



EMPLOYMENT LAW CONSIDERATIONS

March 16, 2006



Difference between being an employer vs. a law enforcement officer

- *Garrity – this case involves employees' rights against criminal self-incrimination*
- *This presentation focuses on employment law issues, not criminal law protections*
 - *i.e., the law that affects managers' conduct toward employees*
- *Courts recognize that more leeway is necessary when law enforcement institutions are acting as employers*
 - *Constitutional standards that apply are different, and involve balancing employer's legitimate interests against employee rights affected*



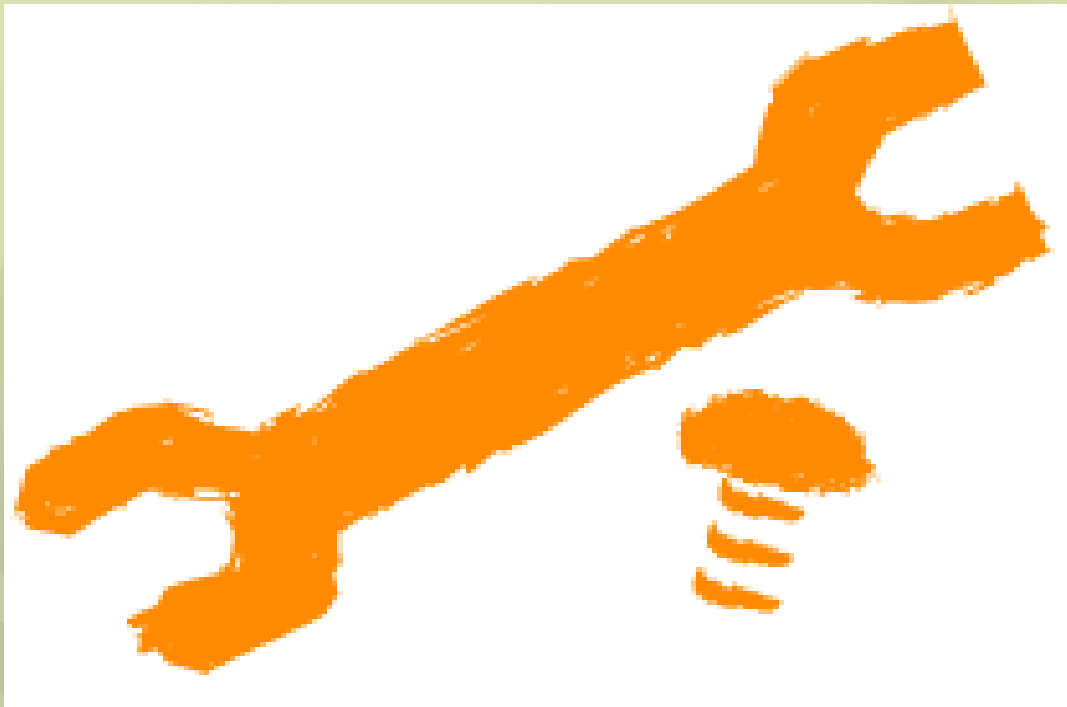
What is your context?

- *Public employer*
- *Private employer*
- *Unionized employees*
- *Nonunion employees*

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Legal Rules Provide Tools





What is your situation?

- *Proactive: developing, instituting, enforcing policies*
- *Responding to allegations: investigation, discipline, termination*

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Public employer

- *Provisions of federal and state Constitution apply*
 - 1st Amendment - freedom of association
 - 4th Amendment – privacy, surveillance
 - 5th, 14th Amendment – due process, equal protection
- *Balancing test – weighing intrusion on employee's constitutional rights against weight of employer's interest*



Freedom of association

- *No contact policies*
 - *Courts of appeals have upheld such policies in light of security interests involved*
 - *But there is are a few contrary trial court decisions*
 - *This is an evolving area of the law*
 - *Good, sound, well thought out-policies are best protection*
 - *Link rules to goals or interests being enforced*



Employer Interests that Can Support No Contact Policies

- *Interests in on-the-job performance*
- *Interests in off-the-job conduct that implicates officer's fitness for duty*
- *Interests in public reputation of correctional institution*

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Privacy

- *Reasonable expectation of privacy*
- *Correctional officers vs. community corrections*
 - *Corrections officers working in secured areas have little legitimate expectation of privacy*

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Surveillance

- *Notice*
- *Methods*
- *Random vs. targeted*
- *Objective*
- *Balance between intrusiveness and employer need*

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Proactive Steps: Employee Surveillance

- *Provide general notice about employee surveillance methods*
- *Restrict surveillance methods to those reasonably necessary*
- *Use even-handed procedures for selecting surveillance targets*

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Contractual obligations

- *Employment manuals*
- *Collective bargaining agreements*

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Investigations

- *Union representation – Weingarten rights*
- *Criminal vs. employee discipline*

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Discipline

- *Grievance and arbitration*
- *Due process rights under state law*

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Arbitration

- *Both sides have right to legal representation and to present evidence*
- *Employer may not interfere with right of employees to testify at arbitration hearing*
- *Arbitrator is not required to follow finding of misconduct in another forum, even a criminal court*

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Proactive Steps in Union Context

- *Run training sessions, which include clear statement of disciplinary rules*
- *Give union policy statement on disciplinary procedures for staff sexual misconduct*
- *Review collective bargaining agreement for inconsistent terms; request modifications if necessary*

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Termination and Resignation

- *Employee References*
- *Defamation*
- *Allegations of Discrimination*

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Law suits

- *Defamation*
- *Discrimination*

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Defamation

- *“Qualified privilege” protects representatives of employers who give out allegedly defamatory information for legitimate business purpose*
- *Applies to former employee reference checks, provided that employer can show*
 - Lack of malice
 - Good faith
 - Belief in truth of statement made



Proactive steps

- *Establish and adhere to policy limiting dissemination of information about employee discipline*
- *Limit dissemination to “Need to Know” basis*
- *Implement policies protecting employee personnel files*
- *Implement consistent policy on reference checks*

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Discrimination

- *Requires showing employee was treated differently than others similarly situated*
- *Pretext: is the employer's reason the REAL reason?*

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Consistency makes good policy

- *Training supervisors*
- *Minimizing managerial discretion*
- *Treat like cases alike*
- *Consistently enforce disciplinary rules*
- *Maintain up-to-date personnel files*
- *Keep contemporaneous documentation of all infractions, even minor ones*
- *Protect employment information from general discussion*



Other Topics

- *Psychological Testing*
- *Polygraph Testing*

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Psychological Testing

- *No legal bar to using under federal law, EXCEPT as it may indicate discrimination*
 - e.g., asking about religious views
 - Check with your legal counsel about state law bars
- In public sector, privacy concerns re: intrusive questions may also be issue

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Employee Polygraph Protection Act

- *Many states have rules limiting or prohibiting polygraph testing; check with your legal counsel*
- *Federal law prohibits most polygraph testing in private sector but exempts public employees*

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