Volume 1

PART I. LIABILITY ARISING FROM SELECTION OF PERSONNEL

CHAPTER 1. CIVIL SERVICE

- § 1:1 Scope of chapter
- § 1:2 Civil service classifications
- § 1:3 Classified service
- § 1:4 —Excluded employees
- § 1:5 Officer versus employee checklist
- § 1:6 ——Exempt position checklist
- § 1:7 ——Educational employee checklist
- § 1:8 —Temporary employees
- § 1:9 Emergency employees
- § 1:10 Probationary employees
- § 1:11 —Checklist
- § 1:12 Civil service commission role
- § 1:13 Examinations
- § 1:14 Appointment
- § 1:15 Retention and separation in classified service
- § 1:16 Appeals
- § 1:17 —Examination disputes
- § 1:18 —Classification disputes
- § 1:19 —Disqualification of employment candidates
- § 1:20 —Procedure checklist

CHAPTER 2. HIRING METHODOLOGY

- § 2:1 Scope of chapter
- § 2:2 Examinations
- § 2:3 —Written
- $\S~2:4$ ——Checklist
- § 2:5 —Oral
- § 2:6 —Medical/physical
- $\S 2:7$ ——Checklist
- § 2:8 —Psychological
- § 2:9 Position availability
- § 2:10 Educational requirements

§ 2:11	Veteran's preference
§ 2:12	Residency
§ 2:13	Citizenship
§ 2:14	Background investigations
§ 2:15	Arrest and conviction
§ 2:16	At-will employment
§ 2:17	Dual office holding/incompatibility of office
§ 2:18	Conflicts of interest
§ 2:19	Negligent hiring
§ 2:20	—Checklist
§ 2:21	References
§ 2:22	Applications/interviews

PART II. LIABILITY ARISING FROM TERMS AND CONDITIONS OF EMPLOYMENT

CHAPTER 3. FAIR LABOR STANDARDS ACT

Scope of chapter
Constitutionality of Fair Labor Standards Act (FLSA) governing public sector
FLSA amendment of 1985
FLSA overview
Exclusions under FLSA § 3(e)(2)(C)
Independent contractors versus employees
Public agencies
Exemption for executive, administrative and professional workers under FLSA § 13(a)(1)
Recreational establishment exemption under FLSA § 213(a)(3)
Exemption for firefighters and law enforcement personnel under FLSA §§ 7(k) and 13(b)(20)
Compensatory time and compensatory time off
Comp time recordkeeping
Volunteers
Occasional or sporadic employment
Section 7(r) Breaktime for expressing breastmilk
§ 18C Affordable Care Act Amendments
Prohibited employer acts
Good faith as an employer defense
Enforcement and remedies under FLSA
State Wage Laws

CHAPTER 4. EQUAL PAY ACT

§ 4:1 Scope of chapter

§ 4:2	Coverage, enforcement and remedies under Equal Pay Act
6 4 0	
§ 4:3	—Equal Pay Act checklist
§ 4:4	"Wages" and "wage rate"
§ 4:5	"Equal work"
§ 4:6	—Equal skill, effort and responsibility
§ 4:7	—Similar working conditions
§ 4:8	Unavailing employer defenses
§ 4:9	Employer defenses
§ 4:10	—Seniority system and incentive system defenses
§ 4:11	—Merit system
§ 4:12	—Differential based on any other factor other than sex
§ 4:13	State Equal Pay Acts

CHAPTER 5. COMPARABLE WORTH

	1 1 1 1 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1
§ 5:1	Scope of chapter
§ 5:2	Comparable worth under Equal Pay Act
§ 5:3	Comparable worth under Title VII
§ 5:4	—Disparate treatment
§ 5:5	—Disparate impact
§ 5:6	—Market defense
§ 5:7	State legislative efforts
§ 5:8	Negotiating comparable worth—Collective bargaining
§ 5:9	Comparable worth checklist
§ 5:10	Proposed Fair Pay Act of 1999

