



U.S. Department of Housing and Urban Development

No FEAR Act

FY2025 Annual Report to Congress


**The Mission of the
U.S. Department of Housing and Urban Development:**

Foster strong communities by supporting access to quality, affordable housing, expanding the housing supply, and unlocking homeownership opportunities for the American people. The Department is committed to furthering the promise of self-sufficiency in every American while promoting economic development to revitalize rural, tribal, and urban communities across the country.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, DC 20410-0001

April 8, 2025

MEMORANDUM FOR: All HUD Employees
FROM: E. Scott Turner, Secretary 
SUBJECT: Equal Employment Opportunity Policy Statement

At the U.S. Department of Housing and Urban Development (HUD), we are fully committed to Equal Employment Opportunity (EEO) and creating work environments that prohibit discrimination and harassment of any kind. HUD's EEO policy ensures equal employment opportunities for all employees and applicants for employment, regardless of their race, religion, color, sex (including pregnancy), national origin, age, genetic information, or disability. These protected bases are set forth in anti-discrimination statutes, including (but not limited to) Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act, the Equal Pay Act of 1963, the Rehabilitation Act of 1973, as amended, the Genetic Information Nondiscrimination Act of 2008, the Pregnancy Discrimination Act of 1978, and the Pregnant Workers Fairness Act of 2022.

All HUD employees, and especially executives, managers, and supervisors, are held accountable for compliance with all anti-discriminatory laws and policies. Failure to do so could result in disciplinary action, up to and including removal from the Federal service. We strive to foster a civil work environment, and it is my goal for all HUD employees to engage in EEO training each fiscal year.

HUD is a merit-based workforce and work environment with exceptionally talented and high-performing personnel who are needed to best achieve our mission. All aspects of employment, including recruitment, hiring, promotion, discipline, termination, compensation, leave, training, and any other benefit of employment, will be based on merit, competence, performance, and business needs. As such, HUD is committed to providing a comprehensive and straightforward EEO process available to all former and current HUD employees as well as job applicants.

All employees and applicants for employment have the right to raise concerns about employment discrimination and to participate in the Agency's EEO process. HUD strictly prohibits retaliation against employees for opposing employment discrimination or participating in the EEO complaint process. HUD strictly prohibits any personnel from interfering with the EEO process or behaving in a manner that would reasonably have the effect of interfering with

another individual's participation in the EEO process. Additionally, employees and supervisors are reminded that the consequences for violating this policy may include disciplinary action, including removal from Federal service.

Accordingly, if anyone believes they were subjected to discrimination, harassment, or retaliation, on a basis prohibited by statute, and would like to file a complaint, they must contact the Office of Departmental Equal Employment Opportunity (ODEEO) at EEO@HUD.gov, or (202) 402-6860, within **45 calendar days** of the alleged discriminatory event or becoming aware of the alleged discriminatory event.

Additionally, HUD offers alternative dispute resolution (ADR) services throughout every stage of the EEO complaint process and ODEEO will make every effort to address and resolve workplace disputes and EEO complaints at the earliest possible opportunity. If an employee wishes to pursue ADR to resolve an EEO complaint (at the informal or formal stage), **management is required to participate** and must engage in good faith to attain a mutually agreeable resolution. However, under limited circumstances, exceptions can be granted by ODEEO for management not to participate in the ADR process. The management participation requirement is not applicable to non-EEO complaints.

Thank you for your dedication in creating strong, stable and sustainable communities and quality affordable homes for all, and your commitment to sustaining a civil, respectful, and discrimination-free work environment.

If you have a question or need assistance, please contact ODEEO at (202) 402-6860 or by email at EEO@HUD.gov.

Table of Content

Introduction	5
Purpose of the No FEAR Act Report	5
Office of Departmental Equal Employment Opportunity.....	6
FY 2025 EEO Complaint Data and Analysis	6
Pre-Complaint Data.....	6
Formal Complaint Data.....	7
Bases of Discrimination in Formal Complaints.....	7
Issues in Formal Complaints	8
Final Agency Decisions	9
Findings of Discrimination	10
Cases in Federal District Court	10
Judgment Fund Reimbursement	10
Disciplinary Policy and Disciplinary Actions.....	11
No FEAR Act Training.....	11
Anti-Harassment Program.....	11
Program Improvement in FY 2025	12
Infrastructure	12
Complaint Processing	12
Proactive Activities	13
Promoting ADR and the Workplace Dispute Program.....	13
ADR Training Program.....	13
Best Practices Exchange	14
Actions to Improve the EEO Program	14
FAD Timeliness	14
Complaint Processing Timeliness.....	14
Budget.....	15
Conclusion.....	15
Appendix A – EEO Data.....	16
Appendix B - Alternative Dispute Resolution Policy.....	26

Introduction

The U.S. Department of Housing and Urban Development (HUD or Department) was established during President Lyndon B. Johnson's War on Poverty and formally became a Cabinet-level department with the enactment of the Department of Housing and Urban Development Act (42 U.S.C. 3532–3537) on November 9, 1965. Its creation marked a pivotal step in the federal government's commitment to addressing the nation's housing challenges and supporting community development through coordinated national policy.

Since its inception, HUD has served as the federal government's principal agency for housing and community development. The Department is responsible for shaping and implementing policies that expand access to safe, affordable housing; promote comprehensive and sustainable community development; and enforce fair housing laws that protect individuals from discrimination. HUD's mission, to help create strong, vibrant, and resilient communities and ensure that every American has access to a decent home and suitable living environment, has remained central to its work for nearly six decades.

Secretary Scott Turner, who was appointed and sworn in as the 19th Secretary of HUD in February 2025, has articulated a mission centered on expanding affordable housing opportunities, increasing housing supply by reducing regulatory barriers, promoting self-sufficiency to help families transition off subsidies, and revitalizing communities through strengthened local control. His priorities aim to support the American dream of homeownership by making pathways to housing more accessible for families and reducing obstacles for developers working to meet national housing needs.

