

**Human Rights Commission
March 2002**

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John G. Morgan
Comptroller

March 28, 2002

The Honorable John S. Wilder
Speaker of the Senate
The Honorable Jimmy Naifeh
Speaker of the House of Representatives
The Honorable Thelma M. Harper, Chair
Senate Committee on Government Operations
The Honorable Mike Kernell, Chair
House Committee on Government Operations
and
Members of the General Assembly
State Capitol
Nashville, Tennessee 37243

Ladies and Gentlemen:

Transmitted herewith is the performance audit of the Human Rights Commission. This audit was conducted pursuant to the requirements of Section 4-29-111, *Tennessee Code Annotated*, the Tennessee Governmental Entity Review Law.

This report is intended to aid the Joint Government Operations Committee in its review to determine whether the commission should be continued, restructured, or terminated.

Sincerely,

John G. Morgan
Comptroller of the Treasury

JGM/dw
02-062

State of Tennessee

Audit Highlights

Comptroller of the Treasury

Division of State Audit

Performance Audit
Human Rights Commission
March 2002

AUDIT OBJECTIVES

The objectives of the audit were to determine the authority and responsibility mandated to the commission by statute and the extent to which the commission has fulfilled that mandate and complied with applicable laws and regulations; to assess the efficiency and effectiveness of management's organization and use of resources; and to make recommendations that might result in more efficient and effective operation of the commission.

FINDINGS

The Commission Has Neither Processed Nor Resolved Employment Complaints in a Timely Manner*

Although the backlog of cases has been reduced since the last audit, the backlog, as of January 29, 2002, was 660—51% were at least 270 days old. The commission's failure to resolve employment discrimination charges in a timely manner diminishes the effectiveness of the commission, discourages those discriminated against from filing complaints with the commission, prevents complainants from obtaining remedies for their situations, and permits continued discriminatory practices.

The Commission Has Neither Processed Nor Resolved Housing Complaints in a Timely Manner*

Though the commission is no longer on probation with HUD and has reduced its open housing cases from 95 in October 1998 to 80 in

February 2002, the completion of housing cases by the commission continues to be a concern. The 80 housing cases open as of February 8, 2002, have been open at the commission an average of 327 days.

The Commission Still Does Not Have a Formal, Written Conflict-of-Interest Policy and Annual Written Disclosure for Commissioners*

Despite previous audit findings in both performance audit reports and financial and compliance audit reports, the commission still does not have a formal, written conflict-of-interest policy and annual disclosure for commissioners. Identifying potential conflicts regularly helps to avoid questions concerning partiality and independence after a complaint has been received, after a decision is rendered, or as the commission conducts its daily business.

The Commission Cannot Document That Its Contract Investigators Hold Licenses Required by State Law

The commission's contract investigators are required by state law to be licensed in Tennessee as private investigators or attorneys.

The commission could not provide documentary proof of such licensure.

* Related issues were also discussed in the 1995 and 1999 performance audits of the commission.

OBSERVATIONS AND COMMENTS

The audit also discusses the following issues: commission meeting attendance, case closure rates, employee satisfaction, and cost-benefit analyses of federal work-sharing agreements.

ISSUES FOR LEGISLATIVE CONSIDERATION

The General Assembly may wish to consider amending *Tennessee Code Annotated* to require the removal of any commission member who regularly fails to attend commission meetings.

The General Assembly may wish to consider amending Section 4-21-302 through 311, *Tennessee Code Annotated*, to require the commission to close employment and housing complaints within a specified number of days, depending on whether the case resulted in a "cause" or "no cause" finding, was being mediated, or was going before an administrative law judge.

The General Assembly may wish to consider amending Section 4-21-201, *Tennessee Code Annotated*, to require the commission to have a formal, written conflict-of-interest policy and annual written disclosure for commissioners.

"Audit Highlights" is a summary of the audit report. To obtain the complete audit report, which contains all findings, recommendations, and management comments, please contact

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Performance Audit Human Rights Commission

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Performance Audit Human Rights Commission

INTRODUCTION

PURPOSE AND AUTHORITY FOR THE AUDIT

This performance audit of the Human Rights Commission was conducted pursuant to the Tennessee Governmental Entity Review Law, *Tennessee Code Annotated*, Title 4, Chapter 29. Under Section 4-29-223, the Human Rights Commission is scheduled to terminate June 30, 2002. The Comptroller of the Treasury is authorized under Section 4-29-111 to conduct a limited program review audit of the agency and to report to the Joint Government Operations Committee of the General Assembly. The audit is intended to aid the committee in determining whether the Human Rights Commission should be continued, restructured, or terminated.

OBJECTIVES OF THE AUDIT

The objectives of the audit were

1. to determine the authority and responsibility mandated to the commission by statute and the extent to which the commission has fulfilled its legislative mandate and complied with applicable laws and regulations,
2. to assess the efficiency and effectiveness of management's organization and use of resources to accomplish the commission's mandate, and
3. to develop possible alternatives for legislative and administrative actions that could result in more efficient and/or effective operation of the commission.

SCOPE AND METHODOLOGY OF THE AUDIT

The Human Rights Commission's activities were reviewed for the period August 1998 through January 2002. The audit was conducted in accordance with government auditing standards generally accepted in the United States of America and included

1. a review of applicable statutes and rules and regulations;
2. an examination of commission files, documents, and policies and procedures; the work-sharing agreement with the federal Equal Employment Opportunity

Commission; and the cooperative agreement with the U.S. Department of Housing and Urban Development;

3. a review of prior performance audit and financial and compliance audit reports and audit reports from other states; and
4. interviews with commission staff and personnel of the federal Equal Employment Opportunity Commission and U.S. Department of Housing and Urban Development.

STATUTORY RESPONSIBILITIES

Section 4-21-202, *Tennessee Code Annotated*, provides for the Human Rights Commission to promote the creation of local human rights commissions and enter into working cooperative agreements with them; receive, initiate, investigate, seek to conciliate, hold hearings on and pass upon complaints alleging civil rights violations; furnish technical assistance on request to help organizations further their compliance; and cooperate with the federal Equal Employment Opportunity Commission in its enforcement of the Civil Rights Act of 1964 and with the U.S. Department of Housing and Urban Development in its enforcement of the Fair Housing Act of 1968. Under *Tennessee Code Annotated*, Section 4-21-905, a person alleging discrimination by state agencies receiving federal funds may file a complaint with the state agency or with the commission.

COMMISSION COMPOSITION AND STAFF

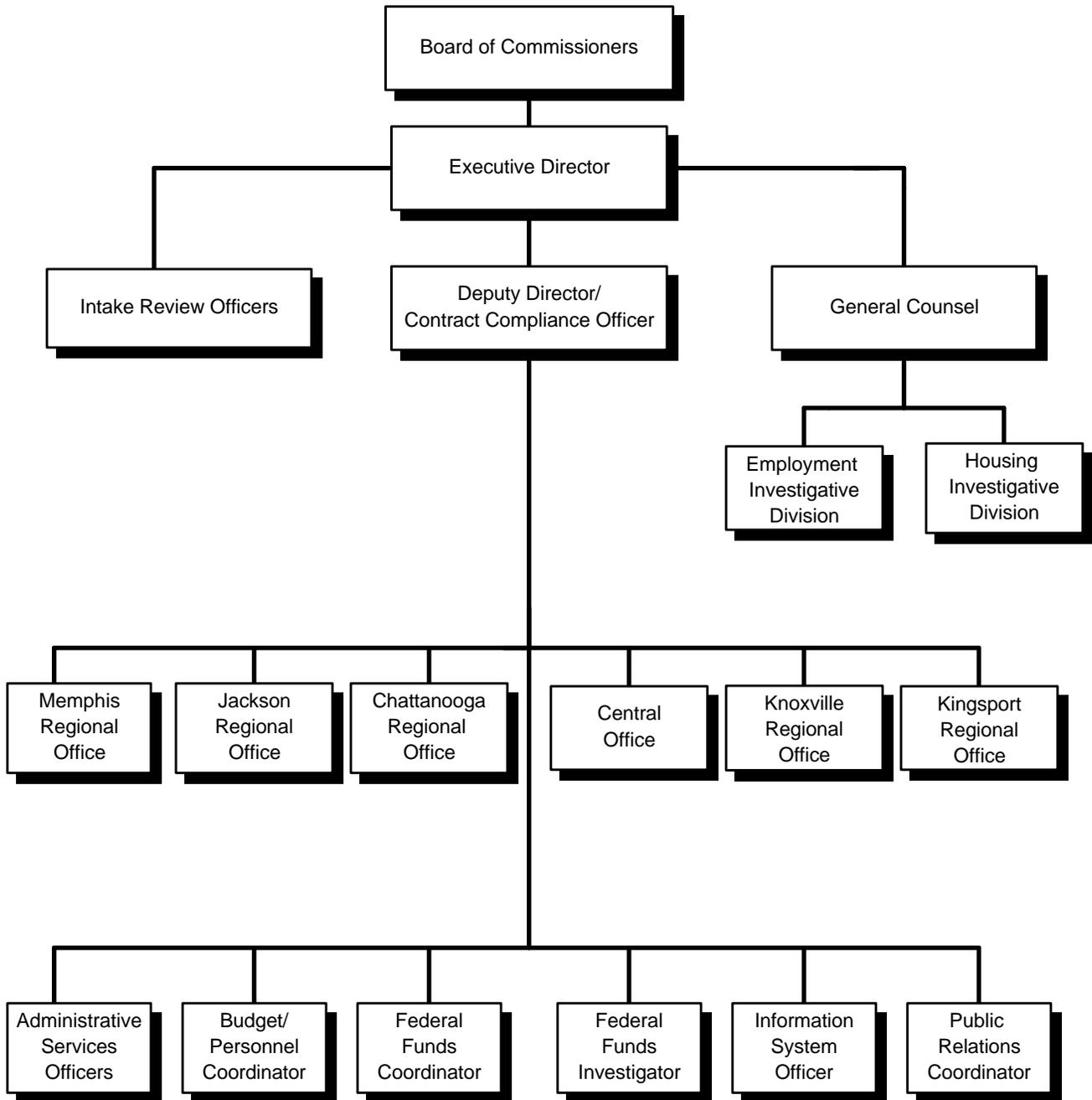
The commission has 15 members appointed by the Governor, five from each grand division of the state. The members are to be appointed on a nonpartisan basis and be broadly representative of employees, proprietors, trade unions, religious groups, human rights groups, and the general public. Commissioners are appointed for six-year terms and may be reappointed. The commission meets bimonthly.

