SUMMARY TABLE OF CONTENTS

PREFACE		i
GLOSSARY		iii
INTRODUCTION	ON	1
CHAPTER 1:	OVERVIEW	3
CHAPTER 2:	THE PRECOMPLAINT PROCESS—COUNSELING	31
CHAPTER 3:	FORMAL COMPLAINT PROCESS—	
	ACCEPTANCE AND DISMISSAL	
CHAPTER 4:	INVESTIGATION OF COMPLAINTS	279
CHAPTER 5:	SETTLEMENT OF COMPLAINTS	311
CHAPTER 6:	EEO HEARINGS	411
CHAPTER 7:	FINAL AGENCY ACTION	515
CHAPTER 8:	EEOC APPEALS	529
CHAPTER 9:	REPRESENTATIVES AND OFFICIAL TIME	601
CHAPTER 10:	THEORIES OF DISCRIMINATION—	
	INTENTIONAL DISCRIMINATION	631
CHAPTER 11:	THEORIES OF DISCRIMINATION—ADVERSE IMPACT	723
CHAPTER 12:	THEORIES OF DISCRIMINATION—	
	HOSTILE ENVIRONMENT	
CHAPTER 13:	BASES OF DISCRIMINATION UNDER TITLE VII	901
CHAPTER 14:	REHABILITATION ACT	1005
CHAPTER 15:	REASONABLE ACCOMMODATION AND GINA	1163
CHAPTER 16:	AGE DISCRIMINATION IN EMPLOYMENT ACT	1309
	REPRISAL	
CHAPTER 18:	PERSONNEL ACTIONS	1411
CHAPTER 19:	CLASS ACTION COMPLAINTS	1467
CHAPTER 20:	EEO ALTERNATIVES	1515
CHAPTER 21:	FORMS OF RELIEF	1549
CHAPTER 22:	ATTORNEY FEES	1801
TABLE OF CAS	SES	1859
INDEX		1927

TABLE OF CONTENTS

Ρŀ	REF	A	CE	i
G	LO	SS	ARY	iii
ΙN	ITR	Ol	DUCTION	1
			NIZATION OF THE GUIDE	
l.				
			SEARCH FOR THE BOOK	
	В.	Οī	TER REFERENCE SOURCES	2
<u></u>	 ^	DT	TER 1: OVERVIEW	2
C				
l.			ORITY AND JURISDICTION	
	A.	STA	ATUTORY AUTHORITY	
		1.	Title VII of the 1964 Civil Rights Act	
		2.	Rehabilitation Act of 1973	
		3.	Americans With Disabilities Act Amendment Act of 2008	
		4.	Age Discrimination in Employment Act	
		5.	Equal Pay Act	
		6.	Civil Rights Act of 1991	
		7.	Congressional Accountability Act of 1995	5
		8.	No FEAR Act of 2002	
			Genetic Information Nondiscrimination Act of 2008	
			FECT OF THE CIVIL SERVICE REFORM ACT	
			GANIZATION OF THE COMMISSION	
	D.		RISDICTION	
			Covered Actions	
			Employees Covered	
			Unions	
			Remedial Powers	
	Е		/IL ACTIONS	
II.			Y EEO PROGRAMS	
11.			GANIZATION OF PART 1614	
			ENCY PROGRAMS	
	υ.		Affirmative Employment Under Part 1614	
			Management Directive 715	
III.	PRO		SSING EEO COMPLAINTS—PART 1614 AND MD-110	
			MPLAINT COVERAGE	
		1.	Legislative and Judicial Branches	
		2.	Overseas Employees	
		3.	Department of Veterans Affairs	
		4.	Military Employees	
		5.	General Accounting Office	
	B.	AG	ENCY PROCESSING OF COMPLAINTS	18
		1.	Agency EEO Directors	18
		2.	Avoiding Conflicts of Interest	18
		3.	Complaint Processing Variances	19
		4.	EEO Counselors and the Precomplaint Stage	19
		5.	Alternative Dispute Resolutions	20
		6.	Notice of Final Interview	21
		7.	Formal Complaints	21
		8.	Dismissal of Complaints	22
		9.	Partial Dismissals	
			. Investigations	
			. Disposition of Complaints	
			. Hearings	
		13.	. Administrative Judge Decisions	25

			Final Agency Decisions and Actions	
		15.	Appeals to the EEOC	26
		16.	Interim Relief	26
		17.	Requests for Reconsideration	27
IV.	CL		COMPLAINTS	
			O COUNSELING	
	B.		RMAL COMPLAINT REQUIREMENTS	
	C.		ENCY PROCESSING	
	D.		OCESSING BY ADMINISTRATIVE JUDGE	
	υ.	1.	Notification of Class Members	
		• •	Development of the Record	
		2.	·	
		3.	Resolution of Complaints	
		4.	Hearings	
	_	5.	Judges' Decisions	
	E.		VAL AGENCY ACTIONS	
		1.	Individual Relief	29
		οт	TED 2. THE DRECOMPLAINT DROCESS. COLUNCELING	24
	HA	PI	ER 2: THE PRECOMPLAINT PROCESS—COUNSELING	31
I.	TH	E 45-	-DAY TIME LIMIT	32
			ENCY BURDEN ON APPEAL	
	B		AIVER OF PRECOMPLAINT COUNSELING	
	υ.	1	Denial of Counseling	
		2.	Reopening Counseling	
		3.	Delay by Agency	
	C.		TERMINING THE PERIOD FOR INITIATING COUNSELING	
	C.	DE		
		1.	Personnel Actions	
		2.	Notification of Personnel Action	
		3.	Events Not Constituting Personnel Actions	
		4.	Events Occurring During Counseling	
		5.	New Claims Raised After Counseling	
			TABLISHING DATE OF COUNSELOR CONTACT	
11.	EX		DING THE TIME PERIOD FOR INITIATING COUNSELING	
	A.	TO	LLING THE PERIOD FOR COUNSELING	
		1.	Reasonable Suspicion Standard	
		2.	Awareness Personnel Action Is Final	45
		3.	Evidence on Tolling	46
		4.	Uncertainty of Law	46
		5.	Disabled Employees	47
		6.	Language Barriers	
	В.	NO	TICE OF PROCEDURES AND TIME LIMITS	
		1.	Posting Requirements	
		2.	Constructive Notice	
		3.	Constructive Notice—Applicants	
		4.	Agency's Burden	
		٦. 5.	Age Discrimination	
	C.		AIVER OF TIME LIMIT	
	C.		Agency Waiver of Time Limit	
		1.		
		2.	Mental Duress or Physical Inability	
		3.	Status as Minor	
		4.	Death or Illness in Family	
		5.	Death of Counsel	
		6.	Military Duty	
		7.	Self-Incrimination Concerns	
		8.	Complainants Who Are Attorneys	
		9.	Circumstances Beyond Control	
			Fear of Reprisal	
		11.	Use of Procedures Other Than EEO	57
		12.	Use of Negotiated Grievance Procedure	57
			New Employees and Applicants	
			Independent Consultants and Contractors	
			Amended Complaints	
			•	

		16. Doctrine of Laches	
		a. Waiting for Agency to Act	
	D.	ESTOPPEL	
		1. Failure to Assert Timeliness	
		2. Reliance on Agency Advice and Actions	
		3. Reliance on Agency Inaction	
		4. Reliance on Advice by Third Parties	
		5. Developing Record on Estoppel	
III.	COI	NTINUING VIOLATIONS	68
	Α.	THE SUPREME COURT'S VIEW—MORGAN	
	B.	THE COMMISSION'S VIEW BEFORE MORGAN—ANISMAN	
	C.	PRESENT VIABILITY OF CONTINUING VIOLATION CLAIMS	
	D.	ELEMENTS OF SERIAL CONTINUING VIOLATION CLAIM	
		Nexus Requirement	
		Nexus Requirement	
		4. Standards of Proof	
	E.	HOSTILE ENVIRONMENT CASES	
	F.	SYSTEMIC OR RECURRING VIOLATIONS	
	••	1. Lilly Ledbetter Fair Pay Act of 2009	
		Reasonable Accommodation Cases	
		3. Health Insurance Benefit Cases	
	G.	UNTIMELY FORMAL COMPLAINT	
		ISSUES OF RELIEF	
	l.	PARTIAL DISMISSALS	97
		1. Identical Complaints	97
IV.		QUESTS FOR COUNSELING	
	A.	DOCUMENTATION OF CONTACT	
	B.	PREMATURE COMPLAINTS	
	C.	CONTACT NOT INVOLVING COUNSELORS	98
		"Logically Connected"/Wrong Agency Officials a. Background Caselaw	98
		a. Background Caselaw	98
		b. Employee and Human Relations Specialists	99
		c. Management Officials	
		d. Employee Assistance Program Counselors	
		e. EEO Assistants	
		f. Internal Affairs/Inspector General	
		g. Union Officials	
		h. Reasonable Accommodation Coordinator	
		Wrong Agency or Wrong Agency Component Contact With EEOC	
	D.	ANONYMOUS CONTACTS	
	E.	CONTACT BY MAIL	
	F.	CONTACT BY PHONE	
	G.	CONTACT BY EMAIL	
	Н.	CONTENTS OF CONTACT	
	l.	CONTACT BY REPRESENTATIVES	
	Ĵ.	EXTENDING THE COUNSELING PERIOD	
	K.	AMENDING PREVIOUS COMPLAINTS	
	L.	MIXED CASE APPEALS	105
V.	DU	JTIES OF EEO COUNSELOR	105
		ADVISING COMPLAINANTS ON PROCEDURES	
		1. Counselor as Investigator	107
		2. Initial Interview	107
		3. Alternative Dispute Resolution	108
		4. Class Complaint Counseling	
		5. Alternative Forums: MSPB & Grievances	
		6. ADEA and EPA Complaints	
	В.	DETERMINING CLAIMS	
		1. Definition of Claim	
		2. Definition of Issues	111

		3. Definition of Evidence		
		4. Counselor's Duty to Clarify	11	2
	C.	INQUIRIES AND RESOLUTION EFFORTS BY COUNSELORS	11	3
		1. Limited Inquiry		
		2. Resolution Efforts	11	5
	D.	CHOICE OF COUNSELOR	11	7
	E.	ANONYMITY FOR COMPLAINANTS	11	8
VI.		OTECTION FOR COUNSELORS		
		RESTRAINT BY COUNSELOR		
\/II		CLUSION OF ALLEGATIONS		
V 11.		SUFFICIENCY OF ALLEGATIONS		
		DISMISSAL OF COMPLAINTS		
		WITHDRAWAL OF ALLEGATIONS		
VIII.		TICE OF FINAL INTERVIEW		
		CONSTRUCTIVE RECEIPT OF NOTICE		
IX.		COUNSELOR'S REPORT		
		RESPONDING MANAGEMENT OFFICIALS		
		IDENTS OCCURRING AFTER PRECOMPLAINT COUNSELING		
XI.		TERNATIVE DISPUTE RESOLUTION		
	A.	CORE PRINCIPLES	12	7
		1. Voluntariness	12	7
		2. Neutrality	12	7
		3. Confidentiality	12	8
		4. Enforceability		
	B.	TYPES OF ADR		
		1. Mediation		
		2. Facilitation		
		3. Settlement Conferences		
	\mathcal{C}	DEVELOPING ADR PROGRAMS		
	С.	1. Factors to Consider		
		2. Training		
		3. Resources for Neutrals		
	D	AGENCY ADMINISTRATION AND PROCESSING		
	υ.			
		1. Time Frames		
		2. Alternatives to ADR		
		3. Counseling Process and ADR		
		4. ADR and Complaint Processing		
		5. Information About the Agency's ADR Program		
		6. Notice of Rights and Responsibilities		
		7. EEO Counselor's Role		
		8. Requirements of Resolutions	13	1
		9. Attorney Fees	13	2
	E.	ADR AFTER PRECOMPLAINT PROCESSING	13	2
CF	AF	PTER 3: FORMAL COMPLAINT PROCESS—		
•				_
		ACCEPTANCE AND DISMISSAL13	3:	3
l.	RFC	QUIREMENTS OF FORMAL COMPLAINT	13	3
١.		COMPLAINANT'S DUTY TO PROCEED/CHANGE IN REPRESENTATION OR ADDRESS		
II.		ENCY PROCESSING OF COMPLAINT		
11.		ACKNOWLEDGMENT OF COMPLAINT		
	В.	DEFINING COMPLAINT CLAIMS		
		1. Avoiding Fragmentation		
	_	2. Spin-Off and Dissatisfaction With Process Complaints		
	C.	DISMISSAL PROCESS		
		1. Partial Dismissals		
		2. Termination of Agency Jurisdiction to Dismiss		
	D.	ALTERNATIVE DISPUTE RESOLUTION		
	E.	EFFECT OF HEARING REQUEST		
III.	BAS	SES FOR DISMISSAL OF COMPLAINTS	14	5

