

March 1992

FEDERAL WORKFORCE

Agencies' Estimated Costs for Counseling and Processing Discrimination Complaints



146237





United States
General Accounting Office
Washington, D.C. 20548

General Government Division

B-243473

March 26, 1992

The Honorable John Glenn
Chairman, Committee on Governmental
Affairs
United States Senate

The Honorable Gerry Sikorski
Chairman, Subcommittee on the Civil
Service
Committee on Post Office and Civil
Service
House of Representatives

As you requested, we have obtained from civilian cabinet departments and certain Defense agencies their actual or estimated fiscal year 1991 dollar costs for discrimination complaint counseling and formal discrimination complaint processing. This fact sheet summarizes those costs.

APPROACH

On February 26 and 27, 1992, we hand-delivered to 13 civilian cabinet departments and 16 Department of Defense agencies two forms to complete (see apps. I and II). Both forms were discussed with your committees. Form 1 asked for staffing, administrative, and contract costs associated with complaint counseling and processing. Form 2 identified the steps of the discrimination complaint processing system and asked that the costs reported on Form 1 be allocated to those steps.

Because individual Defense Department agencies annually report civilian discrimination complaint processing data to the Equal Employment Opportunity Commission (EEOC), we, as agreed with your committees, asked individual Defense Department agencies to complete our forms.

We requested that the departments and agencies reply to us by March 12 because you requested that we provide the information to you by March 13. On March 13 we briefed you on 15 replies we had received and agreed to summarize all the replies when we received them.

B-243473

All 29 departments and agencies replied by March 20. We briefed you on March 23 on all 29 replies.

One respondent, the Defense Logistics Agency, did not complete the forms but sent a copy of the report it sent to EEOC for fiscal year 1991. That document reported the cost of investigations done by contract, and we included that cost in our summaries where appropriate. However, it did not include the other costs that we requested. The Defense Logistics Agency said it had no system in place to capture costs at the level of detail we were seeking.

Because of time constraints, we did not assess the specific methodologies the departments and agencies used to identify and allocate costs, and we did not verify the data they reported.

RESULTS

The 29 replies together show a cost of about \$139 million in fiscal year 1991 for complaint counseling and processing. Appendix III shows the costs for the three categories--staff costs, administrative costs, and contracted investigations--that make up the total cost.

Appendix IV shows the costs the departments and agencies allocated to each step of the discrimination complaint process. Most of the reported costs were for counseling individuals (\$40 million) and performing original investigations of formal complaints of discrimination (\$39 million). Most counseling--about \$37.7 million of the \$40 million--took place before any formal complaint was filed. According to preliminary data the 29 departments and agencies reported to EEOC, the overall number of complaints filed as a percentage of precomplaint counseling contacts was about 24 percent in fiscal year 1991. In other words, about one out of four individuals who were counseled filed a formal complaint.

For the most part, the costs that were identified and the allocations that were made were estimates rather than "actual" amounts. Several respondents said, in letters to us transmitting their completed forms, that actual data were unavailable. We asked the departments and agencies to identify, from among several alternatives, the basis for each amount reported. About 80 percent of the \$139 million was estimated on the basis of professional experience and judgment. The allocations to the steps of the process also were generally made using professional experience and

judgment. Appendixes III and IV show the bases for the amounts reported.

The costs we sought were those incurred to counsel persons, to investigate complaints, to reach decisions on complaints, and to generally administer the discrimination complaint processing system. Following the outline we provided through forms 1 and 2, the departments and agencies decided what costs to include and how to identify those costs. Several respondents, according to the statements they added to the forms, included costs that they believed were important but which we did not specify. These were costs incurred by complainants and other parties to a complaint (e.g., cost of time away from work, attorneys' fees) and payments made to claimants as part of settlement agreements. Given your time constraints, we did not attempt to remove those costs or to determine if other respondents included those costs without so identifying them.

- - - - -

The cooperation of the departments and agencies made collection of the data you requested possible. We would like to compliment and express our appreciation to the departments and agencies for their rapid responses.

As arranged with your committees, we are sending copies of this fact sheet to EEOC, the 29 departments and agencies from which we requested data, and other interested parties.

Major contributors to this fact sheet are listed in appendix V. Please call me on (202) 275-5074 if you have any questions about this information.



