

# **Table of Contents**

## **Volume 1**

### **CHAPTER 1. THE IMPORTANCE TO THE EMPLOYER OF UNDERSTANDING EQUAL EMPLOYMENT OPPORTUNITY LAW**

- § 1:1 Effect of equal employment opportunity law on the employer's operation
- § 1:2 Effect of equal employment opportunity litigation on an employer
- § 1:3 Distinct nature of the antidiscrimination statutes

### **CHAPTER 2. THE EQUAL PAY ACT**

#### **I. BASICS OF THE ACT**

- § 2:1 Statutory language
- § 2:2 Employers covered by the act
- § 2:3 Elements of a substantive violation
- § 2:4 Statutory exceptions
- § 2:5 Retaliation claims
- § 2:6 Interplay between the Equal Pay Act and Title VII
- § 2:7 Comparable worth theory

#### **II. REQUIREMENT OF THE SAME ESTABLISHMENT**

- § 2:8 Problems in defining "establishment"

#### **III. REQUIREMENT OF EQUAL WORK**

- § 2:9 Similar job content

#### **IV. REQUIREMENT OF EQUAL SKILL, EFFORT, AND RESPONSIBILITY**

- § 2:10 Defining equal skill, effort, and responsibility

#### **V. COMMON PROBLEMS IN ASSESSING WHETHER WORK IS EQUAL**

- § 2:11 Actual job duties, not descriptions, usually control

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 2:12 When extra duties justify wage difference
- § 2:13 —General principles
- § 2:14 Extra duties of specially skilled employees
- § 2:15 Extent to which the extra duties must be performed by all higher-paid employees or be available to both sexes
- § 2:16 —Defining the relevant time period for extra duties
- § 2:17 Significance of the wage differential's size in assessing whether the work is equal
- § 2:18 Examples of equal and unequal jobs

### **VI. REQUIREMENT OF SIMILAR WORKING CONDITIONS**

- § 2:19 Common factual patterns in determining whether similar working conditions exist

### **VII. REQUIREMENT THAT THE DIFFERENTIAL BE PAID ON THE BASIS OF SEX**

- § 2:20 Role of motive
- § 2:21 Violations involving job successors/predecessors

### **VIII. DEFENSE BASED ON FACTOR OTHER THAN SEX**

- § 2:22 General principles
- § 2:23 Sex-neutral compensation plans
- § 2:24 Red circle rates
- § 2:25 Bona fide training program
- § 2:26 Head-of-household distinctions
- § 2:27 Pay differential based on market forces, salary history, or experience
- § 2:28 Pay differential based on job evaluation or classification
- § 2:29 Employment cost not factor other than sex
- § 2:30 Relevance of disproportionate wage differential

### **IX. OTHER DEFENSES**

- § 2:31 Seniority, merit, and productivity

### **X. ENFORCEMENT AND REMEDIES**

- § 2:32 Generally
- § 2:33 EEOC enforcement
- § 2:34 Enforcement by employees

## TABLE OF CONTENTS

- § 2:35 Liquidated damages
- § 2:36 Union liability

# CHAPTER 3. TITLE VII OF THE CIVIL RIGHTS ACT OF 1964—SCOPE, DISPARATE TREATMENT

## I. SCOPE OF TITLE VII

- § 3:1 Statutory language
- § 3:2 Concurrent and supplemental jurisdiction over Title VII and state equal employment claims
- § 3:3 Exhaustion of administrative remedies
- § 3:4 Employers subject to Title VII
  - Problems in defining employer
  - § 3:6 —Problems counting part-time and contingent workers
  - § 3:7 —Exemption for private clubs
  - § 3:8 —Limited exemption for religious institutions
  - § 3:9 —Religious Institutions—First Amendment “ministerial exception,” ecclesiastical abstention doctrines
  - § 3:10 —Liability of individuals
  - § 3:11 —Liability of unions
  - § 3:12 Application of Title VII to employers outside the United States
  - § 3:13 Employee groups protected by Title VII
  - § 3:14 —Defining employee under the statute
  - § 3:15 —Testers
  - § 3:16 —Exemption for personal staff of elected officials

## II. DISPARATE TREATMENT

### A. THEORY OF DISPARATE TREATMENT

- § 3:17 The theory of disparate treatment
- § 3:18 Requirement of intent in disparate treatment cases
- § 3:19 Requirement that employee be similarly situated

### B. PROOF

- § 3:20 Proving disparate treatment
- § 3:21 —Direct evidence of discrimination
- § 3:22 —Proof of discrimination in mixed-motive cases
- § 3:23 —Supreme Court alters mixed-motive proof scheme under Title VII
- § 3:24 —Proof by circumstantial evidence—The *prima facie* case

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

§ 3:25 —Requirement of adverse employment action

### C. STATISTICS

§ 3:26 Use of statistics in *prima facie* case

### D. REBUTTAL AND RESPONSE

§ 3:27 Employer's response—The legitimate nondiscriminatory reason  
§ 3:28 Rebuttal to the nondiscriminatory reason—Pretext  
§ 3:29 Defining the plaintiff's burden to show pretext—The Supreme Court's decisions in *Hicks* and *Reeves*  
§ 3:30 “Same-hirer, same-firer” inference or presumption  
§ 3:31 Effect of application for total disability on proof of pretext  
§ 3:32 —Bona fide occupational qualification defense  
§ 3:33 “Cat's Paw” theory of liability—“Middle-manager” cases

### E. BASED ON SEX

§ 3:34 Disparate treatment on the basis of sex  
§ 3:35 —Benefit plans  
§ 3:36 —Sexual Orientation, Gender Identity or Expression, and Transgender Status  
§ 3:37 —Appearance and dress codes  
§ 3:38 —Physical and mental fitness tests  
§ 3:39 —Discrimination in pay—Rejection of comparable worth theory  
§ 3:40 —Pregnancy and pregnancy benefits  
§ 3:41 ——Pregnancy discrimination  
§ 3:42 ——Fetal protection policies  
§ 3:43 ——Pregnancy benefits