Purpose of the No FEAR Act Report

The Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002 (No FEAR Act), Public Law 107-174,¹ was enacted to strengthen accountability within the Federal Government by ensuring that agencies comply with Federal anti-discrimination and whistleblower protection laws.² The Act requires each Federal agency, no later than 180 days after the end of each fiscal year (FY), to submit an annual report to Congress, the U.S. Equal Employment Opportunity Commission (EEOC), the U.S. Department of Justice (DOJ), and the U.S. Office of Personnel Management (OPM) detailing the actions taken to uphold these statutory obligations and to promote transparency in the administration of Equal Employment Opportunity (EEO) programs.³

In 2025, the Federal EEO landscape shifted following several presidential directives. On January 20, 2025, President Donald J. Trump issued Executive Order 14151, *Ending Radical and Wasteful Government Diversity, Equity and Inclusion Programs and Preferencing*.⁴ On February 6, 2025, Executive Order 14202, *Eradicating Anti-Christian Bias*,⁵ was signed, followed by Executive Order

¹ The *Elijah E. Cummings Federal Employee Anti-Discrimination Act*, which was enacted in January 2021, amends the No FEAR Act.

² See Pub. L. No. 107-174, 116 Stat. 566 (2002)

³ See Pub. L. No. 107-174, 116 Stat. 566 (2002); see Pub. L. No. 107-174, §203(a)(1); See also 5 Code of Federal Regulations (C.F.R.) §724.302(a). Appendix A to this report sets forth the No FEAR Act statutory and regulatory reporting requirements in full. Appendix A to this report sets forth HUD's FY 2025 year-end data along with comparative data for FY 2020 to 2025. Appendix A includes prior FYs data, consistent with the EEOC's No FEAR data reporting requirements.

⁴ <https://www.federalregister.gov/documents/2025/01/29/2025-01953/ending-radical-and-wasteful-government-dei-programs-and-preferencing>

⁵ https://www.whitehouse.gov/presidential-actions/2025/02/eradicating-anti-christian-bias/?utm_source

14281, *Restoring Equality of Opportunity and Meritocracy*,⁶ on April 23, 2025. Collectively, these actions established new parameters for civil-rights enforcement and Federal workforce policy.

Consistent with these directives, the Department undertook a comprehensive review and revision of internal policies, employment practices, and program operations to ensure alignment with current statutory and regulatory requirements.

This report fulfills HUD's annual reporting obligation under the No FEAR Act and outlines the Department's actions during Fiscal Year (FY) 2025 (October 1, 2024, through September 30, 2025) to ensure compliance with Federal anti-discrimination and whistleblower protection laws, strengthen program accountability, and maintain a fair and lawful workplace for all HUD employees. The data⁷ for the fourth quarter of FY 2025, along with data from prior fiscal years, are available at:

<https://www.hud.gov/no-fear-act>.

Office of Departmental Equal Employment Opportunity

The Office of Departmental Equal Employment Opportunity (ODEEO) has been delegated responsibility for HUD's EEO program. ODEEO leads efforts to ensure that the Department complies with all federal EEO laws and related civil rights protections. ODEEO administers an EEO complaint process pursuant to EEOC regulation at 29 Code of Federal Regulations (C.F.R.) §1614 and EEOC Management Directive (MD) 110, and provides a neutral forum for discussion, investigation, and resolution of all EEO matters. ODEEO educates the workforce on employee rights and responsibilities in the EEO process. ODEEO also provides leadership, direction, and guidance to carry out HUD's responsibilities according to Federal laws, statutes, regulations, and policies to establish and maintain a Model EEO Program. ODEEO's mission is to foster a work environment that is free from discrimination and promotes fair and equal employment opportunities.

FY 2025 EEO Complaint Data and Analysis⁸

Pre-Complaint Data

Pre-complaints (i.e., informal complaints) are not required for inclusion in the No FEAR Act quarterly data reports; however, they are provided here to support a comprehensive assessment of EEO complaint trends. Informal EEO complaint filings fluctuated between FY 2021 and FY 2025, with FY 2024 reflecting the most pronounced increase in pre-complaint activity. Complaint activity in FYs 2024 and 2025 remained relatively consistent. FY 2025 recorded 161 pre-complaints, representing a modest 1.24% decrease from FY 2024 (163). When compared to FYs 2021 (77), 2022 (104), and 2023 (96), the FY 2025 volume reflects increases of 52.17%, 35.40%, and 40.37%, respectively. (Table 1)

In FY 2025, the Alternative Dispute Resolution (ADR) participation⁹ rate was 23.87% (37 of 155). ADR utilization fluctuated from FY 2021 through FY 2024, with a notable increase in FY 2024 (85 cases, a 72.94% increase from FY 2021). In contrast, FY 2025 experienced a significant decline in ADR participation, decreasing to 37 cases—a 129.73% reduction from FY 2024. (See Table 1.)

⁶ https://www.whitehouse.gov/presidential-actions/2025/04/restoring-equality-of-opportunity-and-meritocracy/?utm_source

⁷ Data for this report was extracted from HUD's information management systems for EEO complaint processing (e.g., Entellitrak (ETK)).

⁸ See Appendix A to this report for HUD's FY 2025 year-end data along with comparative data for FY 2020 to 2025. Appendix A includes prior FYs data, consistent with the EEOC's No FEAR data reporting requirements.

⁹ Employees are given the option to participate in ADR or traditional counseling to resolve their informal complaint.

Table 1. Pre-Complaints closed and ADR Elected in FY 2021 through 2025

Pre-complaint Activity	2021	2022	2023	2024	2025
Closed	77	104	96	163	161*
ADR Participation	23	14	27	85	37
Participation Rate	29.87%	13.46%	28.13%	52.15%	23.87%

**Note:* One hundred and fifty-five cases were eligible to participate in ADR.

Formal Complaint Data

Formal complaint activity increased each fiscal year from FY 2021 through FY 2025, reflecting sustained growth over the five-year period. The most significant year-to-year increase occurred between FY 2022 and FY 2023, when filings rose from 70 to 82 complaints, an increase of approximately 17.14%. The smallest increase occurred between FY 2023 and FY 2024, when filings rose from 82 to 92 complaints, representing a more moderate increase of approximately 12.20%. This moderation indicates a temporary leveling in the rate of growth before filings increased again in FY 2025, reaching 106 complaints. (See Table 2.)