Section 4-21-202(3) gives the commission the authority to appoint an Executive Director annually and set his compensation, as well as to maintain offices in Shelby, Davidson, Knox, and Hamilton counties and other offices as necessary. The current Executive Director was initially appointed in November 1997.

The central office is in Nashville with regional offices in Memphis, Jackson, Chattanooga, Knoxville, and Kingsport. The commission has 11 full-time and 6 contract investigators. An organization chart of the Human Rights Commission is on the following page. Some investigators handle both employment and housing cases, while others are only assigned to employment cases. Federal Funds (Title VI) complaints filed with the commission have been investigated by the state agency against which the complaint was filed. Currently, the Executive Director is acting as the Federal Funds coordinator.

Tennessee Human Rights Commission

January 2002



The Title VI/Federal Funds activities of the commission were reviewed in a January 2001 report by the Division of State Audit. The commission has provided information regarding its current compliance with Title VI of the Civil Rights Act of 1964, and this information can be found in Appendix A.

REVENUES AND EXPENDITURES

The commission had total expenditures of \$1,783,800 for the year ended June 30, 2001. The budget for the fiscal year ending June 30, 2002, is \$1,995,600. In that budget, \$1,407,100 (70%) will be funded from state appropriations and \$433,900 (22%) will be federal revenue under agreements with the Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development. Revenues of \$154,600 (8%) are budgeted to be received from state agencies receiving assistance from the commission's Federal Funds program.

INTERACTION WITH FEDERAL AGENCIES

The staff investigate charges of discrimination under federal jurisdiction through contracts with the federal Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development. Federal jurisdiction complaints are dual-filed—one copy of the complaint is sent to the state and another is sent to the relevant federal agency.

Equal Employment Opportunity Commission

The Equal Employment Opportunity Commission (EEOC) is responsible, under federal law, for enforcing laws against employment discrimination when the employer has 15 or more employees. Under state statute, an employer must have eight or more employees before charges of discrimination can be made. Any complaint against an employer with between 8 and 15 employees falls under state (and commission) jurisdiction only. Pursuant to a work-sharing agreement renewed annually, employment-related complaints in Tennessee against employers with 15 or more employees are filed with both the commission and the EEOC. The EEOC pays the commission \$500 for each complaint resolved and provides additional funds annually for travel expenses. The EEOC provides guidelines for resolving and investigating complaints. Cases are reviewed by the EEOC after submission for credit against the work-sharing agreement.

U.S. Department of Housing and Urban Development

The U.S. Department of Housing and Urban Development (HUD) is responsible for enforcing federal fair housing laws. Under a cooperative agreement, HUD pays the commission \$1,800 for each housing discrimination complaint investigated and closed, and additional amounts for training and administrative costs. HUD also provides guidelines for resolving complaints and reviews cases submitted by the commission for compliance with the guidelines.

COMPLAINT-HANDLING PROCESS

Sections 4-21-302 through 311, *Tennessee Code Annotated*, describe the process for filing and handling charges of discrimination. Persons who believe they have been discriminated against may charge discrimination, or a commission member may bring charges on behalf of someone. The charge is a written, sworn complaint stating a discriminatory practice has occurred. A description of the alleged discriminatory act and facts sufficient to enable commission staff to identify the person or persons charged (respondent) are included. Statute requires a complaint to be filed within 180 days of the alleged discriminatory act and requires the commission to furnish the respondent a copy of the complaint within ten days.

In Memphis and Nashville, where the EEOC has offices, complainants often file their employment discrimination complaints with the EEOC instead of the commission. Because the EEOC does not have an office in East Tennessee, the number of complaints filed with the commission in East Tennessee is higher. The work-sharing agreement allows the commission to process all complaints filed in East Tennessee.

A central intake unit was opened in January 1998 in the Nashville office to handle the intake process for the commission. The intake unit is responsible for taking the initial complaint, notifying respondents, receiving position statements from respondents, and transmitting complainant and respondent rebuttals to the opposing party. Once these steps are completed, an assistant director assigns the case to an investigator. The executive and deputy directors set caseloads and closure goals and communicate this information to staff through meetings, memoranda, and individual contact with investigators.

The investigators are responsible for obtaining the necessary information to make a determination. They review the complaint and the position statement from the respondent and interview the complainant, the respondent, and any witnesses. Then the investigator determines whether discrimination has occurred and what action to take. Employment and housing cases can be closed using the following types of closures:

- Administrative Closures—charges closed by the commission for failure to cooperate, withdrawal of the charges by the complainant, lack of jurisdiction, or inability to locate the complainant.
- Settlement Agreements—agreements between the complainant and the respondent reached prior to the commission's investigation of the case or determination of cause.
- No-Cause Finding—the commission has determined after investigation that there is no reasonable cause to believe the respondent has engaged in a discriminatory practice.
- Conciliated Settlement—agreement between the complainant and the respondent after the commission has completed an investigation and reached a cause finding.

- Hearing—if a conciliated settlement cannot be reached, a hearing is scheduled before the commissioners. They can dismiss the complaint or issue a cease and desist order to the respondent. Either party can appeal the decision to Chancery Court if dissatisfied.

The following charts provide information on EEOC and HUD complaints received and resolved by the commission.

EEOC Complaints

	<u>1998-1999</u>	<u>1999-2000</u>	<u>2000-2001</u>
HRC Only	45	44	43
Dual-Filed	<u>698</u>	<u>579</u>	<u>506</u>
Total	<u>743</u>	<u>623</u>	<u>549</u>

EEOC Resolution Summary

	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
Settlements	28	28	26
Withdrawal w/Benefits	14	15	8
Unsuccessful Conciliation	0	0	0
No Cause	492	531	614
Administrative Closure	<u>142</u>	<u>161</u>	<u>104</u>
Total	<u>676</u>	<u>735</u>	<u>752</u>

Total Monetary Resolutions for EEOC Complaints

FY1998-1999	\$577,030
FY1999-2000	\$295,184
FY2000-2001	\$379,568

HUD Complaints

	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
HRC Only	51	17	0
Dual-Filed	<u>125</u>	<u>144</u>	<u>105</u>
Total	<u>176</u>	<u>161</u>	<u>105</u>

HUD Resolution Summary

	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
Cause	5	3	6
No Cause	86	57	89
Non-Jurisdictional	1	41	8
Withdrawals	3	2	4
Mutual Agreements	3	7	12
Administrative Closures	<u>7</u>	<u>2</u>	<u>7</u>
Total	<u>105</u>	<u>112</u>	<u>126</u>

Total Monetary Awards for HUD Complaints

FY1998-1999	\$500
FY1999-2000	\$ 0
FY2000-2001	\$ 0

OBSERVATIONS AND COMMENTS

The topics discussed below did not warrant a finding but are included in this report because of their effect on the operations of the Human Rights Commission and on the citizens of Tennessee.

COMMISSION MEETING ATTENDANCE

In accordance with Section 4-21-201, *Tennessee Code Annotated*, the commission has 15 members (appointed by the Governor) from various backgrounds and interests including religious groups, human rights groups, and the general public. We reviewed minutes of commission meetings from January 1999 through December 2001. The commissioners met 21 times during that period. Three of the 19 commissioners eligible to attend at least three meetings during these years missed at least 78% of meetings. Six missed half or more of the meetings. Thirteen missed at least 30% of commission meetings. The statute does not provide for removal of a commissioner for any reason. The commission's bylaws permit the chair to request the resignation of any commissioner who misses three consecutive meetings. However, according to board minutes, no member has been asked to resign. The General Assembly may wish to consider amending *Tennessee Code Annotated* to require the removal of any commission member who regularly fails to attend commission meetings.

CASE CLOSURE RATES

A review of employment and housing cases closed between June and August 2001 revealed that the contract investigators generally closed far more cases than the average state-employee investigator. The eight contract investigators assigned cases that closed between June and August 2001 closed a total of 131 cases. Sixteen state-employee investigators assigned similar cases closed 107 cases during the same time period. That averages out to 16 cases per contract investigator for the three months versus 7 cases per state-employee investigator for the same three-month period.

Since 1998 the THRC has used contract investigators to help reduce a serious backlog of cases. Originally used only on employment cases, some of the current contractors are also investigating housing cases. Currently, there are six contract investigators who are paid \$350 per employment case and \$450 per housing case closed up to a maximum contract amount. Two of the six contracts are for \$17,650 per year. This figure represents the maximum payable with a cap of 7 closed cases a month, or 49 employment or 38 housing cases or any combination thereof closed during the contract year, and compensation for actual travel costs (up to \$500) as allowed by state travel regulations. The remaining four contracts are for \$35,300 per year. This figure represents a cap of 15 closed cases per month or a total of 98 employment or 76 housing cases

closed per year plus compensation for actual travel costs (up to \$1,000) as allowed by state travel regulations. Both contract types require a minimum of four cases closed per month.

State-employee investigators are required, as stated in an August 2, 2001, memo from the Deputy Director to staff supervisors, to close at least 5 cases per month or 15 per quarter if they investigate employment cases, and 3 cases per month or 9 per quarter if they investigate housing cases. However, between June and August 2001, employment investigators closed between one and 14 cases, averaging 5 per quarter; housing investigators closed between one and 13 cases, averaging 8 per quarter; contract investigators closed between one and 39 cases, averaging 16 per quarter. Based on the above review, state-employee investigators are not meeting in-house goals set by management. Because they cannot meet these minimum requirements, the commission's regular investigators cannot reduce the backlog of employment cases and handle the continuous influx of current employment and housing complaints. (See Findings 1 and 2 on the commission's resolution of employment and housing complaints.)

