

Table of Contents

Volume 1

PART I. OVERVIEW

CHAPTER 1. LAWS AFFECTING HUMAN RESOURCES PRACTICES

I. SOURCES OF EMPLOYEE PROTECTION

- § 1:1 Federal law
- § 1:2 State law
- § 1:3 Local law

II. TITLE VII OF THE CIVIL RIGHTS ACT OF 1964

- § 1:4 General prohibitions under Title VII
- § 1:5 Enforcement of Title VII
- § 1:6 Responding to a Title VII EEOC charge
- § 1:7 Using the EEOC's mediation program
- § 1:8 EEOC and settlement agreements
- § 1:9 Defining "job applicant" for Internet job searches
- § 1:10 Time limitations on filing an EEOC charge

III. AGE DISCRIMINATION IN EMPLOYMENT ACT

- § 1:11 General prohibitions under the ADEA
- § 1:12 Common issues and claims under the ADEA
- § 1:13 Employer defenses and potential remedies under the ADEA
- § 1:14 Using the disparate impact theory to prove ADEA violation

IV. OCCUPATIONAL SAFETY AND HEALTH ACT

- § 1:15 General duty clause of the OSH Act
- § 1:16 General industry, vertical, and emergency temporary standards under the OSH Act
- § 1:17 Recordkeeping requirements under the OSH Act
- § 1:18 Nonretaliation and nondiscrimination obligations under the OSH Act
- § 1:19 Enforcement of the OSH Act—Dealing with OSHA compliance officers
- § 1:20 —Employer defenses to OSH Act citations

V. EMPLOYEE RETIREMENT INCOME SECURITY ACT

- § 1:21 Coverage under ERISA
- § 1:22 Reporting and disclosure under ERISA
- § 1:23 Fiduciary standards under ERISA
- § 1:24 HIPAA
- § 1:25 COBRA

VI. NATIONAL LABOR RELATIONS ACT

- § 1:26 Employee rights under the NLRA: Concerted, protected activity
- § 1:27 Employee coverage under the NLRA
- § 1:28 Employer unfair labor practices under the NLRA
- § 1:29 A union's economic weaponry under the NLRA
- § 1:30 Enforcement of the NLRA
- § 1:31 Responding to a NLRB charge
- § 1:32 Remedies under the NLRA

VII. IMMIGRATION REFORM AND CONTROL ACT

- § 1:33 Introduction to immigration and citizenship services
- § 1:34 Provisions of the IRCA

VIII. DRUG-FREE WORKPLACE ACT

- § 1:35 Provisions of the Drug-Free Workplace Act

IX. WORKER ADJUSTMENT AND RETRAINING NOTIFICATION ACT

- § 1:36 Provisions of the WARN Act

X. EMPLOYEE POLYGRAPH PROTECTION ACT

- § 1:37 Provisions of the Employee Polygraph Protection Act

XI. AMERICANS WITH DISABILITIES ACT

- § 1:38 Introduction to the ADA
- § 1:39 ADA Title I
- § 1:40 ADA Title II
- § 1:41 ADA Title III

XII. OLDER WORKERS BENEFIT PROTECTION ACT

- § 1:42 Introduction to OWBPA
- § 1:43 OWBPA Title I: Overruling *Betts*—The *Betts* decision
- § 1:44 —Congress reinstates EEOC rule

TABLE OF CONTENTS

- § 1:45 —Adjustments to severance at time of layoff
- § 1:46 —Coordination of disability benefits
- § 1:47 OWBPA Title II: Settlement and release of ADEA claims

XIII. CIVIL RIGHTS ACT OF 1991

- § 1:48 Introduction to CRA ‘91
- § 1:49 —Effective date of CRA ‘91
- § 1:50 —Overruling *Wards Cove Packing Co. v. Atonio*—The *Wards Cove* decision
- § 1:51 — —Congress reverses *Wards Cove* and adopts the *Griggs* standard
- § 1:52 Section 1981 claims—Overruling *Patterson v. McLean Credit Union*—The *Patterson* decision
- § 1:53 — —Applying Section 1981 to on-the-job discrimination
- § 1:54 Expansion of Title VII and ADA remedies under CRA ‘91
- § 1:55 Mixed motive cases under CRA ‘91
- § 1:56 Other significant changes under CRA ‘91—Expansion of time for challenging seniority systems
- § 1:57 —Limitation on the right to challenge consent decrees
- § 1:58 —New time limits for discrimination
- § 1:59 —Availability of expert witness fees
- § 1:60 —Extraterritoriality
- § 1:61 —Prohibition of race norming

XIV. FAMILY AND MEDICAL LEAVE ACT

- § 1:62 Introduction to the FMLA
- § 1:63 Employer obligations under the FMLA
- § 1:64 Employee obligations under the FMLA
- § 1:65 Accrual of seniority and other benefits under the FMLA
- § 1:66 Enforcement of the FMLA

XV. UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT OF 1994

- § 1:67 Introduction to USERRA
- § 1:68 USERRA Regulations
- § 1:69 USERRA and FMLA

XVI. FAIR LABOR STANDARDS ACT

- § 1:70 Introduction to the FLSA
- § 1:71 Workweek and minimum wage standards under the FLSA
- § 1:72 Determining “hours worked” under the FLSA
- § 1:73 Enforcement of the FLSA

XVII. WHISTLEBLOWER PROTECTION

- § 1:74 Introduction to whistleblower protection

PART II. EMPLOYEE SELECTION AND EEO

CHAPTER 2. RECRUITING, HIRING, AND INITIAL PLACEMENT

I. OVERVIEW TO RECRUITING, HIRING, AND INITIAL PLACEMENT

§ 2:1 Introduction to recruiting, hiring, and initial placement

II. RECRUITING AND THE LAW

§ 2:2 Introduction to recruiting

§ 2:3 Discrimination in recruiting

§ 2:4 —Disparate impact

§ 2:5 —Disparate treatment

§ 2:6 Reasonable accommodation

§ 2:7 Job descriptions

§ 2:8 —List of duties

§ 2:9 —Essential functions

§ 2:10 Affirmative action

§ 2:11 —Office of Federal Contract Compliance Programs requirements

§ 2:12 —Setting goals for affirmative action

§ 2:13 —Affirmative action for individuals with disabilities

III. RECRUITING PROCEDURES

§ 2:14 Introduction to recruiting procedures

§ 2:15 Advertising—Contents of advertisements

§ 2:16 —Reaching applicants from all groups

§ 2:17 Word-of-mouth recruiting

§ 2:18 Recruitment through third parties—Employer liability

§ 2:19 —Guidelines for contracting with third-party recruiters

§ 2:20 Recruitment through unsolicited applications or resumes

§ 2:21 Recruiting representations

§ 2:22 Guidelines for recruitment procedures

IV. HIRING

§ 2:23 Introduction to hiring

§ 2:24 Artificial Intelligence in hiring

§ 2:25 Uniform Guidelines on employee selection procedures

§ 2:26 Antitrust issues in hiring

§ 2:27 Definition of applicant

§ 2:28 Establishing an application process

TABLE OF CONTENTS

| | |
|--------|---|
| § 2:29 | —Sample job description |
| § 2:30 | —Instructions to applicant |
| § 2:31 | —Sample employment application |
| § 2:32 | The application |
| § 2:33 | —Volunteered information |
| § 2:34 | —Permissible inquiries |
| § 2:35 | —False answers |
| § 2:36 | The interview |
| § 2:37 | —Pitfalls in interviewing |
| § 2:38 | —Volunteered information |
| § 2:39 | —Taking notes |
| § 2:40 | —Assessing nonverbal conduct |
| § 2:41 | —Multiple interviews |
| § 2:42 | — —Interviewer training form |
| § 2:43 | References |
| § 2:44 | —Requesting references |
| § 2:45 | — —Sample policy for third-party employment investigations |
| § 2:46 | —Giving references |
| § 2:47 | —Law of defamation applied to employer references |
| § 2:48 | — —Applicant's or employee's consent to release of information |
| § 2:49 | Immigration Reform and Control Act |
| § 2:50 | —Documentation for hiring |
| § 2:51 | —Penalties |
| § 2:52 | —Nondiscrimination requirements |
| § 2:53 | —Tension between IRCA and Title VII protections for undocumented aliens |
| § 2:54 | Offering employment |
| § 2:55 | —Sample offer letter |
| § 2:56 | Negligent hiring |
| § 2:57 | Military status |

V. TESTING AND PERSONAL CHARACTERISTICS

| | |
|--------|--|
| § 2:58 | Introduction to testing and screening |
| § 2:59 | Assessing adverse impact |
| § 2:60 | —Validation studies |
| § 2:61 | Physical examinations and physical dexterity tests—Medical inquiries of applicants |
| § 2:62 | —Disclosure of medical records |
| § 2:63 | —Collective bargaining and privacy |
| § 2:64 | —Physical ability tests |
| § 2:65 | —Height and weight requirements |
| § 2:66 | Polygraphs and integrity tests |
| § 2:67 | Drug testing |
| § 2:68 | Tests for AIDS, HIV and other communicable diseases |

- § 2:69 Language ability and communication skills

VI. ASSESSING THE HIRING PROCESS

- § 2:70 Auditing established procedures
- § 2:71 Determining adverse impact and impact ratios

VII. INITIAL PLACEMENT

- § 2:72 Introduction to initial placement
- § 2:73 Work assignments
- § 2:74 —Job pools
- § 2:75 —Seniority systems
- § 2:76 Compensation
- § 2:77 Probation
- § 2:78 —Commencing and completing probation
- § 2:79 —Terms of probation
- § 2:80 — —Probationary performance review

