

COUNCIL 216 WORKPLACE ISSUES SURVEY JANUARY 2009
 Total Number of Surveys Completed = 200 as of Wednesday, February 4, 2009, 5:44 pm

1. Name:
 Responses 161
 No Response 39

2. Title:

| | | |
|-------------------|--|----------|
| a. OAA |  | (12/6%) |
| b. IIR |  | (1/1%) |
| c. ISA |  | (8/4%) |
| d. Investigator |  | (123/5%) |
| e. Mediator |  | (10/63%) |
| f. AJ |  | (4/2%) |
| g. Trial Attorney |  | (13/7%) |
| h. Other |  | (24/12%) |
| No Response | | 5 |

3. Grade:

| | | |
|-------------|--|-----------|
| 5 |  | (12/6%) |
| 7 |  | (13/7%) |
| 9 |  | (20/10%) |
| 11 |  | (13/7%) |
| 12 |  | (103/53%) |
| 13 |  | (15/8%) |
| 14 |  | (17/9%) |
| Other |  | (3/2%) |
| No Response | | 4 |

4. Office Location:
 Responses 187
 No Response 13

5. The number of frontline employees in my office is:

| | | |
|---|---|-----------|
| a. Just right: we are able to stay on top of our office goals and serve the public. |  | (16/9%) |
| b. Inadequate: we spend most of our time on intake related functions and have difficulty keeping up with cases already in the system. |  | (104/57%) |
| c. So low it's a crisis: we cannot meet office goals or adequately serve the public. |  | (64/35%) |

No Response

16

6. What is the ratio of supervisors to employees in your office? (Divide the number of employees by the number of supervisory and management personnel in your office location):

a. 1 supervisor to every 11-15 employees

 (34/18%)

b. 1 supervisor to every 10 employees

 (29/16%)

c. 1 supervisor to every 6-9 employees

 (82/44%)

d. 1 supervisor to every 5 employees

 (22/12%)

e. 1 supervisor to every 1-4 employees

 (20/11%)

No Response 13

7. How would you rate the morale in your office on a scale of 1 (lowest) to 5 (highest)?:

1  (57/29%)

2  (59/30%)

3  (62/32%)

4  (9/5%)

5  (8/4%)

No Response 5

8. Since EEOC's in-house call center began operations in March, 2008, how has this affected the amount of time you can devote to pending cases?:

a. I have more time to work on pending cases.

 (23/13%)

b. I have less time to work on pending cases.

 (65/38%)

c. No change.

 (85/49%)

No Response 27

9. EEOC's in-house call center began in March, 2008. Since then, when you speak to new callers, who do not have a current charge pending, what is the subject of the call? (Please check all that apply):

a. I no longer receive calls from new callers with no charge pending.

 (28/17%)

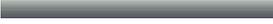
b. Caller was seeking general information regarding location, hours, or making an appointment.

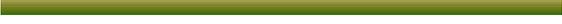
 (45/27%)

c. Caller wanted to file a charge of discrimination.

 (93/55%)

d. Caller had a complex question that the in-house call center forwarded for resolution.

-  (50/30%)
 - e. Caller wanted to find out the status of a pending charge.
 (92/55%)
 - f. Caller wanted to resolve a problem with a pending charge.
 (50/30%)
 - g. Other
 (46/27%)
- No Response 32

10. Would it provide you more time to focus on your substantive job responsibilities if properly trained in-house call center staff, i.e., Intake Information Representatives (IIRs), could? (Please check all that apply):
- a. Return calls from individuals, who do not have current charges pending, who leave messages at the local front-desk telephone.
 (98/64%)
 - b. Return calls from individuals who have general status questions about their pending charges.
 (111/72%)
 - c. Make appointments for PCP interviews.
 (60/39%)
 - d. Call individuals who completed questionnaires to clarify incomplete or confusing responses.
 (117/76%)
 - e. Draft charges.
 (94/61%)
- No Response 46

11. Describe the experience callers have shared with you who initially spoke to the in-house call center. (Please check all that apply):
- a. Caller had to wait a long time on hold.
 (14/10%)
 - b. Caller had problems being disconnected.
 (13/9%)
 - c. Caller was directed to the EEOC website.
 (48/34%)
 - d. Caller was directed to fill out an EAS questionnaire.
 (58/41%)
 - e. Caller did not mention their experience with the in-house call center.
 (94/66%)
- No Response 57

12. On average, how many EAS questionnaires are assigned to you in a week?
- a. 0  (32/20%)
 - b. 1-5  (66/42%)
 - c. 6-10  (37/24%)
 - d. 11-15  (9/6%)

- e. 16-20  (6/4%)
- f. more than 20  (7/4%)
- No Response 43

13. Offices may receive questionnaires downloaded from the EEOC public website ("846" questionnaires) or EAS questionnaires (electronically submitted questionnaires).
Based upon your experience with the above questionnaires, are Potential Charging Parties:

a. Providing adequate contact information for Respondent and witnesses?

