This module provides a survey of employment laws, including employment discrimination (such as protected class, disparate impact, disparate treatment, retaliation); military leave; drug-free workplace legal issues; workplace violence; the Family and Medical Leave Act of 1993 (FMLA); the Americans with Disabilities Act of 1990 (ADA); negligent referral; negligent hiring; negligent retention; and employee references.

Human Resource Management (HRM) involves compliance and litigation avoidance. These modules underscore the importance for HR professionals to understand these legal issues.

This module consists of two 50-minutes classes with an optional third 50-minute class.

AUDIENCE
Undergraduate students studying HRM.

OBJECTIVES
By the end of this module, students will:

1. Understand important federal laws governing the employer-employee relationship.
2. Be familiar with important employment law cases.
3. Recognize important legal issues affecting HR management.
SUGGESTED READING


If this module were to be modified for use in a graduate course, the following texts are recommended:


The following websites provide invaluable, up-to-date information for both instructors and students and are strongly suggested for pre-class review:


The following are recommended online legal resources:

- A Guide to Disability Laws (U.S. Department of Justice, Civil Rights Division: [www.ada.gov/cguide.htm#anchor62335](http://www.ada.gov/cguide.htm#anchor62335).

Where applicable, the learning module refers readers to other relevant SHRM learning modules and/or cases.
PRE-CLASS COURSEWORK

Before the first session, ask students to review the EEOC, DOL and ADA websites. Instructors may also provide students with recent articles on timely HR-related issues. Finally, ask students to read the summary of important legal issues in human resource management provided with this module.

SESSION 1

Open the session by discussing with students what legal issues HR professionals face on a regular basis. Additionally, the instructor should ask what particular employment law issues supervisors and managers might need to understand. A list of these issues could be written on the blackboard and referred to when appropriate.

One of the key goals of HR is to effectively manage the flow of employees to and from the organization (Ferris, Hochwarter, Buckley, Harrell-Cook, and Frink, 1999). HR students should be familiar with the major HRM functions (staffing, training and development, and appraisal). These functions provide a framework and reference point for discussion throughout the module.

Content: Employment Discrimination

This section discusses protected classes and provides an overview of federal laws that prohibit discrimination (the Civil Rights Act, the ADEA, the Pregnancy Discrimination Act and the ADA).

In your discussion, note to students that some states and municipalities offer additional employment protections over and above that which is required by federal law.

Other employment discrimination laws will be discussed, including disparate impact; sexual harassment; hostile environment; quid pro quo; retaliation against employees who file discrimination charges; employment at will versus due-process employees; affirmative action; and important U.S. Supreme Court decisions affecting employment discrimination.

Conclude this session by hosting a student discussion based on the following statement: Women are paid on average less than 80 percent of what men earn. Do you think this is due to discrimination or are other factors involved?
SESSION 2

Content: Other Important Legal Issues Affecting HRM
This section will review compliance (e.g., reports to be filed with the EEOC); safety (including OSHA and workplace violence); military leave; labor relations (including a definition of the terms “closed shop,” “union shop,” and “yellow dog contracts”); employee privacy (e.g., telephone and other monitoring and drug testing); negligent hiring; negligent retention; and employee references.

Review
Summarize the key points of the last session.

Independent Assignment
1. Write a one-page essay on whether you think employers should randomly drug test as many employees as possible or whether only certain job categories should be tested.
2. Read materials for case simulation(s).

SESSION 3 (OPTIONAL)

Evaluation
Administer the 20-question quiz.

Optional Activities
Students can apply their knowledge by participating in an exercise in which they examine some legal issues in HRM. The instructor may choose to have students participate in one, two or all three of the exercises provided.

The first case involves staffing. Students are asked to identify and avoid potential legal pitfalls in the staffing process (e.g., biased job advertising).

The second case involves negligent hiring and retention. Specifically, this case will explore the employee reference checks and background searches and an employer’s legal responsibility to terminate the employment of workers who pose a likely danger to co-workers and/or clients.