CHAPTER 6. LIABILITY UNDER THE CONSTITUTION AND UNDER COMMON LAW TORTS

§ 6:1	Scope of chapter
§ 6:2	Constitutional challenges—Fourth amendment search
	and seizure
§ 6:3	—Employee search checklist
§ 6:4	——Drug testing
§ 6:5	———Drug testing checklist
§ 6:6	——AIDS testing
§ 6:7	— — —AIDS testing checklist
§ 6:8	——Genetic testing
§ 6:9	—Psychological Testing
§ 6:10	Miscellaneous Fourth Amendment Cases
§ 6:11	Constitutional challenges—Constitutional right to
	privacy
§ 6:12	—Right against self-incrimination
§ 6:13	— —Garrity rights checklist
§ 6:14	—Equal protection
8 6.15	—Due process

-	 Negligent hiring, training, and retention Tortious Interference with Prospective Economic Advantage
5 0.21	

FION

- Scope of chapter § 7:1
- § 7:2 Reductions in force
- § 7:3 —Layoff protocol checklist
- § 7:4 Financial exigency
- § 7:5 Subcontracting and privatization
- § 7:6 —Checklist
- § 7:7 **Furloughs**

CHAPTER 8. REGULATION OF OFF-DUTY **BEHAVIOR**

- § 8:1 Scope of chapter
- § 8:2 —General checklist
- § 8:3 Personal associations
- § 8:4 Political activity
- § 8:5 Personal appearance and lifestyle
- § 8:6 Moonlighting
- § 8:7 Commission of crimes
- § 8:8 Smoking

CHAPTER 9. FAMILY AND MEDICAL LEAVE ACT

- § 9:1 Scope of chapter
- Family and Medical Leave Act (FMLA)—Coverage of § 9:2 state and local employment
- § 9:3 —Conditions for family or medical leaves
- § 9:4 Terms of leave under FMLA
- § 9:5 -Maintenance of health benefits
- § 9:6 —Employee rights upon return from leave
- § 9:7 —Key employees
- -Employer duties under FMLA § 9:8
- § 9:9 —Employee notice obligations
- —Medical certification rules § 9:10
- —FMLA enforcement § 9:11
- -Recordkeeping § 9:12
- § 9:13 —Special school rules

xviii

§ 9:14	—FMLA checklist
§ 9:15	FMLA's interplay with other laws
§ 9:16	State and Local Family Medical Leave Acts
CHAI	PTER 10. WORKERS' COMPENSATION
§ 10:1	Scope of chapter
§ 10:1	Defining employee
§ 10:3	Disease
§ 10:4	Tort actions and exclusivity
§ 10:5	—Dual capacity doctrine
§ 10:6	—Employer's intentional misconduct
§ 10:7	Retaliation for exercising rights under workers' compensation
§ 10:8	Injuries arising from employee misconduct
§ 10:9	Relation of injury to employment
§ 10:10	Medical benefits
§ 10:11	Disability benefits
§ 10:12	—Rehabilitation benefits
§ 10:13	Death benefits
§ 10:14	Setoffs, tie-ins with other statutes and
0 10 15	disqualifications
§ 10:15	Judicial review of workers' compensation awards
CHAI	PTER 11. SAFETY AND HEALTH
§ 11:1	Scope of chapter
§ 11:2	Constitutional protection
§ 11:3	Federal statutory protection—Exclusion from
S 11.4	Occupational Safety and Health Act (OSHA)
§ 11:4	State OSHA plans covering public employment
§ 11:5 § 11:6	—Employer and employee duties under state plans—Inspections
§ 11.0 § 11:7	——————————————————————————————————————
§ 11:7	—Citations and penalties
§ 11:9	—Discrimination against employees
§ 11:10	—Commission review
§ 11:10	—Record keeping
§ 11:12	Negotiating safety and health in collective bargaining
§ 11:13	Hazardous materials
§ 11:14	Regulating employee firearms on employer's property
§ 11:15	Violence at the workplace
	•
	PTER 12. HEALTH BENEFITS
§ 12:1	Scope of chapter
§ 12:2	Scope of health coverage
§ 12:3	State-mandated health benefit laws
§ 12:4	Modifications to health benefit plans

