# DETAILED TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Dedications</th>
<th>v</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Editors</td>
<td>vii</td>
</tr>
<tr>
<td>Foreword</td>
<td>xliii</td>
</tr>
<tr>
<td>Preface</td>
<td>xlv</td>
</tr>
<tr>
<td>Summary Table of Contents</td>
<td>li</td>
</tr>
</tbody>
</table>

[See Volume I for Chapters 1–25]

## VOLUME II

### PART V: PROCEDURAL ISSUES

**Chapter 26. EEOC Administrative Process**

I. Structure and Statutes Enforced
   A. Structure of the EEOC
   B. Statutes Enforced
      1. Title VII
      2. ADEA and EPA
      3. ADA
      4. Lilly Ledbetter Fair Pay Act of 2009
      5. Genetic Information Non-Discrimination Act of 2008 (GINA)

II. General Administrative Powers
   A. Rulemaking Powers
      1. Regulations
      2. Subregulatory Guidance
   B. EEOC Posting Requirements
   C. Records and Reports
      1. Recordkeeping
      2. Reports Required Under Title VII
      3. Records to Be Made or Kept
4. Preservation of Records Made or Kept .............. 26-14
5. Consequences of Failure to Preserve Records................................................................. 26-15

III. The EEOC Enforcement Process.......................................................... 26-16
A. Evolution of the Current System................................................................. 26-16
B. What Is a Charge? ................................................................. 26-17
C. Place for Filing Charge and Venue................................................................. 26-20
D. The Intake and Initial Investigation of a Charge ................................................................. 26-21
E. Deferral and Contracts With State and Local Agencies................................................................. 26-23
F. Service of Notice of the Charge on the Respondent ................................................................. 26-26
G. Administrative Closures ........................................................................ 26-28
  1. Withdrawal ........................................................................ 26-28
  2. Failure to Locate/Failure to Cooperate ................................................................. 26-29
  3. Other Administrative Closures........................................................................ 26-30
H. EEOC’s Mediation Program................................................................. 26-30
I. Settlement—Pre-Determination Settlements, Negotiated Settlements, and Settlement of Commissioner Charges ................................................................. 26-31
J. Investigations and Determinations ................................................................. 26-34
  1. The Assignment Process and the Respondent’s Position Statement................................................................. 26-34
  2. Requests for Information (RFIs) and On-Site Reviews ................................................................. 26-35
  3. Fact-Finding Conference ........................................................................ 26-37
  4. Adverse Inference Rule ........................................................................ 26-37
  5. Scope of the Investigation ........................................................................ 26-38
  6. Determination Interview and the Investigative Memorandum ................................................................. 26-39
  7. EEOC Letters of Determination and EEOC Decisions ................................................................. 26-40
  8. Reconsideration ........................................................................ 26-41
K. The Conciliation Process................................................................. 26-42
L. Issuance of Notice of Right to Sue Under Title VII and the ADA ................................................................. 26-45
M. Role of Attorneys ........................................................................ 26-47
  1. During the Administrative Enforcement Process ................................................................. 26-47
  2. In Court ........................................................................ 26-48
N. The Systemic Program .......................................... 26-50
O. Interagency Coordination ...................................... 26-51
IV. EEOC Investigation and Subpoena Powers ................. 26-54
   A. Statutory Authority ................................................ 26-54
      1. Title VII and the ADA ..................................... 26-54
      2. The ADEA and the EPA .................................. 26-56
   B. The “Valid Charge” Requirement Under
      Title VII and the ADA ........................................... 26-57
   C. Permissible Scope of Inquiry ................................ 26-61
V. Access to EEOC Files and Admissibility of the
   EEOC Determination................................................... 26-67
   A. Access to EEOC Files ........................................... 26-67
      1. Statutory Framework ....................................... 26-67
         a. Title VII and the ADA ............................... 26-67
         b. The Freedom of Information Act .............. 26-69
      2. The EEOC’s Procedure on Disclosure
         of Files .................................................................. 26-74
      3. What the EEOC May and Must Remove
         From the File Prior to Disclosure to a
         Party ....................................................................... 26-75
      4. Federal Employees’ Procedures ...................... 26-76
   B. Admissibility of EEOC Findings .......................... 26-76