Α.	UN	TIMELY COMPLAINTS	
	1.	Constructive Receipt	
	2.	Filing With EEO Counselor	
	3.	Filing Complaint With Wrong Agency	
	4.	Service on Attorney Representative	
	5.	Service on Non-Attorney Representative	
	6.	Failure to Provide Complaint Form	
	7.	Request to Clarify Allegations	
	8.	Removal of Harm	
	9.	Mental or Physical Incapacity	
	10.	Death or Illness in Family	152
		Serious Medical Condition	
	12.	Circumstances Beyond Complainant's Control	153
	13.	Unavailability of Complainant	153
		Failure to Sign Complaint	
	15.	Failure to Include Formal Complaint	154
		Calendar Days	
		Premature Complaints	
	18.	Filing by Mail	154
	19.	Postmarks	154
	20.	Filing by Inter-Office Mail	156
	21.	Filing by Telefax	156
	22.	Filing by Email	157
	23.	Filing in Person	157
	24.	Failure to Find Counsel	157
	25.	Illness of Counsel	157
	26.	Absence of Counsel	157
	27.	Mistake by Counsel	158
	28.	Denial of Official Time	158
	29.	Training	158
	30.	Active Military Duty	158
	31.	Doctrine of Laches	158
	32.	Agency Bad Faith and Mistaken Advice	160
	33.	Unclear Filing Instructions by Agency	160
	34.	Need to Obtain Supporting Documentation	161
	35.	Severity of the Harassment	161
В.	STA	NDING: FAILURE TO STATE A CLAIM	162
	1.	Standard of Review	162
	2.	Injury in Fact	163
		a. Alleging Harm and the Terms, Conditions and Privileges of Employment	163
		b. Disparate Treatment	164
		c. Like or Related Claims	165
	3.	Injury Based on Protected Status	165
	4.	Standing in the Federal Courts	165
C.	STA	NDING: FAILURE TO STATE A CLAIM—DEFINITION OF EMPLOYEE	167
	1.	Current Employees	167
	2.	Applicants for Employment	168
	3.	Former Employees	169
	4.	Deceased Employees	171
	5.	Reinstated Employees	172
	6.	Relatives of Employees	172
	7.	Employees of Other Agencies	
	8.	Veterans	
	9.	Complaints on Behalf of Others	173
	10.	Group Complaints	
		Temporary Appointees	
		National Guard Technicians	
		Other Military/Civilian Positions	
		Public Health Service—Commissioned Officers	
		Independent Consultants and Contractors	
		a. Degree of Control Test	

	b.	Power to Hire or Terminate	
	C.	Day to Day Activities; Performance; and Supervision	182
	d.	Mission Critical Work	185
	e.	Work Performed on Agency Premises and Equipment	186
	f.	Length of Time Working at the Agency	
	g.	Method of Pay and Tax Withholdings	187
	h.	Control Over Work Environment	187
	i.	Interview Process	188
	j.	Employment Recommendations	188
	k.	Contract Employment Agreement	188
	l.	Discriminatory Actions Committed by Independent Contractors or Consultants	189
	m.	Alleged Wrongdoer	189
	n.	Level of Skill Required for the Position	190
	16. La	w Enforcement and Security Contractors	190
	17. Tri	bal Employees	191
	18. Cc	ompensated Work Therapy Program	191
	19. SE	E Program	191
	20. Vo	lunteers	191
	21. Inf	formants	193
	22. Int	terns	193
	23. Pr	isoners	193
	24. Pe	ace Corps Volunteers	193
	25. Fo	reign Nationals	194
D.		DING: FAILURE TO STATE A CLAIM—AGENCY JURISDICTION	
	1. Cc	ollateral Attacks on Jurisdiction	196
	2. Ex	ecutive Agencies	197
		gislative and Judicial Employees	
		nployees Working at Other Agency Locations	
		fice of Personnel Management	
		eneral Services Administration	
		ıxiliary Agencies	
		litary Departments	
		esidio Trust	
		lvisory Councils	
		nions	
_		nployee Organizations	
E.		RE TO STATE A CLAIM: INVESTIGATIONS AND OTHER PROCEEDINGS—COLLATERAL ATTACKS Italiation Exception to Collateral Attacks Rule	
			206
		bitration Awards and the Grievance Process	
		fice of Inspector General	
		O and Other Internal Agency Investigations	
		fice of Workers Compensation Programs n-The-Job Injuries and Workers' Compensation	
		cupational Health and Safety Claims	
		ebt Collection Act	
		PM Retirement Process	
F.		DING: FAILURE TO STATE A CLAIM—SPECIFIC ACTIONS	
١.		oposed Actions and Preliminary Steps	
		ture Actions	
		curity Clearances	
		rassment Investigations	
		al and Written Work Discussions	
		ilure to Issue Performance Standards	
		nange in Position Description—Work Duties	
		ansfers	
		scretionary Duties	
		ivileges of Employment	
		nefits of Employment	
		ompensatory Damages	
		fusal to Discriminate	
	14 D:	scriminatory Work Orders	217

		Failure to Discipline		
	16.	Upward Mobility	21	8
	17.	Searches	21	8
	18.	Continuing Vacancies	21	8
	19.	Collateral Duties	21	8
		Outside Activities		
		Union Activities		
		Training		
		Mental Evaluations		
		Medical Suitability Determinations		
		Drug and Alcohol Tests		
		EAP Referrals		
		Testimony and Statements in Proceedings		
		Disclosures to Counsel		
	29.	Settlement Negotiations	22	0
	30.	Whistleblowing	22	0
	31.	Family and Medical Leave Act Claims	22	20
		Complaints About Nonsupervisory Employees		
		Complaints About EEO Complaints		
		Dismissal on Merits		
		Failure to Allege Personal Harm		
		Reliance Upon Other Statutes—Privacy Act and FOIA		
		Failure to Allege Bases of Discrimination		
		Forced Leave		
		Cancelled Vacancy Announcements		
	40.	Denial of Opportunity to Apply for Position	22	4
	41.	Letters of Warning	22	4
	42.	Letters of Counseling	22	4
	43.	Change in Schedule	22	4
		Agency Organized Activities and Special Emphasis Programs		
		Actions Taken by Entities or Persons Other Than the Agency		
	46	Negative Recommendations	22	5
		Claims for Reimbursement of Medical Expenses		
		Complaints on Behalf of Others		
		· ·		
_		Service Conversions		
G.		NDING: FAILURE TO STATE A CLAIM—HOSTILE ENVIRONMENT/HARASSMENT		
	1.	Derogatory Remarks		
	2.	Epithets vs. Derogatory Remarks		
	3.	Threats of Violence		
	4.	Harassment and Reasonable Accommodation	23	0
	5.	Physical Touching	23	1
	6.	Sexual Harassment	23	1
H.	STA	NDING: FAILURE TO STATE A CLAIM—REPRISAL COMPLAINTS	23	1
	1.	Chilling Effect/Future Deterrent		
	2.	Proposed Actions/Preliminary Steps to Action/Threats		
	3.	Actions Taken Against Persons Other Than the Complainant		
	4.	Actions Related to the EEO Process		
	5.	Comments by Supervisors		
	6.	Retaliatory Investigations		
	7.	Security Clearance Investigations		
	8.	Actions Related to Worker's Compensation		
	9.	Information Provided to Others	23	5
	10.	Leave Requests	23	5
	11.	Requests for Medical Information	23	5
		Assessments Concerning "Participation in the EEO Process"		
l.		NTICAL COMPLAINTS		
	1.	Identical Civil Actions		
	2.	Res Judicata and Collateral Estoppel		
	3.	Offensive Collateral Estoppel		
	3. 4.	Dismissal for Failure to Exhaust		
	4 . 5.	Law of the Case Doctrine		
	٦.	Law of the Case Doctifie	∠4	: 1

	J.	PROCESSING DISSATISFACTION OR SPIN-OFF COMPLAINTS	
		1. Spin-Off Complaints Processing	
		2. Investigations of Alleged Discrimination Outside EEO Complaints Process	243
		3. Compensatory Damages Claims	
		4. Hearing Conduct	
		5. Reprisal Allegations	
		6. Conflict of Interest	
	1/		
	K.		
		1. Precomplaint Counseling	
		2. Requests for Additional Information	
		3. Cooperation With Investigators	
		4. Inability to Locate Complainant	252
		5. Settlement Negotiations	252
		6. Adjudication on Record	252
		7. Hearings	
		8. Delay by Agency	
	1	ABUSE OF PROCESS	
	∟.	Unclean Hands Doctrine	
		2. Agency Abuse of Process	
		3. Agency Conflict of Interest	
	M.		
		1. Offer of Resolution	261
	N.	. MOOTNESS	261
		1. Relief Through Other Forums	263
		2. Job Assignments	263
		Cancellation of Vacancy Announcement	
		4. Allegations of Harassment	
		Subsequent Promotions	
		•	
		6. Constructive Discharge	
		7. Termination of Employment	
		8. Performance and Other Work Appraisals	266
		9. Apologies	
		10. Discipline of RMO	
		11. Reasonable Accommodation	267
		12. Compensatory Damages	267
		13. Attorney Fees	268
		14. Rescinded Disciplinary Actions	
	Ο	. MATTERS NOT RAISED WITH COUNSELOR	268
	٥.	Matters Raised and Not Included in Formal Complaint	
	P.		
	۲.		
		Negotiated Grievance Procedure	
	_	2. MSPB Appeals	
	Q.		
	R.		
	S.	RELIEF REQUESTED	272
IV.	ΑN	MENDMENT AND CONSOLIDATION OF COMPLAINTS	272
	A.	. BASIS OF DISCRIMINATION	272
	B.	. SUBSTANTIVE AMENDMENTS	273
		1. Time Limits	
		2. MSPB Appeals	
		Amendment After Hearing Request	
	_	CONSOLIDATION	
	С.		
		1. Time Limits	
		2. Amending Consolidated Complaints	
		3. Different Complainants	
V.	WI	/ITHDRAWAL OF COMPLAINTS	276
- ـــ			_
Cl	НΑ	APTER 4: INVESTIGATION OF COMPLAINTS	279
I.		RAINING FOR INVESTIGATORS	
		IVESTIGATIVE PROCEDURES	
II.	1111	VVESTIGATIVE I NOCEDONES	200

XI. XII. XIII	A. TRAVEL TIME	
XI.	B. TRAVEL EXPENSES	308 308 309
XI.	B. TRAVEL EXPENSES	308 308
XI.	B. TRAVEL EXPENSES	308
	0 12075 1106	200
		30/
v	CONSOLIDATION	
.,	D. SUPPLEMENTAL INVESTIGATIONS	
	C. LOCATION OF INVESTIGATION	
	B. UNTIMELY INVESTIGATIONS	
	A. RIGHT TO IMPARTIAL INVESTIGATION	
IX.	COOPERATION OF COMPLAINANT	
	FOIA and Privacy Act Requirements	
	C. REQUIRED DOCUMENTS	
	B. COMPARATIVE ANALYSIS	
	2. Completeness of Record	
	1. Rejection of Evidence	
	A. EVIDENCE	
VIII	II. COMPLAINT FILE	
	E. RIGHT TO UNION REPRESENTATION	
	D. RESPONSIBLE MANAGEMENT OFFICIALS	298
	C. EMPLOYEE'S RIGHT TO INTERVIEW WITNESSES	
	B. FAILURE TO INTERVIEW WITNESSES	
v 11.	A. DISCLOSURE OF INFORMATION TO WITNESSES	
VII	I. INTERVIEW OF WITNESSES	
	C. EX PARTE INVESTIGATIONS	
	4. Evidence on Remedies 5. Contract Investigators	
	3. Disability Discrimination Claims	
	Final Agency Decisions	
	Decisions by Administrative Judges Single Annual Parisings	
	B. INADEQUATE INVESTIGATIONS	
	A. DIFFERENT BASIS OF DISCRIMINATION	
VI.	. FAILURE TO INVESTIGATE CLAIMS	
	C. NEW CLAIMS	
	B. AMENDMENTS	287
	A. EVIDENCE	
V.	DEVELOPMENTS DURING INVESTIGATION	
	G. FAILURE TO GIVE AFFIDAVIT	
	F. PROCEDURAL ISSUES	
	D. PRIMA FACIE CASE	
	C. BAD FAITH ALLEGATIONS	
	B. PARTIAL DISMISSAL OF CLAIMS	
	A. UNCLEAR ALLEGATIONS	
IV.		
	D. ROLE OF COMPLAINANT'S REPRESENTATIVE	
	C. FACILITATING ADR	285
	4. Evidence on Remedies	
	3. Sources of Evidence	
	Characteristics of Evidence Types of Evidence	
	B. RULES OF EVIDENCE	
	A. GATHERING INFORMATION	
III.		
	B. TIMELINESS	
	A. METHODS OF INVESTIGATION	281

	A.	REGULATORY GUIDANCE	312
	B.	CONFIDENTIALITY AND PRIVILEGE	312
	C.	SETTLEMENT REMEDIES	
	D.	SETTLEMENT REQUIREMENTS	
		1. Oral Agreements	
		2. Knowing and Voluntary Agreements	
		3. Intent of the Parties	
		4. Signature of Agreement	
		5. Consideration	
		6. Responding Management Official	
	г		
	E.	EFFECT OF SETTLEMENT	
II.	OF	FERS OF RESOLUTION	
	Α.	MODEL LANGUAGE FOR OFFER	
	В.	OFFERS OF FULL RELIEF	330
III.		TERPRETATION OF AGREEMENTS	
	A.	PLAIN ENGLISH RULE	
		1. Use of Extrinsic Evidence	330
	В.	INTERPRETING LANGUAGE IN CONTEXT	
	C.	CONSTRUING LANGUAGE AGAINST DRAFTER	
	D.	WAIVER OF RIGHTS	331
		1. ADEA Rights	334
	E.	VAGUE AGREEMENTS	334
	F.	SPECIFIC TERMS OF SETTLEMENT	336
		1. Apologies	
		2. Terms of Art	
		3. Priority Consideration	
		4. Seniority	
		5. Back Pay	
		6. Lump Sum Payments and Taxes	
		7. Interest	
		8. Reinstatement	
		9. Supervisory Contact	
		10. Performance Appraisals	
		11. Restoration of Benefits	
		12. Fair Treatment	
		13. Transfers; Reassignments	
		14. Telework	
		15. Promotions	
	G.	SELECTIVE INTERPRETATION	
	Н.	EXPUNGEMENT OF RECORDS—"CLEAN PAPER" AGREEMENTS	344
		1. Employment References	347
	l.	TIME LIMITS ON AGREEMENTS	350
		1. Duration of Agreement	350
		a. Settlements With Time Limitations	
		b. Settlements Without Time Limitations	
		c. Reasonableness Standard and Good Faith Compliance	
		d. Modifying the Agreement	
		2. Execution of Terms	
		ELEMENT OF GOOD FAITH	
	٦.	1. Bad Faith Negotiations	
		Bad Faith Execution 2. Bad Faith Execution	
	1/		
	K.	INTEGRATION OR ZIPPER CLAUSES	
	L.	CONFIDENTIALITY CLAUSES	
		1. Disclosure of Settlements	
		2. Confidentiality of Settlement Process	
		SEVERABILITY CLAUSES	
	N.	SUPERVISION CLAUSES	
	Ο.	GENERAL RELEASES	
	P.	MISREPRESENTATIONS IN THE SETTLEMENT PROCESS	
	Q.	COLLECTIVE BARGAINING AGREEMENTS	364
	R.	AGENCY POLICIES AND PROCEDURES	366

IV.		DMPENSATORY DAMAGES	
V.	CO	DMPLIANCE WITH SETTLEMENT AGREEMENTS	368
	A.	ENFORCEMENT OF AGREEMENTS	369
		1. Time Limits	369
		2. Invalid Settlement Agreements	373
		3. Compliance Through Prior Acts	
		4. Death of Complainant	
		5. Impossibility of Compliance	
		6. Bankruptcy	
		7. Agreements With More Than One Complainant	
		8. Agreements Reached After Decision	
	В.	REMEDIES FOR FAILURE OF AGENCY TO COMPLY	
		1. Partial Compliance—Return to Status Quo Ante	375
		2. Partial Compliance—Age Discrimination	378
		3. Interest as Sanction	378
		4. Attorney Fees	
	\mathcal{C}	FAILURE OF EMPLOYEE TO COMPLY	
	С.	Agency Compliance Petitions	
	D.	SETTLEMENTS IN CIVIL ACTIONS	
	υ. Γ	FILING OF NEW COMPLAINTS	
	Ε.		
	F.	REPRISAL	
	G.	DISCRIMINATORY SETTLEMENT AGREEMENTS	
		SUBSEQUENT ACTS	
VI.	VO	DIDING SETTLEMENT AGREEMENTS	383
	A.	UNFORESEEN CIRCUMSTANCES	383
	B.	BAD FAITH	384
		1. Coercive Agreements	
		Rescinding of Agreement	
	_	ADVICE OF REPRESENTATIVES	
	C.		
	υ. -	DETRIMENTAL RELIANCE AND RATIFICATION	
	Ł.	LACK OF CONSIDERATION—ILLUSORY AGREEMENTS	
		1 Legal Detriment Requirement	
		2. Promises to Grant Something to Which an Employee Is Already Entitled	
		3. Promises to Not Break the Law	
		4. Vague Provisions	391
		5. Discretionary Benefits	391
		6. Benefits Already Incurred	
		7. Impossibility	
		8. Mutual Mistake of Fact or Law	
	F.	WAIVER OF PROSPECTIVE EEO CLAIMS AND LAST CHANCE SETTLEMENTS	
	Н.		
		Reinstating the Complaint and Tender Back Provisions	
		2. Remedial Effect of OWBPA Violations	
		3. Broad Application and Scope of the OWBPA	399
		4. Time Limits for Breach Claims Under the OWBPA	401
		5. Court Decisions: Void vs. Voidable	401
	1	SUBSEQUENT AGREEMENTS	
\/II	SFT	TTLEMENTS REACHED THROUGH OTHER PROCEDURES	
		TIREMENT ISSUES	
IX.		TORNEY FEE ISSUES	
		FAILURE TO MENTION FEE ISSUE	
	B.	9 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	
		1. Fee Determination by Judge	
	C.	DETERMINING REASONABLE FEES	410
Cł	ΗА	APTER 6: EEO HEARINGS	411
I.	PRE	REHEARING MATTERS	412
		POWERS OF THE ADMINISTRATIVE JUDGE	
		Administrative Judges' Handbook	
		2. Subpoenas	413

