

CONTENTS

Preface	xxi
Acknowledgments	xxiii
Note to Students	xxv
Chapter 1. Individual Disparate Treatment Discrimination	1
A. Introduction	1
B. Proving Discrimination	2
1. What Is Discrimination and How Is It Proved?	3
<i>Slack v. Havens</i>	3
Notes	5
Note on Stereotyping and Implicit Bias	6
Note on the Extent of Workplace Discrimination	10
<i>Hazen Paper Co. v. Biggins</i>	12
Notes	14
<i>McDonnell Douglas Corp. v. Green</i>	17
Notes	20
<i>Reeves v. Sanderson Plumbing Products, Inc.</i>	28
Notes	34
Note on Litigating Individual Disparate Treatment Cases	38
Note on Executive Orders and the Law	40
2. Who Is Protected by Title VII?	41
<i>McDonald v. Santa Fe Trail Transportation Co.</i>	41
Notes	44
Note on Critical Race Theory	50
Note on Intersectionality	52
Note on “Reverse” Discrimination	53
<i>Ames v. Ohio Department of Youth Services</i>	54
Notes	59
3. How Is Pretext Proved?	61
<i>Patterson v. McLean Credit Union</i>	61
<i>Ash v. Tyson Foods, Inc.</i>	62
Notes	63
	xi

4. For Whose Actions Is the Employer Liable?	67
<i>Staub v. Proctor Hospital</i>	67
Notes	72
C. Terms, Conditions, and Privileges of Employment and Adverse Employment Actions	74
<i>Muldrow v. City of St. Louis, Missouri, et al.</i>	76
Notes	82
D. Linking Bias to the Adverse Employment Action	84
<i>Price Waterhouse v. Hopkins</i>	84
Notes	94
<i>Desert Palace, Inc. v. Costa</i>	94
Notes	98
Note on Evidentiary Issues about Admissions Testimony	109
<i>Gross v. FBL Financial Services, Inc.</i>	111
Notes	115
<i>Comcast Corp. v. Nat'l Ass'n of African American-Owned Media</i>	117
Notes	122
Note on Special Issues of Proof	125
Note on Litigation Scorecard	130
Problem 1.1	131
 Chapter 2. Systemic Disparate Treatment Discrimination	 133
A. Introduction	133
B. Formal Policies of Discrimination	133
<i>Los Angeles Department of Water & Power v. Manhart</i>	134
Notes	137
C. Patterns and Practices of Discrimination	140
<i>Teamsters v. United States</i>	140
Notes	144
<i>Hazelwood School District v. United States</i>	145
Notes	151
<i>Wal-Mart Stores, Inc. v. Dukes</i>	155
Notes	158
Note on Sophisticated Statistical Techniques	160
D. Defenses to Systemic Disparate Treatment Cases	174
1. Rebutting the Inference of Discriminatory Intent	174
<i>Personnel Administrator v. Feeney</i>	174
Notes	176

Contents**xiii**

<i>EEOC v. Sears, Roebuck & Co.</i>	177
Notes	181
Note on Nature versus Nurture	183
Problem 2.1	185
2. Bona Fide Occupational Qualifications	185
<i>International Union, UAW v. Johnson Controls, Inc.</i>	186
Notes	193
3. Voluntary Affirmative Action	196
Note on Affirmative Action and the Constitution	200
 Chapter 3. Systemic Disparate Impact Discrimination	 205
A. The Concept of Disparate Impact Discrimination	205
<i>Griggs v. Duke Power Co.</i>	205
Notes	210
<i>Wards Cove Packing Co. v. Atonio</i>	211
Notes	216
B. Disparate Impact Law after the 1991 Civil Rights Act	220
1. Plaintiff's Proof of a Prima Facie Case	220
a. A Particular Employment Practice	220
<i>Watson v. Fort Worth Bank & Trust</i>	221
Notes	222
<i>Connecticut v. Teal</i>	227
Notes	230
Problem 3.1	233
Problem 3.2	233
b. The Employer's Use of the Practice Causes the Impact	233
<i>Dothard v. Rawlinson</i>	233
Notes	236
Problem 3.3	238
c. The Quantum of Impact	238
2. Defendant's Options	240
a. General Defense: The Employer's Use Does Not Cause Impact	240
b. The Affirmative Defense of Business Necessity and Job Relatedness	241
<i>El v. Southeastern Pennsylvania Transportation Authority</i>	241
Notes	248
Problem 3.4	255
3. Alternative Employment Practices	256
<i>Jones v. City of Boston</i>	258