Chapter 27. Timeliness .................................................... 27-1
   I. Overview .............................................................. 27-3
      A. History ............................................................ 27-3
      B. Scope .................................................................. 27-6
   II. Timeliness of Filing the EEOC Charge ....................... 27-7
      A. The 180/300-Day Limitations Periods .............. 27-7
         1. General Charge-Filing Requirements ............ 27-7
         2. EEOC Deferral Procedure ............................ 27-9
         3. When Prior Resort to a State or Local
            Agency Is Required........................................ 27-10
            a. State Law Must Authorize an
               Appropriate Agency to Prosecute the
               Claim of Discrimination .................................. 27-10
            b. No Need for Deferral With Respect to
               Every Incident............................................... 27-12
         4. Deferral Mistakes by Charging Parties and
            Cure of Such Mistakes ....................................... 27-13
5. Availability of the 300-Day Filing Period........ 27-15
6. Effect of State Action or Inaction on Title VII Rights........................................ 27-19
   a. State Inaction.................................... 27-19
   b. State Action................................... 27-20
7. Effect of Complainant’s Failure to Verify Charge.............................................. 27-21
B. When Did the Discrimination Occur?.......... 27-23
   1. Individual Acts.................................. 27-23
   2. Application of Policies........................ 27-28
   3. Continuing Violations......................... 27-34
      a. *National Railroad Passenger Corp. v. Morgan*.......................... 27-34
      b. Discrete Acts................................. 27-37
      c. Hostile Work Environment Claims in the Post-*Morgan* Era........ 27-40
4. Claims for Compensation Discrimination ...... 27-43
   a. Failure to Respond to an Employee’s Request for a Raise............................. 27-46
   b. Failure to Promote................................ 27-47
5. The Present Effects of Past Discrimination ... 27-47
C. Tolling of the Charge-Filing Period........... 27-49
   1. A Jurisdictional Prerequisite, or a Statute of Limitations That May Be Tolled for Equitable Reasons?.......................... 27-49
   2. The Effect of Equitable Tolling or Estoppel............................................. 27-50
   3. Tolling Because of Resort to Another Forum............................................. 27-50
   4. Other Grounds for Estoppel and Tolling ...... 27-52
      a. Employer Misconduct.......................... 27-52
      b. Plaintiff’s Exercise of Due Diligence ...... 27-55
      c. Government Misconduct or Negligence... 27-59
      d. Wrong Forum................................... 27-60
   5. “Piggybacking” or the “Single-Filing” Rule... 27-60
III. Timeliness of Filing Suit.......................... 27-61
   A. Introduction....................................... 27-61
   B. Statutory and Regulatory Framework........ 27-62
   C. Time of Issuing Notice of Right to Sue........ 27-64
<table>
<thead>
<tr>
<th>Section</th>
<th>Page Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The EEOC Is Not Required to Issue Notice Within a Specified Period After the Charge Is Filed</td>
<td>27-64</td>
</tr>
<tr>
<td>2. Preliminary Relief Before Receiving Right-to-Sue Notice</td>
<td>27-64</td>
</tr>
<tr>
<td>3. Premature Issuance of Right-to-Sue Notices and Premature Filing of Suit</td>
<td>27-66</td>
</tr>
<tr>
<td>D. Timely Court Filing</td>
<td>27-70</td>
</tr>
<tr>
<td>1. Form of Right-to-Sue Notice and Multiple Notices</td>
<td>27-70</td>
</tr>
<tr>
<td>2. What Triggers Commencement of the 90-Day Period</td>
<td>27-72</td>
</tr>
<tr>
<td>3. What Constitutes a “Filing”</td>
<td>27-77</td>
</tr>
<tr>
<td>4. Tolling</td>
<td>27-80</td>
</tr>
<tr>
<td>5. Laches and Related Issues</td>
<td>27-86</td>
</tr>
<tr>
<td>6. Effect of Tolling Statute</td>
<td>27-90</td>
</tr>
<tr>
<td>Chapter 28. Jurisprudential Bars to Actions</td>
<td>28-1</td>
</tr>
<tr>
<td>I. Preclusion</td>
<td>28-2</td>
</tr>
<tr>
<td>A. Preclusion Issues Resulting From Prior Resort to Another Forum</td>
<td>28-2</td>
</tr>
<tr>
<td>1. Introduction</td>
<td>28-2</td>
</tr>
<tr>
<td>2. Preclusive Effect of Prior State Court Judgments and Reviewed State Administrative Decisions</td>
<td>28-3</td>
</tr>
<tr>
<td>3. Preclusive Effect of State Court Judgments on Claims Not Raised</td>
<td>28-8</td>
</tr>
<tr>
<td>7. Preclusion Based on Prior Federal Agency Determination</td>
<td>28-25</td>
</tr>
<tr>
<td>8. Preclusion Based on Federal Agency and Individual Litigation</td>
<td>28-26</td>
</tr>
</tbody>
</table>
B. Judicial Estoppel and Preclusive Effect of Prior Sworn Statements 28-33
C. Issue Preclusion 28-37

II. Exhaustion of Remedies 28-39

III. Justiciability Doctrines as Bars to Action 28-40
A. Introduction 28-40
1. The Justiciability Doctrine of Standing 28-41
2. The Justiciability Doctrines of Ripeness and Mootness 28-45

IV. Preemption as a Bar to Action 28-48

Chapter 29. Title VII Litigation Procedure 29-1
I. Overview 29-2

II. Effect of Deficiencies in the EEOC Administrative Process on Charging Party’s Right to Sue 29-3
A. Introduction 29-3
B. EEOC Duty to Serve Notice of the Charge on Respondent 29-6
C. EEOC Failure to Investigate and/or Conciliate 29-6
D. Charge Not Under Oath 29-8
E. EEOC Failure to Issue Notice of Right to Sue When Charging Party Is Entitled to It 29-9

III. Suit Against Parties Not Named in EEOC Charge 29-11
A. Introduction 29-11
B. Circumstances in Which Joinder of an Unnamed Party Has Been Permitted 29-14
1. Joinder Where Injustice Would Otherwise Result to Plaintiff and Defendant Named in EEOC Charge 29-14
3. Joinder Where There Is an Agency Relationship or Substantial Identity Between the Named Party and the Unnamed Defendant 29-17
4. Joinder Where Named Party Since Has Been Acquired, Merged With, or Succeeded by a Different Entity 29-20
C. Necessary and Indispensable Parties 
D. Joinder of One Defendant by Another 
IV. Scope of EEOC Charge as Limiting the Scope of a 
   Title VII Lawsuit 
   A. Basic Rationale 
   B. Application of Rationale 
      1. Issues and Bases of Discrimination Not Asserted in the Charge 
      2. Incidents Occurring Subsequent to the Filing of the EEOC Charge 
      3. Suit Alleging Class-Wide Discrimination Where the Charge Relates to Individual Treatment 
      4. Pleading Requirements of the Complaint 
V. Venue 
VI. Summary Judgment 
   A. Introduction 
   B. General Principles 
   C. The Impact of Reeves 
   D. Common Procedural Issues 
      1. Inadmissible Evidence and Motions to Strike 
      2. Affidavit in Conflict With Deposition 
      3. Federal Rule of Civil Procedure 56(f) 
VII. Jury Trial 
   A. Issues Tried to Jury and Bench 
   B. Jury Instructions and Verdict Forms 

Chapter 30. EEOC Litigation 

I. Historical Perspective 
II. Administrative Prerequisites to Suit 
   A. Administrative Prerequisites to Suit Under § 706 and the ADEA 
      1. A Timely Charge 
      2. Notice of the Charge 
      3. Investigation 
      4. Reasonable Cause Determination 
      5. Conciliation 
   B. Administrative Prerequisites to Pattern-or-Practice Suits Under § 707 

III. EEOC Internal Processes ................................................. 30-22  
   A. Statutory Authority .................................................. 30-22  
   B. Organization of the Office of General Counsel .......... 30-22  
IV. EEOC Suits in the Nature of Class Actions ................. 30-23  
   A. Compliance With Federal Rule of Civil Procedure 23 Not Required .................. 30-23  
   B. Damages Caps .................................................... 30-25  
   C. EEOC Settlement of Actions on Behalf of Multiple Claimants .................... 30-25  
V. Statutes of Limitations and Laches .............................. 30-25  
   A. Statutes of Limitations ........................................... 30-25  
      1. Title VII and the ADA ..................................... 30-25  
      2. The ADEA and the EPA .................................. 30-26  
   B. Laches .................................................................... 30-27  
VI. Scope of the Litigation ................................................ 30-30  
   A. Additional Defendants........................................... 30-30  
   B. Expansion of Basis and Issues .............................. 30-31  
   C. Geographic Scope ................................................. 30-35  
VII. The Relationship Between EEOC and Private Litigation ..................................................................... 30-36  
   A. Rights of Charging Parties When the EEOC Has Filed Suit ....................... 30-36  
      1. The ADEA and the EPA .................................. 30-36  
      2. Title VII and the ADA ..................................... 30-36  
      3. Attorney’s Fees ............................................. 30-37  
   B. The Impact on EEOC Litigation of Arbitration Agreements or Settlements Entered Into by Private Parties .................................................. 30-37  
   C. The Impact on EEOC Litigation of the Resolution of a Private Lawsuit ........ 30-38  
   D. The Impact on EEOC Litigation of a Pending Private Suit ................................. 30-38  
   E. The Impact of an EEOC Suit on a Pending Private ADEA Suit ..................... 30-40  
   F. Permissive Intervention by the EEOC in a Pending Action ................................. 30-40  
      1. Conditions Precedent to Permissive Intervention ................................... 30-41  
      2. Factors Considered.............................................. 30-41
## VIII. Preliminary Relief

