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The Industrial Front-Line Supervisor and Work Place Laws Related to Civil Rights

By Dr. Michael A. Hayden

No one need tell the industrial manager that the industrial environment is different from a few years ago. Constant change is not an oxymoron. The proportion of older-age workers is increasing. The cultural mix in America is enriching. The work environment reflects these trends and is increasing in female representation. The number of suits against employers and the amount of monetary awards have steadily risen. Any supervisor that has been around for a few years can tell others that the worker and the work environment of today are different from those of yesterday. These trends can be expected to continue.

A manager's attention might naturally be drawn to techniques and systems to increase quality, efficiency, and profit. It is also prudent for managers to place emphases on employee safety and moral. Depending on one's position in industry, some elements of the industrial climate will be viewed as lower priority, tangential to core objectives, or even as inconsequential or trivial. The industrial manager, especially the front-line supervisor, must primarily focus on profitability, production goals, employee motivation, and other core duties assigned by upper management. However, many seemingly unimportant or unrecognized elements of the industrial environment directly affect core components such as production schedules, quality, efficiency, safety, and morale. Work place, employment, and commerce laws are such elements.

Many front-line supervisors, those supervising the primary production or service personnel within an organization, recognize OSHA or overtime pay laws as affecting supervisory duties. Fewer supervisors understand that NAFTA or the Helms-Burton law might also affect the supervisory function. The details of GAT trade agreements or a global treaty to save the ozone layer may indeed require little of a supervisor's attention. However, there are other laws and regulations with which every supervisor should be familiar.

Civil Rights and the Work Place

Just one important category of work place related laws are those laws and regulations related to employee's civil rights. The Civil Rights Act of 1964 (subsequently amended in 1991) prohibits discrimination based on age, disability, color, national origin, race, religion, and sex. Other laws also prohibit discrimination because of age, disability, military service, previous medical condition, and host of other groupings. These classifications, categories, or groupings are called protected factors. Other laws also relate to these protected factors. Additionally, many regulations have been promulgated by the Equal Employment Opportunity Commission (EEOC).

This report will focus on civil rights related work place laws as they relate to the supervision of front-line employees. Laws specifically discussed include the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), the Family and Medical Leave Act (FMLA), and a group of laws related to sexual and other forms of harassment. The FMLA is not a civil rights law, but affects front-line workers and their supervisors in much the same way.

The laws mentioned were chosen because (a) some are relatively new, (b)plaintiffs can now demand jury trials, (c) punitive damages can now be assessed, (d) awards based on an employer's speed in addressing complaints are on the rise, and (e) the supervisor can be held liable if the laws are violated. Additionally, the laws (a) are aimed at having a fair and nondiscriminatory work place; and (b) complement an agile, diverse, and motivated work force.

The commonality of most of the preceding laws is their principle of fairness. The laws are based on the assumption that considering an employee's ability to produce a desired result is fair, but considering other attributes of an employee, particularly those related to protected factors is not fair. The laws also prescribe a fairness that requires employers to reasonably accommodate diversity in the protected categories, e.g., an employee's disability or religion.

Employees are covered by clauses in the Fifth and Fourteenth Amendments that require equal and due processes be used in dealing with actions affecting employees. As a minimum, this requires that policies be fair and equally applied. Disciplinary actions against employees, even if clearly deserved and legal, must follow procedures that include a fair hearing and allow for appeal of decisions. Part of equal and due process is to not make any arbitrary, capricious, or prejudicial

decisions regarding employees. This would, of course, involve employment decisions related to protected factors.

Some laws such as the ADEA and sexual harassment laws specifically focus on a protected category such as age or gender. Other laws such as the ADA specifically call for reasonable accommodations. However, **all** related civil rights laws require fair treatment and some amount of tolerance or accommodation. An employer or supervisor can be sued just as easily for a hostile work environment related to national origin as they can for a hostile work environment related to gender.