### F. SEXUAL HARASSMENT

§ 3:44 Sexual harassment—Generally  
§ 3:45 —Quid pro quo sexual harassment  
§ 3:46 —Hostile environment sexual harassment  
§ 3:47 ——The severe or pervasive standard  
§ 3:48 ——Requirement that advances were unwelcome  
§ 3:49 ——Reasonable woman versus reasonable person standard  
§ 3:50 —Same-sex sexual harassment  
§ 3:51 ——The “stereotype theory” and same-sex harassment

TABLE OF CONTENTS

- § 3:52 — Same-sex sexual harassment under state laws
- § 3:53 — Employer liability for sexual harassment
- § 3:54 — Application of *Faragher* and *Ellerth*
- § 3:55 — Direct liability of owners and high ranking officers
- § 3:56 — Employer liability for harassment by co-employees
- § 3:57 — Employer liability for harassment by nonemployees
- § 3:58 — Employer liability for adverse action against accused harassers
- § 3:59 Sexual harassment and arbitration

**G. RACE OR COLOR**

- § 3:60 Discrimination based on race or color
- § 3:61 — Intraracial discrimination
- § 3:62 — Racial harassment
- § 3:63 — Reverse discrimination

**H. NATIONAL ORIGIN ANCESTRY OR CITIZENSHIP**

- § 3:64 Discrimination based on national origin, ancestry, or citizenship
- § 3:65 — Prohibited practices, generally
- § 3:66 — Harassment
- § 3:67 — Discrimination based on citizenship
- § 3:68 — English fluency requirements
- § 3:69 — English-only rules

**I. RELIGION OR CREED**

- § 3:70 Discrimination based on religion or creed
- § 3:71 — Discriminatory practices prohibited
- § 3:72 — Religious opposition to homosexuality
- § 3:73 — Reasonable accommodation
- § 3:74 — Undue hardship
- § 3:75 — Preemployment inquiries

**J. RETALIATION**

- § 3:76 Discrimination based on retaliation for opposing discriminatory practices
- § 3:77 — Activities protected from retaliation
- § 3:78 — Proof of intent to retaliate

**K. GENETIC TESTING**

- § 3:79 Genetic testing—Generally

## CHAPTER 3A. TITLE VII OF THE CIVIL RIGHTS ACT OF 1964—DISPARATE IMPACT, REMEDIES

### I. DISPARATE IMPACT

- § 3A:1 The theory of disparate impact
- § 3A:2 Conceptual framework for disparate impact claims—*Wards Cove* and the Civil Rights Act of 1991
- § 3A:3 Determining when disparate impact arises—The four-fifths rule and standard deviation analysis
- § 3A:4 Testing
- § 3A:5 Discriminatory adjustment of test scores
- § 3A:6 Educational requirements
- § 3A:7 Experience requirements
- § 3A:8 Height and weight requirements
- § 3A:9 Subjectivity in job evaluations or screening procedures
- § 3A:10 Criminal records
- § 3A:11 Recruiting practices
- § 3A:12 Head-of-household requirements for benefit coverage
- § 3A:13 Drug testing as discrimination
- § 3A:14 English-only rules
- § 3A:15 Garnishment
- § 3A:16 Appearance and grooming codes
- § 3A:17 Layoffs and reductions in force
- § 3A:18 Reverse discrimination because of affirmative action obligations
- § 3A:19 Present effects of past discrimination
- § 3A:20 Defenses to disparate impact—The bottom line controversy
  - § 3A:21 —Business necessity
  - § 3A:22 —Validation
  - § 3A:23 —Rebuttal to the business necessity and validation defenses—The less discriminatory alternative
- § 3A:24 —Bona fide seniority system

### II. REMEDIES AVAILABLE UNDER TITLE VII

- § 3A:25 Remedies available under Title VII—Generally
- § 3A:26 Back pay
- § 3A:27 Duty to mitigate damages
- § 3A:28 Front pay
- § 3A:29 Compensatory and punitive damages—Relationship

## TABLE OF CONTENTS

- § 3A:30 Caps on damages
- § 3A:31 Injunctive relief
- § 3A:32 Court-ordered affirmative action
- § 3A:33 Attorneys' fees
- § 3A:34 —Prevailing defendants
- § 3A:35 —Determining reasonableness of fee requests
- § 3A:36 —Contingency enhancements
- § 3A:37 —Expert witness fees
- § 3A:38 Effect of mixed-motive analysis on available remedies
- § 3A:39 Effect of after-acquired evidence on available remedies
- § 3A:40 Right to jury trial
- § 3A:41 Class actions
- § 3A:42 Conciliation

## CHAPTER 4. CIVIL RIGHTS ACTS AND EXECUTIVE ORDERS

### I. OVERVIEW

- § 4:1 Civil rights acts and executive orders affecting employment claims

### II. SECTION 1981

- § 4:2 Statutory language
- § 4:3 Employers and others covered by § 1981
- § 4:4 Employee groups covered by § 1981
- § 4:5 —Other minority groups: The rule of law approach
- § 4:6 —Other minority groups: The question of fact approach
- § 4:7 —Scope of protection afforded undocumented immigrants
- § 4:8 Practices prohibited under § 1981
- § 4:9 —*Patterson* and pre-amendment case law
- § 4:10 —Retaliation
- § 4:11 —Other practices
- § 4:12 Intent requirement
- § 4:13 Disparate treatment analysis
- § 4:14 Use of statistics to prove intent
- § 4:15 Seniority systems under § 1981