	3. Contract Administrative Judges	
В.	RIGHT TO HEARING	415
	1. Request for Hearing	416
	a. Timing	
	b. Method of Communicating Request for a Hearing	
	d. Constructive and Imputed Notice of Right to Request a Hearing	
	e. Content of Notice of Right to a Hearing	
	f. Content of the Request for a Hearing	418
	g. Filing Request With the Incorrect Entity or Office	418
	h. Effect of Waiving or Failure to Request a Hearing	
	2. Service of Hearing Request	
	3. Effect of Hearing Request	
	4. Withdrawal of Request for Hearing	
	5. Waiver of Hearing	
	6. Failure to Attend Hearing	
C.	AGENCY'S HEARING RESPONSIBILITIES	421
D.	RIGHT TO NEUTRAL ADMINISTRATIVE JUDGE	422
E.	VENUE	422
F.	REVIEW OF REPORT OF INVESTIGATION	
٠.	Sanctions for Nonhearing-Related Conduct	
_		
G.	DISMISSAL OF COMPLAINTS	
	1. Review of Partial Dismissals	
Н.	PREHEARING ORDERS	
	1. Docketing Order	
	2. Acknowledgment and Order	427
	3. Scheduling Order	
	4. Prehearing Conference	
I.	WITNESS LISTS	
1.	1. Unavailability of Witnesses	
J.	SCHEDULING OF HEARING	
	1. Notice of Remand	
	2. Convenience to Parties	
	3. Hearing Notice	430
K.	BIFURCATED DAMAGES HEARINGS	430
L.	POSTPONEMENT OR CONTINUANCE OF HEARING	431
M.	SETTLEMENT	
	1. Conferences With Hearing Judge	
	2. Conferences With Settlement Judge	
	3. Alternative Dispute Resolution	
	4. Settlement Agreements	
N.	OFFERS OF FULL RELIEF	433
	1. Test for Full Relief	434
	2. Writing Requirement	435
	3. Time Limits	
	4. Poirrier Settlements	
	6. Elements of Full Relief	
	7. Compensatory Damages	
	8. Unconditional Relief	437
	9. Reinstatement	437
	10. Back Pay	437
	11. Interest	
	12. Performance Ratings	
	13. Reassignments	
	14. Training	
	15. Denial of Leave	
	16. Retirement Issues	438
	17. Damage to Reputation	438
	18. Harassment	
	19. Relief Through Other Procedures	

		20. Admission of Discrimination	
		21. Enforcement of Offers	
	Ο.	STIPULATIONS	
	P.	AGENCY REPRESENTATIVES	
		SPIN-OFF COMPLAINTS	
	R.	AMENDMENT AND CONSOLIDATION OF COMPLAINTS	
		1. Amendments	
		2. Consolidation	
	S.	DEFINITION OF CLAIMS	
	T.	RULINGS OF ADMINISTRATIVE JUDGE	
		1. Nondispositive Rulings	
		2. Motion Practice	
		3. Motion to Reconsider	
II.		MMARY JUDGMENT	
	A.	SUMMARY JUDGMENT STANDARDS	
	_	1. Appellate Standards	
	B.	SUMMARY JUDGMENT PROCEDURES	
		1. Sua Sponte Summary Judgment	
		2. Motion by Party	
		3. Oral Argument	
		4. Failure to Respond to Motion	
	_	5. Pending Discovery Issues	
	C.	DISPUTES OF MATERIAL FACT	
		1. Burden	
		Inferences Credibility Issues	
		4. Extension of the Investigative Process	
		5. Evidence of Discrimination	
		6. Summary Judgment as Sanction	
		7. Selection Cases	
		8. Harassment Cases	
	D	JUDGMENT AS A MATTER OF LAW	
		PARTIAL SUMMARY JUDGMENT	
III.		SCOVERY	
		DISCOVERY SCOPE AND PROCEDURES	
		1. Time Period Covered by Discovery	
	B.	DISCOVERY DEVICES	
		1. Interrogatories	459
		2. Production of Documents	459
		3. Depositions	460
		4. Requests for Admissions	461
		5. Medical Examinations	462
		6. Restrictions on Medical Records	
		7. Restrictions on Tax Records	
		8. Commission Guidance on Discovery	
		9. Discovery Costs	
	C.	OBLIGATION TO PRODUCE EVIDENCE	
		1. Privacy Act Objections	
		2. In Camera Review	
		3. Tax Returns	
		4. Protective Orders	
		5. Pro Se Complainants	
	D.	MOTIONS TO COMPEL DISCOVERY	
	E.	DISCOVERY SANCTIONS	
		1. Justice Memo Halting Fees as Sanctions	
		2. Reinstatement of Fees as Sanctions	
		Good Faith Obligation Sanctions Against Complainants	
		4. Sanctions Against Complainants	
		6. Sanction Orders	
	F.	PSYCHOTHERAPIST PRIVILEGE	
		TO TO THE TOTAL TO	777

IV.	HΕ	ARING PROCEDURES	
	A.	PRELIMINARY HEARING MATTERS	480
		1. Persons Allowed at Hearing	
		2. Off-The-Record Discussions	
		3. Presentation of Evidence	
		4. Reasonable Accommodation of Complainant and Witnesses	481
		5. Introductory and Opening Statements	481
	B.	EVIDENCE	481
		1. Relevancy	481
		2. Unduly Repetitious Evidence	482
		3. Hearsay Evidence	482
		4. Documentary Evidence	482
		5. Use of "Private" Documents	483
		6. Best Evidence	483
		7. Destruction of Evidence	483
		8. Failure to Produce Evidence	486
	C.	WITNESSES	487
		1. Designation of Witnesses	488
		2. Exclusion of Witnesses	488
		3. Exclusion of Complainant	490
		4. Alternative Means of Testimony	490
		5. Telephonic Hearings and Testimony	491
		6. Video Hearings and Testimony	494
		7. Presence of Complainant	
		8. Representations of Counsel	
		9. Statement During Settlement	
		10. Witness Intimidation	
		11. Failure to Produce Witness	
		12. EEO Counselors	
	D.	CREDIBILITY DETERMINATIONS	
		1. Rules of Deference	
		2. Demeanor	
		3. Findings Related to Motivation	
		4. Split Credibility Findings	
		5. Self-Serving Testimony	
		6. Relationship of Parties	501
		7. Leading Questions	
		8. Plausibility of Testimony	
		9. Internally Inconsistent Testimony	
		10. Findings Based on Evidence of Record	
		11. Testimony and Findings in Other Proceedings	
		12. Corroboration Evidence	
		13. Impeachment Evidence	
		14. Findings Based on Assumptions	
		15. Refusal to Testify	
		16. Previous Credibility Findings	
		17. Scripted Testimony	
		18. Qualifications of Witness	
		19. Appeal of Credibility Findings	
	_	20. Credibility vs. Veracity	
	Ε.	ALLEGATIONS RAISED AT HEARING	
	F.	OBJECTIONS	
	G.	OFFICIAL TIME	
	Н.	ROLE OF JUDGE	
		1. Regulating Conduct of Hearing	
		2. Developing the Record	
		3. Amended Complaints	
	l.	RESPONSIBLE MANAGEMENT OFFICIAL	
	J.	RECORD OF HEARING	
	Κ.	CONDUCT OF PERPESANTATIVES	
	L.	CONDUCT OF REPRESENTATIVES	509

	1. Ex Parte Communications	
	M. CLOSING THE HEARING RECORD	
V.		
	A. DECISION OF ADMINISTRATIVE JUDGE	
	1. Contents of Decision	
	2. Bench Decisions	
	3. Adopting Position of Parties	
	4. Delay in Decisions	
	5. Errata Decisions	
	7. Directed Verdict	
	8. Decision by Judge Not Presiding	
	9. External Evidence	
	10. Relief	
	B. BIAS	
CI	CHAPTER 7: FINAL AGENCY ACTION	515
I.	FINAL AGENCY ORDER AFTER HEARING	516
.,	A. TIME LIMITS	
	B. PROCEDURAL ISSUES	
II.	FINAL AGENCY DECISION WITHOUT HEARING	517
	A. COMPLAINANT'S CONSIDERATIONS	
	B. CONTENTS OF FINAL DECISION	519
	1. Credibility Findings	519
	C. ADOPTING FINDINGS OF INVESTIGATOR	520
	D. REASONS ARTICULATED	
	E. DECIDING OFFICIAL	
	F. RESCINDING FINAL AGENCY DECISION	
	1. Draft Decisions	
	G. ADJUDICATION IN LIEU OF DISMISSAL	
III.	. REQUIREMENTS OF FINAL AGENCY ACTION	
	A. APPEAL RIGHTS	
	1. Partial Dismissals	
	2. Failure to Issue Final Agency Action	
11.7	B. ATTORNEY FEES	
v.	LNI ONCLINENT OF FINAL AGENCT DECISIONS	
CI	CHAPTER 8: EEOC APPEALS	529
••	A. FINAL AGENCY ACTIONS	
	1. Failure to Issue Final Agency Action	
	B. FINAL AGENCY DECISIONS	
	1. Failure to Issue Final Agency Decision	
	C. MSPB AND NEGOTIATED GRIEVANCE DECISIONS	
II.	PROCEDURES FOR APPEAL—COMPLAINANTS	532
	A. TIME LIMITS	533
	1. Dismissal by Administrative Judge	533
	2. Computation of Time	533
	3. Decisions Amended by Administrative Judge	
	4. Waiver of Time Limit	
	5. Filing With Wrong Agency	
	6. Filing by Telephone	
	B. SERVICE OF DOCUMENTS	
III.	. PROCEDURES FOR APPEAL—AGENCIES	
	A. TIME LIMITS	
	B. SERVICE OF DOCUMENTS	
	C. INTERIM RELIEF	
n /	D. BRIEF IN SUPPORT OF APPEAL	
IV.	RECORD ON APPEAL	
	A. COMPLAINT FILE	540

		IDENTIFICATION OF PARTIES	
	C.	SUPPLEMENTATION OF RECORD	541
		1. New Evidence	541
	D.	SUBMISSION OF EVIDENCE	541
	E.	DISMISSED CLAIMS	542
V.	SCC	OPE OF REVIEW	542
		JURISDICTIONAL ISSUES	
		PRESERVING ISSUES FOR APPEAL	
	٠.	1. Withdrawal of Hearing Request	
		Agency Implementation of Decision	
	C.	HARMLESS ERROR	5/13
		SELF-CORRECTION OF ERROR	
	υ.	1. Effect of Other Cases	
	г		
	E.	MULTIPLE CLAIMS	
	F.	NEW CLAIMS	
	_	1. Claims Not Raised by Parties	
		CONSOLIDATION OF APPEALS	
VI.		ANDARDS OF REVIEW	
	A.	ADMINISTRATIVE JUDGE DECISIONS	
		1. Summary Judgment	
		2. Witness Credibility	
		3. Burdens of Persuasion	546
		4. Prehearing and Hearing Rulings	546
		5. Basis of Discrimination	546
		6. Factual Errors	546
		7. Attorney Fee Awards	
	B.	FINAL AGENCY DECISIONS	
	٠.	1. Credibility Determinations	
	C.	PROCESSING COMPLAINTS	
		PRO SE COMPLAINANTS	
	E.	SHORT-FORM DECISIONS	
	L. E	PRECEDENTIAL VALUE OF EEOC DECISIONS	
	г. С	PRECEDENTIAL VALUE OF DECISIONS BY OTHER AGENCIES	
		INTERPRETATION OF COURT DECISIONS	
. /11			
VII.	KEV	VIEW OF SANCTIONS	
	A.	SANCTIONS AGAINST AGENCIES	
		1. Failure to Timely Complete Investigation/Issue Final Agency Decision	552
		2. Failure to Produce or Destruction of Documents	
		3. Failure to Produce or Destruction of Supervisory Notes	
		4. Failure to Produce Witnesses or Secure Affidavits	558
		5. Failure to Respond to Judge's Orders	560
		6. Failure to Produce File on Appeal	561
		7. Failure to Produce Hearing Transcript	563
		8. Default Judgments	563
		a. Agency Delay	563
		b. Failure to Comply With an Order	
		c. Failure to Produce Report of Investigation	
		d. Frivolous Motions Practice	
		e. Show Cause Requirement	
		f. Compensatory Damages After a Default Judgment Award	
	B.	ATTORNEY FEES AS SANCTIONS	
	υ.	1. Fees as Sanctions Under ADEA	
		Appointment of Attorney as Sanction	
	_	SANCTIONS AGAINST COMPLAINANTS	
	C.		
	_	1. Threatening Conduct	
	D.	SANCTIONS AT APPELLATE LEVEL	
	_	1. Sanctions on Procedural Dismissals	
	E.	EFFECT OF DISMISSAL ON SANCTIONS	
VIII		MPLIANCE AND ENFORCEMENT	
	A.	ENFORCEMENT OF COMMISSION DECISIONS	588
		1. Remands	593

