

# THE LAW AT WORK

## EMPLOYMENT LAW FOR MANAGERS

**UNIVERSITY OF PENNSYLVANIA  
THE WHARTON SCHOOL  
LGST 208-401/MGT 247-401 SPRING 2014**

Location: JMHH \_\_\_\_

Wednesday: 3:00 P.M. – 6:00 P.M.

Professor: Deborah Weinstein, Esquire

Jon M. Huntsman Hall, Legal Studies and Business Ethics Department

Office hours: Wednesday, 2:00-3:00 P.M., after class or by appointment,

JMHH, 6<sup>th</sup> Floor, Room 618, or at

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### Description

This course is based on the principle that knowledge and understanding of employment law facilitate (1) promotion of a workforce with a high degree of commitment to reaching business goals, (2) the development of practical business solutions to problems arising in the workplace, (3) effective human resources policies and procedures that comply with applicable laws. This course provides future business owners, entrepreneurs, executives, managers and students interested in going to law school or intending to enter the workforce with an introduction to the law of the workplace. The course examines the various employment laws with which businesses must comply and the legal rights and responsibilities of employees and employers. Balancing employer legal compliance and equal employment opportunity imperatives with dynamics conducive to a successful enterprise is a significant theme throughout the course. Emphasis is on laws concerning equal employment opportunity with respect to discrimination and harassment because of sex, race, national origin, religion, sexual orientation, age, disability, pregnancy, veterans' status and other characteristics protected by laws; work-related security, safety and privacy including investigations, employment-at-will, drug testing, social media and electronic communications; worker misclassification; affirmative action; and the legal and regulatory environment

regarding immigration, wage and hour, leaves of absence, hiring, the non-employee workforce, labor/management relations and collective bargaining.

### **Assigned Readings**

Course materials will be posted on Canvas throughout the semester. Readings are court opinions, laws and regulations, articles from various media and outlines of particular topics in employment law for managers. **Many of the Readings listed on the Syllabus will not be assigned.** There is no textbook for the course.

### **Exams and Grading**

Class participation counts for 15% of your grade. There will be one midterm examination counting 30% and a final examination counting 30% of your grade. In addition, you will be responsible for a presentation to the class, either individually or as a group assignment, concerning a court opinion that addresses an employment law issue (counting 25% of your grade). A list of opinions from which you may choose will be distributed in class.

### **Class Preparation**

The readings listed on the syllabus are subject to change. MANY of the readings listed will NOT be assigned. Final assignments will be announced prior to the class for which they are assigned. Final reading assignments for each class are mandatory. Any handout provided before class must be read before class because the discussion will focus on this material. Class preparation is crucial to meaningful class participation.

### **Topical Assignments**

The assignments listed for each date are also subject to change as a result of course pacing, schedule changes or developments in the law. Some topics may not be covered.

## COURSE SYLLABUS<sup>1</sup>

### *Session #1 Jan. 22 Introduction: The New American Workplace*

*Course Introduction and Expectations, Employment at Will Rule, Sources of Employment Law, Employee/Employer Relationship & The Changing Legal Landscape - 2013.*

**READING<sup>2</sup>:** *Woodson v. AMF Leisureland Ctrs., Inc.*, 842 F.2d 699 (3d Cir. 1988)

(bartender fired for refusing to serve visibly intoxicated patron); "Interns Sue NBC Universal," *Philadelphia Inquirer*, July 9, 2013; "You Have a New Right to Complain about Your Job on Facebook," *Slate*, Jan. 3, 2012 (NLRB ruling on firing employees for online complaints); "Abercrombie & Fitch Sued Over Head Scarf Firing," *Silicon Valley Business Journal*, June 30, 2011; *City of Ontario v. Quon*, 130 S.Ct. 2619 (2010)(SCOTUS rules against employee privacy of texting on employer issued devices); "Private Sector Bias Charges Hit All-Time High, EEOC Press Release, Jan. 25, 2012.

### *Session #2 Jan. 29 Who is Working Here?*

*Employee? Independent Contractor? Consultant? Intern? Volunteer? Why Does It Matter?*

**READING:** "Independent Contractor or Employee," IRS Pub. 1779, Rev. 3-2012;

"Determination of Worker Status for Purposes of Federal Employment Taxes and Income Tax Withholding," Form SS-8, Rev. Aug. 2011; *Universal Am-Can Ltd. v. WCAB*, 563 Pa. 480 (2000)(are truckers employees or contractors?); "Strippers Sue to Be Classified as Employees, Not Independent Contractors," *NLJ*, June 9, 2009; *Kirleis v. Dickie McCamey & Chilcote, PC*, No. 09-4498 (3d Cir. July 15, 2010)(are shareholders protected employees by discrimination laws?); "Interns Sue NBC Universal," *Philadelphia Inquirer*, July 9, 2013; Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act, U.S. Dept. of Labor, Wage and Hour Div., April 2012; "'Charlie Rose' Show Agrees to Pay Up to \$250,000 to Settle Interns' Lawsuit," *N.Y. Times*, Dec. 20, 2012.

