

視訊會議報告（出國類別：其他）

出席美國平等就業機會委員會(EEOC)
2022 EXamining Conflicts in Employment
Law (EXCEL)視訊會議報告

服務機關：勞動部

姓名職稱：劉栩含專員

派赴國家/地區：臺灣、中華民國

出國期間：111年8月23日至111年8月25日

報告日期：111年10月17日

摘要

美國平等就業機會委員會 (Equal Employment Opportunity Commission, 下稱 EEOC) 源於 1964 年之民權法第七章 (Title VII of the Civil Rights Act) 而設立, 該委員會係一獨立的聯邦執法機構, 執行聯邦政府之平等就業相關法律。EEOC 受理並調查種族、膚色、宗教、性別(包含懷孕、性別認同及性傾向)、族裔、年齡(等於或大約 40 歲)、身心障礙及基因資訊等就業歧視之申訴案件, 此外並負責監督和協調所有聯邦政府的平等就業機會規定、措施和政策。

EEOC 設有專責訓練機構 (EEOC Training Institute), 辦理並提供各機關 EEOC 執法人員相關教育訓練。其中, 每年辦理就業歧視法規檢視研討會 (Examining Conflicts in Employment Laws: EXCEL), 該會議提供包含聯邦機構及私部門之平等就業人員 (Equal Employment Officers: EEOs)、HR 及替代性爭議解決方案 (Alternative Dispute Resolution) 相關執行人員教育訓練, 以強化其專業知識。2022 年 EXCEL 研討會採用視訊方式辦理, 為期 3 天, 透過重要法規檢視及個案研討等方式, 提升參與者對於聯邦政府就業平等相關規範之認識與瞭解, 及歧視案件實務判定知能。

本年度研討會重點議題如下:

- 一、防治與處理虛擬騷擾及網路霸凌
- 二、同工同酬之自我審查
- 三、多元族群在職場上之內在基礎特質

本報告提出政策建議如下:

- 一、強化雇主職場性騷擾防治義務
- 二、加強同工同酬宣導
- 三、強化職場平權執法人員在職訓練
- 四、辦理多元宣導, 落實法令規定

目錄

壹、參加目的	5
貳、會議議程	6
一、會議日期	6
二、會議內容	6
參、會議研討重點	9
一、防治與處理職場中的虛擬騷擾及網路霸凌	9
二、同工同酬之自我審查	11
三、多元族群在職場上的內在基礎特質	13
肆、心得與建議	15
一、強化雇主職場性騷擾防治義務	15
二、加強同工同酬宣導	17
三、強化職場平權執法人員在職訓練	18
四、辦理多元宣導落實法令規定	18
伍、附錄：議程	19

2022 EXamining Conflicts in Employment Law (EXCEL)議程

壹、參加目的

我國就業服務法及性別工作平等法規範防制就業歧視、性別歧視禁止及性騷擾防治等相關規定。查性別工作平等法已有性別歧視禁止及性騷擾防治相關規定。雇主對求職者或受僱者在招募、甄試、進用、分發、配置、考績、陞遷、教育、訓練或其他類似活動、各項福利措施、薪資給付、退休、資遣、離職及解僱，皆不得因性別或性傾向而有差別待遇；另課以雇主於知悉職場性騷擾之情形時，應採取立即有效之糾正及補救措施。又查就業服務法第5條第1項規定：「為保障國民就業機會平等，雇主對求職人或所僱用員工，不得以種族、階級、語言、思想、宗教、黨派、籍貫、出生地、性別、性傾向、年齡、婚姻、容貌、五官、身心障礙、星座、血型或以往工會會員身分為由，予以歧視；其他法律有明文規定者，從其規定。」。其中，星座、血型之就業歧視禁止，係於2018年修正增訂，共計18項。另外，我國現行法令性別工作平等法及勞動基準法對同工同酬已有相關規範。性別工作平等法第10條明訂雇主對受僱者薪資之給付，不得因性別或性傾向而有差別待遇；其工作或價值相同者，應給付同等薪資。但基於年資、獎懲、績效或其他非因性別或性傾向因素之正當理由者，不在此限。此外，勞動基準法第25條亦有規定，雇主對勞工不得因性別而有差別之待遇。工作相同、效率相同者，給付同等之工資。

鑒於美國平等就業機會委員會（Equal Employment Opportunity Commission, EEOC）係為獨立的聯邦執法機構，自1965成立以來，至今已57年，執行所有聯邦政府的平等就業機會法律，並負責監督和協調所有聯邦政府的平等就業機會的規定、措施和政策，相關體系及配套措施發展健全行之多年，值得我國進一步參考與效法。該委員會每年於美國各州舉辦年會，會中透過全體會議與個別議題研討會方式，提供參與者了解平等就業機會相關法律與程序，並討論實務案例處理上所需要的知識和技能，以瞭解美國及國際最新有關平等就業之勞動情勢、相關法令簡介。本部自2016年開始，派員參與EXCEL研討

會，期藉由參與研討會，獲得最新法令資訊，以強化日後相關業務之規劃及發展，協助我國未來於相關勞動政策規劃上更具國際視野。

貳、會議議程

一、會議日期

本屆會議於2022年8月23日至8月25日以視訊會議召開，詳細議程如附件。

二、會議內容

本次會議我國由本部勞動條件及就業平等司劉栩含專員代表出席，會議參加者包括來自美國平等就業機會委員會(Equal Employment Opportunity Commission, EEOC)首席主委Charlotte Burrows、人事管理總處(Office of Personnel Management, OPM)執行長Kiran Ahuja、聯邦政府合約遵守方案辦公室(Office of Federal Contract Compliance Programs, OFCCP)執行長Jenny R. Yang、聯邦機構以及美國52州之私部門平等就業人員(Equal Employment Officers: EEOs)、HR及替代性爭議解決方案(Alternative Dispute Resolution)相關執行人員代表(加州、密西根州、馬里蘭州、奧勒岡州、猶他州、緬因州、科羅拉多州、華盛頓州、明尼蘇達州、新澤西州、紐約州、北卡羅萊納州、南卡羅萊納州、德州、蒙大拿州、哥倫比亞特區以及俄亥俄州等)，與會者視訊共計約50餘人。

開幕典禮由美國平等就業機會委員會首席主委Charlotte Burrows代表美國平等就業機會委員會擔任開場致詞貴賓，並由執行長於會議中分析報告美國當前重要就業歧視議題，後續由各專家學者或政府官員代表報告相關就業歧視禁止之最新法令及執行情形，同時與其他與會代表交換工作經驗。本次會議主要研討議題包括騷擾2.0: 預防及處理職場虛擬騷擾及網路霸凌 (Harassment 2.0: How to Recognize, Prevent, and Remedy Virtual Harassment,