- Yes  (42/31%)
- No  (92/69%)
- No Response 66

b. Providing adequate information relevant to their claims?

- Yes  (40/29%)
- No  (99/71%)
- No Response 61

c. Providing information not relevant to their claims?

- Yes  (110/82%)
- No  (24/18%)
- No Response 66

d. Checking off bases not relevant to their claims?

- Yes  (114/86%)
- No  (18/14%)
- No Response 68

14. Describe any time savings in drafting a charge that has resulted from potential charging parties (PCPs) initially completing EAS questionnaires:

a. It saves me time when PCPs initially completed EASs.

-  (20/14%)

b. It saves me time when PCPs initially completed EASs.

-  (13/9%)

c. Drafting charges takes about the same amount of time it would have taken if PCPs did not initially complete

-  (72/52%)

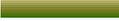
d. Drafting charges takes more time than it would have taken if PCPs did not initially complete EASs.

-  (34/24%)

No Response 61

15. How many days does management give you to process EASs?
- a. Management does not impose a time requirement on completion of EASs.
 (30/22%)
 - b. Between 1 and 4 days.
 (34/24%)
 - c. Between 5 and 10 days.
 (55/40%)
 - d. Between 11 and 20 days.
 (11/8%)
 - e. Between 21 and 30 days.
 (9/6%)
- No Response 61
16. What impact have the EAS questionnaires had on your work time? (Check all that apply)
- a. No effect.
 (32/22%)
 - b. Has had a slight increase on the amount of time I spend processing intake related work.
 (17/12%)
 - c. Has greatly increased the amount of time I spend on processing intake related work.
 (79/54%)
 - d. Has decreased the amount of time I can devote to pending case investigations.
 (60/41%)
 - e. Has increased the amount of time I can devote to pending case investigations.
 (13/9%)
- No Response 54
17. Does your office management direct staff to treat EASs?
- a. The same as mail-in inquiries.
 (93/64%)
 - b. Higher priority than mail-in inquiries.
 (23/16%)
 - c. Not applicable.
 (29/20%)
- No Response 55
18. How frequently do duplicates occur between EAS questionnaires and previous inquiries already in IMS?
- a. Never
 (2/1%)
 - b. Occasionally
 (91/65%)
 - c. Frequently
 (47/34%)
- No Response 60

19. In your office, whose responsibility is it to do an IMS search to weed out duplicate EASs?

- a. Investigator  (38/28%)
- b. Supervisor  (5/4%)
- c. Charge Receipt and Technical Information Unit (CRTIU)  (52/38%)
- d. Investigative Support Assistant  (19/14%)
- e. Office Automation Assistant  (22/16%)

No Response 64

20. On average, how long does it take you to process one EAS questionnaire?

- a. Less than one hour  (23/17%)
- b. 1 hour  (42/31%)
- c. 2-3 hours  (60/44%)
- d. 4-5 hours  (7/5%)
- e. a whole day  (5/4%)

No Response 63

21. On a scale of 1 (lowest) to 5 (highest), please rate how well EAS questionnaires help you to do your job?

- a. 1  (46/33%)
- b. 2  (41/29%)
- c. 3  (48/34%)
- d. 4  (5/4%)
- e. 5  (1/1%)

No Response 59

22. What impact has the Holowecki decision had on your work time? (Check all that apply):

- a. No effect.  (36/24%)
- b. Has had a slight increase on the amount of time I spend processing intake related work.  (26/17%)
- c. Has greatly increased the amount of time I spend on processing intake related work.  (79/52%)
- d. Has decreased the amount of time I can devote to pending case investigations.  (45/30%)
- e. Has increased the amount of time I can devote to pending case investigations.  (11/7%)

No Response 49

23. What suggestions, complaints or feedback do you have to improve the EAS system, in-house call center, staffing levels, supervisor to employee ratio, and/or office morale?

Responses  (107/54%)

No Response 93

Comment:

I like the EAS system. I would only ask that CP's be req'd to provide contact info for R (that this be a mandatory field). I can usually draft a charge from the amount of EAS information provided. Our office is implementing changes that I think will help with processing both 846's and EAS's, and, at the same time, free up time for investigators to work on aged inventory.

Comment:

Our ISAs are currently receiving EAS materials and have been for about a month, which has greatly helped in performing the substantive functions of my work.

Comment:

Stop online interactions with public. Effectively train IRR's or get rid of them. Both of these processes have greatly impacted my ability to perform my job as an Investigator as all I do now is handle paperwork for PCP's!

Comment:

This office needs more staff to process intake inquiries so that the investigators can concentrate on their cases. With everyday priorities of the supervisor, A1 cases, cases assigned, SCHAC transfers aged inventory, and complaining charging parties calling about their aged cases intake takes up the majority of my work day. In addition, the director embarks more responsibility on the investigators which impacts our performance.

Comment:

Let investigators due investigations only and to have a group to do intake only, get rid of the call center or train them to do charges.