Table 2. Formal complaints filed between FY 2021 and FY 2025

Formal Complaint Activity	2021	2022	2023	2024	2025
Complaints Filed	60	70	82	92	106
Number of Complainants	56	69	80	92	99
Repeat Filers	4	1	2	0	7
Total Workforce	7,997	7,687	8,778	8,856	6,902
Complaints Filed per 100 Employees	0.75%	0.91%	0.93%	1.04%	1.54%

Bases of Discrimination in Formal Complaints

As shown in Table 3, the most frequently alleged bases of discrimination in FY 2025 were disability (68), reprisal (59), race (42), sex (39), and age (33). While several bases continued to reflect elevated reporting levels compared to prior years, the FY 2025 data also demonstrate areas of stabilization following the increases observed in FY 2024. Disability allegations rose from 38 in FY 2024 to 68 in FY 2025, an increase of approximately 78.95%, making disability the most frequently alleged basis during the reporting period. Transitions from widespread telework to mandatory in-person operations often correlate with increases in disability-related allegations, as employees seek new or reinstated accommodations that must be evaluated under the Rehabilitation Act.

In contrast, allegations involving reprisal and race declined in FY 2025 after notable increases in FY 2024. Reprisal allegations decreased from 65 to 59 (approximately 9.23%), and race allegations decreased from 52 to 42 (approximately 19.23%). These reductions reflect a continued downward trend in allegations involving reprisal and race discrimination. Employees initiating the EEO process for the first time often focus their claims on the most immediate and tangible challenges they encounter, such as obtaining accommodations, and returning to the workplace.

Overall, the FY 2025 data reflect shifts among the most frequently alleged bases of discrimination rather than uniform increases across all categories. The decline in reprisal and race allegations corresponds with a shift in the types of concerns raised by employees, as fewer complainants identified prior EEO activity or race-based factors as central to their claims.

Table 3. Top Five bases alleged FY 2021 through 2025

Bases	2021	2022	2023	2024	2025
Disability	25	36	50	38	68
Reprisal	46	40	45	65	59
Race	23	19	44	52	42
Sex	19	25	33	38	39
Age	15	22	38	20	33

Note: Each column does not add to the total number of complaints filed because complainants can identify more than one basis per complaint.

Issues in Formal Complaints

In FY 2025, the most frequently alleged issues in formal complaints were Reasonable Accommodation (43), Other Terms/Conditions of Employment (28), Performance Evaluation/Appraisal (19), Termination (17), and Time and Attendance (8). (See Table 4.) In FY 2025, there were 43 Reasonable Accommodation matters, this is an increase of 72.00% from FY 2024 (25), reflecting the return to office executive order. Other Terms/Conditions of Employment decreased by 30.00% from 40 in FY 2024 to 28 in FY 2025, while Performance Evaluation/Appraisal matters decreased by 17.39% from 23 to 19. Termination issues rose sharply by 240.00% from 5 to 17, and Time & Attendance matters increased by 14.29% from 7 to 8.

Table 4. Top issues alleged in formal complaints filed in FY 2021 through 2025

Issues	2021	2022	2023	2024	2025
Reasonable Accommodation	10	13	15	25	43
Other Terms/Conditions of Employment ¹⁰	0	0	0	40	28
Perf. Eval./ Appraisal	17	12	4	23	19
Termination	2	4	12	5	17
Time and Attendance	4	5	1	7	8
Disciplinary Action: Other Disciplinary Actions**	0	0	0	12	7
Promotion/Non-Selection	16	11	18	6	6
Sex-Stereotyping	0	1	0	9	6
Training	5	1	2	5	5
Disciplinary Action: Suspension	1	1	0	4	5

¹⁰ Any employment issue not represented is placed under “*other terms/conditions of employment.*”

As reflected in Table 5, HUD maintained 100.00% timely processing of investigations in FY 2025, continuing the strong performance achieved in FY 2024. The number of formal complaints filed increased by 15.22% from FY 2024 (92) to FY 2025 (106), reflecting sustained engagement with the EEO process. The average number of investigation days increased slightly from 166.38 in FY 2024 to 181.10 in FY 2025, remaining well below pre-FY 2024 levels and demonstrating continued efficiency in complaint resolution.

Table 5. Investigations Completed in FY 2021 through FY 2025

	2021	2022	2023	2024	2025
Complaints Filed	44	57	64	92	106
Investigations Average Days	256.65	250.42	245.11	166.38	181.10
Timely Processed	64.52%	69.44%	93.18%	100.00%	100.00%

Final Agency Decisions

HUD issued 32 final agency decisions (FADs) in FY 2025, compared to 17 in FY 2024, representing an 88.24% increase in total production. (See Table 6.) This marks the largest year-over-year increase in the past four fiscal years and reflects improvements in internal workflow management. Of the 32 FADs issued in FY 2025, 21 were issued within the 60-day regulatory timeframe, resulting in a timeliness rate of 65.63%. This represents a 65.63-percentage-point improvement over FY 2024, FY 2023, and FY 2022, during which no FADs were issued timely. By comparison, FY 2021 had 3 timely FADs, a timeliness rate of 27.27%, making FY 2025 approximately 38.36 percentage points higher.