§ 12:5	Constitutional challenges
§ 12:6	Federal regulation of public health plans
§ 12:7	—Consolidated Omnibus Budget Reconciliation Act
	(COBRA)—Continuation of benefits
§ 12:8	—COBRA amendments—Medicare as secondary
	payer
§ 12:9	—Federal Health Maintenance Organization Act
§ 12:10	—Employee Retirement Income Security Act
£ 10.11	exclusion of "governmental plans"
§ 12:11 § 12:12	—Family Medical Leave Act—Federal taxation of public health plans
§ 12.12 § 12:13	Federal anti-discrimination statutes—Title VII: Sex
§ 12.10	discrimination
§ 12:14	—Americans With Disabilities Act
§ 12:15	—Age Discrimination in Employment Act
§ 12:16	—Checklist for avoiding discrimination
§ 12:17	1996 Health Insurance Portability and Accountability
Ü	Act
§ 12:18	Public Retiree Health Benefits
OTT 4 T	
_	PTER 13. PENSION AND RETIREMENT
BENE	EFITS
§ 13:1	Scope of chapter
§ 13:2	Gratuity versus compensation
§ 13:3	Defined benefit or defined contribution
§ 13:4	Applicability of federal law
§ 13:5	Due process checklist
§ 13:6	Pretesting checklist
§ 13:7	Contractual protection
§ 13:8	Forfeiture of Public Pensions
§ 13:9	Military credit
§ 13:10	Normal retirement
§ 13:11	Early retirement
§ 13:12	Survivorship
§ 13:13	Deferred retirement option plans
§ 13:14	Cost of living
§ 13:15	Disability retirement
§ 13:16	Death benefits
§ 13:17	Disability retirement—Disability checklist
§ 13:18	Fund management
§ 13:19	—Checklist
§ 13:20	Plan termination
§ 13:21	Division of pension benefits as marital property
§ 13:22	Collective bargaining
§ 13:23	Pension liability when city/county files for
	bankruptcy—Orange County, California experience

§ 13:24	Impact of Small Business Job Protection Act of 1996
§ 13:25	Impact of the Taxpayer Relief Act of 1997
§ 13:26	—Impact of Internal Revenue Service Restructuring and Reform Act of 1998
§ 13:27	Retirement board's duty to inform
§ 13:28	Pre-retirement checklist
§ 13:29	Impact of the Taxpayer Relief Act of 1997—Tax issues on governmental plans
§ 13:30	—Pension benefits as exempt property from bankruptcy
§ 13:31	—Economic Growth and Tax Relief Reconciliation Act of 2001
§ 13:32	—Pension funds as private prosecutors under the Federal Securities laws
§ 13:33	2006 Pension Reform Bill
§ 13:34	State legislation aimed at reducing public pension benefits

CHAPTER 14. DISCIPLINE AND DISCHARGE

§ 14:1	Scope of chapter
§ 14:2	Progressive discipline
§ 14:3	Discharge
§ 14:4	Employment status
§ 14:5	—Civil service: For cause
§ 14:6	—Union: Just cause and arbitration
§ 14:7	—Academic tenure
§ 14:8	—Public officers: Elected and appointed
§ 14:9	—At will employees
§ 14:10	— — Dismissal checklist for probationary employee
§ 14:11	Wrongful discharge suits
§ 14:12	—Breach of contract
§ 14:13	—Handbooks and manuals
§ 14:14	——Checklist
§ 14:15	—Implied covenant of good faith and fair dealing
§ 14:16	—Public policy
§ 14:17	Whistleblowing and retaliatory discharge
§ 14:18	Postemployment restrictions
§ 14:19	Constitutional liability
§ 14:20	—Due process
§ 14:21	——Property
§ 14:22	——Liberty
§ 14:23	——Procedural due process
§ 14:24	
§ 14:25	
§ 14:26	——Substantive due process

