REVISIONS TO COMPLIANCE MANUAL

Date	Section	Update
10/7/2015	10632.6	List of documents to be submitted to CCSLB updated as per ICG 16-01
11/24/2015	10582.1, 10582.2	Procedures for Requesting Disbursement
11/24/2015	Added appendix 25	Finance Branch Disbursement Form
11/24/2015	Added appendix 26	OCFO Recipient Information Form
4/15/2016	10557, 10578.4	Reporting of Backpay Allocation to Social Security Administration
9/1/2016	10592.8	Reinstatement
4/17/17	10508.3	Resolving Remedial Issues in the Original ULP Proceedings
4/17/17	10566.2	Daily Compounded Interest will Accrue on all Backpay on a Pay Period Basis
6/21/17	10557	Reporting of Backpay Allocation to the Social Security Administration
6/21/17	10578.4	Allocation of Social Security Credit
7/22/2017	10562.1	Overview
7/22/2017	10562.2	Resources and Methods
7/22/2017	10582.3	Escrow for Missing or Unavilable Discriminatees
7/22/2017	Index	Remove: • Advertising for Missing Discriminatees (under A) • Advertising for (under Discriminatees) • Searching for (under Missing) • Locating Missing Discriminatees (under L) • Searching for Missing Discriminatees (under S) • Letter Forwarding to Missing Discriminatee (under Social Security Security)
7/22/2017	10704.1	Division of Operations-Management

		Submit
6/5/18	10580.4	Interest-Bearing Accounts Through Finance Branch
8/1/2020	10576.1	Recording Receipt of Backpay or Remedial Reimbursement
8/1/2020	10592.4	Delete: Detailed Table of Contents: Settlement Based on Less Than 80 Percent of Backpay and the Section
8/1/2020	10592.1	Authority of Regional Directors to Accept Settlements
8/1/2020	10592.3	Settlement Reached by Some or All Parties
8/1/2020	10704.1	Division of Operations-Management Obtain Authorization or Clearance:
8/1/2020		Delete all references to 10592.1 in the Index.
8/24/2020	10506.3	Maintaining Contact with Discriminatees and Identifying Unnamed Discriminatees
8/24/2020	10508.8	Establish and Maintain Contact with Discriminatees
8/24/2020	10550.2	Maintaining Contact with Discriminatees
10/19/2020	10692 & 10694	Delete the entire Section 10692 Delete Section 10694.1 & 10694.2

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INTRODUCTION

The General Counsel's Office is pleased to announce this revised edition of the National Labor Relations Board Casehandling Manual for Compliance Proceedings. This edition incorporates straightforward language to clarify instruction concerning ULP case processing; expands the scope of guidance in many areas and reorganizes the material to facilitate its use. In addition, several new sections address existing casehandling procedures that previously had not been incorporated into the manual. Finally, existing sections of the manual have been updated to reflect current case law and General Counsel policies.

We anticipate that the guidelines set forth in this revision will enhance the quality of compliance casehandling and assist the Agency in its mission to fairly and efficiently provide remedies for unfair labor practice violations. Also, practitioners now have the very best guidance available to help their clients comply with their obligations under the Act and resolve disputes with finality.

Publishing the revised Compliance Manual symbolizes our commitment to enhancing the resources available to employees of the Office of the General Counsel and the Bar and to conducting our proceedings in an open, transparent manner. We believe that you will find it to be of great assistance in compliance matters. Future revisions will be made electronically and posted on the Agency's website so that the Manual will always be up to date.

This Manual reflects the work of many Agency professionals, both in the Field and Headquarters. While it is not possible to recognize each contributor here, special mention should be made of the members of the committee which had overall responsibility for the project: Joe Frankl, Regional Director, Region 20, Michael Cass, Officer-in-Charge, Subregion 34, Jenny Dunn, Compliance Officer, Subregion 11, Dan Collopy, Deputy Assistant General Counsel, Division of Operations-Management, and Beth Tursell, Deputy Associate to the General Counsel, Division of Operations-Management. On behalf of the Agency, I want to thank each of them and all of those who played a role in developing and revising this manual.

Richard F. Griffin, Jr.
General Counsel
September 2015

PURPOSE OF THE MANUAL

The Casehandling Manual is intended to provide procedural and operational guidance for the Agency's Regional Directors and their staffs when making decisions as to unfair labor practice and representation matters under the National Labor Relations Act. The Manual consists of three volumes: Part One—Unfair Labor Practice Proceedings; Part Two—Representation Proceedings; and Part Three—Compliance Proceedings.

This Manual has been prepared by the General Counsel for use by Agency personnel, pursuant to authority under Section 3(d) of the Act and as delegated by the Board. The Manual has been neither reviewed nor approved by the Board.

The work of securing compliance with Board orders, court judgments, and informal settlement agreements has generally been handled by a select few in NLRB Regional Offices. It has become apparent, however, that in order to effectuate compliance, all Board agents, regardless of their tenure, should be familiar with compliance concepts and procedures. With this in mind, a new introductory section (10504) has been added to the beginning of the Compliance Casehandling Manual. The purpose of the new section is to emphasize that all Board agents are also responsible for collecting compliance information while conducting the initial unfair labor practice investigation.

Section 10504 highlights the necessary data the Region should collect to enable it to quickly determine backpay liability during any stage of case processing. It also provides a handy check list (Appendix 1) that Board agents may copy and make reference to while taking affidavits during the investigation of a case. All Board agents should be aware of this section and of the importance of obtaining such information as part of the initial investigation of unfair labor practice charges.

Potential discriminatees should be advised during the initial investigation that the Board agent is not making a predetermination of the outcome of the case, but that compliance-related information is routinely sought and will be readily available in the event the Region determines the charge has merit.

As to matters on which the Board has issued rulings, the Manual seeks to accurately describe and interpret Board law; while the Manual can thus be regarded as reflecting Board policies as of the date of its preparation, in the event of conflict, it is the Board's decisional law, not the Manual, that is controlling. Similarly, while the Manual reflects casehandling policies of the General Counsel as of the date of its preparation, such policies may be revised or amended from time-to-time.

The Manual is not a form of binding authority, and the procedures and policies set forth in the Manual do not constitute rulings or directives of the General Counsel or the Board. **Accordingly, the provisions of the Manual should not be used against the National Labor Relations Board in any proceeding before the Board or in Federal court.** The Manual is also not intended to be a compendium of either substantive or procedural law, nor can it be a substitute for a knowledge of the law.

Although it is expected that the Agency's Regional Directors and their staffs will follow the Manual's guidelines in the handling of cases, it is also expected that in their exercise of professional judgment and discretion, there will be situations in which they will adapt these guidelines to circumstances. Thus, the guidelines are not intended to be and

should not be viewed as binding procedural rules. Rather, they provide a framework for the application of the Board's decisional law and rules to the facts of the particular situations presented to the Regional Directors and their staffs, consistent with the purposes and policies of the Act.

MANUAL FORM

This Manual is available in printed form from the U.S. Government Printing Office and in electronic form at the Agency's website (http://www.nlrb.gov/). (Agency employees also have access to the Manual on an Agency electronic Bulletin Board.)

MODIFICATIONS TO THE MANUAL

Modifications to the Manual will be announced by General Counsel memoranda. These memoranda are available to the public through the Agency's publication "Weekly Summary of NLRB Cases." At the time of announcement, the electronic versions of the Manual maintained on the Agency's website (http://www.nlrb.gov/) and internal Bulletin Board will be revised in accord with the modifications. All memoranda announcing modifications will be retained indefinitely at the website and Bulletin Board UPDATE PAGE.

Printed versions of the Manual available in Agency libraries will be kept current. Printed compilations of modifications will be prepared annually. Printed copies of the Manual distributed following its original publication date will contain the original Manual as well as all annual compilations.

INSTRUCTIONS

The Casehandling Manual consists of three volumes: Part One—Unfair Labor Practice Proceedings; Part Two—Representation Proceedings; and Part Three—Compliance Proceedings. The Unfair Labor Practice Proceedings Manual was revised in 2016. The Representation Casehandling Manual was revised in 2014.

10504 Precomplaint Compliance Procedures

10504.1 Overview

Experience has demonstrated that taking conscious steps to facilitate compliance *during initial case processing* greatly enhances the Agency's chances of achieving prompt and complete remedies for violations of the Act. Board agents are encouraged to learn to identify potential compliance problems as they conduct the initial case investigation. Greater attention to potential compliance issues early in the investigation will help to avoid situations where the Agency prevails in litigation only to fall short of obtaining a remedy.

Formal compliance cases involve ensuring a respondent's compliance with the requirements of a Board order or a court judgment that enforces a Board order. However, compliance-related issues also arise in connection with informal settlement agreements. Informal settlement agreements are usually negotiated by the Board agent who investigated the original charge or by the trial attorney assigned to litigate the case. Since many of the same principles apply to both formal compliance cases and informal settlement agreements, it is appropriate for all Board agents to acquaint themselves with the Agency's compliance processes.

10504.2 Information from Charging Parties/Potential Discriminatees

Estimates of backpay liability are often necessary for the parties to consider settlement options prior to the issuance of complaint. Therefore, all information in the charging party's and/or discriminatees' possession that is relevant to calculating backpay should be obtained as part of the initial investigation. Care should be taken to avoid creating the impression that requesting this information indicates the Region already considers the charge meritorious. Thus, it is appropriate to explain to the charging party/discriminatee/respondent that the Agency collects such information so that it will be prepared for potential settlement discussions *in the event* a charge is found to have merit. The following is a list of information that should routinely be obtained during the initial investigation and should generally be included in affidavits in 8(a)(3) discharge cases.[1]

- Names, addresses, phone numbers, e-mail addresses (contact information)
- Job classification(s)
- Wage rate(s)
- Hours of work
- Overtime (typically an estimated weekly average and whether it was seasonal or consistent throughout the year)
- Benefits, health insurance, pension, vacation/severance
- Bonuses (whether routine, for example, holiday or year-end bonus)

[1] In lieu of placing this information in the affidavit, Regions may elect to use a separate form which should be placed in the case file. OM 08-54 contains two forms that can be used when collecting backpay information.

- Whether this is construction industry salting case (establish backpay period)

A more extensive compliance check list for Board agent use during initial investigations is set forth in Appendix 1.

10504.3 Identifying Unnamed Discriminatees

In cases involving a large number of potential discriminatees, for example, allegations involving a mass layoff/discharge or a unilateral change affecting a large number of employees, identifying information should be sought for all persons who might be subject to the remedy. While it is not necessary to include such information in an affidavit, it is frequently possible to obtain, at minimum, a list of all employees and their contact information, such as addresses, telephone numbers, and e-mail addresses. An often-overlooked source of information in this regard is the membership records of an incumbent union. If necessary, Regions may also consider the use of Section 11 subpoenas. Sections 10508.9 and 10618.1.

10504.4 Recording Social Security Numbers/Interim Employers

Social Security numbers may be used to locate missing discriminatees/witnesses and to obtain earnings verification from the Social Security Administration. In the interest of protecting privacy rights, Social Security numbers should never be included in affidavits. The preferable method is to record Social Security numbers in a separate file memo or to place in the file a copy of a document that includes the Social Security number(s). To the extent it is necessary to identify individuals by Social Security numbers in any document that may be subject to disclosure, only the last 4 digits should be used. The format of the number would be ###-##-_____. Care should be taken to ensure that complete Social Security numbers are not made part of any public document or otherwise inappropriately released.

Similarly, the identity of interim employers and the wages received by discriminatee(s) during the backpay period may become an important issue in settlement negotiations and/or future compliance proceedings. While it is not necessary or appropriate to include this information in an affidavit, it is helpful to record in the file any available information regarding interim employment. Two forms which may be used to obtain the information needed are Short-Form Backpay Sheet and Compliance Information Form, both of which constitute Attachment C to OM 08-54.

10504.5 Obtain Full and Correct Name of Charged Parties

It is often taken for granted that the identity of the charged party is correctly reflected in the charge. The accurate name and related information about a potential respondent is critical to obtaining compliance. Sections 10506.2(a), 10508.3, and 10682.2. Accordingly, every effort should be made to ensure that charged parties are correctly identified by name and that the status of incorporation, partnership or proprietorship, if any, is known. In the event the investigation raises a question as to the identity of the charged party, the Board agent should immediately seek to obtain all information relevant to resolving the issue. See Section 10508.6 for a list of investigatory resources. When clarifying information is obtained, all related pending charges should be promptly amended to correctly identify all charged parties.

10504.6 Labor Organization Respondents

In cases involving charges against labor organizations, the full and correct name and related identifying information for the charged union (names and titles of officers) must be obtained. Similarly, complete identifying information should also be obtained for any related entity (for example, a union-sponsored and/or administered benefit fund) if the related organization is implicated by the charge. If the investigation discloses that multiple parties are involved, all pending charges should be promptly amended to correctly identify all potential respondents.

10504.7 Identifying Recidivist Respondents

Early identification of business entities, individuals, and labor organizations that have a history of violating the Act and that have prior judgments against them permit Regions to take prompt remedial action. In cases involving Respondents that have previously settled cases informally, the Region may elect to require a formal settlement of later filed charges. (See ULP Manual sections 10164–10170 for a complete discussion of formal settlements.) More importantly, in instances where the Region's initial investigation discloses the existence of a prior court judgment, the case may warrant prompt submission to the Contempt, Compliance and Special Litigation Branch for consideration of contempt action. Prior judgments may be found by using the Appellate Court Lookup System (available on the intranet) or by performing a nationwide query using the Agency's Case Activity Tracking System (NxGen). Settlement history, both in a given Region and in the rest of the Agency's jurisdiction, may also be obtained through NxGen. See Section 10632 for a discussion of contempt and other post judgment proceedings.

10504.8 Investigation of Alter Ego Operations, Disguised Continuances and Successors

Some of the Agency's most challenging investigations and litigation involve attempts by a respondent to avoid liability under the Act by creating new business entities, disguising ownership and/or selling its business operations. Prompt identification and investigation of these issues greatly enhance the likelihood that a satisfactory remedy will be obtained in what may otherwise prove to be an extremely problematic case. Sections 10506.2(a) and 10508.4. The Agency has many research tools to aid in such investigations. See Sections 10508.6–10508.9 for a description of the investigative resources available and OM 95-39 for a description of the evidence that may be available through these resources.

10504.9 Derivative Liability

In certain circumstances, persons or business entities other than the named-charged party may be held liable to remedy an unfair labor practice. Information that identifies and explains any such business relationship should be sought as soon as the existence of a related entity comes to light. In some cases, it may also be appropriate for the Region to consider "piercing the corporate veil" in order to assign personal liability to the principal officer(s) of the charged party. See Section 10682 for a more complete discussion of derivative liability.

10504.10 Bankruptcy Coordinator

Occasionally, during initial case investigations, Regions learn that the charged party is in the process of filing, has filed, or may be planning to file a bankruptcy petition. In order to insure that all appropriate steps are taken to safeguard the Agency's interests in these situations, all such information should be immediately brought to the attention of the supervisory staff and the Region's bankruptcy coordinator. See Section 10670.

10504.11 Compliance Assistance From the Compliance Unit and Contempt, Compliance and Special Litigation Branch

The Compliance Unit in the Division of Operations-Management was created to coordinate compliance efforts more effectively in order to promptly address training or resource needs and to better effectuate timely and meaningful compliance with Board decision and settlements. The Compliance Unit collaborates closely with CCSLB and Regional offices and may be contacted with any compliance questions, issues or concerns.

The Contempt, Compliance and Special Litigation Branch is available to consult with Regions about a broad range of compliance questions and problems. The CCSLB hotline phone number is (202-273-3740).

10506 Initiation of Compliance Actions

10506.1 Overview

From the time the Region finds merit to an unfair labor practice charge, compliance actions are appropriate to establish remedies and to achieve compliance with them. The Region should respond to inquiries and encourage settlement discussions at anytime during unfair labor practice proceedings. The Region should communicate with the parties in order to initiate compliance actions at the following stages of unfair labor practice proceedings. See Section 10508 for an in-depth discussion of actions to be taken after issuance of complaint.

10506.2 Upon the Region's Determination of a Violation or Issuance of a Complaint

After the Region determines that a violation has occurred, appropriate remedial action must also be determined, both to support immediate settlement discussions and in anticipation of eventual compliance proceedings. In addition to the standard remedial actions (such as reinstatement, make-whole, cease and desist language, and posting of a notice), the Region should consider whether special remedial actions are appropriate. Examples of such special remedies include:

- requirement that a representative of the respondent read the Notice to Employees,
- compensatory damages, in addition to backpay, to fully make-whole discriminatee,
- *Fieldcrest Cannon* type remedies for certain violations that occur during organizing campaigns. See OM 99-79.[2]

[2] *Fieldcrest Cannon*, 318 NLRB 470 (1995).

- And front pay (See GC 13-02 and Section 10592.8)

A. *Correctly Identifying the Respondent*: If Board orders and court judgments do not correctly identify the respondent, the Agency's efforts to obtain compliance through collection proceedings and/or contempt are severely hampered.

- In cases involving corporations, the correct name of the respondent can be obtained from various sources including the Secretary of State's office in the state where the respondent is incorporated.
- In cases involving sole proprietorships and partnerships, the case caption and the jurisdictional pleadings should include the full names of all individuals liable for compliance. Sections 10508.3 and 10508.4. See also ULP Manual Section 10264.3.
- In cases involving labor organizations, the correct name of the union can be obtained from various sources including the Bureau of National Affairs publication "Directory of U.S. Labor Organizations" which is retained in each Region.

Upon issuance of an administrative law judge's decision or a Board order, Regions should confirm that the cases are correctly captioned and that the order section of the decision correctly identifies the labor organization, corporation, or individuals who are personally liable for compliance.

B. *Determining and Pleading Remedies*: Upon determination that a charge has merit, the Region should also fashion the appropriate remedy for such conduct in order to pursue settlement discussions and in anticipation of eventual compliance proceedings.

If the remedy sought would affect an entity not otherwise named in the complaint, that entity should be added to in the complaint as a party in interest. ULP Manual Section 10264.4.

If the remedy sought is novel or unique, the complaint should specifically request such a remedy in addition to other appropriate relief. ULP Manual Sections 10266.1, 10407.

C. *Consolidating Compliance Issues with Complaint*: Whenever possible, Regions should consider consolidating compliance issues (generally reserved for a subsequent compliance specification) with unfair labor practice issues in a complaint. Such consolidation may result in substantial conservation of time and resources. Sections 10508.3 and 10646.3 set forth the criteria for this determination.

D. *Including Backpay Computations in the File*: Region's files in meritorious cases should contain documentation clearly describing the Region's assessment of the backpay due. In rare situations, detailed computations may not be required if they are not feasible or worth the investment of time. However, even in these circumstances, a reasonable effort should be made to estimate backpay. In certain situations, computations are not necessary if the Region has concluded that the respondent is unable to pay any amount owing. Computations are also not necessary where the charging party or discriminatee expresses an unwillingness to cooperate further in Agency proceedings. In cases involving bankruptcy, however, it may be necessary for the Region to compute

backpay for the purpose of filing a Proof of Claim. In the event the Region determines it is not feasible or necessary to calculate backpay, the file should clearly document this determination and set forth the reasons that such determination was made.

E. *10(j) Protective Orders*: If the respondent fits the profile of a party likely to avoid or frustrate compliance by closing down operations or liquidating assets, the Region should consider whether a Section 10(j) protective order is appropriate. See Section 2.1(14) of the 10(j) Manual (available on the intranet). A checklist of factors that should be considered as part of the profile can be found on the Contempt, Compliance and Special Litigation Branch web page on the intranet. After a Board order issues, the Region should consider whether 10(e) injunctive relief is appropriate pending circuit court review of the Board's application for enforcement.

10506.3 Maintaining Contact with Discriminatees and Identifying Unnamed Discriminatees

The Region will provide the Centralized Compliance Unit (CCU) a list of names and addresses, and email addresses and telephone numbers where available of all alleged discriminatees named in the complaint who potentially will receive backpay and who are required to mitigate their losses. In situations where alleged discriminatees have not yet been identified at the time complaint issues, the Region should take immediate efforts to identify and locate all such individuals and provide the required contact information to the CCU. The CCU is responsible for maintaining contact with discriminatees during the course of unfair labor practice proceedings, for advising them of their responsibilities, and for obtaining information from them that will be needed to determine backpay. Sections 10508.8 and 10550.2.

10506.4 Monitoring Ability to Comply

At all times during the course of unfair labor practice proceedings, the Region is responsible for monitoring the charged party's ability to comply with anticipated requirements. The Region should be alert to developments that suggest that a charged party will not be able to comply, such as a closing of operations, filing for bankruptcy, or sale of the business. Such issues should be promptly investigated. Section 10508.6. If the Region obtains evidence that the respondent will be unable to satisfy its compliance obligations, the Region should determine whether there is another party that should be alleged as derivatively liable for respondent's compliance obligations. See Section 10682 regarding derivative liability.

10506.5 Following an Informal Settlement Agreement

Every informal settlement agreement should clearly specify all remedial actions required. As soon as the Regional Director has approved an informal settlement agreement entered into by all parties, instructions to comply should be sent to the charged party's legal counsel. The compliance instructions may be sent directly to the charged party where it is not represented by legal counsel or where permission has been granted for direct service to the charged party in the informal settlement agreement. Section 10594. See also OM 10-05 and OM 10-89.

See Section 10506.10 regarding procedures for initiating compliance when the charging party does not enter into an informal settlement agreement.

10506.6 Following a Formal Settlement Stipulation

Action to obtain compliance with a formal settlement stipulation should be undertaken when the formal settlement stipulation has resulted in issuance of a Board order. Section 10596 and ULP Manual Sections 10164–10170.

10506.7 Following an Administrative Law Judge's Decision

When the General Counsel decides not to file exceptions to an administrative law judge's decision, the Compliance Officer should immediately obtain the positions of the parties on voluntary compliance. When the charged party commits to compliance and no exceptions are to be filed, compliance steps should commence without waiting for issuance of a Board order. Compliance actions taken prior to the Board order, including any period of the notice posting, should be accorded full recognition as compliance with the Board order. Section 10595. Where the Region determines that corrections to the administrative law judge's decision are necessary, exceptions to the administrative law judge's decision should be filed. Section 102.46 of the Board's Rules and Regulations.

10506.8 Following a Board Order

The Compliance Officer should initiate compliance action with the remedial provisions of the Board's order as soon as it issues. Section 10596. Where the Region determines that corrections to the Board order are necessary, a motion for reconsideration of the Board's decision and order should be filed. Sections 102.48 and 102.49 of the Board's Rules and Regulations.

10506.9 Following Entry of a Court Judgment

The Compliance Officer should begin compliance efforts immediately on entry of the judgment. If the court only partially enforces the Board order, compliance should ordinarily be sought immediately with respect to the portions enforced. Section 10632.

If the respondent seeks certiorari, compliance efforts should only be deferred where a court has issued a stay of the Mandate and/or when certiorari is granted.[3] A respondent that refuses to comply is subject to contempt proceedings when a stay has not been sought or has been denied. Sections 10616 and 10632 set forth procedures for initiating contempt proceedings.

When stay of Mandate has been issued by the court of appeals, Division of Operations-Management clearance should be sought before demanding compliance action.

10506.10 Compliance Procedures While Appeals, Exceptions, and Motions for Reconsideration are Pending

Compliance efforts should not be undertaken during the appeal period of a unilateral settlement agreement, when the Region or charging party is filing exceptions to an unfavorable decision of an administrative law judge, or while a motion for reconsideration of a Board order is pending, without advising the respondent that the final ruling may cause compliance requirements to be altered.

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[3] *McCurry v. Allen*, 688 F.2d 581, 586 (8th Cir. 1982), citing Stern & Gressman, Supreme Court Practice, at 847 (5th Ed. 1978).

10506.11 Following Dismissal of Unfair Labor Practice Proceedings

Compliance proceedings are initiated only to effectuate remedies based on findings of violations of the Act. Thus, whenever an unfair labor practice proceeding leads to dismissal of allegations of unlawful conduct, all compliance actions should cease.

10508 Procedures to Follow Upon Issuance of Complaint

10508.1 Upon the Region's Determination of a Violation or Issuance of a Complaint

When the Region determines that a violation has occurred, appropriate remedial measures must also be formulated, both to facilitate immediate settlement discussions and in anticipation of eventual compliance proceedings. It is critical to keep in mind that remedies cannot be added to the case at the compliance stage, once they have been determined by the Board's order at the "merits" stage. Thus it is critical that the broad scope of remedial issues be considered when drafting the complaint, and throughout the case until the issuance of the Board's order.[4]

10508.2 Review of the Complaint for Compliance Issues

Upon issuance, all complaints should be reviewed to ensure that:

- **Proper Form of Business**: The proper form of business organization is stated in the caption. Businesses generally are organized as proprietorships, partnerships or corporations. Labor organizations technically are unincorporated associations, but for purposes of liability are generally treated as corporations. A cardinal principle of corporate law is the concept of "limited liability," under which shareholders are not liable for the debts of the corporation. In the case of a proprietorship or partnership, however, the proprietor or the partners are legally indistinguishable from the business entity; accordingly, the business' remedial obligations, including the obligation to pay backpay, may be imposed on the proprietor or partners directly, without resort to principles of derivative liability. It is important that the Region properly identify the respondent's business form. If the business is a sole proprietorship, the complaint should name the individual proprietor as respondent doing business as (d/b/a) xyz company; if it is a partnership, the complaint should name the partners and the partnership. The Region should utilize the Agency's database search service, such as Clear, and contact Secretary of State offices by telephone or via the internet to verify the proper business designation.
- Other potentially derivatively liable parties: Other persons (as defined by Sec. 2(1) of the Act) may stand in such a relation to the person committing the unfair labor practice that they too may be held responsible for remedying the violation—that is, they may be "derivatively liable." Various theories of derivative liability are applied under the Act:

[4] *Interstate Bakeries Corp.*, 360 NLRB No. 23 (2013); *2 Sisters Food Group, Inc., and Fresh & Easy Neighborhood Market, Inc.*, 361 NLRB No. 152 (2014).

(1) A nominally distinct entity may be liable as an alter ego or disguised continuance of the person committing the unfair labor practice;

(2) The person committing the unfair labor practice may be part of an affiliated group of business entities that constitute a single employer for the purposes of the Act. A finding of single employer will permit the imposition of certain remedial obligations on the affiliates, including liability for backpay;[5]

(3) Where the respondent's operations are the subject of a bona fide transfer to new ownership and the business continues in substantially unchanged form, certain remedial obligations may be imposed on the acquiring entity as a *Golden State* successor, if it can be shown that the transferee acquired the business with knowledge of unremedied unfair labor practices;

(4) In cases involving a corporate respondent, the Board and the courts will in appropriate circumstances "pierce the corporate veil" and hold corporate shareholders derivatively liable for unfair labor practices. Generally speaking, the corporate fiction will be disregarded if its observance would produce injustice or inequitable consequences—for example, where the corporate device is used to perpetrate fraud or evade statutory obligations, or where the corporate principals have intermingled their personal and corporate assets and affairs to the detriment of creditors, or have used the corporation as a mere "shell" to advance their own purely personal rather than corporate ends;[6]

(5) A corollary of the doctrine of piercing the corporate veil is the direct participation theory of intercorporate liability, which holds that "when a parent corporation disregards the separate legal personality of its subsidiary (and the subsidiary's own decisionmaking 'paraphernalia') and exercises direct control over a specific transaction, derivative liability for the subsidiary's unfair labor practices will be imposed on the parent;[7]

(6) Rule 65(d). The language of Board orders binding "officers, agents, successors, and assigns" is understood to be coextensive with the reach of Fed.R.Civ.P. 65(d), which provides that injunctions are binding on "the parties to the action, their officers, agents, servants, employees, and attorneys, and upon those persons in active concert or participation with them who receive actual notice of the order." Thus, for example, corporate or union officers who fail to cause a corporation or union under their control to comply with a judgment liquidating specific amounts of backpay or other indebtedness are prima facie liable in contempt, and may be held personally liable at least to the extent that the corporation was capable of paying. Similarly, an owner/officer who, following entry of a court-enforced unliquidated make-whole order, takes steps to make it

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[5] *Carnival Carting, Inc.*, 355 NLRB No. 51 (2010).

[6] *White Oak Coal Co.*, 318 NLRB 732 (1995). *Greater Kansas City Roofing*, 305 NLRB 720 (1991). See also *A. J. Mechanical, Inc.*, 345 NLRB 295 (2005).

[7] *American Electric Power Co.*, 302 NLRB 1021, 1023 (1991), enfd. mem. 976 F.2d 1025 (4th Cir. 1992).

difficult or impossible for the corporation to comply may be held individually liable. In addition, a third party such as a customer or supplier may be held liable as a "person in active concert or participation" if it, with knowledge of the judgment, shifted its business dealings from the named respondent to an alter ego; and

(7) Fraudulent transfers. If a named respondent gratuitously transfers an asset during the pendency or in anticipation of litigation, the transfer may be fraudulent under the version of the Uniform Fraudulent Transfer Act applicable in the state where the violation occurred, the state's common law, and/or the fraudulent transfer provisions of the Federal Debt Collection Procedures Act, 28 U.S.C. Sec. 3304. If so, the person or entity to whom the asset was transferred can be named as a respondent, and a return of the asset (or its dollar equivalent) sought as a remedy. Under these circumstances, whether such a transfer can be set aside typically depends on such factors as when the transfer was made, to whom it was made (particularly transfers to "insiders" or members of their families), whether the debtor received adequate consideration for the transfer, and whether the debtor knew or should have known that its assets would be insufficient to satisfy a potential future debt.

10508.3 Resolving Remedial Issues in the Original Unfair Labor Practice Proceedings

In the following situations, when consolidation will facilitate full resolution of a dispute, the Regional Director should consolidate compliance proceedings with underlying unfair labor practice proceedings (see Sec. 102.54(b) of the Board's Rules and Regulations):

- Where the backpay periods are of relatively short duration and have ended before the unfair labor practice hearing begins, for example, where discriminatees have been reinstated or their backpay periods would have ended due to layoff or cessation of business.
- Where alter ego/derivative liability/successor or corporate veil piercing issues have arisen.
- Where backpay or other compliance issues are relatively simple and their consolidation would not confuse, impede, or unduly prolong the hearing.
- Where the respondent is likely to default, or has defaulted, with respect to the unfair labor practice complaint, and the case will be adjudicated in a summary manner.
- Where the respondent has filed for bankruptcy.
- Where the respondent fails to provide notice and opportunity to bargain before imposing discretionary discipline.[8] See OM 17-14 and ICG 17-04 for case processing guidelines related to cases arising under *Total Security*.

[8] *Total Security Management*, 364 NLRB No. 106 (Aug. 26, 2016)

In the above situations, a compliance specification should be prepared and served on the respondent in addition to the complaint. Novel or complex issues should be submitted to the Compliance Unit and the Region's designated representative in Division of Operations-Management for clearance.

10508.4 Monitoring Respondent's Ability to Comply

At all times in the course of unfair labor practice proceedings, the Region is responsible for continually monitoring and assessing the respondent's current and prospective ability to comply with anticipated remedies. The Region should be alert to any evidence of actions by a respondent to impair its assets, to cease doing business, to sell or transfer its operations or assets, or to otherwise render itself unable to comply with the remedial provisions of the Board order. The Region should also look for developments that suggest that a respondent party will not be able to comply, such as a closing of operations, filing for bankruptcy, setting up a new or companion business, or selling of the business. Such issues may be raised by the charging party or discriminatees, or by the respondent when asserting inability to pay, or may come to the Region's attention through other sources such as news reports. Such issues should be promptly and thoroughly investigated, including contacting the respondent and other persons likely to have relevant evidence and, where appropriate, recommending that the Agency seek protective relief. In this regard, Regions should send a standard letter to charging parties and discriminatees, once a complaint issues, asking them to be alert for developments which may indicate that the respondent may avoid or frustrate compliance, and to let the Region know of such developments promptly.

The investigation may be triggered by actions such as the following:

- claim of inability to pay or to comply raised by any party,
- closure of business or substantial part (e.g., layoff),
- sale or potential sale of all or part of business,
- potential or actual loss of significant portion of customer base (e.g., completion of a major contract),
- apparent loss of assets,
- lack of cooperation by the respondent in providing evidence of its ability to comply, or supporting its inability to comply, or
- bankruptcy.

Such actions by the respondent, which may occur at any stage of the processing of the case, raise policy, legal and factual issues warranting a determination concerning how best to proceed against the respondent to preserve the availability of backpay and other remedies and prevent substantial noncompliance at the current or later stage of the case. See Sections 10672 through 10686, inclusive, regarding injunctive relief, protective restraining orders, notice to third parties with potential derivative liability and recording of judgments. For example, a protective restraining order under Section 10(e) or (j) may be appropriate, additional investigation to locate assets may be warranted and/or security agreements may be necessary, in the face of respondent's lack of cooperation.

10508 Procedures to Follow Upon Issuance of Complaint

The Region may consult with the Compliance Unit and the Contempt, Compliance and Special Litigation Branch at anytime concerning methods of investigating assets or the various protective measures available at a particular stage of the case. The Region need not await the issuance of a court judgment before contacting the Compliance Unit or CCSLB, as immediate preventive measures may be required prior to completion of the various steps of litigation. Note, however, that many normal actions to collect, protect, or seize assets may not be appropriate in bankruptcy cases. See Section 10670 regarding bankruptcy. Regions should consult with CCSLB regarding bankruptcy matters.

On assignment of a case to compliance, the Compliance Officer should immediately assess the respondent's ability to comply. Thus, when the respondent does not respond to communications regarding compliance or when the respondent's ability to comply is not obvious or cannot be verified, the Region should investigate the matter and should make a determination about the respondent's continued ability to comply. Such investigations and determinations should not await the issuance of a court judgment. The charging party and discriminatees should be advised to notify the Compliance Officer immediately of any significant change in the respondent's financial condition, operations or identity.

10508.5 Investigative Methods

The Compliance Officer should review relevant records, including but not limited to the ones described below, in order to investigate an assertion of inability to pay. Such records should be sought from respondent or from other sources identified below.

- recent financial statements prepared by an outside certified public account or bookkeeping firm,
- internal financial reports, ledgers, and other records of income and expenses,
- tax returns from recent years,
- bank records, including statements, canceled checks, records of deposits, loan applications and credit files,
- public filings, such as articles of incorporation and business licenses,
- records of real property holdings and other assets, such as vehicles, or
- documentation of liens, adverse judgments, and other liabilities.

In addition to providing records and documents, respondent's representatives should complete a financial questionnaire provided by the Region which requires full statements and explanations of the respondent's financial condition. See Appendix 2. If necessary, respondents may be compelled to provide required documents and testimony (including completion of the financial questionnaire) through the use of Section 11 investigative subpoenas.

10508.6 Investigative Resources

Even when the respondent is fully cooperative in the investigation, corroboration from outside sources of its records and statements is generally appropriate. In cases where the respondent is not cooperative or where its assertions appear questionable, outside

sources of information may be critical to the investigation. Among such sources to consider are the following:

- Employees can provide information about current levels of work, current orders being shipped, customers, and other material issues.
- Unions can provide information, gained from representational activities, concerning industry conditions.
- Customers, suppliers, landlords, tenants, utilities and common carriers may provide information about levels of business activity and performance.
- Outside bookkeepers, accountants, and tax preparers may be valuable sources of information regarding a respondent's financial condition and activities.
- Other creditors, including parties to lawsuits, may provide information concerning other respondent liabilities.
- On-line Sources such as Face Book and My Space. Database search programs (Clear) are provided to the Agency on a flat fee basis and contain extensive public and private records. These should be utilized to determine the accurate name of respondent and related entities, corporate affiliates of respondent, and the location of witnesses and assets. Regions may contact the Compliance Unit and the Contempt, Compliance and Special Litigation Branch for assistance in conducting such on-line searches.

Public Sources of Information: Public sources of financial information include Federal agencies, such as the Securities and Exchange Commission, for corporate data in publicly held corporations; the Department of Transportation, for licensing and background information on financing and ownership for commercial interstate carriers; the Small Business Administration, for officers, stockholders, and purpose of the SBA assistance; the Internal Revenue Service, for records of seizure and sale of real estate and information regarding tax-exempt organizations; the Postal Service, for new or redirected addresses, location of address, or name and address of business post office box holder; and the Department of Labor, for disclosure of reports concerning labor organizations.

Information available depends on the respective agency's disclosure policy and requests may be directed to the disclosure officer of the respective agency.

The National Directory of State Agencies, N. Wright & G. Allen, a standard reference available in most public libraries, provides names, addresses, and telephone numbers of state regulatory bodies, by function, for all 50 states. Useful state agencies include the Department of Motor Vehicles for ownership and liens registered in the state; the Secretary of State for records of corporations doing business or incorporated in the state, as well as Uniform Commercial Code Records disclosing transactions involving collateral; the Department of Labor for workers compensation and unemployment reports; the Department of Internal Revenue or taxation for tax filings including, but not limited to, quarterly contribution returns and reports of wages; and licensing agencies for businesses such as health care institutions, nursing homes or entities engaged in sales of alcoholic beverages.

Local city or county Governments maintain records for tax assessments, such as for real estate and personal property, and records concerning business licenses, alias filings, and building permits that may reveal the identity of owners or contractors. Public utilities provide the name and billing address of individuals or the business entity occupying the premises and may retain copies of payment checks which show respondent's bank and account number.

Commercial Sources of Financial Information Available Through the Agency: Dun and Bradstreet reports provide a range of information on ownership and activity of businesses, including names, addresses and backgrounds of owners, recent levels of business activity, recent payment history and outstanding liens and judgments. Regions should feel free to consult with the Compliance Unit and the Contempt, Compliance and Special Litigation Branch regarding the range of available information or to discuss a particular situation.

The Agency has a subscription to Dun and Bradstreet; Regions may request reports on individuals or firms by submitting requests to the Agency's Library Section. The request should contain all known names and addresses of the entities on which information is requested. Because of cost, Regions should not request information from Dun and Bradstreet directly. If there is need for expedited information, the Region may e-mail, fax, or telephone the Library Section.

General References: The following publications provide general estimates of company assets: Dun & Bradstreet Reference Book (financial strength); Thomas Register of American Manufacturers (tangible minimum assets of manufacturers); Standard & Poor's Corporate Records (total tangible assets); Moody's Industrials (describes form of assets for companies listed on a stock exchange); and Value Line (specific information). Regions should contact their local libraries to obtain copies of these publications.

Search or Tracing Services: Search or tracing services are available on a contract basis to undertake specific search or research efforts. Regions should contact the Compliance Unit in Division of Operations-Management in the event search or tracing services are needed.

Accounting Assistance: In some situations, such as when the amount of backpay is large, or the respondent's finances are complex, the Region may conclude that it is appropriate to have the respondent's financial records, contentions, and proposals regarding backpay reviewed by a certified public account. Accountant assistance may also be available from the Compliance Unit. If the Region believes that the review should be performed by an outside accountant, it should request approval from the Compliance Unit in Division of Operations-Management, which will ensure that applicable procurement regulations are observed in contracting for this service.

10508.7 Investigative Subpoenas

When necessary documentary or testimonial evidence relating to a compliance investigation cannot be obtained voluntarily, Regions are encouraged to utilize Section 11 investigative subpoenas and/or U.S. District Court subpoenas (pursuant to Rule 69 of the Federal Rules of Civil Procedure, where a money judgment has been registered) to obtain the necessary information.

Regions are authorized to issue investigative subpoenas duces tecum for the production of documents or other materials from any party or witness and investigative subpoenas ad testificandum to compel testimony from witnesses to secure evidence not conveniently available from other sources when foreseeable barriers to enforceability are not present. If there are questions about the propriety or enforceability of a subpoena, the Division of Operations-Management should be consulted. Section 10618.1 provides a more comprehensive treatment of this subject, including examples of general legal precedent supporting the Board's broad subpoena authority of an administrative agency.

Bank Records and Investigative Subpoenas: Bank records of the respondent or other relevant entities may provide a fruitful source of information during a compliance investigation. Regions should consider the use of investigative subpoenas to obtain such records, keeping in mind that under the Right to Financial Privacy Act of 1978 (FRPA) (12 U.S.C. Sec. 3401, et seq.), unless certain exceptions apply, the Agency, as an instrument of the Federal Government, may not issue administrative subpoenas to banks or other financial institutions to obtain financial records regarding an individual or partnership of five or fewer persons, without first complying with certain preissuance notification procedures. (Note: the FRPA does not apply if the records of a corporation are being sought from a financial institution, if the records are being sought from someone other than a bank or other financial institution (for example, the respondent or an accountant), or if a district court (as opposed to a Section 11) subpoena is utilized.)

See Sections 10618.1 and 10686 for more information about the Right to Financial Privacy Act. This Act also contains provisions permitting delayed notification under certain conditions. Regions are encouraged to contact the Contempt, Compliance and Special Litigation Branch for information and assistance regarding any matters involving the Right to Financial Privacy Act. In post judgment situations, Regions should consult with CCSLB before issuing subpoenas for bank or other financial records of entities covered by the Right to Financial Privacy Act.

When the Right to Financial Privacy Act applies, in addition to providing the customer with prior notification of the Agency's intention to issue the subpoena, Regions must serve the bank or other financial institution whose records are sought with both a copy of the subpoena and with a notice advising the bank or other financial institution of its right to object to the production of records and the procedures for making such objections. See Appendix 3 for samples to be used for this purpose.

The Region must wait 10 days after actual service, or 14 days after service by mail, before it is then entitled to production of the subpoenaed records, unless the customer(s) whose records are being subpoenaed has, in the interim, filed a motion to quash in Federal district court. See Appendix 4 for a certificate of compliance form to be sent to the bank or other financial institution after the required waiting period, assuming that no motion to quash has been filed.

In the event that the customer files a motion to quash, Regions can anticipate that the district court will order that a sworn response be filed (see 12 U.S.C. Sec. 3410(b)). Regions should consult with Contempt, Compliance and Special Litigation Branch and the Division of Operations-Management for advice with respect to this response.

10508 Procedures to Follow Upon Issuance of Complaint

10508.8 Establish and Maintain Contact with Discriminatees

The discriminatee is the fundamental source of information regarding interim earnings and adjustments to gross backpay needed to determine net backpay. It is of utmost importance that contact be maintained with discriminatees throughout the course of unfair labor practice proceedings.

The CCU should establish contact with discriminatees as soon as possible after the Region has determined that a violation has occurred that might result in a make-whole remedy, both to begin collecting information needed to determine backpay and to advise the discriminatee of his or her responsibilities.

Early determination of net backpay obligations supports early settlement efforts. Even in cases that do not settle, later compliance proceedings are facilitated when discriminatees have been advised at the outset to maintain contact with the Region and CCU, of their responsibility to seek interim employment, and to maintain records of their efforts to obtain interim employment and of their earnings from interim employment.

The following forms must be sent to each of the discriminatees:

NLRB-916 Backpay Claimant Identification

NLRB-4288 Information on Backpay for Employees

NLRB-4685 Notification of Change of Address

NLRB-5224 Claimant Expense and Search for Work Report

10508.9 Calculate Backpay With Information Collected From Discriminatees

Since the decision whether to comply with a Board order often turns on the cost of doing so, the Region should provide respondents with estimates of backpay liability. Sections 10540–10566.

10512 Determining Compliance Requirements

10512.1 Overview

Once the case is assigned to Compliance, the Region should analyze compliance requirements of the case, advise the parties of those requirements, and establish what actions the respondent must undertake to fulfill them. Compliance processing begins with analysis of the actions required by the remedial provisions of settlement agreements and Board orders. Every Board order in which a violation of the Act is found contains remedial provisions. Orders almost always contain negative provisions, requiring the respondent to cease and desist from the actions that were found unlawful. Orders often contain affirmative provisions also, requiring the respondent to undertake specific actions, either to remedy losses resulting from its unlawful action or to restore conditions to those that existed prior to its unlawful actions.

Informal settlement agreements always contain remedial provisions as well, devised to be consistent with Board orders that have been based on the same or similar circumstances and violations.

In many cases, remedial provisions will be self-explanatory and requirements for their effectuation clear and not subject to dispute. In other cases, requirements will be less

clear or disputed by the parties. In these cases, it is the responsibility of the Compliance Officer to investigate the facts and circumstances of the case and to apply appropriate policies and Board precedent in order to achieve compliance or to recommend further action by the Region.

To investigate remedial requirements, the Compliance Officer should begin by becoming familiar with the facts of the case to date, including the results of the Region's administrative investigation and the administrative law judge's decision or Board order. The Compliance Officer will then have to discuss requirements with all parties, advising them of compliance procedures and requirements, eliciting their positions on compliance issues that might be in dispute, and obtaining information needed to settle or determine disputed issues.

The following sections provide guidance for the investigation of a range of compliance issues, as well as case authority and current policies to assist in their substantive determination. Guidance on procedures to follow upon issuance of administrative law judge's decisions can be found in Section 10506.7, upon issuance of Board orders at Sections 10596–10612, and upon issuance of court judgments at Sections 10614–10644.

10514 Negative Provisions

When the Board finds violations under Section 10(c) of the Act, it will issue an order requiring the respondent to cease and desist from further unlawful actions. Board orders are subject to judicial enforcement under Section 10(e). See Section 10632.5(a) regarding the scope of court judgments enforcing Board orders. The Compliance Officer should advise the charging party that it has a responsibility to apprise the Region of non-compliance with negative provisions. The Compliance Officer should not be content to wait for charging party reports of noncompliance, but should periodically check with the charging party regarding the status of compliance.

Negative provisions of settlements or Board orders, by their nature, require refraining from action rather than undertaking action. With the above actions undertaken by the Compliance Officer, it should be presumed that the respondent is complying with negative provisions, unless there is a complaint of noncompliance.

10516 Affirmative Provisions

Affirmative provisions of settlement agreements and Board orders require respondent action. Examples of affirmative requirements include offering reinstatement, paying backpay, withdrawing recognition from an unlawfully recognized union, and reimbursing employees for dues or initiation fees unlawfully deducted or for hiring hall fees unlawfully exacted. Some affirmative provisions are essentially self-explanatory; others, such as those requiring payment of backpay, almost always require investigation and determination.

Because they require action, affirmative provisions are generally the focus of attention in compliance processing. Sections 10518 through 10566 provide guidance in determining common affirmative provisions. See Section 10648.4 if Respondent is arguing that it should be relieved from certain remedial aspects of a Board Order inasmuch as compliance is unduly burdensome.

10518 Notice Posting

Settlement agreements and Board orders almost always require that the respondent post a remedial notice for 60 days. The purpose of the notice is to inform employees or members of their rights protected by the Act and to set forth publicly and in clear language the respondent's remedial obligations.

10518.1 Wording Fixed

The wording on the notice is established by the settlement agreement or Board order. Variation or substitution should not ordinarily be permitted in the course of compliance proceedings. Where, however, all parties agree that modification of the wording in the notice is warranted by changed circumstances, the Regional Director is authorized to grant such request to modify the notice. Where any party is opposed to the proposed modification, the Regional Director should advise the party seeking modification to file its motion with the Board.

10518.2 Location and Number of Notices

General posting provisions require that notices be posted wherever employee or member notices are customarily posted. When Board agents are negotiating the terms of settlement agreements, they should resolve potential posting issues and identify specific posting locations as part of the settlement process. Examples of posting locations include employee bulletin boards, timeclocks, department entrances, meeting hall entrances, and dues-payment windows. Small facilities may require only one notice; large facilities may require a great number.

In Board order cases or when specific posting locations have not been identified as part of a settlement, appropriate posting locations will depend on the circumstances of the case, and must be determined by the Compliance Officer.

10518.3 Preparation of Notices for Posting

The Region should provide notices for posting, with notice text printed on the appropriate blue and white form. The Region is provided with a copy of notice text with the issuance of an administrative law judge's decision or a Board order. Regions are also supplied with the various blue and white forms that set forth the basis of the posting. Foreign language notices may be posted in addition to notices in English. Translations may be made by bilingual agents/support staff or by a translation service. In addition, the Agency maintains an archive of foreign language notices in a variety of languages that are available for use by the Regions. See OM 03-86 for a list of common notice provisions in Spanish or contact the Compliance Unit in Division of Operations-Management regarding a list of archived notices available, as noted in OM 99-18.

10518.4 Respondent Effectuation of Posting

A responsible official of the respondent must sign and date notices before posting them. A respondent must submit submit one signed and dated copy of the notice to the Region, along with a certification of posting, either electronically or by mail. A respondent labor organization must submit the requested number of copies of the notice to the Region, along with a certification of posting, so that extra copies may be posted voluntarily by the employer (See Section 10518.5). The charging party is entitled, upon request, to a

photocopy of the signed and dated notice. The certificate of posting must be completed to indicate the date and all locations of posting. In addition to this initial report, the respondent should be asked to report at the end of the posting period that the copies were continuously and conspicuously posted.

10518.5 Posting by a Union

When a union is a respondent, posting provisions generally require that the union return signed and dated notices to the Region to forward to the employer for voluntary posting at the employer's premises. The Region should obtain a sufficient number of signed notices and transmit them to the employer. In the event that respondent maintains a bulletin board at the facility of the employer where the unfair labor practice occurred, the respondent shall also post notices on each such bulletin board during the posting period. In a hiring hall case, it may also be appropriate to require posting of the notice in the referral hall.

10518.6 Side Notices

The posting of a notice adjacent to a Board notice constitutes noncompliance with the posting provision if the side notice's language attempts to minimize the effect of the Board notice or where it suggests that respondent does not subscribe to any of the Board notice's statements. Posting of a settlement agreement form alongside the notice does not normally constitute noncompliance. However, such side notice posting is discouraged if the settlement agreement contains a nonadmissions clause (ULP Manual Section 10130.8) and may constitute noncompliance if the nonadmissions clause is highlighted, circled or otherwise emphasized.[9] Difficult and/or unusual issues involving side notices should be submitted to Advice.

10518.7 Routine Notice Checks

The charging party should be advised to bring to the attention of the Compliance Officer any problems associated with proper posting of notices. The Compliance Officer is responsible for investigating allegations of noncompliance with the posting requirements. That investigation may include an unannounced visit to the respondent's facility to inspect the posting. If feasible, the Board Agent should take a digital photo with a cell phone or other camera to document the adequacy of the posting or lack thereof. In addition, it is generally appropriate to make routine checks of posted notices when Board agents are in the neighborhood of the posting site in the course of other business. In order to avoid potential skip counsel rule issues, Board agents can only engage in limited ex parte contacts with a manager or supervisor at the respondent's facility for the purpose of locating and verifying a notice posting. The Board agent should exercise caution that he or she does not engage in any substantive conversation about the subject of the attorney's representation or any topic that in any way affects the underlying unfair labor practice. The Board agent should also be careful not to elicit or obtain any attorney-client privileged information. In the event the posting is inadequate or improper, communications about

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[9] See, for example, *Bangor Plastics*, 156 NLRB 1165, 1166–1167 (1966), enf. denied 392 F.2d 772 (6th Cir. 1968); *Bingham-Williamette Co.*, 199 NLRB 1280, 1281–1282 (1972). Compare *St. James Mercy Hospital*, 307 NLRB 322, 324 (1992), where respondent's letter mailed to employees pointed out it entered into a settlement agreement without admitting it had committed unfair labor practices found not to constitute noncompliance, where respondent's letter was in response to false claims by the union that the Board had ruled against the respondent, and the letter was not posted with the notice.

such issues should be with the attorney representing the respondent. See ULP Manual Section 10058.2 and OM 05-71.

10518.8 Possible Contempt for Refusal to Post Notices

Before recommending contempt for respondent's failure to post a notice, the Region should obtain proof, in the form of an affidavit from an eyewitness, who may be a Board agent, that no notice was posted or that the posting was deficient, and any applicable photos of the Notice posting or that demonstrate the lack or inadequacy of a Notice posting, i.e. partially obscured or improper side notices. In the alternative, a documented admission by the respondent of a failure to post should be provided.

10520 Notice Mailing

Most Board orders require the respondent to mail notices at its expense to current and certain former employees if the facility involved in the case has been closed during the proceedings or if, in a refusal to hire case, the number of discriminatees exceeds thenumber of jobs available with the result that all discriminatees might not be able to see the notice posting. Many settlement agreements also include a notice mailing requirement in place of or in addition to the normal posting requirement. In situations where mailing is required, respondent is required to certify that it has complied with the notice mailing provisions by submitting a list of names and addresses of employees to whom it mailed notices and the date of mailing.