Bernard L. Ungar
Director, Federal Human Resource
Management Issues

C O N T E N T S

	<u>Page</u>
LETTER	1
APPENDIXES	
I	FORMS REQUESTING DOLLAR COSTS FOR THE DISCRIMINATION COMPLAINT PROCESSING SYSTEM 6
II	FEDERAL DEPARTMENTS AND AGENCIES FROM WHICH GAO REQUESTED DATA 11
III	FISCAL YEAR 1991 STAFF, ADMINISTRATIVE, AND CONTRACT COSTS FOR DISCRIMINATION COMPLAINT COUNSELING AND PROCESSING 12
IV	DEPARTMENT/AGENCY FISCAL YEAR 1991 COST BY PROCESS STEP 13
V	MAJOR CONTRIBUTORS TO THIS FACT SHEET 35
TABLES	
IV.1	Fiscal Year 1991 Cost of Counseling, by Department and Agency 13
IV.2	Fiscal Year 1991 Cost of Review to Accept/Reject Formal Complaints, by Department and Agency 15
IV.3	Fiscal Year 1991 Cost of Original Investigations of Complaints, by Department and Agency 17
IV.4	Fiscal Year 1991 Cost of Supplemental Investigations of Complaints, by Department and Agency 19
IV.5	Fiscal Year 1991 Cost to Informally Attempt to Settle or Adjust Complaints, by Department and Agency 21
IV.6	Fiscal Year 1991 Cost for Proposed Disposition of Complaints, by Department and Agency 23

IV.7	Fiscal Year 1991 Cost of Hearings Before EEOC Administrative Judge, by Department and Agency	25
IV.8	Fiscal Year 1991 Cost of Final Agency Decisions, by Department and Agency	27
IV.9	Fiscal Year 1991 Cost of Preparation of Submissions to EEOC on Complaints Appealed After Final Agency Decisions, by Department and Agency	29
IV.10	Fiscal Year 1991 Cost of Assistance Provided U.S. Attorneys in Court Hearings on Appealed Complaints, by Department and Agency	31
IV.11	Fiscal Year 1991 Cost of Other Steps and Activities, by Department and Agency	33

ABBREVIATIONS

EEOC Equal Employment Opportunity Commission

FORMS REQUESTING DOLLAR COSTS
FOR THE DISCRIMINATION COMPLAINT
PROCESSING SYSTEM

DIRECTIONS FOR COMPLETING THE TWO FORMS

The Chairman, Senate Committee on Governmental Affairs and the Chairman, House Subcommittee on the Civil Service want to know the costs of the federal government's discrimination complaint processing system and, in this regard, request your cooperation in completing the two attached forms. At this time, this information is being sought from all cabinet-level departments. Your answers should comprise consolidated responses that include all of your separate offices.

THE TWO FORMS

Form 1 seeks to identify numbers of staff and costs associated with discrimination complaint processing. It requests staff costs, other administrative costs, and the cost of contracted investigations.

Form 2 lists the steps and activities involved in processing discrimination complaints and asks that the total cost identified on Form 1 be allocated among the steps.

FORM 1

Item 1 asks you to provide, for some staff categories, the number employed as of September 30, 1991. Some of these numbers may have been reported to the Equal Employment Opportunity Commission (EEOC) on EEOC Form 462.

To the extent possible, for each category please report actual costs of counseling and complaint processing for fiscal year 1991 (FY 91). Where actual costs cannot be provided, give estimated amounts. In the "Basis for Cost" column, please enter the appropriate code to identify whether you have entered actual or estimated costs.

By staff, we are including department/agency employees who, for example,

- counsel persons with discrimination complaints,
- investigate discrimination complaints,
- review and help formulate the department's/agency's position on discrimination complaints,
- represent the agency in discrimination complaint hearings, and/or
- determine the department's/agency's final decision regarding discrimination complaints.

These employees may include

- EEO directors and officers,
- counselors,
- investigators,
- personnel officials,
- agency attorneys,
- executive level managers, such as bureau directors, or
- EEO administrative and clerical support personnel who, for example, type documents, track the status of complaints, and/or send discrimination complaint hearing notices.

Item 2 asks for you to report "Other administrative costs" for FY 91. By other administrative costs, we mean expenditures such as the following:

- travel by investigators,
- reimbursements to the EEOC for the salaries of Administrative Judges for hearings and EEOC's related overhead charges, and
- court reporters during investigations and hearings.

Item 3 asks for the amount spent on contracted investigations of discrimination complaints in FY 91. This amount also may have been reported on EEOC Form 462.

FORM 2

Form 2 asks you to allocate the total cost from Form 1, item 4 (Total cost) among the listed processing steps and activities.