To comply with the spirit of the laws under discussion is simple in theory but less clear in practice. The theory is—in dealing with employees (or applicants), consider only the person's ability to complete essential job duties. To expand the previous statement, "dealing with" means advertise, hire, assign, evaluate, schedule, pay, communicate with, and most other aspects of employment.

No attempt will be made to explain the laws in detail. Rather, a goal of this report is to alert supervisors to key provisions that affect the supervisor's ability to accomplish core duties such as (a) schedule, motivate, and evaluate employees; (b) plan production; (c) maintain agility, flexibility, efficiency, quality, and morale; and (d) satisfy customers.

Laws affect what can be considered a legitimate business objective, for example, engaging in monopolistic or criminal activities is illegal for businesses. Comparatively though, work place laws interfere little with an employer's right to set job duties. Work place laws are much more involved with the perceived fairness of how employees are to accomplish tasks.

Job Duties and Descriptions

Every company should seek the best methods to produce its products and deliver its services. Every employee should use the best methods available to accomplish her or his job duties. However, to the chagrin of many a time and motion expert, an employer may not be able to tell an employee which hand to use or how to hold a wrench. For example, the ADA requires that changes be made to the time, place and/or method of work to accommodate individuals with disabilities.

It is the employer's prerogative to set job duties. However, the ADA in particular calls for job duties to be essential—not trivial. Essential job duties are only those required to carry out legal and otherwise legitimate objectives of the organization. An essential job function or duty is a fundamental task that the employee must perform. If a job duty cannot pass this test, the duty is considered marginal and not essential. Therefore a person covered by the ADA cannot be made to fulfill the duty (Baker & Daniels, 1995). This necessitates a clear understanding of essential job duties. A clear job description is preferred that spells out job duties and relates them to company objectives. The supervisor plays an important role in developing objectives and job descriptions and in supervising employees performing the jobs.

Job descriptions must contain job requirements that are reasonably related to effectively accomplishing legitimate goals of the organization. Protected categories such as age cannot normally be part of job descriptions. The commonly used job description catchall of "other duties as assigned" will not stand up in court unless the other duties are reasonably related to the functioning of the organization and closely related to normal, stated job duties. Evaluation criteria must also be related to accomplishing essential job duties.

Potential for ill will and litigation exists whenever job descriptions are vague or include factors not directly supporting a company's goals. Just as deleterious is when job descriptions are overwritten to prescribe methods. Job duty refers to the desired outcome, for example, to machine a gear, take an order, or assemble a unit. Method refers to the processes and manipulations required to produce the desired result. Method also involves the "when" and the "where" of producing a job result.

There is resistance to these laws. The laws require substantial changes; they subtract from an employer's discretionary powers; they give workers new entitlements. The laws can also be used to advantage. The laws (a) make consistent throughout the United States several fair employment standards, (b) help employers focus on essential job duties, and (c) remind employers to treat employees equitably and not discriminate against them because of an employee's age, color, disability, sex, national origin, race, or religion.

The supervisor may think that these laws are not his or her responsibility, that upper management or the human resources department will handle these issues. It is true that policies related to these laws will likely be developed by upper management. The human resources department will most likely handle the necessary paperwork and reporting requirements. However, the supervisor will carry out upper management's policies; the supervisor will complete some paperwork. More important, the supervisor must (a) supervise the employee protected by the law, (b) oversee and maintain a nondiscriminatory work environment, and (c) reasonably accommodate protected workers by changing the time, place, and/or method by which the work is performed. As mentioned, the supervisor is legally responsible for their own conduct and their decisions related to these laws. Most supervisors realize that a supervisor can get the company into trouble. Fewer supervisors realize that their company can get the supervisor into trouble. A supervisor can be personally sued for violations of law—"I was following company orders" is not a legal defense.

The following section summarizes various laws and bullet-lists legal provisions, pertinent relationships, do's, and don'ts that are likely to be important to an industrial front-line supervisor.

Work Place Laws

Factors Related to All Civil Rights Work Place Laws

The following points apply to all the laws discussed.