A. Statutory Authority ................................................ 30-44
B. Standards for Relief .............................................. 30-45
C. Typical Situations in Which Preliminary Relief Is Sought
   1. Retaliation Cases............................................. 30-46
   2. Interference With EEOC Investigations ............. 30-46
   3. Destruction of Records ................................... 30-47
   4. Mandatory Retirement .................................... 30-47

## IX. Discovery Against the EEOC

A. Facts in the Possession of the EEOC .................... 30-47
B. Privileged Material ............................................. 30-48
   1. Informer’s Privilege ........................................ 30-48
   2. EEOC Deliberative Processes and Internal Procedures....................................................... 30-49
   3. Work Product Immunity................................. 30-49
   4. Attorney–Client Privilege ............................... 30-50
C. The Defendant’s Contacts With Claimants ........... 30-51

## X. Settlement

## XI. Decree Enforcement

## XII. EEOC Liability for Attorney’s Fees and Costs

## Chapter 31. Justice Department Litigation

### I. Overview

### II. Jurisdiction and Procedure for Justice Department Litigation

A. Enforcement Upon Referral by the EEOC:
   Individual Charges ............................................. 31-4
B. Enforcement Under Independent Authority:
   Pattern-or-Practice Violations ............................ 31-5

### III. Justice Department Enforcement of Title VII and the ADA

A. Title VII ............................................................. 31-8
B. The ADA ............................................................ 31-9

### IV. Justice Department Enforcement of Other Statutes

A. The Immigration Reform and Control Act........... 31-10
B. The Omnibus Crime Control and Safe Streets Act ................................................................. 31-11

CHAPTER 32. FEDERAL EMPLOYEE LITIGATION .......... 32-1

I. Introduction and Historical Overview ................. 32-3
   A. Statutory Background ........................................... 32-3
   C. The Equal Employment Opportunity Act of 1972 Amended Title VII to Cover Certain Federal Employees ........................................... 32-9
   D. The Civil Service Reform Act of 1978
      Restructured the Administrative Enforcement of § 717 ........................................... 32-13
   F. The Congressional Accountability Act of 1995 Provided New Protections for Employees of Congress ........................................... 32-17
   G. The Workforce Investment Act of 1998 Provided New Protection for Employees of the Smithsonian Institution ........................................... 32-19

II. Administrative Enforcement ................................... 32-20
   A. Employees Covered by § 717 .......................... 32-20
      1. General Overview of Procedures and Timeliness ........................................... 32-20
      2. Individual Complaints ........................................... 32-24
         a. Individual Discrimination Complaints Not Appealable to the MSPB
            (“Pure EEO Cases”) ........................................... 32-24
            (i.) Pre-complaint and counseling stage ........................................... 32-25
            (ii.) Agency complaints ........................................... 32-27
            (iii.) Investigation ........................................... 32-29
            (iv.) Administrative hearings and decisions ........................................... 32-29
            (v.) Final written agency decision ........................................... 32-31
         b. Individual Discrimination Complaints Appealable to the MSPB
            (“Mixed Cases”) ........................................... 32-32
            (i.) Overview of mixed cases ........................................... 32-33
(ii.) Covered employees and personnel actions .................. 32-33
(iii.) Administrative procedures in mixed cases .............. 32-36
(iv.) Judicial review in mixed cases ......................... 32-38
3. Class Complaints ............................................ 32-41
4. Employees Covered by Collective Bargaining Agreements ... 32-45
5. Retaliation ....................................................... 32-46
6. Affirmative Action .......................................... 32-47
B. Employees of Congress ......................................... 32-49
C. Employees of the Judicial Branch ......................... 32-54
III. Litigation Procedure .................................................... 32-54
   A. Administrative Exhaustion .................................... 32-54
   B. Timeliness ............................................................. 32-61
   C. Trial de Novo....................................................... 32-71
   D. Class Actions......................................................... 32-73
   E. Exclusivity of Remedy .......................................... 32-74
   F. Scope of Relief ...................................................... 32-77
   G. Attorney’s Fees..................................................... 32-78
   H. Federal Officials as Defendants ............................ 32-80
CHAPTER 33. CLASS ACTIONS ............................................. 33-1
   I. Introduction—The Application of Rule 23 to Title VII Class Actions .................................. 33-3
   II. Major Substantive Theories for Class Action Treatment.......................................................... 33-8
      A. Disparate Treatment Theory .................................. 33-8
      B. Disparate Impact Theory ....................................... 33-9
      C. Hostile Environment Claims .................................. 33-11
      D. Reasonable Accommodation and Other Disability Class Claims ....................................... 33-12
   III. The Requirements of Rule 23(a) ................................. 33-13
      A. Numerosity ............................................................ 33-13
      B. Commonality and Typicality .................................. 33-16
         1. General Principles ........................................... 33-16
C. Adequacy of Representation ........................................ 33-21
   1. Capacity and Willingness of Named Plaintiff to Represent the Class .......... 33-21
   2. Potential Conflicts of Interest Between the Named Plaintiff and Absent Class Members ........................................ 33-22
   3. Organizations as Named Plaintiffs ........................................ 33-25
   4. Adequacy of Plaintiff’s Counsel ........................................ 33-27
D. Frequently Contested Rule 23(a) Issues ........................................ 33-29
   1. Subjective Decision-Making Processes ........................................ 33-29
   2. Different Types of Claims Asserted ........................................ 33-32
   3. Different Job Classifications ........................................ 33-34
   4. Multiple Organizational Units or Geographical Facilities ........................................ 33-35
IV. The Requirements of Rule 23(b) ........................................ 33-35
   A. Class Certification Prior to the 1991 Civil Rights Act ........................................ 33-36
   B. Class Certification Under Rule 23(b)(2) ........................................ 33-38
   C. Class Certification Under Rule 23(b)(3) ........................................ 33-40
   D. Class Certification Under “Hybrid” of Rules 23(b)(2) and 23(b)(3) ........................................ 33-42
   E. Partial Certification of Liability and Injunctive Relief Only ........................................ 33-43
   F. Certification of Punitive Damage Claims ........................................ 33-44
V. Jurisdictional and Procedural Requirements ........................................ 33-47
   A. Exhausting the EEOC Administrative Process ........................................ 33-47
   B. Intervention ........................................ 33-48
   C. Tolling the Limitations Period ........................................ 33-50
   D. The Employer in Bankruptcy ........................................ 33-53
   E. Article III Standing ........................................ 33-53
   F. Effect of Denial of Class Certification ........................................ 33-54
VI. The Class Certification Hearing ........................................ 33-55
   A. Timing of the Hearing ........................................ 33-55
   B. Discovery Before the Class Determination ........................................ 33-56
   C. Inquiry Into the Merits ........................................ 33-59
   D. Types of Evidence in Support of and in Opposition to Class Certification ........................................ 33-60
   E. The Class Certification Order ........................................ 33-61
VII. Class Communications and Notice Issues ........................................ 33-62
   A. Precertification Communications With Class
Detailed Table of Contents