Comment:

Potential Charging Parties who make an Inquiry via the EEOC web site most often feel when they submit the Inquiry on line, they are filing a charge and have had no pre-charge counseling. Many Potential Charging Parties check off Retaliation as a basis without an understanding of EEOC protected activity. Maybe the Questionnaire can ask the three questions (1) Have you filed a previous EEOC or FEPA charge? Charge No. _____ (2) Have you complained about job discrimination, and (3) Have you been a witness? Our office has no front desk person due and so staff rotate sitting there. We need more OAAs and Investigators. Investigators in Cleveland do just about everything without much help, i.e., IMS entry, travel, covering front desk, tabbing cases, adding toner/paper to copiers.

Comment:

There should be dedicated staff to handle this function.

Comment:

Have separate intake and investigator functions. Allow more liberal use of closing cases based on workload, time and available resources.

Comment:

In order to reduce office and individual work loads, to reduce the increasing amounts of stress on employee health, physically and morally, caused by the ever increasing workload demands and to achieve and maintain a heightened level of service to the public, I believe that more staff persons are needed here in the RAAO, including supervisor(s), investigator(s), ISA and OAA. Also, almost all of the thinly stretched human resources are exhausted on an inventory of "C" cases/coded as "A" and other work projects that has little or no redemptive value to the EEOC or any other stake holder(s).

Comment:

Get us help.

Comment:

About 98% of these questions, do not pertain to employees within the mediation unit, of which I am the Program Assistant, therefore I answered only the questions that may apply to me. Thank you.

Comment:

It seems that 75% of the time investigators time spend drating charges. I still don't know when they are supposed to investigate the chages. The OAA's are handling phone calls from the respondents and charging parties in addition to the status calls transferred from the IIR group as well as the generic phrase "other duties as assigned". We act as a holding tank for new charges without position statements and field phone calls related to any and all of those particular charges.

Comment:

Obviously, the EEOC's infra-structure cannot support the amount of work investigators are required to do and, as a result, the public suffers. The EEOC needs to better train the investigative support staff so that they stop passing-the-buck to the investigators. Furthermore, management needs to roll up their sleeves and help out instead of coming up with a new flavor of the month when their last idea failed. Let investigators do what they were hired to do INVESTIGATE!

Comment:

Hire additional staff to assist with administrative work for all categories Have excess managers and non bu staff process investigations
Improve technology so eas forms are smart forms and can be scrubbed before giving them to investigators to process Better phone systems

Comment:

Get ISA's back into the field offices. Hire investigators that still have not been replaced since the 2006 buy-outs. Hire managers who are capable of "managing" -- and not promoting someone based on discriminatory basis (what happened to us being the 'model' employer?) Hire competent clerical employees -- not Kelly Temps -- who have no idea what they are doing and don't care as long as they get paid.

Comment:

Hire more qualified staff to handle the intake work and caseloads and clerical work.

Comment:

Track complaints, charges etc against supervisors and office turnover, as well as settlements paid out by the Commission on behalf of supervisors, and eliminate repeat offenders. Implement a process for employees to review supervisors each year & respond to that input promptly and effectively. Take action based on the results of the 2 Human Capital Surveys that the agency has done. Significant problems were identified and nothing was done to address them. Give EEOC auditors power to discipline/remove problem supervisors. Provide the legal unit with support staff sufficient to conduct litigation. Scrap the way we currently measure our success at achieving our mission and develop measurements that are realistic given staffing levels and do not create incentives counter to our mission.

Comment:

I do not deal with EAS so I could not provide the information asked to many questions. It would have helped to had a block that stated does not apply to me or not a part of my job duties.

Comment:

Recruit competent personnel; properly/thoroughly train new hires & less experienced staff; design and ensure inter-unit/function communication and program efficiency on ongoing basis; foster supportive teamwork atmosphere; management routinely should engage in ground level work team interaction and tune the system breakdowns as they arise; more flexibility in local office work schedule hours (a plus for clients & staff) recognize employee/unit performance to individual or unit goals vs. rewarding designees for program goals of upper management.

Comment:

Suggestions: 1. More investigators needed. 2. Better training for Intake Staff. 3. More ongoing training for Investigators as EEOC perspectives and laws change Supervisors & Morale: NAO has improved in this area. Currently less friction between staff and management. Investigative staff has always performed above and beyond - if you are familiar with manufacturing standards: ISOM. In this office it meant "In Spite Of Management." We are 11 investigators down from 14, and are on Intake duty about 70 days each per year. Two different supervisors have two different standards for how to perform the work, causing one unit to do more administrative work than the other. This does not make friction between the investigative staff as we are used to unfair actions by management.

Comment:

I think the EAS' should be treated like intake mail. Also the questions need to be improved, so the can public understand what we this agency enforce. I also the that the public should be aware of the locate agencies, that might help us with our case load. Thanks.