### III. SECTION 1983

- § 4:16 Statutory language of § 1983
- § 4:17 Section 1983 as a vehicle for assertion of federal rights

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 4:18 Substantive rights for which § 1983 provides a right of action
- § 4:19 Employment practices subject to challenge under § 1983, generally
- § 4:20 —Discrimination based on sexual orientation or gender identity
- § 4:21 —Religious discrimination and First Amendment claims
- § 4:22 —Discrimination based on religious opposition to homosexuality
- § 4:23 —Reverse discrimination: Affirmative action plans
- § 4:24 —Retaliation claims
- § 4:25 Requirement of intent
- § 4:26 Use of Title VII concepts in § 1983 actions
- § 4:27 Preemption of § 1983 claims
- § 4:28 Effect of state court proceedings on § 1983 actions
- § 4:29 Employers covered by § 1983: Color-of-law/state action requirement
- § 4:30 —Public function theory
- § 4:31 —Significant state involvement test
- § 4:32 —Concerted action approach
- § 4:33 Local government liability
- § 4:34 Supervisory liability
- § 4:35 Absolute and qualified immunity of individuals under § 1983

## IV. SECTION 1985

- § 4:36 Statutory language of § 1985
- § 4:37 Application of § 1985(2) in the employment context
- § 4:38 Employee groups protected: Class-based animus
- § 4:39 Employers subject to § 1985: State action issue
- § 4:40 Claims which may be asserted through § 1985
- § 4:41 Conspiracy requirement
- § 4:42 —Alleged conspiracies within corporations
- § 4:43 —Prevailing view: No intracorporate conspiracy
- § 4:44 —Exceptions to the prevailing view
- § 4:45 —Procedural implications of conspiracy allegations

## V. REMEDIES AVAILABLE UNDER THE RECONSTRUCTION ERA CIVIL RIGHTS ACTS

- § 4:46 Back pay and affirmative relief
- § 4:47 Compensatory and punitive damages

## TABLE OF CONTENTS

- § 4:48 —Proof needed to justify compensatory damages
- § 4:49 —Facts needed to justify punitive damages
- § 4:50 Attorneys' fees
- § 4:51 —Prevailing party requirement
- § 4:52 —Computation of fee award
- § 4:53 Expert witness fees
- § 4:54 Jury trial

## VI. EXECUTIVE ORDER 11,246

- § 4:55 Basic provisions of Executive Order 11,246
- § 4:56 Employers subject to the Order
- § 4:57 —Application to specific employers or types of contracts
- § 4:58 —Employers exempted
- § 4:59 Employee groups protected by the order
- § 4:60 General obligations of the Order
- § 4:61 Obligation to have an affirmative action compliance program
- § 4:62 Employers required to have an affirmative action compliance program
- § 4:63 The utilization analysis requirement
- § 4:64 —Goals and timetables
- § 4:65 Other requirements
- § 4:66 —Responsibility for implementation
- § 4:67 —Problem area identification
- § 4:68 —Audit and reporting systems
- § 4:69 —Miscellaneous requirements
- § 4:70 Sanctions and remedies
- § 4:71 —Sanctions
- § 4:72 —Remedies
- § 4:73 Special problems for contractors with unions
- § 4:74 Findings and recommendations of the Glass Ceiling Commission
- § 4:75 The "glass ceiling" audit
- § 4:76 —Emphasis on back pay and individual relief

## VII. OTHER EXECUTIVE ORDERS

- § 4:77 Executive Order 12,989
- § 4:78 Executive Order 11,478
- § 4:79 Executive Order 13,145: Genetic testing in federal employment

# CHAPTER 5. THE FAMILY AND MEDICAL LEAVE ACT

## I. STATUTORY FRAMEWORK AND COVERAGE

- § 5:1 Statutory language of the Act

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 5:2 Regulatory framework
- § 5:3 Employers covered by the FMLA
- § 5:4 Employees covered by the FMLA

### **II. TYPES OF LEAVE**

- § 5:5 FMLA leave for birth, adoption, or foster-child placement
- § 5:6 Serious health conditions
- § 5:7 Military caregiver leave
- § 5:8 Military “qualifying exigency” leave
- § 5:9 Veteran caregiver leave
- § 5:10 Caring for family members
- § 5:11 Substance abuse

### **III. ARRANGING FOR LEAVE— CERTIFICATION, NOTICE, OTHER ISSUES**

- § 5:12 Health care provider certification
- § 5:13 Duration of leave
- § 5:14 Obligation of employees to give notice
- § 5:15 Substitution of paid leave
- § 5:16 Continuation of benefits

### **IV. REINSTATEMENT OF EMPLOYEE AFTER LEAVE, DEFENSES**

- § 5:17 Employee’s right to be reinstated
- § 5:18 —Position elimination defense
- § 5:19 —Key-employee defense
- § 5:20 —Substandard employee performance
- § 5:21 —Excessive leave or absenteeism
- § 5:22 —Nonreinstatement due to underlying medical condition
- § 5:23 —Noncompliance with employer policies
- § 5:24 —Employee fraud or dishonesty
- § 5:25 —Increased exposure to liability
- § 5:26 Notification of intent to return

### **V. RETALIATION, INTERFERENCE, AND WAIVER**

- § 5:27 Retaliation and constructive discharge
- § 5:28 Nonretaliatory interference with FMLA rights
- § 5:29 Waiver of FMLA rights

### **VI. THE FMLA AND OTHER LAWS**

- § 5:30 Interplay with other laws and constitutional provisions

## TABLE OF CONTENTS

- § 5:31 Interplay with other laws—Fair Labor Standards Act
- § 5:32 —Disability leave
- § 5:33 —Workers' compensation
- § 5:34 —State and federal antidiscrimination laws
- § 5:35 —State family and medical leave laws