The third case involves employer referrals. This case addresses the fine line that employers must tread between protecting an employee (or former employee’s) privacy versus the obligation to warn potential new employers that an individual may pose a threat based on past behavior (e.g., violence, threats, mental instability).

At the conclusion of the activities, open the floor to discussion, questions and comments.
Summary of Employment Discrimination Issues from Equal Employment Opportunity Commission

AGE DISCRIMINATION

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA’s protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training. It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government.

ADEA protections include:

- **Apprenticeship Programs**
  
  It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual’s age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.

- **Job Notices and Advertisements**
  
  The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstance where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.

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¹ This information was taken directly from the EEOC website (http://www.eeoc.gov/types/index.html).
**Pre-Employment Inquiries**

The ADEA does not specifically prohibit an employer from asking an applicant’s age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA.

**Benefits**

The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs would create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

**Waivers of ADEA Rights**

An employer may ask an employee to waive his/her rights or claims under the ADEA either in the settlement of an ADEA administrative or court claim or in connection with an exit incentive program or other employment termination program. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

1. be in writing and be understandable;
2. specifically refer to ADEA rights or claims;
3. not waive rights or claims that may arise in the future;
4. be in exchange for valuable consideration;
5. advise the individual in writing to consult an attorney before signing the waiver; and
6. provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

If an employer requests an ADEA waiver in connection with an exit incentive program or other employment termination program, the requirements for a valid waiver are more extensive.

**STATISTICS**

In Fiscal Year 2007, EEOC received 19,103 charges of age discrimination. EEOC resolved 16,134 age discrimination charges in FY 2007 and recovered $66.8 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).
DISABILITY DISCRIMINATION

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under Section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position.
- Acquiring or modifying equipment or devices; adjusting or modifying examinations, training materials, or policies; and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation, nor is an employer obligated to provide personal use items such as glasses or hearing aids.
Title I of the ADA also covers:

- **Medical Examinations and Inquiries**
  Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job-related and consistent with the employer’s business needs.

- **Drug and Alcohol Abuse**
  Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA’s restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

**STATISTICS**
In Fiscal Year 2007, EEOC received 17,734 charges of disability discrimination. EEOC resolved 15,708 disability discrimination charges in FY 2006 and recovered $54.4 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

**EQUAL PAY AND COMPENSATION DISCRIMINATION**
The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission (EEOC): the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990.

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides:
Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

- **Skill** – Measured by factors such as the experience, ability, education, and training required to perform the job. The key issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the jobholders has a master's degree in physics, since that degree would not be required for the job.

- **Effort** – The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side-by-side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.

- **Responsibility** – The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.

- **Working Conditions** – This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.

- **Establishment** – The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. However, in some circumstances, physically separate places of business should be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as “affirmative defenses,” and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower-paid employee(s) must be increased.
**TITLE VII, ADEA, AND ADA**

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Unlike the EPA, there is no requirement under Title VII, the ADEA, or the ADA that the claimant’s job be substantially equal to that of a higher-paid person outside the claimant’s protected class, nor do these statutes require the claimant to work in the same establishment as a comparator.

Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

- An employer pays an employee with a disability less than similarly situated employees without disabilities, and the employer’s explanation (if any) does not satisfactorily account for the differential.

- A discriminatory compensation system has been discontinued but still has lingering discriminatory effects on present salaries. For example, if an employer has a compensation policy or practice that pays Hispanics lower salaries than other employees, the employer must not only adopt a new nondiscriminatory compensation policy, it also must affirmatively eradicate salary disparities that began prior to the adoption of the new policy and make the victims whole.

- An employer sets the compensation for jobs predominantly held by, for example, women or African-Americans below that suggested by the employer’s job evaluation study, while the pay for jobs predominantly held by men or whites is consistent with the level suggested by the job evaluation study.