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<sup>1</sup> Readings for each session will be selected from the materials listed herein.

<sup>2</sup> For Session #1, the **only court opinion** reading assignment is *Woodson v. AMF Leisureland Ctrs., Inc.*, [http://scholar.google.com/scholar\\_case?case=5345229437303352235&q=%22woodson+v.+amf+leisureland%22&hl=en&as\\_sdt=2003](http://scholar.google.com/scholar_case?case=5345229437303352235&q=%22woodson+v.+amf+leisureland%22&hl=en&as_sdt=2003). The *Quon* opinion is assigned reading later in the course.

Session #3 Feb. 5

### **Part I. Help Wanted: Filling that Job**

*Recruiting, Advertising, Applications, References, Credit and Criminal Background Checks, Discriminatory Hiring, Use of Social Media, Medical Exams and Drug Testing.*

**READING:** *EEOC v. Consolidated Service Systems*, 989 F.2d 233 (7th Cir. 1993)(recruiting by word-of-mouth); Section 704(b) of Title VII (nondiscrimination in job advertising); “Prohibited Employment Policies/Practices,” EEOC, Dec. 31, 2010; “Employer Immunity from Liability for Disclosure of Employee Information” 42 Pa.C.S. § 8340.1 (2006)(PA job reference immunity law); “What You Should Know About the EEOC and Arrest and Conviction Records,” EEOC, April 2012; N.Y. CLS Correc § 752 (2006); ADA, Sections 102-04 (pre-employment medical inquiries and drug tests); “Scrub, Inc. To Pay 3 Million to Settle EEOC Racial Discrimination Suit,” EEOC Press Release, Nov. 9, 2010 (alleging janitorial service failed to recruit/hire African Americans); “EEOC Files Nationwide Hiring Discrimination Lawsuit Against Freeman,” EEOC Press Release, Oct. 1, 2009; “A Summary of Your Rights Under the Fair Credit Reporting Act,” 2013; “Notice to Users of Consumer Reports: Obligations of Users Under the FCRA,” 2013; “Title VII: Pregnancy Discrimination in Job Interviews,” EEOC Informal Discussion Letter, Feb. 2, 2007.

### **Part II. Immigration Laws and Employment**

*Stepped-up Enforcement, Unauthorized Workers, Non-immigrant Status, Temporary Visas, Green Cards, Citizenship, I-9s, E-Verify and Social Security No Match Letters).*

Guest Lecturer: Matthew T. Galati, Esquire, Immigration Attorney Klasko, Rulon, Stock & Seltzer, LLP

Readings to be announced.

### **Session #4 Feb. 12 Civil Rights in Employment**

*Introduction to Equal Employment Opportunity Law: Protected Classes, What the Law Prohibits and Requires; Procedure/Jurisdiction, Proving Discrimination, Management’s Defenses (Business Necessity, BFOQ, RFOA), Disparate Treatment and Impact, Retaliation, Civil Rights Act of 1964 as amended, Age Discrimination in Employment Act.*

**READING:** Title VII of the Civil Rights Act of 1964 as amended, 42 U.S.C. §§2000e *et seq.*; EEOC Poster<sup>3</sup>: *McDonnell Douglas Corp. v. Green*, 411 U.S. 792 (1972)(burden-shifting method of proof for disparate treatment case based on circumstantial evidence); 42 U. S. C. §§2000e-2(m) & 5(g)(2)(B); *Hodczak v. Latrobe Specialty Steel Company*, No. 11-1085 (3d

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<sup>3</sup> [http://www.eeoc.gov/employers/upload/eeoc\\_self\\_print\\_poster.pdf](http://www.eeoc.gov/employers/upload/eeoc_self_print_poster.pdf).

Cir., Nov. 17, 2011)(workers' explicit emails, not age, led to discharge); *Fuentes v. Perskie*, 32 F.3d 759 (3d Cir. 1994)(evidence of pretext for national origin discrimination).