Auditors also examined 80 cases closed by contract investigators between August 1998 and June 2001 and determined that 71 of the 80 cases were paid before they were officially closed. Of the remaining 9 cases, 4 were paid on the official closure date and 5 were paid after the official closure date. The longest time to payment after the official closure date was 20 days. A case is considered officially closed once the Executive Director has signed the closure letter, which states the results of the commission's investigation.

The contract language requires that contractors only receive payment on or after the official closure date. On average, for the 71 cases paid prior to their official closure dates, the contract investigators were paid 76 days prior to official closure. The longest period between payment and official closure was 558 days, while the shortest period was 2 days.

For these 80 cases, all supporting documentation—consisting of the complaint, investigative report/rationale, closure letter, correspondence with the complainant and respondent, and other administrative documents—was found in the file. However, the files did not contain documented evidence, such as signatures and dates, to show that the commission's legal or management staff reviewed the files. Commission staff stated that the files had been reviewed but that their review was not documented. The auditors determined that the commission did have a checklist which outlined the required documentation but that the checklist was not being used.

The auditors recommended that commission staff utilize the existing checklist and that the reviewers should sign and date the checklist upon completion of their review. Once the reviewer has completed his or her review and signed and dated the checklist, the checklist, along with the accompanying invoice, should be submitted to the Executive Director for his signature to start the payment process. During the course of the review, the Executive Director agreed to revise the commission's review and payment process.

EMPLOYEE SATISFACTION

Due to comments made and issues raised at the last sunset public hearing, the Division of State Audit conducted a survey of current commission employees to determine their levels of job satisfaction and their reasons for satisfaction or dissatisfaction. Based on a 39% (11 out of 28) response rate, the survey results show that current commission staff are not satisfied with their jobs and management is not effectively communicating employee responsibilities and commission policies. Responses to the survey are summarized below. In addition, Appendix B includes selected and paraphrased written comments from current staff.

- 72% of the respondents stated they had low or very low job satisfaction.
- 36% of the respondents stated their relations with other commission staff were good; another 36% stated their relations were poor.
- 55% of the respondents stated that management was not effective in communicating employee responsibilities.
- 73% of the respondents stated that management was not effective in communicating its policies to staff.
- 54% of the respondents stated that they were comfortable going to their supervisor with workplace-related issues; another 45% stated they were not comfortable.
- 72% of the respondents stated their workload was reasonable or somewhat reasonable.

Auditors also learned that a memo from the Executive Director had been distributed to commission staff detailing the commissioners' decision not to deal with commission personnel problems. There is no indication in the commission board minutes through December 2001 of such a discussion or decision by the board. The February 14, 2002, memo from the Executive Director reads

This is to inform you that at a previous board meeting the issue of staff contacting members of the Board of Commissioners was discussed. Specifically, the discussion centered on staff contacting Commissioners regarding personnel matters and/or disciplinary actions taken against them by management. The Board of Commissioners unanimously decided that all disciplinary matters concerning career service employees shall be handled via the Tennessee Department of Personnel's rules (Chapter 1120-10) concerning disciplinary action. If any employee needs a copy of these procedures, please contact the agency's personnel coordinator, Leon King. **It is the Commission's wish that staff refrain from contacting them concerning personnel or disciplinary matters.** [Commission emphasis] These issues shall be handled exclusively by the Executive Director and other designated staff. If you have any questions regarding this memo please contact me.

By discouraging employees from contacting it, the board is closing an avenue of communication. This could lead to the board not being aware of problems that could affect the operations of the commission.

Management's Comment

It should be noted that the majority of staff did not feel compelled to respond to this confidential assessment. It is the opinion of management that this indicates that the majority of staff is not dissatisfied with the current work environment. After reviewing a sample of the answers to the questionnaire, it is clear that a lot of misinformation has been spread among some staff. Management will continue to work with staff to address their concerns and hopefully alleviate perceived problems.

COST-BENEFIT ANALYSES OF FEDERAL WORK-SHARING AGREEMENTS

Pursuant to a work-sharing agreement renewed annually, employment-related complaints in Tennessee against employers with 15 or more employees are filed with both the commission and the EEOC. The EEOC pays the commission \$500 for each complaint resolved and provides additional funds annually for travel expenses. The EEOC provides guidelines for resolving and investigating complaints. Cases are reviewed by the EEOC after submission for credit against the work-sharing agreement.

Under another cooperative agreement, HUD pays the commission \$1,800 for each housing discrimination complaint investigated and closed and additional amounts for training and administrative costs. The cooperative agreement requires the commission to spend all HUD funds on housing-related issues.

The Executive Director of the commission has indicated that it costs more to close an employment case than the \$500 paid by the EEOC and less to close a housing case than the \$1,800 paid by HUD. The Executive Director appeared unconcerned about this, stating that it worked out in the end in their favor. Auditors made repeated requests for a cost-benefit analysis of employment and housing cases before the commission provided one.

Auditors performed two cost-benefit analyses of the employment and housing programs—one based on the State of Tennessee Accounting and Reporting System (STARS), the other based on various documentation obtained from the commission as well as interviews with commission staff.

Auditor Analysis Based on STARS

Based on information provided by the STARS report as of June 30, 2001, it appears that the commission benefits from investigating housing complaints for HUD. The comparison of HUD revenue to total housing program expenditures reveals the commission has an average

surplus of \$1,067.06 per case. According to the agreement with HUD, HUD funds are not supposed to be spent outside of the housing program. Also, based on STARS, the comparison of EEOC revenue to total employment program expenditures reveals that it costs the state an average of an additional \$561.35 a case to investigate employment complaints. Due to the commission's lack of a definitive cost allocation plan and the resulting inconsistency of cost allocation by commission budget personnel, the commission's STARS reports offers an incomplete representation of actual costs associated with the commission's employment and housing programs. See Appendix C.

Auditor Analysis Based on Other Sources

From the auditors' analysis based on other information received from the commission and interviews with commission staff, it appears that both the investigation of housing and employment cases require more dollars than provided by both HUD and the EEOC. It costs the state an average of \$874.74 more per case to investigate a housing case and an average of \$883.95 more per employment case. See Appendix D.

Commission Analysis

The commission states that the cost-benefit analysis it submitted is based on fiscal year 2001. However, many of the figures do not match those in documentation submitted to HUD for fiscal year 2001 regarding expenditures in the housing program. Neither do the figures match documentation submitted to State Audit for fiscal year 2001 regarding the Title VI/Federal Funds program or interviews with commission staff. Based on the commission's analysis, both housing and employment cases cost more than either HUD or the EEOC provides. Housing cases cost \$1,097.90 more than the \$1,800 paid per case by HUD. Employment cases cost \$653.23 more than the \$500 paid per case by the EEOC. See Appendix E. This is inconsistent with the Executive Director's earlier statements that employment cases cost more and housing cases cost less than the federal agencies paid per case.

Based on the observations above, it is difficult to determine the true costs associated with complaint investigation because the commission presents conflicting statements and methodologies to HUD and State Audit.

According to the Knoxville HUD office director, who has represented HUD's Atlanta regional office at previous meetings of the Human Rights Taskforce in Nashville, the U.S. Department of Housing and Urban Development (HUD) has expressed concern regarding financial accountability with regard to the commission's use of HUD funds. During fieldwork auditors were unable to determine whether the commission was complying with the HUD Cooperative Agreement requirement that "all activities for which FHAP funds are used must address, or have relevance to, matters affecting fair housing which are cognizable under the Fair Housing Act (42 U.S.C. 3600-19)." The commission is required by the Housing and Urban Development *Code of Federal Regulations* to establish and maintain records demonstrating its financial administration of funds and to keep these records and files on site for at least three years. Although information regarding the expenditure of money received from HUD was

requested several times, it was not provided by the commission. Furthermore, due to the lack of a definitive cost allocation plan, which can result in inconsistent cost allocation by commission budget personnel, information in the commission's STARS report for fiscal year 2001 would not allow auditors to verify whether money received from HUD was spent in accordance with the requirements put forth in the Cooperative Agreement.

By working more effectively and efficiently, the commission can maximize and possibly increase the amount of federal funds received from EEOC and HUD and decrease the amount of state money needed.

FINDINGS AND RECOMMENDATIONS

1. The commission has neither processed nor resolved employment complaints in a timely manner

Finding

The commission has not processed or resolved employment discrimination complaints in a timely manner. This practice diminishes the effectiveness of the commission, discourages those discriminated against from filing complaints with the commission, prevents complainants from obtaining remedies for their situations, and permits continued discriminatory practices.

Since his appointment in November 1997, the Executive Director has taken steps to reduce the backlog. The commission has used contract investigators since 1998 and instituted case closure targets per month and quarter for regular investigators. See Case Closure Rates in Observations and Comments.

Tennessee Code Annotated, Section 4-21-302, requires all complaints to be filed by the aggrieved employee or a member of the commission within 180 days of the discriminatory action, the respondent to be notified within 10 days of the filing of a complaint, and the investigation to commence within 30 days of the complaint's file date. Statute does not specify the number of days in which a case is to be completed. EEOC's guideline for the completion of a case is 270 days. However, the EEOC will not pay for no-cause cases older than five years prior to the start of the current federal fiscal year or six years for cause cases.

As of January 29, 2002, the commission had a backlog, or pending case list, of 660 cases—51% were 270 or more days old. This is down from 1,090 cases in September 1998, 68% of which were 270 days old or older. The backlog contained cases dating back to 1991. A review of the nine oldest cases, dating between 1991 and 1996, shows long periods before any attempt at investigation or review of the case was even begun by commission staff and/or management. In fact, in 193 of the 660 cases pending as of January 29, 2002, it took 200 or more days for the case to be assigned to an investigator. Of this 193, 10 had not yet been assigned; 19 had only been assigned between one and 5 days; 63, between 500 and 999 days; and 27, one thousand days or more. Of these cases, the average time between the complaint filing date and assignment to an investigator is 585 days.