Members ................................................................. 33-62
B. Post-Certification Communications With
   Class Members and Decision Makers ................. 33-68
C. Notice Issues ....................................................... 33-69

VIII. Class Action Remedies .......................................... 33-71
A. Overview ............................................................. 33-71
B. Equitable and Injunctive Relief ............................. 33-72
C. Monetary Remedies .............................................. 33-72
   1. Back Pay and Front Pay .................................. 33-72
   2. Compensatory and Punitive Damages ............. 33-75
D. Procedures for Determining and Distributing
   Remedies ........................................................... 33-76
   1. Bifurcation .................................................... 33-76
   2. Use of Special Masters ................................. 33-80
   3. Claim Forms ............................................... 33-81

IX. Settlement ............................................................ 33-82
A. Introduction ....................................................... 33-82
B. Procedure for Approval of Class Settlements........ 33-83
C. Legal Standard of Review of Class Settlements ... 33-85
D. Review of Precertification Class Settlements ...... 33-87
E. Approval of Attorney’s Fees ............................... 33-89
F. Incentive Awards and Distribution of
   Settlement Proceeds .......................................... 33-90
G. Collateral Attack on Consent Decrees ................. 33-92

X. Appeals ................................................................. 33-94
A. Rule 23(f) Appeals of Class Certification
   Orders ............................................................... 33-94
   1. Timing of Rule 23(f) Petition .......................... 33-94
   2. Standards for Granting Rule 23(f) Review ...... 33-95
B. Post-Trial Appeals ................................................ 33-96
C. Post-Settlement Appeals ..................................... 33-98

Chapter 34. Discovery ............................................... 34-1

I. Introduction .......................................................... 34-1
II. Strategy Considerations .......................................... 34-5
   A. Discovery by Plaintiffs .................................... 34-6
   B. Discovery by Defendants ............................... 34-10
   C. Expert Discovery ........................................... 34-11
   D. Motions for Protective Order or to Compel ...... 34-11
III. Limitations on Discovery ........................................ 34-12
A. Discovery Sought by Plaintiffs ........................................ 34-12
   1. Privileged Materials ........................................ 34-12
   2. Burdensome or Irrelevant Discovery ................... 34-22
B. Discovery Sought by Defendants ................................... 34-26
   1. Privileged Materials ........................................ 34-26
   2. Burdensome or Irrelevant Discovery ................. 34-29
   3. Medical Records and Examinations .................. 34-34
IV. Electronic Discovery .................................................. 34-37

CHAPTER 35. STATISTICAL AND OTHER EXPERT PROOF ........... 35-1

I. Use of Experts in Litigation ........................................ 35-2
   A. Introduction ................................................. 35-2
   B. Federal Rule of Evidence 702 ............................... 35-4
   C. Daubert and Its Progeny ................................... 35-5
   D. Considerations in Selection and Use of Experts ... 35-5
      1. Selection of the Expert ................................ 35-5
      2. Pretrial Use of the Expert ............................. 35-6
      3. Expert Disclosures .................................... 35-8
      4. Role of the Expert at Trial ........................... 35-9
II. Statistical Proof ..................................................... 35-9
III. Types of Statistical Proof ......................................... 35-14
   A. Statistical Comparisons ................................... 35-14
   B. Selection Rate Comparisons ............................... 35-18
   C. Potential Selection Rate Comparisons ................ 35-21
   D. Population/Workforce Comparisons ..................... 35-25
   E. Regression Analyses ....................................... 35-28
   F. Other Kinds of Statistical Comparisons ............. 35-33
   G. The Bottom-Line Concept and the Inexorable Zero .................................................. 35-35
IV. Sources of Statistics ............................................... 35-38
   A. Statistical Data Sources ................................... 35-38
   B. Applicant Flow Data ....................................... 35-40
   C. Population/Labor Market Data ............................. 35-45
      1. Qualified Labor Market Data .......................... 35-46
      2. Qualified and Interested Labor Market Data ........ 35-49
      3. General Population Data ................................ 35-50
      4. Employer’s Workforce Data ............................ 35-52
V. Proper Geographic Scope of Statistics .......................... 35-57
VI. Proper Time Frame for Statistics ............................... 35-62
VII. Proper Weight to Be Given Statistical Proof .......... 35-67
   A. Reliability Standards ............................................. 35-67
   B. Degree of the Disparity ......................................... 35-68
   C. Size of the Statistical Sample ................................ 35-75
   D. Conflicting Statistical Conclusions ....................... 35-76
VIII. Other Categories of Experts in Employment Cases .... 35-78
   A. Industrial Psychologists and Other Social
      Science Experts ..................................................... 35-78
   B. Mental Health Experts ........................................... 35-80
   C. Economic Damages Experts ..................................... 35-82
   D. Social Framework Analysis and Other Experts .... 35-83

