Legal Issues in Human Resources Management

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June 2 - 5, 2008

Overview

• Five basic steps to remember
• Evolving legal principles
• Settlements
What are some of the costs of not getting it right at UC?

Disability, $121,556
Gender, $139,474
Race, $180,332
Sex Harassment, $183,791
Retaliation, $261,104
Wrongful Term, $120,760

Five Steps To Remember

• Ask basic questions
• Spot issues
• Develop the facts in context
• Call on resources
• Follow through
Ask Basic Questions

- Is a UC employee involved?
- Has the matter been resolved?
- How long ago did this happen?
- Has anyone else been notified?
- Is this employee disabled?
- Does this employee qualify for leave?

Ask Basic Questions

- Is there a Whistleblower/False Claims Act issue?
- Is there a Worker’s Compensation claim?
- Should we do a formal investigation?
- Is there a simple way to fix this?
- Who do I need to involve?
Spot Issues

**Workplace violence/Safety**

- Is there a possibility of workplace violence or a security issue?
  - Review security and safety procedures
  - Reiterate and reinforce policies about discrimination, harassment and retaliation
  - Review leave policies

**References**

- Must you disclose information?
- Five things to remember:
  - **T** is for Truth
  - **E** is for Evidence
  - **R** is for Respond to a request
  - **M** is for Malice: not allowed
  - **S** is for Scope
Spot Issues

References


- Noel v. River Hills Wilsons, Inc. (2003) 113 Cal.App.4th 1363. Incorrect information given in a reference check is not actionable where the mistake was inadvertent error and there was no evidence of malice

Spot Issues

Disability rights laws

- Federal Americans with Disabilities Act (ADA)
- Cal. Fair Employment and Housing Act (FEHA)
- Worker’s Compensation
- Privacy Interest
Spot Issues

Disability rights laws

– General principle: Employer may not discriminate against a qualified individual with a physical or mental disability
– AB 2222 dramatically changed FEHA to liberalize the standards for disability rights under state law.

Mental/physical disability need only “limit” a major life activity, not “substantially limit.”

Major life activities include working (including a “particular employment”), studying and even social activities
Spot Issues

Disability rights laws


Spot Issues

Disability rights laws

– Pre-placement medical exams
– Fitness for duty
Spot Issues

Disability rights laws
- Is individual disabled?
- Is she qualified to perform essential functions of the job?
- Did she request an accommodation or do we know that one is needed?

Disability rights laws
Employer has to engage in the Interactive Process “aimed at affecting a reasonable accommodation and provide a necessary and reasonable accommodation to an applicant or employee whom it regarded as physically disabled” \textit{(Gelfo v. Lockheed (2006) 140 Cal. App.4\textsuperscript{th} 34)}.
Spot Issues

Interactive Process
- direct communication with employee (representative) to explore possible accommodations,
- consideration of any accommodation requested by the employee,
- offer of a reasonable and effective accommodation, if one exists, without causing the employer undue hardship.

Spot Issues

Interactive Process
- Identify barriers to equal opportunity, identifying and distinguishing between essential and nonessential job tasks.
- Assess the reasonableness of each in terms of effectiveness and equal opportunity.
Spot Issues

Interactive Process

– Implement the accommodation that is most appropriate for the employee and the employer under all the circumstances. The decision is the Employer’s ultimately.

The accommodation must work effectively. If not, try again. The process goes on until the employee no longer needs accommodation or the employee refuses to participate in the process in good faith or we determine there is no reasonable accommodation  

(Humphrey v. Memorial Hospitals (9th Cir. 2001) 39 F.3d 1128).
Spot Issues

Interactive Process

- Reassignment to a vacant position” is considered a reasonable accommodation. The employer must make an active effort, not just give the employee a list of vacant positions and tell the employee to apply.

- An employer’s good faith consideration of an employee’s requested accommodation requires more than an uninformed rejection. The employer may not merely speculate that the employee’s suggested accommodation is not feasible, but must gather sufficient information from qualified experts to determine the accommodation’s effectiveness *(Hughes v. U. S. Foodservice 2006 U.S.App. Lexis 4554 (Unpublished))*.
Spot Issues

Interactive Process

- Leaves of absence may be a reasonable accommodation.
- Family and Medical Leave Act (FMLA) and California Family Rights Act (CFRA): Threshold issues and notice - 1250 hours for eligibility.

Spot Issues

Free Speech/First Amendment

Statement made by public employees pursuant to their official duties are not protected under the 1st Amendment and such communications are not insulated from employer discipline *(Garcetti v. Ceballos (2006) 126. S. Ct. 1951).*
Spot Issues

Religious Speech
Regulation of speech in the workplace by a governmental employer, religious or otherwise, is subject to the same balancing test under the First Amendment *(Berry v. Dept. Of Social Services (9th Cir. 2006) 447 F.3d 642).*

Spot Issues

Harassment, Discrimination and Retaliation
– race, color, national origin, ancestry, sex, sexual orientation, physical and mental disability, age (over 40), gender identity and religious creed.
Spot Issues

Harassment, Discrimination and Retaliation

- Under FEHA, the University is strictly liable for unlawful harassment by supervisors
- No defense to liability
- Possible defense to damages only under doctrine of “avoidable consequences” (*State Dept. of Health Services v. Superior Court* (2003) 31 Cal.4th 1026).

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Spot Issues

Harassment

Spot Issues

Sex Discrimination


• 9th Cir. upholds makeup requirement for female employees (*Jesperson v. Harrah’s Operating Co.* (2006) 444 F.3d 1104).

Retaliation

• Retaliatory harassment by coworkers is actionable under Title VII (*Jensen v. Potter* (3rd Cir. 2006) 435 F.3d 444).

• New standard for “adverse employment action” -- actions that are sufficiently harmful that they might “dissuade a reasonable worker from making or supporting a charge of discrimination” (*Burlington Northern and Santa Fe Railroad Co. v. White* (2006) 126 S. Ct. 2405).
Spot Issues

Releases/Waivers

• Confusing release and covenant not to sue did not satisfy the requirement of a knowing and voluntary waiver under the OWBPA (*Syverson v. IBM* (9th Cir. 2006) 461 F.3d 1147).


• 10th Cir. broadens requirements for waiver of age discrimination claims – failure to conform to statutory requirements can make release ineffective as matter of law (*Kruchofski v. Weyerhaeuser* (10th Cir. 2006) 446 F.3d 1090).

• Settlement of labor grievance between union and employer not necessarily intended to extend to personal claims of employee (*Butler v. The Vons Companies, Inc.* (2006) 140 Cal.App.4th 943).
Spot Issues

Union Issues
- HEERA
- CBA applicable to the unit employees
- Unfair labor practices
- Status Quo
- Strikes (Protected conduct)
- Fair Labor Standards Act

Develop the Facts in Context
- Investigate
- Service record is important!
- Look at the complete picture
- Analyze operational impact on your unit
Develop the Facts in Context

Investigate

• Generally, an employee is required to cooperate in employer investigations
• But remember constitutional protections

Resources

• HR
• Risk Management/EHS
• Internal Audit
• AA/EEO Office – Title IX Officers
• Employee Relations
• Labor Relations
• OGC
Follow Through

• Inaction is a decision!
  – Candidly evaluate performance annually
  – Use progressive discipline

Settlements and Post-Mortems

Why settle cases?
  – Are you right? Can you win? How will it play in Peoria?
  – In context, is the case worth the cost of litigation?
  – New Regents’ policy
QUESTIONS?
Thank you for your kind attention!

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