During fiscal years 1999 through 2001, the commission received and closed the following number of employment discrimination cases.

<u>Complaints</u>	<u>Fiscal Year 1999</u>	<u>Fiscal Year 2000</u>	<u>Fiscal Year 2001</u>
Received	743	623	549
Closed	676	735	752

For fiscal year 2001, the EEOC contracted with the commission for 677 cases. The commission was credited with 676 of 692 closed employment cases submitted to the EEOC. The remaining cases closed in fiscal year 2001 fell solely under state jurisdiction.

Between June 1, 2001, and August 30, 2001, the commission closed 188 employment cases—126 by eight contractors and 62 by 16 regular commission staff.

We requested the 39 closed cases submitted to the EEOC for June 2001 to review processing times. The commission was not able to find one case, though it is supposed to keep copies of all cases submitted to the EEOC. Of the 38 files reviewed, 7 did not have a copy of the complaint, though there was evidence in 6 instances of the date the complaint was filed. In ten cases, there was no copy of the notification letter sent to the respondent. In 11 cases, there was no copy of the respondent's position statement. In one case, there was no documentation except for a request for information sent to the complainant and a determination letter. Where dates were available, the average number of days for the commission to notify respondents after the complaint was filed was 39. Respondents took an average of 47 days to provide position statements after the commission had sent them a notification letter. The entire process took an average of 679 days from complaint filing date to determination. Fourteen cases (38%) took over 500 days to close. Eighteen of the 38 cases were "no cause," 5 were settlements, and 15 were administratively closed. The long delays (according to case files) before a staff person or investigator begins to work with the case suggest these cases could have been closed sooner.

Recommendation

Management should continue its efforts to reduce the backlog of cases and to monitor more closely the progress of cases. The commission should continue to find methods to reduce the amount of time to investigate a case, such as quicker assignment to an investigator and time completion goals for all phases of case processing.

The General Assembly may wish to consider amending Section 4-21-302 through 311, *Tennessee Code Annotated*, to require the commission to close employment complaints within a specified number of days. The number of days would vary, depending on whether the case resulted in a "cause" or "no cause" finding, was being mediated, or was going before an administrative law judge.

Management's Comment

We concur. It is a fact that the agency has aged cases in its inventory. However, one must look at the agency's inventory over a greater amount of time in order to establish what the trend of the agency is in the area of case processing. When the current Executive Director was installed on November 17, 1997, the agency's employment inventory was 1,100 cases. The five-year average prior to the appointment of the current director was 1,302 employment cases. The agency has effectively cut this average in half over the past four years. As noted in the auditor's

finding, the backlog of cases as of January 29, 2002, was 660 cases, which is roughly half of the five-year average from 1993-1997. At the same time the average case processing time has been reduced significantly. On November 17, 1997, the average case age was 628 days and the average age of a case in an investigator's inventory was 438 days. As of March 28, 2002, the average case age was 435 days and the average age of a case in an investigator's inventory was 226 days. This constitutes an average in both examples of nearly 200 fewer days, which translates into nearly 7 months of case reduction time. Therefore, it is clear that the trend of the agency is in a positive direction. However, much work remains to be done and the commission and staff are fully aware of this fact.

2. The commission has neither processed nor resolved housing complaints in a timely manner

Finding

While the commission appears to be meeting the number of case closures required by their Cooperative Agreement with the U.S. Department of Housing and Urban Development (HUD) and HUD has taken the commission off probation, a file review of the cases closed in June 2001, in which only 34 of 38 cases were found and provided by the commission, reveals that it took the commission 77 to 1,022 days, with an average of 397 days, from receipt of the complaint to make a determination. It took the commission an average of 78 days to send a notification letter to the respondent named in a housing complaint after the complaint had been received by the commission. State statute requires the respondent to be notified within 10 days of the filing of the complaint. Four of the 34 complaints closed in June 2001 were withdrawn by the complainant. It took the commission an average of 123 days to officially close these four cases after receiving withdrawal notification from the complainant. While HUD does not have time standards in place with regard to the closure of housing complaints, HUD officials stated that the completion of aged cases by the commission remains a concern.

In fiscal years 1999, 2000, and 2001, the commission received 176, 161, and 105 housing complaints, respectively. As of February 8, 2002, there were 80 housing cases currently under investigation. This is down from 95 open cases on October 11, 1998. The current open cases have been open an average of 373 days. However, three of the cases currently under investigation were not sent to the commission by HUD until January 2002. When the excess days that these cases were held by HUD are removed, cases currently under investigation have been open from 4 to 1,151 days, with an average of 327 days.

Unlike the employment complaint processing program, there is no dedicated intake person to handle housing complaints. According to the housing coordinator, he performs all intake work related to housing complaints in addition to his other duties. Housing investigators are responsible for performing all investigative work, facilitating the conflicting schedules of the parties involved in a complaint, performing mediation (if chosen as an option by the involved parties), and performing all administrative functions related to each case. With the addition of an

intake person for housing complaints and other administrative functions, the majority of housing complaint cases could be completed in a more timely fashion.

Recommendation

The commission should provide an intake person for processing housing complaints, thereby releasing the housing coordinator and investigators to concentrate on complaint investigation and closure. The commission should also provide clerical staff for the housing program, which is primarily located in the Knoxville regional office, to perform administrative functions related to the investigation and processing of housing complaints.

The commission should develop processing time guidelines for each phase of housing complaint casework.

The General Assembly may wish to consider amending Section 4-21-302 through 311, *Tennessee Code Annotated*, to require the commission to close housing complaints within a specified number of days, depending on whether the case resulted in a “cause” or “no cause” finding, was being mediated, or was going before an administrative law judge.

Management’s Comment

We concur in part. It should be noted that in 1996 the agency’s contract with the Department of Housing and Urban Development (HUD) was suspended for a lack of production in case processing. In approximately February 1997, the agency was transferred from the Atlanta HUD office to the Kansas City HUD office for monitoring purposes because of conflicts between THRC management and HUD management in Atlanta. The THRC was then re-instated to HUD’s housing program conditionally on a Performance Improvement Plan (PIP) in an effort to restore its “substantial equivalent status with HUD.” When the new Executive Director was installed in November 1997, he immediately scheduled a meeting with HUD officials to demonstrate the agency’s sincerity in resolving this issue. After three years of work with the Kansas City HUD office, the agency received a “clean bill of health” and was restored to “substantial equivalent status” and was transferred back to the Atlanta HUD office for monitoring purposes. There are 25 agencies including the THRC located in the Southeast/Caribbean region of HUD Atlanta. The THRC is one of three agencies that has processed over 100 housing cases annually in this region with the other two being Florida and Georgia. As a result the agency has realized over \$100,000 additional dollars in federal revenue as a result of its ability to process its caseload. However, the Commission and staff realize that there is much work left to accomplish. The finding also reports that the housing program does not have an intake person to handle new complaints. This assertion is false. In August 2001, the intake staff for the housing program was moved to the Central office. Steps will be taken to address this communication breakdown.

3. The commission still does not have a formal, written conflict-of-interest policy and annual written disclosure for commissioners

Finding

As noted in prior performance (1995, 1999) and financial (1998, 2002) audits, there is no formal, written conflict-of-interest policy and annual written disclosure for the commissioners who govern the Tennessee Human Rights Commission. Management concurred with these prior audit findings; however, no formal, written policy exists. In a March 27, 2000, letter addressing actions taken by the commission on prior audit findings, the Executive Director stated that a policy for the commissioners had been drafted and submitted for their approval. However, at the September 24, 1999, commission meeting, commissioners unanimously adopted a motion stating that “the commissioners will obey the law, and if there appears to be a conflict of interest, the staff will bring it to the attention of the Chair, and the Chair will notify the Commission.” No further action has been taken, and no written disclosure of conflicts of interest is required by the commissioners.

Conflict-of-interest disclosures are designed to ensure that the public’s interest is protected and those who make key decisions about business operations and discrimination cases are independent from the other parties involved. Written disclosure of financial interests, prior employment, employment of immediate family members, and other matters that may influence decisions or could give the appearance of influencing decisions helps to ensure that the commission is acting on the state’s behalf and that commissioners recuse themselves from decision-making as needed.

Recommendation

The commission should develop a formal, written conflict-of-interest policy for commissioners. Policies should require commissioners to sign and update an annual disclosure form addressing direct or indirect interest in any business, government, or organization the commission contracts with, deals with, or could deal with during the course of its activities. The policies should address ownership interest in any corporation, firm, or entity that deals with the commission, prior or current employment of the individual or an immediate family member, and other matters that may influence or have the appearance of influencing decisions. The Executive Director should ensure that comprehensive conflict-of-interest statements are received from commissioners in a timely manner and that commission members recuse themselves from commission business as warranted. It should be the responsibility of the commissioners to declare conflicts-of-interest, not the staff that report to them and may not have adequate knowledge of the activities and relationships of the commissioners.

The General Assembly may wish to consider amending Section 4-21-201, *Tennessee Code Annotated*, to require the commission to have a formal, written conflict-of-interest policy and annual written disclosure for commissioners.

Management's Comment

We concur. The Commission is currently reviewing a draft conflict of interest statement for Commissioners. This matter will be acted on by the Board of Commissioners at the next Board of Commissioners meeting in April 2002. It is expected that the Commission will adopt a policy, which alleviates the concerns expressed in this finding.