## **VII. NOTICE POSTING AND RECORDKEEPING REQUIREMENTS**

- § 5:36 FMLA notice posting requirements
- § 5:37 Required recordkeeping under the FMLA

## **VIII. REMEDIES FOR VIOLATION OF THE FMLA**

- § 5:38 Remedies
- § 5:39 “Cat’s Paw” theory of liability—“Middle Manager” cases

# **CHAPTER 6. AGE DISCRIMINATION IN EMPLOYMENT ACT**

## **I. OVERVIEW OF ACT**

- § 6:1 Statutory language of the Act
- § 6:2 Employee groups protected by the Act
- § 6:3 —Reverse age discrimination
- § 6:4 Employees precluded from bringing ADEA action by application for disability benefits
- § 6:5 Employers subject to the Act
- § 6:6 Problems in determining a plaintiff’s employer
- § 6:7 —Religious institutions
- § 6:8 —Liability of agents and individuals
- § 6:9 Use of Title VII concepts in age discrimination cases
- § 6:10 Disparate treatment
- § 6:11 —Direct evidence of discrimination
- § 6:12 —Mixed-motive analysis and “but-for” causation
- § 6:13 —Circumstantial evidence of discrimination
- § 6:14 —Requirement of adverse employment action
- § 6:15 —Recognition of the unique evidentiary problems of age cases
- § 6:16 Testimony of other employees in age discrimination claims
- § 6:17 Disparate treatment—“Same-hirer, same-firer” presumption
- § 6:18 “Cat’s Paw” theory of liability—Supervisor bias cases

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 6:19 Disparate treatment—Evidentiary effect of “stray remarks”
- § 6:20 —Decisions based on factors correlated to age
- § 6:21 —Employer’s response to *prima facie* case: The legitimate nondiscriminatory reason
- § 6:22 —Use of “after-acquired” evidence
- § 6:23 —Use of statistical evidence
- § 6:24 —Proving pretext under the ADEA
- § 6:25 Bona fide occupational qualification
- § 6:26 —Application of the BFOQ defense
- § 6:27 Disparate impact claims and defenses
- § 6:28 Viability of disparate impact claims—*Smith v. City of Jackson*
- § 6:29 Defenses: Bona fide seniority system
- § 6:30 Defenses: Reasonable factors other than age (RFOA)
- § 6:31 The OWBPA and waivers of ADEA claims

## II. COMMON PRACTICES GIVING RISE TO AGE DISCRIMINATION CLAIMS

- § 6:32 Forced retirement
- § 6:33 —Exemptions from forced retirement prohibitions
- § 6:34 Questions about employees’ plans to retire
- § 6:35 Layoffs and reductions in force
- § 6:36 Proof in reduction in force (RIF) cases
- § 6:37 Demotions, transfers, and reorganizations
- § 6:38 Hiring and promotions
- § 6:39 Employee benefits and seniority systems
- § 6:40 Retaliation
- § 6:41 Age-based harassment

## III. COURT PROCEDURES AND REMEDIES IN AGE DISCRIMINATION ACTIONS

- § 6:42 Procedures and remedies, generally
- § 6:43 —Jury trials
- § 6:44 —Issues for the judge
- § 6:45 —Representative actions
- § 6:46 —Restrictions on the opt-in class
- § 6:47 —Back pay
- § 6:48 —Liquidated damages
- § 6:49 —Front pay
- § 6:50 Other remedies
- § 6:51 —Attorneys’ fees
- § 6:52 —Mitigation of damages

TABLE OF CONTENTS

## **CHAPTER 7. OBLIGATIONS TOWARD PERSONS WITH DISABILITIES**

### **I. OVERVIEW**

- § 7:1 Introduction
- § 7:2 The Rehabilitation Act of 1973

### **II. OBLIGATIONS OF FEDERAL CONTRACTORS UNDER SECTION 503 OF THE REHABILITATION ACT**

- § 7:3 Statutory language of Section 503
- § 7:4 Size of the contract
- § 7:5 Nature of the contract
- § 7:6 Location of employment
- § 7:7 Waivers for national security, national interest, and special circumstances
- § 7:8 Individuals with disabilities protected under Section 503
- § 7:9 Nature of the obligations toward individuals with disabilities under Section 503
- § 7:10 —Nondiscrimination
- § 7:11 —Reasonable accommodation
- § 7:12 —Justification of job training and selection requirements
- § 7:13 —Consideration of persons with disabilities for job vacancies and training
- § 7:14 —Designation of responsible executive
- § 7:15 —Employers required to have a written affirmative action program
- § 7:16 —Private right of action under Section 503

### **III. OBLIGATIONS OF RECIPIENTS OF FEDERAL ASSISTANCE UNDER SECTION 504 OF THE REHABILITATION ACT**

- § 7:17 Statutory language of Section 504
- § 7:18 Employers' operations subject to Section 504
- § 7:19 Persons with disabilities protected under Section 504
- § 7:20 Differences between Sections 503 and 504
- § 7:21 Preemployment medical examinations and inquiries under Section 504
- § 7:22 Enforcement of recipients' employment obligations under Section 504

**IV. OBLIGATIONS OF FEDERAL EMPLOYERS  
UNDER SECTION 501 OF THE  
REHABILITATION ACT**

- § 7:23 Statutory language of Section 501
- § 7:24 Employers subject to Section 501
- § 7:25 Reasonable accommodation in federal employment

**V. THE AMERICANS WITH DISABILITIES ACT  
OF 1990**

- § 7:26 Statutory language
- § 7:27 ADA Amendments Act of 2008 and EEOC Regulations
- § 7:28 Retroactivity of ADA Amendments Act
- § 7:29 Pregnant Workers Fairness Act
- § 7:30 Employers and employees covered by the ADA
- § 7:31 Prohibited practices under the ADA
- § 7:32 Preemployment inquiries under the ADA
- § 7:33 Postemployment disability-related inquiries and medical examinations
- § 7:34 Genetic testing