Comment:

I can't provide much input about the effect of the EAS system since I am not in the enforcement unit. I have noticed an increased caseload that I believe is the result from EAS and the Holowecki decision. I support the idea of having an on-line filing process because it makes charge filing more accessible to the public, but without adequate resources/staff and implementation, our substantive work suffers. I've heard

from investigators that because of high workloads, rigid time constraints, and a shortage of staff, they're just pushing paper. There seems to be little real investigation anymore. I've also heard from local NELA attorneys that because they can't get an investigation with EEOC anymore, they are filing with the FEPA's more.

Comment:

Have qualified individuals handling the entire intake process from inquiry to drafting charges. Dedicated intake units would free up Investigator's time to work on open cases.

Comment:

The EAS system does increase the time I perform intake duties slightly. The EAS system appears to have caused an increased number of charges for our office. It is the Holowecki decision that is causing our office to spend so much time on intake. Signed Intake Questionnaires which have the box marked that they are seeking to file a charge, when the information in the questionnaire does not clearly identify the incidents of harm or other needed information, causes a backlog of intake work, while attempts to contact the CP are made. More simply stated there is an increased number of potential charges with the EAS and Holowecki decision, an increased need to act more quickly on those questionnaires that are unperfected, at a time when office staffing levels has never been lower.

Comment:

The EAS process should cease immediately. Investigations have suffered because the majority of my time is spent on processing paperwork and returning calls. The EASs are submitted by many who complain of non-eeoc related issues, thus resulting in an increase of "C" cases. Although these cases are not investigated, a lot of time is spent on processing the inquiry and subsequent charge. The person(s) responsible for initiating the EAS could not have been investigators or anyone familiar with the grunt work. The issue of duplicates is growing and results in a lot of wasted time. We can either spend most of the time on paperwork and little time in investigations, but we cannot conduct quality investigations while meeting the deadline of processing EASs. We need more clerical staff!

Comment:

Eliminate EAS. Put investigators back on the phones. We lack employee longevity. The morale is awful. Favoritism and cliques abound. Most of management is cold. There is a hostile unfriendly atmosphere. The problem is not with only a few managers. The problem here is systemic. You would have to get rid of most of management and even a few of the old-timer employees who have power around here to change things. It will never happen. I just count down the days to retirement.

Comment:

Suggestions to improve the EAS system is to have more detailed information, such as using the questionnaire as a guideline to ask questions to obtain that information. Also, any information that is nearing the 300th day be given priority where the office is given formal notification (such as a call, e-mail etc.) Improvement on the in-house call center would be to allow them to take all calls unless office specific questions/charges, etc. Improvement for staffing levels would be to fully staff this office with more Investigators, ISAs (2) and another OAA. This would allow the Investigator more time to investigate cases and to improve Intake, overall customer service. Improvement on moral is more staff to remove the stress from all staff to perfect job performance.

Comment:

I am no longer assigned EAS's. I answered the survey based on policies that were in affect two months ago.

Comment:

First, it is imperative for each staff person to realize that person contacting the offices have encountered a problem and they are only seeking some redress for the issue. Secondly, staff must realize the Charging Parties often times are not HR practioners and seldom have the technical sophistication to answer questions in the manner posed by staff. Consequetly, staff need training on how and when to ask close end and open ended questions of the charging parties. Thirdly, staff need to have training on other laws, FLSA, ERISA, Wage & Hour, and unemployment which would assist in referring the person to another agency to hep them if EEOC is not the proper venue. Lastly, staff must refrain form seeing the intake of charges as an evil laborious task but as an opportunity to provide assistance

Comment:

send Management help to Tampa!

Comment:

I only completed a small portion of the survey - clearly, the survey is intended for Investigators; most of the questions are not applicable to my job title, Paralegal Specialist. I really can't rate office morale since I am supervised by the Regional Attorney in the St. Louis District Office. I do know that we are in dire need of Investigators (and another Paralegal, since I'm the only one for the entire district (which includes 3 offics) after two others retired). We also need a Legal Technician in our office to assist the 2 attorneys and myself with clerical functions.

Comment:

The Commission should revisit an Intake Unit with the ISA to assist to do all the mail, walk-in, telephone interviews and EAS. The investigators not on intake should rotate every 4 months to give the Intake investigator a break to catch up on their work. Right know the investigators over worked and working with less investigators. We are doing clerical work, doing intake work, investigating cases, If the investigator have A-1 cases they are dealing with Legal, answering phones, conducting PDI, interviewing witnesses, analyzing cases, conducting Section 83, completing IM's for closure, typing RTS's, conciliation agreements, NSA, e-mailing supervisor on Flexiplace work, dealing with System class cases, etc. We just need peace to do our work and the help necessary from management.

Comment:

The EAS are a great interference in processing investigations, in addition to processing intake cases. We have a horrendous inventory and mail inventory in Miami and we cannot manage it properly. Its enough to make you resign employment. Management does not seem to care as to how we manage this inventory. Investigator should not have to process phone calls for incoming cases. Morale is at an all time low. Headaches never seem to go while at work. No enjoyment in reporting to this job. Shut the EAS' function off the computer. WE are forever processing intake mail and EAS'. We never have enough time for properly conducting investigations . For the work that we do, we should be GS 14s'. When are we going to get the GS 13s'? Hire more employees to process cases.