To the extent possible, for each item please report actual costs for FY 91. Where actual costs cannot be provided, give estimated amounts. In the "Basis for Allocation" column, please enter the appropriate code to identify whether you have entered actual or estimated costs.

YOUR RESPONSE

Please complete and return these forms by fax with an accompanying cover letter by March 12, 1992. Our fax number is (202) 606-2413. After these materials are faxed, please send the "original" completed forms and letter to

Mr. Steve Wozny, Assistant Director
U.S. General Accounting Office
Federal Human Resources Management Issues
General Government Division, Room 3150
441 G Street, N.W.
Washington, D.C. 20548

Should you have any questions or require additional information about this request, please contact Mr. Wozny on (202) 606-1917 or Anthony Assia, Senior Evaluator, on (202) 275-0556.

FORM 1
**COSTS ASSOCIATED WITH PROCESSING
 DISCRIMINATION COMPLAINTS**

Department/Agency: _____

	Number employed as of 9/30/91	Cost for FY 91		Basis for Cost ** (see below)
1. Staff				
A. EEO Directors		\$ _____ .00		_____
Full-time	_____			
Part-time	_____			
Collateral duty	_____			
B. EEO officers		\$ _____ .00		_____
Full-time	_____			
Part-time	_____			
Collateral duty	_____			
C. EEO counselors		\$ _____ .00		_____
Full-time	_____			
Part-time	_____			
Collateral duty	_____			
D. Investigators		\$ _____ .00		_____
Full-time	_____			
Part-time	_____			
Collateral duty	_____			
E. Counselors/Investigators (e.g. staff who perform both counseling and investigations and not reported in 1C or 1D above)		\$ _____ .00		_____
Full-time	_____			
Part-time	_____			
Collateral duty	_____			
F. Other EEO office staff who help process complaints and who are not reported in 1A thru 1E above		\$ _____ .00		_____
G. Other agency personnel (e.g. attorneys, personnel officials, and other agency reviewers and advisers not reported in 1A thru 1F above)		\$ _____ .00		_____
H. Total staff cost (add items 1A, 1B, 1C, 1D, 1E, 1F, and 1G)		\$ _____ .00		_____
2. Other administrative costs (e.g. travel, EEOC reimbursements, court reporters, internal costs to procure outside contractors)		\$ _____ .00		_____
3. Total cost for contracted investigations in FY 91		\$ _____ .00		_____
4. Total cost (add items 1H, 2, and 3 above)		\$ _____ .00		_____

** Basis for Cost (Insert one code in the column beside each dollar amount.)
 1 - Actual cost for FY 91
 2 - Estimated cost for FY 91 based on data from a special study (e.g. case study)
 3 - Estimated cost for FY 91 based on professional experience and judgement
 4 - Other (Please specify in the column.)

FORM 2

COSTS ALLOCATED TO STEPS OF THE
DISCRIMINATION COMPLAINT PROCESS

<u>Step/activity</u>	<u>Cost for FY 91</u>	<u>Basis for Allocation</u> ** (see below)
1. Counseling		
A. Pre-complaint counseling	\$ _____ .00	_____
B. Counseling and associated support used by complainant after filing formal complaint	\$ _____ .00	_____
2. Review to accept/reject formal complaints		
A. Review to accept or reject complaints	\$ _____ .00	_____
B. Preparation of submissions to EEOC for rejected complaints appealed by complainants to EEOC	\$ _____ .00	_____
3. Investigation		
A. Original investigations of complaints	\$ _____ .00	_____
B. Supplemental investigations of complaints		
-- Preparation for hearings before Administrative Judges and/or for remands from Administrative Judges	\$ _____ .00	_____
-- Preparation of proposed and/or final decisions	\$ _____ .00	_____
-- Response to claimants' appeals to the EEOC	\$ _____ .00	_____
-- Response to reopening of cases	\$ _____ .00	_____
-- Other bases for supplemental investigations (Please specify) _____	\$ _____ .00	_____

4. Informal attempts to adjust or settle complaints	\$ _____ .00	_____

** Basis for Allocation (Insert one code in the column beside each dollar amount.)
 1 - Actual cost for FY 91
 2 - Estimated cost for FY 91 based on data from a special study (e.g. case study)
 3 - Estimated cost for FY 91 based on professional experience and judgement
 4 - Other (Please specify in the column.)

