Basic EEO Counseling

Description: This is a course for EEO Counselors (i.e., the work done before any formal complaint), collateral duty as well as permanently assigned. The topics covered include the EEO laws (i.e., Title VII, the ADEA, the Rehabilitation Act, the Civil Rights Act of 1991, the Equal Pay Act), the theories of discrimination, the 1614 regulations, MD-110 and other EEOC Guidance, the Civil Reform Act. the Service counselor's role, responsibilities of the parties, the various notices, official time, techniques in resolution (to include, joint interviews and mediation techniques), issues concerning timeliness and jurisdiction, collecting information and conducting interviews, documenting the collection of information, terminating counseling, the formal complaint, and writing the counselor's report.

Length: 4 days.

Table Of Contents

		<u>Pa</u>	age
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	
	L. An impairment that substantially limits a major life activity	31	
	a. Physical or mental impairment	32	
	AIDS/HIV and Infectious Diseases	33	
	b. Major life activities	2.4	34
	c. Substantially limits	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	61	
A. In GeneralB. Individuals Who Are Protected	61 63	
C. Alcoholism	03	64
D. Casual Drug and Alcohol Use	64	
E. Pre-employment Inquiries About Drug/Alcohol Use	66	
F. Direct Threat	67	
VIII. Risk of Future Injury	67	
A. Factors in Making a Direct Threat Determination	68	
IX. Severe Hearing Impairments	69	
X. Misconduct Cases	69	
XI. Pre-employment Inquiries		69
A. In General	69	- .
B. What is PermissibleC. Applicants	71	70
D. Questions That May Not Be Asked	71	

XII. Mental Disabilities			72
A. Definition		72	
1. Substantial limitation			73
B. The Application Process		73	
C. During Employment			74
1. Inquiry			74
2. Confidentiality			74
3. Fitness for duty examinations		74	- 4
4. Reasonable accommodation5. Misconduct		75	74
XIII. Worker's Compensation and Work Related Injury		75 	
A. The Application Process		75 76	
B. On-the-job InjuryC. Confidentiality		70	77
·			
XIV. Collective Bargaining Agreements		78	
XV. Guidelines for the Sensitive Use of Language	79		
Part 5: EEO Harassment Claims			80
Ture 5. ELO Trarassiment Claims			00
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 AskI. Off-Duty Sexual Harassment	100	98
	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 Techniques		

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 tim	e limits		168
b. Not aware of the dis	crimination	169	
c. Prevented from mak	ing EEO contact	170	
d. Continuing violation	ıs		172
2. Failure to State a Claim		176	
3. Claim Pending or Decided by the I	EEOC	177	
4. Basis of a Federal Court Action		178	
5. Raised in a Negotiated (Union) Gr	ievance Process	179	
6. Raised Before the MSPB		180	
7. Mootness		182	
8. A Proposed Personnel Action		183	
9. The Complainant Cannot be Locat	ed	184	
10. Failure to Prosecute/Cooperate		185	
11. "I Was Mislead"		185	
12. Breach of a Settlement Agreemen	t	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 Religious Exercise & Expression Guide		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	on 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	227
DOE / NNSA Policies and Forms After the Red Page			
EEO Precom	nplaint Counseling Intake Form	1	
DOE Albuqu	uerque Operations Office Mediation Program	6	

Notice of Final Interview with EEO Counselor and Right to File		
a Formal Complaint of Discrimination	18	
DOE EEO Counselor's Report		20
EEOC EEO Counselor's Report	23	
DOE Complaint of Discrimination	26	
The Federal Sector Process	Last Two Pages	