**VI. CONCEPTS GENERALLY APPLICABLE TO  
DISABILITY DISCRIMINATION**

- § 7:35 Standard for determining liability under the ADA and Rehabilitation Act
- § 7:36 Persons with disabilities: Physical and mental impairments
  - Lifting restrictions
  - § 7:38 Temporary impairments
  - § 7:39 Pregnancy-related disability
  - § 7:40 Mitigating measures
  - § 7:41 Infertility as a disability
  - § 7:42 Persons regarded as having such an impairment
  - § 7:43 Employees outside the general definition
  - § 7:44 —Scope of “safe harbor” for employees in rehabilitation
  - § 7:45 Mental disabilities
  - § 7:46 Qualified individual with a disability
  - § 7:47 Essential functions of the position
  - § 7:48 Direct threat exception
  - § 7:49 —Contagious disease or infection
  - § 7:50 Reasonable accommodation
  - § 7:51 —Work rules
  - § 7:52 —Telecommuting as reasonable accommodation

TABLE OF CONTENTS

- § 7:53 —Light duty positions and other transfers
- § 7:54 —Job sharing
- § 7:55 Delay in providing reasonable accommodation
- § 7:56 Undue hardship
- § 7:57 Misconduct related to disability
- § 7:58 Disability discrimination in employee benefits
- § 7:59 Discrimination based on AIDS or HIV infection
- § 7:60 Harassment based on disability
- § 7:61 Retaliation for assertion of rights under the ADA
- § 7:62 Interference with exercise of rights under the ADA
- § 7:63 Conflict between the federal disability laws and other employment regulations
- § 7:64 Effect of application for Social Security or other disability benefits
- § 7:65 Employment obligations toward persons with disabilities under state laws
- § 7:66 Remedies—Back pay, equitable relief, and attorneys' fees
- § 7:67 Arbitration

## **CHAPTER 8. OBLIGATIONS TOWARD MEMBERS OF THE UNIFORMED SERVICES**

### **I. INTRODUCTION**

- § 8:1 Employment obligations toward members of the uniformed services

### **II. OBLIGATIONS OF EMPLOYERS TO MEMBERS OF THE UNIFORMED SERVICES**

- § 8:2 Uniformed Services Employment and Reemployment Rights Act (USERRA)
- § 8:3 Effective date
- § 8:4 Prohibited discrimination
- § 8:5 —Causation and proof of discrimination
- § 8:6 ——“Cat’s Paw” discrimination cases
- § 8:7 Eligibility for reemployment
- § 8:8 —Employees and employers covered by USERRA
- § 8:9 —Covered Military Service
- § 8:10 —Causal nexus between absence from employment and service in uniformed services
- § 8:11 —Required notifications to employer
- § 8:12 —Application
- § 8:13 —Periods and character of service

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 8:14 Reasonable accommodation for military service and employer's undue hardship
- § 8:15 Rights and benefits due persons absent for military service
- § 8:16 Rights relating to employee health and pension benefit plans
- § 8:17 Position due upon return from uniformed service
- § 8:18 Protection under the USERRA from discharge without cause
- § 8:19 Retaliation under USERRA
- § 8:20 Release of the USERRA rights
- § 8:21 Compliance under the USERRA
- § 8:22 Enforcement against private employers
- § 8:23 —Available remedies
- § 8:24 Enforcement against federal agencies
- § 8:25 Veterans Employment Opportunities Act (VEOA)—Federal agencies

### **III. OBLIGATIONS OF FEDERAL CONTRACTORS TO VETERANS**

- § 8:26 Section 402 of the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA)
- § 8:27 Employers' operations subject to VEVRAA § 402
- § 8:28 —Size and nature of contract
- § 8:29 —Location of employment
- § 8:30 —Involvement of operations in contract performance
- § 8:31 —National security waiver
- § 8:32 Veterans protected under VEVRAA § 402
- § 8:33 Enforcement under VEVRAA
- § 8:34 —Preemption of state law claims
- § 8:35 Employment obligations under VEVRAA § 402
- § 8:36 Nondiscrimination under VEVRAA § 402
- § 8:37 Listing of employment openings under VEVRAA § 402
- § 8:38 —Exceptions
- § 8:39 Reasonable accommodation
- § 8:40 Justification of job and training selection requirements
- § 8:41 Consideration of protected veterans for job vacancies and training

### **IV. AFFIRMATIVE ACTION PROGRAM**

- § 8:42 Affirmative Action Program (AAP)—Applicability of requirement
- § 8:43 —Required elements—Policy statement

## TABLE OF CONTENTS

- § 8:44 ——Review of Personnel Processes
- § 8:45 ——Review of Physical and Mental Qualifications and Anti-Harassment Procedures
- § 8:46 ——External Communication
- § 8:47 ——Internal Communication and Training
- § 8:48 ——Monitoring Effectiveness
- § 8:49 ——Invitation to Self-Identify and Data Collection Analysis
- § 8:50 ——Benchmarks for Hiring
- Appendix A. Guidelines on a Contractor's Duty to Provide Reasonable Accommodation
- Appendix B. Appendix B to Part 60-300: Sample Invitation to Self-Identify
- Appendix C. Appendix C to Part 60-300: Review of Personnel Processes

## **CHAPTER 8A. RETALIATION UNDER EMPLOYMENT DISCRIMINATION AND LEAVE STATUTES**

- § 8A:1 What is retaliation?
- § 8A:2 Elements of a retaliation claim
- § 8A:3 —Protected activity—Opposition
- § 8A:4 ——Reasonableness
- § 8A:5 ——Participation
- § 8A:6 —Materially adverse action
- § 8A:7 ——Employment-related
- § 8A:8 ——Non-employment-related
- § 8A:9 —Causal connection
- § 8A:10 ——Circumstantial evidence