The average processing time for FADs decreased to 63.44 days in FY 2025, demonstrating substantial gains in operational efficiency. Compared to prior years, HUD achieved:

- 44.80% decrease from 114.94 days in FY 2024
- 73.80% decrease from 242.13 days in FY 2023
- 80.40% decrease from 323.33 days in FY 2022
- 33.00% decrease from 94.45 days in FY 2021

Table 6. FAD Processing, FY 2021 to FY 2025

FADs	2021	2022	2023	2024	2025
FADs Issued	11	3	16	17	32
Timely	3	0	0	0	21
Untimely	6	3	16	17	11
Avg. Days	94.45	323.33	242.13	114.94	63.44

The data reflects significant and sustained improvement in final agency decisions (FAD) processing performance from FY 2021 through FY 2025. The 80.40% reduction in average processing time, combined with the achievement of a 65.63% timely issuance rate in FY 2025, demonstrates a substantial enhancement in HUD’s adjudicatory capacity. The Department’s strategic investment in a dedicated FAD Writer has been a key driver of this progress. HUD remains committed to continued operational improvement and to maintaining full compliance with EEOC regulatory requirements.

Findings of Discrimination

As shown in Table 7, there were no findings of discrimination in FY 2025.

Table 7. Findings of discrimination from FY 2021 through 2025

	Number of Findings	Bases	Issues
2021	0	-	-
2022	2	Reprisal	Time and Attendance Performance Evaluation/Appraisal Telework Reasonable Accommodation Reassignment/Detail Harassment (non-sexual)
2023	1	Disability	Reasonable Accommodation
2024	0	-	-
2025	0	-	-

Cases in Federal District Court

In FY 2025, HUD had two (2) anti-discrimination cases filed in Federal District Court that alleged violation of Title VII of the Civil Right Act of 1964 (as amended), and the Older Workers Benefit Protection Act (OWBPA). [See Table 8] There were seven (7) pending cases from FY 2024 for a total of nine (9) pending cases. In FY 2025, five (5) of the anti-discrimination cases closed in which no HUD employees were disciplined for improper or illegal discrimination, retaliation, harassment, or other infractions prohibited by the No FEAR Act. Currently, there are four (4) cases still pending.

Judgment Fund Reimbursement

Table 8. Judgment Fund

Federal District Court Cases	Judgment Fund Reimbursements	Disciplinary Actions	Findings of Discrimination	Formal Complaints
2	0	0	0	0

The Judgment Fund pays court judgments, awards, and settlements of lawsuits against the Federal Government.¹¹ The No FEAR Act requires Federal agencies to reimburse the Judgment Fund for payments made on their behalf to current employees, former employees, or applicants for employment due to claims alleging violations of Federal anti-discrimination laws, Federal whistleblower protection laws, or reprisal for legally protected activity related to those laws.¹² HUD made zero dollars in reimbursements to the Judgment Fund in FY 2025. (see Table 8). Between FY 2021 and FY 2025, a total of \$118,500 was reimbursed to the Judgment Fund (see Table 9).

¹¹ See 31 U.S.C. §1304.

¹² See Section 201 of the No FEAR Act.

Table 9. Reimbursements to the Judgment Fund for FY 2021 Through FY 2025

Reimbursements to the Judgment Fund	2021	2022	2023	2024	2025
Amount	\$0.00	\$83,500	\$35,000	\$0.00	\$0.00

Disciplinary Policy and Disciplinary Actions

A review of FY 2025 disciplinary records indicates that four (4) employees were disciplined for improper or illegal discrimination, retaliation, harassment, or other conduct prohibited under the No FEAR Act. HUD policy requires that immediate and appropriate corrective action be taken when harassment is substantiated. Pursuant to Adverse Actions 752.2, the Department may impose disciplinary or adverse action against Federal employees for conduct that violates anti-discrimination or anti-harassment laws, as well as for other behavior inconsistent with the standards expected of Federal employees. The policy is available at: <https://www.hud.gov/hudclips/handbooks/adm-752-2>.

No FEAR Act Training

Pursuant to 5 C.F.R. § 724.203, HUD personnel are required to complete No FEAR Act training every two years. In FY 2025, the Department achieved a staff training completion rate of 99.10%. Although No FEAR training was not required for existing employees in FY 2024, all newly hired employees were required to complete the training within 90 calendar days of onboarding. The training was assigned directly through the HUD Learning Portal, ensuring immediate access to new staff and supporting timely completion. As a result, HUD attained a 99.60% completion rate for new employees in FY 2024. In FY 2023, the Department recorded a completion rate of 99.57%. Across the past three (3) biennial No FEAR training cycles, HUD has consistently maintained exceptionally high completion rates, with participation levels approaching 100%. (See Table 10)

Table 10. No FEAR Training Completion Rate for FY 2019 to FY 2025¹³

No FEAR Training	2019	2021	2023	2025
Percentage of Workforce that completed training	93.27	96.18	99.57	99.10

Anti-Harassment Program

HUD has maintained a fully compliant Anti-Harassment Program (AHP) that meets the Anti-Harassment requirements outlined in Part G of the EEOC’s MD 715. Upon its establishment, the AHP policy was reviewed and approved by the EEOC’s Office of Federal Operations (OFO). The program includes:

- a clear explanation of prohibited conduct
- assurances that employees who make claims of harassment or provide information related to such claims will be protected against retaliation

¹³ Existing employees were not required to take the No FEAR training in 2020, 2022 and 2024.

- a clearly described complaint process that provides an avenue for complainants to initiate complaints
- assurances that the Agency will protect the confidentiality of the individuals bringing harassment claims to the extent possible
- a complaint process that provides a prompt, thorough, and impartial investigation
- assurances that immediate and appropriate corrective action will be taken when it determines that harassment has occurred

AHP is housed within the Office of the Chief Human Capital Officer (OCHCO). Consistent with EEOC guidance, leadership of the AHP and ODEEO operate within separate organizational structures and maintain distinct chains of command, thereby ensuring the required firewall between the two functions. At the same time, the Director and staff of ODEEO's Complaints Division coordinate closely with AHP personnel and provide notification of all informal EEO counseling matters that include allegations of harassment. All managers, supervisors, and non-supervisory employees receive training on anti-discrimination and anti-harassment obligations through both ODEEO and the AHP, and all employees are responsible for maintaining a workplace free from harassment.