1. It is imperative that uniform policies are developed and applied.
2. Laws are violated if an employer discriminates based on the assumption an employee will miss work or leave early to care for a family member, for religious observance, or other reasons related to protected status (Baker & Daniels, 1995).
3. Many laws overlap; a supervisor can be sued simultaneously under different laws.
4. When laws overlap, the Department of Labor and the courts usually take a "best of both worlds" view that allows an employee to benefit from the best provisions of each law (Duston, 1997).
5. All complaints should be investigated quickly and thoroughly.
6. Requests for leave, accommodations, or information should be handled promptly.
7. Persons discriminated against because of their association or relationship with a covered individual are also covered by the applicable law.
8. An employer cannot discriminate or retaliate against an employee for filing suit or a grievance, asking for a reasonable accommodation, using FMLA leave, or exercising other rights under federal law.
9. Awards to employees can include back pay, reinstatement and/or promotion, and others such as mental anguish.
10. Punitive damages can be awarded if the violation were willful. Juries decide the dollar figure of damages. Millions of dollars have been awarded because of one racist or sexist joke sent on a company's e-mail system.
11. Double damages can be awarded if the violation were willful and/or punitive action was taken against an employee.
12. Employees generally cannot waive their rights, nor can rights be changed through collective bargaining agreements (Duston, 1993).
13. A supervisor should be careful when requesting a reference and wary of giving one.

References

It behooves an employer to gain all the information it can about an applicant, and the hiring supervisor should be involved. An employer can and should ask about a potential employee's work habit, skills, qualifications, attendance, and how the applicant should be supervised. However, collecting information about age, gender, disability, or other protected factor is considered proof that an employer intends on making decisions based on protected factors.

The table is turned when a supervisor receives an inquiry about a current or former employee. The supervisor cannot give out any protected group information. Additionally, there is a danger that an employee will bring a defamation suit against the supervisor if any derogatory comments are made. Even well intentioned remarks by a previous or current employer can lead to a suit. Giving out no information about a current or former employee is safest for a supervisor (Baker & Daniels, 1997). However, former employers have been sued by second employers, coworkers, and clients because the former employer did not alert the second employer about pertinent disqualifying information such as a history of sexual harassment.

Hiring and Promotion

An applicant cannot be asked any question related to a protected category; for example, they cannot be asked if they have a disability. No advertisement or interviewer comments (for a new hire or an internal transfer or promotion) can indirectly inquire about age, disability, or other protected status indicators. For example, an employer cannot advertise for a "recent graduate." Job application forms cannot ask for age, family status, nationality, or gender. Pre-employment physicals are prohibited. Applicants can be asked to provide proof that they can legally work and do the job (given a reasonable accommodation if they are disabled).

Reductions in Force

Supervisors and employers can also open themselves up to law suits when there is a reduction in force (RIF). When planning for an RIF, reviewing the nature of the work force is important. How the work force is presently organized and how it will be organized after the RIF are also important. Organizational charts and job descriptions are not only useful but show a court that decisions were not arbitrary (Baker & Daniels, 1995). RIF plans should include an analysis of the impact on protected categories. The employee's qualifications and skill, product knowledge, versatility, working relationships with coworkers, ratings, and other performance related factors should be used in RIF and other employment decisions—protected factors cannot be considered. For example, a person's inability to do a job may be related to their age. However, age cannot be considered, inability to perform a job can be (Baker & Daniels, 1995).

Violations

Violations can be willful or nonwillful. Willful violations intentionally consider a protected factor. A violation is willful if the employer knew or should have known the employment practice was discriminatory. Nonwillful violations do not intentionally discriminate but unfairly impact a protected group. The ADA, ADEA, and other laws also prohibit punitive and retaliatory practices. Employment practices that could be considered willful and punitive include (a) transferring older workers to more difficult work assignments or conditions, (b) deluging the employee with work, or (c) subjecting the employee to inconsistent and changing job demands. If an employer does any of the preceding without having done so as a justified economic necessity, fair labor laws may have been violated. If unfair or discriminatory treatment of protected groups was involved, the employee's civil rights may have been violated. Additionally, laws dealing

specifically with protected categories, e.g., ADA or ADEA, may also have been violated.

