TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION TO DAMAGES ............................................................... 1
  I. GENERAL DISCUSSION OF DAMAGES .......................................................... 4
     A. EEOC REGULATIONS CODIFY REMEDIES AND RELIEF ......................... 5

CHAPTER 2: TITLE VII EQUITABLE DAMAGES .................................................. 11
  I. TRAINING ........................................................................................................ 11
  II. PURGING EMPLOYER’S RECORDS OF NEGATIVE INFORMATION ............. 14
  III. REQUIRING EMPLOYER TO APOLOGIZE .................................................. 17
  IV. INJUNCTIVE RELIEF .................................................................................... 19
     A. PRELIMINARY INJUNCTIONS ...................................................................... 19
        1. Likelihood of Success .............................................................................. 20
        2. Irreparable Harm .................................................................................... 20
     B. INTERIM INJUNCTIVE RELIEF FOR GOVERNMENT EMPLOYEES ............ 20
        1. EEOC’s Authority to Enjoin Employment Practices ................................. 22
     C. INTERIM ADMINISTRATIVE RELIEF FOR GOVERNMENT EMPLOYEES .... 22
     D. INTERIM RELIEF MAY ENJOIN FUTURE DISCIPLINE WITHOUT AN INDEPENDENT REVIEW ........................................................................................................ 25
  V. BACK PAY ..................................................................................................... 26
     A. LOSS OF OPPORTUNITY ............................................................................. 30
     B. LIMITATIONS ON BACK PAY ................................................................... 35
        1. Interim Earnings May Be Set Off Against an Award of Back Pay .......... 36
        2. Commencing the Period for Back Pay ..................................................... 39
        3. Commencing the Period for Back Pay in Disability Claims Alleging a Failure to Provide Reasonable Accommodation ............................................. 40
        4. Subsequent Promotions in an Award of Back Pay ................................... 40
        5. Ending the Period for Back Pay ............................................................... 45
        6. Subsequent Disabling Injury ..................................................................... 49
        7. Voluntary Resignation or Retirement ....................................................... 50
        8. Other EEOC Decisions on Ending Back Pay Period ................................. 54
        9. Effect of Bonuses or Other Discretionary Salary Increases .................... 54
     C. BACK PAY LIMITED TO TWO YEARS PRIOR TO ADMINISTRATIVE COMPLAINT .................................................................................................................. 56
        1. Continuing Violations and Back Pay ......................................................... 56
        2. Back Pay Awards in Continuing Violations Claims Generally Available Only in Hostile Work Environment Cases ......................................................... 56
     D. HEALTH INSURANCE AND RELATED BENEFITS ...................................... 58
     E. SENIORITY BENEFITS ................................................................................ 59
     F. OVERTIME .................................................................................................... 59
     G. INTEREST ON BACK PAY ......................................................................... 61
     H. DETERMINING BACK PAY BY COMPARING EARNINGS OF OTHER EMPLOYEES ................................................................. 66
     I. OTHER BENEFITS OF EMPLOYMENT ..................................................... 67
  VI. FRONT PAY .................................................................................................... 69

COMPENSATORY DAMAGES
TABLE OF CONTENTS

A. SUPREME COURT DECIDES THAT FRONT PAY IS NOT SUBJECT TO CAPS........77
B. WHEN FRONT PAY IS APPROPRIATE .................................................................79
C. DURATION OF FRONT PAY ...........................................................................85
D. OTHER CONSIDERATIONS IN AWARDING FRONT PAY ..............................94

VII. FRINGE BENEFITS ...................................................................................101
A. CALCULATING THE VALUE OF FRINGE BENEFITS ...................................102
B. EMPLOYER MATCHING FOR PENSION AND 401(K) PLANS .......................104
C. THRIFT SAVINGS PLAN (TSP) BENEFITS ..................................................105
D. SURVIVOR BENEFITS ..................................................................................107
E. ANNUAL AND OTHER LEAVE ....................................................................107