*Session #5 Feb. 19*

***Civil Rights in Employment (Continued)***

**READING;** *Griggs v. Duke Power Co.*, 401 U.S. 424 (1971)(testing's disparate impact discrimination on Black employees); *Dothard v. Rawlinson*, 433 U.S. 321 (1977)(business necessity defense for height/weight standards); *Ash v. Tyson Foods*, 546 U.S. 454 (2006) ("boy" as evidence of discrimination); *Brian Reid v. Google, Inc.*, 235 P.3d 988, 50 Cal.4<sup>th</sup> 512 (Cal. 2010)("stray remarks, alleged discriminatory comments made by non-decisionmakers and coworkers, as admissible evidence); Proposed H.R. 3721, Protecting Older Workers Against Discrimination Act (to amend ADEA to clarify standards of proof).

*Session #6 Feb. 26*

***Other Discrimination and Duty to Accommodate***

**READING:** *Bergen Commercial Bank v. Sisler*, 723 A.2d 944 (N.J. 1999)(discrimination because of young age); "Got Religion? Accommodating Religion in the Workplace," Deborah Weinstein, Philadelphia Lawyer Magazine, Fall 2003; *TWA v. Hardison*, 432 U.S. 63 (1977)(accommodating religion); "Wearing 'Ten Commandments' Badge Violates Title VII," Sid Steinberg, The Legal Intelligencer, Sept. 11, 2013; *University of Texas Southwestern Medical Center v. Nassar*, 133 S.Ct. 978 (2013)(but-for causation standard for retaliation); Section 2000e-3 of Title VII, Retaliation, Participation and Opposition Clause; *Sutton v. United Air Lines*, 527 U.S. 471 (1999)(ADA disability determination made *without regard to* mitigating measures); 2008 Amendments to the Americans With Disabilities Act (overruling *Sutton*); Proposed Employment Non-Discrimination Act (ENDA)(to prohibit employment discrimination based on sexual orientation and gender identity);<sup>4</sup> "GAP Unlawfully Fired Employee With Disability, EEOC Charges," EEOC Press Release, Nov. 19, 2010 (alleging manager with kidney disease terminated despite excellent performance).

**Midterm Examination Handed Out in Class.**

*Session #7 March 5*

***Being a Jerk is Not Unlawful Harassment: What Is?***

**READING:** *Faragher v. City of Boca Raton*, 524 U.S. 775 (1998)(employer defenses to harassment claims); "Communication is Critical to Avoiding Sexual Harassment," Deborah Weinstein, Philadelphia Business Journal, April 22, 2005; Sample anti-harassment policy; Investigation into harassment complaints; EEOC Guidance

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<sup>4</sup> <http://www.hrc.org/laws-and-legislation/federal-legislation/employment-non-discrimination-act>

“Vicarious Employer Liability For Unlawful Harassment By Supervisors,”<sup>5</sup> “It’s Complicated: Mixing Romance and Work,” Deborah Weinstein, Philadelphia Lawyer Magazine, Winter 2011; *Vance v. Ball State University* 133 S.Ct. 2434 (2013)(legal definition of supervisor); *Tourtellotte v. Eli Lilly & Co.*, 2013 U.S. District Lexis 54389 (E.D.Pa. April 15, 2013).

## Midterm Examination Due in Class.

March 12 No Class [vacation]

Session #8 March 19

### **Part I: Beyond Equality: Affirmative Action and Reverse Discrimination**

**READING:** *Taxman v. Board of Ed. of Tnshp of Piscataway*, 91 F.3d 1547 (3d Cir. 1996); “Desperately Seeking Diversity,” Deborah Weinstein, Philadelphia Lawyer Magazine, Summer 2003; Executive Order 11246; *Ricci v. DeStefano*, 120 S. Ct. 2658 (2009) (prohibiting New Haven from setting aside firefighters’ test results where all earning promotions were Caucasian); *OFCCP v. O’Melveny & Myers LLP*, DOL AOLJ, No. 2011-OFC-00007 (October 31, 2011)(DOL administrative law judge concludes law firm is federal contractor subject to OFCCP jurisdiction).

### **Part II: Equal Pay for Equal Work and other Gender-Related Issues**

**READING:** *Lilly Ledbetter v. Goodyear Tire & Rubber Co.*, 127 S. Ct. 2162 (2007); Lilly Ledbetter Fair Pay Restoration Act of 2009; *Jespersen v. Harrah’s Operating Co.*, 444 F.3d 1104 (9<sup>th</sup> Cir. 2006)(requiring female employees to wear makeup).

