

Table of Contents

Title Page	i
Dedication	iii
LIST OF ABBREVIATIONS	v
TABLE OF CONTENTS	vii
Foreword	xxi
Introduction	1
I. GENERAL OBSERVATIONS	1
II. GENERAL BACKGROUND	4
§1. Geography	4
A. Size	4
B. Boundaries	4
§2. Industrial Resources	5
A. Transportation	5
B. Physical Resources	5
§3. Governmental Structure	6
A. Formal Federal Structure	6
1. Executive Branch	6
2. Legislative Branch	7
3. Judicial Branch	8
4. Administrative Agencies	9
B. Formal State Governmental Structures	9
C. Constitutionally Protected Liberties	11
§4. Political Structure	11
§5. The Bureaucracy	12
§6. The People	13
A. Generally	13
B. The Work Force	16
C. Income Distribution	18
D. Union Membership	21
III. SPECIAL DEFINITIONS AND NOTIONS	22
Degree of Government Intervention	22

Incomes Policy	22
Labor Law	23
Jurisdiction	24
Employee	25
Exclusivity and Majoritarian Principles	26
Bargaining Units	26
Public and Private Sector Employment	27
Collective Agreements and Contracts of Hire	28
IV. HISTORIC BACKGROUND	29
§1. Growth of Constitutional Government	29
§2. Growth of the Labor Movement	30
A. Development	30
B. Unions Today	31
§3. Development of Federal Labor Legislation	32
A. Early Constitutional Struggle	32
B. Development of Modern Labor Legislation	34
1. Railway Labor Act	34
2. Norris-LaGuardia Act	35
3. National Labor Relations Act	36
C. Other Labor Legislation	38
1. Fair Labor Standards Act	38
2. Other Federal Wage-Hour Laws	40
3. Protection from Job Injury	41
4. Social Security Act and Retirement Benefits	42
5. Unemployment Insurance	44
6. Employment Discrimination	45
V. THE ROLE OF GOVERNMENT IN SHAPING AND ADMINISTERING EMPLOYMENT LAW AND LABOR RELATIONS POLICY	46
VI. SOURCES OF LABOR AND EMPLOYMENT LAW	47
§1. Judicial Authority and Case Precedent	47
§2. Constitution	48
§3. Common Law	49
§4. Legislation	49
§5. Administrative Processes	49
§6. Executive Fiat	50
§7. Collective Bargaining	50
§8. Arbitration Awards	50
VII. SELECTED BIBLIOGRAPHY	51
§1. Texts	51

§2. Looseleaf Texts and Reports	53
§3. Government Publications	54
§4. Periodicals	54

PART I. The Individual Employment Relationship 55

CHAPTER I. CONCEPTS	55
§1. Law of Master-Servant	55
A. The Status of Master-Servant	55
B. Employee Status Contrasted with Other Relationships	56
C. Who is the Employer?	56
§2. Basic Characteristics of Employment Contracts	58
A. Generally	58
B. Capacity to Enter into an Employment Contract	59
C. Void, Illegal, and Unenforceable Employment Contracts	60
1. Peonage and Slavery	60
2. Unlawful Occupations	61
3. Licensed Trades and Professions	61
4. Apprenticeship	61
5. Yellow Dog Agreements	61
6. Statutes of Frauds	61
D. Renewal of the Employment Contract	63
E. Misrepresentation	63
F. Termination of Employment	63
1. Breach of Contract or Exercise of the Right to Rescind	63
2. Enforcement of Employment Handbooks	67
3. Good Faith and Fair Dealing	68
4. Violation of a Fundamental Individual Right or Responsibility Recognized by Public Policy	71
5. Whistleblower Protection	73
6. Collateral Sources of Relief for Wrongfully Dismissed Workers	74
7. Limits on the Right to Quit	78
8. Illness or Injury	78
9. Impossibility of Performance	79
G. Notice of Termination	79
H. Remedies for Breach of Employment Contracts	80
1. Damages	80
2. Specific Performance and Injunctive Remedies	83
§3. Special Employment Relations	84
A. Seafarers	84
B. Government Employees	85
1. Constitutional Rights	85