§ 14:27	—First amendment
§ 14:28	— —Free speech
§ 14:29	— — —Matters of public concern
§ 14:30	— —Freedom of association
§ 14:31	———Subversive advocacy
§ 14:32	———Political activity
§ 14:33	———Union activity
§ 14:34	—Fifth amendment—Privilege against
	self-incrimination
§ 14:35	—Polygraphs
§ 14:36	—Police officer/firefighter bill of rights

CHAPTER 15. UNEMPLOYMENT COMPENSATION

001111	
§ 15:1	Scope of chapter
§ 15:2	Coverage of public employment
§ 15:3	Employment relationship
§ 15:4	Eligibility for benefits
§ 15:5	—Able to and available for work
§ 15:6	—Disqualification for misconduct
§ 15:7	—Voluntary termination of employment
§ 15:8	—Labor disputes
§ 15:9	Checklist: Common miscues in unemployment
	hearings
§ 15:10	Statutes and ordinances banning discrimination
	against the unemployed

PART III. LIABILITY ARISING FROM COLLECTIVE BARGAINING AND UNFAIR LABOR PRACTICES

CHAPTER 16. COLLECTIVE BARGAINING

§ 16:1	Scope of chapter
§ 16:2	Public sector collective bargaining
§ 16:3	Right to join union
§ 16:4	—Checklist for employer conduct amid union campaign
§ 16:5	Formation stage of collective bargaining—Defining bargaining unit
§ 16:6	—Employee classes
§ 16:7	—Elections
§ 16:8	Duty to bargain in good faith
§ 16:9	Scope of collective bargaining
§ 16:10	Checklist for costing out collective bargaining agreement

- § 16:11 Accommodating collective bargaining with civil service laws
- § 16:12 Union security
- § 16:13 —Funding of labor agreements

Volume 2

CHAPTER 17. LABOR DISPUTES

- § 17:1 Scope of chapter
- § 17:2 Right to strike
- § 17:3 —Constitution: Federal and state
- § 17:4 —State statutes
- § 17:5 —State common law
- § 17:6 —Employer remedies for illegal strikes
- § 17:7 ——Injunctions
- § 17:8 ——Damages and fines
- § 17:9 ——Discipline and dismissals
- § 17:10 Other remedies
- § 17:11 Strike substitutes
- § 17:12 —Nonbinding mediation and fact-finding
- § 17:13 —Binding interest arbitration
- § 17:14 —Grievance arbitration
- § 17:15 —Secondary boycotts and Picketing
- § 17:16 Arbitration of discipline cases—Checklist of management's burden

CHAPTER 18. STATE LABOR BOARDS AND UNFAIR LABOR PRACTICES

- § 18:1 Scope of chapter
- § 18:2 Employer unfair labor practices
- § 18:3 Role of state labor boards—Overseeing representation elections
- § 18:4 —Adjudicating unfair labor practices
- § 18:5 —Liability stemming from employer ULPs
- § 18:6 —Jurisdictional overlap with courts—Arbitration and civil service commissions
- § 18:7 —Checklist for deferral to arbitration
- § 18:8 Judicial review of labor board decisions

PART IV. GOVERNMENT EMPLOYER LIABILITY ARISING FROM EMPLOYMENT DISCRIMINATION

CHAPTER 19. SOURCES OF LIABILITY

_	
§ 19:1	Scope of chapter
§ 19:2	Equal protection
§ 19:3	Checklist to provide for validated examinations
§ 19:4	Title VII, ADEA and ADA
§ 19:5	—Checklist for physical examinations under Americans With Disabilities Act
§ 19:6	—Disparate treatment
§ 19:7	— —Bona fide occupational qualification
§ 19:8	Title VII's § 703(h) Exemption
§ 19:9	Title VII, ADEA and ADA—Disparate impact
§ 19:10	——Business necessity
§ 19:11	—Retaliatory discharge
§ 19:12	—Remedies under Title VII and ADA
§ 19:13	—Award of attorney's fees and costs
§ 19:14	Liquidated damages under ADEA and EPA
§ 19:15	Civil Rights Acts of 1866 and 1871
§ 19:16	—Section 1983
§ 19:17	—Section 1985
§ 19:18	Miscellaneous sources of discrimination— Immigration
§ 19:19	—Veterans' preferences
8 19.20	—State and local discrimination legislation

