Year-End Accomplishments, Explore Future Challenges At Next Commission Meeting (September 25, 1999)
- EEOC Settles National Origin Lawsuit For $1.25 Million On Behalf Of Vietnamese American Fishing Crew Members (September 22, 1999)
- EEOC To Offer Comprehensive Training On New Rules Governing Workplace Bias Complaints In The Federal Sector (September 22, 1999)
- EEOC Creates National Cash-Balance Pension Team (September 20, 1999)
- EEOC Chairwoman Meets With Congressional Delegation To Discuss Legality Of Cash-Balance Pension Plan Conversions (September 14, 1999)
- EEOC and Ford Sign Multi-Million Dollar Settlement Of Sexual Harassment Case (September 7, 1999)

August 1999

- EEOC Settles Major Age Bias Lawsuit For $7.1 Million With Thomson Consumer Electronics And Local Unions (August 17, 1999)
- EEOC Settles First Male-On-Male Sexual Harrassment Class Action (August 11, 1999)
- EEOC Chairwoman Announces Comprehensive Efforts To Improve Federal Government EEO Process (August 10, 1999)

July 1999

- Johnson And Higgins To Pay $28 Million In Settlement Of Age Discrimination Lawsuit (July 29, 1999)
- EEOC Celebrates Anniversary of Landmark Disabilities Act (July 27, 1999)
- EEOC Chairwoman Addresses NAACP, Urges Partnership To Further EEO Reforms For Federal Workers (July 14, 1999)
- EEOC Issues Regulations Streamlining The EEO Complaint Process For Federal Employees (July 12, 1999)
- EEOC Revamps Internet Web Site (July 9, 1999)
- Statement By EEOC Chairwoman Ida L. Castro On EEOC vs. The Boeing Company (July 8, 1999)
- EEOC Files Age Discrimination Lawsuit Against Woolworth Stores (July 1, 1999)
- EEOC Chairwoman Comments On ADA Rulings By Supreme Court During Speech To Plaintiffs Bar In New Orleans (July 1, 1999)

June 1999

- EEOC Addresses Discrimination Against Low-Wage Earners at Historic Public Meeting in Houston (June 24, 1999)
- EEOC Issues Comprehensive Policy Guidance On Employer Liability For Harassment By Supervisors (June 21, 1999)
- EEOC To Focus On Discrimination Against Low-Wage Workers At Commission Meeting In Houston (June 17, 1999)
- Liquor Importer To Pay $2.6 Million In Settlement Of Sex Harassment Lawsuit (June 3, 1999)
- EEOC Chairwoman Castro To Deliver Commencement Address At Touro College School Of General Studies (June 3, 1999)

May 1999

- First Latina EEOC Chair To Speak At Employment Rights Seminar With Small Businesses And Government Officials In Puerto Rico (May 21, 199)
- President Names Paul Steven Miller As A Commissioner Of EEOC (May 20, 1999)

April 1999

- EEOC Requests Public Comment On ADEA Proposed Rule Addressing Recent Supreme Court Ruling (April 22, 1999)
- EEOC Focuses On Pay Equity At Meeting In Philadelphia (April 15, 1999)
- EEOC Panel To Discuss Pay Equity Issue At Landmark Meeting In Philadelphia (April 8, 1999)
- U.S. Labor Department And EEOC Agree To Boost Enforcement Of Pay Discrimination Laws (April 7, 1999)

March 1999

- EEOC Reaches Out To Organized Labor And Older Workers, Hears From AFL-CIO And AARP At Commission Meeting (March 24, 1999)
- EEOC Chairwoman To Speak At American Bar Association Midwinter Meeting (March 23, 1999)
- First Latina EEOC Chairwoman To Address Eighth Annual Congress On Civil Rights (March 22, 1999)
- Primera Latina Comisionada Del EEOC, Ida Castro, Se Dirije Al Octavo Congreso Anual De La Comisión De Derechos Civiles De Puerto Rico (March 22, 1999)
- EEOC Chairwoman To Unveil New Customer Service Initiative To Small Business Community During Speech To SHRM (March 22, 1999)
- Commission To Hear From Agency Stakeholders At Next Meeting (March 19, 1999)
- EEOC Announces $2.1 Million Settlement Of Wage Discrimination Suit For Class Of Filipino Nurses (March 2, 1999)
- EEOC Releases ADA Policy Guidance On Job Accommodations For Individuals With Disabilities (March 1, 1999)

February 1999

- EEOC And Tanimura & Antle Settle Sexual Harassment Case In The Agricultural Industry (February 23, 1999)
- EEOC Launches Major Expansion Of Its Mediation Program (February 11, 1999)

- EEOC To Launch Major Expansion Of Its Mediation Program (February 9, 1999)

January 1999

- Commission Hears Recommendations From Civil Rights Groups On Agency Priorities For 1999 (January 27, 1999)
- Commission To Hear From Civil Rights Groups At Next Meeting (January 22, 1999)

October 1998

- Vice President Gore Swears In Ida L. Castro As EEOC Chairwoman (December 16, 1998)
- EEOC Focuses On Relationship With Small And Mid-Sized Businesses (December 10, 1998)
- Ida L. Castro Takes Oath As EEOC Chairwoman (October 23, 1998)

August 1998

- Judge Awards Damages Against Joe's Stone Crab Restaurant In EEOC Sex Discrimination Lawsuit (August 13, 1998)
- EEOC Pending Inventory Drops Below 58,000 In Third Quarter FY 1998 (August 12, 1998)

June 1998

- Mitsubishi Motor Manufacturing and EEOC Reach Voluntary Agreement To Settle Harassment Suit (June 11, 1998)
- EEOC Issues Final Regulations on Waivers of ADEA Rights And Claims (June 4, 1998)

May 1998

- EEOC Issues Guidance Clarifying Right To Protection Against Retaliation (May 26, 1998)

March 1998

- EEOC Releases Progress Report On Agency Reforms And Launches Joint Training Project At ABA Meeting (March 26, 1998)

February 1998

- EEOC Proposes Regulations To StreamlineThe EEO Complaint Process For Federal Employees (February 20, 1998)
- EEOC Reaches Ground Breaking ADA Settlement For Discrimination In Long Term Mental Health Benefits (February 18, 1998)
- Astra USA Agrees To Provide $10 Million To Victims Of Discrimination (February 5, 1998)
- EEOC and Office of Special Counsel Issue Revised Procedures For Coordinating Discrimination Charges (February 3, 1998)

January 1998

- Commission Meeting To Address Task Force ReportOn "Best" Eeo Practices In The Private Sector (January 27, 1998)
- EEOC Scores Major Victory in Mitsubishi Lawsuit (January 21, 1998)

December 1997

- Commission Releases Task Force Report On "Best" Private Sector EEO Efforts (December 22, 1997)
- President Clinton Names Paul M. Igasaki As A Commissioner And Vice Chair Of The U.S. Equal Employment Opportunity Commission (December 18, 1997)
- EEOC Issues Guidance On Application Of EEO Laws To Contingent Workers (December 8, 1997)
- EEOC Announces Pilot Projects To Test For Employment Discrimination (December 5, 1997)

November 1997

- EEOC and U S West Communications Resolve Case Through Mediation (November 24, 1997)
- National Association of Attorneys General and EEOC Strengthen Ties in Fight Against Employment Discrimination (November 12, 1997)

October 1997

- EEOC Issues Guidance On Application Of Anti-Discrimination Laws To Coaches' Pay At Educational Institutions (October 31, 1997)
- EEOC Develops Small Business Fact Sheet for its Internet Web Site (October 16, 1997)
- Internal EEOC Working Group Makes Recommendations for Changes in the Federal Sector Complaint Process (October 2, 1997)

- EEOC Chairman Announces Resignation (October 1, 1997)

August 1997

- Statement by Chairman Gilbert F. Casellas on the Death of Former EEOC Chairman Evan J. Kemp, Jr. (August 13, 1997)

July 1997

- EEOC Releases Policy Statement on Mandatory Binding Arbitration (July 10, 1997)

May 1997

- Commission Issues Guidance on How to Count Employees for Jurisdictional Purposes (May 5, 1997)

April 1997

- EEOC Issues Guidance on the Use of Waivers (April 11, 1997)

March 1997

- EEOC Releases Policy Guidance Concerning the Application of the ADA to Persons with Psychiatric Disabilities (March 26, 1997)
- EEOC Issues Notice of Proposed Rulemaking on Waivers of Rights and Claims Under Age Bias Law (March 10, 1997)
- EEOC Commission Meeting to Address Recently Announced Task Forces (March 7, 1997)

February 1997

- EEOC Launches Internet Web Site (February 25, 1997)
- EEOC Announces Formation of New Task Forces (February 13, 1997)
- New EEOC Policy Guidance Explains That Applications For Disability Benefits Do Not Bar Claims Under the ADA (February 12, 1997)

January 1997

- EEOC Obtains $5.5 Million in an ADA Case Against Complete Auto Transit (January 6, 1997)

- Statement by EEOC Chairman Gilbert Casellas on Proposed Settlement Agreement with Texaco (January 3, 1997)

December 1996

- Robert Johnson Named Regional Attorney at EEOC's St. Louis District Office (December 6, 1996)
- Joseph Mitchell Named Regional Attorney at EEOC's Denver District Office (December 6, 1996)

November 1996

- EEOC and Martin Marietta (Lockheed Martin) Settle Major Class Action Lawsuit (November 21, 1996)
- Media Advisory (November 20, 1996)
- EEOC Announces Intervention in Texaco, Inc. Lawsuit (November 20, 1996)

October 1996

- Status Reports on Reforms to be Discussed at EEOC Commission Meeting (October 18, 1996)

September 1996

- EEOC Issues Guidance on Supreme Court ADEA Decision in O'Connor v. Consolidated Coin Caterers Corp. (September 19, 1996)
- EEOC Enters Interagency Agreement to Boost Plans for Agencywide ADR Program (September 19, 1996)
- EEOC Issues Guidance Clarifying Relationship Between Workers' Compensation Laws and Disability Statute (September 4, 1996)

July 1996

- EEOC Marks Fourth Year of Enforcing Title I of the Americans with Disabilities Act (July 25, 1996)
- Reginald E. Jones Takes Oath as EEOC Commissioner (July 22, 1996)
- EEOC Vice Chairman to Get Input on Workplace Discrimination from Local Community, Government & Business Leaders (July 8, 1996)
- NEWS AVAILABILITY: Topics Include `Glass Ceiling' Issue, Announcement of EEOC Lawsuit (July 5, 1996)

- EEOC Vice Chairman to Get Input on Workplace Discrimination from Seattle Community, Government, Business Leaders (July 3, 1996)

June 1996

- Commission to Hear Panel Discuss Age Discrimination and Workplace Issues Affecting Older Americans at Next Meeting (June 18, 1996)
- Monsanto and Chevron Chemical Agree to Settle Discrimination Lawsuit with 43 Former Ortho Employees and EEOC (June 10, 1996)
- Media Advisory (June 7, 1996)
- EEOC Chairman Commends House for Passing Reauthorization of ADR Legislation (June 5, 1996)
- President Clinton Names Reginald E. Jones as EEOC Commissioner (June 5, 1996)

May 1996

- EEOC Issues New Guidance on Legal Standing of "Testers" (May 24, 1996)
- EEOC Sues the Hertz Corporation for Disability Discrimination (May 24, 1996)
- EEOC to Announce Filing of Disability Lawsuit (May 22, 1996)
- Statement of Chairman Gilbert F. Casellas in Response to Mitsubishi Motor Manufacturing of America Announcement (May 14, 1996)

April 1996

- EEOC Chairman Comments on News Reports Regarding Mitsubishi Lawsuit (April 25, 1996)
- EEOC Chairman Comments on Lawsuit Against Mitsubishi (April 22, 1996)
- EEOC Chairman to Discuss the Future of Race Relations at Harvard University Conference on *Plessy v. Ferguson* (April 17, 1996)
- EEOC and General Dynamics Corporation Settle Age Discrimination Class Action Suit for $2.5 Million (April 17, 1996)
- EEOC Chairman to Speak at Affirmative Action Conference in Philadelphia (April 16, 1996)
- Commission Announces New On-Line Computer Service to Increase Public Access to Agency Information (April 12, 1996)
- Commission Rescinds Exemption for Apprenticeship Programs Under the Age Discrimination in Employment Act (April 2, 1996)

March 1996

- EEOC to Receive Vice President's *Hammer Award* (March 12, 1996)
- Chairman Casellas Appoints Peggy R. Mastroianni EEOC's Associate Legal Counsel (March 8, 1996)
- Commission Will Hear Panel Discuss Employment Bias Against Americans with Disabilities at Next Meeting (March 7, 1996)

February 1996

- Commission Will Hear Panel Discuss Employment Bias Against African Americans at Next Meeting (February 23, 1996)
- EEOC Commissioner Meets with Members of British Parliament on Disability Issues (February 21, 1996)
- EEOC Chairman Sets Meetings in California with Agency Staff and EEO Groups (February 16, 1996)
- Commission Will Focus on Proposed National Enforcement Plan at Next Meeting (February 7, 1996)

January 1996

- Commission to Assess Effects of Federal Government Shutdown on Agency Enforcement Operations at Next Meeting (January 22, 1996)

November 1995

- EEOC Comments on Hooters' Press Offensive (November 21, 1995)

October 1995

- EEOC Chairman to Receive Coveted Clarence Farmer Service Award (October 26, 1995)
- EEOC Issues Final Enforcement Guidance on Preemployment Disability-Related Questions and Medical Examinations Under the Americans with Disabilities Act (October 10, 1995)
- EEOC Issues Notice of Proposed Rulemaking on Apprenticeship Programs Under the ADEA (October 3, 1995)

August 1995

- EEOC Settles Sexual Harassment Suit Against Del Laboratories (August 3, 1995)

July 1995

- EEOC Announces Court's Preliminary Approval of Settlement of Pregnancy Discrimination Lawsuit Against Trans World Airlines, Inc. (July 31, 1995)
- Commission Adopts Policy on Alternative Dispute Resolution as First Step in Implementing Agency ADR Programs (July 17, 1995)
- Clifford Gregory Stewart Takes Oath as EEOC General Counsel (July 6, 1995)
- EEOC Commissioner to Serve as Executive Director of Office of Compliance (July 6, 1995)

June 1995

- EEOC Sues Exxon for Disability Act Violation (June 28, 1995)
- Chairman Casellas Appoints Elizabeth M. Thornton Director of EEOC's Office of Program Operations (June 26, 1995)

May 1995

- Commission Acts to Strengthen Ties with State and Local Fair Employment Practices Agencies (May 24, 1995)

April 1995

- Commission Votes to Incorporate Alternative Dispute Resolution into its Charge Processing System; Defers Decisions on State and Local Agencies (April 28, 1995)
- EEOC Commissioners Adopt Task Force Recommendations to Strengthen and Streamline Agency Charge Processing Systems (April 21, 1995)
- EEOC Chairman and Commissioners Expected to Take Decisive Actions to Reinvigorate Charge Processing (April 19, 1995)

March 1995

- EEOC Releases New ADA Guidance Defining "Disability" (March 15, 1995)

January 1995

- President Clinton Names Clifford Gregory Stewart as EEOC General Counsel (January 20, 1995)

December 1994

- EEOC Chairman Announces Task Forces To Address Operational Issues; Releases FY 1994 Enforcement Results (December 1, 1994)

October 1994

- EEOC Chairman Sets Meetings with Agency Field Office Staff and EEO Groups (October 19, 1994)
- USAIR to Pay $300,000 for Predecessor's Alleged Age Bias in Pilot Hiring (October 5, 1994)

September 1994

- Senate Confirms New Leadership at EEOC (September 30, 1994)

July 1994

- Disabilities Act Expands to Cover Employers with 15 or more Workers (July 19, 1994)

June 1994

- EEOC Disappointed in Supreme Court Decision Not to Hear 'Speak-English-Only' Work Rule Case (June 22, 1994)

For further information regarding EEOC press releases, please contact:

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The U.S. Equal Employment Opportunity Commission

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The U.S. Equal Employment Opportunity Commission

Employment Tests and Selection Procedures

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. There are many different types of tests and selection procedures, including cognitive tests, personality tests, medical examinations, credit checks, and criminal background checks.

The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a particular job. However, use of these tools can violate the federal anti-discrimination laws if an employer intentionally uses them to discriminate based on race, color, sex, national origin, religion, disability, or age (40 or older). Use of tests and other selection procedures can also violate the federal anti-discrimination laws if they disproportionately exclude people in a particular group by race, sex, or another covered basis, unless the employer can justify the test or procedure under the law.

On May 16, 2007, the EEOC held a public meeting on Employment Testing and Screening. Witnesses addressed legal issues related to the use of employment tests and other selection procedures. (To see the testimony of these witnesses, please see the EEOC's website at http://www.eeoc.gov/abouteeoc/meetings/5-16-07/index.html.)

This fact sheet provides technical assistance on some common issues relating to the federal anti-discrimination laws and the use of tests and other selection procedures in the employment process.

Background

- Title VII of the Civil Rights Act of 1964 (Title VII), the Americans with Disabilities Act of 1990 (ADA), and the Age Discrimination in Employment Act of 1967 (ADEA) prohibit the use of discriminatory employment tests and selection procedures.
- There has been an increase in employment testing due in part to post 9-11 security concerns as well as concerns about workplace violence, safety, and liability. In addition, the large-scale adoption of online job applications has motivated employers to seek efficient ways to screen large numbers of online applicants in a non-subjective way.
- The number of discrimination charges raising issues of employment testing, and exclusions based on criminal background checks, credit reports, and other selection procedures, has been increasing since FY 2003, although the absolute number of such charges is still small. In FY 2003 there were 26 such charges, and in FY 2006 the number had risen to 141.

Types of Employment Tests and Selection Procedures

Many employers use employment tests and other selection procedures in making employment decisions. Examples of these tools, many of which can be administered online, include the following:

- Cognitive tests assess reasoning, memory, perceptual speed and accuracy, and skills in

arithmetic and reading comprehension, as well as knowledge of a particular function or job;

- Physical ability tests measure the physical ability to perform a particular task or the strength of specific muscle groups, as well as strength and stamina in general;
- Sample job tasks (e.g., performance tests, simulations, work samples, and realistic job previews) assess performance and aptitude on particular tasks;
- Medical inquiries and physical examinations, including psychological tests, assess physical or mental health;
- Personality tests and integrity tests assess the degree to which a person has certain traits or dispositions (e.g., dependability, cooperativeness, safety) or aim to predict the likelihood that a person will engage in certain conduct (e.g., theft, absenteeism);
- Criminal background checks provide information on arrest and conviction history;
- Credit checks provide information on credit and financial history;
- Performance appraisals reflect a supervisor's assessment of an individual's performance; and
- English proficiency tests determine English fluency.

Governing EEO Laws

- Title VII of the Civil Rights Act of 1964
  - Title VII prohibits employment discrimination based on race, color, religion, sex, or national origin.
  - With respect to tests in particular, Title VII permits employment tests as long as they are not "designed, intended or used to discriminate because of race, color, religion, sex or national origin." 42 U.S.C. § 703(h). Title VII also imposes restrictions on how to score tests. Employers are not permitted to (1) adjust the scores of, (2) use different cutoff scores for, or (3) otherwise alter the results of employment-related tests on the basis of race, color, religion, sex, or national origin. *Id*. at § 703(l).
  - Title VII prohibits both "disparate treatment" and "disparate impact" discrimination.
    - Title VII prohibits **intentional** discrimination based on race, color, religion, sex, or national origin. For example, Title VII forbids a covered employer from testing the reading ability of African American applicants or employees but not testing the reading ability of their white counterparts. This is called **"disparate treatment"** discrimination. Disparate treatment cases typically involve the following issues:
      - Were people of a different race, color, religion, sex, or national origin treated differently?
      - Is there any evidence of bias, such as discriminatory statements?
      - What is the employer's reason for the difference in treatment?
      - Does the evidence show that the employer's reason for the difference in treatment is untrue, and that the real reason for the different treatment is race, color, religion, sex, or national origin?
    - Title VII also prohibits employers from using neutral tests or selection procedures

that have the **effect** of disproportionately excluding persons based on race, color, religion, sex, or national origin, where the tests or selection procedures are not "job-related and consistent with business necessity." This is called **"disparate impact"** discrimination.

Disparate impact cases typically involve the following issues:

- Does the employer use a particular employment practice that has a **disparate impact** on the basis of race, color, religion, sex, or national origin? For example, if an employer requires that all applicants pass a physical agility test, does the test disproportionately screen out women? Determining whether a test or other selection procedure has a disparate impact on a particular group ordinarily requires a statistical analysis.
- If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, can the employer show that the selection **procedure is job-related and consistent with business necessity**? An employer can meet this standard by showing that it is necessary to the safe and efficient performance of the job. The challenged policy or practice should therefore be associated with the skills needed to perform the job successfully. In contrast to a general measurement of applicants' or employees' skills, the challenged policy or practice must evaluate an individual's skills as related to the particular job in question.
- If the employer shows that the selection procedure is job-related and consistent with business necessity, can the person challenging the selection procedure demonstrate that there is a **less discriminatory alternative** available? For example, is another test available that would be equally effective in predicting job performance but would not disproportionately exclude the protected group?

  See 42 U.S.C. § 703 (k). This method of analysis is consistent with the seminal Supreme Court decision about disparate impact discrimination, *Griggs v. Duke Power Co.*, 401 U.S. 424 (1971).

- In 1978, the EEOC adopted the Uniform Guidelines on Employee Selection Procedures or "UGESP" under Title VII. *See* 29 C.F.R. Part 1607.[1] UGESP provided uniform guidance for employers about how to determine if their tests and selection procedures were lawful for purposes of Title VII disparate impact theory.
  - UGESP outlines three different ways employers can show that their employment tests and other selection criteria are job-related and consistent with business necessity. These methods of demonstrating job-relatedness are called "test validation." UGESP provides detailed guidance about each method of test validation.

- Title I of the Americans with Disabilities Act (ADA)
  - Title I of the ADA prohibits private employers and state and local governments from discriminating against qualified individuals with disabilities on the basis of their disabilities.
  - The ADA specifies when an employer may require an applicant or employee to undergo a medical examination, *i.e.*, a procedure or test that seeks information about an individual's physical or mental impairments or health. The ADA also specifies when an employer may make "disability-related inquiries," *i.e.*, inquiries that are likely to elicit

information about a disability.

    - When hiring, an employer may not ask questions about disability or require medical examinations until **after** it makes a conditional job offer to the applicant. 42 U.S.C. §12112 (d)(2);
    - After making a job offer (but before the person starts working), an employer may ask disability-related questions and conduct medical examinations as long as it does so for **all individuals entering the same job category**. *Id.* at § 12112(d)(3); and
    - With respect to **employees**, an employer may ask questions about disability or require medical examinations only if doing so is **job-related and consistent with business necessity**. Thus, for example, an employer could request medical information when it has a **reasonable belief**, based on **objective evidence**, that a particular employee will be unable to perform essential job functions or will pose a direct threat because of a medical condition, or when an employer receives a request for a **reasonable accommodation** and the person's disability and/or need for accommodation is not obvious. *Id*. at § 12112(d)(4).
  - The ADA also makes it unlawful to:
    - Use employment tests that screen out or tend to screen out an individual with a disability or a class of individuals with disabilities unless the test, as used by the employer, is shown to be job-related and consistent with business necessity. 42 U.S.C. § 12112(b)(6);
    - Fail to select and administer employment tests in the most effective manner to ensure that test results accurately reflect the skills, aptitude or whatever other factor that such test purports to measure, rather than reflecting an applicant's or employee's impairment. *Id*. at § 12112(b)(7); and
    - Fail to make reasonable accommodations, including in the administration of tests, to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, unless such accommodation would impose an undue hardship. *Id*. at § 12112(b)(5).

- The Age Discrimination in Employment Act (ADEA)
  - The ADEA prohibits discrimination based on age (40 and over) with respect to any term, condition, or privilege of employment. Under the ADEA, covered employers may not select individuals for hiring, promotion, or reductions in force in a way that unlawfully discriminates on the basis of age.
  - The ADEA prohibits **disparate treatment** discrimination, i.e., intentional discrimination based on age. For example, the ADEA forbids an employer from giving a physical agility test only to applicants over age 50, based on a belief that they are less physically able to perform a particular job, but not testing younger applicants.
  - The ADEA also prohibits employers from using neutral tests or selection procedures that have a **discriminatory impact** on persons based on age (40 or older), unless the challenged employment action is based on a **reasonable factor other than age**. *Smith v. City of Jackson*, 544 U.S. 228 (2005). Thus, if a test or other selection procedure has a disparate impact based on age, the employer must show that the test or device chosen was a reasonable one.

Recent EEOC Litigation and Settlements

A number of recent EEOC enforcement actions illustrating basic EEO principles focus on testing.

- **Title VII and Cognitive Tests**: Less Discriminatory Alternative for Cognitive Test with Disparate Impact. *EEOC v. Ford Motor Co. and United Automobile Workers of America*, involved a court-approved settlement agreement on behalf of a nationwide class of African Americans who were rejected for an apprenticeship program after taking a cognitive test known as the Apprenticeship Training Selection System (ATSS). The ATSS was a written cognitive test that measured verbal, numerical, and spatial reasoning in order to evaluate mechanical aptitude. Although it had been validated in 1991, the ATSS continued to have a statistically significant disparate impact by excluding African American applicants. Less discriminatory selection procedures were subsequently developed that would have served Ford's needs, but Ford did not modify its procedures. In the settlement agreement, Ford agreed to replace the ATSS with a selection procedure, to be designed by a jointly-selected industrial psychologist, that would predict job success and reduce adverse impact. Additionally, Ford paid $8.55 million in monetary relief.

- **Title VII and Physical Strength Tests**: Strength Test Must Be Job-Related and Consistent with Business Necessity If It Disproportionately Excludes Women. In *EEOC v. Dial Corp.*, women were disproportionately rejected for entry-level production jobs because of a strength test. The test had a significant adverse impact on women – prior to the use of the test, 46% of hires were women; after use of the test, only 15% of hires were women. Dial defended the test by noting that it looked like the job and use of the test had resulted in fewer injuries to hired workers. The EEOC established through expert testimony, however, that the test was considerably more difficult than the job and that the reduction in injuries occurred two years before the test was implemented, most likely due to improved training and better job rotation procedures. On appeal, the Eighth Circuit upheld the trial court's finding that Dial's use of the test violated Title VII under the disparate impact theory of discrimination. *See* http://www.eeoc.gov/press/11-20-06.html

- **ADA and Test Accommodation**: Employer Must Provide Reasonable Accommodation on Pre-employment Test for Hourly, Unskilled Manufacturing Jobs. The EEOC settled *EEOC v. Daimler Chrysler Corp.*, a case brought on behalf of applicants with learning disabilities who needed reading accommodations during a pre-employment test given for hourly unskilled manufacturing jobs. The resulting settlement agreement provided monetary relief for 12 identified individuals and the opportunity to take the hiring test with the assistance of a reader. The settlement agreement also required that the employer provide a reasonable accommodation on this particular test to each applicant who requested a reader and provided documentation establishing an ADA disability. The accommodation consisted of either a reader for all instructions and all written parts of the test, or an audiotape providing the same information.

Employer Best Practices for Testing and Selection

- Employers should administer tests and other selection procedures without regard to race, color, national origin, sex, religion, age (40 or older), or disability.

- Employers should ensure that employment tests and other selection procedures are properly validated for the positions and purposes for which they are used. The test or selection procedure must be job-related and its results appropriate for the employer's purpose. While a test vendor's documentation supporting the validity of a test may be helpful, the employer is still responsible

for ensuring that its tests are valid under UGESP.

- If a selection procedure screens out a protected group, the employer should determine whether there is an equally effective alternative selection procedure that has less adverse impact and, if so, adopt the alternative procedure. For example, if the selection procedure is a test, the employer should determine whether another test would predict job performance but not disproportionately exclude the protected group.
- To ensure that a test or selection procedure remains predictive of success in a job, employers should keep abreast of changes in job requirements and should update the test specifications or selection procedures accordingly.
- Employers should ensure that tests and selection procedures are not adopted casually by managers who know little about these processes. A test or selection procedure can be an effective management tool, but no test or selection procedure should be implemented without an understanding of its effectiveness and limitations for the organization, its appropriateness for a specific job, and whether it can be appropriately administered and scored.
- For further background on experiences and challenges encountered by employers, employees, and job seekers in testing, see the testimony from the Commission's meeting on testing, located on the EEOC's public web site at: http://www.eeoc.gov/abouteeoc/meetings/5-16-07/index.html.
- For general information on discrimination Title VII, the ADA and the ADEA see EEOC's web site at:
    - http://www.eeoc.gov/abouteeo/overview_practices.html and
    - http://www.eeoc.gov/abouteeo/overview_laws.html

Footnote

[1]The Departments of Labor and Justice and the Office of Personnel Management (then called the Civil Service Commission) issued UGESP along with the EEOC.

This page was last modified on December 3, 2007.

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The U.S. Equal Employment Opportunity Commission

Fiscal Year 2007 Performance and Accountability Report

Our Vision

A strong and prosperous nation secured through a fair and inclusive workplace.

Our Mission

We promote equality of opportunity in the workplace and enforce Federal laws prohibiting employment discrimination.

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ACKNOWLEDGMENTS

WE WELCOME YOUR COMMENTS

An electronic copy of this report is available on the EEOC website at
www.eeoc.gov/abouteeoc/plan/par/2007/index.html

This page was last modified on November 15, 2007.

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The U.S. Equal Employment Opportunity Commission

Annual Report on the Federal Work Force Fiscal Year 2006

Download report in PDF (3MB).

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PREFACE

The U.S. Equal Employment Opportunity Commission (EEOC or Commission) was established by the*Civil Rights Act of 1964, Title VII*, with the mission of eradicating discrimination in the workplace. In the federal sector, EEOC enforces *Title VII*, which prohibits employment discrimination on the basis of race, color, religion, sex, and national origin; the *Age Discrimination in Employment Act of 1967 (ADEA)*, which prohibits employment discrimination against individuals 40 years of age and older; the *Equal Pay Act of 1963 (EPA)*, which prohibits discrimination on the basis of gender in compensation for substantially similar work under similar conditions; and the *Rehabilitation Act of 1973 (Rehabilitation Act)*, which prohibits employment discrimination against federal employees and applicants with disabilities, and requires that reasonable accommodations be provided.

EEOC is charged with monitoring federal agency compliance with equal employment opportunity (EEO) laws and procedures, and reviewing and assessing the effect of agencies' compliance with requirements to maintain continuing affirmative employment programs to promote equal employment opportunity and to identify and eliminate barriers to equality of employment opportunity.

Equal Employment Opportunity Management Directive 715 (MD-715), issued October 1, 2003, established standards for ensuring that agencies develop and maintain model EEO programs. These standards will be used to measure and report on the status of the federal government's efforts to become a model employer. As detailed in *MD-715,* the six elements of a model EEO program are:

- Demonstrated commitment from agency leadership,
- Integration of EEO into the agency's strategic mission,
- Management and program accountability,
- Proactive prevention of unlawful discrimination,
- Efficiency, and
- Responsiveness and legal compliance.

This report covers the period from October 1, 2005, through September 30, 2006 and contains selected measures of agencies' progress toward model EEO programs.[1] While working within our mission as an oversight agency, EEOC strives to create a partnership with agencies. In FY 2006, EEOC expanded its Relationship Management program from 11 Cabinet/Mid-Size agencies to 12 and launched a small agency program with 14 initial participants.

The FY 2006 *Annual Report on the Federal Work Force*, submitted to the President and Congress, presents a summary of selected EEO program activities in the federal

government, including work force profiles of 59 federal agencies. The report provides valuable information to all agencies as they strive to become model employers.

To prepare this report, the Commission relied on the following data: 1) work force data, as of September 30, 2006, obtained from the U.S. Office of Personnel Management's Central Personnel Data File (CPDF)[2] supplemented with data provided by the Foreign Service, Army & Air Force Exchange Service, Federal Energy Regulatory Commission, Tennessee Valley Authority and the United States Postal Service; 2) data from the 1990 and 2000 EEO Special Files; 3) EEO complaint processing data submitted and certified as accurate by 110 federal agencies in their Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEO 462 reports); 4) hearings and appeals data obtained from EEOC's internal databases; and 5) EEO program data submitted and certified as accurate by 158 of 198 federal agencies and subcomponents in their fiscal year (FY) 2005 Federal Agency Annual Equal Employment Opportunity Program Status Reports (MD-715 reports).[3]

Effective January 1, 2006, the U. S. Office of Personnel Management required federal agencies to report ethnicity and race information for accessions on the revised Standard Form 181. Accordingly, the CPDF now contains data on persons who are Native Hawaiian/Other Pacific Islanders or who are of Two or More Races. Thus, for the first time, separate data on these groups is contained in this Report. Readers should bear in mind that in prior years, data on Asians included Native Hawaiian/Other Pacific Islanders and no data was reported on persons of Two or More Races. As a result, care should be exercised when comparing current data to data from prior years.

Finally, the Commission would like to extend its thanks to the Office of Personnel Management for providing the work force data from the CPDF, AAFES, FERC, TVA, USPS and the Foreign Service and to those agencies that timely submitted accurate and verifiable EEO complaint processing data.

This year the Commission again provided agencies an opportunity to comment on the draft of this report. The Commission thanks those agencies that submitted comments and suggestions for assisting in the publishing of a more accurate report. Agencies are encouraged to submit all Reports to the Commission in a timely and accurate manner to ensure that the state of EEO in the federal work force is reflected correctly.

EXECUTIVE SUMMARY

STATE OF EEO IN THE FEDERAL GOVERNMENT

- In FY 2006, there were 2.6 million women and men employed by the Federal government across the country and around the world.
  - 56.9% were men and 43.1% were women; the participation rate for women has slowly but steadily increased over the last ten years.
  - 7.7% were Hispanic or Latino, 66.2% were White, 18.4% were Black or African American, 5.9% were Asian, 0.2% were Native Hawaiian/Other Pacific Islanders, 1.7% were American Indian/Alaska Native, and 0.1% were persons of Two Or More Races.
- Between FY 2005 and FY 2006, Hispanic or Latinos, Whites, Native Hawaiian/Other Pacific Islanders, women and persons of Two or More Races remained below their overall availability in the national civilian labor force, as reported in the 2000 census. Black or African Americans, Asians, American Indian/Alaska Natives and men remained above their overall availability in the national civilian labor force, as reported in the 2000 census.
- The number of employees with targeted disabilities in the federal work force has been steadily declining in the past ten years, from 28,671 in FY 1997 to 24,442 in FY 2006. In FY 2006, Individuals with Targeted Disabilities represented less than one percent (0.94%) of the total work force.
- Of the total work force, 0.77% held senior pay level positions, which is an increase from 0.62% in FY 1997. Women have made the most gains in securing senior level positions in the federal government, occupying 26.2% of those positions in FY 2006, up from 21.2% in FY 1997. Within that ten year period Hispanic or Latino and Asian women have made the most gains.
- Of the total work force, 54.3% of employees occupied General Schedule and Related pay system positions.
- The average grade for permanent and temporary General Schedule employees was 10. Hispanic or Latino (9.4), Black or African American (9), Native Hawaiian/ Other Pacific Islander (8.3), American Indian/Alaska Native (8.4) employees and employees of Two or More Races (8.6) all had average grades lower than the government-wide average.
- The average General Schedule grade for women was 9.3, nearly one and a half grades below the average grade level for men of 10.7.

- The average General Schedule grade for Individuals with Targeted Disabilities was 8.5, one and a half grades below the government-wide average (for permanent and temporary employees) of 10.
- Of the total work force, 7.50% of employees occupy positions in the Federal Wage System. In comparison to the General Schedule and Related positions, the Federal Wage System had a higher percentage of men (88.98%), Hispanic or Latinos (7.87%), Black or African Americans (18.21%), Native Hawaiian/Other Pacific Islanders (0.57%) and American Indian/Alaska Natives (2.53%), and a lower percentage of Asians (4.19%), Whites (66.51%) and women (11.01%).
- Of the total work force, 37.51% of employees occupied positions in Other Pay Systems (*i.e.* other than Senior Pay, General Schedule and Federal Wage Systems). In comparison to the General Schedule, the other pay systems had a higher percentage Hispanic or Latinos (7.98%), Black or African Americans (19.87%), and Asians (7.73%); and a lower percentage of Whites (63.12%) American Indian/Alaska Natives (1.11%) and Native Hawaiian/Other Pacific Islanders (0.13%).
- Of the 158 agencies and subcomponents that submitted a FY 2005 MD-715 report, 50% reported that they had issued an EEO policy on an annual basis, down from 54% of the 170 agencies and subcomponents that submitted an MD-715 report in FY 2004.
- Of the 91 agencies with 100 or more employees that were required to submit a FY 2006 EEOC Form 462 report, only 56 (61%) reported that the EEO Director reports directly to the agency head.
- A state of the agency briefing to the agency head, required by MD-715, was conducted by 59% of the 158 agencies and subcomponents that submitted a FY 2005 MD-715 report, up from 38% of the agencies and subcomponents in FY 2004.

Congratulations to the U. S. Department of Defense Computer/Electronic Accommodations Program for receiving the EEOC Freedom to Compete Award in FY 2006. The Freedom to Compete Award recognizes excellence in the implementation of specific equal employment opportunity practices that the Commission believes can be emulated by other employers, agencies or organizations. Further information about this Award is available at www.eeoc.gov.

- A reasonable accommodation procedure was submitted to EEOC for review by 98% of the 91 agencies with 100 or more employees that were required to submit a FY 2006 EEOC Form 462 report.
- Pre-complaint EEO counseling and alternative dispute resolution (ADR) programs addressed many employee concerns before they resulted in a formal EEO complaint. Of the 38,824 instances of counseling in FY 2006, 55.2% did not result in the filing of a formal complaint due either to settlement by the parties or withdrawal from the EEO process.
- In FY 2006, 15,359 individuals filed 16,723 complaints alleging employment discrimination against the federal government.
- The number of complaints filed declined by 7.2% from the number filed the previous year and there was a 6.9% decrease in the number of individuals who filed complaints over the same period. In FY 2006, 8.2% of the complaints filed were by individuals who had previously filed at least one other complaint during the year, down from 8.4% in FY 2005.
- Although considerable improvement occurred in FY 2006, federal agencies, as a whole, continued to exceed the regulatory processing time of 180 days or less, unless extended, due to settlement efforts, amendment, or consolidation for investigating EEO complaints. A total of 10,817 investigations were completed government-wide in an average of 186 days. Significantly, 7,506, or 69.4%, of the investigations were timely completed, up from 54.9% timely completed in FY 2005.
- Agencies issued 4,857 merit decisions without a decision by an EEOC Administrative Judge, and 3,026 (62.3%) of these decisions were timely issued, up from 59.1% timely issued in FY 2005.
- EEOC's hearing receipts decreased by 24.0%, from 10,266 in FY 2005 to 7,802 in FY 2006. The average processing time for a hearing was 274 days, a 10.0% increase from FY 2005's average of 249 days.

- EEOC's appeal receipts decreased by 9.9%, declining from 7,490 in FY 2005 to 6,743 in FY 2006. The average processing time for appeals in FY 2006 was 220 days, a 13.4% increase from the FY 2005 average of 194 days.
- In FY 2006, as a result of final agency decisions, settlement agreements, and final agency actions in which agencies agreed to fully implement EEOC Administrative Judges' decisions, agencies paid monetary benefits to EEO complainants totaling $32.6 million, down from the $51.7 million paid in FY 2005. An additional $11.7 million was paid out in response to appellate decisions, a decrease from the $15 million paid out in FY 2005.
- In FY 2006, EEOC's training and outreach program reached 6,158 federal employees through 198 sessions.
- In FY 2006, EEOC Form 462 reports were timely filed by 86 or 94% of the 91 agencies (with 100 or more employees) that were required to submit an EEOC Form 462 report.
- In FY 2005, MD-715 reports were timely filed by 107, or 68% of the 158 reporting agencies and subcomponents.

Part I

Summary of EEO Statistics in the Federal Government

Section A - Demonstrated Commitment From Agency Leadership

Now, more than ever before, with the increasing expectations of government institutions, federal agencies must position themselves to attract, develop and retain a top-quality work force in order to ensure our nation's continued growth, security and prosperity. To develop this competitive, highly qualified work force, federal agencies must fully utilize the talents of all employees, regardless of race, color, religion, national origin, sex or disability. In order to assist agencies in attaining these goals, on October 1, 2003, MD-715 became effective and set forth "policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity under *Section 717 of Title VII* and effective affirmative action programs under *Section 501 of the Rehabilitation Act*."

MD-715 requires agency heads and other senior management officials to demonstrate a firm commitment to equality of opportunity for all employees and applicants for employment. Agencies must promote and safeguard equal employment opportunity into everyday practice and make those principles a fundamental part of agency culture.

1. 50% of Agencies Issued EEO Policy Statements on an Annual Basis

Section II(A) of MD-715 provides that "commitment to equal employment opportunity must be embraced by agency leadership and communicated through the ranks from the top down. It is the responsibility of each agency head to take such measures as may be necessary to incorporate the principles of EEO into the agency's organizational structure." In addition, this section establishes that "agency heads must issue a written policy statement expressing their commitment to EEO and a workplace free of discriminatory harassment. This statement should be issued at the beginning of their tenure and thereafter on an annual basis and disseminated to all employees."

Of the 158 agencies and subcomponents that submitted an MD-715 report for FY 2005, 79 (50%) reported that they had issued an EEO policy statement and would continue to do so on an annual basis, down from the 54% reported in FY 2004.

EEO Program Tip

The Equal Employment Opportunity Commission Fellowship Program (EEOCFP) was developed in March 2007. The brain child of Naomi Earp, Chair of the Equal Employment Opportunity Commission, the EEOCFP is a competitive program designed to create a pool of candidates for detail assignments to the EEOC. The EEOCFP provides an opportunity for Federal employees, Professors and graduate students interested in equal opportunity, public

administration, economics, employment law, statistics, and other relevant fields, to participate in research and projects related to the eradication of discrimination and fair and inclusive workplaces in the federal government. The EEOCFP consists of three levels: The Distinguished Fellows Program; the Meritorious Fellows Program; and the Exchange Fellows Program. The Distinguished Fellows Program is open to GS-14's and above or equivalents in the academic community interested in assignments of six months or more; the Meritorious Fellows Program is open to GS-13's and below and equivalents in the academic community interested in assignments of less than six months; and the Exchange Program is open to EEOC employees and other Federal employees interested in exchanging jobs based on mutual agreement. The first Fellows assignments will begin October 1, 2007. Further information, is available on the EEOC website at www.eeoc.gov.

Section B - Integration of EEO Into Agencies' Strategic Mission

In order to achieve its strategic mission, an agency must integrate equality of opportunity into attracting, hiring, developing, and retaining the most qualified work force. The success of an agency's EEO program ultimately depends upon decisions made by individual agency managers. Therefore, agency managers constitute an integral part of the agency's EEO program. The EEO office serves as a resource to these managers by providing direction, guidance, and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity.

As part of integrating EEO into the strategic mission, Section II(B) of MD-715 instructs agencies to ensure that: (1) the EEO Director has access to the agency head; (2) the EEO office coordinates with Human Resources; (3) sufficient resources are allocated to the EEO program; (4) the EEO office retains a competent staff; (5) all managers receive management training; (6) all managers and employees are involved in implementing the EEO program; and (7) all employees are informed of the EEO program. Three aspects of this Section are highlighted below.

1. 61% of Agency EEO Directors Report to Agency Head

EEOC's regulations governing agency programs to promote equal employment opportunity require each agency to "maintain a continuing affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and polices." 29 C.F.R. § 1614.102(a). To implement its program, each agency shall designate a Director of Equal Employment Opportunity who shall be under the immediate supervision of the agency head. 29 C.F.R. §1614.102(b)(4).

Of the 91 agencies (with 100 or more employees) that were required to submit an EEOC Form 462 report in FY 2006, 56 agencies (61.5%) reported that their EEO Director reports to the agency head.

2. 59% of EEO Directors Presented the State of the EEO Program to the Agency Head

In addition to improving the status and independence of EEO, Section II(B) of MD-715 requires that agencies ". . . provide the EEO Director with regular access to the agency head and other senior management officials for reporting on the effectiveness, efficiency, and legal compliance . . ." of the agency's EEO program. Following the submission of the MD-715 report to EEOC, EEO Directors should present the state of the EEO program to the agency head on an annual basis. See Section I of EEOC's Instructions for MD-715.

Of the 158 agencies and subcomponents that submitted an MD-715 report for FY 2005, 93 (59%) indicated that the EEO Director had conducted the briefing, up from the 75 (44%) of the 170 in FY 2004.

3. 91% of Agencies Provided Their EEO Staff with Required Training

Section II(B) of MD-715 requires that agencies attract, develop and retain EEO staff with the strategic competencies necessary to accomplish the agency's EEO mission. In order to ensure staff competency within its EEO complaint program, agencies must comply with the mandatory training requirements for EEO counselors and investigators as set forth in MD-110. Agencies using contract staff to perform these functions must also ensure that these requirements are met.

Chapter 2, Section II of MD-110 requires that new EEO counselors receive thirty-two hours of EEO counselor training and thereafter eight hours of training each year. Likewise, new EEO investigators are required to have thirty-two hours of EEO investigator training and thereafter eight hours of training each year as set forth in Chapter 6, Section II of MD-110.

Of the 91 agencies with 100 or more employees that filed an EEOC Form 462 report in FY 2006, 91% ensured their EEO staff received the required regulatory training. Agencies trained 1,652 new EEO counselors and 157 new EEO investigators. Agencies also provided the required eight hour annual refresher training to 3,265 EEO counselors and 1,563 EEO investigators. Additionally, agencies reported providing thirty-two hour training to 32 EEO counselor/investigators and eight hour training to 121 EEO counselor/investigators. Through the EEOC Training Institute, 10 agencies provided additional MD-715 training for their EEO staff.

Section C - Management and Program Accountability

A model EEO program will hold managers, supervisors, EEO officials, and personnel officers accountable for the effective implementation and management of the agency's program. As part of management and program accountability, MD-715 provides that agencies should ensure that: (1) regular internal audits are conducted of the EEO program; (2) EEO procedures are established; (3) managers and supervisors are evaluated on EEO; (4) personnel policies are clear and consistently implemented; (5) a comprehensive anti-harassment policy has been issued; (6) an effective reasonable accommodation policy has been issued; and (7) findings of discrimination are reviewed. Two aspects of this Section are highlighted below.

1. 98% of Agencies Submitted Reasonable Accommodation Procedures

Section II(C) of MD-715 provides that a model EEO program must "implement effective reasonable accommodation procedures that comply with applicable executive orders, EEOC guidance, the Architectural and Transportation Barriers Compliance Board's Uniform Federal Accessibility Standards and Electronic and Information Technology Accessibility Standards, and ensure that EEOC has reviewed those procedures when initially developed and if procedures are later significantly modified."

Executive Order (E.O.) 13164 was issued July 26, 2000, which required all executive branch federal agencies to institute procedures for processing reasonable accommodation requests under Section 501 of the Rehabilitation Act of 1973 and submit them to EEOC. To date, EEOC has received 123 reasonable accommodation procedures from agencies and subcomponents and provided feedback to each of those agencies and subcomponents. Of the 91 agencies with 100 or more employees that were required to submit an EEOC Form 462 report in FY 2006, 98% provided reasonable accommodation procedures to EEOC.

The E.O. also requires each agency to submit to EEOC any modifications to its reasonable accommodation procedures. As of the end of FY 2006, EEOC received only 7 resubmissions, as opposed to 84 received during FY 2005. EEOC continues to provide technical assistance to agencies on drafting their reasonable accommodation procedures and on implementation concerns.