To support and reinforce the Department's AHP, staff delivered a department-wide live training session on October 24, 2024. On January 2, 2025, all HUD employees received an agency-wide communication reminding them of the AHP's availability and providing links to the policy and training video. A subsequent reminder was issued on September 4, 2025, directing employees to the location of the AHP policy. In addition, the AHP is included annually as a required component of the Department's mandatory training curriculum to ensure consistent awareness across the workforce.

Federal anti-discrimination and whistleblower protection laws require agencies to take appropriate disciplinary action when employees engage in prohibited personnel practices or conduct inconsistent with these statutes. During FY 2025, four (4) employees were disciplined for violations of the AHP policy. A fifth employee was scheduled for disciplinary action but elected to participate in the Deferred Resignation Program (DRP). HUD's policies governing disciplinary and adverse actions are set forth in Handbook 752.2, REV-3, *Adverse Actions*.

Program Improvement in FY 2025

Infrastructure

In FY 2025, HUD maintained its EEO operational infrastructure by effectively managing staffing transitions while sustaining full program functionality. Building on prior efforts to enhance processing capacity, HUD continued to meet mission requirements and achieved 100% timeliness in the processing of EEO complaints. During the fiscal year, HUD experienced several staffing changes in ODEEO, including the departure or realignment of the EEO Director, two EEO Specialists, the ADR Coordinator, and two Administrative Management Specialists. As HUD moves forward, strategic workforce planning measures are being implemented to support workload demands, strengthen service delivery, and meet statutory requirements.

Complaint Processing

HUD experienced an increase in formal complaint activity during FY 2025. HUD employees were made aware of EEO procedures and provided expanded access to filing mechanisms. HUD issued updated

Department wide EEO and ADR policies and timely posted quarterly No FEAR Act reports, all of which contributed to increased visibility of EEO rights and reporting requirements. Enhancements to HUD's E-Filing Welcome Page, along with continued promotion of electronic filing options, further improved employee access to the formal complaint process.

Proactive Activities

In FY 2025, HUD implemented targeted initiatives to enhance employee understanding of the EEO process. Through a proactive and coordinated strategy, the Department ensured that employees remained consistently informed regarding EEO requirements, available resources, and programs.

Ongoing Communication and Leadership Briefings

HUD also conducted bi-quarterly EEO activity briefings for program offices. These briefings provided leadership with updates on informal and formal complaint activity, ADR requests, and settlement trends, enabling program offices to monitor progress toward achieving and sustaining a model EEO program. HUD took significant steps in FY 2025 to engage employees and foster collaboration within the Department. By maintaining a proactive approach, HUD successfully kept employees informed about EEO matters through various ODEEO initiatives and collaborations.

Enhancing Anti-Retaliation Education and Prevention Efforts

HUD will continue to expand its efforts in FY 2026 to prevent retaliation in the workplace by developing additional resources, guidance, and training presentations, to help employees recognize, report, and avoid retaliatory conduct. These materials will reinforce federal EEO requirements, clarify protected activities, and promote a culture in which employees can raise concerns without fear of reprisal.

Promoting ADR and the Workplace Dispute Program

In FY 2025, HUD continued to strengthen its WDP and ADR initiatives by expanding education, outreach, and engagement across HUD's workforce. HUD actively promoted the use of ADR and WDP at the intake stage, ensuring that employees contacting ODEEO by phone or email were informed of available early-resolution options. To further support program offices, HUD introduced personalized ADR sessions tailored to each office's operational needs, enhancing understanding of the ADR process and encouraging early collaborative problem-solving.

The ADR Coordinator broadened engagement efforts by highlighting the value of ADR and WDP during all NEO sessions and by ensuring all employees in the informal filing phase were briefed on the benefits of ADR for both EEO and non-EEO-related workplace concerns. In FY 2025, ODEEO processed 37 ADR cases, resulting in 6 settlement agreements. Additionally, HUD managed ten workplace dispute cases under the WDP, with two successfully resolved.

HUD remains committed to fostering a collaborative, solutions-focused environment and ensuring that employees and managers have access to the tools, resources, and support necessary to address workplace conflicts effectively and constructively.

ADR Training Program

In FY 2025, HUD offered ADR training to both supervisory and non-supervisory employees. The purpose of the training was to provide HUD employees with an overview of ADR and the Workplace Dispute process and offer ODEEO staff an opportunity to address questions or concerns related to the ADR

process. The training included information on the availability of ADR, general principles of the process, and how ADR may be requested as a dispute resolution option. The ADR course was provided to the following organizational components:

- Region I
- Chief Administrative Officer (CAO)

Best Practices Exchange

In FY 2025, HUD convened multiple Best Practice Exchange sessions featuring presenters from DOJ, focused on drafting Notices of Acceptance, Dismissal, and Mixed Case complaints, as well as sessions with EEOC centered on counseling practices. These sessions significantly enhanced ODEEO staff proficiency in preparing legally sound and timely notices, promoted greater consistency in complaint processing, and deepened interagency collaboration. By engaging directly with DOJ subject-matter experts, ODEEO gained access to proven strategies, model templates, and practical tools that strengthened the accuracy, clarity, and efficiency of its complaint determinations.

The exchange also provided an opportunity for HUD to share its own resources, approaches, and process innovations, contributing to a reciprocal learning environment that advanced government-wide alignment in EEO adjudication practices. This collaborative sharing of expertise and materials ultimately benefits the federal workforce by supporting clearer, faster, and more reliable resolution of EEO matters. Agency partners who attended in FY 2025:

- U.S. Equal Employment Opportunity Commission
- U.S. Department of Agriculture
- U.S. Department of Justice
- U.S. Department of the Navy
- U.S. Environmental Protection Agency
- U.S. Small Business Administration

Actions to Improve the EEO Program

FAD Timeliness

Despite the substantial progress achieved in FY 2025, (34%) of FADs were issued beyond the required timeframe. Key priorities for FY 2026 include raising the timely-issuance rate and reducing the average processing time to below the 60-day threshold for issuing all FADs.