CHAPTER 20. GOVERNMENT EMPLOYER'S LIABILITY FOR RACE DISCRIMINATION

§ 20:1	Scope of chapter
§ 20:2	Equal protection
§ 20:3	—Decline of race-based affirmative action
§ 20:4	Checklist for managing effective affirmative action
	program
§ 20:5	Section 1981
§ 20:6	Title VII
§ 20:7	—Harassment and hostile environment
§ 20:8	—Racial diversity programs under Title VII

XXIV	

CHAPTER 21. GOVERNMENT EMPLOYER'S LIABILITY FOR DISCRIMINATION ON GROUNDS OF NATIONAL ORIGIN, CITIZENSHIP OR ALIENAGE

- § 21:1 Scope of chapter
- § 21:2 Equal protection: Alienage
- § 21:3 Immigration Reform and Control Act of 1986
- § 21:4 Title VII's ban on national origin discrimination
- § 21:5 —Language
- § 21:6 —Height and weight, physical agility and grooming codes
- § 21:7 —Ethnic harassment

CHAPTER 22. GOVERNMENT EMPLOYER'S LIABILITY FOR GENDER DISCRIMINATION

- § 22:1 Scope of chapter
- § 22:2 Under equal protection and due process
- § 22:3 Under Title VII
- § 22:4 —Pregnancy
- § 22:5 —Grooming
- § 22:6 —Sexual harassment
- § 22:7 Discrimination on grounds of sexual orientation and transgender status
- § 22:8 Under Title VII—Bona fide occupational qualification
- § 22:9 —Business necessity
- § 22:10 Affirmative action
- § 22:11 Sex-based pay discrimination
- § 22:12 Title IX

CHAPTER 23. GOVERNMENT EMPLOYER'S LIABILITY FOR RELIGIOUS DISCRIMINATION

- § 23:1 Scope of chapter
- § 23:2 Liability under first amendment
- § 23:3 Liability under title VII
- § 23:4 —Employer's duty of reasonable accommodation
- § 23:5 —Undue hardship and other employer defenses
- § 23:6 Liability Under The Religious Freedom Restoration Act

CHAPTER 24. GOVERNMENT EMPLOYER'S LIABILITY FOR AGE DISCRIMINATION

- § 24:1 Scope of chapter
- § 24:2 Liability under United States Constitution
- § 24:3 Liability under Age Discrimination in Employment Act

§ 24:4	—Who is covered?
§ 24:5	—Prohibited employer acts
§ 24:6	—Employer's evidentiary burden in litigation
§ 24:7	—Employer defenses
§ 24:8	—Voluntary early retirement and waivers
§ 24:9	—Age Discrimination in Employment Act procedure
	and enforcement
§ 24:10	—Remedies
§ 24:11	Special rules for states in light of <i>Kimel</i>

CHAPTER 25. GOVERNMENT EMPLOYER'S LIABILITY FOR DISABILITY DISCRIMINATION

§ 25:1 Scope of chapter
§ 25:2 Liability—Under the constitution
§ 25:3 —Under Rehabilitation Act of 1973
§ 25:4 —Under Americans With Disabilities Act: Prohibited acts
§ 25:5 — Defining qualified disabled individuals
§ 25:6 — Illegal drugs and alcohol
§ 25:7 —Reasonable accommodation
§ 25:8 —Employer defenses

APPENDICES

APPENDIX 1. Glossary

Table of Laws and Rules

Table of Cases

Index