PART VI: OTHER SOURCES OF PROTECTION

CHAPTER 36. THE CIVIL RIGHTS ACTS OF 1866 AND
1871 .............................................................. 36-1

I. Introduction ................................................................. 36-2
II. Scope and Coverage of the Civil Rights Act of
1866, 42 U.S.C. § 1981 ............................................... 36-3
   A. Statutory Authority ................................................ 36-3
   B. Cognizable Defendants Under § 1981 .................. 36-5
      1. Private Entities ................................................ 36-5
      2. The Federal Government ................................ 36-6
      3. State and Local Governments ......................... 36-7
      4. Indian Tribes ................................................... 36-9
   C. Types of Discrimination Prohibited by § 1981 .... 36-9
      1. Race Discrimination........................................ 36-10
      2. Retaliation ....................................................... 36-14
      3. Other Types of Discrimination ....................... 36-16
III. Scope and Coverage of the Civil Rights Act of 1871,
42 U.S.C. § 1983 .......................................................... 36-18
   A. Statutory Authority .............................................. 36-18
   B. Cognizable Defendants Under § 1983 .................. 36-19
      1. The State Action Requirement and Private
         Discrimination..................................................... 36-19
      2. The Federal Government .................................. 36-24
      3. State and Local Governments ......................... 36-24
         a. Local Governments .................................... 36-25
         b. State Governments ..................................... 36-31
4. State and Local Governmental Officials in Their Individual Capacities ........................................ 36-38

C. Bases of Discrimination Prohibited by § 1983 .......... 36-44
   1. Introduction .................................................. 36-44
   2. Equal Protection ............................................ 36-45

   A. Statutory Authority ......................................... 36-51
   B. Cognizable Defendants ...................................... 36-54
      1. The Applicability of § 1985 to Private Discrimination ........................................ 36-54
      2. The Conspiracy Requirement .......................... 36-57
      3. Federal and State Governments ...................... 36-61
   C. Bases of Discrimination Prohibited by §§ 1985 and 1986 ............................................. 36-61

V. Litigation, Proof, Procedure, and Remedies .......... 36-65
   A. Jurisdiction .................................................. 36-65
   B. Timeliness .................................................... 36-65
   C. Procedural Prerequisites ................................... 36-68
   D. Proof ............................................................ 36-70
   E. Remedies ....................................................... 36-73
   F. Jury Trial ......................................................... 36-78
   G. Res Judicata .................................................... 36-78

Chapter 37. The National Labor Relations Act ...... 37-1

I. Introduction ...................................................... 37-1

II. Remedies Against Unions .................................... 37-4
   A. General Statutory Obligations ............................ 37-4
   B. Denial of Access to NLRB Remedies ................... 37-5
   C. Challenges to Certification ................................ 37-7
   D. Remedies for Breach of the Duty of Fair Representation ............................................. 37-11
   E. Union Opposition to Employer Efforts to Remedy Discrimination ...................................... 37-15

III. Employer Discrimination .................................... 37-15
   A. Overview ....................................................... 37-15
   B. Concerted Activity Protesting Alleged Discrimination ..................................................... 37-19
   C. Employer’s Duty to Bargain and to Furnish Union With Workforce Demographics ............... 37-23
IV. The Railway Labor Act ................................................. 37-27
V. Arbitration of Statutory Claims Under Collective Bargaining Agreements .................................................. 37-29

CHAPTER 38. “REVERSE” DISCRIMINATION AND AFFIRMATIVE ACTION ................................ 38-1

I. Introduction ................................................................. 38-2

II. “Reverse” Discrimination Outside the Context of Affirmative Action Programs ......................................... 38-4
   A. Prohibited Bases for Discrimination ........................... 38-4
   B. Proof of “Reverse” Discrimination ............................... 38-8

III. “Reverse” Discrimination Pursuant to Affirmative Action Programs ...................................................... 38-12
   A. Introduction .......................................................... 38-12
   B. Affirmative Action Under the Equal Protection Clause ........................................................................ 38-12
      1. Voluntary State and Local Government Plans .......................................................... 38-14
         a. Race-Based Plans ............................................... 38-14
         b. Sex-Based Plans ................................................ 38-34
      2. Congressionally Sanctioned Affirmative Action .......................................................... 38-37
   C. Voluntary Affirmative Action Plans Under Title VII ............................................................................. 38-41
      1. Legality of Affirmative Action Under Title VII .......................................................... 38-41
      2. Requirements for a Valid Plan ................................................................................ 38-42
         a. The Supreme Court’s Evolving View—From Weber to Johnson .......................... 38-42
         b. The Necessary Factual Predicate .......................................................................... 38-47
         c. Permissible Scope of a Voluntary Plan ................................................................. 38-51
            (i.) Considering the rights of non-minority and male applicants and employees .... 38-51
            (ii.) Attaining, not maintaining, balanced workforces ......................................... 38-56
         d. Consent Decrees ................................................................................................. 38-58
      3. The Effect of the Civil Rights Act of 1991 ........................................................................ 38-63
         a. Martin v. Wilks ................................................................................................. 38-63
         b. Burden of Proof ............................................................................................... 38-64
c. Race-Norming........................................ 38-67

d. Enhanced Damages.............................. 38-68

CHAPTER 39. FEDERAL CONTRACTOR AFFIRMATIVE
ACTION COMPLIANCE................................. 39-1

I. Introduction ........................................ 39-7

II. Coverage and Exemptions ...................... 39-10
A. Contracts and Covered Subcontracts.............. 39-10
   1. Prime Contracts.............................. 39-10
   2. Subcontracts................................. 39-12
   3. Extension of Coverage to Related Entities . . . 39-15
   4. Successor Liability........................... 39-17
B. Coverage Thresholds.............................. 39-17
   1. Basic Threshold.............................. 39-18
   2. AAP Threshold............................... 39-21

III. Executive Order 11246 ......................... 39-23
A. Mandates of the Order.......................... 39-23
B. Components of the Executive Order 11246
   Affirmative Action Program for Supply and
   Service Contractors ............................. 39-24
   1. General Requirements....................... 39-24
   2. Narrative Sections......................... 39-26
      a. Background Issues....................... 39-26
         (i.) Appropriate prefatory language ...... 39-28
         (ii.) Making realistic commitments ...... 39-29
         (iii.) Maintaining the confidentiality
                 of AAPs ................................ 39-29
      b. Required Narrative Sections .......... 39-31
   3. Statistical Sections......................... 39-32
      a. Organizational Profile................... 39-32
      b. Job Group Analysis...................... 39-34
      c. Availability................................ 39-37
      d. Utilization Analysis...................... 39-39
      e. Placement Goals.......................... 39-41
   4. Good Faith Efforts......................... 39-44
   5. Analysis of Hiring, Promotion, and
      Termination Practices....................... 39-44
      a. Introduction.............................. 39-44
      b. Hiring Rates.............................. 39-45
c. Definition of Applicant: Internet Applicants ................................................. 39-46
(i.) Who is an Internet Applicant? ....... 39-46
(ii.) Submitting an “expression of interest” ...................................... 39-47
(iii.) “Considered for” employment ...... 39-48
(iv.) Meeting “basic qualifications”...... 39-49
(v.) Removal from consideration ........ 39-50
(vi.) Record-keeping requirements ...... 39-51
(vii.) Solicitation of race, gender, and ethnicity data from Internet Applicants....................................... 39-52
d. Promotion Rates........................................ 39-53
e. Termination Rates..................................... 39-53