Section 1(b)(3) of the E.O. mandates that the time frame for the reasonable accommodation decisions be as short as reasonably possible. In providing feedback to agencies concerning time frames, the Commission has emphasized that: (1) all stages of the process, including receipt of the request, delivery of the request to the deciding official, the decision to grant the request and the delivery of the requested accommodation, be clearly identified and subject to a specific time limit; (2) to the extent possible, first-line supervisors be granted the authority to approve accommodation requests, in order to eliminate unnecessary levels of review; (3) an expedited process be provided in those situations where the requested accommodation is simple and straightforward and would not result in an undue hardship; and (4) circumstances under which delays in processing reasonable accommodation requests could arise be clearly addressed. See "Policy Guidance on Executive Order 13164: Establishing Procedures To Facilitate the Provision of Reasonable Accommodation" (October 20, 2000); and "Practical Advice for Drafting and Implementing Reasonable Accommodation Procedures Under Executive Order 13164" (July 19, 2005).

EEO Program Tips

The following language concerning time frames for processing reasonable accommodation requests comes from EEOC's: "Practical Advice for

Drafting and Implementing Reasonable Accommodation Procedures Under Executive Order 13164" (July 19, 2005):

- Designate a mandatory time limit during which all requests for reasonable accommodation must be processed, absent extenuating circumstances.
- Require that requests be handled as promptly as possible regardless of the time limit, and clearly state that failure to do so, absent extenuating circumstances, might result in an undue delay in violation of the Rehabilitation Act.
- Provide a reasonably quick time period for processing requests and clearly state that the time limit will be suspended while the parties wait for requested medical information or documentation.
- State clearly when the time frame corresponding to each stage in the process begins to run and make sure that there are no gaps. It might be helpful to identify an individual, such as a disability program manager, as being responsible for overseeing adherence to time frames.
- Specify what constitutes "extenuating circumstances," making it clear that the concept only applies to those situations involving factors that are outside the agency's control.
- Require expedited processing where it is needed, as in the case of time-sensitive accommodation requests.
- Provide time limits that cover the time allotted to deliver or implement the accommodation once it has been granted, as well as to process the accommodation request.
- Provide that in the event of a delay, the agency official responsible for processing the accommodation request should confer with the individual requesting the accommodation in order to consider providing temporary measures. Whenever it is possible to do so, process requests in less time than that authorized by the time limit, especially in those situations where an accommodation can be provided in much less time than the procedures allow. The complete document can be found at http://www.eeoc.gov/federal/implementing_accommodation.html.

2. 64% of Agencies Report They Have An Anti-Harassment Policy

Sections II(A) and (C) of EEOC's MD-715 provide that model EEO programs should "issue a written policy statement expressing their commitment to . . . a workplace free of discriminatory harassment" and "establish procedures to prevent . . . harassment." For more information, please review EEOC's Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors, Notice 915.002 (June 18, 1999) (Enforcement Guidance on Harassment). In order to ensure that the agency's anti-harassment policy is enforced, Section II(C) requires agencies to establish procedures to prevent harassment and to take immediate corrective action once harassment is found. These procedures are separate from the federal sector administrative EEO complaint process.

EEOC's Enforcement Guidance on Harassment makes clear that agencies can be held liable for harassment based on race, color, sex, religion, national origin, protected activity, age (40 and over), or disability, and not merely for harassment that is of a sexual nature. Accordingly, the policy guidance emphasizes that agencies should establish anti-harassment policies and complaint procedures covering unlawful harassment on all bases.

Of the 158 agencies and subcomponents that submitted an MD-715 report for FY 2005, 101 (64%) reported that they had an anti-harassment policy.

EEO Program Tips

A common problem the Commission encounters is that some anti-harassment procedures, while comprehensive in nature, include separate definitions of sexual harassment. This suggests that, from a legal standpoint, sexual harassment is somehow different in kind from harassment on other bases. It also conveys the impression that sexual harassment claims might be subject to a different standard of liability than other forms of harassment. A more effective approach would be to include sexually oriented verbal or physical conduct within a comprehensive definition of discriminatory harassment.

For example, an agency could define discriminatory harassment as follows:

> Any verbal or physical conduct, based on race, color, religion, national origin, age, disability, sex (with or without sexual conduct), or protected activities, that either results in a tangible employment action or is so severe and pervasive as to constitute an intimidating, hostile or offensive work environment, including, but not limited to: (1) verbal conduct that could include racial or sexual epithets, foul language, unwanted sexual flirtations, ethnic jokes, derogatory statements or slurs; (2) physical conduct that could include improper touching or assault; or (3) visual harassment that could include racially or sexually explicit or derogatory posters, cartoons or drawings, or obscene gestures.

Section D - Proactive Prevention of Unlawful Discrimination

Part 1614 of EEOC's regulations provides that each agency shall "establish a system for periodically evaluating the effectiveness of the agency's overall equal employment opportunity effort." 29 C.F.R. § 1614.102(a)(11). In particular, "each agency shall maintain a continuing affirmative program to promote equal opportunity and to identify and eliminate discriminatory practices and policies." 29 C.F.R. § 1614.102(a).

1. Barrier Analysis

Pursuant to Section II(D) of MD-715, a model EEO program "must conduct a self-assessment on at least an annual basis to monitor progress and identify areas where barriers may operate to exclude certain groups." Part A(II) of MD-715 provides that "where an agency's self-assessment indicates that a racial, national origin, or gender group may have been denied equal access to employment opportunities, the agency must take steps to identify and eliminate the potential barrier." Barriers are defined as policies, procedures, practices, or conditions that limit employment opportunities for members of a particular race, ethnic or religious background, gender, or for individuals with disabilities. While some barriers are readily discernable, most are embedded in the agency's day-to-day employment policies, practices and programs, including: recruitment; hiring; career development; competitive and noncompetitive promotions; training; awards and incentive programs; disciplinary actions; and separations.

Of the 158 agencies and subcomponents that submitted a FY 2005 MD-715 report, 120 (80%) of them reported addressing potential barrier(s).

EEO Program Tips

In December 1997, the EEOC issued a Task Force Report on ""Best" Equal Employment Opportunity Policies, Programs, and Practices in the Private Sector." The Report compiled a number of "best practices" that promote equal employment opportunity and address barriers that may affect equal employment opportunity. Use of this Report as an idea bank broadly drawn upon may assist agencies in their efforts to attain a model EEO program.

In addition to potential general barriers to equal employment opportunity, which tend to be societal or culturally based, agencies should focus on potential barriers specific to particular types of employment actions. Specific barriers tend to be imbedded in the agency's operations, in other words, barriers to recruitment and hiring, or advancement and promotion, etc. Examples of policies, programs and practices that help identify and eliminate barriers include:

- Partnering with organizations that have missions to serve targeted groups;
- Using internships, work/study programs to attract and develop interested and qualified candidates;
- Developing methods to identify high-potential employees;

- Ensuring that tools for continuous learning and optimum job performance are available;
- Providing job transfer/rotation programs for career enhancing development experiences; and
- Ensuring that all persons involved in recruitment/hiring or promotions/advancement are well trained in their equal employment opportunity responsibilities.

The above is a small sampling of the data available in the Report, which is available on-line at www.eeoc.gov/abouteeoc/task_reports/best_practices.html

2. Composition of the Federal Work Force

With the increasing number of new grade and pay systems being adopted throughout the federal government, this year's report provides statistics on the composition of the Total Work Force as well as statistics on employees in four pay structures:

Senior Pay Level pay structures were created by the Civil Service Reform Act of 1978, which established the Senior Executive Service (SES) as a separate personnel system covering a majority of the top managerial, supervisory, and policy-making positions in the Executive Branch of government.

The General Schedule pay system was created by the Classification Act of 1949, which created a centralized job evaluation for all White-Collar positions and merged several separate schedules into one.

The Federal Wage System was established by Public Law 92-392 in 1972 to standardize pay rates for Blue-Collar federal employees.

Today, alternative pay plans are being used and proposed across the federal government. In this report they are identified as "Other Pay Systems." These systems include pay-banding systems, the Market-Based Pay system of the Army and Air Force Exchange Service, and include such agencies as the United States Postal Service and the Tennessee Valley Authority. Table 1 below shows the representation rates for each of these pay structures.

Table 1 - FY 2006 Federal Work Force Pay Structure Participation Levels

	# Work Force	% of Total Work Force
Total Work Force	2,611,493	
Senior Pay Level	20,070	0.77
General Schedule and Related	1,416,901	54.26
Federal Wage System	194,858	7.46
Other Pay Systems	979,664	37.51

a. Total Work Force: Hispanic or Latino employees and White Women Remain Below Availability

In FY 2006, the federal government had a Total Work Force of 2,611,493 employees, compared to 2,475,761 in FY 1997.[4] Table 2 shows the participation rate of the identified groups below, as compared to the civilian labor force (CLF). Table A-1 in Appendix III, located at www.eeoc.gov, provides ten-year trend data.

Table 2 - Composition of Federal Work Force –
Ten-Year Trend: Some Progress, Little Overall Change
FY 1997 - FY 2006[5]

	Work Force	Participation Rate		2000 CLF
	FY 2006	FY 1997 %	FY 2006 %	
Men	1,487,030	58.35	56.94	53.20
Women	1,124,463	41.65	43.06	46.80
Hispanic or Latino Men	119,756	3.97	4.59	6.20
Hispanic or Latino Women	80.849	2.42	3.10	4.50
White Men	1,049,959	42.87	40.21	39.00
White Women	677,861	26.29	25.96	33.70
Black or African American Men	206,219	8.04	7.90	4.80
Black or African American Women	273,284	10.31	10.46	5.80
Asian Men	87,680	2.77*	3.36	2.00
Asian Women	66,055	1.93*	2.53	1.80
Native Hawaiian/Other Pacific Islander Men	2,569	*	0.10	0.10
Native Hawaiian/Other Pacific Islander Women	1,932	*	0.07	0.10
American Indian/Alaska Native Men	20,089	0.69	0.77	0.50
American Indian/Alaska Native Women	23,718	0.71	0.91	0.50
Two or More Race Men	758	**	0.03	0.50
Two or More Race Women	764	**	0.03	0.40
Individuals with Targeted Disabilities	24,442	1.16	0.94	CLF NOT AVAILABLE

*Asians, Native Hawaiian and Other Pacific Islanders data included in Asian data **Data not available.

A comparison of the data on the participation rates of persons in particular agency components or specific major occupations can serve as a diagnostic tool to help identify possible areas where barriers to equal opportunity may exist within an agency. This information is located in Tables A-1a and A-6b of Appendix III, located at www.eeoc.gov.[6]

b. Senior Pay Levels: Women Show Some Progress

With a total of 20,070 employees, the Senior Pay Level (SPL) positions comprise 0.77% of the total work force. SPL positions include the SES, Executive Schedule, Senior Foreign Service, and other employees earning salaries above grade 15 in the General Schedule. Table 3 below reflects the SPL representation. Table A-2 of Appendix III at www.eeoc.gov contains additional data.

Table 3 - Senior Pay Level Representation FY 1997 / FY 2006

	Senior Pay Level Positions			
	FY 1997		FY 2006	
	Number	% of SPL	Number	% of SPL
Total SPL Work Force	15,381		20,070	
Men	12,124	78.83	14,814	73.81
Women	3,257	21.17	5,256	26.19
Hispanic or Latino	412	2.68	733	3.65
White	13,563	88.18	17,105	85.23
Black or African American	1,005	6.53	1,307	6.51
Asian	304*	1.98*	746	3.72
Native Hawaiian/Other Pacific Islander	**	**	3	0.01
American Indian/Alaska Native	97	0.63	167	0.83
Individuals with Targeted Disabilities	67	0.44	93	0.46

*Includes both Asian and Pacific Islanders **Data not available

- The participation rate for women increased from 21.17% in FY 1997 to 26.19% in FY 2006.
- From FY 1997 to FY 2006, the Total SPL Work Force increased by 4,689 employees, a net change of 30.48%. Likewise, the number of federal employees with targeted disabilities increased from 67 in FY 1997 to 93 in FY 2006, a net change of 38.81%.
- Among agencies with 500 or more employees, Defense Security Service had the greatest percentage of women in SPL positions. See Table 4 below. SPL data for all agencies is located in Table A-2a of Appendix III, which can be found at www.eeoc.gov.

Table 4 - Ranking of Agencies with the Highest Percentage of Women in Senior Pay Level Positions in FY 2006 (Agencies With 500 Or More Employees)

Agency	Total Work Force #	SPL #	Women in Senior Pay Level Positions	
			#	%
Defense Security Service	**544**	**4**	**3**	**75.00**
Defense Human Resource Activity	**880**	**12**	**8**	**66.67**
Corp. for National and Community Service	**558**	**19**	**10**	**52.63**
Equal Employment Opportunity Commission	**2,195**	**32**	**15**	**46.88**
Court Services and Offender Supervision Agency	**1,140**	**12**	**5**	**41.67**

- Between FY 1997 and FY 2006, the participation rate for Black or African American employees (6.51%) in SPL positions has decreased slightly. The participation rate was (0.46%) for Individuals with Targeted Disabilities, (3.65%) for Hispanic or Latino employees, (3.72%) for Asian employees and (0.83%) for American Indian/Alaska Native employees.
- In FY 2006, the "feeder grades" to SPL positions[7] (GS grades 14 and 15) showed the following participation rates: men (67.28%), women (32.72%), Hispanic or Latino employees (4.10%), White employees (79.29%), Black or African American employees (9.67%), Asian employees (5.92%), Native Hawaiian/Other Pacific Islander employees (0.03%), American Indian/Alaska Native employees (0.93%), and Individuals with Targeted Disabilities comprised (0.50%).
- Part II of this report also contains information on the major occupations in selected government agencies. Data on participation rates of persons holding positions in an agency's major occupations can serve as a diagnostic tool to help determine possible areas where barriers to equal opportunity may exist and prevent upward mobility to SPL positions.

c. General Schedule and Related Positions: Hispanic or Latinos and Women Improve

- With a total of 1,416,901 employees, the General Schedule and Related (GSR) positions comprised 54.26% of the total work force in FY 2006. GSR positions are mostly comprised of positions whose primary duty requires knowledge or experience of an administrative, clerical, scientific, artistic, or technical nature. GSR figures include employees in other pay systems that are easily converted to GS by OPM.
- In FY 2006, the GSR participation rate for Hispanic or Latino employees was 7.50%; for White employees was 67.94%; for Black or African American employees was 17.50%; for Asian employees was 4.88%, for Native Hawaiian/Other Pacific Islander employees was 0.15%; for American Indian/Alaska Native employees was 1.96%, and for Individuals With Targeted Disabilities was 1.01%. See Table A-3 in Appendix III at www.eeoc.gov, for the entire ten-year trend in the GSR pay systems.

Table 5 - General Schedule &Related (GSR) Representation FY 1997 / FY2006

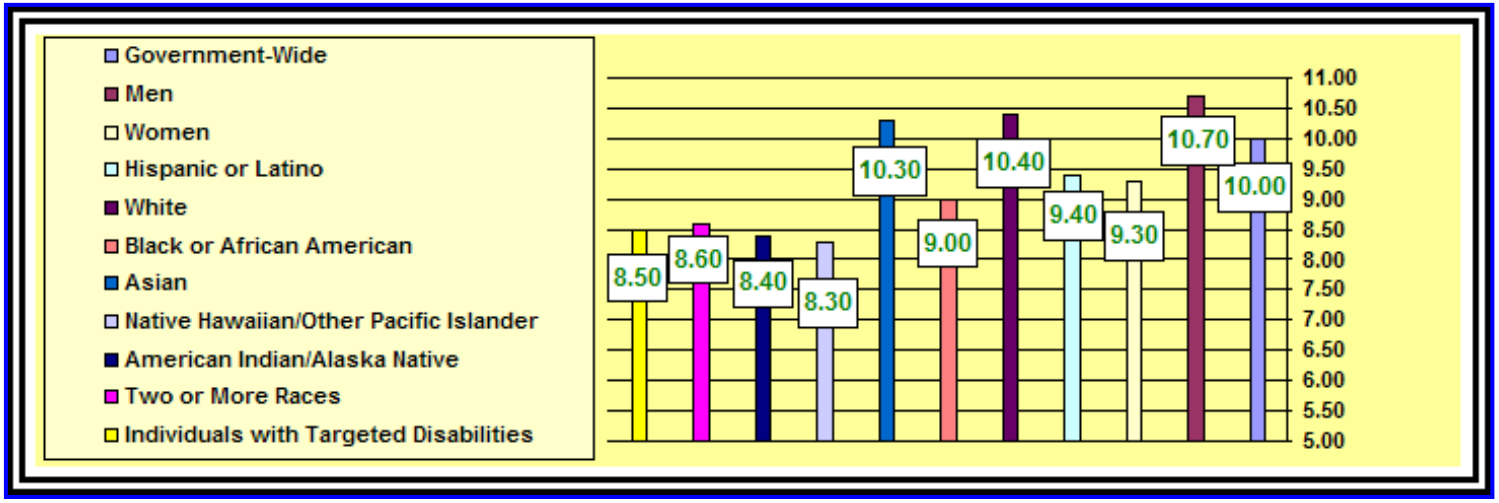
	GSR Positions			
	FY 1997		FY 2006	
	Number	% of GSR	Number	% of GSR
Total GSR Work Force	1,269,435		1,416,901	
Men	663,407	52.26	727,981	51.38
Women	606,828	47.74	688,920	48.62
Hispanic or Latino	79,594	6.27	106,330	7.50
White	884,035	69.64	962,634	67.94
Black or African American	229,895	18.11	248,025	17.50
Asian	50,397*	3.97*	69,092	4.88
Native Hawaiian/Other Pacific Islander	**	**	2,139	0.15
American Indian/Alaska Native	25,389	2.00	27,791	1.96
Individuals with Targeted Disabilities	16,249	1.28	14,373	1.01

*Includes both Asian and Pacific Islanders **Data not available

- Women held 48.62% of all GSR positions in FY 2006, up from 47.74% in FY 1997. Over the ten year period, Hispanic or Latino employees and Asian employees gradually increased their representation rates in the GSR work force.

- Over the ten year period, the participation rate for Individuals with Targeted Disabilities declined from 1.28% to 1.01% of the GSR work force.
- The average grade level for the total GSR permanent and temporary work force was grade 10 in FY 2006. Of GSR employees, 18.15% were in grades 1-6, 38.92% were in grades 7-11, 31.09% were in grades 12-13, and 11.78% were in grades 14-15.

Figure 1 - Average Grade in the General Schedule and Related Positions FY 2006



- The average GSR grade level for Hispanic or Latino employees (9.4), Black or African American employees (9), Native Hawaiian/Other Pacific Islander employees (8.3), American Indian/Alaska Native employees (8.4) and persons of Two or More Races (8.6) was lower than the government-wide average grade level (10).
- Approximately 42.23% of women employed in the GSR work force were in grades 7-11. The average GSR grade for women was 9.3 almost one full grade below the government-wide average of 10 and one and a half grades below men (10.7).
- The average GSR grade level for Individuals with Targeted Disabilities was 8.5, one and a half grades below the government-wide average. See Table A-3 in Appendix III at www.eeoc.gov.

d. Federal Wage System Positions: Women, Whites and American Indian/Alaska Natives Slightly Increase

- With a total of 194,858 employees, Federal Wage System (FWS) positions comprised 7.46% of the total work force in FY 2006. FWS (Blue-Collar) positions are mostly comprised of trade, craft and labor occupations.

Table 6 - Federal Wage System (FWS) Representation FY 1997 / FY 2006

	Federal Wage System (FWS) Positions	
	FY 1997	FY 2006

	Number	% of FWS	Number	% of FWS
Total FWS Work Force	243,343		194,858	
Men	217,573	89.41	173,389	88.98
Women	25,770	10.59	21,469	11.02
Hispanic or Latino	20,027	8.23	15,334	7.87
White	160,290	65.87	129,714	66.57
Black or African American	45,286	18.61	35,490	18.21
Asian	11,315*	4.65*	8,163	4.19
Native Hawaiian/Other Pacific Islander	*	*	1,112	0.57
American Indian/Alaska Native	6,400	2.63	4,937	2.53
Individuals with Targeted Disabilities	3,650	1.50	2,227	1.14

* Includes data for Native Hawaiian/Other Pacific Islander until separate data in FY 2006 data.

- FY 2006 FWS positions declined 19.92% from FY 1997.
- Since FY 1997, the participation rates for Hispanic or Latino employees (7.87%), Black or African American employees (18.21%), Asian employees (4.19%) and American Indian/Alaska Native employees (2.53%) have declined, while women (11.01%) and White employees (66.51%) have increased slightly. See Table A-4 in Appendix III at www.eeoc.gov for the complete ten-year trend.
- In FY 2006, the participation rate of men in the FWS pay system was 37.6 percentage points higher than the participation rate of men in the GSR pay system. Comparatively, FWS participation rates for Hispanic or Latino employees, Black or African American employees, American Indian/Alaska Native employees and Individuals with Targeted Disabilities were higher than the GSR participation rates, while the FWS work force participation rates for women, White employees, and Asian employees were lower.

e. Other Pay Systems: Women Increase But Still Trail Men

- With a total of 979,664 employees, other pay systems (OPS) comprised 37.51% of the total work force in FY 2006. Other Pay Systems include pay banding and other pay-for-performance systems that cannot be equated to GS grades.

Table 7 - Other Pay Systems (OPS) Representation FY 1997 –FY 2006

	Other Pay Systems (OPS) Positions			
	FY 1997		FY 2006	
	Number	% of OPS	Number	% of OPS
Total OPS Work Force	948,911		979,664	
Men	574,471	60.54	570,846	58.27
Women	374,440	39.46	408,818	41.73
Hispanic or Latino	63,008	6.64	78,208	7.98
White	628,274	66.21	618,367	63.12

Black or African American	189,403	19.96	194,681	19.87
Asian	59,876*	6.31*	75,734	7.73
Native Hawaiian/Other Pacific Islander	**	**	1,247	0.13
American Indian/Alaska Native	8,350	0.88	10,912	1.11
Individuals with Targeted Disabilities	9,106	0.96	7,802	0.80

***Includes both Asian and Pacific Islander employees ** Included with Asian employees**

- The participation rate for women (41.73%) in OPS was significantly lower than those (48.62%) in the GSR pay system.
- In FY 2006, the OPS participation rates for Hispanic or Latino employees (7.98%), and Asian employees (7.73%) and American Indian/Alaska Native employees (1.11%) slowly rose, while White employees (63.12%), Black or African American employees (19.87%) and Individuals with Targeted Disabilities (0.80%) fell from FY 1997 levels.
- In FY 2006, the OPS participation rates for Hispanic or Latino employees, Black or African American employees, and Asian employees were higher than in the GSR and FWS pay systems. OPS Participation rates for White employees and American Indian/Alaska Native employees and Individuals with Targeted Disabilities were lower than those in the GSR and FWS pay systems. See Table A-5 in Appendix IV at www.eeoc.gov for the complete ten-year trend.

3. Participation Rate of Individuals with Targeted Disabilities Continues to Fall

- From FY 1997 to FY 2006, the Total Work Force increased by 135,732 employees, a net change of 5.48%. However, the number of federal employees with targeted disabilities decreased from 28,671 in FY 1997 to 24,442 in FY 2006, a net change of –14.75%.
- Of the 2,611,493 federal employees in FY 2006, 24,442 were Individuals with Targeted Disabilities, resulting in a 0.94% participation rate for employees with targeted disabilities. Over the past 20 years, the federal government's efforts to improve the participation rate of employees with targeted disabilities have failed to result in any significant progress. In order to properly track trends in the employment of Individuals with Targeted Disabilities, it is necessary for each agency to regularly resurvey its work force and update disability identification information.
- The Equal Employment Opportunity Commission (EEOC) had the highest percentage of Individuals with Targeted Disabilities among those agencies with 500 or more employees at 2.37%. See Table 8 below.

Table 8 - Ranking of Agencies With the Highest Percent of Individuals With Targeted Disabilities (Agencies With 500 Or More Employees)

Agency	Total Work Force	Individuals with Targeted Disabilities	
		#	%
Equal Employment Opportunity Commission	2,195	52	2.37
Social Security Administration	63,647	1,318	2.07
Defense Finance and Accounting Service	13,083	261	1.99
Defense Logistics Agency	21,459	413	1.92
Government Printing Office	2,235	39	1.74

Table A-6b in Appendix III contains this information for all agencies and is located at www.eeoc.gov.

EEO Program Tip

LEAD (Leadership for the Employment of Americans with Disabilities) is the EEOC's Initiative to address the declining number of employees with targeted disabilities in the federal workforce. The over-arching goal for this initiative is to significantly increase the population of individuals with disabilities employed by the federal government. In support of the LEAD Initiative, the Office of Federal Operations maintains a strategic workgroup formulating strategies and plans designed to assist federal agencies in reversing the negative trends facing the severely disabled who seek federal employment opportunities.

http://www.eeoc.gov/initiatives/lead/index.html

EEO Program Tips

For improving the participation rate of Individuals with Targeted Disabilities:

- Seek out advice from agencies that are doing well.
- There should be at least one person within your agency who is well-versed on the various hiring authorities, internships, and employment programs designed specifically to benefit people with disabilities (including veterans with disabilities).
- Encourage staff to attend disability related conferences, such as Deaf and Hard of Hearing in Government's (DHHIG) National Training Conference or The Perspectives on Employment of Persons with Disabilities Conference.
- Every person in HR who is involved with selections must have a clear understanding of the Schedule A appointing authority.
- Quarterly reports to senior leaders on how managers are performing in this area will help.
- Hold managers accountable.

Section E - Efficiency in the Federal EEO Process

EEOC's regulations provide that each agency shall assure that individual complaints are fairly and thoroughly investigated and that final action is taken in a timely manner. 29 C.F.R. § 1614.102(c)(5). Section II(E) of MD-715 establishes that a model EEO program must have an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of their EEO programs. In this regard, Section II(E) recommends that agencies "benchmark against EEOC regulations at 29 C.F.R. Part 1614 and other federal agencies of similar size which are highly ranked in EEOC's Annual Report on the federal sector complaints process."

1. Federal Agency EEO Programs: Complaints Decrease But Processing Times Continue to Exceed Regulatory Deadlines

Agencies process federal employees' EEO complaints under regulations promulgated by EEOC at 29 C.F.R. Part 1614. Employees unable to resolve their concerns through counseling can file a complaint with their agency.[8] The agency will either dismiss[9] or accept the complaint. If the complaint is accepted, the agency must conduct an investigation, and, in most instances, issue the investigative report within 180 days from the date the complaint was filed.[10]

After the employee receives the investigative report, s/he may: (1) request a hearing before an EEOC Administrative Judge, who issues a decision that the employee or the agency may appeal to EEOC's Office of Federal Operations; or (2) forgo a hearing and request a final agency decision. An employee who is dissatisfied with a final agency decision or the agency's decision to dismiss the complaint may appeal to EEOC. The complainant or agency may also request EEOC to reconsider its decision on the appeal. In addition, during various points in the process, the complainant has the right to file a civil action in a federal court.

As the EEO complaint process has become increasingly more costly, adversarial, and lengthy, EEOC has encouraged agencies to promote and expand the use of alternative dispute resolution (ADR) as a means of avoiding formal adjudication processes. Used properly, ADR can provide fast and cost-effective results while at the same time improve workplace communication and morale.[11]

a. Pre-Complaint Counselings and Complaints Decline

Completed counselings decreased by 5.5% from FY 2005 to FY 2006 and decreased 31.0% from FY 2002. Formal complaints declined by 7.2% in FY 2006 and 23.8% from FY 2002. Of the 38,824 completed counselings, 15,359 individuals filed 16,723 formal complaints in FY 2006.[12] The number of formal complaints filed represents 43.1% of all pre-complaint counseling activities in FY 2006. As Figure 2 shows, over the past five fiscal years, the number of pre-complaint counseling activities has decreased from 56,275 in FY 2002 to 38,824 in FY 2006, and likewise, the number of complaints filed by individuals has steadily decreased. During the same five-year period, the number of formal complaints filed continued to represent less than 50% of all pre-complaint counseling activities. See Figure 2. Significantly, while the United States Postal Service constituted 28.5% of the work force, it accounted for 43.7% of all EEO counselings, 36.9% of all complaints filed, 41.2% of all completed investigations and 40.7% of all complaints closed in FY 2006. See Tables B-1, B-9 and B-10 in Appendix III.

Figure 2 – Completed Counseling to Formal Complaints Filed/Complainants FY 2002 - FY 2006

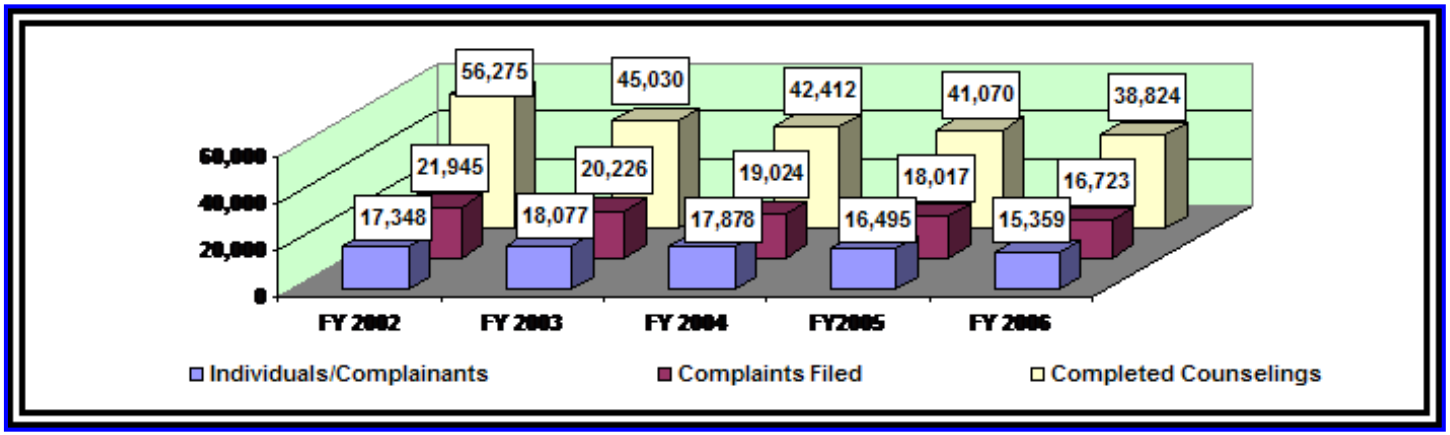


Table 9 below shows that in FY 2006, the National Endowment for the Arts reported the highest percentage (24.7%) of its work force that completed counseling, while the government-wide average was 1.4%. Agencies that had fewer than 25 completed/ended counselings were not included in the ranking. Table B-1 in Appendix III lists this information for all agencies and is located at www.eeoc.gov.

Table 9 - Agencies with the Highest Counseling Rate In FY 2006

Agency	Total Work Force	Percentage of Individuals Who Completed Counseling
National Endowment for the Arts	162	24.7%
Commodity Futures Trading Commission	466	15.5%
Broadcasting Board of Governors	1,741	4.4%
Federal Trade Commission	1,073	2.9%
Pension Benefit Guaranty Corporation	848	2.6%

As shown in Table 10 below, in FY 2006, the Broadcasting Board of Governors reported the highest complainant rate (1.6%), while the government-wide average was 0.6%. Agencies that had fewer than 25 complaints filed were not included in the ranking. Table B-1 in Appendix III contains this information for all agencies and is located at www.eeoc.gov.

Table 10 - Agencies with the Highest Complainant Rate in FY 2006

Agency	Total Work Force	Percentage of Complainants
Broadcasting Board of Governors	1,741	1.6%
Government Printing Office	2,238	1.6%
Department of Education	4,353	1.5%
Department of Housing and Urban Development	9,364	1.0%
Department of Transportation	53,864	0.8%

b. Pre-Complaint ADR Usage – New Measurement for Rates

Historically, ADR offer and participation rates measured ADR activity in both completed and pending counselings at the end of the fiscal year. Including ADR activity in pending counselings occasionally created percentage rates greater than 100%. In FY 2006, the goal was to ensure greater uniformity, consistency, and quality in the reporting and utilization of ADR data by the collection of ADR data only for completed/ended counselings.

Therefore, comparison of FY 2006 data with prior year's data is not possible. In FY 2006, the government–wide ADR offer rate was 75.6% based upon 29,352 ADR offers made in 38,824 completed/ended counselings. Of these offers, 17,309 were accepted into agencies' ADR programs, resulting in a 44.6% participation rate.

Ten agencies with 25 or more completed/ended counselings had 100% offer rates. These agencies are the Department of Labor, Department of Housing and Urban Development, Department of Education, Broadcasting Board of Governors, Defense National Security Agency, Office of Personnel Management, Equal Employment Opportunity Commission, Smithsonian Institution, Federal Reserve System-Board of Governors, and Defense Information Systems Agency.

The U.S. Postal Service Again Had the Highest ADR Participation Rate

In FY 2006, the U.S. Postal Service reported the highest ADR participation rate in the pre-complaint process (73.5%), while the government-wide average was 44.6%. No other agency with 25 or more completed/ended counselings had a participation rate greater than fifty percent. See Table 11. Agencies that had fewer than 25 completed/ended counseling were not included in the ranking. See Tables B-1 and B-4 in Appendix III for information on all agencies, which is located at www.eeoc.gov.

Table 11 - Highest ADR Participation Rate in the Pre-Complaint Process FY 2006

Agency	Total Work Force	Completed/Ended Counselings	Participation in ADR	Participation Rate
U.S. Postal Service	795,850	16,954	12,455	73.5%
Department of Housing and Urban Development	9,364	156	72	46.2%
Department of Homeland Security	168,865	2,223	955	43.0%
National Archives and Records Administration	2,983	38	15	39.5%
Defense Finance and Accounting Service	13,176	147	53	36.1%

EEO Program Tips

To improve ADR programs:

Create a user friendly web-based program to provide employees basic EEO ADR orientation that includes high level administrators discussing the use and benefits of ADR. When developing the program, consider including information on other available employee dispute resolution programs as well as stakeholder testimonials showing the value of ADR.

Provide "neutral" training to the EEO intake staff/counselors so that they have additional tools to resolve traditional counselings. This will assist them in the intake phase so that they can fully explain the ADR processes to the parties.

Provide monthly tips on the benefits of ADR via email broadcasts to all employees.

Designate resolving/settlement officials who were not involved in the dispute as the agency representative with settlement authority who attends the ADR sessions. A resolving/settlement official may be more objective and could have broader authority to resolve disputes.

Even if ADR was not successful at the pre-complaint stage, attempt ADR after the report of investigation is completed - since both parties have had the opportunity to assess the strengths and weaknesses of their case, ADR may motivate the parties to resolve the dispute.

c. Agencies Meet Counseling Deadlines in 89% of Cases

On average, in FY 2006 agencies met timeliness requirements for EEO counseling in 89.0% of all completed/ended counselings, which is up from 80.7% in FY 2005 and 87.5% in FY 2002. Agencies are required to complete counseling in 30 days except when there is a 60-day extension due to an ADR election or the complainant agrees in writing to an extension.

d. Agencies Increase Pre-Complaint Resolution Rate in FY 2006

During counseling and ADR in the pre-complaint stage, EEO disputes can be resolved by either a settlement or a decision not to file a formal complaint. In FY 2006, the government-wide resolution rate average was 55.2%, up from 53.7% in FY 2005.

National Endowment for the Arts Had the Highest Pre-Complaint Resolution Rate

Best Practices - Improving Counseling Times

See the Commission's "Attaining a Model Agency Program:

In FY 2006, the National Endowment for the Arts reported the highest pre-complaint resolution rate (100%). See Table 12. Agencies that had fewer than 25 completed/ended counselings were not included in the ranking. Table B-3 in Appendix III contains this information for all agencies and is located at www.eeoc.gov.

Efficiency" report located on the web at www.eeoc.gov/federal/efficiency.html

Table 12 –Highest Pre-Complaint Resolution Rates FY 2006

Agency	Total Work Force	Completed Counselings	Total Resolved	Resolution Rate
National Endowment for the Arts	162	45	45	100%
Commodity Futures Trading Commission	466	73	70	95.9%
Federal Trade Commission	1,073	35	32	91.4%
Federal Reserve System - Board of Governors	1,862	27	21	77.8%
Defense National Guard Bureau	56,137	166	127	76.5%

National Aeronautics and Space Administration Had the Highest ADR Resolution Rate in FY 2006

In FY 2006, the National Aeronautics and Space Administration reported the highest ADR resolution rate in the pre-complaint process (73.1%), whereas the government-wide average was 50.1%. See Table 13. When the U.S. Postal Service resolution rate (50.9%) is excluded from the government-wide average, the government-wide ADR resolution rate decreased to 48.0% in FY 2006. Agencies that had fewer than 25 ADR closures were not included in the ranking. Table B-5 in Appendix III contains this information for all agencies and is located at www.eeoc.gov.

Table 13 –Highest Pre-Complaint ADR Resolution Rates FY 2006

Agency	Total Work Force	ADR Closures	ADR Resolutions	ADR Resolution Rate
National Aeronautics and Space Administration	18,697	26	19	73.1%
Department of Veterans' Affairs	238,228	762	527	69.2%
Defense Logistics Agency	20,478	77	52	67.5%
Department of the Air Force	164,773	477	321	67.3%
Department of State	19,667	34	21	61.8%

e. Monetary Benefits in Pre-Complaint Phase Drop

Monetary benefits awarded in settlements during the pre-complaint phase, shown in Table 14, have dropped significantly since FY 2002. The data showed a decrease in the average amount of monetary benefits from $2,912 in FY 2005 to $2,680 in FY 2006.

Table 14 –Monetary Benefits Awarded In Settlements During the Pre-Complaint Stage of the EEO Process FY 2002 –FY 2006

FY	Completed Counselings	Total Resolutions		Total Settlements		Total Settlements with Monetary Benefits		Settlement Monetary Benefits	Average Award per Resolution with Monetary Benefits
		#	%	#	%	#	%		
2002	56,275	34,330	61.0	9,050	16.1	568	6.3	$2,527,538	$4,450
2003	45,030	28,011	62.2	8,199	18.2	621	7.6	$3,160,565	$5,089
2004	42,412	21,520	50.7	7,856	18.5	603	7.7	$3,137,911	$5,203
2005	41,070	22,038	53.7	7,652	18.7	585	7.7	$1,703,626	$2,912
2006	38,824	21,430	55.2	7,424	19.1	622	8.4	$1,666,651	$2,680

f. The Basis and Issue Most Frequently Alleged Remains Unchanged

Of the 16,723 complaints filed in FY 2006, the basis most frequently alleged was reprisal (6,535) and the issue most frequently alleged was non-sexual harassment (4,544). As shown in Tables 15 and 16, this trend has remained unchanged for the past five fiscal years.

Table 15 –Top 3 Bases in Complaint Allegations Filed for FY 2002 –FY 2006

Basis	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Reprisal	8,095	8,111	7,782	7,105	6,535
Age	5,344	5,774	5,449	5,088	4,769
Race - Black	5,647	5,279	5,021	4,478	4,125

Allegations of race discrimination were made in 37.1% of all complaints filed in FY 2006. In FY 2006, there was a 23.7% decrease in the number of complaints filed since FY 2002, and the percentage of complaints alleging discrimination based on race decreased by 27.5%. During that same period, the percentage of complaints filed alleging discrimination based on color soared 151.7%, from 644 in FY 2002 to 1,621 in FY 2006.[13]

In April 2006, EEOC issued Section 15 of the new Compliance Manual on “Race and Color Discrimination.” It includes numerous examples and guidance in proactive prevention and “best practices.” This Manual Section is located at www.eeoc.gov/policy/docs/race_color.html.

EEO Program Tip

The E-RACE Initiative enhances EEOC's efforts to ensure workplaces are free of race and color discrimination. Specifically, the EEOC will identify issues, criteria and barriers that contribute to race and color discrimination, explore strategies to improve the administrative processing and litigation of race and color discrimination claims, and enhance public awareness of race and color discrimination in employment.

Additionally, the Commission will combine the objectives of E-RACE with existing EEOC initiatives such as the Systemic Initiative by addressing race and color issues with class and systemic implications. E-Race also incorporates the principles of the Youth@Work Initiative by combating disparate treatment of youth based on race and color. The Commission also will complement the outreach and enforcement efforts of the LEAD Initiative by challenging exclusionary employment policies that adversely impact people of color who also have disabilities (in both the private and public sectors).

Finally, the Commission will strengthen partnerships with employee advocates and state and local human rights commissions and increase its outreach to human resource professionals and employer groups to address race and color discrimination in the workplace.

http://www.eeoc.gov/initiatives/e-race/index.html

Table 16 –Top 3 Issues in Complaint Allegations Filed for FY 2002 –FY 2006

ISSUE	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Harassment - Non-Sexual	5,431	5,689	5,175	4,550	4,544
Promotion/Non-Selection	3,664	4,435	3,892	2,937	2,793
Terms/Conditions	3,172	2,541	2,474	2,300	2,390

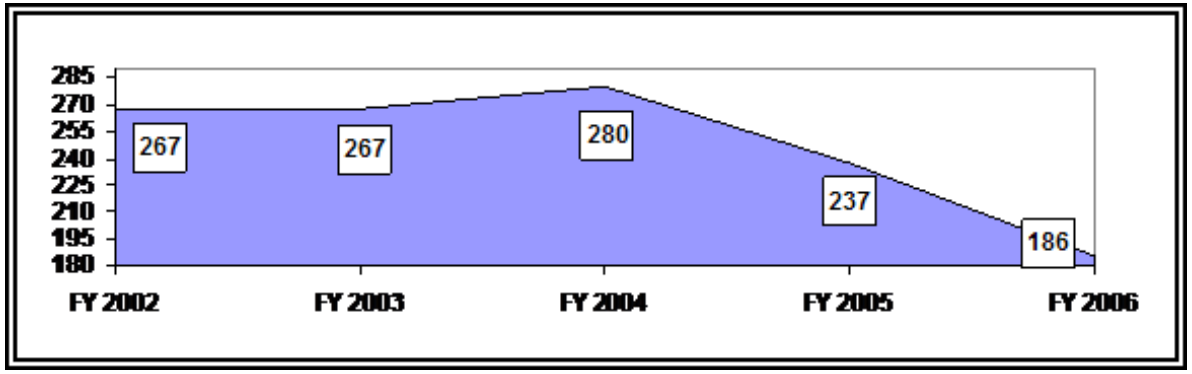
g. Agency Investigation Times Lowest in Five Years, Yet, Continue to Exceed Time Limits for Investigating Complaints and Issuing Final Agency Decisions

Investigations

Investigations into allegations of discrimination are a key component of the formal EEO complaint process. Delays may impede the primary goal of gathering sufficient evidence to permit a determination as to whether discrimination occurred. EEOC regulation 29 C.F.R. § 1614.106(e)(2) requires agencies to conduct an investigation and issue a report to the complainant within 180 days of the filing of a complaint unless: 1) the parties agreed to no more than a 90-day extension (may not exceed 270 days); or 2) the complaint was amended or consolidated, which can add another 180 days to the period but may not exceed 360 days.

In FY 2006, agencies were timely in completing investigations 69.4% of the time, up from 54.9% in FY 2005 (including written agreements to extend the investigation and consolidated or amended complaints). When the U.S. Postal Service is not included, the percentage of timely completed investigations decreased to 48.6% government-wide. Agencies reported the best investigation time in five years by averaging 186 days to complete an investigation in FY 2006. In comparison, agency investigations averaged 237 days in FY 2005 and 267 days in FY 2002. See Figure 3 below.

Figure 3 – Average Processing Days For Investigations for FY 2002 – FY 2006



Of those investigations required to be completed within the 180-day time limit, agency in-house investigators averaged 244 days to complete the investigation, while contract investigators averaged 158 days. Similarly, of those investigations required to be completed within the 181 to 360-day time limit (complaints amended, consolidated or extended by the parties), agency in-house investigators averaged 465 days to complete the investigation while contract investigators averaged 408 days.

After reviewing the investigatory practices of selected agencies, EEOC has identified several reasons for untimely investigations: poorly staffed EEO offices, unnecessary and time-consuming procedures,[14] delays in obtaining affidavits, and inadequate tracking and monitoring systems. For more information, see EEOC's *Federal Sector Investigations – Time and Cost*, issued June 2004 and *Attaining a Model Agency Program: Efficiency* at www.eeoc.gov/federal/efficiency.html.

Office of Personnel Management Completed the Highest Percentage of Timely Investigations

As shown in Table 17, the Office of Personnel Management timely completed 100% of its investigations.[15] Significantly the US Postal Service timely completed 99.1% of their 4,452 investigations in FY 2006. Agencies that had completed fewer than 25 investigations were not included in the ranking. Table B-9 in Appendix III contains this information for all agencies and is located at www.eeoc.gov.

Table 17 –Highest Percentage of Timely Completed Investigations for FY 2006

Agencies	Total Work Force	# Completed Investigations	# Timely Completed	% Timely
Office of Personnel Management	5,335	25	25	100.0%
United States Postal Service	795,850	4,452	4,410	99.1%
General Services Administration	12,290	57	54	94.7%
Tennessee Valley Authority	12,600	35	33	94.3%
Broadcasting Board of Governors	1,741	31	29	93.6

In FY 2006, the government-wide average cost for contracting out complaint investigations was $2,113.26 – approximately 68% less than the $5,111.93 average cost of agency (in-house) investigations.

Final Agency Actions

EEOC regulations require an agency to take a final action on each formal complaint filed. Table 18 below provides a breakdown with processing time for all final agency actions. Agencies may issue a decision dismissing a complaint on procedural grounds such as untimely EEO counselor contact or failure to state a claim. Government-wide, agencies took an average of 118 days to issue a decision dismissing a complaint on procedural grounds. EEOC maintains that, in general, acceptance letters/dismissal decisions should be issued well in advance of the 180-day time limit to complete an investigation. A suggested practical method of procedure is to issue these actions within 60 days of the filing of the formal complaint.

An agency may also issue a decision after an investigation, either finding discrimination or finding no discrimination. In FY 2006, agencies timely issued 62.3% of their final agency merit decisions, an increase from the 59.1% timely completed in FY 2005. Commission regulations require agencies to issue final decisions within 60 days of a complainant's request for such a decision or within 90 days after completion of an investigation if the complainant has not requested either a final decision or an EEOC hearing.

Finally, when an EEOC Administrative Judge has issued a decision, the agency must issue a final order either implementing the Administrative Judge's decision or not implementing and simultaneously appealing to EEOC. In FY 2006, agencies issued 4,418 final orders implementing and 87 orders not implementing the Administrative Judge's decision. Commission regulations require agencies to issue an order within 40 calendar days of receiving the Administrative Judge's decision or the decision becomes the agency's final decision. In FY 2006, agencies issued orders in an average of 135 days after receiving the Administrative Judge's decision, which is down from 191 days in FY 2005.

Table 18 –EEO Complaint Closures by Type with Government-Wide Average Processing Times in Days (APD) in FY 2002 –FY 2006

FY	Complaint Closures		Merit Final Agency Actions With AJ Decisions		Merit Final Agency Decisions Without AJ Decisions				Procedural Dismissals		Settlements		Withdrawals	
	Total	APD	Total	APD from Comp. Filed	Total	APD	APD from Date Required	% Timely	Total	APD	Total	APD	Total	APD
2002	22,889	418	3,841	833	5,467	474	--	--	5,770	N/A	5,606	482	2,205	309
2003	19,772	541	3,893	796	5,287	598	--	--	2,723	207	5,573	507	2,296	380
2004	23,153	469	4, 478	743	6,167	601	200	43.6%	5,444	150	4,469	473	2,325	308
2005	22,974	411	4,832	669	6,381	479	191	59.1%	5,510	127	4,264	436	1,997	294
2006	19,119	367	4,283	624	4,857	426	135	62.3%	4,895	118	3,490	378	1,594	236

-- EEOC did not collect data showing the timely merit Final Agency Decisions until FY 2004.