Cyberbullying)、亞裔美國人和太平洋島民在新冠疫情下的衝擊(Be Like Water: Combatting Anti-AAPI Hate During COVID-19)、美國身心障礙者法案的挑戰(Next-Level Accommodation and ADA Challenges)、同工同酬的自我審查(Pay Equity Self-Audits in DEI&A Programs)、常見之歧視類型(The Most Frequently Alleged Basis of Discrimination)、從受僱到解僱(Tricky EEO Scenarios: From Hire to Fire)、平等對待在職場上的衝擊(The Impact of DEIA in the Workplace: Have We Created a Culture of Belonging)、新冠疫情對婦女的衝擊(COVID-19: Impacting Women for Years)、2022年法規更新(Legal Update 2022)以及多元族群在職場上的內在基礎特質(LGBTQI+ Cultural Competency in the Workplace)等，視訊會議出席代表可透過視訊軟體對話頻道參與交換意見。主辦單位於會議中邀請各與會成員明年再度與會，共襄盛舉。



美國平等就業機會委員會首席主委Charlotte Burrows致詞



人事管理總處執行長Kiran Ahuja視訊開場



聯邦政府合約遵守方案辦公室執行長Jenny R. Yang視訊開場

參、會議研討重點

如前開會議行程內容所述，8月23日至8月25日共3日EXamining Conflicts in Employment Law (EXCEL)研討會議，係以視訊專題工作坊之方式進行，並由與會者依個人需其自由選擇參加。考量現行有關就業歧視禁止及性別工作平等業務執行上之相關議題，報告人選擇參加之視訊專題討論課程主要包含：防治與處理虛擬騷擾及網路霸凌、同工同酬之研究及多元族群在職場上的內在基礎特質等議題，會議研討重點摘述如下：

一、防治與處理職場中的虛擬騷擾及網路霸凌

遠距工作係指透過網路或電話在家工作或其他非辦公室之場所進行工作，利用遠端資訊技術完成工作模式。而敵對的工作環境不僅發生在實體的工作場合，亦有可能出現在此類工作環境中。這種新型態的工作模式，容易產生社群媒體的虛擬騷擾，我們定義為職場騷擾及網路霸凌。而這樣的職場騷擾，係指已製造嚴重充滿敵意的工作環境，包含頻率頻繁的身體或言論的威脅或羞辱、不合理的干擾員工工作表現等行為。

依據美國平等就業機會委員會(EEOC)於2020年統計指出，近年來隨著科技與電信傳播功能的進步，約有45%的聯邦僱員啟動遠距辦公。因為遠距辦公，在減少通勤(40%)、缺勤(17%)或辦公成本(26%)的優勢下，每年可節省 1.8 億美元。遠距工作的好處除了增加僱用身心障礙者的可及性，受僱者認為亦可提高企業的生產力及員工士氣，增加他們留在原單位的比例。然而遠距辦公仍然僅止於有限的幾種工作職務上，且需要事先個別化評估受僱者的工作職能和工作難度，而且這樣的辦公模式亦產生許多虛擬騷擾的情形。講師Stephanie Herrera舉例指出，受僱者使用公司的電子郵件針對他人，就種族、性別、國籍、性傾向和社會經濟地位發表不恰當或冒犯性的言論，一開始可能於工作時間發送，並談論與工作相關的對話，後來逐漸出現頻繁、不專業、不必要的關注、超過個人話題界限等對話內容，構成

各種出現於職場上令人不愉快之言語或行為，這些都是構成職場上虛擬騷擾及霸凌的要件。

雖然社交媒體內容不在工作場所的範圍內，但若該行為對受僱者產生「無法容忍的影響」，此時雇主必須採取以下措施：讓受僱者區分個人或公司的網路帳戶、規定不可在與其他同事的共同對話視窗中討論工作內容，避免共享的內容遭受不相關人等的查看或討論，進而形成敵對的工作環境。

講師Stephanie Herrera舉例，某間公司的行為人以電子郵件邀約申訴人出去喝酒，接著詢問她「是否穿著高跟鞋？並說想念她穿著高跟鞋」，當雇主或其代理人(例如人資)知道或應該知道該行為，雇主即應立即對行為人立即採取行動和適當的糾正措施。美國平等就業機會委員會(EEOC)指出，如果雇主或其代理人「知道或應該知道」該行為，雇主即應對同事的騷擾負責，例如向任何主管、經理或其他代理(例如HR)以任何形式發出聲明通知、制定職場不得存在霸凌或騷擾行為的明確方針、建構能適切因應諮商的體制、發生事件時能立即處利、處理過程保護申訴人及行為人、不得因申訴人提起申訴而有所不利對待。倘若行為人的騷擾行為涉及許多受僱者，委員會可合理推測認為雇主應該知道這件事，甚至在受害者提出申訴前就應該知道。當雇主發現涉嫌騷擾時，他有責任迅速徹底地調查指控。「徹底」係指「有效地」，採取任何必要的行動來結束騷擾並防止不當行為再次發生。

美國聯邦法的法定程序，只有規定美國平等就業機會委員會(EEOC)申訴的正式救濟程序，並沒有強制要求雇主在企業內部建立調查機制，亦沒有明文規範要求立即有效的補救措施。但EEOC的行政指引中仍有建議，作為雇主有無善盡努力而可以尋求免責之判斷標準，因此也被最高法院轉化成一種雇主的積極抗辯，進而產生間接的影響力，所以多數雇主也會為了避免潛在的賠償金，努力的主動建立並執行內部機制，以尋求法院的認可。

Harassment 2.0: How to Recognize, Prevent, and Remedy Virtual Harassment and Cyberbullying of Presentation

EXCEL
TRAINING CONFERENCE 2022
25 YEARS

Stephanie Herrera
EEOC Supervisory AJ
stephanie.herrera@eeoc.gov

Justin Evans
EEOC Supervisory AJ
justin.evans@eeoc.gov

Dionne Shy
USDA Dept. Asst. General Counsel
dionne.shy@usda.gov

Alexis Tsotakos
GEL Senior Associate
atsotakos@gelawyer.com

Examining Conflicts in Employment Law
U.S. Equal Employment Opportunity Commission

We're here today to go over #Harassment 2.0

講師Stephanie Herrera報告如何區分及預防職場上的虛擬騷擾及霸凌

Employer's affirmative defense - cont.

- ▶ Where a supervisor is accused of harassment that does not involve a tangible employment action, the employer may prove an affirmative defense by showing:
 - 1) the employer exercised reasonable care to prevent and promptly correct any harassing behavior; and
 - 2) the employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer or to avoid harm otherwise.

Burlington Industries, Inc. v. Ellerth, 524 U.S. 742 (1998); Faragher v. City of Boca Raton, 524 U.S. 775 (1998); see also EEOC Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors, Notice No. 915.002 (June 18, 1999).