10521 Determining Compliance with Enhanced Remedies Provisions

10521.1 Electronic Posting/Distribution of Notices

In addition to physical posting of notices, notices should be posted electronically, on a respondent's intranet or internet site to all employees or members who customarily receive electronic communications from the respondent at all locations where the unfair labor practice occurred. If respondent's site is password protected, respondent shall provide the Region's Compliance Officer with a user name and password in order to gain access to that site. Additionally, notices should be distributed by email to all employees or members who customarily receive email from the respondent at all locations where the unfair labor practice occurred. When unfair labor practices are committed by a union, Notices should be electronically distributed to all employees/members of the union if the union customarily communicates with such employees/members in that manner. Respondent's email forwarding the notice shall state: "We are distributing the attached Notice to Employees (or Members) to you pursuant to a Settlement Agreement approved by the Regional Director of Region ___ of the National Labor Relations Board in Cases(s) _____". The Region's Compliance Officer should be courtesy-copied on respondent's email to bargaining unit employees or members. Finally, notices should be posted electronically by any other electronic means of communication used by the respondent.[10] See OM 12-57 (Revised).

10521.2 Notice Reading

Where a notice reading has been ordered or agreed to, the notice reading should be conducted by a responsible official of respondent or by a Board agent in the presence of a responsible management official. A Board agent should attend the Notice reading in order to verify that it has occurred. If it is not feasible for a Board agent to attend a Notice reading due to the charged party's facility being an unreasonable distance from the Regional Office, then the charged party will be required to submit a certification confirming when the reading occurred and who did the reading. If respondent is an employer, it must conduct the reading during a required meeting for all bargaining unit employees who work at the locations(s) where the unfair labor practices(s) occurred. If respondent is a labor organization, it must conduct the reading at either a regularly-scheduled or specially-scheduled meeting open to all bargaining unit employees and members. Respondent's language to announce the meeting, as well as the date and time of the meeting, shall be approved by the Regional Director before being announced to bargaining unit employees or members. See OM 12-57 (Revised) and GC 11-1.

10522 Preserve and Make Available Records

When respondent has been ordered to make employees whole, there is usually a corresponding affirmative requirement that respondent make records available that are necessary to analyze the amount of backpay or other monetary remedy due. After preliminary investigation, the Compliance Officer may need to detail for respondent the nature of records required for the particular case, as respondent may not readily discern on its own the records most appropriate for determining backpay.

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[10] *J. Picini Flooring*, 356 NLRB No. 9 (2010).

10522 Preserve and Make Available Records

The Board requires respondents to promptly take action to comply with its orders. Respondents are expected to begin taking affirmative steps to comply within 14 days from the date of the order.[11] Similarly, the Board generally requires respondents "within 14 days of request" to provide copies or otherwise make available for review, all payroll and any other records necessary for the calculation of backpay.[12] Regions should request that these records be provided in both electronic and hard-copy formats. These time limits may be applied as a general rule; however, reasonable requests for an extension of time to provide records from an otherwise cooperative respondent should typically be granted. The failure to promptly make backpay records available should signal Regions to seek enforcement of the Board's order and to consider other means of obtaining records necessary for calculating backpay.

When a respondent refuses to make records available as required under a Board order, experience has shown that contempt proceedings, even when summary, aimed at procuring such records are unduly time consuming and cumbersome. A better approach is for the Region to subpoena the records from the respondent or others pursuant to Section 11 of the Act, assuming that the person to whom the request is made does not cooperate voluntarily.

For example, an outside payroll service may be a source of wage information and may be subject to a subpoena if respondent does not cooperate voluntarily. The respondent's outside accountants or auditors also may be a good source of such information. See Section 10618.1 regarding investigative subpoenas and applicable clearance requirements.

10522.1 Report to the Regional Director on Compliance Steps Taken

Board orders generally require the respondent to submit to the Regional Director a report of steps taken to comply with other provisions of the order. Such reports should be requested in the course of compliance actions. Their contents depend upon other circumstances of the case.

10524 Reimbursement for Dues Deducted

When an employer is found to have deducted dues payments unlawfully, reimbursement to employees may be ordered by the Board. Reimbursements due are to be computed with reference to books and records of both employer and union.

10526 Compliance With a 10(k) Determination of Dispute

See Unfair Labor Practice Proceedings Manual Section 10214.

10528 Bargaining

10528.1 Overview

In cases where a respondent has violated Section 8(a)(5) or 8(b)(3) of the Act, a standard affirmative provision in a settlement agreement or Board order requires the respondent to bargain collectively, on request, over working conditions covering the employees in a described unit. Other bargaining provisions will address the circumstances

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[11] *Indian Hills Care Center*, 321 NLRB 144 (1996).

[12] *Ferguson Electric Co.*, 345 NLRB 142 (2001).

of the case and may require such actions as to meet and bargain, to restore conditions that were unlawfully unilaterally changed, to provide requested information, or to reduce an agreement to writing. Most bargaining cases involve an employer respondent, but bargaining requirements in cases involving either an employer or union are generally equivalent. Some affirmative requirements will be self-explanatory, while others will require investigation and determination.

10528.2 Affirmative Requirements That Require Charging Party Request

Affirmative requirements involving bargaining often require respondent action only on the request of the charging party. When this is the case, the Compliance Officer should notify and remind the parties of this qualification in compliance requirements.

For example, a remedial provision of a Board order may require that, on the union's request, a respondent employer must reinstate terms of a collective-bargaining agreement that it unlawfully unilaterally changed when the agreement expired. The union must decide whether to request such a reinstatement and in some circumstances may conclude not to do so. For example, the parties may have bargained during the pendency of unfair labor practice proceedings and reached a complete new agreement. Only if the union requests reinstatement of the terms of the expired agreement is theemployer required to reinstate them. The Region should not serve as a conduit for such requests; rather, the Region should satisfy itself that such a request has in fact been made.

When a charging party makes the appropriate request, compliance with the provision requires that the action be undertaken; the Compliance Officer must evaluate all that is entailed in the action. Where the charging party does not request specified respondent action because it has reached an agreement with the respondent, that agreement may constitute compliance with the provision. Where there is neither an agreement nor a request to undertake a specified action, both parties should be aware that, absent special circumstances, the compliance obligation is continuing.[13]

10528.3 Obligations to Recognize, Meet, and Bargain

In cases where a respondent has refused to meet and bargain as a result of its desire to test the certification of a union as the exclusive bargaining representative ("test of cert" cases), the Region should immediately contact the respondent and confirm whether respondent still intends to refuse to recognize and bargain with the union. Upon such confirmation or if respondent fails to respond to the Region's contacts, the Region should recommend enforcement proceedings be initiated no later than seven (7) days after issuance of the Board order. In cases where the respondent has refused to recognize or meet with the charging party and affirmative provisions require it to meet and to bargain upon request of the charging party, compliance should be monitored by periodic checks on the status of negotiations. Accurate and complete information about bargaining conferences and interparty communications should be obtained and kept in the Region file. The Region should exercise caution, however, that its function be confined to ensuring that

[13] In *Goya Foods of Florida*, 356 NLRB No. 184 (2011), the Board, overruling *Brooklyn Hospital Center*, 344 NLRB 404 (2005), held that employees must be made whole for unilateral changes in health coverage, regardless of whether the union requests rescission of the change.

bargaining takes place; it should not encourage specific bargaining positions or otherwise render assistance of a mediatory nature.

10528.4 Bargaining Obligations Monitored for a Reasonable Period of Time

The process of collective bargaining may be prolonged and compliance with affirmative bargaining provisions may be accomplished only over a long period of time. The point at which the Compliance Officer ceases to monitor bargaining will depend on the circumstances of the case. It is generally appropriate to cease monitoring and to close cases when a new agreement has been reached, when the parties have reached a good-faith impasse in negotiations for a new agreement, or when the charging party has established that it is no longer interested in pursuing bargaining.

10528.5 Make-Whole Benefit Funds

When a respondent has unlawfully unilaterally discontinued payments to benefit trust funds, it is typically ordered to make whole the union funds on behalf of employees possessing a nonspeculative future economic interest in those funds.[14] Retroactive payments to the funds can also be ordered without any offset for the cost of providing substitute benefits.[15]

On the other hand, if an individual's economic interest in the future viability of a union fund is merely speculative, contributions to that fund may not be ordered on the individual's behalf.[16] Examples of individuals who have a nonspeculative economic interest in the funds would include individuals who have obtained pension vesting rights, individuals who would have obtained vesting rights absent the unfair labor practice, or individuals who are currently employed by an employer that is contributing to the same funds.

To assess the liabilities to benefit trust funds in cases where it is determined that retroactive payments are required, the Compliance Officer must establish benefit contribution rates, the complement of unit employees, and the backpay period.

For example, a Board order requires retroactive contributions to a health and welfare fund as required under terms of a collective-bargaining agreement. The agreement establishes that the contribution rate is $1.50 for every hour worked. Employer payroll records will establish who the unit employees were and the number of hours they worked during the backpay period. With this information, the full liability will be determined by arithmetic. In cases involving large numbers of unit employees, spreadsheet programs greatly facilitate calculation of liabilities.

The Board has required payment of liquidated damages and/or interest on delinquent payments to union funds in cases where the language of the parties' collective bargaining agreement provides for the payment of such liquidated damages and/or interest or where the funds' trust agreements which provide for such liquidated damages and interest have been incorporated by reference into the parties' collective bargaining

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[14] *Roman Iron Works*, 292 NLRB 1292, 1293 fn. 15 (1989), and *Ron Tirapelli Ford*, 304 NLRB 576 fn. 2 (1991).

[15] *Stone Board Yard*, 264 NLRB 981 (1983), enfd. 715 F.2d 441 (9th Cir. 1983), cert. denied 466 U.S. 937 (1984).

[16] *1849 Sedgwick Realty LLC*, 337 NLRB 245 (2001); *Centra Inc.*, 314 NLRB 814, 819–820 (1994), enf. denied on other grounds 110 F.3d 63 (6th Cir. 1997); *Manhattan Eye, Ear & Throat Hosp. v. NLRB*, 942 F.2d 151, 157–160 (2d Cir. 1991); and *NLRB v. Transport Service Co.*, 973 F.2d 562, 569 fn. 3 (7th Cir. 1992).

agreement.[17] Information about the specific requirements set forth in the benefit plans should be solicited from the fund administrator early in the compliance investigation. The Region should ensure accurate interpretation of the plan's coverage and request the administrator to compute the liability due under the parameters of the plan. The Region should take the administrator's calculation into account in determining the amounts due.

In cases where respondents have unlawfully ceased making contributions to benefit funds, affirmative provisions of settlement agreements and Board orders also generally require that employees be made whole for losses resulting from the cessation of contributions. See Sections 10544.2 and 10544.3 for discussion of losses to individual employees resulting from lost health and retirement benefits. See Section 10552.4 for discussion of the treatment of interim health and retirement benefits in determining net employee losses.

10528.6 Disestablishment

Disestablishment contemplates a complete and permanent termination of all relationships between an employer and the affected labor organization, and any successor having to do with wages, hours, and other working conditions. It does not necessarily mean complete dissolution of the organization, although the order may bring about that result. Disestablishment is effected by the employer's written notification to the union, sent to the last known officers (if there is doubt as to present existence), that it withdraws recognition from or will not grant recognition to the union, whichever is appropriate, and disestablishes the union as bargaining representative for its employees.

The employer must also specifically notify employees that it has disestablished the union as bargaining representative for its employees and that they are free to join or not to join any other union. It must perform such other affirmative acts as may be required by the order, such as providing instructions to supervisors to withdraw from membership in the union or from participation in the union's affairs.

10528.7 Transmarine Remedy

When a respondent violates Section 8(a)(5) of the Act by failing to bargain over the effects of its decision to discontinue its operation and lays off its employees, the Board will order respondent to bargain over the effects of its decision and to provide backpay to the laid-off employees.[18] Backpay will be calculated at the rate of the employees' normal wages when last in respondent's employ and the backpay period will commence five days after the Board's decision and continue until the occurrence of one of the following conditions:

- The date respondent bargains to agreement with the union on those subjects pertaining to the effects of the discontinuation of the operation and the layoff of employees and over its changing of work schedules;
- A bona fide impasse in bargaining;

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[17] See *Triple A Fire Protection, Inc.*, 357 NLRB No. 68, slip op. at 2 (2011); *Merryweather Optical Co.*, 240 NLRB 1213, 1217 fn. 7 (1979), and *J.R.R. Realty Co.*, 301 NLRB 473, 475 fn. 16 (1991). See also *Ryan Iron Works*, 345 NLRB 893 (2005) , *Willis Roof Consulting*, 355 NLRB 280, 281–285 (2010).

[18] *Transmarine Navigation Corp.*,170 NLRB 389 (1968). See also *W. R. Grace & Co.*, 247 NLRB 698 (1980).

- The failure of the Union to request bargaining within five days of the Board's decision or to commence negotiations within five days of respondent's notice of its desire to bargain with the union; or
- The subsequent failure of the Union to bargain in good faith.

A *Transmarine* remedy establishes a set number of weeks of backpay liability based on the period from five days after the Board's decision until the occurrence of one of the four above mentioned events. These weeks are then applied in full to the time period following termination of employment, unless substantially equivalent employment was found during that period. In no event shall the sum paid to any of the employees exceed the amount each would have earned as wages from the time respondent terminated its operation to the time each secured equivalent employment elsewhere, or the date on which respondent offered to bargain, whichever occurs first; provided, however, in no event shall the sum be less than each employee would have earned for a two week period at the rate of their normal wages when last in respondent's employ.

10530 Reinstatement

10530.1 Overview

When a respondent has unlawfully terminated an employee or taken other action to adversely change terms or conditions of employment, the standard Board remedy is that the employee be offered full reinstatement to the former position or, if that position no longer exists, to a substantially equivalent one, without prejudice to seniority or other rights or privileges previously enjoyed. The underlying remedial principle is that the employee be restored to circumstances that existed prior to the respondent's unlawful action or that would be in effect had there been no unlawful action. The following sections address procedures and issues in effectuating reinstatement.

Remedial orders also generally require respondents to make whole employees for losses suffered as a result of an unlawful termination or adverse action. Sections 10536–10568 address procedures and issues in determining backpay required to make an employee whole. Section 10592.8 addresses settlement procedures pertaining to reinstatement issues.

10530.2 Reinstatement to Former Position

When the former position is well defined and still exists at the time reinstatement is offered, the respondent should offer the employee reinstatement to that position.[19] Reinstatement is not foreclosed because the position has been filled since the unlawful action or because a replacement employee will have to be displaced in order to effectuate reinstatement. Contentions that reinstatement would be disruptive or adversely affect morale do not serve to preclude reinstatement.[20]

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[19] See, for example, *Chase National Bank*, 65 NLRB 827, 829 (1946); and *Panoramic Industries*, 267 NLRB 32, 38–39 (1983).

[20] See, for example, *Fry Products*, 110 NLRB 1000 (1954).

Full reinstatement also requires restoration of seniority[21] and other benefits and privileges,[22] restoring the employee's status to what it would have been had there been no interruption of employment by the unlawful action.

For example, 2 years after an employee has been terminated, a Board order issues requiring that the employee be offered full reinstatement to the employee's former position. Full reinstatement requires not only placement in the employee's former position, but also credit for seniority for the 2-year period between the termination and reinstatement. Restoration of seniority and other privileges can affect future vacation accrual, credit toward retirement, standing in the event of a layoff, and other terms of employment. Full reinstatement also requires reinstatement at terms that would be in effect at the time of the reinstatement offer had there been no unlawful action, including pay raises and changes in benefits.[23] If the employee would have been promoted or transferred during the period between the unlawful action and the reinstatement offer, reinstatement should be to the position to which the employee would have been promoted or transferred, at terms applicable to the new position.[24]

It is the Compliance Officer's responsibility to investigate what is required to effectuate full reinstatement and to establish what terms are in effect at the time of reinstatement. The employer's established practices and the experience of other employees in similar jobs should provide a basis for determining full reinstatement requirements.

10530.3 Reinstatement to a Substantially Equivalent Position

In the event that the employee's former position no longer exists at the time reinstatement is offered, the standard reinstatement provision in a Board order requires reinstatement to a substantially equivalent position.[25] In this situation, it is the Compliance Officer's responsibility to investigate the circumstances of the elimination of the former position and what treatment the employer would have accorded the employee in the absence of the unlawful action.

In construction industry cases, reinstatement rights may expire with the completion of work at the jobsite where the unfair labor practice occurred. The Board generally reserves for compliance the decision as to whether employment would have continued beyond the end of work at a given jobsite. The Compliance Officer's investigation in such cases should focus on whether, absent the unfair labor practice, discriminatees would have been laid off at the end of the job, or in the alternative, would have remained employees of the Respondent and been transferred to other jobs following completion of work at the jobsite in question. In salting cases, the General Counsel must affirmatively prove the length of the backpay period.[26] An appropriate methodology for determining the length of the backpay period in salting cases is the average duration of employment of the discriminatee(s) in prior salting efforts.[27]

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[21] See, for example, *Rainbow Coaches*, 280 NLRB 166, 184 (1986).

[22] See, for example, *Staats & Staats, Inc.*, 254 NLRB 888, 899 (1981).

[23] See, for example, *Kansas Refined Helium Co.*, 252 NLRB 1156, 1159 (1980).

[24] See, for example, *Mooney Aircraft*, 164 NLRB 1102, 1103 (1967).

[25] See, for example, *Chase National Bank*, 65 NLRB 827, 829 (1946).

[26] See *Oil Capitol Sheet Metal, Inc*., 349 NLRB 1348 (2007).

[27] See *Leiser Construction, LLC*, 17–CA–23177 (2010) (unpublished).

10530.4 Reinstatement Rights of Strikers

Employees engaged in strikes have certain reinstatement rights on their unconditional application to return to work.

Unfair Labor Practice Strike

Unfair labor practice strikers are entitled to full reinstatement on unconditional application, even if the employer must dismiss other employees hired to replace them during the unfair labor practice strike.[28]

Generally, the Board will order the respondent to reinstate unfair labor practice strikers on application and to make them whole for any loss of pay resulting from the failure to reinstate them within 5 days after their application.[29] If the employer rejects, unduly delays, or ignores any unconditional application to return to work or attaches unlawful conditions to reinstatement, backpay will commence as of the date of the unconditional application to return to work.[30]

An employer's valid offer of reinstatement to some but less than all of a group of unfair labor practice strikers will toll backpay for those to whom the offer is made. They do not lose their rights to reinstatement if they refuse the offer because it was not made to the entire group.[31]

Economic Strike

Economic strikers are entitled to full reinstatement upon unconditional application if their jobs are available or, if such are not available, reinstatement to substantially equivalent positions.[32] Economic strikers are also to be made whole for losses resulting from a refusal or delay in reinstatement.

If, at the time of the economic strikers' application for reinstatement, their jobs are held by permanent replacements, the employer need not discharge the replacements to make room for the strikers.[33] Moreover, if vacancies are not available because of substantial business reasons (such as a business downturn), the respondent need not immediately reinstate strikers.[34]

Although an employer need not offer immediate reinstatement to economic strikers if no positions are available at the time they offer to return to work, if vacancies later arise, the employer must seek out the strikers and offer them reinstatement, unless they have

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[28] See *Mastro Plastics Corp. v. NLRB*, 350 U.S. 270, 278 fn. 9 (1956), affg. 214 F.2d 462, 466 (2d Cir. 1954), enfg. 103 NLRB 511, 518–519, 562 (1953).

[29] See, for example, *Drug Package Co.*, 228 NLRB 108, 113–114 (1977), enfd. in part and remanded in part 570 F.2d 1340 (8th Cir. 1978).

[30] See, for example, *Drug Package Co.*, 241 NLRB 330, 332 fn. 13 (1979).

[31] See, for example, *Southwestern Pipe*, 179 NLRB 364, 365 (1969), modified on other grounds 444 F.2d 340 (5th Cir. 1971).

[32] See, for example, *Laidlaw Corp.*, 171 NLRB 1366, 1367–1370 (1968), enfd. 414 F.2d 99, 103–106 (7th Cir. 1969), cert. denied 397 U.S. 920 (1970).

[33] *NLRB v. Mackay Radio & Telegraph Co.*, 304 U.S. 333, 335 (1938), reaffd. in *NLRB v. Fleetwood Trailer Co.*, 389 U.S. 375 (1967). It is the employer's burden to establish that strike replacements are permanent rather than temporary. See *Chicago Tribune Co.*, 304 NLRB 259, 261 (1991) (the employer must show a mutual understanding between itself and the replacements that they are permanent). The determination of the replacement date turns on if and when a commitment to hire an employee for a permanent job was made and accepted, irrespective of when the individual actually starts working or whether the individual has completed any posthire tests or a probationary period. See *Solar Turbines*, 302 NLRB 14 (1991); and compare *Harvey Mfg.*, 309 NLRB 465 (1992).

[34] See, for example, *Robinson Freight Lines*, 129 NLRB 1040, 1041 (1960), enfd. 289 F.2d 937 (6th Cir. 1961); and *Oregon Steel Mills*, 291 NLRB 185, 191–192 (1988), enfd. 134 LRRM 2432 (9th Cir. 1989), cert. denied 110 S.Ct. 2617 (1990).

obtained regular and substantially equivalent employment elsewhere, or unless the employer can show legitimate and substantial business justification for failing to offer such reinstatement.[35]

The requirement of unconditional application can be satisfied by an application by the union, acting as the strikers' agent, on behalf of all strikers; individual applications by the strikers are not necessary.[36] Similarly, an employer's offer of reinstatement to the strikers as a group may be adequate if made to the union representing the strikers.[37]

10530.5 Withdrawal from Labor Market No Bar to Reinstatement

A discriminatee's withdrawal from the labor market does not normally terminate the employer's obligation to reinstate.[38]

See Section 10560 regarding actions that constitute unavailability for employment and withdrawal from the labor market. Such actions, although not ending the employer's reinstatement obligation, do affect backpay.

10530.6 Reinstatement When a Union is the Respondent

When a union has unlawfully caused an employee to be terminated, it may not be in a position to effectuate reinstatement. Reinstatement provisions in Board orders against union respondents often require specific union actions to seek reinstatement by the employer, such as notifying the employer that it no longer has objections to the employment of the employee.[39]

See Section 10546 regarding backpay when a union is the respondent.

10530.7 Unresolved Reinstatement Issues; Potential Contempt Issues

In those cases where the amount of backpay may depend on whether there has been proper reinstatement, and when an enforced Board order requires reinstatement, the Region should submit the matter to the Contempt, Compliance and Special Litigation & Branch (copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management), with a recommendation as to whether contempt proceedings are warranted. The case should be submitted even where there appears to be a legitimate factual or legal controversy surrounding the reinstatement. When the facts clearly show insufficient basis for initiating contempt proceedings, telephonic consultation suffices.

Where a case has been submitted to the Contempt, Compliance and Special Litigation Branch, the Region should continue to conduct whatever investigation is necessary to compute backpay and to prepare a compliance specification. Unless otherwise instructed by CCSLB, the Region should defer issuance of a compliance specification until the General Counsel has decided to recommend, or the Board has decided whether to authorize, contempt proceedings.

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[35] See, for example, *Laidlaw Corp.*, supra; *Harvey Engineering & Mfg. Corp.*, 270 NLRB 1290, 1292 (1984).

[36] See, for example, *Ekco Products Co.*, 117 NLRB 137, 147–148 (1957), and *Colonial Haven Nursing Home*, 218 NLRB 1007, 1011 (1975).

[37] See, for example, *Birmingham Ornamental Iron Co.*, 251 NLRB 814 fn. 1 (1980).

[38] See, for example, *Deena Artware*, 112 NLRB 371, 376 (1955), enfd. 228 F.2d 871 (6th Cir. 1955).

[39] See, for example, *Sheet Metal Workers Local 355 (Zinsco Electrical Products)*, 254 NLRB 773, 774 (1981).

10532 Exceptions to Reinstatement

10532.1 Overview

Standard reinstatement provisions are clear on their face. There are, however, situations in which reinstatement is not appropriate and is instead precluded. Where respondent contends that reinstatement is not appropriate, it is the responsibility of the Compliance Officer to investigate the situation and recommend a Regional determination.

When it is determined that reinstatement is precluded, backpay is tolled as of the date it was foreclosed. Section 10536.2.

The following sections address situations in which reinstatement might be precluded.

10532.2 No Positions Available for Reinstatement

If there has been a major reduction in the employee complement, the general reinstatement obligation may be precluded if it is established that the employee would have lost his or her position in the course of events in the absence of any unlawful action.

For example, during the course of unfair labor practice proceedings concerning an employee termination, the employer closed its plant, laid off all employees and went out of business. The Board ultimately found the termination to have been unlawful and ordered reinstatement for the employee. The compliance investigation established that the employee would have lost his or her position at the time of the plant closing and the Region determined that reinstatement was not required in order to comply with the Board order.

In situations where reinstatement is not required because of the elimination of any position to which reinstatement would be appropriate, reinstatement provisions of a Board order still require restoring the employee to conditions that would have applied had there been no unfair action.

For example, if the employee, absent the unlawful action, would have recall rights from a layoff, transfer rights to other employer facilities, or preference in future hiring, appropriate employer action should be required. In such situations, it may be appropriate for the Compliance Officer to periodically confirm that the respondent is following recall or preferential hiring policies. Reinstatement rights were also implicated in *NLRB v. G & T Terminal Packaging Co.,* 246 F.3d 103 (2d Cir. 2001), where the United States Court of Appeals for the Second Circuit refused to enforce a Board order requiring the respondent, inter alia, to purchase a new packaging machine and to reinstate the 22 employees who used to work on the machine. On remand to the Board, the Board found that all 22 employees were qualified to perform other packing work, and were entitled to those positions, assuming they had greater seniority than those who held those positions. *G & T Terminal Packaging Co.,* 356 NLRB No. 41 (2010).

At times, the Board order may provide specifically that an employee be placed on a preferential hiring list.[40]

In cases in which reinstatement is ordered for several employees and there are insufficient positions for all, the same principle of restoring what would have happened

[40] See, for example, *Venezia Bread Co.,* 147 NLRB 1048 (1964).

should be applied to determine which of the discriminatees should be reinstated to available positions and what arrangements should be made for the rest.

In a refusal-to-hire case where the Board has ordered instatement to the applicants and the number of applicants exceeds the number of available jobs, a compliance proceeding may be used to determine which of the applicants would have been hired for the openings and are entitled to instatement and backpay. The applicants who are in the group that exceed the number of openings would be entitled to a refusal-to-consider remedy.[41] The respondent would have to consider them for future openings in accord with nondiscriminatory criteria.[42]

10532.3 Employee Disqualification

Respondent may contend that a discriminatee is no longer suitable for a job for such reasons as ill health, lack of skill, new equipment, or change of job content, and that reinstatement should be precluded.

In such situations, the Compliance Officer should investigate the nature of the changed circumstances and the established employer policies, and should seek to determine what would have happened to the employee in the absence of any unlawful action. The respondent bears the burden of showing that reinstatement is not appropriate under the circumstances presented. This burden cannot be met with speculation or statements that are not factually supported.[43]

The Board has also found that if the discriminatee's duties were limited by physical disability before the unlawful action, reinstatement must be to a position suitable to his or her physical limitations.[44]

It may be appropriate to require a trial period at a job in which changes have been made since the unlawful action. If the trial period ends unsatisfactorily for the employee and a complaint is made that the employee was not given a fair trial, further investigation is warranted to determine whether the employee received support and training equivalent to other similarly situated employees.

Should the Compliance Officer feel it would be of assistance, he or she should consult with trade school specialists, union officials with long experience in the industry, the Apprenticeship Bureau of the Department of Labor, the State Unemployment Commission or Industrial Commission, or similar authorities in the field. Careful investigation by the Compliance Officer may disclose that the relevant evidence refutes the contentions and that the employee should be afforded further training or transfer to an available job for which that individual is qualified, as may be necessary.

Even where an employee is determined to no longer be qualified for his or her former position, reinstatement to another position may be required. Such a determination,

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[41] In all cases involving a court-enforced instatement order where the respondent has not offered instatement, Regions should submit the case to the Contempt, Compliance and Special Litigation Branch. Where the facts clearly show insufficient basis for initiating contempt proceedings, telephone consultation may suffice.

[42] See *FES*, 331 NLRB 9, 14 (2000).

[43] See, for example, *Contemporary Guidance Services*, 300 NLRB 556, 558–560 (1990).

[44] *Lipman Bros.*, 147 NLRB 1342, 1347 (1964), enfd. 355 F.2d 15 (1st Cir. 1966). See, for example, *Oil Workers (Kansas Refined) v. NLRB*, 547 F.2d 575, 590 (D.C. Cir. 1976).

again, depends on employer policies and the principle that the employee should be treated as though no unlawful action had occurred.

10532.4 Employee Actions That Preclude Reinstatement

Employee misconduct can preclude a respondent's reinstatement obligation.[45] Employee actions that result in loss of certification or qualification for a position may also preclude reinstatement.[46]

For example, if an unlawfully fired truckdriver lost his driver's license as result of a driving infraction during the course of unfair labor practice proceedings, reinstatement to a driving position may be precluded.[47] Reinstatement may be warranted to another position if that would be consistent with respondent's policies.

In such situations, the respondent bears the burden of establishing that reinstatement is inappropriate. The Board has evaluated employee misconduct in the context of unfair labor practices[48] and underlying respondent motive.[49]

In a situation where a respondent tolerates an unlawfully fired truckdriver's driving record prior to the unlawful discharge, reinstatement is appropriate even though the respondent's insurance carrier has threatened to increase insurance premiums or cancel the insurance policy if the discriminate is reinstated.[50]

10532.5 Undocumented Workers

When an employer's obligation to reinstate an employee conflicts with requirements of the Immigration Reform and Control Act of 1986, reinstatement may be precluded.[51] See Section 10560.7 for discussion of Agency policies under IRCA as they affect both backpay and reinstatement.

10534 Reinstatement Offers

10534.1 Overview

An employer's obligation to reinstate under provisions of a settlement agreement or Board order is met when it has made a valid reinstatement offer.

Employee rejection of a valid reinstatement offer not only ends employer reinstatement obligations, but also ends the backpay period. Section 10536.2.

The following sections address issues concerning the validity of an employer reinstatement offer and employee obligations in accepting an offer.

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[45] See, for example, *Clear Pine Mouldings*, 268 NLRB 1044 (1984). See also *John Cuneo, Inc.*, 298 NLRB 856 (1990) (misrepresentations on employment application form). See also *ABF Freight System v. NLRB*, 510 U.S. 317 (1994), where the Court upheld the Board's reinstatement order even where the discriminatee was found to have "lied" before the ALJ. For example, *Keeshin Charter Service*, 250 NLRB 780 (1980).

[46] See, for example, *Keeshin Charter Service*, supra..

[47] See *DeJana Industries*, 305 NLRB 845 (1991) (reinstatement with backpay awarded if employee could obtain license in a reasonable period of time).

[48] See, for example, *Precision Window Mfg.*, 303 NLRB 946 (1991).

[49] See, for example, *Viele & Sons, Inc.*, 227 NLRB 1940 (1977).

[50] *Alton H. Piester, LLC*, 357 NLRB No. 116 fn. 2 (2011).

[51] *Hoffman Plastic Compounds, Inc. v. NLRB*, 535 U.S. 137 (2002).

10534.2 Validity of Offer

In general, reinstatement offers must be for full reinstatement to former conditions, or to conditions that would be in effect had there never been an unlawful action. Reinstatement offers that qualify or limit full reinstatement in any way may not be valid, and thus may not serve either to meet the reinstatement requirement of a settlement agreement or a Board order nor to end the backpay period.[52] An employee's subjective evaluation of the sincerity of a facially valid offer of reinstatement, however, does not invalidate the offer.[53]

To avoid misunderstanding, the Compliance Officer should advise respondents to make offers of reinstatement in writing. For example, and not by way of limitation, where a respondent had the correct name and address of a discriminatee, but mailed a reinstatement offer to the wrong employee at the wrong address, and made no effort to verify the accuracy of its mailing, and where the discriminatee did not receive the mailing, the Board found that such an offer did not constitute a valid offer of reinstatement. *G & T Terminal Packaging Co.,* 356 NLRB No. 41, slip op. at 2 (2010). Such offers should be in English and, if appropriate, in the language customarily used by the respondent to communicate with the discriminatee.[54] Similarly, discriminatees should be advised to respond to the offer in writing. Respondents should be advised that they should communicate a reinstatement offer directly to the discriminatee or his/her representative. An offer of reinstatement made directly to an employee's representative is valid as long as the other requirements of a valid offer are met.[55] Offers made to Agency personnel are not valid offers.

In a situation where a respondent tolerates an unlawfully fired truckdriver's driving record prior to the unlawful discharge, reinstatement is appropriate even though the respondent's insurance carrier has threatened to increase insurance premiums or cancel the insurance policy if the discriminatee is reinstated.[56]

It is the responsibility of the Compliance Officer to investigate contentions that a reinstatement offer constitutes less than full reinstatement. This investigation will require review of established employer policies in relevant areas, such as seniority, transfer, and layoff. Determination of the validity of the offer will depend on applying the principle that the employee is to be reinstated to conditions that would exist in the absence of the unlawful action.

A discriminatee may refuse an inadequate offer of reinstatement without waiving the right to reinstatement.[57]

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[52] See *D. L. Baker, Inc.*, 351 NLRB 515 (2007), where the Board found respondent's offer was for nonequivalent employment and thus invalid. See also *KSM Industries,* 353 NLRB 1124 (2009), where the Board found that a respondent who mailed a questionnaire to employees asking if they "wish[ed] to be considered for future recall," did not constitute a valid offer of reinstatement, even though the questionnaire noted that if an employee answered no to the above question, the employee was voluntarily terminating the employee's employment.

[53] *Midwest Psychological Center,* 353 NLRB 505 (2008).

[54] *Sure-Tan, Inc.*, 277 NLRB 302 (1985).

[55] *Sun World, Inc.*, 282 NLRB 785, 788 fn. 4 (1987).

[56] *Alton H. Piester, LLC,* 357 NLRB No. 116 at fn. 2 (2011).

[57] See, for example, *Holo-Krome Co.*, 302 NLRB 452, 454 (1991). *D .L. Baker, Inc.*, ibid.

When the adequacy of the offer is disputed, and its determination is close or subject to compliance proceedings, the Compliance Officer should advise both the employer and the employee that a reinstatement offer ultimately found to be inadequate will not end the backpay period nor meet the employer's reinstatement obligation. An offer ultimately found valid will have ended the backpay period, will have met the employer's reinstatement obligation even if rejected by the employee, and thus will not have to be made again by the employer at the time of the ultimate determination.

It may be appropriate to point out to the employee that it would be prudent to accept an offer, pending disposition of a dispute over its validity. Ultimate disposition could include additional backpay (if reinstatement was at inadequate wages) and restoration of additional conditions.

10534.3 Reinstatement Offered Conditioned on Further Unfair Labor Practice Proceedings

An otherwise valid reinstatement offer that advises the employee that the employer is still asserting the lawfulness of its past action against the employee in pending unfair labor practice proceedings is valid. An otherwise valid reinstatement offer made without payment of backpay is also valid.[58] An employee who rejects such an offer will not be entitled to a future offer, and the backpay period will end.

When reinstatement offers are made with such conditions, unfair labor practice proceedings will continue, as will compliance proceedings to obtain backpay through the end of the backpay period.

An offer that is conditioned on the employee withdrawing unfair labor practice charges or waiving backpay is not a valid offer.[59]

10534.4 Period for Acceptance of Offer

A valid reinstatement offer must give the employee a reasonable period to accept and report to work. There are no hard-and-fast deadlines for accepting a reinstatement offer and what constitutes a reasonable period depends on the circumstances of both employer and employee.

During the period between the unlawful action and the reinstatement offer, an employee may obligate himself or herself to activities that cannot be terminated immediately. The employee must be given adequate time to disengage himself or herself before being required to accept reinstatement or abandon reinstatement rights.[60]

If an otherwise valid reinstatement offer states an unreasonable reporting date, the employee may still have an obligation to respond, and inquire as to the employer's flexibility concerning the actual return date. Failure to respond may stop the running of

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[58] See, for example, *Consolidated Freightways*, 253 NLRB 988 (1981), on remand on other grounds 669 F.2d 790 (D.C. Cir. 1981), reported 290 NLRB 771 (1988), enfd. 892 F.2d 1052 (D.C. Cir. 1989).

[59] See, for example, *Adscon, Inc.*, 290 NLRB 501, 502 (1988).

[60] See, for example, *L. A. Water Treatment*, 263 NLRB 244, 246 (1982).

backpay.[61] A reinstatement offer may be invalid if it makes clear that it will lapse if the employee does not report by an unreasonable date.[62]

An employee may not require the employer to hold an offer of reinstatement open indefinitely.[63] In situations where the employee is not immediately available to accept a reinstatement offer, a determination of the reasonable period to apply should take into account the employer's established practices.

For example, if an employee is pregnant and near term at the time she is offered reinstatement, the amount of time until she is required to return to work should be consistent with the employer's established policies regarding maternity leave, as well as provisions of the Family and Medical Leave Act of 1993.

The inability of an employee to accept a reinstatement offer because of illness does not relieve the employer of its reinstatement obligation.[64] The employee, however, must contact the employer and inform the employer of the illness.

10534.5 Reinstatement Offered to an Employee Engaged in a Strike

If an employee who has been unlawfully terminated is participating in a strike at the time the employer offers him or her reinstatement, the employee is not required to abandon the strike in response to an offer of reinstatement. If the employee continues participating in the strike, however, his or her reinstatement rights become those of an employee participating in a strike. Section 10530.4.

A reinstatement offer to a striking employee should also end the backpay period. A new backpay period may begin after the striking employee makes an unconditional offer to return to work.

10534.6 Employee in the Armed Forces

When an employee who is required to be reinstated is in the Armed Forces, the employer's offer of reinstatement should be in the form of a letter, with a copy to the Region, advising the employee that he or she is being offered full reinstatement to his or her former or substantially equivalent position upon notifying the employer of acceptance within 90 days after discharge from the service, or from hospitalization continuing after discharge for a period of not more than 1 year.

The 90-day period (1 year if hospitalized) is intended to provide the employee with the protection of the Veterans Reemployment Rights Statute, Title 38 U.S. Code, Chapter 43, Sections 4321–4327.[65]

The Compliance Officer should inform the employee of the order as it applies to him or her and instruct the employee to notify the Region as to his or her whereabouts. After discharge from the Armed Forces or hospitalization and on timely notification thereof

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[61] See, for example, *Esterline Electronics Corp.*, 290 NLRB 834, 835 (1988).

[62] See, for example, *Toledo (5) Auto/Truck Plaza*, 300 NLRB 676 fn. 2 (1990).

[63] See, for example, *Tennessee-Carolina Transportation*, 108 NLRB 1369, 1371 (1954), remanded on other grounds 226 F.2d 743 (6th Cir. 1955).

[64] See, for example, *NLRB v. Mooney Aircraft*, 61 LRRM 2164, 2165–2166 (5th Cir. 1966), contempt proceeding on order in 138 NLRB 1331, 1333 (1962), enfd. 328 F.2d 426 (5th Cir. 1964).

[65] See, for example, *Diversified Case Co.*, 263 NLRB 873, 875 fn. 8 (1982).

to the employer, the employee's right to reinstatement will be governed by general reinstatement principles.

10534.7 Missing Employees

If an employer makes a reasonable effort to communicate a reinstatement offer to an employee, but is unable to locate the employee, the backpay period may be suspended. Section 10562.3. However, the failed effort does not end the employer's reinstatement obligation and the Board may later require reinstatement as part of its order;[66] if the employer is later advised of the employee's availability for work, the employer may be required to offer.[67]

See Section 10584 regarding the extinguishment of remedial obligations to employees who remain missing after compliance is otherwise effectuated.

10534.8 Waiver or Rejection of Reinstatement Offer

If an employee declines a valid reinstatement offer, the employer's reinstatement obligation is ended. There is no obligation to make the offer again.

When Respondent has made a valid offer of reinstatement, the Board generally finds that backpay is tolled on the date of actual reinstatement, on the date the offer of reinstatement is rejected, or on the last date for the discriminatee to respond to the offer. Backpay, however, must still be paid for the period from the date of the unlawful action to the date that backpay is tolled.[68]

Statements made by an employee during the course of unfair labor practice proceedings that purport to waive or decline the right to reinstatement, do not end the backpay period or serve to relieve the employer of its obligations under reinstatement provisions of a settlement agreement or Board order that results from the proceedings.[69]

10536 Backpay

10536.1 Overview

Backpay is the standard Board remedy whenever a violation of the Act has resulted in a loss of employment or earnings. Losses can result not only from terminations in 8(a)(3) cases, but also from unlawful actions in 8(a)(1), (4), or (5) cases, as well as in 8(b)(1)(A) or (2) cases.

The goal in determining backpay is the same in all cases. The Act is remedial; when it has been violated, its intent is to restore the situation to that which would have taken place had the violation not occurred. The finding of unlawful discrimination against employees warrants a presumption that some backpay is owed to those employees.[70] Backpay awards are intended to make whole the person who has suffered from a violation for earnings and other compensation lost as a result of that violation. Backpay awards do

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[66] *Burnup & Sims, Inc.*, 256 NLRB 965 (1981).

[67] *Jay Co.*, 103 NLRB 1645 (1953).

[68] *Kentucky River Medical Center*, 352 NLRB 194 (2008).

[69] See, for example, *Heinrich Motors*, 166 NLRB 783, 785 (1967), enfd. 403 F.2d 145, 149 (2d Cir. 1968); *Lyman Steel Co.*, 246 NLRB 712, 714 (1979); and *Big Three Industrial Gas Co.*, 263 NLRB 1189, 1203 (1982).

[70] See *Gimrock Construction*, 356 NLRB No. 83, slip op. at 10 (2011); *G & T Terminal Packaging Co.*, 356 NLRB No. 41, slip op. at 9 (2010).

not include punitive damages but may include compensable damages, such as the loss of a car or house due to the discriminatee's inability to make monthly payments as a result of being unlawfully laid off or terminated. Situations involving compensatory damage issues should be submitted to the Division of Advice. See OM 99-79.

Backpay awards also effectuate the purposes of the Act by discouraging respondents from further unfair labor practices and by assuring discriminatees that the Government is protecting their rights under the Act.

The basic method of determining backpay is the same in all cases. Backpay is based first on the earnings a discriminatee would have had but for the unlawful action. Against this gross amount is offset the discriminatee's actual earnings from other employment that took place after the unlawful action. Under some circumstances, the amounts that would have been earned had the discriminatee not quit, been discharged from, or refused interim employment are deducted from gross backpay. The difference is the net backpay award. Backpay also includes other compensation, such as benefits, lost as a result of the unlawful action, and is adjusted for in any net backpay award.

10536.2 Definition of Backpay Terms

Discriminatee and or Claimant: An employee, member, or applicant for employment who suffers economic losses as a result of an action unlawful under the Act.

Backpay Period: The period during which backpay liability accrues, beginning when the unlawful action took place and ending when a valid offer of reinstatement is made or when the backpay period has been tolled for other valid reasons (for example, when discriminatee would have voluntarily ended employment, closure of the facility; evidence that discriminatee would have been laid off during the backpay period notwithstanding the unfair labor practice; or death of the discriminatee) or when conditions in effect prior to the unlawful action have been restored.

Gross Backpay: What the discriminatee would have earned from respondent had there been no unlawful action. Earnings include not just wages, but all other forms of compensation such as vacation pay, health and retirement benefits, bonus payments, and use of vehicles.

Interim Earnings: Earnings of the discriminatee from other employment obtained during the backpay period.

Expenses: Necessary expenses in seeking and holding interim employment that the discriminatee would not have otherwise incurred, such as stamps, mileage for job interviews, etc.

Net Backpay: The amount owed a discriminatee by respondent. Net backpay is generally gross backpay minus interim earnings, but may be adjusted by other gross compensation not subject to offsetting interim earnings, and periods during the backpay period in which the discriminatee was unavailable for employment or failed to seek interim employment.

Excess Taxes Owed: The difference in taxes a discriminatee owes as a result of receiving backpay and interest in a lump sum rather than receiving the wages when they would have been earned but for the discrimination.

Front Pay: Monetary payment to an employee as compensation in lieu of reinstatement.

10536.3 Compliance Responsibilities

The Region is responsible for determining net backpay due in all cases. To do so, information and supporting records should be obtained from both respondent and the discriminatees. Although it is important to elicit the cooperation of all parties in providing information and various forms of assistance should be accepted, the Region should not rely wholly on the parties to determine any component of backpay. The Region's failure to follow the NLRB Casehandling Manual is not a basis upon which to reject the Region's backpay determination.[71] Further, although settlement of backpay should be encouraged, the Region should also retain the initiative, address all issues and obtain all information required to make a backpay determination.

10536.4 Initiation of the Backpay Investigation

Determination of backpay should begin as soon as the Region determines that an unfair labor practice charge has merit and that backpay is among the appropriate remedies. Such a determination will support immediate settlement efforts. It will inform respondents of potential future liabilities in the absence of settlement and provide an opportunity to inform discriminatees of their responsibility to seek interim employment and maintain records of interim earnings. Finally, it will facilitate and expedite the formal determination of backpay that may be necessary should the case result in a Board order or judgment.

Section 10508 discusses points during the course of unfair labor practice proceedings when initiation of compliance action is appropriate.

10538 Backpay Investigation Procedures

Appropriate steps in investigating and determining backpay include identifying and discussing backpay issues with all parties; obtaining information and supporting records regarding wage rates, work schedules, available overtime, promotions, or other conditions relevant to determining gross backpay; obtaining information and appropriate documentation from discriminatees regarding interim earnings and availability for work; evaluating information to determine a reasonable gross backpay formula and gross backpay amounts; preparing net backpay estimates; initiating settlement negotiations; and, where necessary, formally determining backpay.

10538.1 Review of Case Record and Background

Information gathered and facts established during unfair labor practice proceedings and related representation cases should be reviewed and used as a basis for the backpay investigation. Affidavits, file memos, correspondence, position statements and other documents including, for example, exhibits made part of the record in the unfair labor practice hearing or in a related representation case may provide information on wage rates, work assignments, unit employees, significant dates, and other important information. The administrative law judge decision and Board order may also establish certain facts, such as

[71] *G & T Terminal Packaging Co.*, 356 NLRB No. 41, JD slip op. at 9 (2010).

the date of a discharge or unlawful action, on which the backpay determination must be based.

10538.2 Discussion With the Parties

The investigation of gross backpay may begin by asking respondent, charging party, and the discriminatee how they think gross backpay should be determined and how much it should be. Both may be familiar with rates and methods of compensation, identity of comparable or replacement employees and other issues that will be addressed to determine gross backpay.

When eliciting information and positions, the Compliance Officer must impress on the parties that the Region is ultimately responsible for determining backpay and other compliance issues.

In less complex cases and where all parties agree on relevant facts, gross backpay, as well as other backpay issues, may be determined based on representations of the parties. In cases where parties disagree on facts or where not all parties have access to full information, it will be necessary to obtain documentation to support representations.

10538.3 Relevant Records

In cases where documentation or records are required, they should be requested and obtained as soon as possible. In most cases, the employer's records will be the principal source of information on which to base a gross backpay determination. Board orders normally include a provision requiring respondents to preserve and make available records needed by the Region for determining backpay. When necessary, there are other records that can be used for documenting employment or earnings. Keep in mind that many employer and union records may be maintained in electronic form. The Compliance Officer should request that records be provided in electronic form, as well as hard copy, particularly when the records are complex or voluminous. Records provided in spreadsheet form, which can be easily sorted and otherwise arranged aid in analyzing the data and constructing a backpay formula. The Compliance Unit can provide assistance if parties' electronic records are not compatible with agency software.

Main sources of information include the following:

- Timecards and work schedules are often maintained as a basis for payroll records.

- Personnel files often contain such information as hire and termination dates, transfers, job classification, and wage rate changes, as well as information useful in locating missing discriminatees or other witnesses.

- Payroll records. Even small employers now often use electronic payroll services which summarize earnings in various useful ways.

- Tax records can provide earnings documentation. Employers must issue employees a W-2 statement of annual earnings by the end of January for the previous year's earnings. Employers in most states must also file a quarterly payroll statement for unemployment tax purposes that states gross employee earnings.

- State employment department records. Most state unemployment departments maintain records of past employment and earnings, as entitlement for unemployment benefits is based on past employment. In some states, the departments may provide this information to the Region upon request.

- The Social Security Administration will provide reports on earnings that can document employee earnings subject to some limitations. SSA reports generally do not show earnings for the most recent period, show earnings only on an annual basis, and may not show earnings above FICA tax limits. To provide earnings information, the Social Security Administration requires submission of Form SSA-581. This form requires the Region to obtain the written authorization of the person whose earnings records are requested, as well as that person's social security number. The Region may specify the period of time for which records are being sought.[72] Since obtaining the written authorization on SSA-581 and then awaiting a response from the Social Security Administration may be time consuming, Regions may wish to procure executed SSA-581s as early as possible in the handling of the case. Individual Regional Office forms can be found on the Compliance Resources Section of the Intranet. All Form SSA-581s should be mailed to the Social Security Administration at:

  Social Security Administration
  Division of Business Services
  P.O. Box 33011
  Baltimore, MD 21290-3011

  or, if sent UPS or FedEx:

  Social Security Administration
  PATS High Speed Scanning Area
  6100 Wabash Avenue
  Baltimore, MD 21290-3011

- Union records, such as hiring hall dispatch records or records of dues received when assessed on the basis of hours worked, may provide documentation of employment dates and hours.

- Trust fund records of employer contributions and employee credit hours may also provide information regarding hours of employment.

- Reports nursing homes must file with state and federal government.

- To establish the backpay period under *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348 (2007), relevant records could also include contemporaneous union policies and practices regarding salting campaigns, specific plans for the targeted employer, instructions or agreements between the discriminatee and union concerning the anticipated duration of the assignment, and historical data

[72] In cases involving paid union organizers and/or salts, it may be helpful to request records for sereral years after the determined backpay period to ensure that the discriminatee did not receive backpay as part of a settlement, Board order or court judgment during a backpay period that would overlap in the instant case.

regarding the duration of employment of the discriminatee and other salts in similar salting campaigns. See Section 10660.3 for instructions on how to respond to charging party claims of document confidentiality.

10538.4 Evaluation of Information

When information has been obtained, it must be evaluated to determine a reasonable method of measuring gross backpay, actual earnings rates to apply to that method, and proper interim earnings offsets to determine net backpay.

10540 Gross Backpay

10540.1 Overview

The objective in determining gross backpay is to reconstruct as accurately as possible what employment and earnings the discriminatee would have had during the backpay period, had there not been an unlawful action.

Gross backpay must take into account all benefits and forms of compensation that a discriminatee would have earned from employment, had there not been an unlawful action. All forms of wages, including overtime, premiums, tips, bonus payments, and commissions, are to be considered in determining gross backpay. Health insurance, contributions to retirement plans, meal allowances, employer-provided cars or housing or any other benefit of employment must also be considered.

Gross backpay must also be based on changes in wage rates or other compensation that take place during the backpay period.

The determination of gross backpay is not based on an unattainable standard of certainty. Rather, gross backpay must merely be based on a reasonable method and reasonable factual conclusions.[73] It should be easy to understand and to apply. Over the years, the Board and the courts have applied this broad standard of reasonableness to approve numerous methods of calculating gross backpay.[74]

All changes from the status quo at the time of the unlawful action are significant in selecting a gross backpay formula. A comparison of the company's records before the unfair labor practices with those during the backpay period should disclose changes in pay and hours, periods of high and low employment and earnings, shutdowns, department changes, and bonus payments. Based on analysis of records obtained and the background of the case, a tentative formula should be selected. The records should then be reviewed to make sure they contain sufficient data to enable the ready preparation of a computation in accordance with the formula selected.

If the case is complex, it is advisable to test the formula in a sample computation. This will disclose deficiencies before too much time is invested in the computation.

In cases involving many backpay claimants and long backpay periods, if the Region has reason to believe that backpay issues can be resolved without a formal proceeding, an estimate of backpay may be prepared to serve as a basis for settlement. Section 10592.5.

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[73] The Board has held that where a respondent offers an alternative formula for determining backpay, the Board must decide which is the most accurate method." *Atlantic Veal & Lamb, Inc.*, 355 NLRB 228 fn. 5 (2010).

[74] See, for example, *Am-Del-Co., Inc.*, 234 NLRB 1040, 1042 (1978).

In simpler cases, when computations can be speedily prepared, estimates should be avoided.

The method selected for calculating gross backpay must depend on the facts and circumstances of the particular case. Although there is no fixed method for calculating gross backpay, there are three basic methods by which it may usually be measured and which should be considered in devising a reasonable method in a particular case. These three methods are:

- **Formula One**: The average hours and/or earnings of the discriminatee prior to the unlawful action.
- **Formula Two**: The hours and/or earnings of comparable employees.
- **Formula Three**: The hours and/or earnings of replacement employees.

10540.2 Formula One: The Average Hours and/or Earnings of the Discriminatee Prior to the Unlawful Action

Using this method, gross backpay is a projection through the backpay period of the discriminatee's average hours and/or earnings from an appropriate period prior to the unlawful action.