U. S. Postal Service Issued the Highest Percentage of Timely Merit Decisions Without an Administrative Judge Decision

In FY 2006, the U. S. Postal Service reported the highest percentage (95.9%) of timely issued merit decisions without an Administrative Judge decision. See Table 19 below.[16] Agencies that issued fewer than 25 merit decisions without a hearing were not included in the ranking. See Table B-14 in Appendix III for this information on all agencies located at www.eeoc.gov.

Best Practices - Final Action Times

See the Commission's "Attaining a Model

Agency Program: Efficiency" report, located on the web at www.eeoc.gov/federal/efficiency.html

Table 19 –Agencies With the Highest Percentage of Timely Issued Merit Decisions (Without an Administrative Judge Decision) in FY 2006

Agencies	Total Work Force	Merit Decisions without an AJ Decision		
		#	Timely	%
U.S. Postal Service	795,850	1,987	1,905	95.9%
Department of the Navy	192,412	138	114	82.6%
Department of the Treasury	121,452	175	141	80.6%
Army and Air Force Exchange Service	36,378	30	23	76.7%
Department of Housing and Urban Development	9,364	35	26	74.3%

h. Findings of Discrimination and Monetary Benefits on the Decline

For the first time in five years findings of discrimination have declined in the federal government. Table 20 below shows that both the total number of merit decisions and the number of findings of discrimination have decreased this year. In FY 2006, 2.5% of merit decisions resulted in a finding of discrimination.

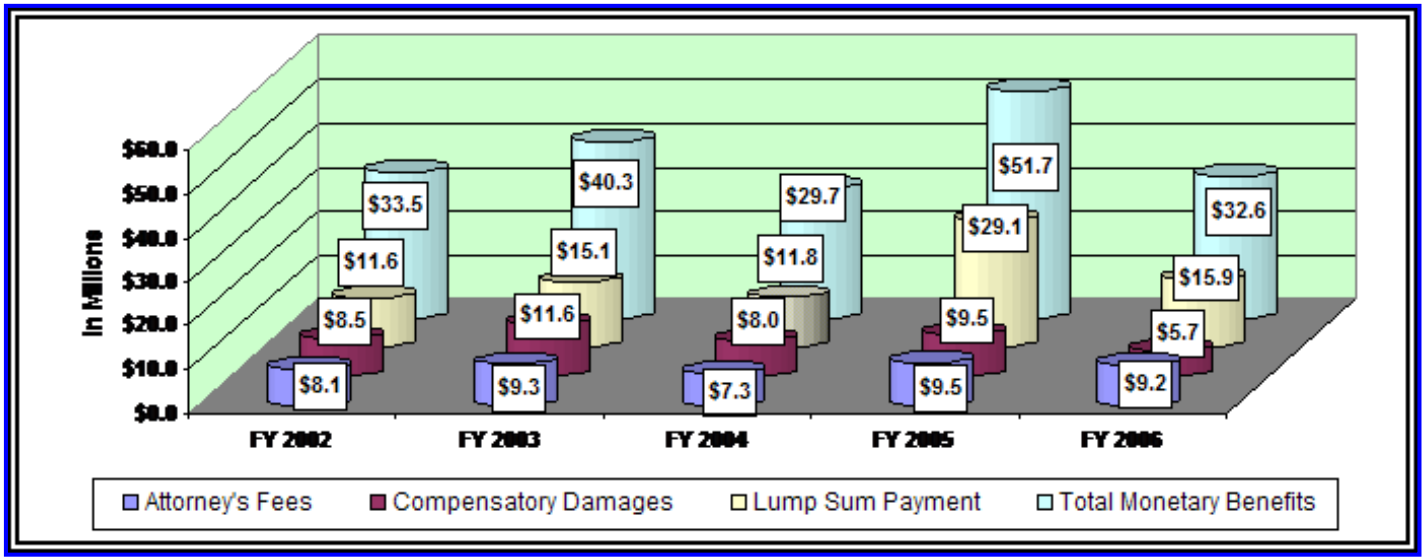
Table 20 –Amounts Awarded in Resolution of Formal EEO Complaints Before Appeals FY 2002 –FY 2006

Total Complaint Closures			Findings of Discrimination		Settlements		Monetary Benefits			
FY	#	Total Merit Decisions	#	% of Merits Decisions	#	% of Total Closures	# Total Complaint Closures with Benefits	% of Total Complaint Closures with Benefits	Total (in millions)	Per Capita
2002	22,889	9,308	248	2.7%	5,606	24.5%	5,854	25.6%	$33.5	$5,727
2003	19,772	9,180	264	2.9%	5,573	28.2%	5,823	29.5%	$40.3	$6,926
2004	23,153	10,915	321	2.9%	4,469	19.3%	4,739	20.5%	$29.7	$6,266

2005	22,974	11,213	345	3.1%	4,264	18.6%	4,525	19.7%	$51.7	$11,417
2006	19,119	9140	224	2.5%	3,490	18.3%	3,634	19.0%	$32.6	$8,978

Average monetary benefits awarded in resolution of formal EEO complaints decreased by 21.4% between FY 2005 and FY 2006 but still represented an increase of 56.8% from FY 2002. Table 20 above shows the total monetary benefits awarded during the formal complaint process for the past five fiscal years, while Figure 4 indicates what portion of these benefits were for compensatory damages, attorney's fees and lump sum payments.

Figure 4 – Monetary Benefits Awarded in the Formal Complaint Stage
FY 2002 – FY 2006



i. Affirmation Rate of Final Agency Decisions on Appeal Falls

As demonstrated by the Table 21 below, 60% of final agency decisions (FADs), excluding those in which an AJ issued a decision, were affirmed on appeal in FY 2006. This represents an 18%decrease from FY 2005 and a 17.6% decrease from FY 2002.

Table 21 –Affirmation Rate of Final Agency Decisions on Appeal
FY 2002 –FY 2006

Fiscal Year	FADs Decided on Appeal	FADs Affirmed on Appeal	Percentage of FADs Affirmed on Appeal
FY 2002	4,617	3,566	77.2%
FY 2003	3,599	2,888	80.2%
FY 2004	3,563	2,876	80.7%

FY 2005	3,316	2,595	78.3%
FY 2006	3,785	2,257	59.6%

2. EEOC Hearings and Appeals: Quicker Processing Times

By federal regulation, EEOC becomes involved in the handling of an EEO complaint from a federal employee after the case initially has been processed by the employing agency and a hearing has been requested before an EEOC Administrative Judge or an appeal from a final agency action has been filed.

If a complainant requests a hearing, an EEOC Administrative Judge may oversee discovery between the parties and hold a hearing or issue a decision on the record. If a hearing is held, the Administrative Judge will hear the testimony of witnesses, review relevant evidence, and make findings of fact and conclusions of law in a decision issued to the parties. In appropriate cases, an Administrative Judge may, in lieu of holding a hearing, procedurally dismiss a case or issue a decision by summary judgment.

EEOC is also responsible for deciding appeals from final actions issued by federal agencies on complaints of employment discrimination. These final actions may involve an agency's decision to procedurally dismiss a complaint, a final decision on the merits of a complaint when the complainant has not requested a hearing, or a decision on whether or not to fully implement the decision of an EEOC Administrative Judge. Once appellate decisions are issued, EEOC monitors agency compliance with all orders and takes appropriate action to enforce them. EEOC's adjudicatory responsibilities also include resolving allegations of a breach of a settlement agreement involving a federal sector EEO complaint, as well as deciding petitions for review of decisions involving claims of discrimination by the Merit Systems Protection Board and petitions for review of final grievance decisions when claims of discrimination are permitted to be raised in the grievance procedure.

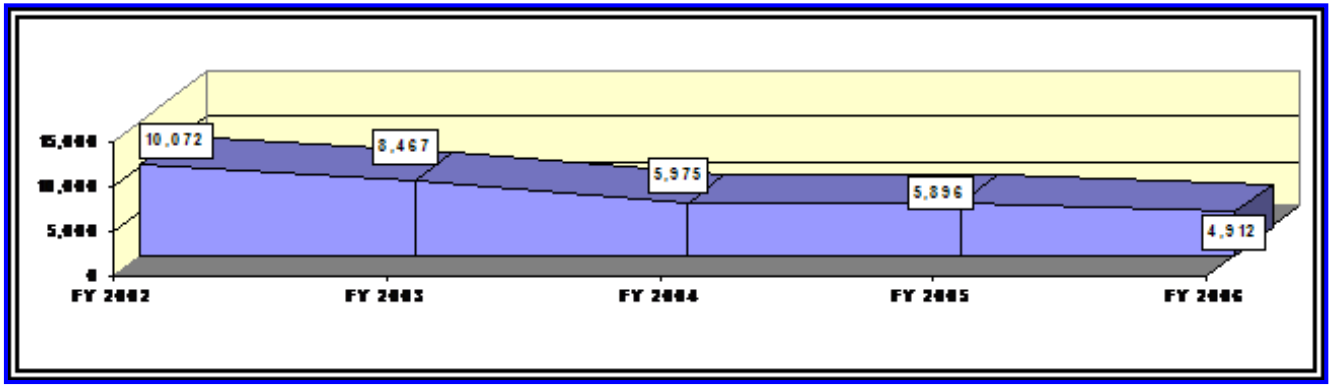
In addition to its equally important adjudicatory role, EEOC is vigorously engaged in assisting federal agencies in the proactive prevention of discrimination. EEOC's Office of Federal Operations (OFO) provides outreach, technical assistance and oversight to federal agencies, including conducting program reviews throughout the federal government to evaluate agencies' efforts to develop and maintain model EEO programs. OFO monitors and evaluates agencies' activities to identify and correct barriers to equal opportunity, reasonable accommodation procedures for individuals with disabilities, and ADR programs. OFO also gathers and analyzes data provided by federal agencies on employment trends and EEO complaint processing; issues periodic reports which are publicly available; and works with individual agencies to identify both positive and negative trends in their EEO programs. In addition, through EEOC's Revolving Fund, OFO develops and delivers training to federal agencies and other interested parties on a wide variety of federal-sector EEO topics.

a. Hearings

i. Hearings Inventory Continues to Decline

The hearings inventory decreased from 5,896 in FY 2005 to 4,912 in FY 2006, which represents a decline of 16.7%. Since FY 2002, the hearings inventory has fallen by 51.2% from a high of 10,072 cases.

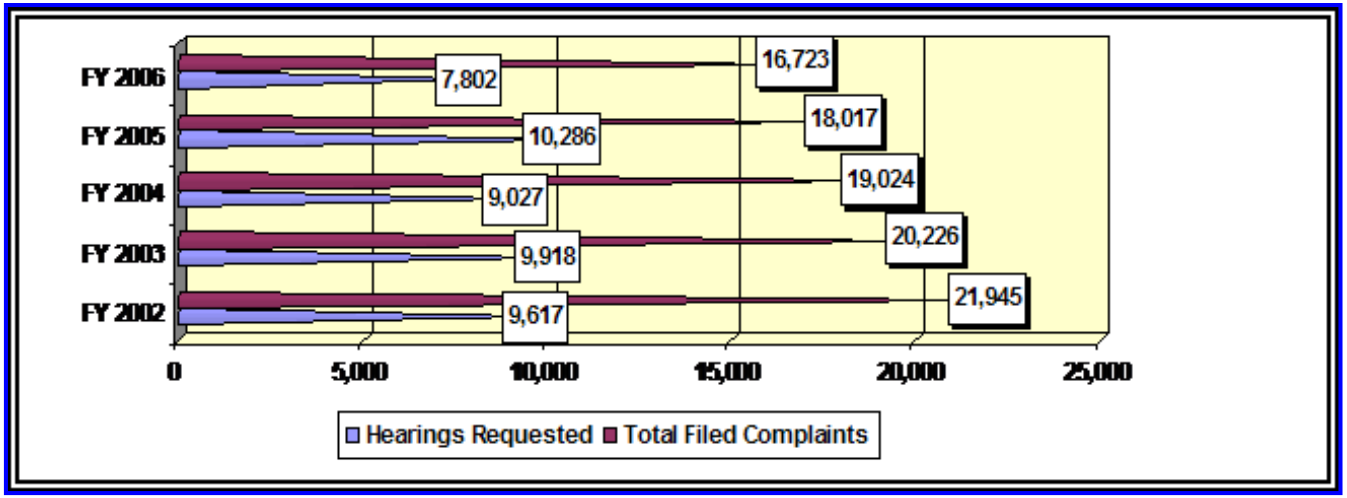
Figure 5 – Hearings Inventory
FY 2002 – FY 2006



ii. Hearing Requests Down

Hearing requests decreased by 24.0% from 10,266 hearing requests in FY 2005 to 7,802 in FY 2006, and have decreased by 18.9% from FY 2002. For comparison purposes, the 7,802 hearings requested comprised 46.7% of the total complaints filed in FY 2006.

Figure 6 – Comparison of Requests for EEOC Hearings to Complaints Filed FY 2002 – FY 2006



iii. Hearing Closures

During FY 2006, EEOC's Hearings Program resolved 8,685 cases, including 66 class actions, which represents a 15.0% decrease from the 10,221 cases closed in FY 2005 and a 25.6% decrease from the 11,666 cases closed in FY 2002. Excluding the class actions, the 8,619 individual cases in FY 2006 were closed in the following manner: 12.8% were by decision following a hearing; 33.4% were by decisions on the record; 24.0% were closed by settlements; 13.7% were by procedural dismissal; and 16.0% were withdrawals. See Table 22 for a comparison of FY 2002 – FY 2006.

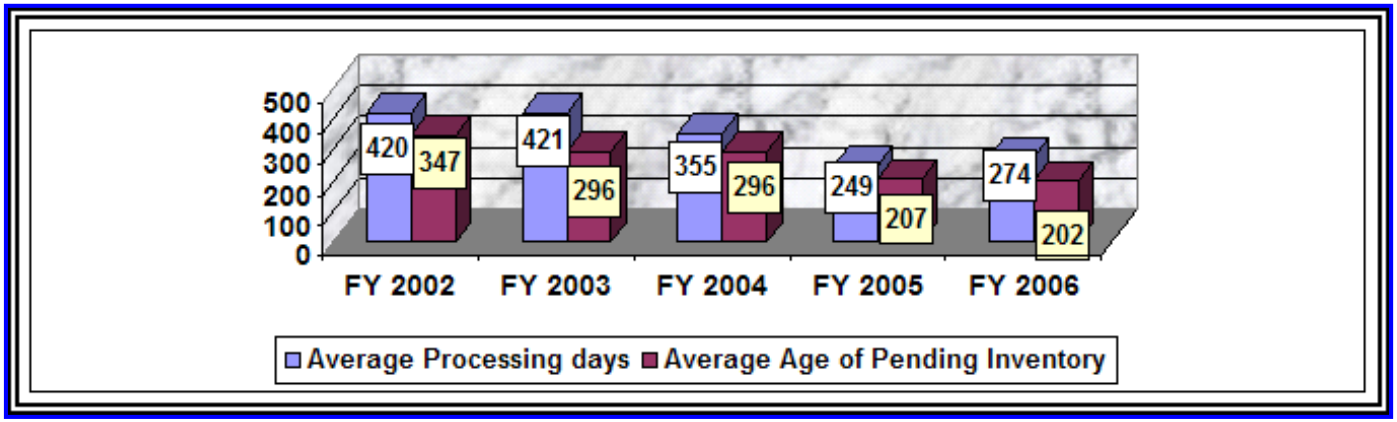
Table 22 –Hearings Program Individual Case Closures: FY 2002 –FY 2006

Closure Type	FY 2002		FY 2003		FY 2004		FY 2005		FY 2006	
	#	%	#	%	#	%	#	%	#	%
Decisions Following a Hearing	2,004	17.3	1,974	16.3	1,655	14.2	1,268	12.5	1,102	12.8
Decisions On the Record	2,274	19.7	2,804	23.1	3,481	30.0	3,272	32.3	2,883	33.4
Settlements	3,841	33.2	3,951	32.6	3,180	27.4	2,546	25.1	2,071	24.0
Procedural Dismissals	1,556	13.5	1,551	12.8	1,550	13.3	1,336	13.2	1,183	13.7
Withdrawals	1,893	16.4	1,844	15.2	1,760	15.1	1,721	17.0	1,380	16.0
Total Individual Case Closures	11,568		12,124		11,626		10,143		8,619	

iv. Average Processing Time for Hearings

The average processing time for hearing closures rose from 249 days in FY 2005 to 274 days in FY 2006, which still represents a significant decrease from the 420 days in FY 2002. The average age of the pending inventory decreased to 202 days in FY 2006 from 207 days in FY 2005, and is significantly lower than the 347 days in FY 2002.

Figure 7 - Average Processing Days for Hearings
FY 2002 - FY 2006



v. Agencies Challenge Findings of Discrimination

In FY 2006, EEOC Administrative Judges issued 203 decisions finding discrimination, which was 4.7% of all decisions on the merits of complaints. In comparison to the 232 decisions finding discrimination that Administrative Judges issued in FY 2005, the 203 decisions in FY 2006 represent a 12.5% decrease. Agencies may either fully implement or appeal the Administrative Judge's decision to the OFO. In FY 2006, agencies appealed only 2.0% of all Administrative Judge decisions; however, they appealed 42.5% of the cases where an Administrative Judge found discrimination.

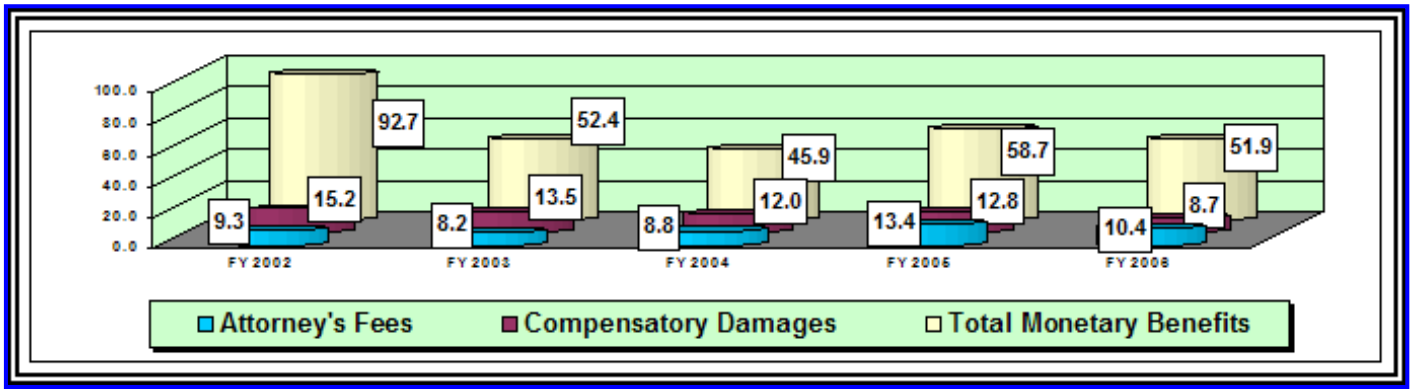
Table 23 - Agency Actions on Administrative Judge Decisions
FY 2002 - FY 2006

FY	Finding Discrimination[17]				Finding No Discrimination				Totals			
	Implemented		Appealed		Implemented		Appealed		Implemented		Appealed	
	#	%	#	%	#	%	#	%	#	%	#	%
2002	197	65.0%	106	35.0%	3,644	100.0%	0	0%	3,841	97.3%	106	2.7%
2003	159	63.3%	92	36.7%	3,639	99.9%	3	0.1%	3,798	97.6%	95	2.4%
2004	124	71.3%	50	28.7%	4,515	98.7%	59	0.3%	4,639	97.8%	109	2.2%
2005	182	69.7%	79	30.3%	4,567	99.9%	4	0.1%	4,749	98.3%	83	1.7%
2006	108	57.5%	80	42.5%	4,089	99.9%	6	0.1%	4,197	98.0%	86	2.0%

vi. Monetary Benefits Decrease at Hearings

In FY 2006, Administrative Judge decisions and settlements at the hearings stage awarded $51.9 million in benefits, as compared to the $58.7 million in FY 2005 and the $92.7 million awarded in FY 2002. Note that benefits at the hearings stage are preliminary, pending a decision on implementation by the agency or on appeal.

Figure 8 - Monetary Benefits Awarded from Hearings (In Millions of Dollars)
FY 2002 - FY 2006



vii. High Affirmation Rate of AJ Decisions on Appeal

As demonstrated by the table below, over 94% of Administrative Judge's decisions were affirmed on appeal in FY 2006.[18] Although the percentage has declined for the last three years, the five-year trend has shown nearly a 5.2% increase of affirmed Administrative Judge's decisions since FY 2002.

Table 24 –Affirmation Rate of AJ Decisions on Appeal
FY 2002 - FY 2006

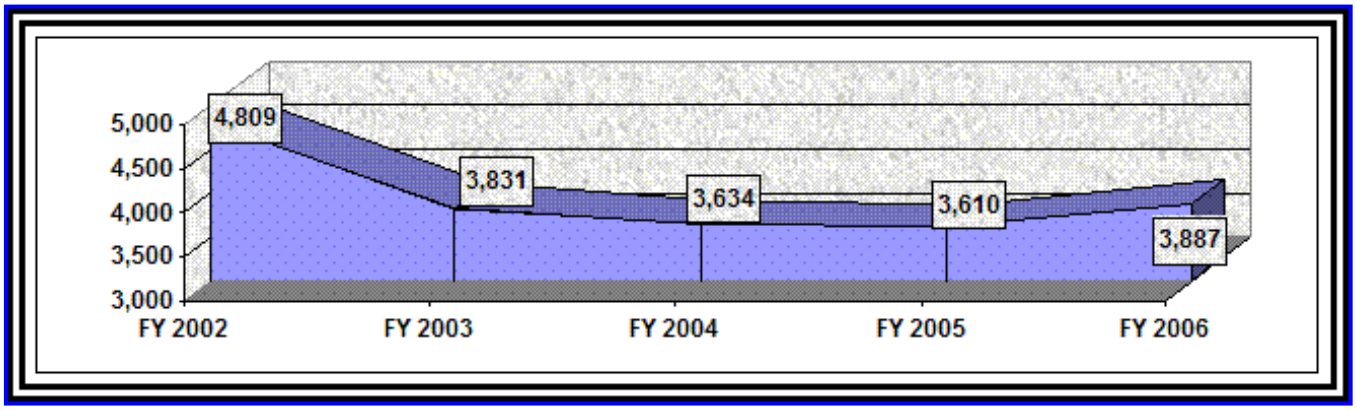
Fiscal Year	AJ Decisions Appealed			AJ Decisions Affirmed on Appeal			% of AJ Decisions Affirmed on Appeal		
	Total	Appeal By Agency[19]	Appeal By Appellant	Total	Appeal By Agency	Appeal By Appellant	Total	Appeal By Agency	Appeal By Appellant
2002	2,033	57	1,976	1,811	37	1,774	89.1%	64.9%	89.8%
2003	1,772	123	1,649	1,703	87	1,616	96.1%	70.7%	98.0%
2004	1,828	152	1,676	1,741	107	1,634	95.2%	70.4%	97.5%
2005	1,712	93	1,619	1,616	71	1,545	94.4%	76.3%	95.4%
2006	1,443	58	1,384	1,361	47	1,313	94.3%	81.0%	95.0%

b. Appeals

i. Appeals Inventory Turns Upward

OFO's appellate inventory rose in FY 2006 to 3,887, which represents a 7.7% increase from the 3,610 case inventory at the close of FY 2005 but a reduction of 19.2% from the 4,809 cases in inventory at the close of FY 2002.

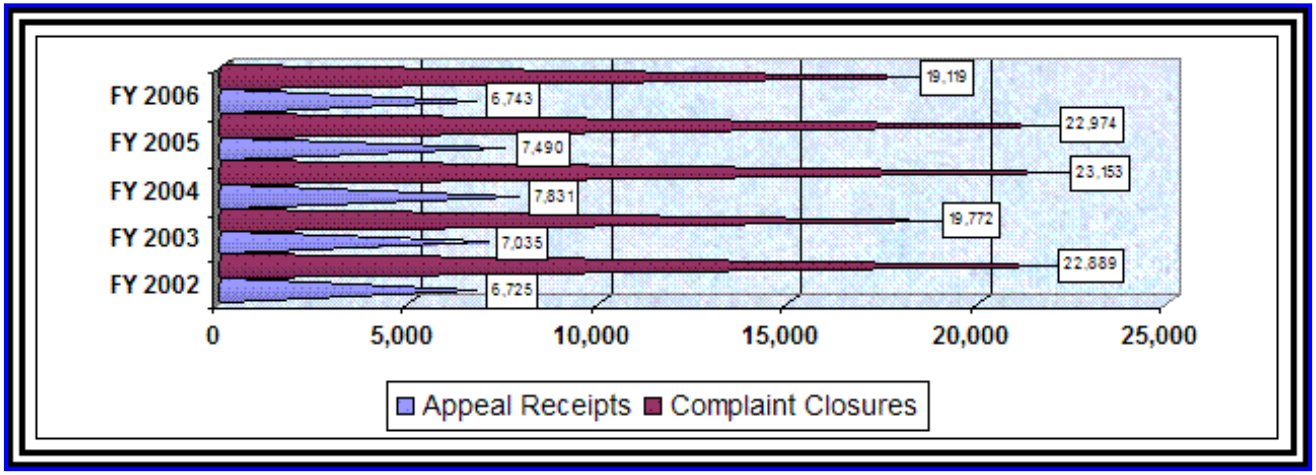
Figure 9 - Appellate Inventory FY 2002 - FY 2006



ii. Appeal Receipts Create Two-Year Downward Trend

OFO received 6,743 appeals in FY 2006, representing a 10% decrease from the 7,490 appeals filed in FY 2005. FY 2006 appeal receipts, however, still represent an increase of 0.3% from the 6,725 appeals received in FY 2002.

Figure 10 – Comparison of Appeals Receipts to Complaint Closures
FY 2002 - FY 2006



iii. Appeal Closures Remain Steady

OFO closed a total of 6,466 appellate cases in FY 2006, of which 5,118 (79.2%) alleged violations of Title VII; 1,703 (26.3%) involved the Rehabilitation Act; 1,721 (26.6%) violations of the ADEA; and 2 (0.03%) involved the Equal Pay Act of 1963. In FY 2005, OFO closed a total of 7,514 appellate cases, of which 5,831 were Title VII cases (77.6%); 2,040 involved the Rehabilitation Act (27.1%); 1,941 alleged violations of the ADEA (25.8%); and one involved the Equal Pay Act of 1963 (0.01%).[20] See Figure 11 for the appeal closures from FY 2002 to FY 2006.

Figure 11 - Appeal Closures FY 2002 - FY 2006

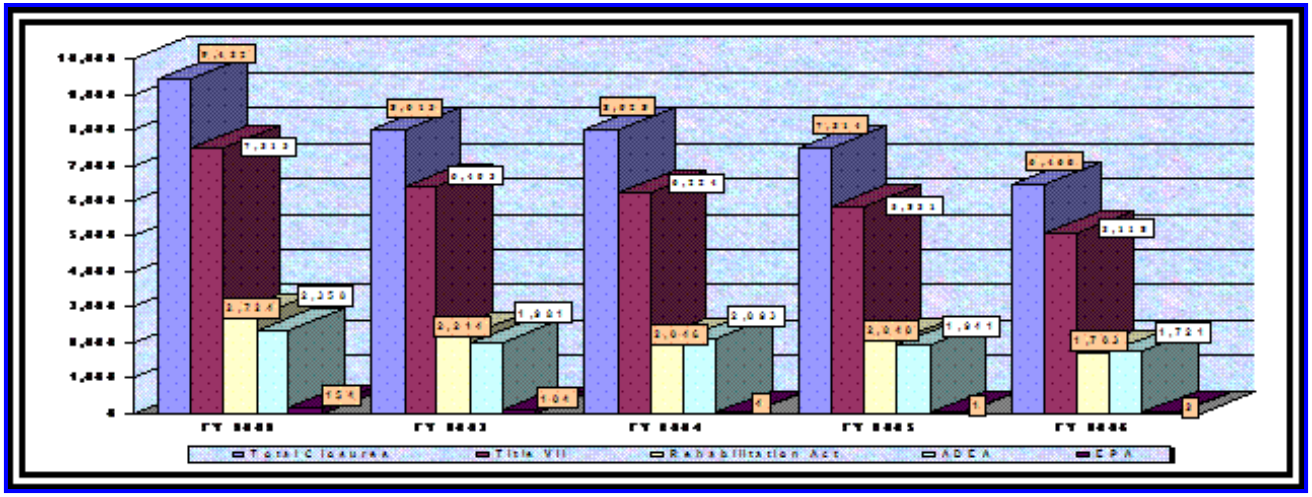


Table 25 below provides a breakdown by appeal type of all FY 2006 receipts and closures.

Table 25 - Types of Receipts and Appeals FY 2006

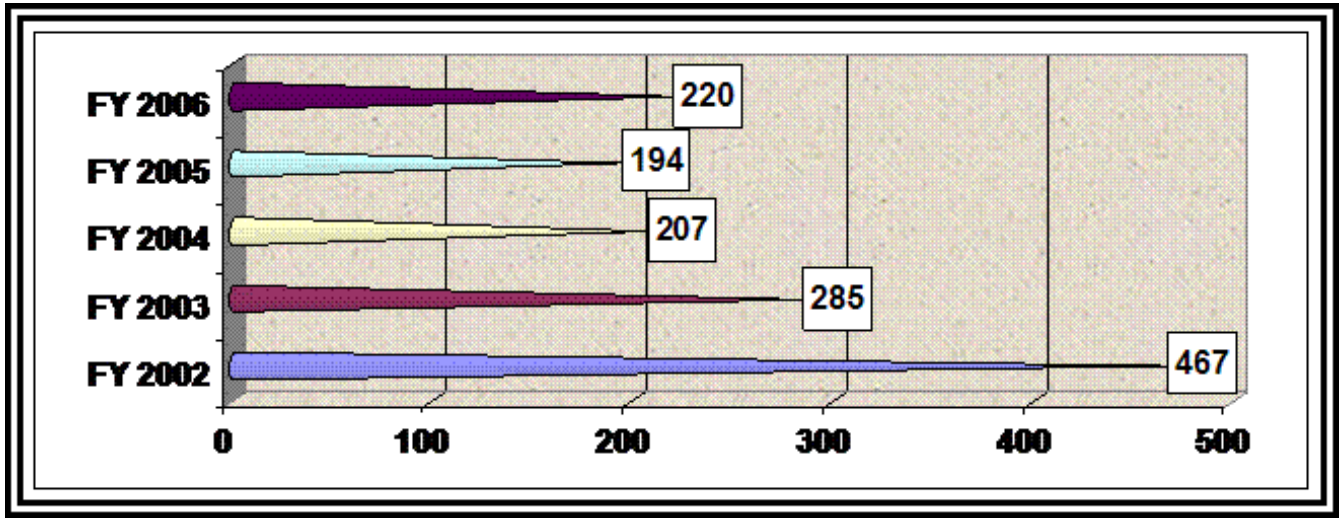
Types of Appeals	Receipts		Closures	
	#	% of Total	#	% of Total
Total	6,743		6,466	
Initial Appeals from Complainants	5,356	79.4	5,112	79.1
Initial Appeals from Agencies	94	1.4	67	1.0
Petitions to Review MSPB Decisions	133	2.0	125	1.9
Appeals from a Grievance / Arbitration of FLRA Decisions	15	0.2	15	0.2
Petitions for Enforcement	45	0.7	32	0.5
Requests for Reconsiderations	1,100	16.3	1,115	17.2

In FY 2006, OFO closed 2,637 appeals addressing the merits of the underlying discrimination claims, and made a total of 134 findings of discrimination, which represents 5.1% of the total. In FY 2005, OFO closed 3,000 appeals addressing the merits of the underlying discrimination claims, and made a total of 145 findings of discrimination, which represented 4.8% of the total. In FY 2006, OFO reversed 19.7% of the 3,266 appeals which addressed procedural closures.

iv. Average Processing Time of Appeal Closures

The average processing time for appeal closures rose to 220 days in FY 2006, representing a 13.4% increase from 194 days in FY 2005 and a 52.9% decrease from 467 days in FY 2002. OFO resolved 3,863 (59.7%) of the 6,466 appeals closed in FY 2006 within 180 days. The average age of the pending inventory at the end of FY 2006 was 205 days, a 3.5% increase from the 198-day average age at the end of FY 2005 and a 19.9% reduction from the 256-day average age of the open inventory at the end of FY 2002.

Figure 12 - Average Processing Days on Appeal
FY 2002 - FY 2006



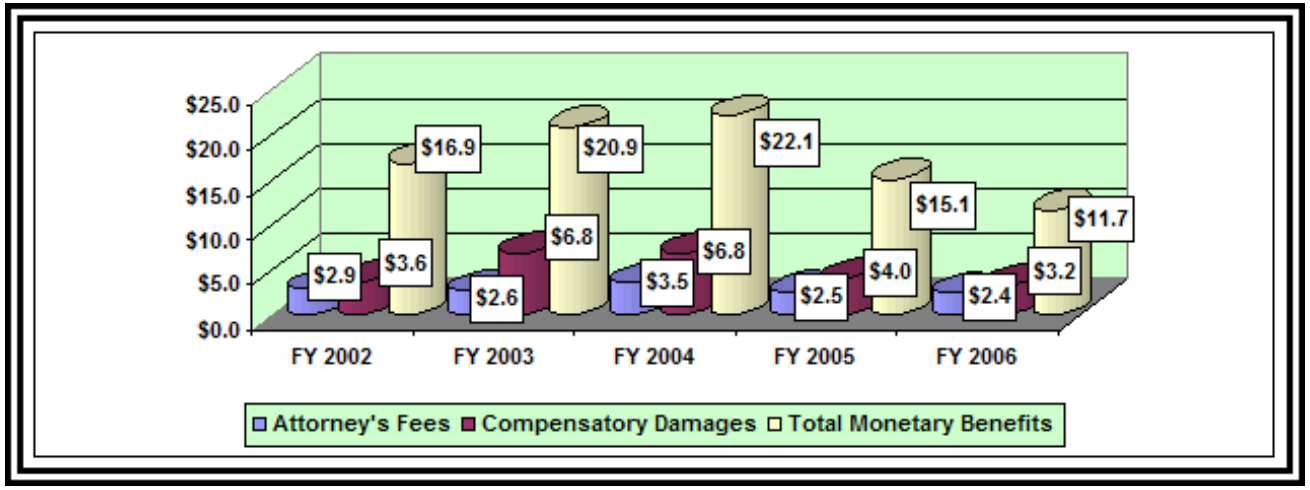
v. Three Most Prevalent Bases and Issues on Appeal Remain Unchanged

In FY 2006, reprisal, age and disability were the most prevalent bases of discrimination in closed appeals. In FY 2004 and FY 2005, reprisal, race (Black) and disability were the three most prevalent bases of discrimination in appeals. For all three years, harassment (non-sexual), promotion and removal were the most prevalent issues of discrimination in closed appeals.

vi. $11.7 Million Awarded on Appeal

In FY 2006, the $11.7 million in monetary benefits awarded in compliance with appellate decisions (including settlement agreements resolving appeals) is a decrease of 22.5% from the $15.1 million awarded in FY 2005 and a 30.8% decrease from the $16.9 million awarded in FY 2002.

Figure 13 - Monetary Benefits Awarded from Appeals[21]
FY 2002 - FY 2006 (In Millions of Dollars)



vii. Training and Outreach Conducted By EEOC

In FY 2006, EEOC staff members informed a large number of federal employees of their rights and responsibilities under the EEO process, affirmative employment programs and laws that the Commission enforces. EEOC's proactive prevention activities targeted multiple agencies, which provided to their managers and supervisors a better understanding of how to prevent employment discrimination within their workplace. These training sessions were provided by staff members from the OFO and various EEOC offices throughout the country.

Specifically, staff members conducted 161 training sessions reaching 3,875 federal employees, including 221 new EEO counselors, 141 new EEO investigators and 456 EEO professionals in affirmative employment programs. Additionally, staff members participated in 37 outreach sessions which reached another 2,283 individuals.

EEOC staff members also responded to more than 8,240 calls regarding the EEO complaint/appeals process, thereby providing the federal sector EEO community and employees with timely information. Additionally, in FY 2006 EEOC staff members provided 138 agencies and subcomponents with a written assessment of their FY 2005 MD-715 reports. Staff also provided technical assistance for affirmative employment programs through 80 in-person visits and 16,353 telephonic and email responses.

The Commission's training and outreach information can be found at http://www.eeoc.gov/outreach.

Section F - Responsiveness and Legal Compliance

The sixth MD-715 element, "Responsiveness and Legal Compliance," encompasses timely filing of required reports with EEOC and timely compliance with EEOC's issued orders.

1. 94% of Submitted EEOC 462 Reports Were Timely

EEOC regulation 29 C.F.R. § 1614.602(a) requires agencies to report to EEOC information concerning pre-complaint counseling, ADR, and the status, processing, and disposition of complaints under this part at such times and in such manner as the Commission prescribes.

The requirement to file an EEOC Form 462 Report applies to all federal agencies and departments covered by 29 C.F.R. Part 1614, as defined in 29 C.F.R. § 1614.103(b). This includes Executive agencies as defined in 5 U.S.C. 105, military departments as defined in 5 U.S.C. 102, the Government Printing Office, the Postal Rate Commission, the Smithsonian Institution, the Tennessee Valley Authority, the United States Postal Service, and those units of the judicial branch of the federal government having positions in the competitive service. All covered agencies must file Form 462 Reports with the Commission. EEOC Form 462 Reports are due on or before October 31st of each year.

Of 91 agencies (with 100 or more employees) that were required to submit an EEOC Form 462 report in FY 2006, 86 or 94.5% submitted them timely.

2. 68% of Submitted FY 2005 MD-715 Reports Were Timely

EEOC regulation 29 C.F.R. § 1614.601(g) requires agencies to report to EEOC "on employment by race, national origin, sex, and handicap in the form and at such times as the Commission may require." In addition, EEOC regulation 29 C.F.R. § 1614.602(c) requires agencies to "submit annually for the review and approval of the Commission written national and regional EEO plans of action."

MD-715 reports provide information on an agency's progress in achieving the model EEO program elements, elimination of barriers, and ability to conduct a wide array of examinations of the agency's Title VII and Section 501 work force profiles. MD-715 applies to all Executive agencies and military departments (except uniformed members) as defined in Sections 102 and 105 of Title 5. U.S.C. (including those with employees and applicants for employment who are paid from non-appropriated funds), the United States Postal Service, the Postal Rate Commission, the Tennessee Valley Authority, the Smithsonian Institution, and those units of the judicial branch of the federal government having positions in the competitive service. These agencies and their Second Level Reporting Components are required to file an EEOC FORM 715-01 on or before January 31st of each year.

Sixty-eight percent or 107 of the 158 agencies and subcomponents submitted timely MD-715 reports in FY 2005.

Program Tip
No FEAR Act&

EEOC's Role	OPM's Role
Prescribe the time, form and manner in which a federal agency shall post on its public Web site summary statistical data pertaining to EEO complaints filed with the agency.	Issue rules regarding an agency's obligation to: 1) reimburse the Judgment Fund; 2) notify and train employees, former employees, and applicants, of their rights under antidiscrimination and whistleblower protection laws; and 3) report annually on certain topics regarding antidiscrimination and whistleblower protection laws, including disciplinary actions taken for conduct that is inconsistent with these laws.
Post on its public Web site summary statistical data relating to (1) hearings requested before an EEOC administrative judge and (2) appeals filed with EEOC from final agency actions which it gathers from its own sources.	Conduct a study to identify best practices within the executive branch for taking appropriate disciplinary actions against Federal employees for conduct inconsistent with antidiscrimination and whistleblower protection laws. Issue advisory guidelines based on these best practices which an agency may then follow when taking disciplinary action.
Post its own summary statistical data pertaining to complaints of employment discrimination filed against it.	Post its own summary statistical data pertaining to complaints of employment discrimination filed against it.
Like all agencies, submit its own annual report to the Speaker of the House of Representatives, the President Pro Tempore of the Senate, certain Congressional Committees and others.	Like all agencies, submit its own annual report to the Speaker of the House of Representatives, the President Pro Tempore of the Senate, certain Congressional Committees and others.

Final Rule: Posting Requirements in Federal Sector Equal Employment Opportunity -Title III of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act), Pub. L. 107-174.	**5 CFR Part 724 -- RIN 3206-AK55 -- Implementation of Title II of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002--Reporting & Best Practices** http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=2006_register&docid=E6-22242

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[1] All measures under EEOC's regulations and management directives are equally important, and the inclusion of certain measures in this Report does not indicate a higher degree of importance for those measures.

[2] The September 30, 2006 snapshot includes only employees in pay status; thus, some permanent employees, like seasonal employees or those on active military tours of duty, are not included.

[3] Certain agencies do not provide total work force numbers for national security reasons. The 2000 EEO Special File controls for citizenship.

[4] Source: Office of Personnel Management's *The Fact Book-Federal Civilian Workforce Statistics*, 1998 edition.

[5] Because separate data is unavailable, the Asian American/Other Pacific Islander data prior to 2006 throughout this report includes the data for Asian with "Native Hawaiians and Other Pacific Islanders." Additionally, the remainder of the tables will not include data on persons of Two or More Races unless their participation rate was at least 0.02%.

[6] These tables report break outs of the employment data for specific components of certain large federal agencies, including the Departments of Agriculture, Commerce, Health and Human Services, Homeland Security, Interior, Justice, Labor, Transportation, Treasury and Veterans Affairs, as well as certain defense agencies, the National Aeronautics and Space Administration and the United States Postal Service.

[7] Where an EEO group has a low participation rate in the feeder grade/applicant pool, there is a strong likelihood that the group will be absent or have a low participation rate in the next higher grade level. *See* General Accountability Office Report No.GAO-03-34, *Senior Executive Service: Agency Efforts Needed to Improve Diversity as the Senior Corps Turns Over* (January 2003).

[8] Concerns involving both claims of discrimination and agency actions appealable to the Merit Systems Protection Board follow one of the processes set forth at 29 C.F.R. § 1614.302.

[9] There are several reasons an agency may dismiss a complaint, including the complainant's failure to state a claim, timely contact an EEO counselor, or failure to provide necessary information to the agency. *See* 29 C.F.R. §1614.107(a).

[10] The 180-day period may be extended by 90 days if both parties agree. *See* 29 C.F.R. § 1614.108(e). The regulations also extend the 180-day time limit for consolidated and amended complaints to the earlier of 180 days from the date of the most recent consolidated or amended complaint, or 360 days from the date of the earliest pending complaint. *See* 29 C.F.R. § 1614.108(f).

[11] *See* Jeffery M. Senger, *Federal Dispute Resolution*: *Using ADR with the United States Government*, 1-7 (Jossey-Bass/John Wiley & Sons, 2003).

[12] Counseling may be provided via EEO Counselor or ADR Intake Officer.

[13] Complaints may contain multiple bases and issues.

[14] For example, time-consuming procedures may appear in lengthy approval of investigative plans, or cumbersome procurement processes.

[15] Twenty one agencies with fewer than 25 total investigations timely completed 100% of their investigations.

[16] We note that fourteen agencies issued 100.0% of their merit decisions in a timely fashion but issued fewer than 25 total merit decisions.

[17] These numbers do not parallel Administrative Judge findings of discrimination because agencies may not take final action in the same fiscal year as the decision was issued, or they may settle a complaint where the Administrative Judge has found discrimination.

[18] Administrative Judge decisions reported here do not include Petitions for Enforcement.

[19] Appeal By Agency occurs when the agency did not fully implement the AJ decision.

[20] The number and percentage of resolutions by statute will be greater than the number of cases closed, because one or more statutory bases may be alleged in each appeal.

[21] Note: Hearings Benefits should not be added to Appeals Benefits for a grand total, as Hearings Benefits are only preliminary.

This page was last modified on June 21, 2007.

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The U.S. Equal Employment Opportunity Commission

Office of Inspector General Semiannual Report to the Congress

October 1, 2006 - March 31, 2007

April 24, 2007

The Honorable Naomi C. Earp
Chair
Equal Employment Opportunity Commission
Washington, D.C. 20507

Dear Madam Chair:

The Office of Inspector General's (OIG) Semiannual Report to Congress, summarizing our activities for the six-month period of October 1, 2006 through March 31, 2007, is provided for your review. The *Inspector General Act of 1978, as amended, Public Law 95-451, Section 5(B)*, requires that you submit this report to the Congress within 30 days of receipt.

During this reporting period, the OIG issued six audit and evaluation reports, completed five investigations, and received 271 investigative inquiries. Highlights include results of an OIG Frequent Telework Program assessment, performance reporting advisory, EEOC financial statement audit, and an internal controls review. Important ongoing work includes an update of the President's Management Agenda initiative relating to the strategic management of human capital; and investigations into allegations of prohibited practices, conflict of interest and misuse of Government credit cards. Information on the challenges confronting management to improve the efficiency and effectiveness of Agency operations is also included in the report.

The Office of Inspector General is dedicated to promoting economy, efficiency, effectiveness and integrity throughout the Agency. The OIG staff thanks EEOC employees for their continued cooperation and support of our mission to prevent and detect fraud, waste and abuse within the Agency.

Sincerely,

Aletha L. Brown
Inspector General

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EXECUTIVE SUMMARY

This semiannual report is issued by the Equal Employment Opportunity Commission's (EEOC) Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended. It summarizes OIG's activities and accomplishments for the period October 1, 2006 through March 31, 2007. During this period, the OIG issued 5 audit and evaluation reports; completed 5 investigations, received 271 investigative inquires of which 137 were charge processing issues.

OIG's completed and ongoing audit, evaluation and investigative projects included:

- A case study on the OIG frequent telework pilot program which demonstrated the program's strong potential for substantial cost savings while maintaining and/or improving mission related performance;
- A review of the Agency's performance measures focusing on the reliability of FY 2004 performance measures relating to timeliness of case closures, litigation success, and confidence

in mediation to establish baseline information for future studies;

- A management advisory on the results of the Agency's October 31, 2006 Shelter in Place Drill. The report included suggested courses of action for improved performance in future SIP drills.
- An audit of the Agency's FY2006 and FY2005 financial statements by the independent certified public accounting firm of Cotton and Company, LLP. There were no material weaknesses reported and the firm rendered an unqualified opinion on the financial statements. Cotton & Co. also reported that the financial management systems complied with Federal Financial Management Integrity Act of 1996 (FFMFIA) requirements.
- An advisory report which concluded that the Agency's FY 2006 management control review was conducted in accordance with Office of Management and Budget (OMB) standards and that EEOC was in compliance with the Federal Managers Financial Integrity Act (FMFIA). However, an independent Federal Information Security Management Act (FISMA) evaluation of the Agency's information security program found a significant deficiency which was reported as a material weakness;
- Investigations into the unauthorized outside practice of law, defamation, improper destruction of records, retaliation and conflict of interest were completed;
- Ongoing investigations in several field offices involving sexual harassment, prohibited personnel practices, ethics violations, conflicts of interest, retaliation, falsification of government records, misuse of Government issued credentials, false statements, misuse of Government property, misuse of the Agency seal and the Government credit cards.

INTRODUCTION

The Equal Employment Opportunity Commission

OUR VISION

A Strong and Prosperous Nation Secured
Through a Fair and Inclusive Workplace.

OUR MISSION

We Promote Equality of Opportunity
in the Workplace and Enforce
Federal Laws Prohibiting Employment
Discrimination.

The EEOC is the federal agency responsible for enforcement of: *Title VII of the Civil Rights Act of 1964, as amended;* the *Equal Pay Act of 1963*; the *Age Discrimination in Employment Act of 1967 (ADEA);* in the *Federal sector only, Section 501 of the Rehabilitation Act of 1973; Title I of the Americans with Disabilities Act of 1990 (ADA);* and the *Civil Rights Act of 1991*. These statutes prohibit employment discrimination based on race, sex, color, religion, national origin, age, or disability. The EEOC is also responsible for carrying out *Executive Order 12067*, which promotes coordination and minimizes conflict and duplication among Federal agencies that administer statutes or regulations involving employment discrimination.