EXCEL TRAINING CONFERENCE 2022 - 25 YEARS


it will impact an employee, especially a subordinate

美國平等就業機會委員會政府官員Justin Evans一同討論雇主應盡的職場防治責任

二、同工同酬之自我審查

多元、平等、包容和無障礙計劃 (DEIA) 為廣泛的概念，涉及平權和禁止歧視，讓職場文化建立更包容和歸屬感的環境。這個概念越來越普遍，除了兼容並支持平等就業機會，更是美國平等就業機會委

員會(EEOC)核心概念的最佳實踐。美國同工同酬的概念起源於1963年的同酬法(Equal Pay Act)，1964年民權法(The Civil Rights Act)規定的同酬範圍更為廣泛，雇主不可因種族、膚色、宗教、性別或出生地在僱用上予以差別待遇，第7章亦有特別提列僱用、解僱、薪資、就業條件以及就業歧視的限制。爰DEIA計劃仍須符合美國身心障礙者法案(Americans with Disabilities Act)、民權法第7章(Title VII of the Civil Rights Act of 1964)或其他法律之規範。



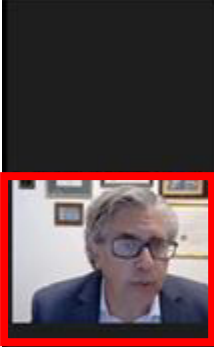
What is DEIA?

- ▶ Diversity, Equity, Inclusion, and Accessibility (DEIA) Program
 - DEIA touches on affirmative action and nondiscrimination but is a broader concept; involves building a workplace culture of inclusion and belonging.
 - Many federal contractors and non-federal contractors have DEIA programs; they are growing more and more common.
 - DEIA is compatible with and supportive of equal employment opportunity; includes many best practices to support EEO.
 - DEIA programs must still comply with Title VII, the ADA, and other laws; nondiscrimination obligation applies; no preferences or quotas.

EXCEL TRAINING CONFERENCE 2022 - 25 YEARS Slide 2

講師Craig Leen報告DEIA計畫的內容

多元係指在美國文化薈萃之地，融入大量不同身份、種族、民族、背景、能力、文化和信仰的居民；平等係指始終如一、公正和不偏不倚地對待所有個人，包括所有被拒絕接受此類待遇的個案。而平等的其中一個重要指標為薪資平等。一直以來同工不同酬也是普遍存在於美國的不同種族、民族、性別、多元族群及身心障礙者的現象，而尤以性別的薪資差距最大佔83%，在不同種族及不同性別的多重身分下薪資差距，差距最大的依序為黑人女性(53%)、美國原住民女性(50%)及西班牙裔女性(49%)。基上，同工同酬的概念不應只有局限於性別，更宜訴求平等主流化。



Pay equity

- ▶ A significant component of “equity” is pay equity.
- ▶ Significant pay gaps exist in the United States.
 - Large pay gaps exist based on race, ethnicity, and gender, and for LGBTQ+ employees, and employees with disabilities
 - Gender pay gap is 83%
 - Intersectional pay gaps are much larger
 - Black women: 53%
 - Hispanic women: 49%
 - Native American women: 50%

EXCEL TRAINING CONFERENCE 2022 - 25 YEARS Slide 7

講師Craig Leen報告美國薪資差距的相關統計

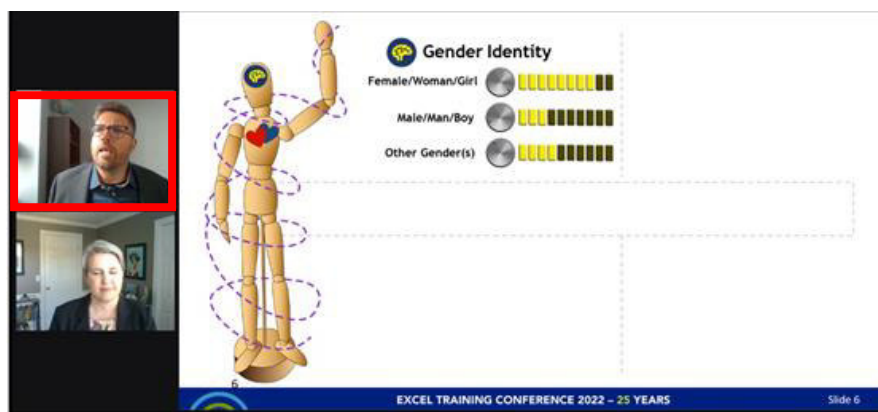
同工同酬的自我定量審核，應包含各種不同領域的專家學者(經濟學家或心理學家)，建立不同的員工群體 (SSEG)，也稱為薪酬分析組 (PAG)，每個組別至少需有30名員工，並挑選每組至少5名員工作為分析對象。另外同工同酬的自我審核應包含律師至少每半年或每年一次的交叉比對、提前進行工資調整預算、將同工同酬自我審核作為公司文化的一部分，並將晉升制度視為同工同酬的一部分，另外企業評鑑亦可列入各種友善工作環境之評估。未來，若建立同工同酬制度則可以提高企業的生產力和滿意度。

三、 多元族群在職場上的內在基礎特質

LGBTQIA之定義，L為女同性戀者(Lesbians)、G為男同性戀者(Gays)、B為雙性戀者(Bisexuals)會被同性和異性吸引、T為跨性別者(Transgender)生理男性但心理認同為女性或是生理女性但心理認同為男性、Q為酷兒(Queer)/(Questioning)對自己的性別或是性向感到疑惑的人、I為雙性人(Intersex)同時擁有男女性徵的人、A為無性戀(Asexual)會愛人都不想和對方有性行為的人。

把自己視為男性或女性的認同，就是「性別認同」(Gender identity，又稱心理性別)。跨性別指的是「性別認同」與「出生時

被指定的性別」不同的人。一個人的性傾向 (sexual orientation)，也就是「受到哪些性別的吸引」，與「性別認同」不一樣。所以跨性別者可能是同性戀、異性戀或雙性戀，兩者不互相衝突。



