

Table 3. Resolution rates, with and without mediation

	Goal
1.	Total informal complaints
2.	Total informal complaints with EEO counseling only/without mediation
3.	Total informal complaints mediated
4.	Total filed formal with mediation without mediation
5.	Total resolved with mediation without mediation
6.	Resolution rate with mediation without mediation
7.	Average counselor's time per counseling inquiry Average mediator's time per mediation
8.	Total settlements/resolutions
9.	Total counseling costs Total mediation costs Total settlement costs

Counseling inquiry costs include counselor's, complainant, witnesses', and other management officials' salaries for time spent in process.

Mediation costs include the mediator's salary and costs for time spent in mediation by the complainant, management officials, and other required persons.

Settlement costs are all monetary costs directly related to the terms and conditions for settling the complaint, for example, back-pay, restored leave, promotion, training, TDY, and so on.