Filing suit

For most laws, such as the ADEA, a person may bring suit 60 days after filing charges with the EEOC. The plaintiff may demand a jury trial. This is pertinent because jury trials cost more and juries are more likely to be sympathetic with the plaintiff. Most jury members have been employees; few have been employers. The time limit for filing a suit is typically two years (three years if a willful violation is alleged). The plaintiff may simultaneously seek relief under EEOC and other laws such as the ADA and/or other constitutional rights violations or tort laws.

FMLA

The FMLA allows an employee to take up to 12 weeks of unpaid leave during any 12-month period (W. F. Corroon, 1995). The leave can be used for serious personal illness and/or the need to care for a sick spouse, child, or parent. The "need to care for" can be for emotional or financial support (Duston, 1993). Time can also be taken for the birth of a child or an adoption. Serious personal illnesses include those requiring three or more consecutive days of missed work, hospitalization or outpatient services requiring three or more days (including hospitalization) of recuperation. Voluntary cosmetic surgery is covered if inpatient care is required.

An employee has the right to use accrued vacation or personal leave for FMLA purposes. Disability, family, or sick leave may also be used per the company's policies. The aforementioned types of leave may be paid or unpaid depending on the company's benefits package. Workers compensation time can be charged against FMLA time if the employee was injured at work. The company can and will usually require that such leaves be used during an FMLA leave.

If the employer wants the employee to use paid leave during the FMLA leave period, the employer must inform the employee at the time the leave is requested or when the employer determines the leave qualifies as FMLA leave. The employer has two days to decide and notify the employee in writing if the employee's leave is going to count against FMLA leave time. This is important because most employers will not want to give an employee 12 weeks of FMLA leave, plus two more weeks company sick leave, plus two weeks vacation, etc.

It is the duty of the employer to correctly designate leave as FMLA leave. This is true whether the employee asked for or knew of the existence of FMLA leave. Typically, an employee will notify her or his supervisor about an intended absence. Necessary information must be quickly and accurately relayed to the appropriate departments. If the correct decisions are not made within two days, the employer may not be able to count the FMLA time against vacation and other types of leave.

An overriding FMLA principle is for the leave not to affect the employee. After the employee has taken the leave (or during intermittent leave), the employee is to be treated as if they were never on leave.

A supervisor needs to understand how FMLA leave interacts with other types of leaves to develop schedules and staff positions. Following are additional points of interest to supervisors.

1. Men and women can take time for child birth or care.
2. When foreseeable, an employer may require up to 30 days notice that the employee will take FMLA leave.
3. An employee taking a planned FMLA leave need only give two days notice that they are returning to work earlier than planned. If the change in schedule was not foreseeable, no notice is required.
4. Employees, when notifying an employer cannot be made to notify a certain office or officer. If the employee notifies her or his supervisor, the company has been legally notified. It is extremely important for a supervisor to quickly collect and pass on appropriate information.
5. For birth or adoption, leave may not be intermittent unless the employer agrees (Duston, 1993).
6. Time can be taken for treatment and recuperation.
7. Time taken for an employee's illness or to care for a covered relative may be intermittent if medically necessary, e.g., one hour this week and three hours next week, or every Thursday afternoon. The doctor determines the need for intermittent leave—not the employer. The employer may ask for a doctor's statement saying leave is necessary. However, the employer may not ask about the nature of the illness.
8. When both spouses are employed by the same employer, FMLA leave for childbirth is limited to 12 total weeks. For all other types of leave, each spouse is entitled to 12 weeks.
9. After the FMLA leave, the employee must be returned to the same or equivalent job at the same pay grade. Of the thousands of FMLA complaints each year, approximately two-thirds involve refusal to reinstate an employee to the same or equivalent position (Duston, 1997).
10. While on FMLA leave, the employee must continue to accrue benefits, vacation pay, seniority, company paid insurance premiums, etc., just as though the employee was working. There is an exception for benefits earned because of hours worked (Duston, 1993).
11. FMLA leave cannot affect perfect attendance or safety awards (Duston, 1997).
12. Files containing FMLA, ADA, or other medical information should be kept separate from personnel files containing job performance data (Duston, 1993).
13. Employees in the upper 10% of an employer's salaried work force are exempt from FMLA coverage. Sometimes, the supervisor who must pay careful attention to protecting the employee's rights is not ex-