CHAPTER 3. AFFIRMATIVE ACTION PROGRAMS

I. THE LAW OF AFFIRMATIVE ACTION PROGRAMS

- § 3:1 *[Reserved]*
- § 3:2 Diversity programs and affirmative action
- § 3:3 Coverage of Executive Order No. 11,246
- § 3:4 Rehabilitation Act of 1973—Background
- § 3:5 —Coverage of Section 504
- § 3:6 —Differences from the Americans with Disabilities Act—General background
- § 3:7 — —Covered disabilities
- § 3:8 — —Alcohol and drug abuse
- § 3:9 — —Contagious diseases/AIDS
- § 3:10 — —Risk of future injury
- § 3:11 —Reasonable accommodation—Undue hardship
- § 3:12 — —Types of accommodation
- § 3:13 — —Considering the rights of other employees
- § 3:14 —Remedies
- § 3:15 Affirmative action for veterans
- § 3:16 —VEVRRA and Section 503 Final Rules
- § 3:17 —Regulations under Section 503
- § 3:18 —Uniform Services Employment and Reemployment Rights Act
- § 3:19 Regulations governing affirmative action plans
- § 3:20 Enforcement of the Executive Order—Federal Contractor Selection System

TABLE OF CONTENTS

- § 3:21 —OFCCP compliance evaluations and affected class cases
- § 3:22 —OFCCP evaluation and affected class cases—Impact-ratio analysis
- § 3:23 — —Cohort analysis
- § 3:24 —Compensation analysis
- § 3:25 —Applicant tracking
- § 3:26 —Notice of Violation
- § 3:27 —Timeliness and continuing violations
- § 3:28 —Conciliation and remedies
- § 3:29 —Contractor participation in an OFCCP audit
- § 3:30 Prevailing standard for affirmative action programs
- § 3:31 —U.S. Constitution
- § 3:32 —Title VII
- § 3:33 Evidentiary value in discrimination cases of affirmative action programs

II. AFFIRMATIVE ACTION PLAN NARRATIVE

- § 3:34 Narrative for affirmative action programs
- § 3:35 Commitment to equal employment opportunity
- § 3:36 Dissemination of policy—Internal dissemination
- § 3:37 —External dissemination
- § 3:38 Responsibility for implementation
- § 3:39 Identification of problem areas and correction of deficiencies
- § 3:40 Internal audit and reporting systems
- § 3:41 Support of community action programs
- § 3:42 Compliance with guidelines on sex discrimination
- § 3:43 Compliance with guidelines on religious or national origin discrimination

III. ORGANIZATIONAL PROFILE

- § 3:44 Organization profile for affirmative action programs
- § 3:45 Lines of progression
- § 3:46 Race/ethnic identification

IV. JOB GROUP ANALYSIS

- § 3:47 Job group analysis for affirmative action programs
- § 3:48 Guidelines for developing job groups
- § 3:49 EEO-1 job categories
- § 3:50 —Officials and managers
- § 3:51 —Professional
- § 3:52 —Technical
- § 3:53 —Sales
- § 3:54 —Administrative support workers (formerly “Office and clerical”)

- § 3:55 —Craft workers (formerly “Craft workers (skilled)”)
- § 3:56 —Operatives (formerly “Operatives (semiskilled)”)
- § 3:57 —Laborers and helpers (formerly “Laborers (unskilled)”)
- § 3:58 —Service workers

V. AVAILABILITY ANALYSIS

- § 3:59 Availability analysis for affirmative action programs
- § 3:60 Determination of availability
- § 3:61 Availability factor computation method
- § 3:62 Availability analysis—Estimating internal vs. external placements
- § 3:63 —Selecting the recruiting area
- § 3:64 —Determination of feeders
- § 3:65 —Occupational census codes
- § 3:66 —Other data sources

VI. COMPARISON OF INCUMBENCY TO AVAILABILITY

- § 3:67 Comparisons in affirmative action programs
- § 3:68 —Comparison of results from the two-standard-deviation test and the 80% test
- § 3:69 —Two-standard-deviation (SD) analysis

VII. PLACEMENT GOALS

- § 3:70 Placement goals in affirmative action programs
- § 3:71 Form for the workforce analysis
- § 3:72 Form for the job group analysis
- § 3:73 Availability analysis
- § 3:74 Form for the incumbency to availability

Appendix 3:1. Model Affirmative Action Plan for Disabled Individuals and Covered Veterans

Appendix 3:2. Model Affirmative Action Plan for Minorities and Women

CHAPTER 4. COUNTERING DISCRIMINATION IN THE WORKPLACE

I. INTRODUCTION TO COUNTERING DISCRIMINATION IN THE WORKPLACE

- § 4:1 Prohibited discrimination in the workplace

II. RELIGIOUS DISCRIMINATION AND ACCOMMODATIONS

- § 4:2 Religious discrimination
- § 4:3 —Exemptions

TABLE OF CONTENTS

- § 4:4 Religious Discrimination—Reasonable accommodation—Sincerely held religious beliefs and practices
- § 4:5 Religious discrimination—Reasonable accommodation—Notice requirement
- § 4:6 — —Information-sharing process
- § 4:7 — —Reasonableness
- § 4:8 — —Undue hardship
- § 4:9 — —Collective bargaining agreements
- § 4:10 — —Union dues
- § 4:11 — —First Amendment challenges
- § 4:12 — —Establishing a policy

III. RACIAL AND NATIONAL ORIGIN HARASSMENT

- § 4:13 Race or national origin discrimination
- § 4:14 Race or national origin discrimination—Employer liability
- § 4:15 —Coverage under the Civil Rights Act of 1866
- § 4:16 —Avoiding harassment claims
- § 4:17 —Criminal records
- § 4:18 —English-only rules
- § 4:19 —Accent or manner of speaking

IV. SEXUAL HARASSMENT

- § 4:20 Harassment—Based on Sex
- § 4:21 —Based on sex—Sexual orientation or gender identity
- § 4:22 —Quid Pro Quo
- § 4:23 —Hostile work environment
- § 4:24 —EEOC guidelines
- § 4:25 —Employer response to complaints
- § 4:26 —Employee use of complaint procedure
- § 4:27 —Consensual relationships
- § 4:28 —Same-sex harassment
- § 4:29 —Preferential treatment of consensual sexual partners
- § 4:30 —Claims by employees disciplined for harassing other employees
- § 4:31 —Evidentiary questions
- § 4:32 —Specific liability issues
- § 4:33 —National Labor Relations Act
- § 4:34 —Tort claims
- § 4:35 —Policy statement—Effective complaint procedure
- § 4:36 Harassment prohibition—Policy statement
- § 4:37 Harassment—Policy statement—Sample complaint form
- § 4:38 — —Sample policy

V. PREGNANCY DISCRIMINATION

- § 4:39 Pregnancy discrimination

- § 4:40 —Pregnant Workers Fairness Act
- § 4:41 —Leave policies—Mandatory leave
- § 4:42 — —Medical leave
- § 4:43 — —Parental or child-care leave
- § 4:44 —Health care benefits—Liability of employer and insurer
- § 4:45 — —Abortion
- § 4:46 — —Dependents' benefits
- § 4:47 —Unmarried women
- § 4:48 —State laws
- § 4:49 —Policy on pregnancy and childbirth

VI. FAMILY AND MEDICAL LEAVE ACT OF 1993

- § 4:50 Family and Medical Leave Act (FMLA)
- § 4:51 FMLA—Covered Employer
- § 4:52 —Eligible employee
- § 4:53 —Serious health condition
- § 4:54 —Spouse
- § 4:55 —Parent and son or daughter
- § 4:56 —Health care provider
- § 4:57 —Leave Amount and Reasons for Leave
- § 4:58 —Intermittent or reduced schedule leave
- § 4:59 —Pay during leave
- § 4:60 —Notice
- § 4:61 —Certification
- § 4:62 — —Second and third opinions
- § 4:63 — —Recertification
- § 4:64 — —Return to work
- § 4:65 — —Failure to provide certification
- § 4:66 —Employment and benefits protections
- § 4:67 — —Return from leave
- § 4:68 —School employees
- § 4:69 —Interference and retaliation
- § 4:70 —Enforcement
- § 4:71 —Remedies
- § 4:72 —Posting requirement
- § 4:73 —Interaction with other laws

CHAPTER 5. COUNTERING DISCRIMINATION AGAINST INDIVIDUALS WITH DISABILITIES

I. INTRODUCTION TO THE AMERICANS WITH DISABILITIES ACT

- § 5:1 Introduction to ADA

TABLE OF CONTENTS

- § 5:2 Background and summary of ADA legislation
- § 5:3 Coverage under the ADA
- § 5:4 Defining disability under the ADA—General concepts
- § 5:5 —Substantial limitation required
- § 5:6 —Perceived disability
- § 5:7 —Temporary or intermittent disabilities
- § 5:8 —Effect of mitigating measures on impairment
- § 5:9 —Excluded conditions
- § 5:10 —Effect of receipt of benefits

II. AMERICANS WITH DISABILITIES ACT TITLE I: EMPLOYMENT PROVISIONS

- § 5:11 ADA Title I
- § 5:12 —General obligations
- § 5:13 —Preemployment inquiries and medical examinations
- § 5:14 — —Preemployment inquiries
- § 5:15 — —Medical examinations
- § 5:16 — —Drug use inquiries and testing
- § 5:17 —Medical inquiries and examinations during employment
- § 5:18 —Identifying essential job functions
- § 5:19 —Reasonable accommodation
- § 5:20 — —Blanket exclusions and policies
- § 5:21 — —What triggers the obligation to accommodate
- § 5:22 — —Interactive process
- § 5:23 — —When an individual is not otherwise qualified
- § 5:24 — —Undue hardship not requiring accommodation
- § 5:25 — —Reasonable accommodation or fundamental alteration of job duties?
- § 5:26 — —Effect of collective bargaining agreements on reasonable accommodation
- § 5:27 — —EEOC enforcement guidance
- § 5:28 —Employees with psychiatric disabilities
- § 5:29 — —Mental impairment
- § 5:30 — —Substantial limitation
- § 5:31 — —Disability-related questions—Application stage
- § 5:32 — — —Post-application stage
- § 5:33 — —Discipline and performance standards
- § 5:34 — —Direct threat
- § 5:35 — —Confidentiality
- § 5:36 — —Special issues involving compensation
- § 5:37 —Remedies and enforcement