IX.	FILI	ING OF CIVIL ACTION	593
	A.	EFFECT OF FILING	593
	B.	TIME FOR FILING	593
Χ.		QUESTS FOR RECONSIDERATION	
Λ.		PROCEDURES AND TIME LIMITS	
		EFFECT OF REQUEST	
	C.	CRITERIA FOR RECONSIDERATION	
		1. Clearly Erroneous Interpretation	596
		2. Substantial Impact	597
		3. New and Material Evidence	
		4. Inconsequential Factual Error	
		·	
		5. Commission's Own Motion	
XI.		QUESTS FOR CLARIFICATION	
	A.	REQUESTS FOR ENFORCEMENT	599
XII.	APF	PEAL OF EEOC DECISIONS	599
	A.	DELAY IN EEOC DECISIONS	599
C1	Δ	PTER 9: REPRESENTATIVES AND OFFICIAL TIME	601
CI			
l.	RIG	SHT TO REPRESENTATION	601
II.	AGF	ENCY REPRESENTATIVES	601
		ROLE OF AGENCY REPRESENTATIVE	
	,	Definition of Agency Representative	
		2. Role During Agency Processing of Complaint	
		3. Attorney-Client Relationship	
	В.	SCOPE OF REPRESENTATION	606
	C.	EEOC RESTRICTIONS ON AGENCY REPRESENTATIVES	606
	D.	FLRA RESTRICTIONS ON AGENCY REPRESENTATIVES	607
		1. Disciplinary Meetings	
		Formal Meetings	
		5	
III.		MPLAINANTS' REPRESENTATIVES	
		SCOPE OF REPRESENTATION	
	В.	DESIGNATION OF REPRESENTATIVE	611
	C.	SERVICE OF DOCUMENTS	611
	D.	UNION REPRESENTATIVES	612
	F.	WITHDRAWAL FROM REPRESENTATION	
	Ε.	COMPLAINTS BY REPRESENTATIVES	
IV.		CLUSION, DISQUALIFICATION, AND LIMITATIONS ON REPRESENTATIVES	
	A.	CONFLICTS OF INTEREST	
		1. Official Time Restrictions	614
	B.	EXCLUSION OF REPRESENTATIVES	614
		1. Exclusion Procedure	614
		2. Authority for Exclusion	
		Standards for Exclusion	
	_	4. Exclusion Through Settlement	
	C.	DISQUALIFICATION AND SUSPENSION	
		1. Procedure for Disqualification and Suspension	617
		2. Standard for Disqualification and Suspension	618
		3. Referral to Bar	620
	D	USE OF SANCTIONS	
V.		E OF OFFICIAL TIME	
٧.			
		OFFICIAL TIME COMPLAINTS	
	В.	DEFINITION OF REASONABLE TIME	
		1. Consultations With Representative	623
		2. EEO Counseling	623
		3. EEO Meetings	
		4. EEOC Settlement Conferences	
		6. Soliciting Evidence on Agency Time	
		7. Official Time Policies	
		8. Official Time Requests and Denials	624
		9. Duty Status of Employee	624

		10. Civil Actions	625
	C.	REPRESENTATIVES AND OFFICIAL TIME	625
		1. Restrictions on Representatives' Time	
		2. Official Time Complaints	
		Representation of Applicants for Employment	
		4. Representation of Former Employees	
	D.	TECHNICAL REPRESENTATIVES	
	F.	COMPENSATION AND BENEFIT ISSUES	
	۲.	1. Overtime	
		Restoration of Time	
		3. Payment of Costs	
/1	HICI	E OF AGENCY EQUIPMENT AND RESOURCES	
		OCESSING OFFICIAL TIME COMPLAINTS	
V II.	rnu	OCESSING OFFICIAL TIME COMPLAINTS	030
C	AF	PTER 10: THEORIES OF DISCRIMINATION—	
C .	17 \		624
		INTENTIONAL DISCRIMINATION	631
	CIR	RCUMSTANTIAL EVIDENCE CASES	632
	A.	EVOLUTION OF "DISPARATE TREATMENT" THEORY	632
		1. Elements of <i>Prima Facie</i> Case	634
		2. Penalties	
		3. Effect of Regulations and Policies	
		4. Discretionary Acts	
		5. Performance Expectations	
	В.	BASIS FOR DISPARATE TREATMENT	
	υ.	1. Comparison Employees	
		Comparison Employees 2. No Comparison Employees	
		·	
		3. Subjective Criteria	
	_	4. Accuracy of Beliefs	
	C.	APPLICATION FOR POSITION	
		1. Cancellation of Position	
		2. Constructive Application	
		3. Multiple Vacancies	
	D.	QUALIFICATION FOR POSITION	
	E.	ALLEGED DISCRIMINATING OFFICIALS	646
	F.	ELEMENT OF INTENT	646
		1. Knowledge of Protected Group	647
		2. Genuine Mistakes	648
		3. Intent of Third Parties	650
	G.	DISCRIMINATORY INFLUENCE OF OTHERS—THE "CAT'S PAW"	
	Н.	DIRECT EVIDENCE OF DISCRIMINATION	655
I.		ENCY BURDEN OF PRODUCTION—CIRCUMSTANTIAL EVIDENCE	
		DISPARATE TREATMENT	
	,	Similarly Situated Employees; Meaningful Distinctions	
		Probationary Employees	
		3. Training	
		5. Work Habits	
		6. Nonselections and Promotions	
		7. Past Discipline	
		8. Experience	
		9. Post Hoc Justifications	
		10. Best Interests of Agency	
		11. Natural Consequences of Discriminatory Acts	665
		12. Mandatory Sanctions	665
		13. Failure of Agency to Cooperate	665
		14. Failure of Agency to Provide Reasons	
	B.	WITNESS CREDIBILITY	
	C.	AFFIRMATIVE ACTION PLANS	
	D.	AVOIDING ADVERSE IMPACT LITIGATION	
	F.	RELIANCE ON AGENCY REGULATIONS	

	F.	RELIANCE ON COLLECTIVE BARGAINING AGREEMENT	
	G.	RELIANCE ON STATE LAW	
	Н.	CORRECTING DISCRIMINATION BY NONSUPERVISORY PERSONNEL	671
III.	PRE	ETEXT—CIRCUMSTANTIAL EVIDENCE CASES	672
	A.	HICKS AND THE BURDEN OF PERSUASION	672
		1. Commission Interpretation of <i>Hicks</i>	676
		2. Agency's Burden Under <i>Hicks</i>	680
		3. Proof of Intent Under Hicks	680
		4. Hicks in Jury Cases	682
		5. Case Law Prior to <i>Hicks</i>	682
	В.	CAUSAL CONNECTION	683
		1. Disciplinary Cases	684
		2. Zero Tolerance Policies	685
		3. Hiring Freezes	686
		4. Light Duty	686
		5. Preselection	686
		6. Nonselection	
		7. Training	689
		8. Qualifications	
		9. Test Results	
		10. Inadequate Resources	
		11. Work Environment	
		12. Receipt of Unemployment Compensation	
	C.	INCONSISTENT EVIDENCE/TESTIMONY	
	D.	PRIOR DISCRIMINATION	
	E.	STATISTICAL EVIDENCE	
	F.	PROCEDURAL IRREGULARITIES	
	G.	COLLECTIVE BARGAINING AGREEMENTS	
	Н.	DEROGATORY COMMENTS	
	I.	EVIDENCE OF BIAS	
		1. Past Statements and Actions	
		2. "Me Too" Evidence	
	J.	TIMING OF AGENCY ACTION	
	K.	CROSS EXAMINATION	
		1. Inconsistent Statements	
	L.	EQUITABLE AND COLLATERAL ESTOPPEL	
		COURT ORDERS	
		ALTERNATIVE, NONDISCRIMINATORY REASONS	
IV.		RECT EVIDENCE AND "MIXED MOTIVE" CASES	
		THE PRICE WATERHOUSE ANALYSIS	
	В.	CIVIL RIGHTS ACT OF 1991	
	_	1. ADEA DESERT PALACE, CIRCUMSTANTIAL EVIDENCE AND THE MIXED-MOTIVE ANALYSIS	
		,	
		DEFINING DIRECT EVIDENCEMIXED MOTIVES IN HOSTILE ENVIRONMENT CASES	
		REBUTTING MIXED MOTIVE EVIDENCE	
١,		AITATIONS ON LIABILITY	
v.		AFTER-ACQUIRED EVIDENCE DOCTRINE	
		STANDARD OF PROOF	
		THE "CLEAR AND CONVINCING" STANDARD	
	C.	THE CEEAN AND CONVINCING STANDARD	, / 20
CI	НΔ	PTER 11: THEORIES OF DISCRIMINATION—ADVERSE IMPACT	723
l.		E GRIGGS CASE	
		E WARDS COVE CASEECIVIL RIGHTS ACT OF 1991	
111.			
	Α.	PRIMA FACIE CASE	
	D	Agency's Investigatory Burden AGENCY'S BURDEN—BUSINESS NECESSITY	
	D.	1. Criminal Arrests	
	_	ALTERNATIVE METHODS	
		SUBJECTIVE SELECTION PRACTICES	
	υ.	JUDJECTIVE JEECTION I NACTICEJ	۱ د /

	E.	STATUTE OF LIMITATIONS	731
	F.	AGE DISCRIMINATION IN EMPLOYMENT ACT	
	G.	PREGNANCY DISCRIMINATION ACT	732
IV.		IFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES	
		"BOTTOM LINE" CONCEPT	
	B.	VALIDITY STUDIES	
	C.	SUITABLE ALTERNATIVES	
V.	ΛEI	FIRMATIVE ACTION PROGRAMS	
v.		RECRUITMENT	
	Λ.	1. Responsibilities of OPM	
		Responsibilities of Agencies	
	В.	SELECTION AND ADVANCEMENT	
	٠.	1. Conditions for Affirmative Action	
		2. Establishing Affirmative Action Plans	
		3. Effects of Adopting a Plan	
		4. Using Plan as Affirmative Defense	739
		5. Training Programs	739
	C.	VIOLATIONS OF AFFIRMATIVE ACTION PLANS	
		1. Court Orders and Consent Decrees	
		2. Special Emphasis Programs	740
<u></u>	ΙΛ	DTED 13. THEODISC OF DISCOUMINIATION	
CI	٦A	PTER 12: THEORIES OF DISCRIMINATION—	
		HOSTILE ENVIRONMENT	741
l.	TΔN	NGIBLE EMPLOYMENT ACTION: SEXUAL HARASSMENT	
1.		DEFINITIONS	
	/۱۰	Tangible Employment Action	
		Supervisors	
		3. Link With Hostile Environment	
		4. Tangible Employment Actions on Bases Other Than Sex	
	B.	ELEMENTS OF A CLAIM	
		1. Prima Facie Case	747
		2. Tangible Employment Actions	
		3. Unwelcome Advances	
		4. Preferential Treatment for Submission to Advances	
		5. Threats of Tangible Employment Actions	
		6. Knowledge of Agency	
		7. Causal Connection With Gender	
		8. Reprisal	
II.	ш	9. Violent Responses to Harassment	
11.		STILE ENVIRONMENT SEXUAL HARASSMENT MERITOR AND HARRIS	
		BURDENS OF PROOF	
	ъ.	1. "Prima Facie" Case	
		Agency's Burden	
	C.	NATURE OF CONDUCT—PROTECTED BASIS	
		1. Gender-Based Harassment	
		2. Sexual Conduct	
	D.	UNWELCOME ADVANCES	
		1. Consensual Conduct	769
		2. Harassment of Manager by Subordinate	
	E.	SEVERE OR PERVASIVE REQUIREMENT	
		1. "Reasonable Person" vs. "Reasonable Woman"	
		2. Severity and Frequency of Conduct—Sliding Scale	
		3. Severity	
		4. Isolated or One-Time Incidents	
		5. Repeated Incidents	
		6. Passage of Time Between Incidents	
		Low-Level Harassment Context in Which the Alleged Harassment Occurred	
		8. Context in Which the Alleged Harassment Occurred	//8

		9. Trivial or Inconsequential Conduct—Sexual Harassment	779
		10. Work Performance and the "Hostility" Requirement	779
		11. Continuous Conduct or Presence of Harasser	780
		12. Name Calling	780
		13. Physical Contact or Conduct	781
		14. Offensive Looks	783
		15. Sexual Innuendo	783
		16. Physical Proximity	
		17. Increased Work Scrutiny and Assignments	
		18. Nature of Work	
		19. Conduct Directed Toward Others	
		20. Psychological Harm	
		21. Subjective Test	
		22. Use of Tangible Employment Actions	
		23. Corroborative Evidence and Demeanor Evidence	
		24. Harassment Outside of the Workplace	
111	CEV	EX OF PERPETRATOR AND VICTIM	
111.		HARASSMENT OF MALE EMPLOYEES	
	A.	1. Environment Hostile Toward Females	
	_	2. Complaints by Alleged Harasser	
	В.		
		1. Sexual Orientation and Gender Stereotyping	
		2. Sexual Orientation Cases—Current State—Commission Cases	
		3. Gender Identification Cases—Current State—Commission Cases	
		4. Gender Identification—Bathroom Usage	
		5. Gender Identification, Transgender Status, and the Courts	
		6. Prohibited Personnel Practice	819
		7. Office of Special Counsel	819
	C.	HARASSMENT OF BOTH SEXES	819
IV.	OV	VERVIEW OF LIABILITY FOR HARASSMENT	822
	A.	THE RULES OF AGENCY: THE MASTER-SERVANT RELATIONSHIP	823
	В.	BASIC RULES OF LIABILITY	823
	C.	TANGIBLE EMPLOYMENT ACTION HARASSMENT	824
		1. Supervisors	824
		2. Supervisors Who Lack Authority	
	D.		
		1. Definition of Supervisor	
		2. Knowledge of Agency	
		Reasonable Care and the Affirmative Defense	
		Heast rate care and the runnative per la partie de la partie del la partie de la partie de la partie del la partie de	
		5. Failure to Avoid Harm	
		6. Harassment of Detailed Employees	
		7. Prompt Remedial Action	
		·	
		8. "Alter Ego" Theory	
	_	9. Harassment of Manager by Subordinate	
	E.	HOSTILE ENVIRONMENT HARASSMENT—COWORKERS	
		1. Knowledge of Agency	
		2. Agency's Duty to Investigate	
		3. Failure to Cooperate in Investigation	
	F.	HOSTILE ENVIRONMENT HARASSMENT—SUPERVISORS AND COWORKERS	
		Prompt and Effective Corrective Action	
		a. Notice	
		b. Notice—Source of Knowledge	
		c. Notice—Past Knowledge of Harassing Behavior	845
		d. Prompt Action and Investigations	845
		e. Corrective Action	846
		f. Strength of Corroborating Evidence	847
		g. Complainant's Duty to Take Advantage of Corrective Opportunities	
		h. Effect of Agency Anti-Harassment Policies on Liability	
		i. Severity or Pervasiveness of Harassing Behavior	
		j. Preventing Harassment	
		, ,	