美國平等就業機會委員會政府官員Zack Florent介紹性別認同

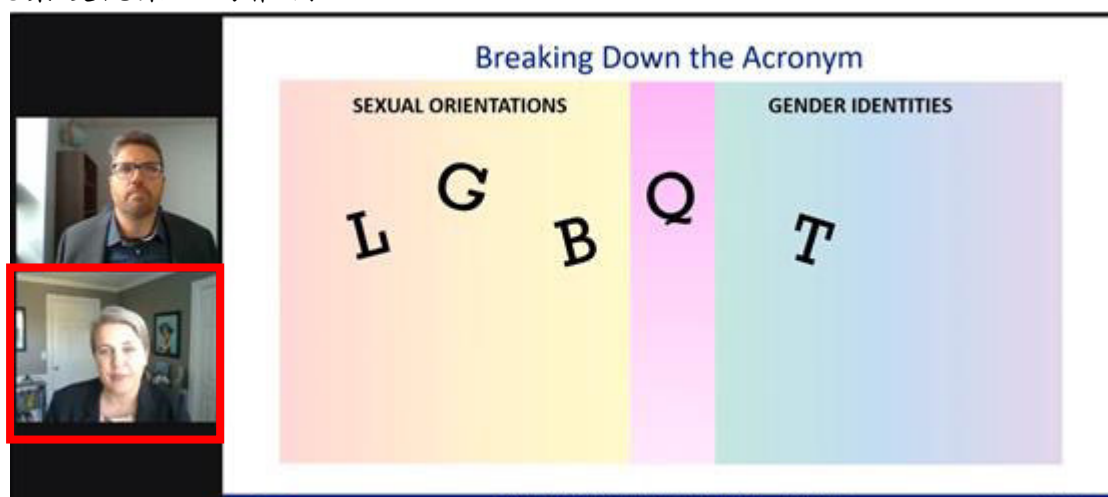
根據聯合國人力資源部2022年調查指出，高達 1.7% 的人口出生時是雙性人，有時在出生時觀察到，但在青春期或成年時觀察到，或從未被確認，他們的生殖系統不能用典型的男性或是女性為區分。其他常見的跨性別身份為：

- (一) 性別廣泛(Gender-expansive)—通常具有二元性別的人，具有更廣泛的性別認同。
- (二) 性別流動性(Gender-fluid)—不認同單一固定性別或具有流動或不固定性別認同的人。
- (三) 性別酷兒(Genderqueer)—拒絕靜態性別類別的人。他們認為自己既是男性也是女性，既不是男性也不是女性，或者完全不屬於這些類別。
- (四) 性別轉變，係指透過醫療(例如荷爾蒙療法、性別確認手術)來修改一個人的性別或身體特徵的過程。

講師Zack Florent指出，雙性戀(Bisexual+)係指對一種以上性別的人有興趣，包括跨性別和非二元性個體(雙性戀、多性戀、性別流動性、酷兒等)。但部分族群仍會對雙性戀的存在或合法性提出質

疑或完全否認(Bi Erasure)、或基於刻板印象(不忠,濫交,性傳播感染的傳播)對雙性戀者產生厭惡(Biphobia)。

根據統計指出,美國有超過 800 萬人被認定為多元族群(LGTBQIA),超過 45% 的人基於性傾向或性別認同遭遇就業歧視。其中31%的人在過去 5 年內曾經歷歧視。2/3的多元族群受僱者在工作中受到騷擾,包括被使用攻擊性誹謗,1/3的人發生在過去一年。而這樣的騷擾和歧視一直普遍存在現況,據報導在過去一年中,有色LGTBQIA人士被解僱或不被僱用的比率幾乎是白人LGTBQIA人士的兩倍。跨性別受僱者的歧視是他人的兩倍。幾乎一半的人並未向他們主管表示性向,1/4沒有向同事表明性向。講師建議,在未來的法律規劃中應納入多元性別的思維以保障該族群的權益,允許每個人皆能享有就業歧視禁止的權利。



美國平等就業委員會政府官員Molly Powell介紹多元文化

肆、心得與建議

一、強化雇主職場性騷擾防治義務

- (一) 透過講師 Stephanie Herrera 的專題報告,我們得知美國聯邦法的法定程序,不同於臺灣的法律,只有規定美國平等就業機會委員會(EEOC)申訴的正式救濟程序,並沒有強制要求雇主在企業內部建立調查機制,亦沒有明文規範要

求立即有效的補救措施。但美國平等就業機會委員會(EEOC)的行政指引中仍有建議，作為雇主有無善盡努力而可以尋求免責之判斷標準，因此也被最高法院轉化成一種雇主的積極抗辯，進而產生間接的影響力，所以多數雇主也會為了避免潛在的賠償金，努力的主動建立並執行內部機制，以尋求法院的認可。綜上，美國的企業內部調查機制(包含立即有效的糾正補救措施)，雖不是法定要求，但雇主仍願意採行，與我國達到異曲同工之效。

- (二) 以我國觀之，性別工作平等法已有明定，本法所稱性騷擾，謂下列二款情形之一：一、受僱者於執行職務時，任何人以性要求、具有性意味或性別歧視之言詞或行為，對其造成敵意性、脅迫性或冒犯性之工作環境，致侵犯或干擾其人格尊嚴、人身自由或影響其工作表現；二、雇主對受僱者或求職者為明示或暗示之性要求、具有性意味或性別歧視之言詞或行為，作為勞務契約成立、存續、變更或分發、配置、報酬、考績、陞遷、降調、獎懲等之交換條件。前項性騷擾之認定，應就個案審酌事件發生之背景、工作環境、當事人之關係、行為人之言詞、行為及相對人之認知等具體事實為之。」。
- (三) 另外，雇主有防治職場性騷擾發生之責任及事後補救之義務，若知悉有職場性騷擾情事，應採取立即有效之糾正及補救措施，使受僱者免於工作場所性騷擾之危害。倘受僱者於執行職務中遭受性騷擾，除可先向事業單位內部管道提出申訴，亦可向工作所在地勞工行政主管機關【直轄市、縣(市)政府勞工局(處)或社會局(處)】申訴。
- (四) 在臺灣的現況而言，職場上人與人間彼此難免存在利害糾葛，各種出現於職場且會令人感到不愉快的言語或行為，可廣泛稱為職場騷擾；另外再由具體行為的態樣細分為狹

義的職場騷擾、職場霸凌或職場性騷擾，無論是何種型態的呈現，報告人認為雇主皆應善盡職場上的防治義務，以我國法令觀之，現階段已有相關規範及申訴救濟管道，未來亦應持續加強職場性騷擾防治宣導，以保障受僱者之權益。

