

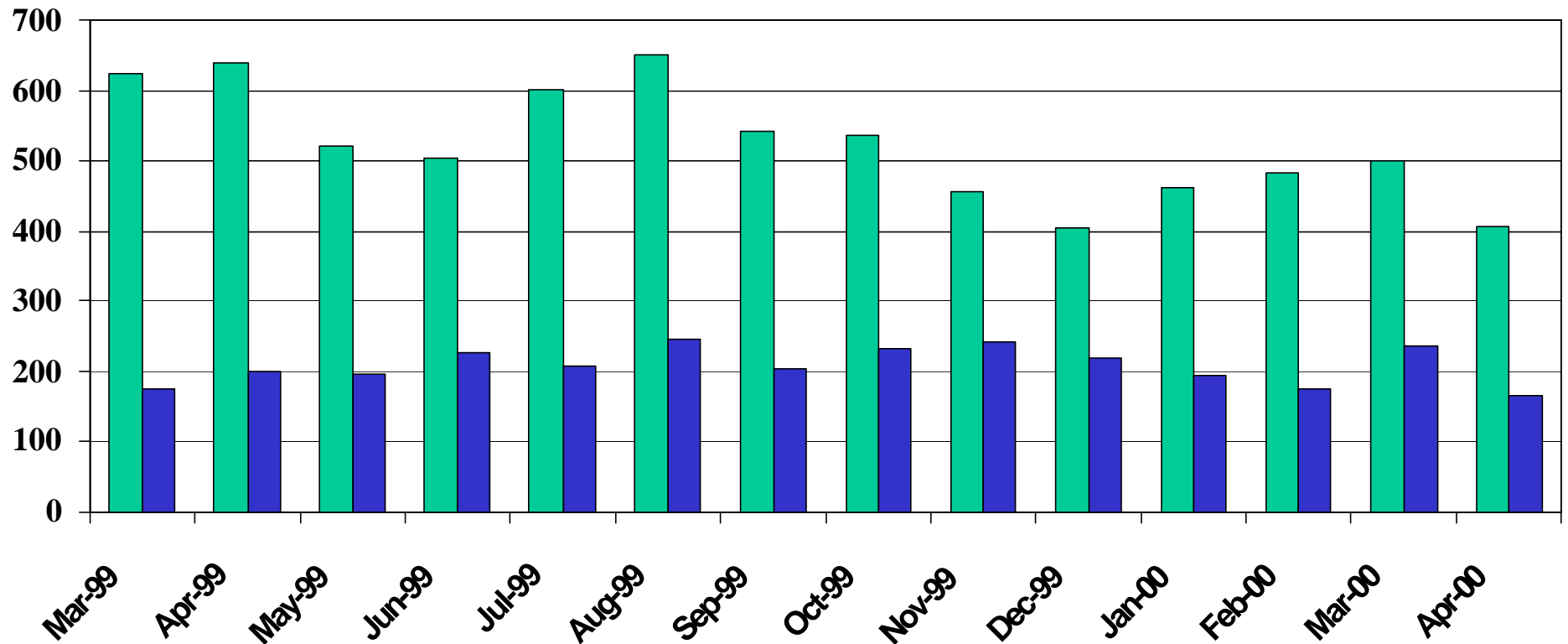
# Office of Resolution Management