2. Civil Service Laws	87
CHAPTER II. RIGHTS AND DUTIES OF THE PARTIES UNDER INDIVIDUAL EMPLOYMENT CONTRACTS	90
§1. Express and Implied Terms	90
§2. The Employer's Right to the Employee's Work Product	91
A. Earnings Generated by the Worker	91
B. Interference with the Worker's Devotion to the Employer's Well- Being	92
C. Property in Dispute between an Employer and Worker	92
1. Property Found by the Worker	92
2. Worker Inventions	92
3. Worker Creations	93
D. Worker's Duty not to appropriate a Former Employer's Property	95
1. Protection of Trade Secrets	95
2. Covenants not to Compete with a Former Employer	97
§3. The Employer's Responsibility for the Worker's Health, Safety and Property	98
A. Protection of the Worker	98
1. Common Law	98
2. Statutory Modifications of the Common Law	100
3. Tribunal for Determining Liability and Damages	102
4. Scope of the Employer's Liability	102
B. Protection of the Worker's Property, Dignity and Privacy	104
C. Employer Supplied Income Protection When Worker is Unavailable to Work	113
D. Retirement Benefits	122
E. Employer Financed Health Care Benefits	125
F. Regulation of Employer Benefit Plans	126
G. Safety and Health Standards	131
§4. Employer's Responsibility for the Worker's Wrongdoing	133
§5. Worker's Liability for Wrongs Committed in the Course of Employment	135
§6. Work Schedules	135
CHAPTER III. REMUNERATION AND BENEFITS	136
§1. Basic Concepts	136
A. Usage of Terms 'Salary' and 'Wage'	136
B. Rate of Compensation	136
§2. Pay	137
A. Time when Wage is Due	137
B. Compensation in the Form of a Commission	138
C. Compensation of One's Child for Work Performed	138

D. Gratuities	138
E. Reimbursement of Expenses	139
F. Paid Vacations	140
G. Bonuses	141
H. Priority Rights to Wages in Insolvency Proceedings	142
CHAPTER IV. EQUAL EMPLOYMENT OPPORTUNITY	143
§1. Concept	143
§2. The Reconstruction Civil Rights Act	145
A. Generally	145
B. Section 1981 Suit	145
C. Section 1985 Suit	146
D. Section 1983 Suit	147
§3. Constitutional Suits Against Government Employment Discrimination	148
§4. Title VII of the 1964 Civil Rights Act	149
§5. Equal Pay Irrespective of Sex	153
§6. Equal Employment Opportunity Protection For Those Employed by Federal Government Contractors	155
A. Background	155
B. Agreement to Not Discriminate	156
§7. Affirmative Action to Provide Equal Employment Opportunity	157
§8. Disparate Impact of 'Impartial' Evaluation Methods	160
§9. Discrimination Against the Disabled	161
§10. Restraints on Age Discrimination	163
§11. Protection of Military Reservists and Veterans	163
Part II. Collective Labor Relations	165
CHAPTER I. THE IMPACT OF COLLECTIVE BARGAINING ON WORKER BENEFITS	165
§1. The Paramount Importance of Collective Bargaining	165
§2. Compensation Comparison Between Organized and Unorganized Workers	165
CHAPTER II. FREEDOM TO ORGANIZE AND OBTAIN MUTUAL AID	167
§1. The Right to Engage in or Refrain from Concerted Activity	167
A. The Basic Policy of the National Labor Relations Act	167
B. Prohibition against Interference with the Right to Organize	169
1. Coercion to Engage in or Refrain from Engaging in Concerted Activity	169
2. Distinguishing between Coercive Expression and Protected Expression	171
§2. Preserving Laboratory Conditions for Representation Elections	173