- An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who are the “head of household” (i.e., married with dependents and the primary financial contributor to the household), the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

**STATISTICS**

In Fiscal Year 2007, EEOC received 818 charges of compensation discrimination. EEOC resolved 796 compensation discrimination charges in FY 2007 and recovered $9.3 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).
NATIONAL ORIGIN DISCRIMINATION

Whether an employee or job applicant’s ancestry is Mexican, Ukrainian, Filipino, Arab, Native American, or any other nationality, he or she is entitled to the same employment opportunities as anyone else. EEOC enforces the federal prohibition against national origin discrimination in employment under Title VII of the Civil Rights Act of 1964, which covers employers with 15 or more employees.

ABOUT NATIONAL ORIGIN DISCRIMINATION

National origin discrimination means treating someone less favorably because he or she comes from a particular place, because of his or her ethnicity or accent, or because it is believed that he or she has a particular ethnic background. National origin discrimination also means treating someone less favorably at work because of marriage or other association with someone of a particular nationality. Examples of violations covered under Title VII include:

- **Employment Decisions**
  Title VII prohibits any employment decision, including recruitment, hiring, and firing or layoffs, based on national origin.

- **Harassment**
  Title VII prohibits offensive conduct, such as ethnic slurs, that creates a hostile work environment based on national origin. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.

- **Language**

  - **Accent discrimination**
    An employer may not base a decision on an employee’s foreign accent unless the accent materially interferes with job performance.

  - **English fluency**
    A fluency requirement is permissible only if required for the effective performance of the position for which it is imposed.

  - **English-only rules**
    English-only rules may be adopted only for nondiscriminatory reasons. An English-only rule may be used if it is needed to promote the safe or efficient operation of the employer’s business.

COVERAGE OF FOREIGN NATIONALS

Title VII and the other anti-discrimination laws prohibit discrimination against individuals employed in the United States, regardless of citizenship. However, relief may be limited if an individual does not have work authorization.
STATISTICS
In Fiscal Year 2007, EEOC received 9,396 charges of national origin discrimination. Including charges from previous years, 7,773 charges were resolved, and monetary benefits for charging parties totaled $22.8 million (not including monetary benefits obtained through litigation).

PREGNANCY DISCRIMINATION
The Pregnancy Discrimination Act is an amendment to Title VII of the Civil Rights Act of 1964. Discrimination on the basis of pregnancy, childbirth, or related medical conditions constitutes unlawful sex discrimination under Title VII, which covers employers with 15 or more employees, including state and local governments. Title VII also applies to employment agencies and to labor organizations, as well as to the federal government. Women who are pregnant or affected by related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

Title VII’s pregnancy-related protections include:

- **Hiring**
  An employer cannot refuse to hire a pregnant woman because of her pregnancy, because of a pregnancy-related condition or because of the prejudices of co-workers, clients, or customers.

- **Pregnancy and Maternity Leave**
  An employer may not single out pregnancy-related conditions for special procedures to determine an employee’s ability to work. However, if an employer requires its employees to submit a doctor’s statement concerning their inability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

  If an employee is temporarily unable to perform her job due to pregnancy, the employer must treat her the same as any other temporarily disabled employee. For example, if the employer allows temporarily disabled employees to modify tasks, perform alternative assignments or take disability leave or leave without pay, the employer must allow an employee who is temporarily disabled due to pregnancy to do the same.

  Pregnant employees must be permitted to work as long as they are able to perform their jobs. If an employee has been absent from work as a result of a pregnancy-related condition and recovers, her employer may not require her to remain on leave until the baby’s birth. An employer also may not have a rule that prohibits an employee from returning to work for a predetermined length of time after childbirth.
Employers must hold open a job for a pregnancy-related absence the same length of time jobs are held open for employees on sick or disability leave.

**Health Insurance**

Any health insurance provided by an employer must cover expenses for pregnancy-related conditions on the same basis as costs for other medical conditions. Health insurance for expenses arising from abortion is not required, except where the life of the mother is endangered.

Pregnancy-related expenses should be reimbursed exactly as those incurred for other medical conditions, whether payment is on a fixed basis or a percentage of reasonable-and-customary-charge basis.

The amounts payable by the insurance provider can be limited only to the same extent as amounts payable for other conditions. No additional, increased, or larger deductible can be imposed.

