

■ CONTENTS

<i>Preface</i>	<i>xix</i>
<i>Acknowledgements</i>	<i>xxiii</i>
<i>Practice and Procedural Tips</i>	<i>xxxix</i>
<i>A Note About the Cases Included and Case Editing</i>	<i>xxxiii</i>

PART ONE ■ INTRODUCTION & THE ADMINISTRATIVE PROCESS

Chapter 1: Employment Discrimination 3

A. Introduction	3
B. Current Debate—Theory Versus Procedure	5
C. Employment Statutes	7
D. Constitutional Claims	10
E. State and Local Claims	11
F. This Book and Employment Discrimination Law	12

Chapter 2: The Administrative Process, Discovery, Summary Judgment & Trial 13

A. Introduction	14
B. The Equal Employment Opportunity Commission and the Department of Justice	14
C. The Administrative Process	15
<i>National Railroad Passenger Corp. v. Morgan</i>	20
D. Standing and Coverage Requirements	27
<i>Clackamas Gastroenterology Associates v. Wells</i>	28
<i>Mariotti v. Mariotti Building Products, Inc.</i>	34
E. Filing the Complaint	40
<i>Swierkiewicz v. Sorema N.A.</i>	40
<i>Ashcroft v. Iqbal</i>	44
F. Discovery, E-Discovery, and Summary Judgment	53
<i>EEOC v. Houston Funding II, Ltd.</i>	55
	xi

G. Jury Trial	60
<i>May v. Chrysler Group, LLC</i>	61
H. Arbitration	67
<i>Hooters of America, Inc. v. Phillips</i>	68
I. Chapter-in-Review	74

PART TWO ■ ANALYTICAL FRAMEWORKS

Chapter 3: Disparate Treatment 79

A. Introduction	80
B. Circumstantial Evidence of Discrimination	80
<i>McDonnell Douglas Corp. v. Green</i>	81
<i>Texas Department of Community Affairs v. Burdine</i>	88
<i>St. Mary's Honor Center v. Hicks</i>	92
<i>Reeves v. Sanderson Plumbing Products, Inc.</i>	97
C. Direct Evidence of Discrimination	105
<i>Price Waterhouse v. Hopkins</i>	106
D. Mixed-Motives Analysis/Civil Rights Act of 1991	114
<i>Desert Palace, Inc. v. Costa</i>	114
<i>Keelan v. Majesco Software, Inc.</i>	119
E. After-Acquired Evidence	120
<i>McKennon v. Nashville Banner Publishing Co.</i>	120
F. Intentional Discrimination Framework: Summary Review	123
G. Systemic Litigation	125
<i>Wal-Mart Stores, Inc. v. Dukes</i>	126
<i>In re Bemis Co.</i>	134
H. Further Defining Discrimination	137
<i>Ricci v. DeStefano</i>	137
I. Retaliation	145
1. Coverage	147
<i>Thompson v. North American Stainless, LP</i>	148
2. Protected Activity	150
a. Participation Clause	150
b. Opposition Clause	151
3. Adverse Action	153
<i>Burlington Northern & Santa Fe Railway Co. v. White</i>	153

4. Causation	157
<i>University of Texas Southwestern Medical Center v. Nassar</i>	158
5. Completing the McDonnell Douglas Framework for Retaliation Claims	165
6. Retaliation Review	166
J. Chapter-in-Review	167

Chapter 4: Disparate Impact 169

A. Introduction	169
<i>Griggs v. Duke Power</i>	170
<i>Dothard v. Rawlinson</i>	176
<i>Wards Cove Packing Co. v. Antonio</i>	182
B. Statutory Framework	190
C. Subjective Criteria	193
<i>Watson v. Fort Worth Bank & Trust</i>	193
D. Defenses	198
1. The Bottom-Line Defense	199
<i>Connecticut v. Teal</i>	199
2. Validation Studies as a Safe Harbor to Disparate Impact Claims	203
E. Chapter-in-Review	204