## **CHAPTER 9. THE IMPACT OF TRADITIONAL LABOR LAW ON EQUAL EMPLOYMENT OPPORTUNITY**

### **I. PROTECTIONS GRANTED UNDER THE N.L.R.A.**

- § 9:1 Overview
- § 9:2 Employee groups protected by the National Labor Relations Act
- § 9:3 NLRA applicable to union and nonunion employers
- § 9:4 —Board protection of employees protesting discrimination
- § 9:5 —Board protection for filing federal or state equal employment opportunity charges

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 9:6 —Board protection for equal employment opportunity-related complaints
- § 9:7 Board cooperation with EEOC in enforcement of ADA
- § 9:8 Protections against employer restraint of activities opposing discrimination
- § 9:9 —Interrogation
- § 9:10 —Soliciting withdrawal of charges
- § 9:11 —Restrictions on employee discussion of alleged discrimination

## II. REQUIREMENTS APPLICABLE TO UNION EMPLOYERS

- § 9:12 NLRB regulations applicable only to union employers
- § 9:13 Liability for union discrimination
- § 9:14 Duty to bargain regarding equal employment opportunity compliance
- § 9:15 Duty to provide EEO information
- § 9:16 Accommodation of religious objectors to union dues

## III. RAILWAY LABOR ACT PROTECTIONS

- § 9:17 The Railway Labor Act and equal employment opportunity
- § 9:18 Violation of contract clauses

## IV. EFFECT OF MULTIPLE PROCEEDINGS INVOLVING LABOR LAW AND NON-LABOR LAW CAUSES OF ACTION

- § 9:19 Res judicata and collateral estoppel effects
- § 9:20 Relation of parallel proceedings
- § 9:21 Preemption of discrimination claims

## Volume 2

## CHAPTER 10. MINIMIZING EXPOSURE TO EMPLOYMENT DISCRIMINATION CLAIMS

### I. MINIMIZING EXPOSURE

- § 10:1 Minimizing exposure, in general
- § 10:2 Procedural and substantive objectives of equal employment opportunity compliance

## TABLE OF CONTENTS

§ 10:3 Four pronged approach to avoid equal employment opportunity claims

## II. EMPLOYER POLICIES

§ 10:4 Employer policies against discrimination and harassment  
§ 10:5 Sexual harassment policies  
§ 10:6 Other employment policies  
§ 10:7 —Progressive discipline  
§ 10:8 —Job posting systems  
§ 10:9 —Written job descriptions  
§ 10:10 —Internal complaint and processing machinery

## III. TRAINING AND INVESTIGATION

§ 10:11 Training management  
§ 10:12 Equal employment opportunity officer or equivalent  
§ 10:13 Investigation

## IV. DOCUMENTATION

§ 10:14 Documenting the decision—Maintaining and assembling data  
§ 10:15 —Required data  
§ 10:16 —Other data  
§ 10:17 —Applicant flow information—A special case  
§ 10:18 —Review of existing documents  
§ 10:19 —Review and control of personnel decision making

## V. COMMON TRAPS AND TERMINATION

§ 10:20 Common traps to avoid  
§ 10:21 Failing to follow written policies  
§ 10:22 The “special case”  
§ 10:23 Unrealistic performance reviews  
§ 10:24 Trying to set an employee up for termination  
§ 10:25 Other practices to reduce the risk of equal employment litigation  
§ 10:26 EEO audit  
§ 10:27 Posting of notices and EEO rights

## VI. ARBITRATION AND ADR

§ 10:28 Adoption of arbitration agreements  
§ 10:29 Adoption of alternative dispute resolution agreements

## **CHAPTER 11. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION PROCEEDINGS AND LITIGATION**

- § 11:1 Overview
- § 11:2 Introduction and background
- § 11:3 EEOC procedures
- § 11:4 —Precharge processing
- § 11:5 —The filing of the charge
- § 11:6 —Investigation by the EEOC
- § 11:7 ——Conclude that the investigation is complete
- § 11:8 ——Initiation of settlement
- § 11:9 ——Continue investigation and/or initiation of settlement
- § 11:10 ——Fact-finding conference
- § 11:11 ——The investigative conference
- § 11:12 ——Investigations under other procedures
- § 11:13 ——Interviews
- § 11:14 ——On-site investigations
- § 11:15 ——EEOC subpoenas
- § 11:16 ——Investigations in systemic cases
- § 11:17 —Predetermination interview
- § 11:18 —Determination
- § 11:19 —Conciliation
- § 11:20 —Right-to-sue letter
- § 11:21 Settlement at the EEOC level
- § 11:22 Alternative dispute resolution at the EEOC level
- § 11:23 Special procedural issues in litigation with the EEOC as the plaintiff
- § 11:24 Special procedural issues in EEOC suits—Administrative procedures the EEOC must follow prior to filing suit
- § 11:25 —Requirements for a timely suit by the EEOC
- § 11:26 —The scope of the EEOC's suits

## **CHAPTER 12. OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS PROCEEDINGS**

- § 12:1 Overview
- § 12:2 —Need for an AAP
- § 12:3 —Performance under the AAP
- § 12:4 Compliance reviews
- § 12:5 —Periodic reviews
- § 12:6 —Pre-award inquiries
- § 12:7 —Corporate management reviews
- § 12:8 Handling a compliance review

