EEO Counselor's Refresher Training

Description: This session includes an update on recent developments in federal sector EEO, regulatory and case law, with role playing and exercises to enhance EEO counselor resolution skills and techniques.

Length: 1 day.

Table Of Contents

		<u>Page</u>
Part 1:	Introduction	1
Part 2:	The Laws	2
	I. The Four EEO Laws Enforced by the EEOC	2
	1. Title VII of the Civil Rights Act of 1964	2
	2. The Rehabilitation Act	3
	3. The Age Discrimination in Employment Act	3
	4. The Equal Pay Act	4
	II. Family Leave Laws + Executive Orders	4
	1. The Family and Medical Leave Act	4
	2. The Federal Employee Family Friendly Leave Act	5
	3. School/elder care leave – Executive Order	6
	4. Status as a Parent – Executive Order	6
	5. Genetic Testing and Family History - Executive Order	6
Part 3:	The Theories	7
	I. The Theories of Discrimination	7
	A. Title VII of the Civil Rights Act of 1964	7
	1. Disparate Treatment	7
	a. Raising an Inference of Discrimination	8
	b. The Legitimate Nondiscriminatory Reason	12
	c. Pretext	12

2. Accommodation/Religious Discrimination	14
3. Retaliation	15
4. Disparate Impact	16
5. Mixed Motive	19
6. National Origin Discrimination Issues	20
B. The Rehabilitation Act of 1973	22
C. The Age Discrimination in Employment Act	23
Part 4: Disability Discrimination	25
I. The Two Obligations: (1) Nondiscrimination and (2)The Affirmative Obligation to Accommodate	26
II. Prohibited Discrimination -	26
III. Who is Protected by the Rehabilitation Act (and the ADA)?	28
A. Definition of an Individual With a Disability	29
Exclusions – Individuals Who are Not Covered	30
1. An impairment that substantially limits a major life activity	31
 a. Physical or mental impairment	32 33 34 34
2. A record of a substantially limiting condition	37
3. Regarded as substantially limited	39
B. Definition - "Qualified Individual With a Disability"	41
1. Meet the necessary job prerequisites?	41
2. Perform essential job functions?	42
IV. Reasonable Accommodation - The Affirmative Duty	48
A. What is Reasonable Accommodation?	49
B. Basic Principles of Reasonable Accommodation	50

C. Examples of Reasonable Accommodation	54
D. Technical Assistance	55
 The Job Accommodation Network (800-526-7234) Center for Information Technology Accommodation RESNA Technical Assistance Project 	55 55 56
E. Job Accommodation Ideas	56
V. Undue Hardship	58
VI. Exclusions from Rehabilitation Act Coverage	61
VII. Drug and Alcohol Disability Discrimination A. In General B. Individuals Who Are Protected C. Alcoholism D. Casual Drug and Alcohol Use E. Pre-employment Inquiries About Drug/Alcohol Use F. Direct Threat	61 63 64 64 66 67
VIII. Risk of Future Injury A. Factors in Making a Direct Threat Determination	67 68
IX. Severe Hearing Impairments	69
X. Misconduct Cases	69
XI. Pre-employment Inquiries A. In General B. What is Permissible C. Applicants D. Questions That May Not Be Asked	69 69 70 71 71
XII. Mental Disabilities A. Definition 1. Substantial limitation	72 72 73
B. The Application Process	73
C. During Employment	74
 Inquiry Confidentiality Fitness for duty examinations Reasonable accommodation 	74 74 74 74

5. Misconduct	75
XIII. Worker's Compensation and Work Related Injury A. The Application Process B. On-the-job Injury C. Confidentiality	75 75 76 77
XIV. Collective Bargaining Agreements	78
XV. Guidelines for the Sensitive Use of Language	79
Part 5: EEO Harassment Claims	80
I. The Definition of Sexual Harassment	81
II. Responding to a Charge of Sexual Harassment	82
A. The Employee's Response	82
B. The Supervisor's Response	84
C. The NNSA Service Center's Response	87
III. A Better Understanding of Sexual Harassment	89
A. Did the Conduct Occur?	89
B. Was the Conduct Sexual?	90
C. Was the Conduct Unwelcome?	90
D. Was The Work Environment Made Hostile?	91
E. Employer Liability for EEO Based Harassment	93
1. For Sexual Harassment by Co-Workers	94
2. For Sexual Harassment by Supervisors	94
a. In quid pro quo cases	94
b. In hostile environment cases	95
Reasonable Care by an Employer	95