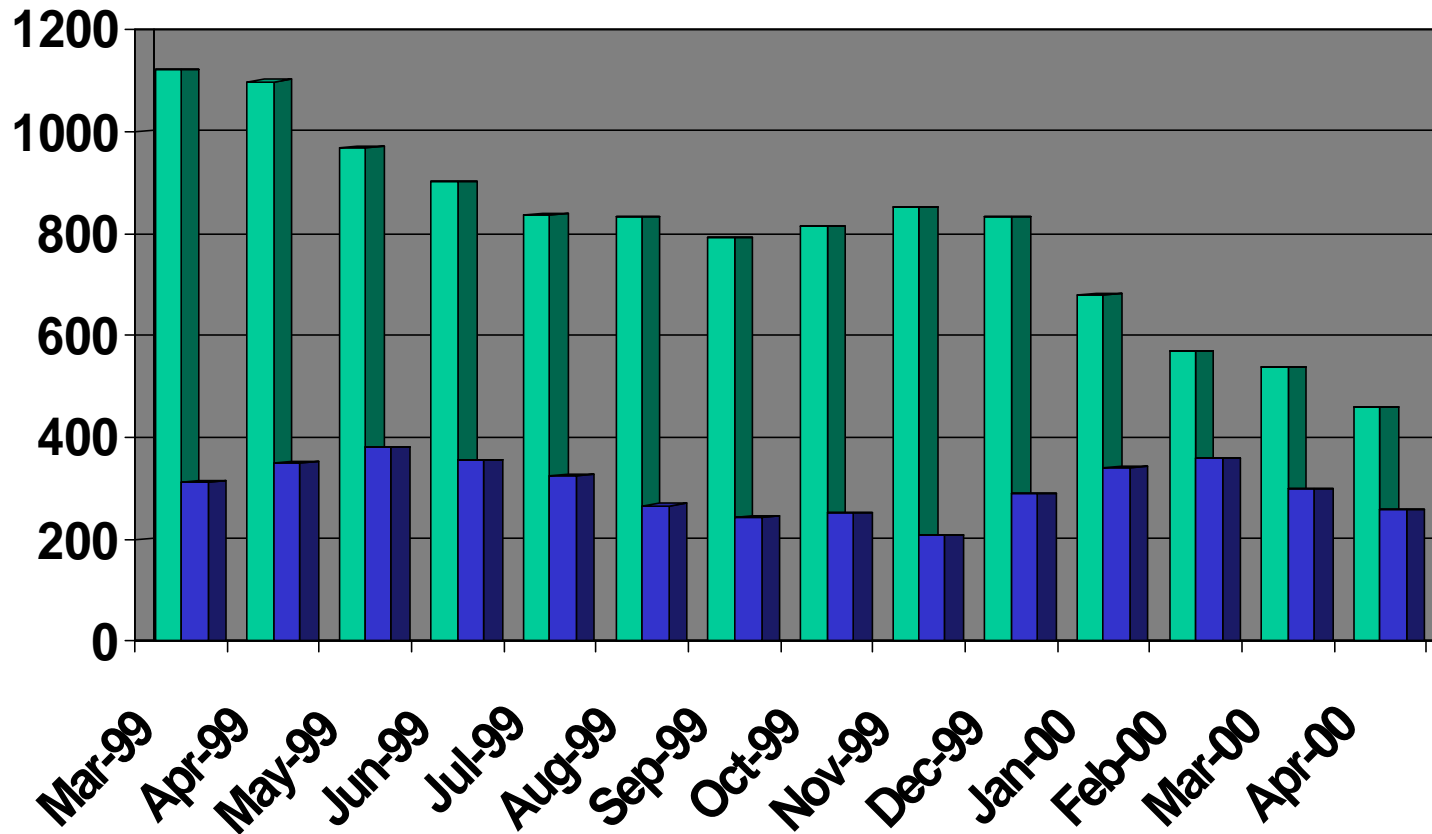
Workload Charts for March 1999 through April 2000