CH		k. Separating the Harasser and the Victim: Moving the Harasser	
CH		I. Separating the Harasser and the Victim: Moving the Victim	
CH		m. Limiting Liability	
CH		n. Disciplining the Victim	
CH		o. Pre-Burlington Industries and Faragher Caselaw	855
CH		2. Restoration of Employee Benefits	856
CH		3. Duty to Make Follow-Up Inquiries	857
CH		4. Past Harassment by Perpetrator	857
CH		5. Cessation of Conduct	857
CH	G.	SUMMARY JUDGMENT	859
CH	Н.	DISCIPLINE OF RMO	859
CH		1. Harassers' Claims Over Discipline	860
CH	I.	AGENCY-WIDE CORRECTIVE MEASURES	
CH	J.	HARASSMENT BY THIRD PARTIES	
CH		1. Employee Organizations	
CH	K.	CONSTRUCTIVE ADVERSE ACTIONS	
CH	I	MOOTNESS	
CH	PR(OOF PROBLEMS	
CH		HER BASES OF HARASSMENT	
CH		PROPOSED PART 1609	
CH I. I	R.	HARASSMENT BASED ON RELIGION	
CH I. I	υ.	Tangible Employment Actions	
CH I. I		Hostile Work Environment	
CH I. I	_	HARASSMENT BASED ON RACE	
CH I. I	C.		
CH I. I		Tangible Employment Actions Racial Slurs	
CH I. I		3. One-Time Incidents	
CH I. I			
CH I. I		·	
CH I. I		5. Incidents Occurring Outside of the Complainant's Presence	
CH I. I		6. Increased Work Scrutiny and Assignments	
CH I. I		7. Same Race Harassment	
CH I. I		8. Racist Symbols	
CH I. I		9. Conduct Directed Toward Others	
CH I. I	_	10. Subjective Test	
CH I. I	D.	ETHNIC HARASSMENT AND SLURS	
CH	E.	HARASSMENT BASED ON DISABILITIES	
CH		1. Comments Made Outside of the Complainant's Presence	
CH		2. Increased Scrutiny of Work and Assignments	
CH		HARASSMENT BASED ON AGE	
() () () () () () () () () () () () () (G.	HARASSMENT BASED ON REPRISAL	
() () () () () () () () () () () () () (1. Harassment by Filing Civil Action	899
) () () () ()		PTER 13: BASES OF DISCRIMINATION UNDER TITLE VII	
 		THE DIFFERENCE BETWEEN RACE AND COLOR	
 	,	1. Same Race or Color	
 		Racial Stereotyping	
 	B.	REVERSE DISCRIMINATION	
 	Ь.	1. Beneficent Discrimination	
 		Remedial Discrimination	
 	_		
 		MARITAL STATUS AND OTHER ASSOCIATIONS	
II. :		SICKLE CELL ANEMIA	
II.	Ε.	CRIMINAL ARRESTS AND CONVICTIONS	
II. S	F.	POLITICAL STATEMENTS	
		GROOMING CODES	
	SEX	CDISCRIMINATION	
r		BONA FIDE OCCUPATIONAL QUALIFICATION	
	A.		014
(A. B.	SENIORITY SYSTEMS	
l	A. B. C.	MARITAL STATUS	914
1	A. B. C.		914 914

	F.	CAREGIVER RESPONSIBILITIES	
	G.	RECRUITMENT	
	Н.	PREGNANCY DISCRIMINATION ACT	917
		1. Burdens of Proof	918
		2. Direct Evidence of Pregnancy Discrimination	924
		3. Disparate Treatment	925
		4. Past and Potential Pregnancy	
		5. Remarks About Pregnancy	
		6. Breast-Feeding	
		7. Abortion and Contraception	
		8. Marital Status	
		9. Leave	
		10. Light Duty	
		11. BFOQ Defense	
	I.	GENDER-BASED SUBJECTIVE CRITERIA	
	J.	DRESS CODES AND GROOMING STANDARDS	
	l.		
		EQUAL PAY ACT	
	IVI.		
		1. Regulatory Guidance	
		2. EPA Analysis and Burdens of Proof/Substantially Equal Work	
		a. Statutes and Policies Governing Pay	
		b. Location of Work	
		c. Negotiated Salaries	
		d. Job Tasks	
		e. Common Core of Tasks	
		f. Desk Audits/Job Classification Systems	
		g. Recruitment and Retention Pay	
		h. "Bureaucratic Inertia"	
		i. Special Assignments	
		3. Relationship to Title VII	
		4. Liquidated Damages	
	N.		
III.		ATIONAL ORIGIN	
	A.	CITIZENSHIP	941
	B.	SECURITY CLEARANCES	941
	C.	MARITAL STATUS AND OTHER ASSOCIATIONS	942
		1. Client and Customer Preferences	942
	D.	SELECTION PROCEDURES	942
		1. Bottom Line Concept	942
		2. Height and Weight Requirements	
		3. Education	
	E.	LANGUAGE FLUENCY	
		1. Accent Discrimination	
		2. Foreign Languages/Bilingual Requirements	
		3. "Speak English Only" Rule and Restrictive Language Policies	
	F.	MIXED NATIONALITY	
		BONA FIDE OCCUPATIONAL QUALIFICATION	
		NATIVE AMERICANS	
IV		ELIGION	
ıv.		DEFINITION	
	Α.	1. Nature and Sincerity of Belief	
	D		
	В.	INTENTIONAL DISCRIMINATION CASES	
		1. Discrimination Within Religions	
		2. Failure to Hold Belief	
		3. Espousal of Beliefs	
		4. Clothing and Religious Articles	
		5. Observances on Agency Premises	
		6. Same-Sex Marriage and Communications With LGBT Content	
		7. National Security Interests	
	C.	ACCOMMODATION OF BELIEFS	962

		1.	Prima Facie Case	
		2.	Request for Accommodation	
		3.	Privacy Act Considerations	964
		4.	Accuracy of Employee's Beliefs	964
		5.	Practices Requiring Accommodation	965
		6.	Choice of Accommodation	
	D		COMMODATION PROCEDURES AND ANALYSIS	
	F.		ECIFIC ACCOMMODATIONS	
	۲.	1	Work Assignments	
		า. ว	Work Schedules	
		۷٠	was a water	
			11 9	
			b. Leave	
			c. Denying "Significant Employment Benefits"	
		_	d. Claims of Discrimination Based on the Religious Accommodation of Another	
		3.	Break Schedules	
		4.	Teleworking	
		5.	Reassignments	
		6.	Dress and Grooming Standards	
		7.	Prayer and Proselytizing	
		8.	Health Effects of Religious Observances	
		9.	Personal Effects	
			Personal Identification	
			Optional Religious Activities	
		12.	Probationary Employees	976
		13.	Cooperation in Agency Investigations	976
		14.	Drug Rehabilitation Programs	976
		15.	Agency Communications	977
	F.	UN	DUE HARDSHIP	977
		1.	Work Schedules	978
		2.	Overtime	982
		3.	Collective Bargaining Agreements	982
		4.	Selection Schedules	
		5.	Preemployment Inquiries	
		6.	Sex-Segregated Schools	
		7.	Postal Service Oath	
		8.	Photographs	
		9.	Espousing Religious Ideas	
V	WE		HOUSE GUIDEI INES ON RELIGION	
٠.			PRESSION IN WORKPLACE	
	,	1.	Private Work Areas	
		2.	Expression Among Employees	
		3.	Expression Directed at Employees	
		3. 4.	Expression in Public Areas	
	В.		SCRIMINATION BASED ON RELIGION	
	D.	1	Personnel Actions and Employment Conditions	
		1. 2		
		2.	Hostile Environment	
	_	3.	Bona Fide Occupational Requirement	
	C.		LIGIOUS ACCOMMODATION	
VI.			IGHTS ACT OF 1991	
			RPOSE OF LEGISLATION	
	В.	DIS	SCRIMINATION REMEDIES	
		1.	Intentional Discrimination	
		2.	Punitive Damages	
		3.	Compensatory Damages	
		4.	Expert Witness Fees	
		5.	Interest on Back Pay Awards	
		6.	Retroactivity of Remedies	
		7.	Jury Trials	
	C.	BU	RDENS OF PROOF	
		1.	Intentional Discrimination Cases	994
		2.	Disparate or Adverse Impact Cases	994

		3. Seniority Systems	
		4. Consent Orders and Decrees	
	D.	STATUTE OF LIMITATIONS	
	_	1. Age Discrimination in Employment Act	
	E.	LEGISLATIVE BRANCH EMPLOYEES	
		1. House of Representatives Employees	
\/11	CO	2. U.S. Senate Employees	996
VII.		EMPLOYEES COVERED	
		COVERAGE PROVIDED	
	Б. С.		
		ATTORNEY FEES	
	E.	ENFORCEMENT	
	F.	ADMINISTRATIVE AND JUDICIAL PROCEDURES	
		1. Counseling	
		2. Mediation	
	G.	ELECTION OF REMEDIES	
		1. Administrative Hearing	
		2. Appeals	
		3. Judicial Review	
	Н.	CIVIL ACTIONS	1003
Cŀ	AH	PTER 14: REHABILITATION ACT	1005
l.		VERAGE UNDER THE REHABILITATION ACT	
١.		IMPACT OF THE ADA AMENDMENTS ACT OF 2008	
	,	1. Effective Date	
		ADAAA Regulations	
	B.	QUALIFIED INDIVIDUALS	
	٠.	1. Individuals Without Disabilities	
		2. Drug and Alcohol Abuse	
	C.	AGENCIES AND EMPLOYEES COVERED	
		1. Legislative and Judicial Employees	
		2. Probationary Employees	
		3. Temporary Émployees	1011
		4. Association With Persons With Disabilities	1011
		5. Disabled Veterans	1013
	D.	THEORIES OF DISCRIMINATION	1013
II.	DEI	FINING QUALIFIED INDIVIDUALS	1013
	A.	PHYSICAL AND MENTAL IMPAIRMENTS	
		1. Record of Impairment	1015
		2. Regarded as Impairments	1016
	В.	MAJOR LIFE ACTIVITIES	
		1. Toyota and Major Life Activities	
		2. Major Bodily Functions	
		3. Working	
	C.	SUBSTANTIAL LIMITATION UNDER THE ADA	
		1. Substantial Limitation: Commission's Past View	
		2. Substantial Limitation and the <i>Sutton</i> Trilogy	
	_	3. Toyota and Substantial Limitation	
	D.	SUBSTANTIAL LIMITATION UNDER THE ADAAA—RULES OF CONSTRUCTION	
		1. Broad and Inclusive Coverage	
		2. Most People Comparison	
		3. Extensive Analysis Not Required	
		4. Individualized Assessment	
		5. No Scientific or Medical Evidence Required	
		6. Mitigating Medications, Measures and Devices	
		7. Episodic Conditions; Conditions in Remission	
		8. Limitation of Major Life Activities	
		9. Transitory and Minor Impairments	
		10. A Common-Sense Approach	
		11. Substantial Limitation on Working	1035

			Predictable Assessments	
			Condition, Manner and Duration	
			Proving Substantial Limitation	
	E.	CA	SE LAW ANALYSIS UNDER THE ADAAA	.1040
	F.	REC	CORD OF DISABILITIES	.1045
	G.	REC	GARDED AS DISABILITIES	.1046
		1.	Nassau County School Board v. Arline	.1047
		2.	Regarded as Disabilities and Working	
		3.	Regarded as and Other Major Life Activities	
	Н.		MONSTRATION OF QUALIFIED	
		1.	Agency Efforts to Reasonably Accommodate in Determining "Qualified"	
		2.	Essential Job Functions, Generally	
		3.	Nexus Requirement	
		4.	Job Attendance	
		••	a. Current Conventions and Past Practice	
			b. Nexus	
			c. Essential Functions and Undue Hardship	
			d. Return to Work Requirement	
			e. Views of the Courts	
			f. Shifting Burdens of Proof	
		5.	Performance of Essential Job Functions	
		5. 6.	How Essential Job Functions Are Performed	
		7.	Essential Job Functions and Production Standards	
		7. 8.	Essential Job Functions and Position Descriptions	
		o. 9.	Essential Job Functions and Performance Ratings	
			Removing Essential Job Functions	
			Reassignment and Modifying Essential Functions	
			Essential Functions and Position Requirements	
			Inability to Perform in Current Position	
			Reasonable Accommodation	
			Effect of Disability Retirement	
	I.		OWLEDGE OF DISABILITY	
			Intentional Discrimination	
			Constructive Knowledge	
	J.		QUESTS FOR ACCOMMODATION	
	K.	ME	DICAL EVIDENCE	
		1.	Reasonable Medical Documentation	
			Updating Medical Information	
			Agency's Burden—Individualized Assessment	
III.			C DISABILITIES	
	A.		UG AND ALCOHOL ABUSE	
		1.	· · · · · · · · · · · · · · · · · · ·	
		2.	1991 Civil Rights Act and ADA	
		3.	Evidence of Disability	
IV.			SSING COMPLAINTS UNDER REHABILITATION ACT	
	A.		TIATION OF COMPLAINT	
		1.	Requests for Accommodation	
		2.	Reasonable Accommodation Analysis	
		3.	Combination With Title VII Bases	
	В.	CO	MPLAINT STAGE	
		1.	Investigations	
	C.	INT	ENTIONAL DISCRIMINATION CASES	
		1.	Temporary Appointments	
		2.	Reductions-In-Force	
		3.	Misconduct and Performance Cases	
		4.	Agency-Induced Misconduct	
		5.	Selection and Promotion	
		6.	Reassignments	.1101
		7.	Fear for Safety of Others	
		8.	Requiring Acceptance of Accommodation	.1102
		9.	Overtime	.1102

		10. Medical Insurance Benefits	1102
		11. Alternative Discrimination Theories	1105
	D.	DISPARATE IMPACT CASES	
	E.	HOSTILE WORK ENVIRONMENT	
	F.	HEARING STAGE	
V.		RING, PLACEMENT AND ADVANCEMENT	
	A.	PREFERENTIAL TREATMENT	
		1. Affirmative Action Plans and Goals	1108
		2. Targeted Disabilities	
		Veterans Preference	
		4. Executive Order 13163	
	В.	SCHEDULE A APPOINTMENTS	1108
	C.	JOB INTERVIEWS	1110
		1. Reasonable Accommodation	1110
	D.	EMPLOYMENT CRITERIA AND QUALIFICATION STANDARDS	
	υ.		
		1. Requiring a Disability	
		2. Applicants for Employment	
		3. Uncorrected Vision Standards	
		4. Aviation and Transportation Security Act	1121
	E.	CLASS ACTIONS	
١/١		DICAL INQUIRIES AND EXAMINATIONS	
۷1.			
	A.	PREEMPLOYMENT INQUIRIES	
		1. OPM Inquiries	
		2. Conditional Offers of Employment	1129
		3. Drug Tests	1130
		4. Disabled Veterans	
		5. Polygraph Examinations	
		75 1	
		6. Relief for Violations	
	В.	POSTAPPOINTMENT INQUIRIES	
		1. Fitness-For-Duty Examinations: Performing Essential Functions and Direct Threat	1134
		a. FFD Found Permissible	1135
		b. FFD Not Permissible	
		2. Fitness-For-Duty Exams and the MSPB	
		3. Documentation of Continuing Absence or Accommodation	1142
		4. Clearance to Return to Work	1142
		5. Requests for Updated Medical Information	1144
		6. Medical Inquiries and <i>Giglio</i>	
		1 3	
		7. Annual Hearing Tests	
		8. Bid Positions	
		9. Employee Assistance Programs	1147
		10. Disability Retirement	1147
		11. Medical Inquiries by Supervisors to Other Agency Components	
	C.	MEDICAL DISCLOSURES AND CONFIDENTIALITY OF MEDICAL INFORMATION	
	C.		
		1. Disclosure in EEO Investigations	
		2. Disclosure by Agency Counsel	1153
		3. Subpoena of Medical Information	1153
	D	CONFIDENTIALITY OF MEDICAL DOCUMENTS	1154
١/١١		RFORMANCE AND CONDUCT ISSUES	
V 11.			
	A.	ADOPTING PERFORMANCE AND CONDUCT STANDARDS	
	В.	PERFORMANCE STANDARDS	1156
		Performance Evaluations	1157
	C.	PERFORMANCE PROBLEMS CAUSED BY A DISABILITY	1158
	D.	CONDUCT STANDARDS	
	U.		
		1. Source of Rules	
		2. Disciplinary Actions	
	E.	DISCUSSION OF DISABILITY	1161
CI	AF	PTER 15: REASONABLE ACCOMMODATION AND GINA	1163
l.		ERVIEW OF REASONABLE ACCOMMODATION AND UNDUE HARDSHIP	
	A.	AGENCY KNOWLEDGE OF DISABILITY	1165

