Table of Contents

PART I. MANAGEMENT POLICIES AND PROCEDURES

CHAPTER 1. INTRODUCTION

§ 1:1 Trends and forecast
§ 1:2 Concept of discrimination
§ 1:3 Resolving discrimination issues without court action
§ 1:4 Government contractors and subcontractors

CHAPTER 2. SUMMARY OF FEDERAL STATUTES

§ 2:1 Introduction
§ 2:2 Title VII
§ 2:3 Age Discrimination in Employment Act
§ 2:4 Equal Pay Act of 1963
§ 2:5 Americans with Disabilities Act of 1990
§ 2:6 42 U.S.C.A. §§ 1981 and 1983
§ 2:7 Worker Adjustment and Retraining Notification Act
§ 2:8 Employee Polygraph Protection Act
§ 2:9 Employee Retirement Income Security Act (ERISA)
§ 2:10 Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)
§ 2:11 Whistleblower's protection statutes
§ 2:12 Vietnam Era Veterans' Readjustment Assistance Act of 1972
§ 2:13 Rehabilitation Act of 1973
§ 2:14 Drug-Free Workplace Act of 1988
§ 2:15 Executive Order No. 11246
§ 2:16 State fair employment practices laws
§ 2:17 Family and Medical Leave Act of 1993
§ 2:18 The Genetic Information Non-Discrimination Act of 2008

CHAPTER 3. POLICIES AND FORMS

§ 3:1 Introduction
§ 3:2 At-will employment
§ 3:3 Sample employee handbook receipt
§ 3:4 Model Equal Employment Opportunity policy
§ 3:5 Model records maintenance policy
§ 3:6 Sample employee confidentiality agreement
§ 3:7 Model declaration of disability policy
§ 3:8 Sample declaration of disability form
§ 3:9 Records retention guidelines
§ 3:10 Model policy on conducting employment interview
§ 3:11 Model supervisor training policy
§ 3:12 Drug-free workplace considerations
§ 3:13 Model drug-free workplace policy
§ 3:14 Sample drug-free workplace notice
§ 3:15 Model sexual harassment policy
§ 3:16 Reduction in force guidelines
§ 3:17 Model reduction in force packet
§ 3:18 Termination of unsatisfactory employees
§ 3:19 Sample WARN letter and notice
§ 3:20 Waiver of rights under ADEA (OWBPA)
§ 3:21 Sample notice letter to employee (OWBPA)
§ 3:22 Sample general release under OWBPA
§ 3:23 Sample release of EEOC claim
§ 3:24 Sample release and settlement of court action
§ 3:25 Model AIDS policy
§ 3:26 Affirmative action programs
§ 3:27 Model affirmative action plan (EEO)
§ 3:28 Model affirmative action plan (Disability)
§ 3:29 Model affirmative action plan (Veterans)
§ 3:30 Model Dispute Resolution Plan

PART II. APPLICATION OF POLICIES AND PROCEDURES

CHAPTER 4. SELECTING NEW HIRES AND PROMOTEES

§ 4:1 Communicating about openings by word-of-mouth—Overview
§ 4:2 —Employment practice

§ 4:3 —Controlling law
§ 4:4 —Practical advice
§ 4:5 —Draft policy and procedure
§ 4:6 References—Overview
§ 4:7 —Employment practice
§ 4:8 —Controlling law
§ 4:9 —Practical advice
§ 4:10 —Draft policy and procedure
§ 4:11 Personal history or background investigation—Overview
§ 4:12 —Employment practice
§ 4:13 —Controlling law
§ 4:14 —Practical advice
§ 4:15 —Draft policy and procedure
§ 4:16 Physical, mental, and psychological characteristics—Overview
§ 4:17 —Employment practice
§ 4:18 —Controlling law
§ 4:19 —Practical advice
§ 4:20 —Draft policy and procedure
§ 4:21 Criminal record—Overview
§ 4:22 —Employment practice
§ 4:23 —Controlling law
§ 4:24 —Practical advice
§ 4:25 —Draft policy and procedure
§ 4:26 Communication skills—Overview
§ 4:27 —Employment practice
§ 4:28 —Controlling law
§ 4:29 —Practical advice
§ 4:30 —Draft policy and procedure
§ 4:31 Affirmative action plans; Lawful use of prohibited criterion—Overview
§ 4:32 —Employment practice
§ 4:33 —Controlling law
§ 4:34 —Practical advice
§ 4:35 —Draft policy and procedure
§ 4:36 Bona fide occupational qualifications; Lawful use of prohibited criterion—Overview
§ 4:37 —Employment practice
§ 4:38 —Controlling law
§ 4:39 —Practical advice
§ 4:40 —Draft policy and procedure