Session #9 March 26 **When the Employment Relationship Ends**

To be announced.

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<sup>5</sup> <http://www.eeoc.gov/policy/docs/harassment.html>

*Session #10 April 2      What If Following Management and Customer Preferences Would Cause a Disparate Impact on a Protected Class?*

**READING:** *Playboy Bunny & Hooters*; “Man Sues ‘The Apprentice’ and Trump over Alleged Age Discrimination,” UPI, Jan. 1, 2007; “The Look of Abercrombie & Fitch,” cbsnews.com; “Abercrombie & Fitch Employees Allege Promotions Based on Looks,” Dallas Morning News, Aug. 27, 2008; *Wilson v. Southwest Airlines*, 517 F. Supp. 292 (N.D. Tex. 1981)(Love Airlines); “Casting Calls May Violate Federal Law,” L.A. Times, Nov. 30, 2006; *Diaz v. Pan Am World Airways, Inc.*, 442 F.2d 385 (5<sup>th</sup> Cir.1971)(customer preference only where it affects company’s ability to perform primary necessary function or service, not tangential aspects); *Bradley v. Pizzaco of Nebraska, Inc. d/b/a/ Domino’s Pizza*, 7 F3d 795 (8<sup>th</sup> Cir. 1993)(requiring male employees to be clean shaven may be discriminatory).

*Session #11 April 9      The Wired World at Work*

*Employee Privacy, Employer Security, Surveillance and Monitoring (phone, email and Internet Use), Facebook, Blogging, Texting; Employer’s Social Media Policies*

**READING:** *Smyth v. The Pillsbury Co.*, 914 F. Supp.3d 97 (E.D. Pa. 1996)(no expectation of privacy in contents of employee’s email sent over company email system); *City of Ontario v. Quon*, 130 S.Ct. 2619 (2010)(no employee privacy for texting on employer issued devices); “Acquisitive Craigslist Post Reddens Faces All Around,” New York Times, Oct. 8, 2007; “Google Admits It ‘Mistakenly’ Captured E-Mails, E-Mail Addresses, Passwords,” Corporate Counsel, October 25, 2010; “NLRB Memo ‘Unlikes’ Social Media Policies,” Corporate Counsel, July 24, 2013.

*Guest Lecturer:* Margaret DiBianca, Esquire, Labor and Employment Law Attorney, Young, Conway, Stargatt & Taylor LLP

*Session #12 April 16      The Organized Workforce: Unions in America*

*Overview of Collective Bargaining and Unionized Employees*

**READING:** “How the National Labor Relations Act Affects Non-union Employees,” Deborah Weinstein and Robert J. Haurin, *The Legal Intelligencer*, July 17, 2009; “An Employer’s Guide to Real Political Activity at Work,” Deborah Weinstein and Robert J. Haurin, *Philadelphia Business Journal*, October 24, 2008. “Updated Report from Lafe S. Solomon, NLRB Acting General Counsel, Concerning Recent Social Media Cases,” May 30, 2012. Other reading to be announced.

*Guest Lecturer:* Robert J. Haurin, Esquire, Labor and Employment Law Attorney, Nachmias Morris & Alt, PC

*Session #13 April 23      More Laws Protecting Workers*

**Part I              Fair Labor Standards Act and Pay Issues**

**READING:** Department of Labor (DOL) FLSA Summary; DOL Fair Pay Fact Sheet #17A: Exemptions for Executive, Administrative, Professional, Computer and Outside Sales Employees; DOL Fair Pay Fact Sheet #17M: Financial Services Industry Employees and Part 541 Exemptions; *IBP, Inc. v. Alvarez*, 126 S. Ct. 514 (2005)(when does work begin and end?)

*Guest Lecturer:* Pete Winebrake, Esquire, Employment Law Attorney, Winebrake & Santillo, LLC

*Session #14 April 30      More Laws Protecting Workers*

**Part II              Leaves of Absence, Pregnancy Discrimination and Employees with Caregiving Responsibilities**

**READING:** DOL Fact Sheet #28: The Family and Medical Leave Act “Enforcement Guidance: Unlawful Disparate Treatment of Workers with Caregiving Responsibilities,” EEOC Notice No. 915.002, May 23, 2007; “Remarks of the Honorable Hilda L. Solis, Secretary of Labor, “Treating In-Home Caregivers as Professionals,” Dec. 15. 2011; *UAW v. Johnson Controls*, 499 U.S. 187 (1991)(pregnancy discrimination).