Comment:

Public has right to access EEOC electronically, In house call center is great, Office needs more staff, I have been here since '86 and there have

been so few employees, Despite the fact there is another statute to enforce (ADA), We have sufficient supervision, But supervisors do not seem to be able to attract and retain staff, Office morale is poor because of over work and inability to help public.

Comment:

The Agency should have just an Intake Staff only to do Intake work, therefore, freeing up the Investigator to provide quality time in investigating cases. With the systems as it is now, I can't conduct the type of investigation it requires on my cases. Mostly I am performing clerical duties when I should be investigating cases. I believe that if there is an Intake Staff, the downtime on our cases will decrease and we could keep up with the high inventory of cases. Currently, I have 130 pending cases, I am still processing intake work from my last tour which was in December 2008. I have not had time to process my cases.

Comment:

I consider the main problem to be the supervisors, Who do not effectively use the available personnel.

Comment:

MY SUPERVISOR IS VERY UNPROFESSIONAL AND LACKS CUSTOMER SERVICE SKILLS!

Comment:

This survey does not support my job functions. The office moral is ok, but I think it would be better if we had more funding for awards and outside training. I work in the Office of Federal Operations and this office does not process intake charges. Nor does this office handle the EAS system; therefore, I could not offer much information on this survey.

Comment:

(1) Adequate training and not just form vs. content training. Though we have had new technology added

Comment:

The EAS and questionnaire need to be specific about what information is needed. Field offices need the flexibility to develop EASs and 283s that get the most useful responses. The call center system needs to be revised. There should be IIRs in each office and 800 number calls need to go directly to the appropriate office. Calls to the regional offices only delay the process. Staffing levels and procedures need to be adjusted. Some of the things we are now required to do make no sense and waste time. It appears that in the Chicago office employees leave because of the overwhelming workload and the requirements for completing investigations and/or processing work.

Comment:

Currently, call center staff are a waste. They do nothing more than send out questionnaires or provide directions to the nearest office. They could be useful if they were trained to screen calls and draft charges. The Cincinnati Area Office continues to be one of the most understaffed offices in the country. We are an area office with just five investigators. We spend at least half our time doing intake. It appears the agency is unwilling to hire any more investigators because the office director, Wilma L. Javey, has a history of alienating employees and chasing away new employees with the sheer force of her repellent personality. In order to improve morale and effectiveness in Cincinnati, we need more staff and better management in the director position.

Comment:

Need more investigators and support staff

Comment:

All problems involving poor staff morale flow from a Director who is autocratic in temperament and style. There is no such thing as a collaborative method.

Comment:

All problems involving poor staff morale flow from a Director who is autocratic in temperament and style. There is no such thing as a collaborative method. '

Comment:

Questions to not cover my duties as a Mediator. Enforcement and Mediation is usually separated, therefore no direct contact with Investigative staff and their work process.

Comment:

I believe everyone knows that we are understaff and entire stressed out. We need more investigators and less politics in the MD EEOC office. The moral is as low as it gets. Everyone is tired and stressed out.

Comment:

Our office is in need of more support staff and investigators. CRTIU relies on part-time employees to assist with the workload;however, they cannot help like a full time employee could. Invesitgators having big case loads continues to be an issue because more investigators are needed. Morale is at an all time low due to the amount of work placed on everyone including supervisors. The EAS system only added more work for our office and I noticed that we receive complaints that we have no jurisdiction over.

Comment:

Office morale is directly related to the increase in time spent on intake work due to EAS filings and Holowecki decision. Changes have been made that are in the process of being implemented to address the amount of intake processing by having a devoted intake unit. Hopefully this will have an impact on how much time investigators spend on intake and how much time they can devote to investigations. It would be helpful if IIR's could field a lot of the status and inquiry calls for PCP's who want to file a charge.

Comment:

It is a great disservice that the people who we are supposed to be serving--those who have been discriminated against or have reason to believe they have been--are not being advised by qualified personnel--those who understand the laws we enforce. This problem will only get worse as the new amendments to the ADA, as well as some of the other very welcome legislation will be soon passed. These laws are complex and, if an unqualified person is involved in the intake system as is the case now, their intent will be thwarted. The innocent victims of discrimination need not become victims or inept personnel.

Comment:

We have a CRTIU supervisor supervises the ISA's (2) and (1) AO. They do all his work. There are only six investigators under another supervisor and a Area Director. We need more investigators and not supervisors especially because everyone in the office other than the CRTIU have over 5-20 years experience working in the office. We don't know what the CRTIU job duties are and have not noticed that it helps the mission of the Commission or the goals of the office. All he does is delegate work to his unit. He doesn't speak with the public, does not help the investigators are busy with walk-ins. His time is a waste of money used to meet our goals.