For example, if a discriminatee earned an average of $400 per week for the 6-month period prior to his unlawful termination, under this method, gross backpay would simply be $400 per week, or $5200 in a 13-week calendar quarter, for the duration of the backpay period. If the discriminatee worked an average of 40 hours per week prior to the unlawful action, gross backpay would be calculated by multiplying wage rates in effect during the backpay period by 40 hours per week.

Criteria for adopting this method: This method is applicable when it is concluded that conditions that existed prior to the unlawful action would have continued unchanged during the backpay period. It has the advantage of being easily understood and applied. Projection of average earnings is a reasonable method when discriminatee earnings varied from day-to-day or even week-to-week, but were consistent over a longer period of time. Records of earnings from the period prior to the unlawful action should also be readily obtainable through employer payroll records, tax reports, or other sources described in Section 10538.3. The following circumstances should be considered in deciding whether this method is appropriate in a given case:

- The discriminatee must have been employed long enough prior to the unlawful action to establish a reliable record of average earnings. If the discriminatee did not have sufficient employment to establish a consistent record or if earnings were not consistent—for example, if the discriminatee was employed in a seasonal industry—this method would not be appropriate.
- Even where earnings were generally consistent, care should be taken not to calculate an average using extraordinary variations from normal earnings or schedules. For example, if normal earnings were temporarily affected by a nonrecurring event, such as an accident or a crisis requiring extra overtime, it would generally be most reasonable to exclude the extraordinary period from the calculation of the average.

- Conditions must not have changed during the backpay period. If there were significant changes in the availability of work, methods of compensation or in anything else that would affect hours of work or earnings, other methods may be more appropriate.
- If basic work schedules did not change during the backpay period, but wage rates did, this method might be appropriate, with gross backpay calculated on the basis of a projection of the discriminatee's average work schedule from the period prior to the unlawful action and wage rates that would have been in effect during the backpay period.
- In general, this method is most applicable to a short backpay period. As the backpay period becomes longer, it becomes more likely that significant changes in conditions will occur.

Sample computation of gross backpay based on a projection of average weekly earnings: A typical computation of gross backpay using this formula follows. It is based on an unlawful termination that took place on January 8, 2005. The backpay period ended on July 14, 2005, when the discriminatee declined an offer of reinstatement. All parties agreed that no wage increases were granted and no significant changes in work schedules took place during the backpay period. All agreed that a projection of the discriminatee's average earnings from the period prior to her termination would be a reasonable basis on which to determine gross backpay. Respondent payroll records were examined to determine average earnings during the period preceding the termination. They showed that work schedules and earnings vary from week-to-week. The weeks of November 4, 11, and 18, as well as the weeks of December 2, 9, and 16, all appeared to be normal workweeks, for both the discriminatee and similarly placed employees.

The week of November 25 appeared to be a short week for most employees, as were the weeks of December 23 and 30. All parties agreed that work is slow during holiday periods. These weeks were not considered in establishing the discriminatee's average hours of employment in the period prior to her termination. The week of January 6, 2005, was also excluded, as the discriminatee was terminated in the middle of it.

In other situations, a longer period for establishing average earnings might be more appropriate. In this case, all parties agreed that the November–December period was representative of the work schedule for the entire year. Thus, gross backpay was to be determined on the basis of the discriminatee's average earnings during the 6 weeks identified above. Her earnings for those weeks were:

Week	Gross Earnings
November 4	$425.75
November 11	397.80
November 18	440.65
December 2	370.45
December 9	400.00
December 16	405.15
Total earnings:	$2,439.80
Average weekly earnings:	$406.63

Gross backpay computation:

05/1 (January–March): 12 weeks, beginning January 8.
Gross backpay: 12 weeks @ $406.63/week: $4,879.56

05/2 (April–June): 13 weeks
Gross backpay: 13 weeks @ $406.63/week: $5,286.19

05/3 (July–September): 2 weeks, ending July 14.
Gross backpay: 2 weeks @ $406.63/week: $813.26

Cents may be rounded off to whole dollars.

10540.3 Formula Two: The Hours or Earnings of Comparable Employees

Gross backpay, using this method, is calculated on the basis of the hours or earnings of another employee or group of employees, whose work, earnings, and other conditions of employment were comparable to those of the discriminatee both before and after the unlawful action.

For example, the discriminatee is one of a number of truckdrivers working for an employer whose operations are seasonal. Available work is shared among the employees and their average earnings are about the same, but their earnings vary substantially over time. Using this method, gross backpay would be based on the average earnings of the other truckdrivers during the backpay period.

Criteria for adopting this method: This method is applicable when there is an employee or group of employees whose earnings prior to the backpay period were comparable to those of the discriminatee. It is particularly applicable when there have been significant changes in conditions during the backpay period and when it can be concluded that the discriminatee's earnings would have changed in the same manner as did those of the comparable group. When this method is based on the average earnings of a group of employees, it is also an objective basis for calculating earnings in the event there is a dispute over how large a discretionary wage increase a discriminatee would have received, or how well the discriminatee would have performed during the backpay period.

Use of this method requires access to employer records that show work and earnings for a number of employees over a prolonged period. The following should be considered in deciding whether or not this method is appropriate in a given case:

- A comparable employee or group of employees must be identifiable. In some situations, where work assignment is strictly by seniority or other clear rules, a single employee may be identified as comparable to the discriminatee. In that situation, gross backpay may be based on the employment and earnings of the single employee. When a discriminatee is one of a number of employees in a job classification, it is generally more appropriate to average earnings from the group to calculate gross backpay. This is especially so when there is employee turnover within the group during the backpay period.
- The representative employee, employees, or substitutes must continue in the employ of the gross employer[75] during the entire backpay period. The group

[75] Gross employer is the employer where the discriminatee was employed at the time of the unfair labor practice.

of representative employees may diminish in size during the backpay period, but this is almost inevitable in a period of significant length. The basic requirement is that the remaining members of the representative group continue to be representative in the same sense as the original group. An alternative to the diminished group is to add comparable employees to it as it decreases in size.

- As in any situation in which a comparison is being made, it is important to be alert to factors that skew the comparison. If a discriminatee is compared to a single employee, did the two have comparable earnings before the unlawful action? Did anything happen during the backpay period, unique to that single employee, that would have affected his or her earnings in a way that would not have affected the discriminatee's earnings? If the comparison is with a group of employees, care must be taken to ascertain that an appropriate group is defined. Absent some evidence to suggest that a given discriminatee would have exceeded employees' average number of workdays each year, the most accurate method for determining the amount of backpay due is to assume that each discriminate would have worked the annual average number of workdays and earned the same annual wages as the average employee in their classification.[76] Further, care must be taken to ascertain that the group does not contain employees—such as new employees, employees with unusual rates of absenteeism, employees who are not consistently employed,[77] or employees at different wage rates—who are not comparable and whose inclusion in the group will skew its average.[78]

Sample computation of gross backpay based on average earnings of comparable employees: A typical computation of gross backpay using this formula follows. It is based on an unlawful termination that took place on April 1, 2003. The backpay period ended on June 30, 2005, when the discriminatee was reinstated. The respondent was a trucking firm, with about 10 drivers, including the discriminatee. The parties agreed that the drivers' pay period earnings varied during the year, that hours had generally increased during the backpay period, and that two general wage increases were granted during the backpay period as well. The parties also agreed that available work was not assigned through any set system. Some drivers requested more overtime than others, but in general an effort was made to assign work equally. Payroll records showed that some drivers did earn more than others, but that the range of earnings was not great. In the period prior to his termination, the discriminatee had average earnings in comparison with other drivers. It was agreed that gross backpay due the discriminatee should be based on the average earnings of unit drivers during the backpay period.

Respondent's payroll records provided quarterly earnings summaries for all drivers. Drivers who were hired or terminated during a quarter were excluded for purposes of

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[76] See *Painting Co*., 351 NLRB 42 (2007). The Board noted that it may be appropriate to estimate the average number of workdays for a given year based upon work performed in one or two consecutive calendar quarters. The Board further noted that it may be appropriate to estimate the number of workdays in a full calendar quarter based upon the assumption that 65 workdays (13 weeks times 5 days) represents the number of workdays in a full calendar quarter.

[77] See *Fluor Daniel, Inc.*, 351 NLRB 103 (2007); *Alton H. Piester, LLC*, 357 NLRB No. 116, slip op. at 2 (2011).

[78] See *Contractor Services*, 351 NLRB 33 (2007) (employees who worked consistently not representative of discriminatees who worked intermittently during the backpay period).

determining average earnings and the following average earnings were calculated for the backpay period.

Yr./Qtr.	*No. of Drivers*	*Total Earnings*	*Average Quarterly Earnings*	*Average Weekly Pay Period Earnings*
03/2	**8**	**$58,434**	**$7,304.25**	**$561.87**
03/3	**9**	**82,668**	**9,185.33**	**706.56**
03/4	**7**	**47,535**	**6,790.71**	**522.36**
04/1	**9**	**95,660**	**10,628.88**	**817.61**
04/2	**9**	**78,640**	**8,737.77**	**672.14**
04/3	**10**	**40,738**	**4,073.80**	**313.37**
04/4	**8**	**56,814**	**7,101.75**	**546.29**
05/1	**9**	**55,880**	**6,208.88**	**477.61**
05/2	**9**	**61,213**	**6,801.44**	**523.19**

Gross backpay due the discriminatee is the average earnings of the unit drivers, as set forth in the column on the right. It reflects changes in earnings that took place from quarter-to-quarter during the backpay period.

10540.4 Formula Three: The Hours and/or Earnings of Replacement Employees

Gross backpay, using this method, is based on the earnings of another employee or series of employees, who replaced the discriminatee during the backpay period.

For example, the discriminatee was terminated from the position of machine operator and prior to the termination worked only on a particular machine. Another employee was assigned to operate that same machine during the entire backpay period. Under this method, gross backpay would be calculated using the hours or earnings of the replacement employee.

Criteria for adopting this method: This method is applicable when the discriminatee had a clearly defined job that was filled by identifiable individuals during the backpay period. When applicable, it is easy to understand and apply, relatively easy to document, and can be applied for long backpay periods in which changes in wages or other conditions of employment took place. The following should be considered in determining whether or not this method is applicable in a given case:

- The replacement employee must be comparable. Although the discriminatee may have performed a specific job, and that job may have been filled by an identifiable replacement employee during the backpay period, the replacement employee may have been paid a different wage rate, may have required more or less overtime to perform the job, may be less skilled or may otherwise have worked under conditions not fairly comparable to those that would have been in effect for the discriminatee.
- Although it may be concluded that a replacement employee worked under different conditions, performance of the replacement may still provide

information on which gross backpay may be calculated. For example, gross backpay may be based on the hours worked by a replacement employee at wage rates that would have been in effect for the discriminatee. Although the replacement employee may have worked at a different rate, the total production of a replacement employee may provide a basis for determining how much work or earnings would have been available to the discriminatee.

Sample computation of gross backpay based on hours worked by a replacement employee: A typical computation of gross backpay using this formula follows. It is based on an unlawful termination that took place on October 30, 2004. The backpay period ended on May 7, 2005, when the discriminatee was reinstated. The discriminatee was the only maintenance mechanic employed by the respondent at its production facility. After her termination, the respondent hired a replacement immediately and he remained employed until the discriminatee was reinstated. The replacement was laid off on the discriminatee's reinstatement. All parties agreed that the hours of work varied for the maintenance mechanic. During the busy season or when there was an emergency, the mechanic was expected to work substantial overtime. At other times, the mechanic was sent home early. The parties agreed that the discriminatee would have worked the same number of hours during the backpay period as her replacement actually did.

The respondent proposed that gross backpay be based on the actual earnings of the replacement mechanic. The replacement earned only $10 per hour, whereas the discriminatee was earning $13.25 at the time of her termination. It was agreed that no wage increases were accorded by the respondent during the backpay period. It was finally agreed that gross backpay of the discriminatee would be calculated using the actual hours worked by the replacement mechanic at the discriminatee's hourly wage rate.

Respondent's payroll records summarized hours worked, regular and overtime, on a weekly pay period basis. Using a formula based on the hours worked by the replacement employee and the hourly rate of the discriminatee, the following gross backpay was determined.

Hours of Replacement Employee

Yr./Qtr.	*Regular*	*Overtime*
04/4	**300**	**25**
05/1	**512**	**34**
05/2	**260**	**55**

Earnings @ $13.25/hour regular earnings and $19.875 overtime earnings:

Yr./Qtr.	*Regular*	*Overtime*	*Total Gross Backpay*
04/4	**$3,975**	**$496.88**	**$4,471.88**
05/1	**6,784**	**675.75**	**7,459.75**
05/2	**3,445**	**1,093.13**	**4,538.13**

10542 Considerations Common to the Use of All Methods

In a particular case, a combination of the above methods, or some other method of determining gross backpay, may be reasonable. The following factors should be considered under any method.

10542.1 Comparisons Must Be Reasonable

Gross backpay will almost always be based on some form of comparison. Comparisons must be evaluated to be certain that they are based on full information and are not unfairly skewed. All earnings, including premiums, overtime and bonus payments, must be considered in evaluating a comparison between employees, as well as unusual and nonrecurring situations. In evaluating employee earnings, first and final earnings are often based on less than a complete payroll cycle and are thus lower than normal earnings. Appropriate adjustments must be made for such situations.

10542.2 Use of Ratios

When the discriminatee can be compared to another employee or group of employees, but had "pre-unlawful" action earnings that varied from the comparable employee or group, it may be appropriate to calculate gross backpay based on the earnings of the comparable employees adjusted by an appropriate ratio.[79]

For example, prior to an unlawful termination, the discriminatee consistently earned 5 percent more than the average earnings of all employees in the same job classification. Gross backpay might be reasonably calculated as 105 percent of the average earnings of the other employees during the backpay period.

10542.3 Overtime Hours

Overtime pay is normally paid at a premium of 1-1/2 times regular wages. Care should be taken to verify the rate at which overtime hours are paid by respondent, as well as whether overtime is paid after 8 hours per day or 40 hours per week. For example, Saturdays, Sundays, or holidays may be paid at premium rates.

10542.4 Absenteeism

Under all methods of calculating backpay, adjustments may be appropriate to reflect absenteeism of either the discriminatee or of employees to whom the discriminatee is being compared. If this concern is valid, it should be considered.

If a discriminatee was rarely or never absent, there should be no adjustment for absenteeism. If backpay is based on a projection of the discriminatee's earnings from the period prior to the unlawful action, those earnings should reflect the effect of absenteeism without need for further adjustment.

When backpay is based on comparison with a group of employees, the Board has approved a method of using employee hours, known as the ''Twenty-four hour method,'' that takes into account normal absenteeism but excludes extraordinary absenteeism.[80] Under this method, when payroll records show that the basic workweek was 5 days, only the average hours or earnings of employees working 24 hours or more are used. When the

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[79] See, for example, *Downtown Toyota*, 284 NLRB 1160 (1987).

[80] *Hill Transportation Co.*, 102 NLRB 1015, 1021 (1953).

basic workweek is 4 days, only the average hours or earnings of employees working 16 hours or more are used. When the basic workweek is 3 days or less, the average hours of all employees are used.

Other appropriate adjustments for absenteeism may be determined based on the facts or circumstances of the particular case.

10542.5 Reduction in Available Employment

If the gross employer's operations or employee complement were reduced during the backpay period, it may be that the discriminatee would have lost employment and earnings even if there had been no unlawful action. Gross backpay must take into account such losses. Payroll or other employment records should establish reductions. Note, however, that if reduced operations are caused by or connected with unfair labor practices, strikes or the like, this section does not apply—Section 10542.7.

When the employer has an established and objective system for employee layoffs or reductions in hours, the system should be applied to determine whether a discriminatee or group of discriminatees would have lost work. When there is no established system to effect layoffs or reductions, gross backpay should be based on an objective method, such as one of the following:

Seniority: Although not universal, use of seniority in layoffs and other employment actions is widespread. It is objective and easy to apply. Seniority dates are also usually easy to document. When used to determine gross backpay, all discriminatees, replacement employees or other comparable employees may be ranked on the basis of seniority. The appropriate basis for seniority that is, by job classification, department, or plantwide—must be determined using the circumstances of each case. Available work, as determined from employment records, may then be apportioned on the basis of seniority.

For example, there is work for only 5 employees during a week, there are 5 employees who actually worked and, in addition, there are 10 discriminatees. To use seniority, all 15 employees should be ranked on the basis of seniority. It should be assumed that the five most senior employees, whether discriminatees or not, would have worked during that week. Gross backpay would be due only to those discriminatees among the five most senior employees.

When using seniority to determine work availability for discriminatees, any employee hired after the unlawful action to replace a discriminatee will almost certainly have lower seniority than any discriminatee.

Proportionalization: If no method of effecting layoffs can be determined, it may be most reasonable to base gross backpay on a sharing, or proportionalization, of available employment among discriminatees.

For example, five employees worked during a week, and each earned an average of $400. There were 10 discriminatees. To use proportionalization, the average earnings should be divided among the 10 discriminatees. Thus, gross backpay due each of the 10 would be $200.

It should be noted that proportionalization is only appropriate when there is more than one discriminatee. In applying it, adjustment should be made for any period in which any discriminatee is unavailable for employment.

Proportionalization is not appropriate in refusal-to-hire cases.[81]

10542.6 Strikes and Lockouts

When a discriminatee has been unlawfully terminated and a strike or lockout occurs during the backpay period, gross backpay normally accrues during the period of the strike or unlawful lockout.[82] When a discriminatee is unlawfully terminated during a strike, backpay normally accrues from the date of the discharge.[83] When discriminatees have been unlawfully locked out, backpay continues to accrue even though the discriminatees engage in a strike during the lockout.[84]

Backpay for a striker or locked out employee may continue, even where the employee resigns, if the employee, by resigning, did not intend to abandon his employment. Thus, where the resignation was necessary to secure funds from a 401 (k) plan, the employee's resignation was not construed as an abandonment of employment, relieving the employer of any additional backpay.[85]

In all these situations, the respondent bears the burden of showing that discriminatees would have refused to work during the course of the strike, or by resigning, intended to abandon their employment.

The average hours or earnings of the discriminatee or of comparable employees in a normal period may be projected through the strike or lockout period as a basis for calculating gross backpay.

10542.7 Effects of Unfair Labor Practices on Gross Backpay Calculations

The occurrence of an unfair labor practice may be accompanied by turmoil in the workplace, with an effect on hours and earnings of employees. If it is concluded that this has happened, earnings from this period should not be used, or should be appropriately adjusted in calculating backpay.

For example, an employer unlawfully terminates a number of union sympathizers to discourage a nascent organizing campaign. A number of other employees resign in disgust. This abrupt large scale departure disrupts production. Some of the remaining employees must work extraordinary overtime in an attempt to overcome resulting bottlenecks, while other employees are temporarily laid off because no work in progress is moving into their department. Employment and earnings patterns during this period are not likely to be representative of normal operations and may not be an accurate measure of gross backpay.

10542.8 Discriminatee Actions That End Gross Backpay

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[81] See *FES*, 331 NLRB 9, 14 (2000).

[82] *Hill Transportation Co.*, 102 NLRB 1015 (1953).

[83] *Abilities & Goodwill*, 241 NLRB 27 (1979).

[84] See, for example, *Somerset Shoe Co.*, 12 NLRB 1057 (1939), modified 111 F.2d 681 (1st Cir. 1940).

[85] *KSM Industries*, 353 NLRB 1124.

In cases where discriminatee misconduct or other actions lead to a determination that reinstatement is not required, backpay should also be tolled. See Section 10532.4 for a discussion of actions that might result in ending a normal reinstatement obligation.

10542.9 Construction Industry Cases

When calculating backpay for a non-salting construction industry discriminatee, it is presumed that the discriminatee would have continued to be employed by the respondent throughout the backpay period unless the respondent demonstrates otherwise.[86] In construction industry salting cases, the General Counsel has the burden of proving that an applicant was genuinely interested in seeking employment with a respondent. *Toering Electric Co.*, 351 NLRB 225 (2007); see OM 08-04 (Revised). This issue is resolved in unfair labor practice litigation and may not be raised in compliance. However, in construction industry salting cases, it is the General Counsel's burden to establish in compliance that the discriminatee would have remained with the employer for the entire backpay period.[87] See *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348 (2007). This will, in most cases, raise two issues: (1) whether the salting discriminatee would have worked for the respondent for the entire duration of the project in question; and (2) whether, and for how long after the project's end, the discriminatee would have worked for the respondent by accepting a transfer(s) to other respondent jobs. With regard to (1) an appropriate methodology for determining the length of the backpay period in salting cases is the average duration of employment of the discriminatee(s) in prior salting efforts.[88] If the average duration of employment exceeds the duration of the project in question, then it is appropriate to conclude that the discriminatee would have worked at least until the project's end. Note that with regard to (2), the General Counsel must affirmatively prove that the discriminatee would have indeed accepted the transfer. See OM 08-29(CH), at pp. 3–5.

10544 Other Components of Gross Backpay

10544.1 Overview

Lost wages are normally the most important component of gross backpay, but all benefits of employment and forms of compensation must be considered in determining gross backpay. In determining net backpay, interim earnings are not usually deducted from nonwage benefits of employment. The following are among forms of compensation that should be considered as components of gross backpay.[89]

10544.2 Medical Insurance

Discriminatees should be made whole for expenses they incurred due to the loss of medical insurance resulting from an unlawful action. Such losses usually include charges they paid for medical services that would have been reimbursed under terms of the gross

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[86] See *Dean General Contractors*, 285 NLRB 573 (1987).

[87] See *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348 (2007).

[88] See *Leiser Construction, LLC*, 17-CA-23177 (2011) (unpublished).

[89] Fringe benefit contributions from a discriminatee's interim employer are not an offset against the gross backpay if respondent does not offer an equivalent benefit. *John T. Jones Construction Co.*, 352 NLRB 1063 (2009).

employer's medical insurance plan.[90] Also reimbursable are premiums paid by discriminatees to maintain comparable health insurance, to the extent the premiums exceeded those paid when employed prior to the unlawful conduct.[91]

In addition to reimbursement for incurred expenses, in cases where the gross employer made contributions to a health and welfare fund that provided health insurance, the Board has also ordered the respondent to make contributions to the fund on behalf of the discriminatee for the backpay period.[92]

Reimbursable medical expenses are not offset by interim wage earnings in determining net backpay. Note, however, that any reimbursement paid by a medical insurance benefit obtained from interim employment will reduce expenses incurred by the discriminatee and thus have the effect of reducing the amount due as a result of lost medical insurance.

In order to determine whether discriminatees are entitled to reimbursement for charges they paid for medical services that would have been reimbursed under the terms of the gross employer's medical insurance plan, it may be necessary to obtain the discriminatee's medical information in documentary or testimonial form from doctors or other regulated entities. The Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and a set of implementing regulations promulgated by the Department of Health and Human Services known as the Privacy Rule establish a legal protocol governing the use and disclosure of most personal medical information. Before soliciting medical information from doctors or other regulated entities, the HIPAA Checklist should be checked and authorization to release the information must be obtained from the discriminatee. The HIPAA Checklist, sample HIPAA Authorization forms and a cover letter for HIPAA Authorization can be found in Appendix 23 a and b.

10544.3 Retirement Benefits

Discriminatees should generally be made whole for lost contributions to pension funds or retirement plans. When the gross employer made contributions to a pension fund, retroactive contributions and appropriate credit should be obtained from respondent. When retirement benefits are in the form of deferred income or profit-sharing plans, appropriate contributions should be paid as well as reimbursement for lost interest.

Retirement benefits are not offset by interim wage earnings. Equivalent retirement benefits earned from interim employment are appropriately offset against gross retirement benefits.

For example, a discriminatee was unlawfully terminated from a trucking company that made contributions on her behalf to the Teamsters pension fund. Contributions and credit for the discriminatee to that fund are a component of the respondent's gross backpay liability.

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[90] In *Goya Foods of Florida,* 356 NLRB No. 184 (2011), the Board, overruling *Brooklyn Hospital Center,* 344 NLRB 404 (2005), held that employees must be made whole for unilateral changes in health coverage, regardless of whether the union requests rescission of the change.

[91] See, for example, *RMC Construction,* 266 NLRB 1064 (1982).

[92] See, for example, *G. Zaffino & Sons, Inc.*, 289 NLRB 571, 572 (1988).

The discriminatee's first interim employer had a profit-sharing plan. Contributions to that profit-sharing plan should not be offset against the gross liability to make contributions to the Teamsters pension fund.

The discriminatee next had interim employment in a grocery store that was represented by a different union with a separate pension fund. That interim employer made contributions on her behalf to that union's pension fund. Those contributions should not be offset against the gross liability to the Teamsters pension fund, as they do not compensate the discriminatee for credits to the Teamsters pension fund during the backpay period.

Finally, the discriminatee next obtained interim employment with a trucking company that made contributions on her behalf to the Teamsters pension fund. Those contributions provided the discriminatee with credit toward future retirement benefits identical to that which she would have received from the respondent and thus should be offset against the respondent's gross liability to make contributions on the discriminatee's behalf to the Teamsters pension fund.

Tax Deferred Retirement Programs

In recent years tax deferred retirement plans have become a major feature of employer-sponsored retirement packages. While some employers continue to utilize profit-sharing or similar stock ownership programs, the 401(k) plan has become a common feature of retirement programs.

Section 401(k) of the Internal Revenue Code authorizes the use of pretax employee/employer contributions to create a retirement benefit. These plans generally have more variable terms than traditional "defined benefit" pension plans and engender a variety of calculation issues. 401(k) retirement benefits often necessitate individual calculations for each discriminatee, because the value of the benefit is dependent upon many different and highly individualized factors. For example, there are frequently significant differences in each person's contribution rate, the employer's matching contribution and in investment choices. Thus, it is generally necessary to determine individual contribution amounts, employer matching contributions, investment selections, and finally to chart the earnings/loss of each discriminatee's 401(k) investments for the duration of the backpay period.

Experience has shown that reasonably prompt and accurate calculations or estimates of lost 401(k) plan benefits may be obtained directly from the administrator of the 401(k) plan. In this regard, most 401(k) plans are administered by a third party investment firm, mutual fund, bank, or insurance company. Generally, the Region should begin by requesting the respondent obtain a calculation of lost benefits from the plan administrator. However, if the respondent is uncooperative, the Region may contact the third party administrator directly to seek information that will be necessary to complete the backpay calculation. Although plan administrators may not be willing to provide information solely on the strength of an informal request, they are often receptive to Agency inquiries and will generally promptly comply with a Section 11 subpoena seeking the necessary information.

Since the calculation of 401(k) plan benefits may prove complex, Regions should be sensitive to the relative value of the benefit to the overall case and to considering alternative means of estimating and/or calculating the benefit. For example it may be appropriate to estimate the value of the benefit by calculating an average of other employees' 401(k) earnings.

In cases where benefit payments due a 401(k) plan, pension or other retirement system are paid directly to the discriminatee, normal payroll taxes should be withheld because the IRS considers this taxable income.

10544.4 Insurance or Plan Benefits

Benefits that would have been paid out under sick leave, life or injury insurance, or other employee plans during the backpay period must also be paid to the discriminatee.

For example, if a discriminatee becomes ill during the backpay period, gross backpay may be tolled. Section 10560.2. If, however, the gross employer had a sick pay plan or an insurance plan that paid benefits for periods of illness, such payments would be a component of gross backpay.[93]

Such benefits are not offset by wage earnings from interim employment. They are, however, offset by similar benefits paid as a result of interim employment.[94]

10544.5 Holiday and Vacation Pay

Paid holidays and paid vacations that a discriminatee would have received during the backpay period are part of gross backpay. Discriminatees are only entitled to backpay, however, based on lost vacation and holiday pay. Loss of paid time off is a collateral loss for which there is no compensation.

For example, it is determined that a discriminatee would have earned $5200 in a quarter. It is also determined that of these earnings, $800 would have been for a 2-week paid vacation, and $160 would have been for two paid holidays, during which the discriminatee would not have worked. Full gross backpay is $5200, reflecting what would have been earned in the quarter. There is no additional compensation to reflect that the discriminatee would have received paid time off for vacation and holidays from the gross employer.

Lower vacation or holiday pay from interim employment will affect the net backpay determination only as lower interim earnings.

If a discriminatee receives less paid vacation from an interim employer than he or she would have received from the respondent or gross employer, it is appropriate to reduce net interim earnings by the amount earned during the period that would have been paid vacation under the respondent or gross employer. Section 10542.5.

If a gross employer has the practice of paying extra vacation wages instead of giving paid vacation time off, such vacation wages should be treated as part of gross backpay.

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[93] *G & T Terminal Packaging Co.*, 356 NLRB No. 41, JD slip op. at 17–18 (2010).

[94] See, for example, *Glen Raven Mills*, 101 NLRB 239, 250 (1952), modified on other grounds 203 F.2d 946 (4th Cir. 1953).

For example, the respondent provided no paid vacation, but on employees' anniversary dates gave them one week's pay, in addition to their regular wages. Gross backpay for every discriminatee should be based on regular earnings and 1-week's pay as of their anniversary dates during the backpay period.

10544.6 Tips

Tipping is very common in bar, restaurant, and similar service industries. Tips are earnings and must be considered in determining full gross backpay. Tip earnings are, however, often difficult to document.

In recent years, the Internal Revenue Service has required employers in businesses in which tips are customary to report earnings attributable to tips on the basis of a percentage of gross sales. Because of this, employer payroll records and tax forms will often show an amount for tip earnings. It may happen, however, that the employer or discriminatee will argue that actual tip earnings were other than the amounts reported for tax purposes. Tax reports should be considered as a basis for determining tip income, but are not dispositive.

Other records, such as credit card receipts, diary entries of tip earnings or bank deposits, might provide documentation of actual tip earnings. Statements provided by the discriminatee and by similarly placed employees might also be a basis for determining tip earnings. Employer records of gross sales and of reported earnings can also provide a basis for comparing, projecting and adjusting tip earnings during the backpay period. In the end, determination of tip earnings must be based on a reasonable assessment of documentary evidence and credible testimony.

10544.7 Other Forms of Compensation

A reasonable assessment of the value of housing, demonstration cars, meals, and other forms of compensation that the discriminatee would have received but for the unlawful action must also be included in determining gross backpay.[95] The extent to which a nonemployee union agent is entitled to compensation for injuries due to assault that

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[95] Examples of the variety of payments included in gross backpay are: *Underwood Machinery Co.*, 95 NLRB 1386, 1403 (1951) (promotions); *Peyton Packing Co.*, 129 NLRB 1275, 1276 (1961); *Indianapolis Wire-Bound Box Co.*, 89 NLRB 617, 642, 650 (1950) (loss resulting from discriminatory eviction); *McCarthy-Bernhardt Buick*, 103 NLRB 1475, 1488 (1953); *C. Pappas Co.*, 82 NLRB 765, 767, 796 (1949) (commission increases); *Phoenix Mutual Life Insurance Co.*, 73 NLRB 1463, 1466 (1947) (commissions and renewals); *Stanton Enterprises*, 147 NLRB 693, 699 (1964), enfd. 351 F.2d 261 (4th Cir. 1965); *Home Restaurant Drive-In*, 127 NLRB 635 fn. 2 (1960) (tips); *Hickman Garment Co.*, 196 NLRB 428, 429 fn. 2 (1962), enfd. 471 F.2d 611 (6th Cir. 1972) (Christmas bonus); *Aerosonic Instrument Corp.*, 128 NLRB 412, 414 (1960) (incentive bonus); *Dinion Coil Co.*, 96 NLRB 1435, 1461 (1951), enfd. 201 F.2d 484 (2d Cir. 1952) (holiday pay); *Nabors v. NLRB*, 323 F.2d 686, 689–690 (5th Cir. 1963), enfd. in relevant part 134 NLRB 1078, 1085–1087 (1961), cert. denied 376 U.S. 911 (1964) (profit-sharing bonus); *International Trailer Co.*, 150 NLRB 1205, 1210, 1211 (1965) (incentive and leadership bonus); *Golay & Co.*, 184 NLRB 241, 242–243, 247 (1970), enfd. 447 F.2d 290, 294–295 (7th Cir. 1971) (wage increases, vacation pay, and insured medical expenses); *Rice Lake Creamery Co.*, 151 NLRB 1113, 1126–1129 (1965), enfd. in relevant part 365 F.2d 888, 892 (D.C. Cir. 1966) (pension contributions); *Madison Courier*, 180 NLRB 781, Appendix A at 795 fn. __ (1970), remanded on other grounds 472 F.2d 1307 (D.C. Cir. 1972) (insurance premiums and Christmas bonus); *Tennessee Packers*, 160 NLRB 1496, 1501 (1966) (sick); *Ellis & Watts Products*, 143 NLRB 1269, 1270 (1963), enfd. 344 F.2d 67 (6th Cir. 1965) (overtime); *Brown & Root*, 132 NLRB 486, 491 (1961), enfd. in relevant part 311 F.2d 447 (8th Cir. 1963) (shift differential); *Heinrich Motors*, 166 NLRB 783, 786 (1967), enfd. 403 F.2d 145 (2d Cir. 1968) (vacation pay); *Miami Coca-Cola Bottling Co.*, 151 NLRB 1701, 1713 (1965), enfd. in relevant part 360 F.2d 569, 572–573 (5th Cir. 1966) (safety awards); *L. J. Williams Lumber Co.*, 93 NLRB 1672, 1676, 1691 (1951), enfd. 195 F.2d 669, 672–673 (4th Cir. 1952), cert. denied 344 U.S. 834 (payments for transporting employees to plant); *Taylor Mfg. Co.*, 83 NLRB 142, 144 (1949) (Veterans Administration payments under G.I. program); *Raymond Pearson, Inc.*, 115 NLRB 190, 192, 210 (1956), enf. denied on other grounds 243 F.2d 456 (5th Cir. 1957) (employer ordered to pay to deceased discriminatee's estate any losses suffered with regard to bonuses, emoluments, insurance coverage, and other benefits accorded to employees by employer and which discriminatee would have enjoyed but for discharge); *Texas Co.*, 42 NLRB 593, 609 (1942), enfd. 135 F.2d 562 (9th Cir. 1943) (room and board); *Delorean Cadillac*, 231 NLRB 329 (1977) (reimbursement for loss of use of company demonstrator car).

formed the basis for a unfair labor practice finding, is left to the compliance stage of the case. See *Norquay Construction,* 359 NLRB No. 93 slip op 3, fn.10 (2013).

10546 Gross Backpay When a Union is a Respondent

Union backpay liabilities may arise from various situations, including causing an employer to terminate a discriminatee for unlawful reasons or unlawfully operating an exclusive hiring hall. Although the union is not the employer, the method of calculating gross backpay is the same as in all other cases. That is, gross backpay is calculated on the basis of what employment the discriminatee would have received had the unlawful action not taken place.

For example, if a union caused the gross employer to terminate a discriminatee, gross backpay will be based on what employment the discriminatee would have had with that employer, but for the termination.

If a union unlawfully fails to refer a discriminatee from its hiring hall, gross backpay will be based on what employment and earnings would have resulted from that referral.

Another circumstance where a union will have a backpay liability is when it receives dues where it was unlawfully recognized by an employer.[96] However, its reimbursement liability is limited to those employees who became union members only after the effective date of the unlawful contract containing a union security clause.[97] The union has the burden of proof of establishing who joined the union before the effective date of the unlawful contract.[98]

Because the gross employer may not be a respondent in these cases, there may not be access to employer employment and earnings records. Section 10538.3 suggests other sources of obtaining information needed to determine backpay. In addition, it may be appropriate to seek gross employer records through use of an investigative subpoena. Section 10618.

Hiring hall records should provide information concerning which employees were referred and to which employers. Union benefit fund reports might serve to document actual employment of comparable employees during the backpay period.

In addition, because the union is not the employer, it cannot end the backpay period itself by offering reinstatement. In some circumstances, such as when there is also an unfair labor practice proceeding against the employer, the union may toll its backpay liability by notifying the employer and the discriminatees in writing that it has no objection to their reinstatement.[99] When there are unfair labor practice proceedings against both union and employer, primary liability may be against either, depending on the circumstances of the case.[100]

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[96] *Elmhurst Care Center*, 345 NLRB 1176 (2005).

[97] *Elmhurst Care Center*, 345 NLRB at 1182.

[98] *Regency Grande Nursing & Rehabilitation Center*, 354 NLRB 832, 837 (2009).

[99] See, for example, *C. B. Display Service*, 260 NLRB 1102 (1982); and *Port Jefferson Nursing Home*, 251 NLRB 716 (1980).

[100] See, for example, *Q.V.L. Construction*, 260 NLRB 1096 (1982); *Hendrickson Bros.*, 299 NLRB 442 (1990); *Exxon Co.*, 253 NLRB 213 (1980); and *Zoe Chemical Co.*, 160 NLRB 1001 (1966).

When the union is solely liable for backpay, the Board has found that backpay should not be tolled until the discriminatee is either reinstated by the employer or until the discriminatee obtains substantially equivalent employment elsewhere.[101]

10548 Use of Alternative Methods in Backpay Determinations

In order to make efficient use of Agency resources and expedite the calculation and distribution of backpay in certain cases, Regions are encouraged to consider innovative methods, such as those described below, even where such methods may result in computations that are somewhat less precise than traditional Board methods. The types of cases that may be appropriate for the utilization of alternate computation methods are those that involve large numbers of claimants over extended backpay periods, refusal to reinstate strikers, contract abrogation, hiring halls and dues reimbursement cases. To the extent possible, the Region should get the agreement of the parties as to the use of these novel approaches.

10548.1 Statistical Sampling Techniques

Statistical sampling is a widely accepted procedure to determine characteristics of a population by selecting and analyzing data from a small percentage of the population. These methods can be used for both settlements and formal compliance proceedings to accurately approximate gross backpay, interim earnings, reimbursable expenses and other monetary remedies. Sampling is particularly well suited to cases involving many individuals and when individual data is difficult to obtain or extremely time consuming to analyze.[102]

For example, a case involves 800 unfair labor practice strikers who made unconditional offers to return to work on the same day and were refused reinstatement. One year later, all discriminatees received valid offers of reinstatement. Gross backpay is not in dispute. However, obtaining and analyzing interim earnings information for such a large number of individuals to calculate backpay by traditional methods would obviously be an extremely time-consuming project. Rather, detailed quarterly interim earnings and expense information from a relatively small randomly selected sample of the discriminatees could be obtained. Average quarterly interim earnings and expenses of the sample could then be applied to all discriminatees in the case to approximate their net backpay.

Specific methods and the degree of precision required will vary depending on the circumstances of the case. When sampling or other statistical modeling techniques are used to determine remedies in formal compliance proceedings, the Compliance Officer should contact the Compliance Unit for assistance with developing the formula and for referrals to outside statisticians, who can provide expert advice and potentially testify in support of the formula at the compliance proceeding. Less precision may be required when these methods are used to determine remedies for settlement agreements.

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[101] See, for example, *Sheet Metal Workers Local 355 (Zinsco Electrical Products)*, 254 NLRB 773 (1981); *Iron Workers Local 118 (Pittsburgh Des Moines Steel)*, 257 NLRB 564, 567–568 (1981).

[102] See, for example, *Laborers Local 135 (Bechtel Power Corp.)*, 301 NLRB 1066 (1991), and 311 NLRB 617 (1993), where the Board affirmed a compliance specification based on use of random samples to determine liability in a hiring hall case. Available records made it impossible to reconstruct all out-of-order hiring hall referrals, so backpay for all improperly referred individuals was projected based on the average loss of the individuals selected in the sample.

10548 Use of Alternative Methods in Backpay Determinations

10548.2 Use of Approximations and Averages

The nature of some violations, particularly those involving unilateral changes or withdrawal of recognition, may make it impractical to precisely determine individual backpay amounts. In those situations the best formula may be a reasonable approximation based on available evidence.

For example, prior to an unlawful unilateral change, nonmandatory overtime was made available to unit employees based on seniority. The respondent changed to a rotation procedure not based on seniority. Because the overtime was not mandatory, there is no practical formula to determine exactly how much overtime each individual "lost" because of the change. A reasonable approximation can be made by obtaining records to show the amount of overtime each individual worked in the 2 years prior to the change and the total amount of all overtime worked during that period and then computing each individual's overtime as a percentage of total overtime hours worked in the 2-year period. Each individual's share of overtime worked during the backpay period can be projected by multiplying the individual percentage factor by the total overtime hours worked by all employees during the backpay period.[103]

10548.3 Alternative Approaches to Allocation of Lump Sum Backpay Amounts

When total net backpay liability has been determined or agreed upon, it may be appropriate to develop and utilize nontraditional methods to expedite the distribution of backpay shares to individual discriminatees. In cases resolved by settlement, any equitable method of distribution to which the parties agree may be acceptable, including equal share distribution, omission of consideration of interim earnings and expenses in determining shares, and use of a formula based on averages or samples. See also Sections 10562.4 and 10648.7.

For example, a respondent's unlawful withdrawal of recognition resulted in its discontinuance of contractual economic benefits, such as overtime after 8 hours, bonuses and shift premiums. The parties reached a settlement as to a total lump sum backpay amount. Assuming this is a large unit and the backpay period extends over several years, determining individual shares by analyzing respondent payroll records would be a time-consuming project and delay distribution of backpay. Equal share distribution may be appropriate, but such a method may overpay individuals who worked only a portion of the backpay period and minimize backpay to individuals who worked the full period. An alternative approach could be to assign a percentage factor to each individual based on the number of weeks they worked in the unit during the backpay period compared to total number of weeks worked by all unit employees during the backpay period. Each individual's share of the lump sum would be determined by multiplying their percentage factor by the lump sum amount. See Appendix 5 for an example of a simple spreadsheet using this method.

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[103] See *Intermountain Rural Electrical Assn.*, 317 NLRB 588 (1995). See also *Great Lakes Chemical Corp.*, 323 NLRB 749 (1997), for a discussion of a formula to approximate backpay in a refusal to hire case where the respondent hired substantially less than the number of employees it actually needed and required them to work significant overtime to avoid a successorship obligation. In both cases the Board noted the General Counsel is required only to utilize a nonarbitrary formula designed to produce a reasonable approximation of what is owed.

10550 Interim Earnings

10550.1 Overview

All compensation earned by a discriminatee following the unlawful action (during the backpay period) must be considered as interim earnings. Generally, interim earnings are deducted from gross backpay in determining the net backpay due a discriminatee. There are, however, exceptions; see, for example, Section 10554. A respondent is entitled to an offset against its backpay liability for any additional compensation paid to employees that is equivalent to an element of backpay that will be claimed in a compliance specification. For example, where a respondent unilaterally changes employees' vacation benefits and then grants employees additional vacation benefits above what the contract required, the amount of the additional vacation benefit will be an offset to any claim for vacation benefits in a specification. See *Art's Way Vessels, Inc.,* 358 NLRB No. 142 (2012); *Mining Specialists, Inc.*, 330 NLRB 99 (1999).

The Compliance Officer will fully investigate interim earnings, determine all issues involving proper treatment of interim earnings and make appropriate offsets against gross backpay to calculate net backpay. Full investigation of interim earnings issues is necessary to achieve settlement of or voluntary compliance with backpay requirements in unfair labor practice cases, as well as to prepare for a compliance hearing, should such a proceeding be necessary.

In the event of a dispute concerning interim earnings, it is the respondent's legal burden to prove interim earnings and other facts that may mitigate the loss resulting from its unlawful action.[104]

In *Community Health Services, Inc., d/b/a Mimbres Memorial Hospital,* 361 NLRB No. 25 (2014), the Board held that it would "declin[e] to deduct interim earnings when applying the *Ogle Protection Service*[105] backpay formula for cases involving economic loss but no cessation of employment" (slip op. 6).

10550.2 Maintaining Contact With Discriminatees

The discriminatee is the most important source of information regarding interim earnings and adjustments to gross backpay needed to determine net backpay. It is of utmost importance that contact is maintained with discriminatees throughout the course of unfair labor practice proceedings.

The CCU will set up a database system to facilitate continuing contact with discriminatees during the pendency of the cases. The database can be used to maintain current contact information for each discriminatee in all pending cases. This database can also be used as the basis for a "mail merge function" for transmitting expense and search for work forms to discriminatees on a quarterly basis.

10550.3 Interviewing Discriminatees

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[104] See, for example, *Mastro Plastics Corp.*, 136 NLRB 1342, 1346 (1962).

[105] 183 NLRB 682 (1970), enfd. 444 F.2d 502 (6th Cir. 1971)

At appropriate times in the course of compliance proceedings, all discriminatees should be interviewed either in person or by telephone to review and update information concerning the following issues:

- availability for employment,
- efforts to obtain interim employment,
- identity of all interim employers,
- earnings from interim employment,
- expenses incurred in seeking and holding interim employment, and
- periods of low earnings and unemployment.

During the interview, the Compliance Officer should address any issues concerning the discriminatees' responsibility to seek interim employment and their availability for interim employment. Sections 10558 and 10560.

The result of the discriminatee interview should be a complete account of their employment related activities during the backpay period and identification of all issues concerning interim earnings, expenses, and availability for employment.

10550.4 Documentation

The Compliance Officer should obtain documentation of interim earnings whenever appropriate. Discriminatees should cooperate in providing the most common form of documentation of interim earnings: pay slips, W-2 forms or other earnings reports from the interim employer. State unemployment services generally maintain excellent records of gross earnings from all employers. Such records are usually conveniently organized by calendar quarter. Compliance Officers may have individual discriminatees obtain these records from their state unemployment office. Regions may also obtain these records directly from the state either in hard copy or electronically.

It may be inappropriate to contact current interim employers for earnings information because communications from the Compliance Officer could adversely affect the discriminatee's current employment relationship. Thus, the Compliance Officer should consult with the discriminatee regarding that relationship before going to the current interim employer for earnings information.

Former interim employers may be contacted to obtain appropriate documentation, although without discriminatee authorization many employers will not release employment information.

Appendix 6 sets forth a pattern letter that may be used for requesting earnings information from an interim employer.

In those situations where interim employer records are not available, Section 10538.3 sets forth sources that may be used to document earnings.

Note also that a discriminatee's failure to cooperate in the investigation and documentation of interim earnings may indicate an effort to conceal interim earnings. Section 10550.5 (immediately following).

10552 Interim Earnings That Require Special Consideration

10550.5 Discriminatee Concealment of Interim Earnings

In most cases, the discriminatee interview and submission of supporting earnings documentation should resolve interim earnings issues. When a respondent challenges the completeness of a discriminatee's account, the Compliance Officer should investigate the respondent's contentions.

When the Region is satisfied that a complete account of interim employment and earnings has been obtained, it should so advise the parties. The respondent then assumes the burden of establishing additional interim earnings. See Section 10550.1.

In cases where it is established that a discriminatee has concealed interim earnings, it is Board policy to deny backpay for the period of concealment.[106] If the Region concludes that a discriminatee has concealed interim earnings and, therefore, is not entitled to any backpay during the period of concealment, the charging party should be notified. Should the charging party dispute the Region's determination in a post Board Order case, the Compliance Officer should advise the charging party that it has the right to request a written determination by the Regional Director. See Section 10602 and the Rules and Regulations, Sections 102.52 and 102.53, regarding the compliance determination letter and the charging party's appeal rights. Note, the Board has distinguished between a discriminatee misrepresenting interim earnings to the Board, as compared to others, and has held that the mere existence of discrepancies in reported income between what an employee has told the Board and what the employee has told a third party (such as a mortgage broker), is insufficient to establish a willful concealment of earnings.[107]

10552 Interim Earnings That Require Special Consideration

In most situations, interim earnings will be based on an hourly wage or a set salary and total interim earnings will be easily summarized and offset against gross backpay. Some forms of earnings and compensation do require special consideration. Examples include the following:

10552.1 Earnings in Addition to Base Wages or Salary

Premiums, tips, bonus payments, awards, holiday and vacation pay, and similar forms of compensation are earnings. In determining net backpay, they should be treated by the same methods used in determining gross backpay and included with regular interim earnings. Sections 10540.1 and 10544.4–10544.7.

Sections 10554.1–10554.5 discuss situations in which interim earnings are not deducted from gross backpay.

10552.2 "Under-the-Table" Earnings

Any compensation paid for providing service is a form of earnings, regardless of whether it has been properly reported for income tax purposes. Cash or under-the-table

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[106] See *American Navigation Co.*, 268 NLRB 426 (1983); *C. R. Adams Trucking*, 272 NLRB 1271, 1276 (1984); see also *Ad Art*, 280 NLRB 985 fn. 2 (1986).

[107] *Atlantic Veal & Lamb, Inc.*, 358 NLRB No. 74 (2012).

earnings obtained during the backpay period should be treated like any other interim earnings.

10552.3 Self-Employment

A discriminatee's decision to engage in self-employment should not be regarded as a failure to seek interim employment. In general, self-employment should be regarded as a reasonable effort to mitigate losses.[108] Section 10558. However, the Board has held that engaging in a "hobby" is not self employment. *Grosvenor Resort*, 350 NLRB 1197, 1202–1203 (2007).

Net earnings from self-employment during the backpay period should be offset against gross backpay. As noted by the Board in *Regional Import & Export Trucking Co.*, 318 NLRB 816, 818 (1995): It is well established that only net earnings from self-employment are considered to be interim earnings deductible from gross backpay." See *California Gas Transport*, 355 NLRB No. 73 (2010).

The Compliance Officer may face problems in determining net earnings from self-employment. In general, net earnings are the difference between gross receipts and offsetting expenses. Income statements and other records kept for a business by an outside accountant are generally the best means of determining net earnings. If the discriminatee did not use an outside accountant, his or her business records may be the only documentation of earnings available. Federal tax returns may also establish net earnings from self-employment. Internal Revenue Schedule C is the form used to report net earnings from self-employment; the schedule requires reporting of gross receipts as well as offsetting expenses approved by IRS.

Tax returns are not dispositive of net earnings from self-employment. For example, it may be shown that tax returns were not properly prepared or that expenses claimed against net earnings for tax purposes were in fact some form of compensation to the discriminatee.

In addition, when a substantial source of revenue for a self-employed discriminatee is the discriminatee's invested capital in the business, some adjustment of the income from the business should be made to apportion earnings between the part resulting from their invested capital and that from services. The usual method of doing this is to deduct the interest that would have been paid by the discriminatee to a willing lender of the investment capital, rather than conventional legal interest.

As in other aspects of the backpay investigation, the goal in determining net income from self-employment is to reach reasonable conclusions as to actual earnings based on the facts and circumstances presented.[109]

10552.4 Medical and Retirement Benefits

A medical insurance plan or contributions to a retirement fund are not normally treated as interim earnings and offset against gross backpay. Note also that although these

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[108] In *Lorge School*, 355 NLRB 558 (2010), the Board noted that the pursuit of self-employment *can be* (emphasis added) an adequate and proper way for a discriminatee to attempt to mitigate lost wages.

[109] See, for example, *Velocity Express, Inc*., 342 NLRB 888 (2004); *Kansas Refined Helium Co*., 252 NLRB 1156 (1980).

benefits are considered components of gross backpay, they are not normally subjected to offsets from wages earned in interim employment. Health insurance and retirement contributions earned through interim employment may, however, be offset against equivalent benefits that are components of gross backpay. Sections 10544.2 and 10544.3.

10552.5 Other Nonwage Compensation

The reasonable value of other forms of compensation, such as employer-provided housing, cars, or meal allowances, should be treated as interim earnings and offset against gross backpay.[110]

Nonwage forms of compensation, when part of gross backpay, are not normally offset by wages earned in interim employment. Section 10544.1.

In some circumstances, it is not appropriate to deduct such nonwage compensation from gross backpay. For example, where an interim employer provides employee housing, but such is required because the work is in a remote location, the housing may have no real value or be equivalent to an expense the discriminatee would have had to incur in order to obtain the interim employment.

10552.6 Compensation Received for Salting Activities

The Board defines "salts" as "those individuals, paid or unpaid, who apply work work with a nonunion employer in furtherance of a salting campaign" and who are subject to the union's disciplinary control. [See *Oil Capitol Sheet Metal,* 349 NLRB at 1348 fn. 1] "Salting" is "the act of a trade union in sending in a union member or members to an unorganized jobsite to obtain employment and then organize the employees." [*Oil Capital, id.*] Often the individual receives compensation from the labor organization for his or her salting activity. The compensation received by the salt from the labor organization for salting activity should not be offset against the salt's backpay.[111] The employer may reduce its backpay liability by showing that the salt did not make a reasonably diligent effort to obtain substantially equivalent employment during the backpay period, and the Board has denied backpay to a salt for failing to mitigate where union-imposed limits on acceptable employment resulted in an unreasonably limited job search. *Contractor Services,* 351 NLRB 33 (2007). The Region should conduct an individual investigation and analysis of a paid union organizer's search for work when determining the appropriate backpay period. See OM 09-16.

10554 Earnings and Income Not Deductible From Gross Backpay

Interim earnings are generally offset against gross backpay. Exceptions are discussed in the following sections. Further, unearned income is generally not offset against gross backpay.