The EEOC is a bipartisan Commission comprised of five presidentially appointed members, including a Chair, a Vice Chair, and three Commissioners. The Chair is responsible for the administration and implementation of policy for the Commission and for the financial management and organizational development of the Commission. The Vice Chair and the Commissioners equally participate in the development and approval of the policies of the Commission, issue charges of discrimination where appropriate, and authorize the filing of lawsuits. Additionally, the President appoints a General Counsel, who provides legal advice and leadership, including coordination and supervision to EEOC's litigation program.

On October 1, 2006, EEOC issued a new Strategic Plan for Fiscal Years 2007 through 2012, providing a roadmap for the agency to position itself for the future. The Strategic Plan builds upon what the agency has accomplished to improve its operations. It seeks to maintain the agency's reach by continuing proactive measures to prevent discrimination; resolving claims of discrimination more proficiently; continuing alternative dispute resolution; developing a more strategic focus in enforcement, litigation and federal programs; renewing a strategy to eradicate race and color discrimination; and maintaining the agency's internal operations. Other key on-going initiatives include the President's New Freedom Initiative, the EEOC's Freedom to Compete Initiative, the Youth@ Work Initiative, and the agency's Systemic Initiative.

The Office of Inspector General

The United States Congress established an Office of Inspector General (OIG) at the EEOC through the 1988 amendment of the *Inspector General Act of 1978*, which expanded authority to independent agencies and federal entities to create Offices of Inspector General. OIG's primary responsibility is to assist the EEOC by ensuring integrity, efficiency, and accountability in the Agency's programs to enforce laws against discrimination in the workplace. Specifically, OIG supports the Agency by carrying out its mandate to independently and objectively conduct and supervise audits, evaluations and investigations; prevent and detect fraud, waste, and abuse; and promote economy and efficiency in programs and operations. The Inspector General (IG) keeps EEOC's Chair and the Congress fully and currently informed about problems, recommends corrective action(s), and monitors the EEOC's progress in implementing such action.

The OIG is under the supervision of the IG, who provides overall direction, coordination, and leadership to staff. The OIG includes a Deputy Inspector General, an audit and evaluation staff, an investigative staff, an independent counsel, and an administrative staff. The Deputy Inspector General is responsible for providing program guidance, direction and supervision to audit, evaluation and investigative staffs. The audit staff conducts performance and financial audits, as well as special reviews and evaluations. These audits focus on management controls, administrative and program operations, transaction processing and financial and other information systems. Special reviews and evaluations assess program performance and information security and consider the implications of EEOC programs, operations and policies.

The mission of the investigative program is to perform investigations related to the integrity of the EEOC's programs. Most of OIG's investigations focus on violations of law or misconduct by Agency employees, as well as allegations of irregularities or abuses in operations and programs. When required, OIG's investigators work in concert with other Federal, state and local law enforcement entities. Over half of the investigative inquiries OIG receives result from employees and the public e-mailing, or calling the 24-hour telephone (hotline) to report wrongdoing. A significant amount of these calls concern EEOC's discrimination complaint process and are referred to the appropriate program or field office.

Summary of Significant Management Challenges

The following is a summary of issues the Inspector General considers the most serious management challenges facing the Agency. These matters require the commitment of significant Agency resources, sound decision-making by the leadership, and continued oversight by the OIG.

Reorganization of EEOC Headquarters Operation

The EEOC repositioning plan began in 2005 with the pilot National Contact Center. The second phase was repositioning EEOC's field structure, which was implemented in January 2006. The repositioned structure allows for expanded presence, flattening of overall management structure, and more logical alignment of field offices. The third phase is the restructuring of EEOC headquarters to better support field operations. Repositioning Workgroup members were selected in March 2007 to conduct an extensive review of headquarter functions with the goal of streamlining responsibilities, reducing layers of management, and redeploying more staff to front-line services. It is expected that greater efficiencies will result and costs will be saved over the long term. Additionally, the lease for headquarters and the Washington Field Office location at 1801 L Street, N.W., Washington D.C. expires in July 2008 and a new location will be decided in May 2007. This effort represents a very significant investment decision which will impact EEOC's budget for the next decade.

Both realigning and streamlining headquarter functions, and planning and implementing the physical move of staff will undoubtedly impact the productivity, effectiveness, and morale of all headquarters employees. The challenge of mitigating negative impact on the agency's mission is critical. Management should initiate proactive strategies to better manage employee expectations. These include more timely communication of events related to realigning and relocation efforts, town hall meetings, flexible work schedules and other arrangements like telework, and training to address skills gaps.

OMB's Program Assessment Rating Tool (PART) Results

The PART evaluates program performance in four (4) distinct areas: program purpose and design, strategic planning, program management, and program results and accountability. In February 2007, the Office of Management and Budget (OMB) released its PART assessment of the EEOC. The EEOC was rated as Not Performing- Results Not Demonstrated. OMB noted that the Agency lacks baselines and ambitious targets for some of its performance measures; the Agency does not measure the performance of its partners in achieving goals using EEOC's performance measures or alternative measures; and the Agency needs to develop an optimal organizational structure for operations. To improve a plan was developed to focus on three broad areas: 1) identify and implement challenging annual targets and final outcome goals for all agency performance measures; 2) develop in collaboration with EEOC partners methods for measuring performance that support EEOC goals; and 3)

continue to implement structural changes and other recommendations to improve efficiency and effectiveness of the program. It is imperative that management collaborate with its OMB liaison to ensure that progress is made in the recommended areas since the PART results may be used in future funding decisions for the Agency.

National Contact Center (NCC)

In January 2007, the National Association of Public Administration (NAPA) issued results of its study that echoed many of the concerns that OIG reported in the previous two Semiannual Reports. For example, NAPA cited Agency shortcomings in communication with stakeholders, pursuit of remedial actions in problem areas, and lack of baseline metrics. The NAPA report found that EEOC was making good progress in some areas, including planning for increasing NCC call volume and planning to integrate and streamline processes and technology. Phase II of the NAPA study, requested by the House Appropriations Committee in July 2006, was not funded.

The NCC pilot evaluation was extended in fiscal year 2007. An anticipated decision on the permanence of the NCC is expected by fiscal year 2008. OIG will continue to monitor NCC activities.

THE AUDIT AND EVALUATION PROGRAM

The Audit and Evaluation Program supports OIG's strategic goal to improve the economy, efficiency, and effectiveness of EEOC programs, operations, and activities.

Completed Projects

Audit of the Equal Employment Opportunity Commission's Fiscal Year 2006 and 2005 Financial Statements (OIG Report No. 2006-03-FIN)

The Office of Inspector General (OIG) contracted with the independent certified public accounting firm of Cotton and Company LLP, to audit the financial statements of the U.S. Equal Employment Opportunity Commission (EEOC) for fiscal years 2006 and 2005. Cotton and Company LLP issued an unqualified opinion on EEOC's FY 2006 and 2005 financial statements. Further, no matters involving the internal control and its operation was considered to be a reportable condition. Cotton and Company LLP also reported that EEOC's financial management systems substantially complied with the requirements of the Federal Financial Management Improvement Act of 1996 (FFMIA), and found no reportable noncompliance with laws and regulations it tested.

Management Letter Report for FY 2006 Financial Statement Audit (OIG Report No. 2006-04-FIN)

On February 9, 2007, OIG issued the management letter in connection with the FY 2006 financial statement audit. This year's management letter identified internal control weaknesses relating to: Review of Outstanding Accounts Payables and Undelivered Order balances; Quality Assurance Procedures over the Financial Statements and the Performance and Accountability Report (PAR); Time and Attendance Reporting; Physical Inventory of Accountable Property; and Information Technology. Recommendations to the Chief Financial Officer (CFO) included refining the year- end review process of accounts payables and undelivered orders, and improving the quality control procedures for reviewing final versions of the financial statements and related footnotes to ensure that information to be reported in the PAR is complete, accurate, consistent and timely. Recommendations to the Office of

Information Technology (OIT) included: (1) establish documented performance goals for the network that specify expectations for network availability; (2) increase disk usage and processing; (3) consistently enforce remote access request procedures and ensure telework authorization forms are approved; (4) revise policy for password minimum lengths, expiration/change intervals and account lockout procedures; and (5) ensure that necessary software patches and security hot fixes are installed on the network in a timely manner.

Agency Compliance with the Federal Manager's Financial Integrity Act (FMFIA) (OIG Report No. 2006-09-AIC)

OIG issued its annual report to the Chair validating the Agency's compliance with the FMFIA. Agency regulation, *EEOC Order 195.001 Management Accountability and Controls* requires OIG to annually provide a written advisory to the Chair on whether the management control evaluation process complied with OMB guidelines. To make this determination OIG reviewed: (1) assurance statements submitted by Headquarters' and district directors attesting that their systems of management accountability and control were effective and that resources under their control were used consistent with the Agency's mission and in compliance with the laws and regulations set out in the *FMFIA of 1982*; (2) all functional area summary tables, and functional area reports submitted by Headquarters' and field offices; and (3) the Office of Research, Information and Planning's (ORIP) FY 2006 *FMFIA* Assurance Statement and Assurance Statement Letter, with supporting documents. OIG concluded that the Agency's management control evaluation was conducted in accordance with OMB's standards and concurred with ORIP's assertion that a material weakness was found in the Agency's Information Security Program. This weakness was identified in an independent evaluation of the Agency's implementation of *Federal Information Security Management Act of 2002 (FISMA)* for FY 2006 which disclosed a significant deficiency in the Information Security Program. Based on recent revisions to the Office of Management and Budget Circular A-123, Management's Responsibility for Internal Control guidance, the Agency is required to report any FISMA significant deficiency as a material weakness.

Review of the October 31, 2006 Shelter-In-Place (SIP) Drill (OIG Report No. 2007-03-AMR)

EEOC holds periodic Shelter-In-Place (SIP) emergency drills at Headquarters, as required by *Federal Property Management Regulations 41 CFR Part 101-20 and Executive Order 12656*. The most recent SIP drill was held in October 2006. After OIG obtained and analyzed written documents and interviewed Agency staff to determine to what degree objectives were met and to identify areas of improvement. Our observations and areas of concern were reported in a Management Advisory issued on March 29, 2007. Significant weaknesses in SIP planning and execution included:

- EEOC had no clear objectives for the drill, making it difficult for the Agency or OIG to assess the results of the drill.
- Ground floor security staff was not adequately prepared for the drill (e.g., they did not properly execute procedures for managing access into and out of the building).
- Procedures for managing access into and out of the Headquarters Building during a SIP event need clarification.
- Agency Order 180.001, Occupant Emergency Plan, does not include SIP procedures. *The Federal Management Regulations* state that OEP's must include procedures for shelter in place.
- Low attendance at emergency training classes by floor captains and area monitors may leave those EEOC staff less than thoroughly prepared for an actual SIP event.

The management advisory offered changes that EEOC should implement to SIP planning and drills to

improve overall performance during responses to emergency situations and ensure maximum protection from an external threat.

Management Advisory on EEOC's Performance Reporting (OIG Report No. 2005-02-AMR)

The OIG completed Phase I of a review of key Agency performance measures, thereby establishing baseline information for future planned work in this area. Phase I focused on the reliability of FY 2004 data for three key Agency performance measures: 1) percentage of private sector cases resolved within 180 days; 2) satisfaction with private sector mediation services; and 3) success rate of litigation. Phase II will assess FY 2007 data in the same areas, to determine what progress the Agency has made. OIG plans to gather much of the data in the 4th quarter of FY 2007, with the remainder in FY 2008.

Preliminary findings indicate that case files have adequate documentation to support the accuracy of time taken to close cases; overall litigation success data is accurate but data entry errors need to be reduced; and mediation data is accurately reported but may not be reliable.

Case Study - Office of Inspector General Frequent Telework Pilot Program (OIG Report No. 2006-07-AMR)

On March 28, 2007, OIG issued a report that found the use of frequent telework by OIG to reduce infrastructure costs was successful. OIG can reduce the space it occupies in EEOC's Headquarters building without reducing productivity. The report found the OIG's cost savings from real estate will outweigh the costs of frequent telework with an estimated five-year net savings of $66,475.

The report recommends OIG's allocation of office and associated shared space be reduced by 325 square feet upon EEOC's tenancy under a new lease, in August 2008. The precise amount of the reduction depends on:

- the configuration/shape of the space
- the furnishings and storage units of the space

While the Pilot did not directly address how frequent telework may function in other EEOC offices, the findings from the Pilot combined with the results from previously issued telework reports demonstrate the strong potential for substantial cost savings in the other EEOC offices, while maintaining and/or improving operational related performance.

Ongoing Audit and Evaluation Projects

2007 Office of Human Resources (OHR) Reviews

In the next reporting period, OIG will provide the Chair an updated status on the Agency's progress in implementing the strategic management of human capital initiative of the President's Management Agenda. We will also evaluate the Agency's progress in implementing the recommendations contained in the March 2006 Office of Personnel Management's (OPM) audit report on EEOC's Human Resources Operations.

Review of Best Practices Related to the Federal Managers' Financial Integrity Act (FMFIA) Process

The OIG is in the process of identifying best practices used by other federal agencies regarding the FMFIA process, to include implementation, execution and communication. The objective is to identify various internal control assessment tools used by other agencies and to provide this information to Agency management to assist in improving their FMFIA evaluation and reporting activities.

Other Audit and Evaluation Activities

Review of Single Audit Act Reports

During the reporting period, the OIG reviewed nine audit reports issued by public accounting firms concerning Fair Employment Practices Agencies (FEPAs) that have work-sharing agreements with EEOC. There were no audit findings for the FEPAs which involved EEOC funds (See Appendix III). *The Single Audit Act of 1984* requires recipients of federal funds to arrange for audits of their activities. Federal agencies that award these funds must receive annual audit reports to determine whether prompt and appropriate corrective action has been taken in response to audit findings.

Audit Follow-Up

Section 5(a)(1) of the Inspector General Act of 1978, as amended, requires that semiannual reports include a summary description of significant problems, abuses, and deficiencies relating to the Agency's administration of programs and operations disclosed by the OIG during the reporting period. The following table shows reports issued during the current 6 month period (October 1, 2006 – March 31, 2007) that contained findings:

Fiscal Year	Report Number	Report Title	Date Issued	Findings
FY 2007	2006-03-FIN	Audit of FY 2006 & 2005 Financial Statements	November 15, 2006	Yes
FY 2007	2006-04-FIN	Management Letter Report for FY 2006 Financial Statement Audit	February 9, 2007	Yes
FY 2007	2007-03-AMR	Review of October 31, 2006 Shelter-In-Place (SIP) Drill	March 29, 2007	Yes
FY 2007	2005-02-AMR	Management Advisory of EEOC's Performance Reporting	March 29, 2007	Yes

As required by *Section 5(a)(3) of the Inspector General Act of 1978*, as amended, semiannual reports shall provide an identification of each significant recommendation described in previous semiannual reports on which corrective action has not been completed. The following table shows those activities in previous semiannual reports on which corrective actions have not been completed:

Fiscal Year	Report Number	Report Title	Date Issued	Findings
FY 2004	01-14-AMR	Evaluation of Performance and Results Reporting	January 30, 2004	Yes
FY 2006	2006-05-AEP	Federal Information Security Management Act Review of Fiscal Year 2006	September 22, 2006	Yes

As required by Section *5(a)(10) of the Inspector General Act of 1978*, as amended, semiannual reports shall include a summary of each audit report issued before the commencement of the reporting period for which no management decision has been made by the end of the reporting period. The OIG has no audit or evaluation reports that were issued before commencement of the reporting period for which no management decision has been made.

THE INVESTIGATIVE PROGRAM

The Investigative Program supports OIG's strategic goal to focus limited investigative resources on issues that represent the greatest risk and offer the maximum opportunity to detect and prevent fraud, waste and abuse in EEOC programs and operations. The OIG received 271 inquiries in the reporting period.

Investigative Inquiries

Investigative Inquiries Received October 1, 2006 – March 31, 2007	
Allegations	**Total**
Charge Processing	137
Other Statutes	10
Title VII	108
Mismanagement	2
Ethics	4
Backgrounds	7
Theft	0
Other Criminal Violations	2
Fraud	1
TOTALS	**271**

COMPLETED INVESTIGATIONS

Unauthorized Outside Practice of Law

The OIG conducted an investigation of an employee who allegedly was involved in the unauthorized outside practice of law. After a thorough investigation, OIG found that the employee was engaged in the unauthorized practice, and did not seek proper authorization from Agency officials before doing so. In addition, the OIG found that the employee represented an individual during an EEOC mediation while employed with the EEOC. Accordingly, OIG found that the evidence adduced supported a finding that the employee violated multiple sections of the *Standards of Ethical Conduct for Employees of the Executive Branch*. A report of OIG's findings was issued to appropriate Agency management officials.

Defamation

The OIG conducted a preliminary inquiry into allegations that an attorney with the EEOC had defamed a respondent in statements made to a local television news station. The complainant also alleged that the attorney was summonsing individuals to be a part of the class action lawsuit against the respondent when the potential class members never stated that they wanted to be a part of the suit. After a preliminary investigation in this matter, it was determined that this matter is outside of the purview of the OIG.

Improper Destruction of Records

The OIG completed the investigation of the alleged intentional destruction of records to avoid discovery in connection with a legal proceeding with the Agency. After reviewing all documentary evidence and conducting numerous witness interviews, the OIG determined the record destruction was not done with any criminal intent to avoid turning over the information during the hearing process. The records destroyed did not appear to adversely affect the outcome of the case. OIG reported its findings to Agency management officials.

Retaliation

This allegation involved a complainant who reported a perceived criminal violation to the OIG, and was allegedly subsequently retaliated against after reporting the allegation. As a result of our review of all related documentation involving the adverse action to demote the individual, and interviews of witnesses, subjects and the complainant, OIG determined there was no nexus to the complainant's filing and the action taken, thus no violation was found.

Conflict of Interest

OIG conducted an investigation into allegations that an employee committed a conflict of interest violation by becoming personally and substantially involved in charges of discrimination filed against the employer of an immediate family member. OIG found that the subject employee's involvement was minimal and did not constitute personal and substantial involvement required to establish a prohibited conflict of interest.

ONGOING INVESTIGATIVE ACTIVITY

OIG has ongoing investigations in several field offices involving sexual harassment, prohibited personnel practices, ethics violations, conflicts of interest, retaliation, falsification of Government records, misuse of Government issued credentials, false statements, and misuse of Government property, the Agency seal, and the Government credit card.

OTHER OIG ACTIVITIES

Career Development and Internship Program for Historically Black Colleges and Universities (HBCUs)

The OIG has developed policies and procedures for implementing an Office of Inspector General Career Development and Internship Program. The Programs goals and objectives include the following:

- Expose individuals to the type of work associated with the Inspector General community
- Inform HBCU students of the skills and qualifications needed to obtain a position within the Federal Government, with emphasis on the Inspector General community
- Inform students of government wide career opportunities in the Federal Government and within the IG community

The program will be implemented on or before June 30, 2007.

Professional Development Activities

OIG participated in the President's Council on Integrity and Efficiency and Executive Council on Integrity and Efficiency activities and completed formal courses that included:

- Communication Skills for Leadership
- Project Management for Leaders
- Project Management for Office Professionals
- Communicating for Results
- Positive Approaches to Difficult People
- Project Quality Planning and Assurance
- Approaches to Risk Management
- Project Cost Estimating and Budgeting
- PCIE/ECIE Inspections and Evaluation Roundtable
- Federal Audit Executive Council (FAEC) IT Roundtable
- National Institute of Science and Technology Forum
- Association of Certified Fraud Examiners- Inside the Criminal Mind
- Association of Certified Fraud Examiners- Interviewing Terrorist Suspects
- Association of Certified Fraud Examiners- Analyzing Written Statements
- Maryland Association of CPAs Ethics Training course
- Association of Government Accountants Baltimore Chapter- Yellow Book Update

APPENDICES

APPENDIX I – FINAL OIG AUDIT AND EVALUATION REPORTS

Report Title	OIG Report Number	Date Issued	Questioned Costs	Funds Put To Better Use	*Unsupported Costs*
Frequent Telework Pilot Program	2006-07-AMR	03/28/07	$0	$0	$0
Management Advisory Performance Reporting	2005-02-AMR	03/29/07	0	0	0
Shelter in Place Drill	2007-03-AMR	03/29/07	0	0	0
Management Letter FY 2006 Financial Statement Audit	2006-04-FIN	02/09/07	0	0	0
Agency Compliance with FMFIA	2006-09-AIC	11/15/06	0	0	0
Audit of FY 2006 and 2005 Financial Statements	2006-03-FIN	11/15/06	0	0	0
Totals			**$0**	**$0**	**$0**

APPENDIX – II – FINAL OIG AUDIT AND EVALUATION REPORTS

IG ACT CITE	REPORTING REQUIREMENTS	PAGE
Section 4 (a)(2)	Review of Legislation and Regulations	N/A
Section 5 (a)(1)	Significant Problems, Abuses and Deficiencies	5-7/11
Section 5 (a)(2)	Recommendations With Respect to Significant Problems Abuses and Deficiencies	5-7
Section 5 (a)(3)	Significant Recommendations Included in Previous Reports on Which Corrective Action Has Not Been Completed	9
Section 5 (a)(4)	Matters Referred to Prosecutive Authorities	N/A
Section 5 (a)(5)	Summary of Instances Where Information Was Refused	N/A
Section 5 (a)(6)	List of Audit Reports	15
Section 5 (a)(7)	Summary of Significant Reports	5-7
Section 5 (a)(8)	Questioned and Unsupported Costs	N/A
Section 5 (a)(9)	Recommendations That Funds Be Put to Better Use	N/A
Section 5 (a)(10)	Summary of Audit Reports Issued Before the Commencement of the Reporting Period for Which No Management Decision Has Been Made	N/A

Section 5 (a)(11)	Significant Management Decisions That Were Revised During the Reporting Period	N/A
Section 5 (a)(12)	Significant Management Decisions With Which the OIG Disagreed	N/A

APPENDIX III – SINGLE AUDIT ACT REPORTS

The State of Alaska, FY 2005	**The Government of the District of Columbia, FY 2005**
The State of Ohio, FY 2005	**The State of Connecticut, FY 2005**
The State of Wyoming, FY 2005	**The State Louisiana, FY 2005**
The State of Illinois, FY 2005	**The Tribal Council Cherokee Nation, FY 2005**
The State of Oklahoma, FY 2005	

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This page was last modified on June 12, 2007.

Return to Home Page

EEOC	NOTICE	Number 915.002
		Date 5/23/07

SUBJECT: Enforcement Guidance: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities

PURPOSE: This document provides guidance regarding unlawful disparate treatment under the federal EEO laws of workers with caregiving responsibilities .

EFFECTIVE DATE: Upon receipt.

EXPIRATION DATE: As an exception to EEOC Order 205.001, Appendix B, Attachment, § a(5), this Notice will remain in effect until rescinded or superseded.

ORIGINATOR: Title VII/EPA/ADEA Division, Office of Legal Counsel

SUBJECT MATTER: File after Section 615 of Volume II of the Compliance Manual.

Naomi C. Earp
Chair

See Also: Questions and Answers about EEOC's Enforcement Guidance on Unlawful Disparate Treatment of Workers with Caregiving Responsibilities

ENFORCEMENT GUIDANCE: UNLAWFUL DISPARATE TREATMENT OF WORKERS WITH CAREGIVING RESPONSIBILITIES

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         - Gender-based Assumptions About Future Caregiving Responsibilities
         - Mixed-motives Cases
         - Assumptions About the Work Performance of Female Caregivers
         - "Benevolent" Stereotyping
      4. Effects of Stereotyping on Subjective Assessments of Work Performance

B. Pregnancy Discrimination

C. Discrimination Against Male Caregivers

D. Discrimination Against Women of Color

E. Unlawful Caregiver Stereotyping Under the Americans with Disabilities Act

F. Hostile Work Environment

III. Retaliation

Although the federal EEO laws do not prohibit discrimination against caregivers per se, there are circumstances in which discrimination against caregivers might constitute unlawful disparate treatment. The purpose of this document is to assist investigators, employees, and employers in assessing whether a particular employment decision affecting a caregiver might unlawfully discriminate on the basis of prohibited characteristics under Title VII of the Civil Rights Act of 1964 or the Americans with Disabilities Act of 1990. This document is not intended to create a new protected category but rather to illustrate circumstances in which stereotyping or other forms of disparate treatment may violate Title VII or the prohibition under the ADA against discrimination based on a worker's association with an individual with a disability. An employer may also have specific obligations towards caregivers under other federal statutes, such as the Family and Medical Leave Act, or under state or local laws.[1]

I. *BACKGROUND AND INTRODUCTION*

A. *Caregiving Responsibilities of Workers*

The prohibition against sex discrimination under Title VII has made it easier for women to enter the labor force. Since Congress enacted Title VII, the proportion of women who work outside the home has significantly increased,[2] and women now comprise nearly half of the U.S. labor force.[3] The rise has been most dramatic for mothers of young children, who are almost twice as likely to be employed today as were their counterparts 30 years ago.[4] The total amount of time that couples with children spend working also has increased.[5] Income from women's employment is important to the economic security of many families, particularly among lower-paid workers, and accounts for over one-third of the income in families where both parents work.[6] Despite these changes, women continue to be most families' primary caregivers.[7]

Of course, workers' caregiving responsibilities are not limited to childcare, and include many other forms of caregiving. An increasing proportion of caregiving goes to the elderly, and this trend will likely continue as the Baby Boomer population ages.[8] As with childcare, women are primarily responsible for caring for society's elderly, including care of parents, in-laws, and spouses.[9] Unlike childcare, however, eldercare responsibilities generally increase over time as the person cared for ages, and eldercare can be much less predictable than childcare because of health crises that typically arise.[10] As eldercare becomes more common, workers in the "sandwich generation," those between the ages of 30 and 60, are more likely to face work responsibilities alongside both childcare and eldercare responsibilities.[11]

Caring for individuals with disabilities – including care of adult children, spouses, or parents – is also a common responsibility of workers.[12] According to the most recent U.S. census, nearly a third of families have at least one family member with a disability, and about one in ten families with children under 18 years of age includes a child with a disability.[13] Most men and women who provide care to relatives or other individuals with a disability are employed.[14]

While caregiving responsibilities disproportionately affect working women generally, their effects may be even more pronounced among some women of color, particularly African American women,[15] who have a long history of working outside the home.[16] African American mothers with young children are more likely to be employed than other women raising young children,[17] and both African American and Hispanic women are more likely to be raising children in a single-parent household than are White or Asian American women.[18] Women of color also may devote more time to caring for extended family members, including both grandchildren[19] and elderly relatives,[20] than do their White counterparts.

Although women are still responsible for a disproportionate share of family caregiving, men's role has increased. Between 1965 and 2003, the amount of time that men spent on childcare nearly tripled, and men spent more than twice as long performing household chores in 2003 as they did in 1965.[21] Working mothers are also increasingly relying on fathers as primary childcare providers.[22]

B. *Work-Family Conflicts*

As more mothers have entered the labor force, families have increasingly faced conflicts between work and family responsibilities, sometimes resulting in a "maternal wall" that limits the employment opportunities of workers with caregiving responsibilities.[23] These conflicts are perhaps felt most profoundly by lower-paid workers,[24] who are disproportionately people of color.[25] Unable to afford to hire a childcare provider, many couples "tag team" by working opposite shifts and taking turns caring for their children. In comparison to professionals, lower-paid workers tend to have much less control over their schedules and are more likely to face inflexible employer policies, such as mandatory overtime.[26] Family crises can sometimes lead to discipline or even discharge when a worker violates an employer policy in order to address caregiving responsibilities.[27]

The impact of work-family conflicts also extends to professional workers, contributing to the maternal wall or "glass ceiling" that prevents many women from advancing in their careers. As a recent EEOC report reflects, even though women constitute about half of the labor force, they are a much smaller proportion of managers and officials.[28] The disparity is greatest at the highest levels in the business world, with women accounting for only 1.4% of Fortune 500 CEOs.[29] Thus, one of the recommendations made by the federal Glass Ceiling Commission in 1995 was for organizations to adopt policies that allow workers to balance work and family responsibilities throughout their careers.[30]

Individuals with caregiving responsibilities also may encounter the maternal wall through employer stereotyping. Writing for the Supreme Court in 2003, Chief Justice Rehnquist noted that "the faultline between work and family [is] precisely where sex-based overgeneralization has been and remains strongest."[31] Sex-based stereotyping about caregiving responsibilities is not limited to childcare and includes other forms of caregiving, such as care of a sick parent or spouse.[32] Thus, women with caregiving responsibilities may be perceived as more committed to caregiving than to their jobs and as less competent than other workers, regardless of how their caregiving responsibilities actually impact their work.[33] Male caregivers may face the mirror image stereotype: that men are poorly suited to caregiving. As a result, men may be denied parental leave or other benefits routinely afforded their female counterparts.[34] Racial and ethnic stereotypes may further limit employment opportunities for people of color.[35]

Employment decisions based on such stereotypes violate the federal antidiscrimination statutes,[36]even when an employer acts upon such stereotypes unconsciously or reflexively.[37] As the Supreme Court has explained, "[W]e are beyond the day when an employer could evaluate employees by assuming or insisting that they match the stereotype associated with their group."[38] Thus, for example, employment decisions based on stereotypes about working mothers are unlawful because "the antidiscrimination laws entitle individuals to be evaluated as individuals rather than as members of groups having certain average characteristics."[39]

Although some employment decisions that adversely affect caregivers may not constitute unlawful discrimination based on sex or another protected characteristic, the Commission strongly encourages employers to adopt best practices to make it easier for all workers, whether male or female, to balance work and personal responsibilities. There is substantial evidence that workplace flexibility enhances employee satisfaction and job performance.[40] Thus, employers can benefit by adopting such flexible workplace polices[41] by, for example, saving millions of dollars in retention costs.[42]

• *UNLAWFUL DISPARATE TREATMENT OF CAREGIVERS*

This section illustrates various circumstances under which discrimination against a worker with caregiving responsibilities constitutes unlawful disparate treatment under Title VII or the ADA. Part A discusses sex-based disparate treatment of female caregivers, focusing on sex-based stereotypes. Part B discusses stereotyping and other disparate treatment of pregnant workers. Part C discusses sex-based disparate treatment of male caregivers, such as the denial of childcare leave that is available to female workers. Part D discusses disparate treatment of women of color who have caregiving responsibilities. Part E discusses disparate treatment of a worker with caregiving responsibilities for an individual with a disability, such as a child or a parent. Finally, part F discusses harassment resulting in a hostile work environment for a worker with caregiving responsibilities.

A. *Sex-based Disparate Treatment of Female Caregivers*

1. *Analysis of Evidence*

Intentional sex discrimination against workers with caregiving responsibilities can be proven using any of the types of evidence used in other sex discrimination cases. As with any other charge, investigators faced with a charge alleging sex-based disparate treatment of female caregivers should examine the totality of the evidence to determine whether the particular challenged action was unlawfully discriminatory. All evidence should be examined in context. The presence or absence of any particular kind of evidence is not dispositive. For example, while comparative evidence is often useful, it is not necessary to establish a violation.[43] There may be evidence of comments by

officials about the reliability of working mothers or evidence that, despite the absence of a decline in work performance, women were subjected to less favorable treatment after they had a baby. It is essential that there be evidence that the adverse action taken against the caregiver was based on sex.

Relevant evidence in charges alleging disparate treatment of female caregivers may include, but is not limited to, any of the following:

- Whether the respondent asked female applicants, but not male applicants, whether they were married or had young children, or about their childcare and other caregiving responsibilities;
- Whether decisionmakers or other officials made stereotypical or derogatory comments about pregnant workers or about working mothers or other female caregivers;[44]
- Whether the respondent began subjecting the charging party or other women to less favorable treatment soon after it became aware that they were pregnant;[45]
- Whether, despite the absence of a decline in work performance, the respondent began subjecting the charging party or other women to less favorable treatment after they assumed caregiving responsibilities;
- Whether female workers without children or other caregiving responsibilities received more favorable treatment than female caregivers based upon stereotypes of mothers or other female caregivers;
- Whether the respondent steered or assigned women with caregiving responsibilities to less prestigious or lower-paid positions;
- Whether male workers with caregiving responsibilities received more favorable treatment than female workers;[46]
- Whether statistical evidence shows disparate treatment against pregnant workers or female caregivers;[47]
- Whether respondent deviated from workplace policy when it took the challenged action;
- Whether the respondent's asserted reason for the challenged action is credible.[48]

2. ***Unlawful Disparate Treatment of Female Caregivers as Compared with Male Caregivers***

Employment decisions that discriminate against workers with caregiving responsibilities are prohibited by Title VII if they are based on sex or another protected characteristic, regardless of whether the employer discriminates more broadly against all members of the protected class. For example, sex discrimination against working mothers is prohibited by Title VII even if the employer does not discriminate against childless women.[49]

EXAMPLE 1
UNLAWFUL DISCRIMINATION AGAINST WOMEN WITH YOUNG CHILDREN

Charmaine, a mother of two preschool-age children, files an EEOC charge alleging sex discrimination after she is rejected for an opening in her employer's executive training program. The employer asserts that it rejected Charmaine because candidates who were selected had better performance appraisals or more managerial experience and because she is not "executive material." The employer also contends that the fact that half of the selectees were women shows that her rejection could not have been because of sex. However, the investigation reveals that Charmaine had more managerial experience or better performance appraisals than several selectees and was better qualified than some selectees, including both men and women, as weighted pursuant to the employer's written selection policy. In addition, while the employer selected both men and women for the program, the only selectees with preschool age children were men. Under the circumstances, the investigator determines that Charmaine was subjected to discrimination based on her sex.

Title VII does not prohibit discrimination based solely on parental or other caregiver status, so an employer does not generally violate Title VII's disparate treatment proscription if, for example, it treats working mothers and working fathers in a similar unfavorable (or favorable) manner as compared to childless workers.

B. ***Unlawful Gender Role Stereotyping of Working Women***

Although women actually do assume the bulk of caretaking responsibilities in most families and many women do curtail their work responsibilities when they become caregivers, Title VII does not permit employers to treat female workers less favorably merely on the gender-based assumption that a particular female worker will assume caretaking responsibilities or that a female worker's caretaking responsibilities will interfere with her work performance.[50] Because stereotypes that female caregivers should not, will not, or cannot be committed to their jobs are sex-based, employment decisions based on

such stereotypes violate Title VII.[51]

Gender-based Assumptions About Future Caregiving Responsibilities

Relying on stereotypes of traditional gender roles and the division of domestic and workplace responsibilities, some employers may assume that childcare responsibilities will make female employees less dependable than male employees, even if a female worker is not pregnant and has not suggested that she will become pregnant.[52] Fear of such stereotyping may even prompt married female job applicants to remove their wedding rings before going into an interview.[53]

EXAMPLE 2
UNLAWFUL STEREOTYPING DURING HIRING PROCESS

Patricia, a recent business school graduate, was interviewed for a position as a marketing assistant for a public relations firm. At the interview, Bob, the manager of the department with the vacancy being filled, noticed Patricia's wedding ring and asked, "How many kids do you have?" Patricia told Bob that she had no children yet but that she planned to once she and her husband had gotten their careers underway. Bob explained that the duties of a marketing assistant are very demanding, and rather than discuss Patricia's qualifications, he asked how she would balance work and childcare responsibilities when the need arose. Patricia explained that she would share childcare responsibilities with her husband, but Bob responded that men are not reliable caregivers. Bob later told his secretary that he was concerned about hiring a young married woman – he thought she might have kids, and he didn't believe that being a mother was "compatible with a fast-paced business environment." A week after the interview, Patricia was notified that she was not hired.

Believing that she was well qualified and that the interviewer's questions reflected gender bias, Patricia filed a sex discrimination charge with the EEOC. The investigator discovered that the employer reposted the position after rejecting Patricia. The employer said that it reposted the position because it was not satisfied with the experience level of the applicants in the first round. However, the investigation showed that Patricia easily met the requirements for the position and had as much experience as some other individuals recently hired as marketing assistants. Under the circumstances, the investigator determines that the respondent rejected Patricia from the first round of hiring because of sex-based stereotypes in violation of Title VII.

Mixed-motives Cases

An employer violates Title VII if the charging party's sex was a motivating factor in the challenged employment decision, regardless of whether the employer was also motivated by legitimate business reasons.[54] However, when an employer shows that it would have taken the same action even absent the discriminatory motive, the complaining employee will not be entitled to reinstatement, back pay, or damages.[55]

EXAMPLE 3
DECISION MOTIVATED BY BOTH UNLAWFUL STEREOTYPING AND LEGITIMATE BUSINESS REASON

Same facts as above except that the employer did not repost the position but rather hired Tom from the same round of candidates that Patricia was in. In addition, the record showed that other than Tom's greater experience, Tom and Patricia had similar qualifications but that the employer consistently used relevant experience as a tiebreaking factor in filling marketing positions. The investigator determines that the employer has violated Title VII because sex was a motivating factor in the employer's decision not to hire Patricia as evidenced by Bob's focus on caregiving responsibilities, rather than qualifications, when he interviewed Patricia and other female candidates. However, the employer would have selected Tom, even absent the discriminatory motive, based on his greater experience. Thus, Patricia may be entitled to attorney's fees and/or injunctive relief, but is not entitled to instatement, back pay, or compensatory or punitive damages.

Assumptions About the Work Performance of Female Caregivers

The effects of stereotypes may be compounded after female employees become pregnant or actually begin assuming caregiving responsibilities. For example, employers may make the stereotypical assumptions that women with young children will (or should) not work long hours and that new mothers are less committed to their jobs than they were before they had children.[56] Relying on such stereotypes, some employers may deny female caregivers opportunities based on assumptions about how they might balance work and family

responsibilities. Employers may further stereotype female caregivers who adopt part-time or flexible work schedules as "homemakers" who are less committed to the workplace than their full-time colleagues.[57] Adverse employment decisions based on such sex-based assumptions or speculation, rather than on the specific work performance of a particular employee, violate Title VII.

EXAMPLE 4
UNLAWFUL SEX-BASED ASSUMPTIONS ABOUT WORK PERFORMANCE

Anjuli, a police detective, had received glowing performance reviews during her first four years with the City's police department and was assumed to be on a fast track for promotion. However, after she returned from leave to adopt a child during her fifth year with the department, her supervisor frequently asked how Anjuli was going to manage to stay on top of her case load while caring for an infant. Although Anjuli continued to work the same hours and close as many cases as she had before the adoption, her supervisor pointed out that none of her superiors were mothers, and he removed her from her high-profile cases, assigning her smaller, more routine cases normally handled by inexperienced detectives. The City has violated Title VII by treating Anjuli less favorably because of gender-based stereotypes about working mothers.

EXAMPLE 5
UNLAWFUL STEREOTYPING BASED ON PARTICIPATION IN FLEXIBLE WORK ARRANGEMENT

Emily, an assistant professor of mathematics at the University for the past seven years, files a charge alleging that she was denied tenure based on her sex. Emily applied for tenure after she returned from six months of leave to care for her father. The University's flexible work program allowed employees to take leave for a year without penalty. Before taking leave, Emily had always received excellent performance reviews and had published three highly regarded books in her field. After returning from leave, however, Emily believed she was held to a higher standard of review than her colleagues who were not caregivers or had not taken advantage of the leave policies, as reflected in the lower performance evaluations that she received from the Dean of her department after returning from leave. Emily applied for tenure, but the promotion was denied by the Dean, who had a history of criticizing female faculty members who took time off from their careers and was heard commenting that "she's just like the other women who think they can come and go as they please to take care of their families."

While the University acknowledges that Emily was eligible for tenure, it asserts that it denied Emily tenure because of a decline in her performance. The investigation reveals, however, that Emily's post-leave work output and classroom evaluations were comparable to her work performance before taking leave. In addition, The University does not identify any specific deficiencies in Emily's performance that warranted the decline in its evaluation of her work. Under the circumstances, the investigator determines that Emily was denied tenure because of her sex.

Employment decisions that are based on an employee's actual work performance, rather than assumptions or stereotypes, do not generally violate Title VII, even if an employee's unsatisfactory work performance is attributable to caregiving responsibilities.

EXAMPLE 6
EMPLOYMENT DECISION LAWFULLY BASED ON ACTUAL WORK PERFORMANCE

After Carla, an associate in a law firm, returned from maternity leave, she began missing work frequently because of her difficulty in obtaining childcare and was unable to meet several important deadlines. As a result, the firm lost a big client, and Carla was given a written warning about her performance. Carla's continued childcare difficulties resulted in her missing further deadlines for several important projects. Two months after Carla was given the written warning, the firm transferred her to another department, where she would be excluded from most high-profile cases but would perform work that has fewer time constraints. Carla filed a charge alleging sex discrimination. The investigation revealed that Carla was treated comparably to other employees, both male and female, who had missed deadlines on high-profile projects or otherwise performed unsatisfactorily and had failed to improve within a reasonable period of time. Therefore, the employer did not violate Title VII by transferring Carla.

"Benevolent" Stereotyping

Adverse employment decisions based on gender stereotypes are sometimes well-intentioned and perceived by the employer

as being in the employee's best interest.[58] For example, an employer might assume that a working mother would not want to relocate to another city, even if it would mean a promotion.[59] Of course, adverse actions that are based on sex stereotyping violate Title VII, even if the employer is not acting out of hostility.[60]

EXAMPLE 7
STEREOTYPING UNLAWFUL EVEN IF FOR BENEVOLENT REASONS

Rhonda, a CPA at a mid-size accounting firm, mentioned to her boss that she had become the guardian of her niece and nephew and they were coming to live with her, so she would need a few days off to help them settle in. Rhonda's boss expressed concern that Rhonda would be unable to balance her new family responsibilities with her demanding career, and was worried that Rhonda would suffer from stress and exhaustion. Two weeks later, he moved her from her lead position on three of the firm's biggest accounts and assigned her to supporting roles handling several smaller accounts. In doing so, the boss told Rhonda that he was transferring her so that she "would have more time to spend with her new family," despite the fact that Rhonda had asked for no additional leave and had been completing her work in a timely and satisfactory manner. At the end of the year, Rhonda, for the first time in her 7-year stint at the firm, is denied a pay raise, even though many other workers did receive raises. When she asks for an explanation, she is told that she needs to be available to work on bigger accounts if she wants to receive raises. Here, the employer has engaged in unlawful sex discrimination by taking an adverse action against a female employee based on stereotypical assumptions about women with caregiving responsibilities, even if the employer believed that it was acting in the employee's best interest.

In some circumstances, an employer will take an action that unlawfully imposes on a female worker the employer's own stereotypical views of how the worker *should* act even though the employer is aware that the worker objects. Thus, if a supervisor believes that mothers should not work full time, he or she might refuse to consider a working mother for a promotion that would involve a substantial increase in hours, even if that worker has made it clear that she would accept the promotion if offered.

EXAMPLE 8
DENIAL OF PROMOTION BASED ON STEREOTYPE OF HOW MOTHERS SHOULD ACT

Sun, a mid-level manager in a data services company, applied for a promotion to a newly created upper-level management position. At the interview for the promotion, the selecting official, Charlie, who had never met Sun before, asked her about her childcare responsibilities. Sun explained that she had two teenage children and that she commuted every week between her home in New York and the employer's main office in Northern Virginia. Charlie asked Sun how her husband handled the fact that she was "away from home so much, not caring for the family except on weekends." Sun explained that her husband and their children "helped each other" to function as "a successful family," but Charlie responded that he had "a very difficult time understanding why any man would allow his wife to live away from home during the work week." After Sun is denied the promotion, she files an EEOC charge alleging sex discrimination. According to the employer, it considered Sun and one other candidate for the promotion, and, although they were both well qualified, it did not select Sun because it felt that it was unfair to Sun's children for their mother to work so far from home. Under the circumstances, the investigator determines that the employer denied Sun the promotion because of unlawful sex discrimination, basing its decision in particular on stereotypes that women with children should not live away from home during the week.[61]

- ***Effects of Stereotyping on Subjective Assessments of Work Performance***

In addition to leading to assumptions about how female employees might balance work and caregiving responsibilities, gender stereotypes of caregivers may more broadly affect perceptions of a worker's general competence.[62] Once female workers have children, they may be perceived by employers as being less capable and skilled than their childless female counterparts or their male counterparts, regardless of whether the male employees have children.[63] These gender-based stereotypes may even place some working mothers in a "double bind," in which they are simultaneously viewed by their employers as "bad mothers" for investing time and resources into their careers and "bad workers" for devoting time and attention to their families.[64] The double bind may be particularly acute for mothers or other female caregivers who work part time. Colleagues may view part-time working mothers as uncommitted to work while viewing full-time working mothers as inattentive mothers.[65] Men who work part time may encounter different, though equally harmful, stereotypes.[66]

Investigators should be aware that it may be more difficult to recognize sex stereotyping when it affects an employer's evaluation of a worker's general competence than when it leads to assumptions about how a worker will balance work and caregiving responsibilities. Such stereotyping can be based on unconscious bias, particularly where officials engage in subjective

decisionmaking. As with other forms of gender stereotyping, comparative evidence showing more favorable treatment of male caregivers than female caregivers is helpful but not necessary to establish a violation.[67] Investigators should be particularly attentive, for example, to evidence of the following:

- Changes in an employer's assessment of a worker's performance that are not linked to changes in the worker's actual performance and that arise after the worker becomes pregnant or assumes caregiving responsibilities;
- Subjective assessments that are not supported by specific objective criteria; and
- Changes in assignments or duties that are not readily explained by nondiscriminatory reasons.

EXAMPLE 9
EFFECTS OF STEREOTYPING ON EMPLOYER'S PERCEPTION OF EMPLOYEE

Barbara, a highly successful marketing executive at a large public relations firm, recently became the primary caregiver for her two young grandchildren. Twice a month, Barbara and her marketing colleagues are expected to attend a 9 a.m. corporate sales meeting. Last month, Barbara arrived a few minutes late to the meeting. Barbara did not think her tardiness was noteworthy since one of her colleagues, Jim, regularly arrived late to the meetings. However, after her late arrival, Barbara's boss, Susan, severely criticized her for the incident and informed her that she needed to start keeping a daily log of her activities.

The next month, Susan announced that one of the firm's marketing executives would be promoted to the position of Vice President. After Susan selected Jim, Barbara filed a charge alleging that she was denied the promotion because of her sex. According to Susan, she selected Jim because she believed that he was more "dependable, reliable, and committed to his work" than other candidates. Susan explained to the investigator that she thought as highly of Barbara's work as she did of Jim's, but she decided not to promote a worker who arrived late to sales meetings, even if it was because of childcare responsibilities. Other employees stated that they could only remember Barbara's being late on one occasion, but that Jim had been late on numerous occasions. When asked about this, Susan admitted that she might have forgotten about the times when Jim was late, but still considered Jim to be much more dependable. The investigator asks Susan for more specifics, but Susan merely responds that her opinion was based on many years of experience working with both Barbara and Jim. Under the circumstances, the investigator concludes that Susan denied Barbara the promotion because of her sex.

EXAMPLE 10
SUBJECTIVE DECISIONMAKING BASED ON NONDISCRIMINATORY FACTORS

Simone, the mother of two elementary-school-age children, files an EEOC charge alleging sex discrimination after she is terminated from her position as a reporter with a medium-size newspaper. The employer asserts that it laid Simone off as part of a reduction in force in response to decreased revenue. The employer states that Simone's supervisor, Alex, compared Simone with two other reporters in the same department to determine whom to lay off. According to Alex, he considered Jocelyn (an older woman with two grown children) to be a superior worker to Simone because Jocelyn's work needed less editing and supervision and she had the most experience of anyone in the department. Alex said he also favored Louis (a young male worker with no children) over Simone because Louis had shown exceptional initiative and creativity by writing several stories that had received national publicity and by creating a new feature to increase youth readership and advertising revenue. Alex said that he considered Simone's work satisfactory, but that she lacked the unique talents that Jocelyn and Louis brought to the department. Because the investigation does not reveal that the reasons provided by Alex are a pretext for sex discrimination, the investigator does not find that Simone was subjected to sex discrimination.