Chapter 5: Harassment 207

A. Introduction	208
B. The #MeToo Movement	209
C. Protected Categories of Harassment	211
<i>Shaver v. Independent Stave Co.</i>	212
D. The Harassment Cause of Action	213
1. Because of Sex	213
<i>Oncale v. Sundowner Offshore Services, Inc.</i>	213
<i>Ocheltree v. Scollon Productions, Inc.</i>	218
2. Unwelcome, and Severe or Pervasive	224
<i>Meritor Savings Bank, FSB v. Vinson</i>	224
<i>Harris v. Forklift Systems, Inc.</i>	233
E. Imputing Liability	236
<i>Burlington Industries, Inc. v. Ellerth</i>	236
<i>Faragher v. City of Boca Raton</i>	245
1. Supervisor Harassment	252
<i>Vance v. Ball State University</i>	252

2. Co-Worker Harassment	260
3. Constructive Discharge	262
<i>Pennsylvania State Police v. Suders</i>	262
F. First Amendment Defense	268
<i>Lyle v. Warner Bros. Television Productions</i>	268
G. Chapter-in-Review	273

PART THREE ■ ENFORCEMENT BY PROTECTED CLASS

Chapter 6: Race and Color Discrimination 279

A. Introduction	280
B. EEOC Guidance	281
C. Discrimination—An Ongoing Problem	283
<i>EEOC v. Pipefitters Ass’n Local Union 597</i>	284
<i>Henderson v. Irving Materials, Inc.</i>	289
<i>EEOC v. Catastrophe Management Solutions</i>	294
D. Reverse Discrimination Claims	301
<i>McDonald v. Santa Fe Trail Transportation Co.</i>	301
E. Affirmative Action Plans	305
<i>Johnson v. Transportation Agency, Santa Clara County</i>	306
F. Chapter-in-Review	316

Chapter 7: Sex Discrimination 319

A. Introduction	320
B. Pregnancy as a Form of Sex Discrimination	321
<i>Ames v. Nationwide Mutual Insurance Co.</i>	323
<i>Young v. United Parcel Service, Inc.</i>	327
C. The Family and Medical Leave Act	336
<i>Makowski v. SmithAmundsen LLC</i>	338
D. Sexual Orientation—A Protected Category?	342
<i>Evans v. Georgia Regional Hospital</i>	344
<i>Zarda v. Altitude Express, Inc.</i>	348
E. The Bona Fide Occupational Qualification Exception	355
<i>Dothard v. Rawlinson</i>	357
<i>International Union, United Automobile Workers v. Johnson Controls, Inc.</i>	363

F. Grooming and Appearance Standards	371
<i>Jespersen v. Harrah's Operating Co.</i>	373
G. The Equal Pay Act and the Lilly Ledbetter Fair Pay Act	379
<i>Ledbetter v. Goodyear Tire & Rubber Co.</i>	381
<i>King v. Acosta Sales & Marketing, Inc.</i>	391
H. Chapter-in-Review	396

Chapter 8: National Origin Discrimination 399

A. Introduction	400
B. The Meaning of National Origin	401
<i>Espinoza v. Farah Manufacturing Co.</i>	402
C. English-Only Rules	407
<i>Garcia v. Spun Steak Co.</i>	409
<i>Maldonado v. City of Altus</i>	420
D. Accent Discrimination	430
<i>Fragante v. City & County of Honolulu</i>	431
E. Undocumented Worker Status	437
<i>Hoffman Plastic Compounds, Inc. v. NLRB</i>	438
F. Chapter-in-Review	443

Chapter 9: Religious Discrimination 445

A. Introduction	446
B. What Is Religion?	447
<i>EEOC v. Red Robin Gourmet Burgers, Inc.</i>	448
C. Disparate Treatment Cases	453
<i>EEOC v. Preferred Management Corp.</i>	453
<i>Moranski v. General Motors Corp.</i>	460
D. Failure to Accommodate Cases	465
<i>Trans World Airlines, Inc. v. Hardison</i>	466
<i>Ansonia Board of Education v. Philbrook</i>	475
<i>EEOC v. Abercrombie & Fitch Stores, Inc.</i>	481
<i>EEOC v. Unión Independiente de la Autoridad de Acueductos y Alcantarillados de Puerto Rico</i>	485
E. Exceptions to Religious Discrimination Claims	489
1. The Educational Exception	490
2. The Religious Employer Exception	490
3. The BFOQ	492