10554.1 Unearned Income and Collateral Benefits Not Deductible; Fringe Benefits Not Deductible

Unearned income is income derived from any source other than an employment relationship. Collateral benefits are any form of assistance not based on employment or a

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[110] See, for example, *Empire Worsted Mills,* 53 NLRB 683, 692 (1943).

[111] *Ferguson Electric Co.*, 330 NLRB 514 (2000); See also *Lederach Electric*, 359 NLRB No. 71 slip op. 1. fn. 2 (2013) (salting agreement for period outside backpay period is not relevant to computation of backpay.)

return of service by the recipient. Unearned income and collateral benefits can include interest earnings from stock or savings; gifts or loans where no work or service is expected in return; most forms of public assistance; and most forms of insurance payments.[112]

Unemployment insurance payments are collateral benefits; as such, they are not interim earnings and are not offset against gross backpay.[113] However, workers compensation benefits, to the extent they are temporary disability benefits, are considered a substitute for lost wages during the temporary disability period, and are deductible as interim earnings. To the extent the unemployment insurance benefits constitute permanent disability benefits, they are considered as reparations for the physical injury suffered, and do not constitute interim earnings.[114]

Strike benefits are collateral benefits if they are given without condition. If a union requires a discriminatee to perform strike duty or some other form of service as a condition for receiving strike benefits, the strike benefits may be earnings and offset against gross backpay.[115]

Fringe benefit contributions from a discriminatee's interim employer are not an offset against the gross backpay.[116]

10554.2 Earnings During Periods Excepted from Gross Backpay Not Deductible

When it has been determined that there is no gross backpay liability during some period within the backpay period, interim earnings earned during the same period should not be offset against any gross backpay for another period or for the entire period.[117]

For example, it is established that the respondent shut its operation down for 4 weeks during the backpay period. As a result, there is no gross backpay liability during that 4-week period. Any interim earnings that the discriminatee earned during that period should not be offset against gross backpay determined due during other parts of the backpay period. Care must be taken to determine what interim earnings were actually earned during such excepted periods.

10554.3 Interim Earnings Based on Hours in Excess of Those Available at Gross Employer Not Deductible

In cases where a discriminatee worked substantially more hours for an interim employer than he or she would have worked for the gross employer, only interim earnings based on the same number of hours as would have been available at the gross employer should be offset against gross backpay.[118]

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[112] See *Medline Industries*, 261 NLRB 1329, 1337 (1982), for a discussion of collateral benefits.

[113] *NLRB v. Gullett Gin Co.*, 340 U.S. 361 (1951); *Paint America Services*, 353 NLRB 973 (2009).

[114] *Domsey Trading Corp*., 351 NLRB 824 (2007).

[115] See, for example, *Lundy Packing Co.*, 286 NLRB 141 fn. 2 (1987), enfd. 856 F. 2d 627 (4th Cir. 1988). See also *Hansen Bros. Enterprises*, 313 NLRB 599, 605 (1993); *Domsey Trading Corp*., id. at p. 3.

[116] *John T. Jones Construction Co.*, 352 NLRB 1063 fn.10 (2008).

[117] See, for example, *San Juan Mercantile Corp*., 135 NLRB 698, 699 (1962).

[118] See, for example, *United Aircraft Corp.*, 204 NLRB 1068, 1073–1074 (1973); See also *EDP Medical Computer Systems*, 293 NLRB 857, 858 (1989).

This situation is most likely to occur when a discriminatee worked more overtime hours for an interim employer than would have been available with the gross employer, but is applicable in any situation.

For example, it is determined that gross backpay is based on a wage rate of $10 per hour and a regular workweek of 40 hours, or $400 per week. Total interim earnings for the same period are $440 per week, but are based on a regular hourly wage rate of $8, a regular workweek of 40 hours, and 10 hours of overtime per week. Although full interim earnings exceed gross backpay, in this situation it is not appropriate to offset the interim earning derived from overtime against gross backpay. Thus, only interim earnings from the regular 40-hour workweek, or $320, should be offset against gross backpay.

Similarly, if it is determined that gross backpay is based on a reduced workweek of 30 hours, only those earnings derived from the first 30 hours of interim employment should be offset against gross backpay.

Net backpay is determined on the basis of calendar quarters. Sections 10564.2 and 10564.3. Consistent with this policy, excess interim hours must also be allocated to calendar quarters and compared with gross hours only within the same quarter.

10554.4 Supplemental Employment or Moonlighting

When a discriminatee holds two separate jobs simultaneously during the backpay period, income from the second job is generally not deductible against gross backpay. If the discriminatee held a second job before the unlawful action and continued to hold that job through the backpay period, earnings from the second job are not deductible.[119] This principle applies even if the supplemental employment is not continuous or is with different employers.[120]

For example, a discriminatee worked as a musician during evening hours prior to the unlawful action. He continues this part-time work during the backpay period, working as a musician for different employers. These earnings are not offset against gross backpay.

If the discriminatee had no second job before the unlawful action, but during the backpay period holds either two full-time jobs or one full-time job plus an additional part-time job, only the earnings from one full-time job should be deducted. This is consistent with the principle that interim earnings based on hours in excess of those available at the gross employer are not deductible. Section 10554.3.

If the discriminatee held a second job prior to the unlawful action and then increased the hours of employment at that job during the backpay period, earnings derived from the increase in hours are deductible interim earnings.[121]

For example, prior to his unlawful termination, the discriminatee did carpentry work on weekends. During the backpay period, he does this work throughout the week. Earnings from the additional hours of work beyond those the discriminatee normally worked prior to the termination should be treated as deductible interim earnings.

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[119] See, for example, *Acme Mattress Co.*, 97 NLRB 1439, 1443 (1952); see also *U.S. Telefactors Corp.*, 300 NLRB 720, 722 (1990).

[120] See *Regional Import & Export Trucking Co.*, 318 NLRB 816 fn. 9 (1995).

[121] See, for example, *Golay & Co.*, 184 NLRB 241, 245 (1970).

10555Reimbursement of Search for Work or Interim Employment Expenses

10554.5 Interim Earnings During Periods That Would Have Been Paid Vacation Periods Under the Gross Employer

If a discriminatee receives less paid vacation from an interim employer than he or she would have received from the respondent or gross employer, it is appropriate to reduce net interim earnings by the amount earned during the period that would have been paid vacation under the respondent or gross employer.[122]

10555 Reimbursement of Search for Work or Interim Employment Expenses

In order for discriminatees to be made whole for their losses, it is appropriate for them to receive full reimbursement for these expenses regardless of whether the discriminatee received interim earnings during the period. For example, additional commuting time and mileage costs are reimburseable expenses of interim earnings.[123] The reimbursement of these expenses is not limited to the amount of gross backpay a discriminatee may be entitled to. Reimbursement of search for work or interim employment expenses should not be added to the net backpay. Rather, these expenses should be paid separately and no withholdings should be taken from this amount.

10556 Compensation for Excess Taxes Owed

In *Don Chavas, LLC d/b/a Tortillas Don Chavas and Mariela Soto and Anahi Figueroa,* 361 NLRB No. 10 (2014), to help ensure that discriminatees are made whole for the discrimination they have suffered, the Board adopted the Acting General Counsel's proposed remedy requiring compensation for excess income taxes owed as a result of a discriminatee's receipt of lump-sum backpay. This remedy applies to discriminatees receiving one or more lump-sum awards covering backpay periods longer than one calendar year or when the backpay is paid in a year different from when it should have been earned and applies to both the excess taxes owed as well as the interest on excess taxes owed.

The remedy applies to pending cases not in the compliance stage as of December 18, 2012. However, pursuant to the Board's decision in *Lee's Industries, Inc.*, 359 NLRB No. 69 (2013), the Acting General Counsel may request that the Board modify a previously issued order in a pending case to include an applicable remedy where the Board still has jurisdiction. Regions should ensure that all complaints issued prior to December 18, 2012, in which backpay may be owed, pled the request for compensation for the excess tax liability, and for those that did not, must decide whether to file a motion to modify the remedial provisions with the Board in these cases, considering whether respondent has complied with the Board's order or is engaged in serious discussions with the Region regarding compliance efforts. If the case is pending before an appellate court, the Region should discuss whether it is prudent to withdraw the case before the court in order to file a motion to modify. A sample Motion to Modify Remedial Order is attached to OM 13-41 (Revised). Additionally, Regions should continue to plead the excess tax liability remedy in all appropriate complaints (See GC 13-03 and OM 13-41 (Revised)), but no longer need to brief the issue.

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[122] See *Heinrich Motors*, 166 NLRB 783, 792–793 (1967), enfd. 403 F.2d 145 (2d Cir. 1968); see also *Central Freight Lines*, 266 NLRB 182, 183 (1983).

[123] *Interstate Bakeries*, 360 NLRB No. 23.

The remedy, should be included in all formal and informal settlement agreements in which the backpay period spans two or more calendar years or where backpay is being paid in a year different from when backpay was earned.

The Board's order in*Don Chavas, LLC,* supra, leaves to compliance respondent's opportunity to fully litigate the excess tax liability remedy. Accordingly, Regions should include excess tax liability remedy language in all Compliance Specifications in which the backpay period spans two or more years. Appendix 17 contains language that should be included in compliance specifications for cases where the Board order requires the excess tax liability remedy.

10557 Reporting of Backpay Allocation to the Social Security Administration

In *AdvoServ* of New Jersey, Inc., 363 NLRB No. 143, the Board modified the Backpay Report requiring that completed reports be sent directly to the Region. The Board's order also changed the allocation of the backpay award from appropriate calendar quarters to the appropriate year.

The standard Backpay Report has been modified to reflect that respondents are required to complete and submit the Backpay Report to the Regional Director. See Appendix 24. In order to ensure these Backpay Reports are submitted to SSA at the appropriate time and to alleviate the burden on the Regions, Regions should hold the executed Backpay Reports and upload them into NxGen. Doing so would allow the Agency to submit executed Backpay Reports to the SSA at one time and at the appropriate time (the following April). In order to facilitate the retrieval of the completed and executed forms, Regions should save them in NxGen using the DEV prefix and the Executed SSA Form document subtype and send a NxGen link to the document to the designated Deputy Assistant General Counsel in Operations Management.

The amount of wages recorded in Section 3 of the Backpay Report should be the amount of wages earned and actually paid to the discriminatee in the calendar year the report is filed and no backpay should be recorded in this section. All backpay, including frontpay, paid to a discriminatee should be recorded in Section 4. Entries to Section 3 should correspond only to the year listed in the Section "Tax Year in Which Award Payment Was Paid". The charged party/respondent will provide SSA with a W-2 for that year for the discriminatee. SSA will then match the W-2 with the Backpay Report to ensure it is properly recording wages. Section 3 and 4 should, if totaled, equal the W-2 submitted for that year. Prior years are not relevant because SSA knows those wages (reported on the W-2) were for the years reported. Only the wages in whichever year the backpay was paid should be included in Section 3.

To ensure the proper completion of the form, in situations where the discriminatee will earn and be paid wages by the charged party/respondent after the backpay is paid, we will require the charged parties/respondents to submit the Backpay Report by January 31, of the calendar year after the backpay was paid. Because Sections 3 and 4 of the Backpay Report should, if totaled, equal the amount in the IRS W-2 form submitted for that year, it is important for charged parties/respondents to wait until all the employee's wages for that year have been recorded to submit the report. The Backpay Report for discriminatees who

no longer work for charged parties/respondents and will therefore not earn additional income from it in the same year in which backpay was paid, should be submitted at the same time the backpay is paid. See ICG 17-09 for further guidance.

In cases involving installment payment plans, the Backpay Report should be sent by respondents once all of the backpay has been paid. In cases involving the payment of front pay pursuant to GC 13-02, unless the settlement agreement sets forth the period of time the front pay is intended to cover, the front pay should be reported to the Regional Director as payment of wages in the year in which the payment was made.

10558 Mitigation

10558.1 Overview

A discriminatee must make reasonable efforts during the backpay period to seek and to hold interim employment. This is known as the discriminatee's obligation to mitigate. A discriminatee is not due backpay for any period within the backpay period during which it is determined that he or she failed to make a reasonable effort to mitigate.[124] In cases where the discriminatee has qualified for unemployment compensation by satisfying the state's work-search requirements, the Board has concluded that receipt of unemployment benefits is prima facie evidence of a reasonable search for work.[125]

Respondents often question a discriminatee's efforts to seek employment, particularly when the discriminatee has been unemployed for a substantial period. The Compliance Officer should investigate the discriminatee's search for work, keeping in mind that the Board and courts have found that the discriminatee's obligation is to make a reasonable effort to find work under existing circumstances.[126] The focus of the investigation is on the search for work; the discriminatee's success or failure in finding work is not determinative.[127] The Board has found that a wide range of efforts meets the reasonable effort standard and resolved doubt in favor of the discriminatee as the wronged party.[128] However, the Board, in *Grosvenor Resort*, 350 NLRB 1197, 1201–1202, (2007), found that discriminatees who applied for work one or two times a month, engaged in an inadequate search for work.

If, following the investigation, the Region concludes that the discriminatee has met his or her obligation to mitigate, it is the respondent's burden to establish that the discriminatee failed to make a reasonable effort to seek interim employment.

See Section 10592.6 regarding treatment of disputed mitigation in settlement discussions. See Sections 10648.4 and 10648.6 regarding treatment of mitigation in a compliance proceeding.

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[124] See, for example, *Painters Local 419 (Spoon Tile Co.)*, 117 NLRB 1596, 1598 fn. 7 (1957); *Gimrock Construction*, 356 NLRB No. 83, slip op. at 11 (2011).

[125] *Taylor Machine Products.*, 338 NLRB 831, 832 (2003), enfd. 98 Fed. App. 424, 175 LRRM 2320 (6th Cir. 2004); *Birch Run Welding*, 286 NLRB 1316, 1319 (1987), enfd. mem. 860 F.2d 1080 (6th Cir. 1988).

[126] See, for example, *NLRB v. Arduini Mfg. Co.*, 384 F.2d 420, 422–423 (1st Cir. 1968); see also *Aircraft & Helicopter Leasing*, 227 NLRB 644, 646 (1976).

[127] See, for example, *Midwest Motel Management Corp.*, 278 NLRB 421 (1986).

[128] See, for example, *United Aircraft Corp.*, 204 NLRB 1068 (1973); see also *Lundy Packing Co.*, 286 NLRB 141 (1987); *Gimrock Construction*, 356 NLRB No. 83, slip op. at 11 (2011).

10558.2 Investigating Mitigation

The Compliance Officer is responsible for investigating mitigation issues. The discriminatee's account of his or her efforts to obtain employment and of any loss of interim employment will be the primary source of information upon which a determination will be based. Whenever there is a mitigation issue, the discriminatee should give a complete account of his or her efforts to seek employment. Particular attention is appropriate for prolonged periods of unemployment.

Where a discriminatee has qualified for unemployment compensation, compliance with the state requirements is a well-grounded proxy for the reasonable search for work as required by mitigation law. A separate detailed inquiry into the discriminatee's job search efforts is duplicative and unnecessary. The Region should accept and use receipt of unemployment benefits as evidence of a reasonable search for work. See GC 11-07.

Where discriminatees have not received or are no longer receiving unemployment compensation, Regions should continue to use the Board's requirements as the standard for what constitutes a reasonable search for work.

The Region should not allow respondent counsel to interview discriminatees concerning mitigation issues without clearance from the Division of Operations-Management. Section 10592.7.

As set forth in Section 10508.8, the Compliance Officer is responsible for communicating with discriminatees as soon as the Region has determined that a violation has occurred that may result in a backpay remedy. Disputes concerning mitigation may be avoided if the discriminatee is clearly advised at that time of his or her obligation to mitigate; the discriminatee should be further advised to keep careful notes or records of his or her efforts to seek interim employment. Form NLRB-4288 contains such advice.

10558.3 Evaluating Mitigation Efforts, Including Willful Loss of Earnings

The efforts a discriminatee is expected to make to get interim employment are those expected of reasonable persons in like circumstances. A variety of actions may demonstrate an effort to seek employment, including registering with state or private employment services, checking newspaper ads, visiting employers, utilizing online application resources, and asking friends and relatives.[129] Specific actions to seek employment may be influenced by age, health, education, employment history, and station in life, as well as by employment and unemployment trends in the area. The presence or absence of any particular search activity does not determine mitigation. In seeking interim employment, however, a discriminatee need only follow their regular method of obtaining work.[130]

Failure to obtain interim employment, even for a prolonged period, does not establish a failure to mitigate. Additionally, the fact that a self-employed discriminatee is not successful in their business venture does not establish a failure to mitigate. Rather, mitigation only requires that a discriminatee make a good faith effort to succeed in their business venture. See *Lorge School*, 355 NLRB No. 92 (2010).

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[129] *Allied Mechanical, Inc.*, 352 NLRB 880 (2008).

[130] See *Gimrock Construction*, 356 NLRB No. 83, slip op. at 11 (2011).

The evaluation of mitigation must take into account circumstances that limit opportunities and discourage efforts (for example, unemployment may be high or a discriminatee may have limited skills). In such circumstances, the number of employment applications filed or even the amount of time devoted to searching for employment is not dispositive of mitigation. Moreover, the Board has found that poor record keeping, uncertain memory and even exaggeration do not necessarily disqualify an employee from receiving backpay.[131]

Discriminatees who have been terminated from skilled or high wage employment may reasonably limit their job search to equivalent employment.[132] Discriminatees are not normally required to accept lower-paying employment,[133] or to move in order to accept employment,[134] accept work which they are not physically able to perform,[135] work which might be dangerous or injurious to their health,[136] or to accept work involving equipment that the discriminatee never operated.[137]

In connection with the issue of searching for work, the Board has held that an unlawfully discharged employee does not have to instantly seek new employment.[138] However, the Board has also stated that absent circumstances justifying a longer delay, discriminatees must begin their search for work within 2 weeks from the time they were discharged to be entitled to backpay for the first two weeks following their discharge. If they fail to start seeking work within the 2 week period, entitlement to backpay will not begin until they begin a proper search for employment.[139]

In the end, a determination of mitigation will depend on applying the standard of reasonable efforts to the unique circumstances of the case.

10558.4 Loss of Interim Employment

An unreasonable discriminatee action that results in a loss of interim employment may constitute a failure to mitigate. Should a discriminatee reject an offer of interim employment, quit interim employment,[140] or be terminated from interim employment, the

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[131] *G & T Terminal Packaging Co.*, 356 NLRB No. 41, JD slip op. at 10 (2010); *Teamsters Local 509 (ABC Studios)*, 357 NLRB No. 138, slip op. at 7–8 (2011).

[132] Discriminatees with "extensive experience in a specialized field" may be required to seek interim employment within their area of specialization avoid a finding of willful loss. *Associated Grocers*, 295 NLRB 806, 811 (1989); *NHE/Freeway, Inc.*, 218 NLRB 259 (1975); *Knickerbocker Plastic Co.*, 132 NLRB 1209 (1961).

[133] *G & T Terminal Packaging Co.*, supra, 356 NLRB No. 41; *Hacienda Hotel & Casino*, 279 NLRB 601, 606 (1986).

[134] *Midwestern Personnel Services*, 346 NLRB 624, 634 (2006) (affirming ALJ's finding that "discriminatees were not obliged, as part of their duty to mitigate damages, to seek jobs in locations that would have forced them to relocate or to commute hundreds of miles.)

[135] *Gimrock Construction*, supra, 356 NLRB No. 83; *G & T Terminal Packaging Co.*, supra, 356 NLRB No. 41.

[136] Id; *Iron Workers Local 15*, 298 NLRB 445, 469 (1990).

[137] *Gimrock Construction*, supra, 356 NLRB No. 83.

[138] See, for example, *Saginaw Aggregates*, 198 NLRB 598 (1972); see also *Retail Delivery Systems*, 292 NLRB 121, 125 (1988).

[139] *Grosvenor Resort*, 350 NLRB 1197 (2007); *Domsey Trading Corp.*, 351 NLRB 824, 831–832 (2007). In *KSM Industries*, 353 NLRB 1124 (2009), the Board adopted the ALJ's conclusion that backpay was not tolled for a striking employee who made an unconditional offer to return to work and then made no search for work for more than 2 weeks thereafter because he reasonably believed that the Employer would recall him to work.

[140] In *Grosvenor Resort*, 350 NLRB at 1201 the Board found that the discriminatee was not justified in quitting an interim job because she was embarrassed by the comment of a co-worker made in the presence of customers. The Employer was permitted an offset of an amount equal to that which she would have earned had she not quit, until she found another job. In *Kentucky River Medical Center*, 352 NLRB 194 (2008), the General Counsel conceded that the discriminatee unreasonably quit her interim employment but argued that any resulting offset against her backpay should be limited because her interim employer had closed down about five months after the discriminatee quit her job. The Board agreed that the offset period ended when the interim employer closed. *Atlantic Veal & Lamb, Inc.*, 358 NLRB No. 74 (2012).

circumstances should be fully investigated. The discriminatee should be interviewed and corroboration sought from the interim employer if appropriate.

When a discriminatee voluntarily quits interim employment, the burden shifts from the respondent to the Region to show that the decision was reasonable.[141] The Region will be able to carry its burden if the interim job was "substantially more onerous," or was "unsuitable,"or "threatened to become unsuitable" or if the quit was caused by "unreasonable working conditions." (See *Grosvenor Resort*, above, 350 NLRB 1201 (2007), citing *Lundy Packing Co*., 286 NLRB 141, 144 (1987), enfd. 856 F.2d 627 (4th Cir. 1988).)

When a discriminatee has been involuntarily terminated from interim employment, however, a higher standard may apply, namely that the discriminatee must have engaged in gross misconduct, before the termination constitutes a failure to mitigate.[142] The burden is on respondent to establish such deliberate or gross misconduct by the discriminatee.[143]

When it is determined that a loss of interim employment was a failure to mitigate, the amount of lost interim earnings should be calculated and offset against gross backpay as though actually earned by the discriminatee.[144]

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[141] See, for example, *Pope Concrete Products*, 312 NLRB 1171, 1173 (1993); *Big Three Industrial Gas Co.*, 263 NLRB 1189, 1199 (1982); and *Alamo Cement Co.*, 298 NLRB 638 (1990); *Gimrock Construction*, supra, 356 NLRB No. 83.

[142] See *Ryder Systems*, 302 NLRB 608, 610 (1991); *Atlantic Veal & Lamb Inc.*, 358 NLRB No. 74 (2012).

[143] See *Gimrock Construction*, supra, 356 NLRB No. 83, slip op. at 12 (2011).

[144] See *Knickerbocker Plastic Co.*, 132 NLRB 1209, 1212–1216 (1961).

10560 Unavailability for Employment or Withdrawal from Labor Market

10560 Unavailability for Employment or Withdrawal from Labor Market

10560.1 Overview

When a discriminatee becomes unavailable for employment or withdraws from the labor market, gross backpay is generally tolled for the period of unavailability. Investigation of this issue will again depend largely on the discriminatee interview. Sources of documentation could include medical records, school records, or institutional records, depending on the case. Common situations of unavailability for employment are discussed in the following sections.

10560.2 Illness or Injury

In general, backpay is tolled for a discriminatee who has been unable to work due to illness or injury.[145] If the gross employer had sick leave or similar benefits, compensation due under such benefits should be considered as a component of gross backpay. Section 10544.4.

10560.3 Exceptions: Unavailability Due to Injury or Illness Attributable to Interim Employment or Unfair Labor Practices

Exceptions to the general policy are when periods of unavailability for employment result from an injury suffered during interim employment[146] or from an unfair labor practice.[147]

10560.4 Pregnancy

When a discriminatee is unavailable for employment as a result of pregnancy, backpay is often tolled. The period of unavailability is not determined by any formula, but must be established in each case. The appropriate tolling period is the period the discriminatee would have taken off from work in the absence of any unlawful action. This period may be established by any relevant evidence, including the statement of the discriminatee, medical records, the amount of pregnancy leave taken for past pregnancies, and the gross employer's medical leave policies, unless those policies violate relevant equal opportunity laws, including the Family and Medical Leave Act of 1993.

10560.5 Attendance at an Educational Institution

Backpay should normally be tolled during any period in which the discriminate is a full-time student. This normal policy may be rebutted if the discriminatee was a full-time student prior to the unlawful action, or can demonstrate an availability for employment through such actions as continued efforts to seek employment or an established willingness to leave school at any time for employment or reinstatement.[148]

10560.6 Military Service

Service in the Armed Forces constitutes unavailability for employment.[149]

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[145] *First Transit, Inc.*, 352 NLRB 896, 900 (2008).

[146] See, for example, *American Mfg. Co.*, 167 NLRB 520, 522–523 (1967).

[147] See, for example, *Greyhound Taxi Co.*, 274 NLRB 459 (1985), see also *Moss Planning Mill Co.*, 103 NLRB 414, 419 (1953).

[148] See, for example, *J. L. Holtezendorff Detective Agency*, 206 NLRB 483, 484–485 (1973). *First Transit, Inc.*, supra, 352 NLRB 896 fn. 5.

[149] *U.S. Steel Corp.*, 293 NLRB 640 fn. 2 (1989).

10560 Unavailability for Employment or Withdrawal from Labor Market

10560.7 Undocumented Workers

The Supreme Court concluded in *Hoffman Plastic Compounds, Inc. v. NLRB*, 535 U.S. 137 (2002), that Immigration Reform and Control Act (IRCA) precludes the Board from awarding backpay to any terminated individual who was not legally authorized to work in the United States during the backpay period, inasmuch as such award conflicted with Federal statues and policies unrelated to the Act.

As a result of the Supreme Court's decision in *Sure Tan, Inc. v. NLRB*, 467 U.S. 883, 902–903 (1984), the Board has conditioned the reinstatement remedies of discriminatees on their being lawfully entitled to be present and employed in the United States.

General Counsel Memoranda 88-9, 98-15, and 02-06 set forth current policy regarding reinstatement and backpay where a discriminatee's legal status is in dispute. Effective November 6, 1986, IRCA established, among other provisions, requirements that employers verify the legal residence status of employees.

Discriminatees first hired before November 6, 1986: The respondent is responsible for establishing that a discriminatee hired before the IRCA effective date is not lawfully entitled to be present and employed in the United States. This burden is met only by proffering a final U.S. Citizenship and Immigration Services (USCIS) determination that a discriminatee is not lawfully entitled to be present and employed. Because of this, it is not necessary or proper to address a discriminatee's immigration status before the Board, as the determination of this status must be made by the USCIS.

Regions should submit to Advice any cases which present the question of whether a respondent could rely on an USCIS determination that has been appealed.

Compliance action should not be held in abeyance pending the outcome of any USCIS proceeding. A discriminatee hired on or before November 6, 1986 is presumed to be entitled to backpay and reinstatement unless and until USCIS determines that he or she is not entitled to be present and employed in the United States.

A final USCIS determination that a discriminatee is not entitled to be lawfully present and employed in the United States forecloses a reinstatement and backpay remedy.

Discriminatees first hired after November 6, 1986: Under provisions of IRCA, an employer who knowingly hires "unauthorized workers" after November 6, 1986 is subject to criminal sanctions. Employers must also obtain verification from employees hired after November 6, 1986 that they are lawfully present and available for employment in the United States.

A respondent who reinstates an employee who was first hired before November 6, 1986, is not subject to these IRCA provisions, as an unlawful termination is not considered an interruption in employment.

A reinstatement offer will not be considered valid if it is conditioned on a discriminatee's re-verification of employment status.[150] If a respondent can establish that it would not have hired or retained the discriminatee had it known of his or her

[150] See OM 12-55.

undocumented status during the period of employment, Regions should refrain from seeking a reinstatement or backpay remedy. If the respondent contends that a discriminatee has submitted fraudulent documentation of immigration status, the issue should be submitted to Advice. Regions should also submit to Advice any issue concerning a discriminatee's failure to seek or obtain interim employment because of an inability to provide required documentation of immigration status.

In *Mezonos Maven Bakery*, 357 NLRB No. 47 (2011)**,** the Board held that *Hoffman Plastics,* in addition to precluding backpay for discriminatees who presented fraudulent documentation, also precludes backpay to undocumented workers where the *employer* violated IRCA. ("*Hoffman* broadly precludes backpay awards to undocumented workers regardless of whether it is they or their employer who has violated IRCA. . . . .[151]

Regions should continue to seek compensation for undocumented workers for work previously performed under unlawfully imposed terms and conditions (for example, a unilateral change of pay or benefit).[152]

10560.8 Other Forms of Unavailability for Employment or Withdrawal From the Labor Market

Unavailability for employment may result from any number of situations.

Incarceration or institutionalization normally renders a discriminatee unavailable for employment. When discriminatees take vacations, travel, attend to personal concerns or otherwise appear to be unavailable for employment, the circumstances of the case must be evaluated.[153]

A withdrawal from the labor market is characterized by a cessation of efforts to seek employment. Thus, a withdrawal from the labor market should constitute a failure to mitigate as well and should be determined in the same manner. Section 10558.3.

10560.9 Retirement

If a discriminatee has retired and has withdrawn from the labor market by ceasing further efforts to seek employment, backpay should be tolled. However, application for or receiving Social Security or other retirement benefits does not necessarily establish a withdrawal from the labor market.[154]

10562 Investigation of Backpay When Discriminatees Are Missing

10562.1 Overview

Even when discriminatees are missing or unavailable, backpay should be determined at appropriate times during the pendency of unfair labor practice proceedings. It is very important that the Compliance Officer maintain contact with discriminatees from the earliest phases of unfair labor practice proceedings, as the absence of a discriminatee will complicate determination of backpay issues and may delay full resolution of a case.

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[151] The [*Hoffman*] holding is categorically worded [and] suggests no distinction based on the identity of the IRCA violator.") Slip op. at 2.

[152] *Tuv Taam Corp.*, 340 NLRB 756 fn. 4 (2003).

[153] See, for example, *L'Ermitage Hotel*, 293 NLRB 924 (1989).

[154] See, for example, *Roman Iron Works*, 292 NLRB 1292 fn. 3 (1989). *Hansen Bros. Enterprises*, 313 NLRB 500, 608 (1993); *KSM Industries*, 353 NLRB 1124 (2009).

10562 Investigation of Backpay When Discriminatees Are Missing

See Section 10508.8 for procedures to follow to establish and maintain contact with discriminatees at the time a complaint issues.

Where contact has been lost or where discriminatees are only identified later in the course of proceedings, strenuous efforts should be made to locate them.

10562.2 Resources Available for Locating Missing Discriminatees

These services are no longer available. The SSA and the IRS have updated their policies. Specifically, as of 5/19/2014 the SSA will no longer process requests to locate missing individuals and/or "beneficiaries on matters of great importance" due to technological advances and cost savings. See https://www.ssa.gov/foia/ltrfwding.html. Effective 8/31/2012, the IRS is no longer forwarding letters indicating that the individual may be entitled to a financial benefit. The only type of letters that the IRS will forward are for a "humane purpose" such as to "notify a person of a serious illness, imminent death or the death of a close relative, to locate a missing relative to convey an urgent or compelling message, or to help locate persons being sought for a medical study to detect and treat medical defects or diseases". See https://www.irs.gov/irb/2012-37_IRB/ar06.html

10562.3 Tolling Backpay When Discriminatees Are Missing

The backpay period may be suspended when a respondent establishes that it has made a reasonable effort to locate and offer reinstatement to a discriminatee that it cannot locate.[155] The backpay period may resume and standard reinstatement requirements will remain, at such time as the discriminatee is located. Section 10534.7.

10562.4 Determining Backpay for Missing Discriminatees

Even when discriminatees are missing, backpay should be determined when respondents wish to settle a case or comply with a Board order, when compliance proceedings must go forward or at any time it is appropriate to determine backpay in order to resolve a case. It is particularly important in cases involving more than one discriminatee that resolution of the case not be impeded for the discriminatees who are available by the fact that other discriminatees cannot be found.

Although the discriminatee should provide information used in determining gross backpay, a reasonable determination of gross backpay may be possible based on gross employer records and other witnesses.

In cases involving a number of discriminatees, it may be established that a missing discriminatee is comparable to other discriminatees for determining gross backpay.

It will be unlikely that interim earnings and related issues can be fully determined without contact with the discriminatee. For purposes of resolving cases, two methods of establishing interim earnings are available. In cases involving a number of comparable

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[155] See, for example, *Bodolay Packaging Machinery*, 271 NLRB 10 (1984).

employees, an estimate of interim earnings may be based on the average interim earnings of other discriminatees, or on an estimate derived from the use of statistical sampling. If comparisons with other discriminatees seem inappropriate or if the number of discriminatees is too small to support the use of one of these methodologies, interim earnings may be estimated as 35 percent of gross backpay.

See Section 10592.9 regarding settlement of backpay in cases involving missing discriminatees.

See Sections 10648.7 and 10662.7 regarding treatment of missing discriminatees in a compliance specification.

See Section 10582.3 regarding escrow of backpay in cases involving missing discriminatees and Section 10584 regarding the eventual extinguishment of a missing discriminatee's backpay entitlement after compliance is otherwise achieved.

10562.5 Procedures for Determining Backpay Due Uncooperative Discriminatees

Should a discriminatee refuse to cooperate, it must be remembered that the remedies afforded by the Act are public rights, not private. Enforcement of the Act cannot be frustrated by the whim or preference of individual discriminatees. When appropriate, backpay due an uncooperative discriminatee may be determined using the same methods as for missing discriminatees, set forth in Section 10562.4.

In some situations, noncooperation may appear to be a concealment of interim earnings. Section 10550.5.

See Section 10592.10 regarding settlement of cases involving uncooperative discriminatees.

See Sections 10648.7 and 10662.7 regarding treatment of uncooperative discriminatees in compliance proceedings.

10562.6 Procedures for Determining Backpay Due Deceased Discriminatees

Backpay should be determined for a deceased discriminatee. Gross backpay may be determined using the appropriate method and information available from the gross employer or other sources. Even though death tolls the backpay period, any life insurance or death benefit provided by the gross employer will be a component of gross backpay.

A death certificate may generally be obtained from the health department of the county in which the death occurred. Death certificates generally contain information which can be used to communicate with the next of kin. Next of kin may be able to provide all information and documentation required to determine interim earnings, mitigation, and availability for employment issues, as well as information concerning the deceased discriminatee's estate which will be needed in order to make payment of net backpay.

Form NLRB-4181, Authorization to Social Security Administration to Furnish Employment and Earnings Information of Decedent, may be used to obtain an earnings report from the Social Security Administration. Form NLRB-4181 must be completed and signed by appropriate next of kin and should be submitted, with a covering memorandum,

to the Director in Charge of Accounting Operations, Social Security Administration, Baltimore, Maryland 21235.

Section 10576.6 sets forth procedures for distributing backpay due a deceased discriminatee.

10564 Net Backpay

10564.1 Overview

Net backpay is the amount of backpay a respondent must pay a discriminatee. The challenge in calculating net backpay is determining all components of gross backpay, including appropriate offsets resulting from interim employment, and resolving issues of mitigation, tolling, and availability for employment.

10564.2 Allocation to Calendar Quarters

Net backpay is calculated on the basis of calendar quarters. To determine net backpay, all gross backpay, expenses and interim earnings offsets must be allocated to calendar quarters within the backpay period and a net backpay amount calculated for each quarter. Total net backpay in a case is the sum of net backpay as calculated for each quarter.

Because backpay is determined on the basis of calendar quarters, earnings that have been documented on an annual basis must be allocated to calendar quarters. For example, W-2 forms and social security earnings reports provide earnings information on an annual basis. To allocate total annual earnings to calendar quarters, it may be appropriate to attempt to confirm employment dates and quarterly earnings with employers. Where this is impossible or impractical, a reasonable allocation may be made on the basis of approximate employment dates provided by the discriminatee.

In addition to allocating gross backpay, expenses, and interim earnings to calendar quarters for calculation of quarterly net backpay, those amounts should also be allocated to pay periods within the calendar quarter for calculation of daily compounded interest. See Section 10566 regarding the procedure for making these allocations and calculation of interest.

10564.3 No Carryover of Offsets

No net backpay is due in any quarter in which offsets from interim earnings equal or exceed gross backpay. Offsetting interim earnings that exceed gross backpay in any quarter are not applied against gross backpay due in any other quarter. For example, a discriminatee was unemployed for the remainder of the quarter in which he was unlawfully discharged. The following quarter he obtained interim employment that paid substantially more than he had been earning from the respondent prior to his discharge. A year later, the respondent offered him reinstatement, ending the backpay period. His total earnings from interim employment exceeded total gross backpay accrued throughout the backpay period. Since net backpay is determined on a calendar quarterly basis and interim earnings in excess of gross backpay within a quarter are not applied against gross backpay accruing in other quarters, the discriminatee in this case is due backpay only for the quarter in which he was discharged. *F. W. Woolworth Co.*, 90 NLRB 289 (1950).

10564.4 Determining Backpay When the Backpay Period Has Not Ended

10564 Net Backpay

The backpay period is normally ended when the discriminatee has been offered reinstatement to his or her former position. See Section 10530 for a full discussion of reinstatement and tolling of the backpay period. In many cases, it will be useful to make a current assessment of backpay liabilities even though the backpay period continues. In these situations, the parties should be apprised of current net backpay. In many cases, it will also be useful to advise the parties of the current rate of accrual of additional net backpay. When a respondent is acting to comply and offers reinstatement to a discriminatee, it is generally appropriate to calculate net backpay through the tolling date. The Compliance Officer must also confirm that reinstatement has in fact been offered and that the end of the backpay period has been properly reached.

10566 Interest

Interest is charged on net backpay and other monetary liabilities due in an unfair labor practice case. It is the Compliance Officer's responsibility to determine the interest amount due. The Agency has developed a backpay calculation program, *BackpayTEC*, for the calculation of backpay and daily compound interest (see GC Memo 11-08, March 11, 2011). This program is available to all employees on the Agency's intranet site. The program is in a spreadsheet format that provides for clear presentation of backpay and interest amounts, for quick and accurate updating of interest totals and for summing total net backpay and interest amounts. Regions are encouraged to calculate backpay and interest using this tool.

Occasionally a party asks how interest has been determined. The following sections provide an explanation of the calculation of interest.

10566.1 Calculation of Interest

The amount of interest charged is based on the amount of backpay due, the length of time for which it has been due, the interest rates in effect during that period of time, and the method of applying those interest rates.

10566.2 Daily Compounded Interest will Accrue on all Backpay on a Pay Period Basis

Interest is charged based on interest rates in effect over the period for which interest is charged and is compounded on a daily basis. Interest will begin accruing on each pay period net backpay amount on the day following the end of the pay period and interest compounded daily will continue to accrue until the date the backpay is paid.[156] Daily compounding of interest does not apply to cases that were already in the compliance stage on October 22, 2010. *Rome Electrical Systems, Inc.*, 356 NLRB No. 38, fn. 2 (2010).

The following example demonstrates how interest compounded daily accrues. In this example, the weekly backpay is $250 starting on the first week of the first quarter in 2016 and ending at the end of the second quarter in the same year. The annual interest rate for the first quarter of 2016 is 3 percent and the formula to turn this annual interest rate into the effective daily compound interest rate is as follows:

Annual interest rate as a decimal:	3 * .01 = .03
Decimal divided by the # of quarters:	.03 / 4 = .0075
Further dividing by the # of weeks:	.0075 / 13 = .000576923
Effective daily interest rate (7 days per week):	(1 + .000576923 / 7) ^ 7 – 1 = .00057707

The backpay calculations for the first quarter can be completed now that the effective interest rate has been calculated. The backpay for the first week is $250. This amount is multiplied by the effective daily interest rate, which yields $0.14. Thus, the first week's balance is $250 in backpay and $0.14 in interest. The balance of the first

[156] *Kentucky River Medical Center*, 356 NLRB No. 8 (2010), enf. denied on other grounds sub nom. *Jackson Hospital Corp. v. NLRB*, 647 F.3d 1137 (D.C. Cir. 2011).

week is added as the rolling backpay and interest to the backpay owed for the second week and the sum is then multiplied by the effective daily interest rate (($250.14 + 250) * .00057707), which yields $0.29. This amount is then added to the backpay for the third week as the rolling backpay and interest. The effective daily interest rate will remain the same until the annual interest rate is changed for subsequent quarters.

Yr.	Qtr.	Wk.	Annual Interest Rate	Effective Daily Interest Rate	Weekly Backpay	Rolling Backpay and Interest	Earned Interest	Weekly Balance
2016	1	1	3	0.00057707	$ 250	$ 0.00	$ 0.14	$ 250.14
2016	1	2	3	0.00057707	$ 250	$ 250.14	$ 0.29	$ 500.43
2016	1	3	3	0.00057707	$ 250	$ 500.43	$ 0.43	$ 750.87
2016	1	4	3	0.00057707	$ 250	$ 750.87	$ 0.58	$ 1001.44
2016	1	5	3	0.00057707	$ 250	$ 1001.44	$ 0.72	$ 1252.17
2016	1	6	3	0.00057707	$ 250	$ 1252.17	$ 0.87	$ 1503.03
2016	1	7	3	0.00057707	$ 250	$ 1503.03	$ 1.01	$ 1754.04
2016	1	8	3	0.00057707	$ 250	$ 1754.04	$ 1.16	$ 2005.20
2016	1	9	3	0.00057707	$ 250	$ 2005.20	$ 1.30	$ 2256.50
2016	1	10	3	0.00057707	$ 250	$ 2256.50	$ 1.45	$ 2507.95
2016	1	11	3	0.00057707	$ 250	$ 2507.95	$ 1.59	$ 2759.54
2016	1	12	3	0.00057707	$ 250	$ 2759.54	$ 1.74	$ 3011.28
2016	1	13	3	0.00057707	$ 250	$ 3011.28	$ 1.88	$ 3263.16

Since the annual interest rate increased in the second quarter of 2016 to 4 percent, the effective dialing interest rate needs to be calculated as follows:

Annual interest rate as a decimal: 4 * .01 = .04
Decimal divided by the # of quarters: .03 / 4 = .01
Further dividing by the # of weeks: .01 / 13 = .000769231
Effective daily interest rate (7 days per week): (1 + .000769231/ 7) ^ 7 – 1 = .000769485

The backpay calculations for the second quarter can be completed now that the effective interest rate for the second quarter has been calculated.

Yr.	Qtr.	Wk.	Annual Interest Rate	Effective Daily Interest Rate	Weekly Backpay	Rolling Backpay and Interest	Earned Interest	Weekly Balance
2016	2	1	4	0.000769485	$ 250	$ 3263.16	$ 2.70	$ 3515.86
2016	2	2	4	0.000769485	$ 250	$ 3515.86	$ 2.90	$ 3768.76
2016	2	3	4	0.000769485	$ 250	$ 3768.76	$ 3.09	$ 4021.85
2016	2	4	4	0.000769485	$ 250	$ 4021.85	$ 3.29	$ 4275.14
2016	2	5	4	0.000769485	$ 250	$ 4275.14	$ 3.48	$ 4528.62

2016	2	6	4	0.000769485	$ 250	$ 4528.62	$ 3.68	$ 4782.30
2016	2	7	4	0.000769485	$ 250	$ 4782.30	$ 3.87	$ 5036.17
2016	2	8	4	0.000769485	$ 250	$ 5036.17	$ 4.07	$ 5290.24
2016	2	9	4	0.000769485	$ 250	$ 5290.24	$ 4.26	$ 5544.50
2016	2	10	4	0.000769485	$ 250	$ 5544.50	$ 4.46	$ 5798.96
2016	2	11	4	0.000769485	$ 250	$ 5798.96	$ 4.65	$ 6053.61
2016	2	12	4	0.000769485	$ 250	$ 6053.61	$ 4.85	$ 6308.47
2016	2	13	4	0.000769485	$ 250	$ 6308.47	$ 5.05	$ 6563.51

Keep in mind that interest continues to accrue even if backpay is tolled. This process is continued until backpay and interest is paid.

10566.3 Calculation of Net Pay Period Backpay

Backpay will continue to be calculated on a quarterly basis in accordance with *F. W Woolworth Co*., 90 NLRB 289 (1950). However, since interest will begin accruing on net backpay on the day following the end of the pay period in which the backpay would have been earned, it is necessary to calculate net backpay on a pay period basis. The method used to allocate quarterly backpay to specific pay periods within the quarter is solely for the purpose of calculating interest and does not alter the Board's long-standing *Woolworth* formula for determining quarterly net backpay.

Pay period net backpay is determined as follows:

- Gross backpay will be calculated for each pay period in each quarter of the backpay period.
- Interim earnings data will continue to be obtained on a quarterly basis.
- Quarterly interim earnings will then be allocated on a proportional basis to pay periods for which gross backpay is claimed. This allocation is based on the proportional distribution of gross backpay during the quarter.
- Pay period net backpay is calculated by subtracting pay period proportional interim earnings from pay period gross backpay.

10566.4 Example of Proportional Allocation of Interim Earnings and Calculation of Pay Period Net Backpay

The following example demonstrates how proportional pay period distribution of quarterly gross is determined (Column G) and how that factor is used to allocate quarterly interim earnings to particular pay periods in the same proportion as gross. (Column H).

In this example quarterly gross backpay is $10,000. Of that amount, $1000 would have been earned in week ending 4/21/2007 as shown in Column D. The proportional distribution of gross backpay for that pay period is calculated by dividing *pay period gross* by *quarterly gross* ($1,000 / $10,000 = 10%) as shown in Column G. The calculation reveals that 10% of quarterly gross was earned in pay period 4/21, therefore, 10% of the quarterly interim earnings is allocated to that pay period as shown in Column H (*quarterly interim* $4,000 multiplied by 10% = $400). Pay period net backpay ($600, Column I) is determined by subtracting pay period interim ($400, Column H) from pay period gross

($1,000, Column D). Net backpay for other pay periods in the quarter are calculated in the same manner.

The *BackpayTEC* program referred to above is set up to automatically perform the calculations of proportional gross (G), proportional interim (H) and pay period net (I), based on user input of pay period gross amounts (D) and a single entry for total quarterly interim earnings (E).

Note that quarterly interim earnings are allocated only to pay periods for which gross backpay is claimed. Any interim earnings that are earned in pay periods for which no gross is claimed should not be included as quarterly interim earnings or offset against gross backpay. In the following example, gross backpay is not claimed for pay periods 4/28 and 5/5. Any interim earnings that the discriminatee earned during those periods should not be included in total quarterly interim earnings (Column E). (See Section 10554.2.)

A	B	C	D	E	F	G	H	I
Year	Qtr	Week Ending	Gross Backpay	Quarter Interim Earnings	Quarter Net Backpay	PP gross / Qtr gross	Proportional Interim	PP Net Backpay
2007	2	4/7	600			6.0%	240	360
2007	2	4/14	700			7.0%	280	420
2007	2	**4/21**	**1,000**			**10.0%**	**400**	**600**
2007	2	4/28	0			0.0%	0	0
2007	2	5/5	0			0.0%	0	0
2007	2	5/12	900			9.0%	360	540
2007	2	5/19	800			8.0%	320	480
2007	2	5/26	900			9.0%	360	540
2007	2	6/2	1,100			11.0%	440	660
2007	2	6/9	1,100			11.0%	440	660
2007	2	6/16	900			9.0%	360	540
2007	2	6/23	1,200			12.0%	480	720
2007	2	6/30	800			8.0%	320	480
2007	2	Total	10,000	4,000	6,000	100%	4,000	6,000

10566.5 The Interest Rate in Unfair Labor Practice Cases is the Varying Rate Assessed by the Internal Revenue Service on Underpaid Taxes:[157]

The rate has changed greatly over the years; the Division of Operations-Management regularly issues memoranda providing the most recently established rate. The memo also includes a list of previously established interest rates and the dates they were in effect.

10566.6 Interest is Charged on Backpay until the Date it is Paid

Interest compounded daily continues to accrue on backpay until it is paid. Tolling of the accrual of backpay does not toll accrual of interest. Occasionally it is useful to project interest accrual for settlement purposes or to demonstrate the amount of additional interest that will accrue on an unpaid backpay liability in order to express on the respondent the benefit of settling the matter early on. The *BackpayTEC* program allows for the projection of accrued interest to any particular date in the future by entry of the anticipated payoff date in the program file. Projection estimates beyond the current quarter are based on interest rates in effect for the current quarter at the time the projection is made.

10566.7 Interest on Other Backpay Liabilities

Calculation of backpay for settlements and Board orders may include reimbursement of medical expenses, search for work and interim employment expenses, refunds of dues or other forms of monetary liabilities, with interest. Interest compounded daily will also accrue on a pay period basis on these liabilities in the same manner as interest on pay period net backpay as set forth in the above sections. Therefore, care should be taken to determine to the extent possible the date these expenses were incurred and to allocate the expense to appropriate pay periods within the quarter. The *BackpayTEC* program contains columns for entry of interim and other expenses on a pay period basis for this purpose.

10566.8 Interest on Excess Taxes Owed

As indicated in Section 10556, compensation for excess taxes owed applies also to the interest on excess taxes owed. The excess tax liability owed is based on the amount of interest owed, the discriminatee's filing status and state in which taxes are filed. See Section 10556.

10566.9 Interest on Liabilities to Benefit Funds

The standard provision in a Board order that requires retroactive payments to benefit funds refers to *Merryweather Optical Co.*, 240 NLRB 1213, 1217 fn. 7 (1979). In addition to basic contributions, that provision requires payments to funds for late contributions based on provisions of the funds themselves or, in the absence of such provisions, to evidence of losses to the funds that are directly attributable to the unlawful withholding of contributions. To charge interest or other fees on benefit fund contributions due, the Compliance Officer must determine what provisions have been established by the benefit fund for such charges. These charges may be applied to the contribution liabilities. In the absence of specific provisions, fund practice or another reasonable assessment of interest lost, may be a reasonable basis for assessing the loss to the fund. Note, however,

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[157] *New Horizons for the Retarded*, 283 NLRB 1173 (1987).

that although benefit funds[158] often have provisions requiring payment of legal expenses incurred as a result of failure to make timely payment of contributions, the Board will not include payment of these legal expenses in a compliance proceeding.[159]

10568 Sample Backpay, Interest and Excess Tax Liability Calculation

Assume it is May 1, 2013, and a Board order has just issued, finding that John Jones was unlawfully terminated on August 16, 2011, and ordering reinstatement and backpay for him. Jones had been properly reinstated May 1, 2012, and his backpay tolled at that time.

Gross Backpay: The compliance investigation establishes that at the time of his termination, Jones was earning $12.50 per hour and working a regular schedule of 40 hours per week. The Respondent offers little or no overtime, but had steady work available from the time of Jones' discharge through the present. It also had a wage freeze in effect until November 15, 2011, when all employees received a $1-an-hour wage increase. Based on the above, it is determined that gross backpay due Jones is based on a projection of his predischarge hourly wage rate the November 2011, wage increase and weekly schedule, or $500 per week through November 15, 2009, and $540 per week thereafter.

Interim Earnings: Jones has accounted for his interim earnings and availability for employment. He searched for interim employment without success until mid-October 2011. He then obtained employment, and through December 2011 earned $4800. He continued with that interim employment until May 1, 2012, when he was reinstated, earning $3900 in the first quarter 2012 and $1100 second quarter 2012 prior to his reinstatement. On January 1, 2012, he was injured in an auto accident unrelated to his interim employment and was unable to work for the first 2 weeks of 2012.

Expenses: Jones incurred interim expenses of $210 in September 2011 and $100 in October 2011 searching for interim employment. Respondent provided a health care plan to employees without cost to employees. Jones was without medical insurance coverage from his termination until October 1, 2011. During this time he incurred medical expenses of $75, $125, and $310 which would have been covered under Respondent's plan. On October 1, 2011, Jones purchased a medical insurance policy equivalent to Respondent's plan for $150 per month and has continued that policy to date.

Gross backpay, interim earnings, net backpay, the total interest rate, and the interest amount through May 1, 2012, are set forth below.

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[158] *G & T Terminal Packaging Co.*, 356 NLRB No. 41, JD slip op. at 17 (2010).

[159] *G. T. Knight Co.*, 268 NLRB 468, 470–471 (1983).