tended the same rights.

ADA

When an individual's disability creates a barrier to employment opportunities, the ADA requires that reasonable accommodations be made to remove the barrier (EEOC, 1991). The ADA is intended to allow disabled individuals to compete according to the same job performance standards as nondisabled employees. The supervisor should remember that performance standards refer to results, not necessarily to methods (EEOC).

An ADA-covered disability is one that limits a major life function such as seeing, hearing, walking, learning, and working. Some covered disabilities include (a) physical or mental impairments, including mental retardation and specific learning disorders; and (b) diseases such as heart disease, alcoholism, drug addiction, and HIV. Having a history of such a condition or being perceived as having such a condition are also covered. Excluded conditions include current drug use, homosexuality and sexual behavior disorders, and compulsive disorders such as gambling or kleptomania (Lotito, Jones, Pimentei & Baker, 1990). Employees enrolled in a drug rehabilitation program and who are not currently taking illegal drugs are covered by the ADA (Baker & Daniels, 1995). The ADA is violated if an employer does not hire, promote, etc. a person because the employer thinks the person may have to miss work.

Reasonable accommodations typically include making changes to the way a job is usually performed. However, reasonable accommodations may involve (a) changes in the work environment such as location or time, (b) acquiring or modify equipment, (c) modifying training, or (d) making facilities accessible.

Other issues important to supervisors follow.

1. Employers are not required to lower quantity or quality standards.
2. Written job descriptions are evidence, but not conclusive, of essential job functions (EEOC).
3. Accommodations must be tailored to each disabled individual, not to the disability. Accommodations must be worked out in consultation with the disabled person. Two identically disabled individuals may require different accommodations, even when doing the same job (EEOC)!
4. To limit, segregate, or classify an employee (even to accommodate a disability) in a way that adversely affects their status or opportunities is unlawful discrimination.

ADEA

The ADEA, enacted in 1967, prohibits arbitrary age discrimination in employment. Violations of the ADEA might also violate Civil Rights, EEOC, labor relations, and other laws and regulations. The ADEA applies to all persons 40 years of age and older. There is no upper age limit.

The general intent of the ADEA is to remove age from being a factor in decisions impacting employees unless there is a legitimate business necessity to do so. The moral and legal intent of the law is that age should not and cannot be a factor in employment decisions and practices. The only employee attributes than can be used in employment decisions are bona fide job qualifications and job performance.

Bona fide occupational qualifications

For age to be a bona fide occupational qualification (BFOQ), age must directly and substantially relate to the carrying out of legitimate job functions. This standard is interpreted strictly by the courts and is usually reserved for occupations involving safety of the clientele or the public, e.g., airline pilots and other transport drivers, firefighters, law enforcement officers, and emergency personnel. The preferences of customers are not grounds for a BFOQ. However, if maintaining a certain image is necessary to conduct a company's business, certain "looks" and behavior may be required. The image may be a youthful one. However, the youthful "image" must drive the employment decision, not age. For a BFOQ to apply (a) an age limitation must be reasonably necessary to the normal operation of the particular business or (b) substantially all persons within an age group would be unable to fulfill the duties of the job.

The supervisor should also consider the following points.