4. The commission cannot document that its contract investigators hold licenses required by state law

Finding

The Division of State Audit, in conjunction with the Department of Commerce and Insurance and the Office of the State Attorney General and Reporter, determined in December 2000 that the commission's contract investigators were not licensed to conduct investigations for the commission. Section 62-26-204 (a), *Tennessee Code Annotated*, requires persons conducting such activities to be licensed as private investigators in Tennessee. The commission stated that it was unaware of this requirement. The Department of Commerce and Insurance's General Counsel stated that the commission's contract investigators must apply to obtain a private investigator's license or be a licensed attorney in Tennessee in order to comply with this statute. Otherwise, all work being performed by these individuals must cease by the end of June 30, 2001. Following notification by auditors, the commission stated it replaced all contract investigators with licensed attorneys. However, the commission could not provide any documentation that the six current contract investigators are either licensed attorneys or private investigators. Auditors confirmed five of the six contract investigators are licensed attorneys but could not confirm that the sixth contract investigator holds either a private investigator's license or an attorney's license.

Recommendation

Management should obtain and maintain documentation of contractor licensing to ensure that the commission complies with state statute.

Management's Comment

We concur. All of the agency's contractors are in compliance with the "Tennessee Private Investigators Act." If a person is a licensed attorney, he or she is exempt from this law. All of the agency's contractors with the exception of one person are licensed attorneys, therefore exempting them from the law. The individual who is not a licensed attorney is licensed as a private investigator per the "Tennessee Private Investigators Act." The documentation will be placed in the files of all contractors.

RECOMMENDATIONS

LEGISLATIVE

This performance audit identified areas in which the General Assembly may wish to consider statutory changes to improve the efficiency and effectiveness of the Human Rights Commission's operations.

1. The General Assembly may wish to consider amending *Tennessee Code Annotated* to require the removal of any commission member who regularly fails to attend commission meetings.
2. The General Assembly may wish to consider amending Section 4-21-302 through 311, *Tennessee Code Annotated*, to require the commission to close employment and housing complaints within a specified number of days. The number of days would vary, depending on whether the case resulted in a "cause" or "no cause" finding, was being mediated, or was going before an administrative law judge.
3. The General Assembly may wish to consider amending Section 4-21-201, *Tennessee Code Annotated*, to require the commission to have a formal, written conflict-of-interest policy and annual written disclosure for commissioners.

ADMINISTRATIVE

The Human Rights Commission should address the following areas to improve the efficiency and effectiveness of its operations.

1. Management should continue its efforts to reduce the backlog of cases and to monitor more closely the progress of cases. The commission should continue to find methods to reduce the amount of time to investigate a case. Management should more quickly assign cases to investigators and develop processing time guidelines for each phase of employment and housing complaint casework.
2. The commission should provide an intake person for processing housing complaints, thereby releasing the housing coordinator and investigators to concentrate on complaint investigation and closure. The commission should also provide clerical staff for the housing program, which is primarily located in the Knoxville regional office, to perform administrative functions related to the investigation and processing of housing complaints.
3. The commission should more clearly and accurately record the expenditure of HUD funds and maintain supporting documentation.

4. The commission should develop a formal, written conflict-of-interest policy for commissioners. Policies should require commissioners to sign and update an annual disclosure form addressing direct or indirect interest in any business, government, or organization the commission contracts with, deals with, or could deal with during the course of its activities. The policies should address ownership interest in any corporation, firm, or other entity that deals with the commission, prior or current employment of the individual or an immediate family member, and other matters that may influence or have the appearance of influencing decisions. The Executive Director should ensure that comprehensive conflict-of-interest statements are received from commissioners in a timely manner and commission members recuse themselves from commission business as warranted. It should be the responsibility of the commissioners to declare conflicts-of-interest, not the staff that report to them and may not have adequate knowledge of the activities and relationships of the commissioners.
5. Management should obtain and maintain documentation of contractor licensing to ensure that the commission complies with state statute.

TITLE VI INFORMATION

All programs or activities receiving federal financial assistance are prohibited by Title VI of the Civil Rights Act of 1964 from discriminating against participants or clients on the basis of race, color, or national origin. In response to a request from members of the Government Operations Committee, we compiled information concerning federal financial assistance received by the Human Rights Commission, and the commission's efforts to comply with Title VI requirements. The results of the information gathered are summarized below.

The Human Rights Commission receives funds from the federal Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development. The commission, however, does not report to any agency concerning Title VI. Currently, the commission's only contracts are with six persons investigating complaints for the commission. Among these contract investigators, there are four white females, one "other" female, and one white male.

According to the commission, the Title VI Coordinator is Sondra Keys, a new employee working in the Memphis regional office. Her duties are to submit the agency implementation plan; prepare agency-specific training; provide technical assistance, as requested; effectively identify areas of non-compliance; provide education and outreach; disseminate information to all employees, public and private agencies, and Tennessee citizens; prepare reports requested by management; and all other related duties contributing to the effectiveness of the agency.

To ensure it is meeting Title VI requirements and monitoring activities related to Title VI, the commission states that it develops relationships with various groups to keep abreast of activities occurring in the state and federal government regarding Title VI. The commission also researches and obtains training on what other states are doing to promote Title VI to ensure that components of the implementation plan are implemented.

The commission has not received any Title VI complaints during the past two years. Should any be received, the commission would investigate them in a fashion similar to that for an employment or housing complaint.

**Staff of the Human Rights Commission by Title, Gender, and Ethnicity
As of February 2002**

<i>Title</i>	<i>Gender</i>		<i>Ethnicity</i>			
	<i>Male</i>	<i>Female</i>	<i>White</i>	<i>Black</i>	<i>Hispanic</i>	<i>Other</i>
Administrative Service Officer	2	2	1	2	1	0
Assistant General Counsel	0	1	0	0	1	0
Assistant Budget/Personnel Coord.	1	0	0	1	0	0
Associate General Counsel	0	1	0	0	0	1
Budget/Personnel Coordinator	1	0	0	1	0	0
Deputy Director	0	1	0	1	0	0
Executive Director	1	0	0	1	0	0
General Counsel	1	0	1	0	0	0
Information System Specialist	1	0	0	1	0	0
Intake Review Officer	0	1	0	1	0	0
Investigator	5	5	3	6	0	1
Office Manager/Supervisor	0	1	0	1	0	0
Office Manager/Housing Coord.	1	0	0	1	0	0
Secretary	0	2	2	0	0	0
Supervisor/Investigator	0	1	1	0	0	0
	<u>13</u>	<u>15</u>	<u>8</u>	<u>16</u>	<u>2</u>	<u>2</u>

Survey Comments (Selected and Paraphrased)

Question 1: How would you characterize your job satisfaction?

I am a human rights representative for the Tennessee Human Rights Commission. I investigate alleged discrimination. I enjoy my job. However, my job satisfaction is very low because no matter how many investigations I complete, the Central Office of THRC only wants me to complete more. In the time I have worked for THRC, no one in Central Office THRC has ever told me that I have done a good job or that they appreciate the hard work that I do. It would be refreshing if someone in Central Office THRC acknowledged that I had completed several investigations and that they appreciated the effort I had put into the investigations. Instead, all investigators are threatened with disciplinary action if they do not meet management's arbitrary goals.

It should be noted that the complaints I investigate enable management to draw down funds from HUD. These funds are earmarked for the housing program. However, there is very little if any funding put back into the housing program. There have been three attorneys hired for THRC. It would appear that these attorneys get most of their salary from housing related funds, however, they seldom if ever take housing complaints to administrative hearings, which I am told is their job. Instead of taking cause cases to hearings, the Central Office staff look for ways to make the investigator turn the cause cases into no cause cases. To my knowledge, the three staff attorneys have taken one case to a hearing in the last three years. I think anyone would be hard-pressed to justify having three staff attorneys.

The staff attorneys are also involved in everyday supervision of the line staff. The attorneys, who have never done an investigation, send investigators e-mails and memos, threatening disciplinary action if their instructions are not carried out. If the attorneys are supervising line staff, why does THRC need supervisors and if supervisors are supervising line staff, why does THRC need three attorneys? Management tries to lead by threat and intimidation. It is a shame that an agency that is supposed to protect the human rights of the citizens of Tennessee has management that shows such blatant disregard for the rights of their employees.

The housing program should have an intake person to field complaints and introduce them into the system. The housing program has not had an intake person for over a year. Management sent an employee to HUD training in Philadelphia last August and listed her as an intake person for the housing program. That employee has never worked as an intake person for the housing program before or after the training in Philadelphia. Management recently stated that we have an intake person in Nashville. This person has supposedly been an intake person for six months. The housing program has not received one complaint yet that this intake person has worked. The intake person is not the only example of management saying an employee performs a certain job, when in reality, management has no intention of letting that employee perform that job. Management has made several hires and they all appear to be completely unqualified for whatever job they were hired for.

My job satisfaction is very low for the reasons I listed above. I do not expect to be patted on the back for every case I complete, but an occasional “attaboy” would be nice. Every time we hear from management, there is a threat either direct or implied involved.

I rated my job satisfaction as low as we receive absolutely no “good news” or positive reinforcement of good work. We face “threats” of disciplinary action vs. providing any form of incentive to perform to the highest level possible.

Management has created an atmosphere of fear and distrust throughout the agency—a micromanager who cannot manage—the worst manager I have ever worked for. You never know what the policies are or the purpose behind them.

I have worked for this Agency for several years. I do not necessarily have specific complaints about salary. I have tremendously enjoyed being able to help people. However, under the direction of the present management, this Agency has disintegrated into an entity filled with non-qualified individuals and an environment of extreme hostility.

There exists a total lack of direction and gross mismanagement where employees who attempt to exercise the rights of combating mistreatment are subjected to harassment and intimidation.

There exists a dual THRC which is separated into those who were hired by current management who are also paid higher salaries but also are non-qualified, nor interested in this Agency.

In my entire professional experience, I have never had to work with individuals (including the legal staff), whose main goals and objectives are to work against the remainder of the staff and what THRC should represent.

I cannot be satisfied in my job capacity if I am being harassed and subjected to extreme hostile behavior, yet I am to have the responsibility of investigating the same complaints to which I am being subjected.

There are also employees who regardless of their behavior are not subjected with the threat of disciplinary action, whereas there are selected employees who are closely scrutinized to find any infraction.

This Agency is now filled with gross mismanagement, lack of support, etc. Under these circumstances, there is no job satisfaction other than my personal commitment to performing my job in spite of the previously aforementioned conditions.