FORM 2

COSTS ALLOCATED TO STEPS OF THE DISCRIMINATION COMPLAINT PROCESS (cont.)

	Cost for <u>FY 91</u>	Basis for <u>Allocation</u> ** (see below)
5. Proposed dispositions of complaints, with or without hearings (e.g. analyses of facts, writing proposed decisions, and reviews of proposed decisions)	\$ _____ .00	_____
6. Hearing before EEOC Administrative Judge (including Administrative Judge, court reporter, and agency attorney costs)	\$ _____ .00	_____
7. Final agency decision	\$ _____ .00	_____
8. Preparation of submissions to EEOC on complaints appealed to EEOC after final agency decision	\$ _____ .00	_____
9. Assistance provided U.S. attorneys in court hearings on appealed complaints	\$ _____ .00	_____
10. Other steps and activities not listed above. (Please specify)		
#1 _____	\$ _____ .00	_____
#2 _____	\$ _____ .00	_____
#3 _____	\$ _____ .00	_____
11. Total cost (Add items 1-10 above. This amount should be the same as the amount as entered on Form 1, item 4)	\$ _____ .00	

** Basis for Allocation (Insert one code in the column beside each dollar amount.)
1 - Actual cost for FY 91
2 - Estimated cost for FY 91 based on data from a special study (e.g. case study)
3 - Estimated cost for FY 91 based on professional experience and judgement
4 - Other (Please specify in the column.)

Please provide the name, title, and telephone number of a contact person should we have any questions about your response.

Name _____
Title _____ Telephone _____

FEDERAL DEPARTMENTS AND AGENCIES FROM WHICH GAO
REQUESTED DATA

Department of Agriculture
Department of Commerce
Department of Education
Department of Energy
Department of Health and Human Services
Department of Housing and Urban Development
Department of the Interior
Department of Justice
Department of Labor
Department of State
Department of Transportation
Department of the Treasury
Department of Veterans Affairs

Department of Defense:

Defense Contract Audit Agency
Defense Finance and Accounting Service
Defense Information Systems Agency
Defense Intelligence Agency
Defense Investigative Service
Defense Logistics Agency
Defense Mapping Agency
Defense Nuclear Agency
Department of the Air Force
Department of the Army
Department of the Navy
National Guard Bureau
Office of Dependents Schools
Office of the Inspector General
Uniformed Services University of the Health Sciences
Washington Headquarters Services

FISCAL YEAR 1991
STAFF, ADMINISTRATIVE, AND CONTRACT
COSTS FOR DISCRIMINATION COMPLAINT
COUNSELING AND PROCESSING

	FY 91 cost	Percent of cost based on		
		Actual cost	Agency estimate ^a	Other ^b
Staff	\$117,133,416	8	84	8
Administrative costs	15,680,805	^c	78	22
Contracted Investigations	6,026,529 ^d	83	13	4
Total	\$138,840,750 ^e	10	80	10

^aBased on professional experience and judgment.

^bBased on a special study; a combination of actual cost and professional experience and judgment; a combination of a special study and professional experience and judgment; and a combination of actual costs, special study, and professional experience and judgment. The bases for two amounts were not identified.

^cLess than one half of 1 percent.

^dIncludes \$264,063 in contracted investigations that the Defense Logistics Agency reported to EEOC.

^eThis amount is \$1,001 less than the sum of the total amounts the respondents reported on Form 1. The individual amounts reported on Form 1 did not always add to the reported total.

Source: Data reported by departments and agencies.

DEPARTMENT/AGENCY FISCAL YEAR 1991
COST BY PROCESS STEP

Table IV.1: Fiscal Year 1991 Cost of Counseling, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$960,000	3
Commerce	275,000	3
Education	310,959	3
Energy	934,176	3
Health and Human Services	4,400,648	3
Housing and Urban Development	438,456	3
Interior	5,485,089	3
Justice	1,185,416	3
Labor	230,625	3
State	32,217	3
Transportation	1,027,561	3
Treasury	671,351	3
Veterans Affairs	5,768,500	2
Defense:		
Defense Contract Audit Agency	161,851	3
Defense Finance and Accounting Service	121,071	3
Defense Information Systems Agency	26,955	3
Defense Intelligence Agency	20,000	3
Defense Investigative Service	10,450	3
Defense Mapping Agency	65,968	3

Department/agency	FY 91 cost	Basis for allocation ^a
Defense Nuclear Agency	1,600	3
Department of the Air Force	3,003,734	3
Department of the Army	1,720,000	3
Department of the Navy	9,063,475	3
National Guard Bureau	4,030,779	3
Office of Dependents Schools	112,000	3
Office of the Inspector General	1,022	3
Uniformed Services University of the Health Sciences	17,825	1
Washington Headquarters Services	238,201	3
Total ^b	\$40,314,929 ^c	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other

^bThe totals for tables IV.1 through table IV.11 add to \$138,765,233. This number differs from the total shown in app. III. The individual amounts respondents reported in forms 1 and 2, which are the sources for apps. III and IV, did not always add to the totals shown on those forms. However, the difference between apps. III and IV is only about one half of 1 percent.