		1. Constructive Knowledge	
	B.	DEFINITION OF REASONABLE ACCOMMODATION	1167
		1. Nexus Requirement	1168
		2. Acceptance or Rejection of Accommodation	
		Constructive Discharge	
		4. Balancing Test	
		5. Presumption of Reasonableness	
		6. Temporary Accommodations	
		7. Preference of Employee	
		8. Good Faith Accommodation Efforts	1173
		9. Rights of Other Employees	1175
		10. Discipline as Accommodation	
II.	DEE	FENSES TO REASONABLE ACCOMMODATION	
		UNDUE HARDSHIP	
	A.		
	_	1. Proving Undue Hardship	11/6
	В.	"DIRECT THREAT" OR "ELEVATED RISK" DEFENSE	
		1. Requirements of Direct Threat Defense	
		2. Direct Threat—Medical Exams and Inquiries	1194
		3. Inherently Dangerous Positions	1195
		4. Agency Policy	
Ш	RFA	ASONABLE ACCOMMODATION REQUESTS AND THE INTERACTIVE PROCESS	1199
		KNOWLEDGE OF ACCOMMODATION NEED	
	В.	FORM OF ACCOMMODATION REQUESTS	
		1. Timing of Request	
		2. Timing of Submission of Medical Information	1203
		3. Failure to Request	1204
	C.	INDIVIDUALIZED INQUIRIES ON DISABILITIES	
		1. Reasonable Documentation	1204
		2. Health Providers	
		3. Accuracy of Agency Information	
		4. Comparative Evidence	
		5. What Constitutes an Individualized Inquiry	
	D.	IDENTIFYING POSSIBLE ACCOMMODATIONS	1205
	υ.		
		1. Failure of Complainant to Cooperate	
	_	2. Effect of OWCP Considerations	
	E.	TIMELINESS OF REASONABLE ACCOMMODATION	
	F.	FAILURE TO ENGAGE IN THE INTERACTIVE PROCESS	1214
IV.	REA	ASONABLE ACCOMMODATION AND THE FAMILY AND MEDICAL LEAVE ACTACT	1215
V.	REP	PRISAL FOR REQUESTING A REASONABLE ACCOMMODATION	1216
VI.	TYP	PES OF REASONABLE ACCOMMODATION	1217
	Α.	JOB ANALYSIS	1217
		JOB RESTRUCTURING	
		INTERPRETERS AND READING ASSISTANTS	
	С.	1. Interpreters and Signers	
		2. TTY and TDD Devices	
		3. Management Cooperation in Use of Assistive Devices	
		4. Reading Assistants	
	D.	PERSONAL EQUIPMENT	1226
		1. Hearing Devices	1227
	E.	SERVICE ANIMALS	1228
	F.	PRIVATE SPACE	
	G.		
	٥.	1. Single-Day Accommodations	
	ш	LEAVE USAGE	
	17.		
		1. Leave Offenses	
		2. Denial of Leave as Retaliation	
		3. Family and Medical Leave Act	
		4. Separation for Medical Reasons	
	l.	WORK HOUR MODIFICATIONS	
		1. Shift Changes and Work Schedules	1235
		2. Training	1239

		Breaks	
	4. (Overtime Assignments	1240
		Bidding for Schedules	
J.	WOR	RK LOCATION MODIFICATIONS AND TELEWORKING	1241
	1. 1	Teleworking Policies in General	1241
	2. 1	Teleworking as an Accommodation	1241
	ć	a. Transfers	1243
	ł	b. Working From Home	
	(c. Equipment and Assistive Technology to Support Telework	
		d. Duties That Can Only Be Performed at the Workplace	
		e. Changes in Medical Condition	
		f. Poor Performance	
		g. Commuting	
	3. 7	Telework Policies	
		Foreign Service Assignments	
		Privacy Accommodations	
K.		DING AND WORKSPACE ACCOMMODATIONS	
L.		BILITY ACCOMMODATIONS	
		NSPORTATION	
M.			
		Parking Spaces	
		Travel Requirements	
		Transfer for Medical Treatment	
N.		INING AS AN ACCOMMODATION	
		Accommodations for Training	
		Travel for Training	
O.		EFITS AND PRIVILEGES OF EMPLOYMENT	
P.		UNTARY DUTIES	
Q.		PICAL QUALIFICATIONS	
		Physical Qualifications	
R.		ITAL ILLNESS	
		Stress-Related Conditions	
	2. F	Resignations and Constructive Discharges	1257
	3.	Supervisory Changes	1258
S.		OKE AND FRAGRANCE-FREE ENVIRONMENT	
T.	PREV	VENTIVE HEALTH CARE	1261
U.	ALCC	OHOL AND SUBSTANCE DEPENDENCY	1261
	1. 7	The MSPB and EEOC—Causal Connection and Punishment	1262
	2. F	Pretreatment Offenses	1267
		Attendance Problems	
		Relapses	
		Programs With Religious Affiliations	
V.		RIMINATION IN ACCOMMODATION	
		Changes in Accommodations	
		Employee Assistance Programs	
W		RAVATION OF EXISTING CONDITION	
Χ.		LECTIVE BARGAINING AGREEMENTS	
۸.		Union Duties	
Y.		NCY REGULATIONS	
Τ. Ζ.		FLEMENT AGREEMENTS	
		SSIGNMENT, PROMOTIONS, AND DEMOTIONS	
AA.			
		Ignacio v. USPS	
		Reassignment Under Part 1614	
		Reassignment Under the ADA	
		Position in Question	
		Accommodation in Reassignment Position	
		Ceiling on Advancement	
		Promotion as Accommodation	
		Reassignment to Previous Position	
		Reassignment to Special Needs Position	
	10. J	Job Modification in Lieu of Reassignment	1285
	11. /	Applicants for Employment	1287

		12. Probationary Employees	
		13. Light or Limited Duty	1288
		14. Work-Related Injuries	1289
		15. Collective Bargaining Agreements	1290
		16. Reassignment to Different Supervisor	
		17. Conditions Attached to Reassignment	
	RR	AFFIRMATIVE ACTION	
		DISABILITY RETIREMENT	
	CC.	1. Constructive Discharge	
	חח	. WORKERS' COMPENSATION	
	טט.		
		1. Restoration of Employment	
		2. Modified Duty Positions	
		3. OWCP and Reasonable Accommodation	
		SECURITY CLEARANCES	
	FF.	REMEDIES	1299
	GG.	. BACK PAY	
		1. Resignation or Retirement	1299
		2. Good Faith Exception to Damages	1299
VII.	THE	E GENETIC INFORMATION NONDISCRIMINATION ACT—OVERVIEW	
		GINA-SPECIFIC DEFINITIONS	
	, .	Genetic Information Generally	
		Genetic Tests	
		3	
		4. Genetic Services	
		5. Manifested Disease or Disorder	
	В.	EMPLOYEES AND AGENCIES COVERED	
		1. Family Members	
		2. Family Medical History	
	C.	PROHIBITED EMPLOYMENT PRACTICES	
		1. Employment Actions and Terms of Employment	1303
		2. Segregating and Classifying Employees	1303
		3. Retaliation for Protected Activity	
		4. Acquisition of Genetic Information	
		5. Confidentiality of Collected Information	
	D.	REMEDIES	
C	$A \vdash$	PTER 16: AGE DISCRIMINATION IN EMPLOYMENT ACT	1309
l.		RUCTURE OF THE ACT	
	A.	PROHIBITED ACTIVITIES	
		1. Reprisal	
		2. Older Workers Benefits Act	1312
	B.	LAWFUL ACTIVITIES	1312
		1. Bona Fide Occupational Requirements	1312
		2. Benefit Plans	
		3. Law Enforcement Officers	
		4. Mandatory Retirement Age	
	\mathcal{C}	PROCEDURES FOR FILING ADMINISTRATIVE ADEA COMPLAINTS	
	C.	Exhaustion of Administrative Remedies	
	_	PROCEDURES FOR FILING IN U.S. DISTRICT COURT	
	D.		
		1. Proper Defendants	
		2. Statute of Limitations	
		3. Part 1614 Statute of Limitations	
		4. Jury Trials	
II.	AGE	E DISCRIMINATION ANALYSIS	1320
		BABB V. WILKIE	
		CIRCUMSTANTIAL EVIDENCE	
		1. Discrimination Against Persons Under 40	
		Discrimination Within Protected Group	
		•	
		3 Reverse and Discrimination	1211
		3. Reverse Age Discrimination	
		Reverse Age Discrimination Rehired Annuitants "Age Plus" Discrimination	1324

		6. Direct Evidence of Discrimination	1324
	C.	DISPARATE IMPACT	1324
		1. Bona Fide Occupational Qualification	1325
		2. Bottom Line Concept	
		Preemployment Inquiries	
		, , ,	
	_	4. Experience	
	D.	HOSTILE ENVIRONMENT	
	E.	PAY SCALES	
	F.	ACCOMMODATION	1326
III.	THI	IE AGENCY'S BURDEN	1326
	A.	INTENTIONAL DISCRIMINATION	1326
		1. Recency of Experience	
		2. Recency of Education	
		3. Length of Service	
		4. Career Goals	
	_	5. Tests	
	В.	DISPARATE IMPACT	
		1. Bona Fide Occupational Qualification	
		2. Factors Other Than Age	
		3. Education	
		4. Recruitment	1330
		5. Training	1330
		6. Physical Requirements	1330
IV.	FS1	TABLISHÍNG PRETEXT	
	Α	DISCRIMINATORY STATEMENTS	
	R.	ECONOMIC FACTORS	
	c.	AGE AS DETERMINATIVE FACTOR	
	С.	1. Element of Intent	
	_		
	υ. -	RETIREMENT ELIGIBILITY	
	E.	FORCED RETIREMENT	
٧.		DMPENSATORY AND LIQUIDATED DAMAGES	
VI.	ΑT	TORNEY FEES	1337
\sim 1	1.	DTED 17 DEDDICAL	
		(DIED 17: DEDDIC ()	1 2 2 2
CI	ΠA	APTER 17: REPRISAL	1339
CI I.			
	INI	ITIATING COMPLAINTS OF REPRISAL	1340
	INI	ITIATING COMPLAINTS OF REPRISALPROCESSING COMPLAINTS OF REPRISAL	1340
	INI	ITIATING COMPLAINTS OF REPRISALPROCESSING COMPLAINTS OF REPRISAL	1340 1340 1340
	INI	ITIATING COMPLAINTS OF REPRISALPROCESSING COMPLAINTS OF REPRISAL	1340
	INI	PROCESSING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL PROCESSING REPRISAL PROC	1340 1340 1340 1340
	INI	PROCESSING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340
I.	INI [*] A.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340
I.	INITA.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340 1340
I.	INITA.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340 1340
I.	INITA.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340 1340
I.	INITA.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340 1341 1342
	INITA.	ITIATING COMPLAINTS OF REPRISAL	1340 1340 1340 1340 1340 1340 1341 1341 1342
I.	PROA. B. C. D.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints	1340 1340 1340 1340 1340 1340 1341 1342 1342 1343
I.	PROA. B. C. D. E.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints	
I.	PROA. B. C. D. E. F.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES	1340134013401340134013401340134013411342134313441344
I.	PROA. B. C. D. E. F. G.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints. 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS	13401340134013401340134013401340134113421344134413441344
I.	PROA. B. C. D. E. F. G.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES GRIEVANCES	13401340134013401340134013401340134113421344134413441345
I.	PRO A. B. C. D. E. F. G. H. I.	PROCESSING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints. 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES MSPB APPEALS	
I.	PRO A. B. C. D. E. F. G. H. I. J.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES MSPB APPEALS SETTLEMENT	
I.	PRO A. B. C. D. E. F. G. H. I. J.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints. 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal. 4. Processing Delays. 5. Settlement Agreements. OTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING. EEO EMPLOYEES. MANAGEMENT EMPLOYEES. WITNESSES. REPRESENTATIVES. AGENCY REPRESENTATIVES. RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES. MSPB APPEALS. SETTLEMENT. FITNESS FOR DUTY.	
I.	PRO A. B. C. D. E. F. G. H. I. J. K. L.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements OTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES MSPB APPEALS SETTLEMENT FITNESS FOR DUTY AFFIRMATIVE ACTION	
I.	PRO A. B. C. D. E. F. G. H. I. J. K. L.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements IOTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES MSPB APPEALS SETTLEMENT FITNESS FOR DUTY AFFIRMATIVE ACTION REASONABLE ACCOMMODATION REQUESTS	
I.	PRO A. B. C. D. E. F. G. H. I. J. K. L.	PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements COTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES GRIEVANCES MSPB APPEALS SETTLEMENT FITNESS FOR DUTY AFFIRMATIVE ACTION REASONABLE ACCOMMODATION REQUESTS	
I.	PRC A. B. C. D. E. F. G. H. I. J. K. L. M. N.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements IOTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES GRIEVANCES MSPB APPEALS SETTLEMENT FITNESS FOR DUTY AFFIRMATIVE ACTION REASONABLE ACCOMMODATION REQUESTS HARASSMENT COMPLAINTS	
I.	PRC A. B. C. D. E. F. G. H. I. J. K. L. M. N.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal 4. Processing Delays 5. Settlement Agreements IOTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING EEO EMPLOYEES MANAGEMENT EMPLOYEES WITNESSES REPRESENTATIVES AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES MSPB APPEALS SETTLEMENT FITNESS FOR DUTY AFFIRMATIVE ACTION REASONABLE ACCOMMODATION REQUESTS HARASSMENT COMPLAINTS	
I.	PRO A. B. C. D. E. F. G. H. I. J. K. L. M. N. O.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints	
I.	PRO A. B. C. D. E. F. G. H. J. K. L. M. N. O. P.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints	
I.	PRO A. B. C. D. E. F. G. H. I. J. K. L. M. N. O. P. Q.	ITIATING COMPLAINTS OF REPRISAL PROCESSING COMPLAINTS OF REPRISAL 1. Filing Reprisal Complaints. 2. Amendment and Consolidation 3. Expedited Complaints of Reprisal. 4. Processing Delays. 5. Settlement Agreements. IOTECTED ACTIVITY—PARTICIPATION CLAUSE EEO COUNSELING. EEO EMPLOYEES. MANAGEMENT EMPLOYEES. WITNESSES. REPRESENTATIVES. AGENCY REPRESENTATIVES AGENCY REPRESENTATIVES RESPONSIBLE MANAGEMENT OFFICIALS GRIEVANCES. MSPB APPEALS. SETTLEMENT. FITNESS FOR DUTY AFFIRMATIVE ACTION REASONABLE ACCOMMODATION REQUESTS. HARASSMENT COMPLAINTS WHISTLEBLOWING ADMINISTRATIVE DECISIONS.	