Unfairness of reward and punishment. Arbitrary evaluation and promotion.

Question 2: Describe your relationship with the rest of the Tennessee Human Rights Commission staff.

I describe my relationship with the rest of the THRC staff as poor. My relationship with the people in my office is good. My relationship with the Central Office staff is extremely poor. It appears to me that the Central Office staff do anything in their power to make my job harder. The Central Office staff never, I repeat never, try to make the line staff’s work easier.

We really have no “relationship” with the THRC staff. There are no staff meetings, no periodic agency wide meetings and no communication about what occurs at/during Commissioners meetings. Each office is isolated.

Due to the hostile and contemptuous behavior to which I am being subjected for reporting discriminatory and unfair practices, I am unable to have a positive relationship with staff.

As far as the satellite offices are concerned, the relationship is professional. However, we do not have a positive relationship with most of the personnel in the Nashville office at the direction of management who is exhibiting the most extreme hostility to which I have ever been subjected.

As a result of gross mismanagement and dictatorial behavior, any attempt to obtain assistance on a case (especially cases which reflect discrimination has occurred), results in hostility. Any attempt to perform my job is met with resistance unless it serves some purpose.

Question 3: How would you rate the reasonableness of your workload?

I rate my workload as not reasonable because management and the Central Office staff do not care what happens. Management sets case closure quotas. If a Respondent or a Complainant do not respond to my requests for information in a timely manner, I may not be able to close a case as quickly as I had hoped. The Central Office staff does not appear to care about any problems we have with closing a case. They just want the cases closed. When they first told us our quota, they said it would be an average but management issues oral warnings monthly. If there is no leeway in a caseload then it is unreasonable.

We are micro-managed as far as “production” standards are concerned. It’s always.... “give us another (new) report” time. As far a “reasonableness” of the workload, there is little effort to do “outreach” about the availability of our service despite the fact that HUD provides funds dedicated for that purpose. We get most complaints via word of mouth or our listing in the phone book vs. any real outreach activity.

All the staff (administrative support types) are in the Nashville office. Every investigator has responsibilities that equal three separate jobs. There isn’t a single secretary/steno nor receptionist in the regional offices with the exception of the Memphis office.

Unfortunately, the majority of personnel (specifically out of Nashville) are non-essential with no specific job duties noted, whereas there are a small number of employees who have the responsibility of productivity.

Question 4: How effective is management in communicating employee responsibilities?

Central Office is not effective at all in communicating employee responsibilities. If Central Office was effective in communicating employee responsibilities, then all employees would be held accountable for their responsibilities. Since I have worked at THRC, I have seen one employee break THRC conflict of interest policies then get promoted to supervisor within days of breaking the THRC conflict of interest policies. That employee and Central Office staff led

other THRC employees to believe that she got a written warning for her actions. However, apparently there is no written warning in her personnel file and she was promoted almost immediately after receiving the alleged written warning. There is another employee that was accused of breaking THRC conflict of interest policies. That employee was fired. It seems to me that an agency that is charged with preventing employers from discriminating against employees would not discriminate against its own employees.

If there is a policy, it should apply equally to all employees, not just to the employees that management is mad at.

Job descriptions are a joke. They are not written well and thus performance reviews are not focused on "real" job responsibilities. I thought I was in a professional level position. I feel like a restaurant worker...especially since I have to punch a time clock! That's indicative of the environment established by management.

Everything is a direct threat or disguised threat from management.

To some it's ok, because of Special Appointments.

Not effective.

There are numerous non-essential personnel which are given no clear direction, nor training or the job responsibilities vary from day to day, or week to week based upon the mood of management.

Recently, an employee on the job for two weeks was placed in charge of the office.

Question 5: How effective is management in communicating its policies to staff?

Central Office staff has changed the Conflict of Interest Policy at least five times. When they change a policy they fax it to every one and instruct them to sign an acknowledgement or face disciplinary action. There was no explanation why the conflict of interest policy was changed so many times.

Management faxed a policy on 2/14/02 that stated no employee was to discuss personnel problems with a THRC Commissioner and that the Commission voted unanimously that the executive director handle all those problems. Well, it would appear that any Tennessee citizen could talk to any THRC Commissioner. It is amazing to me that the Commissioners agreed to the policy.

Any policy that Central Office communicated to line staff is oppressive at worst and probably against State of Tennessee Department of Personnel policy at best.

We've been given several editions of a policy handbook and told to "sign-off" that we understand it within 48 hours. This seems to be driven more by CYA with the Comptroller's office than any real set of "agency" policies that fit. It also seems that our "legal staff" handles operational matters on case investigation vs. a more traditional role of providing legal advice or opinions.

Not at all. They change every time management gets mad at someone. Management behaves like an out of control child with power.

Changes without notice.

There is no clear, precise direction and there are repeated, continuous revisions of in-house policies, created by management which on some occasions, have been in direct contradiction to the State's Personnel Policy.

Policies also not fairly applied as they are utilized to subject employees to selective disciplinary actions.

As an example, there are time clocks in all offices, however, a number of employees are not required to sign in at the discretion of management, whereas other employees are threatened with disciplinary action regarding use of a created time clock procedure.

Question 6: How comfortable are you going to your supervisor with workplace-related issues?

I am somewhat comfortable going to my immediate supervisor with workplace related issues. I would not ever go to any Central Office staff about any workplace related issue. In my experience with THRC Central Office staff, if you ask a question or bring up a problem, it appears that Central Office staff gets angry and then they go about making work miserable for the person who complained. It appears that if you ask any question of Central Office staff, they think you are questioning their authority and they appear to get very angry and combative.

Every person that has ever questioned a policy eventually got some type of punitive action, had some attempted, or was demoted.

Not comfortable-not an option.

At this time, I cannot go to a supervisor, as it is the supervisor (anyone in management) who is creating an extremely hostile environment.

Question 7: Below, please add any comments regarding employee satisfaction. What types of things lower satisfaction? What could be done to improve satisfaction among THRC employees?

The thing that lowers employee satisfaction for me is seeing Central Office staff promote and hire completely unqualified people. Central Office staff then expect line staff to believe that the unqualified person is indeed qualified just because Central Office says they are. It becomes quickly apparent that the people being hired by Central Office staff are not qualified for the jobs they were hired for.

I think the thing that would improve THRC employee satisfaction is the removal of any employees that are unqualified for their job. In my estimation that would be at least 8 or 10 employees. I know that sounds drastic, but management tries to lead by intimidation. Management tries to demand respect from line staff. Management does not realize that you

lead by example and you must earn the respect of your subordinates. Management has an inner circle and by their action and inaction, they have done a disservice to the Commission, the State of Tennessee, HUD, and the citizens of Tennessee. Due to this, I think management must be cut out like a cancerous tumor.

The THRC was created to protect the rights of the citizens of Tennessee. There are several employees of THRC that work hard and do a good job trying to protect the rights of the citizens of the state of Tennessee. However, these good employees do their jobs to the best of their abilities in spite of management, not because of management. It would be a shame for the THRC to be abolished because there are citizens of Tennessee that have no place else to turn, but THRC. Other than the Comptroller's Office, the employees of THRC have no place else to turn for relief from the oppression of management that sees the THRC as a fiefdom instead of the service agency it was intended to be. Changing management would not stop THRC from doing its appointed work.

Another thing that may improve employee satisfaction is to have Commissioners appointed to THRC that appear to have some interest in what the agency does and how the agency is perceived by Federal agencies and how the agency succeeds or fails in its mission.

There are numerous things that lower employee satisfaction and lower employee morale. Recently management promoted an untrained individual as a supervisor instead of promoting someone with experience. By doing this management has again sown discord and degraded the employees here with seniority. It makes common sense, if you make someone supervisor over an office, not to choose someone who has only been working in the office for less than a month and needs to be trained to do the job, but rather to choose someone with seniority. This is a "slap in the face" and very degrading. Management stated that there were reasons for making the new person over our office, but did not tell us why. It appears that management constantly makes executive decisions to degrade and sow discord. The THRC is a good agency, but in order for it to thrive in its full capacity, vindictiveness and retaliation should have no part in making executive decisions.

In order to improve satisfaction among the THRC employees, (1) I believe all staff involved in management/administrative roles should be required to annually attend management courses that will teach them how to effectively be a good manager and how to build the morale of the staff. (2) Management should be reviewed in this type of survey form, by each employee, twice a year to keep track on how employees are feeling about management and their jobs. Since I've been here, mostly what I have seen from those in management/administrative roles are unprofessional/controlling behaviors with no regard for the employees who are actually working and doing the job. It seems like management keeps track of those who are on their "black list" and keeps them under close watch, trying to find any negative thing to write them up on, and put in their files, so if they try to terminate you, they will have all these bogus records. The constant watches only cause stress and discomfort and should be stopped.

The job I do here is very important to me, to the community, and to the civil rights of the complainants who make these complaints to our Agency. I just wish that something could be done to make things right. It should not be this way. If you only knew how bad things really are, someone would do something about it. My prayer is that God will lead and direct you in getting to the bottom of these problems in this Agency and making this Agency the best it can be. With God's help, it can be done.

Management reassigns investigators' workload to provide work for the contractors. Contractors have administratively closed cases but the Commission has previously been reimbursed for. One contractor has accepted full time employment and continues to contract work. Cases are closed by the contractor before EEOC accepts the cases. Investigators' work may be processed 3 to 6 months after submitted.

The Agency is swiftly losing its credibility. Also professionalism is at an all-time low.

(1) Get rid of time clock—it is demeaning. (2) Discipline individual employees who break policies instead of punishing everyone. (3) Less of micromanaging.

Employee satisfaction in the Tennessee Human Rights Commission is non-existent. The turnover is phenomenal for an agency this size. Management has demonstrated that it is incapable of running this agency. There are complaints pending and others are contemplating complaints. Management has abused its power and treats employees like slaves who don't have the freedom to even talk. The thing that would restore the confidence in this agency and improve the morale of the people and allow them to function most efficiently would be the removal of current management.