^c\$37,723,666 of the total was for precomplaint counseling. \$2,591,263 of the total was for counseling and associated support used by complainants after filing formal complaints.

Source: Data reported by departments and agencies.

Table IV.2: Fiscal Year 1991 Cost of Review to Accept/Reject Formal Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$98,700	3
Commerce	170,000	3
Education	24,228	3
Energy	200,478	3
Health and Human Services	510,527	3
Housing and Urban Development	107,415	3
Interior	895,393	3
Justice	406,681	3
Labor	72,025	3
State	44,338	3
Transportation	152,250	3
Treasury	1,038,063	3
Veterans Affairs	916,898	2
Defense:		
Defense Contract Audit Agency	37,146	3
Defense Finance and Accounting Service	11,368	3
Defense Information Systems Agency	2,294	3
Defense Intelligence Agency	3,000	3
Defense Investigative Service	2,300	3
Defense Mapping Agency	9,278	3
Defense Nuclear Agency	0	NA
Department of the Air Force	1,150,080	3

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Army	510,000	3
Department of the Navy	2,228,645	3
National Guard Bureau	1,000,000	4
Office of Dependents Schools	30,000	3
Office of the Inspector General	258	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	13,404	3
Total	\$9,634,769^b	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

^b\$7,369,478 of the total was for the review to accept or reject formal complaints. \$2,265,291 of the total was for preparing submissions to EEOC for rejected complaints appealed by complainants to EEOC.

Source: Data reported by departments and agencies.

Table IV.3: Fiscal Year 1991 Cost of Original Investigations of Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$963,513	3
Commerce	604,000	1
Education	135,640	3
Energy	251,259	3
Health and Human Services	1,836,117	1 & 3
Housing and Urban Development	536,744	3
Interior	856,362	3
Justice	1,001,298	3
Labor	568,750	3
State	333,025	3
Transportation	1,257,265	3
Treasury	1,579,227	3
Veterans Affairs	4,440,019	2 & 3
Defense:		
Defense Contract Audit Agency	71,658	3
Defense Finance and Accounting Service	17,536	3
Defense Information Systems Agency	1,098	3
Defense Intelligence Agency	15,700	1
Defense Investigative Service	55,497	3
Defense Logistics Agency	264,063 ^b	Not identified
Defense Mapping Agency	68,213	1

Department/agency	FY 91 cost	Basis for allocation ^a
Defense Nuclear Agency	0	NA
Department of the Air Force	2,728,714	3
Department of the Army	7,490,000	3
Department of the Navy	13,557,596	3
National Guard Bureau	80,000	3
Office of Dependents Schools	45,000	3
Office of the Inspector General	3,750	1
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	7,050	3
Total	\$38,769,094	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other
- NA = Not applicable

^bCost of contracted investigations. We placed the full amount in this step.

Source: Data reported by departments and agencies.

Table IV.4: Fiscal Year 1991 Cost of Supplemental Investigations of Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$13,000	3
Commerce	9,000	1
Education	39,994	3
Energy	139,034	3
Health and Human Services	479,486	3
Housing and Urban Development	85,589	3
Interior	0	NA
Justice	140,391	3
Labor	276,750	3
State	118,669	3
Transportation	166,100	3
Treasury	0	NA
Veterans Affairs	247,650	2 & 3
Defense:		
Defense Contract Audit Agency	34,295	3
Defense Finance and Accounting Service	18,279	3
Defense Information Systems Agency	4,976	3
Defense Intelligence Agency	13,500	3
Defense Investigative Service	84,742	3
Defense Mapping Agency	30,000	3
Defense Nuclear Agency	0	NA