1. The burden of proof in establishing a BFOQ lies with the employer.
2. The cause of a disability cannot be considered. Whether an employee became disabled rescuing a child from a burning building or the disability resulted from the employee, while drunk, causing an accident where a child was killed is inconsequential to the law.
3. An employee over the age of 40 does not have to be discriminated against in favor of another below the age of 40. If a company discriminates in favor of 60 year olds to the detriment of 70 year olds, the company is practicing age discrimination (Geller vs. Markham, cited in McCarthy & Cambron-McCabe, 1992).
4. To hire younger workers or to let older workers go to save money is not legal.

Discrimination and Harassment

Discrimination and harassment are similar. In essence, discrimination is ignoring, while harassment is paying unfair attention. Various laws prohibit discrimination and/or harassment based on age, color, disability, national origin, race, religion, and sex. Harassment can be (a) quid pro quo, e.g., you do this or you are fired; (b) willful bias, e.g., not promoting Martians; or (c) as causing or allowing a hostile work environment.

Harassment has occurred if a reasonable person would view a slur, epithet, or taunt as severe and pervasive enough to create a hostile or abusive work environment. One incident can be considered severe enough to meet this test. Discrimination or harassment does not have to be intentional. Discrimination can be proved by showing disparate treatment or disparate impact. Disparate treatment consists of actual

or inferred employer actions that cause an employee to receive unfair treatment because of their protected status. Disparate impact is similar. However, the actions need not be willful. The perspective of persons who share the victim's protected status is a major consideration in interpreting the "reasonable person" standard. With sexual harassment, the interpretation of the victim is the standard. This point deserves clarification—if a person feels sexually harassed (even if others of the same gender do not and despite the intent) then the person may have been harassed.

The supervisor should not forget the following.

1. Differential treatment of two employees, one who is older, female, disabled, etc., is not by itself an indication of discriminatory treatment. To demote, not promote, or not hire, because an employee cannot physically or mentally do the job (assuming the employee has been supplied with reasonable accommodations) is not discriminatory.
2. Supervisors are liable for hostile work environments that develop under their span of control.
3. It is good policy to dissuade jokes, posters, disparaging terms, and discussions related to sex or other protected categories.
4. Disparaging terms do not have to well-known epitaphs or blatantly offensive acts. Suits have involved the use of terms such as "old guys," "girl," "blondie," "little lady," "redskin," and "water buffalo." Other suits have involved deodorant and other personal care items being left in common view.
5. The supervisor should be on the lookout for discriminatory and harassing behavior; an employee does not have to complain internally about harassment or discrimination before filing suit. There have been large awards because the company/supervisor did not act quick enough to investigate, squelch, and/or punish harassment or discrimination.
6. Ignorance of the law is not an excuse, neither is lack of intent. If discriminatory or unlawful acts occur, the supervisor is legally liable whether or not the supervisor knew of the event or meant for the situation to occur.
7. An otherwise legal policy that disparately impacts a protected group is just as illegal as willful discrimination.
8. A hostile work environment can be created by a supervisor, coworker, client, or other visitor (Baker & Daniels, 1995).
9. Interfering with an individual's work performance may constitute harassment.
10. Gossip, questions, or comments targeted at females, even if not of a sexual nature, can be considered sexual harassment.
11. An employer is subject to a sexual harassment claim if one employee (female or male) claims they were passed over because another individual submitted to a supervisor's sexual demands.
12. If a social or personal relationship between an employee and some supervisor ends, the supervisor is open to harassment charges if the supervisor tries to rekindle the relationship (Baker & Daniels, 1995).
13. Treat all complainants seriously.
14. It is the supervisor's duty to sensitize employees to legal issues.

Summary

Supervisors must (a) understand various laws, including the rights of the victim and accused, and (b) administer company policies.

