



Annual Statistical
Bulletin for the Office
of the Police
Ombudsman for
Northern Ireland,
2011/12

REVIEW OF THE WORK AND PERFORMANCE OF THE OFFICE

Table 1: Complaints and allegations received, 2007/08 - 2011/12

The Office received 3,336 complaints and 5,896 allegations during 2011/12. This was approximately the same level of complaints and 7% less allegations than were received during 2010/11.

Year	Complaints	Allegations
2007/08	2997	5435
2008/09	3091	5415
2009/10	3542	6499
2010/11	3334	6326
2011/12	3336	5896

Table 2: Complaints and allegations received, by organisation, 2010/11 - 2011/12

Organisation	Complaints		Allegations	
	2010/11	2011/12	2010/11	2011/12
Police Service of Northern Ireland (PSNI)	3315	3291	6295	5842
Designated Civilian	10	22	13	30
Airport Police	0	2	0	2
Harbour Police	4	2	12	2
Serious and Organised Crime Agency	1	0	1	0
Other / Unknown	4	19	5	20
Total	3334	3336	6326	5896

Table 3: Source of complaints received, 2011/12

63% of complaints were made directly to the Office, and a further 20% were initially raised via the PSNI.

Sources of complaints received	Number
Direct to the Office	2098
Via Representative	665
Via PSNI	570
Other	3
Total	3336

Table 4: Complaints received, 1997/98 - 2011/12

The number of complaints received in 2011/12 is approximately at the same level as those received during 2010/11.

Year	RUC/PSNI	OPONI
1997/98	4037	
1998/99	3555	
1999/2000	3031	
2000/01	1905	1531
2001/02		3600
2002/03		3214
2003/04		2979
2004/05		2887
2005/06		3140
2006/07		3283
2007/08		2997
2008/09		3091
2009/10		3542
2010/11		3334
2011/12		3336

Table 5: Section 55 matters, 2011/12

By virtue of Section 55 of the Police (Northern Ireland) Act 1998 the Police Ombudsman can investigate matters about which no complaint has been made. During 2011/12, 49 Section 55 non complaint matters were recorded by the Office.

Section 55 matters	Number
Chief Constable Referral	30
Police Ombudsman Call-In	12
DPP Referral	4
HET Referral	3
Total	49

Table 6: Underlying factors in Section 55 non complaint matters, 2011/12

Underlying Factors in Section 55 Non Complaint Matters	Number
Section 55 (Chief Constable Referral)	
Discharge of Taser	9
Discharge of Attenuated Energy Projectiles	9
Failure in Duty	5
Use of excessive force	3
Discharge of firearm	2
Self-inflicted injury to detained person	1
Fatal road traffic accident	1
Sub-Total	30
Section 55 (Police Ombudsman Call In)	
Self-inflicted injury to detained person	2
Death following police contact	2
Failure in Duty	2
Discharge of AEPs (not reported to OPONI via Chief Constable Referral procedure)	1
Discharge of firearm	1
Attempt to Pervert the Course of Justice	1
Police response to report of missing person	1
Threat to life	1
Use of excessive force	1
Sub-Total	12
Section 55 (DPP Referral)	
Attempt to Pervert the Course of Justice	4
Sub-Total	4
Section 55 (HET Referral)	
Matters relating to the conduct of the RUC (1968 - 1998)	3
Sub-Total	3
Total	49

Table 7: Section 55 Regulation 20 reports submitted to the Chief Constable, Department of Justice and Northern Ireland Policing Board, 2011/12

Section 55 (Regulation 20 Reports) submitted 2011/12	Number
Discharge of Taser	11
Discharge of AEP	6
Attempt to Pervert the Course of Justice	5
Failure in Duty	4
Assault	2
Discharge of CS Spray	1
Fatal Road Traffic Collision	1
Missing Person	1
Death following police contact	1
Traffic Offence	1
Oppressive Behaviour	1
Discharge of Firearm	1
Total	35

Table 8: Factors underlying complaints, 2011/12

Where known, the manner in which police conducted criminal investigations (24%) was the most significant factor underlying complaints during 2011/12, followed by Arrest (21%).