Employers must provide the same level of health benefits for spouses of male employees as they do for spouses of female employees.

**“Soft” Benefits**

Pregnancy-related benefits cannot be limited to married employees. In an all-female workforce or job classification, benefits must be provided for pregnancy-related conditions if benefits are provided for other medical conditions.

If an employer provides any benefits to workers on leave, the employer must provide the same benefits for those on leave for pregnancy-related conditions.

Employees with pregnancy-related disabilities must be treated the same as other temporarily disabled employees for accrual and crediting of seniority, vacation calculation, pay increases, and temporary disability benefits.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on pregnancy or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

**STATISTICS**

In Fiscal Year 2007, EEOC received 5,587 charges of pregnancy-based discrimination. EEOC resolved 4,979 pregnancy discrimination charges in FY 2007 and recovered $30.0 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).
RACE/COLOR DISCRIMINATION

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Equal employment opportunity cannot be denied any person because of his/her racial group or perceived racial group, his/her race-linked characteristics (e.g., hair texture, color, facial features), or because of his/her marriage to or association with someone of a particular race or color. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups. Title VII’s prohibitions apply regardless of whether the discrimination is directed at Whites, Blacks, Asians, Latinos, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color, or ethnicity.

It is unlawful to discriminate against any individual in regard to recruiting, hiring and promotion, transfer, work assignments, performance measurements, the work environment, job training, discipline and discharge, wages and benefits, or any other term, condition, or privilege of employment. Title VII prohibits not only intentional discrimination, but also neutral job policies that disproportionately affect persons of a certain race or color and that are not related to the job and the needs of the business. Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII’s protections include:

- Recruiting, Hiring, and Advancement
  Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.
Employers may legitimately need information about their employees’ or applicants’ race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant’s race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

- **Harassment/Hostile Work Environment**
  Title VII prohibits offensive conduct, such as racial or ethnic slurs, racial "jokes," derogatory comments, or other verbal or physical conduct based on an individual’s race/color. The conduct has to be unwelcome and offensive, and has to be severe or pervasive. Employers are required to take appropriate steps to prevent and correct unlawful harassment. Likewise, employees are responsible for reporting harassment at an early stage to prevent its escalation.

- **Compensation and Other Employment Terms, Conditions, and Privileges**
  Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

- **Segregation and Classification of Employees**
  Title VII is violated where employees who belong to a protected group are segregated by physically isolating them from other employees or from customer contact. In addition, employers may not assign employees according to race or color. For example, Title VII prohibits assigning primarily African-Americans to predominantly African-American establishments or geographic areas. It is also illegal to exclude members of one group from particular positions or to group or categorize employees or jobs so that certain jobs are generally held by members of a certain protected group. Coding applications/resumes to designate an applicant’s race, by either an employer or employment agency, constitutes evidence of discrimination where people of a certain race or color are excluded from employment or from certain positions.

- **Retaliation**
  Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.
STATISTICS
In Fiscal Year 2007, EEOC received 30,510 charges of race discrimination. EEOC resolved 25,882 race discrimination charges in FY 2007, and recovered $67.7 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

RELIGIOUS DISCRIMINATION
Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. Title VII covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Under Title VII:

- Employers may not treat employees or applicants more or less favorably because of their religious beliefs or practices, except to the extent a religious accommodation is warranted. For example, an employer may not refuse to hire individuals of a certain religion, may not impose stricter promotion requirements for persons of a certain religion, and may not impose more or different work requirements on an employee because of that employee's religious beliefs or practices.

- Employees cannot be forced to participate—or not participate—in a religious activity as a condition of employment.

- Employers must reasonably accommodate employees' sincerely held religious practices unless doing so would impose an undue hardship on the employer. A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his religion. An employer might accommodate an employee's religious beliefs or practices by allowing flexible scheduling, voluntary substitutions or swaps, job reassignments and lateral transfers, modification of grooming requirements and other workplace practices, policies and/or procedures.