VIII. REINSTATEMENT .....................................................................................111
A. WHEN REINSTATEMENT IS NOT PRACTICAL ............................................113
B. REINSTATEMENT NOT APPROPRIATE WHERE SAME ACTION
   WOULD HAVE BEEN TAKEN...........................................................................115
C. AFTER-ACQUIRED EVIDENCE ......................................................................115
D. WHERE HOSTILITY MAKES EMPLOYMENT RELATIONSHIP IMPOSSIBLE.....117
E. WHERE INNOCENT EMPLOYEE WOULD BE DISPLACED ..........................120
F. REINSTATEMENT DOES NOT PRECLUDE FRONT PAY ............................122
G. RERUNNING THE SELECTION PROCESS ..................................................122
H. AWARDING THE POSITION WHERE COMPLAINANT NOT CONSIDERED
   FOR THE POSITION .....................................................................................124
I. FAILURE TO MITIGATE DAMAGES DOES NOT PRECLUDE REINSTATEMENT...125

IX. BUMPING ..................................................................................................125
A. EEOC AUTHORITY TO ORDER BUMPING ...............................................128

X. REINSTATEMENT MAY REQUIRE REPAYMENT OF ANY LUMP SUM PAYMENT
   FOR UNUSED ANNUAL LEAVE ...................................................................128

XI. UNION DUES MAY BE DEDUCTED FROM AN AWARD OF BACK PAY .......129

CHAPTER 3: THE CIVIL RIGHTS ACT OF 1991 AND COMPENSATORY
   DAMAGES ........................................................................................................131

I. OVERVIEW OF THE 1991 ACT ..................................................................131
A. NO CLAIM FOR COMPENSATORY DAMAGES PRIOR TO 1991...............132

II. COMPENSATORY DAMAGES ARE AVAILABLE IN ADMINISTRATIVE HEARINGS
    A. THE EEOC RULES IT HAS AUTHORITY TO ORDER DAMAGES ...............133
    B. A DISPUTE WITHIN THE CIRCUITS .....................................................135
    C. THE SUPREME COURT SETTLES THE DISPUTE ..................................140

III. DAMAGE PROVISIONS OF THE CIVIL RIGHTS ACT OF 1991 ARE NOT
    RETROACTIVE ..............................................................................................144
    A. WHERE UNLAWFUL EMPLOYMENT ACT CONTINUED AFTER ENACTMENT...146
    B. ALLOCATING REMEDIES WHERE CONDUCT CONTINUED
       AFTER ENACTMENT ...............................................................................148

IV. COMPENSATORY DAMAGES DO NOT PUNISH BAD CONDUCT ..........149

V. COMPENSATORY DAMAGES NOT AVAILABLE IN CASES
   OF DISPARATE IMPACT ...............................................................................150

VI. COMPENSATORY DAMAGES NOT AVAILABLE WHEN THE EMPLOYER
    ACTED WITH LEGITIMATE AS WELL AS DISCRIMINATORY MOTIVES .....150

VII. COMPENSATORY DAMAGES NOT AVAILABLE UNDER THE ADEA .........153

VIII. COMPENSATORY DAMAGE AWARDS ARE LIMITED BY STATUTORY CAPS....153
CHAPTER 4: PROVING DAMAGES ......................................................... 207

I. PROOF OF DAMAGES .................................................................. 207
II. NATURE, SEVERITY AND DURATION OF THE HARM .............. 211
III. CAUSATION ............................................................................ 214
   A. PROOF OF CAUSATION IN NONPECUNIARY DAMAGES ........ 215
   B. PROOF OF CAUSATION IN PECUNIARY DAMAGES ............. 217
IV. PROOF OF ACTUAL HARM OR INJURY .................................... 223
V. PROOF OF LOSS OF EARNINGS .............................................. 229
VI. PROOF OF DAMAGES WITHOUT A HEARING ...................... 231
VII. PROOF OF PECUNIARY DAMAGES ........................................ 233
   A. PROOF OF FUTURE PECUNIARY DAMAGES ....................... 241
VIII. PROOF OF NONPECUNIARY DAMAGES ..................................245
   A. EMOTIONAL HARM CAN BE PROVEN FROM COMPLAINANT’S 
      TESTIMONY ALONE .......................................................... 246
      1. The Plaintiff’s Testimony as Evidence for Damages ............ 247