Complaint Processing Timeliness

HUD will continue to strengthen its complaint processing framework by embedding metrics for individual workloads into the performance plans of ODEEO staff responsible for handling EEO complaints. These measures, combined with increased guidance for supervisors and managers to cooperate with EEO officials, such as timely responses to information requests, good faith participation in mediation, and engagement in Title VII and other EEO training, will contribute to more efficient and accurate complaint processing and resolution.

Budget

In FY 2025, the EEO Support Services Division (ESSD) within ODEEO adjusted budget allocations to address shifting workload and operational demands in the EEO complaints-processing line of business. These adjustments included advancing key contracting actions and realigning resources to sustain processing capacity and ensure continuity of services following the closure of the Federal Mediation and Conciliation Service, which had previously supported ADR functions. ESSD also initiated planning to procure an alternate EEO service provider to reinforce ADR capabilities and strengthen early-resolution efforts across the Department.

Looking ahead to FY 2026, HUD will continue aligning budget processes and contracting strategies with workload requirements to maintain timely and effective complaints processing. Priorities include securing a new ADR service provider, optimizing resource distribution, and further integrating cradle-to-grave processing practices to mitigate staffing constraints, enhance responsiveness, and support consistent compliance with EEO requirements.

Conclusion

As HUD continues implementing its long-term strategic priorities, the EEO program remains firmly focused on advancing, sustaining, and fully meeting the six essential elements of a model EEO program. Through new initiatives, enhanced processes, and ongoing workforce education, HUD is committed to fostering a culture of awareness, accountability, and equitable access to EEO resources.

The Department's continued investment in training, engagement, and program modernization reflects its commitment to promoting equal employment opportunity and cultivating a workplace environment grounded in respect, fairness, and nondiscrimination.

Appendix A
EEO Data Pursuant to the No Fear Act
For 4th Quarter 2025 for period ending September 30, 2025

Complaint Activity	Comparative Data					
	Previous Fiscal Year Data					2025
	2020	2021	2022	2023	2024	
Number of Complaints Filed	65	60	70	82	92	106
Number of Complainants	64	56	69	80	92	99
Repeat Filers	1	4	1	2	0	7
Complaints by Basis	Comparative Data					
	Previous Fiscal Year Data					2025
	2020	2021	2022	2023	2024	
<i>Note: Complaints can be filed alleging multiple bases. The sum of the bases may not equal total complaints filed.</i>	2020	2021	2022	2023	2024	2025
Race	29	23	19	44	52	42
Color	16	15	14	14	24	19
Religion	4	2	7	1	4	1
Reprisal	44	46	40	45	65	59
Sex	26	19	25	33	38	39
PDA	0	0	0	0	1	1
National Origin	7	2	8	8	14	11
Equal Pay Act	3	0	0	1	1	2
Age	26	15	22	38	20	33
Disability	35	25	36	50	38	68
Genetics	2	0	0	5	3	1
Non-EEO	0	0	2	4	2	2

Complaints by Issue	Comparative Data					
	Previous Fiscal Year Data					2025
Note: Complaints can be filed alleging multiple bases. The sum of the bases may not equal total complaints filed. Starting in FY2022, issues marked with: * are reported under-Other Terms/Conditions of Employment. ** are reported under Other Disciplinary Actions.	2020	2021	2022	2023	2024	
Appointment/Hire	3	2	4	9	9	4
Assignment of Duties*	6	3	0	0	0	0
Awards	1	4	1	0	2	3
Conversion to Full Time/Perm	0	0	0	0	0	0
Disciplinary Action						
Demotion	0	2	1	1	1	0
Reprimand**	6	3	0	0	0	0
Suspension	3	1	1	0	4	5
Removal	1	1	0	0	2	2
Other Disciplinary Actions**	0	0	0	0	12	7
Disciplinary Action: Other 2**	0	0	0	0	0	0
Duty Hours*	1	1	0	0	0	0
Perf. Eval./Appraisal	18	17	12	4	23	19
Examination/Test	0	0	0	0	0	0
Harassment						
Non-Sexual	40	36	32	28	34	37
Sexual	0	0	1	2	3	2
Medical Examination	0	0	0	0	0	0
Pay including overtime	1	2	0	0	1	1
Promotion/Non-Selection	17	16	11	18	6	6
Reassignment						
Denied/Directed	0	0	1	1	1	0
Directed	4	1	1	3	1	1
Reasonable Accommodation	21	10	13	15	25	43
Reinstatement*	0	0	0	0	0	0

Religious Accommodation	0	0	1	0	0	0
Retirement*	0	0	0	0	0	0
Sex-Stereotyping	0	0	1	0	9	6
Telework	6	0	1	1	2	2
Termination	1	2	4	12	5	17
Terms/Conditions of Employment*	4	5	0	0	0	0
Time and Attendance	11	4	5	1	7	8
Training	10	5	1	2	5	5
Other Terms/Conditions of Employment*	0	0	0	0	40	28
Processing Time	Comparative Data					
	Previous Fiscal Year Data					2025
	2020	2021	2022	2023	2024	
Complaints pending during fiscal year						
Average number of days in Investigation	241.14	260.69	248.13	243.85	166.38	181.10
Average number of days in final action	36.88	47.75	38.66	65.16	72.35	28.07
Complaint pending during fiscal year where hearing was requested						
Average number of days in investigation	244.18	281.22	248.22	247.41	153.54	190.50
Average number of days in final action	24.02	25.09	28.5	13.08	17.5	22.47
Complaint pending during fiscal year where hearing was not requested						
Average number of days in investigation	240.11	224.4	239.64	234	191.6	167.82
Average number of days in final action	62.96	0	246	215.45	104.73	43.45