CHAPTER 5. MEASURING ACTUAL PERFORMANCE

§ 5:1 Testing applicants and employees—Overview
§ 5:2 —Employment practice
§ 5:3 —Controlling law
§ 5:4 —Practical advice
§ 5:5 —Draft policy and procedure
§ 5:6 Subjective criteria—Overview
§ 5:7 —Employment practice
§ 5:8 —Controlling law
§ 5:9 —Practical advice
§ 5:10 —Draft policy and procedure
§ 5:11 New employees: orientation, training and probationary period—Overview
§ 5:12 —Employment practice
§ 5:13 —Controlling law
§ 5:14 —Practical advice
§ 5:15 —Draft policy and procedure
§ 5:16 Evaluations—Overview
§ 5:17 —Employment practice
§ 5:18 —Controlling law
§ 5:19 —Practical advice
§ 5:20 —Draft policy and procedure
§ 5:21 Compensation—Overview
§ 5:22 —Employment practice
§ 5:23 —Controlling law
§ 5:24 —Practical advice
§ 5:25 —Draft policy and procedure

CHAPTER 6. ACCOMMODATING SPECIAL NEEDS OF APPLICANTS OR EMPLOYEES

§ 6:1 Overview
§ 6:2 Employment practice
§ 6:3 Controlling law
§ 6:4 —Disability
§ 6:5 — —Discriminatory treatment
§ 6:6 — —Covered impairments and examinations
§ 6:7 — —Examinations
§ 6:8 — —Reasonable accommodation
§ 6:9 — —Undue hardship

§ 6:10 —Religion
§ 6:11 —Pregnancy
§ 6:12 —Family and medical leave
§ 6:13 — —Employee notice to employer
§ 6:14 — —General leave parameters
§ 6:15 — —Certification
§ 6:16 — —Reinstatement and coverage
§ 6:17 — —Interference and entitlement claims
§ 6:18 — —Burden of proof
§ 6:19 Accommodating special needs of applicants or employees—Practical advice
§ 6:20 —Draft policy and procedure

CHAPTER 6A. REGULATING THE EMPLOYMENT RELATIONSHIP

§ 6A:1 Drug and alcohol testing—Overview
§ 6A:2 —Employment practice
§ 6A:3 —Controlling law
§ 6A:4 —Practical advice
§ 6A:5 —Draft policy and procedure
§ 6A:6 Polygraph examinations—Overview
§ 6A:7 —Employment practice
§ 6A:8 —Controlling law
§ 6A:9 —Practical advice
§ 6A:10 —Draft policy and procedure
§ 6A:11 Family relationship: Nepotism and no-spouse rules—Overview
§ 6A:12 —Employment practice
§ 6A:13 —Controlling law
§ 6A:14 —Practical advice
§ 6A:15 —Draft policy and procedure
§ 6A:16 Personal appearance: Grooming and dress codes—Overview
§ 6A:17 —Employment practice
§ 6A:18 —Controlling law
§ 6A:19 —Practical advice
§ 6A:20 —Draft policy and procedure
§ 6A:21 Regulating smoking—Overview
§ 6A:22 —Employment practice
§ 6A:23 —Controlling law
§ 6A:24 —Practical advice
§ 6A:25 —Draft policy and procedure

§ 6A:26 Electronic communications—Overview
§ 6A:27 —Employment practice
§ 6A:28 —Controlling law
§ 6A:29 —Practical advice
§ 6A:30 —Draft policy and procedure