COMPENSATORY DAMAGES
2. The Need for Corroborating Evidence to Substantiate Plaintiff’s Testimony and Large Awards................................................................. 252
3. The Sufficiency of the Evidence Provided................................................................. 255

B. DOCUMENTING EVIDENCE OF NONPECUNIARY DAMAGES................. 257
C. GENERAL ALLEGATIONS OF EMOTIONAL HARM GENERALLY WILL SUPPORT ONLY MODEST AWARDS........................................... 258

IX. CREDIBILITY OF WITNESSES........................................................................................................... 260

X. EXPERT WITNESSES......................................................................................................................... 270
A. EXPERT TESTIMONY IS NOT REQUIRED TO PROVE DAMAGES............... 271
B. USE OF EXPERT WITNESSES......................................................................................... 276
C. TYPES OF EXPERT WITNESSES.................................................................................. 278
D. EXPERT WITNESSES AND ECONOMIC HARM......................................................... 279
E. EXPERT TESTIMONY AND EMOTIONAL HARM.......................................................... 281
F. TESTIMONY OF TREATING PHYSICIAN OR OTHER HEALTH CARE PROVIDER GENERALLY DOES NOT REQUIRE CERTIFICATION OR DISCLOSURE AS AN EXPERT......................................................... 289
G. EXPERT TESTIMONY AND PHYSICAL INJURIES....................................................... 292
H. OTHER USE OF EXPERTS.............................................................................................. 293
I. EXPERT REBUTTAL TESTIMONY.................................................................................. 297

XI. EMPLOYER’S USE OF REBUTTAL WITNESSES................................................. 300

XII. RECORD MAY NOT BE SUPPLEMENTED ON APPEAL............................................ 301

CHAPTER 5: MITIGATION AND OFFSET................................................................. 303

I. OFFSETS AND THE DUTY TO MITIGATE DAMAGES............................................... 303
A. BACK PAY MAY BE CALCULATED USING A PERIODIC RATHER THAN AN AGGREGATE COMPARISON OF EARNINGS................................. 304
B. REASONABLE DILIGENCE IN SEEKING OTHER EMPLOYMENT ...................... 307
   1. Unconditional Offer of Re-Employment May End Right to Back Pay.............. 308
   2. An Unconditional Offer of Reinstatement Must Include Reasonable Accommodation, if Needed............................................................. 312
   3. An Unconditional Offer of a Position Intended to Cut Off Back Pay Must Be in the Same Geographic Location............................................. 315
   4. Failure to Mitigate Damages Does Not, in Itself, Bar Reinstatement .......... 316
   5. EXTENDED LEAVE OF ABSENCE WITHOUT PAY MAY SIGNAL UNAVAILABILITY FOR WORK.............................................................. 317
C. DUTY TO MITIGATE EXTENDS TO MAINTAINING FUTURE EMPLOYMENT... 317
D. CONTINUED EMPLOYMENT AFTER DENIAL OF A PROMOTION; CONSTRUCTIVE DISCHARGE ................................................................. 320
E. MITIGATING DAMAGES IN CLAIMS OF SEXUAL HARASSMENT.................. 325
F. REASONABLE DILIGENCE MUST BE IN LIGHT OF THE PARTICULAR FACTS OF A CASE ................................................................. 326
G. THE DUTY TO MITIGATE REQUIRES A SUSTAINED EFFORT TO FIND WORK... 329
H. PURSUITING EDUCATION EFFECTIVELY REMOVES AN INDIVIDUAL FROM THE WORKFORCE.......................................................... 331
   1. Cases Where Pursuing Education Ended the Period for Back Pay .................. 332
   2. Cases Where Pursuing Education Did Not End the Period for Back Pay 333
I. SUBSTANTIALLY EQUIVALENT EMPLOYMENT ......................................................... 336
J. REASONABLE DILIGENCE............................................................................................ 342
**K. REASONABLE DILIGENCE AND SELF-EMPLOYMENT** .......................................................... 345