6. Corporate Management Compliance Evaluations ................................................................. 39-53
C. Construction Contractors....................................... 39-54

IV. Section 503 of the Rehabilitation Act of 1973 ............ 39-56
V. The Veterans Act .................................................................. 39-59
VI. Affirmative Action Programs for Veterans and Individuals With Disabilities ....................................... 39-60

VII. Compliance Evaluation and Complaint Investigation Process: Desk Audit Letter Through Exit Conference ................................................................. 39-67
A. Compliance Evaluation ................................................. 39-67
  2. Off-Site Review ............................................... 39-69
  3. Compliance Check .......................................... 39-69
  4. Focused Review .............................................. 39-70
B. Selection for Evaluation ................................................. 39-70
  1. Federal Contractor Selection System ........................................ 39-70
  2. Pre-Award Review ........................................... 39-72
  3. Discrimination Complaint .................................... 39-72
C. Preparation for an OFCCP Compliance Evaluation ................................................................. 39-77
  1. An AAP That Satisfies OFCCP’s Technical Requirements ........................................ 39-77
2. Preparedness and Commitment to
   Affirmative Action and Nondiscrimination
   on the Part of All Supervisors and Those
   With Human Resources Responsibility .......... 39-79

3. Involvement of Top Executives in Designing,
   Monitoring Progress Under, and Holding
   Supervisors Accountable for Performance
   Under the Facility’s AAPs............................... 39-80

4. Representation in Each Job Group Compared
   to the Availability of Minorities and Women
   Possessing the Requisite Skills ....................... 39-80

5. Documentation of Systematic Affirmative
   Action in Recruiting................................. 39-81

6. A Well-Documented Internal System
   of Advertising Openings and Screening
   Applicants ............................................... 39-81

7. Placement-Rate Goals for Hiring and
   Promoting Minorities and Women
   Consistent With Their Availability............... 39-82

8. Explanations for Any Statistically
   Significant Disparities in Hiring, Promotion,
   and Termination Rates .............................. 39-82

9. Analysis of Compensation by Race
   and Gender for Each Pay Grade and for
   Persons of Comparable Performance, Skill, and Seniority.......... 39-83

10. Identification of a Systematic Program for
    Moving Minorities and Women Into
    Mid- and Top-Management Positions .......... 39-88

11. A Well-Documented Internal
    Complaint Procedure .................................. 39-89

D. The Desk Audit......................................... 39-89
1. Purpose of the Desk Audit ....................... 39-89
2. OFCCP’s Activities Preceding the Desk
   Audit ..................................................... 39-90
   a. Initial Contact With Contractor ............... 39-90
   b. The Scheduling Letter.......................... 39-90
   c. Contact With EEOC, State and
      Local FEP Agencies, and VETS .......... 39-91
d. Review of Previous Compliance Actions ............................................................. 39-91

3. The Contractor’s Response to the Scheduling Letter .............................................. 39-92

4. OFCCP’s Initial Review of the AAP and Supporting Data ...................................... 39-92
   b. Review of the Executive Order AAP for Reasonableness .............................. 39-93
   c. Review of the Executive Order AAP and Supporting Data for Acceptability .......... 39-93
      (i.) Personnel activity data.......................................................... 39-93
      (ii.) Goals and good faith efforts.................................................. 39-94
   d. Review, for Acceptability, of AAPs for Individuals With Disabilities and Veterans .......................................................... 39-96

5. Overview of Personnel Activity, EEO Trends, and Workforce Structure/Personnel Practices .......................................................... 39-96
   a. Summary of Personnel Activity .................................................. 39-96
   b. EEO Trend Analysis .............................................................. 39-97
   c. Workforce Structure/Personnel Practices ........................................... 39-97

6. Preliminary Discrimination Analyses .................................................................... 39-97
   a. General Considerations .............................................................. 39-97
   b. Review of the Organizational Profile or Workforce Analysis ............................. 39-98
      (i.) Job area acceptance range analysis of under-representations and concentrations .......... 39-98
      (ii.) Comparison of recent personnel activity data with the organizational profile or workforce analysis .................... 39-99
   c. Audit of IRAs of Personnel Activity .......................................... 39-100
   d. Compensation Analyses ...................................................................... 39-101
e. Summary of Potential Discrimination Problems and On-Site Investigative Plan ........................................................... 39-102

E. The On-Site Review ................................................. 39-103
1. Scope ............................................................................ 39-103
3. Components of the On-Site Review .............................. 39-104
   a. Entrance Conference .............................................. 39-104
   b. Human Resources Meeting ...................................... 39-105
   c. Facility Tour ........................................................... 39-106
   d. Investigation of Potential Discrimination .................. 39-106
      (i.) Management interviews ....................................... 39-106
      (ii.) Employee interviews .......................................... 39-107
      (iii.) Hiring/recruiting/compensation manager interview ... 39-108
      (iv.) Document review .............................................. 39-108
   b. Investigation of Alleged Individual Discrimination ....... 39-110
   c. Investigation of Alleged Pattern-or-Practice of Discrimination 39-112
      (i.) Disparate impact analysis ................................... 39-113
      (ii.) Disparate treatment analysis ............................ 39-114
      (iii.) Analysis of subjective criteria/processes ............... 39-115
5. Predetermination Notices ............................................ 39-116
6. The Contractor’s Response to Discrimination Findings ...... 39-116
7. Notice of Results of Investigation/ “Notice of Violation” ... 39-118
8. The Exit Conference .................................................... 39-119
9. Conciliation Agreements .............................................. 39-119
10. Notice of Review Completion ........................................ 39-121

VIII. Enforcement Procedures and Sanctions for Noncompliance .................................................. 39-122
A. Administrative Enforcement ........................................ 39-123
B. Cancellation, Debarment, and Other Sanctions Following Administrative Hearing ...... 39-126
C. Judicial Enforcement...................................................... 39-131
  1. Justice Department Actions................................. 39-131
  2. No Private Enforcement Against Contractors................................. 39-132
  3. Third-Party Standing to Sue OFCCP .............. 39-133
  4. Suits Against Unions.............................................. 39-134