Factors underlying complaints	Number
Criminal investigation	763
Arrest	659
Search	338
Traffic incident	313
Police enquiries (No investigation)	237
Domestic incident	168
Other	700
Unknown	158
Total	3336

Table 9: Nature of allegations received, 2011/12

Thirty-five per cent of all allegations recorded during 2011/12 were of some form of Failure in Duty, and 33% were of Oppressive Behaviour.

Allegation Type	2010/11	2011/12
Failure in Duty	2510	2091
Oppressive Behaviour	1906	1944
Incivility	696	614
Others	1214	1247
Total	6326	5896

Table 10: Allegations by type and sub-type, 2011/12

Allegation Type	Allegation Subtype	Number	%
Failure in Duty	Conduct of police investigations	550	9%
	Failure to investigate	299	5%
	Failure to update	168	3%
	Failure to return phone calls and / or reply to correspondence	146	2%
	Detention, treatment and questioning	101	2%
	Improper disclosure of information	99	2%
	Failure / refusal to identify self	45	1%
	Failure to attend appointments / Undue delay in police response	42	1%
	Procedural irregularity	51	1%
	Denied access to medical attention	24	0%
	Failure to provide requested documentation e.g. police reports	19	0%
	Denied access to legal advice	5	0%
	Identification procedures	3	0%
	Other failure in duty	539	9%
	Sub-Total	2091	35%
Oppressive Behaviour	Oppressive conduct (not involving assault)	746	13%
	Harassment (series of like incidents)	243	4%
	Sexual assault	36	1%
	Serious non-sexual assault	33	1%
	Other assault	886	15%
Sub-Total	1944	33%	
Incivility	Incivility at domestic residence	135	2%
	Incivility by officer on the telephone	91	2%
	Incivility at police station	71	1%
	Incivility when stopped for a traffic offence	58	1%
	Incivility to person under 18 years	15	0%
	Other incivility	244	4%
Sub-Total	614	10%	
Search	Irregularity re - search of premises	102	2%
	Irregularity re - stop/search of person	74	1%
	Damage to property	35	1%
	Irregularity re - stop/search of vehicle	30	1%
	Seizure of property	29	0%
Sub-Total	270	5%	
Unlawful/Unnecessary Arrest/Detention	Unlawful/unnecessary arrest/detention	224	4%
	Sub-Total	224	4%
Malpractice	Irregularity re evidence/perjury	91	2%
	Corrupt practice	27	0%
	Sub-Total	118	2%

Allegation Type	Allegation Subtype	Number	%
Mishandling Of Property	Mishandling of property	107	2%
	Sub-Total	107	2%
Discriminatory Behaviour	Sectarian discriminatory behaviour	31	1%
	Racially discriminatory behaviour	31	1%
	Gender discriminatory behaviour (including sexist remarks)	8	0%
	Homophobic discriminatory behaviour	3	0%
	Disability discriminatory behaviour	3	0%
	Other discriminatory behaviour	3	0%
	Other religious discriminatory behaviour	1	0%
Sub-Total	80	1%	
Traffic	Driving of police vehicles	53	1%
	Other traffic irregularity	12	0%
	Sub-Total	65	1%
Section 55 Referral	Chief Constable referral	30	1%
	OPONI Call-In	12	0%
	DPP referral	4	0%
	Chief Constable HET referral	3	0%
	Sub-Total	49	1%
Other	OPONI call-in/out NFA	26	0%
	Other allegation	95	2%
	Other – insufficient detail	213	4%
	Sub-Total	334	6%
Total		5896	100%

Table 11: Location of allegations received, 2011/12

The largest proportion of incidents, where the location leading to complaints was known, took place within a police station (39%).

Allegation Location	Number
Police Station	2202
On Street	1572
Domestic Residence	1147
Police Vehicle	246
Other	464
Unknown	265
Total	5896

Table 12: Allegations received by DCU and ACU, 2011/12

During 2011/12, the largest number of allegations arose from incidents occurring in DCU E with 908 allegations followed by DCU A with 768 allegations. Furthermore within DCUs the largest number of allegations arose from incidents occurring in the South Belfast Area, with 459 allegations followed by the North Belfast Area with 424 allegations.