	S.	DENIAL OF OFFICIAL TIME	
	T.	COMPLAINTS BEYOND EEO PURVIEW	.1349
	U.	COMPLAINTS BY OTHERS—ASSOCIATION COMPLAINTS	.1349
		1. Participation in Proceedings Involving Others	
		2. Soliciting Complaints	.1351
	V.	CONTACTS OUTSIDE EEO PROCESS	
	W.	PUBLICATION OF EEO ACTIVITIES	.1352
III.	PRO	OTECTED ACTIVITY—OPPOSITION CLAUSE	1352
		BASIS OF OPPOSITION	
		1. Association With Opponents	
		2. Discrimination Against Others	
	B.	BALANCING TEST	
	C.	THREATS TO FILE COMPLAINTS	1357
	С.	1. Requests to Withdraw Complaint	
	D	GRIEVANCES	
		INTERNAL HARASSMENT INVESTIGATIONS	
IV.		OOF IN REPRISAL CASES	
ıv.		NASSAR AND THE "BUT FOR" TEST	
		PRIMA FACIE CASE	
	В.	1. Good Faith Belief	
	_		
	C.	ADVERSE TREATMENT REQUIREMENT	
		1. The History of the Adverse Treatment Requirement	
		2. Burlington Northern and Beyond	
		3. Types of Materially Adverse Actions	
		4. Proposed Actions and Preliminary Steps	
		5. Former Employers and Employees	
		6. Actions by Non-Employers	
		7. Chilling Effect and the Reasonably Likely to Deter Standard	
		a. Questions or Comments Made Pertaining to EEO Complaints	
		b. Supervisor's Change in Behavior	
		c. Agency Actions Involving an EEO Complaint/Interference With EEO Activity	
		d. Work Performance Critiques	
		e. Threats and Proposed Agency Actions	.1380
		f. Agency Failure to Act	.1381
		g. Former Employee Claims	1381
		h. Acts of Aggression	.1381
		i. Referral to an EAP Counselor	
		j. Actions Affecting Pay	.1381
		k. Public Disclosure of EEO Complaints	
		I. Actions Against Persons Other Than Complainant	
		m. Limits on the Chilling Effect Doctrine	
		n. EEO Process	
		o. Defamation Actions—Threatened Civil Actions	
	D	CAUSAL CONNECTION	
	E.	LEGITIMATE REASONS	
	F.	CIRCUMSTANTIAL EVIDENCE AND PRETEXT	
	г.		
		1. Proximity in Time	
		2. Knowledge Requirement	
		3. Changes to Manner of Work, Work Assignments, Duties, and Performance Assessments	
		4. Disparate Treatment	
		5. Agency Failure to Substantiate Its Legitimate Nondiscriminatory Reason	
		6. Implausible and Illogical Results	
		7. Nonselections	
		8. Knowledge Gained During Settlement Discussions	
		9. Behavior Towards the Complainant	
		10. Patterns of Reprisal	
		11. Agency Failure to Follow Regulations	
		12. Nexus With Personnel Actions	
	G.	DIRECT EVIDENCE OF REPRISAL	
	Н.	MIXED MOTIVE CASES	.1403
	l.	STATEMENTS MADE DURING TESTIMONY	

V.	RES	STRAINT AND INTERFERENCE WITH PROCESS: PER SE VIOLATIONS	1404
C	НΑ	PTER 18: PERSONNEL ACTIONS	1411
l.	DIS	SCIPLINARY ACTIONS	1411
		PROPOSED DISCIPLINARY ACTIONS	
		1. Work Discussions	1412
		2. Written Work Criticisms	1413
		3. Monitoring Work Behavior	1414
	B.	CONSTRUCTIVE DISCHARGE	1414
		1. Competitive Service Employees	1419
		2. Agency Bad Faith	
	C.	CONSTRUCTIVE SUSPENSION	
	D.	OTHER CONSTRUCTIVE ACTIONS	
	E.	PROBATIONARY EMPLOYEES	
	F.	CONSISTENCY OF DISCIPLINE	1421
		1. Problem Employees	
		2. Progressive Discipline	
		3. Supervisory Orders	
	G.	HARASSMENT AS DEFENSE TO DISCIPLINE	
	Н.	FITNESS-FOR-DUTY EXAMINATION	
	l.	CRIMINAL OFFENSES	
		1. Criminal Investigations	
		2. Non-Criminal Investigations	
	J.	ACTS OCCURRING IN CONTEXT OF PERSONNEL ACTION	
	K.	BASIS OF CHARGE	
	L.	RECORDS OF DISCIPLINARY ACTION	
II.		NSELECTION: PROMOTIONS AND APPOINTMENTS	
	A.	PRIMA FACIE CASE	
	B.	BEST QUALIFIED LISTS	
		1. Unqualified Candidates	
		2. Ranking Candidates	
		3. Failure to Apply for Position	
		4. Superior Qualifications—Ash v. Tyson Foods	
	C.	SELECTION CRITERIA	
		1. Subjective vs. Objective	
		2. Interviews	
		3. Tests and Assessments	
		4. Temporary Appointments	
		5. Selection Certificates	
		6. Selection Panels and Recommending Officials	
		7. Education and Licenses	
		8. Supervisory Appraisals	
		9. Past Experience	
		10. Training	
		11. EEO Activity	
		12. Criminal Convictions	
	D	FAILURE TO FOLLOW PROCEDURES	
	υ.	1. Rule of Three	
	E.	AGENCY'S BURDEN	
	E.	NONCOMPETITIVE SELECTIONS	
	г.	1. Conversions	
		Accretion of Duties	
	G.	RECOMMENDING OFFICIALS	
	٠.	PRESELECTION	
	11.	Unfair Advantages in Selection Process	
	I.	POSTSELECTION PERFORMANCE	
	ı. J.	BIDDING FOR FUTURE VACANCIES	
	J. K.	RECRUITMENT	
	ıx.	RESCISSION OF VACANCY ANNOUNCEMENT	
	۲.	1. Priority Referrals	
		1. Thomas inciding	144

		2. Failure to Post Vacancy	
	M.	FALSIFIED APPLICATIONS	1445
	N.	COMMUNICATION OF DECISION	1445
	O.	REASONS FOR DECISION	1445
III.	PER	FORMANCE-BASED ACTIONS	1445
		PRIMA FACIE CASE	
		1. Midyear Reviews	1446
	B.	NOTICE OF POOR PERFORMANCE	1446
		1. Documentation of Poor Performance	
	C.	OPPORTUNITY TO IMPROVE	
		SUBJECTIVE APPRAISAL CRITERIA	
		PERFORMANCE EVALUATIONS	
		1. Past Performance Ratings	
	F	PERSONNEL ACTIONS BASED ON PERFORMANCE	1448
	G	SCRUTINY OF WORK	
		EMPLOYMENT REFERENCES	
IV		DUCTION-IN-FORCE	
ı v .		SEVERANCE PAY VS. RETIREMENT ANNUITY	
		PERFORMANCE CREDITS	
		REASSIGNMENTS	
V.		MS AND CONDITIONS OF EMPLOYMENT	
٧.		WORK ENVIRONMENT	
	Λ.	1. Smoking Policies	
	R	USE OF AGENCY FACILITIES	
		WORK HOURS	
		OVERTIME COMPENSATION	
	υ.	Assignment of Work Hours	
	Е	DRESS CODES	1451
	E.	POSITION CLASSIFICATION	
		POSITION CLASSIFICATION	
		REORGANIZATIONS	
	11.	DEROGATORY COMMENTS AND ACTIONS	
	1.	Release of Information on Employee	
		FOIA and Privacy Act Requests	1452
		LEAVE	1452
		HEALTH BENEFITS	
		COMPLIANCE WITH REGULATIONS	
		TEMPORARY ASSIGNMENTS	
		SECURITY CLEARANCES	
	IV.	Scope of Review and Remedial Authority	
		Remedial Authority	
		Burden of Proof	
		Distinguishing Between Underlying Actions and Merits of a Security Clearance Decision	
		Distriguishing Between Orderlying Actions and Merits of a Security Clearance Decision Initiating a Security Clearance Review	
		Initiating a Security Clearance Review: Court Opinions	
		7. Examining Agency Policies and Regulations	
		Security Clearances and the Rehabilitation Act	
	\circ	EMPLOYEE SEARCHES	
		UNION ACTIVITIES	
	г.	Collective Bargaining Agreements	
		Union Representation	
	\circ	OUTSIDE CONTRACTS	
		ACTIVITIES OUTSIDE WORKPLACE	
		GARNISHMENT OF WAGES	
	э. Т.	DISABILITY RETIREMENT	
		UNEMPLOYMENT COMPENSATION	
	υ. V.	WORKERS' COMPENSATION	
		PARTICIPATION IN EEO PROCESS	
		COMMON WORKPLACE OCCURRENCES	
	х. Ү.	PREDECISIONAL ACTIONS	
	1.	I NEDECISIONAL ACTIONS	1403

CI	HA	APTER 19: CLASS ACTION COMPLAINTS	.1467
I.	FIL	ING A CLASS COMPLAINT	1467
	Α.	DEFINITION OF CLASS	
	B.	REQUIREMENTS OF A CLASS COMPLAINT	
	C.	CLASS COMPLAINT COUNSELING	1468
		1. Time Frame for Counseling	1468
		2. EEO Counselors	1468
		3. Individual Complaints	1468
		4. Exception to Mandatory Counseling	1468
		5. Notice of Final Interview	
	D.	FORMAL COMPLAINT	
		1. Effect of Filing on Individuals; Subsumed Claims	
	E.	ASSIGNMENT OF ADMINISTRATIVE JUDGE	
II.		RTIFICATION STAGE	
	A.	DISMISSAL OF COMPLAINT	
		1. Lack of Specificity and Detail	
		2. Dismissal Under 1614.107	
		3. Timeliness of Complaint	
		4. Issues Not Raised in Counseling	
		 Identical Complaints Failure to Prosecute 	
		7. Failure to Meet Class Prerequisites	
		8. Delay in Seeking Certification	
		9. Settlement Prior to Certification	
		10. Notification of Dismissal	
	В.	CLASS PREREQUISITES	
	٥.	1. Numerosity	
		2. Commonality and Typicality	
		3. Adequacy of Representation	
	C.	4. Waiver of Requirements	
		EFFECT OF WITHDRAWAL OR DISMISSAL	1489
		1. Individual Civil Actions	
	D.	ABEYANCE OF INDIVIDUAL COMPLAINTS	1490
	E.	CERTIFICATION DECISION	1490
		1. Notification of Acceptance	
		2. Conditional Certification and Modification of Certification	1491
		3. Final Agency Action	1491
		4. Opting Out	
III.		ST-CERTIFICATION PROCESSING	
		DEVELOPMENT OF RECORD: DISCOVERY	
	В.	SETTLEMENT OR INFORMAL RESOLUTION OF CLASS ACTIONS	
	_	1. Settlement Orders	
	C.	SUMMARY JUDGMENT	
	D.	HEARING	
		2. Mixed Cases	
	E.	DECISION	
	F.	FINAL AGENCY ACTION	
	١.	Notifying Class Members of Decision	
		Individual Claims for Relief	
	G.		
	٥.	1. Agency Appeals	
		2. Complainant Appeals	
	Н.		
	l.	ATTORNEY FEES	
IV.		ASS ACTION THEORIES	
	A.	INTENTIONAL DISCRIMINATION	1498
		1. Prima Facie Case	1498
		2. Disparate Treatment Analysis	1498
	В.	ADVERSE IMPACT	1500
		1. Use of Statistical Evidence	1500

		2. Use of Anecdotal Evidence	
	C.	HOSTILE WORK ENVIRONMENT	1503
	D.	REPRISAL	1504
	E.	DISABILITY DISCRIMINATION AND REASONABLE ACCOMMODATION	1505
	F.	VIOLATION OF CONSENT DECREES	1511
V.		ASS ACTION RELIEF	
• •		ESTABLISHING INDIVIDUAL RELIEF	
		CLASS RELIEF	
	υ.	CLASS NELLEI	1313
<u>_</u>	НΔ	APTER 20: EEO ALTERNATIVES	1515
l.		GOTIATED GRIEVANCE PROCEDURES	
	A.	EMPLOYEES AND AGENCIES COVERED	1516
		1. U.S. Postal Service	1516
		2. Other Exempt Agencies	1517
	B.	ELECTING THE FORUM	1517
		1. Electing Both Forums	1518
		2. Union Election	
		3. Unsuccessful Election	
		4. Withdrawal of Grievance	
		5. Adjudication of Grievance	
		6. Failure to Raise Discrimination Allegation	
		7. Unfair Labor Practice Complaints	
		8. Subsequent Actions	
	C.	EFFECTS OF ELECTION	
	C.	1. Application of Law	
		2. Preservation of Grievance Rights	
		KNOWLEDGE OF DISCRIMINATION DROVISION IN A CREENING	
	E.	ABSENCE OF DISCRIMINATION PROVISION IN AGREEMENT	
	_	1. Expiration of Agreement	
	F.	DISCRIMINATION IN GRIEVANCE PROCEDURE	
	_	1. Inadequate Representation	
		EFFECT OF ARBITRATION DECISION	
	Н.	REVIEW BY EEOC	
		1. Arbitrability	
		2. Failure to Address Discrimination Allegations	1522
		3. Enforcement of Arbitration Awards	
II.		XED CASES BEFORE THE MERIT SYSTEMS PROTECTION BOARD	
	A.	DEFINITION OF MIXED CASES AND APPEALS	1523
	B.	JURISDICTION OF THE MSPB	1523
		1. Purpose of Mixed Case Legislation	1524
		2. Matters Clearly Within Board Jurisdiction	1524
		3. Matters Not Within Board Jurisdiction	1525
		4. Multiple Personnel Actions or Claims	1527
		a. "Inextricably Intertwined": History	1527
		b. "Inextricably Intertwined": Current Guidance	
		5. Constructive Adverse Actions	
		6. Probationary Employees	
		7. Failure to Give Hearing Rights	
		8. Incorrect Appeal Rights	
		9. Whistleblower Complaints	
	C.	ELECTION OF FORUM	
	C.		
		1. Notice of Election Rights	
		2. Filing With Wrong Agency	
	_	3. Withdrawal of Appeal	
	D.	EFFECTS OF ELECTION	
		1. Election of MSPB	
		2. Election of EEO Procedure	
		3. Effect of Final Agency Decision	
		4. Breach of Settlement Allegations	
		5. Last Chance Settlement Agreements	
	E.	DUAL FILING PROCEDURES	1537