Notes	262
Note on Disparate Impact Under the ADEA	262
C. Section 703(h) Exceptions to Title VII	265
1. Professionally Developed Tests	266
<i>Albemarle Paper Co. v. Moody</i>	266
Notes	269
2. Bona Fide Seniority Systems	272
3. Bona Fide Merit and Piecework Systems	273
Note on Litigation Scorecard	273
Chapter 4. The Interrelation of the Three Theories of Discrimination	275
Problem 4.1	275
A. The Interrelationship of Individual and Systemic Disparate Treatment	276
<i>Baylie v. Federal Reserve Bank of Chicago</i>	276
Notes	279
Note on the Relation between Individual Cases and Unsuccessful Class Actions	280
B. The Relationship between Individual Disparate Treatment and Disparate Impact	280
C. The Relationship between Systemic Disparate Treatment and Disparate Impact	281
1. Disparate Impact Analysis Inapplicable to Systemic Disparate Treatment Cases	281
2. Intent to Discriminate: The Dividing Line between the Two Systemic Theories	282
3. Applying the Two Systemic Theories in One Case	283
<i>EEOC v. Dial Corporation</i>	284
Notes	287
4. The Relationship of the Systemic Theories	289
a. When Can the Theories Be Deployed?	289
b. Out of the Disparate Treatment Pan into the Disparate Impact Fire?	289
D. Reconciling the Tension between Disparate Treatment and Disparate Impact	291
<i>Ricci v. DeStefano</i>	292
Notes	306
Problem 4.2	311

Contents	xv
Chapter 5. Special Problems in Applying Title VII, Section 1981, and the ADEA	313
A. Introduction	313
B. Coverage of Title VII, the ADEA, and Section 1981	313
<i>Lerohl v. Friends of Minnesota Sinfonia</i>	315
Notes	319
Note on Coverage of §1981	325
C. Sex Discrimination	326
1. Discrimination “Because of Sex”	326
<i>Oncale v. Sundowner Offshore Services, Inc.</i>	326
Notes	328
a. Discrimination Because of Sexual Orientation and Gender Identity	330
<i>Bostock v. Clayton County</i>	331
Notes	359
b. Grooming and Dress Codes	367
<i>Jespersen v. Harrah’s Operating Company, Inc.</i>	367
Notes	371
c. Discrimination Because of Pregnancy	374
<i>Young v. UPS</i>	376
Notes	384
Note on the Pregnant Workers Fairness Act	390
Note on the Family and Medical Leave Act	391
Problem 5.1	393
d. Discrimination Because of Caregiving and Family Responsibilities	393
<i>Back v. Hastings on Hudson Union Free School Dist.</i>	394
Notes	399
Note on Sex-Based Pay Discrimination and the Equal Pay Act	401
2. Sexual and Other Discriminatory Harassment	404
<i>Meritor Savings Bank v. Vinson</i>	404
Notes	407
Note on Other Discriminatory Harassment	409
a. Severe or Pervasive Harassment	411
<i>Harris v. Forklift Systems, Inc.</i>	411
Notes	413
b. The “Reasonable Person” Requirement	418

c. “Unwelcome” Conduct	419
d. Vicarious Liability	420
<i>Burlington Industries, Inc. v. Ellerth</i>	420
Notes	426
<i>Vance v. Ball State University</i>	428
Notes	435
<i>EEOC v. Management Hospitality of Racine, Inc.</i>	437
Notes	443
Note on Employer Liability for Harassment by Co-Workers and Customers	450
D. Discrimination Because of Religion	452
<i>EEOC v. Abercrombie & Fitch Stores, Inc.</i>	452
Notes	456
Scope of the Duty of Reasonable Accommodation	460
<i>Groff v. DeJoy</i>	461
Notes	469
Problem 5.2	472
Note on “Religion” and Sincerity	472
Note on Religious Harassment	474
Note on Defenses and Exceptions Allowing Religious Discrimination	475
Note on Religious Institutions’ Exemption from the Prohibition of Religious Discrimination	476
Note on BFOQ Defense to Religious Discrimination	477
Note on the Establishment Clause	477
<i>Our Lady of Guadalupe School v. Morrissey-Berru</i>	480
Notes	492
Note on the Religious Freedom Restoration Act	495
Note on Free Exercise and Free Speech Objections	498
E. National Origin and Alienage Discrimination	499
Note on Language and National Origin Discrimination	502
Note on the Application of Title VII to Undocumented Workers	505
F. Union Liability	506
G. Age Discrimination	507
1. Preferences for Older Workers	508
2. Exception for Police and Firefighters	508
3. Bona Fide Employee Benefit Plans	508
4. Early Retirement Incentive Plans	509
5. Bona Fide Executive Exception	510

Contents	xvii
Chapter 6. Retaliation	511
A. Introduction	511
B. Who Is Protected?	512
C. Distinguishing Participation from Opposition	514
<i>Clark County School District v. Breeden</i>	514
Notes	516
D. The Scope of Opposition Protection	518
<i>Laughlin v. Metropolitan Washington Airports Authority</i>	521
Notes	524
E. Adverse Action	525
<i>Burlington Northern and Santa Fe Railway Co. v. White</i>	525
Notes	531
F. Causation	534
<i>University of Texas Southwestern Medical Center v. Nassar</i>	534
Notes	542
Problem 6.1	545
Chapter 7. Disability Discrimination	547
A. Introduction	547
B. The Meaning of “Disability”	548
1. Actual Disability	549
Note on “Impairment”	551
Note on Being Substantially Limited in Major Life Activities	555
Note on Mitigating Measures	557
Problem 7.1	558
2. Record of Such an Impairment	559
Problem 7.2	560
3. Regarded as Having Such an Impairment	560
<i>Alexander v. Wash. Metro. Area Transit Auth.</i>	561
Notes	564
C. The Meaning of “Qualified Individual”	567
1. Essential Job Functions	568
<i>Rehrs v. The Iams Company</i>	568
<i>EEOC v. The Picture People, Inc.</i>	570
Notes	576
Problem 7.3	580
Problem 7.4	580