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	419,558	1
Department of the Army	390,000	1
Department of the Navy	4,968,520	3
National Guard Bureau	4,100	3
Office of Dependents Schools	60,000	3
Office of the Inspector General	1,677	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	14,335	3
Total	\$7,759,645	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.5: Fiscal Year 1991 Cost to Informally Attempt to Settle or Adjust Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$335,100	3
Commerce	40,000	3
Education	12,884	3
Energy	311,990	3
Health and Human Services	1,406,091	3
Housing and Urban Development	161,307	3
Interior	1,643,242	3
Justice	320,424	3
Labor	464,430	3
State	42,630	3
Transportation	122,100	3
Treasury	2,021,942	3
Veterans Affairs	357,477	2 & 3
Defense:		
Defense Contract Audit Agency	30,347	3
Defense Finance and Accounting Service	21,793	3
Defense Information Systems Agency	3,068	3
Defense Intelligence Agency	2,000	3
Defense Investigative Service	2,800	3
Defense Mapping Agency	5,770	3
Defense Nuclear Agency	260	3

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	513,405	3
Department of the Army	600,000	3
Department of the Navy	3,714,407	3
National Guard Bureau	600,000	4
Office of Dependents Schools	5,000	3
Office of the Inspector General	114	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	4,975	3
Total	\$12,743,556	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.6: Fiscal Year 1991 Cost for Proposed Disposition of Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$230,000	3
Commerce	166,000	3
Education	136,181	3
Energy	124,756	3
Health and Human Services	2,924,351	3
Housing and Urban Development	631,539	3
Interior	1,240,525	3
Justice	447,839	3
Labor	168,125	3
State	61,825	3
Transportation	254,557	3
Treasury	2,077,040	3
Veterans Affairs	24,870	2 & 3
Defense:		
Defense Contract Audit Agency	109,168	3
Defense Finance and Accounting Service	10,161	3
Defense Information Systems Agency	1,558	3
Defense Intelligence Agency	10,000	3
Defense Investigative Service	8,178	3
Defense Mapping Agency	13,608	3
Defense Nuclear Agency	0	NA

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	790,018	3
Department of the Army	350,000	3
Department of the Navy	1,077,178	3
National Guard Bureau	200,000	4
Office of Dependents Schools	10,000	3
Office of the Inspector General	97	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	5,875	3
Total	\$11,073,449	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.7: Fiscal Year 1991 Cost of Hearings Before EEOC
Administrative Judge, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$166,000	3
Commerce	303,000	3
Education	28,257	3
Energy	42,838	3
Health and Human Services	338,701	3
Housing and Urban Development	407,642	3
Interior	621,302	3
Justice	868,294	3
Labor	34,100	3
State	73,897	2
Transportation	174,295	3
Treasury	589,163	3
Veterans Affairs	796,676	2 & 3
Defense:		
Defense Contract Audit Agency	61,586	3
Defense Finance and Accounting Service	1,398	3
Defense Information Systems Agency	1,382	3
Defense Intelligence Agency	6,300	1
Defense Investigative Service	27,625	3
Defense Mapping Agency	45,775	1 & 3
Defense Nuclear Agency	0	NA

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	126,206	3
Department of the Army	740,000	3
Department of the Navy	1,857,204	3
National Guard Bureau	600,000	4
Office of Dependents Schools	30,000	3
Office of the Inspector General	39	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	0	NA
Total	\$7,941,680	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.8: Fiscal Year 1991 Cost of Final Agency Decisions, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$204,400	3
Commerce	85,000	3
Education	20,043	3
Energy	22,730	3
Health and Human Services	117,865	3
Housing and Urban Development	271,557	3
Interior	180,523	3
Justice	376,451	3
Labor	4,050	3
State	22,168	3
Transportation	125,000	3
Treasury	586,722	3
Veterans Affairs	283,524	2 & 3
Defense:		
Defense Contract Audit Agency	5,945	3
Defense Finance and Accounting Service	3,713	3
Defense Information Systems Agency	2,692	3
Defense Intelligence Agency	2,000	3
Defense Investigative Service	1,300	3
Defense Mapping Agency	1,904	3
Defense Nuclear Agency	0	NA