Complaints Dismissed by Agency		Comparative Data											
		Previous Fiscal Year Data										2025	
		2020		2021		2022		2023		2024			
Total Complaints Dismissed by		20		7		9		19		6		17	
Average Days Pending Prior to Dismissal		1501.31		223.5		665.11		199.13		58.83		40.94	
Complaints Withdrawn by Complainants													
Total Complaints Withdrawn by Complainants		7		18		6		21		6		16	
Total Final Agency Actions Finding Discrimination		Comparative Data											
		Previous Fiscal Year Data										2025	
		2020		2021		2022		2023		2024			
		#	%	#	%	#	%	#	%	#	%	#	%
Total Number of Findings		1		0		2		0		0		0	
Without Hearing		0	0	0	0	0	0	0	0	0	0	0	0
With Hearing		1	100	0	0	2	100	0	0	0	0	0	0

Findings of Discrimination by Basis	Comparative Data											
	Previous Fiscal Year Data										2025	
	2020		2021		2022		2023		2024			
	#	%	#	%	#	%	#	%	#	%	#	%
Total Number Findings	1		0		2		0		0		0	
Race	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Color	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Religion	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Reprisal	1	100.0	0	0.00	2	100.0	0	0.00	0	0.00	0	0.00
Sex	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PDA	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
National Origin	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Equal Pay Act	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Age	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Disability	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Genetics	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Non-EEO	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Findings After Hearing	1		0		2		0		0		0	
Race	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Color	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Religion	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Reprisal	1	100.0	0	0.00	2	100.0	0	0.00	0	0.00	0	0.00
Sex	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PDA	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
National Origin	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Equal Pay Act	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Age	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Disability	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Genetics	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Non-EEO	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Finding Without Hearing	0		0		0		0		0		0	
Race	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Color	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Religion	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Reprisal	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sex	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PDA	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
National Origin	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Equal Pay Act	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Age	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Disability	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Genetics	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Non-EEO	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Starting in FY2022, issues marked with:* are reported under Other Terms / Conditions of Employment.** are reported under Other Disciplinary Actions.

Findings of Discrimination Rendered by Issue	Comparative Data												
	Previous Fiscal Year Data											2025	
	2020		2021		2022		2023		2024				
	#	%	#	%	#	%	#	%	#	%	#	%	
Total Number Findings	1		0		2		0		0		0		
Appointment/Hire	0	0	0	0	0	0	0	0	0	0	0	0	
Assignment of Duties*	0	0	0	0	0	0	0	0	0	0	0	0	
Awards	0	0	0	0	0	0	0	0	0	0	0	0	
Conversion to Full Time/Perm	0	0	0	0	0	0	0	0	0	0	0	0	
Disciplinary Action													
Demotion	0	0	0	0	0	0	0	0	0	0	0	0	
Reprimand**	0	0	0	0	0	0	0	0	0	0	0	0	
Suspension	0	0	0	0	0	0	0	0	0	0	0	0	
Removal	0	0	0	0	0	0	0	0	0	0	0	0	
Other Disciplinary Actions**	0	0	0	0	0	0	0	0	0	0	0	0	
Disciplinary Action: Other 2**	0	0	0	0	0	0	0	0	0	0	0	0	
Duty Hours*	0	0	0	0	0	0	0	0	0	0	0	0	
Perf. Eval./Appraisal	0	0	0	0	1	50	0	0	0	0	0	0	
Examination/Test	0	0	0	0	0	0	0	0	0	0	0	0	
Harassment													
Sexual	0	0	0	0	0	0	0	0	0	0	0	0	
Non-Sexual	1	100	0	0	1	50	0	0	0	0	0	0	
Medical Examination	0	0	0	0	0	0	0	0	0	0	0	0	
Pay including overtime	0	0	0	0	0	0	0	0	0	0	0	0	
Promotion/Non-Selection	0	0	0	0	0	0	0	0	0	0	0	0	
Reassignment													
Denied	0	0	0	0	0	0	0	0	0	0	0	0	
Directed	0	0	0	0	0	0	0	0	0	0	0	0	
Reasonable Accommodation	0	0	0	0	0	0	0	0	0	0	0	0	
Reinstatement*	0	0	0	0	0	0	0	0	0	0	0	0	

Religious Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Retirement*	0	0	0	0	0	0	0	0	0	0	0	0
Sex-Stereotyping	0	0	0	0	0	0	0	0	0	0	0	0
Telework	0	0	0	0	0	0	0	0	0	0	0	0
Termination	0	0	0	0	0	0	0	0	0	0	0	0
Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0
Time and Attendance	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0
Other Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0
Findings After Hearing	1		0		2		0		0		0	
Appointment/Hire	0	0	0	0	0	0	0	0	0	0	0	0
Assignment of Duties*	0	0	0	0	0	0	0	0	0	0	0	0
Awards	0	0	0	0	0	0	0	0	0	0	0	0
Conversion to Full Time/Perm	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action												
Demotion	0	0	0	0	0	0	0	0	0	0	0	0
Reprimand**	0	0	0	0	0	0	0	0	0	0	0	0
Suspension	0	0	0	0	0	0	0	0	0	0	0	0
Removal	0	0	0	0	0	0	0	0	0	0	0	0
Other Disciplinary Actions**	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Other 2**	0	0	0	0	0	0	0	0	0	0	0	0
Duty Hours*	0	0	0	0	0	0	0	0	0	0	0	0
Perf. Eval./Appraisal	0	0	0	0	1	50	0	0	0	0	0	0
Examination/Test	0	0	0	0	0	0	0	0	0	0	0	0
Harassment												
Sexual	0	0	0	0	0	0	0	0	0	0	0	0
Non-Sexual	1	100	0	0	1	50	0	0	0	0	0	0
Medical Examination	0	0	0	0	0	0	0	0	0	0	0	0
Pay including overtime	0	0	0	0	0	0	0	0	0	0	0	0
Promotion/Non-Selection	0	0	0	0	0	0	0	0	0	0	0	0
Reassignment												
Denied	0	0	0	0	0	0	0	0	0	0	0	0
Directed	0	0	0	0	0	0	0	0	0	0	0	0
Reasonable Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Reinstatement*	0	0	0	0	0	0	0	0	0	0	0	0