二、強化同工同酬的宣導

- (一)透過此次講師 Craig Leen 專題報告，我們瞭解同工不同酬的現象不僅出現在性別當中，也存在不同的族群身上。未來，我們應在性別主流化的環境中，去思維同工不同酬的議題，但更應該要在不侷限於性別的情況下，訴求平等主流化。講師認為推動同工同酬亦可以替企業帶來良好的工作氛圍並促進女性勞參率上升，所以於企業評鑑時亦可將同工同酬的概念列入各種友善工作環境中。
- (二)我國現行法令性別工作平等法及勞動基準法對同工同酬已有相關規範。性別工作平等法明定雇主對受僱者薪資之給付，不得因性別或性傾向而有差別待遇；其工作或價值相同者，應給付同等薪資。但基於年資、獎懲、績效或其他非因性別或性傾向因素之正當理由者，不在此限。針對違反者公布姓名，並處以新臺幣 30 萬元以上 150 萬元以下罰鍰。此外，勞動基準法第 25 條規定，雇主對勞工不得因性別而有差別之待遇。工作相同、效率相同者，給付同等之工資。針對違反者公布姓名，並處以新臺幣 2 萬元以上 30 萬元以下罰鍰。
- (三)受僱者如認雇主於薪資給付上，因性別而有差別待遇，可向地方主管機關提出申訴。地方主管機關之性別工作平等會針對個案事實進行審議後，如認定雇主有性別歧視，依性別工作平等法第 38 條之 1 規定裁處罰鍰。
- (四)根據今(2022)年性別圖像顯示，我國性別平等表現居全球第 6 名、亞洲第 1 名，表示我國在性別平權上已有相當成就，

未來仍應持續檢視法令並加強宣導同工同酬的觀念，讓更多民眾認同性別工作平權。

三、強化職場平權相關人員在職訓練

我國現行職場平權相關執法人員之訓練，主要係以研習會講授課程辦理，受訓人員流動性大，成效有限。爰建議參考美國平等就業機會委員會(EEOC)作法，以實體或是視訊的工作坊模式辦理並著重法院判決或個案探討，讓參訓人員可依照業務需求選擇專業課程，藉由與講師互動激發更多火花。

四、辦理多元宣導落實法令規定

本次參訓瞭解到美國平等就業機會委員會(EEOC)係透過辦理相關活動或會議，並利用工作坊模式加強宣導。

以我國觀之，我國於性別工作平等法、就業歧視法及中高齡者及高齡者就業促進法已有明定性別、年齡等就業歧視禁止規定，為提升大眾對職場平權法令之認知，本部除每年與地方勞工行政主管機關共同辦理「職場平權及性騷擾防治研習會」至少 25 場次，今年藉著性別工作平等法施行 20 週年之際，特別舉辦 2 場次性別工作平等法 20 週年專題研討會，與專家學者及社會各界共同回顧過去，展望未來，以做為政策精進的參考，也為擴大宣導成效舉辦音樂會，讓性平意識觸及更多民眾。未來建議仍應賡續加強宣導，藉由多元管道讓更多民眾認同性別工作平權，以營造更友善職場環境，落實法令規定。

附錄

2022 EXamining Conflicts in Employment Law (EXCEL)議程

2022 EXCEL TRAINING (VIRTUAL) CONFERENCE

EXamining Conflicts in Employment Law

The EXCEL Training (Virtual) Conference gathers Equal Employment Opportunity (EEO), Human Resources (HR), and Alternative Dispute Resolution (ADR) practitioners from private, state, local, and Federal organizations for three days of education, training, and professional development.

Each workshop description includes an audience designation to help participants select the most appropriate session. The audience designations are F - Federal, P - Private, and F/P for both Federal and private audiences. These designations are suggestions. Participants are encouraged to explore the available workshops based on their interests.

Eastern Time (EDT/EST) is the local time zone observed.

TUESDAY	AUGUST 23, 2022
10:15am - 10:30am	Morning Convening
10:30am - 11:30am	FIRESIDE CHAT
	<p>Charlotte Burrows, Chair, U.S. Equal Employment Opportunity Commission (EEOC) Kiran Ahuja, Director, Office of Personnel Management (OPM) Jenny R. Yang, Director, Office of Federal Contract Compliance Programs (OFCCP)</p> <p>Chair Burrows, Directors Ahuja, and Yang will kick off EXCEL's 25th anniversary and discuss the Biden Administration's whole-of-government approach to equity and the future of work. They will also highlight the EEOC and OPM's efforts to promote diversity, equity, inclusion, and accessibility in America's workplaces.</p>
11:30am - 11:45am	Break
11:45am - 1:00pm	WORKSHOP SESSION 1
1A	<p>Harassment 2.0: How to Recognize, Prevent, and Remedy Virtual Harassment, Cyberbullying (P/F) Stephanie Herrera and Justin Evans (EEOC), Dionne Shy (USDA), and Alexis Tsotakos (Gilbert Employment Law, P.C.)</p> <p>Promptly addressing harassment and claims of hostile work environment can help develop and maintain a respectful workplace, even when teleworking. Panel members will address the prevention of cyberbullying as well as inappropriate online communication and conduct and offer best practices for investigating and remedying virtual harassment. Participants will learn to recognize signs of harassment and develop an understanding of an agency's responsibility to prevent, investigate, and remedy hostile work environments. Participants will discuss real world examples of common EEO complaints involving cyberbullying and inappropriate online conduct through instant messages, posts, and emails.</p>

11:45am - 1:00pm	
WORKSHOP SESSION 1 - CONT.	
1B	<p>Be Like Water: Combatting Anti-AAPI Hate During COVID-19 (P/F) Dr. Russell Jeung (San Francisco State University)</p> <p>In this workshop, Dr. Jeung, who is the co-founder of Stop AAPI Hate, will explore the explosion of discrimination against Asian American and Pacific Islander (AAPI) people during the COVID-19 pandemic and its impact on the AAPI community. Participants will learn how the most current surge of anti-AAPI discrimination has its roots in this country's historic treatment of members of the AAPI community. Finally, the workshop will highlight community responses to the recent discrimination and how to combat anti-AAPI moving forward.</p>
1C	<p>Next-Level Accommodation and ADA Challenges (P/F) Tracie DeFreitas (Job Accommodation Network)</p> <p>The bar for compliance with job accommodation and the Americans with Disabilities Act (ADA) has significantly risen, requiring a higher level of competence, ADA analysis, and engagement in the interactive accommodation process. Level up your ADA and accommodation game by learning practical ways to master complex accommodation and ADA situations. In this session, a representative from Job Accommodation Network (JAN) will share expert, practical guidance on conducting the interactive process, addressing performance issues, modifying workplace policies, managing leave and attendance, and providing pandemic-related reasonable accommodations.</p>
1D	<p>Deep Dive into DEI&A ... Wherefore Your Analytics? (P/F) Victoria Lipnic, Dr. Ye Zhang, and Dr. Julie Frizell (Resolution Economics)</p> <p>Under Executive Order 14035, government-wide Diversity, Equity, Inclusion & Accessibility (DEI&A) initiatives will affect all Federal workforce and human capital management programs. This session will show the interactive and complementary roles that agency HR officials and labor economists can play under increasing compliance pressure and the potential need for litigation risk management. The panel will discuss data needs to identify and remediate gaps in DEI&A programs throughout the employment life cycle. The discussion will distinguish the functions that data-driven DEI&A analytics play in Federal versus private sectors, each of which is limited by its own institutional settings. DEI&A efforts at different organizations can be at different levels of maturity. The panel will take the audience through the DEI&A program cycle, from basic representation rates to deep-dive analyses and investigations, to identify potential program deficiencies and assist employers (Federal and private) in their DEI&A strategic planning.</p>
1:00pm - 1:45pm	Lunch