**L. INABILITY TO WORK BECAUSE OF DISABILITY** .......................................................... 348

**II. BURDEN IS ON EMPLOYER TO SHOW FAILURE TO MITIGATE** .................................. 348

A. BURDEN Shifts WHERE EMPLOYEE MAKES NO EFFORT TO FIND OTHER EMPLOYMENT .................................................................................................................. 352

B. EMPLOYEE’S BURDEN LOWERED WHERE WORK IN THE SAME FIELD IS NOT AVAILABLE BECAUSE OF EMPLOYER’S MISCONDUCT ............................................ 354

C. DOCUMENTING EFFORTS TO MITIGATE DAMAGES ........................................................ 358

**III. FAILURE TO MITIGATE MAY BAR FRONT PAY** .......................................................... 358

**IV. NO DUTY TO MITIGATE WHERE EMPLOYEE IS STILL ON COMPANY ROLLS** ........ 358

**V. MITIGATION AND OTHER DAMAGES** ......................................................................... 360

A. EEOC HOLDS NO DUTY TO MITIGATE NONPECUNIARY DAMAGES ............................... 360

B. DUTY TO MITIGATE OTHER PECUNIARY DAMAGES ................................................... 361

**CHAPTER 6: OTHER FACTORS IMPACTING CALCULATIONS OF REMEDIES** ..................... 363

I. COLLATERAL SOURCE RULE .......................................................................................... 363

A. UNEMPLOYMENT COMPENSATION ................................................................................. 368

B. WORKER’S COMPENSATION BENEFITS ....................................................................... 369

C. PUBLIC ASSISTANCE BENEFITS .................................................................................... 371

D. DISABILITY INSURANCE BENEFITS .............................................................................. 371

E. VETERAN’S AND SOCIAL SECURITY BENEFITS ............................................................... 373

F. PENSION BENEFITS ........................................................................................................ 374

G. HEALTH INSURANCE BENEFITS ................................................................................... 376

II. THE EGGSHELL PLAINTIFF ............................................................................................. 378

III. THE EFFECT OF PREEXISTING INJURIES ON A CLAIM FOR DAMAGES .................... 381

A. WHERE PREEXISTING CONDITION WOULD HAVE WORSENED .................................. 386

B. ALLOCATING CAUSATION ............................................................................................. 392

C. MULTIPLE CAUSES OF EMOTIONAL HARM .................................................................. 398

IV. TAX CONSEQUENCES OF COMPENSATORY DAMAGES ................................................ 401

A. COMPENSATORY DAMAGES AWARDS FOR EMOTIONAL INJURIES ARE TAXABLE INCOME .................................................................................................................. 401

B. THE CIVIL RIGHTS TAX RELIEF ACT ............................................................................. 402

C. TAXATION OF ATTORNEY FEES .................................................................................. 403

D. TAX WITHHOLDING OF DAMAGE AWARDS ................................................................. 403

E. ENHANCEMENT OF DAMAGES TO ADJUST FOR TAXES ........................................... 404

F. TAX GROSS-UP UNDER THE FMLA ............................................................................ 410

G. COMPENSATION TO OFFSET THE EFFECT OF A LUMP SUM PAYMENT OF BACK PAY, NOT SUBJECT TO THE STATUTORY CAPS ........................................... 411

H. ADDITIONAL AWARD TO COMPENSATE FOR TAX CONSEQUENCE OF NONPECUNIARY DAMAGES ................................................................. 413

V. SEEKING REVIEW OF DAMAGE AWARDS IN FEDERAL COURT AFTER A FAVORABLE DECISION BY THE EEOC ................................................................. 414

VI. SEEKING ENFORCEMENT OF EEOC DAMAGE AWARDS IN FEDERAL COURT .......... 417

VII. A NOTE ABOUT TIMELINESS ....................................................................................... 419

VIII. EFFECT OF FAILING TO DISCLOSE EXISTENCE OF COMPLAINT OF DISCRIMINATION IN BANKRUPTCY PROCEEDING ...................................................... 420
CHAPTER 7: CONSIDERATIONS IN APPROACHING SETTLEMENT