- An employer is not required to accommodate an employee's religious beliefs and practices if doing so would impose an undue hardship on the employers' legitimate business interests. An employer can show undue hardship if accommodating an employee's religious practices requires more than ordinary administrative costs, diminishes efficiency in other jobs, infringes on other employees' job rights or benefits, impairs workplace safety, causes co-workers to carry the accommodated employee's share of potentially hazardous or burdensome work, or if the proposed accommodation conflicts with another law or regulation.
Employers must permit employees to engage in religious expression, unless the expression would impose an undue hardship on the employer. Generally, an employer may not place more restrictions on religious expression than on other forms of expression that have a comparable effect on workplace efficiency.

Employers must take steps to prevent religious harassment of their employees. An employer can reduce the chance that employees will engage in unlawful religious harassment by implementing an anti-harassment policy and having an effective procedure for reporting, investigating and correcting harassing conduct.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on religion or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

STATISTICS
In Fiscal Year 2007, EEOC received 2,880 charges of religious discrimination. EEOC resolved 2,525 religious discrimination charges in FY 2007 and recovered $6.4 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

RETAIATION
An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an adverse action against a covered individual because he or she engaged in a protected activity. These three terms are described below.
ADVERSE ACTION

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- employment actions such as termination, refusal to hire, and denial of promotion;
- other actions affecting employment, such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance; and
- any other actions, such as assault or unfounded civil or criminal charges, that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination.

For more information about adverse actions, see EEOC's Compliance Manual, Section 8, Chapter II, Part D.

COVERED INDIVIDUALS

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, “whistleblowers” who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC-enforced laws.
**PROTECTED ACTIVITY**

Protected activity includes:

1. Opposition to a practice believed to be unlawful discrimination.
2. Participation in an employment discrimination proceeding.

*Opposition* is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the alleged practice violates anti-discrimination law and the manner of the opposition is reasonable.

Examples of protected opposition include:

- Complaining to anyone about alleged discrimination against oneself or others;
- Threatening to file a charge of discrimination;
- Picketing in opposition to discrimination; or
- Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

- Actions that interfere with job performance so as to render the employee ineffective; or
- Unlawful activities, such as acts or threats of violence.

*Participation* means taking part in an employment discrimination proceeding. Participation is a protected activity even if the proceeding involved claims that ultimately were found to be invalid. Examples of participation include:

- Filing a charge of employment discrimination;
- Cooperating with an internal investigation of alleged discriminatory practices; or
- Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC’s Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation.
STATISTICS
In Fiscal Year 2007, EEOC received 26,663 charges of retaliation discrimination based on all statutes enforced by EEOC. The EEOC resolved 22,265 retaliation charges in 2007, and recovered more than $124 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

SEX-BASED DISCRIMINATION
Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of sex as well as race, color, national origin, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

It is unlawful to discriminate against any employee or applicant for employment because of his/her sex in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals on the basis of sex. Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude individuals on the basis of sex and that are not job-related.

Title VII’s prohibitions against sex-based discrimination also cover:

- **Sexual Harassment**
  This includes practices ranging from direct requests for sexual favors to workplace conditions that create a hostile environment for persons of either gender, including same-sex harassment.

- **Pregnancy-Based Discrimination**
  Title VII was amended by the Pregnancy Discrimination Act, which prohibits discrimination on the basis of pregnancy, childbirth and related medical conditions.

The Equal Pay Act of 1963 requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. Title VII also prohibits compensation discrimination on the basis of sex; unlike the Equal Pay Act, however, Title VII does not require that the claimant’s job be substantially equal to that of a higher-paid person of the opposite sex or require the claimant to work in the same establishment.
It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

STATISTICS
In Fiscal Year 2007, EEOC received 24,826 charges of sex-based discrimination. EEOC resolved 21,982 sex discrimination charges in FY 2007 and recovered $135.4 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).