- ***Pregnancy Discrimination***

Employers can also violate Title VII by making assumptions about pregnancy, such as assumptions about the commitment of pregnant workers or their ability to perform certain physical tasks.[68] As the Supreme Court has noted, "[W]omen as capable of doing their jobs as their male counterparts may not be forced to choose between having a child and having a job."[69] Title VII's prohibition against sex discrimination includes a prohibition against employment decisions based on pregnancy, even where an employer does not discriminate against women generally.[70] As with other sex-based stereotypes, Title VII prohibits an employer from basing an adverse employment decision on stereotypical assumptions about the effect of pregnancy on an employee's job performance, regardless of whether the employer is acting out of hostility or a belief that it is acting in the employee's best interest.

Because Title VII prohibits discrimination based on pregnancy, employers should not make pregnancy-related inquiries. The EEOC will generally regard a pregnancy-related inquiry as evidence of pregnancy discrimination where the employer subsequently makes an unfavorable job decision affecting a pregnant worker.[71] Employers should be aware that pregnancy testing also implicates the

ADA, which restricts employers' use of medical examinations. [72] Given the potential Title VII and ADA implications, the Commission strongly discourages employers from making pregnancy-related inquiries or conducting pregnancy tests.

An employer also may not treat a pregnant worker who is temporarily unable to perform some of her job duties because of pregnancy less favorably than workers whose job performance is similarly restricted because of conditions other than pregnancy. For example, if an employer provides up to eight weeks of paid leave for temporary medical conditions, then the employer must provide up to eight weeks of paid leave for pregnancy or related medical conditions.[73]

For more information on pregnancy discrimination under Title VII, see "Questions and Answers on the Pregnancy Discrimination Act," 29 C.F.R. Part 1604 Appendix (1978).

EXAMPLE 11
UNLAWFUL STEREOTYPING BASED ON PREGNANCY

Anna, a records administrator for a health maintenance organization, was five months pregnant when she missed two days of work due to a pregnancy-related illness. Upon her return to work, Anna's supervisor, Tom, called her into his office and told her that "her body was trying to tell her something" and that "her attendance was becoming a serious problem." Anna reminded him that she had only missed two days and that her doctor had found no continuing complications related to her brief illness. However, Tom responded, "Well, now that you're pregnant, you will probably miss a lot of work, and we need someone who will be dependable." Tom placed Anna on an unpaid leave of absence, telling her that she would be able to return to work after she had delivered her baby and had time to recuperate and that "not working [was] the best thing for [her] right now." In response to Anna's EEOC charge alleging pregnancy discrimination, the employer states that it placed Anna on leave because of poor attendance. The investigation reveals, however, that Anna had an excellent attendance record before she was placed on leave. In the prior year, she had missed only three days of work because of illness, including two days for her pregnancy-related illness and one day when she was ill before she became pregnant. The investigator concludes that the employer subjected Anna to impermissible sex discrimination under Title VII by basing its action on a stereotypical assumption that pregnant women are poor attendees and that Anna would be unable to meet the requirements of the job.[74]

EXAMPLE 12
UNLAWFUL REFUSAL TO MODIFY DUTIES

Ingrid, a pregnant machine operator at a bottling company, is told by her doctor to temporarily refrain from lifting more than 20 pounds. As part of her job as a machine operator, Ingrid is required to carry certain materials weighing more than 20 pounds to and from her machine several times each day. She asks her supervisor if she can be temporarily relieved of this function. The supervisor refuses, stating that he can't reassign her job duties but can transfer her temporarily to another lower-paying position for the duration of the lifting restriction. Ingrid reluctantly accepts the transfer but also files an EEOC charge alleging sex discrimination. The investigation reveals that in the previous six months, the employer had reassigned the lifting duties of three other machine operators, including a man who injured his arm in an automobile accident and a woman who had undergone surgery to treat a hernia. Under the circumstances, the investigator determines that the employer subjected Ingrid to discrimination based on sex (i.e., pregnancy).

- ***Discrimination Against Male Caregivers***[75]

The Supreme Court has observed that gender-based stereotypes also influence how male workers are perceived: "Stereotypes about women's domestic roles are reinforced by parallel stereotypes presuming a lack of domestic responsibilities for men. These mutually reinforcing stereotypes created a self-fulfilling cycle of discrimination."[76] Stereotypes of men as "bread winners" can further lead to the perception that a man who works part time is not a good father, even if he does so to care for his children.[77] Thus, while working women have generally borne the brunt of gender-based stereotyping, unlawful assumptions about working fathers and other male caregivers have sometimes led employers to deny male employees opportunities that have been provided to working women or to subject men who are primary caregivers to harassment or other disparate treatment.[78] For example, some employers have denied male employees' requests for leave for childcare purposes even while granting female employees' requests. For more information on how to determine whether an employee has been subjected to unlawful disparate treatment, see the discussion at § II.A.1, above, "Sex-based Disparate Treatment of Female Caregivers – Analysis of Evidence."

Significantly, while employers are permitted by Title VII to provide women with leave specifically for the period that they are incapacitated because of pregnancy, childbirth, and related medical conditions, employers may not treat either sex more favorably with respect to other kinds of leave, such as leave for childcare purposes.[79] To avoid a potential Title VII violation, employers should carefully distinguish between pregnancy-related leave and other forms of leave, ensuring that any leave specifically provided to women alone is limited to the period that women are incapacitated by pregnancy and childbirth.[80]

EXAMPLE 13
EMPLOYER UNLAWFULLY DENIED BENEFIT TO MALE WORKER BECAUSE OF GENDER-BASED STEREOTYPE

Eric, an elementary school teacher, requests unpaid leave for the upcoming school year for the purpose of caring for his newborn son. Although the school has a collective bargaining agreement that allows for up to one year of unpaid leave for various personal reasons, including to care for a newborn, the Personnel Director denies the request. When Eric points out that women have been granted childcare leave, the Director says, “That’s different. We have to give childcare leave to women.” He suggests that Eric instead request unpaid emergency leave, though that is limited to 90 days. This is a violation of Title VII because the employer is denying male employees a type of leave, unrelated to pregnancy, that it is granting to female employees.

EXAMPLE 14
EMPLOYER UNLAWFULLY DENIED PART-TIME POSITION TO MALE WORKER BECAUSE OF SEX

Tyler, a service technician for a communications company, requests reassignment to a part-time position so that he can help care for his two-year-old daughter when his wife returns to work. Tyler’s supervisor, however, rejects the request, saying that the department has only one open slot for a part-time technician, and he has reserved it in case it is needed by a female technician. Tyler’s supervisor says that Tyler can have a part-time position should another one open up. After two months, no additional slots have opened up, and Tyler files an EEOC charge alleging sex discrimination. Under the circumstances the employer has discriminated against Tyler based on sex by denying him a part-time position.

- ***Discrimination Against Women of Color***

In addition to sex discrimination, race or national origin discrimination may be a further employment barrier faced by women of color who are caregivers. For example, a Latina working mother might be subjected to discrimination by her supervisor based on his stereotypical notions about working mothers or pregnant workers, as well as his hostility toward Latinos generally. Women of color also may be subjected to intersectional discrimination that is specifically directed toward women of a particular race or ethnicity, rather than toward all women, resulting, for example, in less favorable treatment of an African American working mother than her White counterpart.[81]

EXAMPLE 15
UNLAWFUL DENIAL OF COMPENSATORY TIME BASED ON RACE

Margaret, an African American employee in the City’s Parks and Recreation Department, files an EEOC charge alleging that she was denied the opportunity to use compensatory time because of her race. She asked her supervisor, Sarah, for the opportunity to use compensatory time so she could occasionally be absent during regular work hours to address personal responsibilities, such as caring for her children when she does not have a sitter. Sarah rejected the request, explaining that Margaret’s position has set hours and that any absences must be under the official leave policy. The investigation reveals that while the City does not have an official compensatory time policy, several White employees in Margaret’s position have been allowed to use compensatory time for childcare purposes. When asked about this discrepancy, Sarah merely responds that those employees’ situations were “different.” In addition, the investigation reveals that while White employees have been allowed to use compensatory time, no African Americans have been allowed to do so. Under the circumstances, the investigator determines that Margaret was unlawfully denied the opportunity to use compensatory time based on her race.

EXAMPLE 16
UNLAWFUL HARASSMENT AND REASSIGNMENT BASED ON SEX AND NATIONAL ORIGIN

Christina, a Mexican-American, filed an EEOC charge alleging that she was subjected to discrimination based on national origin and pregnancy. Christina had worked as a server waiting tables at a large chain restaurant until she was reassigned to a kitchen position when she was four months pregnant. One of Christina’s supervisors has regularly made comments in the workplace about how Mexicans are entering the country illegally and taking jobs from other people. After Christina becomes pregnant, he began directing the comments at Christina, telling her that Mexican families are too large and that it is not fair for Mexicans to come to the United States and “take over” and use up tax dollars. When he reassigned Christina, he explained to her that he thought customers’ appetites would be spoiled if they had their food brought to them by someone who was pregnant. Under these circumstances, the

evidence shows that Christina was subjected to discrimination based on both sex (pregnancy) and national origin.

- ***Unlawful Caregiver Stereotyping Under the Americans with Disabilities Act***

In addition to prohibiting discrimination against a qualified worker because of his or her own disability, the Americans with Disabilities Act (ADA) prohibits discrimination because of the disability of an individual with whom the worker has a relationship or association, such as a child, spouse, or parent.[82] Under this provision, an employer may not treat a worker less favorably based on stereotypical assumptions about the worker's ability to perform job duties satisfactorily while also providing care to a relative or other individual with a disability. For example, an employer may not refuse to hire a job applicant whose wife has a disability because the employer assumes that the applicant would have to use frequent leave and arrive late due to his responsibility to care for his wife.[83] For more information, see EEOC's *Questions and Answers About the Association Provision of the ADA* at http://www.eeoc.gov/facts/association_ada.html.

EXAMPLE 17
UNLAWFUL STEREOTYPING BASED ON ASSOCIATION WITH AN INDIVIDUAL WITH A DISABILITY

An employer is interviewing applicants for a computer programmer position. The employer determines that one of the applicants, Arnold, is the best qualified, but is reluctant to hire him because he disclosed during the interview that he is a divorced father and has sole custody of his son, who has a disability. Because the employer concludes that Arnold's caregiving responsibilities for a person with a disability may have a negative effect on his attendance and work performance, it decides to offer the position to the second best qualified candidate, Fred, and encourages Arnold to apply for any future openings if his caregiving responsibilities change. Under the circumstances, the employer has violated the ADA by refusing to hire Arnold because of his association with an individual with a disability.

- ***Hostile Work Environment***

Employers may be liable if workers with caregiving responsibilities are subjected to offensive comments or other harassment because of race, sex (including pregnancy), association with an individual with a disability,[84] or another protected characteristic and the conduct is sufficiently severe or pervasive to create a hostile work environment. [85] The same legal standards that apply to other forms of harassment prohibited by the EEO statutes also apply to unlawful harassment directed at caregivers or pregnant workers.

Employers should take steps to prevent harassment directed at caregivers or pregnant workers from occurring in the workplace and to promptly correct any such conduct that does occur. In turn, employees who are subjected to such harassment should follow the employer's harassment complaint process or otherwise notify the employer about the conduct, so that the employer can investigate the matter and take appropriate action. For more information on harassment claims generally, see *EEOC Policy Guidance on Current Issues of Sexual Harassment* (Mar. 19, 1990) at http://www.eeoc.gov/policy/docs/currentissues.html, and Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors (June 19, 1999) at http://www.eeoc.gov/policy/docs/harassment.html.

EXAMPLE 18
HOSTILE WORK ENVIRONMENT BASED ON STEREOTYPES OF MOTHERS

After Yael, a supervisor at a construction site, returned to work from maternity leave, she asked her supervisor, Rochelle, for permission to use her lunch break to breastfeed her child at the child's day care center. Rochelle agreed, but added, "Now that you're a mother, you won't have the same dedication to the job. That's why I never had any kids! Maybe you should rethink being a supervisor." She also began monitoring Yael's time, tracking when Yael left and returned from her lunch break and admonishing her if she was late, even only a few minutes. Other employees who left the site during lunch were not similarly monitored. Rochelle warned Yael that if she had another child, she could "kiss her career goodbye," and that it was impossible for any woman to be a good mother and a good supervisor at the same time. Yael is very upset by her supervisor's conduct and reports it to a higher-level manager. However, the employer refuses to take any action, stating that Yael is merely complaining about a "personality conflict" and that he does not get involved in such personal matters. After the conduct continues for several more months, Yael files an EEOC charge alleging that she was subjected to sex-based harassment. Under the circumstances, the investigator determines that Yael was subjected to a hostile work environment based on sex and that the employer is liable.

EXAMPLE 19

HOSTILE WORK ENVIRONMENT BASED ON PREGNANCY

Ramona, an account representative, had been working at a computer software company for five years when she became pregnant. Until then, she had been considered a "top performer," and had received multiple promotions and favorable evaluations. During Ramona's pregnancy, her supervisor, Henry, frequently made pregnancy-related comments, such as, "You look like a balloon; why don't you waddle on over here?" and, "Pregnant workers hurt the company's bottom line." Henry also began treating Ramona differently from other account representatives by, for example, asking for advance notification and documentation of medical appointments – a request that was not made of other employees who took leave for medical appointments nor of Ramona before her pregnancy.

After Ramona returned from maternity leave, Henry continued to treat her differently from other account representatives. For example, shortly after Ramona returned from maternity leave, Henry gave Ramona's coworkers an afternoon off so that they could attend a local fair as a "reward" for having covered Ramona's workload while she was on leave, but required Ramona to stay in the office and answer the phones. On another occasion, Ramona requested a schedule change so that she could leave earlier to pick up her son from daycare, but Henry denied the request without explanation, even though other employees' requests for schedule changes were granted freely, regardless of the reason for the request. Henry also continued to make pregnancy-related comments to Ramona on a regular basis. For example, after Ramona returned from maternity leave, she and Henry were discussing a coworker's pregnancy, and Henry sarcastically commented to Ramona, "I suppose you'll be pregnant again soon, and we'll be picking up the slack for you just like the last time."

Ramona complained about Henry's conduct to the Human Resources Manager, but he told her he did not want to take sides and that matters like schedule changes were within managerial discretion. After the conduct had continued for several months, Ramona filed an EEOC charge alleging that she had been subjected to a hostile work environment because of her pregnancy and use of maternity leave. Noting that Ramona experienced ongoing abusive conduct after she became pregnant, the investigator determines that Ramona has been subjected to a hostile work environment based on pregnancy and that the employer is liable.[86]

EXAMPLE 20
HOSTILE WORK ENVIRONMENT BASED ON ASSOCIATION WITH AN INDIVIDUAL WITH A DISABILITY

Martin, a first-line supervisor in a department store, had an excellent working relationship with his supervisor, Adam, for many years. However, shortly after Adam learned that Martin's wife has a severe form of multiple sclerosis, his relationship with Martin deteriorated. Although Martin had always been a good performer, Adam repeatedly expressed his concern that Martin's responsibilities caring for his wife would prevent him from being able to meet the demands of his job. Adam removed Martin from team projects, stating that Martin's coworkers did not think that Martin could be expected to complete his share of the work "considering all of his wife's medical problems." Adam set unrealistic time frames for projects assigned to Martin and yelled at him in front of coworkers about the need to meet approaching deadlines. Adam also began requiring Martin to follow company policies that other employees were not required to follow, such as requesting leave at least a week in advance except in the case of an emergency. Though Martin complained several times to upper management about Adam's behavior, the employer did nothing. Martin files an EEOC charge, and the investigator determines that the employer is liable for harassment on the basis of Martin's association with an individual with a disability.

- ***RETALIATION***

Employers are prohibited from retaliating against workers for opposing unlawful discrimination, such as by complaining to their employers about gender stereotyping of working mothers, or for participating in the EEOC charge process, such as by filing a charge or testifying on behalf of another worker who has filed a charge. Because discrimination against caregivers may violate the EEO statutes, retaliation against workers who complain about such discrimination also may violate the EEO statutes.[87]

The retaliation provisions under the EEO statutes protect individuals against any form of retaliation that would be reasonably likely to deter someone from engaging in protected activity.[88] Caregivers may be particularly vulnerable to unlawful retaliation because of the challenges they face in balancing work and family responsibilities. An action that would be likely to deter a working mother from filing a future EEOC complaint might be less likely to deter someone who does not have substantial caregiving responsibilities. As the Supreme Court noted in a 2006 decision, "A schedule change in an employee's work schedule may make little difference to many workers, but may matter enormously to a young mother with school age children."[89] Thus, the EEO statutes would prohibit such a retaliatory schedule change or any other act that would be reasonably likely to deter a working mother or other caregiver from engaging in protected activity.

Footnotes

[1] For more information on the FMLA, see Compliance Assistance – Family and Medical Leave Act, http://www.dol.gov/esa/whd/fmla/ (U.S. Department of Labor web page); *see also*
EEOC Fact Sheet, *The Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964* (1995), http://www.eeoc.gov/policy/docs/fmlaada.html (discussing questions that arise under Title VII and the ADA when the FMLA also applies).

While federal law does not prohibit discrimination based on parental status, some state and local laws do prohibit discrimination based on parental or similar status. *E.g.*, ALASKA STAT. § 18.80.200 (prohibiting employment discrimination based on "parenthood"); D.C. Human Rights Act, D.C. CODE § 2-1402.11 (prohibiting employment discrimination based on "family responsibilities").

[2] In 1970, 43% of women were in the labor force while 59% of women were in the labor force in 2005. BUREAU OF LABOR STATISTICS, DEP'T OF LABOR, WOMEN IN THE LABOR FORCE: A DATABOOK 1 (2006) [hereinafter DATABOOK], http://www.bls.gov/cps/wlf-databook-2006.pdf.

[3] AFL-CIO, PROFESSIONAL WOMEN: VITAL STATISTICS (2006), http://www.pay-equity.org/PDFs/ProfWomen.pdf (in 2005, women accounted for 46.4% of the labor force).

[4] DATABOOK, *supra* note 2, Table 7 (59% of mothers with children under 3 were in the civilian labor force in 2005, compared with 34% in 1975).

[5] BUREAU OF LABOR STATISTICS, DEP'T OF LABOR, WORKING IN THE 21ST CENTURY, http://www.bls.gov/opub/working/home.htm (combined work hours per week for married couples with children under 18 increased from 55 hours in 1969 to 66 hours in 2000).

[6] Testimony of Heather Boushey, Senior Economist, Center for Economic and Policy Research, to the EEOC, Apr. 17, 2007, http://www.eeoc.gov/abouteeoc/meetings/4-17-07/boushey.html ("For many families, having a working wife can make the difference between being middle class and not. . . . The shift in women's work participation is not simply about women wanting to work, but it is also about their families needing them to work.").

[7] *See generally* Laura T. Kessler, *The Attachment Gap: Employment Discrimination Law, Women's Cultural Caregiving, and the Limits of Economic and Liberal Legal Theory*, 34 U. MICH. J.L. REFORM 371, 378-80 (2001) (discussing women's continued role as primary caregivers in our society and citing studies).

BUREAU OF LABOR STATISTICS, DEP'T OF LABOR, AMERICAN TIME-USE SURVEY (2006), Table 8, http://www.bls.gov/news.release/pdf/atus.pdf (in 2005, in households with children under 6, working women spent an average of 2.17 hours per day providing care for household members compared with 1.31 hours for working men; in households with children 6 to 17, working women spent an average of .99 hours per day providing care for household members compared with .50 for working men).

[8] *See generally* Peggie R. Smith, *Elder Care, Gender, and Work: The Work-Family Issue of the 21st Century*, 25 BERKELEY J. EMP. & LAB. L. 351, 355-60 (2004).

[9] *Id*. at 360 (noting that women provide about 70% of unpaid elder care); see *also Nevada Dep't of Human Res. v. Hibbs*, 538 U.S. 721, 738 (2003) (noting that working women provide two-thirds of the nonprofessional care for older, chronically ill, and disabled individuals); Cathy D. Martin, *More Than the Work: Race and Gender Differences in Caregiving Burden*, 21 JOURNAL OF FAMILY ISSUES 986, 989-90 (2000) (discussing greater role women play in providing eldercare).

[10] Smith, *supra* note 8, at 365-70.

[11] *See* BOSTON COLL. CTR. FOR WORK & FAMILY, EXECUTIVE BRIEFING SERIES, EXPLORING THE COMPLEXITIES OF EXCEPTIONAL CAREGIVING (2006) (contact the Center to order copies of the Executive Briefing Series, 617-552-2865 or cwf@bc.edu).

[12] *See generally* DEP'T OF HEALTH & HUMAN SERVS., INFORMAL CAREGIVING:
COMPASSION IN ACTION (1998) (hereinafter INFORMAL CAREGIVING), http://aspe.hhs.gov/daltcp/reports/carebro2.pdf.

[13] U.S. CENSUS BUREAU, DISABILITY AND AMERICAN FAMILIES: 2000, at 3, 16 (2005), http://www.census.gov/prod/2005pubs/censr- 23.pdf#search=%22disability%20american%20families%202000%22.

[14] INFORMAL CAREGIVING, *supra* note 12, at 11.

[15] *See, e.g.*, Lynette Clemetson, *Work vs. Family, Complicated by Race*, N.Y. TIMES, Feb. 9, 2006, at G1 (discussing unique work-family conflicts faced by African American women).

[16] For example, by 1900, 26% of married African American women were wage earners, compared with 3.2% of their White counterparts. JENNIFER TUCKER & LESLIE R. WOLFE, CTR. FOR WOMEN POLICY STUDIES, DEFINING WORK AND FAMILY ISSUES: LISTENING TO THE VOICES OF WOMEN OF COLOR 4 (1994) (citing other sources). More recently, in 1970, more than 70% of married African American middle-class women and nearly 45% of married African American working-class women were in the labor force compared with 48% and 32%, respectively, of their White counterparts. LONNAE O'NEAL PARKER, I'M EVERY WOMAN: REMIXED STORIES OF MARRIAGE, MOTHERHOOD AND WORK 29 (2005).

[17] DATABOOK, *supra* note 2, Table 5 (in 2005, 68% of African American women with children under the age of 3 were in the workforce compared with 58% of White women, 53% of Asian American women, and 45% of Hispanic women).

[18] POPULATION REFERENCE BUREAU, *Diversity, Poverty Characterize Female Headed Households*, http://www.prb.org/Articles/2003/DiversityPovertyCharacterizeFemaleHeadedHouseholds.aspx (about 5% of White or Asian American households are female-headed households with children compared with 22% of African American households and 14% of Hispanic households).

Native American women may have greater childcare responsibilities and are less likely to be employed than their White or African American counterparts. Native American women may have special family and community obligations based on tribal culture and often have more children than do White or African American women. Job opportunities may be further limited since Native American women often live in remote areas where the few available jobs tend to be in traditionally male-dominated industries. THE NATIVE NORTH AMERICAN ALMANAC 1088 (2d ed. 2001).

[19] U.S. CENSUS BUREAU, GRANDPARENTS LIVING WITH GRANDCHILDREN: 2000, Table 1 (2003),http://www.census.gov/prod/2003pubs/c2kbr-31.pdf (showing a higher proportion of African American and Native American grandmothers responsible for raising grandchildren than White, Asian, or Hispanic grandmothers).

[20] *See* NAT'L ASS'N OF STATE UNITS ON AGING, IN THE MIDDLE: A REPORT ON MULTICULTURAL BOOMERS COPING WITH FAMILY AND AGING ISSUES (2001), http://www.nasua.org/familycaregiver/rbv1/rbv1b11.pdf (in survey of Baby Boomers in the "sandwich generation," one in five White respondents reported providing eldercare or financial assistance to their parents, compared with two in five Asian Americans or one in three Hispanics or African Americans); see also Karen Bullock et al., *Employment and Caregiving*: *Exploration of African American Caregivers*, SOCIAL WORK 150 (Apr. 2003) (discussing impact of eldercare responsibilities on employment status of African Americans).

[21] Donna St. George, *Fathers Are No Longer Glued to Their Recliners*, WASH. POST, Mar. 20, 2007, at A11 (men's childcare work increased from 2.5 hours to 7 hours per week between 1965 and 2003). The total workload of married mothers and fathers combining paid work, childcare, and housework is about equal at 65 hours per week for mothers and 64 hours per week for fathers. *Id.*; see also SUZANNE BIANCHI ET AL., CHANGING RHYTHMS OF AMERICAN FAMILY LIFE (2006).

[22] *See, e.g.*, KAREN L. BREWSTER & BRYAN GIBLIN, EXPLAINING TRENDS IN COUPLES' USE OF FATHERS AS CHILDCARE PROVIDERS, 1985.2002, at 2.3 (2005), http://www.fsu.edu/~popctr/papers/floridastate/05-151paper.pdf (percentage of employed married women who relied on their husbands as the primary childcare provider increased from 16.6% in 1985 to 23.2% in 2002).

[23] *See generally* Joan C. Williams & Nancy Segal, *Beyond the Maternal Wall: Relief for Family Caregivers Who Are Discriminated Against on the Job*, 26 HARV. WOMEN'S L.J. 77 (2003) (discussing "maternal wall" discrimination, which limits the employment opportunities of workers with caregiving responsibilities). See also MARY STILL, UNIV. OF CAL., HASTINGS COLL. OF LAW, LITIGATING THE MATERNAL WALL: U.S. LAWSUITS CHARGING DISCRIMINATION AGAINST WORKERS WITH FAMILY RESPONSIBILITIES (2005), http://www.uchastings.edu/site_files/WLL/FRDreport.pdf (documenting rise in lawsuits alleging discrimination against caregivers).

[24] *See generally* JOAN WILLIAMS, UNIV. OF CAL., HASTINGS COLL. OF LAW, ONE SICK CHILD AWAY FROM BEING FIRED: WHEN "OPTING OUT" IS NOT AN OPTION (2006), http://www.uchastings.edu/site_files/WLL/onesickchild.pdf.

[25] The median weekly earnings of full-time wage and salary workers in 2005 were $596 for White women compared with $499 for African American women and $429 for Hispanic women. DATABOOK, *supra* note 2, Table 16. While the weekly median earnings for Asian American women, $665, exceed the earnings of White women, id., the earnings of Asian American women vary widely depending on national origin. *See Socioeconomic Statistics and Demographics*, Asian Nation, http://www.asian-nation.org/demographics.shtml (discussing the wide disparity in socioeconomic attainment rates among Asian Americans).

[26] ONE SICK CHILD AWAY FROM BEING FIRED, *supra* note 24, at 8.

[27] *E.g.*, ONE SICK CHILD AWAY FROM BEING FIRED, *supra* note 24, at 23 (discussing case presented to arbitrator where employee with nine years of service was discharged for absenteeism when she left work after receiving a phone call that her four-year-old daughter had fallen and was being taken to the emergency room).

[28] EQUAL EMPLOYMENT OPPORTUNITY COMM'N, GLASS CEILING: THE STATUS OF WOMEN AS OFFICIALS AND MANAGERS IN THE PRIVATE SECTOR (2004), http://www.eeoc.gov/stats/reports/glassceiling/index.html.

[29] Diane Stafford, *Wanted: Women in the Workplace*, MONTEREY COUNTY HERALD, Apr. 5, 2006, available at 2006 WLNR 5689048.

[30] GOOD FOR BUSINESS: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL, Washington, D.C.: U.S. Gov't Printing Office, at 3. The Glass Ceiling Commission was established under the Civil Rights Act of 1991 to complete a study of the barriers to advancement faced by women and minorities. A copy of the Commission's 1995 fact-finding report is available at http://digitalcommons.ilr.cornell.edu/key_workplace/116.

[31] *Nevada Dep't of Human Res. v. Hibbs*, 538 U.S. 721, 738 (2003) (holding that the family-leave provision of the Family and Medical Leave Act is a valid exercise of congressional power to combat sex discrimination by the states); *see also Phillips v. Martin Marietta Corp.*, 400 U.S. 542, 545 (1971) (Marshall, J., concurring) (Title VII does not permit "ancient canards about the proper role of women to be a basis for discrimination").

[32] *Hibbs*, 538 U.S. at 731 (in an FMLA claim brought by a male worker who was denied leave to care for his ailing wife, the Court noted that states' administration of leave benefits has fostered the "pervasive sex-role stereotype that caring for family members is women's work").

[33] *See* SHELLEY CORRELL & STEPHEN BENARD, GETTING A JOB: IS THERE A MOTHERHOOD PENALTY? (2005) (women with children were recommended for hire and promotion at a much lower rate than women without children).

[34] *See Knussman v. Maryland*, 272 F.3d 625, 629-30 (4th Cir. 2001) (male employee was not eligible for "nurturing leave" as primary caregiver of newborn unless his wife were "in a coma or dead").

[35] See § II.D, *infra* (discussing disparate treatment of women of color who are caregivers).

[36] This document addresses only disparate treatment, or intentional discrimination, against caregivers. It does not address disparate impact discrimination.

[37] *See Thomas v. Eastman Kodak Co.*, 183 F.3d 38, 61 (1st Cir. 1999) ("concept of 'stereotyping' includes not only simple beliefs such as 'women are not aggressive' but also a host of more subtle cognitive phenomena which can skew perceptions and judgments").

[38] *Price Waterhouse v. Hopkins*, 490 U.S. 228, 251 (1989) (plurality opinion).

[39] *Lust v. Sealy, Inc.*, 383 F.3d 580, 583 (7th Cir. 2004).

[40] For example, results of internal employee surveys as reported by Eli Lilly revealed that employees with the most flexibility and control over their hours reported more job satisfaction, greater sense of control, and less intention to leave than those on other schedules. CORPORATE VOICES FOR WORKING FAMILIES, BUSINESS IMPACTS OF FLEXIBILITY: AN IMPERATIVE FOR EXPANSION (2005) 13, http://www.cvworkingfamilies.org/flex_report/flex_report.shtml.

[41] In a 2005 study, almost half of the employers that offer flexible work schedules or other programs to help employees balance work and family responsibilities stated that the main reason they did so was to recruit and retain employees, and one-quarter said they did so mainly to enhance productivity and commitment. FAMILIES AND WORK INST., NATIONAL STUDY OF

EMPLOYERS 26 (2005), http://familiesandwork.org/eproducts/2005nse.pdf; *see also* Work Life, Fortune Special Section, http://www.timeinc.net/fortune/services/sections/fortune/corp/2004_09worklife.html (2004) (noting that "smart companies are retaining talent by offering employees programs to help them manage their work and personal life priorities").

[42] For example, based on the proportion of workers who said they would have left in the absence of flexible workplace policies, the accounting firm Deloitte and Touche calculated that it saved $41.5 million in turnover-related costs in 2003 alone. CORPORATE VOICES, *supra note* 40, at 10.

[43] *See Back v. Hastings on Hudson Union Free Sch. Dist.*, 365 F.3d 107, 121 (2d Cir. 2004) (female school psychologist with a young child could show that she was denied tenure because of her sex by relying on evidence of gender-based comments about working mothers and other evidence of sex stereotyping and was not required to show that similarly situated male workers were treated more favorably); *Plaetzer v. Borton Auto., Inc.*, No. Civ. 02-3089 JRT/JSM, 2004 WL 2066770, at *6 n.3 (D. Minn. Aug. 13, 2004) (evidence of more favorable treatment of working fathers is not needed to show sex discrimination against working mothers where an "employer's objection to an employee's parental duties is actually a veiled assertion that mothers, because they are women, are insufficiently devoted to work, or that work and motherhood are incompatible"); *cf. Lust*, 383 F.3d at 583 (reasonable jury could have concluded that the plaintiff's supervisor did not recommend her for a promotion because he assumed that, as a working mother, the plaintiff would not accept a promotion that would require her to move because of its disruptive effect on her children). *But see Philipsen v. University of Mich. Bd. of Regents*, No. 06-CV-11977-DT, 2007 WL 907822 (E.D. Mich. Mar. 22, 2007) (holding that a plaintiff cannot establish a prima facie case of sex discrimination against women with young children in the absence of comparative evidence that men with young children are treated more favorably). While the Commission agrees that the plaintiff raised no inference of sex discrimination, it believes that cases should be resolved on the totality of the evidence and concurs with *Back* and *Plaetzer* that comments evincing sex-based stereotypical views of women with children may support an inference of discrimination even absent comparative evidence about the treatment of men with children.

[44] *E.g., Santiago-Ramos v. Centennial P.R. Wireless Corp.*, 217 F.3d 46, 55 (1st Cir. 2000) (comments by decisionmakers reflecting concern that the plaintiff might not be able to balance work and family responsibilities after she had a second child could lead a jury to conclude that the plaintiff was fired because of sex).

[45] *Sigmon v. Parker Chapin Flattau & Klimpl*, 901 F. Supp. 667, 678 (S.D.N.Y. 1995) (the plaintiff's only "deeply critical" performance evaluation was received shortly after she announced her pregnancy and therefore could be discounted).

[46] *Phillips v. Martin Marietta Corp.*, 400 U.S. 542, 544 (1971) (evidence showed that the employer had a policy of not hiring women with preschool age children, but did not have a policy of not hiring men with preschool age children).

[47] *Sigmon*, 901 F. Supp. at 678 (reasonable factfinder could conclude that the decreasing number of women in the corporate department was caused by sex discrimination where tension between female associates and the employer regarding the maternity leave policy contributed to the high separation rate of pregnant women and mothers).

[48] For more information on the kinds of evidence that may be relevant in a disparate treatment case, see EEOC Compliance Manual: *Race Discrimination*, Volume II, § 15-V, A.2, "Conducting a Thorough Investigation" (2006), http://www.eeoc.gov/policy/docs/race-color.html#VA2.

[49] *Martin Marietta Corp.*, 400 U.S. at 545 (Title VII prohibits employer from hiring men with preschool age children while refusing to hire women with preschool age children). Some courts and commentators have used the term "sex plus" to describe cases in which the employer discriminates against a subclass of women or men, i.e., sex plus another characteristic, such as caregiving or marriage. *See, e.g., Philipsen v. University of Mich. Bd. of Regents*, No. 06-CV-11977-DT, 2007 WL 907822, at *4 (E.D. Mich. Mar. 22, 2007) ("sex plus" discrimination is discrimination based on sex in conjunction with another characteristic); *Gee-Thomas v. Cingular Wireless*, 324 F. Supp. 2d 875 (M.D. Tenn. 2004) ("Title VII also prohibits so-called 'gender plus' or 'sex plus' discrimination, by which an employer discriminates, not against the class of men or women as a whole, but against a subclass of men or women so designated by their sex plus another characteristic."); Regina E. Gray, Comment, *The Rise and Fall of the "Sex Plus" Discrimination Theory: An Analysis of* Fisher v. Vassar College, 42 How. L. J. 71 (1998). In Back, the Second Circuit explained that the term "sex plus" is merely a concept used to illustrate that a Title VII plaintiff can sometimes survive summary judgment even when not all members of the protected class are subjected to discrimination. The Commission agrees with the *Back* court that, in practice, the term "sex plus" is "often more than a little muddy" and that the "[t]he relevant issue is not whether a claim is characterized as 'sex plus' or 'gender plus,' but rather, whether the plaintiff provides evidence of purposefully sex-discriminatory acts." 365 F.3d at 118-19 & n.8.

[50] *Lust v. Sealy, Inc.*, 383 F.3d 580, 583 (7th Cir. 2004) ("Realism requires acknowledgment that the average mother is more sensitive than the average father to the possibly disruptive effect on children of moving to another city, but the antidiscrimination laws entitle individuals to be evaluated as individuals rather than as members of groups having certain average characteristics."); *see also Manhart v . City of Los Angeles, Dep't of Water & Power*, 435 U.S. 702, 708 (1978) ("[Title VII's] focus on the individual is unambiguous. It precludes treatment of individuals as simply components of a racial, religious, sexual, or national class. . . . Even a true generalization about the class is an insufficient reason for disqualifying an individual to whom the generalization does not apply.").

[51] *Back*, 365 F.3d at 121 (in a sex discrimination claim under 42 U.S.C. § 1983, the court stated that "where stereotypes are considered, the notions that mothers are insufficiently devoted to work, and that work and motherhood are incompatible, are properly considered to be, themselves, gender-based").

[52] Marion Crain, "*Where Have All the Cowboys Gone?" Marriage and Breadwinning in Postindustrial Society*, 60 OHIO ST. L.J. 1877, 1893 (1999) ("[T]he cultural assignment to women of the primary responsibility for nurturing children and making a home undermines their performance in the market . . . . Women who are not caregivers may be adversely affected as well, because employers will assume that their attachment to the waged labor market is secondary.").

[53] Felice N. Schwartz, BREAKING WITH TRADITION: WOMEN AND WORK, THE NEW FACTS OF LIFE 9-26 (1992) (commenting that "even today, women sometimes are advised to remove their wedding rings when they interview for employment, presumably to avoid the inference that they will have children and not be serious about their careers"), *cited in* Williams & Segal, *supra* note 23, at 97; Edward J. McCaffery, *Slouching Towards Equality: Gender Discrimination, Market Efficiency, and Social Change*, 103 YALE L. J. 595, 631 n.124 (1993) (stating that "getting married itself is an act that sends out the wrong signal on this score [of commitment to the labor market] – that is, it does for women – and thus the evidence that married women hide their wedding rings prior to job interviews is not surprising").

[54] 42 U.S.C. § 2000e-3(m).

[55] *Id*. § 2000e-5(g)(2).

[56] *Back*, 365 F.3d at 120 ("it takes no special training to discern stereotyping in the view that a woman cannot 'be a good mother' and have a job that requires long hours, or in the statement that a mother who received tenure 'would not show the same level of commitment [she] had shown because [she] had little ones at home'").

[57] *See* Alice H. Eagly & Valerie J. Steffen, *Gender Stereotypes, Occupational Roles, and Beliefs About Part-Time Employees*, 10 PSYCH. WOMEN. Q. 252, 260-61 (1986) (finding that "[f]or women, part-time employment is generally associated with substantial domestic obligations, and female part-time employees are consequently perceived as similar to homemakers"). In contrast, part-time employment in men is associated with difficulty in finding full-time paid employment.

Courts are divided as to whether the practice of paying part-time workers at a lower hourly rate than full-time workers implicates the Equal Pay Act. *Compare Lovell v. BBNT Solutions, LLC*, 295 F. Supp. 2d 611, 620-21 (E.D. Va. 2003) (part-time female worker could compare herself with full-time male worker for purposes of establishing a prima facie case under the EPA), with *EEOC v. Altmeyer's Home Stores, Inc.*, 672 F. Supp. 201, 214 (W.D. Pa. 1987) (EEOC could not establish sex-based pay discrimination by comparing part-time worker with full-time worker). See also Section 10: *Compensation Discrimination*, § 10-IV F.2.h, EEOC Compliance Manual, Volume II (BNA) (2000).

[58] Employers may think that they are behaving considerately when they act on stereotypes that they believe correspond to characteristics that women should have, such as the belief that working mothers with young children should avoid extensive travel. *See KATHLEEN FUEGEN ET AL., Mothers and Fathers in the Workplace: How Gender and Parental Status Influence Judgments of Job-Related Competence*, 60 J. SOC. ISSUES 737, 751 (2004); Williams & Segal, supra note 23, at 95.

[59] *Lust*, 383 F.3d 580 (upholding jury's finding that employee was denied promotion based on sex where supervisor did not consider plaintiff for a promotion that would have required relocation to Chicago because she had children and he assumed that she would not want to move, even though she had never told him that and, in fact, had told him repeatedly that she was interested in a promotion despite the fact that there was no indication that a position would be available soon at her own office in Madison).

[60] *Cf. International Union, United Auto., Aerospace & Agric. Implement Workers of Am. v. Johnson Controls*, 499 U.S. 187, 199-200 (1991) (in rejecting employer policy that excluded fertile women from positions that would expose them to fetal hazards, the Court stated that the "beneficence of an employer's purpose does not undermine the conclusion that an explicit gender-based policy is sex discrimination").

[61] *See Lettieri v. Equant Inc.*, 478 F.3d 640 (4th Cir. 2007) (evidence was sufficient for finder of fact to conclude that the plaintiff was denied a promotion because of discriminatory belief that women with children should not live away from home during the work week).

[62] *See Thomas v. Eastman Kodak Co.*, 183 F.3d 38, 42, 59-61 (1st Cir. 1999) ("concept of 'stereotyping' includes not only simple beliefs such as 'women are not aggressive' but also a host of more subtle cognitive phenomena which can skew perceptions and judgments").

[63] See Amy J.C. Cuddy et al., *When Professionals Become Mothers, Warmth Doesn't Cut the Ice*, 60 J. SOC. ISSUES 701, 711 (2004) ("Not only are [working mothers] viewed as less competent and less worthy of training than their childless female counterparts, they are also viewed as less competent than they were before they had children. Merely adding a child caused people to view the woman as lower on traits such as capable and skillful, and decreased people's interest in training, hiring, and promoting her.").

[64] *See Back*, 365 F.3d at 115 (employer told employee that it was "not possible for [her] to be a good mother and have this job"); *Trezza v. Hartford, Inc.*, No. 98 CIV. 2205 (MBM), 1998 WL 912101, at *2 (S.D.N.Y. Dec. 30, 1998) (employer remarked to employee that, in attempting to balance career and motherhood, "I don't see how you can do either job well"); see also Cecilia L. Ridgeway & Shelley J. Correll, *Motherhood as a Status Characteristic*, 60 J. SOC. ISSUES 683, 690 (2004) (noting that while mothers are expected always to be "on call for their children," a worker is expected to be "unencumbered by competing demands and be always there for his or her employer").

[65] *See, e.g.*, Nicole Buonocore Porter, *Re-defining Superwoman: An Essay on Overcoming the "Maternal Wall" in the Legal Workplace*, 13 DUKE J. GENDER L. & POL'Y 55, 61-62 (Spring 2006).

[66] *See infra* § II.C.

[67] *See supra* § II.A.1.

[68] For information on protections under the Family and Medical Leave Act, see Compliance Assistance – Family and Medical Leave Act, http://www.dol.gov/esa/whd/fmla/.

[69] *International Union, United Auto., Aerospace & Agric. Implement Workers of Am. v. Johnson Controls*, 499 U.S. 187, 204 (1991).

[70] Title VII defines the terms "because of sex" or "on the basis of sex" as including "because of or on the basis of pregnancy, childbirth, or related medical conditions" and provides that "women affected by pregnancy, childbirth, or related medical conditions shall be treated the same for all employment-related purposes . . . as other persons not so affected but similar in their ability or inability to work." 42 U.S.C. § 2000e(k).

[71] Some employers' improper pregnancy-related "inquiries" have even included pregnancy testing. *See, e.g., Justice Department Settles Pregnancy Discrimination Charges Against D.C. Fire Department*, U.S. FED. NEWS, Sept. 8, 2005, 2005 WLNR 14256220 (reporting on settlement between DOJ and District of Columbia regarding complaint that employment offers as emergency medical technicians were contingent on negative pregnancy test result and that technicians who became pregnant during first year of employment were threatened with termination).

[72] *See* EEOC Enforcement Guidance: *Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act*, Question 2 (2000), http://www.eeoc.gov/policy/docs/guidance-inquiries.html ("A 'medical examination' is a procedure or test that seeks information about an individual's physical or mental impairments or health.") (emphasis added). For information on the ADA's specific restrictions on the use of medical examinations, see 29 C.F.R. §§ 1630.13, .14 & Appendix to Part 1630.

[73] 29 C.F.R. Part 1604 Appendix, Question 5 (1978).

[74] *Cf. Troy v. Bay State Computer Group, Inc.*, 141 F.3d 378 (1st Cir. 1998).

[75] This document supersedes EEOC's *Policy Guidance on Parental Leave* (Aug. 27, 1990).

[76] *Hibbs*, 538 U.S. at 736.

[77] See Williams & Segal, *supra* note 23, at 101-02 (discussing stereotypes of men who take active role in childcare).

[78] For information on protections under the Family and Medical Leave Act, see Compliance Assistance – Family and Medical Leave Act, http://www.dol.gov/esa/whd/fmla/.

[79] *See California Fed. Sav. & Loan Ass'n v. Guerra*, 472 U.S. 272, 290 (1987) (upholding state pregnancy disability-leave statute requiring employers to provide leave for the period of time that a woman is physically disabled by pregnancy, childbirth, and related medical conditions).

[80] This period includes the postpartum period that a woman remains incapacitated as a result of having given birth. *See generally*

Pat McGovern et al., *Postpartum Health of Employed Mothers 5 Weeks After Childbirth*, ANNALS OF FAMILY MEDICINE, Mar. 2006, at 159, *available at* http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=1467019.

[81] *See* EEOC Compliance Manual: Race Discrimination, Volume II, § 15-IV, C, "Intersectional Discrimination" (2006), http://www.eeoc.gov/policy/docs/race-color.html#IVC.

[82] 42 U.S.C. § 12112(b)(4). Section 501 of the Rehabilitation Act provides the same protection to federal workers. 29 U.S.C. § 791 (g) (incorporating ADA standards).

[83] *Abdel-Khalke v. Ernst & Young*, LLP, No. 97 CIV 4514 JGK, 1999 WL 190790 (S.D.N.Y. Apr. 7, 1999) (issues of fact regarding whether employer refused to hire applicant because of concern that she would take time off to care for her child with a disability).

[84] 29 U.S.C. § 1630.8 (ADA makes it unlawful for employer to "deny equal jobs or benefits to, or *otherwise discriminate against*," a worker based on his or her association with an individual with a disability) (emphasis added).

[85] 29 C.F.R. § 1604.11 (Sexual Harassment Guidelines); *EEOC Policy Guidance on Current Issues of Sexual Harassment* (Mar. 19, 1990) (sex-based harassment – harassment not involving sexual activity or language – may give rise to Title VII liability if it is "sufficiently patterned or pervasive"), http://www.eeoc.gov/policy/docs/currentissues.html.

[86] This example is based on *Walsh v. National Computer Systems, Inc.*, 332 F.3d 1150 (8th Cir. 2003) (upholding jury verdict that the plaintiff was subjected to a hostile work environment in violation of Title VII when she was harassed because she had been pregnant, taken pregnancy-related leave, and might become pregnant again).

[87] *E.g., Gallina v. Mintz, Levin, Cohn, Ferris, Glosky & Popeo, P.C.*, Nos. 03-1883, 03-1947, 2005 WL 240390 (4th Cir. Feb. 2, 2005) (unpublished) (plaintiff presented sufficient evidence for reasonable jury to conclude that she was denied a pay raise and terminated for complaining about harassment and other adverse conduct that began after the acting manager learned that the plaintiff had a small child).

[88] *See Burlington N. & Santa Fe Ry. Co. v. White*, 126 S. Ct. 2405, 2415 (2006) ("plaintiff must show that a reasonable employee would have found the challenged action materially adverse, 'which in this context means it well might have "dissuaded a reasonable worker from making or supporting a charge of discrimination"'") (citations omitted).

[89] *Id.*

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The U.S. Equal Employment Opportunity Commission

Questions and Answers about EEOC's Enforcement Guidance on *Unlawful Disparate Treatment of Workers with Caregiving Responsibilities*

The U.S. Equal Employment Opportunity Commission (EEOC) has issued a new Enforcement Guidance on Unlawful Disparate Treatment of Workers with Caregiving Responsibilities. This document illustrates circumstances under which discrimination against a working parent or other caregiver constitutes unlawful disparate treatment under the federal EEO statutes.