III. AMERICANS WITH DISABILITIES ACT TITLE III: PROVISIONS GOVERNING PUBLIC ACCOMMODATIONS AND SERVICES OPERATED BY PRIVATE ENTITIES

- § 5:38 ADA Title III
- § 5:39 —Coverage
- § 5:40 —Requirements and prohibitions
- § 5:41 —Enforcement

IV. RECOMMENDATIONS FOR EMPLOYERS

- § 5:42 ADA considerations for employers

CHAPTER 6. PERFORMANCE APPRAISALS

I. INTRODUCTION TO PERFORMANCE APPRAISALS

- § 6:1 Evaluating employee performance

II. THE LAW AND PERFORMANCE APPRAISALS

- § 6:2 Legal challenges to performance appraisals
- § 6:3 —Disparate treatment
- § 6:4 —Disparate impact
- § 6:5 —Appraisal systems invalidated by the courts as discriminatory on the basis of race, sex, or disability
- § 6:6 —Appraisal systems upheld by the courts
- § 6:7 —Age discrimination and performance appraisals
- § 6:8 —Other causes of action

III. VALIDATION OF APPRAISAL SYSTEM DESIGN

- § 6:9 Validating performance appraisal systems

IV. DEVELOPING A SYSTEM FOR PERFORMANCE APPRAISALS

- § 6:10 General safeguards against charges of discrimination in performance appraisals
- § 6:11 Features of performance appraisals—Job descriptions/job analyses
- § 6:12 —Pre-evaluation employee input
- § 6:13 —Training supervisors
- § 6:14 —Secondary review of appraisals
- § 6:15 —Employee feedback
- § 6:16 —Employee objections to appraisal
- § 6:17 Alternative to annual appraisals
- § 6:18 Auditing appraisal results

TABLE OF CONTENTS

- § 6:19 Implementing the performance appraisal system

V. PERFORMANCE APPRAISAL METHODS

- § 6:20 Methods for performance appraisals
 - § 6:21 —Continuous feedback
 - § 6:22 —360° appraisals
 - § 6:23 —Competency-based performance management
 - § 6:24 —Management by objectives
 - § 6:25 —Conventional rating scales
 - § 6:26 —Behavior-based rating scales
 - § 6:27 —Objective judgment quotient
 - § 6:28 —Critical incidents
 - § 6:29 —Essays
 - § 6:30 —Ranking
 - § 6:31 —Checklists

CHAPTER 7. TRAINING, PROMOTION, AND TRANSFER

I. OVERVIEW OF TRAINING, PROMOTION, AND TRANSFER

- § 7:1 Introduction to training, promotion and transfer
- § 7:2 Legal context for training, transfer, and promotion policies and practices
- § 7:3 Disparate treatment and training, promotion, and transfer
- § 7:4 Disparate impact and training, promotion, and transfer

II. TRAINING

- § 7:5 Introduction to training
- § 7:6 Selection procedures of employees for training
- § 7:7 Administration of training
 - § 7:8 —On-site training
 - § 7:9 —Employer-assisted programs
 - § 7:10 —Voluntary programs
 - § 7:11 —Mandatory training programs
- § 7:12 Compensation of trainees
 - § 7:13 —Continuing education approval and refund of application
 - § 7:14 —Seeking reimbursement from employees for training costs

III. PROMOTION

- § 7:15 Promotions and the law
 - § 7:16 —Continuing violations
- § 7:17 Selection procedures and promotions

- § 7:18 —Gender issues
- § 7:19 —Suggested selection procedures
- § 7:20 Selection procedures—Value of procedural safeguards
- § 7:21 Terms of the promotion
- § 7:22 Affirmative action planning for promotions
- § 7:23 Establishing promotion practices

IV. TRANSFER

- § 7:24 Transfers and the law
- § 7:25 Selection procedures and transfers
- § 7:26 —Reasons for transfer
- § 7:27 —Transfer policies
- § 7:28 Relocation policies
- § 7:29 —Reimbursable expenses
- § 7:30 —Tax implications of relocations

V. DEMOTIONS

- § 7:31 Demotions and the law

PART III. EMPLOYEE AND MANAGEMENT RIGHTS

CHAPTER 8. EMPLOYMENT AT-WILL AND EMPLOYMENT CONTRACTS

I. OVERVIEW OF EMPLOYMENT AT-WILL AND EMPLOYMENT CONTRACTS

- § 8:1 Introduction to employment at-will and employment contracts

II. CONTRACT THEORY

- § 8:2 Oral contracts and employment relationships
- § 8:3 Implied-in-fact contracts and employment relationships
- § 8:4 Implied covenant of good faith and fair dealing in employment relationships
- § 8:5 —Negligent discharge
- § 8:6 Human resources manuals as binding contractual obligations
- § 8:7 —Employee expectations: unilateral contract cases
- § 8:8 —Employee expectations: mutual agreement cases
- § 8:9 Layoffs and “good cause”
- § 8:10 Independent consideration for employment contracts
- § 8:11 Promissory or equitable estoppel and employment relationships

TABLE OF CONTENTS

- § 8:12 Disclaimers of job security
- § 8:13 —Informing prospective employees during the application process of an at-will relationship
- § 8:14 —Interviewing the applicant
- § 8:15 —Employment manuals and other writings
- § 8:16 —Employment contracts

III. RESTRICTIVE COVENANTS IN EMPLOYMENT AGREEMENTS

- § 8:17 Restrictive covenants in employment agreements
- § 8:18 Trade secret clauses in employment agreements
- § 8:19 Covenants not to compete in employment agreements—Judicial and legislative developments
- § 8:20 —Federal Trade Commission final rule
- § 8:21 Nondisparagement and nondisclosure provisions in employment agreements
- § 8:22 No-raiding or nonsolicitation covenants in employment agreements
- § 8:23 Covenant not to seek reemployment in employment agreements
- § 8:24 —Sample form: Noncompetition and nonsolicitation agreement

IV. NONCONTRACTUAL THEORIES

- § 8:25 Public policy exception and employment at-will
- § 8:26 —Discharge for refusal to commit a crime or unlawful act
- § 8:27 —Discharge for performance of a public duty or upholding the law
- § 8:28 —Discharge for exercising a constitutional or statutory right or legal interest
- § 8:29 —Exemption from statutory coverage
- § 8:30 —Discharge for reporting or disclosing alleged violations of law
- § 8:31 —Discharge based on protected characteristics
- § 8:32 —Discharge based on refusal to sign agreement
- § 8:33 States that do not follow the public policy exception for employment at-will
- § 8:34 Torts relating to employment contracts—Malicious breach of contract
- § 8:35 —Intentional interference with contract
- § 8:36 Discharge as conspiracy under federal statute
- § 8:37 Other noncontractual employment-related claims—Intentional infliction of emotional distress
- § 8:38 —Prima facie tort
- § 8:39 —Defamation
- § 8:40 —Misrepresentation
- § 8:41 —Other theories
- § 8:42 Federal preemption of state employment-related tort claims

V. LEGISLATION

- § 8:43 Legislation addressing employment relationships

VI. AVOIDING WRONGFUL DISCHARGE CLAIMS

- § 8:44 Checklist to avoid wrongful discharge claims
- § 8:45 Investigating the basis for the supervisor's decision to discharge
- § 8:46 Human resources department review of discharge
- § 8:47 Final discharge decision
- § 8:48 Assisting the discharged employee
- § 8:49 Drafting effective employment settlement agreements
- § 8:50 —Provisions typically found in settlement agreements
- § 8:51 Tax considerations arising from employment settlement agreements
- § 8:52 Arbitration of employment disputes
- § 8:53 Arbitration of employment issues—Federal Arbitration Act

CHAPTER 9. DISCIPLINE, TERMINATION, AND LAYOFFS

I. INTRODUCTION TO DISCIPLINE, TERMINATION, AND LAYOFFS

- § 9:1 Age, race, and sex discrimination in discharges

II. LEGAL BASIS OF EMPLOYEES' CLAIMS OF AGE DISCRIMINATION

- § 9:2 Scope of the Age Discrimination in Employment Act (ADEA)
- § 9:3 Procedures for filing an ADEA suit—Filing with the federal Equal Employment Opportunity Commission (EEOC)
 - § 9:4 —Extensions of the filing period
 - § 9:5 —Conciliation
 - § 9:6 —Procedural rules for bringing suit
- § 9:7 Basis for claims under the ADEA
 - § 9:8 —Age disparity between employee and replacement
 - § 9:9 —Other types of proof of age discrimination
 - § 9:10 —Summary judgment/judgment notwithstanding the verdict
 - § 9:11 —Retaliatory discharge
 - § 9:12 —Constructive discharge
 - § 9:13 —Application of federal employment laws to government employers
- § 9:14 Retirement under the ADEA—Involuntary retirement
 - § 9:15 —Ensuring voluntary retirement
 - § 9:16 —Permissible mandatory retirement
- § 9:17 Waiver of rights under the ADEA and releases—Older Worker Benefit Protection Act (OWBPA) waiver
 - § 9:18 —EEOC's regulations on OWBPA waivers
- § 9:19 Agreements to arbitrate under the ADEA
- § 9:20 Bona fide occupational qualification defense under the ADEA