SEXUAL HARASSMENT
Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.
When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace, and employers are encouraged to take steps to prevent sexual harassment from occurring. Employers should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees, and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

**STATISTICS**

In Fiscal Year 2007, EEOC received 12,510 charges of sexual harassment; 16% of those charges were filed by males. EEOC resolved 11,592 sexual harassment charges in FY 2007 and recovered $49.9 million in monetary benefits for charging parties and other aggrieved individuals (not including monetary benefits obtained through litigation).
Legal Issues In Human Resource Management

MULTIPLE CHOICE QUIZ

Answer Key

1. Which of the following is NOT a protected class under Title VII?
   a. Race
   b. Color
   c. Gender
   d. Sexual orientation
   Answer: d.

2. Disparate treatment:
   a. Is an employment discrimination theory under Title VII.
   b. Means that an employer’s practices had the unintentional affect of discriminating against certain employee groups.
   c. Is another name for disparate impact.
   d. None of the above.
   Answer: a.

3. Which of the following is NOT an allowed union practice:
   a. Primary boycotts
   b. Secondary boycotts
   c. Union shops
   d. Distributing leaflets
   Answer: b.
4. _________________ occurs when an employer knows that a current or former employee poses a threat to others but does not pass this information on to the next employer.
   a. Negligent hiring
   b. Negligent referral
   c. Improper reference
   d. None of the above
   Answer: b.

5. Under the legal doctrine of _________________, an employer might be held civilly liable for the actions of its employees.
   a. Res ipsa loquitur
   b. Tortious interference
   c. Respondeat superior
   d. None of the above
   Answer: c.

6. The _________________ requires employers to pay employees equal pay for equal work regardless of gender.
   a. Equal Pay Act
   b. Equal Rights Amendment
   c. Civil Rights Act of 1866
   d. All of the above
   Answer: a.

7. If a discrimination case passes initial review, the EEOC can:
   a. Refer the case to the local district attorney to prosecute.
   b. Issue a right to sue letter.
   c. Handle the case itself.
   d. a. and c.
   e. b. and c.
   Answer: e.
8. Which of the following is NOT correct about OSHA?
   a. It applies only to public employers.
   b. It applies to private employers.
   c. Its purpose is to prevent on-the-job injury and death.
   d. All of the above are true.

   Answer: a.

9. In a ________________, an employee must be a member of the union to be hired.
   a. closed shop
   b. union shop
   c. labor shop
   d. none of the above

   Answer: a.

10. Which of the following is a measure employers can take to reduce workplace violence?
   a. Monitoring and security measures (security guards, surveillance cameras, identification badges and password-controlled entry).
   b. A zero-tolerance policy on workplace violence.
   c. Employee training on workplace violence avoidance and alternative dispute resolution tactics.
   d. A zero-tolerance policy of being on the jobsite or performing work duties while under the influence of illegal drugs or alcohol.
   e. All of the above.

   Answer: e.
TRUE-FALSE QUESTIONS

1. _______ State prosecutors are the main enforcers of employee civil rights.
   Answer: False. The EEOC is the main enforcer of employee civil rights.

2. _______ The ADA mandates that employers make accommodations for employees with disabilities no matter how much it costs the employer.
   Answer: False. A covered employer is required to make an accommodation only if it will not create an undue hardship on the employer.

3. _______ The ADEA protects employees who are more than 40 years of age from age-based employment discrimination.
   Answer: True.

4. _______ *Quid pro quo* is a legal tenet under Title VII race discrimination
   Answer: False. *Quid pro quo* is a legal tenet under sexual harassment (gender discrimination) under Title VII.

5. _______ Most employees are at-will employees.
   Answer: True.

6. _______ Quota systems are allowed for affirmative action programs.
   Answer: False. Quota systems are considered to be discriminatory.

7. _______ Sexual orientation is a protected status under Title VII.
   Answer: False.

8. _______ In disparate treatment, it must be shown that the employer intentionally discriminated against the employee.
   Answer: True.

9. _______ Seniority is a defense against a charge of Title VII employment discrimination.
   Answer: True.

10. _______ Minor illnesses are covered under the ADA.
    Answer: False. In *Sutton vs. United Airlines*, the U.S. Supreme Court said that only major illnesses and disabilities are covered under the ADA.
MULTIPLE CHOICE QUIZ

Directions: Please circle one choice for each question below. Circle the best answer for each question.

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