Q: Why is the EEOC issuing this document?

A: Changing workplace demographics, including women's increased participation in the labor force, have created the potential for greater discrimination against working parents and others with caregiving responsibilities. The new guidance is intended to assist employers, employees, and Commission staff in determining whether discrimination against persons with caregiving responsibilities constitutes unlawful disparate treatment under federal EEO law.

Q: Are caregivers a protected group under the federal EEO statutes?

A: No. The federal EEO statutes do not prohibit discrimination based solely on parental or other caregiver status. Under the federal EEO laws, discrimination must be based on a protected characteristic such as sex or race. However, some state or local laws may provide broader protections for caregivers. A particular caregiver also may have certain rights under other federal laws, including the Family and Medical Leave Act.

Q: When does discrimination against a worker with caregiving responsibilities constitute unlawful disparate treatment?

A: Unlawful disparate treatment arises where a worker with caregiving responsibilities is subjected to discrimination based on a protected characteristic under federal EEO law. Generally, this means that, under Title VII of the Civil Rights Act of 1964, unlawful disparate treatment arises where a caregiver is subjected to discrimination based on sex and/or race.

Unlawful disparate treatment of a caregiver also can arise under the Americans with Disabilities Act of 1990 where an employer discriminates against a worker based on his or her association with an individual with a disability.

Q: What are some common circumstances under which discrimination against a worker with

caregiving responsibilities might constitute unlawful disparate treatment under federal EEO law?

A: The new enforcement guidance illustrates various circumstances under which discrimination against a caregiver might violate federal EEO law. Examples include:

- Treating male caregivers more favorably than female caregivers: Denying women with young children an employment opportunity that is available to men with young children.
- Sex-based stereotyping of working women:
  - Reassigning a woman to less desirable projects based on the assumption that, as a new mother, she will be less committed to her job.
  - Reducing a female employee's workload after she assumes full-time care of her niece and nephew based on the assumption that, as a female caregiver, she will not want to work overtime.
- Subjective decisionmaking: Lowering subjective evaluations of a female employee's work performance after she becomes the primary caregiver of her grandchildren, despite the absence of an actual decline in work performance.
- Assumptions about pregnant workers: Limiting a pregnant worker's job duties based on pregnancy-related stereotypes.
- Discrimination against working fathers: Denying a male caregiver leave to care for an infant under circumstances where such leave would be granted to a female caregiver.
- Discrimination against women of color: Reassigning a Latina worker to a lower-paying position after she becomes pregnant.
- Stereotyping based on association with an individual with a disability: Refusing to hire a worker who is a single parent of a child with a disability based on the assumption that caregiving responsibilities will make the worker unreliable.
- Hostile work environment affecting caregivers:
  - Subjecting a female worker to severe or pervasive harassment because she is a mother with young children.
  - Subjecting a female worker to severe or pervasive harassment because she is pregnant or has taken maternity leave.
  - Subjecting a worker to severe or pervasive harassment because his wife has a disability.

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The U.S. Equal Employment Opportunity Commission

Final Revisions of the Employer Information Report (EEO-1)

On November 16, 2005, the Commission met and approved a revised EEO-1 report. Following a 30-day period for public comment, the Office of Management and Budget (OMB) approved the revised EEO-1. Employers must begin to use the revised survey for the reporting period beginning September 30, 2007.

- Questions and Answers: Revisions to the EEO-1 Report
- Questions and Answers: Implementation of Revised Race and Ethnic Categories
  - Federal Register Notice, November 28, 2005:
    HTML Version | PDF Version
  - Final EEO-1 Form, beginning 2007, Section D (All revisions to the EEO-1 survey form are in 'Section D- Employment Data' only. Sections A, B, C, E, F, and G remain unchanged.): PDF (Preferred) | HTML
  - Instruction Booklet for the EEO-1 Survey Report beginning in 2007: PDF (Preferred) | HTML
  - Job Classification Guide for the EEO-1 Survey Report beginning in 2007: PDF | HTML

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Information for Small Businesses

While the information on this page applies to all employers, it has been specifically designed for small businesses which may not have a human resources department or a specialized EEO staff. We realize that the information provided here may not answer all of the questions you may have. This section of the website is not intended to answer all of the sophisticated legal issues that can arise in employment discrimination cases. What we do hope is that this page will help you answer some of the most common questions that employers encounter. Most importantly, we hope to make it easier for you to comply with the anti-discrimination laws and help you in your dealings with the EEOC.

- An Overview of EEOC and Small Businesses
- A Charge Has Not Been Filed Against My Company. Do I Need To Keep Records or File Reports With the EEOC?
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The U.S. Equal Employment Opportunity Commission

EEOC Investigations - What An Employer Should Know

What is EEOC?

1. The Equal Employment Opportunity Commission is an independent federal agency created by Congress in 1964 to eradicate discrimination in employment. The various statutes enforced by the Commission prohibit employment discrimination on the basis of race, color, sex, national origin, religion, retaliation, age and disability.
2. EEOC has authority to receive, initiate and investigate charges of discrimination filed against employers who have a statutory minimum number of employees.
3. EEOC's role in an investigation is to fairly and accurately evaluate the charge allegations in light of all the evidence obtained.

What happens when a charge has been filed against me?

1. You will always be notified that a charge of discrimination has been filed and you will be provided with the name and contact information for the investigator assigned to your case. A charge does not constitute a finding that your company engaged in discrimination. The EEOC has a responsibility to investigate and determine whether there is a reasonable cause to believe discrimination occurred.
2. In many cases, you may opt to resolve a charge early in the process through mediation or settlement. At the start of an investigation, EEOC will advise you if your charge is eligible for mediation, but feel free to ask the investigator about the settlement option. **Mediation and settlement are voluntary resolutions.**
3. During the investigation, you and the Charging Party will be asked to provide information. Your investigator will evaluate the information submitted to determine whether unlawful discrimination has taken place. You may be asked to:
    - submit a **statement of position**. This is your opportunity to tell your side of the story and you should take advantage of it.
    - respond to a **Request for Information** (RFI). The RFI may ask you to submit copies of personnel policies, Charging Party's personnel files, the personnel files of other individuals and other relevant information.
    - permit an **on-site visit**. While you may view such a visit as being disruptive to your operations, our experience has been that such visits greatly expedite the fact- finding process and may help achieve quicker resolutions. In some cases, an on- site visit may be an alternative to a RFI if requested documents are made available for viewing or photocopying.
    - provide contact information for or have employees available for **witness interviews**.

You may be present during interviews with management personnel, but an investigator is allowed to conduct interviews of non-management level employees without your presence or permission.

4. If the charge was not dismissed by the EEOC when it was received, that means there was some basis for proceeding with further investigation. There are many cases where it is unclear whether discrimination may have occurred and an investigation is necessary. You are encouraged to present any facts that you believe show the allegations are incorrect or do not amount to a violation of the law. An employer's input and cooperation will assist EEOC in promptly and thoroughly investigating a charge.
    - Work with the investigator to identify the most efficient and least burdensome way to gather relevant evidence.
    - You should submit a prompt response to the EEOC and provide the information requested, even if you believe the charge is frivolous.
        - *If there are extenuating circumstances preventing a timely response from you, contact your investigator to work out a new due date for the information.*
    - Provide complete and accurate information in response to requests from your investigator.
    - The average time it takes to process an EEOC investigation is about 182 days.
        - *Our experience shows that undue delay in responding to requests for information extends the time it takes to complete an investigation.*
    - If you have concerns regarding the scope of the information being sought, advise the investigator. Although EEOC is entitled to all information relevant to the allegations contained in the charge, and has the authority to subpoena such information, in some instances, the information request may be modified.
    - Keep relevant documents. If you are unsure whether a document is needed, ask your investigator. By law, you are required to keep certain documents for a set period of time.
5. Your investigator will:
    - be available to answer most questions you have about the process.
    - keep you informed about the charge process, including the rights and responsibilities of the parties at the conclusion of the investigation.
    - conduct an appropriate, thorough and timely investigation.
    - allow you to respond to the allegations.
    - inform you of the outcome of the investigation.
6. Once the investigator has completed the investigation, EEOC will make a determination on the merits of the charge.
    - If EEOC determines that there is no reasonable cause to believe that discrimination occurred, the charging party will be issued a letter called a **Dismissal and Notice of Rights** that tells the charging party s/he has the right to file a lawsuit in federal court within 90 days from the date of receipt of the letter. The employer will also receive a copy of this document.
    - If EEOC determines there is reasonable cause to believe discrimination has occurred,

both parties will be issued a **Letter of Determination** stating that there is reason to believe that discrimination occurred and inviting the parties to join the agency in seeking to resolve the charge, through an informal process known as **conciliation**.

- Where conciliation fails, EEOC has the authority to enforce violations of its statutes by filing a lawsuit in federal court. If the EEOC decides not to litigate, the charging party will receive a **Notice of Right to Sue** and may file a lawsuit in federal court within 90 days.

How does a charge get resolved?

EEOC offers employers many opportunities to resolve charges of discrimination. Successfully resolving the case through one of these voluntary processes may save you time, effort and money. Methods of resolution include:

- mediation
- settlement
- conciliation

Mediation

EEOC has greatly expanded it's mediation program. The program is free, quick, voluntary and confidential. If mediation is successful, there is no investigation.

If the charge filed against your company is eligible for mediation, you will be invited to take part in the mediation process. If mediation is unsuccessful, the charge is referred for investigation.

Advantages of Mediation

1. EEOC's mediation program is **free**.
2. Mediation is **efficient**. The process is initiated before an investigation begins and most mediations are completed in one session, which usually lasts for one to five hours.
3. The average processing time for mediation is **84 days**.
4. The mediation program is completely **voluntary**.
5. Successful mediation results in the **closure of the charge** filed with EEOC. If mediation is unsuccessful, the charge is referred for investigation.
6. Mediators are **neutral** third parties who have no interest in the outcome of the mediation.
7. Mediation is a **confidential** process. The sessions are not tape-recorded or transcribed. Mediator notes taken during the mediation are discarded. Information learned during the mediation can not be used during an EEOC investigation if the mediation is unsuccessful.
8. Mediation is an **informal** process. The goal of mediation is not fact finding. The purpose is to discuss the charge and reach an agreement that is satisfactory to all parties.
9. Settlement agreements secured during mediation **are not admissions by the employer** of

any violation of laws enforced by the EEOC.

10. Mediation **avoids lengthy and unnecessary litigation**.
11. Settlement agreements secured during mediation are **enforceable**.
12. The overwhelming majority of employers and charging parties participating in EEOC mediation program are **satisfied with the process and would use it again**.
13. Mediation can help the parties understand **why the employment relationship broke down**.
14. Mediation can help the parties identify ways to **repair an ongoing relationship**.

To learn more about EEOC's mediation program, and how to participate in it, visit the mediation section of the website.

Settlement

Charges of discrimination may be settled at any time during the investigation. EEOC investigators are experienced in working with the parties to reach satisfactory settlements. You should contact the investigator if you are interested in resolving your charge through settlement.

Advantages of Settlement

1. **Voluntary** settlement efforts can be pursued at any time during the investigation, but settling a charge early may save you the time and effort associated with investigations.
2. Settlement is an **informal** process. The goal of settlement is to reach an agreement that is satisfactory to all parties.
3. There is no **admission of liability**.
4. If the parties, including EEOC, reach a voluntary agreement, the charge will be **dismissed**.
5. Settlement agreements are **enforceable**.
6. Settlement **avoids lengthy and unnecessary litigation**.

Conciliation

EEOC is statutorily required to attempt to resolve findings of discrimination through "informal methods of conference, conciliation, and persuasion." See 42 U.S.C. 2000e-5. After the parties have been informed by letter that the evidence gathered during the investigation establishes that there is "reasonable cause" to believe that discrimination has occurred, the parties will be invited to participate in conciliation discussions. During conciliation, your investigator will work with you and the Charging Party to develop an appropriate remedy for the discrimination. We encourage you to take advantage of this final opportunity to resolve the charge prior to EEOC considering the matter for litigation.

Advantages of Conciliation

1. Conciliation is a **voluntary** process.

2. Conciliation discussions are negotiations and **counter-offers may be presented**.
3. Conciliation offers the parties a final **opportunity to resolve the charge informally** - - after an investigation has been conducted, but before a litigation decision has been reached.
4. Conciliation agreements **remove the uncertainty, cost and animosity surrounding litigation**.

How else can EEOC assist me?

EEOC's outreach, education, and technical assistance efforts are vital components of our mission to eradicate employment discrimination. Our outreach program is designed to encourage voluntary compliance with the anti-discrimination laws and to assist employers, employees and stakeholder groups to understand and prevent discrimination. Take advantage of our expertise in the area of employment discrimination.

- Many of our technical assistance materials are available free of charge. Copies of the laws enforced by EEOC as well as EEOC regulations are available on our website. The website also offers many of our enforcement and policy guidances and other materials that you may find helpful. Pamphlets and brochures about EEOC and the laws it enforces can also be obtained by completing the publications request form on the website or by calling 1-800-669-3362 (voice), 1-800-800-3302 (TTY) or 1-513-489-8692 (Fax).
- We offer no-cost outreach and educational programs which make EEOC staff available for presentations and participation in meetings with employees, employers, community organizations and other members of the general public.
- We also offer fee-based training and technical assistance programs throughout the country.

For more information on how we can assist you, visit the Outreach and Training section of the website.

Statutory Minimums

Title VII of the Civil Rights Act of 1964 applies to employers with fifteen (15) or more employees.

The Age Discrimination in Employment Act of 1967 (ADEA) applies to employers with twenty (20) or more employees.

Title I of the Americans with Disabilities Act of 1990 (ADA) applies to employers with fifteen (15) or more employees.

The Equal Pay Act of 1963 (EPA) applies to most employers with one or more employees.

This page was last modified on March 3, 2003.

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EEO Surveys

The EEOC collects workforce data from employers with more than 100 employees (lower thresholds apply to federal contractors). Employers meeting the reporting thresholds have a legal obligation to provide the data; it is not voluntary. The data is collected using the reports below and is used for a variety of purposes including enforcement, self-assessment by employers, and research. Each of the reports collects data about gender and race/ethnicity by some type of job grouping. This information is shared with other authorized federal agencies in order to avoid duplicate collection of data and reduce the burden placed on employers. Although the data is confidential, aggregated data is available to the public.

In 2007, the EEO-1 report was modified. The major changes involved dividing the job category of "Officials and Managers" into two levels. Revised race/ethnic categories were also implemented. The EEOC plans to update the other reports to use the same race and ethnic categories as the new EEO-1 but, before doing so, will give respondents a full reporting cycle to change their recordkeeping.

EEO-1 Report

The 2007 filing deadline is September 30, 2007.

The EEO-1 Report, otherwise known as **The Employer Information Report**, is submitted to the EEOC and the Department of Labor's Office of Federal Contract Compliance Programs. The filing deadline for the 2007 EEO-1 Survey is **September 30, 2007**.

- Revised survey information for the reporting period beginning September 30, 2007

EEO-3 Report

The 2008 Survey will begin mailing October 15, 2008 and will be due December 31, 2008.

The EEO-3 Report, formally known as the **Local Union Report**, is a biennial survey conducted every other year in the even calendar years. ***The filing deadline will be December 31, 2008***.

EEO-4 Report

The 2007 filing deadline is September 30, 2007.

The EEO-4 Report, formally known as the State and Local Government Report, is collected in odd-numbered years from State and Local governments. If you have questions about this survey, or to be placed on a mailing list you may email eeo4.survey@eeoc.gov or send a fax to (202) 663-7130.

- State and Local Government Information (EEO-4) Instruction Booklet

EEO-5 Report

The 2008 survey will begin with the mailout in July 2008 and will be due September 30, 2008.

The EEO-5 Report, formally known as the **Elementary-Secondary Staff Information Report**, is a joint requirement of the EEOC, and the Office for Civil Rights (OCR) and the National Center for Education Statistics (NCES) of the Department of Education. It is conducted biennially, in the even numbered years, and covers all public elementary and secondary school districts with 100 or more employees in the United States.

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EEOC visits CAPTEC

EEOC Chair/staff visit the DOD's Computer / Electronic Accommodations Program (CAP). EEOC was recognized with a CAP Achievement Award.

Highlights and Happenings

ADR Report: ADR in the Federal Sector EEO Process for FY 2006

Annual Report on the Federal Work Force: Fiscal Year 2006

Model EEO Programs Must Have An Effective Anti-Harassment Program

Practical Advice For Drafting And Implementing Reasonable Accommodation Procedures Under Executive Order 13164 (July, 2005)

Instructions to Federal Agencies for EEO Management Directive 715

Interim Final Rule on Posting Requirements in Federal Sector Equal Employment Opportunity (No FEAR)

The Digest of Equal Employment Opportunity Law

Federal Sector and Employees

- How EEOC Coordinates Equal Employment Opportunity in the Federal Workplace
- Information for Federal Employees and Applicants
- Information for Federal Agencies
- Management Directive 715

- EEOC Form 462 Data Collection Resources
- Federal Sector Alternative Dispute Resolution
- Federal Sector Training
- Federal Sector Appellate Decisions (Including *The Digest of EEO Law*)
- Reference and Research
- Related Web Sites

The U.S. Equal Employment Opportunity Commission

EEOC Coordination of Federal Government Equal Employment Opportunity in the Workplace

Federal laws concerning workplace discrimination are enforced by different Federal agencies. Unless the government speaks with one voice on matters of employment nondiscrimination, workers may be confused as to what rights they have and how to protect them and employers may be uncertain of their obligations and how to voluntarily comply with their legal duties.

The EEOC is responsible for coordinating the Federal government's employment non-discrimination effort. The EEOC is required to review regulations and other EEO policy-related documents before they are issued to ensure consistency in the Federal government's effort to combat workplace discrimination.

EEOC Chair, Cari M. Dominguez, on the importance of coordination:

> *"Coordinating efforts across federal agencies is key to reaching the shared goal of ensuring a bias-free workplace. It is essential that the Federal government present a clear and uniform message that will prevent employment discrimination and promote greater compliance with federal EEO mandates."*

Under Executive Order 12067, EEOC has responsibility for enforcing all Federal EEO laws and the duty to coordinate and lead the Federal government's effort to eradicate workplace discrimination.

How EEOC Leads and Coordinates
Implementing Executive Order 12067 and other EEOC actions

Memoranda of Understanding
Coordinating EEO Enforcement where EEOC and other Federal Agencies have overlapping EEO responsibilities

How Other Agencies Address Civil Rights Issues

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The U.S. Equal Employment Opportunity Commission

Information for Federal Employees

How Does the Federal Sector EEO Process Work?

- Facts about Federal Sector Equal Employment Opportunity Complaint Processing
- Frequently Asked Questions About The Federal Sector Hearing Process
- Facts About Federal Sector Alternative Dispute Resolution

Have I Been Discriminated Against?

- Federal Equal Employment Opportunity Laws
- Discriminatory Practices

Where Can I Find Federal Sector Appellate Decisions and Other Legal Resources?

- Federal Sector Appellate Decisions (Including the *Digest of EEO Law*)
- Reference and Research

This page was last modified on August 23, 2005.

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The U.S. Equal Employment Opportunity Commission

MANAGEMENT DIRECTIVE 715

MD 715, which reflects recent and significant changes in the law, including recent Supreme Court decisions, supersedes earlier EEOC Management Directives and related interpretative memoranda on this subject and provides new guidance on the elements of legally compliant Title VII and Rehabilitation Act programs. This Directive requires agencies to take appropriate steps to ensure that all employment decisions are free from discrimination. It also sets forth the standards by which EEOC will review the sufficiency of agency Title VII and Rehabilitation Act programs, which include periodic agency self-assessments and the removal of barriers to free and open workplace competition.

The EEOC will also supplement this Directive on an as-needed basis through the issuance of additional guidance and technical assistance. Questions concerning this Directive should be directed to EEOC's Office of Federal Operations.

- Management Directive 715
- Frequently Asked Questions about Management Directive 715
- Instructions to Federal Agencies for EEO Management Directive 715
  - EEOC Federal Sector Occupation Cross-Classification Table by OPM Occupation Code (HTML)
  - EEOC Federal Sector Occupation Cross-Classification Table by OPM Occupation Code (PDF)
- Department or Agency List with Second Level Reporting Components

Agencies may use the Census 2000 EEO Data Tool to compare their major occupations to the availability data provided by Census's Data Tool.

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The U.S. Equal Employment Opportunity Commission

462 Data Collection Resources

The Office of Federal Operations (OFO) produces an Annual Report on the Federal Workforce that includes, among other data, information on federal equal employment opportunity complaints and ADR activities. This data is collected from each agency in the Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462). Federal agency administrators input data into the form provided on the EEOC Form 462 website which is not accessible to the general public but only to authorized federal agency administrators. OFO also produces an Instruction Manual which provides detailed information pertaining to the form which aids in understanding the data that must be submitted (rather than entered). Questions concerning the EEOC Form 462 report or Instruction Manual may be sent to the email address form462.form462@eeoc.gov.

- EEOC Form 462 Instruction Manual (PDF)
- EEOC Form 462 Instruction Manual (HTML)
- EEOC Form 462 - Sample (PDF)
- EEOC Form 462 - Sample (HTML)

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The U.S. Equal Employment Opportunity Commission

Information for Federal Agencies

Agency Responsibilities Under Federal EEO Law

- Model EEO Programs Must Have An Effective Anti-Harassment Program
- Q&A: Policy Guidance on Executive Order 13145 Prohibiting Discrimination in Federal Employment Based on Genetic Information
- Q&A: Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation

Legal Resources

- Reference & Research

Federal Sector EEO Data

- Annual Report on the Federal Work Force Fiscal Year 2006
- Annual Report on the Federal Work Force Fiscal Year 2005
- Annual Report on the Federal Work Force Fiscal Year 2004
- Annual Report on the Federal Work Force Fiscal Year 2003

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Featured Items

- ADR Report: ADR in the Federal Sector EEO Process for FY 2006
- ADR Report: ADR in the Federal Sector EEO Process for FY 2005
- ADR Report: Part II - Best Practices in Alternative Dispute Resolution FY 2003-FY 2004
- ADR Report: Part I - ADR in the Federal Sector EEO Process FY 2003-FY 2004
- Federal Agency ADR Data Tables & Agency ADR Profiles
- MD 715 - Section that encourages participation by managers
- **RESOLVE**
  EEOC's *Internal* Mediation Program

Federal ADR Information

Facts about ADR

Q&A

ADR Program Development Guidance

- Types of ADR
- ADR Program Development
- Sample Forms
- Accessibility Issues/Reasonable Accommodation

Resources

- Statutes and Regulations
- EEOC Reports
- ADR Case Law
- Sources for Neutrals
- Ethics and Confidentiality
- Training
- ADR Links

Pilot Programs

- Federal Sector Mediation Services (FSMS) Pilot Program
- Federal Appellate Settlement Team (FAST) Pilot Program

Contact Us

Federal Sector
Alternative Dispute Resolution

ADR is a process in which a third party neutral assists the disputants in reaching an amicable resolution through the use of various techniques. ADR describes a variety of approaches to resolve conflict which avoid the cost, delay, and unpredictability of the traditional adjudicatory processes while at the same time improving workplace communication and morale.

In 1990, the Administrative Dispute Resolution Act (ADRA) required each federal agency to adopt a policy on ADR use. In 1996, ADRA was reenacted as the Administrative Dispute Resolution Act of 1996 (ADR Act). In 2000, the Equal Employment Opportunity Commission (EEOC) required all federal agencies to establish or make available an ADR program during the pre-complaint and formal complaint stages of the EEO process. Additionally, EEOCs regulation, 29 C.F.R. § 1614.603, requires agencies to make reasonable efforts to voluntarily settle EEO discrimination complaints as early as possible in, and throughout, the administrative process.

This information is designed to help federal employees and applicants better understand ADR as it is used to resolve discrimination complaints. In addition to basic information on ADR, links are provided to many other federal government programs and private organizations using a variety of ADR techniques to resolve workplace disputes.

Please note: Information about private sector mediation is also available on this site.

EEOC Training Institute
...Learn from the Experts

Federal Programs

The EEOC Training Institute offers a variety of training programs geared specifically for federal employees. Our training is ideal for federal supervisors and employees, EEO counselors and investigators, agency representatives and attorneys, and anyone else interested in EEO issues and practices affecting the federal workplace.

CONTACT US

ABOUT EEOC AND THE TRAINING INSTITUTE

FEDERAL COURSE SCHEDULE

FEDERAL EEO INTENSIVE WORKSHOP REGISTRATION

SEMINAR SCHEDULE
Technical Assistance Program Seminars

Federal Courses

Our standardized courses were developed for EEO professionals such as counselors and investigators, as well as managers and supervisors. Review the course descriptions and agendas to determine if one of them could satisfy your needs. Fax in your **Course Registration Form**, register online, or let us deliver these courses to you on-site.

On-Site Training for Federal Agencies

All of our standardized courses can be delivered on-site or we can design a course to meet your needs.

EXCEL Conference

Examining Conflicts in Employment Law (EXCEL) is the premier training conference for Federal managers, supervisors and EEO practitioners. This conference, features top-level officials from the U.S. Equal Employment Opportunity Commission (EEOC), other federal agencies and nationally known EEO professionals. The 2008 EXCEL Conference will be held in Chicago on August 18-21, 2007.

Federal EEO Intensive Workshop Series

This successful series will continue, featuring topics designed to meet the organizational and operational needs, challenges and concerns of federal EEO practitioners and specialists. Register now for workshops on November 14 and December 5th.

Northeast Federal EEO Seminar

New for 2007. This 2 1/2 day regional federal seminar will be held in Atlantic City, New Jersey on October 29-31, 2007. It will feature presentations from the Administrative Judges of the New York, Philadelphia, Cleveland, and Baltimore EEOC offices and representatives of the MSPB and the Deapartment of Justice.

Technical Assistance Program Seminars

Federal employees can benefit from attendance at these one and two day seminars which feature presentations on substantive EEO law updates and issues.

The U.S. Equal Employment Opportunity Commission

Federal Sector Appellate Decisions

- *The Digest of Equal Employment Opportunity Law*
- Federal Sector Appellate Decisions

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Reference & Research

Federal Sector-Specific Guidance

- Facts about Federal Sector Equal Employment Opportunity Complaint Processing
- Regulations concerning Federal Sector Equal Employment Opportunity: 29 CFR Part 1614
- Management Directive 715 EEO Reporting Requirements for Federal Agencies
    - Frequently Asked Questions about Management Directive 715
    - Instructions to Federal Agencies for EEO Management Directive 715
- Management Directive 110, Federal Sector Complaint Processing Manual
    - Management Bulletin 100-1
- Model EEO Programs Must Have An Effective Anti-Harassment Program
- Administrative Judges' Handbook
- Q&A: EEOC Policy Guidance on Executive Order 13145 Prohibiting Discrimination in Federal Employment Based on Genetic Information
- Practical Advice For Drafting And Implementing Reasonable Accommodation Procedures Under Executive Order 13164
- Q&A: Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation
- Federal Sector Appellate Decisions (Including *The Digest of EEO Law*)

Other Laws, Regulations, and Policy Guidance

Federal Sector Reports

- Annual Report on the Federal Work Force Fiscal Year 2006
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  Federal Sector EEO Data
- Annual Report on the Federal Work Force Fiscal Year 2005
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- ADR Report: ADR in the Federal Sector EEO Process for FY 2006
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- ADR Report: Part II - Best Practices in Alternative Dispute Resolution FY 2003-FY 2004
- ADR Report: Part I - ADR in the Federal Sector EEO Process FY 2003-FY 2004
- Annual Report on the Federal Work Force Fiscal Year 2004
  Federal Sector EEO Data
- Annual Report on the Federal Work Force Fiscal Year 2003
  Federal Sector EEO Data
- Federal Sector Investigations - Time and Cost (06/04)
  Analysis of costs and timeframes associated with investigations
- Attaining a Model Agency Program: Efficiency
  Efficiency in pre-complaint and complaint processing programs

OPM produces two reports that also review and analyze EEO data

- Federal Equal Opportunity Recruitment Program Reports
- Hispanic Employment Program Statistical Reports

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- Initiatives:
  - E-RACE
  - Freedom to Compete
  - LEAD
  - New Freedom
  - Youth@Work
- Annual Reports
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The U.S. Equal Employment Opportunity Commission

The Commission

The Commissioners and the General Counsel

EEOC has five commissioners and a General Counsel appointed by the President and confirmed by the Senate. Commissioners are appointed for five-year, staggered terms. The term of the General Counsel is four years. The President designates a Chair and a Vice Chair. The Chair is the chief executive officer of the Commission. The five-member Commission makes equal employment opportunity policy and approves most litigation. The General Counsel is responsible for conducting EEOC enforcement litigation under Title VII of the Civil Rights Act of 1964 (Title VII), the Equal Pay Act (EPA), the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA).

The Commissioners

- Naomi C. Earp, Chair
- Leslie E. Silverman, Vice Chair
- Stuart J. Ishimaru, Commissioner
- Christine M. Griffin, Commissioner

The General Counsel

- Ronald Cooper

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Commission Meetings

In accordance with the Government in the Sunshine Act, meetings of the Commission are open to the public. However, all or part of a meeting may be closed for consideration of matters exempted under the Sunshine Act, such as recommendations for litigation, litigation strategy, administrative adjudication and other specified matters. Public observation does not include participation or disruptive conduct by observers. The Commission usually meets on the third Wednesday of the month, although meetings are sometimes scheduled for other times. Commission meeting agendas are normally announced in the Federal Register at least one week in advance of a meeting. You can also call 202-663-7100 to hear a recorded message with the latest information on Commission meetings. This information will also be available on this web site.

- Next Commission Meeting
- Meeting of May 23, 2007 on Achieving Work/Family Balance: Employer Best Practices for Workers with Caregiving Responsibilities
- Meeting of May 16, 2007 on Employment Testing and Screening
- Meeting of April 17, 2007, Perspectives on Work/Family Balance and the Federal Equal Employment Opportunity Laws
- Meeting of April 6, 2007 to consider 2007 Budget Allocations for the State and Local Program
- Meeting of February 28, 2007, to Launch E-Race Initiative
- Meeting of September 7, 2006, Washington D.C. on Federal Sector EEO Investigations
- Meeting of July 13, 2006 on Obligation of Funds for the EEOC National Contact Center - Option Years
- Meeting of June 28, 2006 on Federal Employment of People with Disabilities
- Meeting of April 19, 2006 on Race and Color Compliance Manual Chapter
- Meeting of April 4, 2006 to Consider Recommendations of EEOC's Systemic Task Force Report
- Meeting of February 15, 2006 to Consider FEPA Budget and Regulatory Agenda
- Meeting of January 18, 2006 to Modify the EEOC Order 120 - Boundaries of the Baltimore Field Office
- Meeting of November 16, 2005 to Address Operations in Wake of Hurricane Katrina, Revisions to EEO-1 Report
- Meeting of October 25, 2005 on Emergency Preparedness and Individuals with Disabilities: Is the Workplace Ready?
- Meeting of August 8, 2005 to Vote on Authorization of Funding for Contracts

- Meeting of July 18, 2005 to Vote on Authorization of Funding for Contracts
- Meeting of July 8, 2005 to Deliberate and Vote on Repositioning Plan
- Meeting of April 21, 2005 to Consider Obligation of Funds for Contracts
- Meeting of March 24, 2005 to Vote on Spring 2005 Regulatory Agenda
- Meeting of February 22, 2005 to Vote on Authorization of Funds
- Meeting of September 17, 2004 to Vote on Authorization of Funds for Pilot National Contact Center
- Meeting of April 22, 2004 on Proposed Final Rule - Retiree Health Benefits
- Meeting of December 2, 2003 on EEOC Mediation Program and the Workplace Benefits of Mediation
- Meeting of September 8, 2003 on Repositioning for New Realities: Securing EEOC's Continued Effectiveness
- Meeting of November 12, 2002 on Federal Sector EEO and Possible Reform
- Meeting of December 11, 2001 on Employment Discrimination in the Aftermath of September 11

Public Hearings

- Public Hearing of October 29, 2003 on Proposed Revised Employer Information Report (EEO-1)

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The U.S. Equal Employment Opportunity Commission

The E-RACE Initiative

(Eradicating Racism And Colorism from Employment)

The Equal Employment Opportunity Commission has championed equal opportunity in employment since its inception, shortly after the signing of Title VII of the Civil Rights Act of 1964. Although the Commission has been successful in its enforcement efforts, race and color discrimination continues to exist in the workplace. In an effort to identify and implement new strategies that will strengthen its enforcement of Title VII and advance the statutory right to a workplace free of race and color discrimination, EEOC is instituting the E-RACE Initiative.

E-RACE Objectives

The E-RACE Initiative is designed to improve EEOC's efforts to ensure workplaces are free of race and color discrimination. Specifically, the EEOC will identify issues, criteria and barriers that contribute to race and color discrimination, explore strategies to improve the administrative processing and the litigation of race and color discrimination claims, and enhance public awareness of race and color discrimination in employment.

Additionally, the Commission will combine the objectives of E-RACE with existing EEOC initiatives. For example, the Commission will integrate the goals of the Systemic Initiative by addressing race and color issues with class and systemic implications. It will incorporate the principles of the Youth@Work Initiative by combating disparate treatment of youth based on race and color. And, the Commission will complement the outreach and enforcement efforts of the LEAD Initiative by challenging exclusionary employment policies that adversely impact people of color who also have disabilities (in both the private and public sectors).

Finally, the Commission will strengthen partnerships with employee advocates and state and local human rights commissions and increase its outreach to human resource professionals and employer groups to address race and color discrimination in the workplace.

About E-RACE

E-RACE Home

Why do we need E-RACE?

Significant Race/Color Cases

Race/Color Resources

- Race/Color Discrimination
- Compliance Manual Section on Race and Color Discrimination

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The U.S. Equal Employment Opportunity Commission

Facts About the Freedom to Compete Initiative

See also: *The Freedom to Compete Award*

Ensuring America's workers the freedom to compete on a level playing field is the essence of the EEOC's mission. Shifting demographics and changing business environments have reshaped today's workplace, requiring the Commission to adopt strategies that are more responsive to current trends and complexities. The Freedom to Compete Initiative, launched by EEOC 2002, advances the EEOC's mission to prevent and eradicate employment discrimination. Freedom to Compete is designed to build a web of partnerships, liaisons, and alliances that will serve to educate America's workforce, deter potential discrimination and promote compliance and sound employment practices. It is an outreach, education, and coalition-building strategy designed to complement the agency's enforcement and litigation programs.

Since launching the initiative, the EEOC has:

- Engaged a cross-section of stakeholders in a dialogue about broadening the Commission's presence to proactively address 21st-century workplace needs.
- Established strategic alliances with new organizational partners, such as trade and professional groups.
- Created a series of TV Public Service Announcements in 2002 to coincide with the winter Olympics of that year. The PSAs featured key Olympic figures speaking on the EEOC's Freedom to Compete ideals and furnishing information on how to contact the Commission if viewers experience employment discrimination.
- Presented a series of Commissioner-moderated panel discussions called "Realities and Opportunities in the 21st Century Workplace" to explore, educate, and inform employers, employees, the general public and other interested parties about workplace/marketplace trends and challenges affecting specific segments of the nation's changing population. These forums, held between October, 2003 and May, 2004, featured a wide range of speakers and addressed topics related to:

    1. Hispanic American Perspectives *October 15, 2003*
    2. American Indian and Alaska Native Perspectives *November 12, 2003*
    3. African American Perspectives *February 19, 2004*
    4. Individuals with Disabilities Perspectives *March 3, 2004*
    5. Asian American and Pacific Islander Perspectives *May 26, 2004*

    Future forums may be held to discuss gender bias (issues pertaining to women, e.g., glass ceiling, EPA-related issues, etc.) and age (in the context of ADEA-related issues).

In addition, EEOC has expanded outreach activities with:

- A series of roundtable meetings with CEOs and other company representatives in cities across the country, promoting inclusion and Freedom to Compete principles at the highest levels.
- A series of columns in magazines, including *Diversity and The Bar* magazine.
- A regularly scheduled "cyberchat" with the Society for Human Resource Management (SHRM)

EEOC has also addressed some of the common themes and ideas that emerged from stakeholder discussions including:

- Developing strategic partnerships and alliances with stakeholders that can influence positive change in the workplace
- Issuing a series of Special Reports and demographic analyses of various industries, based on data from the EEO-1 survey, charge data, and/or other sources. Topics include:
    - Glass Ceilings: The Status of Women as Officials and Managers in the Private Sector
    - Diversity in Law Firms
    - Investment Banking
    - Diversity in the Media
    - Women of Color: Their Employment in the Private Sector
    - Retail Distribution Centers: How New Business Processes Impact Minority Labor Markets
    - High End Department Stores, Their Access to and Use of Diverse Labor Markets
    - Broadcasting
- Creating the Freedom to Compete Award in February 2005 to showcase, recognize, and reward specific practices and concrete activities that produce results and reflect an abiding commitment to access and inclusion in the workplace. Public and private sector employers, corporations, associations, federal and state and local agencies, organizations, and other entities were encouraged to apply during the appropriate application period.

The Freedom to Compete Initiative continues to be one of the many ways that EEOC is proactively forging strategic alliances and partnerships to create positive changes toward the prevention of discrimination in the workplace.

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The U.S. Equal Employment Opportunity Commission

The LEAD Initiative

LEAD (Leadership for the Employment of Americans with Disabilities) is the EEOC's initiative to address the declining number of employees with targeted disabilities in the federal workforce. The goal for this initiative is to significantly increase the population of individuals with severe disabilities employed by the federal government. Please check the LEAD Update link for information on past and future events.

This national outreach and education campaign seeks to:

- reverse the trend of decreasing participation in federal employment
- increase the awareness of hiring officials about the declining numbers of people with disabilities in federal employment
- educate federal hiring officials about how to use special hiring authorities to bring people with disabilities on board, particularly those with severe disabilities
- educate applicants with severe disabilities about how to apply using the special hiring authorities available; and
- supply information and resources on recruitment, hiring, and providing reasonable accommodations.

Please note that the LEAD initiative is not an employment program. Rather, LEAD staff is working to encourage federal agencies to hire and advance more individuals with severe disabilities. Thus, LEAD is not directly involved with individual hiring decisions. For information on current vacancies in the federal government, please visit www.usajobs.opm.gov, and/or the website of individual federal agencies. Additionally, job seekers may find useful information on the OPM Disability Resource page - http://www.opm.gov/disability/.

About LEAD

LEAD Home

Why do we need the LEAD Initiative?

Federal Disability Laws enforced by the EEOC

LEAD Update

LEAD Program Tips

LEAD Resources

Have a Question?

Contact us by email at Lead.Initiative@eeoc.gov.

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The U.S. Equal Employment Opportunity Commission

New Freedom Initiative

On February 1, 2001, President George W. Bush announced his New Freedom Initiative to promote the full integration of people with disabilities into all aspects of American life. The goals of this comprehensive plan include expanding educational and employment opportunities; increasing access to assistive technologies and public accommodations; and providing accessible transportation and housing options for individuals with disabilities.

The New Freedom Initiative builds upon the progress made by the Americans with Disabilities Act of 1990 (ADA) in protecting the civil rights of approximately 54 million Americans with disabilities. The Equal Employment Opportunity Commission has taken a lead role in implementing the employment goals of the Initiative.

EEOC has implemented a number of activities as part of President Bush's New Freedom Initiative, including the following:

- **Free workshops**
  EEOC may be able to provide free ADA workshops in our area for small businesses and individuals with disabilities. These workshops, which include information on tax incentives, community resources, and the rights and responsibilities of employers and employees, are aimed at encouraging businesses with 15 to 100 employees to hire individuals with disabilities and assisting individuals who are entering the workforce to understand the ADA.
- **Outreach speakers**
  In addition to ongoing ADA outreach activities, EEOC also offers free outreach speakers for various types of events for individuals with disablilites and employers. If you are conducting a conference or activity for individuals with disabilities, EEOC will work with you to provide a speaker at your event.
- **Corporate Leadership Conferences**
  We will work with you to hold a corporate leadership conference to advance the hiring of people with disabilities in your region.
- **States' Best Practices Project**
  EEOC initiated a partnership with several states to promote the hiring of people with disabilities in state government jobs. In addition to reviewing each state's practices with respect to hiring, retention, advancement, and reasonable accommodation, the Commission has and will provide consultation, outreach and technical assistance to the participating states. EEOC issued a final report highlighting best practices and outlining barriers uncovered. The four states covered in the interim report—Florida, Maryland, Vermont, Washington—were joined by Kansas, Missouri, New Hampshire, New Mexico, and Utah in the October 2005 final report.
  - Final Report on Best Practices For the Employment of People with Disabilities In State Government (October, 2005)
  - Interim Report - States' Best Practices Project (October, 2004)

In addition, we have developed the following:

- Reasonable Accommodation for Attorneys With Disabilities
- The Americans with Disabilities Act: A Primer for Small Business
- Telework fact sheet which uses a step-by-step approach to explain how employers might consider allowing an individual to work from home as a reasonable accommodation.
- Job Applicants and the Americans with Disabilities Act
- How to Comply with the Americans with Disabilities Act: A Guide for Restaurants and Other Food Service Employers

and **Questions and Answers About:**

- Health Care Workers and the Americans with Disabilities Act
- Deafness and Hearing Impairments in the Workplace and the Americans with Disabilities Act
- Blindness and Vision Impairments in the Workplace and the ADA
- The Association Provision of the Americans with Disabilities Act
- Diabetes in the Workplace and the ADA
- Epilepsy in the Workplace and the ADA
- Persons with Intellectual Disabilities in the Workplace and the ADA
- Cancer in the Workplace and the ADA

EEOC's New Freedom Initiative Outreach:

- EEOC Chair Cari M. Dominguez receives the Charles M. Best Medal
- EEOC Chair's remarks at the American Diabetes Association meeting *June 13, 2003*
- EEOC Chair's remarks at the National Federation of the Blind Annual Convention *July 3, 2003*

To learn more about the New Freedom Initiative, see:

- President Bush's New Freedom Initiative
- DisabilityInfo.Gov: Web portal to the New Freedom Initiative

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This page was last modified on November 9, 2007.

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The U.S. Equal Employment Opportunity Commission

Youth@Work

On September 21, 2004, the Equal Employment Opportunity Commission announced its Youth@Work Initiative to promote equal employment opportunity for our nation's next generation of workers. This innovative national outreach and education campaign is designed to educate young workers about their workplace rights and responsibilities.

EEOC's Youth@Work Initiative has three main components:

- **Youth@Work web site**

  http://youth.eeoc.gov is dedicated to educating young workers about their equal employment opportunity rights and responsibilities. The web site explains the different types of job discrimination that young workers may encounter and suggests strategies they can use to prevent, and, if necessary, respond to such discrimination. The site includes an interactive tool called "Challenge Yourself!" that provides an opportunity for young workers to test their knowledge by analyzing sample job discrimination scenarios. The site, created with the assistance of EEOC student interns, also includes examples of recent EEOC cases involving workplace harassment of young workers.

- **Free outreach events**

  EEOC Commissioners and field office staff will host free outreach events for high school students, youth organizations, and small businesses who employ young workers. These events, which include information about the laws enforced by EEOC, and the rights and responsibilities of employers and employees, are aimed at assisting young workers as they enter and navigate the professional world and encouraging employers to proactively address discrimination issues confronting young workers.

  If you are interested in having EEOC speak to your high school or organization, please email us at Youth.AtWork@eeoc.gov or contact the outreach coordinator for the EEOC office in your area.

- **Partnerships with business leaders, human resource groups, and industry trade associations**

  EEOC plans on hosting a series of forums and roundtable discussions with business leaders, human resource groups, industry trade associations, and others to further explore the workplace trends and challenges affecting young workers.

  Our Youth@Work partners will play a vital role in increasing public awareness about the federal anti-discrimination laws. Whether it is putting a Youth@Work link on their website, publishing articles on Youth@Work in their newsletters, discussing the Youth@Work Initiative with their members or employees, or participating in Youth@Work events throughout the country, our partners will help promote a fair and inclusive workplace for America's young workers.

If your business or organization would like to partner with the EEOC on this initiative, please email your organization's name, address, telephone number, and email address to Youth.AtWork@eeoc.gov. An EEOC representative will contact you with more information about how you can work with the EEOC to expand the potential for equal opportunities to our nation's youth.

To learn more about Youth@Work, visit our web site at http://youth.eeoc.gov.

This page was last modified on October 6, 2005.

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The U.S. Equal Employment Opportunity Commission

July 26, 2006

Questions and Answers about Deafness and Hearing Impairments in the Workplace and the Americans with Disabilities Act

INTRODUCTION

The Americans with Disabilities Act (ADA) is a federal law that prohibits discrimination against individuals with disabilities. Title I of the ADA covers employment by private employers with 15 or more employees and state and local government employers of the same size. Section 501 of the Rehabilitation Act provides the same protections for federal employees and applicants for federal employment. Most states also have their own laws prohibiting employment discrimination on the basis of disability. Some of these state laws may apply to smaller employers and provide protections in addition to those available under the ADA.

The U.S. Equal Employment Opportunity Commission (EEOC) enforces the employment provisions of the ADA. This document is part of a question-and-answer series addressing particular disabilities in the workplace. It explains how the ADA might apply to job applicants and employees with hearing impairments, including:

- when a hearing impairment is a disability under the ADA;
- when an employer may ask an applicant or employee about a hearing impairment;
- how employers can ensure the confidentiality of applicants' and employees' medical information;
- what types of reasonable accommodations an individual with a hearing disability may need;
- to what extent an employer must provide a reasonable accommodation to an individual with a hearing disability;
- how an employer should handle safety concerns and harassment issues; and,
- how an individual with a hearing impairment can file a claim against an employer under the ADA or the Rehabilitation Act.

GENERAL INFORMATION ABOUT HEARING IMPAIRMENTS

Between 2000 and 2004, estimates of the number of people in the United States with a self-described "hearing difficulty" ranged from 28.6 million [1] to 31.5 million.[2] The number of individuals with hearing difficulty is expected to rise rapidly by the year 2010 when the baby-boomer generation reaches age 65. As compared to other age groups, the percentage of individuals with hearing difficulty is greatest among those individuals age 65 and above.[3] A "hearing difficulty" can refer to the effects of many

different hearing impairments of varying degrees.

The Centers for Disease Control and Prevention (CDC) refer to hearing impairments as conditions that affect the frequency and/or intensity of one's hearing.[4] Although the term "deaf" is often mistakenly used to refer to all individuals with hearing difficulties, it actually describes a more limited group. According to the CDC, "deaf" individuals do not hear well enough to rely on their hearing to process speech and language. Individuals with mild to moderate hearing impairments may be "hard of hearing," but are not "deaf." These individuals differ from deaf individuals in that they use their hearing to assist in communication with others.[5] As discussed below, people who are deaf and those who are hard of hearing can be individuals with disabilities within the meaning of the ADA.

A hearing impairment can be caused by many physical conditions (e.g., childhood illnesses, pregnancy-related illnesses, injury, heredity, age, excessive or prolonged exposure to noise), and result in varying degrees of hearing loss.[6] Generally, hearing impairments are categorized as mild, moderate, severe, or profound.[7] An individual with a moderate hearing impairment may be able to hear sound, but have difficulty distinguishing specific speech patterns in a conversation. Individuals with a profound hearing impairment may not be able to hear sounds at all. Hearing impairments that occur in both ears are described as "bilateral," and those that occur in one ear are referred to as "unilateral."[8]

The many different circumstances under which individuals develop hearing impairments can affect the way they experience sound, communicate with others, and view their hearing impairment.[9] For example, some individuals who develop hearing losses later in life find it difficult both to adjust to a world with limited sound, and to adopt new behaviors that compensate for their hearing loss. As a result, they may not use American Sign Language (ASL) or other communication methods at all, or as proficiently as individuals who experienced hearing loss at birth or at a very young age.