TABLE OF CONTENTS

III. LEGAL BASIS OF EMPLOYEES' CLAIMS OF RACE AND SEX DISCRIMINATION

- § 9:21 Coverage and procedures under Title VII of the Civil Rights Act (Title VII)
- § 9:22 Basis for claims under Title VII—Selective enforcement
- § 9:23 —Analyzing disparate treatment claims
- § 9:24 —Constructive discharge
- § 9:25 —Proof of pretext
- § 9:26 —Disparate impact
- § 9:27 —Retaliation
- § 9:28 —Application of federal employment laws to government employers

IV. DAMAGES AND REMEDIES

- § 9:29 Damages and remedies
- § 9:30 —Back pay
- § 9:31 —Liquidated damages
- § 9:32 —Reinstatement
- § 9:33 —Punitive and compensatory damages under Title VII

V. ESTABLISHING A PROGRESSIVE DISCIPLINE POLICY

- § 9:34 Progressive discipline

VI. DISCHARGE FOR GOOD CAUSE

- § 9:35 Good cause discharge
- § 9:36 —Grounds for good cause discharge

VII. DOCUMENTING A DISCHARGE FOR GOOD CAUSE

- § 9:37 Documenting discharge for good cause
- § 9:38 Discharge during probation
- § 9:39 Discharge for supplying false information
- § 9:40 Voluntary resignation
- § 9:41 Discharge resulting from a single incident
- § 9:42 Discharge for insubordination
- § 9:43 Discharge for poor attendance
- § 9:44 Record-keeping for progressive discipline systems
- § 9:45 Unemployment compensation issues

VIII. LAYOFFS AND REDUCTIONS IN FORCE

- § 9:46 Layoffs and reductions in force
- § 9:47 Exploring alternatives to discharge
- § 9:48 Carrying out the reduction in force or layoff

- § 9:49 Documenting economic justifications for layoffs
- § 9:50 Model evaluation and selection system
- § 9:51 —Step 1: Statistical analysis
- § 9:52 —Step 2: Job-function evaluation
- § 9:53 —Step 3: Employee evaluation
- § 9:54 — —Evaluation criteria rejected by the courts
- § 9:55 — —Evaluation criteria approved by the courts
- § 9:56 — —Implementing the evaluation process
- § 9:57 —Step 4: Notification of employees

IX. WORKER ADJUSTMENT AND RETRAINING NOTIFICATION ACT

- § 9:58 Introduction to Worker Adjustment and Retraining Notification Act (WARN Act)
- § 9:59 Overview of the WARN Act
- § 9:60 Definitions under the WARN Act
- § 9:61 Exemptions from notice requirement under the WARN Act
- § 9:62 Good-faith defense under the WARN Act
- § 9:63 Sale of a facility and the WARN Act
- § 9:64 Contents of WARN Act notice
- § 9:65 Enforcement of the WARN Act

CHAPTER 10. EMPLOYEE PRIVACY AND RECORDKEEPING

I. OVERVIEW OF EMPLOYEE PRIVACY AND RECORDKEEPING

- § 10:1 Employee privacy and recordkeeping
- § 10:2 Defining “privacy”
- § 10:3 A dilemma for employers as to privacy
- § 10:4 —Liability for wrongful acts of employees
- § 10:5 —Pay history and transparency laws
- § 10:6 —Other potential pitfalls of failing to gather enough information
- § 10:7 —General limits in the recruitment process

II. PRIVACY IN EMPLOYEE TESTING

- § 10:8 Privacy surrounding employee testing
- § 10:9 —Medical screening and information
- § 10:10 — —COVID-19-related privacy issues
- § 10:11 —Genetic and biochemical testing
- § 10:12 —Drug and alcohol testing—Labor Management Relations Act considerations

TABLE OF CONTENTS

- § 10:13 — —Public sector employers
- § 10:14 — —Private sector employers
- § 10:15 — —AIDS testing
- § 10:16 — —Legal risks
- § 10:17 — —Rehabilitation Act of 1973 and Americans with Disabilities Act
- § 10:18 — —Lie detector tests
- § 10:19 — —Ongoing investigations of economic loss
- § 10:20 — —Content and administration of polygraph tests
- § 10:21 — —Disciplining employees
- § 10:22 — —State limitations on lie detector tests
- § 10:23 — —Background investigations
- § 10:24 — —Evaluating information about employees

III. MONITORING EMPLOYEES AT THE WORKPLACE

- § 10:25 Monitoring employees in the workplace
- § 10:26 — —Employee telephone calls
- § 10:27 — —Access to electronic mail—Relevant legislation
- § 10:28 — —Employer authority
- § 10:29 — —Electronic mail rulings
- § 10:30 — —Precautions for employers
- § 10:31 — —Use of the Internet
- § 10:32 — —Precautions for employers
- § 10:33 — —No recording policies
- § 10:34 — —Surveillance, searches, and other intrusions—Surveillance
- § 10:35 — —Searches and other intrusions
- § 10:36 — —Biometric privacy legislation

IV. REGULATING EMPLOYEE LIFESTYLE AND OFF-DUTY CONDUCT

- § 10:37 Regulation of lifestyle and off-duty conduct of employees
- § 10:38 — —General precautions for regulating employee lifestyle
- § 10:39 — —Legal use of Marijuana
- § 10:40 — —Employee dating
- § 10:41 — —Outside political and other activities
- § 10:42 — —Restricting social media activity

V. ISSUES ARISING FROM THEFT OR DISCLOSURE OF EMPLOYEE DATA

- § 10:43 Theft or disclosure of employee data
- § 10:44 — —Legal issues arising from the disclosure of employee information
- § 10:45 — —Responding to a data breach

VI. OTHER PRIVACY ISSUES

- § 10:46 Public disclosure of private facts
- § 10:47 Other actionable conduct regarding employee privacy

VII. PERSONNEL RECORDKEEPING

- § 10:48 Recordkeeping and employee privacy
- § 10:49 —Equal employment and affirmative action records
- § 10:50 — —Job applicant log
- § 10:51 — —Record retention
- § 10:52 —Recordkeeping under the Age Discrimination in Employment Act
- § 10:53 —Recordkeeping requirements under the Fair Labor Standards Act
- § 10:54 —Recordkeeping requirements under the Equal Pay Act
- § 10:55 —Other records
- § 10:56 —Personnel files

CHAPTER 11. OCCUPATIONAL SAFETY AND HEALTH

I. BACKGROUND OF THE OCCUPATIONAL SAFETY AND HEALTH ACT

- § 11:1 History and purpose of the Occupational Safety and Health Act (OSH Act)
- § 11:2 OSHA Act—Overview
- § 11:3 OSH Act—Coverage
- § 11:4 —State OSHA-approved plans
- § 11:5 OSH Act Administration—Occupational Safety and Health Administration
- § 11:6 —Occupational Safety and Health Review Commission
- § 11:7 —National Institute for Occupational Safety and Health
- § 11:8 —State OSHA-approved plans
- § 11:9 —Preemption
- § 11:10 OSH Act Standards
- § 11:11 —Section 6(a)
- § 11:12 —Section 6(b)
- § 11:13 —Section 6(c) Emergency Temporary Standards
- § 11:14 OSH Act—Preemption—Other federal agencies
- § 11:15 — —Department of Transportation
- § 11:16 — —Environmental Protection Agency
- § 11:17 — —Nuclear Regulatory Commission
- § 11:18 — —Food and Drug Administration
- § 11:19 — —Consumer Product Safety Commission

TABLE OF CONTENTS

§ 11:20 — —Maritime employment

§ 11:21 — —Mining employment

II. EMPLOYERS' OBLIGATIONS UNDER THE OCCUPATIONAL SAFETY AND HEALTH ACT

§ 11:22 General Industry Standards

§ 11:23 —Exit routes and emergency planning

§ 11:24 —Walking-working surfaces and fall protection

§ 11:25 —Personal Protective Equipment

§ 11:26 —Hazard communication standard

§ 11:27 —Environmental controls

§ 11:28 —Toxic and hazardous substances

§ 11:29 —Heat Injury and Illness

§ 11:30 —Special industries

§ 11:31 —Other safety standards

§ 11:32 Industry-Specific Standards

§ 11:33 General Duty Clause

§ 11:34 Recordkeeping and reporting requirements

§ 11:35 —Recordable work-related injury or illness

§ 11:36 —Medical treatment beyond first aid

§ 11:37 —Severe injury and fatality reporting

§ 11:38 —Enforcement

§ 11:39 Safety and health management—Privacy concern cases

§ 11:40 —Safety and health programs

§ 11:41 —Employee involvement

§ 11:42 —OSHA access to employer safety audits

§ 11:43 —OSHA partnership programs

§ 11:44 Retaliation and whistleblower protections—OSH Act

§ 11:45 —Other laws enforced by OSHA

§ 11:46 Variances

§ 11:47 Defenses

§ 11:48 —Infeasibility of compliance defense

§ 11:49 —Isolated incident defense

§ 11:50 —Insufficient particularity defense

§ 11:51 —Greater hazard defense

§ 11:52 —Multiemployer worksite

§ 11:53 —Unpreventable employee misconduct defense

§ 11:54 —Undermining prima facie showing

III. OCCUPATIONAL SAFETY AND HEALTH ACT ENFORCEMENT

§ 11:55 Inspections

§ 11:56 —Targeted inspection programs

- § 11:57 —Procedural Overview
- § 11:58 —Warrant
- § 11:59 —Examining credentials
- § 11:60 —Determining the reason for inspection
- § 11:61 —Opening conference
- § 11:62 —Walkaround
- § 11:63 — —Handling requests to interview employees
- § 11:64 — —Note taking
- § 11:65 — —Samples, photographs, and monitoring
- § 11:66 — —Trade secrets
- § 11:67 — —Responding to questions
- § 11:68 — —Determination of existence and degree of OSHA violations
- § 11:69 —Closing conference
- § 11:70 —Practices to avoid
- § 11:71 Citations—Issuance
- § 11:72 —Proper service
- § 11:73 —Posting
- § 11:74 —Review
- § 11:75 —Informal conference
- § 11:76 —Modifying abatement date
- § 11:77 Violations and notices
- § 11:78 —Serious violation
- § 11:79 —Repeated violation
- § 11:80 —Willful violation
- § 11:81 —Criminal/willful violation
- § 11:82 —Other-than-serious violation
- § 11:83 —De minimis notification
- § 11:84 —Imminent danger proceedings