1:45pm - 3:00pm WORKSHOP SESSION 2	
2A	<p>Interviewing Techniques for Federal Counselors and Investigators (F) Marcus Artis (EEOC)</p> <p>In this session for investigators and counselors, an experienced EEO professional will guide you on how to ask the right questions to develop a complete and impartial record. This course will delve into the legal theories behind complainants' claims of discrimination and how to use those theories to develop thorough requests for information. At the end of this session, attendees will receive guides for developing questions during the informal and formal process.</p>
2B	<p>Pay Equity Self-Audits in DEI&A Programs (P) Craig Leen (K&L Gates)</p> <p>Employers should be proactively assessing pay equity on a regular basis. Typically, such audits focus on pay disparities based on race, ethnicity, and gender. Self-audits should also analyze intersectional pay disparities for both race and gender together (as women of color face the largest pay gaps in the United States), as well as address pay equity for individuals with disabilities. This presentation will provide guidance and best practices on how to conduct effective pay equity self-audits, and why they are critical for effective DEI&A programs. Quantitative and qualitative pay equity audits will be assessed from a legal and compliance perspective.</p>
2C	<p>Retaliation (a.k.a. Reprisal): The Most Frequently Alleged Basis of Discrimination (P/F) Sarah Caudrelier (EEOC)</p> <p>Retaliation remains the most frequently alleged basis of employment discrimination. This session will offer insight on significant court and Federal sector cases, as well as best practices for avoiding retaliation claims.</p>
2D	<p>What Everyone Should Know About Section 508 (P/F) Tim Creagan (United States Access Board)</p> <p>Everyone wins when workspaces are accessible for all employees. This session discusses requirements for ensuring workplace accessibility for persons with disabilities. Attendees will learn about information and communication technology requirements for computers, software, websites, electronic documents, and more under Section 508 of the Rehabilitation Act. This session is a great introduction for those new to Section 508 and a useful refresher for experienced attendees.</p>
3:00pm - 3:15pm	Break

3:15pm - 4:30pm	
WORKSHOP SESSION 3	
3A	<p>Hard to Accept? A Discussion on Acceptance & Dismissal Issues (F) Ingrid Dietsch-Field and Marqui Willoughby (EEOC)</p> <p>Are EEOC dismissals still a mystery to you? Are you not quite sure when it's appropriate to use certain dismissal regulations? If so, the numbers show you are not alone. In fiscal year 2021, 31% of procedural dismissals were remanded on appeal to the EEOC. To help demystify the decision-making process, this session will look at dismissal regulations under 29 CFR 1614.107, discuss real accept/dismiss scenarios, and explore the reasoning behind the EEOC's decisions to remand or affirm.</p>
3B	<p>EEOC Explore: A Modern Way to Understand EEO-1 Data (P/F) Daniel McGregor and Jiashen You (EEOC)</p> <p>The EEOC collects annual reports detailing workforce demographics from private employers, federal contractors, and financial institutions who meet certain filing requirements. The EEO-1 data constitutes around one-third of the American labor force, covering over 73,000 employers nationwide. While this dataset is large and complex, the EEOC Explore tool was launched to make it easy to for the public to navigate the aggregate data. This session serves as a brief tutorial with guided examples to visualize, query, and explore data trends of the EEO-1 data using the EEOC Explore's interactive dashboard.</p>
3C	<p>Managing Religious Accommodation at Work (P/F) Timothy Bladdek (EEOC)</p> <p>Both the Supreme Court and the EEOC have reinforced the requirement for an employer to accommodate an employee's sincerely held religious beliefs, practices, and observances, unless it would pose an undue hardship. This will usually entail making a special exception from, or adjustment to, a particular requirement that creates a conflict. As such, managers and HR officials must frequently address and balance the rights and responsibilities of employees/applicants and employers. This session will provide an overview of the principles involved in providing religious accommodation and managing requests for accommodations, with an emphasis on practical application.</p>
3D	<p>Who Gets the Benefit of the Doubt? (P/F) Ahmad Burse and Katrina Grider (EEOC)</p> <p>We often choose to accept and trust people who are like us. Although this unconscious decision-making assisted in our survival as a species, providing the benefit of the doubt to others can improve our personal and professional relationships. This session will provide tools for participants to become inclusive allies and critically consider who gets the benefit of the doubt.</p>

WEDNESDAY		AUGUST 24, 2022	
10:15am - 10:30am		Morning Convening	
10:30am - 11:45am		WORKSHOP SESSION 4	
4A	<p>CREED Model - Session 1: The Tenets of Inclusive Leadership (P/F) Dr. Alvin Tillery, Jr. (Northwestern University)</p> <p>This workshop will discuss the current demands for inclusive leadership competencies within organizations and make the business case for responding to these demands by becoming an inclusive leader. The workshop will explore common leadership styles in organizations. Dr. Tillery will focus on the “servant-leader” model and why adopting this framework is the most conducive to developing the habits and competencies of inclusive leadership. The workshop will close with a description of the fundamental competencies that social psychologists have recognized as the traits of inclusive leaders.</p>		
4B	<p>Tricky EEO Scenarios: From Hire to Fire (P) William Cash (EEOC), Cynthia Nance (University of Arkansas School of Law), and Daniel Herrington (Friday, Eldredge and Clark, LLP)</p> <p>This session will examine EEO issues from pre-hire to termination and suggest best practices throughout. The panel will address barriers to employment and current workplace challenges for employees and employers. Using scenarios to flesh out these topics, the speakers will provide their own unique approaches and perspectives.</p>		
4C	<p>Bringing Clarity to Mixed Cases (F) Sara Snyder (MSPB), Lawrence Green (EEOC), and Zachary Wright (EEOC)</p> <p>An experienced panel will discuss the confusing path a discrimination claim can take when the action alleged, such as a constructive discharge or denial of reasonable accommodation, falls within the jurisdiction of the Merit Systems Protection Board (MSPB). MSPB Chief Judge Sara Snyder, EEOC Administrative Judge Zachary Wright, and EEOC Supervisory Attorney Gazal Modera will explain the applicable law and discuss examples of how these situations arise at different stages of the process. The panel will also offer best practices for agency complaint processing and examine the consequences of MSPB jurisdictional determinations on future review.</p>		