Comment:

Current case loads are very high, and there has been much discussion as to how we can improve, and the bottom line is that additional investigators need to be hired in order to manage the amount of cases being filed. We also need to improve upon our technology to streamline the process of filing and tracking charges, IE: develop or enhance IMS to adequately track incoming, in process, and disposition of charges. Supervisors should be able to easily run reports from IMS to make informed management decisions. Intake supervisors should be able to track all charges in lieu of having to input into alternate tracking systems. The new ADA is going to further increase the person's covered under ADA, the Commission has adequately assessed how this is going to impact case loads.

Comment:

The Commission has improved customer access with the call center and by filing on the internet. The Holowecki decision puts a priority on intake. However, since the Investigative staff numbers have declined the back log has gone up. We are providing service to some we would not have reached in exchange for a large increase in the processing time for the public. Ideally hiring more investigators would give us both better access to file charges and the staff to investigate them. It probably would have been better to hire more Investigators and ISA staff instead of having the call center. We could try to integrate Call Center staff into ISA or Investigator staff. This might reduce the hours of phone service, but shorten the wait for a case to be investigated.

Comment:

We need more investigator's. Holowecki has over exaggerated what the initial problem was. Instead of docketing everything that a PCP checks they want to file. All that was required was for every office to docket any signed form 5 they received in the office. Now we are inputting ridiculous charges in the system that waste a lot of time and are not likely to be a violation. Holowicki has and will continue to increase the charge backlog. The investigation starts at the intake process and that is being ignored for the sake of bureaucratic nonsense. We investigator's and charging party's suffer in the process.

Comment:

Most of the questions were not applicable to my job.

Comment:

Some questions are not applicable to my position.

Comment:

I am amazed how everything has become a priority, intake/customer service is a priority, A cases are a priority, old cases are a priority. We have so many priorities we don't know what to do anymore! The assessment process is also skewed. I agree with C cases being closed because once an Investigator knows they have a C case let's get it out of the system. However, as a neutral agency we're making cases A's or B's based on a one sided interview or some "key word" that a CP gives. Needless to say most A's turn out not to be while we're trying to fight our way to investigate our B's that may have merit.

Comment:

Hire more ISAs and let them handle all intake functions including interviewing walk-ins.

Comment:

Having intake ten days a month impacts: on sites, scheduling, inventory, flexibility, vacation, sick time, general time off, and morale. We need at least 4-5 more investigators that can hit the ground running.

Comment:

Investigators in this office are no longer assigned EAS forms as they go to the IIRs.

Comment:

Hire more staff & establish intake unit

Comment:

We are not assigned EAS questionnaires, we deal with them during our once a month intake rotation. The morale in the office is low because we have lost staff and have an increase in our case load. We are not utilizing the charge processing handling procedures and are required to conduct full investigations on all cases. I presently work in a unit that has not had a supervisor since November 2007. The morale is low because management is not being proactive in coming up with a better system for all the cases of Investigators that leave the office.

Comment:

1. Repeal the EAS system. Intake questionnaires (if revised to asked specific questions) are more suitable for gathering information needed to file a charge. 2. It does not appear that everyone is on the same page with respect to the applying Holowecki.

Comment:

1. Bring the original call center back 2. Hire enough staff to handle the inquiries. 3. Properly train the IIR staff to ask PCP enough questions to get as much information related to basis so that charges can be easily drafted without the investigator having to call PCP again, for additional information. This will limit time spent on the phone talking with each person who is interested in filing a charge. More information and dates listed on EAS or when a PCP speak to an IIR, means less time the investigator devotes to drafting charges. 4. Have IIR to check IMS for duplications. 5. Our office needs an ISA and an additional OAA, and or a combination of an ISA, OAA and IIRs. 6. Have IIR make sure that the person is directed to right office based on the jurisdiction of the Res.

Comment:

The EAS system was implemented without an increase in staff to process the huge volume which is being received.

Comment:

HIRE MORE FRONT LINE STAFF IMMEDIATELY. RE: THE EAS SYSTEM, I THINK IT SHOULD BE ELIMINATED UNTIL EEOC CAN HAVE STAFF EXPRESSLY DEDICATED TO PROCESSING THOSE.

Comment:

The office needs more front-line personnel, especially ISAs and investigators, in order to handle the work load. The Holowecki procedures should be rescinded, unless more intake staff are hired to handle the huge work load increase as a result of Holowecki. Ideally, enough staff to handle all intake duties at all times should be hired. This would enable investigators to focus on case processing duties. Office morale would likely improve with increased staffing to adequately handle intake and inventory issues. The volume of intake and pending inventory--without more staffing---decreases morale and makes it virtually impossible to perform investigative functions.

Comment:

Investigators are responsible for processing too much intake work (besides interviews, eas, duplication of walk-ins and eas, mail in correspondence) taking them away from investigations and working on cases.

Comment:

Need more investigators and the clerical staff has to do more to support the investigators. Even though we have more clerks, they seem to do less for intake. For example, they often dont fill in the Respondent information in IMS, they never fill in the attorney or rep information, etc. We are constantly harassed about intake mail and EAS being done on time yet they are not given to us often until after the initial 10 days, making them already late. They also should not assign EAS to people who are already doing intake mail, it feels like we are doing intake for 2 months. The EASs have only added to our stress. Office morale is REALLY low, especially since the new DIrector keeps increasing our work and expectations. Everyone talks about wanting to leave.