2. The Duty of Reasonable Accommodation	580
<i>US Airways, Inc. v. Barnett</i>	582
Notes	589
<i>Vande Zande v. State of Wisconsin Department of Administration</i>	591
Notes	594
<i>Gambini v. Total Renal Care, Inc.</i>	598
Notes	600
Note on Accommodations Necessary to Enjoy Benefits and Privileges of Employment	602
Note on Knowing That Accommodation Is Needed and the Interactive Process	603
3. Undue Hardship	605
Note on Burdens of Production and Proof	607
D. Discriminatory Qualification Standards	608
1. Direct Threat	610
<i>Chevron U.S.A. Inc. v. Echazabal</i>	611
Notes	615
Note on Deference to the EEOC	617
2. Job-Related and Consistent with Business Necessity	620
<i>Albertson's, Inc. v. Kirkingburg</i>	620
Notes	623
3. Disparate Impact	625
E. Special Problems of Disability Discrimination	626
1. Drug or Alcohol Users	626
2. Medical Examinations and Inquiries	628
a. Pre-Employment Medical Examinations and Inquiries	628
b. Post-Employment Medical Examinations and Inquiries	630
3. Retaliation and Interference	632
4. Harassment	633
5. Protected Relationships	633
6. Family and Medical Leave Act	635
Chapter 8. Procedures for Enforcing Antidiscrimination Laws	637
A. Introduction	637
B. The Administrative Phase: Charge Filing	638
1. Introduction	638
2. Filing a Timely Charge	638
a. What Constitutes a "Charge"?	638
b. When Does the Violation "Occur"?	639
<i>Almond v. Unified School District #501</i>	639

Contents	xix
Notes	645
Note on State Deferral Requirements	649
Note on Waiver, Tolling, and Estoppel	650
Note on Laches	651
C. Filing Suit	652
Problem 8.1	654
D. Relationship of the EEOC Charge to Private Suit	655
1. Proper Plaintiffs	655
2. Proper Defendants	656
3. Scope of the Suit	656
Note on Avoiding the Title VII Procedural Maze via §1981	657
E. The Interrelationship of Various Rights and Remedies	657
F. Class Actions	658
1. Introduction	658
2. Requirements of Rule 23	660
<i>Wal-Mart Stores, Inc. v. Dukes</i>	662
Notes	665
Bye-Bye (b) (2)	668
Note on the Future of Antidiscrimination Class Actions	670
G. Federal Government Enforcement	672
H. Suit Against Governmental Employers	674
1. State and Local Government Employment	674
a. Tenth and Eleventh Amendment Challenges	674
b. Exemptions	676
2. Federal Employment	677
 Chapter 9. Judicial Relief	 679
A. Introduction	679
<i>Albemarle Paper Co. v. Moody</i>	679
Notes	682
B. Equitable Relief to the Victims of Discrimination	683
1. Reinstatement, Retroactive Seniority, and Injunctive Relief	683
2. Who Gets Retroactive Seniority and Backpay?	685
<i>Teamsters v. United States</i>	685
Notes	688
3. Limits on Backpay	690
a. The Title VII and ADA Backpay Periods	691
<i>Ford Motor Co. v. EEOC</i>	691
Notes	695

<i>McKennon v. Nashville Banner Publishing Co.</i>	696
Notes	698
b. The Duty to Mitigate Damages	699
4. Front Pay	700
C. Legal Remedies for the Victims of Discrimination	701
1. Compensatory Damages	702
<i>Sooroojballie v. Port Authority of N.Y. & N.J.</i>	702
Notes	704
2. Punitive Damages	706
<i>Kolstad v. American Dental Association</i>	706
<i>Sooroojballie v. Port Authority of N.Y. & N.J.</i>	710
Notes	711
Note on Liquidated Damages in ADEA (and EPA) Cases	715
Note on Operation of the Statutory Caps	716
Note on Personal Liability of Employees	717
D. Attorneys' Fees	717
<i>Christiansburg Garment Co. v. EEOC</i>	718
Notes	720
Note on Taxation, Insurance, and Bankruptcy	724
Problem 9.1	726
 Chapter 10. Managing Risks in Employment Discrimination Disputes	 729
A. Introduction	729
B. Settlements and Releases	730
<i>Oubre v. Entergy Operations, Inc.</i>	732
Notes	734
C. Arbitrating Discrimination Claims	736
<i>14 Penn Plaza, LLC v. Pyett</i>	737
Notes	746
Note on the Policy Implications of Arbitration	751
<i>Hergenreder v. Bickford Senior Living Group, LLC</i>	754
Notes	758
Note on the Elephant in the Room: Allocating the Costs of Arbitration	763
Problem 10.1	765
 Table of Cases	 000
Table of Secondary Authorities	000
Index	000