## TABLE OF CONTENTS

- § 12:9 —Preparation for the desk audit
- § 12:10 —Desk audit procedures
- § 12:11 —On-site review
- § 12:12 Complaint investigations by OFCCP
- § 12:13 Conciliation and enforcement proceedings
- § 12:14 —Conciliation
- § 12:15 —Enforcement proceedings
- § 12:16 —Dealing with the press and publicity
- § 12:17 Freedom of Information Act requests to the OFCCP
- § 12:18 Artificial Intelligence and Equal Employment Opportunity for federal contractors

## CHAPTER 13. ASSESSING LITIGATION RISKS

- § 13:1 Overview
- § 13:2 Need for special analysis in employment discrimination cases
- § 13:3 Desirability of early and recurring risk analysis
- § 13:4 —Role of counsel
- § 13:5 —Factors for consideration
- § 13:6 —Impact of settlement on operations
- § 13:7 Procedural defenses
- § 13:8 —Prima facie case
- § 13:9 —Summary judgment possibilities
- § 13:10 Class action potential
- § 13:11 —Numerosity
- § 13:12 —Commonality and typicality
- § 13:13 —Adequacy of representation
- § 13:14 —Conclusions
- § 13:15 Assessing discovery risks
- § 13:16 Marshaling and maintaining the evidence
- § 13:17 Assessing the company's interests

## CHAPTER 14. SETTLING DISCRIMINATION CLAIMS

- § 14:1 Overview
- § 14:2 General settlement issues
- § 14:3 —Planning a settlement strategy
- § 14:4 —Role of the employer's counsel
- § 14:5 —Taking the initiative in substantive proposals
- § 14:6 —Taking the initiative in drafting settlement documents
- § 14:7 —Settlement enforceability
- § 14:8 —Special provisions in settlement agreements
- § 14:9 Considerations in nonclass action cases

DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 14:10 —Issues with current and former employees
- § 14:11 —Tax consequences
- § 14:12 —Paying the plaintiff's attorney
- § 14:13 —Special considerations in multiple claimant cases
- § 14:14 Enforcing settlement agreements
- § 14:15 Class actions
- § 14:16 —Ingredients of a defensible class settlement
- § 14:17 —Negotiating with dissenters
- § 14:18 —Extinction of individual and class claims
- § 14:19 —The consent decree
- § 14:20 Special considerations for age discrimination claims
- § 14:21 —The Older Workers Benefit Protection Act provisions
- § 14:22 Special considerations for disability discrimination claims—Changing the workplace
- § 14:23 Special considerations in settlements with the EEOC

## **CHAPTER 15. PROCEDURAL QUESTIONS IN EMPLOYMENT DISCRIMINATION LITIGATION**

- § 15:1 Overview
- § 15:2 Sorting out the proper parties
- § 15:3 —Who may bring suit
- § 15:4 ——Title VII
- § 15:5 ——Equal Pay Act
- § 15:6 ——Section 1981
- § 15:7 ——Age Discrimination in Employment Act
- § 15:8 ——Americans with Disabilities Act
- § 15:9 —Who may be sued
- § 15:10 ——Title VII
- § 15:11 ——Equal Pay Act
- § 15:12 ——Section 1981
- § 15:13 ——Age Discrimination in Employment Act
- § 15:14 ——Americans with Disabilities Act
- § 15:15 ——Pregnancy Discrimination Act
- § 15:16 Exhaustion of administrative remedies
- § 15:17 —Exhaustion requirement under Title VII
- § 15:18 ——What constitutes a charge
- § 15:19 ——What a valid charge contains
- § 15:20 ——What constitutes filing
- § 15:21 ——Timeliness of filing a charge
- § 15:22 ——When the time for filing begins
- § 15:23 ——Effect of an untimely filing

TABLE OF CONTENTS

§ 15:24	— —Continuing violation
§ 15:25	— —Relation back doctrine
§ 15:26	— —Related charge
§ 15:27	— —Failure to cooperate with the EEOC
§ 15:28	—Exhaustion requirements under the Age Discrimination in Employment Act
§ 15:29	—Exhaustion requirements under the Americans with Disabilities Act
§ 15:30	—Statutes without exhaustion requirements: Equal Pay Act and § 1981
§ 15:31	Timeliness of suit—Title VII
§ 15:32	—Section 1981
§ 15:33	—Equal Pay Act
§ 15:34	—Age Discrimination in Employment Act
§ 15:35	—Americans with Disabilities Act
§ 15:36	Venue
§ 15:37	Effect of other proceedings
§ 15:38	—Arbitration
§ 15:39	—Determinations of other federal courts
§ 15:40	—Determinations of other federal agencies
§ 15:41	—Determinations of state courts and administrative agencies

## **CHAPTER 16. DISCOVERY IN THE EMPLOYMENT DISCRIMINATION CASE**

§ 16:1	Overview
§ 16:2	General issues
§ 16:3	Why discovery in equal employment opportunity cases is different
§ 16:4	Goals and objectives in discovery in equal employment opportunity cases
§ 16:5	Limitations and restrictions on discovery
§ 16:6	Defendant's discovery plan
§ 16:7	—Need for a theory of the case
§ 16:8	—Discovery plans in special cases
§ 16:9	—Implementing the plan
§ 16:10	— —Prior to the plaintiff's deposition
§ 16:11	— —The plaintiff's deposition
§ 16:12	— —After the plaintiff's deposition
§ 16:13	Special circumstances of discovery in class action cases
§ 16:14	Philosophical issues in responding to plaintiff's discovery
§ 16:15	Practical issues in responding to the plaintiff's discovery
§ 16:16	—Interrogatories, requests for admission, and document requests

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 16:17 —Tendering documents
- § 16:18 —Depositions
- § 16:19 Attorney-client and work product issues
- § 16:20 Other privileges
- § 16:21 —Employee privacy
- § 16:22 —Self-analysis privilege