IX. Disclosure of Information to Third Parties
Pursuant to the Freedom of Information Act ............... 39-135
A. General Provisions ................................................ 39-135
B. OFCCP Guidelines for Disclosure of Contractor Records ................................................ 39-136
C. Contractor Objections to Disclosure ..................... 39-139
D. Suits to Compel and Prohibit Disclosure of Documents in OFCCP’s Possession ................. 39-140

X. Validity of the Executive Order and Resulting Actions ............................................................................ 39-143
A. Validity of the Executive Order and Implementing Regulations ............................................ 39-143
  1. Validity of Particular Regulations ................... 39-144
  2. Validity of the Affirmative Action Requirement ................................................................. 39-146
B. Validity of the Back-Pay Remedy ......................... 39-150

PART VII: REMEDIES AND RESOLUTION

CHAPTER 40. INJUNCTIVE AND AFFIRMATIVE RELIEF ........ 40-1
I. Statutory Authority and Objectives ......................... 40-1
II. Enjoining Practices Found to Be Unlawful............... 40-6
III. Relief for Identifiable Victims of Unlawful Employment Practices .................................................. 40-13
IV. Affirmative Relief Benefiting Persons Other Than Identified Victims of Discrimination ............. 40-23
  A. Race- or Gender-Neutral Affirmative Relief ....... 40-24
  B. Race- or Gender-Conscious Affirmative Relief .... 40-25
V. Monitoring the Court Decree ........................................ 40-33
VI. Preliminary Injunctions .................................................. 40-36
A. Rule 65 Preliminary Relief ............................................. 40-36
B. Section 706(f)(2) Preliminary Relief ......................... 40-40

Chapter 41. Monetary Relief .............................................. 41-1

I. Introduction ................................................................. 41-3
II. Back Pay ........................................................................ 41-4
   A. The Right to Back Pay in General ......................... 41-4
   B. Calculation of the Back-Pay Award ...................... 41-9
      1. Elements of a Back-Pay Award ....................... 41-9
         a. Wages and Salary ...................................... 41-9
         b. Fringe Benefits .......................................... 41-11
         c. Interest ...................................................... 41-14
         d. Expenses Incurred in Mitigating Damages ......... 41-19
         e. Negative Tax Consequences ..................... 41-20
      2. The Period of Recovery .................................. 41-20
         a. Commencement of the Back-Pay Period .......... 41-20
         b. Termination of the Back-Pay Period ............ 41-22
            (i.) Reemployment ....................................... 41-24
            (ii.) Failure to mitigate ............................. 41-25
            (iii.) Refusal of an unconditional offer of reinstatement 41-33
            (iv.) After-acquired evidence of employee misconduct or fraud ...... 41-36
            (v.) Other events terminating the back-pay period .......... 41-39
III. Front Pay ..................................................................... 41-40
IV. Defenses to Equitable Forms of Monetary Relief .................. 41-52
   A. The Mixed-Motive Defense .................................. 41-52
   B. Reliance on an EEOC Interpretation or Opinion .......... 41-56
   C. Equitable Defenses to Monetary Relief ................. 41-59
      1. Laches ............................................................. 41-59
      2. Good Faith ....................................................... 41-61
      3. Unclean Hands ................................................... 41-61
      4. Deductions and Offsets ..................................... 41-62
a. Interim Earnings ....................................... 41-62
b. Separation Payments ................................ 41-67
c. Periods of Unavailability ......................... 41-68
d. Taxes ................................................. 41-69

V. Compensatory and Punitive Damages .......... 41-72
A. Statutory Bases for Compensatory and Punitive Damages .......................... 41-72
1. Title VII .............................................. 41-72
2. Civil Rights Acts of 1866 and 1871 ............. 41-74
   a. Private Employers ................................ 41-74
   b. Public Employers ............................... 41-74
3. Title IX .............................................. 41-75
4. Title VI, the ADA, and the Rehabilitation Act ........................................ 41-76
B. The Entitlement to, and Calculation of, Compensatory Damages ............. 41-76
C. The Entitlement to, and Calculation of, Punitive Damages .................... 41-84
   1. Willfulness ...................................... 41-84
   2. Vicarious Liability and Good Faith as a Defense .................................. 41-90
   3. Due Process Concerns ........................... 41-93
D. Statutory Caps ..................................... 41-98

VI. Right to Jury Trial .................................. 41-101
VII. Liquidated Damages .............................. 41-103
VIII. Back-Pay Claims in Class and Collective Proceedings ....................... 41-107
A. Determining Back-Pay Damages ................. 41-107
   1. Introduction ..................................... 41-107
   2. When Did the Period of Liability Commence? .................................. 41-110
   3. How Many Available Positions Did Class Members Lose? .................... 41-111
   4. Which Class Members Experienced Discrimination? .......................... 41-112
   5. What Deductions Should Be Taken From Each Class Member’s Damages? 41-115
B. Dividing a Classwide Award Among Class Members ............................ 41-116
CHAPTER 42. ATTORNEY’S FEES .................................................. 42-1

I. Introduction ........................................................................ 42-3

II. The Prevailing Plaintiff’s Right to Attorney’s Fees .... 42-4
   A. Statutory Authorization .................................................. 42-4
      1. Title VII .................................................................. 42-4
      2. 42 U.S.C. § 1988 ...................................................... 42-4
      4. The Equal Access to Justice Act .............................. 42-6
      5. The Americans with Disabilities Act ....................... 42-7
      6. The Family and Medical Leave Act ...................... 42-7
   B. The General Fee Rule for Prevailing Plaintiffs .... 42-7
      1. Who Is a Prevailing Plaintiff? .................................. 42-7
         a. The Relevance of Minimal Success ........... 42-7
         b. The Relevance of Judicial Involvement .... 42-14
         c. Mixed-Motive Cases ................................. 42-19
         d. The Attorney’s Entitlement to Fees ........ 42-22
      2. In What Forum Must the Plaintiff Prevail? .... 42-23
      3. Discretion in Denying Attorney’s Fees .......... 42-26
   C. Awards to Prevailing Plaintiffs in Actions Against State Governments ........................................ 42-31
   D. Awards to Prevailing Plaintiffs in Suits Against the Federal Government ........................................ 42-31
   E. Awards to Prevailing Plaintiffs Before Administrative Agencies ................................................. 42-32
   F. Awards to Prevailing Plaintiffs Represented by Public Interest Law Firms ........................................ 42-35
   G. Awards to Prevailing Plaintiffs in Negotiated Settlements ................................................................. 42-35
   H. Awards for Interim Success........................................... 42-37
   I. Awards to Prevailing Plaintiffs for Services on Appeal ................................................................. 42-40
   J. Awards to Prevailing Plaintiffs for Time Spent on the Fee Claim ....................................................... 42-41
   K. Awards of Costs .......................................................... 42-42