Reasonable Care by an Employee	96
Summary - What the NNSA Service Center Must Do	97
F. Isolated Instances Of Sexual Favoritism	97
G. Prompt And Effective Remedial Action	98
H. Some Questions To Ask	98
I. Off-Duty Sexual Harassment	100
J. Harassment by Non-Employees	101
K. Same-Sex Harassment	102
III. Agency Regulations	103
Part 6: The Functions Of Other Agencies	104
I. Introduction	104
II. The Merit Systems Protection Board (MSPB)	104
III. Federal Labor Relations Authority (FLRA)	104
IV. Grievance Arbitration	104
V. The Office of Personnel Management (OPM)	105
VI. Office Of Special Counsel (OSC)	105
Part 7: Mixed Cases	106
Part 8: Disciplinary And Performance Actions	108
I. Disciplinary Actions	108
II. Performance Actions	111
Part 9: Dispute Resolution And Settlement	114
I. Alternative Dispute Resolution	114
II. Settlements	116
A. Enforcement of Settlement Agreements	116

B. The Settlement Advantages	117
C. The Settlement Disadvantages	117
III. Settlement Options and Legal Considerations	118
A. The Legal Principles	118
B. 76 Settlement Options	120
IV. Sample Settlement Paragraphs	127
Part 10: Interest Based Bargaining	141
Part 11: An Overview of Mediation	146
Part 12: EEO Counseling - An Overview	150
I. Introduction	150
II. Duties of the EEO Counselor	151
III. The EEO Counselor's Plan	154
A. What is the Issue?	155
B. What is the Basis?	155
C. Are Any of These 13 Procedural Issues Present?	156
D. Gathering the Necessary Information	157
E. In What Order Will I Seek Information?	158
F. What Settlement Ideas Have the Parties Suggested?	158
Discussion - Interviews by EEO Counselors	159
Discussion – Effective Interviewing Techniqu	es
Discussion - Principles of Interviewing	161
Discussion - Potential Problems	163
Discussion - Document Review	164

Discussion - Settlement	165
Discussion - Report Writing	166
IV. Should A Formal Complaint be Accepted or Rejected?	167
1. Timeliness	167
Exceptions	168
a. Not aware of the time limits	168
b. Not aware of the discrimination	169
c. Prevented from making EEO contact	170
d. Continuing violations	172
2. Failure to State a Claim	176
3. Claim Pending or Decided by the EEOC	177
4. Basis of a Federal Court Action	178
5. Raised in a Negotiated (Union) Grievance Process	179
6. Raised Before the MSPB	180
7. Mootness	182
8. A Proposed Personnel Action	183
9. The Complainant Cannot be Located	184
10. Failure to Prosecute/Cooperate	185
11. "I Was Mislead"	185
12. Breach of a Settlement Agreement	186
13. Problems With Processing an EEO Complaint	187
V. The Final Interview	188
VI. The EEO Counselor's Report	191
EEO Counselor's Report Checklist	193

Part 13:	Affirmative Action	195
Part 14:	Remedies for Discrimination	197
Part 15:	Religion in the Federal Workplace and the Religious Exercise & Expression Guidelines	198
	I. What are the Rules?	198
	A. The Civil Rights Act of 1964	198
	B. The Constitution	203
	C. Guidelines on Religious Exercise and Expression	204
Part 16:	Compensatory Damages	209
	Overview	209
	A. Available in the Administrative Process	210
	B. Amount for Emotional Distress	211
	Illustrative Cases	229
Part 17:	Sexual Orientation Complaints	218
Part 18:	Exercises	220
	EEO Counselor Quiz EEO Observer's Critique Sheet	224