§3. Prohibition Against Promises or Benefits as an Inducement to Refrain from Exercising Section 7 Rights	174
§4. Unlawful Discrimination Based on Union Membership	176
A. Generally	176
B. Runaway Shops	178
1. Generally	178
2. Termination of Business and Partial Closings	179
C. Union Hiring Halls	179
D. Union Security and Preferred Status	180
E. Remedying Unlawful Discrimination	183
§5. Unlawful Interference with Labor Organizations	184
A. Employer Domination or Interference	184
B. Employer Assistance	187
C. Remedial Distinction between Domination and Interference	188
D. Limits on Supervisory Participation in a Labor Organization	188
E. Recognition of a Minority Union	190
F. The Employer's Duty of Neutrality between Competing Unions	192
§6. Balancing the Employer's Property Interests Against the Workers' Statutory Rights	196
A. Generally	196
B. Employees Have a Limited Right to Organize Fellow Workers on the Employer's Premises	197
C. Circumstances under Which Non-Employees Can Organize on an Employer's Premises	199
D. Union Access to Worker Names and Addresses	200
§7. Legal Restrictions on Obtaining Support from Others	200
A. Organizational and Recognition Picketing	200
B. Prohibited Secondary and Sympathetic Activities	205
1. Constitutional Protection of Appeals for Support from the Public or from Sympathetic Employers	205
2. Limitations on Appeals for Support or Sympathy	209
§8. Access to the NLRB and Other Tribunals	223

CHAPTER III. LABOR UNIONS, EMPLOYEE ASSOCIATIONS AND EMPLOYER ORGANIZATIONS

§1. Worker Organizations	223
A. Unions	223
B. Employee Associations	226
C. AFL-CIO	226
§2. Regulation of Internal Union Affairs	228
A. Basic Union Structure	228
1. The Local Union	228
2. Regional Divisions	230

3.	The National Organization	231
B.	The Law of Private Associations	232
C.	Regulation of Internal Union Affairs under the LMRDA	233
1.	The Right to Vote	233
2.	Freedom of Expression	235
3.	Freedom of Assembly	236
4.	Right to Sue the Union	237
5.	Right to Full and Fair Hearing	238
6.	Union's Duty to Inform Employees	239
7.	Right to Local Self-Determination	240
D.	Restraints upon the Use of Union Funds	242
1.	Union Funds Used for Union Elections	242
2.	Union Funds Used for Political Activities	243
3.	Other Expenditures of Union Funds	245
E.	The Union's Duty of Fair Representation	246
1.	NLRB Enforcement of The Duty of Fair Representation	247
2.	Private Suit for Enforcement of the Duty of Fair Representation	250
3.	Standard of Conduct under the Duty of Fair Representation	252
§3.	Employer Associations	254
A.	National Organizations	254
1.	Generally	254
2.	Chamber of Commerce	255
3.	National Association of Manufacturers	256
B.	Multi-Employer Bargaining	257
1.	The Process	257
2.	Anti-trust Limitations	258

CHAPTER IV. WORKER PARTICIPATION IN MANAGEMENT THROUGH COLLECTIVE BARGAINING		260
§1.	Written, Comprehensive Agreements of Specific Duration	260
§2.	The Duty to Bargain Collectively	260
A.	Mandatory and Non-Mandatory Topics for Collective Bargaining	261
B.	Maintaining the Status Quo until There Is a Bargaining Impasse	262
C.	Notice of Intent to Modify the Collective Agreement	262
D.	Resort to Pressure Tactics as Part of the Bargaining Process	263
§3.	Regulation of Bargaining Table Conduct	263
§4.	Bargaining Strategies	266
A.	Reliance on Work Stoppages	266
B.	Sequence of Events in Collective Bargaining	267
C.	Strike Insurance and Other Mutual Aid	269
§5.	Bargaining in the Public Sector	271
A.	State and Local Employment	271

B.	Federal Employment	273
1.	Postal Employees	273
2.	Federal Workers Other than Postal Employees	274
§6.	The Impact of the NLRB Upon Bargaining Structure	276
A.	Generally	276
B.	Examples of Bargaining Structures	279
C.	NLRB's Power to Stabilize Bargaining Unit Structure	280
D.	Bargaining Unit Size	282
§7.	Bargaining Structure in Public Employment	283
A.	State and Local Employment	283
B.	Federal Employment	285
§8.	Scope and Coverage of Collective Agreements	285
A.	Duration	286
1.	Length	286
2.	Automatic Renewal	286
3.	Reopener Clauses	287
B.	Parties to the Collective Agreement	288
1.	Generally	288
2.	Change of Union	288
3.	Change in Enterprise Ownership	289
C.	Union Security Agreements	294
1.	Closed Shop, Union Shop, Agency Shop, Other Variations	294
2.	Hiring Halls	297
3.	Dues check-Off	297
4.	Public Sector Union Security Provisions	297
D.	Contractual Status of Probationary Workers	298
E.	Wages	299
1.	Generally	299
2.	Scheduled Wage Increases	299
3.	Cost-of-Living Increases	299
4.	Merit Increases	300
5.	Pay Differences Based on Working Conditions	300
6.	Work Incentive Systems	300
F.	Work Schedules and Premium Pay	300
1.	Work Hours and Schedules	300
2.	Work Shifts	301
3.	Meal Periods	301
4.	Rest Periods	302
5.	Holidays and Other Leaves of Absence	302
6.	Vacations	303
7.	Premium Pay	305
G.	Insurance and Pension Benefits	306
1.	Life, Accident and Health Insurance	306