# Informal Counseling Activity



# Acceptability Determinations

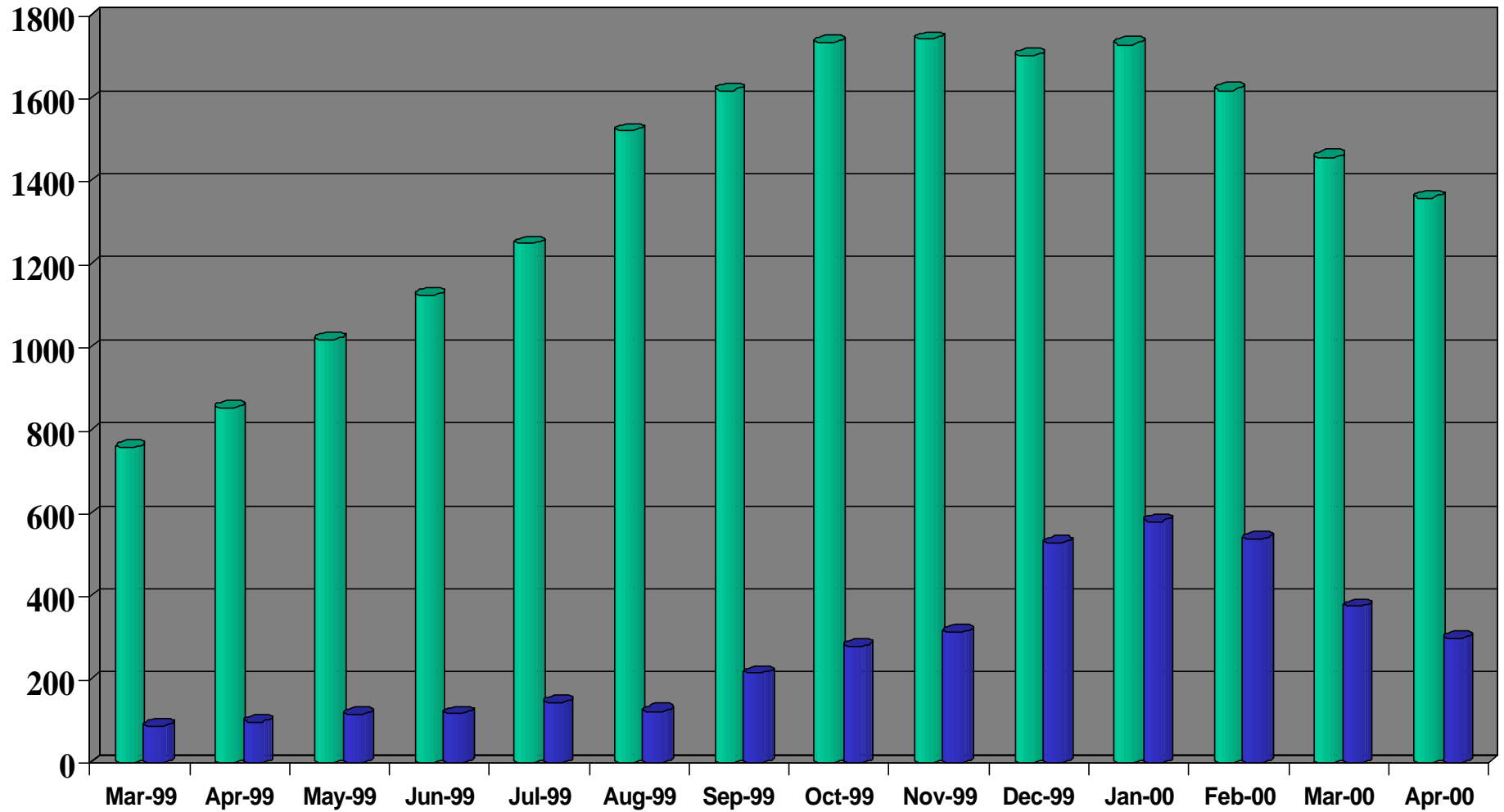


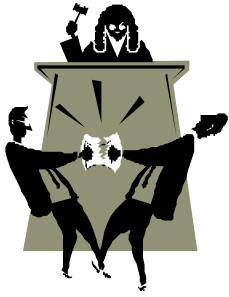


# Investigations

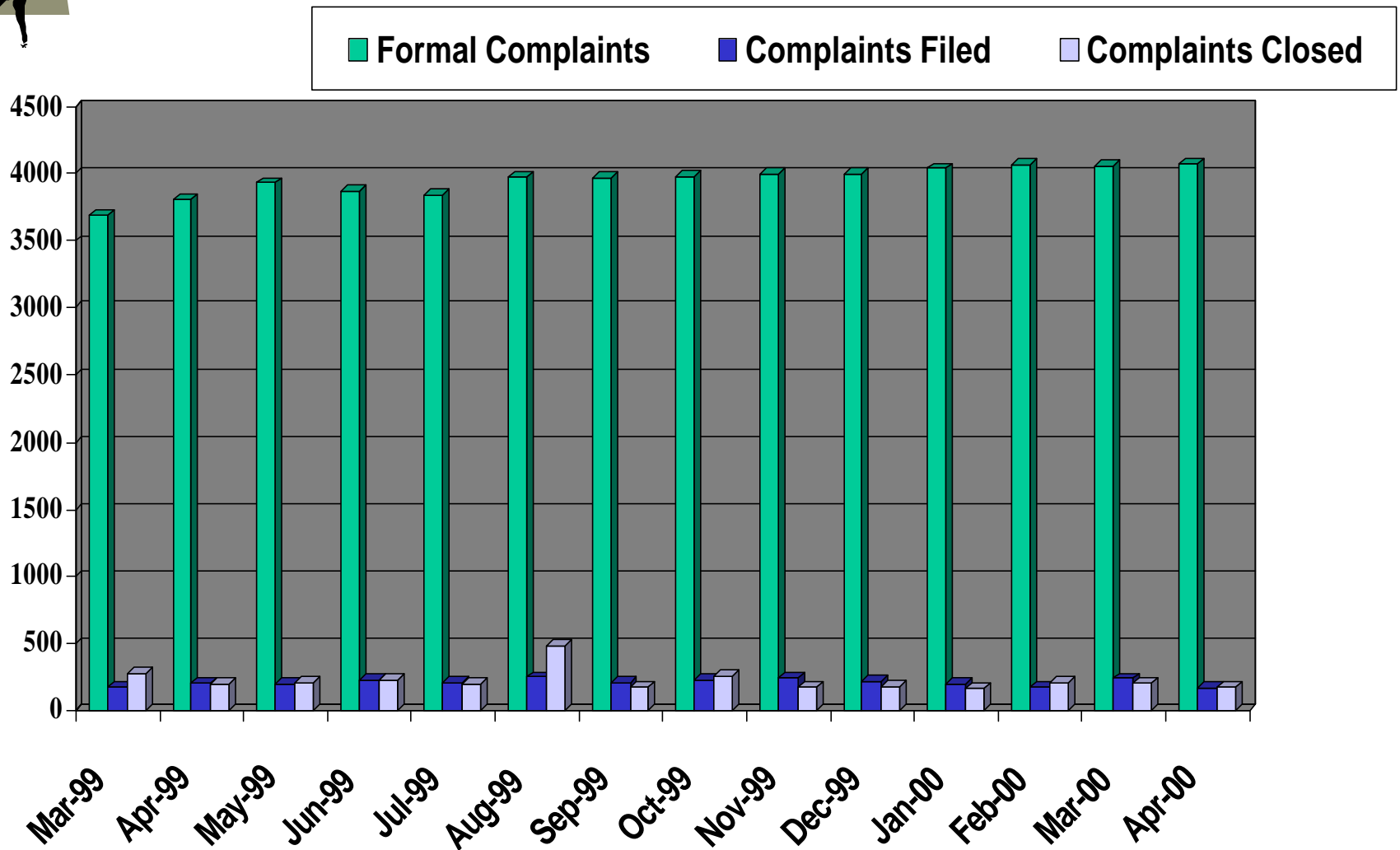


■ Pending ■ Completed





# Formal Complaint Activity



# Root Cause Analysis

BREAKDOWN BY BASIS FOR "WORKING CONDITIONS" (Hostile)				
ORM FIELD OFFICE	RACE	SEX	REPRISAL	TOTAL
BAYPINES	3	1	5	9
BEDFORD	0	1	0	1
CLEVELAND	1	6	1	8
HINES	4	5	4	13
HOUSTON	1	0	0	1
LEAVENWORTH	10	12	6	28
LITTLE ROCK	2	5	2	9
LOS ANGELES CA	1	0	0	1
LYONS	1	1	4	6
PALO ALTO	0	0	0	0
VANCOUVER	1	0	0	1
WASHINGTON DC	0	1	0	1
<b>TOTAL</b>	<b>24</b>	<b>32</b>	<b>22</b>	<b>78</b>

**BREAK DOWN BY POSSIBLE ROOT PROBLEMS  
FOR  
"WORKING CONDITIONS (HOSTILE) ALLEGATIONS"**

ORM FIELD OFFICE	Misinfor mation	Lack of Training	Unfamiliar with Policies/Regulations	Lack of Communication	Other	Total
BAYPINES	2	0	2	4	7	15
BEDFORD	0	0	1	1	0	2
CLEVELAND	0	3	1	4	0	8
HINES	0	3	0	5	0	8
HOUSTON	0	0	0	0	1	1
LEAVENWORTH	0	1	5	5	18	29
LITTLE ROCK	2	0	0	3	0	5
LOS ANGELES CA	0	2	1	0	0	3
LYONS	0	1	1	2	3	7
PALO ALTO	0	0	0	0	0	0
VANCOUVER	0	1	1	1	0	3
WASHINGTON DC	0	0	0	0	1	1
<b>TOTAL</b>	<b>4</b>	<b>11</b>	<b>12</b>	<b>25</b>	<b>30</b>	<b>82</b>

As indicated in previous root cause reports, it appears that the possible root cause for filing these complaints seems to be primarily, communication problems between management and the employee and, in some instances, between co-workers. The communication problems appear to continue to be related to the following:

- Feedback is not provided to employees regarding performance issues.
- Advance notice is not provided to employees on decisions affecting them.
- Policies and guidance effecting the general environment are not in place.
- Policies and guidance effecting the general environment are not followed.
- Co-workers spreading rumors and hearsay that have negative connotations.
- Personality conflicts that create negative attitudes and hostility.
- Employees lack of respect for authority and each other.

These communication problems demonstrate the need for all employees to develop better communication skills and respect for one another and attempt to understand and value each other's differences. This might be accomplished through continuous training in the following areas:

- How to Manage a Changing Workforce
- How to Effectively Manage People
- Diversity Awareness
- Sensitivity Awareness
- Prevention of Sexual Harassment in the Workplace
- Effective Communication Skills
- Managing Stress

It also appears that EEO complaints alleging reprisal are being filed more frequently. The complaint summaries contained in the root cause report indicate that it is possible reprisal and retaliation exists in the agency. However, it also appears that once an employee files an EEO complaint, they become more sensitive about personnel actions effecting them, particularly if the action is not in their favor.