	F.	REVIEW OF MSPB DECISIONS BY EFOC	
		1. Contents of Petition for Review	
		2. Consideration by EEOC	
		3. Failure to Raise Allegations of Discrimination	
		4. Failure of Board to Consider Allegations	
		5. Failure of Board to Consider Evidence	
	G.	REFERRAL TO THE MSPB	
		1. Remand for Additional Evidence	1542
	Н.	REFERRAL TO SPECIAL PANEL	1542
	l.	PARTIAL RELIEF	1543
		1. Relief Through Settlement	1543
	J.	ALLEGATIONS RELATED TO BOARD PROCEEDINGS	1543
		1. Board-Ordered Relief	1543
	K.	APPEAL OF DECISION TO DISMISS MIXED CASE	1543
	L.	EFFECT OF DECISIONS BY OTHER AGENCIES	1543
	M.	JUDICIAL REVIEW IN MIXED CASES	1544
III.	OTI	HER FORUMS	1545
		ADMINISTRATIVE GRIEVANCE PROCEDURES	
		WORKERS' COMPENSATION	
		ALTERNATIVE DISPUTE RESOLUTION	
	С.	7.2.2.1.1.1.1.7.2.3.13.1.3.1.2.3.2.3.1.3.1.1.1.1.1.1.1.	
	HΑ	PTER 21: FORMS OF RELIEF	1549
l.		EMENTS OF EQUITABLE RELIEF	
		COMMISSION REGULATIONS ON RELIEF	
		NOTICE OF VIOLATION	
	C.	RELIEF FOR INDIVIDUALS	
		1. Default Judgment	
		PUNITIVE RELIEF	
	E.	CORRECTIVE RELIEF	
	F.	COMPENSATORY DAMAGES	
		ESCAPING LIABILITY FOR DISCRIMINATION	
	Н.	EFFECT OF BANKRUPTCY ON ENTITLEMENT TO RELIEF	1553
II.	PEF	RSONS ELIGIBLE FOR RELIEF	1554
	A.	RELIEF FOR APPLICANTS	1554
	B.	RELIEF FOR EMPLOYEES	1555
		1. Displacement of Beneficiaries of Discrimination/"Bumping"	1555
		2. Conditional Relief	1557
		3. Interim Relief	1557
		4. Reinstatement	1558
		5. Partial Remedies	1559
		6. Relief Following Default Judgment	1561
		7. Scope of Relief	
	C.	RELIEF FOR THIRD PARTIES	
		RELIEF FOR CONTRACTORS	
III.		PES OF EQUITABLE RELIEF	
		BACK PAY—GENERAL	
		1. Ready, Willing, and Able to Work	
		2. Loss of Pay by Spouse	
	В.	DEDUCTIONS FROM BACK PAY	
	υ.	1. Duty to Mitigate Damages	
		Corresponding Personnel Actions	
		Unemployment Compensation	
		4. Workers Compensation	
		5. Self-Employment Income	
		6. Health Insurance Premiums	
		7. Retirement Benefits	
		8. Debt to Agency	
		9. Voluntary Separation Incentive Pay	
		10. Union Dues	
	C.		
		1. Level of Back Pay	1582

	2. Period of Back Pay	
	3. Pay Steps	1584
	4. Overtime	1584
	5. Premium Pay	1585
	6. SES Positions	1586
	7. Thrift Savings and 401(k) Plans	
D.		
E.		1588
F.	BACK PAY—CONTRACT EMPLOYEES	1588
G.		
Н.	. INTEREST ON BACK PAY	1589
	1. Age Discrimination in Employment Act	
	2. U.S. Postal Service	1593
l.	TAX CONSEQUENCES OF BACK PAY AND DAMAGES	1594
	1. Taxability of Back Pay and Damages	1594
	2. Tax Consequences	1597
J.		
	1. Substantially Equivalent Positions	1601
	2. Geographic Location	1603
	3. Subsequent Promotions—"Job Skipping"	1604
	4. Probation	1608
	5. Temporary Appointments	1608
	6. Priority Consideration	1608
	7. Noncompetitive Selections	1610
	8. Failure to Qualify	1610
	9. Multiple Victims of Discrimination	
	10. Limited Liability Defense	1613
K.		
	1. Front Pay	1614
	2. Restoration of Leave and Benefits	1618
	3. Seniority	1620
	4. Medical Expenses	1620
	5. Transfer or Reassignment	
	6. Relief Requested	
	7. Speculative Relief	
	8. Performance Evaluations	
	9. Performance-Based Awards	
	10. Remand vs. Relief	1622
	11. Effect of Resignation or Retirement	1622
	a. Constructive Discharge	1623
	12. Declaratory and Injunctive Relief	1626
	13. Certifications and Background Checks	1626
	14. Apologies	
	15. Remedial and Preventive Training	1627
	16. Systemic Relief	1629
	17. Travel Expenses	1630
	18. Loss of Vehicle	1630
	19. Housing Expenses	1630
	20. Cost of Living Allowances	1630
	21. Recruitment	
L.	RELIEF IN HOSTILE ENVIRONMENT CASES	
	ELIEF UNDER THE ADEA AND EPA	
A.	LIQUIDATED DAMAGES	1631
	OMPENSATORY DAMAGES	
A.	AUTHORITY TO AWARD	1632
	1. Adverse Impact Cases	
	2. Unintentional Discrimination Cases	
B.		
	1. Damages vs. Equitable Relief	1641
	2. Past Pecuniary Damages	
	3. Future Pecuniary Damages	1642

IV.

V.

		Nonpecuniary Damages	
		Causation	
		Findings of Administrative Judge	
C.	DAI	MAGES UNDER REHABILITATION ACT	.1645
		Good Faith Exception	
D.	DAI	MAGES UNDER ADEA	.1648
E.		MAGES UNDER EPA	
F.		/ERANCE OF DAMAGE ISSUES	
	1.	Offers of Full Relief	.1648
G.	TIM	IE FOR ASSERTING DAMAGES	.1648
	1.	Sufficiency of Claim	.1650
		Damages Hearings	
Н.	COI	MMISSION TRILOGY ON DAMAGES	.1652
l.	MO	OTNESS	.1662
J.	PEC	CUNIARY DAMAGE AWARD STANDARDS	.1662
	1.	Medical Expenses	.1664
	2.	Nominal Damages	
	3.	Housing Expenses	
	4.	Mortgage Foreclosure	
	5.	Outside Earnings	
	6.	Attorney Fees	
	7.	Computer Equipment	
	8.	Back Pay as Pecuniary Damages	
K.		TURE PECUNIARY DAMAGES	
L.	CAI	LCULATING NONPECUNIARY DAMAGES	
	1.	Evidence Required	
		Credibility Determinations	
	3.	Presumption of Harm	
	4.	Failure to Produce Evidence	
	5.	Statutory Cap	
	6.	Monetary Awards—Introduction	
	7.	Present-Day Value of Comparable Past Awards	
	8.	Monetary Awards—\$5,000 and Less	
	9.	Monetary Awards—\$5,001-\$10,000	
		Monetary Awards—\$10,001-\$15,000	
		Monetary Awards—\$15,001-\$20,000	
		Monetary Awards—\$20,001–\$25,000 Monetary Awards—\$25,001–\$30,000	
		Monetary Awards—\$30,001–\$35,000 Monetary Awards—\$35,001–\$40,000	
		Monetary Awards—\$40,001-\$50,000	
		Monetary Awards—\$50,001-\$60,000	
		Monetary Awards—\$60,001-\$70,000	
		Monetary Awards—\$70,001-\$75,000	
		Monetary Awards—\$75,001 -\$80,000	
		Monetary Awards—\$80,001-\$90,000	
		Monetary Awards—\$90,001-\$100,000	
		Monetary Awards—\$100,001-\$125,000	
		Monetary Awards—\$125,001-\$150,000	
		Monetary Awards—\$150,001-\$200,000	
		Monetary Awards—\$200,001 and Above	
Μ.		CIFIC DAMAGE ISSUES	
	1.	Previous Physical or Mental Illness	
	2.	Discovery of Psychiatric Evidence	
	3.	Physical Injuries	
	4.	Other External Factors	
	5.	Preexisting Fears	
	6.	Mitigation of Damages	
	7.	Termination of Employment	
	8.	Inability to Find Employment	
	9.	Loss of Outside Employment	

	10. Harm to Others	
	11. Couples Therapy	
	12. Low Resistance Due to Stress or Fatigue	1779
	13. Previous Rape	1779
	14. Lack of Expert or Medical Testimony	1779
	15. Pre-Act Conduct	1780
	16. Retaliation Claims	
	17. Breach of Settlement Agreements	
	18. Effects of Litigation	
	19. Multiple Victims of Discrimination	
	20. Multiple Claims of Discrimination	
	21. Age Discrimination Claims	
	22. Partially Prevailing Complainants	
	23. Conduct Outside Workplace	
	24. Health Insurance and Medical Expenses	
	25. Health Care Travel Expenses	
	26. FECA Claims	
	27. Loans, Interest, and Penalties	1784
	28. Job Search Expenses	1784
	29. Travel Expenses	
	30. Moving and Housing Expenses and Loss on Sale of Home	
	31. Foreclosure Costs	
	32. Housekeeping Expenses	
	33. Loss of Rental Income	
	34. Chiropractor Expenses	
	35. Massage Therapy	
	36. Pet Care	
	37. Auto Accidents	
	38. Repossession of Auto	
	39. Undisputed Amounts	
	40. Collateral Source Rule	
	N. ISSUANCE OF DAMAGE DECISIONS	1787
	1. Appellate Decisions	
	O. INTEREST ON COMPENSATORY DAMAGES	1787
	P. TAXES ON COMPENSATORY DAMAGES	1788
	Q. PUNITIVE DAMAGES	1789
	R. DAMAGES IN OTHER FORUMS	1793
	1. Merit Systems Protection Board	
	2. Arbitration	
١/١	DISCIPLINARY AND CORRECTIVE ACTION	
۷1.	A. OFFICE OF SPECIAL COUNSEL	
	B. MERIT SYSTEMS PROTECTION BOARD	
VII.	I. ENFORCEMENT OF REMEDIES	
	A. PETITIONS FOR ENFORCEMENT	
	B. ENFORCEMENT BY COMMISSION	
	Sanctions for Noncompliance	
VII	II. TIMING OF RELIEF	
	A. DOCTRINE OF LACHES	1799
_		
C	HAPTER 22: ATTORNEY FEES	1801
I.		
1.		
	A. REQUIREMENTS OF FEE PETITION	
	1. Proper Party	
	B. EXTENSIONS OF TIME	
	C. FILING WITH WRONG AGENCY	
	D. FAILURE TO ISSUE FEE DECISION	
	E. MSPB CASES	1804
II.	PREVAILING PARTIES	1804
	A. PRESUMPTION OF ENTITLEMENT	1810
	B. REVIEW STANDARD FOR AJ AWARDS	
	C. PREVAILING THROUGH SETTLEMENT	

			Breach of Settlement Agreements	
		2.	Compliance and Enforcement Petitions	.1812
	D.	PRE	VAILING ON PROCEDURAL ISSUES	.1812
			Fees as Sanctions	
			Fees Against Employees	
			Official Time Complaints	
			Per Se Regulatory Violations	
	E.	T.	VAILING THROUGH GRIEVANCE PROCEDURE	1015
	г.	ACT	TONS OUTSIDE TITLE VII	1012
	г.		ERS OF RESOLUTION	
			OT CASES	
	l.		IUST AWARDS	
III.			DESTAR"	
	A.		SONABLE HOURLY RATE	
			Prevailing Market Rate and Nonlocal Counsel	
			Applicable Time Period	
			Laffey Matrix	
		4.	Customary Rate	.1823
		5.	Contractual Rate	.1824
		6.	Discount Rates	.1825
		7.	Rates in MSPB Cases	.1826
		8.	Excise Taxes	.1826
		9.	Contingency Agreements	.1827
	B.	ADJ	IUSTMENTS TO HOURLY RATES	.1827
			Downward Adjustments	
			Fee Enhancements	
			Experience of Counsel	
	C.		JRS REASONABLY EXPENDED	
	С.		Claims Not Raised in Complaint	
			Fees in Counseling Stage	
			Preparation of Complaint	
		3. 4.	Partial and Fractionable Fees	
		5.	Frivolous Claims	
		٠.	Contact With Clients	
			File Updates	
			Clerical Work	
			Ascertaining Case Status	
			Settlement Negotiations	
			Legal Research	
			Review of Documents	
			Preparation of Discovery Materials	
			Investigation Preparation	
			Investigation by Counsel	
		16.	Hearing Preparation	.1838
		17.	Summary Judgment Motions	.1838
		18.	Review of Decisions	.1838
		19.	Related Actions	.1838
		20.	Time Records	.1839
		21.	Experience of Counsel	.1840
		22.	Work on Appeal	.1840
		23.	Fee Petitions	.1841
	D.		ES ON FEE AWARDS	
	E.		EREST ON FEE AWARDS	
	F.		URE OF COUNSEL TO REIMBURSE COMPLAINANT	
			Attorney Fee Liens	
	G.		ED MOTIVE CASES	
	Н.		R STATUS OF COUNSEL	
	l.		VICES RENDERED BY OTHERS	
	••		Multiple Attorneys	
			Change in Counsel	
			Paralegals	
		٠.		

	4. Investigators	1849
J.	COMPENSATORY DAMAGES	1849
K.	AGE DISCRIMINATION	1849
	1. Reprisal	1849
	2. Mixed Cases	1850
	3. Civil Actions	1850
	4. Fees as Sanctions	1851
L.	ADA INQUIRY AND EXAMINATION VIOLATIONS	1851
M.	NOTICE OF REPRESENTATION	1851
N.	DEFENSE OF FEE AWARDS	1852
	1. Standard of Review	
Ο.	UNION AND NON-PROFIT LEGAL REPRESENTATIVES	1852
P.	FEDERAL EMPLOYEE REPRESENTATIVES	1853
Q.	LAYMAN REPRESENTATIVES	1853
R.	BURDENS OF PROOF	1853
S.	ENFORCEMENT ACTIONS	
T.	FEDERAL COURT WORK	
U.	TRAVEL TIME	
V.	AFFIRMATIVE DEFENSES FOR AGENCIES	
W.	COSTS	
	1. Witness Fees	
	2. Expert Witness Fees	
	3. Out-Of-Town Attorneys	
	4. Business Equipment	
	5. Interest	
	6. Taxes	
	7. Reasonable Accommodation Expenses	1857
TABL	E OF CASES	1859
INDE	Χ	1927