I. A FINDING OF DISCRIMINATION IS NOT REQUIRED TO SETTLE A COMPLAINT

II. THERE MUST BE A MEETING OF THE MINDS

III. ENFORCEABLE AND UNENFORCEABLE PROVISIONS UNDER SETTLEMENT AGREEMENTS

IV. PARTIES MUST BE AWARE OF AVAILABLE RELIEF

V. SETTLEMENT AGREEMENTS MUST STATE THE PARTIES’ AGREED UPON TERMS WITH PARTICULARITY

VI. AGENCIES SHOULD CONSIDER THE OVERALL COST TO THE GOVERNMENT

VII. NO PERSONNEL ACTION IS REQUIRED FOR SETTLEMENT

VIII. CONFIDENTIALITY CLAUSES

IX. LUMP SUM SETTLEMENTS

X. A GOOD FAITH RESPONSE IS REQUIRED TO DAMAGE INQUIRIES DURING SETTLEMENT DISCUSSIONS

XI. OLDER WORKERS BENEFIT PROTECTION ACT

XII. WHERE RETIREMENT BENEFITS ARE INVOLVED

XIII. ENFORCEMENT OF SETTLEMENT AGREEMENTS

XIV. COMPENSATORY DAMAGES ARE NOT AVAILABLE FOR BREACH OF A SETTLEMENT AGREEMENT

XV. ATTORNEY FEES AVAILABLE FOR SUCCESSFUL PETITION TO ENFORCE SETTLEMENT AGREEMENT

XVI. INTEREST ON DELAYED PAYMENT OF MONETARY BENEFITS

XVII. OFFERS OF RESOLUTION

XVIII. SAMPLE SETTLEMENT PROPOSAL

CHAPTER 8: REMEDIES UNDER OTHER STATUTES

I. THE EQUAL PAY ACT

   A. COMMISSION AWARDS OF LIQUIDATED DAMAGES IN EQUAL PAY ACT CASES

II. DAMAGES UNDER THE ADA AND REHABILITATION ACT OF 1973

   A. AGENCIES ARE LIABLE FOR COMPENSATORY DAMAGES WHEN THEY FAIL TO MAKE A GOOD FAITH EFFORT TO PROVIDE REASONABLE ACCOMMODATION

   B. ENTITLEMENT TO DAMAGES UNDER THE ADA AND REHABILITATION ACT RESULTING FROM UNLAWFUL PREEMPLOYMENT MEDICAL EXAMINATIONS AND INQUIRIES

III. FAMILY MEDICAL LEAVE ACT

IV. DAMAGES ARE NOT AVAILABLE UNDER THE ADEA

V. DAMAGES UNDER THE WHISTLEBLOWER PROTECTION ACT

VI. THE GENETIC INFORMATION NONDISCRIMINATION ACT

CHAPTER 9: MANAGING DISCOVERY ABOUT DAMAGES

I. DISCOVERY BY THE EMPLOYEE

II. DISCOVERY BY THE EMPLOYER

III. BIFURCATED DISCOVERY

IV. PROTECTIVE ORDERS
V. MEDICAL EXAMINATIONS ........................................................................................................475
   A. SOURCES OF AUTHORITY FOR CONDUCTING MEDICAL EXAMINATIONS ....475
      1. Medical Examinations Are Authorized by EEOC MD–110 .............................476
      2. Medical Examination Under Rule 35 of Federal Rules ...................................477
      3. Guidance on Medical Examinations in AJ Handbook .....................................478
   B. WHEN MEDICAL EXAMINATIONS ARE APPROPRIATE ............................................479
   C. MEDICAL EXAMINATION GRANTED ........................................................................74
   D. WHO MAY ATTEND THE MEDICAL EXAMINATION ..................................................480
   E. OTHER MATTERS RELATED TO MEDICAL EXAMINATIONS ...........................490
VI. WHERE EVIDENCE OF DAMAGES IS NOT REVEALED THROUGH DISCOVERY ....490