Knowing that there was some recourse to management's abuse of authority would also improve employee satisfaction. The Commissioners don't ever visit the regional offices or respond to employees' concerns. They either tell management what was said and who said it without monitoring what happens to employees after doing so.

The same degree of micro-management that management exerts on employees should be looked into by the commissioners. They just allow management to write everyone off as disgruntled employees. Everybody can not be wrong. Management does not have a vision for this agency or a heart for the people. A change is needed immediately.

It is with extreme difficulty that anything positive can result from this agency under the present administration. There are chronic problems which will continue to exist unless some balancing mechanisms are in place or unless there is a complete reorganization of the agency. At this time, this agency is being grossly mismanaged and repeated negative newspaper articles and publicity can only dissolve the credibility of this agency.

Employee satisfaction is lowered when the administrators are non-qualified and lack the experience to perform in their selective capacity.

Employee satisfaction is lowered when an agency established to address issues of discrimination, continues to violate the rights of employees with the responsibility of enforcing employment rights.

There is dissatisfaction when there is an environment created to be hostile and there is the creation of dissension in each office by misplaced individuals to maintain dissension.

There is dissatisfaction when non-qualified personnel are placed in management positions and abuse that authority to harass employees and these same individuals are being paid an enormous salary whereas the employees who produce are overlooked.

There is also dissatisfaction when non-qualified personnel are given the capacity to do nothing but intimidate other employees.

At the rate the agency is declining, there will soon be nothing left of the credibility of this agency.

The management team utilizes a "micro-management" approach. I "report" to a variety of people. Very little "management" is delegated to my immediate supervisor.

By the way, I have never seen any minutes of any Commission meeting. I am not sure they are meeting the notice provisions of the open meeting guidelines.

I appreciate being able to complete this survey. I hope someone takes the time to read my comments. Most THRC employees feel hopeless about ever getting anyone to listen to our complaints and our fears.

Thank you for your time.

Promotion and pay increases are based on whether one was hired by current management. It is very subjective and unfair. Certain staff members do not adhere to attendance policy. One person continues to be paid as a contractor and as a regular employee. One contractor is getting paid for the work of another person.

THRC Administrative

Cost Benefit Analysis Based on STARS Report June 30, 2001

<u>Object Code</u>	<u>Description</u>	<u>Total YTD Commitments</u>
	01 Personal Services	\$ 367,792.10
	02 Employee Benefits	<u>88,593.07</u>
<i>Total Personal Services:</i>		\$ 456,385.17
<u>Object Code</u>	<u>Description</u>	<u>Total YTD Commitments</u>
	03 Travel	\$ 24,420.26
	04 Printing Duplication	15,670.37
	06 Communication	15,588.09
	07 Maintenance and Repairs	2,363.99
	08 Professional Svcs.	22,486.44
	09 Supplies	15,037.80
	10 Rentals and Insurance	214,592.85
	12 Awards and Inde	15.00
	13 Grants and Subs	3,424.20
	14 Unclassified	12.19
	16 Equipment	499.24
	25 Professional Svcs.--Other	<u>92,708.46</u>
<i>Total Other Than Personal</i>		\$ 406,818.89
Total Administrative Expenditures		<u><u>\$ 863,204.06</u></u>

THRC Housing Program

Cost Benefit Analysis Based on STARS Report June 30, 2001

<u>Object Code</u>	<u>Description</u>	<u>Total YTD Commitments</u>
	01 Personal Services	\$ 92,188.00
	02 Employee Benefits	<u>26,259.06</u>
<i>Total Personal Services:</i>		\$ 118,447.06
<u>Object Code</u>	<u>Description</u>	<u>Total YTD Commitments</u>
	03 Travel	\$ 14,170.57
	04 Printing Duplication	(45.00)
	06 Communication	906.55
	08 Professional Svcs.	66,820.71
	09 Supplies	322.55
	13 Grants and Subs	340.00
	25 Professional Svcs.--Other	<u>1,343.00</u>
<i>Total Other Than Personal</i>		\$ 83,858.38
Total Housing Expenditures:		<u><u>\$ 202,305.44</u></u>
Cases Closed:		116
Total Cost Per Case:		<u><u>\$ 1,744.01</u></u>
Amount Received From HUD:		\$ 326,084.00
State Cost Per Case After HUD Amount Deducted:		<u><u>\$ (1,067.06)</u></u>

THRC Administrative

Cost Benefit Analysis Based on STARS Report June 30, 2001

<u>Object Code</u>	<u>Description</u>	<u>Total YTD Commitments</u>
	01 Personal Services	\$ 367,792.10
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	16 Equipment	499.24
	25 Professional Svcs.--Other	<u>92,708.46</u>
<i>Total Other Than Personal</i>		\$ 406,818.89
Total Administrative Expenditures		<u><u>\$ 863,204.06</u></u>

THRC Employment Program**Cost Benefit Analysis Based on Auditor Assumptions**

Investigators	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
Employment Investigator	100%	\$ 23,480.00	\$ 5,329.96	\$ 28,809.96
Employment Investigator	100%	31,906.20	7,242.71	39,148.91
Employment Investigator	100%	30,750.00	6,980.25	37,730.25
Employment Investigator	100%	31,906.20	7,242.71	39,148.91
Employment Investigator	100%	27,232.20	6,181.71	33,413.91
Employment Investigator	100%	23,480.70	5,330.12	28,810.82
Employment Investigator	50%	28,277.70	6,419.04	17,348.37
Employment Investigator	50%	33,923.40	7,700.61	20,812.01

Total Investigator Personnel Cost: \$ 245,223.13

Legal	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
General Counsel	67%	\$ 46,617.00	\$ 10,582.06	\$ 38,323.37
Associate General Counsel	67%	37,133.00	8,429.19	30,526.67
Assistant General Counsel	67%	35,879.00	8,144.53	29,495.77

Total Legal Personnel Cost: \$ 98,345.80

Administrative/Intake	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
Information Systems Specialist	80%	\$ 40,946.70	\$ 9,294.90	\$ 40,193.28
Secretary	70%	24,919.80	5,656.79	21,403.62
Intake Review Officer	100%	26,641.80	6,047.69	32,689.49
Executive Director	37%	71,868.90	16,314.24	32,627.76
Deputy Director	37%	53,308.20	12,100.96	24,201.39
Administrative Services Officer	50%	30,700.80	6,969.08	18,834.94
Office Manager	100%	39,409.20	8,945.89	48,355.09
Administrative Services Officer	60%	33,185.40	7,533.09	24,431.09
Fiscal Officer	80%	28,646.70	6,502.80	28,119.60
Personnel Officer	62%	30,344.10	6,888.11	23,083.97
Secretary	60%	20,221.20	4,590.21	14,886.85

Total Administrative Personnel Costs: \$ 308,827.08

Contract Investigators	Current Contract Amounts (Per Contracts)	Total Contract Cost
2	\$ 17,650.00	35,300.00
4	35,300.00	141,200.00

Total Contract Investigator Costs: \$ 176,500.00

Total Estimated FY2001 Operating Costs (With Out Contract Investigators)	Percent of Operating Costs to EEOC	Total Operating Costs
\$ 302,300.00	58%	\$ 175,334.00

Total Employment Operating Costs: \$ 175,334.00

Total Employment Expenditures: \$ 1,004,230.01

Cases Closed: 752

Total Cost Per Case: \$ 1,335.41

Amount Received from EEOC: \$ 339,500.00

State Cost Per Case After EEOC Amount Deducted: \$ 883.95

THRC Housing Program

Cost Benefit Analysis Based on Auditor Assumptions

Investigators	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
Housing Investigator	50%	\$ 28,277.70	\$ 6,419.04	\$ 17,348.37
Housing Investigator	50%	33,923.40	7,700.61	20,812.01
Housing Investigator	100%	23,480.70	5,330.12	28,810.82
Housing Investigator	100%	36,235.80	8,225.53	44,461.33
Housing Investigator	100%	34,550.70	7,843.01	42,393.71
Housing Investigator	100%	30,528.60	6,929.99	37,458.59
Total Investigator Personnel Cost:				\$ 191,284.82

Legal	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
Legal Counsel	33%	\$ 46,617.00	\$ 10,582.06	\$ 18,875.69
Associate Legal Counsel	33%	37,133.00	8,429.19	15,035.52
Assistant Legal Counsel	33%	35,879.00	8,144.53	14,527.77
Total Legal Personnel Cost:				\$ 48,438.98

Administrative/Intake	Percent of Time Attributed to Housing	Total Salary	Benefits (Based on 22.7% of Salary)	Total Cost to Housing Program
Information Systems Specialist	20%	\$ 40,946.70	\$ 9,294.90	\$ 10,048.32
Executive Director	33%	71,868.90	16,314.24	29,100.44
Deputy Director	33%	53,308.20	12,100.96	21,585.02
Fiscal Officer	20%	28,646.70	6,502.80	7,029.90
Administrative Services Officer	10%	30,700.80	6,969.08	3,766.99
Personnel Officer	28%	30,344.10	6,888.11	10,425.02
Secretary	20%	24,919.80	5,656.79	6,115.32
Total Administrative Personnel Cost:				\$ 88,071.01

Total Estimated FY2001 Operating Cost W/Out Contract Investigators	Percent of Operating Costs to Housing	Total Operating Housing Costs
\$ 302,300.00	33%	\$ 99,759.00