10568Sample Backpay, Interest and Excess Tax Liability Calculation

Year	Qtr	Week End	Reg Hours	OT Hours	Hourly Rate	Gross Backpay		Quarter Interim Earnings	Net Backpay	Interim Expenses		Medical Expenses		Net Backpay & Expenses
2011	3	8/20	40	0	12.50	500				75	3/			
2011	3	8/27	40	0	12.50	500				80	3/			
2011	3	9/3	40	0	12.50	500				55	3/			
2011	3	9/10	40	0	12.50	500						75	4/	
2011	3	9/17	40	0	12.50	500						125	4/	
2011	3	9/24	40	0	12.50	500						310	4/	
2011	3	Total				3,000			3,000	210		510		3,720
2011	4	10/1	40	0	12.50	500				100				
2011	4	10/8	40	0	12.50	500								
2011	4	10/15	40	0	12.50	500								
2011	4	10/22	40	0	12.50	500								
2011	4	10/29	40	0	12.50	500						150	5/	
2011	4	11/5	40	0	12.50	500								
2011	4	11/12	40	0	12.50	500								
2011	4	11/19	40	0	12.50	500								
2011	4	11/26	40	0	13.50	540	1/					150	5/	
2011	4	12/3	40	0	13.50	540								
2011	4	12/10	40	0	13.50	540								
2011	4	12/17	40	0	13.50	540								
2011	4	12/24	40	0	13.50	540								
2011	4	*12/31*	40	0	13.50	540						150	5/	
2011	4	Total				7,240		4,800	2,440	100		450		2,990
2012	1	1/7				-	2/							
2012	1	1/14				-	2/							
2012	1	1/21	40	0	13.50	540								
2012	1	1/28	40	0	13.50	540								
2012	1	2/4	40	0	13.50	540						150	5/	
2012	1	2/11	40	0	13.50	540								
2012	1	2/18	40	0	13.50	540								
2012	1	2/25	40	0	13.50	540								
2012	1	3/3	40	0	13.50	540						150	5/	
2012	1	3/10	40	0	13.50	540								
2012	1	3/17	40	0	13.50	540								
2012	1	3/24	40	0	13.50	540								
2012	1	3/31	40	0	13.50	540						150	5/	
2012	1	Total				5,940		3,900	2,040	-		450		2,490
2012	2	4/7	40	0	13.50	540								
2012	2	4/14	40	0	13.50	540								
2012	2	4/21	40	0	13.50	540								
2012	2	4/28	40	0	13.50	540						150	5/	
2012	2	5/5	40	0	13.50	540								
2012	2	Total				2,700		1,100	1,600	-		150		1,750

Totals	9,080	310	1,560	**10,950**
Daily Compound Interest				**551**
Total Backpay, Expenses and Interest				**11,501**

Notes

1/ $1.00 pay increase for all employees at gross employer

2/ Employee injured in off the job accident and unable to work. No gross backpay claimed.

3/ Expenses related to search for interim employment

4/ Medical Expenses that would have been covered by medical insurance provided by gross employer

5/ Expenses for purchase of replacement medical policy

10568 Sample Backpay, Interest and Excess Tax Liability Calculation

The following demonstrates how interim earnings for 2011 4th quarter in the above example are proportionally allocated to pay periods in that quarter to determine backpay on a pay period basis for interest calculations.

Year	Qtr	Week End	Gross Backpay	Quarter Interim Earnings	**PP gross / Qtr gross**	**Proportional Interim**	**PP Net Backpay**	Medical Expenses	**Total PP Backpay**
2011	4	10/1	500		**6.91%**	**331**	**169**		**269**
2011	4	10/8	500		**6.91%**	**331**	**169**		**169**
2011	4	10/15	500		**6.91%**	**331**	**169**		**169**
2011	4	10/22	500		**6.91%**	**331**	**169**		**169**
2011	4	10/29	500		**6.91%**	**331**	**169**	150	**319**
2011	4	11/5	500		**6.91%**	**331**	**169**		**169**
2011	4	11/12	500		**6.91%**	**331**	**169**		**169**
2011	4	11/19	500		**6.91%**	**331**	**169**		**169**
2011	4	11/26	540		**7.46%**	**358**	**182**	150	**332**
2011	4	12/3	540		**7.46%**	**358**	**182**		**182**
2011	4	12/10	540		**7.46%**	**358**	**182**		**182**
2011	4	12/17	540		**7.46%**	**358**	**182**		**182**
2011	4	12/24	540		**7.46%**	**358**	**182**		**182**
2011	4	12/31	540		**7.46%**	**358**	**182**	150	**332**
2011	4	Total	7,240	**4,800**	100.00%	4,800	2,440	450	2,990

10570 Proceedings After Compliance Requirements Have Been Determined

The following demonstrates how the excess tax liability would be calculated. This example assumes the discriminatee's filing status is single and the discriminatee would have filed tax returns in the State of Arizona.

Year	Taxable Income (Backpay)	Filing Status	State	Federal Tax	State Tax
2011	6,710	Single Filer	AZ	671	239
2012	4,240	Single Filer	AZ	424	149
			Taxes Paid:	1,095	388
	(Sum)				
2000 to 2012	10,950	Single Filer	AZ	1,196	390
2013	0				
			Excess Tax on Backpay:	101	2
			Incremental Tax on Backpay:		23
		Total Excess Tax on Backpay:			**126**
Interest on Backpay:	551		Tax on Interest:	83	19
			Incremental Tax on Interest:		23
		Total Excess Tax on Interest:			**125**
		Additional Tax Liability:			**0**
		Total Excess Tax Liability:			**251**

10570 Proceedings After Compliance Requirements Have Been Determined

In the course of investigating compliance requirements, the Compliance Officer will communicate with all parties, eliciting respective positions on compliance issues, answering questions, and establishing facts. Although the Compliance Officer will seek cooperation and assistance from the parties, he/she also will make it clear to the parties that the Region is ultimately responsible for determining compliance requirements. From the investigation, the Compliance Officer will reach conclusions as to the compliance requirements of each case. At this point, it is generally appropriate to prepare correspondence in which he/she should advise the parties of these requirements, to avoid misunderstandings as to what they are and to provide both charging party and respondent the opportunity to dispute any conclusion. The correspondence should fully set forth the basis for the conclusions the Compliance Officer has reached, including facts which have been established and arguments considered.

For example, a letter advising the parties of backpay due under a Board order should set forth information concerning gross backpay and interim earnings on which the backpay determination is based. It should include wage rates and work schedules used to calculate gross backpay, as well as the method used. It should present interim earnings,

and address any mitigation issues raised. An appropriate sample letter is found in Appendix 7.

After advising the parties of the Region's conclusions regarding compliance requirements, the Compliance Officer should contact the parties to confirm acceptance of the conclusions or identify areas of dispute. The following sections set forth procedures for subsequent actions when compliance requirements are undisputed by the parties, when compliance requirements are disputed by a party and when the respondent fails to comply.

10572 Compliance Requirements Undisputed

When all parties agree with the Region's conclusions regarding compliance requirements, the Compliance Officer is responsible for ascertaining that the requirements have been accomplished and, at the appropriate time, recommending that the Regional Director close the case.

Section 10576 discusses procedures for collecting and disbursing backpay. Section 10706 sets forth procedures for reporting and closing cases on compliance.

10576 Collection and Disbursement of Backpay and Interest

10576.1 Recording Receipt of Backpay or Remedial Reimbursement

In order for the Agency to meet its obligations under The Accountability of Tax Dollars Act of 2002, Regions are required to maintain uniform records describing the receipt and disbursement of checks involving backpay or remedial reimbursement. Upon receipt, Regions/Centralized Compliance Unit (CCU) should immediately upload copies of backpay checks and any other reimbursement checks received on behalf of a charging party or discriminatee along with a copy of the correspondence that came with the checks. Treasury checks received from the Agency Finance Branch that are received by the Region for disbursement should also be recorded. The Accountability of Tax Dollars Act of 2002 makes it very important to retain an accurate and easily available record of checks that have been disbursed, and confirmation that the money has been properly disbursed.

10576.2 Standard Procedures for Disbursement of Backpay and Interest Payments

Respondents should be requested to make payments of net backpay and interest due a discriminatee by delivering checks, made payable to the individual discriminatees, to the Region for transmission. (For the circumstances under which respondent may distribute payments directly to discriminatees, see Section 10576.3.) Respondent should be reminded that at the proper time, it should send a W-2, 1099-Misc, or other appropriate tax forms to the discriminatees.

Respondent should withhold FICA, Federal, state, and local income taxes from the wage portion of the backpay and front pay amounts. Respondent is solely responsible for the reporting and payment of Federal and state unemployment taxes that may be due on backpay and front pay.

See Section 10578 regarding treatment of taxes and withholding from backpay, front pay, search for work or interim employment expenses, excess tax liability reimbursement and interest.

10576 Collection and Disbursement of Backpay and Interest

The Region should deliver backpay and interest checks personally or mail the checks to each discriminatee with a letter that includes a receipt for the discriminatee to sign, date, and return to the Region acknowledging receipt of the checks.[160] In appropriate situations, the letter should also remind the discriminatee to determine whether he/she has to repay a Federal or state agency for amounts collected during the backpay period or to pay Federal and/or state taxes, as well as remind the discriminatee to contact the Social Security Administration to determine the proper quarterly crediting of backpay (Section 10578.4).

10576.3 Direct Distribution by Respondent

The respondent may distribute payments directly to discriminatees, but only on conditions prescribed by the Region. It must provide the Region with receipts or other suitable evidence of payment.

10576.4 Other Methods of Payment

Any other proposed method of payment not in accord with Sections 10576.1 and 10576.2, such as a request by a charging party union that backpay checks be sent to it for distribution to discriminatees, is left to the discretion of the Regional Director.

10576.5 Payment to Discriminatees Not Available to Receive Payment in Person

Appropriate arrangements may be made at the request of discriminatees who do not receive mail to have backpay checks sent to locations they designate. Discriminatees who anticipate being unavailable during the course of unfair labor practice proceedings should make such written arrangements in advance.

See Section 10580 regarding procedures for depositing backpay checks to hold in escrow through the Agency's Finance Branch.

10576.6 Power of Attorney

When checks cannot be successfully transmitted or readily cashed, such as may occur when the discriminatee is in the Armed Forces, payment of backpay may be facilitated by having the discriminatee execute a power of attorney, preferably in advance. In the power of attorney the discriminatee should designate a representative, usually a close relative, to accept payment on his or her behalf. See Appendix 9 for a sample power of attorney form.

The power of attorney should be in duplicate and a copy of the power of attorney should be given to the Region and kept in the case file. The backpay check should be payable to the discriminatee and not the designated agent. The discriminatee should be warned that giving a power of attorney is like delivering cash and the discriminatee may have little or no recourse through the Region if the designated agent absconds or embezzles the money. As a safeguard measure, the discriminatee could strike paragraph (b) from the sample power of attorney form (Appendix 9) and then the designated agent could do little more than hold the check for safekeeping or deposit it in the discriminatee's bank account.

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[160] Depending on the amount of the check(s), the Region, for tracing purposes, may wish to consider sending the check(s) by certified mail, return receipt requested.

Because of the circumstances under which a power of attorney to collect backpay may be executed and to avoid later contests over its validity, the power referred to in this section should be acknowledged. "Acknowledgment" is a formal declaration by the person executing the power before a proper official that the instrument is the former's act. See Appendix 10 for samples of two forms of acknowledgment, the first being for general use and the alternate form being used only for persons in the military.

10576.7 Amount Due Deceased Discriminatees

The backpay due a deceased discriminatee should be paid to the legal administrator of the estate or to any person authorized to receive such payments under applicable state law.

Before disbursing backpay due the estate of a deceased discriminatee to any individual, the Compliance Officer should obtain a copy of the deceased discriminatee's death certificate and either a copy of the court document appointing the individual as administrator/executor of the estate or, in the event no administrator or executor was appointed, Form 1055, Claim Against the United States for Amounts Due in the Case of a Deceased Creditor, completed by the deceased discriminatee's heir. The Finance Branch also requires the Social Security Number of the beneficiary.

If backpay is paid in the same year the discriminatee died, Social Security and Medicare taxes must be withheld and reported only as Social Secuirity and Medicare wages on the W-2. If payment is made after the year of death, no W-2 should be completed and no withholdings taken. If the backpay is being paid to the estate or beneficiary of the discriminatee, the payment must be reported to the estate or beneficiary on Form 1099-Misc. in Box 3 even if the payment is made in a year other than the year in which the discriminatee died. Additional instructions for payments of backpay owed to deceased discriminatees may be found in the IRS instructions for completing a 1099 for a deceased employee.

10576.8 Lump-Sum Payments, When Net Backpay Due Individual Discriminatees is Not Determined

When backpay has been settled on the basis of respondent's payment of a lump sum and the amount due each individual discriminatee has not been determined at the time of the agreement, the agreement should give broad discretion to the Regional Director to make payment decisions. The following procedure for collection and disbursement may be used.

The settlement should provide for the deposit of the agreed lump sum in an escrow account, preferably one opened through the Agency's Finance Branch. See Section 10580 regarding procedures for establishing and using escrow accounts through the Finance Branch.

The Compliance Officer should determine the proportionate share due each discriminatee. To avoid disputes, it is good practice to obtain an agreement from the charging party and discriminatees concerning shares. The settlement should provide for the full distribution of the agreed-on amount. The Region should try to ascertain an agreement by which the final distribution is at the sole discretion of the Regional Director, thereby avoiding any later disputes regarding distribution amounts. In the event the amount due missing discriminatees cannot be determined or distributed, the settlement should

provide for redistribution of unclaimed amounts to discriminatees who have been located and who have not received 100 percent of backpay due.

10576.9 Undistributed Funds Generally Not Subject to Setoff, Liens, Garnishment, Except IRS Levies on Backpay Awards; Washington Notice of Attachment Required

Because a backpay award is made in effectuation of a public policy and has no private character whatsoever until distributed, neither the Agency nor the respondent can be held subject to assignments, liens, garnishments, or other processes before the funds have been distributed. For the same reason, a respondent cannot set off debts owed it by the claimant against its backpay liability and the execution of a release by the claimant to the respondent cannot be binding on the Agency. If a Regional Director or other Region staff member or a respondent is served with notice of a lien or levy or a restraining order of the nature indicated above other than an IRS levy, the Region should advise the initiator of the process of the Agency's policy. If the initiator does not agree to withdraw the process, the Region should inform the Contempt, Compliance and Special Litigation Branch and provide details that will enable the Branch to take immediate steps to enjoin the proceeding or otherwise resolve the issue.

10576.10 IRS Levies; Notice of Levy Served on Regional Offices

Based upon Congressional intent underlying the Federal tax law, interpretative IRS case law and the different policy concerns involved when the IRS issues a notice of levy, the Board will honor IRS levies served on a Region where a delinquent taxpayer/claimant is eligible to receive a backpay award.[161] In practice, honoring IRS levies still allows the Agency to effectuate the public policies of the Act, while at the same time furthers the IRS' interest in ensuring efficient tax collection.

1. If a Regional Director or other Region staff member is served with an IRS notice of levy, the Region should advise the Compliance Unit and the Region's designated representative in Division of Operations-Management of its receipt of the notice of levy and proceed to take the appropriate following action, depending upon the circumstances of the particular case:

(a) In cases where there is a final, nonappealable determination of liability,[162] that is, a final adjudicated order or approved settlement agreement and the backpay award has been liquidated,[163] the Region should contact the Contempt, Compliance and Special Litigation Branch for assistance in completing the forms, which involve filling out the back of the notice of levy form and following the directions in paragraph 1(e) below for submitting the check to the IRS. The Region should also send Part 2 of the notice of levy to the taxpayer/claimant. The Region should keep a copy of the notice of levy and backpay check for the Region file. Copies of the

[161] Any money owed to the taxpayer/claimant, including backpay, interest, or other reimbursements, is subject to the notice of levy.

[162] In determining what constitutes a "final, nonappealable determination of liability," the Region should follow its usual practice for determining whether liability is no longer being contested. If the Region is uncertain as to whether a particular Board order or Court judgment is "final" and therefore subject to the notice of levy, contact the Contempt, Compliance and Special Litigation Branch for assistance.

[163] For purposes of this section, a "liquidated" backpay award includes not only a backpay award determined by a final adjudicated order, but also includes backpay amounts due under a settlement agreement and/or backpay amounts that the parties agree are due.

notice of levy should also be submitted to the Compliance Unit and the Region's designated representative in Division of Operations-Management and to Finance.[164]

(b) In cases where there is a final, nonappealable determination of liability, that is, a final adjudicated order or approved settlement agreement, but the backpay award has not yet been liquidated, the Region should contact the Contempt, Compliance and Special Litigation Branch for assistance in completing these forms, which involve notifying the contact person listed on the notice of levy, by completing the back of the notice of levy form and indicating that the amount of the backpay award and date of distribution are currently unknown. The Region should also provide an estimated date of distribution, if available. The Region should also send Part 2 of the notice of levy to the taxpayer/claimant as well. The Region should also make a copy of the notice of levy and place a notation in the ROF to alert the Compliance Officer that an IRS levy on the backpay award is pending and that once the award is liquidated and payment is received, the IRS should be paid in satisfaction of the levy. See paragraph 1(e) below for directions regarding submitting the check to the IRS. Copies of the notice of levy should also be submitted to the Compliance Unit and the Region's designated representative in Division of Operations-Management and to Finance.

(c) In cases where a charge has been filed and/or complaint has issued and there is not a final nonappealable determination of IRS liability, the Region should contact the Contempt, Compliance and Special Litigation Branch for assistance in completing the back of the notice of levy form, which involves filling out the back of the notice of levy form, indicating that no backpay award is owed to the taxpayer/claimant yet because there is no final nonappealable determination of liability, and sending the notice of levy form back to the IRS. The details regarding the status of the case, e.g., whether the Region has scheduled a hearing and/or is awaiting an Administrative Law Judge Decision also should be noted. The Region should also make a copy of the notice of levy and place a notation in the ROF to alert the Compliance Officer that if and when liability is determined, and the taxpayer becomes eligible for an award, the Region will advise the IRS office so that another notice of levy can be served on the Region at that time. Copies of the notice of levy should also be submitted to the Compliance Unit and the Region's designated representative in Division of Operations-Management and to Finance.

(d) In all cases where there is a final nonappealable determination of liability, the Region may advise a respondent employer or union that an IRS notice of levy has been served on the Board to satisfy all or part of the outstanding tax liability of a named taxpayer/claimant. Consistent with Sections 10576.1 and 10576.2, a respondent should be requested to make

[164] The Division of Operations-Management will retain a file with copies of levies submitted by Regional Offices.

payment of the backpay award due a taxpayer/claimant by delivering checks made payable to individual discriminatees to the Region. See paragraph 1(e) below for disbursement procedures.

(e) In cases where the backpay amount is less than the amount of the levy, the Region should encourage the respondent to make the backpay check payable to the taxpayer/claimant. The Region should send the backpay check made out to the taxpayer/claimant directly to the IRS office listed on the notice of levy in satisfaction of the levy. In cases *where the backpay check is for an amount more than the taxpayer/claimant owes the IRS*, the Region should encourage the respondent to issue and remit two separate checks to the Board—one made payable to the IRS for the amount of the levy and one made payable to the taxpayer/claimant for the remainder. The Region should send the backpay check made out to the taxpayer/claimant to the taxpayer/claimant and the backpay check made out to the IRS directly to the IRS office listed on the notice of levy in satisfaction of the levy. Alternatively, the Region should encourage the respondent to issue one check payable to the Board for the Agency to handle the distribution. The Board (through Finance) will then send one check to the IRS for the levy amount and one check to the taxpayer/claimant for the remainder.

2. If a Regional Director or other Region staff member learns that a respondent employer or union has been served with an IRS notice of levy to collect a Board backpay award or if a Regional Director receives an IRS notice of levy or a telephone inquiry from the IRS regarding the service of a notice of levy in a Board case that is not pending in that Region or if there are any other problems or questions that arise in complying with or otherwise handling an IRS notice of levy, the Region should contact the Contempt, Compliance and Special Litigation Branch for assistance.

10578 Taxes and Withholding

10578.1 Income Tax Withholding by Respondent Employers

A respondent should treat backpay and front pay as wages and make appropriate withholding of payroll taxes. Respondent is responsible for determining proper tax withholding and for submitting proper tax payments and reports to tax authorities as well as for providing tax reports to discriminatees to use in filing their income tax returns. Both parties should be apprised that nonwage elements of backpay, such as search for work or interim employment expenses, excess tax liability payments, interest and reimbursement for medical expenses, are not subject to withholding of payroll taxes. In no instance, however, should the Compliance Officer provide advice to the parties regarding tax matters. Rather, the parties should be referred to the Internal Revenue Service.

10578.2 Social Security Taxes and Withholding by Respondent Employers

The taxes enacted by the Federal Insurance Contributions Act, commonly referred to as the social security or FICA tax, are deducted from employee wages, including backpay and front pay. Employers pay an equal amount in addition. The FICA tax rate has increased over the years, as has the amount of annual wages subject to the tax. If questions arise, the employer should be advised that FICA should be withheld and employer contributions made, at rates and earnings limits in effect at the time backpay is paid. FICA taxes should not be withheld on the basis of former FICA rates in effect during the backpay period. The employer is responsible for withholding correct amounts for taxes due under FICA. Nonwage components of backpay, such as search for work or interim employment expenses, excess tax liability payments, interest, insurance, payments made through retirement plans or medical benefits are not subject to social security tax. The Compliance Officer should not advise the parties in these areas and instead should refer these issues to the Internal Revenue Service. However, the Compliance Officer may advise the parties if too much is being withheld from a backpay check and should refer the parties to IRS Publication 15, Circular E, if they have any questions regarding the appropriate amount of withholdings.

10578.3 Discriminatees' Obligations Regarding Taxes

Discriminatees should be informed that they are responsible for proper filing of income tax returns and proper payment of taxes resulting from receipt of backpay and interest. It should be emphasized that backpay and interest received, whether from an employer, a union or both, are taxable as income.

The discriminatee should receive an itemization of payroll taxes withheld from backpay and, at the proper time, should receive a W-2, 1099-INT, 1099-MISC, or other appropriate tax forms from the respondent.

If the backpay award is large, or covers a long backpay period, special tax considerations may apply. A large backpay award may exceed the annual earnings limit for FICA tax and the discriminatee may be entitled to a refund of FICA taxes withheld for amounts in excess of that limit.

The Compliance Officer should advise the discriminatee to contact the Internal Revenue Service for information concerning payment of taxes resulting from receipt of backpay.

10578.4 Allocation of Social Security Credit

The Social Security Administration credits employee earnings by calendar years for purposes of determining benefit entitlements and amounts. A backpay award will be credited as earnings by Social Security for the year in which it was paid. There are situations where it may be advantageous for a discriminatee to have the Social Security Administration allocate earnings from a backpay award to the years of the backpay period.

For example, if a backpay award exceeds the earnings limit for FICA taxes for the year in which it was paid, allocation of the surplus could result in higher future benefits. Also, if a discriminatee had no earnings during a year of the backpay period, allocation of the backpay award to that year could affect the discriminatee's entitlement to social security benefits.

In *Don Chavas, LLC d/b/a Tortillas Don Chavas and Mariela Soto and Anahi Figueroa*, 361 NLRB No. 10 (2014), the Board announced that it will routinely require respondents to compensate employees for the adverse tax consequences of receiving lump-sum backpay awards covering periods longer than one year, as well as routinely require respondents to file a report with the SSA allocating backpay awards to the appropriate calendar quarters. This remedy had been previously ordered by the Board in Latino Express, Inc., subsequently vacated by Noel Canning v. NLRB, 705 F.3d 490 (D.C. Cir. 2013), aff'd, 134 S. Ct. 2550 (2014). In *AdvoServ of New Jersey, Inc.* 363 NLRB No. 143, the Board modified the SSA filing report requirement so that the Backpay Reports are now to be completed and sent directly to the Region and changed the allocation of the backpay award from appropriate calendar quarters to the appropriate year. When the union is not an employer in an unfair labor practice proceeding, it should not be required to report the backpay paid to the Social Security Administration report. See *Laborers International Union of North America, Local 1177 (Turner Industrial Maintenance)*, 15-CB-005974. See Section 10557 for further details. The Social Security Administration credits employee earnings by calendar years for purposes of determining benefit entitlements and amounts. A backpay award will be credited as earnings by Social Security for the year in which it was paid. There are situations where it may be advantageous for a discriminatee to have the Social Security Administration allocate earnings from a backpay award to the years of the backpay period.

For example, if a backpay award exceeds the earnings limit for FICA taxes for the year in which it was paid, allocation of the surplus could result in higher future benefits. Also, if a discriminatee had no earnings during a year of the backpay period, allocation of the backpay award to that year could affect the discriminatee's entitlement to social security benefits.

10578.5 Joint Employer-Union Liability for Income and Social Security Taxes and Withholding

A union cannot deduct or withhold Federal, state, or local income taxes except when the union is the discriminatee's actual employer.[165] Therefore, when the employer and union are jointly liable for backpay, the employer shall deduct income and FICA taxes from its share of the backpay award sufficient to cover the entire backpay award, including the union's share, and remit such amounts to the appropriate Federal, state, and local revenue agencies. The employer respondent is also responsible for paying the employer FICA tax on the entire backpay award, including the union's share.

In order to compensate for the additional contributions to be paid by the employer, it may be appropriate to adjust the respective shares of backpay paid by the employer and the union.

10578.6 Union Solely Liable for Payment of Backpay

When a union alone is liable for backpay, the payment is not treated as wages for purposes of income tax withholding. Therefore, no income tax and no FICA tax withholding should be made.[166] The union is responsible for proper reporting of backpay to tax authorities. In this situation, the discriminatee should be advised that it is his/her responsibility to make the necessary payments to the tax authorities.

When a union is an employer in an unfair labor practice proceeding, backpay should be treated as wages for withholding of taxes. The discriminatees are responsible for reporting to tax authorities and paying proper taxes on backpay, whether it is in the form of backpay, interest, or other reimbursements. When the union is not an employer in an unfair labor practice proceeding, it should not be required to report the backpay paid to the Social Security Administration. *See* Laborers International Union of North America, Local 1177 (Turner Industrial Maintenance), 15-CB-005974.

10578.7 Lump-Sum Payments and Payments for Missing Discriminatees

When an employer respondent transmits backpay to the Region in a lump sum or for a missing discriminatee to be paid out through the Agency's Finance Branch, it should also include the amount of the employer FICA tax at the rate current at the time of payment. When the lump sum is divided or discriminatees are located, appropriate tax withholding and payments are then made by the Agency to the IRS for both income and social security taxes. Where a lump sum payment constitutes less than 100 percent of the backpay and interest owed, unless the settlement specifically provides that the sum paid includes the employer's share of FICA, such amounts remain the responsibility of the employer and should not be withheld from the distributions made to discriminatees.

See the following sections regarding procedures for holding and disbursing backpay through the Agency's Finance Branch.

10580 Escrow Accounts

10580.1 Overview

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[165] *Teamsters Local 249 (Lancaster Transportation)*, 116 NLRB 399 (1956).
[166] Ibid.

10580 Escrow Accounts

Although payment of backpay is normally made as provided in Section 10576.1, it is sometimes appropriate to have backpay paid into an escrow account, where it may be held and from where it may be disbursed to discriminatees.

- Escrow accounts are appropriate when:
- The Region wishes to hold backpay due a discriminatee who is missing or otherwise unavailable to receive it
- A respondent is either incapable of or unwilling to prepare individual backpay checks payable to the discriminatees
- A settlement is based on a lump-sum amount to be paid, with allocation of the amount to individual discriminatees not determined at the time of settlement or
- A bankruptcy distribution must be divided and distributed among discriminatees.

Under no circumstances should backpay checks be made payable to a Board employee. Under no circumstances should an account be opened in the name of a Board employee for use in disbursing backpay.

Regions may submit backpay to the Agency's Finance Branch in order to establish an escrow account. The following sections describe procedures for doing so and for disbursing backpay from the escrow account to discriminatees.

10580.2 Opening an Escrow Account Through the Agency's Finance Branch. Instructions to Respondents

When a Region wants to collect and disburse backpay through a Finance Branch escrow account, Regions are strongly encouraged to arrange the transfer of funds by respondents directly to the Finance Branch by wire transfer. This procedure eliminates mailing delays and the waiting period for checks to clear and ensures that the funds are immediately available for investment or distribution. If respondent is unwilling to wire the amounts owed, it should submit a check to the Region made payable to the National Labor Relations Board.

No deduction of any taxes should be made from the respondent's check. Rather, the amount of the check should reflect all backpay, interest, and other amounts, such as reimbursement for medical expenses, that are due, as well as the Employer's FICA tax share of the wage component of backpay. The Finance Branch will handle withholding of payroll taxes and reporting of income for tax purposes at the time it disburses backpay.

The respondent must also submit its Federal tax identification number, which will be used by the Finance Branch for tax reporting purposes.

In cases with more than one discriminatee, a single check or FedWire may be submitted for all amounts due.

10580.3 Transmitting Checks to Finance Branch

On receipt of the backpay check from the respondent, the Region should write the unfair labor practice case number on the face of the check and send it to the Office of the Chief Financial Officer, Finance Branch, with an accompanying memorandum.

The transmittal memorandum should contain the unfair labor practice case name and number, explain the purpose of the check, how the money was obtained (Issuer of the check, Bankruptcy Trustee, Federal Debt Collection Proceedings, or 10(j)), the identity of the type of award, the approximate number of discriminatees, whether the Region will request disbursement within 30 days of deposit and whether Finance should invest the money. The employer's share of FICA taxes should be submitted at the same time as the backpay check. The amount of the check representing the employer's share of FICA taxes should be noted in the transmittal memorandum.

The transmittal memo may request that the Finance Branch hold the amount or portions of the amount in escrow. It may also request immediate disbursement of the check, or portions of the check. See Section 10582.1, below, regarding information that must be included in a request for disbursement.

The Region must ensure that the remittance control procedures set forth in OM 92-13 (Appendix 11) are carefully followed. Thus, the check must also be accompanied by Forms NLRB-5472 and NLRB-5473, for use by the Finance Branch in its procedures for confirming receipt of, tracking and reconciling remittances.

10580.4 Interest-Bearing Accounts Through Finance Branch

The Finance Branch no longer deposits money deposited in the United States Treasury into interest bearing accounts.

10580.5 Escrow Accounts Established Through Local Private Banks

On occasion, such as when the sum to be placed in escrow is less than $10,000 or the escrow period will be less than 30 days, the use of an escrow account in a local bank has enabled the accrual of interest to increase, if only marginally, the amount of backpay available for the discriminatees.

Use of the Finance Branch escrow accounts is strongly preferable to local bank escrow accounts. Escrow accounts established through the Finance Branch allow the Agency to retain full control over disbursement of money held, avoids problems with insurability and avoids the possibility that the Agency will be considered an employer under IRS regulations.

If the Region believes that it is advisable to have the money deposited in an account at a local bank, the account must be established in the name of the respondent, but withdrawals must be approved by the Regional Director. In such an account, the only responsibility of the Region is authorization for disbursement of backpay.

Local bank escrow accounts should not be used in the following situations:

- When there is concern that the respondent will seek protection under the Bankruptcy Code before backpay has been fully disbursed, because a bankruptcy petition may impede disbursements from the escrow account.

- When the respondent has ceased or will cease operations, because of the potential for a determination by the IRS that the Agency is the employer when the respondent goes out of business.
- When the escrow account will exceed $100,000, the insurability limit established under F.D.I.C. regulations.

In these situations, the backpay escrow accounts established by the Finance Branch must be used.

The respondent employer is responsible for all required payroll transactions, such as preparation of the backpay checks, payment of FICA and withholding taxes to the Internal Revenue Service and preparation of tax and W-2 forms. Local bank escrow accounts should be established only in banks or other financial institutions where deposits are Federally insured.

To disburse money from an escrow account in a local bank in the name of the respondent, the Regional Director should authorize the release of the moneys to the respondent for issuance of the backpay checks. The respondent should be advised to prepare the backpay checks on the basis of the Compliance Officer's apportionment, making the appropriate tax withholding deductions from the backpay amount and submitting the appropriate taxes and its matching FICA payment to the IRS.

10582 Disbursement From a Finance Branch Escrow Account

10582.1 Procedures for Requesting Disbursement

The Region should request disbursement of money held in an escrow account by submitting a Finance Branch Request to Disbursement Form with appropriate confirmations (Appendix 25), a completed OFCO Recipient Information Form (or documentation with the same information) for each discriminatee (Appendix 26) and an Excel spreadsheet that contains:

A. Identity of each discriminatee to whom a disbursement is to be made, the discriminatee's first name, last name, social security number (including beneficiary's social security number, if applicable) or TIN number and current mailing address. If payment is to be made by Automated Clearing House (ACH), a copy of a voided check must be obtained, to confirm routing number, account number, and whether the account is checking or savings.

B. The amount and the nature of the disbursement. That is, the spreadsheet must set forth what amounts, among the disbursement, constitute wages, interest, reimbursement of dues, reimbursement for search for work or interim employment expenses, reimbursement for medical expenses, excess tax liability payments or other components of backpay. It should be specifically noted that there should be no withholdings taken from medical expenses, search for work and interim employment expenses or excess tax liability payments. Interest and excess tax liability may be requested together in one check since they are treated the same by the IRS. A disbursement to a single discriminatee may constitute more than one component of backpay. This information should be included in the spreadsheet referred to above with the following columns: backpay, interest on backpay, expenses, interest on

expenses, medical expenses, interest on medical expenses and excess tax liability payment. Additional columns may be added if necessary. For deceased individuals, the memorandum should also note whether the check should be payable to the estate of the discriminatee (and list estate tax ID number) or to the beneficiary (and list the beneficiary's Social Security number).

C. Identify missing discriminatees and inform the Finance Branch that additional requests for disbursement of the balance of the checks will be submitted as the remaining discriminatees are located.

10582.2 Finance Branch Procedures for Disbursement

Upon receipt of the disbursement request, Finance will acknowledge receipt of the request and log the request into an internal tracker. No backpay disbursements will be processed unless the requirements in Section 10582.1 are met. Questions or clarifications will be sent by Finance via e-mail. Once all questions are resolved, Finance will normally transmit the disbursement request to the Treasury within 10 business days or less. Treasury will send the checks to Finance and they in turn will normally mail the checks to the discriminatees/payees. Discriminatees/payees can anticipate receipt of the check(s) within five business days after Treasury disbursement. Finance will communicate with the Region when checks are received from the Treasury, mailed to discriminatees/payees and if a check is returned as undeliverable. In the event the Region wishes to distribute the checks locally, it should consult with Finance. The consultation should take place at the time the disbursement request is made. On a monthly basis, Finance will send case balance reports to the Regional Director and Compliance Officer/Compliance Assistant.

The Finance Branch will withhold and transmit to IRS the appropriate amounts for income tax and FICA from the wage portion of the backpay amount. The Finance Branch will also prepare and mail W-2, 1099-INT or 1099-MISC forms to the discriminatees/payees no later than January 30 of the year following disbursement.

The Finance Branch will not, however, be responsible for calculating or remitting to taxing authorities any amounts owed by the respondent on the backpay for Federal and state unemployment taxes nor will the Finance Branch be responsible for any reporting functions in connection with these taxes. These taxes are solely the responsibility of the respondent and the respondent should be so advised.

The Finance Branch will not withhold any state or local income taxes. Discriminatees/payees should be advised that they are responsible for reporting earnings and making payment of state or local taxes as appropriate.

The Finance Branch will notify the Region when it receives notification from the U.S. Treasury that the check was not cashed within 1 year from the date it was issued. The Finance Branch will also notify the Region when it receives a check that was returned because of an improper address. Upon such notification, the Region should promptly investigate the problem and provide the Finance Branch a correct address as soon as possible.

10582.3 Escrow for Missing or Unavailable Discriminatees

10584 Extinguishment of Backpay Entitlement for Discriminatees Missing After a 1-Year Period or Who are Uncooperative

When backpay is deposited in an escrow account pursuant to a settlement agreement, Board order or court judgment, respondent should be instructed to follow procedures set forth in Section 10580.2 in submitting the backpay amount to hold.

See Section 10562 regarding missing discriminates regarding methods and resources available for locating missing discriminatees. If the amount submitted represents final net backpay due the discriminatee, the Region should follow procedures set forth in Section 10582.1 for disbursing the amount at the time the discriminatee is located or otherwise available.

If the amount held represents gross backpay or the amount of net backpay due the discriminatee depends on further investigation of interim earnings, mitigation, or other issues after the discriminatee has been found, the Compliance Officer should investigate these issues when the discriminatee has been found.

The respondent should be advised of the results of this investigation and of a proposed distribution to the discriminatee from the amount held in escrow. If agreement is reached, standard procedures for requesting disbursement should be followed. If more is held in escrow than the discriminatee is entitled to, the Region should refund the excess by requesting its disbursement in the form of a check payable to the respondent.

In the event that no agreement can be reached concerning net backpay due the discriminatee, the Region may undertake further compliance proceedings as appropriate depending on the circumstances and the stage of the case. It may be appropriate to revoke an underlying settlement agreement or initiate further compliance proceedings.

10584 Extinguishment of Backpay Entitlement for Discriminatees Missing After a 1-Year Period or Who are Uncooperative

Absent compelling circumstances, if a discriminatee is not located within 1 year of the date that backpay is deposited in escrow or within 1 year from the date a Board order becomes final, whichever is later, the escrow amount should be returned to the respondent and the discriminatee's backpay entitlement shall expire.[167] The Board has also applied the Starlite Cutting one year escrow remedy to discriminatees who were subpoenaed to testify at the hearing and did not appear. See *The Grosvenor Resort*, 350 NLRB 1197 (2007). When backpay is paid through installments, the 1-year period will begin when the Region receives the final installment payment.

In an informal settlement agreement, the 1-year period runs from either the date of the approval of the settlement agreement by the Regional Director or the denial of the appeal or expiration of the appeal period in a unilateral settlement, or from the date of receipt of the funds by the Region, whichever occurs later. The settlement should contain provisions for redistribution to located discriminatees if the settlement is less than 100 percent or the return of undistributed funds to the charged party.

10586 Escrow in Cases Involving Bankruptcy

In cases involving bankruptcy proceedings, the total sum allocated by the bankruptcy court should likewise be forwarded to the Region in a check made payable to

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[167] See *Starlite Cutting*, 284 NLRB 620 (1987), clarifying 280 NLRB 1071 (1986); see also *Groves Truck & Trailer*, 294 NLRB 1 fn. 3 (1989).

the National Labor Relations Board. The Region, in turn, will submit the check to the Finance Branch for deposit in an escrow account.

The Region should consult with the Contempt, Compliance and Special Litigation Branch regarding backpay held from a bankruptcy distribution for a missing discriminatee. Section 10670.7.

10588 Procedures for Closing Escrow Accounts

If at the end of the period provided for locating discriminatees some are still missing and there are funds remaining in the account, the Region should:

- return the remaining balance to respondent if there was a full 100 percent payout in the case, or
- redistribute the remaining funds (if there was less than a full payout) to the located discriminatees up to a full payout. If the remaining amount is small, the Region should use its discretion as to whether it would be cost efficient to do a second distribution, or
- send the remaining funds to the U.S. Treasury.

When closing the escrow account, the Region should submit a final memorandum to the Finance Branch setting forth the distribution of the remaining balance, either to be returned to the respondent to be distributed to discriminatees whose locations are known or to be paid to the U.S. Treasury.

Before closing an escrow account which was established with money received from a bankrupt respondent, contact Contempt, Compliance and Special Litigation Branch before returning the money to respondent or redistributing the money to discriminatees whose locations are known.

When the balance in the account is to be refunded to the respondent, Finance Branch should be requested to issue a check payable to the respondent and forward it to the Region for distribution with the Region's cover letter closing the case, if otherwise appropriate for closing.

10590 Settlements

10590.1 Overview

The Board and the Office of the General Counsel share a commitment to resolve disputes through negotiated settlements whenever possible. ULP Manual Section 10124.1. Settlements benefit all parties by eliminating the expense and uncertainty of litigation. Settlements conserve Agency resources, effectuate basic goals of the Act and tend to reduce conflict and improve relations. Thus, Regions should pursue settlement of disputed compliance issues in all cases.

Although settlement of disputed compliance issues is desirable, Regions should only make concessions that are warranted by the circumstances of the case. The concept of settlement recognizes that in some cases there are reasonable differences about the amount of the make-whole remedy when comparing the maximum, which may reasonably be claimed for the claimant, and the minimum, which may in good faith be fairly argued by respondent.

10592 Settlement Standards Regarding Backpay

Although settlement of disputed compliance issues is desirable, Regions should only make concessions that are warranted by the circumstances of the case. With regard to backpay, the concept of settlement recognizes that in some cases there are reasonable differences about the amount of the make-whole remedy when comparing the maximum, which may reasonably be claimed for the claimant, and the minimum, which may in good faith be fairly argued by respondent. There may also be legitimate room for compromise with regard to other issues, such as extent of posting and implementation of the status quo ante.

10592.1 Authority of Regional Directors to Accept Settlements

Backpay is the most frequently disputed, as well as the most complex compliance issue. In all cases (informal settlement of unfair labor practices, administrative law judge's decisions, Board orders or court judgments and settlements reached during court ordered mediation) Regional Directors have the authority to accept settlements of backpay without authorization from Division of Operations-Management if the terms of the settlement meet the following criteria:

- The backpay computation is based on an appropriate method and the backpay settlement constitutes 100 percent (Section 10592.4) of full backpay and interest due.
- All parties, and nonparty discriminatees with significant stakes, agree to the settlement.
- There are neither issues regarding recidivism nor pending unfair labor practice charges that will not be resolved by the terms of the settlement.
- All discriminatees entitled to reinstatement have received valid offers of, or have waived, reinstatement.
- All other compliance requirements have been or will be met.
- The Regional Director believes that the settlement effectuates the purposes of the Act.

10592.2Authorization Required From Division of Operations-Management

If one or more of the criteria above are not met, the Region must obtain authorization from Division of Operations-Management in order to accept a settlement. When necessary, clearance may be obtained by telephone or electronically. A request for clearance should include the full amount of backpay, the amount to be paid under the settlement, the positions of the respective parties and any nonparty discriminatees, and the Region's recommendation and reasoning for accepting the proposal.

10592.3 Settlement Reached by Some or All Parties

Depending on the stage of the case, the Compliance Officer or other Board agent designated as responsible for the case should take an active role in settlement discussions. Occasionally, a charged party/respondent negotiates directly with a charging party or discriminatee, and arrives at a settlement that it presents to the Region for approval. Even

so, the Region should arrive at its own conclusions concerning the acceptability of any proffered settlement, and seek agreement to changes that the Region deems appropriate. Adjusted withdrawals/non-Board settlements, in which a merit determination has not been made, do not require approval from the Division of Operations-Management. Non-Board settlements are governed by the standards of *Independent Stave Co.,* 287 NLRB 740 (1987), and *Alpha Beta Co.*, 273 NLRB 1546 (1985). See OM-07-27.

It should be kept in mind, however, that the Board retains ultimate authority to approve compliance settlements involving Board orders and that it may accept a settlement reached by the parties notwithstanding an objection from the Region.

In evaluating whether to accept a settlement in the face of a Region's objection, the Board will consider the position of the Region, as well as the following factors:[168]

- Whether the terms are reasonable in light of the violations, the uncertainty inherent in litigation, and the current stage of litigation.
- Whether all parties, including the respondent, the charging party, and all affected employees agree to be bound by the settlement.
- Whether there is any indication that agreement was reached through coercion, fraud, or duress.
- Whether there is any respondent history of violations or breach of previous unfair labor practice settlement agreements.

10592.5 Settlement Based on Preliminary Estimates of Backpay

In backpay cases involving large numbers of discriminatees, long backpay periods or other complexities, as well as in any case where expeditious treatment is essential, the Region should prepare an estimate of backpay as a basis for settlement. Normally the computation should account for all pertinent facts and all components of gross backpay. In appropriate cases, the Region may utilize innovative approaches to generate a reasonable assessment of liabilities that may serve as a basis for immediate settlement of the case. For instance, it may be appropriate to use statistical sampling or other means to approximate gross backpay and/or interim earnings, to exclude de minimis claims when many claimants are entitled to relatively small amounts of money and to apply equitable rather than exact allocation of shares of a lump sum settlement. The Region should clearly inform the parties if its computations are based on estimates or of any other deviation from standard practice. See Section 10548 for further discussion of these methods. In rare cases the Region may be unable to determine backpay due to a lack of sufficient information. In such cases the Region should specify in the settlement agreement the steps necessary to finalize the calculation. 10592.6Concessions Based on Mitigation Issues

Respondents frequently contend that a discriminatee has failed to meet his or her obligation to mitigate and that net backpay due should be reduced accordingly. Regions should refrain from resolving borderline willful idleness contentions against discriminatees. See Section 10558 regarding mitigation.

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[168] See *Independent Stave Co.*, supra; and *American Pacific Concrete Pipe Co.*, 290 NLRB 623 (1988). See also *Longshoremen ILA Local 1814 (Amstar Sugar)*, 301 NLRB 764 (1991), (post-ALJD non-Board settlement).

10592.7 Respondent Requests to Question Discriminatees

Respondent's counsel may request, as a prerequisite to agreeing to a settlement, that the Region make discriminatees available for questioning concerning their interim earnings and search for work. The Region should not agree, absent prior authorization from Division of Operations-Management. Among other reasons, this type of investigation can be extremely demoralizing to the discriminatee and is better and more fairly conducted under the judicial safeguards of a hearing. If a respondent approaches a discriminatee directly with a request for information on these subjects, the Region should discourage the discriminatee from responding to respondent's request.

10592.8 Reinstatement

(a) Reinstatement Waivers and Front Pay in lieu of Reinstatement: Most cases that involve backpay also require reinstatement. Respondents often propose backpay settlements conditioned upon the discriminatee's waiver of reinstatement. The Region should communicate such an offer but should make sure the discriminatee is aware of the Region's position that the discriminatee is entitled to reinstatement and that absent settlement the Region intends to pursue formal proceedings to obtain an order requiring reinstatement (as well as 100 percent of backpay plus interest, including continuing backpay until a valid offer of reinstatement is made). Rejection of a valid offer of reinstatement tolls but does not otherwise affect backpay. If, pursuant to a settlement, a discriminatee who is not a charging party, voluntarily agrees to waive reinstatement, a signed waiver must be obtained and placed in the case file. However, if a Region believes that circumstances in a particular case warrant proceeding without a written waiver, the Region should contact the Division of Operations-Management for authorization to do so.

Though Regions should never pressure discriminatees to waive reinstatement, see ULP Manual Sec. 10128.7, agreed-upon front pay can serve as appropriate compensation for a discriminatee's voluntary waiver of the right to reinstatement. If a respondent offers a discriminatee more than 100 percent of backpay (that is, front pay) in lieu of reinstatement, or a discriminatee proposes front pay as compensation for a waiver of reinstatement, the Region should relay the settlement proposal, but should make it clear to respondent and discriminatee that the Region is not seeking front pay in formal proceedings. When the Region is confident that reinstatement will not be achieved absent further litigation, the Region may raise the issue of whether front pay would be acceptable to the parties but make it clear to them that the Region is not seeking front pay in formal proceedings. Agreed-upon front pay, as compensation for a waiver of reinstatement, may be included in any Board settlement, and is considered income subject to standard withholdings.

(b) Unsuitability for Employment: Occasionally, a respondent will offer convincing evidence of a discriminatee's unsuitability for employment. If such evidence persuades the Regional Director that the settlement need not provide for employment to effectuate the policies of the Act, he or she has authority to approve it after obtaining authorization from the Compliance Unit and the Region's designated representative in Division of Operations-Management and, in post judgment cases, from the Contempt, Compliance and Litigation Branch.

10592.9 Missing Discriminatees or Claimants

Particularly in cases involving more than one discriminatee, it is important not to delay resolution of the case because the Region cannot locate one or more discriminatees. The Region may calculate the backpay due missing discriminatees using the methods set forth in Section 10562.4.

In cases involving a missing discriminatee, the Region should arrange to obtain backpay in a form that places it in escrow, rather than as a check payable to the discriminatee. See Section 10580 regarding escrow accounts, and Section 10582.3 regarding disbursement of backpay from an escrow account when a missing discriminatee is located. See Section 10584 regarding the elimination of a missing discriminatee's backpay entitlement after the respondent has otherwise fulfilled its compliance obligations.

10592.10 Uncooperative Discriminatees or Claimants

In circumstances where the discriminatee does not cooperate, the Regional Director has authority to compromise or eliminate backpay and to forgo an offer of reinstatement if such resolution results in substantial compliance with a Board order or with appropriate remedial standards. The Region may take this step only if it knows the address of the discriminatee, no evidence suggests that the refusal to cooperate serves to subvert the Board's processes and the discriminatee has been given written notice of the consequences of his or her refusal to cooperate.

10592.11 Discriminatee Waivers and Releases

Respondents may seek to have discriminatees and/or charging parties execute waivers or releases as part of or as an adjunct to, a compliance settlement. In determining the overall acceptability of such settlements, the Region should carefully evaluate the propriety of any waivers or releases, particularly when they could be read to foreclose the filing of unfair labor practice charges in future, unrelated matters.[169]

10592.12 Installment Payments

The Regional Director may accept backpay in installment payments when satisfied that the respondent's financial position would be jeopardized by full immediate payment. See Section 10636 for a detailed treatment of this subject; the requirements of this section should be observed before agreeing to installment payments.[170] As described therein, Regions should normally insist, as a condition of accepting installment arrangements, on such security provisions as are commonly required by creditors in ordinary business transactions to protect against default, insolvency, and bankruptcy.[171] Settlements providing for installment payments should also provide for payment of interest during the installment period. See also Section 10636, with respect to monitoring and investigating a respondent's ability to pay.

As an alternative or in addition to security provisions, installment payment plans create one of the circumstances in which a Region should consider adding default language

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[169] See *Copper State Rubber*, 301 NLRB 138 (1991).

[170] Appendix 12 contains the settlement agreement, Standard Form 4775, and various types of security for installment payment plans.

[171] Although collateral is always desirable to protect against default, a significant down payment against total liability and/or a brief installment payment plan lasting only several months might warrant forgoing security if respondent appears likely to meet its commitments.

to the settlement agreement. See Section 10594.8 for a more extensive discussion of default language.[172]

Under Section 547 of the Bankruptcy Code, in certain circumstances a transfer of funds from a charged party within 90 days before it filed a bankruptcy petition can be voided as a preference, resulting in return of the funds to the charged party. If it appears that the charged party's finances are unstable and that bankruptcy may be imminent, it would be prudent to advise any discriminatee who receives a monetary remedy of this possibility.

Protective Restraining Orders

Regions should consult with the Compliance Unit or Contempt, Compliance and Special Litigation Branch regarding the possibility of obtaining a protective restraining order if it has reason to believe that during the terms of an installment plan:

- Assets have been, or are being siphoned off.
- All income is not being reported.
- Respondent is acting to evade liabilities.

10592.13 Settlements Involving Joint and Several Liability

Generally, in cases involving more than one respondent and joint and several liability, the Region should seek payment on an equal share basis. When the joint and several liability of an employer and union pertains solely to a dues reimbursement remedy and they agree that the union alone shall make the reimbursement, unless there are unusual circumstances, the settlement should be accepted without efforts to obtain payment from the employer.

In cases where one respondent is willing to comply by paying its proportionate share, but the other respondent refuses to comply, the Region should accept the proffered compliance. The Region should condition its acceptance, however, on a stipulation that the complying party will be liable for the remainder due, should efforts to collect the remaining backpay from the other respondent fail.[173] Further, the Region should inform the complying respondent that if it becomes necessary to institute backpay proceedings, it will name the complying party as a party respondent.

If one respondent offers to comply by paying the backpay in full, the Region should accept the offer only after it has made efforts to obtain equal payment from all respondents. The Region may reject the offer if it appears appropriate to pursue payment from the other respondent for any reason. For example, the other respondent may have a history of unlawful conduct, or its payment of backpay may appear to have a more compelling remedial effect in the circumstances of the case.

In the event one respondent becomes insolvent, full payment of the liability from the other respondent is appropriate.

10592.14 Settlement Conference

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[172] See Appendix 12 for sample default language.

[173] See Appendix 12 for sample stipulations.

The Region may suggest a conference as a means of resolving disputed backpay issues. To emphasize the importance of settlement efforts, the Regional Director or a designated manager may participate in the conference. At such a conference, respondent's contentions should be carefully assessed and, when they have merit, should form the basis of concessions. There is rarely only one way to approach to backpay computations, and reasonable points made by respondent should be considered in attempting to reach agreement as to amounts due.

10592.15 Settlement Discussions Should Not Delay Compliance Proceedings

Although settlement should be pursued at all stages of unfair labor practice proceedings, the Region should guard against a respondent's or charged party's efforts to delay proceedings in the guise of cooperation. Normally, the Region should make its inquiries in writing and with a deadline to respond. Failure to meet a deadline should lead to a firm and prompt written message from the Region. If respondent demonstrates a clear failure or refusal to comply, the Region should normally recommend enforcement or contempt, as appropriate, within the guidelines set forth in Section 10694.4.

In a formal case (where a Board order has issued) the Region should especially not tolerate unreasonable delay, but rather where settlements are on going, should prepare and issue a compliance specification in accord.

10592.16 Concessions Offered During Settlement Discussions Are Not Binding

In the event settlement fails, settlement discussions conducted by the Region do not bind the Region or the Board.[174] Thus, the Region may withdraw settlement proposals in the face of changing circumstances. When settlement efforts have failed, the Region should seek full backpay in further proceedings. Note in addition, however, that the Region's position on backpay issues should also reflect valid points made by respondent during the backpay investigation and settlement discussions.