DCU and ACU		Number
A DCU	North Belfast	424
	West Belfast	344
	A DCU Sub-total	768
B DCU	East Belfast	227
	South Belfast	459
	B DCU Sub-total	686
C DCU	Ards	136
	Castlereagh	154
	Down	143
	North Down	204
	C DCU Sub-total	637
D DCU	Antrim	192
	Carrickfergus	37
	Lisburn	331
	Newtownabbey	197
	D DCU Sub-total	757
E DCU	Armagh	154
	Banbridge	166
	Craigavon	334
	Newry & Mourne	254
	E DCU Sub-total	908
F DCU	Cookstown	88
	Dungannon & South Tyrone	152
	Fermanagh	166
	Omagh	146
	F DCU Sub-total	552
G DCU	Foyle	345
	Limavady	123
	Magherafelt	70
	Strabane	55
	G DCU Sub-total	593
H DCU	Ballymena	192
	Ballymoney	49
	Coleraine	328
	Larne	57
	Moyle	18
	H DCU Sub-total	644
Designated Civilian		30
Harbour Police		2
Airport Police		2
Serious and Organised Crime Agency		0
Unknown PSNI DCU		297
Other / Unknown Organisations		20
Total		5896

Table 13: Rank of officers complained about, 2011/12

The majority of officers who attracted complaints were constables (84%).

Rank of officers complained about	%
Constable	84%
Sergeant	13%
Inspector and Above	2%
Total	100%

Table 14: Number of police officers attracting three or more complaints, 2009/10 - 2011/12¹

The number of police officers attracting three or more complaints has decreased over the last three years.

Year	Number of police officers who attracted three or more complaints
2009/10	340
2010/11	277
2011/12	264

Table 15: Processing of new complaints, 2011/12

Of the 3,336 complaints received by the Office during 2011/12, 1,777 (53%) have been referred for investigation to date. The remaining 1,559 (47%) were dealt with within the Initial Complaints Office. It is expected that a further number will be referred for investigation as preliminary enquiries continue.

Processing of new complaints	Number
Referred for Investigation	1777
With the Initial Complaints Office	1559
Total	3336

Table 16: Complaints and Allegations closed, 2011/12

Complaints and Allegations closed	Complaints Office	Investigations Directorate	Total Number Closed
Complaints	1568	1766	3334
Allegations	1955	4119	6074

Table 17: Recommendations arising from allegations closed, 2011/12

Recommendations arising from allegations closed	Number	%
Not substantiated	3629	41%
Non co-operation by complainant	1936	22%
To PPS no criminal charges recommended	899	10%
Recommended action	424	5%
Informally/Locally Resolved	404	5%
Substantiated - no action recommended	113	1%
Outside remit	581	7%
Withdrawn by complainant	415	5%
Ill founded	282	3%
Other recommendations	194	2%
Total	8877	100%

¹ For confidentiality purposes this does not include officers above the rank of Inspector

Table 18: Recommendations following investigation, 2011/12

Seventy two per cent of recommendations made following investigation were not substantiated due to lack of evidence, whilst 8% recommended specific action towards an individual officer.

Recommendations following investigation	Number	%
Not substantiated	3629	72%
To PPS no criminal charges recommended	899	18%
Recommended action	424	8%
Substantiated - No action recommended	113	2%
Total	5065	100%

Table 19: Recommendations made to the Public Prosecution Service, 2011/12

During 2011/12, the Office made 6 recommendations for prosecution.

Recommendations made to the Public Prosecution Service	Number
Recommendations for no prosecution	902
Recommendations for prosecution	6
Number of charges recommended	9

Table 20: Nature of charges recommended to the Public Prosecution Service, 2011/12

The Office recommended that nine criminal charges be brought against six police officers.

Nature of charges	Number
Intent to pervert the course of Public Justice	3
Common Assault	2
Misconduct in a Public Office	2
Careless Driving	1
Fabrication of False Evidence	1
Total	9

Table 21: Recommendations made to the Chief Constable, 2011/12

During 2011/12, the Office made 308 recommendations to the Chief Constable suggesting that Advice and Guidance be given to individual officers.

Recommendations made to Chief Constable	Number	%
Advice and Guidance	308	62%
Management Discussion	51	10%
Superintendent's Written Warning	115	23%
Formal Disciplinary Proceedings	19	4%
Total	493	100%

Table 22: Consent level for complaints suitable for Informal Resolution (IR), 2011/12

Fifteen percent of complaints received during 2011/12 were deemed suitable for Informal Resolution. Of these, 59% of complaints had consent given to proceed with the IR process.