2. Negotiated Retirement Benefits	308
H. Job Security	309
1. Restraints upon Disciplinary Action	309
2. Seniority	310
3. Transfer of Operations, Training and Retraining	314
I. Paid Sick Leave	316
J. Working Conditions and Safety	316
K. Strikes and Lockouts - Peace Clauses	317
L. Conflict Resolution Machinery	319
1. Grievance Procedure	319
2. Arbitration	320
M. Management and Union Rights and Zipper Provisions	321
1. Management Rights	321
2. Union Rights	322
3. Zipper Provisions	322
N. Pay Without Work -- Featherbedding	323
§9. Effect of Bankruptcy on the Collective Agreement	325
§10. Alternative Methods of Worker Participation	326
CHAPTER V. INDUSTRIAL ACTION	327
§1. Right to Strike	327
A. Generally	327
B. Public Employees	330
C. Rights and Risks of Private Sector Strikers	332
1. Right to Replace Strikers	332
2. Rights of Strikers and Returning Strikers	334
3. Strikes in Violation of Statutory Notice Requirements	336
4. Strikes without Union Approval	337
5. Peace Clauses - Waiver of the Right to Strike	338
6. Work Stoppages Due to Unsafe or Unhealthy Conditions	340
7. Striker Misconduct	341
8. Partial Strikes and Specially Timed Strikes	344
9. Unlawful Strikes	345
10. Enjoined Stoppages in Emergency Circumstances	346
§2. Right to Refrain from Striking	347
§3. Employer's Right to Lockout Workers	349
§4. Appeals for Sympathetic Support	353
Part III. Machinery for Enforcing Labor Laws	354
CHAPTER I. THE NATIONAL LABOR RELATIONS ACT	354
§1. Structure	354

§2. The NLRB'S Jurisdiction	356
§3. Determining Whether a Union is the Exclusive Bargaining Agent	357
A. NLRB Representation Proceedings	357
B. Alternatives to NLRB Election Proceedings	362
§4. Unfair Labor Practice Proceedings	364
A. Unfair Labor Practice Charge and Complaint	364
B. Hearing	365
C. Unfair Labor Practice Remedies	366
D. NLRB Review of Hearing Decision	367
E. Judicial Review in Unfair Labor Practice Cases	369
F. Case Handling Data	370
§5. Injunction Against Misconduct	371
A. Generally	371
B. Section 10(j) Injunction	371
C. Injunctions against Alleged Unlawful Union Pressure on Neutral Employers	372
§6. Determination of Disputes Concerning Group Work Assignments	373
§7. Money Damages for Unlawful Secondary Activity	375
CHAPTER II. LABOR MANAGEMENT RELATIONS ACT'S PREEMPTION OF SUITS AFFECTING COLLECTIVE ACTIVITIES	376
§1. The Preemption Concept	376
§2. Suits to Enforce Collective Agreements	377
§3. Suits to Remedy a Breach of the Duty of Fair Representation	379
§4. Other Court Actions	379
CHAPTER III. RESOLUTION OF DISPUTES THAT THREATEN NATIONAL WELFARE	380
CHAPTER IV. FEDERAL MEDIATION AND CONCILIATION SERVICE	382
CHAPTER V. ENFORCEMENT OF PROHIBITED UNION-MANAGEMENT TRANSACTIONS AND STATUTORY PROTECTIONS OF UNION MEMBERS	384
§1. Office of the American Workplace	384
A. Enforcement of Regulations Governing the Election of Union Officials	384
B. Enforcement of Restrictions on Union Trusteeships	385
C. Enforcement of Information Reporting Requirements	385
D. Investigative Power of the Department of Labor	385
E. Enforcement of the Employee's Right to See the Collective Agreement	386
§2. Criminal Sanctions and Other Remedies	386
A. LMRDA Violations	386
B. LMRA Violations	386