Total Housing Operating Costs: \$ 99,759.00

Total Housing Expenditures: \$ 427,553.81

Cases Closed: 116

Total Cost Per Case: \$ 3,685.81

Amount Received From HUD: \$ 326,084.00

State Cost Per Case After HUD Amount Deducted: \$ 874.74

THRC Administrative

Cost Benefit Analysis Based on Auditor Assumptions

Administrative	Percent of Time to Administrative	Total Salary	Benefits (Based on 30% of Salary)	Total Cost to Administrative
Administrative Services Officer	40%	\$ 30,700.80	\$ 9,210.24	\$ 15,964.42
Administrative Services Officer	40%	33,185.40	9,955.62	17,256.41
Secretary	40%	20,221.20	6,066.36	10,515.02
Administrative Services Officer	100%	27,000.00	8,100.00	35,100.00
Secretary	10%	24,919.80	7,475.94	3,239.57
Personnel Officer	9%	30,344.10	9,103.23	3,550.26
Total Administrative Personnel Costs:				\$ 85,625.68
Total Estimated FY2001 Operating Costs W/Out Contract Investigators	Percent of Operating Costs to Administrative	Total Administrative Operating Costs		
\$ 302,300.00	0%	\$ -		
Total Administrative Operating Costs:				\$ -
Total Administrative Expenditures:				<u>\$ 85,625.68</u>

Cost Benefit Analysis for Administrative, Employment, Housing, & Federal Funds Program Provided by THRC

Fiscal Year 2001

Administrative Division - 01

Official Station	Title	Salary & Benefits	% Salary & Benefits Allocated to Employment	# Total Cases Processed	Resources Dedicated to Employment	% Resources Dedicated to Housing	Resources Dedicated to Housing	% Salary & Benefits Allocated to General Administration	Resources Dedicated to General Administration	% Salary & Benefits Allocated to 904/905 Federal Funds	Resources Dedicated to 904/905 Federal Funds
Nashville	Information System Coordinator	\$53,648.00	33%		\$17,703.84	33%	\$17,703.84	23%	\$12,339.04	11%	\$5,901.28
Nashville	Deputy Director Intake Coordinator/ Safety & Records Officer	\$60,042.00	33%		\$19,813.86	33%	\$19,813.86	23%	\$13,809.66	11%	\$6,604.62
Nashville	Budget/Personnel Coordinator	\$38,503.00	75%		\$28,877.25			25%	\$9,625.75		
Nashville	Officer	\$35,244.00	33%		\$11,630.52	33%	\$11,630.52	23%	\$8,106.12	11%	\$3,876.84
Nashville	Manager/Supervisor Assistant	\$43,628.00	33%		\$14,397.24	33%	\$14,397.24	23%	\$10,034.44	11%	\$4,799.08
Nashville	Budget/Personnel Coordinator	\$41,727.00	33%		\$13,769.91	33%	\$13,769.91	23%	\$9,597.21	11%	\$4,589.97
Nashville	Administrative Service Officer	\$37,925.00	33%		\$12,515.25	33%	\$12,515.25	23%	\$6,457.75	11%	\$4,171.75
Nashville	General Counsel	\$54,957.00	33%		\$18,135.81	33%	\$18,135.81	23%	\$12,640.11	11%	\$6,045.27
Nashville	Intake Review Officer	\$25,831.00	75%		\$19,373.25			25%	\$6,457.75		
Nashville	Executive Director	\$82,484.00	33%		\$27,219.72	33%	\$27,219.72	23%	\$18,971.32	11%	\$9,073.24
Nashville	Secretary	\$24,028.00	33%		\$7,929.24	33%	\$7,929.24	23%	\$5,526.44	11%	\$2,643.08
Nashville	Associate Counsel	\$44,288.00	33%		\$14,615.04	33%	\$14,615.04	23%	\$10,186.24	11%	\$4,871.68
Nashville	Administrative Service Officer	\$14,472.00	33%		\$4,775.76	33%	\$4,775.76	23%	\$3,328.56	11%	\$1,591.92
Nashville	Associate General Counsel	\$39,437.00	33%		\$13,014.21	33%	\$13,014.21	23%	\$9,070.51	11%	\$4,338.07
Sub-Total		\$596,214.00		53	\$223,770.90		\$175,520.40		\$138,415.90		\$58,506.80
Total Administrative Expense											\$596,214.00

Employment Division - 04

Official Station	Title	Salary & Benefits	% Salary & Benefits Allocated to Employment	# Total Cases Processed	Resources Dedicated to Employment
Chattanooga	Employment Investigator	\$27,490.00	100%		\$27,490.00
Chattanooga	Employment Investigator	\$40,155.00	100%		\$40,155.00
Kingsport	Employment & Housing Investigator	\$33,933.00	50%		\$16,967.00
Chattanooga	Employment Investigator	\$43,304.00	50%		\$21,652.00
Nashville	Employment Investigator	\$40,155.00	100%		\$40,155.00
Chattanooga	Employment Investigator	\$27,742.00	100%		\$27,742.00
Nashville	Employment Investigator	\$37,308.00	100%		\$37,308.00
Jackson	Employment Investigator	\$31,155.00	100%		\$31,155.00
Memphis	Employment & Housing Investigator	\$41,370.00	50%		\$20,685.00
Sub-Totals		\$322,612.00		230	\$263,309.00
Total Employment Expense					\$263,309.00

Housing Division - 05

<u>Official Station</u>	<u>Title</u>	<u>Salary & Benefits</u>	<u>% Salary & Benefits Allocated to Housing</u>	<u># Total Cases Processed</u>	<u>Resources Dedicated to Housing</u>
Memphis	Housing Investigator	\$28,359.00	100%		\$28,359.00
Knoxville	Housing Coordinator	\$46,934.00	100%		\$46,934.00
	Housing & Employment Investigator	\$37,788.00	50%		\$18,894.00
Kingsport	Intake Officer	\$29,750.00	100%		\$29,750.00
	Housing & Employment Investigator	\$43,304.00	50%		\$21,652.00
Chattanooga	Housing Investigator	\$46,161.00	100%		\$46,161.00
	Housing & Employment Investigator	\$42,371.00	50%		\$21,185.50
Memphis	Housing	\$37,039.00	100%		\$37,039.00
Knoxville					
Sub-Total		\$311,706.00		108	
Total Housing Expense					<u>\$249,974.50</u>

Federal Funds Program - 06

<u>Official Station</u>	<u>Title</u>	<u>Salary & Benefits</u>	<u>% Salary & Benefits Allocated to Federal Funds</u>	<u># of Cases Processed</u>	<u>Resources Dedicated to Federal Funds</u>
Nashville	Federal Funds Coordinator	\$41,976.00	100%		\$41,976.00
Sub-Total		\$41,976.00			
Total Federal Funds Expense					<u>\$41,976.00</u>

Contractor Program

<u>Official Station</u>	<u>Title</u>	<u>Contractual Amounts</u>	<u>% of Invoice Payments Allocated to Employment</u>	<u># of Cases Processed</u>	<u>Resources Dedicated to Employment</u>
n/a	Independent Contractor	\$35,300.00	100%	49	\$17,150.00
n/a	Independent Contractor	\$35,300.00	100%	69	\$24,150.00
n/a	Independent Contractor	\$35,300.00	100%	85	\$29,750.00
n/a	Independent Contractor	\$35,300.00	100%	59	\$20,650.00
n/a	Independent Contractor	\$35,300.00	100%	86	\$30,100.00
n/a	Independent Contractor	\$35,300.00	100%	66	\$23,100.00
n/a	Independent Contractor	\$35,300.00	100%	55	\$19,250.00
Sub-Totals		\$247,100.00		469	
Total Contractor Expense					<u>\$164,150.00</u>

Operating Expenses

Expense Category	Resources	Resources	Resources Resources		Resources	Period to Date	Obligations	Total Expenditure
	Dedicated to Administration-01	Dedicated to Employment-04	Dedicated to Housing-05	Dedicated to Federal Funds-06	Dedicated to Unassigned-88	Aggregate Expenditures		Commitments- FY'01
Travel (03)	\$24,420.26	\$5,800.59	\$14,170.57	\$1,730.75	\$0.00	\$46,122.17		\$46,122.17
Printing, Duplicating, and Binding (04)	\$7,445.01	\$2,067.41	(\$45.00)	\$0.00	\$0.00	\$9,467.42	\$5,375.00	\$14,842.42
Utilities and Fuel (05)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Communications (06)	\$14,124.88	\$6,434.15	\$906.55	\$564.98	\$0.00	\$22,030.56	\$1,292.40	\$23,322.96
Maintenance, Repairs, and Service (07)	\$2,363.99	\$0.00	\$0.00	\$0.00	\$138.00	\$2,501.99		\$2,501.99
Prof. Services - Third Party (08)	\$21,329.48	\$155,255.12	\$3,040.73	\$0.00	\$0.00	\$179,625.33		\$179,625.33
Supplies & Materials (09)	\$15,101.27	\$1,562.04	\$322.55	\$0.00	\$0.00	\$16,985.86		\$16,985.86
Rentals & Insurance (10)	\$214,329.10	\$0.00	\$0.00	\$0.00	\$0.00	\$214,329.10		\$214,329.10
Motor Vehicle Operations (11)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Awards & Indemnities (12)	\$15.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15.00		\$15.00
Grants & Subsidies (13)	\$3,424.20	\$195.00	\$340.00	\$85.00	\$175.00	\$4,219.20		\$4,219.20
Unclassified (14)	\$12.19	\$0.00	\$0.00	\$0.00	\$0.00	\$12.19		\$12.19
Stores for Resale/Reissue/ Mfg (15)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Equipment (16)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Land (17)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Buildings (18)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Discount Lost (19)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Highway Construction (20)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Prof. Services - State Agencies (25)	\$92,903.70	\$7,685.40	\$1,343.00	\$121.40	\$8,434.04	\$110,487.54		\$110,487.54
Retirement of Debt (31)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Interest on Debt (32)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Trustee Fees (33)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Sub Total	\$395,469.08	\$178,999.71	\$20,078.40	\$2,502.13	\$8,747.04	\$605,796.36	\$6,667.40	
Total Operating Expense								\$612,463.76

Cost Benefit Analysis

Federal Program	Total Expenses	Total # of Cases Processed	Contractual Amount	Revenue Generated	Cost Per Case
EEOC	\$830,229.61	752	\$339,000.00	\$491,229.61	\$653.23
HUD	\$445,573.30	108	\$327,000.00	\$118,573.30	\$1,097.90