Complaints referred to PSNI for IR	Number
Number of complaints/referrals	3336
Complaints suitable for IR	501
Complaints with consent given	300
Successful	162
Failed	54
Ongoing	59
Withdrawn	7
Outside Remit	7
Unsuitable	11
Complaints with consent not given	201
Declined	79
No response	94
Withdrawn	7
Further Enquiries	21
Total	501

Table 23: Outcome of Informal Resolution, 2011/12

Seventy four percent of complaints dealt with through the informal resolution process during 2011/12 were successfully resolved, whilst 24% failed the process.

Outcome of complaints referred for IR	Number
Successful	200
Failed	64
Withdrawn	5
Total	269

Table 24: Outcomes of successful Informal Resolutions, 2011/12

Ninety-six (48%) complaints were successfully resolved when, either complainants stated that they would be satisfied if constructive advice was given to the officer complained about or the action proposed by the PSNI Appointed Member was accepted.

Outcomes of successful resolutions	Number	%
Action taken accepted	51	26%
Constructive advice	45	23%
Brought to attention of officer(s)	41	21%
Apology from officer	23	12%
Apology on behalf of PSNI	16	8%
Face to face meeting with officer	10	5%
Explanation accepted	8	4%
Expression of regret	3	2%
Accept nothing further could be done	2	1%
Brought to attention of senior officer(s)	1	1%
Total	200	100%

EQUALITY MONITORING

Table 25: Gender of complainants, 2011/12

During 2011/12, 69% of complainants were male.

Gender	%
Male	69%
Female	29%
Not Applicable	2%

Table 26: Age of complainants, 2011/12

The largest proportion of complaints received during 2011/12 were made by people in the 25-34 age band.

Age Group	%
16-24	21%
25-34	25%
35-44	22%
45-54	20%
55-64	9%
65+	4%

Table 27: Religious belief of complainants, 2011/12

Complainants to the Office during 2011/12 were predominantly of a Catholic religious belief.

Religious Belief	%
Catholic	43%
Presbyterian	19%
Church Of Ireland	16%
Methodist	3%
Other Christian	6%
Other Religion	1%
No Religion	12%

Table 28: Marital status of complainants, 2011/12

The largest proportion of complainants (41%) had a marital status of 'single' during 2011/12.

Marital Status	%
Single	41%
Married/Co-habiting/Civil Partnership	37%
Divorced/Separated	18%
Widowed	4%

Table 29: Employment status of complainants, 2011/12

During 2011/12, 31% of complainants were in full or part-time employment.

Employment Status	%
Working full-time/part-time	31%
Unemployed	21%
Not working as permanently sick	16%
Self-employed	11%
Retired	9%
Looking after family/home	7%
Student	4%
Other	2%

Table 30: Political opinion of complainants, 2011/12

In the majority of complaints received during the year, complainants supported 'no political party.'

Political Opinion	%
No political party	51%
Democratic Unionist Party	16%
Sinn Fein	11%
Ulster Unionist Party	7%
Social Democratic and Labour Party	6%
Others	6%
Alliance party	3%

PUBLIC ATTITUDES TO THE OFFICE OF THE POLICE OMBUDSMAN

Note: For tables 31 - 50 where the number of respondents is less than 100, the actual number is given rather than the percentage denoted by the column label.

Table 31: Awareness of the Police Ombudsman for Northern Ireland

Year	%
Feb-11	84%
Jan-12	85%

Asked to all persons surveyed aged 16 and over.

Table 32: Awareness of the Police Ombudsman for Northern Ireland by gender, 2012

Gender	%
Male	89%
Female	81%

Asked to all persons surveyed aged 16 and over.

Table 33: Awareness of the Police Ombudsman for Northern Ireland by age group, 2012

Age group	%
<25	(52/93)
25 - 44	83%
45 - 64	95%
65+	87%

Asked to all persons surveyed aged 16 and over.

Table 34: Awareness of the Police Ombudsman for Northern Ireland by religion, 2012

Religion	%
Catholic	84%
Protestant	88%

Asked to all persons surveyed aged 16 and over.

Table 35: Do you think the Police Ombudsman for Northern Ireland is part of the police or independent of the police?

	Jan-10	Feb-11	Jan-12
Independent of the police	80%	83%	85%
Part of the police	17%	15%	12%
Don't know/refusal	2%	2%	3%

Asked to all persons who were aware of the Police Ombudsman.