CHAPTER 10: CALCULATING AN AWARD OF DAMAGES ......................... 493
 I. DETERMINING AN APPROPRIATE AWARD ................................................................. 493
    A. COUNSEL CAN INFLUENCE AN AWARD OF DAMAGES ................................. 494
    B. AWARDS OF COMPENSATORY DAMAGES SHOULD BE CONSISTENT
       WITH AWARDS IN OTHER CASES EVIDENCING SIMILAR HARM ............................ 495
    C. INITIAL EEOC DAMAGE AWARDS WERE LIMITED ........................................ 496
    D. COMMISSION RULES SET NO FORMULA FOR CALCULATING DAMAGES ....... 503
    E. FACTORS AFFECTING AN AWARD OF DAMAGES ........................................... 504
    F. MULTIPLE CAUSES OF EMOTIONAL HARM ...................................................... 509
    G. POST JUDGMENT INTEREST ............................................................................... 510
 II. APPELLATE REVIEW OF DAMAGE AWARDS ......................................................... 510
    A. ON APPEAL AN AWARD OF DAMAGES MAY BE REDUCED
       TO THE MAXIMUM WARRANTED BY THE FACTS .............................................. 513
    B. APPEALING AN AWARD OF DAMAGES IN THE ADMINISTRATIVE FORUM
       TO THE EEOC ........................................................................................................ 515
    C. CREDIBILITY DETERMINATIONS AND DAMAGES ........................................... 516
    D. BURDEN IS ON THE PARTY SEEKING TO MODIFY DAMAGES
       TO PRODUCE EVIDENCE .................................................................................... 519
    E. IN GENERAL, ADDITIONAL EVIDENCE MAY NOT BE ADDED ON APPEAL ....... 520
    F. CLAIM FOR COMPENSATORY DAMAGES MAY PRECLUDE DISMISSAL
       OF AN ADMINISTRATIVE CLAIM FOR MOOTNESS ......................................... 520
    G. EEOC IMPOSES NO REQUIREMENT TO REPAY AWARD OF DAMAGES
       PENDING APPEAL ................................................................................................. 521
    H. OPTIONS WHEN AN AGENCY FAILS TO IMPLEMENT RELIEF ORDERED
       BY THE EEOC ..................................................................................................... 521

CHAPTER 11: ATTORNEY FEES AND COSTS ................................................. 523
   I. ATTORNEY FEES ARE NOT RECOVERABLE FOR ADEA ADMINISTRATIVE
      CLAIMS .................................................................................................................. 528
   II. PRO SE COMPLAINANTS MAY NOT RECOVER ATTORNEY FEES .................. 528
   III. COMPUTING ATTORNEY FEES ........................................................................... 529
//. ATTORNEY FEES ARE GENERALLY NOT AVAILABLE FOR TIME SPENT
   PRIOR TO FILING A COMPLAINT, EXCEPT WHERE AN AGENCY
   SUBSEQUENTLY FILES AN APPEAL ........................................................................ 531