CHAPTER 6B. REACTING TO INTERNAL AND EXTERNAL CHARGES

§ 6B:1 Reacting to internal and external charges—Overview
§ 6B:2 —Employment practice
§ 6B:3 —Controlling law—Harassment and hostile environment
§ 6B:4 — —Retaliation—Protected activity—Statutory rights
§ 6B:5 — — — —First Amendment
§ 6B:6 — — — —Whistleblowing
§ 6B:7 — — —Adverse action
§ 6B:8 — — —Causation
§ 6B:9 —Practical advice
§ 6B:10 —Draft policy and procedure

Table of Contents

PART II. APPLICATION OF POLICIES AND PROCEDURES (CONTINUED)

CHAPTER 7. DISCIPLINE AND TERMINATION

§ 7:1 Overview
§ 7:2 Employment practice
§ 7:3 Controlling law—Discrimination—Differing treatment of similarly-situated employees
§ 7:4 — —Methods of proving pretext in employment discrimination claims
§ 7:5 —Contractual Claims—Express and Implied Contract Claims
§ 7:6 —Contractual claims—Good faith; Bad faith; Quantum meruit
§ 7:7 —Tort Claims—Wrongful discharge in violation of public policy
§ 7:8 —Tort claims—Intentional or negligent infliction of emotional distress claims
§ 7:9 — —Defamation; Tortious interference with prospective economic advantage of contractual relationship
§ 7:10 —Tort Claims—Fraudulent Misrepresentation and Negligent Entrustment
§ 7:11 — —Malicious prosecution; Invasion of Privacy; Investigations
§ 7:12 —Constitutional Claims—Liberty or Property Interests
§ 7:13 — —Predeprivation and Postdeprivation Procedures
§ 7:14 — —Arbitrariness
§ 7:15 — —Employee's expectation of privacy
§ 7:16 —Good Cause
§ 7:17 —Constructive discharge
§ 7:18 —Hostile environment—Legal standard

§ 7:19 — —Employee's perspective, participation
§ 7:20 — —Nature of the workplace
§ 7:21 — —Causation
§ 7:22 Practical advice
§ 7:23 Draft policy and procedure

CHAPTER 8. DOWNSIZING THE WORKFORCE

§ 8:1 Overview
§ 8:2 Employment practice
§ 8:3 Controlling law—Discrimination
§ 8:4 —WARN
§ 8:5 —Benefits
§ 8:6 —Labor Law
§ 8:7 —COBRA
§ 8:8 Practical advice
§ 8:9 Draft policy and procedure

CHAPTER 9. WAIVER, RELEASE, AND ARBITRATION

§ 9:1 Waiver and Release—Overview
§ 9:2 —Employment practice
§ 9:3 —Controlling law
§ 9:4 —Practical advice
§ 9:5 —Draft policy and procedure
§ 9:6 Arbitration—Overview
§ 9:7 —Employment practice
§ 9:8 —Controlling law
§ 9:9 —Practical advice
§ 9:10 —Draft policy and procedure

APPENDICES

APPENDIX A. Title VII of Civil Rights Act of 1964 (42 U.S.C.A. §§ 2000e to 2000e-17)
APPENDIX B. Reconstruction-ERA Civil Rights Acts of 1866, 1870 and 1871 (42 U.S.C.A. §§ 1981, 1981a, 1983 and 1985(3))
APPENDIX C. Age Discrimination in Employment Act of 1967 (29 U.S.C.A. §§ 621–634)
APPENDIX D. Rehabilitation Act of 1973 (29 U.S.C.A. § 701 et seq.)

APPENDIX E. Americans with Disabilities Act of 1990 (42 U.S.C.A. § 12101 et seq.)

APPENDIX F. Equal Pay Act of 1963 (29 U.S.C.A. § 206(d))

APPENDIX G. Older Workers Benefit Protection Act, Pub L No. 101-433, 104 Stat 978

APPENDIX H. Executive Order No. 11246, Sept. 24, 1965 (Reprinted in 42 U.S.C.A. § 2000e)

APPENDIX I. Family and Medical Leave Act of 1993 (29 U.S.C.A. § 2601 et seq.)

Table of Laws and Rules

Table of Cases

Index