Table 36: How confident are you that the Police Ombudsman deals with complaints against the police in an impartial way?

	Jan-10	Feb-11	Jan-12
Very confident / Fairly confident	83%	80%	77%
Not very confident / Not at all confident	13%	17%	20%
Don't know/refusal	3%	3%	3%

Asked to all persons who were aware of the Police Ombudsman.

Table 37: % Respondents who think the Police Ombudsman for Northern Ireland will help ensure that the police do a good job

Year	%
Jan-10	87%
Feb-11	85%
Jan-12	85%

Asked to all persons who were aware of the Police Ombudsman.

Table 38: % Respondents aware of independence by gender, 2012

Gender	%
Male	85%
Female	86%

Asked to all persons who were aware of the Police Ombudsman.

Table 39: % Respondents aware of independence by age group, 2012

Age group	%
<25	(19/52)
25 - 44	85%
45 - 64	90%
65+	84%

Asked to all persons who were aware of the Police Ombudsman.

Table 40: % Respondents aware of independence by religion, 2012

Religion	%
Catholic	82%
Protestant	87%

Asked to all persons who were aware of the Police Ombudsman.

Table 41: % Respondents confident that the Police Ombudsman deals with complaints against the police in an impartial way by gender, 2012

Gender	%
Male	72%
Female	81%

Asked to all persons who were aware of the Police Ombudsman.

Table 42: % Respondents confident that the Police Ombudsman deals with complaints against the police in an impartial way by age group, 2012

Age group	%
<25	(35/52)
25 - 44	78%
45 - 64	77%
65+	78%

Asked to all persons who were aware of the Police Ombudsman.

Table 43: % Respondents confident that the Police Ombudsman deals with complaints against the police in an impartial way by religion, 2012

Religion	%
Catholic	70%
Protestant	81%

Asked to all persons who were aware of the Police Ombudsman.

Table 44: % Respondents who think the Police Ombudsman for Northern Ireland will help ensure that the police do a good job by gender, 2012

Gender	%
Male	83%
Female	88%

Asked to all persons who were aware of the Police Ombudsman.

Table 45: % Respondents who think the Police Ombudsman for Northern Ireland will help ensure that the police do a good job by age group, 2012

Age group	%
<25	(42/52)
25 - 44	86%
45 - 64	83%
65+	90%

Asked to all persons who were aware of the Police Ombudsman.

Table 46: % Respondents who think the Police Ombudsman for Northern Ireland will help ensure that the police do a good job by religion, 2012

Religion	%
Catholic	87%
Protestant	86%

Asked to all persons who were aware of the Police Ombudsman.

Table 47: If you were to make a complaint against a police officer, do you think you would be treated fairly?

	%
Fairly treated	83%
Not fairly treated	12%
Don't know/refusal	5%

Asked to all persons who were aware of the Police Ombudsman.

Table 48: % Respondents who feel they would be treated fairly by the Police Ombudsman by gender, 2012

Gender	%
Male	82%
Female	84%

Asked to all persons who were aware of the Police Ombudsman.

Table 49: % Respondents who feel they would be treated fairly by the Police Ombudsman by age group, 2012

Age group	%
<25	(33/52)
25 - 44	81%
45 - 64	84%
65+	88%

Asked to all persons who were aware of the Police Ombudsman.

Table 50: % Respondents who feel they would be treated fairly by the Police Ombudsman by religion, 2012

Religion	%
Catholic	78%
Protestant	87%

Asked to all persons who were aware of the Police Ombudsman.

COMPLAINANT SATISFACTION

Table 51: Overall complainant satisfaction with the service provided by the Office, 2011/12

Satisfaction level	%
Very satisfied	23%
Satisfied	29%
Neither satisfied nor dissatisfied	11%
Dissatisfied	14%
Very dissatisfied	23%

Table 52: Would you use the complaints system again?, 2011/12

	%
Yes	64%
No	36%

Table 53: Complainant perception of Ombudsman staff, 2011/12

Perception	%
Polite	95%
Friendly	93%
Easy to understand	90%
Professional	89%
Patient	89%
Knowledgeable	83%
Impartial	76%
Not interested	20%
In a hurry	18%
Rude	7%

Table 54: Complainant satisfaction with aspects of the complaints process, 2011/12