Comment:

I would like to see more qualified people work for the in-house call center. It would greatly reduce the none jurisdictional charges we receive. I would also like to see more employees being promoted based on merit instead of likability. Aslo, it would be nice to know when your hard work & dedication is appreciated. It would certainly help with my morale.

Comment:

If the in-house call center took charges, some of the duplication of charges (inquiries) might decrease. Replacing employees as they leave or to address shortages would improve office morale.

Comment:

We desperately need more Investigators and office staff (ISA) in the Greensboro NC local office. Awards need to be divided equally

Comment:

We need more investigative staff. Management and Labor knows conditions of their respective offices. They are fully aware investigators are working outside of the "box". Out of fear of being further retaliated against, I will limit my opinion to saying nothing.

Comment:

I have been with the Commission for 28 years and several years trained in Intake work. It will be great to put emphasis on the employees doing or receiving incoming calls and inquire to know more of the EEOC statutes. It cannot happen overnight that is why it takes more time to do an EAS because of calls because a seasoned investigator they may be things that I would ask just interviewing a potential charging party that the newly hired employees may not know to ask. Change is progress and that is good.

Comment:

Get rid of the EAS system; Reduce the number of supervisors to employees; Have reasonable expectations about what employees can achieve given how understaffed EEOC is.

Comment:

The EAS system has greatly increased our workload of mail-ins. It is impossible to process them on a daily basis. We do not have the staff.

Comment:

The real issue is that we have more mail-in intake to process. Increasing public access by offering online questionnaires (which is a good thing), has increased intake volume. We are not staffed to handle the increase in volume.

Comment:

The OLO functioned with only one ISA and two Investigators from January 7, 2007 until August 1, 2007, when one Investigator resigned. A full time Director was not assigned until November 24, 2008. For a few short months, we had a Stay-in-School student and a part timer. Both were released before being fully trained. We serve the entire SF East Bay area. We are doing a great disservice to both the public and OLO staff by not staffing the office properly to meet workload demands. Although we are authorized to hire 2 Investigators in the next 2 years, there is only office space for one more due to downsizing which took place this summer. OLO is a prime example of the effects of poor planning.

Comment:

Re office morale, our director rarely deals with issues brought to him by staff, esp. concerns dealing with inappropriate conduct by supervisors and heavy work loads. The result is that there is no incentive to talk about problems and a feeling that no one really cares about staff problems. The message is that management doesn't want to hear any of our concerns. Needless to say this has resulted in low morale and the message that you need to leave EEOC to have the possibility of a better work atmosphere with supervisors who may listen and care. The concept of team work is completely or nearly absent from the LA office.

Comment:

This questionnaire does not relate to the work I do. However, the office morale is at an all time low because of the many changes in the management positions. Mostly all of the management positions are "Acting" with no solid structure.

Comment:
PROMOTIONS

Comment:
Create intake units with enough support staff (ISA) to alleviate the burden of investigator who must take time away from the workload to complete these tasks.

Comment:
Hire in ISA in each office and hire more investigators and mediators.

Comment:
Things that slow us down to the point where we are no longer investigators: EEO1 data linkage, imputing codes for contacting PCPS within 14 days, mailing charges within 42 days, copying/pasting body of charge and interview notes into IMS, not being able to use 2d letters and 2cs letters; HQ implementing policies and procedures and never taking into account what works in the field (i.e., the intake checklist...no need for it to be 4 pages long). This job is much more complicated than when I started in 4-2006

Comment:
Please designate someone for the function. It is too stressful to be successful in all of the facets of a case when there is priority given to each i.e. intake processing, mail-ins/EAS, settling, investigating, and cause case preparation. Not enough days in a month to adequately serve all of the purposes.

Comment:
The EAS system is just an answering system which tells the callers to file on the internet or mails out intake questionnaires. An OAA can do that in our office. RE: staffing levels Mgt.cannot hire any investigators for our office but tells us that our inventory is too high. We have lost two investigators and they have not been replaced. RE: office morale Mgt. asks for our suggestions and when suggestions are given, mgt. says they will consider them but we never hear anything else about it and things never change or improve. Mgt. is unreasonable in holding our office to the same production standards of a DO or FO because our staffing is not the same as one unit in a DO or FO.Mgt. is also too focused on production and not the mission.

Comment:
Get rid of the EAS system. IT DOES NOT WORK!!!!!!!!!!!!!! It hinders our ability to do our work. It has created more work leaving less time to investigations. It feels as if we are always on intake. People do not know what they are doing and it creates unnecessary work and corrections that need to be made. I am continuously finding duplicates in IMS that now create more work also because those inquiries that become duplicates need to be closed out. It is horrific and a great hindrance to our work. People should have to speak with a live person or mail in a questionnaire or come into the office in order to file a charge. EEOC it a wrongheaded effort to make the filing of charges more accessible to the masses has created a monster that hurts our ability to provide good service. Morale is low.