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	372,932	3
Department of the Army	820,000	3
Department of the Navy	329,084	3
National Guard Bureau	400,000	4
Office of Dependents Schools	10,000	3
Office of the Inspector General	129	3
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	1,892	3
Total	\$4,251,624	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.9: Fiscal Year 1991 Cost of Preparation of Submissions to EEOC on Complaints Appealed After Final Agency Decisions, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$12,000	3
Commerce	126,000	3
Education	14,265	3
Energy	5,579	3
Health and Human Services	33,157	3
Housing and Urban Development	40,439	3
Interior	91,274	3
Justice	38,863	3
Labor	4,050	3
State	14,780	3
Transportation	69,200	3
Treasury	135,770	3
Veterans Affairs	106,455	2 & 3
Defense:		
Defense Contract Audit Agency	13,025	3
Defense Finance and Accounting Service	3,080	3
Defense Information Systems Agency	1,113	3
Defense Intelligence Agency	1,000	3
Defense Investigative Service	1,825	3
Defense Mapping Agency	24,000	3
Defense Nuclear Agency	0	NA

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	237,151	3
Department of the Army	530,000	3
Department of the Navy	6,581	3
National Guard Bureau	200,000	4
Office of Dependents Schools	20,000	3
Office of the Inspector General	0	NA
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	1,260	3
Total	\$1,730,867	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

Table IV.10: Fiscal Year 1991 Cost of Assistance Provided U.S. Attorneys in Court Hearings on Appealed Complaints, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$180,000	3
Commerce	152,000	3
Education	39,184	3
Energy	0	1
Health and Human Services	261,143	3
Housing and Urban Development	61,761	3
Interior	125,000	3
Justice	56,868	3
Labor	31,000	3
State	117,583	3
Transportation	17,400	3
Treasury	28,997	3
Veterans Affairs	Unknown ^b	NA
Defense:		
Defense Contract Audit Agency	14,435	3
Defense Finance and Accounting Service	2,470	3
Defense Information Systems Agency	1,637	3
Defense Intelligence Agency	2,500	3
Defense Investigative Service	7,480	3
Defense Mapping Agency	21,000	3
Defense Nuclear Agency	11,900	3

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	694,025	2
Department of the Army	420,000	1
Department of the Navy	361,409	3
National Guard Bureau	200,000	4
Office of Dependents Schools	0	3
Office of the Inspector General	0	NA
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	0	NA
Total	\$2,807,792	

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

^bReported by the Department of Veterans Affairs as "unknown."

Source: Data reported by departments and agencies.

Table IV.11: Fiscal Year 1991 Cost of Other Steps and Activities, by Department and Agency

Department/agency	FY 91 cost	Basis for allocation ^a
Agriculture	\$0	NA
Commerce	0	NA
Education	24,130	3
Energy	30,841	3
Health and Human Services	17,488	3
Housing and Urban Development	100,894	3
Interior	542,794	3
Justice	290,536	3
Labor	5,000	3
State	0	NA
Transportation	0	NA
Treasury	0	NA
Veterans Affairs	0	NA
Defense:		
Defense Contract Audit Agency	18,402	3
Defense Finance and Accounting Service	0	NA
Defense Information Systems Agency	39	3
Defense Intelligence Agency	NA	1
Defense Investigative Service	0	NA
Defense Mapping Agency	2,592	3
Defense Nuclear Agency	1,092	1 & 3

Department/agency	FY 91 cost	Basis for allocation ^a
Department of the Air Force	630,020	2
Department of the Army	60,000	3
Department of the Navy	0	NA
National Guard Bureau	14,000	4
Office of Dependents Schools	0	NA
Office of the Inspector General	0	NA
Uniformed Services University of the Health Sciences	0	NA
Washington Headquarters Services	0	NA
Total	\$1,737,828	

Note: Items reported in this category included backpay awarded, attorney's fees awarded, salaries paid to EEO directors and officers to formulate policy and manage program, legal review and EEO guidance, counselor training, and administrative functions.

^aBasis for allocation legend:

- 1 = Actual cost
- 2 = Estimate based on data from a special study
- 3 = Estimate based on professional experience and judgment
- 4 = Other (The National Guard Bureau defined "Other" as "best guess.")
- NA = Not applicable

Source: Data reported by departments and agencies.