IV. OCCUPATIONAL SAFETY AND HEALTH ACT LITIGATION

- § 11:85 Violations and notices—Notification of failure to abate
- § 11:86 Abatement
- § 11:87 Penalties
- § 11:88 —Personal Liability
- § 11:89 Contesting citations—Employer policy
- § 11:90 —Applicable rules
- § 11:91 —Right to counsel
- § 11:92 —Party status and intervention
- § 11:93 —Settlement
- § 11:94 —Prehearing matters—Notice of contest
- § 11:95 — —Complaint and answer
- § 11:96 — —Amendment of the pleadings
- § 11:97 — —Prehearing conference

TABLE OF CONTENTS

| | |
|----------|---|
| § 11:98 | — —Prehearing order |
| § 11:99 | — —Mandatory mediation |
| § 11:100 | —Preparation of defense—Assessing the issues |
| § 11:101 | — —Statement of position |
| § 11:102 | Contesting citation—Preparation of defense—Discovery |
| § 11:103 | — —Motions |
| § 11:104 | Contesting citations—Preparation of defense—Subpoenas |
| § 11:105 | — —Use of photographs, videos, and diagrams |
| § 11:106 | — —Use of experts |
| § 11:107 | — —Preparing the employer’s experts |
| § 11:108 | — —Preparing for the government’s experts |
| § 11:109 | —Hearing—Participants |
| § 11:110 | — —Role of the administrative law judge |
| § 11:111 | — —Burden of proof |
| § 11:112 | — —Format of the hearing |
| § 11:113 | — —Post-hearing briefs |
| § 11:114 | —Appeal—Filing of petition for review |
| § 11:115 | — —Grant of petition for review |
| § 11:116 | — —Grant of attorney’s fees and costs |
| § 11:117 | — —Federal court |
| § 11:118 | —Alternatives to regular commission hearing—Expedited proceedings |
| § 11:119 | — —Simplified proceedings |
| § 11:120 | Criminal prosecution for occupational injuries and fatalities |
| § 11:121 | Relationship of OSH Act—Other litigation by employees |
| § 11:122 | Relationship of OSH Act to other litigation by employees—Common law |
| § 11:123 | —Statutory claims |

Volume 2

PART IV. UNION-MANAGEMENT RELATIONS

CHAPTER 12. UNION REPRESENTATION OF EMPLOYEES

I. SCOPE OF THE LABOR MANAGEMENT RELATIONS ACT

| | |
|--------|---|
| § 12:1 | Labor Management Relations Act |
| § 12:2 | Jurisdiction of the NLRB—Commerce requirement |
| § 12:3 | —Excluded employees |

- § 12:4 — —Supervisors
- § 12:5 — —Managerial employees
- § 12:6 — —Confidential employees
- § 12:7 — —Independent contractors
- § 12:8 — —Joint employers
- § 12:9 — —Employees of religious organizations
- § 12:10 — —Agricultural laborers
- § 12:11 — —Domestic servants
- § 12:12 — —Individuals employed by a parent or spouse
- § 12:13 — —Employees of employers not covered by the NLRA
- § 12:14 — —Disabled workers
- § 12:15 —Hospital interns, residents, and fellows
- § 12:16 — —*Cedars-Sinai*
- § 12:17 — —*St. Clare's Hospital*
- § 12:18 — —*Boston Medical Center* and additional cases
- § 12:19 —University graduate assistants
- § 12:20 —Non-academic student workers
- § 12:21 —Excluded employees—Student athletes
- § 12:22 —Undocumented workers

II. ACHIEVING REPRESENTATIVE STATUS

- § 12:23 Representative status
- § 12:24 —Demand for recognition
- § 12:25 —Employer's voluntary recognition
- § 12:26 —Demand for voluntary recognition based on contractual language
- § 12:27 —Employer's polling of employees
- § 12:28 —Insisting on a National Labor Relations Board election
- § 12:29 Achieving representation status without election—*The Joy Silk*, *Gissel* and *Cemex* doctrines
- § 12:30 —Accretion
- § 12:31 —Successorship

III. PETITIONING FOR A NLRB ELECTION

- § 12:32 Filing a petition
- § 12:33 —Representation petition
- § 12:34 —Notice of employee rights
- § 12:35 —NLRB E-File requirements
- § 12:36 NLRB review of petition
- § 12:37 —NLRB request for financial or commerce data
- § 12:38 Selecting an appropriate bargaining unit
- § 12:39 —Report on investigation of interest
- § 12:40 —Notice of representation hearing
- § 12:41 —Craft employees

TABLE OF CONTENTS

| | |
|---------|--|
| § 12:42 | —Professional employees |
| § 12:43 | —Guards |
| § 12:44 | Bars to election petition |
| § 12:45 | —Contract bar |
| § 12:46 | — — —Factors that override contract bar—Change in employing enterprise |
| § 12:47 | — — —Change in union structure |
| § 12:48 | — — —Pre-hire agreements |
| § 12:49 | — — —Contracts offending federal labor policy |
| § 12:50 | — — —Contracts insufficient to stabilize bargaining relationship |
| § 12:51 | —Election bar |
| § 12:52 | —Certification year bar |
| § 12:53 | —Voluntary recognition bar |
| § 12:54 | —Blocking charge rule |
| § 12:55 | — —Request to proceed notwithstanding unfair labor practice charge |
| § 12:56 | —Prior petition bar |
| § 12:57 | —Successor bar doctrine |
| § 12:58 | Decertification |
| § 12:59 | Deauthorization |
| § 12:60 | —Sample ballot in deauthorization election |
| § 12:61 | Unit clarification |

IV. ELECTION CAMPAIGN

| | |
|---------|---|
| § 12:62 | NLRBs hands-off approach to elections |
| § 12:63 | Campaign appeals based on racial issues |
| § 12:64 | Pro-union conduct of supervisors |
| § 12:65 | Time, place, and manner of presenting campaign appeals—On and off employer property |
| § 12:66 | —The 24-hour rule |
| § 12:67 | —Employer restrictions on the use of e-mail |
| § 12:68 | Campaigning at the polls |

V. NLRB ELECTION PROCEDURES

| | |
|---------|---|
| § 12:69 | Types of elections |
| § 12:70 | —Consent elections |
| § 12:71 | — —Consent agreement |
| § 12:72 | — —Stipulated election agreement |
| § 12:73 | —Directed elections |
| § 12:74 | — —Decision and direction of election |
| § 12:75 | — —Decision and order dismissing petition |
| § 12:76 | Eligibility of voters—The <i>Excelsior</i> list |
| § 12:77 | Election time and place |

- § 12:78 —Sample ballot used in collective bargaining election involving one union
- § 12:79 —Sample bilingual ballot used in collective bargaining election involving one union
- § 12:80 —Sample ballot used in collective bargaining election involving more than one union
- § 12:81 —Election notice
- § 12:82 Board revises representation case procedures
- § 12:83 Trends in representation case processing
- § 12:84 Election day
- § 12:85 —Instructions to election observers
- § 12:86 —Certification on conduct of election
- § 12:87 —Tally of ballots
- § 12:88 —Certification of representative
- § 12:89 —Certification of results of election
- § 12:90 Post-election proceedings—Challenge procedure
- § 12:91 —Objections to the election
- § 12:92 —Challenges based on violations of NLRB policy

VI. CHALLENGING THE UNION WITHIN THE LAW

- § 12:93 Strategic issues in challenging union-organizing efforts
- § 12:94 —Coach your supervisors
- § 12:95 —Perform internal assessment
- § 12:96 —Train supervisors
- § 12:97 —Talk to employees
- § 12:98 Employer's initial encounter with union
- § 12:99 Employer actions against the union
- § 12:100 —Addressing grievances
- § 12:101 —Avoiding tactical errors
- § 12:102 —Remaining alert to unfair union practices
- § 12:103 Recent trends in union-organizing efforts
- § 12:104 Protecting the Right to Organize Act of 2023

CHAPTER 13. EMPLOYER UNFAIR LABOR PRACTICES

I. UNFAIR LABOR PRACTICE PROCEDURES

- § 13:1 Introduction to unfair labor practices
- § 13:2 Filing the charge
- § 13:3 —Who may file
- § 13:4 —Where to file
- § 13:5 —How to file
- § 13:6 —When to file