Comment:

More time needs to be devoted to weeding out duplicate EASs and questionnaires.

Comment:

The universal interpretation of the Holowecki decision to all charges is unnecessary. Investigators should still contact PCPs before drafting charges. Only if time limit is an issue should charges be drafted before interviews. Almost every EAS questionnaire indicates desire to file a charge; most PCPs provide insufficient data to even establish jurisdiction. We are drafting charges just to ensure Holowecki is not violated.

Comment:

A permanent Intake Unit would help tremendously--Union should really try to get it implemented. Investigators can still carry a small case load. When HDO had one it was very successful, case files were well documented, uniform, customer service was great, Investigators had more time to work on their cases & the office morale was high. Investigators spend too much time performing clerical duties. ISAs could help in this area. We have none! Need more understanding from upper management starting at headquarters as to what employees, esp. Investigators duties consist of. Too many times directives & timeframes are established w/o any consideration or understanding of this & this just creates more work, unrealistic demands & low morale. The current IIRs & EASs concept create more work for us.

Comment:

The situation in Birmingham is unique. There is a full-time intake unit, staffed with investigators who volunteer to work intake full-time for a year. This has generated its own problems, but the questions in this questionnaire do not directly address this unique situation.

Comment:

our criu is lazy and needs to help us.

Comment:

None, but do you want to know anything about issues which concern the legal unit?

Comment:

office morale very low, a desperate change in upper management needed.

Comment:

Allocate IRRs to all offices to eliminate Investigators from Intake Duty. Smaller offices have less time to Investigate due to the need to meet Intake Goals. Hire more Investigators. Systems need to be implemented to address workloads put on lower grade Investigators due to staffing issues. Especially smaller offices. Lower grade Investigators are carrying the same case loads as full grade Investigator yet they are not compensated the same. Also the same expectations apply regardless of GRADE. This is a clear indication why so many Investigators have left the EEOC.

Comment:

Management should get rid of the 24-48 deadline in completing each EAS, questionnaire or mail. An investigator should be able to work

diligently with the Charging Party to obtain as much information as possible, especially during the Intake stage (that includes getting necessary documents, witness names, etc.). Intake is one of the most important steps in the assurance of conducting a proper investigation. As a matter of fact, conducting a more thorough interview lessens the pressure once the charges are assigned for investigation.

Comment:

Need to Hire more qualified front-line staff to provide investigators more time to investigate. Need to hire investigators who are civil rights oriented and have good writing and analytical skills. The Legal Unit needs more support staff/attorneys. OGC needs to do a better job in training attorneys and manage work/life balancing. In Legal Unit, we are always just trying to meet court deadlines which takes up time assisting Enforcement.

Comment:

We currently have no Enforcement Supervisor in our office and have not had one for several years. As I understand it, a position of Enforcement Supervisor has been advertized for our office, but when such a Supervisor has been selected is still to be determined.

Comment:

Redo forms. Officially train persons at the phone. Some r giving misinformation regarding EEOC processing. Training on EEO laws, IMS, on how to handle difficult Charging Parties and Respondents.

Comment:

Front line - intake staff personnel really needed. Now the in-house call center is putting work back on the intake group. They cannot give or transfer calls for status to investigators - will send to intake phone; cannot look up charge numbers if CP does not have the number - sends to intake phone; sends phone calls to intake phone because other offices do not pick up or return calls - increases workload for us because another field office does not respond; main line will no longer bounce to call center - thereby increasing number of calls taken by intake staff again!! This is not helping us at all - we are already understaffed and if a fellow employee is absent it really causes work to backup. We cannot adequately serve the public under these circumstances. Heard Union is no help.

Comment:

I suggest discontinuing the EAS system.

Comment:

The majority of the questionnaire does not apply to my job, nor do I have the information you are seeking. Sorry.

Comment:

I believe We should do away with EAS, I believe the online questionnaire should be a little more detailed for PCP and ISA should not be held to the same standards as Investigators unless we are going to get higher grade level

Comment:

hire more qualified staff members

Comment:

Additional experienced investigators are needed to process cases. A dedicated team of charge receipt investigators is needed to process the mounting intake workload so that investigators can investigate cases efficiently and effectively. This will help to reduce charge processing time and improve customer service. Employees cannot be expected to increase productivity with staff reductions and double or triple the workload. Management needs to work with employees to find solutions. Provide constructive feedback. Treat them with respect. Motivate employees. Be positive. Incorporate team-building activities/events to improve employee morale.

Comment:

At this time I do not have any particular suggestion other than more communication between staff.

Comment:

Need more staff

Comment:

The morale needs improvement from negative to positive environment. The Birmingham management team create the negative environment. The investigators have no input on cases due to micromanagement. The leadership in the office refuses to follow the compliance manual and charge priority procedures as well as personnel and federal regulations. The employees suffer at the hand of management in a hostile work environment slave mentality standing ready for combat as though we were in the U.S. Military combat zone.