Individuals with hearing impairments can perform successfully on the job and should not be denied opportunities because of stereotypical assumptions about hearing loss. Some employers assume incorrectly that workers with hearing impairments will cause safety hazards, increase employment costs, or have difficulty communicating in fast-paced environments. In reality, with or without reasonable accommodation, individuals with hearing impairments can be effective and safe workers. (For information on Reasonable Accommodation, see Questions 9 – 15, below.)

1. When is a hearing impairment a disability under the ADA?

A hearing impairment is a disability under the ADA if: (1) it substantially limits a major life activity; (2) it substantially limited a major life activity in the past; or (3) the employer regarded (or treated) the individual as if his or her hearing impairment was substantially limiting.

The determination of whether a hearing impairment is substantially limiting must be made on an individualized, case-by-case basis.

> **Example 1:** A job applicant has a bilateral, moderate hearing impairment that affects the transmission of lower frequencies of sound to her brain. As a result, she has difficulty hearing in conversations because vowel sounds tend to occur at lower frequencies that she cannot distinguish. She often must ask others to speak slower or louder, or to repeat statements she did not initially hear or understand. This applicant is substantially limited in hearing.

If an individual uses mitigating measures, such as hearing aids, cochlear implants, or other devices that actually improve hearing, these measures must be considered in determining whether the

individual has a disability under the ADA. Even someone who uses a mitigating measure may have a disability if the measure does not correct the condition completely and substantial limitations remain, or if the mitigating measure itself imposes substantial limitations.

> **Example 2:** An individual with a hearing impairment uses a hearing aid to amplify sounds. With the hearing aid, he can detect sounds such as traffic, sirens, and loud conversations at a very low level. For this reason, he must be in close proximity to the origin of sound in order to hear in a meaningful way. This individual is substantially limited in hearing even with the mitigating measure (i.e., the hearing aid).

Measures that merely compensate for the fact that someone has a substantially limiting hearing loss but that do not actually improve hearing, such as sign language interpreters or lip-reading, are not mitigating measures. Furthermore, if an individual does not use mitigating measures, then the hearing impairment must be considered as it exists, without speculation about how a mitigating measure might lessen the hearing loss.

Even if an individual's hearing impairment does not currently substantially limit a major life activity, the condition may still be a disability if it was substantially limiting in the past.

> **Example 3:** Malcolm is a floor manager with a clothing manufacturer. He applies for a promotion to assistant factory manager. In his application package, Malcolm chooses to inform the promotion committee that five years ago his hearing was permanently impaired in a workplace accident. Following the accident, Malcolm could barely hear and distinguish between floor-level conversations, public announcements, and warning alerts from moving machinery. Malcolm primarily communicated through writing and limited lip reading. Two years ago, Malcolm began using hearing aids in both ears. The hearing aids amplify sounds and help Malcolm to distinguish among them. As a result, Malcolm can now hear conversations sufficiently well to respond verbally. Malcolm's ability to hear was substantially limited prior to acquiring his hearing aids. Therefore, Malcolm is an individual with a disability under the ADA because he has a "record of" a substantially limiting impairment.

Finally, an individual's hearing impairment may be a disability when it does not significantly restrict major life activities, but the employer treats the individual as if it does.

> **Example 4:** An individual who uses a hearing aid to correct a mild hearing impairment in one ear applies for a position as a security guard at a state courthouse. The employer refuses to hire the applicant, pursuant to a policy of disqualifying anyone who uses a hearing aid from working as a court security guard. The employer believes that this applicant and anyone who wears a hearing aid will be unable to locate the source of sounds that may indicate the presence of a threat or hear someone who calls for assistance in an emergency. The employer's reason for excluding this particular applicant and other applicants who wear hearing aids would apply not only to this court security guard position, but to many federal, state, and local law enforcement jobs in which the ability to hear and respond to emergencies is critical. This employer has regarded the applicant as substantially limited in the ability to work in the class of law enforcement jobs.

OBTAINING, USING, AND DISCLOSING MEDICAL INFORMATION

Before an Offer of Employment Is Made[10]

The ADA limits the medical information an employer can obtain from an applicant. An employer may not ask questions about an applicant's medical condition or require the applicant to take a medical examination before it makes a conditional job offer. Accordingly, an employer cannot ask an applicant questions such as:

- whether he has ever taken a test that revealed a hearing loss;
- whether she uses any assistive devices for a hearing impairment (such as a hearing aid) or has done so in the past; or
- whether she has any hearing loss due to an on-the-job accident or injury.

However, an employer may ask all applicants whether they will need a reasonable accommodation for the application process. For example, an employer may have a statement on its job announcement or its website directing applicants who need reasonable accommodations (e.g., a sign language interpreter, additional test-taking time) for the application process to contact a designated person in the company's Human Resources Department.

2. May an employer request medical information about an applicant's hearing impairment that is obvious or that the applicant has disclosed?

No, the employer may not ask for an applicant's medical history, records, or other information about a hearing impairment that is obvious or that has been disclosed. However, if an employer reasonably believes that an applicant with a known hearing impairment will need a reasonable accommodation to do the job, it may ask if an accommodation is needed and, if so, what type. In addition, the employer may ask the applicant to describe or demonstrate how s/he could perform the job with or without an accommodation.

> **Example 5:** Julie has a severe hearing impairment in her right ear and is applying to the telephone sales department of a large clothing company. Julie tells the employer of her hearing impairment during the interview. The employer's sales associates currently wear headsets with earpieces for the right ear. The employer may ask Julie during her interview if she would need a left-sided headset as an accommodation.

3. Does an applicant have to disclose his hearing impairment if it is not obvious?

No, the ADA does not require an applicant to disclose his hearing impairment to a potential employer. Nevertheless, if an applicant knows he needs a reasonable accommodation to complete the hiring process, he must disclose his hearing impairment. Under the ADA, an employer must keep confidential any medical information the applicant discloses. (See Question 8 below, on confidentiality of medical information.)

After An Offer Of Employment Is Made

After an offer of employment is made, but before an applicant begins work, an employer may ask questions about an applicant's health (including whether the applicant has a hearing impairment) and may require an applicant to take a medical examination, as long as the employer asks the same questions and requires the same examinations of all potential hires for the same type of position.

4. What can an employer do if it learns about an applicant's hearing impairment after offering a job, but before the individual begins working and it believes that the applicant's hearing impairment may affect job performance?

If an employer becomes aware of an applicant's hearing impairment after offering the applicant a job and reasonably believes that the impairment may affect her ability to perform the job's essential functions (i.e., fundamental job duties) or to perform them safely, the employer may ask the applicant for information to determine whether she can perform the essential functions of the position with or without a reasonable accommodation and whether she would pose a "direct threat" (i.e. a significant risk of harm to herself or others that cannot be reduced through reasonable accommodation). (For more information about "direct threat," see Question 16, below.)

An employer may only withdraw a job offer made to an individual with a disability if it can demonstrate that the applicant is unable to perform the essential functions of the position with or without a reasonable accommodation or would pose a direct threat.

> **Example 6:** Lydia applies for a position as an aircraft mechanic. After receiving a job offer, she is given a physical examination which includes a hearing test. The hearing test reveals that she has a hearing loss in her left ear. The employer is concerned that in a noisy environment, Lydia will be unable to hear sounds that might alert her to dangers in the work area such as the presence of moving aircraft or other moving vehicles. The employer may not withdraw the job offer simply because it believes Lydia's hearing impairment makes it impossible for her to work in a high-noise environment. It should determine whether Lydia's hearing impairment would result in a direct threat, and it may obtain information that is medically related to Lydia's hearing impairment to make this determination.

Employees[11]

5. When may an employer ask if a hearing impairment or other medical condition is causing performance problems?

The ADA severely restricts the circumstances under which an employer may obtain information about an employee's medical condition or require an employee to undergo a medical examination. If an employer has a reasonable belief, based on objective evidence, that an employee's medical condition is the cause of performance problems or may pose a direct threat to the employee or others, it may ask questions about the impairment or require a medical examination.

> **Example 7:** Rupa wears a hearing aid to improve her bilateral, moderate hearing impairment. She was recently promoted from an administrative position to sales associate for a cable company. The new position requires significantly more time on the phone interacting with customers. Although Rupa has received excellent reviews in the past, her latest review was unsatisfactory citing many mistakes in the customer orders she records over the phone. The employer may lawfully ask Rupa if she has any difficulty hearing customers and, if so, whether she would benefit from an accommodation. A possible accommodation could be a captioned telephone that would allow Rupa to communicate verbally while receiving an almost real-time text relay of the conversation.

An employer that does not have a reasonable belief that an employee's performance problems are related to a hearing impairment may not ask questions about the impairment, but instead should handle the situation in accordance with its policies generally applicable to poor performance.

Example 8: An employee with a profound hearing impairment has received below average evaluations for six months. The employee's poor performance began when she was not selected for a vacant supervisory position. Moreover, the kinds of performance problems the employee is having – a significant increase in the number of late arrivals and typographical errors in written reports the employee routinely produces – cannot reasonably be attributed to a problem with the employee's hearing. The employer may not ask for medical information about the employee's hearing impairment, but instead should counsel the employee about the performance problems or proceed as appropriate in accordance with its policies applicable to employee performance.

6. May an employer require a doctor's note from an employee who asks for sick leave for reasons related to a hearing impairment?

Yes, if the employer requires all employees to provide a doctor's note to support the use of sick leave or to verify that sick leave has been used appropriately. However, the employer may not ask for more information than is needed to verify that the leave was taken for appropriate reasons.

Example 9: An employer maintains a leave policy requiring all employees who use sick leave for a medical appointment to submit a doctor's note upon returning to work. Mark, an employee, uses sick leave to attend an audiologist appointment to adjust his hearing aids. In accordance with its policy, the employer can require Mark to submit a doctor's note for his absence; however, it may not require the note to include any information beyond that which is needed to verify that Mark used his sick leave properly (such as, the degree of Mark's hearing loss, the strength of his hearing aids, the results of the adjustment).

7. Are there other instances when an employer may ask an employee about his hearing impairment?

Yes. When an employee requests a reasonable accommodation for a hearing disability and the disability and/or need for accommodation is not obvious, an employer may ask for reasonable documentation showing that the condition is a disability and/or that accommodation is needed.

Disability-related questions and medical examinations are also permitted as part of an employer's voluntary wellness program. (For more information on the type of documentation an employer may obtain in support of a request for reasonable accommodation, see Question 11, below.)

Confidentiality of Medical Information

With limited exceptions, an employer must keep confidential any medical information it learns about an applicant or employee. The information must be kept in files separate from general personnel files and must be treated as a confidential medical record. Information about an applicant's or employee's hearing impairment or other medical information may be disclosed only:

- to supervisors or managers in order to meet an employee's need for reasonable accommodation (s) or in connection with an employee's work restrictions;
- to first aid or safety personnel where a condition might require emergency treatment or an employee would require assistance in the event of an emergency;

- to government officials investigating compliance with the ADA or similar state and local laws;
- as needed for workers' compensation purposes (for example, to process a claim); and
- for certain insurance purposes.

8. May an employer explain to co-workers that an employee is receiving a reasonable accommodation because of a hearing disability?

No. Telling co-workers that an employee is receiving a reasonable accommodation amounts to a disclosure of confidential medical information. An employer, however, may respond to co-workers' questions by explaining that it will not discuss the situation of any employee with co-workers. Additionally, an employer may be less likely to receive questions from co-workers if its employees are educated on the requirements of EEO laws, including the ADA.

ACCOMMODATING INDIVIDUALS WITH HEARING DISABILITIES

Employers are required to provide adjustments or modifications that enable qualified people with disabilities to enjoy equal employment opportunities unless doing so would result in undue hardship (i. e., significant difficulty or expense). Employers should not assume that all persons with hearing impairments will require an accommodation or even the same accommodation.

9. What type of accommodations may an individual with a hearing disability need?[12]

Applicants or employees with hearing disabilities may need one or more of the following accommodations:

- a sign language interpreter

  Example 10: Simon has a hearing disability and works as a project manager for a regional telephone company. Simon is usually able to use his lip reading ability to communicate individually with his co-workers. However, Simon occasionally requests a sign language interpreter for large-group conferences and meetings, because it is not possible for him to use lip-reading when people who are not in his line of sight are speaking. Absent undue hardship, Simon's employer would have to provide the sign language interpreter as a reasonable accommodation. (For more information about "undue hardship," see Question 13, below.)

- a TTY, text telephone, voice carry-over telephone, or captioned telephone[13]
- a telephone headset
- appropriate emergency notification systems (e.g., strobe lighting on fire alarms or vibrating pagers)
- written memos and notes (especially used for brief, simple, or routine communications)
- work area adjustments (e.g., a desk away from a noisy area or near an emergency alarm with strobe lighting)

  Example 11: Ann works as an accountant in a large firm located in a high-rise building in the city. Ann has a large window in her office that faces the street-side of the building. She wears a

hearing aid to mitigate her severe hearing impairment. Throughout the workday many exterior noises (e.g. police sirens, car horns, and street musicians) are amplified by Ann's hearing aid and interfere with her ability to hear people speaking in her office. Ann requests, and her employer agrees, that moving her to a vacant interior office is a reasonable accommodation.

- assistive computer software (e.g., net meetings, voice recognition software)

  Example 12: Allen, who has a hearing disability, works as an information technology (IT) specialist with a small, Internet-advertising firm. The IT specialist position requires frequent one-on-one meetings with the firm's president. The firm accommodates Allen by acquiring voice recognition software for him to use in his meetings with the president. The software is programmed to translate the president's spoken word into written electronic text.

- assistive listening devices (ALDs)

  Example 13: An employer has an annual all-employee meeting for more than 200 employees. Thelma, who has a severe hearing impairment, requests the use of an ALD in the form of a personal FM system. Speakers would wear small microphones that would transmit amplified sounds directly to a receiver in Thelma's ear. The ALD is a reasonable accommodation that will allow Thelma to participate in the meeting.

- augmentative communication devices that allow users to communicate orally by typing words that are then translated to sign language or a simulated voice
- communication access real-time translation (CART), which translates voice into text at real-time speeds

  Example 14: Kendall works as an associate for an international consulting firm. Kendall has a hearing disability for which he uses a hearing aid and lip reading. His company sometimes conducts video-conferencing meetings with clients in other countries. During these meetings, Kendall finds it difficult to participate because some of the clients speak with foreign accents and the video feedback is not continuous. Kendall requests the use of remote CART services to accommodate his hearing disability during international client meetings. The requested accommodation would translate the client's spoken word on Kendall's notebook computer monitor at an almost real-time speed. This accommodation would allow Kendall to participate fully in the meetings.

- time off in the form of accrued paid leave or unpaid leave if paid leave has been exhausted or is unavailable.[14]

  Example 15: Beth is deaf and requests leave as a reasonable accommodation to train a new hearing dog. Hearing dogs assist deaf and hard of hearing individuals by alerting them to a variety of household and workplace sounds such as a telephone ring, door knock or doorbell, alarm clock, buzzer, name call, speaker announcement, and smoke or fire alarm. A hearing dog is trained to make physical contact and direct a person to the source of the sound. Under her employer's leave policy, Beth does not have enough annual or sick leave to cover her requested absence. The employer must provide additional unpaid leave as a reasonable accommodation, absent undue hardship.

- altering an employee's marginal (i.e., non-essential) job functions

Example 16: Maria, a librarian, is primarily responsible for cataloguing books, writing book summaries, and scheduling book tours. Recently, Maria has had to fill in as a desk librarian since the regular librarian is on vacation. Maria has a severe hearing disability and uses a hearing aid. She finds it difficult to hear patrons if there is any background noise. She asks to switch her front desk duties with another librarian who processes book orders transmitted over the phone or Internet. Since working at the front desk is a minor function of Maria's job, the employer should accommodate the change in job duties.

- reassignment to a vacant position

Example 17: Sonny, a stocking clerk on the floor of a large grocery store, develops Ménière's disease, which produces a loud roaring noise in his ears for long periods of time. It is difficult for him to hear customers and co-workers on the floor because of music and frequent announcements played over the store's public address system and background noise in the store, particularly during busy periods. The store manager tried several unsuccessful accommodations. Upon request, the employer should reassign the employee to a vacant position as a stocking clerk in the warehouse at the same location. The employee is qualified for the reassignment position and the warehouse is a quieter environment with fewer background sounds.

- other modifications or adjustments that allow a qualified applicant or employee with a hearing disability to enjoy equal employment opportunities.

Example 18: Manny is hired as a chemist for a pharmaceutical company. He has a hearing disability and communicates primarily through sign language and lip reading. Shortly after he is hired, he is required to attend a two-hour orientation meeting. The meeting includes a brief lecture session followed by a series of video vignettes to illustrate key concepts. To accommodate his hearing disability, Manny requests a seat near the trainer, closed captioning during the video segments, and adequate lighting to allow him to read lips throughout the meeting. The employer grants these reasonable accommodations to allow Manny to participate fully during the orientation session.

10. How should someone with a hearing disability request a reasonable accommodation?

No "magic words" (such as "ADA" or "reasonable accommodation") are required. An applicant or employee simply has to inform his employer (verbally or in writing) that he needs an adjustment or change in the workplace or in the way things are usually done because of a hearing impairment.

Example 19: Lionel has a hearing disability and is employed as an electrician. As a team leader, Lionel is responsible for receiving his team's list of daily work sites and any accompanying special instructions, traveling to the sites with his team, and directing the day's work at each site. Lionel receives the list of assignments and accompanying special instructions from the company owner during daily morning meetings attended by all of the team leaders. The special instructions are given verbally. One morning, at the conclusion of a team leader meeting, Lionel passes a note to the owner requesting that all special instructions for his team's assignments be written down, because he is having difficulty hearing the verbal instructions. Lionel has requested a reasonable accommodation.

A family member, friend, health professional, or other representative may request a reasonable accommodation on behalf of the individual with a hearing impairment. For example, an individual with

a hearing disability may submit a note from her doctor requesting a change in the location of her work area due to excessive noise that interferes with her hearing aid.

An individual with a hearing disability is not required to request an accommodation needed for the job at a particular time (e.g., during the application process), and an employer may not refuse to consider a request for accommodation because it believes the request should have been made earlier. However, it is a good idea for an individual with a hearing disability to request reasonable accommodation before performance or conduct problems occur. (See Question 14, below.)

11. May an employer request documentation when an individual with a hearing impairment requests a reasonable accommodation?

Sometimes. When a person's hearing impairment is not obvious, the employer may ask the person to provide reasonable documentation showing the existence of a disability and why a reasonable accommodation is needed. The request for documentation must be reasonable. An employer may not ask for information about conditions unrelated to the one for which the accommodation is requested or require more information than is necessary for the employer to determine whether an accommodation is needed.

> **Example 20:** Luíz, who has a hearing disability and communicates primarily through lip reading and speech, works as a programmer for an Internet security firm. The firm acquires a new client and promotes Luíz to be the senior programmer responsible for all consultations regarding the Internet security system design for the new client. Luíz's new assignment requires frequent phone conversations and teleconference meetings that do not allow for the use of Luíz's lip reading skills to aid in his verbal comprehension. As a result, Luíz's audiologist recommends, and Luiz requests, the use of a voice carry-over phone, which would provide an almost real-time text relay of the client's speech and also allow the client to hear Luíz. Because Luiz's hearing impairment is not an obvious disability, his employer may lawfully request medical documentation to verify his disability.

12. Does an employer have to provide the reasonable accommodation that an individual with a disability wants?

No. An employer has a duty to provide a reasonable accommodation that is effective to remove the workplace barrier. An accommodation is effective if it will provide an individual with a disability with an equal employment opportunity to participate in the application process, attain the same level of performance as co-workers in the same position, and enjoy the benefits and privileges of employment available to all employees. Where two or more suggested accommodations are effective, primary consideration should be given to the individual's preference, but the employer may choose the easier or less expensive one to provide.

> **Example 21:** An employee with a bilateral hearing disability requests use of communication access real-time translation (CART) for an upcoming training. In place of the CART device, the employer suggests an assistive listening device (ALD) because it is less expensive than CART. Twelve managers and supervisors are scheduled to take the training in a conference room at the employer's offices. Much of the information will be presented in a lecture format, accompanied by slides with printed information. The size of the room, the number of participants in the training, and the format of the training make it possible for the employee to use a portable assistive listening system effectively. The employer may, therefore, provide an ALD instead of CART under these circumstances.

Example 22: A deaf employee requests a sign language interpreter for regular staff meetings. The employer suggests that a co-worker could take notes and share them with the deaf employee or that a summary of the meeting could be prepared. These alternatives are not effective, because they would not allow the deaf employee to ask questions and participate in discussions during the meetings as other employees do. Absent undue hardship, the employer must provide a sign language interpreter for the meetings.

13. Does an employer have to provide accommodations that would be too difficult or expensive?

An employer is not required to provide accommodations that would result in an undue hardship (i.e., significant difficulty or expense). If an employer determines that the cost of a reasonable accommodation would cause an undue hardship, it should consider whether some or all of the accommodation's cost can be offset. For example, in some instances, state vocational rehabilitation agencies or disability organizations may be able to provide accommodations at little or no cost to the employer. There are also federal tax credits and deductions to help offset the cost of accommodations,[15] and some states may offer similar incentives. However, an employer may not claim undue hardship solely because it is unable to obtain an accommodation at little or no cost or because it is ineligible for a tax credit or deduction.

Even if a particular accommodation would result in undue hardship, however, an employer should not assume that no accommodation is available. It must consider whether there is another accommodation that could be provided without undue hardship.

14. Are there actions an employer is not required to take as reasonable accommodations?

Yes. An employer does not have to remove an essential job function (i.e., a fundamental job duty), lower production standards, or excuse violations of conduct rules that are job-related and consistent with business necessity, even where an employee claims that the disability caused the misconduct. Additionally, employers are not required to provide employees with personal use items, such as hearing aids or similar devices that are needed both on and off the job.

15. Is it a reasonable accommodation for an employer to make sure that an employee wears a hearing aid or uses another mitigating measure?

No. The ADA does not require employers to monitor an employee to ensure that he uses an assistive hearing device. Nor may an employer deny an individual with a hearing disability a reasonable accommodation because the employer believes that the individual has failed to take some measure that would improve his hearing.

16. What kinds of reasonable accommodations are related to the "benefits and privileges" of employment?

Reasonable accommodations related to the "benefits and privileges" of employment include those accommodations that are necessary to provide an employee with a hearing disability equal access to information communicated in the workplace, the opportunity to participate in employer-sponsored events (e.g., training, meetings, social events, award ceremonies), and the opportunity for professional advancement.

Example 23: Karrin, who is deaf, works as an associate in a large investment firm. Every

December, the partner in charge of the team for which Karrin works holds a party at his residence for all of the team's members and a number of the firm's clients. Upon Karrin's request, her employer provides her a sign language interpreter to allow Karrin to fully participate in the social event

.

An employer will not be excused from providing an employee with a hearing disability with a necessary accommodation because the employer has contracted with another entity to conduct the event.

Example 24: An employer offers its employees a training course on organization and time management provided by a local company with which the employer has contracted. An employee who is deaf wants to take the course and asks for CART services or a sign language interpreter. The employer claims that the company conducting the training is responsible for providing what the deaf employee needs, but the company responds that the responsibility is the employer's. Even if the company conducting the training has an obligation, under Title III of the ADA,[16] to provide "auxiliary aids and services," which would include CART services and sign language interpreters, this fact does not alter the employer's obligation to provide the employee with a reasonable accommodation for the training. [17]

CONCERNS ABOUT SAFETY

17. When may an employer prohibit an employee with a hearing disability from doing a job because of safety concerns?

If an employee would pose a "direct threat" (i.e. a significant risk of substantial harm to herself or others) when working in a particular position, even with a reasonable accommodation, then an employer can prohibit her from performing that job. Any potential harm must be substantial and likely to occur.

An employer must consider the following to assess if an employee or applicant poses a direct threat:

- the duration of the risk involved;
- the nature and severity of the potential harm;
- the likelihood the potential harm will occur;
- the imminence of the potential harm; and
- the availability of any reasonable accommodation that might reduce or eliminate the risk.

Example 25: An employee with a hearing disability requests training to operate a forklift machine at a large hardware store. For safety reasons, the employer requires that forklift operators be able to communicate with a spotter employee while operating the machine. The employee suggests that he wear a vibrating bracelet to allow him to communicate with the spotter. The employer has attempted to use vibrating bracelets in the past without success because users cannot distinguish the vibrations between the forklift and the bracelet. The employee tries to use the vibrating bracelet, but experiences the same problem. Assuming no other accommodations are available, the employer may deny the employee training on a

forklift.[18]

Example 26: A school district denies an applicant with a hearing disability a job as a school bus driver for elementary school students, believing that she will not be able to drive safely and will not be able to monitor students, especially in the event of a medical or other emergency. The applicant has a clean driving record and has previously performed jobs transporting elderly patients by van to doctor's appointments and social events. Based on past experiences with accommodations, the applicant could monitor students effectively – and without compromising her driving – if an additional mirror highlighting the rear of the bus were installed. The mirror, placed above the driver, would allow her to better monitor students whose conversations she may not be able to hear or understand as well as those students located in the front of the bus. This school district also typically assigns aides to ride with drivers on the busiest routes. Under these circumstances, the school district cannot demonstrate that this applicant would pose a direct threat to the safety of others, and its refusal to hire her would violate the ADA.[19]

18. What should an employer do when federal law prohibits it from hiring anyone with a certain level of hearing loss?

An employer has a defense to a failure-to-hire claim under the ADA if another federal law actually prohibits it from hiring someone with a hearing impairment for a particular position. However, the employer should ensure that the federal law requires, rather than permits, exclusion of the individual with a disability and that there are no applicable exceptions.

Example 27: Terry has a severe hearing impairment that is slightly improved by her cochlear implant. She applies for a position driving large trucks. These positions are subject to hearing requirements and other standards enforced by the Department of Transportation (DOT). The employer may rely on DOT's hearing requirement in denying Terry employment. However, the employer may not rely on the DOT hearing requirement to exclude Terry from a position driving smaller trucks which are not subject to DOT's standards. Instead, the employer would have to establish that Terry would pose a direct threat, within the meaning of the ADA, if it denied her a position driving smaller trucks because of her hearing disability.

HARASSMENT

Employers are prohibited from harassing or allowing employees with disabilities to be harassed in the workplace. When harassment is brought to an employer's attention, management and/or the supervisor must take steps to stop it.

19. What constitutes illegal harassment under the ADA?

The ADA prohibits unwelcome conduct based on disability that is sufficiently severe or pervasive to create a hostile or abusive work environment. Acts of harassment may include verbal abuse, such as name-calling, and behavior, such as offensive graphic and written statements or physically threatening, harmful or humiliating actions. The law does not protect workers with disabilities (or any workers) from merely rude or uncivil conduct. To be actionable, conduct related to an employee's hearing disability must be perceived by the affected individual as abusive and must be sufficiently severe or pervasive that a reasonable person would perceive it as hostile and abusive.

Example 28: Leonard works as a stocker at a local electronics store. Leonard lost his hearing

two years ago as the result of a rare and debilitating illness. Since Leonard's recovery and return to work, his co-workers have constantly taunted him about his hearing impairment and recklessly driven the forklift near him while yelling for him to move. The employees know that Leonard cannot hear their warnings and often laugh at Leonard's startled reaction when he sees the forklift approaching him. Leonard complains to his supervisor in accordance with his employer's anti-harassment policy. The employer must promptly investigate and address the harassing behavior.

20. What should employers do to prevent and correct harassment?

Employers should make clear that they will not tolerate harassment based on a disability or on any other basis (i.e., race, color, sex, religion, national origin, or age). This can be done in a number of ways, including a written policy, employee handbooks, staff meetings, and periodic training. The employer should emphasize that harassment is prohibited and that employees should promptly report harassment to a manager or other designated official. Finally, employers should immediately conduct a thorough investigation of any report of harassment and take swift and appropriate corrective action. For more information on the standards governing harassment under federal EEO laws, see the EEOC's Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors, available at http://www.eeoc.gov/policy/docs/harassment.html.

RETALIATION

The ADA prohibits retaliation by an employer against someone who opposes discriminatory employment practices, files a charge of employment discrimination, or testifies or participates in any way in an employment discrimination investigation, proceeding, or litigation. Persons who believe that they have been retaliated against may file a charge of retaliation with the EEOC as described below.

LEGAL ENFORCEMENT

21. What should someone do who believes that his or her rights under the ADA may have been violated?

Private Sector/State and Local Governments

An applicant or employee who believes that his employment rights have been violated on the basis of a hearing disability and wants to make a claim against an employer must file a "charge of discrimination" with the EEOC. The charge must be filed by mail or in person with a local EEOC office within 180 days from the date of the alleged violation. The 180-day filing deadline is extended to 300 days if a state or local anti-discrimination law also covers the charge.[20]

The EEOC will notify the employer of the charge and may ask for a response and supporting information. Before a formal investigation, the EEOC may select the charge for its mediation program. Participation in mediation is free, voluntary, and confidential. Mediation may provide the parties with a quicker resolution of the case.

If mediation is not pursued or is unsuccessful, the EEOC investigates the charge to determine if there is "reasonable cause" to believe discrimination occurred. If reasonable cause is found, the EEOC will then try to resolve the charge. In some cases, where the charge cannot be resolved, the EEOC will file a

court action. If the EEOC finds no discrimination, or if an attempt to resolve the charge fails and the EEOC decides not to file suit, it will issue a notice of a “right to sue,” which gives the charging party 90 days to file a lawsuit. A charging party also can request a notice of a “right to sue” from the EEOC 180 days after the charge first was filed with the EEOC.

For a detailed description of the process, please refer to the EEOC website at http://www.eeoc.gov/charge/overview_charge_filing.html.

Federal Government

An applicant or employee who believes that her employment rights have been violated on the basis of a hearing disability and wants to make a claim against a federal agency must file a complaint with that agency. The first step is to contact an EEO Counselor at the agency within 45 days of the alleged discriminatory action. The individual may choose to participate in either counseling or in Alternative Dispute Resolution (ADR) if the agency offers this alternative. Ordinarily, counseling must be completed within 30 days and ADR within 90 days.

At the end of counseling, or if ADR is unsuccessful, the individual may file a complaint with the agency. The agency must conduct an investigation unless the complaint is dismissed. If a complaint contains one or more issues that must be appealed to the Merit Systems Protection Board (MSPB), the complaint is processed under the MSPB’s procedures. For all other EEO complaints, once the agency finishes its investigation the complainant may request a hearing before an EEOC administrative judge or an immediate final decision from the agency.

In cases where a hearing is requested, the administrative judge issues a decision within 180 days and sends the decision to both parties. If the agency does not issue a final order within 40 days after receiving the administrative judge’s decision, the decision becomes the final action of the agency.

A complainant may appeal to EEOC an agency’s final action within 30 days of receipt. The agency may appeal a decision by an EEOC administrative judge within 40 days of receiving the administrative judge's decision.

For more information concerning enforcement procedures for federal applicants and employees, visit the EEOC website at http://www.eeoc.gov/facts/fs-fed.html.

Endnotes

[1] Sergei Kochkin, Ph.D., Better Hearing Institute, The Prevalence of Hearing Loss, http://www.betterhearing.org/hearing_loss/prevalence.cfm .

[2] Sergei Kochkin, Ph.D., MarkeTrak VII: Hearing Loss Population Tops 31 Million People, The Hearing Review, 2005, Vol. 12, No. 7, at 16.

[3] Chart is based on data derived from A Nation Online, Economic and Statistics Administration/National Telecommunications and Information Administration, U.S. Department of Commerce, February 2002,

based on Current Population Survey (CPS) of September 2001.

[4] Centers for Disease Control and Prevention, Developmental Disabilities, http://www.cdc.gov/ncbddd/dd/ddhi.htm .

[5] Id.

[6] National Association of the Deaf, The Difference between Deaf and Hard of Hearing, http://www.nad.org/site .

[7] Centers for Disease Control and Prevention, Developmental Disabilities, http://www.cdc.gov/ncbddd/dd/ddhi.htm .

[8] In addition, there are four types of hearing loss that generally describe the origin of the hearing loss within the ear. Sensorineural hearing losses are the most common and primarily involve damage to the nerve fibers in the inner ear. These nerve fibers transmit the signals that the brain interprets as patterns of sound. Some types of sensorineural hearing loss can be improved through hearing aids or cochlear implants. Conductive hearing loss is often a treatable disorder involving a blockage in the outer or middle ear that impedes the transmission of sound energy to the brain. Mixed hearing loss is any combination of sensorineural or conductive hearing loss caused by related or isolated conditions. Finally, some sources recognize a fourth type of hearing loss. Central hearing loss primarily involves a permanent condition where the pathway from the inner ear to the brain is damaged. See Id.

[9] National Association of the Deaf, The Difference between Deaf and Hard of Hearing, http://www.nad.org/site.

[10] For more information about what constitutes a disability-related inquiry and medical examination and the circumstances under which an employer may ask questions about disability or require medical examinations before someone begins work, see Enforcement Guidance: Preemployment Disability-Related questions and Medical Examinations (October 10, 1995), http://www.eeoc.gov/policy/docs/preemp.html.

[11] For more information about when an employer may ask disability-related questions or conduct medical examinations of employees, see Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (ADA) (July 27, 2000), http://www.eeoc.gov/policy/docs/guidance-inquiries.html.

[12] See also, Job Accommodation Network's Searchable Online Accommodation Resource (SOAR), http://www.jan.wvu.edu/soar/hear.html .

[13] A text telephone or teletypewriter (TTY) allows a telephone user to send typed messages to another caller and to receive typewritten messages from the caller either directly (if the caller is also using a TTY) or through a telephone relay service (TRS) operator. A voice carry-over telephone allows someone with a hearing impairment to communicate orally over the telephone and to receive text communications from the other caller that are transcribed by a TRS operator. A captioned telephone allows users with hearing impairments to receive communications over the telephone orally while receiving an almost simultaneous text translation.

[14] For more information regarding an employer's responsibility to provide leave for covered individuals, see the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 (November 1995), http://www.eeoc.gov/policy/docs/fmlaada.html and Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act at Questions 22 and 23 (October 17, 2002), http://www.eeoc.gov/policy/docs/accommodation.html.

[15] See Know the Rules Regarding Tax Incentives for Improving Accessibility for the Disabled (2003), http://www.irs.gov/businesses/small/article/0,,id=113382,00.html. For additional information on tax benefits, contact the U.S. Internal Revenue Service at 800-829-3676 (voice) or 800-829-4059 (TDD).

[16] In an effort to eliminate discrimination against individuals with disabilities, Title III of the Americans with Disability Act requires businesses and non-profit organizations that are public accommodations to comply with basic nondiscrimination and building accessibility requirements, provide reasonable modifications to policies and practices, and supply auxiliary aids (e.g., assistive listening devices, note takers, written materials, taped texts, and qualified readers) to ensure effective communication with persons with disabilities. For more information on the requirements of Title III of the ADA, visit the website for the U.S. Department of Justice, Civil Rights Division, Disability Rights Section available at http://www.usdoj.gov/crt/drs/drshome.htm .

[17] An employer should include, as part of any contract with an entity that conducts training, provisions that allocate responsibility for providing reasonable accommodations. This can help to avoid conflicts or confusion that could arise and result in an employee being denied a training opportunity. An employer should also remember, however, that it remains responsible for providing a reasonable accommodation that an employee needs to take advantage of a training opportunity, regardless of how that responsibility has been allocated in the contract.

[18] See Nix v. Home Depot USA, Inc., No. 1:02-CV2292MHS, 2003 WL 22477865 (N.D. Ga. Oct. 16, 2003).

[19] See Rizzo v. Children's World Learning Center, 213 F.3d 209 (5th Cir. 2000).

[20] Many states and localities have disability anti-discrimination laws and agencies responsible for enforcing those laws. The EEOC refers to these agencies as "Fair Employment Practices Agencies (FEPAs)." Individuals may file a charge with either the EEOC or a FEPA. If a charge filed with a FEPA is also covered under the ADA, the FEPA will "dual file" the charge with the EEOC but usually will retain the charge for investigation. If an ADA charge filed with the EEOC is also covered by a state or local disability discrimination law, the EEOC will "dual file" the charge with the FEPA but usually will retain the charge for investigation.

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Recent Items

This list is not intended to reflect all changes or new information on the EEOC web site. We will list recently released publications, reports, or other information of widespread interest to visitors to this site.

May, 2007

- Enforcement Guidance: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities
- Questions and Answers: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities

February, 2007

- Questions and Answers about Health Care Workers and the Americans with Disabilities Act

November, 2006

- Revised EEO-1 Survey Information

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- Reasonable Accommodation for Attorneys With Disabilities
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- Diversity in the Finance Industry
- Compliance Manual Section on Race & Color Discrimination
- Systemic Task Force Report
- Office of General Counsel Annual Report: FY 2005

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- FY 2007 Performance Budget
- EEOC FY 2007 Performance Budget - Highlights

December, 2005

- Performance and Accountability Report - FY 2005

November, 2005

- Final Report on Best Practices for the Employment of People with Disabilities in State Government

October, 2005

- Questions and Answers About Blindness and Vision Impairments in the Workplace and the Americans with Disabilities Act
- Office of General Counsel Annual Report: FY 2004
- ADR Report: Part I - ADR in the Federal Sector EEO Process FY 2003-FY 2004
- Questions and Answers about the Association Provision of the Americans with Disabilities Act
- 2006 Freedom to Compete Award Nominations

September, 2005

- Model EEO Programs Must Have An Effective Anti-Harassment Program

August, 2005

- 2005 FAIR Act Inventory

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- Cancer in the Workplace and the ADA
- Practical Advice For Drafting And Implementing Reasonable Accommodation Procedures Under Executive Order 13164
- Revision to Compliance Manual Section 2: Threshold Issues
    - Compliance Manual Section 2: Threshold Issues
    - Questions and Answers: Revision to Threshold Issues

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- 2005 Freedom to Compete Award Recipients
- Job Patterns for Minorities and Women in Private Industry (EEO-1) - 2003
- Youth@Work in Spanish

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- Questions and Answers for Mediation Providers: Mediation and the Americans with Disabilities Act
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- Regional Attorneys' Manual

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- Annual Report on the Federal Work Force for Fiscal Year 2004

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- **Interim Report:** Best Practices For the Employment of People with Disabilities In State Government
- **Guide:** How to Comply with the Americans with Disabilities Act: A Guide for Restaurants and Other Food Service Employers
- **Q&A:** Persons with Intellectual Disabilities in the Workplace and the ADA

September, 2004

- Youth at Work: EEOC's new web site for youth in the workforce
- Materials related to the Commission meeting of September 17, 2004

August, 2004

- **Report:** Diversity in the Media
- 2004 FAIR Act Inventory

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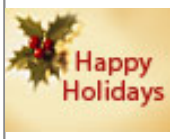

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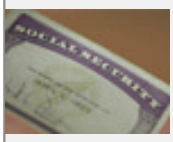
Social Security COLA



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The U.S. Equal Employment Opportunity Commission

Office of Inspector General

Aletha L. Brown, Inspector General

The United States Congress established an Office of Inspector General at the EEOC through the 1988 amendment of the Inspector General Act of 1978, which expanded authority to independent agencies and federal entities. OIG's primary responsibility is to assist the EEOC by ensuring integrity, efficiency, and accountability in the agency's programs to enforce laws against discrimination in the workplace. Specifically, OIG supports the Agency by carrying out its mandate to independently and objectively conduct and supervise audits, evaluations and investigations; prevent and detect fraud, waste, and abuse; and promote economy and efficiency in programs and operations. The OIG keeps EEOC's Chair and members of the Congress fully and currently informed about problems, recommends corrective action(s), and monitors the EEOC's progress in implementing such action.

The OIG is under the supervision of the IG, who provides overall direction, coordination, and leadership to staff. The OIG includes a deputy inspector general, an audit and evaluation staff, an investigative staff, an independent counsel, and an administrative staff. The Deputy Inspector General serves as alter ego of the Inspector General and has the responsibility for providing overall program guidance, direction and supervision to audit, evaluation and investigative staffs. The audit program provides assurance to the Chair and Congress that EEOC programs are working efficiently and effectively. The audit staff conducts performance and financial audits, as well as special reviews and evaluations. These audits focus on management controls, administrative and program operations, transaction processing and financial and other information systems. Special reviews and evaluations assess program performance and information security and consider the implications of EEOC programs, operations and policies.

The mission of the investigative program is to perform investigative activities related to the integrity of the EEOC's programs. Most of OIG's investigations focus on violations of law or misconduct by Agency employees, as well as, allegations of irregularities or abuses in operations and programs. When needed, OIG's investigators work in concert with other law enforcement entities. Over half of the investigative inquiries result from employees and the general public calling OIG's 24-hour telephone (hotline) to report wrongdoing. A significant amount of these calls concern EEOC's discrimination complaint process and are referred to the appropriate program office.

OIG Semi-Annual Reports to the Congress

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Other Reports

Review of October 31, 2006 Shelter-In-Place Drill (OIG Report No. 2007-03-AMR) (*March 2007*)

Transmittal of Office of Inspector General Frequent Telework Pilot Program Final Report (*March 2007*)

Management Advisory on EEOC's Performance Reporting (OIG Evaluation No. 2005-02-AMR) (*March 2007*)

Assessment for State & Local Programs and the Human Resources and Payroll Activities (*September 2006*)

Audit of Controls Over IT Equipment OIG Report No. 2005-03-PROP (*August 2006*)

Independent Evaluation of the National Contact Center OIG Report No. 2005-11-AMR (*June 2006*)

Independent Auditor Report (*November 2005*)

OMB Scorecard and EEOC Update OIG Report No. 2005-08-MGT (*October 2005*)

Contact Us

This is not secure e-mail! If you need to provide us with personal information, such as your Social Security number or home address, please call, write or visit. Please include an address, telephone number or e-mail address so we may contact you.

E-mail Address: inspector.general@eeoc.gov

Postal Address: OFFICE OF INSPECTOR GENERAL P.O BOX 18212 WASHINGTON D.C. 20036-8212

OIG Main Number: 202-663-4327
OIG Fax Number: 202-663-7204
OIG Hotline Number: 800-849-4230

This page was last modified on June 12, 2007.

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The U.S. Equal Employment Opportunity Commission

EEOC History

- Celebrating the 40th Anniversary of Title VII: 1964 - 2004
- The Americans with Disabilities Act (ADA): 1990 - 2002
- EEOC 35th Anniversary: 1965 - 2000

This page was last modified on September 27, 2004.

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U.S. Equal Employment Opportunity Commission

Freedom of Information Act

The Freedom of Information Act (FOIA), 5 U.S.C. Section 552, is a statute that provides a process by which every person may request access to federal agency records or information. Federal agencies, such as the Equal Employment Opportunity Commission, are required to disclose records upon receiving a written request for them unless those records are protected from disclosure by any of the nine exemptions and three exclusions of the FOIA. The FOIA applies only to federal agencies and the records in their custody. The FOIA does not create an access to records held by Congress, the courts or by state and local governments. Any requests for state or local government records should be directed to the appropriate state or local government agency.

EEOC FOIA Contacts:

FOIA Requester Service Center

(202) 663-4640 (phone)
(202) 663-7026 (TTY)
(202) 663-4639 (fax)
FOIA@EEOC.gov

EEOC FOIA Officers

FOIA Public Liaison

Stephanie D. Garner
Assistant Legal Counsel
Equal Employment Opportunity Commission
1801 L St., N.W.
6th Floor
Washington, DC 20507
(202) 663-4634 (phone)
(202) 663-7026 (TTY)
(202) 663-4639 (fax)

Chief FOIA Officer

Peggy R. Mastroianni
Associate Legal Counsel
(202) 663-4640 (phone)

Agency FOIA Officers

Additional FOIA Information

- Text of the Freedom of Information Act
- EEOC's FOIA Reference Guide You may find the Reference guide to be of particular interest because it provides such basic information as:
  - where and how to make a FOIA request
  - the time for response
  - fees and fee waivers
  - responses to initial requests and
  - how and where to file an appeal of a determination made on a FOIA request.
- Questions and Answers: FOIA Requests
- Questions and Answers: FOIA Requests for Charge Files
- Report and Plan of the U.S. Equal Employment Opportunity Commission as Required by Executive order 13392: Improving Agency Disclosure of Information *June 7, 2006*
- EEOC's FOIA Regulations codified at 29 C.F.R. Part 1610
  - Freedom of Information Act Fee Schedule (revises §1610.15) *October 3, 2005*
- EEOC Order Number 150.001: Disclosure of Information Under the Freedom of Information Act
- EEOC's Reading Room
- Backlog Reduction Goals for Fiscal Years 2008, 2009, and 2010
- Annual Report
  - 2006 FOIA Annual Report
  - 2005 FOIA Annual Report
  - 2004 FOIA Annual Report
  - 2003 FOIA Annual Report
  - 2002 FOIA Annual Report
  - 2001 FOIA Annual Report
  - 2000 FOIA Annual Report
  - 1999 FOIA Annual Report
  - 1998 FOIA Annual Report
  - 1997 FOIA Annual Report

Privacy Act Information

The Privacy Act, 5 U.S.C. Section 552a, passed by Congress in 1974, establishes certain controls over what personal information is collected by the federal government and how it is used. The act guarantees three primary rights: (1) the right to see records about oneself, subject to the Privacy Act's exemptions; (2) the right to amend that record if it is inaccurate, irrelevant, untimely or incomplete; and (3) the right to sue the government for violations of the statute, including permitting others to see your records, unless specifically permitted by the act.

- Text of the Privacy Act
- EEOC's Privacy Act Regulations (29 C.F.R. Part 1611)
- EEOC's Privacy Act Systems of Records Notices, including EEOC/GOVT-1:
  - Publication of Notices of Systems of Records and Proposed New Systems of Records, July 30, 2002: HTML | PDF
  - Publication of Notice of Proposed New Systems of Records and Amendment of Systems To Add New System Managers, April 26, 2006: HTML | PDF
- Privacy Impact Assessments
  - EEO-1 Survey System
  - Integrated Mission System (IMS)
  - EEOC Assessment System (EAS)
  - EEOC Document Management System (DMS)
  - EEOC Training and Outreach Online Registration System
- Your Right to Federal Records
  This pamphlet is a joint publication of DOJ and the General Services Administration concerning both the FOIA and the Privacy Act.

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The U.S. Equal Employment Opportunity Commission

Jobs at EEOC

Employment Opportunities at EEOC include:

- ***Investigators*** who perform work involving the handling of inquiries and complaints of employment discrimination under the federal statutes enforced by the EEOC.
- ***Trial Attorney, Administrative Judge* and *Law Clerk*** positions handling civil rights cases and appeals.
- ***Mediators*** who process charges through the Alternative Dispute Resolution process to settlement.
- ***Administrative and Clerical support*** positions handling incoming phone calls, correspondence and document management.
- ***Senior Executive Service*** (SES) positions including most managerial, supervisory, and policy positions classified above General Schedule (GS) grade 15 or equivalent positions.
- In addition, EEOC hires Information Technology Specialists, Program Analysts, Management Analysts and more...

Bilingual skills in any of these occupations are often desired.

- EEOC's Attorney Honor Program focuses on recruiting and hiring third-year law students, full-time graduate law students, and judicial law clerks for permanent agency positions. The deadline for the submission of applications is November 30, 2007. Questions regarding the program may be sent via e-mail to Amelia Demopulos at amelia.demopulos@eeoc.gov or you can call (202) 663-7175 for information and updates on the program.

Applying for a Job

EEOC's job vacancies are listed at USAJOBS, the official job site of the US Federal Government, along with information on how to apply.

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The U.S. Equal Employment Opportunity Commission

EEOC Fellows Program

Program Overview

The EEOC Fellows Program (EEOCFP) provides an opportunity for Federal employees, Professors and graduate students interested in equal opportunity, public administration, economics, employment law, statistics, and other relevant fields, to participate in research and projects related to discrimination and fair and inclusive workplaces in the federal government.