10594 Informal Settlement Agreements

Every informal settlement agreement should clearly specify all required remedial actions. As soon as the Regional Director has approved an all-party informal settlement agreement, the Region should send compliance instructions to the charged party's attorney. The compliance instructions should be sent to the charged party only if the charged party's attorney has authorized the mailing or the charged party is not represented by an attorney. See Section 10506.10 regarding procedures for initiating compliance when the charging party does not enter into an informal settlement agreement.

10594.1 Language and Format

Standard Form 4775 provides the format for informal settlement agreements. Memorandum OM 02-44 revised the basic form and presented numerous samples of optional paragraphs and attachments that may be adapted and added to an informal settlement as circumstances warrant.[175] The optional paragraphs and attachments deal with matters such as multiple charging parties, consolidated R and C cases, reservation of

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[174] See, for example, *NLRB v. Armstrong Tire Co.*, 263 F.2d 680, 681–682 (5th Cir. 1959), enfg. in part 119 NLRB 353, 354–356 (1957). See Rule 408, Federal Rules of Evidence.

[175] These forms and samples are available in Appendix 12.

specific allegations from the settlement agreement, posting and/or mailing of notices, nonadmissions clauses, joint and several liability, signature box template for multiple charging parties, bankruptcy, default, backpay, installment payments and security, and a sample stipulation to set aside an election.

10594.2 Plain Language Notices

When drafting notice language, the Region should be guided by the Board's goal that the language used in a Notice to Employees communicate clearly and in a straight forward manner to employees.[176] Board notices do not necessarily need the degree of precision found in Board orders because in formal cases, the Board's order spells out legal rights and obligations. In informal settlement agreements, however, no order exists, and the charged party commits to comply with the terms of the notice. Accordingly, Regions need also to be mindful of the possibility of noncompliance, and therefore should ensure that, if appropriate, the settlement agreement may be set aside on the basis of subsequent unlawful conduct that might fall outside the literal meaning of the plain language.

10594.3 Foreign Language Notices

The standard settlement agreement form provides the authority to the Regional Director to require the posting of notices in languages other than English. Therefore, prior to recommending a settlement agreement to the Regional Director for approval, it is helpful to explore the need to post the notice in other languages and to incorporate an express commitment to do so in the settlement signed by the parties.

To conserve Agency resources, Regions should take advantage of translations that have become available as a result of prior cases. Memorandum OM 99-18 provides a list of such foreign language notices and remedial provisions. Memorandum OM 03-86 provides Spanish translations of "plain language" notice provisions. Dos Idiomas-Una Lew, Two Languages–One Law. A Bilingual Guide, which the Agency published in March 2005, provides an additional resource for Spanish translations.

10594.4 Postings by Unions

A charged party union is required to post remedial notices at its place of business. In addition, a charged party union is required to post notices on bulletin boards that it maintains at the employers' facilities. The charged party union also is generally required to return signed and dated notices to the Region to forward to the employer for voluntary posting at the employer's premises. The Region should obtain a sufficient number of signed notices and transmit them to the employer.

10594.5 Dissemination of Notices

1. Mailing of Notices

The Board routinely orders a respondent to mail employees the signed notice if respondent has closed its facility. Where circumstances indicate the need for the mailing

[176] See *Ishikawa Gasket America, Inc.*, 337 NLRB 175 (2001), and Memorandum OM 02-43. For sample "plain language" notice provisions in English, see OM 03-40.

of notices, the mailing requirement should be identified and resolved as part of the settlement process. Such issues may include:

- the extent of the mailing (that is, present employees, former employees working on particular dates, or job applicants),
- who will bear the expense of duplicating and mailing the notices (typically respondent), and
- the verification procedure to insure that notices were mailed in accordance with the agreement (typically a "Certification of Mailing" submitted by respondent confirming date of mailing and list of names and address to which the notices were mailed).

Notice mailing is often necessary in the construction industry because a respondent may not have a place to post at a jobsite and few employees regularly visit the respondent's office. It also often arises when a union has no right to utilize bulletin boards at employer facilities, and few employees whom it represents often go to its office or hall. In that event, a mailing or publishing in the union's newsletter may be appropriate.

2. Electronic Posting/Distribution of Notices

The Board requires that a respondent post notices electronically, on its intranet or internet site, in circumstances where the respondent customarily uses electronic transmissions to communicate with its employees or members. Additionally, notices should also be distributed by email if the respondent customarily uses email to communicate with its employees or members. Finally, notices should be posted electronically by any other electronic means of communication used by the respondent. If the Region's investigation reveals electronic posting/distribution of notices is appropriate, the settlement agreement should specify the type of electronic notice posting that is required by respondent.[177]

10594.6 Expunction of Records

The Board also routinely orders a respondent to remove from its files all references to unlawful terminations of discriminatees and to notify them in writing that this has been done and that the unlawful terminations will not be used against them in any way. Where circumstances indicate that a respondent has communicated its unlawful discrimination of a discriminatee to a third party (particularly a third party that regulates or licenses a profession or provides employment histories of potential employees to interested employers), the expunction of such third party records should be identified and resolved as part of the settlement process. In such cases, respondents should be required to take all reasonable steps within their power to expunge records maintained by a third party where respondent has provided information regarding a discriminatee's unlawful discrimination.

10594.7 Reservation Language

In order to avoid settlement bar problems, a reservation clause is included in the Settlement Agreement Form and in the recommended language for the formal settlement stipulation. ULP Manual Section 10168. The language is designed in part to reserve the

[177] *J. Picini Flooring*, 356 NLRB No. 9 (2010).

right of the General Counsel to litigate other cases that involve alleged presettlement conduct. It also includes an evidence provision to enable the Board and courts to make findings of fact and conclusions of law, but not to alter the related remedy, with respect to settled issues, if such findings and conclusions are necessary to support allegations being litigated. Notwithstanding the breadth of the reservation clause, a circumstance has arisen where the Board concluded that it would not permit the litigation of one portion of a union security clause when another portion of the same clause had been the subject of a settlement.[178] Accordingly, Regions should tailor the reservation language as appropriate. If other matters are pending against the same charged party, the Region should specify that the cases reserved from the settlement "include, but are not limited to, Case(s) _____." Regions may also modify or forgo the reservation clause entirely if that is necessary to effectuate a settlement and no adverse consequences will result. In the event of questions, Region should consult with the Division of Operations-Management or Advice.

10594.8 Default Language

Regions should include the following default language in all compliance settlement agreements:

(a) Where complaint/compliance specification has issued:

> The Respondent agrees that in case of non-compliance with any of the terms of this Compliance Stipulation by the Respondent, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Respondent, the Regional Director will reissue the compliance specification previously issued on [date] in the instant case(s). Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the compliance specification. The Respondent understands and agrees that the allegations of the aforementioned compliance specification will be deemed admitted and its Answer to such compliance specification will be considered withdrawn. The only issue that may be raised before the Board is whether the Respondent defaulted on the terms of this Compliance Stipulation. The Board may then, without necessity of trial or any other proceeding, find all allegations of the compliance specification to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Respondent on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Respondent/Respondent at the last address provided to the General Counsel.

(b) Where complaint/compliance specification has not issued:

> The Respondent agrees that in case of non-compliance with any of the terms of this Compliance Stipulation by the Respondent, and after 14 days notice from the Regional Director of the National Labor Relations Board of such

[178] See *Ratliff Trucking Corp.*, 310 NLRB 1224 (1993), citing *Hollywood Roosevelt Hotel Co.*, 235 NLRB 1397 (1978).

non-compliance without remedy by the Respondent, the Regional Director will issue a compliance specification that will include the allegations spelled out above in the Scope of Agreement section. Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the compliance specification. The Respondent understands and agrees that all of the allegations of the aforementioned compliance specification will be deemed admitted and it will have waived its right to file an Answer to such compliance specification. The only issue that may be raised before the Board is whether the Respondent defaulted on the terms of this Compliance Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the compliance specification to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Respondent on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Respondent/Respondent at the last address provided to the General Counsel.

Default language should be routinely included in all informal settlement agreements and compliance agreements. See Appendix 12. If there is a substantial basis to deviate from this policy, the Regional Director should consult with his/her Assistant General Counsel or Deputy to seek clearance to do so. GC 11-04 and 11-10.

10594.9 Display of Nonadmissions Language

Where a nonadmissions clause is included in the settlement agreement, under no circumstances should such language be included in the notice.[179] Side posting of a settlement agreement that contains a nonadmissions clause (ULP Manual Section 10130.8) is discouraged and may constitute noncompliance if the nonadmissions clause is highlighted, circled, or otherwise emphasized.[180]

10594.10 Special Language for Informal Settlements in Cases With Outstanding 10(j) or 10(l) Injunctions

Any 10(j) or 10(l) injunctive order terminates by operation of law upon the Board's final disposition of the case. Occasionally, a respondent will resolve the underlying violations by means of an informal settlement agreement, precluding the issuance of Board order in the matter. The language in the settlement agreement form provides that approval will, among other things, constitute withdrawal of the complaint. To ensure that the Agency can argue that the force of the injunction remains in effect until closure on compliance, rather than until approval of the settlement agreement, and thus seek contempt sanctions, Regions must substitute the following language for the final sentence in the

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[179] *Pottsville Bleaching & Dyeing Corp*., 301 NLRB 1095 (1991).

[180] *Bingham-Williamette Co.*, 199 NLRB 1280 (1972). In one circumstance, however, when Respondent had fulfilled numerous other remedial obligations, the Board found that Respondent had substantially complied with the terms of the settlement agreement, and declined to set the settlement aside solely on the basis of a side-posting that cast the agreement as simply a means to save the time and money that Respondent would otherwise have had to spend litigating the issues. *Deister Concentrator Co.*, 253 NLRB 358 (1980).

paragraph "Refusal to Issue Complaint" in the settlement agreement if it arises in the context of an outstanding 10(j) or 10(l) injunction:

The complaint and any answer(s) in [the captioned administrative cases and numbers] shall be withdrawn only upon closing of these matters on compliance. The respondent agrees not to move to vacate, modify, dissolve, clarify, or alter the injunction decree in [caption and case number of the Section 10(j) or 10(l) decree] on the basis that the settlement agreement has been reached. The closing of these matters on compliance will be considered the final adjudication of these cases before the Board for the purposes of [caption and case number of the Section 10(j) or 10(l) decree]. Until these matters have been closed on compliance, the injunction in [caption and case number of the Section 10(j) or 10(l) decree] will continue in full force and effect for all purposes.

If the Region obtained a Section 10(l) decree prior to issuance of the complaint, it should modify the special language of the settlement to reflect that it will hold dismissal of the charge in abeyance until the case closes on compliance.

In the event that a respondent is unwilling to execute the settlement agreement modified as set forth above, the Region should consult with the Injunction Litigation Branch about whether nevertheless to approve the proposed settlement.

10594.11 Closing Cases on Compliance With Informal Settlements

When the posting period has closed and it appears that the charged party has otherwise complied with the terms of the settlement agreement, the Compliance Officer should notify the charging party by letter of the Region's intent to close the case on compliance. This notification should give the charging party a short period of time, normally 1 week, to raise written objections and provide supporting evidence of non-compliance.

If the charging party does not object or if, after objections, the investigation of them confirms that compliance has been achieved, the Compliance Officer should submit the case to the Regional Director for closure on compliance. The closing process will include:

- **Notification**: The Region should normally notify the parties that the case has closed on compliance. This notification should caution that the closing is conditioned upon continued observance of the terms of the settlement agreement. See ULP Manual Section 10148.4.
- **Record**: The Region and the Division of Operations-Management shall record the case as closed as of the date that appears on the Region's Closed Case Report.
- **Exception**: When backpay has been deposited in escrow, notification of closure should be held in abeyance pending disbursement of all backpay.

10594.12 Noncompliance With an Informal Settlement Agreement

When a charged party subject to the compliance requirements of a settlement agreement allegedly engages in continuing or new unlawful conduct, the conduct may constitute noncompliance with the settlement or an independent violation of the Act. Complaints of noncompliance or of new unlawful conduct may be made during active

compliance proceedings. Similarly, they may arise after the case has closed on compliance, as provisions of settlement agreements remain in effect even after closure of the case.

If the investigation discloses that the charged party failed to comply with provisions of an informal settlement agreement, the Regional Director will normally withdraw approval of the agreement and issue or reissue complaint.[181] In this event, the Region will need first to be able to establish that the charged party did indeed breach one or more terms of the settlement; it then should pursue the complaint on the basis of the underlying allegedly unlawful actions. The passage of time, of course, can make successful prosecution of the alleged unfair labor practices more difficult. The Region can protect itself against this difficulty by incorporating default language in the settlement agreement that will constitute a waiver of the charged party's right to contest the validity of a related complaint, reserving its right only to defend against the allegation that it breached the settlement.[182] Such language is especially appropriate where the Region anticipates that respondent is likely to be unwilling or unable to fulfill its commitments, or the settlement provides for a substantial make-whole remedy and/or installment payments. Section 10594.7. ULP Manual Section 10152.

10595 Procedures to Follow Upon Issuance of an Administrative Law Judge's Decision

When the General Counsel decides not to file exceptions to an administrative law judge's decision, the Region should immediately obtain the positions of the parties on voluntary compliance.

When the charged party agrees to comply and no exceptions are to be filed, the Region should request in a letter that respondent begin to take steps to comply with the administrative law judge's decision, including, but not limited to, posting the Notice to Employees, offering reinstatement and expunging files. The letter should also ask for any documents that will be needed to calculate backpay or any other monetary remedy. Compliance actions taken prior to the Board order, including any period of the notice posting, should be accorded full recognition as compliance with the Board order.

Should the charged party not agree to comply and/or exceptions are to be filed, the Region should:

- Continue to pursue compliance or settlement.
- Continue to monitor the viability of respondent by reviewing any information submitted by the charging party and/or discriminatee regarding the viability of respondent, run a database search (Clear) for respondent and respondent's principals to see if the corporation is in good standing and that affiliated companies have not been formed, and begin an investigation if necessary.

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[181] If the notice contains a provision that "WE WILL NOT in any [other] [like or related] manner interfere with your rights under Section 7 of the Act," the Region should consider setting aside the settlement even if subsequent conduct, though similar, does not violate the letter of one of the explicit provisions of the notice, but constitutes "like or related" conduct. In the alternative, inclusion of the broad Section 7 guarantees below the heading of the notice, followed immediately by the provision "WE WILL NOT do anything to prevent you from exercising the above rights" would also serve this purpose.

[182] See Appendix 12 for sample default language. The Board, by summary judgments, approved similar language in *SAE Young Westmont-Chicago, LLC*, 333 NLRB No. 59 (2001) (not reported in Board volumes), No. 01-2328 (7th Cir. 2001), and *Ernest Lee Tile Contractors, Inc.*, 330 NLRB No. 61 (2000) (not reported in Board volumes).

10595Procedures to Follow Upon Issuance of an Administrative Law Judge's Decision

- Maintain contact with discriminatees through quarterly requests for information from which backpay could be calculated.
- Update backpay calculations.

10596 Procedures To Follow Upon Issuance of Board Order

The Compliance Officer should initiate compliance action with its remedial provisions as soon as a Board order issues by:

- Providing respondent with a copy of the Board's order and requesting, in writing, that respondent begin to take steps to comply with the Board's order to implement any of the affirmative provisions, including, but not limited to, posting the Notice to Employees, offering reinstatement, and expunging files. The letter should also ask for any documents that will be needed to calculate backpay or any other monetary remedy.
- Update backpay calculations.
- If possible, negotiate settlement pursuant to remedy ordered by the Board.
- Continue to monitor the viability of respondent by reviewing any information submitted by the charging party and/or discriminatee regarding the viability of respondent, run a database search (Clear) for respondent and respondent's principals to see if the corporation is in good standing and that affiliated companies have not been formed, and begin an investigation if necessary.

10598 Determination of Compliance With an Unenforced Board Order

If the Region determines respondent has fully complied with the Board's Order, a preclosing letter should be sent to the charging party soliciting its position on compliance. If the charging party has no objections, the case should be closed. If the charging party has objections, the objections should be investigated and a Regional determination made. If the Region determines the objections are without merit, the charging party has a right to a compliance determination.

10600 Compliance Determination

Final authority concerning compliance with the remedial provisions of a Board's orders rests with the Board.[183] Regional Directors exercise authority in compliance proceedings as agents of the Board.

Sections 102.52 and 102.53 of the Board's Rules and Regulations provide that a charging party may appeal a Regional Director's determination that a respondent has complied with the remedial provisions of a Board order by filing an appeal with the General Counsel. If the General Counsel denies the appeal, the charging party may file a request for review of that action with the Board. The charging party may not seek to add, at the compliance stage, remedies that were no ordered at the "merits" stage. See Section 10508.1

The appeal procedure is only available to a charging party, and not to discriminatees who are not also a charging party, unless the discriminatee has intervened in the case pursuant to Section 102.29 of the Board's Rules and Regulations. Although nonparty

[183] *Ace Beverage Corp*., 250 NLRB 646 (1980).

discriminatees lack appeal rights, their interests and wishes should be considered by the Region in determining compliance requirements.

In cases where a respondent contests the compliance requirements determined by the Region and will not comply with them, recourse to the Board in some cases may be available through formal compliance proceedings that lead to a supplemental Board order. Section 10646. In a formal compliance hearing, a charging party has the opportunity to seek remedial relief not included in or at odds with the Regional Director's requested remedies as set forth in the compliance specification.[184]

10602 Issuance of a Compliance Determination

When a charging party disputes the Region's determination of what constitutes compliance, the Compliance Officer should advise the charging party that it has the right to request a written determination by the Regional Director of compliance requirements.

In response to such a request, the Region should issue a letter that includes a concise, self-contained compliance determination, setting forth all facts established during the compliance investigation on which the determination has been based as well as the legal basis for the determination. It may be limited to the compliance requirements that are being disputed by the charging party. The compliance determination shall also contain notification of the charging party's appeal right to the General Counsel within 14 days, as set out below, and a copy of Form NLRB-5434 Notice of Compliance Appeal.

> *Appeal Due Date: The appeal must be received by the General Counsel in Washington D.C. by the close of business at **5:00 p.m. on [14 days from issuance]**, unless electronically filed. If you mail the appeal, it will be considered timely if it is postmarked no later than one day before the due date. If you file the appeal electronically, it will be considered timely filed if the transmission of the entire document through the Agency's website is accomplished **no later than 11:59 p.m. Eastern Time** on the due date.*

As with dismissal letters, a copy of the Regional Director's compliance determination should be sent to the Office of Appeals. In the event an appeal is filed, the Region should prepare a comment on the appeal, either specifically responding to the charging party's allegations or noting where in the file the response can be found.

10602.1 Procedures to Follow Upon the Filing of an Appeal of a Compliance Determination

A charging party's appeal to the General Counsel of the Region's compliance determination will be considered by the Office of Appeals. On receipt of a copy of the appeal, or a copy of a letter from the Office of Appeals acknowledging the appeal, the Region should promptly submit the Region's compliance file or its relevant portions. The Region should prepare a comment on the appeal, either specifically responding to the charging party's allegations or noting where in the file the response can be found.

10602.2 Procedures Following the Filing of a Request for Review With the Board

[184] See *Kaumagraph Corp.*, 313 NLRB 624 (1994).

Should the General Counsel deny the appeal of a compliance determination, the charging party may file a request for review with the Board within 14 days.

As noted in Section 10602, if the charging party files a request for review, the record before the Board will normally only consist of the request for review, the Region's letter setting forth its compliance determination, and the Office of Appeal's letter denying the appeal, as well as the Region response (Section 10602.4), if appropriate. Accordingly, the Region's compliance determination should set forth clearly all the facts on which it is based, to ensure that the Board has before it sufficient information to make a decision.

The Region should carefully evaluate the request for review to ensure that the Board has before it sufficient information to rule on the request for review.

10602.3 No New Issues Raised in Request for Review

If the Region concludes that the charging party failed to raise issues not previously considered and discussed in the Regional Director's compliance determination and the General Counsel's denial of the appeal, it should so advise the Board as promptly as possible and serve respondent with a copy of what was sent to the Board. 10602.4New Issues Raised in Request for Review

If the Region concludes that the request for review raises issues not fully discussed in the documents before the Board, it should advise the Board that it will file a response and the approximate date that the response will be filed. The Region's response may be in the form of a memorandum to which public documents may be attached to supplement the existing record. In either case, any response, including attachments, must be served on the charging party, and the Board provided with an affidavit of service.

10604 Determination of Noncompliance With an Unenforced Board Order

The Compliance Officer is responsible for investigating any complaint of non-compliance. The complaining party should be asked to submit whatever evidence is available to support the complaint.

10604.1 Criteria for Filing a New Unfair Labor Practice Charge

Whether a new charge should be filed depends on the circumstances of the case. Unless the matter complained of is clearly encompassed by the compliance requirements of the Board Order, the better practice is to advise the party making the allegation to file a new unfair labor practice charge. The reason is that if the newly alleged unlawful conduct is beyond the scope of the remedial provisions of an outstanding settlement agreement or Board order, unfair labor practice charges to address such new conduct must be filed within the 10(b) period.

10604.2 Procedures When a New Unfair Labor Practice Charge is Filed

If the Region finds merit to a new unfair labor practice charge that may constitute noncompliance with an unenforced Board order, the Region should attempt to resolve the matter and, failing that, determine whether a new complaint is warranted (for example, would a new unfair labor practice proceeding lead to remedies beyond those provided by the existing Board order). In case of doubt, Regions may consult with the Division of Operations-Management as to the propriety of issuing a new complaint. In addition, the

Region should consult with Operations concerning whether enforcement proceedings should be initiated with respect to the existing Board order.

10604.3 Procedures When a New Unfair Labor Practice Charge is Not Filed

When an allegation of noncompliance is made without the filing of a new charge, it should be investigated as a compliance matter. The Compliance Officer should advise the parties of the results of the compliance investigation regarding the allegation(s) as well as other compliance requirements. The Compliance Officer should attempt to resolve the allegation(s), along with any other disputed compliance issue, through voluntary settlement.

If settlement efforts fail and if it is determined that the respondent has complied, the case should be closed at the appropriate time. If the charging party objects, see Section 10600 with respect to its right to a compliance determination. If it is determined that the respondent is not complying, enforcement proceedings as set forth in Section 10606 are warranted.

10604.4 Noncompliance With an Unenforced Board Order Originating in Another Region

When the investigation of a charged party's prior history reveals that meritorious allegations also violate remedial provisions of an unenforced Board order that originated in another Regional Office, the Regional Director investigating the new charge should contact the Regional Director from the Region in which the Board order originated and obtain his/her opinion concerning the appropriateness of enforcement proceedings in light of the new charge. The Regional Director investigating the new charge should consult with the Division of Operations-Management concerning the other Regional Director's views and discuss the appropriateness of enforcement proceedings. Authorization from Operations is required before the Region may issue complaint or settle those allegations of the charge that may constitute noncompliance with the Board order.

10604.5 When a Respondent Fails or Refuses to Comply With Provisions of a Board Order, Further Proceedings to Compel Compliance Require Enforcement of the Board Order by a United States Court of Appeals

Such proceedings also provide a means by which a respondent may appeal a Board order. Section 10632, Contempt and Other Post Judgment Proceedings and Section 10646, Formal Compliance Proceedings, set forth procedures for compelling compliance after a circuit court of appeals has entered judgment enforcing a Board order.

10606 Criteria for Recommending Enforcement Proceedings

When a Board order issues, the Compliance Officer should take prompt action to secure compliance. Normally, an enforcement recommendation should be made only after efforts have been made to procure compliance. The Compliance Officer should consider the following factors before deciding to submit an enforcement recommendation.

10606 Criteria for Recommending Enforcement Proceedings

10606.1 Liquidating Backpay Before Recommending Enforcement

In general, there is no requirement that an unfair labor practice case be enforced before compliance proceedings are initiated.[185] Although enforcement of the underlying Board order is normally sought prior to issuance of a compliance specification, there may be situations where the Region concludes that a compliance proceeding in a Board order case should move forward immediately, although enforcement of the Board order has not been obtained. For example, if respondent is out of business, is not financially viable and the Region decides to pursue alter egos, successors, personal liability or similar issues, the Region should litigate these issues prior to recommending the case for enforcement. See Section 10508.3. The Region should contact the Compliance Unit and the Region's designated representative in Division of Operations-Management if there is any question as to whether the Region should proceed to a backpay hearing or recommend the case for enforcement. If a decision to submit the case for enforcement is made, the Region should then consult the Appellate and Supreme Court Branch before submitting the case.

10606.2 Forgoing Enforcement When Only Compliance Requirements Are Disputed

Although enforcement of the underlying Board order is normally sought prior to issuance of a compliance specification, there may be situations in which respondent may be willing to voluntarily forgo enforcement proceedings where only compliance requirements are disputed. The respondent may dispute compliance requirements of a Board order without contesting the underlying findings that it has violated the Act. Section 10646. Thus, when disputed compliance issues cannot be resolved in such cases, the respondent should be asked to enter into a stipulation that waives enforcement proceedings, while reserving its right to litigate disputed compliance issues in a compliance hearing. See Appendix 13 for a sample stipulation. However, it is not necessary to obtain such a stipulation, if circumstances otherwise warrant issuance of a compliance specification prior to obtaining enforcement of the underlying Board order. Sections 10508.3 and 10606.1.

10606.3 Recommending Enforcement

If it appears likely that a respondent will not comply with the Board's order, enforcement should be recommended. A respondent may demonstrate unwillingness to comply by its response to inquiries, requesting repeated conferences or otherwise delaying. The Region may recommend enforcement of a Board order notwithstanding a respondent's offer of compliance or even the achievement of compliance. For example, the Region may conclude that it is appropriate to enforce a Board order against a union arising from unlawful picketing when the union has a history of similar unlawful conduct and the Region concludes that a judgment is appropriate as a basis for contempt proceedings in the event of future unlawful conduct.

10606.4 Respondent's Filing of Petition for Review

The respondent may itself initiate proceedings before a United States Court of Appeals by filing a request for review of the Board order, in effect appealing the Board's

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[185] See Board Rule 102.54(b). See also, *Yonkers Associates*, 94 L.P., 340 NLRB 1237 (2003), enfd. 416 F.3d 119 (2d Cir. 2005). In *Yonkers*, the Board stated as follows: "[w]e . . . will not defer the process of this compliance proceeding pending the outcome of a court review of the underlying decision and order."

Decision and Order. In such cases, it is not necessary to submit a recommendation for enforcement because the Division of Enforcement Litigation routinely files a cross-application for enforcement.

10606.5 Charging Party's Filing Petition for Review

When the charging party files a petition for review, the Region should make a recommendation to the Division of Enforcement Litigation as to whether the Division should file an application for enforcement of any Board order against any or all of the respondents. If the Region concludes that a respondent has complied with the Board order, e.g., the recommendation would be not to file against that respondent. If at the time a charging party petition for review is pending in circuit court a respondent has not yet complied fully with the Board order, the Region should evaluate relevant factors, including (1) the prospect that if enforcement proceedings later became necessary, they could consume more time and effort than if they were undertaken in conection with the charging party petition for review, (2) the prospect that if enforcement proceedings later become necessary a respondent might raise *res judicata* or collateral estoppel defenses[186], or the court might question why there are bifurcated proceedings, and (3) an assessment of the prospect that enforcement proceedings might ultimately become necessary, given the conduct of respondent(s). If there are questions regarding whether to submit a case for enforcement, Regions should contact the Compliance Unit or the Appellate and Supreme Court Litigation Branch.

10608 Procedures for Recommending Enforcement

The Regional Director is responsible for recommending proceedings to enforce a Board order and for advising the parties that such a recommendation has been made.

10608.1 Submission

The submission should be submitted electronically to the Division of Enforcement Litigation (ML-Court-Enforcement) and should include:

- Regional Director's recommendation that enforcement proceedings be initiated.
- Compliance Officer's report which should include:
  - status of respondent's compliance with Board order including copies of pertinent correspondence,
  - status of settlement negotiations,
  - backpay computations, including a brief summary of strengths and weaknesses of General Counsel's case regarding backpay,
  - Database searches (AutoTrak) or secretary of state status report on current viability of respondent and possible disguised continuances, if any.
- Notification to the parties of the enforcement recommendation.

[186] It is the Agency's position that such defenses would be wholly without merit, but the arguments would have to be addressed.

- Current service sheet setting forth names, addresses, and telephone numbers for all parties and counsel.
- Duplicate exhibits and transcripts from the underlying proceedings should also be submitted, separately, under cover of a transmittal slip addressed to: Appellate and Supreme Court Branch, (ASCB) attention _____, Chief, Litigation Services. The transmittal slip should contain the notation, "Enforcement recommended." In addition, upon notification of the filing in the Court of Appeals by respondent of a petition for review of a Board order, the Region should also forward its copy of the transcript of the underlying complaint proceeding to the ASCB. In cases involving an 8(a)(5) test of Board certification, the Region should also submit the R-case transcript, original exhibits, and the Region's case file, without any witness affidavits, to the ASCB.

10608.2 Timing of Submission

Even where investigation and discussion of compliance issues is required, prompt action should be sought so that the Region will normally be able to submit an enforcement recommendation within operational goals following the receipt of the Board order. If there is a dispute over what constitutes compliance, or if the Region regards enforcement as necessary notwithstanding actual compliance, the Region's memo recommending enforcement should cover these issues.

10608.3 Test of Certification Cases

Since these cases are not backpay related and deal with important rights of employees, the Region should make every effort to submit its enforcement recommendation as soon as possible, preferably within seven (7) days following its receipt of the Board's order.

10608.4 Need for Immediate Relief

If circumstances indicate that immediate injunctive relief under Section 10(e) of the Act should be considered, the Region should submit an appropriate recommendation and explanation to the Division of Enforcement Litigation with a copy to the Division of Operations-Management.

10608.5 Filing of Petition

The Appellate and Supreme Court Branch (ASCB) will be responsible for filing the petition for enforcement with an appropriate United States Court of Appeals and for all further proceedings leading to entry of judgment by the court. Should a respondent file a motion for reconsideration of its order with the Board after enforcement has been recommended, the Region should notify the ASCB promptly.

10610 Action Following an Enforcement Recommendation

Neither an enforcement recommendation nor the initiation of enforcement proceedings before a United States Court of Appeals preclude the possibility of compliance with a Board order. To the contrary, compliance may be accomplished at any time during such proceedings, and could be the basis for withdrawal of such proceedings. Even after enforcement has been recommended, the Compliance Officer should:

- Continue to pursue compliance or settlement and consult in a timely manner with the Appellate and Supreme Court Branch (ASCB) about any change or progress in achieving compliance and/or significant developments in the case. If the case is in court mediation, the Region should refrain from settlement discussions with the parties. It is important at this stage that all settlement discussions with the Respondent be coordinated by the ASCB and that the Compliance Officer assists and works closely with the ASCB to facilitate a favorable result. See OM 08-21.
- Continue to monitor the viability of respondent by reviewing any information submitted by the charging party, discriminatee, and/or periodically conduct database searches (Clear), regarding the viability of respondent and begin an investigation if necessary.
- Maintain contact with discriminatees through quarterly requests for information from which backpay could be calculated.
- Update backpay calculations.

10612 Respondent's Compliance with Board Order After Submission of Enforcement Recommendation

If full compliance is obtained or if the Regional Director wants to recommend a suspension or withdrawal of enforcement action, the recommendation should be submitted electronically to the Appellate and Supreme Court Branch.

10614 Procedures to Follow Upon Issuance of Court Judgment

Actions to obtain compliance with judgments enforcing Board orders should not await the entry of Mandate. If the court only partially enforces the Board order, compliance should ordinarily be sought immediately with respect to the portions enforced. If respondent seeks certiorari, compliance efforts should not be deterred, unless a stay has been granted. If no stay is granted and respondent refuses to comply, the case should be submitted to the Contempt, Compliance and Special Litigation Branch, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management, to initiate contempt proceedings. The Compliance Officer should initiate compliance action with its remedial provisions as soon as a court judgment issues by:

- Providing respondent with a copy of the judgment and requesting, in a letter, that respondent immediately initiate steps to comply with the judgment, including, but not limited to, posting the Notice to Employees, offering reinstatement, and expunging files. The letter should also ask for any documents that will be needed to calculate backpay or any other monetary remedy.
- Updating backpay calculations.
- Negotiating compliance pursuant to the remedy ordered by the Court.

10604Determination of Noncompliance With an Unenforced Board Order

10616 Noncompliance With a Court Judgment

If respondent fails or refuses to take action required by a court judgment or engages in conduct that violates the negative provisions of a court judgment, prompt action should be undertaken to ensure compliance:

- In cases where respondent refuses to comply with the clear requirements of the judgment (other than the payment of backpay, where the amount owed has not been liquidated by court judgment) or raises only frivolous defenses to compliance, contempt proceedings are generally warranted. See for example Sections 10530.7, 10616.2, 10624, 10632.1, and 10646.6.
- In cases where respondent's refusal to comply gives rise to a real dispute regarding its obligations under the judgment, the Region may, where appropriate and subject to the provisions of Sections 10616.2, 10632, and 10646, pursue compliance through issuance of a compliance specification. See Section 10646 regarding compliance issues that should be pursued through a compliance hearing and procedures for issuing a compliance specification and conducting a compliance hearing.

10616.1 Allegation of Noncompliance With Court Judgment

If the Region receives a report of noncompliance with a court judgment, the party making the allegation should be asked to specify the defects in compliance and should be asked to submit whatever evidence is available. If there appears to be merit to the allegation, appropriate investigation should be undertaken, including obtaining affidavit or deposition testimony and documentary evidence, if necessary through the use of Section 11 investigative subpoenas. If the Regional Director determines that compliance has been achieved, the procedures set forth in Sections 102.52 and 102.53 of the Board's Rules and Regulations concerning compliance determinations apply. Section 10600.

If the allegation of noncompliance with an affirmative provision is arguably meritorious and is not resolved voluntarily and expeditiously, the Region should submit the matter by memorandum to the Contempt, Compliance and Special Litigation Branch, with a recommendation whether contempt proceedings are warranted. Section 10632.1. See Section 10632.5 regarding criteria for initiation of contempt actions. A copy of this recommendation should also be submitted to the Division of Operations-Management.

Because a finding of contempt requires clear and convincing evidence (rather than a mere preponderance of evidence), the Region's investigation of noncompliance should include testimonial (affidavit or deposition) and documentary evidence whenever possible. In addition to the initial written requests for compliance following issuance of the judgment, subsequent requests for compliance should be confirmed in writing, including any deadlines for compliance or statements that contempt proceedings may be recommended absent compliance.

If it appears that contempt proceedings may be recommended, the Region should document (by maintaining detailed and contemporaneous records) the time and expenses expended to investigate and prosecute the case in order to recoup such fees and costs in the contempt case. Section 10632.8.

10616.2 Allegation of Noncompliance Clearly Encompassed by Affirmative Provisions of the Judgment; New Charge Not Warranted

If the allegation of noncompliance involves conduct clearly encompassed by the affirmative provisions of the judgment, the filing of a new charge probably will not be warranted. For example, where the respondent has not complied with a notice posting or expunction requirement, the filing of a new charge would not be warranted because such conduct does not amount to a new unfair labor practice. However, if the conduct complained of arguably may constitute a new unfair labor practice (for example, a subsequent discharge for union activities), the better course of action is to suggest that a new charge be filed in order to avoid possible 10(b) problems should a decision later be made to process the case administratively, rather than through a contempt proceeding. Section 10616.3.

10616.3 Conduct Not Clearly Covered by an Outstanding Judgment; Possible New Unfair Labor Practice

If the conduct comprising the alleged noncompliance may also constitute a new unfair labor practice, the party raising the allegation should be advised of this and of the possibility that unless a new charge is filed, the expiration of the 10(b) period may preclude the issuance of a complaint should a decision be made that the newly alleged violations are not actionable in contempt (for example, because the supporting evidence does not appear to meet the "clear and convincing" standard applicable in contempt actions). A new charge should be requested when the incident that is the subject of the dispute is not clearly encompassed by the terms of the judgment.

The Region should consult with the Contempt, Compliance and Special Litigation Branch if it has any questions in this regard. Of course, the party raising the allegation may, on its own initiative, file a new charge. The investigation of the allegation of noncompliance and of the new charge should proceed simultaneously.

10616.4 New Charges Filed Against a Respondent Subject to an Outstanding Court Judgment; Withdrawal of Charges Against Respondent Subject to an Outstanding Court Judgment

At any time following the issuance of a judgment, charges may be filed that allege unlawful conduct by a respondent that is subject to an outstanding court judgment. When charges are filed, regardless of whether they are accompanied by a specific allegation of noncompliance with the court judgment and regardless of whether the court judgment resulted from charges filed in another Region, the Region should initially determine whether the respondent is subject to a judgment arguably encompassing the charged conduct. If so, the Region should follow these procedures:

If it is determined that the charge has merit and if the conduct is arguably encompassed by the provisions of the judgment (see Section 10632.5(a)) the matter should be submitted to the Contempt, Compliance and Special Litigation Branch, with a copy to the Division of Operations-Management. The memorandum should contain a Regional recommendation concerning the appropriate course of action, such as issuance of

complaint, institution of contempt or alternative proceedings. See Sections 10632, generally, and 10632.6 regarding the contents of such a memorandum. Any doubt whether the allegation is encompassed by the judgment should be resolved in favor of submitting the case for contempt consideration.

Where a charge appears to be arguably meritorious, and there is an outstanding court judgment against the charged party, the Region should consult with the Contempt, Compliance and Special Litigation Branch before approving any withdrawal request.

When the matter has been submitted to the Contempt, Compliance and Special Litigation Branch, the Region should not issue complaint, approve a withdrawal or settle the case until the General Counsel has decided whether to recommend, and the Board has decided whether to authorize the institution of contempt proceedings.

If contempt is authorized, the Region should take no action on the matter without the authorization of the Contempt, Compliance and Special Litigation Branch. However, the Region may seek authorization from CCSLB to proceed administratively, notwithstanding the Board's authorization of contempt proceedings (for example, when the same facts demonstrate violations of different sections of the Act, only some of which are covered by the judgment or when 10(j) or 10(l) relief is needed).

In cases where a Regional dismissal has been appealed, the appeal has been sustained and the Region has been directed to issue complaint, the Region should submit the case to Contempt, Compliance and Special Litigation Branch.

10616.5 Regional Action: New Charge Not Filed

On the basis of the investigation and any consultation with the Contempt, Compliance and Special Litigation Branch, the Region should take appropriate action. For example, the Region may advise the charging party that the terms of the judgment are being complied with or advise the respondent, with confirmation in writing, of action necessary to remedy the defect. If the Region concludes that the respondent is not complying and all reasonable efforts to achieve voluntary and expeditious compliance fail, the Region should submit a memorandum recommending further action, such as contempt or other alternative proceedings, to CCSLB, with a copy to the Division of Operations-Management. Regions are encouraged to confer informally with CCSLB before formally submitting cases.

10618 Investigation of Noncompliance Allegations

Because a finding of contempt requires clear and convincing evidence rather than a mere preponderance of the evidence, the investigations of allegations of non-compliance should be especially thorough. Regions should make appropriate use of investigative subpoenas ad testificandum and duces tecum where necessary. Where the witness is cooperative and forthcoming, a voluntarily-given affidavit normally will be appropriate. On the other hand, where it is expected that the witness will be evasive or testify only under compulsion, a subpoena should be issued and a deposition, rather than an affidavit, should be taken. Depositions may also be appropriate where there are tactical reasons for doing so or where it appears that a net saving of Agency resources will be realized. For example, the Region may take a deposition even of a cooperative witness when doing so will increase the likelihood of settlement.

10618.1 Issuance of Section 11 Subpoenas

10618 Investigation of Noncompliance Allegations

Regional Directors are authorized to issue Section 11 subpoenas, both ad testificandum and duces tecum, to investigate allegations of noncompliance with a judgment enforcing a Board order. Clearance from the Division of Operations-Management is required only where the Region wishes to issue the subpoena regarding matters covered in a pending (that is, issued but not yet litigated) compliance specification or where a serious claim of privilege is likely to be raised. Regions should maintain a log which may be in electronic format that lists for each investigative subpoena issued:

- the name of the case and the date of issuance,
- the name of the party or witness to whom the subpoena is directed,
- the evidence sought; the date of issuance,
- a brief description of the basis for issuance, and
- a notation of any petition to revoke and/or enforcement proceedings.

Questions as to whether particular conduct or alleged noncompliance falls within the scope of a judgment should be discussed with the Contempt, Compliance and Special Litigation Branch.

If a Section 11 subpoena is directed to a financial institution seeking the records of an individual or a partnership of five or fewer individuals, the subpoena must comply with the notice and procedural requirements of the Right to Financial Privacy Act, 12 U.S.C. Sec. 3401. The Region should consult with the Contempt, Compliance and Special Litigation Branch before issuing subpoenas for such records. However, the Right to Financial Privacy Act does not restrict the Government's authority to issue administrative subpoenas for the financial records of corporations, unincorporated associations or partnerships other than those comprised of five or fewer individuals, or to issue subpoenas under Fed.R.Civ.P. 45 for records of a party to pending litigation. No prior consultation is required in such circumstances.

If a Section 11 subpoena is issued to obtain medical information, care must be taken to ensure compliance with the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and implementing regulations known as the Privacy Rule. See OM 08-34 and Appendix 23 which contains a HIPAA Checklist, sample cover letter for HIPAA Authorization and sample HIPAA authorizations.

If the Region has reason to believe that a claim of privilege will be raised as a defense to the subpoena (for example, when the subpoena is addressed to a medical doctor, an attorney, or a news reporter), clearance should be obtained from the Division of Operations-Management prior to issuance.

Except in rare circumstances, if the recipient of the Section 11 subpoena requests payment for the information provided, a letter should be sent advising that the Agency is exempt from such payment. See ICG 13-13, Payment for Information Obtained from Parties and Non-Parties.

In accordance with ULP Manual Sections 11770.6, 11790, and 11790.3, subpoena enforcement problems should be reported to the Division of Operations-Management, with a copy to the Contempt, Compliance and Special Litigation Branch.

10618.2 Use of Discovery to Investigate Allegations of Noncompliance

Where a supplemental court judgment liquidating backpay has issued, and has been registered in an appropriate U.S. district court, discovery may be conducted pursuant to Fed.R.Civ.P. 69(a), which incorporates the discovery provisions of Fed.R.Civ.P. 26 through 37 and 45. To facilitate Rule 69 discovery, the Region should register the judgment in an appropriate district court or courts under 28 U.S.C. 1963, as expeditiously as possible, normally within five (5) days of receipt by the Region of certified copies of the judgment.

10620 Notification of Regional Determination

Following the Region's evaluation of the situation and, as provided above, consultation with the Contempt, Compliance and Special Litigation Branch, the Region should take appropriate steps to advise the complaining party that the terms of the judgment are being complied with or advise the respondent, with confirmation in writing, of action necessary to remedy the defect. For example, if the Region finds merit to an allegation of non-compliance with an expungement remedy, the respondent should be notified accordingly and directed to cure the defect. If the Region concludes that the respondent is not complying and all reasonable efforts to achieve voluntary and expeditious compliance fail, the Region should submit a memorandum recommending further action, such as contempt or alternative proceedings, to CCSLB, with a copy to the Division of Operations-Management. Regions are encouraged to confer informally with CCSLB before formally submitting cases.

10622 Regional Analysis of Compliance With Cease and Desist Provisions; Recidivism; Potential Contempt Issues

Where respondent has violated a cease and desist provision of an enforced Board order, the Region should consider whether the noncompliance or violation constitutes contumacious conduct, even where the conduct is not ongoing and where the respondent has agreed to refrain from further violations in the future.

If after investigation the Region determines that the conduct arguably violates an outstanding judgment, the Region should submit a recommendation about the propriety of contempt proceedings to the Contempt, Compliance and Special Litigation Branch, with a copy to the Division of Operations-Management. If the Region is in doubt as to whether to recommend contempt, it should consult telephonically with CCSLB especially where the respondent's operations extend beyond the Region's boundaries. Where the conduct appears isolated, where no charge has been filed or where the respondent has expeditiously remedied the violation, the Region need only consult telephonically with CCSLB.

Where a new charge is filed, see Sections 10616.3 and 10616.4.

10624 Allegations of Noncompliance in Backpay Cases

On refusal to comply with the backpay provisions of a court judgment, the appropriate course of action by the Region will be determined by the status of the case and the nature of the respondent's backpay liability, considered in conjunction with the Region's assessment of any inability-to-pay defense raised by the respondent, as well as derivative liability issues. See Section 10682 for a discussion of derivative liability. As used in this section, "backpay'' refers to any monetary remedy imposed by the Board.

10624.1 Liquidated Versus Unliquidated Backpay Judgment

The court judgment may enforce a Board order containing a generalized "make-whole" remedy or it may state specific amounts of backpay or other monetary awards due to named discriminatees or other entities, such as a benefit trust fund. The latter form of judgment is usually entered only after supplemental backpay proceedings have been conducted, whereas the former determines liability but leaves the amount thereof for future determination. An unliquidated make-whole order is generally too indefinite to serve as a basis for collection proceedings or to create a judgment lien against the respondent's property. However, in appropriate circumstances (for example, where a respondent is improperly dissipating assets or otherwise acting to render itself incapable of compliance), it may be appropriate to initiate action to obtain pendent lite relief, including a protective restraining order, pursuant to Section 10(j) or Section 10(e) or the Federal Debt Collection Procedures Act. See Section 10678 regarding collection procedures.

10624.2 Unliquidated Judgment

Where the only judgment in place is an unliquidated "make-whole" judgment, the Region normally should take steps to obtain a liquidated judgment by obtaining a supplemental Board order and then referring it for enforcement. In many cases, such a judgment can be obtained by summary proceedings. In such cases, the Region should attempt to ensure that the Board order set forth on its face the total amount of money due, including interest to as late a date as can be computed, and not simply make reference to an earlier administrative order. However, if it appears, on the basis of investigation, that there is no reasonable likelihood of collection from either respondent or any potentially derivatively liable entity, the Region may submit to the Contempt, Compliance and Special Litigation Branch, with a copy to the Division of Operations-Management, a recommendation that the case be closed administratively. Section 10694.6.

10624.3 Liquidated Judgment

In the event respondent refuses to comply with a liquidated judgment, the Region should proceed as set forth below in Section 10678 to undertake collection action. Collection proceedings are the preferred means of achieving compliance with a liquidated judgment.

10624.4 Contempt Proceedings to Compel Payment:

The Region should recommend the institution of contempt proceedings after the issuance of a liquidated judgment to compel payment only if:

- Collection proceedings have failed or would likely prove futile, and circumstances indicate a likelihood of at least some meaningful recovery in contempt;
- The Region has acquired clear and convincing evidence that some person or entity is derivatively liable; and/or
- Respondent has actively evaded compliance through concealment or dissipation of assets, or other exceptional circumstances that warrant proceeding in contempt or under the fraudulent transfer provisions of the Federal Debt Collection Procedures Act (FDCPA).

10626 Financial Inability to Pay Raised as a Defense

A respondent claiming financial inability to comply with the provisions of a judgment bears the burden to show categorically and in detail why it is unable to comply in any way. The Board will need to show at least some ability to comply in order to obtain a meaningful remedy in contempt. Whenever respondent asserts financial inability to pay, the Region should promptly and thoroughly investigate respondent's financial condition, including but not limited to the following:

- a review of financial statements provided to third parties, bookkeeping records such as cash receipt and disbursement journals, banking records (including cancelled checks and deposit instruments), and tax records,
- respondent's assets and encumbrances thereon, and
- any possibility of piercing the corporate veil, setting aside fraudulent conveyances, or otherwise establishing the liability of owners, managers, affiliated entities, or others.

Additionally, the Region should fully investigate and assess the respondent's ability to satisfy its obligations under the judgment by installment payments.

See Sections 10508.5–10508.7 regarding methods and resources for investigating a respondent's ability to pay. See Section 10636 regarding criteria for accepting installment payments.

10626.1 Investigating an Inability to Pay Assertion

Respondents may claim a financial inability to pay backpay or other liabilities arising from unfair labor practice proceedings. In order to facilitate the ultimate satisfaction of backpay liabilities, either through collection or contempt, the Region must be prepared in all such cases to thoroughly investigate respondent's financial condition. See Section 10626 for further discussion of this topic in the context of a post judgment case.

The investigation should consider levels of activity, revenues and expenses in order to evaluate current income or losses. Assets should also be reviewed. During the investigation, the Region should be alert as well for large, unsubstantiated expenses, transfers of assets, or other indications that the respondent is removing assets or seeking to render itself incapable of paying liabilities. Finally, the Region should, as necessary, obtain testimony and documents from all witnesses having relevant information, including

respondent's owners, officers, managers, accountants, tax preparers, regulators, customers, and suppliers, where necessary utilizing Section 11 subpoenas, and/or U.S. district court subpoenas issued pursuant to Rule 69 of the Federal Rules of Civil Procedure if a supplemental judgment has been registered in the district court. Sections 10508.5, 10508.6, and 10508.7.

Regions are encouraged to consult with the Compliance Unit or the Contempt, Compliance and Special Litigation Branch to obtain advice and assistance with respect to such investigations.

Based on the results of the investigation and the stage of unfair labor practice proceedings, it may be appropriate to recommend one or more of the following actions:

- Compliance proceedings to fully liquidate respondent liabilities. Section 10646.
- When backpay has already been liquidated in a court judgment, collection proceedings. Section 10678.
- Initiation of contempt proceedings. Section 10632.
- Initiation of injunctive proceedings to protect against the dissipation of assets or the respondent otherwise rendering itself incapable of complying. Section 10674.2.
- Initiation of compliance proceedings to establish derivative liability or to pursue payment from third parties. Sections 10648.3 and 10682.
- Settlement of backpay based on an installment payment agreement. Section 10636.
- Administrative closure of the case, based on the conclusion that the respondent is defunct and totally incapable of paying any liabilities. Section 10694.9.

10626.2 Determination of Inability to Pay

If the Region is satisfied that the respondent has no assets available and that there are no other potential sources for obtaining satisfaction of the judgment, and the case is otherwise appropriate for closing, the Region should submit the matter to the Contempt, Compliance and Special Litigation Branch with a recommendation regarding closing the case, using procedures set forth in Section 10694.9, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management.

10626.3 Determination of Ability to Pay

If, after investigation, the Region determines that respondent has sufficient assets to satisfy or partially satisfy its liability and the amount of the backpay or other financial obligation has not yet been liquidated, the Region should immediately proceed to obtain a supplemental Board order and judgment liquidating the amounts due. Section 10646. Where the circumstances so warrant, the Region should take appropriate steps to obtain interim relief under Section 10(j) or prejudgment relief under 10(e) or Section 3101 the FDCPA. Section 10676. Upon the issuance of a supplemental judgment, the Region should undertake collection action as set forth in Section 10678.

10626.4 Inability to Make Determination

In the event that the Region is unable to determine whether assets are available, unless it appears that there is no realistic prospect of recovering from the respondent or any potentially derivatively liable entity, the Region should initiate or continue backpay proceedings to obtain a liquidated judgment. While backpay proceedings are going forward, the Region should continue to investigate to determine the respondent's financial condition and to identify assets from which the judgment can be satisfied. Investigation should be conducted to uncover any concealed or fraudulently transferred assets and to identify additional entities or individuals that may potentially be held liable for backpay. An investigation may be conducted regarding third parties, insofar as it relates to the existence or transfer of the respondent's assets and other bases for imposing derivative liability, as well as potential garnishees to satisfy the monetary judgment. Should the Region at any time identify an additional party or parties that potentially may be liable for backpay, the Region should consult with the Contempt, Compliance and Special Litigation Branch to promptly and fully consider the efficacy of naming such parties as additional respondents in contempt or other appropriate proceedings. (Should the Region determine it is necessary to add additional respondents to a backpay proceeding, it may consult with the Compliance Unit or CCSLB.)

10628 Noncompliance Assertions Relating to Reinstatement/Instatement

In the event an allegation of noncompliance or any controversy involves a reinstatement/instatement issue, the Region should investigate the matter. Absent expeditious and satisfactory resolution of the issues, the Region should submit the case to the Contempt, Compliance and Special Litigation Branch, and provide a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management and, in salting cases, the Division of Advice, with a recommendation as to whether contempt proceedings are warranted to achieve compliance with the Board's reinstatement order. Examples of reinstatement/instatement issues include: discriminatee has not received a valid offer of reinstatement/instatement from the respondent; discriminatee has not been validly reinstated by the respondent; or the respondent refuses to offer reinstatement/instatement for discriminatee based on asserted lack of work or unfitness of discriminatee to work, or issues pertaining to the discriminatee's asserted status as a salt.

As noted in Section 10530.7, the matter should be submitted even when there appears to be a legitimate factual or legal controversy surrounding the reinstatement issue. Where the facts clearly show insufficient basis for initiating contempt proceedings, telephone consultation with the Contempt, Compliance and Special Litigation Branch may suffice.

In such cases, the Region should continue to conduct whatever investigation is necessary in order to compute backpay and to prepare a compliance specification. However, the Region should defer issuance of a compliance specification until the General Counsel has decided whether to recommend, or the Board has decided whether to authorize, contempt proceedings.

