

TABLE OF CONTENTS

| | |
|---|-----------|
| INTRODUCTION: THE SUPERVISOR’S ROLE IN EEO..... | 1 |
| CHAPTER ONE: THE LEGAL HISTORY | 3 |
| THE CIVIL RIGHTS ACTS OF 1964 AND 1972 | 3 |
| AGE DISCRIMINATION IN EMPLOYMENT ACT | 3 |
| REHABILITATION ACT OF 1973 | 4 |
| THE AMERICANS WITH DISABILITIES ACT AMENDMENTS ACT OF 2008..... | 4 |
| PREGNANCY DISCRIMINATION ACT OF 1978..... | 4 |
| EEOC SEXUAL HARASSMENT REGULATIONS OF 1981 | 5 |
| CIVIL RIGHTS ACT OF 1991 | 5 |
| EXECUTIVE ORDERS OF 1993 AND 2000..... | 6 |
| CHAPTER TWO: DISCRIMINATION DEFINED | 9 |
| THE SEVEN PROHIBITED CATEGORIES..... | 9 |
| Race | 9 |
| Exceptions | 10 |
| Color | 10 |
| Sex | 11 |
| Exceptions | 11 |
| National Origin | 12 |
| Religion | 12 |
| Age..... | 13 |
| Disability/Handicap | 13 |
| The Amendments to the Americans With Disabilities Act..... | 14 |
| What is a Disability? | 15 |
| What is “Reasonable Accommodation?”..... | 16 |
| THEORIES OF DISCRIMINATION | 17 |
| Disparate Treatment..... | 17 |
| Disparate Impact | 18 |
| Failure to Accommodate | 19 |
| Harassment..... | 19 |
| Reprisal..... | 20 |
| CHAPTER THREE: WHAT IS NOT DISCRIMINATION..... | 23 |
| NONFACTORS | 23 |
| Veterans | 23 |
| Military Reservists; Military Service..... | 24 |
| Marital Status; Partisan Political Reasons..... | 24 |
| LEGITIMATE SUPERVISORY PRACTICES | 24 |

| | |
|---|-----------|
| CHAPTER FOUR: EEO AND HIRING..... | 29 |
| FIRST PRINCIPLES..... | 29 |
| Objectivity..... | 30 |
| Job Related..... | 31 |
| Openness..... | 32 |
| CAREER-ENHANCING ASSIGNMENTS..... | 33 |
| INTERVIEWING..... | 35 |
| Know Your Purpose..... | 35 |
| Use Job-Related Questions..... | 36 |
| Use Job-Related Terms..... | 36 |
| Give Each Applicant the Same Opportunity..... | 37 |
| AFFIRMATIVE ACTION..... | 37 |
| Step One — Program Analysis..... | 39 |
| Step Two — Problem and Barrier Identification..... | 39 |
| Step Three — Report of Objectives and Action Items..... | 40 |
| CHAPTER FIVE: EEO AND DISCIPLINE..... | 43 |
| THE BASICS OF DISCIPLINE..... | 43 |
| EEO STANDARD APPLIED TO DISCIPLINE..... | 44 |
| Condoning Past Violations by Good Employees..... | 44 |
| Uneven Discipline Across Organizational Lines..... | 47 |
| Avoidance..... | 48 |
| CHAPTER SIX: OTHER ISSUES IN EMPLOYMENT..... | 51 |
| PREGNANCY..... | 51 |
| CLIENT PREFERENCE..... | 52 |
| HARDSHIP..... | 53 |
| DRESS CODES..... | 53 |
| Sex..... | 54 |
| Religion..... | 54 |
| Culture..... | 55 |
| WORK SCHEDULES..... | 56 |
| SENIORITY..... | 58 |
| OFFICIAL TIME FOR EEO ACTIVITIES..... | 58 |
| DEALING WITH DISABILITY ISSUES..... | 59 |
| Medical Issues and Hiring..... | 63 |
| Mental Disabilities..... | 63 |