10:30am - 11:45pm WORKSHOP SESSION 4 - CONT.	
4D	<p>Leadership and Learning: Building Lawful, Inclusive, Productive Workplaces (P/F) Stephen Paskoff (ELI, Inc.)</p> <p>Too often organizations rely on once-and-done, check-the-box training and aspirational leadership statements to drive change in daily workplace actions and behaviors. That does not work. More is required. Habits must change. This interactive session will offer tools to help employers build and sustain legal, diverse, and equitable cultures aligned with core equal employment principles and each organization’s mission and values. When workplace behavior and actions are linked to the success of other operationally critical standards, such as safety and quality, culture changes and organizational results are maximized. This session will include a simulation of effective learning methods, provide models for daily leader and team behavior, and explore ways to help prevent, detect, and correct issues as they arise while building trusting teams and a collegial, results-driven environment.</p>
11:45am - 12:00pm Break	
12:00pm - 1:15pm WORKSHOP SESSION 5	
5A	<p>CREED Model - Session 2: The CREED Model for DEI Leadership (P/F) Dr. Alvin B. Tillery, Jr. (Northwestern University)</p> <p>This workshop will highlight how attaining the psychological competencies of inclusive leadership is often not enough to promote organizational transformation around diversity, equity, and inclusion (DEI). Participants will learn how to combat organizational inertia and resistance by using the CREED Model for DEI leadership. Dr. Tillery will discuss the social scientific underpinnings of the CREED Model and how this foundation makes it a very powerful tool to promote change around DEI. The workshop will close with a brief discussion of case studies where leaders in the governmental, corporate, and non-profit sectors used the CREED Model to promote DEI at their organizations.</p>



TRAINING CONFERENCE 2022

25 YEARS

12:00pm - 1:15pm		WORKSHOP SESSION 5 - CONT.	
5B	Advancing Equity with Data: A Demonstration of the Census Bureau's Data Tools (P/F)	<p>Dr. Gabriel Amaro, Dr. Bethany DeSalvo, Dr. Tomas Encarnacion, Dr. Lynda Laughlin, and Chip Walker (U.S. Census Bureau)</p> <p>The Census Bureau is committed to producing data that depict an accurate portrait of America, including its underserved communities. This session will provide a demonstration of the Census Bureau's website and data tools for Advancing Equity with Data. Participants will learn how to navigate several easy-to-use tools, including My Community Explorer (MCE) and Community Resilience Estimates. If time permits, we will also explore Local Employment Dynamics for data on the local labor force. Participants are encouraged to explore our data tools ahead of time, to maximize their experience in this hands-on training.</p>	
5C	The ABCs of an Effective Investigation (F)	<p>Maria Kaplan (EEOC)</p> <p>When an employee files an EEO complaint with their agency's EEO office, the way the investigation is processed can either be an opportunity for increased efficiency and trust in the process or a breakdown in communication that leads to lack of engagement. This session will cover the basics of conducting an effective investigation that handles employee complaints promptly, fairly, and effectively.</p>	
5D	From the Skills That Matter Most Series - Emotional Intelligence (P/F)	<p>Elizabeth A. Winters</p> <p>This session is for anyone wanting to gain insight into the five components of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills). With a greater understanding of emotional intelligence, you'll be able to increase performance, build and maintain relationships, and experience a positive impact in your professional and personal lives. Other benefits include: developing leadership skills and characteristics, strengthening team or group cohesiveness, improving the stakeholder/client experience, helping to reduce stress and enhancing social skills.</p>	
1:15pm - 2:00pm		Lunch	
2:00pm - 3:15pm		WORKSHOP SESSION 6	
6A	Equitable Artificial Intelligence in the Workplace (P/F)	<p>Corrine Weible and Bill Curtis-Davidson (PEAT)</p> <p>Innovations in artificial intelligence (AI) are rapidly reshaping the workplace, from automated hiring systems to assistive technology. This session will explore AI's potential to both help and hinder employment success for people with disabilities. The session will also share best practices for responsible and inclusive implementation of AI-enabled workplace technologies.</p>	

2:00pm - 3:15pm WORKSHOP SESSION 6 - CONT.	
6B	<p>The Alarming Rise of Antisemitism and the Impact on Work (P/F) Jonathan A. Segal (Duane Morris, LLP)</p> <p>We as a nation are currently experiencing an alarming increase in antisemitism, and the first step in addressing the problem is to acknowledge that it exists. This session will provide an overview of historical and modern antisemitism, as well as discuss the legal protections in the workplace for Jewish applicants and employees. The session will close with specific steps DEI&A leaders can take to decrease the likelihood that anti-Jewish discrimination and harassment will occur in the workplace and increase the sense of belonging for Jewish employees.</p>
6C	<p>Connecting the Dots: EEO, Barrier Analysis, and DEI&A (F) Ahmad Burse and Gul Chaudhry (EEOC)</p> <p>Federal sector EEO focuses on compliance with laws and regulations. Barrier Analysis requires agencies to examine triggers and identify barriers to equitable policies, practices, and procedures. Executive Order (EO) 14035 on Diversity, Equity, Inclusion, and Accessibility (DEI&A) requires the Federal Government to be a model for DEI&A practices. This session will cover the requirements of EO 14035 and how they can help your agency achieve its strategic goals.</p>
6D	<p>Developing Strategies to Build an Inclusive Culture that Drives EEO Objectives & Behavioral ROI (P/F) Dr. Edward Hubbard (Hubbard & Hubbard, Inc.)</p> <p>Many existing measures do not accurately evaluate the success and "behavioral ROI" impact of diversity, equity, and inclusion (DEI) objectives. There's a difference between generating "outputs" from scorecard action plans and producing "strategic outcomes and intended transformational impacts." This session will help participants develop an advanced "intentional diversity scorecard" and examine actions that drive an intentional inclusion culture towards better EEO and DEI results. Join this session to learn about actions leaders and organizations can take to move the EEO and DEI needle to produce evidence-based impacts and outcomes.</p>
3:15pm - 4:15pm HOT TOPICS DISCUSSION FORUMS	
	<p>Two facilitator-led discussion groups covering pressing issues in EEO and civil rights.</p>