10630 Responsibility for Supreme Court Proceedings

In the event that a United States Court of Appeals judgment fails to enforce a Board order in whole or in part, the decision as to further action, including Supreme Court action, will be made by the Board with the recommendation of the General Counsel. The Region will be advised of the decision and will then advise the parties.

10632 Contempt and Other Post Judgment Proceedings

10632.1 Contempt Overview

When a respondent fails or refuses to comply with either the affirmative (other than backpay, where the amount has not yet been liquidated by a court judgment) or negative (cease-and-desist) provisions of a court judgment (Sections 10616.1 and 10622), or when the Region concludes that new charges alleging conduct arguably encompassed by the provisions of a court judgment have merit (Sections 10616.1 and 10616.2), the Region should submit the matter to the Contempt, Compliance and Special Litigation Branch. After the recommendation has been uploaded in NxGen, an email should be sent to SM-CCSLB-Submissions, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management, with the Region's recommendation as to whether contempt proceedings should be instituted. For backpay cases and reinstatement issues, see Sections 10624 and 10628.

NOTE: Upon submission of a recommendation to institute contempt proceedings, the Regional Office should institute a litigation hold to preserve documents, including electronically stored information, which may be relevant to the reasonably foreseeable litigation. Section ULP Manual Section 11863 and in particular OM 07-64 and GC 07-09.

10632.2 Contempt Instituted by Private Parties

No court has ever permitted a private party to institute contempt proceedings to compel compliance with a judgment enforcing a Board order. Accordingly, whenever a party to the case has filed, or indicates that it intends to initiate its own contempt proceedings with the court, the Region should immediately notify the Contempt Compliance and Special Litigation Branch, with concurrent notification to the Division of Operations-Management.

10632.3 Notice to Parties

Before recommending the institution of contempt proceedings, the Regional Director should normally notify the respondent of the Region's contempt recommendation. However, discretion should be utilized: there are clearly some circumstances that make such notice inadvisable, such as when there is a substantial risk that the respondent, if notified of the possibility of contempt proceedings, will dissipate assets. If the Region is uncertain whether to provide such notice, it may consult with the Contempt, Compliance and Special Litigation Branch.

10632.4 Compliance Developments After Submission of Contempt Recommendation

Any substantial change or progress with respect to compliance following the Region's submission of its recommendation regarding contempt should promptly be reported to the Contempt, Compliance and Special Litigation Branch, and confirmed promptly by notification to SM-CCSLB-Submissions.

Whenever contempt or other ancillary proceedings have been recommended or are pending and a new charge is filed against the same respondent or a related party, the Region should immediately notify the Contempt, Compliance and Special Litigation Branch and the Division of Operations-Management. If the charge is meritorious, the Region should act on it in the manner set forth in Section 10616.4. If the Region determines that such a charge is not meritorious, the Region should notify CCSLB by memorandum, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management, of its determination and supporting reasons before advising the parties of its determination and its intention to dismiss the charge.

10632.5 Criteria Governing Choice Between Contempt or Further Administrative Proceedings

Each case, of course, should be judged on its own merits. Although no single factor discussed below should be considered conclusive; the Region should evaluate each in determining whether to recommend the institution of contempt proceedings. The Region is encouraged to consult informally with the Contempt, Compliance and Special Litigation Branch before formally submitting a case.

10632.5(a) Whether the Alleged Violation is Covered by the Judgment

An enforced Board order is in the nature of an injunction, enforceable by contempt proceedings in the issuing court. Enforced cease-and-desist orders are not limited in their duration and there is no limitations period within which an action for contempt must be brought. The initiation of a contempt proceeding does not reopen for reconsideration the validity of the underlying order.

A narrow (like or related) cease-and-desist order will ordinarily encompass any future conduct that violates the subsections of the Act involved in the underlying case. On the other hand, a broad (in any other manner) cease-and-desist order may reach all future violations. In addition, Board orders are generally considered to be limited in geographic scope, at least in the absence of some explicit statement to the contrary. Finally, conduct may fall outside the subsections involved in the underlying case and yet still violate a like or related order, for example, where an employer attempts to undermine a bargaining order by discharging leading union adherents.

Where there is an outstanding judgment arguably covering the alleged violation, a contempt recommendation is warranted, even though the violation is not identical to or does not grow out of, the offense or dispute in the underlying case. In considering alternative courses of action against the respondent, the scope of the issues in the underlying litigation should be broadly construed and the full natural meaning given to the language of the order.

10632.5(b)Whether the Evidence Meets the Standard of Proof for Establishing Contempt

The evidentiary standard for establishing proof of civil contempt is "clear and convincing" evidence. This has been described as an intermediate standard, lying between "mere preponderance" (civil) and "beyond a reasonable doubt" (criminal) standards. The standard in criminal contempt proceedings, however, is proof "beyond a reasonable doubt." Thus, the evidentiary burden is heavier in contempt than in administrative proceedings, although the legal standard is the same. In civil contempt, a respondent's good faith or lack of willfulness is not a defense.10632.5(c)Whether More Extensive Remedies, Available (Only in Contempt) Are Deemed Necessary to Ensure Compliance or Whether Board or Other Available Proceedings Will Be More Successful or Expeditious Than Contempt in Achieving Compliance

When the respondent is a recidivist or has engaged in particularly egregious or widespread misconduct, the "stronger medicine" of contempt is prima facie warranted.[187] Prospective noncompliance fines, reimbursement of costs and attorney fees, detailed bargaining requirements, reading and mailing of notices, compensatory damages (if any), and other remedies not available or normally granted in administrative proceedings, are generally imposed by the courts in contempt cases.

Conversely, although the refusal of a respondent to furnish payroll records to compute backpay is clearly contumacious, ultimate satisfaction of the make-whole order normally will be achieved more expeditiously if the Board forgoes contempt in such circumstances and instead either obtains the records through issuance of Section 11 subpoenas, or issues a compliance specification based on secondary sources respecting employee earnings or the Region's own best approximation. Section 10618. Finally, contempt will likely be the only recourse when the alleged conduct violates the affirmative, nonmonetary provisions of a decree but not the Act (for example, notice posting, reinstatement, expungement of files, restoration of status quo ante, and execution of contract) or when the 10(b) period has run without a charge having been filed, inasmuch as the 10(b) limitation applies only to administrative proceedings but not to contempt actions.

10632.5(d) Whether Compliance With a Liquidated Backpay Judgment Can Effectively Be Secured Through Collection Proceedings

Collection proceedings are the preferred means of obtaining compliance with a liquidated judgment. See Section 10624.4 regarding circumstances in which contempt proceedings to compel payment may be appropriate, either as an alternative to, or in conjunction with collection proceedings. Collection proceedings normally will be conducted by the Region, with the advice and assistance of the Compliance Unit or the Contempt, Compliance and Special Litigation Branch and other Headquarter's units, as appropriate.

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[187] *NLRB v. Crown Laundry & Dry Cleaners*, 437 F.2d 290, 294 (5th Cir. 1971). See also *NLRB v. Electrical Workers Local 3 (Northern Telecom)*, 730 F.2d 870, 881 (2d Cir. 1984) (Board has a statutory duty to seek "broader and more stringent remedies" against a repeat offender); *NLRB v. Florida Steel Corp.*, 648 F.2d 233, 240 (5th Cir. 1981); *NLRB v. Operating Engineers Local 825*, 430 F.2d 1225, 1230 (3d Cir. 1970); *Steelworkers (H. K. Porter Co.) v. NLRB*, 363 F.2d 272, 275 (D.C. Cir. 1966) (a "succession of proceedings resulting in Board orders cast in statutory language is not the answer" when interference with protected rights persists).

10632.5(e) Whether a Significant Issue Is Peculiarly One For the Exercise of the Board's Expertise

Courts have been reluctant to resolve in contempt proceedings questions implicating representational issues, inasmuch as they are viewed as concerning an area of special Board expertise. Mere complexity of the law, however, is not a reason to forgo contempt proceedings. Nor does the fact that an administrative procedure is available in any way limit the Board's power to seek enforcement of a court decree through contempt proceedings. Rather, the Board's decision to invoke the court's contempt power is in itself an exercise of the Board's discretion in light of its expertise in achieving compliance with its orders.

10632.5(f) Whether the Decree Has Grown Too Stale to Warrant Contempt Proceedings

Judgments enforcing Board orders are permanent in duration and do not lose their efficacy with age. Sustained compliance does not diminish their vitality. "Sustained obedience is just what the law expects."[188] Nevertheless, the age of the decree is to be taken into account and, after a long period of dormancy, a new violation may warrant administrative proceedings rather than contempt, especially if the misconduct is isolated or not egregious. The fact that a judgment is more than a few years old and has not been disobeyed will not, however, by itself, preclude resort to contempt proceedings.

10632.5(g) Whether Immediate Pendent Lite 10(j), 10(l), or 10(e) Injunctive Relief Is Needed; Concurrent Administrative and Contempt Proceedings

In situations where immediate 10(j), 10(l), or 10(e) relief is warranted, concurrent contempt proceedings may not be appropriate because some courts do not favor duplicative litigation. However, there may be reasons for proceeding both administratively and in contempt in a given case, for example, when the facts are identical but the remedial relief sought may differ. Thus, 8(a)(1) conduct may be alleged as violative in the contempt petition while the same conduct is proven to show animus in support of an allegation of an 8(a)(3) discharge in a concurrent administrative proceeding, either because the outstanding decree does not prohibit 8(a)(3) conduct, or the allegation is not supported by clear and convincing evidence. Moreover, in appropriate circumstances, pendent lite injunctive relief may be obtained in conjunction with a contempt proceeding, pursuant to Section 10(e) of the Act.

10632.6 Region's Submissions Regarding Contempt (Updated 10/7/2015)

Regional recommendations to Washington concerning contempt should contain the following:

- A recommendation by the Regional Director, that includes a summary of the relevant facts, reference to the judgment(s), and a substantive legal analysis of whether and to what extent there is clear and convincing evidence of contempt;

[188] *Walling v. Harnischfeger Corp.*, 242 F.2d 712, 713 (7th Cir. 1957).

- A summary of the litigation history of the respondent (i.e. previous contempt adjudications, judgments, unenforced Board orders, formal and informal settlements and non-Board adjustments);
- A statement of any defenses raised by respondent or otherwise anticipated from the circumstances of the case, with the Region's analysis, including a statement of its reasons for believing the asserted defenses are without merit, and any supporting citations underlying the Region's analysis;
- A recital of all efforts made to achieve compliance or to obtain information respecting the status of compliance;
- A statement concerning the existence and status of any related legal proceedings; and
- Links to the relevant documents in NxGen referenced in the Contempt Recommendation (including the Judgment(s) or previous Consent Orders, formal and/or informal settlement agreements, FIRs, Agenda Minutes, Affidavits, Position Statements and other relevant correspondence).

10632.7 Notice to Parties of Board Authorization to Institute Contempt Proceedings

On receipt of the Board's authorization to institute contempt proceedings, the Contempt, Compliance and Special Litigation Branch will normally notify the parties in writing.

If the Board does not authorize contempt proceedings, the Region will be notified. If the Region previously notified the charging party and the respondent that it was recommending contempt, it should notify them of the decision not to proceed in contempt. If the charging party requests a written statement of the reasons for the decision not to seek contempt, it should be advised to submit a written request. The charging party should be notified that a copy of a summary statement or detailed explanation, whichever is requested, setting forth the reasons, also will be provided to the respondent and other parties to the proceeding. Upon receipt, the written request should be forwarded to the Contempt, Compliance and Special Litigation Branch for reply.

10632.8 Documentation of Expenses of Investigating Contempt Allegations and Processing Contempt Proceedings

Courts routinely require respondents who have been adjudged in civil contempt to reimburse the Board for its costs and expenses. These include prevailing or market attorney's fees and other personnel costs, incurred by the Region as well as by Washington Headquarter's staff. When the court awards costs to the Board, the Board, through the Contempt, Compliance and Special Litigation Branch, must (unless the amount is agreed on) prepare and submit to the court a verified statement of such costs so that the court may fix the amount of the award. If the respondent contests the Board's claim, the matter may be referred to a special master for hearing. Accordingly, in all cases in which contempt has been recommended or is anticipated, the Region should maintain detailed, contemporaneous and nonblock time records (for example, January 5, 2004 1.5 hours research on reinstatement obligations, 2.0 hours preparing affidavits, and .5 hours conference call to Contempt) of all field personnel reflecting work performed in the

"investigation, preparation, presentation and final disposition" of the contempt proceedings. The records should reflect the case name and number; Board agent name; description of work performed; date work was performed; and the time (in 6-minute intervals)[189] spent performing each specific task. Such time records should be maintained separately for each case by each attorney, field examiner, clerical employee, and any other personnel performing work on the case. Copying and other costs should similarly be recorded; and copies of travel vouchers showing travel expenses related to contempt proceedings should also be retained in the case file for future use in supporting the Board's application for an award of costs.

10632.9 Regional Assistance to Contempt, Compliance and Special Litigation Branch

The Regions are expected to render all requested assistance to the Contempt, Compliance and Special Litigation Branch (CCSLB) in investigating, preparing for and prosecuting any contempt case. As a result and as time is often of the essence in these matters, the Region and CCSLB should prioritize responding promptly to their respective requests for assistance.

10632.10 Notice to Successors of Potential Contempt Liability

To avoid potential problems of proof of knowledge of unremedied contumacious conduct in a *Golden State* successorship situation, whenever it appears that a third party may acquire the business of a respondent at a time when contempt proceedings have been instituted or are being contemplated, the Region should serve the purchaser with written notice of its potential liability as a successor or otherwise, accompanied by a copy of the relevant judgment.

Any unusual circumstances or problems that would militate against such notice should be directed to the Division of Operations-Management, as set forth in Section 10674.3, prior to a recommendation for contempt proceedings, and to the Contempt, Compliance and Special Litigation Branch, following such recommendation.

10632.11 Closing Case Involving Contempt Proceeding

The Region should obtain clearance from the Contempt, Compliance and Special Litigation Branch before closing a case in which contempt proceedings have been initiated or are under consideration.

[189] If time records are maintained in longer intervals, the time should always be "rounded down," to ensure compliance with the 6-minute interval standard utilized by many courts.

10634 Formal Settlement Stipulations

10634.1 Circumstances in Which Formal Settlement Stipulations May Be Appropriate or Necessary[190]

Even though there may be no prior court judgment(s) involving a respondent, Regions should consider requiring a formal settlement stipulation (that provides for the consent entry of a court judgment enforcing the Board's order) in the following circumstances:

- Respondent has a history of committing unfair labor practices.
- Respondent seems likely to repeat or extend its current unfair labor practices.
- Respondent has engaged in serious violence, particularly if it seems likely to continue or to recur, or has committed other egregious or widespread unfair labor practices.
- Respondent's make-whole liability involves a large amount of money and/or an installment payment plan that will extend over a significant period of time.

Notwithstanding a history recidivism and the probability of continuing violations, a respondent may have managed to avoid court judgments against it by repeatedly entering into informal settlement agreements or voluntarily complying with Board orders. In such circumstances, Regions should carefully consider the potential usefulness of insisting upon a formal settlement stipulation to more effectively deter future violations. If a respondent resists entering into a formal settlement stipulation when a Region has concluded that circumstances necessitate it, the Region should persist in advocating that position before the administrative law judge, despite respondent's argument that an informal settlement agreement would suffice, unless developments during the trial have altered the Region's view about the need for the formal settlement stipulation.[191]

With regard to make whole remedies that involve either a large sum or a lengthy installment payment period,[192] liquidation of the amount due through a formal settlement stipulation providing for entry of a Board order and court judgment places the Agency in the best position to promptly effectuate collection in the event of default and provides potential advantages in the event of bankruptcy. Informal settlements providing for installment payments should include appropriate "default" language providing for ex parte entry of a Board order and court judgment upon failure of the respondent to comply fully with the terms of the installment payment agreement.[193] Section 10594.7

10634.2 Submission of Formal Settlement Stipulation by E-mail to the Office of the Executive Secretary

Submission of documents to the Office of the Executive Secretary eliminates the need for duplicative typing. Accordingly, Regions should submit by e-mail to the Office

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[190] See ULP Manual Sections 10164 through 10170.

[191] Upon respondent's request, the Region may include a nonadmissions clause in the formal settlement stipulation as this often facilitates respondent's acceptance. See ULP Manual Sections 10164.5 and 10166.4(a).

[192] For a full discussion of installment agreements and security provisions, see Sections 10592.12 and 10636.

[193] See *NLRB v. Centra, Inc.*, Case 91-5236, (6th Cir. 1995), in which the Sixth Circuit ruled that an informal settlement, consisting only of Respondent's statement on the record and never incorporated in a Board order or enforced, could not serve as a basis to find Respondent in contempt when it failed to pay.

of the Executive Secretary, with a copy to the Division of Operations-Management, all formal settlement stipulations for which they seek the Board's approval.

10634.3 Compliance Actions Following a Formal Settlement Stipulation

The Region should undertake action to obtain compliance with a formal settlement stipulation as soon as the Board has issued the corresponding order, unless the stipulation requires installment payments to begin upon execution of the stipulation. In those circumstances, the Region should undertake action to achieve compliance immediately upon execution of the stipulation.

Although the stipulation is subject to Board approval, the language set forth in the stipulation should make it clear that it is effective nunc pro tunc to the date of execution of the stipulation, immediately upon approval by the Board.

10636 Installment Agreements and Security Provisions

As a condition for accepting installment payments, the Region should normally insist on the same security provisions as are commonly required by creditors in ordinary business transactions as protection against default, insolvency, and bankruptcy. The Region should be particularly alert to situations which raise doubt as to the respondent's ability or willingness to make the agreed-on payments and should err on the side of obtaining security provisions in such areas. Additionally, the Region should normally insist upon default language when it agrees to grant respondent an installment payment plan, even where specific security is provided. Section 10594.8 and Appendix 12. All installment payment plans should be in writing.

In obtaining security provisions for installment agreements, the Region may require a bond, letter of credit, mortgage or deed of trust on real property, a promissory note, assignment of contract proceeds, a confessed judgment for the full amount or a personal guarantee by a principal shareholder.

A guaranty agreement should contain a cognovit's (confession of judgment) provision that enables the Board to immediately obtain a judgment against the guarantor in the event of default.

Before accepting a lien or mortgage on real or personal property, the Region should satisfy itself that there is an unencumbered, lienable interest available. A title search and appraisal almost certainly will be required, for which the respondent should be expected to bear the expense. Any U.C.C. Security Agreement should be perfected as provided by state law. It is imperative, therefore, that the Region become fully conversant with the practice and procedure for perfecting such liens in each state in which the Region has occasion to ensure the perfection of a lien. Regions should consult with the Compliance Unit or the Contempt, Compliance and Special Litigation Branch for assistance in these matters.

Any lien obtained must be perfected in full compliance with state law as soon as possible. Note, that a trustee or debtor in possession may seek avoidance of a lien perfected within the 90 days immediately preceding the filing of a bankruptcy petition. Section 11 U.S.C. § 547.

When a guaranty agreement is otherwise unobtainable or there are no insufficient assets on which to provide meaningful security, or when such an agreement is otherwise unobtainable, an alternative is to obtain a formal settlement stipulation containing a consent court judgment under which liabilities are fully liquidated and installment terms are fully specified.

When the amount agreed to be paid is less than the full amount computed due by the Region, the respondent should be required to agree to pay, and the formal settlement stipulation should specify, the full amount owed, with a proviso that, on payment of all the installments as scheduled, collection of the balance of full backpay is waived.[194] Formal settlement stipulations providing for installment payments should provide for the payment of interest during the installment payment period.

Sample settlement stipulation and security agreement:

Sample formal settlement stipulations that contain provisions for security and an accompanying security agreement, are set forth in Appendices 14 and 15, respectively. A more comprehensive example of sample language for installment payment plans and other security can be found in Appendix 12. In cases where the respondent has no unencumbered assets to offer as security, the security agreement may be omitted and all references to security may be deleted from the formal settlement stipulation.

Where all parties have entered into the agreement, the executed formal settlement stipulation and security arrangement with a cover memorandum recommending approval should be forwarded directly to the Board, with a copy to the Division of Operations-Management. If the agreement is a unilateral formal settlement stipulation, it should be sent to the Division of Advice, with a copy to the Division of Operations-Management, for approval of the General Counsel, who will then submit it to the Board. In either case, in the memorandum, the Region should describe the pertinent details of the settlement, including whether the backpay amount represents the full amount of net backpay that was claimed or would be claimed in a compliance specification, and, if the amount is less than 100 percent, why the full amount was not obtained. ULP Manual Section 10164.8.

10638 Compliance Stipulations

If the Region had at first concluded that a formal settlement stipulation might be required but later determined that it was not needed, i.e., respondent has agreed to fully comply and it appears likely that additional action to obtain compliance will not be needed, the Region may then determine it is nonetheless necessary to set forth in writing the steps respondent has agreed to take in order to comply with a Board order and/or court judgment and to include default language. Default language avoids the expense and delay that would result if the agreement were set aside and the case is litigated. The use of default language will not prevent litigation regarding whether there has been non-compliance with the terms of the compliance stipulation or whether such noncompliance has been cured. The possibility of such litigation does not outweigh the above-noted benefits, which are likely to result from the use of such language. A stipulation that includes default language may be a practical alternative, which would result in the filing of a motion for summary judgment on the allegations of the compliance specification, in the event respondent failed

[194] The last installment being the balance of full backpay.

to comply with the terms of the stipulation. See Appendix 16 for a sample compliance stipulation.

Default language should be routinely included in all compliance agreements. If there is a substantial basis to deviate from this policy, the Regional Director should consult with his/her Assistant General Counsel or Deputy to seek clearance to do so. GC 11-04 and 11-10. Specific default language to be used either before or after issuance of a compliance specification is set out at Compliance Manual Section 10594.8.

See Appendix 16 for a sample Compliance Stipulation.

10640 Other Stipulations

In some situations, such as when the amount owed is relatively small, the payment plan is of short duration, the down payment constitutes a significant proportion of the total remedy, the respondent appears likely to comply, and when the respondent refuses to enter into a formal settlement stipulation, but will agree to an informal installment plan, the Region may conclude that a formal settlement stipulation providing for a supplemental court judgment concerning the payment of backpay is not warranted. In such cases, an informal settlement agreement may be appropriate.

10642 Consent Order

Prior to the opening of the hearing, the Regional Director may approve a settlement to resolve a case, whether by means of an informal settlement agreement or a formal settlement stipulation. After a hearing has opened, however, even if both the Regional Director and the charging party oppose a settlement proffered by a respondent, the ALJ has the authority to approve such a "settlement" by "consent order," so long as the respondent's proposal provides a full remedy for the alleged violations.[195] This appears to apply whether respondent's proposed settlement is informal or formal. See *National Telephone Services*, 301 NLRB 1, 1 fn. 2 (1991); *Electrical Workers Local 201 (General Electric Co.)*, 188 NLRB 855, 857 (1971); *Brandt Construction Co.*, Cases 33–CA–12420, 12686 (1999) (not reported in Board volumes). However, where the respondent has a history of recidivism and the Region believes that acceptance of an informal settlement does not effectuate the purposes of the Act, an objection should be noted on the record and the Region should consult with the Division of Operations-Management to determine whether an appeal should be promptly filed with the Board pursuant to Section 102.26 of the Rules and Regulations.

10644 Closure of Formal Settlement Cases

In cases where a formal settlement stipulation provides for a Board order and consent court judgment, the case should not be closed until after the decree has been entered, despite earlier full compliance.

10646 Formal Compliance Proceedings

10646.1 Overview

[195] The General Counsel or any other aggrieved party may ask for leave to appeal to the Board, as set forth in Sec. 101.9(d)(2), Statements of Procedure, and Section 102.26, Rules and Regulations.

Formal compliance proceedings may be used to litigate or compel compliance of almost any compliance issue under a Board order, including backpay, specific bargaining requirements, reinstatement, and successorship, alter ego or other derivative liability issues.

Compliance proceedings may be appropriate when a respondent disputes the Region's determination of net backpay or other compliance requirements. Compliance proceedings may also be appropriate to fully liquidate backpay liabilities or other compliance requirements even where no specific issue has been disputed by the respondent, but where the respondent has not cooperated or has asserted an inability to pay its liabilities.[196] In those situations in which, pursuant to a judgment enforcing a Board order that does not liquidate backpay, the amount of backpay is computed and paid, there is ordinarily no need for compliance proceedings to formally liquidate backpay due.

Compliance proceedings may be appropriate whenever a legitimate dispute exists concerning compliance requirements under a Board order. However, when a respondent is refusing to comply with clear provisions of an enforced Board order, institution of contempt proceedings rather than or in addition to compliance proceedings may be warranted. See Section 10632.5 regarding criteria for recommending contempt proceedings.

Compliance proceedings are restricted to controversies arising from the requirements of remedial provisions of a Board order. They may not be used to relitigate underlying findings of violations of the Act or other issues already decided in the Board order. Formal compliance proceedings begin when the Region issues a compliance specification in which it alleges compliance requirements under the Board order. Issuance of the compliance specification leads to a supplemental hearing before an administrative law judge at which disputed issues are litigated, followed by the issuance of a supplemental decision and a Board supplemental decision and order that will direct the respondent to undertake clearly defined actions in compliance with provisions of its underlying order.

For example, a typical Board supplemental decision and order arising from disputed backpay issues will make findings concerning all the disputed compliance issues and then direct the respondent to pay a specified sum in net backpay, plus interest, to a discriminatee.

Compliance requirements under a Board supplemental order should be clear and not subject to continuing dispute. The Region may refer a Board supplemental order for enforcement, using procedures set forth in Section 10606. The following sections set forth procedures for undertaking formal compliance proceedings.

10646.2 Court Enforcement of Board Order Normally Required Before Compliance Specification May Issue

In general, a Board order should normally be enforced by a U.S. court of appeals before a compliance specification may be issued.

If compliance with a Board order cannot be resolved, it is generally appropriate to refer the case for initiation of enforcement proceedings, as set forth in Sections 10606 and

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[196] *Jeffs Electric, LLC* JD (NY) 41-07 (2007), adopted by the Board in the absence of exceptions; *Fayard Moving & Transportation*, 300 NLRB 209, 210 (1990) ("It is well settled that the issue in a backpay proceeding is the amount due and not a respondent's ability to pay.")

10608. There are situations when court enforcement is not required to issue a compliance specification. These situations are set forth in the sections immediately following. Although the Region should normally seek voluntary compliance with an enforced Board order or settlement of disputed compliance issues, it may initiate formal compliance proceedings at any time after a judgment has been entered enforcing the Board order. Formal compliance proceedings concerning 8(a)(3) and 8(b)(2) violations should be given the same priority as other 8(a)(3) or 8(b)(2) cases at various other stages. ULP Manual Section 11740.1. In cases with a court enforced Board order, the Region may issue a compliance specification without prior authorization from the Division of Operations-Management. Compliance proceedings also should be accelerated in cases where there appears to be a likelihood of collection problems, in no-answer default judgment cases or in cases when no exceptions are taken to the administrative law judge's decision. Compliance proceedings should also be accelerated in cases where issues of derivative liability are implicated.

10646.3 Compliance Proceeding Combined With Unfair Labor Practice Proceeding

In the following situations, where consolidation will facilitate full resolution of a dispute, Regions should consider consolidating compliance proceedings with underlying or related unfair labor practice proceedings (See Section 102.54(b) of the Board's Rules and Regulations):

- The backpay periods are of relatively short duration and have ended before the unfair labor practice hearing begins.
- Alter ego or other derivative liability issues arise prior to the opening of the hearing.
- Backpay or other compliance issues are relatively simple and their consolidation will not confuse, impede, or unduly prolong the unfair labor practice hearing.
- Where the respondent is likely to default, or has defaulted, with respect to the unfair labor practice complaint, and the case will be adjudicated in a summary manner.

In the above situations, a compliance specification should be prepared and served on the respondent in addition to the complaint. Novel or complex issues should be submitted to the Division of Operations-Management for clearance.

10646.4 Compliance Proceedings Without Court Enforced Board Order

See Section 10606.1

10646.5 Compliance Proceedings Based on a Compliance Stipulation

To forgo enforcement proceedings but litigate disputed compliance issues under a Board order, a respondent may enter into a stipulation that provides for compliance proceedings without enforcement of the Board order. If a respondent does not dispute the findings in a Board order that it violated the Act, but disputes specific remedial requirements, such a stipulation should be proposed as an alternative to enforcement proceedings to provide for compliance proceedings to address the compliance dispute.

10646.6 Unresolved Reinstatement Issues; Potential Contempt Issues

In some situations, reinstatement issues may provide a basis for contempt proceedings. As set forth in Section 10530.7, after issuance of a court judgment, authorization from the Contempt, Compliance and Special Litigation Branch is required before issuing a compliance specification when reinstatement issues are involved. Section 10606.2; Appendix 13.

10646.7 Sample Stipulation

See Appendix 13 for a sample stipulation providing for compliance proceedings under a Board order without court enforcement.

Among the provisions of the stipulation is a waiver of the respondent's right to contest the underlying findings of the Board order. Only compliance issues are subject to further litigation. The Regional Director has authority to approve the stipulation.

10648 Preparation of Compliance Specification and Notice of Hearing

10648.1 Overview

The basic purpose of the compliance specification is to narrow proceedings to those compliance issues in dispute and to set forth clearly the compliance requirements of those disputed issues.

Provisions of the Board order that have been complied with should not be addressed in the compliance specification.

For example, if a respondent has posted remedial notices, reinstated a discriminatee and complied with all other provisions of a Board order but disputes the Region's determination of backpay, the compliance specification should make allegations only concerning backpay.

In addressing the disputed compliance issues, the compliance specification should reflect the Region's determination of full compliance requirements, regardless of any positions taken or offers made during settlement efforts. Section 10592.15. The specification should be as specific, detailed, and accurate as the circumstances of the case permit. Each affirmative allegation should be set forth to call for an admission or a denial in the respondent's answer. With respect to allegations concerning backpay, the specification should set forth all relevant facts upon which backpay was determined, such as the dates the backpay period began and ended, wage rates in effect for relevant employees, the appropriate method for determining backpay, arithmetic calculations, and the resulting amount of net backpay due. With respect to allegations concerning issues other than backpay, the specification should allege clearly all aspects of the respondent's failure to fully comply with the Board order, including a description of any specific conduct at issue, the names of respondent's representatives who engaged in this conduct and the dates and places where the conduct occurred, leading to allegations as to affirmative actions required to comply.

In the interest of protecting individuals' right of privacy, social security numbers should never be included in compliance specifications. To the extent it is necessary to identify individuals by social security numbers in any such document, only the last 4 digits of the social security numbers should be used. The format of the number would be ###-##-_____. To the extent any document containing a social security number must be released to the public, care should be taken to redact these numbers.

10648.2 Regional Authority to Issue Compliance Specifications

A compliance specification is prepared and served over the signature of the Regional Director. Sections 102.54 and 102.55 of the Board's Rules and Regulations.

10648.3 All Joint Respondents to be Named

All respondents to the compliance proceeding should be named in the caption of the compliance specification and served. See Section 10650.3. Respondents that should be named include all jointly liable respondents, sole proprietors, partners, successors, alter egos, joint employers, fraudulent transferees, and individuals against whom individual liability is sought. (For example, in the case of a sole proprietorship, John Leakey, d/b/a

Leakey Plumbing, or, in the case of a partnership, John Leakey and Mary Leakey, d/b/a Leakey Plumbing.)

Additionally, the Region should ensure that Board orders include the correct caption, in full, and that the "order" section specifies by name the individual owners who are personally liable for compliance. Where recommended orders do not fully and accurately set forth all responsible individuals, a motion should be filed with the administrative law judge for the necessary corrections. Likewise, an appropriate motion should be made to the Board if its order presents the same omission.

In cases of joint and several liability, even when one of the parties has paid its share of backpay, it should nevertheless be named as a respondent in the compliance specification. Section 10592.13.

10648.4 Burdens of Proof

The General Counsel's burden of proof in compliance proceedings regarding allegations other than those that pertain to backpay is generally the same as its burden in an underlying unfair labor practice proceeding, that is, allegations must be proved by a preponderance of evidence.

In backpay cases, the General Counsel's specific burden is to establish that the gross backpay formula and amount is reasonable. Section 10540.1. Normally, it will not aid the General Counsel's case to litigate defenses not properly raised by the respondent. Section 10662.3.

In cases where the respondent has not cooperated by providing records needed to determine or calculate backpay, allegations should be based on other sources of information or fair approximations. Any doubts should be resolved against the respondent. The respondent's noncooperation should be pled and the General Counsel should ask the Board for an order precluding the respondent from introducing previously demanded records in order to contest gross backpay. Cf. Fed.R.Civ.P. 37(b)(2)(B). The respondent's failure to cooperate also provides a basis for concluding that the Region has satisfied its burden of establishing that the gross backpay calculations are reasonable and not arbitrary.[197]

In construction industry salting cases, it is the General Counsel's burden to prove that an applicant is genuinely interested in seeking to establish an employment relationship with an employer. *Toering Electric Co.*, 351 NLRB 225 (2007). An appropriate methodology for determining the length of the backpay period in salting cases is the average duration of employment of the discriminatee(s) in prior salting efforts.[198] If the Board has already reached a decision on the merits, the Region should argue that such a decision represents a conclusion that the General Counsel has met the *Toering* burden and it should oppose any further examination of the issue at the compliance stage. See OM 08-04 (Revised).

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[197] See *Gimrock Construction*, 356 NLRB No. 83, slip op. at 11 (2011).

[198] See *Leiser Construction, LLC*, 17-CA-23177 (2010) (unpublished).

It is the General Counsel's burden to establish the backpay period in construction industry salting cases.[199] It is also the General Counsel's burden to establish expenses incurred by the discriminatees in seeking or maintaining interim employment. Section 10556. Further it is the General Counsel's burden to establish expenses incurred by the discriminatees to obtain replacement benefits such as health insurance, retirement policies, and 401(k) plans.

Even where discriminatee expenses are minimal, allegations concerning expenses incurred in seeking employment should be included in the specification, because they support discriminatee mitigation efforts. Section 10558.

All elements of a backpay case that reduce the respondent's gross backpay liability, such as interim earnings, mitigation, starting and ending dates for the backpay period establishing that an employee became a union member prior to the effective date of an unlawful contract containing a union security provision, and the lack of a discriminatee's former job or substantially equivalent job, are the respondent's burden.[200] As to mitigation, however, once the respondent produces evidence that jobs were available, it is the General Counsel's burden to produce evidence showing the discriminatee took reasonable steps to seek those jobs.[201] The Region should include in a compliance specification interim earnings, a failure to mitigate and other facts that reduce gross backpay that have been established to the Region's satisfaction during the course of the backpay investigation. See OM 09-01.

In a limited number of situations, respondents have argued that they should be relieved from certain remedial aspects of a Board Order because compliance is unduly burdensome. Regions should, wherever feasible, urge the ALJ and/or the Board to require respondents to make their hardship arguments opposing certain remedial orders in the underlying case. If the Board's Decision and Order permits respondents to raise their hardship arguments at the compliance stage, contempt sanctions cannot be obtained with respect to those remedial orders unless and until the compliance order is enforced, thereby significantly delaying effective enforcement. The Board has shown a willingness to entertain such a claim at the compliance stage of the proceeding. However, the burden is on respondent to establish such a defense.[202]

If the respondent establishes that the discriminatee quit an interim job, it becomes the burden of the General Counsel to demonstrate that the decision to quit was reasonable. Sections 10558.4 and 10666.8.

Where the Region is relying on a discriminatee's receipt of unemployment benefits to show a reasonable search for work, in order to rebut the presumption, the respondent will have to produce persuasive evidence as to how compliance with state requirements, in

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[199] See *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348 (2007).

[200] *Regency Grande Nursing & Rehabilitation Center*, 354 NLRB 832, 837 (2009)

[201] *Iron Workers Local 373 (Building Contractors)*, 295 NLRB 648, 655 (1989); *Colorado Forge Corp.*, 285 NLRB 30, 538 (1987); *Rainbow Coaches*, 280 NRB 166, 179–180 (1986). *Fluor Daniel, Inc.*, 351 NLRB 103, 104–105 (2007); *St. George Warehouse*, 351 NLRB 961 (2007). See also *SRC Painting, LLC*, 357 NLRB No. 5, slip op. at 2 (2011) (GC relieved of burden under *St. George* where **r**espondent fails to appear for hearing and thus fails to meet its threshold burden).

[202] *Regency Grande Nursing & Rehabilitation Center*, 354 NLRB 832, 837–838 (2009); *Lear Siegler, Inc.*, 295 NLRB 857, 861 (1989).

the particular circumstances of the case, was not a reasonable search or that there was noncompliance with the state requirements.

Absent settlement on compliance of the Board's Order, the compliance specification should plead any specific adverse tax consequences setting forth a reasonable calculation. Once the calculation is supported by evidence, the burden will shift to respondent to rebut the General Counsel's evidence or calculations. See *Don Chavas, LLC d/b/a Tortillas Don Chavas and Mariela Soto and Anahi Figueroa,* 361 NLRB No. 10 (2014).

10648.5 Affirmative Allegations

The compliance specification should plead all compliance issues for which the General Counsel has the burden of proof in the form of affirmative allegations.

Complaint pleading manual paragraphs should be followed as closely as possible for alleging nonbackpay issues.

The specification should affirmatively plead the ultimate facts on which successorship, individual liability or other derivative liability is sought. Regarding backpay, the compliance specification should contain affirmative allegations regarding all the basic facts, such as the dates of the backpay period, rates of pay and hours worked by replacement employees, the method used to determine gross backpay, and the calculations leading to a resulting backpay amount due.

Allegations set forth in the specification should generally be supplemented with appendices that set forth and summarize underlying facts and figures and the calculations applied to them to show gross backpay, interim earnings or other adjustments and final net backpay for each discriminatee.

Appendices may be produced using computer spreadsheet programs now available in the Regions.

Calculations should be based on calendar quarters. Final net backpay is the sum of net backpay due for each quarter of the backpay period. Section 10564.2.

10648.6Pleading Issues for Which the Respondent Bears the Burden of Proof

The compliance specification should not plead allegations concerning issues for which the respondent has the burden of proof. Where established to the Region's satisfaction, these issues should be included in the specification. For example, the compliance specification should set forth the interim earnings of each discriminatee. See Section 10550 regarding interim earnings.

The Region should only include interim earnings that it has concluded should be offset against gross backpay, even if the respondent disputes the Region's conclusions and is expected to raise the issue in the compliance hearing. The Region should not plead allegations concerning interim earnings in anticipation of respondent arguments. Rather, the respondent will bear the burden in the compliance hearing of proving that additional interim earnings should be offset against gross backpay.

If the Region has concluded that there is no net backpay entitlement for a discriminatee, either because interim earnings exceeded gross backpay for every quarter of the backpay period or the discriminatee was unavailable for interim employment

throughout the backpay period, the compliance specification should not include that discriminatee.

If the Region has concluded that a discriminatee was available for interim employment or has met his or her obligation to mitigate, it should not set forth these conclusions in the compliance specification as affirmative allegations, even if the issues are close, or if it expects the respondent to raise these issues in the compliance hearing. Rather, net backpay due the discriminatee should be set forth on the basis of allegations concerning gross backpay, with no deduction. It will be the respondent's burden at the compliance hearing to prove that deductions from gross backpay are warranted as a result of these issues.

If the Region has concluded that a discriminatee was unavailable for interim employment or failed to meet his or her obligation to mitigate for part of the backpay period, this should be included in the compliance specification, with the appropriate periods set forth.

See Sections 10558 and 10560 regarding mitigation and issues concerning unavailability for interim employment.

10648.7 Missing Discriminatees

The Board's backpay remedy is a public and not a private right and is directed primarily towards effectuating the purposes of the Act; that is, to discourage the commission of unfair labor practices. Failure to pursue backpay for missing discriminatees would, in effect, ignore the Board's obligation of effectuating remedies awarded in Board orders and court judgments. Thus, backpay should be alleged in the compliance specification for missing discriminatees.[203] See also Sections 10548.3 and 10562.4. If the discriminatee is missing at the time of the issuance of the compliance specification and at the completion of the compliance hearing, the amount being claimed should be at the level of full backpay. No admission should be made concerning interim earnings and employment. Net backpay will thus be the same as gross backpay in these cases.[204] The respondent will have the burden of proving any offsets to gross backpay.

See Section 10662.4 regarding the scope of the Region's responsibility for making discriminatees available as witnesses for the respondent. See Section 10662.7 for the statements to be made at hearing regarding discriminatees who are not present to testify. See Sections 10582.3 and 10584 regarding holding of funds and extinguishment of backpay entitlements for missing discriminatees.

If the discriminatee in a construction industry salting case is unavailable or missing, and the backpay period cannot otherwise be established, the Region should submit the case to Advice.

10648.8 Deceased Discriminatees

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[203] See, for example, *Steve Aloi Ford, Inc.*, 190 NLRB 661 (1971); and *Iron Workers Local 373 (Building Contractors)*, 295 NLRB 648 fn. 5 (1989).

[204] *Iron Workers Local 373 (Building Contractors)*, supra at 655 fn. 41.

Backpay should be claimed for deceased discriminatees in the compliance specification[205] and, when collected, paid as provided in Section 10576.6.

Because the date of death is a fact that reduces the respondent's gross backpay liability, it should not be affirmatively pled in the compliance specification, but stated if known. If the Region cannot establish the date of death, it is the respondent's burden to prove it.

10648.9 Special Remedies

When the relief being sought is novel or unique, the specification should contain a specific request for that remedial relief, in order to provide respondent adequate notice. Division of Operations-Management clearance should be sought before seeking a special remedy not provided by a court enforced Board order. See *NLRB v. Gimrock Construction, Inc.*, 695 F.3d 1188 (11th Cir. Sep 18, 2012). Such a request should specifically reserve the General Counsel's right to subsequently seek, and the Board's right to ultimately provide, any other appropriate remedy.

10648.10 Preparing Tabulations and Charts Explaining Computations

Consideration should be given to attaching charts, tables, or summaries to the compliance specification as exhibits. Exhibit charts, tables, and summaries are particularly helpful to illustrate complex gross backpay computations and to summarize voluminous records relied upon by the Compliance Officer during preparation of the compliance specification. Computer software programs, such as Excel and Access, are extremely helpful when preparing exhibit summaries. See generally Rule 1006 of the Federal Rules of Evidence.

For example, if the General Counsel contends, over respondent opposition, that a pay raise would have been received by the discriminatees during the backpay period, an exhibit table, summarizing data obtained from the gross employer's records, may be prepared to support the General Counsel's position. This exhibit may include information regarding the name and job classification of each employee who received a raise during the backpay period, the amount of each raise and the date each raise was received. By way of further example, exhibit summaries may be helpful concerning bonuses paid, the transfer of employees between departments and jobsites, the order of employee layoff and recall, and/or overtime opportunities, among others.

10648.11 Sample Specification

See Appendix 17 for a sample compliance specification and notice of hearing that may be used as a guide. Note the following considerations:

A. Paragraph designation: The paragraph designation system of the sample specification may be altered to accord with Region practice or the requirements of a particular case. However, there should be a paragraph and subparagraph outline consistently lettered or numbered to enable the respondent in its answer to refer to the specification by paragraph and subparagraph for the purpose of making denials, admissions, and explanations with the specificity required by Section 102.56 of the Board's Rules and Regulations. See Section 10652 regarding the requirements of an answer to a

[205] *St. Regis Paper Co.*, 285 NLRB 293, 295 (1987).

compliance specification. Because the sample specification is illustrative, only the first of each of the various appendices referred to in various paragraphs of the text is reproduced.

B. Demand for interest: Because the Board includes interest accrued on back wages as part of the make-whole remedy, the summary in paragraph 10 of the sample specification indicates that interest is to be added to the amounts of net backpay found due. Because the date of payment and hence the interest amount on backpay are not known at the time the compliance specification is issued, partial amounts of interest should not be set forth in the specification.

10648.12 Sample of Specification With Computation in Text

In complex cases, when varying circumstances, pay rates, job classifications, and backpay periods must be considered, it may be helpful to set forth a separate specific computation with separate allegations in the text, as in the following sample, rather than to attach separate appendices for each discriminatee. In using this format, the description of the basic method of computing gross backpay with supporting tabulations must be noted in a prior section of the specification, while the name of each discriminatee should be preceded by a numeral or letter (as appropriate in accordance with the outline being used for the specification as a whole) so that the denials, admissions, or explanations of the respondent's answer may be easily keyed to the specification.

See Appendices 17 and 18 for Sample Specification.

10650 Procedures Following Issuance of Compliance Specification

10650.1 Complaint Case Procedures Generally Applicable

The procedures and trial techniques noted in ULP Manual Sections 10250 through 10452 covering formal proceedings in complaint cases should be followed, except where they are inconsistent with this manual, the Rules and Regulations, or are otherwise inappropriate or inapplicable. Sections 102.52 through 102.59 of the Board's Rules and Regulations should be observed.

10650.2 Procurement of Hearing Date

The procedures of ULP Manual Section 10268.2 should be followed, substituting "Compliance Specification" for "Complaint." The last paragraph of ULP Manual Section 10268.2 does not apply to compliance proceedings. The answer requirement should set forth a date 21 days from issuance, unless that date is a holiday. Section 102.56(a) Board's Rules and Regulations.

10650.3 Service of Compliance Specifications

A copy of the compliance specification and notice of hearing should be served on each named original and additional respondent and on the charging party by certified mail or as otherwise provided by Section 102.113 of the Board's Rules and Regulations as far in advance of the hearing as practical, and, in any case, at least 21 days before the date set for the hearing.

10650.4 Notice to Discriminatees

The discriminatees and all potential witnesses should be notified of the hearing date by letter and advised that the trial attorney and/or Compliance Officer will call them prior

to the hearing for an interview. They should also be advised of the possibility that they will be subpoenaed to testify at the hearing.

10650.5 Disclosure of Factual Information Relevant to the Compilation

It is Board policy to make available to the respondent, on request, and after issuance of the compliance specification, all factual information or documents obtained or prepared by the Region that are relevant to the computation of net backpay, restitution, or reimbursement. This policy does not apply where the respondent has refused to cooperate in the Region's backpay investigation.

Disclosure prior to issuance of a compliance specification is not required. Requests for disclosure prior thereto should be refused, unless the Regional Director determines that such disclosure will enhance possibilities of settlement.

This disclosure policy extends to information contained in documents in the possession of the Region, including, compliance affidavits, discrete portions of initial affidavits that directly concern the discriminatee's backpay calculation or other documents concerning discriminatee interim employment and earnings, search for employment, or availability for employment.

The disclosure policy pertains only to backpay or related computations, and does not require disclosure of information relating to other issues, such as successor employer, single employer, joint employer, alter ego, disguised continuance, or personal liability. It also does not require disclosure of information obtained pursuant to a compliance investigation under *Oil Capitol*[206] such as salting practices, specific organizing plans for the respondent employer, instructions or agreements between the union and the discriminatee, and names of covert and overt organizers hired by the respondent or other nonunion employers that the union is seeking to organize. If a respondent seeks pre-hearing disclosure of evidence that the charging party has designated as confidential, or that the Region thinks is covered by a FOIA exemption, the Region should inform the respondent of its right to submit a formal FOIA request for the material. See OM 09-27

Making the relevant documents available to respondent for review and copying, after appropriate redactions have been made, will normally satisfy this disclosure policy. It should be made clear to a respondent requesting this information that it is not routine public information, and it is to be supplied only for use in this compliance proceeding. As regional compliance files often contain confidential information not subject to disclosure, as discussed below, respondent should not be granted free access to "look through" the compliance file.

When implementing this policy, care should be exercised to ensure that confidentiality and privacy protections, afforded to individuals identified in compliance documents and to neutral third parties who provide documents during the compliance investigation, are maintained. See Sec. 102.117 of the Rules (Freedom of Information Act).[207] Where the Region is relying on a discriminatee's receipt of unemployment

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[206] *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348 (2007).

[207] Particular care must be taken before disclosing commercial or financial information gathered during the compliance investigation from third party interim employers as this information may be protected from disclosure by the Freedom of Information Act Exemption 4. See Sec. 102.117(c)(2)(iv). See also *Critical Mass Energy Project v. NRC*, 975 F.2d 871, 880 (D.C. Cir. 1992), cert. denied 113 S.Ct. 1579 (1993).

compensation as evidence of a reasonable search for work, it is only necessary to provide evidence of the receipt of unemployment benefits to the respondent. Additional evidence of work search efforts need not be produced. GC 11-07.

The following sample list of documents gathered during compliance backpay investigations is provided as a general guide to Regions regarding document disclosure pursuant to this policy. Any questions regarding document disclosure pursuant to this policy should be referred to the General Counsel's FOIA Officer, Division of Advice, Legal Research Section, in Headquarters.

1. Documents provided to the Region by a discriminatee, concerning himself/herself, that may be disclosed without redaction (except for the discriminatee's social security number):

- paycheck stubs, timecards, work schedules—at respondent and interim employers,
- W-2 Income Tax Forms,
- documents showing the payment by the discriminatee of union dues and initiation fees,
- documents showing search for work expenses, such as mileage logs, telephone, postage and photocopy receipts,
- discriminatee search for work log submitted to a state unemployment office,
- documents showing interim employment expenses, such as motel bills, groceries, uniforms, work shoes, mileage, and toll receipts,
- documents showing payment by the discriminatee for medical insurance, if claimed,
- documents showing discriminatee contributions to benefit funds, 401(k), and/or mutual funds, if claimed.

2. Documents provided to the Region by a third party, regarding a discriminatee, that may be disclosed without redaction (except for the discriminatee's social security number):

- report from a Government agency showing the earnings of the discriminatee only, at respondent and interim employees,
- report from a Government agency showing search for work expenses of the discriminatee only,
- correspondence from interim employers setting forth earnings of the discriminatee only.

3. Documents provided to the Region by a discriminatee that may be disclosed following redaction of confidential information:

- Compliance affidavit/questionnaire from the discriminatee. Redact the name and personal identifying information of anyone other than the discriminatee named in the affidavit/questionnaire. Redact any intimate details of a personal

nature having only slight relevance to the backpay inquiry, such as details of medical conditions, marital status, alcohol consumption, family fights, among others.

- Initial affidavit from the discriminatee. The disclosure should be limited to discrete portions of the affidavit that concern the backpay calculation, such as hourly rate and average overtime hours worked when employed at Respondent, initial search work for efforts during the investigation, etc. Redact any intimate details of a personal nature having only slight relevance to the backpay inquiry, such as details of medical conditions, marital status, alcohol consumption, family fights, among others.
- Income Tax Returns. All information unrelated to discriminatee earnings should be redacted, such as the social security number and wages of the discriminatee's spouse, dependent information, alimony, medical information/deductions, investments, charitable donations, etc.
- Calendars, logs, and diaries kept by the discriminatee documenting search for work or interim employment, such as days and hours worked in the construction trade. Names, personal identifiers, and information regarding individuals who are not named discriminatees should be redacted.
- Documents showing discriminatee medical expenses, if claimed. Confidential medical diagnosis and treatment information should be redacted.
- Canceled checks and discriminatee bank statements. (These documents may be submitted to support expenses claimed by the discriminatee.) Redact the discriminatee's checking account number from checks and bank statements. Redact all information on the bank statements not directly related to expenses claimed or interim earnings. For jointly held checking accounts, redact all information unrelated to the discriminatee.
- Credit card statements. (These statements may be submitted to support expenses claimed by the discriminatee.) Redact the discriminatee's credit card number. Redact all information on the credit card statements not directly related to expenses claimed. For jointly held credit card accounts, redact all information unrelated to the discriminatee.

4. Documents provided to the Region by a <u>third party</u>, regarding a discriminatee, that may be disclosed <u>following redaction of confidential information</u>:

- Compliance affidavits from individuals other than the named discriminatee. Redact the name and personal identifying information of the affiant and anyone other than the discriminatee named in the affidavit. Redact any intimate details of a personal nature having only slight relevance to the backpay inquiry, such as details of medical conditions, marital status, alcohol consumption, family fights, among others.
- Initial affidavits from individuals other than the discriminatee. Redact the name and personal identifying information of the affiant and anyone other than the discriminatee named in the affidavit. The disclosure should be limited to

discrete portions of the affidavit that concern the backpay calculation, such as hourly rates paid and average overtime hours worked at Respondent, etc. Redact any intimate details of a personal nature having only slight relevance to the backpay inquiry, such as details of medical conditions, marital status, alcohol consumption, family fights, among others.

