

## Discussion Questions

- LO 1** EEO legislation was prompted by significant social events. List those events and describe how they influenced the passage of various EEO laws. Cite and describe the major federal laws and court decisions that affect the employment process of both large and small organizations. After receiving several complaints of sexual harassment, the HR department of a city library decided to establish a sexual harassment policy. What should be included in the policy? How should it be implemented?
- LO 2** What is the *Uniform Guidelines on Employee Selection Procedures*? To whom do the guidelines apply? What do they cover?  
Joe Alvarez has filed a complaint with the EEO alleging that his employer, Universal Mortgage Company, promotes more whites than Hispanics into managerial positions. Explain the statistical methods used by the EEOC to investigate this adverse impact claim.
- LO 3** Understand how the EEOC affects companies and what you must do as a manager to appropriately respond to the administrative rules and regulations published in the *Federal Register*.  
As a marketing manager, you have recently turned down Nancy Conrad for a position as sales supervisor. Nancy believes the denial was due to her gender, and she has filed a sex discrimination charge with the EEOC. Explain the steps the EEOC will use to process the charge; include Nancy's options during the process.
- LO 4** Affirmative action is both a legal and emotional issue affecting employees and employers. Develop as many arguments as you can both supporting and opposing affirmative action as an employer policy. If you were asked to implement such a program, what steps would you follow?

## Case Study 1 Going to the Dogs

Let's admit it: With very few exceptions, we all love dogs. We love to be with our dogs, and our dogs love to be with us. So it is only natural, then, to want to keep our dogs with us as much as possible, even when we go to work. Pet Sitters International thinks this is such a good idea that they have instituted "Take Your Dog to Work Day," a once-a-year event designed to raise awareness of the benefits of dog ownership and to encourage pet adoption.

But maybe you would like something a bit more regular, like having the option to bring Fido to work every day? According to a 2006 survey by the American Pet Products Manufacturers Association, it should not be too hard to find an opportunity since nearly one in five companies already allows pets in the workplace. You can even find a list of employers that allow canines at work on DogFriendly.com. Fans of the dogs-at-the-office policy say it increases employee morale and decreases stress.

Before we go too far with this idea, however, perhaps we should take note of some arguments against bringing dogs to work. First, some HR experts like Ethan Winning have cautioned that dogs can be messy, placing an unfair burden on employers to clean up afterwards. Dogs can also be a distraction, and other employees may be allergic or otherwise disturbed by them. And what happens when two or more employees bring their dogs to work on the same day, and Fido and Fifi don't want to play nice?

Of course, some people actually need to bring their dogs to work, which is why the Americans with Disabilities Act permits the use of "service animals" to assist those with disabilities. For example, seeing-eye dogs are allowed to accompany blind individuals at work. The EEOC guideline is reasonable since guide dogs are necessary to blind individuals, and furthermore, guide dogs are trained not to be a nuisance.