C. Other Statutes	387
§3. Public Information Regarding Union Activities	388
§4. Private Actions by Union Members	388
CHAPTER VI. RAILWAY LABOR ACT ENFORCEMENT MACHINERY	388
§1. Generally	388
§2. National Mediation Board	389
A. Determining a Union's Representational Status	389
B. Unfair Labor Practice Proceedings	391
C. 'Major Disputes' -- NMB Process Concerning Changes in the Terms and Conditions of Employment	391
D. Emergency Dispute Machinery under the RLA	393
E. 'Minor Disputes' -- Resolving Grievances Arising under Collective Agreements Governed by the RLA	393
1. National Railroad Adjustment Board	394
2. Special Boards of Adjustment	395
3. Public Law 89-456 Boards	395
4. Enforcement of Minor Dispute Awards	395
CHAPTER VII. ARBITRATION OF DISPUTES ARISING UNDER COLLECTIVE AGREEMENTS	396
§1. Generally	396
§2. Tribunal Formats	397
§3. Selecting the Arbitrator	397
§4. Costs, Efficiency, and Utilization	399
§5. The Arbitration Hearing	400
CHAPTER VIII. REGULATION OF COLLECTIVE REPRESENTATION OF FEDERAL WORKERS	402
§1. Postal Workers	402
§2. Other Federal Workers	402
A. Federal Labor Relations Authority	402
B. Federal Service Impasses Panel	403
C. Grievance-Arbitration Process	404
CHAPTER IX. ENFORCEMENT OF FEDERAL WAGE-HOUR LAWS	404
§1. Generally	404
§2. Setting Minimum Wages	405
§3. Backpay Settlements	406
§4. FLSA Enforcement by the Worker	407
§5. FLSA Enforcement by the Department of Labor	408
§6. Enforcement of Government Contractor and Grantee Wage Laws	409

CHAPTER X. ENFORCEMENT OF THE OCCUPATIONAL SAFETY AND HEALTH ACT	409
§1. Generally	409
§2. Establishment of Health and Safety Standards	411
§3. Enforcement of Health and Safety Standards	412
A. Investigation	412
B. Civil Fines and Abatement Orders	414
1. Citations and Notification of Proposed Penalties	414
2. Appeal to the Occupational Safety and Health Review Commission	414
3. Judicial Review of OSHRC Decisions	415
4. Constitutionality of Civil Penalty Procedure	416
C. Injunctive Relief	416
D. Criminal Sanctions	417
§4. State Regulations of Occupational Safety and Health	417
 CHAPTER XI. ENFORCEMENT OF EQUAL EMPLOYMENT OPPORTUNITY	 419
§1. Equal Employment Opportunity Commission	419
A. Commission	419
B. General Counsel of the EEOC	420
C. EEOC Field Offices	420
D. EEOC Regulations and Guidelines	420
E. Processing EEOC Cases	420
1. Commencement of EEOC Proceedings	420
2. Suit Brought by EEOC	421
3. Suit by an Individual	423
§2. Equal Employment Opportunities for Federal Employees	424
§3. Enforcement of Executive Order 11246	426
A. Remedial Procedures for Violations	426
B. Affirmative Action Programs	426
 CHAPTER XII. ENFORCEMENT OF WORKER ADJUSTMENT AND RETRAINING ACT	 428
 CHAPTER XIII. ENFORCEMENT OF THE FAMILY AND MEDICAL LEAVE ACT	 428
 Part IV. Extraterritoriality (Choice of Law)	 430
CHAPTER I. PROBLEMS OF EXTRATERRITORIALITY AMONG THE STATES	430
CHAPTER II. THE LAW OF OTHER NATIONS APPLIED IN THE U.S.	432
CHAPTER III. APPLYING U.S. LAW BEYOND ITS BORDERS	433

CHAPTER IV. APPLYING U.S. LAW TO FOREIGN NATIONALS WITHIN ITS BORDERS	434
Table of Cases	439
Index	453
The Author	473