TABLE OF CONTENTS

| | |
|---------|---|
| § 13:7 | —What to file |
| § 13:8 | — —Joint employers |
| § 13:9 | — —Charge against employer for unfair labor practices |
| § 13:10 | — —Charge against labor organization or its agents |
| § 13:11 | — —Charge of violation of statutory prohibition against hot-cargo agreement |
| § 13:12 | Preliminary investigation |
| § 13:13 | Dismissal of an unfair labor practice charge |
| § 13:14 | —Withdrawal request |
| § 13:15 | Deferral of an unfair labor practice charge |
| § 13:16 | Settlement agreements |
| § 13:17 | —Informal settlement agreements |
| § 13:18 | — —Informal settlement agreement for posting |
| § 13:19 | —Formal settlement agreements |
| § 13:20 | —Confidentiality, nondisparagement and noncompetition provisions |
| § 13:21 | Procedure in cases under Section 10(j) of the NLRA |
| § 13:22 | —Interfering with organizing campaign (no majority) |
| § 13:23 | —Interfering with organizing campaign (majority) |
| § 13:24 | —Withdrawal of recognition from incumbent |
| § 13:25 | —Undermining the bargaining representative |
| § 13:26 | —Successor refusal to recognize and bargain |
| § 13:27 | —Conduct during contract negotiations |
| § 13:28 | Complaint and hearing |
| § 13:29 | Judicial review of the NLRB orders |

II. INTERFERENCE, RESTRAINT, OR COERCION

| | |
|---------|---|
| § 13:30 | Introduction to interference, restraint and coercion |
| § 13:31 | Unlawful acts of supervisors |
| § 13:32 | Threats of reprisal |
| § 13:33 | —Threats to close or relocate the plant |
| § 13:34 | —Threats that unionization leads to strikes and to loss of jobs |
| § 13:35 | —Threats to bargain from scratch |
| § 13:36 | —Threats to litigate |
| § 13:37 | Promises and grants of benefits |
| § 13:38 | Solicitation of grievances |
| § 13:39 | Restricting employee activity |
| § 13:40 | —No-solicitation rules |
| § 13:41 | —No-distribution rules |
| § 13:42 | —Overly broad no-solicitation/no-distribution rules |
| § 13:43 | —Wearing union insignia and related expressive activity |
| § 13:44 | —Restricting off-duty employee activity on employer property |
| § 13:45 | —Restricting nonemployee activity on employer property |
| § 13:46 | —Employer restrictions on the use of e-mail |

- § 13:47 —Confidentiality policies
- § 13:48 —Employer restrictions on social media
- § 13:49 —Mandatory arbitration and employer restrictions on class action claims
- § 13:50 Interrogating employees about union activity
- § 13:51 —Determinants of coercive interrogation
- § 13:52 —Legitimate grounds for interrogation
- § 13:53 Surveillance of employees' union activities
- § 13:54 —Actual surveillance
- § 13:55 —Method of observation
- § 13:56 — —Enlisting “spies”
- § 13:57 — —Electronic or optical devices
- § 13:58 — —Recording
- § 13:59 —Creating the impression of surveillance
- § 13:60 —Bargaining over surveillance
- § 13:61 Denying employee requests for union representation at an investigatory interview
- § 13:62 Discharging supervisors for union activity
- § 13:63 Miscellaneous violations of noninterference provisions
- § 13:64 —Inciting anti-union activity
- § 13:65 —Discrimination against employees for exercising NLRA rights
- § 13:66 —Discrimination for exercising rights under other federal statutes
- § 13:67 —Retaliation for pursuing unemployment or workers' compensation claims
- § 13:68 —Blacklisting employees
- § 13:69 —E-mail communications
- § 13:70 Refusal to supply information
- § 13:71 Dismissal for filing civil action
- § 13:72 Regressive bargaining
- § 13:73 Unilateral changes in terms or conditions of employment—
Mandatory subjects of bargaining
- § 13:74 —Midterm contract modification
- § 13:75 —Past practice
- § 13:76 Determining when parties are at impasse in negotiations
- § 13:77 Refusal to bargain as means of challenging representation election

III. DOMINATION AND UNLAWFUL SUPPORT OF LABOR ORGANIZATIONS

- § 13:78 Introduction to domination or interference with labor organizations
- § 13:79 Domination of a labor organization
- § 13:80 Assistance or support
- § 13:81 —Participation of supervisors
- § 13:82 —Other forms of prohibited assistance

TABLE OF CONTENTS

- § 13:83 — —Financial assistance
- § 13:84 — —Indirect financial aid
- § 13:85 — —Nonfinancial assistance
- § 13:86 — —Indirect support
- § 13:87 Recognition of a minority union
- § 13:88 When competing unions seek recognition

IV. DISCRIMINATION TO ENCOURAGE OR DISCOURAGE UNION MEMBERSHIP

- § 13:89 Introduction to discrimination related to union membership
- § 13:90 Elements of discrimination violations
- § 13:91 Discrimination in hire, tenure, and terms or conditions of
employment—Hire
- § 13:92 —Tenure—Discharge of union activists during organizational
campaigns
- § 13:93 — —Discharge of strikers
- § 13:94 — —Plant closure
- § 13:95 — —Plant relocation
- § 13:96 — —Subcontracting
- § 13:97 —Terms or conditions of employment
- § 13:98 — —Merit pay increases
- § 13:99 —Direct dealing

V. RETALIATION FOR COOPERATING WITH THE NATIONAL LABOR RELATIONS BOARD

- § 13:100 Introduction to retaliation against participation in NLRB actions
- § 13:101 Scope of protected conduct
- § 13:102 Prohibited employer conduct
- § 13:103 Parties protected by the nonretaliation provisions of the Labor
Management Relations Act

VI. CONSEQUENCES OF UNFAIR LABOR PRACTICES

- § 13:104 Introduction to consequences of unfair labor practices
- § 13:105 Bargaining orders
- § 13:106 —Grounds for issuance of a bargaining order
- § 13:107 —Challenges to bargaining orders
- § 13:108 —General counsel's guidelines on bargaining orders
- § 13:109 — —The *Gissel* decision
- § 13:110 — —Category I cases
- § 13:111 — —Category II cases
- § 13:112 Reinstatement with back pay
- § 13:113 —General requirements
- § 13:114 —“Salting”

- § 13:115 —Strikers
- § 13:116 —Displaced employees
- § 13:117 —Undocumented workers
- § 13:118 Miscellaneous remedies—Cease-and-desist orders
- § 13:119 —Posting notices
- § 13:120 —Other affirmative requirements
- § 13:121 —Consequential damages and monetary penalties

VII. CHECKLIST OF UNFAIR LABOR PRACTICES

- § 13:122 Unfair labor practices checklist

CHAPTER 14. UNION UNFAIR LABOR PRACTICES, STRIKES, AND BOYCOTTS

I. INTRODUCTION TO UNFAIR LABOR PRACTICES, STRIKES, AND BOYCOTTS

- § 14:1 Unfair labor practices, strikes, and boycotts
- § 14:2 Union responsibility for acts of its agents

II. UNION RESTRAINT OR COERCION

- § 14:3 Union restraint or coercion
- § 14:4 Physical violence
- § 14:5 Threats of physical violence or economic sanctions
- § 14:6 Promises and grants of benefits
- § 14:7 Interference with rivalunion activity
- § 14:8 Fostering racial or religious divisiveness
- § 14:9 Union discipline
- § 14:10 Union coercion of employers in selection of representatives

III. UNION DISCRIMINATION: THE DUTY OF FAIR REPRESENTATION

- § 14:11 Duty of fair representation
- § 14:12 —Duty of good faith
- § 14:13 The duty of good faith—The duty of fair representation following decertification
- § 14:14 —Union security provisions and the duty of fair representation
- § 14:15 —The duty to seek judicial enforcement or review of arbitration awards
- § 14:16 —Hiring halls and the duty of fair representation
- § 14:17 Discrimination and internal union affairs
- § 14:18 —Rules restricting union membership on the basis of race or sex
- § 14:19 —Rules restricting access to the National Labor Relations Board

TABLE OF CONTENTS

- § 14:20 —Rules banning or restricting member resignations
- § 14:21 —Rules restricting employee rights under the Labor Management Reporting and Disclosure Act
- § 14:22 —Membership distribution of materials adverse to the union
- § 14:23 —Rules restricting access to the grievance procedure
- § 14:24 —Right to refrain from concerted activities
- § 14:25 Consequences of restricting access to the grievance procedure

IV. UNION DISCRIMINATION: INDUCING UNLAWFUL DISCRIMINATION BY EMPLOYER

- § 14:26 Union inducement of employer's unlawful discrimination
- § 14:27 Violations relating to superseniority provisions
- § 14:28 Violations relating to union security provisions—Nature of union security arrangements
 - § 14:29 —Restrictions on union security arrangements
 - § 14:30 — —Majority union
 - § 14:31 — —Grace period
 - § 14:32 — —Requirement of financial core membership
 - § 14:33 — —Initiation fees for returning strikers
 - § 14:34 — —Political and religious objections to the payment of union dues
 - § 14:35 — —Notice requirements
 - § 14:36 —Termination of union security arrangements
 - § 14:37 — —Notice of required union membership
 - § 14:38 — —Expiration of the contract
 - § 14:39 — —Employees working outside the bargaining unit
 - § 14:40 — —Decertification
 - § 14:41 — —Deauthorization
 - § 14:42 —Miscellaneous union security arrangements and related considerations—Dues checkoff
 - § 14:43 — —Union dues checkoff authorization
 - § 14:44 — —Agency shop
 - § 14:45 — —Maintenance of membership
 - § 14:46 — —Hiring halls

V. UNION DISCRIMINATION: EXCESSIVE OR DISCRIMINATORY MEMBERSHIP FEES AND FINES

- § 14:47 Excessive or discriminatory union membership fees
- § 14:48 —Fees covered
- § 14:49 —Excessive fees
- § 14:50 —Discriminatory fees
- § 14:51 Membership fines