Maintaining a motivated and diversified work force is beneficial for a company. It seems indubitable that employers when hiring, supervising, and rewarding an employee would only want to consider that employee's ability to produce desired results. Few people can argue against the inherent rightness of treating employees equitably no matter the employee's age, gender, color, nationality, race, religion or other diverse characteristics. Few employers would not want to make a reasonable accommodation for a disabled person so that the disabled person can accomplish essential job duties. It is good business strategy to have an agile work place and work force. Companies with the flexibility to adapt to the changing global industrial environment have the potential to thrive. Companies that proactively embrace work place laws to make strategic changes will be around to talk about the way things used to be. Companies, no matter how profitable, that do not change, cannot last. Consider the following saying passed on by an admired colleague.

Question: *What was the last buggy whip company to go out of business?*

Answer: *The best one.*

Irvin A. Smith

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Appendix A
Abridged List of Laws and Regulations Under Which a Supervisor Might Be Held Liable and Sued (Baker & Daniels, 1997)

First Amendment: Free speech
Fourteenth Amendment: Due process
Title VII: Civil rights
- Color discrimination
- National origin discrimination
- Race discrimination; also 42 U.S.C. § 1981
- Religious discrimination
- Sex discrimination
- Quid pro quo sexual harassment
- Hostile environment (sexual or other)
- Retaliation for complaining about or opposing discrimination

ADA: Discrimination based on disability or failure to make a reasonable accommodation
ADEA: Age discrimination
USERRA: Discrimination based on Military status or duty
FMLA: Family and medical leave
Bankruptcy codes: Discrimination because an employee has filed for bankruptcy
National Labor Relations Act: Discrimination because an employee has engaged in union activity
Fair Labor Standards Act: Failure to pay overtime pay and working conditions
OSHA: Employee safety and health violations
Immigration Reform and Control Act: Discrimination based on national origin or citizenship
ERISA/COBRA: Continued health coverage after termination
42 U.S.C. § 1985(3): Conspiracy to deprive individual of equal protection
42 U.S.C. § 1986: Negligence in preventing violations of 42 U.S.C. § 1985
State civil rights laws
State torts: defamation, wrongful discharge, termination for garnishment of wages, negligent hire, negligent retention, infliction of emotional distress, assault, breach of contract, fraud, breach of duty of good faith and fair dealing, interference with contract or business relationship, and many others.

Appendix B
Sources of Information About Work Place Laws

The Civil Rights Act of 1964, Public Law 88-352; amended in 1991, Public Law 102-166.
Covers the protected factors of age, disability, color, national origin, race, religion, and sex. Enforced by the Department of Justice, overseen and administered by the Department of Labor (DOL), the Equal Employment Opportunity Commission (EEOC), and others.
http://www.eeoc.gov/laws/vii.html
http://www.eeoc.gov/laws/cra91.html

Department of Justice
Office of the Assistant Attorney General
Civil Rights Division
P.O. Box 65808
Washington, DC 20035-5808
Ph: (202) 514-2151
Fax: (202) 514-0293
WWW: http://www.usdoj.gov/crt/crt.html

Department of Labor
200 Constitution Ave., N.W.
Washington, DC 20210
Ph: 202 219-7316
Fax: 202 219-8699
Secretary-of-Labor@dol.gov
http://www.dol.gov/

Equal Employment Opportunity Commission (EEOC)
1801 L Street NW
Washington, D.C. 20507
Ph: 800-669-3362
TDD: 800-669-3302
WWW: http://www.eeoc.gov/index.html

The Americans with Disabilities Act (ADA), Public Law 101-336.
http://www.usdoj.gov/crt/ada/pubs/ada.txt

Office on the Americans with Disabilities Act
Civil Rights Division
U.S. Department of Justice
POB 66118
Washington, D.C. 20035-6118
202-514-0301 (voice)
202-514-0383 (TDD)

Age Discrimination in Employment Act (ADEA), Public Law 90-202.
http://www.eeoc.gov/laws/adea.html

Family and Medical Leave Act (FMLA), Public Law 103-3.
http://www.dol.gov/dol/esa/public/regs/statutes/whd/fmla.htm
http://www.dol.gov/dol/esa/public/regs/cfr/29cfr/toc_Part500-899/0825_toc.htm