THURSDAY	AUGUST 25, 2022
10:15am - 10:30am	Morning Convening
10:30am - 11:45am	WORKSHOP SESSION 7
7A	<p>COVID-19: Impact Women for Years (P/F) Katrina Grider (EEOC)</p> <p>COVID-19 has increased the pressure on working mothers. Balancing work and family obligations has long been the reality for women in the United States. This session is a deep-dive discussion about COVID-19's long term impact upon women in the workplace. As the pandemic persists, women will continue to shoulder a disproportionate share of its burden while the dual demands of jobs and childcare are pushing many women out of the workforce.</p>
7B	<p>What's So Special About Special Emphasis (F) Anitra Green (EEOC)</p> <p>Special Emphasis Programs (SEP) are critical to the success of any Federal agency's Diversity and Inclusion (D&I) and Equal Employment Opportunity (EEO) programs. SEPs help agencies ensure that EEO and D&I are successfully interwoven into all aspects of employment. This session will provide an understanding of the legal and policy framework that supports implementation of SEPs, define the role of the SEP Manager, distinguish between diversity and inclusion, and provide basic instruction on barrier analysis.</p>
7C	<p>Legal Update 2022 (P/F) Carol Miaskoff (EEOC)</p> <p>EEO law is dynamic, multifaceted, and developing as the courts interpret and apply the law to a rapidly changing workplace. Employers must remain vigilant and aware of the significant EEO court cases decided this year. Hear from the EEOC about the latest cases, precedent-setting decisions, and their implications for employers.</p>
7D	<p>DEI&A Programs that Work and Those that Don't (P/F) Luther Wright (Ogletree Deakins) and Dexter Brooks (EEOC)</p> <p>Diversity, equity, inclusion, and accessibility (DEI&A) initiatives in the workplace are effective when properly implemented. It's vital, however, to ensure that these DEI&A programs are compliant with EEO laws and regulations. Join two recognized experts in this field to learn leading practices for creating, administering, and promoting effective and legally compliant DEI&A programs in your organization.</p>
11:45am - 12:00pm	Break

12:00pm - 1:15pm	
WORKSHOP SESSION 8	
8A	<p>LGBTQI+ Cultural Competency in the Workplace (P/F) Molly Powell and Zachary Florent (EEOC)</p> <p>This session will provide a baseline understanding for creating a respectful workplace for all employees, and for communicating effectively and appropriately with LGBTQI+ colleagues and customers. This session will provide a review of evolving language and vocabulary, best practices for using pronouns appropriately, and steps each person can take to make a workplace safe and welcoming for all. This session is for participants who are relatively new to LGBTQI+ cultural competency as well as for participants with extensive lived experiences related to these topics.</p>
8B	<p>Improving Online Outreach to Job Seekers with Disabilities (F) Sarah von Schrader, Ellice Switzer, and Sandra Mosqueira-Caminada (Cornell University)</p> <p>Recruiting candidates with disabilities is a critical component of ensuring a diverse Federal workforce and assisting agencies in meeting affirmative hiring goals. The panel will share findings from several major studies to explore how employers use disability-inclusive messaging on career webpages and how that messaging may influence jobseekers with disabilities. Participants will gain insight into how jobseekers with disabilities search for employment online, strategies that encourage them to apply and self-identify, and practical outreach that helps increase disability representation in organizations.</p>
8C	<p>The Reports Evaluation and Applied Data Division Presents: The Annual Report Dashboards (F) Dr. Mxolisi Siwatu and Dr. Karen Brummond (EEOC)</p> <p>This session will provide a walkthrough of Annual Report Dashboards (ARD) from the EEOC's Office of Federal Operations, Reports, Evaluation and Applied Data Division (OFO, READD). ARDs are a series of public-facing interactive reports that allow users to view key Federal sector complaint and workforce data by agency. The dashboards are an excellent resource for comparing EEO activity across agencies and for comparing agencies against government-wide benchmarks. Join the READD team to learn about the latest enhancements to ARDs. Participants are encouraged to suggest additional features for consideration during future updates.</p>

12:00pm - 1:15pm		WORKSHOP SESSION 8 - CONT.	
8D	Models for Creating Effective Conflict Dialogues (P/F)	<p>Dawn Bedlivy (National Security Agency) and Dr. Kim Faircloth (Mediation Training Institute)</p> <p>Many well-intentioned trainings on addressing workplace conflicts unfortunately lack a vital component: how to be truly present, engage, and listen actively while gathering information about the dispute. This session will equip managers, HR, ADR, and EEO professionals with a guided framework for dispute resolution dialogues. The framework provides questions and prompts to help identify the underlying causes of the conflict and pave the way for lasting resolutions.</p>	
1:15pm - 2:00pm		Lunch	
2:00pm - 3:15pm		WORKSHOP SESSION 9	
9A	Office of Federal Operations Case Updates (F)	<p>Elyssa Santos-Abrams (EEOC)</p> <p>You have been busy over the last year and so has the EEOC. Join senior attorney advisor and audience favorite, Elyssa Santos-Abrams, for a lively and engaging discussion of the latest developments in Federal sector EEOC case law, including emerging issues.</p>	
9B	The Trauma of Workplace Incivility: Guidance for Investigators (P/F)	<p>Sharon Harrington and Dr. Lynda Byrd-Poller (Amediate, LLC)</p> <p>Incivility in the workplace causes the kind of conflict that promotes employee relations investigations. The impact of trauma must not be ignored when conducting workplace investigations. Trauma is often present in investigations that involve harassment, bullying, or discrimination and have deep roots in organizational culture and climate. This session will discuss organizational trauma, how trauma might show up in an investigation, and how an investigator can use their knowledge of trauma to successfully complete the investigation without creating additional trauma.</p>	

2:00pm - 3:15pm WORKSHOP SESSION 9 - CONT.	
9C	<p>Accommodating Mental Health Conditions in the Workplace (P/F) Melanie Whetzel (Job Accommodation Network)</p> <p>Melanie Whetzel, a long-time consultant for the Job Accommodation Network, will discuss accommodating employees with mental health conditions in the workplace. Melanie will begin by defining mental health related disabilities, as distinguished from other cognitive disabilities. Using real-life situations, Melanie will illustrate some of the most pressing issues that have emerged during the pandemic, often due to rapid changes in routine, the need to adapt quickly, social isolation due to forced telework, fear associated with returning to the workplace, and the continued need to telework for select employees. These changes have exacerbated symptoms for some employees with existing mental health conditions and triggered an increase in anxiety, depression, and substance use disorders (such as opioid addiction). The presenter will discuss ways to address these issues, provide relevant ADA rules, and best practices, including appropriate medical documentation in the context of reasonable accommodation requests and related confidentiality provisions under the ADA.</p>
9D	<p>Anyone Can Negotiate! (P/F) Anne Bachle Fifer</p> <p>You negotiate constantly, both personally and professionally, but have you ever learned about negotiation dynamics and tactics? You may not be negotiating as well as you could be. By the end of this session, you will understand more about negotiation and how to make it work for you. Participants will consider the two main styles of negotiation – competitive and cooperative – and when they are most effective. Ms. Fifer will analyze video clips of negotiations, then lead a brief simulated negotiation. You will learn what you’re doing well already and how to up your game in your next negotiation.</p>
3:15pm - 3:30pm	Break
3:30pm - 4:30pm	<p>Ethics for Attorneys (P/F) Edmund Chiang and Denesha James (EEOC)</p> <p>This workshop will cover common ethics issues that arise when practicing employment law as well as new ethical questions and areas of professional risk for attorneys in the COVID era.</p>
4:30pm	Adjourn