The EEOCFP is a competitive program designed to create a pool of candidates for assignments to EEOC related projects. During the program Federal and academic leaders share their knowledge as well as gain a broader understanding of and contribute to EEOC's vision and mission while strengthening partnerships in the Federal and educational community. ***The EEOCFP assignments are non-reimbursable and no stipends are provided***.

The EEOCFP consists of three levels: The Distinguished Fellows Program; the Meritorious Fellows Program; and the Exchange Fellows Program. The Distinguished Fellows Program is open to GS-14's and above or equivalents in the academic community interested in assignments of six months or more; the Meritorious Fellows Program is open to GS-13's and below and equivalents in the academic community interested in assignments of less than six months; and the Exchange Program is open to EEOC employees and other Federal employees interested in exchanging jobs based on mutual agreement.

FY 2008 EEOC Fellows

We are pleased to announce the selection of Christopher B. Harig and Dr. Clinton M. Covert for the 2008 EEOC Fellows Program.

Mr. Harig, an MBA-educated Senior Equal Opportunity Specialist at the Department of Labor's Employment Standards Administration, brings ten years of Federal government experience, including experience conducting civil rights investigations in the federal contractor workplace. Furthering the E-RACE initiative by examining federal agencies' MD-715 workforce data, Mr. Harig will examine the types of data collected from agencies in the Workforce Data Tables required by MD-715, as well as anecdotal information contained in MD-715 reports, and identify areas where data collection could be improved to better support the E-RACE initiative.

Dr. Covert serves as the U.S. Army Garrison Grafenwoehr's Equal Employment Opportunity Officer, and has extensive academic and professional experience in promoting equal employment opportunity and identifying barriers to equality of employment opportunities. Dr. Covert will examine the structure of existing alternative (i.e. non-General Schedule) pay systems, as well as such systems that have been designed and are anticipated to be implemented in the near future. He will also design and conduct

Fellows Program Resources

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Memorandum for Heads of Agencies

Application Form

Questions and Answers

Download Fellows Program brochure

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analyses that will permit agencies and the EEOC to track the progress of EEO groups within a pay system with an eye toward identifying any barriers to an EEO group's advancement.

Application Process

EEOC is not currently accepting applications; however, we hope have more information on the 2009 program later this year.

Fellows must be nominated by the federal agency head or the academic department head of an educational institution. Nominations along with an Optional Form 612 (http://www.opm.gov/forms/word/of612.doc) or current resume, a personal statement of interest and two letters of recommendation must be sent to:

EEOC Fellows Program
Attention: OFO - EEOCFP
1801 L Street NW
Washington, DC 20507

eeocfp@eeoc.gov
Telephone: (202) 663-4599
Fax (202) 663-7004

Nominees are evaluated based on application and interview focused on: communication skills; ability to adapt; experience researching, analyzing or presenting; and the ability to work independently.

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The U.S. Equal Employment Opportunity Commission

Doing Business with EEOC

The Small Business Act requires that all federal agencies negotiate with the Small Business Administration to develop small business prime and sub-contracting goals. The Federal Acquisition Regulation (FAR) and the Small Business Act require prime contractors receiving contracts which exceed the simplified acquisition threshold, to give small businesses an opportunity to participate.

EEOC publishes all Requests for Proposals through FedBizOpps, which is the single government point-of-entry for Federal government procurement opportunities over $25,000.

- For access to EEOC business opportunities, see EEOC Business Opportunities with FedBizOpps.
- To learn more about FedBizOpps, see Federal Business Opportunities

The FAR also requires that all Government vendors be registered in the Central Contractor Registration (CCR) database prior to award of contract. The CCR is the primary vendor database for the U.S. Federal Government. The CCR collects, validates, stores and disseminates data in support of agency acquisition missions. Vendors are required to complete a one-time registration to provide basic information relevant to procurement and financial transactions. Vendors must update or renew their registration annually to maintain an active status. Both current and potential government vendors are required to register in CCR in order to do be awarded contracts by the government.

- To register, see Central Contractor Registration (CCR)

The Contractor Performance System is a multi-agency shared file through which Federal Contracting Personnel can collect, maintain and disseminate performance evaluations on current contractors. The CPS has become the de facto system for collecting contractor performance evaluations throughout the Federal Civilian agency environment. A separate URL is assigned to each agency which provides agency control over its data and authority tables. Completed evaluations are available to all users across all subscribing agencies for the contract award source selection process.

- To enter the system, see Contractor Performance System

EEOC Procurement Contacts and EEOC Governmentwide Purchase Cardholders List

FY 2007 EEOC Procurement Forecast

This page was last modified on February 2, 2007.

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The U.S. Equal Employment Opportunity Commission

BREACH NOTIFICATION POLICY

Safeguarding personally identifiable information (PII)[1] in the possession of the government and preventing its breach are essential to ensure the government retains the trust of the American public. Following the guidance outlined in the Office of Management and Budget (OMB) Memorandum M-07-16, the U.S. Equal Employment Opportunity Commission (EEOC) has developed this *Breach Notification Policy* to minimize risk and ensure prompt and appropriate action is taken should such a breach occur. For purposes of this Policy, the term "breach" includes the loss of control, compromise, unauthorized disclosure, or unauthorized access or potential access to personally identifiable information, whether in physical (paper) or electronic form.

I. BACKGROUND - SAFEGUARDING AGAINST THE BREACH OF PII

It is the responsibility of all EEOC systems users to help ensure the security and integrity of the information contained in the Commission's automated and manual records systems. The Office of Management and Budget (OMB) Circular A-130, the Privacy Act of 1974, and the Federal Information Security Management Act of 2002 all define such information, as well as the technology used to maintain it, as a vital Government asset. Those who control or use this information are responsible for its care, custody and protection. All EEOC system users, whether EEOC employees, contractors, contingent workers, and other users of EEOC information and information systems, are expected to be aware of certain legal rules and policies which must be followed for the purpose of safeguarding such information. EEOC Order 240.005, Attachment A, *Information Security Responsibilities for EEOC System Users*, outlines these critical responsibilities.

In response to OMB Memorandum M-06-16, EEOC developed *Policy for Personally Identifiable Data Extracts Removed from EEOC Premises*. This policy outlines protective measures that must be followed if extracts containing PII are removed from the EEOC premises.

In addition, EEOC has implemented strong technical controls to ensure the security and confidentiality of records and to protect against threats to their security and integrity. This includes system categorization against Federal Information Processing Standard (FIPS) 199, *Standards for Security Categorization of Federal Information and Information Systems*; implementation of security controls as referenced in FIPS 200, *Minimum Security Requirements for Federal Information and Information Systems*, and National Institute of Standards and Technology (NIST) Special Publication 800-53, *Recommended Security Controls for Federal Information Systems*; certification and accreditation of information systems; user acknowledgement of system Rules of Behavior; and conduct of annual security awareness training which includes an overview of privacy and security responsibilities.

To further reduce risk, EEOC has been very proactive in eliminating the use and storage of social security numbers in our automated information systems. To better protect the privacy of individuals seeking services from the EEOC, in October 2006, the agency removed the social security numbers (SSN) of individuals who file charges of employment discrimination from our automated information systems. This removal included SSN data maintained within our Integrated Mission System, EEOC Assessment System, and legacy Charge Data System. EEOC has inventoried all automated information

systems containing PII, and the only SSN data that continues to be maintained relates to EEOC personnel. Efforts to decrease storage and output of non-essential employee PII are underway.

II. REVIEW OF COMPLIANCE

Annually, the EEOC Office of Information Technology and the Office of Legal Counsel will review the current holdings of all personally identifiable information and ensure, to the maximum extent practicable, such holdings are accurate, relevant, timely and complete and reduce them to the minimum necessary for the proper performance of the agency function. This review will occur no later than July 31 of each year, for incorporation into the annual report under the Federal Information Security Management Act.

III. BREACH INCIDENT HANDLING AND REPORTING REQUIREMENTS

When faced with a security incident, EEOC must be able to respond in a manner protecting both its own information and helping to protect the information of others who might be affected by the incident. EEOC's *Incident Response Plan* outlines roles and responsibilities, threats, prevention and responses, procedures, recovery, and reporting requirements. This *Breach Notification Policy* augments EEOC's *Incident Response Plan* with respect to breach or suspected loss of PII.

A. INCIDENT NOTIFICATION

Per OMB M-06-19, EEOC must report all incidents involving PII (in either electronic or physical form) to the United States Computer Readiness Team (US-CERT). This reporting must be done within one hour of discovering the incident.

- EEOC staff/contractors should immediately notify management of any incident regarding the loss or suspected breach of PII. Management should immediately notify the EEOC Chief Information Officer (CIO) and the Senior Agency Official for Privacy (SAOP) (EEOC Legal Counsel) regarding the PII breach, including as much detailed information as possible. A full incident report should promptly follow the notification.
- The EEOC CIO or SAOP will confirm the details of the incident and report the incident to US-CERT within one hour.

B. PII INCIDENT RESPONSE CORE MANAGEMENT GROUP

The CIO or SAOP will immediately notify the EEOC PII Incident Response Core Management Group of the incident. The Core Mgmt Group is comprised of the Chief Operating Officer, CIO, SAOP, Inspector General (IG), Deputy General Counsel, Chief Financial Officer, Director of the Office of Communications and Legislative Affairs, and the senior Program Manager of the program experiencing the breach. Other management officials may be included in the notification, as deemed necessary.

- The Core Management Group will engage in a risk analysis to determine whether the incident poses problems related to identity theft or areas of potential harm. The September 20, 2006 OMB Memorandum entitled, *Identity Theft Related Data Security Breach Notification Guidance*[2]

and OMB M-07-16 will be used to assist in this determination.

If it is determined that the incident could pose issues related to identify theft or other possible areas of harm, the Core Management Group will review possible actions and implement a response action plan, to include coverage, implementation and notification.

- If the breach involves government-authorized credit cards, steps will immediately be taken to notify the issuing bank. If the breach involves individual's bank account numbers to be used for direct deposit of credit card reimbursements, government employee salary, or any benefit payment, EEOC will notify the bank and other entity that handles that particular transaction immediately.
- If the breach includes social security numbers or other highly sensitive information, the Core Management Group will determine whether credit-monitoring services will be offered to the affected parties at government expense. If credit-monitoring services are required, they will be immediately acquired off the GSA Blanket Purchase Agreement for credit monitoring services.
- The Core Management Group will consult with technical and program managers, as appropriate, to determine if immediate follow-up actions are necessary to reduce any residual or follow-up risk related to the incident.
- If the breach may be related to other breaches or other criminal activity, the EEOC IG will coordinate with appropriate federal law enforcement agencies to enable the government to look for potential links and to effectively investigate and punish criminal activity that may result from, or be connected to, the breach.

C. NOTICE TO THOSE AFFECTED

After identifying the level of risk and bearing in mind the steps taken to limit that risk, the Core Management Group will make a determination regarding notice to parties put at risk by the breach. This determination of notice will be made following OMB's *Identity Theft Related Data Security Breach Notification Guidance* and OMB M-07-16, Attachment 3, *External Breach Notification*[3].

- If the decision was made to offer credit-monitoring services, the Core Management Group will identify the appropriate agency official who should make contact with the affected parties. When appropriate, contact will be made both verbally (telephone call) and in writing (follow-up letter). The Core Management Group will forward boilerplate Identity Theft Notification letter(s) to the appropriate agency official for completion and processing. The boilerplate letter will describe the incident that occurred, a description of the types of personal information that were involved in the breach, a brief description of the steps the agency is taking to investigate the breach and limit the risk, steps that the individual can take to protect themselves and reduce risk of identity theft, and information on how to obtain the government provided credit-monitoring services.
- If the decision is made to notify affected parties but not offer credit monitoring services, the Core Management Group will identify the appropriate agency official who should make contact with the affected parties and forward boilerplate Identity Theft Notification letter(s) to this individual for completion and processing. The boilerplate letter will conform to the format identified above, without the offer of credit-monitoring services.
- Determinations and follow-up actions regarding notification will be made in a timely manner, so that those affected may take protective steps as quickly as possible, but without compounding harm from the initial incident through premature announcement based on incomplete facts.

- If it is determined that public notification of the breach is warranted, the Core Management Group will post information about the breach and notification in a clearly identifiable location on the home page of EEOC's external website. The posting will include a link to Frequently Asked Questions and other talking points to assist the public's understanding of the breach and notification process.
- As necessary, the Core Management Group will identify resources to handle any follow-up inquiries. If the breach involves a very large number of affected individuals, the Core Management Group may consider acquiring services through GSA "USA Services" to quickly put in place a 1-800-FedInfo call center staffed by trained personnel. EEOC may delay any required public announcement of the incident to allow time for implementation of appropriate follow-up resources.

D. ADDITIONAL ACTIONS

The EEOC Core Management Group will develop an incident/breach risk matrix to be used by the Agency for its analysis. This matrix will provide a qualitative method of determining incident/breach levels, and appropriate notification standards. Once developed and approved, this matrix will be included as an attachment to this Breach Notification Policy.

Footnotes

[1] Per OMB M-07-16, the term "personally identifiable information" refers to information which can be used to distinguish or trace and individual's identity, such as their name, social security numbers, biometric records, etc. alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.

[2] http://www.whitehouse.gov/omb/memoranda/fy2006/task_force_theft_memo.pdf

[3] http://www.whitehouse.gov/omb/memoranda/fy2007/m07-16.pdf

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Laws Enforced by the EEOC

- Title VII of the Civil Rights Act
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967 (ADEA)
- Rehabilitation Act of 1973, Sections 501 and 505
- Titles I and V of the Americans with Disabilities Act of 1990 (ADA)
- Civil Rights Act of 1991

Celebrating the Laws

Celebrating the 40th Anniversary of Title VII: 1964 - 2004

See also ...

- The Equal Pay Act Turns 40: 1963 - 2003
- The Americans with Disabilities Act (ADA): 1990 - 2002

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EEOC Regulations

You can search, view, and comment on proposed Federal regulations from approximately 160 Federal Departments and Agencies through Regulations.Gov.

New and Proposed Regulations

- Proposed Rule on Coordination of Retiree Health Benefits with Eligibility for Medicare or State Health Benefits (not yet published in the *Federal Register*)
  This exemption was approved by the Commission on April 22, 2004, for circulation to other federal agencies and the Office of Management and Budget (OMB). It will not become final until it is approved by OMB and is published in the Federal Register.

The EEOC has published its semiannual regulatory agenda pursuant to Executive Order 12866, 58 FR 51735, and the Regulatory Flexibility Act, 5 U.S. C. chapter 6. The agenda lists all regulations that are scheduled for review or development during the next 12 months or that have been finalized since the publication of the last agenda.

- Semiannual Regulatory Agenda *Federal Register Notice, December 11, 2006* [PDF]

- Statement of Regulatory and Deregulatory Priorities - Sequence #142 - Coordinating Retiree Health Benefits

The following regulations have been published in the Federal Register within the past two years.

- Final Rule: Coverage Under the Age Discrimination in Employment Act*Federal Register Notice, July 7, 2007* [PDF]

- Final rule: Procedures for Previously Exempt State and Local Government Employee Complaints of Employment Discrimination Under Section 304 of the Government Employee Rights Act of 1991 *Federal Register Notice, February 7, 2007* [PDF]

- Final rule: Updating Addresses of Commission's Offices in Las Vegas, Nevada and Mobile, AL *Federal Register Notice, February 7,*

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- EEOC list of guidance documents pursuant to Executive Order 12866, as amended by Executive Order 13422, and as interpreted by the Office of Management and Budget
- Other Agency Good Guidance

2007 [PDF]

Practice Information

- Final Rule: Posting Requirements in Federal Sector Equal Employment Opportunity -Title III of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act), Pub. L. 107-174. *Federal Register Notice, August 2, 2006* [PDF]
- Final rule: Repositioning of Commission Field Offices *Federal Register Notice, May 9, 2006*
- Privacy Act Fee Schedule *Federal Register Notice, March 7, 2006*
- Freedom of Information Act Fee Schedule *(revises EEOC's FOIA Regulations codified at 29 C.F.R. Part 1610, §1610.15) Federal Register Notice, October 3, 2005*

Existing Regulations

EEOC's regulations are published annually in Title 29 of the Code of Federal Regulations (CFR). The CFR is available on-line through the U.S. Government Printing Office. The links below will connect you with EEOC's regulations, which are included in parts 1600 through 1699.

1600	Employee responsibilities and conduct
1601	Procedural regulations
1602	Recordkeeping and reporting requirements under title VII and the ADA
1603	Procedures for previously exempt State and local government employee complaints of employment discrimination under section 321 of the Government Employee Rights Act of 1991
1604	Guidelines on discrimination because of sex
1605	Guidelines on discrimination because of religion
1606	Guidelines on discrimination because of national origin
1607	Uniform guidelines on employee selection procedures (1978)
1608	Affirmative action appropriate under title VII of the Civil Rights Act of 1964, as amended
1610	Availability of records
1611	Privacy Act regulations
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1614	Federal sector equal employment opportunity
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1620	The Equal Pay Act
1621	Procedures--the Equal Pay Act
1625	Age Discrimination in Employment Act
1626	Procedures--Age Discrimination in Employment Act
1627	Records to be made or kept relating to age: notices to be posted: administrative exemptions

1630 Regulations to implement the equal employment provisions of the Americans with Disabilities Act

- 1630.16 and Appendix to Part 1630: Interpretive Guidance on Title I of the Americans with Disabilities Act

1640 Procedures for coordinating the investigation of complaints or charges of employment discrimination based on disability subject to the Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973

1641 Procedures for complaints/charges of employment discrimination based on disability filed against employers holding government contracts or subcontracts

1650 Debt collection

1690 Procedures on interagency coordination of equal employment opportunity issuances

1691 Procedures for complaints of employment discrimination filed against recipients of Federal financial assistance

1692-1699 [Reserved]

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Compliance Manual

Most of the Compliance Manual is not available in electronic format.

About document formats.

Original Manual

- Section 902: Definition of the Term "Disability"
- Executive Summary: Compliance Manual Section 902, Definition of the Term "Disability"

New Manual

The Commission has begun a new Manual in a different format. Sections will be added as they are issued.

- Section 2: Threshold Issues *Date issued 5/12/00*

  In July, 2005, EEOC issued a revision of the subsection of the "Threshold Issues" Compliance Manual section concerning time limitations for filing charges, which was originally issued in 2000. The revision conforms the Manual's discussion of the continuing violation doctrine to the Supreme Court's decision in National Railroad Passenger Corp. v. Morgan, 536 U.S. 101 (2002). This revision replaces § 2-IV.C, "When Did the Alleged Violation Take Place?" The new section § 2-IV.C is captioned: "When Can a Discriminatory Act Be Challenged?"

  - See also: Questions and Answers: Revision to Threshold Issues (July, 2005)
  - See also: Questions and Answers: Threshold Issues (May, 2000)

- Section 3: Employee Benefits *Date issued 10/3/00*
  - See also: Questions and Answers: Compliance Manual Section on Employee Benefits
  - See also: Rescission of Section IV (B) of EEOC Compliance Manual Chapter on "Employee Benefits" and deletion of example

- Section 8: Retaliation *Date issued 5/20/98* (also available in Printable

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- Other Agency Good Guidance

version (PDF)

Practice Information

- Section 10: Compensation Discrimination *Date issued 12/5/00*
  - See also: Questions and Answers: Compliance Manual Section on Compensation Discrimination
- Section 13: National Origin Discrimination *Date issued 12/2/02*
  - See also: Questions and Answers: Compliance Manual Section on National Origin Discrimination
- Section 15: Race and Color Discrimination *Date issued 4/19/06* (also available in Printable version (PDF)
  - See also: Questions and Answers About Race and Color Discrimination in Employment

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Enforcement Guidances and Related Documents

These documents are listed in chronological order.

Employment Tests and Selection Procedures *December, 2007*

Enforcement Guidance: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities *May, 2007* (Also available in PDF format)

- See also: Questions and Answers about EEOC's Enforcement Guidance on Unlawful Disparate Treatment of Workers with Caregiving Responsibilities

Questions and Answers: Definition of "Job Applicant" for Internet and Related Electronic Technologies

- See: Federal Register Notice dated March 4, 2004

Revised Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act *Updated October, 2002*

The Commission has re-issued the Guidance on Reasonable Accommodation and Undue Hardship to reflect a recent Supreme Court decision, US Airways, Inc. v. Barnett. The cover page of the Guidance notes where the major changes in the document are to be found. This revised version replaces the 3/1/99 Guidance.

- See also: ADA Technical Assistance Manual: Addendum *October, 2002*
- See also: Small Employers and Reasonable Accommodation *March, 1999*

Rescission of Enforcement Guidance on Remedies Available to Undocumented Workers Under Federal Employment Discrimination Laws *June, 2002*

Enforcement Guidance: Application Of The ADA To Contingent Workers Placed By Temporary Agencies And Other Staffing Firms *December, 2000*

- See also: Questions and Answers: Enforcement Guidance: Application of the ADA to Contingent Workers Placed by Temporary Agencies and Other Staffing Firms

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Commission Decision on Coverage of Contraception *December, 2000* Practice Information

- See also: Questions and Answers: Commission Decision on Coverage of Contraception

Policy Guidance On Executive Order 13164: Establishing Procedures To Facilitate The Provision Of Reasonable Accommodation *October, 2000*

- See also: Questions and Answers: Policy Guidance On Executive Order 13164: Establishing Procedures To Facilitate The Provision Of Reasonable Accommodation

Policy Guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information *July, 2000*

- See also: Questions and Answers: Policy Guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information *July, 2000*

Enforcement Guidance on Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (ADA) *July, 2000*

- See also: Questions and Answers: Enforcement Guidance on Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (ADA)

Instructions for Field Offices Analyzing ADA Charges After Supreme Court Decisions Addressing "Disability" and "Qualified" *December, 1999*

RESCINDED Enforcement Guidance on Remedies Available to Undocumented Workers Under Federal Employment Discrimination Laws *October, 1999*

- See also: Rescission of Enforcement Guidance on Remedies Available to Undocumented Workers Under Federal Employment Discrimination Laws *June, 2002*
- See also: Questions and Answers: Enforcement Guidance on Remedies Available to Undocumented Workers Under Federal Employment Discrimination Laws *October, 1999*

Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors *June, 1999*

- See also: Questions & Answers for Small Employers on Employer Liability for Harassment by Supervisors

Enforcement Guidance: Application of EEO Laws to Contingent Workers Placed by Temporary Employment Agencies and Other Staffing Firms *December, 1997*

Enforcement Guidance on Sex Discrimination in the Compensation of Sports Coaches in Educational

Institutions *October, 1997*

Policy Statement on Mandatory Binding Arbitration of Employment Discrimination Disputes as a Condition of Employment *July, 1997*

RESCINDED Enforcement Guidance on Equal Employment Opportunity Commission & Walters v. Metropolitan Educational Enterprises, Inc., 117 S.Ct. 660 (1997) *May, 1997*

EEOC Enforcement Guidance on Enforcement Guidance on Non-Waivable Employee Rights under Equal Employment Opportunity Commission (EEOC) Enforced Statutes *April, 1997*

EEOC Enforcement Guidance on the Americans with Disabilites Act and Psychiatric Disabilities *March, 1997*

EEOC Enforcement Guidance on the Effect of Representations Made in Applications for Benefits on the Determination of Whether a Person Is a "Qualified Individual with a Disability" Under the Americans with Disabilities Act of 1990 (ADA) *February, 1997*

Enforcement Guidance on O'Connor v. Consolidated Coin Caterers Corp. *September, 1996*

EEOC Enforcement Guidance: Workers' Compensation and the ADA *September, 1996*

Enforcement Guidance: Whether "Testers" Can File Charges and Litigate Claims of Employment Discrimination *May, 1996*

Enforcement Guidance on After-acquired Evidence and McKennon v. Nashville Banner Publishing Co., 115 S.Ct. 879, 65 EPD Par. 43,368 (1995) *December, 1995*

ADA Enforcement Guidance: Preemployment Disability-Related Questions and Medical Examinations *October, 1995* (Also available in PDF format)

Facts About the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 *November, 1995*

Section 902: Definition of the Term "Disability" *March, 1995*

- See also: Executive Summary: Compliance Manual Section 902, Definition of the Term "Disability" *February, 2000*

Interim Enforcement Guidance on the Application of the Americans with Disabilities Act of 1990 to Disability-based Distinctions in Employer Provided Health Insurance *June, 1993* (Also available in PDF format)

Enforcement Guidance: Compensatory and Punitive Damages Available under § 102 of the Civil Rights

Act of 1991 *July, 1992*

Enforcement Guidance on Recent Developments in Disparate Treatment Theory *July, 1992*

Enforcement Guidance on Harris v. Forklift Sys., Inc. *November, 1993*

Policy Guidance on Current Issues of Sexual Harassment *March, 1990*

Policy Guidance on Employer Liability under Title VII for Sexual Favoritism *January, 1990*

Enforcement Guidance on Application of Title VII and the Americans with Disabilities Act to Conduct Overseas and to Foreign Employers Discriminating in the United States *October, 1993*

Policy Guidance on the Consideration of Arrest Records in Employment Decisions under Title VII of the Civil Rights Act of 1964 *September, 1990*

Policy Guidance on Veterans' Preference Under Title VII *August, 1990*

Policy Guidance: Religious Organizations That Pay Women Less Than Men in Accordance with Religious Beliefs *February, 1990*

Policy Guidance: Analysis of the sec. 4(f)(1) 'foreign laws' defense of the Age Discrimination in Employment Act of 1967 *December, 1989*

Policy Guidance on the use of the national security exception contained in § 703(g) of Title VII of the Civil Rights Act of 1964 *May, 1989*

Policy Guidance: Application of the Age Discrimination in Employment Act of 1967 (ADEA) and the Equal Pay Act of 1963 (EPA) to American Firms Overseas, Their Overseas Subsidiaries, and Foreign Firms *March, 1989*

Policy Statement: Whether an Employer with which an Employment Agency or Union Deals Must Have Fifteen or More Employees in Order for the Agency or Union to be Covered by Title VII *July, 1988*

Policy Statement on Ansonia Board of Education v. Philbrook and Religious Accommodation *May, 1988*

Policy Statement on Indian Preference Under Title VII *May, 1988*

Policy Statement: Religious Organization Exemption under Title VII of the Civil Rights Act of 1964, as Amended *September, 1987*

Policy Statement: Employer Standing to Bring a Charge of Discrimination Against a Labor Organization *September, 1987*

Policy Statement on the Use of Statistics in Charges Involving the Exclusion of Individuals with Conviction Records from Employment *July, 1987*

Policy Statement on Control by Third Parties Over the Employment Relationship Between an Individual and His/Her Direct Employer *May, 1987*

Policy Statement on the Issue of Conviction Records under Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000e et seq. (1982). *February, 1987*

Policy Statement: Application of Title VII, the ADEA, and EPA to International Organizations *December 1986*

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Memoranda of Understanding

About document formats.

Questions And Answers Regarding EEOC-Department Of Labor Memoranda Of Understanding *(April 7, 1999)*

EEOC-ESA Memorandum of Understanding Providing for Cross-Training, Referrals and Information Sharing on Compensation Discrimination Cases *(April 7, 1999)*

EEOC - OFCCP Memorandum Of Understanding Governing the Processing of Charges under Title VII and Executive Order 11246 *(April 7, 1999)*

Proposed Notice of Changes to the 1981 Memorandum of Understanding (MOU) Between EEOC and the Department of Labor (DOL) *Date of Federal Register publication 12/14/98* (also available in PDF format)

Memorandum of Understanding Between The Equal Employment Opportunity Commission and The Office of Special Counsel for Immigration Related Unfair Employment Practices *Date issued 2/3/98*

Memorandum of Understanding Between the National Association of Attorneys General and the Equal Employment Opportunity Commission *Date issued 11/12/97*

Memorandum of Understanding Between the General Counsel of the National Labor Relations Board and the Equal Employment Opportunity Commission *Date issued 11/16/93*

Memorandum of Understanding Between the FCC and EEOC *Issued 1986*

Laws, Regulations and Guidance

- Laws Enforced by EEOC
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- Compliance Manual
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- Memoranda of Understanding

"Good Guidance" Practices

- EEOC list of guidance documents pursuant to Executive Order 12866, as amended by Executive Order 13422, and as interpreted by the Office of Management and Budget
- Other Agency Good Guidance

Practice Information

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The U.S. Equal Employment Opportunity Commission

Celebrating the 40th Anniversary of Title VII

President Lyndon B. Johnson signs the Civil Rights Act of 1964, July 2, 1964

The U.S. Equal Employment Opportunity Commission, in cooperation with the American Bar Association/ Equal Employment Opportunity Committee, the District of Columbia Bar/Labor & Employment Law Section, the Georgetown University Law Center, and the Lawyers' Committee for Civil Rights Under Law, hosted a series of panel discussions that examined the enactment and enforcement of Title VII of the Civil Rights Act of 1964, which prohibits discrimination in employment on the bases of race, color, national origin, religion, and sex.

These discussions brought together many of the leading judges, lawyers, and activists involved in the passage of Title VII and its amendments and the litigation of the landmark cases interpreting Title VII and establishing the guidelines for proving workplace discrimination. The three panels addressed (1) the initial impact of Title VII and the development of the principles used to establish discrimination; (2) efforts to enlarge the scope of Title VII and extend its protections to women and other minority groups; and (3) how Title VII was made more effective through amendments that added damages and the right to jury trials.

Each of these panels was attended by roughly 200 people. Transcripts from all three panels are now available (see below).

Press Release: Legal History Panels to Commemorate 40th Anniversary of Civil Rights Workplace Protections

Panel I - Tuesday, June 22, 2004

- *First Principles - Enacting the Civil Rights Act and Using the Courts to Challenge and Remedy Workplace Discrimination*
- Panelists
- Transcript

Panel II - Wednesday, June 23, 2004

- *Expanding the Reach - Making Title VII Work for Women and National Origin Minorities: Pregnancy, Harassment, and Language Discrimination*
- Panelists
- Transcript

Panel III - Wednesday, June 30, 2004

- *Closing the Gaps - Making Title VII More Effective for All: Damages, Jury Trials, and the Civil Rights Act of 1991*
- Panelists
- Transcript

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- Employment Statistics
- Equal Employment Opportunity Data Posted Pursuant to the No Fear Act
- Special Reports
- Census 2000 Special EEO File
- Census 2000 Data by Race and Ethnicity from the PL 94-171 Summary File

The U.S. Equal Employment Opportunity Commission

Enforcement Statistics and Litigation

The statistics presented on the following tables reflect charges of employment discrimination and resolutions under each of the statutes enforced by the Commission, and by the various types of discrimination (see Definitions of Terms at the end of each chart for an explanation of the types of resolutions).

- Charge Statistics
- All Statutes
- Americans with Disabilities Act of 1990 (ADA) Charges
- Age Discrimination in Employment Act (ADEA) Charges
- Equal Pay Act Charges
- Harassment Charges
- National Origin-Based Charges
- Pregnancy Discrimination Charges
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Employment Statistics

Job Patterns For Minorities And Women In Private Industry (EEO-1)

Job Patterns for Minorities and Women in State and Local Government (EEO-4)

Annual Report on the Federal Work Force

See also: Special Reports

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U.S. Equal Employment Opportunity Commission

Special Reports

EEOC will periodically issue special reports on various topics of interest, based on data from the EEO-1 survey, charge data, and/or other sources.

- Diversity in the Finance Industry
  [HTML] [PDF 241k]
- Retail Distribution Centers:
  How New Business Processes Impact Minority Labor Markets
  [HTML] [PDF 4.3MB]
- Diversity in the Media
  [HTML] [PDF 5.6MB]
- High End Department Stores, Their Access to and Use of Diverse Labor Markets
  - Summary Report [HTML] [PDF]
  - Technical Report [HTML] [PDF]
- Women of Color: Their Employment in the Private Sector
  [HTML] [PDF]
- Investment Banking Report
- Broadcasting Report
- Characteristics of Private Sector Employment Report
  [HTML][PDF 1.22 MB]
- Diversity in Law Firms
  [HTML] [PDF 8.95 MB]
- Glass Ceilings: The Status of Women as Officials and Managers in the Private Sector
  [HTML] [PDF]

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U.S. Equal Employment Opportunity Commission

Information on the Census 2000 Special EEO File

A Consortium of Federal agencies consisting of the Equal Employment Opportunity Commission (EEOC), Department of Justice (DOJ), Department of Labor (DOL) and Office of Personnel Management (OPM) entered into a reimbursable agreement with the U.S. Census Bureau (the Bureau) to construct the Census 2000 Special EEO File. The basic File was released in December 2003 and contains data similar to that in comparable files from the 1970, 1980 and 1990 censuses. The Special EEO File will serve as the primary external benchmark for comparing the racial, ethnic and gender composition of an internal workforce, within a specified geography and job category, and the analogous external labor market.

Availability of the Census 2000 Special EEO File Datasets and Related Information

Specifications for the Census 2000 Special EEO File

The following sections provide an introduction to the detailed specifications for the EEO File.

- *Introduction to Variables and Values for the Census 2000 Special EEO File*
- *Introduction to Race and Ethnic (Hispanic Origin) Data for the Census 2000 Special EEO File*
- *Occupational Data and Occupational Groups for the Census 2000 Special EEO File*
- *Census 2000 Special EEO File Crosswalk from Census Codes and 2000 SOC Codes to the EEO Occupational Groups and the EEO-1 Job Categories*
- *Census 2000 Special EEO File Crosswalk from Census Codes and 2000 SOC Codes to the State and Local Job Categories*
- *Census 2000 Industry Categories for the Special EEO File*
- *Overview of Geographic Areas*
- *Guidelines for Creating and Naming Aggregated County Areas for Counties Containing fewer than 50,000 Persons for Residence Datasets for the Census 2000 Special EEO File*
- *County Set Areas for Residence Datasets for the Census 2000 Special EEO File* (also available as Excel and Quattro Pro spreadsheets)
- *Introduction to Tables for the Census 2000 Special EEO File*
- *Census 2000 Special EEO File Table Specifications and Corresponding Datasets*
- *Census 2000 Special EEO File Questions and Answers*

Notification of Updates to the Census 2000 Special EEO File

If there are any updates for the EEO File, they will be incorporated into this document as soon as

possible. In addition, a history of changes will be available in a separate section of this document by the date of change. The modifications, deletions and additions will be in chronological order and will contain both the previous and current versions for comparative purposes.

- *History of Changes to Specifications for the Census 2000 Special EEO File*

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The U.S. Equal Employment Opportunity Commission

Equal Employment Opportunity Data Posted Pursuant to the No Fear Act

Section 301 of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (the No Fear Act), requires each federal agency to post summary statistical data pertaining to complaints of employment discrimination filed against it by employees, former employees and applicants for employment under 29 C.F.R. Part 1614. The specific data to be posted is described in section 301(b) of the Act and 29 CFR 1614.704. The required summary statistical data for EEO complaints filed against the EEOC is available below.

In addition, section 302 of the No Fear Act requires EEOC to post government-wide, summary statistical data pertaining to hearings requested under 29 C.F.R. Part 1614 and appeals filed with EEOC. The specific data to be posted is described in section 302(a) of the Act and 29 CFR 1614.706. That data is also available below. The posting of EEO data on agency public web sites is intended to assist Congress, Federal agencies and the public to assess whether and the extent to which agencies are living up to their equal employment opportunity responsibilities.

Current Data

- EEOC Internal Complaint Activity | PDF Version
- Government-Wide Hearings
- Government-Wide Appeals
- Federal Agency Data

Posting Requirements

- Final Rule: Posting Requirements in Federal Sector Equal Employment Opportunity -Title III of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act), Pub. L. 107-174. *Federal Register Notice, August 2, 2006* [PDF]
- Uniform Posting Format: Excel file | Uniform Posting Format: HTML file

No FEAR Act Questions and Answers

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- Commission Appellate and Amicus Briefs

The U.S. Equal Employment Opportunity Commission

EEOC Litigation Statistics, FY 1997 through FY 2006

The table below reflects EEOC enforcement suits filed and resolved in the federal district courts over the past ten years. The table divides the suits by the various statutes enforced by the EEOC and provides aggregate data on monetary relief obtained. Note that many EEOC suits are brought on behalf of multiple aggrieved individuals. The lawsuits are filed under the various statutes enforced by the Commission:

- Title VII of the Civil Rights Act of 1964 (Title VII)
- The Americans with Disabilities Act of 1990 (ADA)
- The Age Discrimination in Employment Act of 1967 (ADEA)
- The Equal Pay Act of 1963 (EPA)

Litigation Statistics, FY97 through FY06

	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Suits										
All Suits Filed	332	414	465	329	428	370	400	421	416	403
Merits Suits	300	374	438	292	388	342	366	378	381	371
Suits with Title VII Claims	182	254	341	236	289	268	298	297	295	294
Suits with ADA Claims	83	87	55	29	66	44	49	46	49	42
Suits with ADEA Claims	42	44	47	33	42	39	27	46	44	50
Suits with EPA Claims	4	10	9	9	14	12	12	5	13	10
Suits filed under multiple statutes[1]	11	19	13	14	19	19	19	14	17	22
Subpoena and Preliminary Relief Actions	32	40	27	37	40	28	34	43	35	32
Resolutions										
All Resolutions	243	331	350	440	362	381	381	380	378	418
Merits Suits	214	295	320	407	321	351	351	346	338	383
Suits with Title VII Claims	132	189	211	315	232	266	275	277	259	295

Suits with ADA Claims	49	73	74	53	48	65	50	43	41	50
Suits with ADEA Claims	38	38	51	41	39	26	35	34	45	50
Suits with EPA Claims	7	4	7	6	15	9	13	9	12	8
Suits filed under multiple statutes	12	9	22	8	12	15	21	14	18	17
Subpoena and Preliminary Relief Actions	29	36	30	33	41	30	30	34	40	35
Monetary Benefits ($ in millions)[2]	114.7	95.6	98.7	52.2	49.8	56.2	146.6	168.6	104.8	44.3
Title VII	95.0	62.0	49.2	35.0	33.6	29.2	85.1	158.5	98.0	34.3
ADA	1.1	2.8	2.9	2.9	2.3	15.1	2.3	2.5	3.4	2.8
ADEA	18.0	29.8	42.8	13.8	3.1	1.4	57.8	5.4	2.4	5.1
EPA	0.0	0.0	0.0	0.2	0.2	0.2	0.0	0.0	0.0	0.0
Suits filed under multiple statutes[3]	0.5	1.0	3.8	0.4	10.7	10.3	1.5	2.3	1.0	2.1

1 Suits filed under multiple statutes are also included in the tally of suits filed under the particular statutes.
2 The sum of the statute benefits in some years will be less than total benefits for the year due to rounding.
3 Monetary benefits recovered in suits filed under multiple statutes are counted separately and are not included in the tally of suits filed under any particular statute.

Note that to improve the clarity and completeness of the data on our litigation activities, we have changed the format for presenting the count of cases filed and resolved by statute. Previously, cases were included in a statute's count only if that statute was the only statute involved. Suits filed under multiple statutes were listed in a separate "concurrent" category. The new format includes suits under each statute alleged, resulting in some suits being counted in more than one statute. There is no longer a concurrent category.

In addition, recent data validation efforts have caused changes in some of the counts, and in the annual amounts of monetary benefits.

Historical data

Definitions

Merits suits include direct suits and interventions alleging violations of the substantive provisions of the statutes enforced by the Commission and suits to enforce administrative settlements.

Intervention is where the EEOC joins a lawsuit that has been filed by a private plaintiff.

Subpoena enforcement actions are filed during the course of the investigation of a charge of discrimination where the Respondent refuses to provide information relevant to the charge.

Suits to enforce administrative settlements involve a Respondent's breach of an agreement with the EEOC to settle a charge during the administrative process.

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The U.S. Equal Employment Opportunity Commission

EEOC Litigation Settlements Monthly Reports

PLEASE NOTE: These reports have been discontinued.

The following are brief descriptions of the some of the significant settlements reached by EEOC District Office Legal Units.

- June, 2006
- May, 2006
- April, 2006
- March, 2006
- January, 2006
- December, 2005
- November, 2005
- October, 2005
- September, 2005
- August, 2005
- July, 2005
- June, 2005
- May, 2005
- April, 2005
- March, 2005
- February, 2005
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- December,2004
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- July, 2004
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Regional Attorneys' Manual

Office of General Counsel

April 2005

Statement of the General Counsel

I am pleased to issue the *Regional Attorneys' Manual*, developed by the Equal Employment Opportunity Commission's Office of General Counsel. As indicated in the Introduction, this *Manual* supercedes the *Regional Attorneys' Deskbook*, which is hereby revoked.

Eric S. Dreiband, April 29, 2005

Introduction

This Equal Employment Opportunity Commission (EEOC or Commission) *Regional Attorneys' Manual* supercedes the *Regional Attorneys' Deskbook* issued in 1990 and revised in 1992. The *Manual* is in four parts. Part 1, *Administrative and Support Information*, contains information on the structure and functions of the EEOC's Office of General Counsel (OGC), OGC policies and procedures, and Commission policies. Part 2, *Initiating Litigation*, discusses prelitigation procedures, delegation of litigation authority, and obtaining approval for cases requiring General Counsel or Commission authorization. Part 3, *Conducting Litigation*, covers various trial practice matters, settlement standards and procedures, appeal procedures, and the professional responsibilities of OGC attorneys. Finally, Part 4, *Resources and Technical Assistance*, contains information on obtaining internal and external expert services, obtaining nonexpert litigation support services, and monitoring contracts. Since the *Manual* is available electronically on the Commission's Web site, it contains references and hyperlinks to resources available on the Commission's Web site as well as elsewhere on the Internet.

The *Regional Attorneys' Manual* has been developed and distributed by the EEOC's Office of General Counsel exclusively to provide internal guidance and practical support to Regional Attorneys in connection with their management of EEOC legal units. The *Manual* shall not be construed as creating any right or benefit, substantive or procedural, enforceable at law or in equity against the EEOC or its employees. The *Manual* shall not be construed to create any right to judicial review involving the compliance or noncompliance of the EEOC or its employees with any matter dealt with in the *Manual*.

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The U.S. Equal Employment Opportunity Commission

Commission Appellate and Amicus Briefs

Last updated October 24, 2007

The EEOC, under the direction of the General Counsel, represents itself in United States District Courts and in the Circuit Courts of Appeals. While Commission attorneys work on Supreme Court matters, in that Court however, the Commission is represented by the Solicitor General of the United States.

In court enforcement actions, the EEOC's formal legal views are set forth in a document called a "brief" or legal memorandum. Generally, such legal memoranda discuss the application of previously announced Commission policy guidance or explain Agency practices in the context of specific fact situations.

The briefs which have been selected for inclusion on this web site, are those which have generally been filed in the United States Courts of Appeal, and which discuss significant legal issues which could affect the manner in which employment laws are interpreted. Briefs in the Supreme Court, either where the Commission is a party or appears as amicus curiae, or "friend of the court", are not reproduced on this web site because such memoranda are submitted by the Solicitor General of the United States at the Department of Justice, and are available at http://www.usdoj.gov/osg/.

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Search Tips

Enter search terms in the box above. If you would like to find a particular brief, and you know either the case name or the docket number, you may enter the name or number as a search term. If you are looking for briefs on a particular topic, you may enter words or phrases related to that topic as search terms.

Phrases must be in quotation marks (" "). If you wish to combine words or phrases in your search, you may use four different connecting words: ADJ (adjacent), AND, OR, and NOT. Please note that these connecting words must be in capital letters. For example, to locate briefs concerning hostile work environment due to sexual harassment, you might combine two phrases with the connector AND as follows: "hostile work environment" AND "sexual harassment".

A portion of a word followed by an asterisk will locate all words containing that portion of a word. For example: harass* will retrieve both harassment and harassing.

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Disclaimer

Outreach, Education and Technical Assistance

Preventing employment discrimination from occurring in the workplace in the first place is preferable to remedying the consequences of discrimination. EEOC is committed to providing training and technical assistance, outreach and education programs to assist employers, employees and stakeholder groups understand and prevent discrimination. We believe that discrimination can be averted if companies, federal agencies and individuals know their legal rights and responsibilities.

No-Cost Outreach and Education Programs EEOC representatives are available on a limited basis at no cost to make presentations and participate in meetings with employees and employers, and their representative groups, as well as community organizations and other members of the general public.

Training Institute EEOC provides fee-based training and technical assistance programs throughout the country, and has training and technical assistance materials available for sale.

The U.S. Equal Employment Opportunity Commission

No-Cost Outreach Programs

EEOC's outreach programs provide general information about the EEOC, its mission, the employment discrimination laws enforced by EEOC and the charge/complaint process. EEOC representatives are available on a limited basis at no cost to make presentations and participate in meetings, conferences and seminars with employee and employer groups, professional associations, students, non-profit entities, community organizations and other members of the general public.

Many EEOC offices have bilingual staff available to make presentations. EEOC information materials and other publications are available at no cost, including many in languages other than English.

Does your group need a speaker for an upcoming conference or seminar? An EEOC representative may be available to provide a general overview of the laws enforced by EEOC and EEOC charge processing procedures, including mediation.

Are you holding a business EXPO, job fair or community event? EEOC representatives may be available to participate and disseminate information.

Are you a small business? EEOC's web site includes a special section with small business information. For your convenience, EEOC field offices have designated small business liaisons to answer questions and provide assistance to small businesses.

EEOC conducts free workshops on the Americans with Disabilities Act (ADA) for small businesses and individuals with disabilities. These workshops, which include information on tax incentives, community resources, and the rights and responsibilities of employers and employees, are aimed at encouraging businesses with 15 to 100 employees to hire individuals with disabilities and assisting individuals who are entering the workforce to understand the ADA.

EEOC Outreach Program Coordinators want to hear from you!

Fee-Based Training

EEOC also offers more "in-depth" training tailored to an employer for a fee. This training is available to private employers and state, local and federal government personnel through the EEOC Training Institute. The EEOC Training Institute provides a wide variety of training to assist employers in educating their managers and employees on the laws enforced by EEOC and how to prevent and correct discrimination in the workplace. Visit the EEOC Training Institute to learn more about the courses, seminars and products developed by the experts.

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Publications Request Form

Many of the publications listed below are available on the EEOC web site and may be downloaded or printed directly from the site. Select linked publications if you wish to go to the document on the web site. Alternate formats (Braille, large print, etc.) may be ordered from EEOC's Office of Communications and Legislative Affairs, at 202-663-4191 or TTY 202-663-4494.

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If you e-mail with a comment or question,or submit personal information through our web site, we use that information to respond to your message and to get you the information you have requested. We do not share our e-mail with any other organizations, unless we receive a request from an organization conducting a civil or criminal law enforcement investigation.

Please make your selection from the titles listed below. If you need more than one copy of an item, please contact:

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Employment Rights of Immigrants Under Federal Anti-Discrimination Laws	☐
EEOC Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors	☐
Questions and Answers for Small Employers on Employer Liability for Harassment by Supervisors	☐
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EEOC Enforcement Guidance on the Effect of Representations Made in Applications for Benefits on the Determination of Whether a Person Is a "Qualified Individual with a Disability" Under the Americans with Disabilities Act of 1990 (ADA)	☐
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Federal Sector Information

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EEOC MD-110 - Federal Sector Complaint Processing Manual	☐
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The U.S. Equal Employment Opportunity Commission

EEOC Poster Request Form

The law requires an employer to post notices describing the Federal laws prohibiting job discrimination based on race, color, sex, national origin, religion, age, equal pay and disability. EEOC's poster is available in English, Arabic, Chinese and Spanish. You may order up to 10 copies from this website.

If you need more than ten copies of the poster, please contact:

U.S. Equal Employment Opportunity Commission Clearinghouse
P.O. Box 541
Annapolis Junction, MD 20701

Fax: (301) 206-9789
or call: 1-800-669-3362 (voice)
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U.S. Department of Labor Poster Page

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