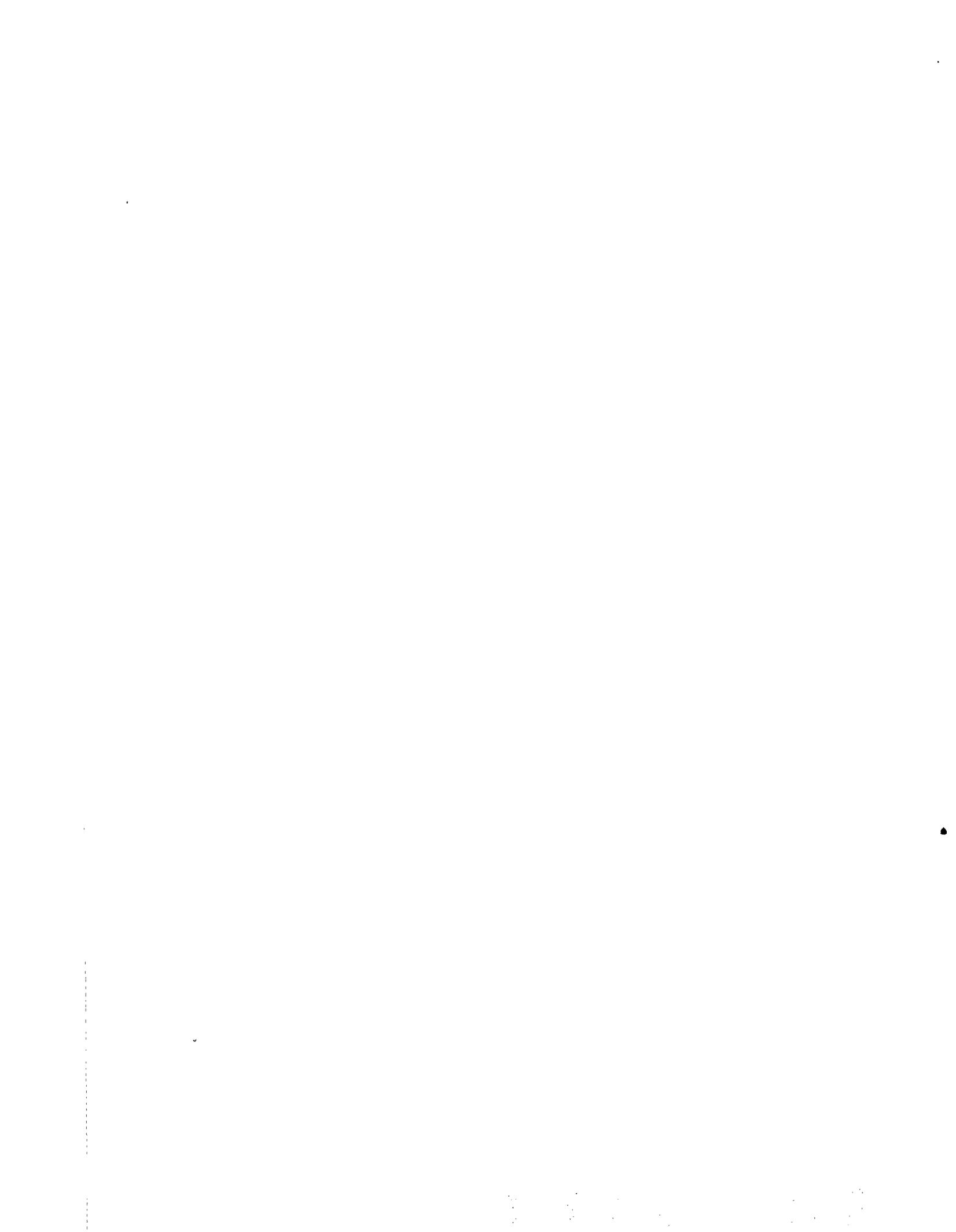
MAJOR CONTRIBUTORS TO THIS FACT SHEET

GENERAL GOVERNMENT DIVISION, WASHINGTON, D.C.

Steven J. Wozny, Assistant Director
Anthony Assia, Evaluator-in-Charge
Ernest W. Both, Senior Evaluator
Clifton G. Douglas, Jr., Senior Evaluator
Nicholas B. Yurchik, Senior Evaluator
David P. Alexander, Technical Adviser

GAO CIVIL RIGHTS OFFICE, WASHINGTON, D.C.

Nilda I. Aponte, Director
Patricia Shahen, Deputy Director



Ordering Information

The first copy of each GAO report is free. Additional copies are \$2 each. Orders should be sent to the following address, accompanied by a check or money order made out to the Superintendent of Documents, when necessary. Orders for 100 or more copies to be mailed to a single address are discounted 25 percent.

**U.S. General Accounting Office
P.O. Box 6015
Gaithersburg, MD 20877**

Orders may also be placed by calling (202) 275-6241.

United States
General Accounting Office
Washington, D.C. 20548
Official Business
Penalty for Private Use \$300

First-Class Mail
Postage & Fees Paid
GAO
Permit No. G100