Aspect	%
How easy to understand correspondence	73%
Length of time to respond after incident reported	72%
Clarity of explanation of process	63%
Advice provided by staff	61%
Seriousness with which complaint was treated	55%
Frequency of progress updates	55%
Overall time to resolve complaint	52%
The outcome of the complaint	39%

Table 55: Overall, do you think you were treated fairly by the Office?, 2011/12

	%
Yes	67%
No	33%

POLICE OFFICER SATISFACTION WITH INVESTIGATIONS

Table 56: Overall police officer satisfaction with the service provided, 2011/12

	%
Very satisfied	32%
Satisfied	41%
Neither satisfied nor dissatisfied	10%
Dissatisfied	9%
Very dissatisfied	8%

Table 57: Police officer perception of Ombudsman Investigation staff, 2011/12

Staff characteristics	%
Polite	98%
Patient	97%
Professional	95%
Impartial	94%
Knowledgeable	93%
Not interested	4%
Rude	3%
In a hurry	3%

Table 58: Police officer satisfaction with investigation process, 2011/12

Aspect	%
Outcome of investigation	82%
Manner in which police officer was received	80%
Manner of staff during interview	78%
Explanation of the process	78%
Quality of documentation	72%
Time taken to investigate the complaint	58%
Frequency of updates	57%

STAFF PROFILE

Table 59: Police Ombudsman Staff Profile by Gender as at 1st January 2012

Gender	%
Female	56%
Male	44%

Table 60: Police Ombudsman Staff Profile by Community background as at 1 January 2012

Community background	%
Protestant	52%
Catholic	40%
Not determined	8%

Table 61: Key Performance Indicators - Customer Service Commitments, 2011/12

Service Commitment	Targets (2011/12)	Achievement against targets 2010/11	Achievement against targets 2011/12
Level of complaints registered	Resource and action all complaints and related allegations registered.	3,334 complaints – 6% decrease on 2009/10	3,336 complaints – approximately the same as 2010/11
		6,326 allegations – 3% decrease on 2009/10	5,896 allegations – 7% decrease on 2010/11
Responsiveness, prompt service and timely processes	Register all appropriate matters reported to the Police Ombudsman within 3 working days of receipt.	90%	94%
	90% of all complaints to be actioned within 5 working days of receipt.	88%	92%
	85% of complainants to be updated every 6 weeks.	89%	88%
	85% of police officers to be updated every 6 weeks.	78%	85%
	90% of complaints, not subject of investigation or Informal Resolution, to be dealt with within 40 working days.	97%	98%
	90% of complainants to be contacted by the Investigating Officer within 3 working days of the complaint being allocated to that officer.	96%	90%
	85% of complaints investigated, other than grave and exceptional matters, to be completed within 110 working days.	N/A*	78%
Quality and effective investigations, levels of satisfaction and confidence in police complaints system	To maintain a level of 80% public awareness of the Office.	84%	85%
	To maintain a level of 80% awareness of the independence of the Police Ombudsman.	83%	85%
	To maintain a level of 80% confidence that the Police Ombudsman for Northern Ireland deals with complaints in an impartial way.	80%	77%
	To maintain a level of 80% of respondents who think that that they would be treated fairly by the Office if they made a complaint against the police.	84%	83%
	To maintain a level of 60% complainants being satisfied or very satisfied with service received.	59%	52%
	To maintain a level of at least 75% of complainants willing to use the service again.	69%	64%
	To maintain a level of at least 75% of police officers subject of investigation to be satisfied with the service provided by the Office.	74%	73%

**During 2010/11, a target was set that 90% of complaints investigated, other than grave and exceptional matters, were to be completed within 120 working days. Based on a Quality Assurance sample of 496 complaints, 77% of complaints investigated fulfilled this target.*

Table 62: Key Business Targets 2011/12

Business Targets	Deadline Target	Performance against Target
Make Annual Report available to the Department of Justice	June 2011	Achieved
Publish Corporate Business Plan	June 2011	Achieved
Publish Annual Complaints Statistics	May 2011	Achieved
Report on Complainant Satisfaction	May 2011	Achieved
Report on Police Officer Satisfaction	May 2011	Achieved
Report on Public Attitude Survey Findings	May 2011	Achieved
Complete Annual Fair Employment Monitoring Return	May 2011	Achieved