III. Computation of Attorney’s Fees for Prevailing Plaintiffs ................................................................. 42-45
   A. General Principles ......................................................... 42-45
      1. The Johnson Criteria ................................................. 42-45
      2. The “Lodestar” Evolution ......................................... 42-47
3. Lodestar Enhancements ........................................... 42-50
4. The Primacy of the Lodestar ................................. 42-56
B. Applying the General Criteria .................................. 42-57
   1. Lodestar Components ....................................... 42-57
      a. Rates ..................................................... 42-57
      b. Hours .................................................... 42-63
      c. The Partially Prevailing Plaintiff ............... 42-67
   2. Adjustments to the Lodestar .............................. 42-70
      a. Contingency .......................................... 42-71
      b. Results Achieved .................................... 42-72
      c. Delay .................................................. 42-77
      d. Quality ............................................... 42-79
      e. Undesirability of Case ............................. 42-79
   C. Procedure .................................................. 42-79
      1. Discovery ............................................... 42-79
      2. Documentation ........................................ 42-81
      3. Hearings ............................................... 42-82
      4. Timing ................................................ 42-83
      5. Effect of Settlement ................................. 42-84
IV. The Prevailing Defendant’s Right to Attorney’s Fees .............................................. 42-84
V. Intervenors and Attorney’s Fees ........................... 42-93
   A. Prevailing Intervenors ................................... 42-93
   B. Unsuccessful Intervenors ............................... 42-93
VI. Income Tax Consequences of a Plaintiff’s Attorney’s Fee Award .................................... 42-94

CHAPTER 43. ALTERNATIVE DISPUTE RESOLUTION .......... 43-1
I. Introduction ....................................................... 43-2
II. Authority for Arbitration ..................................... 43-2
   A. The Federal Arbitration Act ........................... 43-2
   B. The Supreme Court Decisions Concerning Private Employment Arbitration .......... 43-4
   C. Other Federal and State Sources of Arbitration Law .............................................. 43-12
III. Procedures and Enforcement of Arbitration Agreements .............................................. 43-15
   A. Introduction .............................................. 43-15
   B. Formation of Arbitration Agreements .............. 43-15
1. Arbitration Required as a Condition of Employment .................................................... 43-15
2. Contract Law: Unconscionability and Mutuality ......................................................... 43-19
C. Procedural Issues ............................................................................................................. 43-24
1. Enforceability .................................................................................................................. 43-24
2. Selection of the Arbitrator .............................................................................................. 43-25
3. Forum Selection .............................................................................................................. 43-26
4. Allocation of Fees and Costs .......................................................................................... 43-26
5. Class Arbitrations ......................................................................................................... 43-30
D. Contractual Limitations of Claims or Procedures ........................................................ 43-31
1. Damages ........................................................................................................................... 43-31
2. Limitations Periods ......................................................................................................... 43-33
3. Discovery .......................................................................................................................... 43-34
4. Other Limitations .......................................................................................................... 43-35
E. Effect of Arbitration Agreements on Public Enforcement Agencies .......................... 43-36
F. Collective Bargaining Issues Related to Discrimination Claims .................................. 43-38
G. Judicial Enforcement ...................................................................................................... 43-41
1. Statutory Standards Under the FAA ........................................................................... 43-41
H. Scope of the Arbitration ............................................................................................... 43-50
IV. Mediation ....................................................................................................................... 43-52

CHAPTER 44. SETTLEMENT ........................................................................................................ 44-1

I. Validity of Waivers of Discrimination Claims ................................................................. 44-3
   A. Knowing and Voluntary Waivers of Past Claims Are Valid ...................................... 44-4
      1. An Employee May Waive Past Claims ............................................................... 44-4
      2. The Waiver Must Be Knowing and Voluntary ............................................... 44-5
   B. Waivers of Future Claims Are Invalid ..................................................................... 44-11
   C. Extinguishment of Claims of Nonparties by Entry of Consent Decree ................... 44-14
   D. Choice of Law ......................................................................................................... 44-15
II. Waiver of Age Discrimination Claims After the Older Workers Benefit Protection Act ................................................................................................................................. 44-16
A. Requirements Applicable to All OWBPA Waivers .......................................................... 44-16
1. General Standards .......................................................... 44-16
2. Written in a Manner to Be Understood .......................... 44-17
3. Specific Reference to the ADEA .................................... 44-19
4. The Release May Not Reach Future Claims ................. 44-19
5. Consideration ............................................................. 44-19
6. Consultation With an Attorney ..................................... 44-20
7. Degree of Compliance Necessary ................................. 44-21
8. OWBPA Requirements Are Minimum Requirements ................................................. 44-21
10. Effect of OWBPA Noncompliance on the Release of Non-ADEA Claims ......................... 44-22
B. Pre-Litigation Releases .................................................. 44-24
1. General Standards .......................................................... 44-24
2. Time Periods for Consideration/Revocation ..................... 44-25
3. Required Disclosures for Group Discharge Programs .................................................. 44-27
   a. Definition of “Exit Incentive” and “Other Employment Termination Programs” ................. 44-27
   b. To Whom Information Must Be Provided .......................................................... 44-29
   c. Information to Be Provided ........................................................... 44-30
C. Waivers as Part of Settlement of an EEOC Charge or Court Action .................................. 44-32
D. Oubre: Tender-Back and Ratification ........................................ 44-32
E. Violation of § 626(f) as an Independent Basis for Action .................................................. 44-33
III. Terms of the Settlement Agreement ........................................ 44-34
A. General and Special Releases .............................................. 44-34
B. Covenants Not to File Charges or to Assist in the Future Prosecution of Claims ........ 44-35
C. Attorney’s Fees and Retainer Agreements ............................ 44-38
D. Continuing Jurisdiction Over Consent Decree .......................................................... 44-39
IV. Tax Considerations .......................................................... 44-40
A. Introduction ...................................................................... 44-40
B. Allocation Issues ............................................................ 44-41
C. Attorney’s Fees................................................................. 44-42
V. Rule 68 Offers of Judgment............................................... 44-44
VI. “Busted” Settlements..................................................... 44-48

TABLE OF CASES ..................................................................... TC-1
INDEX ..................................................................................... I-1