4. The Ministerial Exception	492
<i>Hosanna-Tabor Evangelical Lutheran Church v. EEOC</i>	493
F. Chapter-in-Review	503

Chapter 10: Disability Discrimination 507

A. Introduction	508
1. Elements of the Cause of Action	509
2. Disability and Qualified Defined	510
B. Actual, Perceived, and Record of a Disability	511
<i>Sutton v. United Air Lines, Inc.</i>	511
<i>EEOC v. Heartway Corp.</i>	520
<i>Graham v. St. John's United Methodist Church</i>	526
C. History of a Disability	529
<i>Shaver v. Independent Stave Co.</i>	529
D. Accommodation Requirement and the Interactive Process	533
<i>U.S. Airways, Inc. v. Barnett</i>	534
<i>Rauen v. U.S. Tobacco Manufacturing Ltd. Partnership</i>	542
E. Direct Threat Defense and Qualification Standards	549
<i>Chevron U.S.A., Inc. v. Echazabal</i>	549
F. Disparate Impact Claims	553
G. Unlawful Medical Inquiries and Examinations	554
H. The Genetic Information Nondiscrimination Act	556
I. Chapter-in-Review	557

Chapter 11: Age Discrimination 559

A. Introduction	560
B. Disparate Treatment Claims	562
<i>Hazen Paper Co. v. Biggins</i>	562
<i>Palasota v. Hagggar Clothing Co.</i>	567
<i>Dediol v. Best Chevrolet, Inc.</i>	572
C. The Meaning of "Age"	577
<i>General Dynamics Land Systems, Inc. v. Cline</i>	578
<i>Gross v. FBL Financial Services, Inc.</i>	586
D. RFOA Defense and a Note About the BFOQ	589
E. Disparate Impact Claims	590

F. Exceptions for Police and Firefighters	592
G. Damages	593
H. Chapter-in-Review	595

PART FOUR ■ REMEDIES

Chapter 12: Relief in Discrimination Cases 599

A. Introduction	600
B. Reinstatement	600
C. Front Pay	602
D. Backpay	604
<i>EEOC v. E.I. DuPont de Nemours & Co.</i>	604
E. Compensatory Damages	610
<i>Whitten v. Cross Garage Corp.</i>	610
F. Punitive Damages	615
<i>Kolstad v. American Dental Ass'n.</i>	617
<i>Philip Morris USA v. Williams</i>	624
G. Other Damages	628
H. Liquidated Damages and the ADEA	629
I. Attorneys' Fees	630
J. Chapter-in-Review	631

PART FIVE ■ BEST PRACTICES

Chapter 13: Handling Employment Discrimination Claims: Best Practices 635

A. Introduction	636
B. The Employee	637
1. When to Complain of Discrimination	637
<i>Jordan v. Alternative Resources Corp.</i>	638
2. How and Where to Complain of Discrimination	647
3. Drafting the Complaint	649
<i>Mangum v. Town of Holly Springs</i>	649
<i>EEOC v. Concentra Health Services, Inc.</i>	654
4. Protecting Against Retaliation	661

C. The Employer	663
1. Effective Employer Policies	663
a. Dating Policies	664
<i>Sarsha v. Sears, Roebuck & Co.</i>	665
b. Computer/Electronic Device Policies	668
<i>Cargo v. Kansas City Southern Railway Co.</i>	670
c. Antidiscrimination Policies	673
d. Anti-Bullying Policies	676
e. Responding to Reference Requests	677
<i>Matthews v. Wisconsin Energy Corp.</i>	678
f. Caregiving Responsibilities	683
<i>Johnson v. University of Iowa</i>	684
2. Training Employees on Discrimination	688
3. Documentation, Discipline, and Investigations	689
<i>Toliver v. Alaska State Commission for Human Rights</i>	693
4. Insulation from Liability	696
<i>Staub v. Proctor Hospital</i>	697
D. Chapter-in-Review	702
Table of Authors	703
Table of Cases	707
Index	711