COMPENSATORY DAMAGES  xi
C. FEES ARE AWARDED BASED ON THE NUMBER OF HOURS REASONABLY EXPENDED ................................................................. 534
1. Time Spent on FOIA Requests May Be Hours Reasonably Expended ..... 538
2. Time Spent Attending EEO Investigations May Be Reasonably Expended ........................................................................ 539
3. Time Spent on Related Matters and Clerical Tasks May Be Recovered Where Clerical Tasks are an Integral Part of the Attorney’s Work ............... 539
4. Filing an Unsuccessful Request to Reconsider Is Not Reasonable Expenditure of Time to Warrant Award of Attorney Fees ..................... 540
5. Attorneys’ Fees May Be Awarded Where the Matter Must Be Retried...... 541
D. CONTINGENCY FEE ARRANGEMENTS SHOULD NOT IMPACT FEE SHIFTING ........................................................................ 542
E. WHERE FEE REDUCTION IS APPROPRIATE ......................................................................................................................... 543
1. Awards May Be Reduced Where There Is Duplication of Work ............ 543
2. Awards May Be Reduced Where Employee Prevails on Fewer Than All Claims Raised ..................................................................... 548
3. Attorney Fees May Be Denied if Relief Is Insubstantial ..................... 556
4. Attorney Fees May Be Denied or Reduced Where Fee Petition Lacks Specificity ........................................................................... 559
F. REASONABLE HOURLY RATE .................................................................................................................................................. 561
1. Agency Has Burden of Proof to Argue That Complainant’s Retention of Out-Of-Area Counsel Was Unreasonable ....................................... 566
2. Complainant Can Claim Fees at Current Rather Than Historical Rates ... 571
3. Attorney Firm Overhead and the Hourly Rate ..................................... 572
G. ATTORNEY FEES AVAILABLE WHEN ATTORNEY MUST PERFORM ADDITIONAL WORK DUE TO AGENCY’S ACTIONS ..................... 572
H. ATTORNEY FEES AVAILABLE FOR PREPARING AND DEFENDING A PETITION FOR ATTORNEY FEES ........................................... 574
I. FEES FOR USE OF PARALEGALS AND LAW CLERKS ......................... 577
J. ATTORNEY TRAVEL TIME ....................................................................................................................................................... 579
K. ATTORNEY FEES AWARDS MAY BE ENHANCED ................................ 581
IV. COMPUTING COSTS ................................................................................................................................................................. 582
A. WITNESS FEES ................................................................................................................................................................. 583
B. TRAVEL AND MEAL EXPENSES ................................................................. 584
C. TELEPHONE EXPENSES .................................................................................................................................................... 586
D. REVENUE TAXES ............................................................................................................................................................... 586
E. RESEARCH COSTS .......................................................................................................................................................... 586
F. PRINTING AND SCANNING COSTS ................................................................................................................................. 587
G. CONSULTANTS ............................................................................................................................................................. 588
V. INTEREST ON ATTORNEY FEES ........................................................................................................................................... 589
VI. ATTORNEY FEES AND SETTLEMENT AGREEMENTS ................................................................. 591
VII. COUNSEL FOR COMPLAINANT HAS NO INDIVIDUAL RIGHT TO APPEAL AN AWARD OF ATTORNEY FEES ......................................... 594
VIII. COMPLAINTANTS CAN FILE CIVIL ACTIONS AFTER PREVAILING BEFORE THE EEOC SOLELY ON THE ISSUE OF ATTORNEY FEES .................... 595
IX. FILING OF A CIVIL ACTION CEASES PROCESSING OF ANY CLAIM FOR ATTORNEY FEES IN THE ADMINISTRATIVE FORUM ....................... 598
X. AWARDS OF ATTORNEY FEES CAN BE DEDUCTED ON COMPLAINANT’S TAX RETURNS

CHAPTER 12: A SUMMARY OF SELECTED COMMISSION DAMAGE AWARDS

I. AWARDS UP TO $10,000 ................................................................. 599
II. AWARDS OF $10,001 TO $25,000 ........................................... 614
III. AWARDS OF $25,001 TO $50,000 ........................................... 626
IV. AWARDS OF $50,001 TO $100,000 ....................................... 636
V. AWARDS IN EXCESS OF $100,000 ........................................... 650

CHAPTER 13: A HISTORICAL CHART OF SIGNIFICANT EEOC NONPECUNIARY DAMAGE AWARDS .......................... 663

APPENDIX A: EEOC FEDERAL SECTOR REGULATIONS ON REMEDIES—29 CFR PART 1614 ........................ 707

APPENDIX B: SECTION 102 OF THE CIVIL RIGHTS ACT OF 1991 ................................................................. 717

APPENDIX C: COMPENSATORY AND PUNITIVE DAMAGES AVAILABLE UNDER SECTION 102 OF THE CIVIL RIGHTS ACT OF 1991, EEOC NOTICE NO. N 915.002........... 719

APPENDIX D: IRS—LAWSUITS, AWARDS, AND SETTLEMENTS AUDIT TECHNIQUES GUIDE ................................................................. 731

APPENDIX E: EEOC REGIONAL ATTORNEYS’ MANUAL, 2005, PART 2,II.D.—NONPECUNIARY COMPENSATORY DAMAGES: ISSUES FOR REVIEW WITH CLAIMANTS PRIOR TO FILING SUIT ................................................................. 761

APPENDIX F: THE TAX CONSEQUENCES OF SETTLING AN EMPLOYMENT CLAIM ................................................................. 771

TABLE OF CASES ................................................................................. 775