# CHAPTER 17. DISPOSING OF THE CASE BEFORE TRIAL

## I. OVERVIEW

- § 17:1 Overview

## II. PRETRIAL RESOLUTION

- § 17:2 Obtaining a pretrial resolution
- § 17:3 —Strategic plan
- § 17:4 —Discovery plan
- § 17:5 Settlement
- § 17:6 Resolution before trial

## III. MOTION TO DISMISS AND MOTION FOR SUMMARY JUDGMENT

- § 17:7 Motion to dismiss and motion for summary judgment—Expense vs. benefit
- § 17:8 —Motions to dismiss
- § 17:9 ——Educating the plaintiff
- § 17:10 ——Cause of action elimination
- § 17:11 ——Limiting areas for discovery
- § 17:12 ——Attacking the meritorious case
- § 17:13 ——Grounds
- § 17:14 ——Jurisdictional issues
- § 17:15 ——Discrimination law coverage
- § 17:16 ——Administrative remedy exhaustion
- § 17:17 ——The prima facie case
- § 17:18 ——Missing elements
- § 17:19 ——Legitimate nondiscriminatory reason
- § 17:20 ——Statute of limitations
- § 17:21 —Attacking the amended complaint
- § 17:22 —Motions for summary judgment
- § 17:23 ——General considerations
- § 17:24 ——Dispositive but reluctantly granted
- § 17:25 ——Educating the court and the plaintiff
- § 17:26 ——Motions for partial summary judgment
- § 17:27 —Summary judgment motions and settlement

## TABLE OF CONTENTS

- § 17:28 ——Grounds
- § 17:29 ——Procedural issues
- § 17:30 ——Inadequacy of plaintiff's case
- § 17:31 ——Affirmative defenses—Policies against harassment

## IV. PRETRIAL DISPOSITION

- § 17:32 Pretrial dispositions of class actions
- § 17:33 —General issues for consideration on class certification motion
- § 17:34 —Attacking the class
- § 17:35 —Identity of class
- § 17:36 —Adequacy of class representative

## CHAPTER 18. TRIAL

- § 18:1 Introduction and overview
- § 18:2 Preparation for trial
- § 18:3 —Preparation for a jury trial and selection of the employer's representative
- § 18:4 —Fact and issue organization
- § 18:5 —Document issues
- § 18:6 —Witness problems in preparation and at trial
- § 18:7 Witness problems—Company witnesses likely to be called as adverse witnesses in the plaintiff's case
- § 18:8 —Testimony of two key witnesses: the decision-maker and the replacement or successful candidate
- § 18:9 —Dealing with hostile former employees
- § 18:10 —Use of other employees
- § 18:11 Special trial issues
- § 18:12 —Admissibility of certain evidence
- § 18:13 —The use of statistics
- § 18:14 —Statistics in discrimination cases
- § 18:15 —Determining underlying data
- § 18:16 —Defending the results' accuracy and appropriateness
- § 18:17 ——Attacking the plaintiff's statistical case
- § 18:18 —Proof problems on certain affirmative defenses
- § 18:19 ——Proving the mixed motive affirmative defense
- § 18:20 ——Proving the bona fide occupational qualification defense
- § 18:21 ——Disparate impact cases
- § 18:22 ——Anti-harassment policies—Reasonable care affirmative defense
- § 18:23 —Problems with damages

## DEFENSE OF EQUAL EMPLOYMENT CLAIMS

- § 18:24 —Punitive damages
- § 18:25 —Dealing with the punitive damage case
- § 18:26 —Post trial attorneys' fees motions
- § 18:27 —Post trial attorneys' fees motion—When should the motion for fees be filed?
- § 18:28 —Post trial attorneys' fees motions—Who can recover attorney's fees and other costs?
- § 18:29 ——Attacking the fees claimed

# CHAPTER 19. ARBITRATION AND ALTERNATIVE DISPUTE RESOLUTION OF EQUAL EMPLOYMENT CLAIMS

## I. INTRODUCTION

- § 19:1 Introduction

## II. THE LAW OF ARBITRATION

- § 19:2 The Federal Arbitration Act and enforcement of agreements to arbitrate equal employment claims
- § 19:3 What is an enforceable agreement to arbitrate equal employment claims

## III. THE PRACTICE OF ARBITRATION

- § 19:4 Handling the arbitration of an equal employment claim
- § 19:5 Arbitrating an equal employment claim—Selecting the arbitrator and the applicable rules
- § 19:6 —Discovery and the presentation of evidence
- § 19:7 —Pre-hearing motion practice
- § 19:8 —The hearing
- § 19:9 —Post-award issues

## IV. OTHER FORMS OF ALTERNATIVE DISPUTE RESOLUTION

- § 19:10 Alternative dispute resolution of equal employment claims other than arbitration
- § 19:11 Alternative dispute resolution of equal employment claims—Internal grievance procedures
- § 19:12 —Mediation
- § 19:13 —Fact finding and mini-trials

# CHAPTER 20. STATISTICS IN EQUAL EMPLOYMENT CASES

- § 20:1 Overview

TABLE OF CONTENTS

- § 20:2      Role of statistics in employment discrimination cases
- § 20:3      General considerations in developing and evaluating employment statistics
- § 20:4      —Accuracy
- § 20:5      —Validity
- § 20:6      —Intelligibility
- § 20:7      —Methodological soundness
- § 20:8      Developing and evaluating statistics in hiring cases
- § 20:9      —Determining the relevant labor market
- § 20:10      —Utilization statistics
- § 20:11      Developing and evaluating statistics in promotion cases
- § 20:12      Developing and evaluating statistics in other cases
- § 20:13      Problems of methodology
- § 20:14      —Binomial distribution
- § 20:15      —Regressions

**Table of Laws and Rules**

**Table of Cases**

**Index**