Religious Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Retirement*	0	0	0	0	0	0	0	0	0	0	0	0
Sex-Stereotyping	0	0	0	0	0	0	0	0	0	0	0	0
Telework	0	0	0	0	0	0	0	0	0	0	0	0
Termination	0	0	0	0	0	0	0	0	0	0	0	0
Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0
Time and Attendance	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0
Other Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0

Findings of Discrimination by Issue (without Hearing)	Comparative Data											
	Previous Fiscal Year Data										2025	
	2020		2021		2022		2023		2024			
	#	%	#	%	#	%	#	%	#	%	#	%
Findings Without Hearing	0		0		0		0		0		0	
Appointment/Hire	0	0	0	0	0	0	0	0	0	0	0	0
Assignment of Duties*	0	0	0	0	0	0	0	0	0	0	0	0
Awards	0	0	0	0	0	0	0	0	0	0	0	0
Conversion to Full Time/Perm	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Demotion	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Reprimand**	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Suspension	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Removal	0	0	0	0	0	0	0	0	0	0	0	0
Other Disciplinary Actions**	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Action: Other 2**	0	0	0	0	0	0	0	0	0	0	0	0
Duty Hours*	0	0	0	0	0	0	0	0	0	0	0	0
Perf. Eval./Appraisal	0	0	0	0	0	0	0	0	0	0	0	0
Examination/Test	0	0	0	0	0	0	0	0	0	0	0	0
Harassment: Sexual	0	0	0	0	0	0	0	0	0	0	0	0
Harassment: Non-Sexual	0	0	0	0	0	0	0	0	0	0	0	0
Medical Examination	0	0	0	0	0	0	0	0	0	0	0	0
Pay including overtime	0	0	0	0	0	0	0	0	0	0	0	0
Promotion/Non-Selection	0	0	0	0	0	0	0	0	0	0	0	0
Reassignment: Denied/Directed	0	0	0	0	0	0	0	0	0	0	0	0
Reassignment: Directed	0	0	0	0	0	0	0	0	0	0	0	0

Reasonable Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Reinstatement*	0	0	0	0	0	0	0	0	0	0	0	0
Religious Accommodation	0	0	0	0	0	0	0	0	0	0	0	0
Retirement*	0	0	0	0	0	0	0	0	0	0	0	0
Sex-Stereotyping	0	0	0	0	0	0	0	0	0	0	0	0
Telework	0	0	0	0	0	0	0	0	0	0	0	0
Termination	0	0	0	0	0	0	0	0	0	0	0	0
Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0
Time and Attendance	0	0	0	0	0	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0	0	0	0	0	0
Other Terms/Conditions of Employment*	0	0	0	0	0	0	0	0	0	0	0	0

Pending Complaints Filed in Previous Fiscal Years by Status	Comparative Data					
	Previous Fiscal Year Data					2025
	2020	2021	2022	2023	2024	
Total complaints from previous Fiscal Years	101	77	55	21	36	53
Total Complainants	98	71	52	21	26	53
Number of complaints pending						
Investigation	8	8	0	0	2	0
ROI issued, pending Complainant's	0	0	0	0	0	1
Hearing	88	50	37	16	22	38
Final Agency Action	6	5	15	4	4	6
Appeal with EEOC Office of Federal Operations	208	215	192	201	148	145
Complaint Investigations	Comparative Data					
	Previous Fiscal Year Data					2025
	2020	2021	2022	2023	2024	
Pending Complaints Where Investigations Exceed Required Time	21	19	2	1	2	2


Appendix B - ADR Policy Statement



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, DC 20410-0001

April 8, 2025

MEMORANDUM FOR: All HUD Employees

FROM: E. Scott Turner, Secretary 

SUBJECT: Alternative Dispute Resolution Policy Statement

The U.S. Department of Housing and Urban Development (HUD) is committed to maintaining a professional work environment by establishing and implementing policies that ensure every employee is respected and valued. Our goal to create a model work environment requires that we make every effort to prevent or minimize workplace conflicts and disputes at the earliest possible stage.

The Administrative Dispute Resolution Act of 1996 provides HUD with the authority to use Alternative Dispute Resolution (ADR) methods as an option for conflict resolution. HUD ensures that ADR's core tenets of fairness, voluntariness, neutrality, and confidentiality are an integral part of the ADR process, which is used to resolve a wide range of workplace disputes in a collaborative, fair, efficient, and cost-effective manner. ADR will be used, to the maximum extent possible, to resolve Equal Employment Opportunity (EEO) complaints (informal or formal stage) and non-EEO complaints, such as grievances, workplace disputes, and employee and/or team conflicts.

Mediation is HUD's most frequently used ADR technique. Mediation allows a trained neutral mediator to help parties reach a mutually satisfactory resolution arising from a workplace dispute. The mediator does not determine who is right or wrong, but helps the parties mutually explore and resolve their differences. The mediator has no authority to impose a settlement on the parties to the dispute. As the parties control the resolution process, mediation may lead to more creative solutions, resulting in an amicable result. HUD's ADR process provides an opportunity to preserve and strengthen workplace relationships through the understanding and clarity that can be achieved during open and honest dialogue facilitated by the mediator. Some additional benefits of ADR may include increased productivity, improved employee morale, a less contentious work environment, and mitigating prolonged legal proceedings.

When the Office of Departmental Equal Employment Opportunity (ODEEO) determines that an EEO issue, dispute, or conflict is appropriate for the ADR process and an employee wishes to engage in ADR, management is required to participate and must engage in good faith to attain a mutually agreeable resolution. However, depending on the circumstances, exceptions can be granted by ODEEO for management to not participate in the ADR process. The management participation requirement is not applicable to non-EEO complaints.

Maintaining a civil and productive work environment is the responsibility of all HUD employees. Addressing conflicts to preserve professional relationships is key to achieving HUD's mission to create strong, stable and sustainable communities and quality affordable housing for all.

If you have a question or need assistance, please contact ODEEO at (202) 402-6860 or by email at EEO@HUD.gov.