VI. ECONOMIC WEAPONRY: STRIKES AND SECONDARY BOYCOTTS

- § 14:52 Strikes and secondary boycotts
- § 14:53 Strike activity: Protected and unprotected
- § 14:54 —Protected strikes—Unfair labor practice strikes
- § 14:55 — —Economic strikes
- § 14:56 —Replacement of strikers
- § 14:57 —Compensation during strike
- § 14:58 —Sympathy strikes—Nature of sympathy strikes
- § 14:59 — —Waiver of right to engage in sympathy strikes
- § 14:60 —Safety strikes—Group strikes
- § 14:61 — —Individual complaints
- § 14:62 — —Individual walkouts
- § 14:63 — —Walkouts protected by the Occupational Safety and Health Act
- § 14:64 — —Protest of abnormally dangerous conditions
- § 14:65 —Unprotected strikes
- § 14:66 — —Slowdowns and work stoppages
- § 14:67 — —Strike misconduct
- § 14:68 Secondary boycotts—Scope of secondary boycott prohibition
- § 14:69 — —Ally doctrine
- § 14:70 — —Single-employer and alter ego doctrines
- § 14:71 — —Straight-line operations
- § 14:72 —Common situs picketing
- § 14:73 — —Common situs plant picketing
- § 14:74 — —Common situs construction site picketing
- § 14:75 — —Common situs picketing standards
- § 14:76 — —Reserved gate
- § 14:77 — —Ambulatory picketing
- § 14:78 —Consumer picketing and handbilling
- § 14:79 — —Consumer picketing
- § 14:80 — —Handbilling
- § 14:81 — —Protected expression
- § 14:82 —“Hot-cargo” clauses
- § 14:83 — —Work preservation clauses
- § 14:84 — —Work acquisition clauses
- § 14:85 — —Work reacquisition or recapture agreements
- § 14:86 — —Union signatory vs. union standards clauses
- § 14:87 — —Picket line provisions
- § 14:88 —Construction industry proviso
- § 14:89 —Enforcement of agreements
- § 14:90 —Affinity group shopping
- § 14:91 Recognition and organizational picketing
- § 14:92 Union activity on private property

TABLE OF CONTENTS

| | |
|----------|--|
| § 14:93 | Liability of unions in “joint ventures” |
| § 14:94 | Controlling unlawful strikes and secondary boycotts |
| § 14:95 | —Norris-LaGuardia Act—Section 10(l) injunctions |
| § 14:96 | — — —“Reasonable cause” and “just and proper” |
| § 14:97 | — —Section 10(l) and secondary boycotts |
| § 14:98 | — —Section 10(l) and “bannering” |
| § 14:99 | Preparing for a strike |
| § 14:100 | —Prestrike activities—General activities |
| § 14:101 | — —Security for facilities |
| § 14:102 | — —Personnel assignments |
| § 14:103 | — —Facility preparation |
| § 14:104 | — — —Survey of section heads on problems anticipated during strike |
| § 14:105 | — — —Request for unit’s strike staffing plan |
| § 14:106 | —Conduct during a strike—Morale of nonstrikers |
| § 14:107 | — —Contact with strikers |
| § 14:108 | —Picket lines |
| § 14:109 | —Moving personnel in and out of the facility |

CHAPTER 15. COLLECTIVE BARGAINING

I. OVERVIEW OF COLLECTIVE BARGAINING

| | |
|---------|---|
| § 15:1 | Introduction to collective bargaining |
| § 15:2 | Concept of collective bargaining |
| § 15:3 | Accretion: Are new jobs subject to bargaining? |
| § 15:4 | —National Labor Relations Board criteria |
| § 15:5 | —Reducing the risk of accretion |
| § 15:6 | Subjects of collective bargaining |
| § 15:7 | —Mandatory subjects |
| § 15:8 | —Nonbargainable management decisions |
| § 15:9 | —Relocation or removal of unit work |
| § 15:10 | — —Subcontracting |
| § 15:11 | — —Partial closings |
| § 15:12 | — —Plant relocation, automation, and sales of business |
| § 15:13 | —Subjects concerning the employer-union or union-member relationship |
| § 15:14 | —Alcohol and drug rules |
| § 15:15 | —Selection of bargaining representatives |
| § 15:16 | Duration of the duty to bargain |
| § 15:17 | —Employer’s good-faith doubt of majority support |
| § 15:18 | —Elements of good-faith doubt |
| § 15:19 | —Withdrawal of recognition—The <i>Levitz Furniture</i> doctrine |
| § 15:20 | Collective bargaining patterns and alliances—Multiemployer bargaining |

- § 15:21 —Parallel, coalition, and coordinated bargaining

II. GOOD-FAITH BARGAINING REQUIREMENTS

- § 15:22 Requirements for good-faith bargaining
- § 15:23 Duty to provide relevant information—Presumptively relevant information
- § 15:24 — —Equal employment data
- § 15:25 — —Data regarding applicants for employment
- § 15:26 — —Data regarding occupational safety and health
- § 15:27 — —Data regarding subcontracting and related management decisions
- § 15:28 — —Data regarding personal services contracts
- § 15:29 —Information not presumptively relevant—Wage-related data concerning nonunit employees
- § 15:30 — —Practical suggestions
- § 15:31 — —Data concerning sales and profits
- § 15:32 —Medical information needed to process grievances
- § 15:33 Procedural requirements for providing information
- § 15:34 Employer defenses to the duty to disclose information
- § 15:35 —Union bad faith
- § 15:36 —Burdensomeness
- § 15:37 —Confidentiality
- § 15:38 —Waiver
- § 15:39 —Non-mandatory bargaining subjects
- § 15:40 —Witness statements
- § 15:41 Unlawful surface bargaining
- § 15:42 Unlawful circumvention of the union
- § 15:43 Checklist on communicating with employees during negotiations
- § 15:44 Locking out employees in support of the employer’s legitimate bargaining position

III. NOTICE REQUIREMENTS

- § 15:45 Collective bargaining notice requirements

IV. CHANGES IN TERMS AND CONDITIONS OF EMPLOYMENT

- § 15:46 Employment changes and collective bargaining
- § 15:47 Unilateral changes—Prior to negotiation of first contract
- § 15:48 Americans with Disabilities Act and collective bargaining
- § 15:49 Bankruptcy Code and collective bargaining—U.S. Supreme Court decision
- § 15:50 —Congressional response
- § 15:51 —Prioritizing claims arising from breach of collective bargaining agreements

TABLE OF CONTENTS

V. DUTY OF SUCCESSOR EMPLOYERS TO BARGAIN

- § 15:52 Successorship doctrine
- § 15:53 Workforce majority
- § 15:54 Continuity of the employing operations
- § 15:55 Continued appropriateness of the bargaining unit
- § 15:56 Commencement of successor's obligation

VI. EMPLOYER'S DUTY TO BARGAIN WITH SUCCESSOR UNIONS

- § 15:57 Bargaining and successor unions

VII. SUMMARY CHECKLIST ON THE DUTY TO BARGAIN

- § 15:58 Checklist on the duty to bargain

VIII. ENFORCEMENT OF THE COLLECTIVE BARGAINING AGREEMENT

- § 15:59 Enforcing the result of collective bargaining
- § 15:60 Grievance and arbitration procedures
- § 15:61 —Initiating arbitration
- § 15:62 — —Grievance procedures agreement
- § 15:63 — —Grievance initiation and report (union shop)
- § 15:64 — —Report of union employee complaint or grievance discussion
- § 15:65 —Arbitrators
- § 15:66 — —Permanent umpire
- § 15:67 — —Temporary arbitrator
- § 15:68 — —Selecting an arbitrator
- § 15:69 Role of the courts in enforcing labor agreements
- § 15:70 —Substantive arbitrability
- § 15:71 —Procedural arbitrability
- § 15:72 —Setting aside an arbitration award
- § 15:73 —Drug- and alcohol-related misconduct
- § 15:74 Suits by employers
- § 15:75 —Injunctive relief
- § 15:76 —Damage actions by employers
- § 15:77 Suits by individual employees
- § 15:78 —Exceptions to exhaustion requirement
- § 15:79 —Exhaustion of intraunion remedies
- § 15:80 —Recovery of damages
- § 15:81 National Labor Relations Board enforcement
- § 15:82 Postarbitration deferral: Honoring an arbitration award
- § 15:83 Prearbitration National Labor Relations Board deferral
- § 15:84 Arbitration of statutory rights

- § 15:85 Work rules concerning drugs and alcohol—Standards for determining just cause of discipline
- § 15:86 —Enforcement of alcohol- or drug-related rules
- § 15:87 —Discipline of employees for refusing to cooperate with alcohol or drug tests or searches
- § 15:88 —Enforcement of last chance agreements for drug- and alcohol-related misconduct
- § 15:89 —Checklist of preventive measures

IX. ENFORCING THE LABOR CONTRACT: PRACTICAL SUGGESTIONS

- § 15:90 Enforcing the labor contract

PART V. COMPENSATION AND BENEFITS

CHAPTER 16. COMPENSATION

I. OVERVIEW OF COMPENSATION

- § 16:1 Introduction to compensation

II. FEDERAL STATUTES

- § 16:2 Fair Labor Standards Act
- § 16:3 —Coverage—Employers covered
- § 16:4 — —Establishments covered
- § 16:5 — —Employees covered
- § 16:6 — —Trainees covered
- § 16:7 — —Internships
- § 16:8 —Wage and hour provisions—Minimum wage provisions
- § 16:9 — —Maximum hour and overtime provisions
- § 16:10 — —Workweek
- § 16:11 — —Records
- § 16:12 — —Time of payment
- § 16:13 —Employees exempt from minimum wage and overtime provisions
- § 16:14 — —Executive
- § 16:15 — —Management
- § 16:16 — —Working supervisors
- § 16:17 — —Administrative
- § 16:18 — —Professional
- § 16:19 — —Salaried employees
- § 16:20 — —White-collar exemptions
- § 16:21 — — —Executive exemption
- § 16:22 — — —Administrative exemption

TABLE OF CONTENTS

| | |
|---------|---|
| § 16:23 | — — —Professional exemption |
| § 16:24 | — — —Outside sales exemption |
| § 16:25 | — — —Computer employee exemption |
| § 16:26 | — — —Highly Compensated Employees |
| § 16:27 | — — —“Blue Collar Workers” |
| § 16:28 | — — —Police, Fire Fighters, Paramedics & Other First Responders |
| § 16:29 | — — —Other laws & collective bargaining agreements |
| § 16:30 | — — —Salary basis test |
| § 16:31 | — — —Deductions from pay/safe harbor provisions |
| § 16:32 | — —Employees exempt from overtime only |
| § 16:33 | — —Independent contractors |
| § 16:34 | —Definition of “hours worked” |
| § 16:35 | —Avoiding unwanted hours worked |
| § 16:36 | —Child labor provisions |
| § 16:37 | —Employees to whom less than minimum wage may be paid |
| § 16:38 | —Work at home |
| § 16:39 | — —Telecommuting time sheet |
| § 16:40 | Walsh-Healey Public Contracts Act—Coverage |
| § 16:41 | —Overtime requirements |
| § 16:42 | Service Contract Act of 1965 (McNamara-O’Hara Act)—Coverage |
| § 16:43 | —Overtime requirements |
| § 16:44 | Davis-Bacon Act—Coverage |
| § 16:45 | —Overtime requirements |

III. COMPENSABLE TIME

| | |
|---------|--|
| § 16:46 | Compensable time |
| § 16:47 | Portal-to-Portal Act—Preliminary and postliminary activities |
| § 16:48 | — —Changing clothes and protective gear |
| § 16:49 | — —Security and health screenings |
| § 16:50 | — —Booting up and shutting down computers |
| § 16:51 | Waiting time and on-call time |
| § 16:52 | Rest periods |
| § 16:53 | Break periods for nursing mothers |
| § 16:54 | Meal periods |
| § 16:55 | Sleeping time |
| § 16:56 | —Less than 24-hour duty |
| § 16:57 | —Duty of 24 hours |
| § 16:58 | —Living on premises |
| § 16:59 | Travel time |
| § 16:60 | —Home to work |
| § 16:61 | —Business travel |
| § 16:62 | Training time |

IV. TIME COMPENSABLE AT THE EMPLOYER'S OPTION

- § 16:63 Vacations
- § 16:64 —Sample vacation policy
- § 16:65 Jury duty
- § 16:66 —Sample jury duty policy
- § 16:67 Holidays, Saturdays, and Sundays
- § 16:68 —Sample holiday policy
- § 16:69 Sick and maternity time
- § 16:70 Personal leaves
- § 16:71 —Sample personal leave policy

V. PAYROLL ADMINISTRATION

- § 16:72 Pay periods or paydays
- § 16:73 Deductions from paychecks
- § 16:74 —Sample notice to employee of garnishment of wages
- § 16:75 Calculating an employee's "regular rate" of pay for purposes of calculating overtime pay

VI. EQUAL EMPLOYMENT ISSUES: WAGE DISCRIMINATION AND EQUAL PAY FOR EQUAL WORK

- § 16:76 Equal pay issues
- § 16:77 Equal Pay Act
- § 16:78 —Regulatory and enforcement developments
- § 16:79 —Same establishment
- § 16:80 —Equal work
- § 16:81 —Equal skill
- § 16:82 —Equal effort
- § 16:83 —Equal responsibility
- § 16:84 —Similar working conditions
- § 16:85 —Employer's defenses to an Equal Pay Act suit
- § 16:86 —Market forces, salary compression and salary inversion
- § 16:87 Comparable worth
- § 16:88 Section 7(k) exemptions
- § 16:89 The "salary basis" test
- § 16:90 Sovereign immunity

CHAPTER 17. RETIREMENT AND OTHER BENEFITS PLANS

I. INTRODUCTION TO RETIREMENT AND OTHER BENEFITS PLANS

- § 17:1 Employee benefit plans

TABLE OF CONTENTS

| | |
|---------|--|
| § 17:2 | Employee benefits plans—Pension plans |
| § 17:3 | —Welfare plans |
| § 17:4 | —Federal regulation |
| § 17:5 | — —Internal Revenue Code |
| § 17:6 | — —Labor Management Relations Act |
| § 17:7 | — —Welfare and Pension Plans Disclosure Act |
| § 17:8 | Enactment of the Employee Retirement Income Security Act (ERISA) |
| § 17:9 | ERISA preemption—State regulation of employee benefits plans |
| § 17:10 | —Case law |
| § 17:11 | — —Wrong without a remedy |

II. OVERVIEW OF ERISA

| | |
|---------|--|
| § 17:12 | ERISA Overview |
| § 17:13 | Reporting and disclosure requirements under ERISA |
| § 17:14 | —Reporting requirements |
| § 17:15 | —Disclosure requirements |
| § 17:16 | Minimum standards under ERISA |
| § 17:17 | —Minimum age and service rules |
| § 17:18 | —Coverage requirements |
| § 17:19 | — —Contingent workers |
| § 17:20 | —Additional participation requirement |
| § 17:21 | —Vesting—Vesting schedules |
| § 17:22 | — —Amendments to vesting schedules |
| § 17:23 | —Top-heavy plans |
| § 17:24 | —Limitations on contributions and benefits |
| § 17:25 | —Automatic survivor benefits under the Retirement Equity Act |
| § 17:26 | — —Qualified joint and survivor and qualified preretirement survivor annuities |
| § 17:27 | — —“One-year married” rule |
| § 17:28 | — —Qualified domestic relations orders |
| § 17:29 | — —Election to waive receipt of benefits |
| § 17:30 | — —Explanation of benefits |
| § 17:31 | — —Distributions |
| § 17:32 | —401(k) plans |
| § 17:33 | —457 plans |
| § 17:34 | —Discrimination prohibitions |
| § 17:35 | —Maximum compensation |
| § 17:36 | Fiduciary standards under ERISA—Duties |
| § 17:37 | —Fiduciary Status |
| § 17:38 | —Fiduciary Liability and Penalties |
| § 17:39 | —Arbitral Waiver of Class Action Relief |
| § 17:40 | —Fund investments, performance, and fees |
| § 17:41 | —Environmental, social and governance factors |

- § 17:42 —Cybersecurity best practices
- § 17:43 —Employee Stock Ownership Plans
- § 17:44 —Business decisions v. fiduciary acts
- § 17:45 —HMOs and fiduciary duty
- § 17:46 Fiduciary breach under ERISA—Statute of limitations
- § 17:47 Participant-directed accounts under ERISA
- § 17:48 Target-date funds under ERISA
- § 17:49 Prohibited transactions under ERISA
- § 17:50 Mandatory disclosures under ERISA
- § 17:51 Assertion of ERISA participants' claims
- § 17:52 Plan terminations under ERISA
- § 17:53 —Single Employer Pension Plan Amendments Act
- § 17:54 —Termination of overfunded pension plans
- § 17:55 —Multiemployer Pension Plan Amendments Act
- § 17:56 —Downsizing and outsourcing
- § 17:57 Government administration of ERISA

III. TAX TREATMENT OF DISTRIBUTIONS FROM QUALIFIED PENSION OR PROFIT-SHARING PLANS

- § 17:58 Tax treatment of distributions

IV. CONSOLIDATED OMNIBUS BUDGET RECONCILIATION ACT AND CONTINUED HEALTH INSURANCE

- § 17:59 Introduction to COBRA

V. THE HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT OF 1996

- § 17:60 Introduction to HIPAA
- § 17:61 Limitations on exclusion of preexisting conditions under HIPAA
- § 17:62 Nondiscrimination rules applicable to health plans under HIPAA
- § 17:63 Patient Protection and Affordable Care Act
- § 17:64 No Surprises Act
- § 17:65 ERISA reporting and disclosure under HIPAA

VI. NONDISCRIMINATION REQUIREMENTS FOR WELFARE BENEFITS

- § 17:66 Nondiscrimination requirements for employee benefits plans
- § 17:67 Self-insured medical plans
- § 17:68 Group term insurance
- § 17:69 Dependent care assistance plans
- § 17:70 Cafeteria plans

VII. ROLE OF THE HUMAN RESOURCES DIRECTOR

- § 17:71 HR involvement in benefit plans

TABLE OF CONTENTS

- § 17:72 Effective employee communications regarding employee benefits plans
- § 17:73 —Practical considerations
- § 17:74 —Identifying potential ERISA problems—Review of prior problem areas
- § 17:75 — —Potentially troublesome situations
- § 17:76 — —Termination of retiree welfare benefits
- § 17:77 — —Benefits descriptions or summaries in employee handbooks
- § 17:78 — —ERISA and Title VII of the Civil Rights Act
- § 17:79 — —Wrongful discharge actions
- § 17:80 — —Employee plans and the Americans with Disabilities Act
- § 17:81 — —Employee plans and the Mental Health Parity and Addiction Equity Act
- § 17:82 — —Securities law requirements
- § 17:83 — —Family and Medical Leave Act
- § 17:84 — —Uniformed Services Employment and Reemployment Rights Act
- § 17:85 —Employee counseling
- § 17:86 ERISA claims procedure
- § 17:87 —Deferral to determinations of welfare plan administrators

VIII. BENEFITS PLAN ADMINISTRATION CHECKLIST

- § 17:88 Employee benefits plans reporting and disclosure checklist
- § 17:89 Employee benefits plans claims procedures checklist

Table of Cases

Index