- Payroll information received from interim employers. Redact all information not pertaining to the discriminatee, such as names, social security numbers, wage, hour and benefit information regarding other individuals.
- Medical information received from interim employers. Redact all confidential medical diagnosis and treatment information. Redact any information not pertaining to the discriminatee, such as names, social security numbers, medical expense and treatment information regarding other individuals.
- Fund contribution records received from a benefit fund or union. Redact all information not pertaining to the discriminatee, such as names, social security numbers, wage, hour and benefit information regarding other individuals.
- Reports from a Government agency showing wages paid and benefits to employees of respondent or an interim employer. Redact all information not pertaining to the discriminatee, such as names, social security numbers, and wage, hour and benefit information regarding other individuals.

5. Documents that <u>should not be disclosed</u> to respondent pursuant to this policy:

- Documents that reflect the deliberative or policy-making processes of the agency, such as final investigative reports, agenda minutes, comments on appeal, internal advice or appeals memoranda to the General Counsel, board agent file notes, among other documents.
- Documents that reflect the mental impressions, conclusions, opinions, or legal theories of an attorney or other representative of a party concerning the litigation, such as trial attorney pretrial preparation notes, and position statements received from charging party counsel.
- Information that would not normally be available to a party in private litigation.
- Identification of confidential sources of information to the agency, such as the names and personal identifiers of individuals other than the discriminatee.
- Certain information obtained pursuant to a compliance investigation under *Oil Capitol*. See OM 09-27.

10652 Analysis and Response to Respondent's Answer to Compliance Specification

10652.1 No Answer Filed

Section 102.56(c) of the Rules and Regulations provides that, absent a denial or an adequate explanation, the Board may deem respondent to have admitted and may preclude it from controverting, the corresponding allegation(s). If respondent fails to file an answer within the time initially allowed, the trial attorney should communicate in writing with respondent's counsel or, if not represented, directly with respondent, to advise that

notwithstanding the Board's Rules and Regulations, respondent failed to file an answer.[208] The trial attorney should extend respondent's deadline to do so, normally no more than 1 week, and advise that the General Counsel will otherwise file a motion for default judgment.[209]

If respondent still files no answer by the extended deadline, the Region should file a motion for default judgment with the Board, which will typically either deny the motion or issue an order to show cause as to why it should not be granted and postpone the hearing. In filing motions, the Region should observe ULP Manual Sections 10290 and 10292.[210]

10652.2 Answer Filed, Allegations Not Explicitly Denied

Section 102.56(b) of the Board's Rules and Regulations provides that if the respondent disputes the accuracy of the backpay amount or the premises on which it is based as alleged in the compliance specification, its answer to the compliance specification shall specifically state the basis for the disagreement, setting forth in detail the respondent's position as to applicable premises and furnishing appropriate alternative figures and amounts. General denials by the respondent to allegations regarding the calculation of backpay are not sufficient and do not comply with the requirements of Section 102.56(b) and (c) of the Rules and Regulations. Pursuant to a motion for summary judgment, the administrative law judge or the Board may deem these allegations to be admitted as true. In order to avoid potential lengthy delays in the holding of the compliance hearing, motions for partial summary judgment should normally be filed with the administrative law judge at the same time that the Region is proceeding to hearing on the case. In those situations where the Region determines that the motion for partial summary judgment should not be filed with the ALJ, this determination must be discussed with the Division of Operations-Management.

The trial attorney should carefully analyze the answer, comparing it point-by-point with the specification, to note allegations in the specification that respondent admitted or did not explicitly answer. If the answer is defective, the Region should consider filing a motion for summary judgment or partial summary judgment, as appropriate.

The Region should move at the compliance hearing that the administrative law judge deem allegations not properly answered be admitted without taking evidence in support of the allegations and precluding the respondent from offering evidence to controvert them. Section 10662.2.

Before filing either a motion with the Board or with the administrative law judge, the trial attorney should advise the respondent in writing that the answer is deficient and, following the procedures in Section 10652.1, allow the respondent a period of time, typically not to exceed 1 week, to file an amended answer.

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[208] Although the Region normally will bring the failure to file to respondent's attention and provide a brief period to correct the deficiency, it need not do so. *T-3 Group Ltd.*, 339 NLRB 796 (2003); *Superior Industries International*, 289 NLRB 834 fn. 13 (1988).

[209] This procedure parallels Section 10280.3 of the ULP Manual. Until 2003, the Board historically had treated motions for judgment based on a respondent's failure to answer a complaint or compliance specification as motions for summary judgment. As (revised) OM 04-20 notes, the Board has decided that the term "default judgment" more accurately describes a judgment based on a failure to answer.

[210] Section 102.24(b) of the Board's Rules and Regulations sets forth requirements for the timely filing of motions for default judgment.

10652 Analysis and Response to Respondent's Answer to Compliance Specification

General denials by the respondent with respect to the allegations concerning the interim earnings and mitigation of the discriminatees and to the allegations relating to issues other than the computation of backpay, such as alter ego or successor status, will suffice to require a hearing.[211]

[211] See, for example, *Best Roofing Co.*, 304 NLRB 727, 728 (1991); *Castaways Management, Inc.*, 303 NLRB 374, 375 (1991).

10654 Amendment of Compliance Specifications

Section 102.55(c) of the Rules and Regulations gives the Regional Director discretion to amend the specification after the issuance of the notice of hearing and prior to the opening of the hearing and, after the opening of the hearing, on leave of the administrative law judge or the Board for good cause. In the event that newly-acquired information prompts the Region to decide to adjust allegation(s) in the specification, either prior to or during the hearing, it is helpful to advise the judge and parties of the Region's intent to amend the specification and, as soon as practicable, to provide them with any exhibit or appendix showing new calculations that the Region will move to substitute.

10654.1 Supplemental Compliance Specifications

There may be occasions that all compliance issues are not alleged in the Compliance Specification, thereby necessitating the issuance of a second Compliance Specification and a second compliance hearing. The better practice, where practicable, is to allege all outstanding compliance issues in the initial Specification and to avoid the issuance of a subsequent Specification and a second hearing. This may require issuing investigative subpoenas prior to the issuance of the initial Compliance Specification. If necessary, there is authority for resolving issues at a second Compliance Specification hearing on issues that were not included in the initial Compliance Specification.[212] A supplemental compliance proceeding may also be initiated by an amended compliance specification but not merely by way of a notice of hearing.[213]

10656 Withdrawal of Specification on Compliance

10656.1 Before the Compliance Hearing

Upon compliance or settlement, the Regional Director may withdraw the compliance specification on receipt of backpay. Standards set forth in Section 10592 apply after a compliance specification has issued. When authorization from the Division of Operations-Management is required to accept a settlement, the Region should not withdraw the compliance specification until it has obtained authorization. In general, the Region should not withdraw the compliance specification until respondent has actually remitted all backpay and has otherwise complied fully.

10656.2 Case Pending Before Administrative Law Judge

The same criteria as above govern withdrawal of the compliance specification at this stage except that withdrawal requires leave by the administrative law judge.

10656.3 After Transfer of Case to the Board

If a proposed settlement agreement is obtained at this stage, the Region should file a motion with the Board to remand the matter to the Regional Director for compliance.

10658 Preparation for the Compliance Hearing

10658.1 Overview

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[212] *Shane Steel Processing, Inc.*, 353 NLRB No. 59 (2008) (not reported in Board volumes).

[213] *Domsey Trading Corp.*, 357 NLRB No. 180, slip op. at fn. 1 (2011).

10658 Preparation for the Compliance Hearing

Appropriate preparation is critical to the successful litigation of a compliance specification. The trial attorney must carefully analyze and review the Board order, court judgment, compliance specification, and answer. The trial attorney must become familiar with the distinctions between litigation of a compliance specification hearing and an unfair labor practice trial, most importantly the specific burdens of proof accorded the General Counsel and respondent, as set forth in the Board's Rules and Regulations regarding compliance specifications and answers.[214] See Sections 10648.4–10648.6; Rules and Regulations Sections 102.55 and 102.56. The trial attorney should be familiar with the compliance case file and any relevant information contained in the underlying investigative and trial files.

At the outset, the trial attorney should discuss preparation with the Compliance Officer, who may be required to testify at the hearing. Since the Compliance Officer is an invaluable resource to the trial attorney, possessing considerable knowledge of the records gathered and analyzed during the compliance investigation, together with a thorough understanding of the General Counsel's theories, as set forth in the compliance specification, a collaborative working relationship between the trial attorney and the Compliance Officer will enhance prehearing preparation and litigation of the compliance specification.

The compliance hearing is conducted in a manner similar to an unfair labor practice hearing. Generally, procedures set forth in ULP Manual Sections 10330 and 10352 are applicable. Considerations particular to compliance proceedings are addressed below.

10658.2 Arrangement for Production of Records, Service of Subpoenas, and Pretrial Stipulations

The trial attorney should subpoena and, if possible, make advanced arrangements for the production of the original records necessary to prove backpay or other affirmative allegations contained in the compliance specification. If the gross backpay computations are in dispute, the records of the gross employer, whether or not it is a respondent,[215] on which the gross backpay computation was based, should be available at the hearing. Thus, if the gross backpay figure is challenged at any point, supporting evidence will be available and appropriate portions may be copied for use at the hearing.

Subpoenas ad testificandum and duces tecum should be issued to ensure the availability at hearing of all relevant testimony and documents needed to prove the compliance specification allegations that are the General Counsel's burden and to rebut anticipated respondent defenses. Sections 10648.4–10648.6. ULP Manual Sections 11772–11784. See ULP Manual Sections 10340, 11778, and 11782.4 with regard to the service of subpoenas.

Where appropriate, prehearing efforts should also be made to obtain factual stipulations concerning matters contained in the records or matters that are not subject to controversy. Stipulations should contain detailed, factual assertions and should not be conclusionary. ULP Manual Section 10392. Records gathered during the compliance investigation, either voluntarily or in response to an investigative subpoena, should be

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[214] See *Minette Mills, Inc.*, 316 NLRB 1009, 1010–1011 (1995).

[215] The gross employer is the employer where the discriminatee was employed at the time of the unfair labor practice.

carefully reviewed and analyzed prior to the hearing. Relevant records should be prepared, copied, and marked, for introduction into evidence at the hearing. ULP Manual Sections 10334.1, 10338, and 10398. Where helpful to explain the General Counsel's theory of the case, appropriate charts, tables or summaries of voluminous or complex records should be prepared for introduction into evidence. Section 10660.2. Rule 1006, Federal Rules of Evidence.

10660 Preparation of Testimony and Evidence Concerning Gross Backpay Computation and Discriminatee Expenses

10660.1 Testimony of Compliance Officer

Where respondent's answer disputes the accuracy of the gross backpay figures or the premises on which they are based and respondent's answer satisfies the requirements set forth in the Board's Rules regarding specificity, testimony of the Compliance Officer is generally appropriate to describe the factual information used to calculate the gross backpay figures and explain the rationale for the method selected to compute backpay. Section 10652.2; Sections 102.56(b) and (c), Rules and Regulations. The trial attorney should prepare the Compliance Officer to testify concerning the basis of the computation and the reasons for selecting the gross backpay formula set forth in the compliance specification.

The trial attorney should also prepare the Compliance Officer for cross-examination, and advise the Compliance Officer of potential areas of cross-examination based on prior discussions with the respondent's counsel, respondent's answer, and the Region's participation in any prehearing conferences with the administrative law judge. Sections 10660.7 and 10660.8. As appropriate, the Compliance Officer should also be prepared to testify concerning the propriety of any alternative computation offered by the respondent.

As specifically relevant to compliance proceedings, Regional Directors may consider and decide whether or not to approve requests for authorization to permit Board agent testimony and document disclosure under Section 102.118, in the name of the General Counsel, (a) when Compliance Officers, and other Board agents serving in a Compliance Officer role testify at compliance proceedings with regard to the compliance specification preparation and (b) when Board agent testimony is necessary to establish that a respondent has failed to perform an affirmative act pursuant to a court enforced Board order. As set forth in detail in GC Memos 94-14, 98-7, and 98-9, the General Counsel has delegated the authority to permit Board agent testimony and disclosure of documents under Section 102.118, Rules and Regulations. A complete description of the authority delegated by the General Counsel under Section 102.118 of the Rules, is outlined in ULP Manual Section 11824.1.

10660.2 Preparing Supplementary Tabulations; Explaining Computation; Answering Defenses

Occasionally following review and analysis of the subpoenaed records, it may be advisable to prepare and offer into evidence amended attachments to the compliance specification, specifically outlining the updated, most accurate, calculations for the gross and net backpay figures available to the General Counsel. Sections 10648.10 and 10654;

Sections 102.55(c) and 102.56(e), Rules and Regulations. Consideration should be given to the introduction into evidence of charts, tables, or summaries to illustrate the Compliance Officer's testimony. Where appropriate, summaries of relevant data obtained from subpoenaed records may be introduced into evidence to support the General Counsel's theory of the case or rebut respondent defenses. Rule 1006, Federal Rules of Evidence.

10660.3 Testimony of Discriminatees and Union Officials Regarding Gross Backpay Computation

On occasion, elements of the gross backpay calculation may be established through testimony of the discriminatees or other employees of the gross employer. For example, discriminatee or employee witness testimony may be used to establish the identity of the employee who replaced the discriminatee, changes in employment conditions during the backpay period and eligibility for fringe benefits, among other elements of the gross backpay calculation. Any prospective witness must be interviewed and properly prepared for trial. ULP Manual Sections 10334.2, 10334.4, and 10394.1–10394.10. Where appropriate subpoenas ad testificandum should be issued. ULP Manual Sections 11772 and 11774.

Discriminatees and union representatives may testify to establish the backpay period in construction industry salting cases. In proving the appropriate backpay period in salting cases, the discriminatee can testify as to whether the discriminatee would have worked for Respondent employer for the backpay period claimed in the Specification, including, for example, the discriminatee's personal circumstances, or any instructions or agreements between the discriminatee and union concerning the anticipated duration of the assignment. The union could testify regarding contemporaneous union policies and practices regarding salting campaigns, specific plans for the targeted employer, instructions or agreements between the discriminatee and union concerning the anticipated duration of the assignment, and historical data regarding the duration of employment of the discriminatee and other salts in similar salting campaigns.[216]

10660.4 Testimony of Discriminatees Concerning Search for Work and Expenses

The General Counsel has the burden of establishing expenses incurred by discriminatees in seeking and holding interim employment. Sections 10556 and 10648.4. Expenses may be established by discriminatee testimony even where there is no documentary evidence of expenses. The trial attorney should prepare the discriminatees for such testimony. See Sections 10394.1–10394.10. ULP Manual Sections 10334.2 and 10334.4. During prehearing preparation or during hearing testimony, if new expenses are established, the General Counsel should prepare and offer into evidence revised attachments to the compliance specification, setting forth the updated, most accurate expense and net backpay figures available to the General Counsel.

The General Counsel has the burden to produce evidence concerning a discriminatee's job search once a respondent raises a job search defense to its backpay liability and produces evidence that there were substantially equivalent jobs in the relevant

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[216] *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348. (2007). *Jeffs Electric, LLC* JD (NY) 41-07 (2007), adopted by the Board in the absence of exceptions. In *Leiser Construction, LLC*, 17-CA-23177 (2010) (unpublished), the Board noted that an appropriate methodology for determining the length of the backpay period in salting cases is the average duration of employment of the discriminatee(s) in prior salting efforts.

geographic area available to the discriminatee(s) during the backpay period. See OM 09-01. The overall burden of persuasion, however, remains with the respondent. Thus, the respondent has the overall burden to establish, based on a preponderance of the evidence, that a discriminatee failed to make a reasonable search for work.[217]

10660.5 Preparation of Discriminatees for Examination by Respondent

Respondent's counsel may examine the discriminatees concerning their efforts to seek work during periods of unemployment. When this is expected, the trial attorney should interview and prepare the discriminatee for testimony concerning the details of interim employment, earnings, expenses, and search for work. Although much of this information is not within the General Counsel's burden of proof, the trial attorney should prepare the discriminatees for cross-examination regarding these matters. Prehearing preparation will ensure that each discriminatee's testimony will comport with the facts and be consistent and credible. As a result, the record will be clear and concise and will present the facts fully.[218]

Therefore, during prehearing preparation, all discriminatees should be cross-examined in preparation for the kind of cross-examination they will receive at the hearing, particularly concerning their efforts to find work during periods of unemployment and low earnings. The trial attorney should instruct each discriminatee witness that the truth is expected at all times, regardless of who may be helped or harmed. ULP Manual Section 10334.4. As appropriate, they should be reminded that where it is established that a discriminatee has concealed interim earnings, it is Board policy to deny backpay for the period of concealment. Section 10550.5

The respondent may not examine the discriminatees or present other evidence regarding their interim employment, earnings, expenses, and search for work, unless respondent has raised these issues in its answer. Objections should be appropriately raised. Section 10652.2; Section 102.56(b) and (c), Rules and Regulations.

The trial attorney should review with each discriminatee his/her anticipated testimony regarding interim employment, earnings, expenses, and search for work. Each discriminatee should be prepared to account for his employment history during the backpay period. The Board has held that where social security records are at odds with a claimant's testimony regarding interim earnings, the social security records will be controlling.[219] All relevant documents should be reviewed with each discriminatee to refresh his/her recollection regarding search for work and employment during the backpay period.[220] Documentation may include:

- board affidavit,

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[217] See *St. George Warehouse*, 351 NLRB 961 (2007). *Allied Mechanical, Inc.*, 352 NLRB 1005 (2008), See also *SRC Painting, LLC*, 357 NLRB No. 5, slip op. 2 (2011) (GC relieved of burden under *St. George* where respondent fails to appear for hearing and thus fails to meet its threshold burden).

[218] For general principles regarding interviews of witnesses, see ULP Manual Sections 10054.2 and .3; regarding credibility, see ULP Manual Section 10064.

[219] *Domsey Trading*, 351 NLRB 824, 833 (2007).

[220] See generally, Rules 612, 613, 801, and 803(5) of the Federal Rules of Evidence. See also ULP Manual Sections 10394.6–10394.10; Division of Judges Bench Book Sections 13-612, 13-613.

- questionnaires they provided to the Compliance Officer during the backpay period,
- pay slips,
- earning reports and W-2 tax statements received from interim employers,
- records supplied to or received from state unemployment departments,
- union hiring hall and fund contribution records,
- help wanted advertisements regarding jobs where they applied,
- detailed calendars or diaries.

It is common in certain trades, such as construction, for employees to maintain, detailed calendars or diaries regarding their interim employment. The trial attorney should specifically ask each discriminatee what writings, if any, they have reviewed in preparation for the compliance hearing.[221] ULP Manual Sections 10394.6–10394.10. Relevant documents should be prepared for introduction into evidence, including records received from state unemployment departments.[222] Each discriminatee should be prepared to testify as precisely as possible regarding the names of the firms where they sought interim employment, whether they filed written applications, the dates they filed applications or made job inquiries, and the names of the individuals they spoke with at each firm.

10660.6 Expert Witness Testimony

In appropriate cases, the General Counsel should consider offering expert witness testimony at the compliance hearing. This may be particularly appropriate in cases where gross backpay, interim earnings, reimbursable expenses, or other monetary remedies were calculated using statistical sampling or modeling techniques. Whether to permit expert testimony, however, is a question that is committed to the discretion of the trial judge.[223] Add Footnote. These techniques may be used in cases involving numerous discriminatees or where interim earnings data is difficult to obtain or extremely time consuming to analyze, such as in cases involving strikers, hiring hall referrals, or numerous construction sites. Sections 10548–10548.3. The expert witness may be an accountant, a statistician, a financial consultant, a management professor, or a labor economist knowledgeable regarding the local labor market conditions during the backpay period. Where the Region is considering payment of special fees for expert testimony, clearance should be sought from the Compliance Unit and the Region's designated representative in Division of Operations-Management.

Rule 702 of the Federal Rules of Evidence sets forth the standard for the admissibility of expert testimony at trial:

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[221] At the beginning of examination by respondent counsel, the discriminatee may be asked to state what writings he reviewed prior to testifying. The administrative law judge may require that any reviewed writings be produced to respondent for use during the witness' examination. See Rule 612(2) of the Federal Rules of Evidence.

[222] Records regarding unemployment compensation may include unemployment compensation booklets, noting the dates when the discriminatee applied for unemployment compensation. Records received from state unemployment departments often may be obtained from the state unemployment department and prepared for introduction into evidence in a manner providing for their self-authentication at trial. See Rule 902 of the Federal Rules of Evidence.

[223] *California Gas Transport*, 355 NLRB 465 (2010).

10660 Preparation of Testimony and Evidence Concerning Gross Backpay Computation and Discriminatee Expenses

> If scientific, technical, or other specialized knowledge will assist the trier of fact to understand the evidence or to determine a fact in issue, a witness qualified as an expert by knowledge, skill, experience, training, or education, may testify thereto in the form of an opinion or otherwise. . . .

To be admissible, expert testimony must not only be relevant, but reliable.[224] Once received, the administrative law judge may disregard expert testimony if the analysis and conclusions are based upon flawed premises.[225] The Board has also held that when it comes to determining if Respondent has established that a discriminatee did not adequately search for interim employment, expert testimony is a factor to be considered, but is too speculative in and of itself to establish a failure to diligently search for interim employment. See *Grosvenor Resort*, 350 NLRB 1197, 1200–1201 (2007).

If a party seeks to present expert witness testimony at the hearing, among the factors the administrative law judge will consider are "whether the party has given prior notice to the opponent, [whether the party has] supplied copies of any documents or test results [to the opponent], and whether there has been time for the opponent to [obtain] opinion testimony by an expert of the opponent's selection." Division of Judges Bench Book Sections 13-226; Rules 403 and 702 of the Federal Rules of Evidence. Affirmative efforts should be made by the trial attorney to ascertain whether respondent intends to call an expert witness during its defense case and, if so, the identity of that witness. Specific inquiry should be made by the trial attorney during the prehearing conference with the administrative law judge regarding whether respondent intends to call an expert witness, if this information has not be clarified beforehand. Section 10660.8. Where respondent discloses that it will call an expert witness at the hearing, the trial attorney should carefully prepare for the cross-examination of respondent's expert witness. Appropriate rebuttal witnesses should be subpoenaed and interviewed prehearing. Additionally, in consultation with Regional management, a decision should be made expeditiously regarding whether it is beneficial for the General Counsel also to present expert witness testimony at the compliance hearing.

For example, to support its contention that a discriminatee failed to mitigate, the respondent counsel may call an expert witness familiar with the labor market in the area where most of the discriminatees were living and seeking work during the backpay period. Where appropriate, in preparation for cross-examination and rebuttal, the trial attorney should interview knowledgeable local officials of the state employment service and knowledgeable union officials, particularly of skilled trades unions, to obtain a complete understanding regarding what impact, if any, the local market conditions had on the search for work of people with the skills and experience of the discriminatees. Information regarding local area, private sector, employment and unemployment rates during the backpay period, may be obtained from the U.S. Department of Labor, Bureau of Labor Statistics. www.bls.gov. This website also provides information regarding private sector gross job gains and losses by industry. Links are provided to state work force agencies.

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[224] See *Kumho Tire Co. v. Carmichael*, 526 U.S. 137, 147 (1999), quoting *Daubert v. Merrell Dow Pharmaceuticals*, 509 U.S. 579, 585–586 (1993).

[225] See *Food & Commercial Workers Local 1357*, 301 NLRB 617, 619, 621–622 (1991). See Division of Judges Bench Book Sections 13-220, 13-221.

10660 Preparation of Testimony and Evidence Concerning Gross Backpay Computation and Discriminatee Expenses

The respondent's witnesses may be expected to testify concerning the number of job vacancies that existed in the employment area during the backpay period. The trial attorney, on the basis of pretrial interviews, should be prepared to elicit testimony concerning not only the number of job vacancies, but the number of vacancies within the job experience and background of the discriminatees, the rates of pay offered and the number of people remaining unemployed on the rolls of the state employment service or union simultaneous with the existence of the job openings.

10660.7 Settlement Judge

If settlement efforts have not been successful following the issuance of the compliance specification, the Region should consider whether a settlement judge would be beneficial. Most often, participation by the Compliance Officer at this conference is beneficial. Section 102.35(b), Rules and Regulations, provides for the assignment of an administrative law judge (herein a settlement judge), other than the trial judge, to conduct conferences and settlement negotiations, if all parties agree to the use of the procedure. See also Section 102.59, Rules and Regulations. See ULP Manual Sections 10351 and 10154.2 for a complete discussion of settlement judge prehearing conferences. See also Division of Judges Bench Book Section 9-900.

10660.8 Prehearing Conferences with Administrative Law Judge

The administrative law judge may conduct, at the request of the parties or on the judge's own initiative, a prehearing conference prior to the hearing's opening. The conference provides the opportunity to:

- further explore settlement,
- discuss potential stipulations and joint exhibits,
- the order of evidence presentation and witness testimony at hearing,
- resolve outstanding subpoena issues,
- clarify the pleadings and theories set forth in the compliance specification and answer,
- advise the judge of any anticipated hearing issues,
- advise the judge of the need for foreign language witness interpretation,[226] advise the judge of a party's intention to call an expert witness,
- provide the opportunity to refresh the judge's knowledge regarding the specific burdens of proof accorded the General Counsel and respondent, regarding the compliance specification and answer as set forth in Sections 102.55 and 102.56 of the Rules and Regulations.

Sections 10648.4–10648.6 and 10660.6; ULP Manual Section 10381; Division of Judges Bench Book Section 9-220.

[226] See generally, Division of Judges Bench Book Section 13-607.

10662 Conduct of the Compliance Hearing

10662.1 Overview

The conduct of a compliance hearing is governed in large part by the General Counsel's burden of proof, set forth in Section 10648.6, and Section 102.56 of the Rules and Regulations, which requires that the respondent raise its defenses in its answer. ULP Manual Sections 10380–10412 regarding hearings in complaint cases are also generally applicable to compliance hearings.

10662.2 Specificity of Answer, Motion to Preclude

If the respondent's answer is insufficient with respect to any allegations of the compliance specification, it is appropriate to move that the administrative law judge deem those allegations to be admitted and to preclude the respondent from litigating those issues at the compliance hearing. Section 10652.2.

The necessary legal research and the drafting and submission of the motion papers, showing in detail in what respects the respondent's answer was defective, should be done well in advance of the date of the hearing to permit the administrative law judge an opportunity to rule on them. This will establish in advance the ground rules that will govern the hearing when it starts. At the hearing, the trial attorney should not seek to prove the allegations that have not been properly answered, and should make appropriate objection if the respondent attempts to raise such matters in the hearing.

10662.3 Litigation of Compliance Issues

Generally, in compliance proceedings, the trial attorney should not assume any part of the respondent's burden or litigate backpay issues not properly placed in issue by the answer, unless some gain to the case might be achieved. Sections 10648.4 and 10648.6. Normally, it will not aid the General Counsel's case to litigate defenses not properly raised by the respondent. However, there may be occasions when the General Counsel finds it advantageous to question a witness in its case on such matters as searching for interim employment or interim earnings. Such a situation would arise where the General Counsel determines that the evidence on the issue would best be presented through his or her own witness on direct examination (after careful preparation) rather than through cross-examination.

The trial attorney should be completely familiar with the case law arising under Section 102.56(b) of the Rules and Regulations and be vigilant that defenses not properly raised in the answer are not litigated at the hearing. The trial attorney should oppose all such efforts to do so and should not do so himself/herself.

In addition, although he/she may proffer evidence in areas in which the respondent has the burden of proof, the trial attorney should not only disavow in express words but should take particular care that by his/her conduct he/she do not place himself/herself in the position of assuming any burden of proof in areas that are properly the respondent's responsibility.

10662.4 Scope of the Region's Responsibility for Making Discriminatees and Others Available as Witnesses for Respondent

Although the General Counsel may decide not to call any discriminatees as witnesses, the respondent will often desire to call discriminatees to prove its case. The trial attorney should cooperate with the respondent in its efforts to obtain the presence of the discriminatees to the extent that it is practicable and reasonable to do so.[227]

Upon request, the trial attorney should furnish respondent with the desired discriminatee's present or last known address so that the individual may be subpoenaed or located. Subpoenas may be requested by respondent to compel the appearance and testimony of uncooperative discriminatees at compliance hearings. Should the discriminatee object to revealing their address for good cause, that individual may properly be asked to voluntarily waive formal service (but not fees and mileage) so long as it is agreed that testimony will be given at the time requested by the respondent. Should failure to accept service tend to prolong or delay the proceedings, the discriminatee's location should no longer be treated as confidential unless the most compelling reason exists.

The trial attorney should also cooperate with the respondent in its efforts to obtain the presence of witnesses for testimony during respondent's case who are not discriminatees but have previously been called to testify in the compliance proceeding by General Counsel. Such witnesses might include union representatives as well as Board agents who have provided testimony about the compliance calculations.[228]

10662.5 Formal Exhibits

At the outset of the hearing, the trial attorney should mark as Exhibit 1 and introduce into evidence the following papers:

- Board decision and order,
- Court decision and judgment,
- Compliance specification and Notice of Hearing, and any amendments,
- Each Order Rescheduling Hearing,
- Affidavits of service,
- Respondent's answer and affidavit of service,
- Form NLRB-4668, Statement of Standard Procedure in Formal Hearing.

Relevant stipulations or documentation relating to proceeding to a compliance hearing before enforcement proceedings should also be introduced. Sections 10646.1 and 10606.2.

10662.6 Opening Statement

In the trial attorney's opening statement, he/she should normally state the factual and legal theory of the case. The trial attorney should be prepared to explain the various burdens of proof, where it appears appropriate to do so. Additionally, the trial attorney should present to the administrative law judge any problem of missing, distant, unavailable

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[227] For example, *Cornwell Co.*, 171 NLRB 342 fn. 2 (1968) ("[T]he General Counsel's function in producing backpay claimants for examination by Respondent is merely advisory and cooperative.") See also *Iron Workers Local 480 (Building Contractors)*, 286 NLRB 1328, 1334 (1987); and *Colorado Forge Corp.*, 285 NLRB 530, 541 (1987).

[228] See *Paint America Services*, 353 NLRB 973 (2009).

or deceased witnesses, clear up any problem with the use of the discriminatees as the respondent's witnesses and reasonably cooperate in securing their presence.

10662.7 Missing or Unavailable Discriminatees

If interim earnings are available for missing or unavailable discriminatees, their backpay claims should be treated like the claims of discriminatees who are present at the hearing. The burden of proving further offsets to backpay rests on the respondent.

If the respondent wants missing or unavailable discriminatees for testimony, the trial attorney should cooperate, such as by proposing to take depositions if credibility issues do not seem likely to become involved, or to move the hearing to a date, time, or place more convenient to the particular discriminatee. The trial attorney should argue in support of such procedures that the wrongdoer, rather than the injured party should bear the inconvenience and cost of travel. It is very important that the record reflect in the most detailed factual terms the cooperation proffered by the trial attorney to the respondent, whether it occurred before or at the hearing, and the fact that discriminatees were available to respondent as witnesses. To this end, the trial attorney should state, preferably in the opening statement, past offers and efforts of cooperation, as well as continued willingness to cooperate, and should elicit from the respondent its desires in the matter.

Before the hearing closes, counsel should summarize on the record all the respondent's requests for testimony by discriminatees and the result of the trial attorney's efforts at cooperation, lest it be subsequently claimed that the respondent was prevented from proving its defense(s). The administrative law judge should be requested to make findings concerning the gross backpay of missing or unavailable discriminatees for whom there is no interim earnings information. When these discriminatees are found, their interim earnings may be established and backpay paid. Section 10648.7. See also Section 10584 concerning the eventual extinguishment of backpay entitlement for a discriminatee who remains missing after compliance is otherwise achieved.

After a missing discriminatee has been found, a further compliance hearing may be held concerning interim earnings, mitigation, or any other issue that cannot be resolved informally.[229]

10662.8 Deceased Discriminatees

The trial attorney should offer evidence of gross backpay and expenses regarding deceased discriminatees if the respondent's answer has put these elements in issue. The affirmative allegations in the compliance specification concerning interim earnings and unavailability for employment should be sufficient to complete the case. The respondent bears the burden of establishing further reductions from gross backpay. See also Section 10648.8.

10662.9 Interim Earnings Documents

Upon request, documentation of interim earnings for all discriminatees should be given to the respondent's counsel to offer in the record. The trial attorney should be careful

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[229] For example, *Brown & Root, Inc.*, 132 NLRB 486, 495–497 (1961); see 327 F.2d 958, 959 (8th Cir. 1964), clarifying court's opinion in 311 F.2d 447, 456 (8th Cir. 1963), on this point. See also *Continental Insurance Co.*, 289 NLRB 579, 585 (1988); *Colorado Forge Corp.*, 285 NLRB 530, 542 (1987).

to state on the record that although the General Counsel does not have the burden of proving interim earnings and that this is the respondent's burden, an offer is being made of documentary information of such matters in the interests of accuracy, to expedite the hearing, and as part of the General Counsel policy to offer as much assistance as possible to the respondent in presenting information relevant to backpay issues for the consideration of the administrative law judge. Documents concerning interim earnings that are discloseable, in unredacted and redacted form, are described in Section 10650.5. See also ULP Manual Section 11824.1.

All of these documents should have been provided to the respondent's counsel in advance of the hearing if they were requested and respondent fully cooperated in the compliance investigation. See Section 10650.5.

If the respondent refuses to agree to the admission of such exhibits, the offer should nevertheless be made on the record but no effort should be made to have them admitted over respondent's objection unless it is indicated by the administrative law judge that they would be helpful. The trial attorney should make clear on the record that the evidence on interim earnings was made available to the respondent in advance of hearing.

10664 The General Counsel's Case

10664.1 Compliance Officer Testimony

It is the General Counsel's burden to prove by a preponderance of the evidence that the gross backpay formula and amounts are reasonable.[230] That burden is normally met by the introduction of evidence and Compliance Officer testimony. In cases involving complex computations of gross backpay, the testimony of the Compliance Officer who prepared the computation is usually extremely helpful to the administrative law judge and presents a frame of reference for the introduction of supplementary exhibits.[231]

In the event the administrative law judge finds the entitlement of backpay of some discriminatees has changed on the basis of evidence introduced at the hearing, the Compliance Officer should also testify about adjusting the computation of backpay.

A respondent's proper allegation in its answer that the specification's gross backpay formula is incorrect or inappropriate will also set forth, with supporting data, an alternative method for computing gross backpay. The Compliance Officer may present testimony concerning the defects of the respondent's approach[232] or the defects may be relegated to argument by the trial attorney or included in a brief.

10664.2 Discriminatee Testimony

In most cases, the trial attorney should have a discriminatee testify only to prove expenses, to present facts necessary to the computation of gross backpay that cannot be otherwise established, and to anticipate known respondent defenses. The trial attorney should have the discriminatee testify to establish the backpay period in a construction industry salting case.[233] Sections 10660.3, 10660.4, and 10662.3.

It is the General Counsel's burden to establish expenses incurred by a discriminatee. Section 10648.4. The discriminatee should, therefore, testify in detail concerning expenses incurred in seeking and maintaining interim employment, as well as, but not limited to, expenses incurred to replace employer benefits, such as medical coverage. Available documentation of expenses should also be presented.

10664.3 Testimony from Union Officials

In order to establish the General Counsel's burden of establishing the backpay period in construction industry salting cases, a union official may testify about contemporaneous union policies and practices regarding salting campaigns, specific plans for the targeted employer, instructions or agreements between the discriminatee and union concerning the anticipated duration of the assignment, and historical data regarding the duration of employment of the discriminatee and other salts in similar salting campaigns. See *Oil Capitol Sheet Metal*, 349 NLRB at 1349; OM 08-29, at p. 5.

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[230] *Performance Friction Corp.*, 335 NLRB 1117 (2001); *Cobb Mechanical Contractors*, 333 NLRB 1168 (2001).

[231] E.g., *Operating Engineers Local 138 (Nassau & Suffolk Contractors)*, 151 NLRB 972, 981–986 (1965); *Food & Commercial Workers Local 1357*, 301 NLRB 617, 618 (1991).

[232] For example, *Operating Engineers Local 138 (Nassau & Suffolk Contractors)*, supra at 987–988; *Rainbow Coaches*, 280 NLRB 166, 173–178 (1986); *Big Three Industrial Gas Co.*, 263 NLRB 1189, 1193–1196 (1982).

[233] See *Oil Capitol Sheet Metal, Inc.*, 349 NLRB 1348.

10666 The Respondent's Case

10666.1 Respondent's Attack on Gross Backpay Computation

The respondent's attack on the General Counsel's gross backpay computation may take any number of forms. It will often be based on the testimony of company officials who will attempt to show that projected earnings alleged in the compliance specification were unreasonably high or that the earnings or hours of representative or replacement employees selected by the General Counsel were not representative of the probable earnings of the discriminatees.

When the respondent contests the validity of the representative complement of employees used to measure gross backpay, the trial attorney should consider whether, on rebuttal, the testimony of discriminatees or other employees would be helpful. The respondent may also present testimony or evidence to dispute fringe benefits claimed as elements of gross backpay.

Respondent's documents and employment records may be the best evidence of a discriminatee's entitlement to such benefits as vacations, bonuses and medical insurance. The respondent's witnesses may be cross-examined with regard to these documents and the respondent's practices with regard to the implementation of its benefits policies. The trial attorney may also find it advisable on rebuttal to question the discriminatees, other employees and, in the case of contractual benefits, appropriate union officials.

The respondent may attempt to prove that some change in its organization or operations terminated the backpay period because the discriminatee(s) would have been laid off at the time the change was made or because the discriminatee's job classification was eliminated during the backpay period. This kind of contention should prompt a careful inquiry, including, as appropriate, an examination of relevant respondent records to determine what happened to other employees who worked in the same operation as the discriminatee(s). For example: were the employees affected by the change transferred to another operation, permanently laid off, or temporarily laid off and then recalled or were the discriminatees' positions really eliminated or instead merely replaced by a "new position" with little or no change in the nature of the job.[234]

10666.2 The Respondent's Case Regarding Interim Earnings

The respondent may attempt to prove reductions from gross backpay by establishing interim earnings beyond those affirmatively alleged in the compliance specification. Evidence in the form of documents, testimony from other employers or witnesses and examination of the discriminatee may be used.

The trial attorney should scrutinize documents proffered to establish additional interim earnings and cross-examine witnesses who testify regarding additional employment.

The Compliance Officer and the trial attorney should ensure that discriminatees are aware that there are serious consequences for discriminatees who conceal interim earnings.

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[234] *Midwest Psychological Center*, 353 NLRB 505 (2008).

The Board will deny any backpay for all quarters in which the discriminatee worked but concealed that information.[235] In the appropriate circumstance, the discriminatee may be denied backpay for the entire backpay period where the intentional concealment cannot be attributed to a specific quarter or quarters.[236] Section 10550.5.

10666.3 The Respondent's Examination of Discriminatees Regarding Mitigation

The respondent will often question the discriminatee in detail concerning the individual's search for work, including the names of firms to which the discriminatee applied, whether or not written applications were filed, whom the witness saw when application was made and other details.[237] The discriminatee may be asked whether he or she searched websites, reviewed newspaper want ads for available jobs or made job applications to other specific employers engaged in the same or similar business as the respondent. In this regard, the examination may also cover whether the discriminatee maintained a calendar or a diary setting forth search for work efforts. If appropriate, the questioning may also delve into whether the discriminatee sought employment through a hiring hall.

The respondent may also question the discriminatee concerning a claimed failure to mitigate by the discriminatee's accepting employment that is not substantially equivalent, voluntarily quitting an otherwise suitable job without justification or engaging in gross or deliberate misconduct that resulted in discharge. In the case of a voluntary quit, the burden is on the General Counsel to show the decision to resign was reasonable. Where a discriminatee has been discharged by an interim employer, the Board will find a failure to mitigate if the discriminatee engaged in gross misconduct. Section 10558.4.

10666.4 Introduction Into Evidence of Newspaper Advertisements

The respondent may attempt to prove a lack of diligence in seeking interim employment by putting into evidence newspaper advertisements or other documentation showing the existence of jobs in the classifications of the discriminatees.

It should be argued that such evidence does not reliably establish either the general availability of jobs or that a discriminatee could have obtained a particular job. In oral argument or in a brief, it could be pointed out to the administrative law judge, if appropriate, that the advertisements said little about wage rates, working conditions, or the location of the position advertised. Further, advertisements did not show how many people applied for the jobs that were advertised and leave to pure speculation the likelihood that the discriminatees would have been employed.

10666.5 Contention of Willful Idleness Based on Testimony of Employment Agency

The respondent may also attempt to prove a lack of diligence through other testimony regarding the number of jobs available in the labor market during the backpay period.

Testimony of this kind should be thoroughly explored on cross-examination. To prepare for this, discussion in advance of the hearing with officials of the local state

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[235] *Performance Friction Corp.*, 335 NLRB 1117, 1121 fn. 25 (2001); *American Navigation Co.*, 268 NLRB 426 (1983).

[236] *Ad Art, Inc.*, 280 NLRB 985 (1986).

[237] See *Pope Concrete Products*, 312 NLRB 1171 (1993).

employment service may be appropriate. On cross-examination the respondent's witnesses should be requested to testify concerning the number of applicants in the skill classifications of the discriminatees who remained unplaced by the agency during the backpay period. The number of such persons who draw their maximum unemployment insurance benefits without obtaining a job should be obtained from the state employment service and placed in the record. In addition, testimony should be elicited from the witness, concerning jobs asserted to be available, to establish the location of job vacancies, their actual classifications, and the rates of pay offered. It may be argued that the discriminatees are not obliged to apply for or accept jobs if they are located relatively long distances from their homes, the rates of pay are excessively low, or they do not possess the required qualifications. If the witness is a person who does the hiring for another employer, they should be asked how many applicants are interviewed per job vacancy to be filled.

10666.6 Discriminatee's Decision Not to Return to Work

The respondent may also attempt to elicit testimony to the effect that discriminatees would not have returned to work at respondent by asking them whether they would have accepted reinstatement during the backpay period. The trial attorney should object to such a question on the grounds it is hypothetical.

Further, the Board has found it to be irrelevant that at some time prior to a valid offer of reinstatement, discriminatees have stated that they would not return to work. Section 10534.8 and cases cited therein.

10666.7 Respondent's Effort to Bar Reinstatement or Disparage or Discredit Discriminatees

The respondent may attempt to establish discriminatee misconduct in order to contend that, even in the absence of its unlawful action, the discriminatee would not have retained employment and that backpay should be tolled. The respondent assumes the burden of establishing that reinstatement is not warranted. Section 10532.4. Such contentions may be countered primarily through knowledge of the discriminatee's version of the alleged misconduct. If appropriate, the contentions should be challenged and testimony elicited to present the discriminatee in as favorable a light as possible.

Another defense against this type of attack is to investigate the possibility that other employees with like or worse records continued in the employ of respondent or that prior to the discrimination the respondent was aware of the misconduct and did not discharge the discriminatee.

10666.8 Rehabilitation of Discriminatees Regarding Mitigation

Respondent's examination or cross-examination of a discriminatee sometimes results in weaknesses in the record that were often caused by the confusion or misunderstanding of the discriminatee. Examination by the trial attorney should be undertaken with the aim to clarify earlier testimony and generally rehabilitate the discriminatee following examination by the respondent. Careful preparation in the advance of the hearing is very important in accomplishing the twin objectives of avoiding discriminatee confusion or misunderstanding as well as his/her rehabilitation, if required.

The goal, therefore, of the advance preparation is that, on examination, the trial attorney be able to bring out all the efforts made by the discriminatee during periods of

unemployment to look for work, clarifying any testimony elicited by the respondent that varies with any documentary evidence or prior testimony. It is usually better to accomplish this through nonleading questions, where appropriate. If the discriminatee's credibility has been impugned, witnesses should be brought to the stand to corroborate the discriminatee's testimony.

As noted earlier, if the respondent establishes that the discriminatee quit an interim job, it becomes the burden of the General Counsel to demonstrate that the decision to quit was reasonable. Therefore, the trial attorney should be prepared to question the discriminatee with respect to the reasons the discriminatee voluntarily left any interim employment.

10666.9 Remote and Speculative Defense by Respondents

In some compliance hearings an unduly prolonged hearing and an unwieldy record may result from counsel pressing what can be characterized as rather remote and speculative claims to justify affirmative defenses. In the interest of keeping the length of the hearing and the record within reasonable bounds, the trial attorney may find it advisable to rely on the words of the Supreme Court as a basis for urging the administrative law judge to place some limits on the evidence that may be admitted on this issue:

> The Board has a wide discretion to keep the present matter within reasonable bounds through flexible procedural devices. The Board will thus have it within its power to avoid delays and difficulties incident to passing on remote and speculative claims by employers, while at the same time it may give appropriate weight to a clearly unjustifiable refusal to take desirable new employment. *Phelps Dodge Corp. v. NLRB*, 313 U.S. 177, 199–200 (1941).[238]

10666.10 Respondent's Efforts to Litigate the Immigration Status of Employees

The respondent may attempt to litigate the immigration status of discriminatee(s) in order to prevent the award of reinstatement and backpay remedies to the discriminatee(s). The pleading of immigration status affirmative defenses and seeking of evidence regarding such defenses will not be permitted absent respondent establishing a sufficient factual basis for doing so.[239]

10666.11 Immigration

In the compliance stage of case processing, Regions should demand a full accounting of evidence a respondent intends to rely upon in order to assert that employees are ineligible for backpay under *Hoffman Plastics Compounds, Inc. v. NLRB,* 535 U.S. 137 (2002). In all compliance cases in which respondent fails to state in its answer sufficient supporting facts for its work-authorization defense to a discriminatee's backpay eligibility, the Region should file a pretrial motion for a bill of particulars eliciting the respondent's position and specific evidence in support of its assertion that the employee is not eligible to work in this country. Upon review of the bill, if respondent's pleadings continue to be deficient, the Region should file a motion to strike the affirmative defenses and, if the

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[238] See also *Heinrich Motors v. NLRB*, 403 F.2d 145, 149 (2d Cir. 1968), enfg. 153 NLRB 1575 (1965); *Corning Glass Works v. NLRB*, 129 F.2d 967, 973 (2d Cir. 1942).

[239] See OM 12-55; *Flaum Appetizing Corp.*, 357 NLRB No. 162 (2011).

answer raises no other issues, a motion for summary judgment. If subpoenas duces tecum have been served on discriminatees in a pending compliance proceeding in which such an affirmative defense has been pled, Regions should move to revoke the subpoenas conditionally, subject to a ruling on the motion for a bill of particulars and a review of the bill produced.

10666.12 Contention of Inability to Pay

A respondent may attempt to establish that it is financially unable to comply with the Board order. The issue in a backpay proceeding is the amount due and not the respondent's ability to pay the amount due.[240] The Region should object to respondent's attempts to litigate financial inability to pay during a compliance proceeding.

10668 Briefs to the Administrative Law Judge

Briefs are particularly helpful following compliance hearings, especially where a detailed analysis and explanation of payroll, unemployment, and other financial documents introduced into evidence will assist the administrative law judge in understanding the General Counsel's theory of the case. Similar to unfair labor practice trials, briefs also are advisable where the case involves difficult credibility issues, a long record or complex issues or where legal argument may be helpful to the administrative law judge. General briefing guidelines are set forth in ULP Manual Section 10410. Sections 102.42 and 102.59, Rules and Regulations.

When filing a brief to the administrative law judge following a compliance hearing, consideration should be given to the following points:

- It may be helpful to include charts, tables, and graphs in the brief to summarize voluminous or complex payroll or other financial records introduced into evidence.
- If the General Counsel has advanced an alternative theory at the hearing, the alternative calculations should be set forth in the brief, together with argument and case law supporting this alternative theory.
- If an alternative theory for calculating backpay or the make whole remedy is raised at trial, and the theory appears to be of particular concern or interest to the administrative law judge, the alternative calculations associated with this theory should be set forth in the brief, together with the General Counsel's argument and case law supporting or opposing this alternative theory.
- All requested remedies must be clearly articulated, including any special remedies. Argument and case law supporting the remedies requested should be provided.

10670 Bankruptcy

10670.1 Overview

[240] See *Triple A Fire Protection, Inc.*, 357 NLRB No. 68, slip op. at 2–3 (2011).

In processing cases in which a charged party or respondent has filed a bankruptcy petition, the Region should promptly determine what actions should be taken to protect the Agency's interests in the bankruptcy proceeding and should thereafter become actively involved in the bankruptcy proceeding in order to maximize the opportunity for the Agency to obtain a recovery on its claim.

The Bankruptcy Code (Title 11, U.S.C.) is a Federal statute that permits an employer, whether a corporation, partnership, or sole proprietorship, to file a petition for bankruptcy. The possible venues for the filing of a bankruptcy case include where a company principally does business, where a company retains its principal assets, and where a company has its domicile or is incorporated.

The Supreme Court, in the *Nathanson* case, concluded that the Board is a creditor of a debtor in a bankruptcy case with respect to unpaid backpay awards.[241]

The Board is the only entity that has a right to file such claims[242] and the Board is the sole authority to liquidate its backpay claims.[243]

As a creditor, the Board's right to collect monetary relief from a debtor is affected by bankruptcy proceedings. It is therefore the responsibility of the Region to become aware of the existence of a bankruptcy case involving a charged party/respondent to thereafter timely file a Proof of Claim with the bankruptcy court and, as set forth below, with consultation as appropriate with the Contempt, Compliance and Special Litigation Branch, to take all other appropriate action to protect the Board's jurisdiction and its right to collect monetary relief from the debtor.

The general legal principles and basic rules governing the filing of Agency claims are summarized below in Section 10670.4. Sources for learning about the pendency of a bankruptcy case are summarized in Section 10670.3(a).

Agency unfair labor practice proceedings are administrative regulatory proceedings exempt from the automatic stay pursuant to 11 U.S.C. § 362(b)(4).[244] This is true whether the charged party/respondent is in bankruptcy under Chapter 11 or Chapter 7 of the Code.[245] Moreover, bankruptcy courts do not have jurisdiction under 28 U.S.C. § 1334 or 11 U.S.C. § 105 to impose a discretionary injunction on the Agency.[246] Additionally, the courts have found that neither the cost of litigation before the Agency, nor the potential for a backpay claim against the estate, constitute a "threat to the assets of the estate" so as to

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[241] *Nathanson v. NLRB*, 344 U.S. 25, 27 (1952). See also *Tucson Yellow Cab v. NLRB*, 27 B.R. 621, 623 (Bankr. 9th Cir. 1983); *NLRB v. Killoren*, 122 F.2d 609, 613 (8th Cir. 1941).

[242] *Amalgamated Workers v. Edison Co.*, 309 U.S. 261, 265 (1940); *Nathanson*, supra; *In re Matter of Nicholas, Inc.*, 55 B.R. 212, 215 (Bankr. D. N.J. 1985); *In re Adams Delivery Service*, 24 B.R. 589, 592 (Bankr. 9th Cir. 1982); *In re Brada Miller Freight Systems*, 16 B.R. 1002, 1008 (N.D. Ala. 1981); *NLRB v. P.I.E. Nationwide, Inc.*, 923 F.2d 506, 512 (7th Cir. 1991); *NLRB v. Continental Hagen Corp.*, 932 F.2d 828, 832 (9th Cir. 1991).

[243] *Nathanson*, supra; *In re Bel Air Chateau Hospital*, 106 LRRM 2834, 2835 (C.D. Cal. 1980); *Tucson Yellow Cab*, supra at 623. Under Code Section 502 of the Bankruptcy Code, however, bankruptcy courts may undertake to estimate the amount of claims, including Board claims, if the liquidation of the claim by the Board would unduly delay the administration of the bankruptcy case. See Section 10670.4(d) for further discussion of this issue.

[244] *NLRB v. P.I.E. Nationwide, Inc.*, supra at 512; *NLRB v. Continental Hagen Corp.*, supra at 832–833, 834.

[245] Id.; see also *NLRB v. Twin Cities Electric*, 907 F.2d 108, 109 (9th Cir. 1990).

[246] *In re S.T.R. Corp.*, 66 B.R. 49, 51–52 (Bankr. N.D. Ohio 1986); *In re Caribe Inn*, 1989 WL 435473 (B.D.P.R. 1989). Cf. *Board of Governors v. MCorp Financial, Inc.*, 112 S.Ct. 459, 464–465 (1991).

warrant a discretionary injunction.[247] The Contempt, Compliance and Special Litigation Branch should promptly be advised of the filing of any injunction proceedings against the Agency and any injunction pleadings should be provided as soon as possible.

See Appendix 18 for a sample letter that provides case authority and argument in support of the position that Agency proceedings are not stayed by the filing of a bankruptcy petition.

As part of the bankruptcy process, debtors can accept or reject executory contracts, including collective-bargaining agreements.

In Chapter 11 cases, collective-bargaining agreements can be rejected only if the debtor meets the requirements of Section 1113 of the Code. These requirements include what may be described as good-faith bargaining with the union regarding the debtor's proposed changes in the terms of the collective-bargaining agreement. The debtor is required to bargain in good faith with the union about any changes that go beyond the scope of the Court approved changes. *Crest Litho, Inc.*, 308 NLRB 108 (1992).

In Chapter 7 liquidation cases, collective-bargaining agreements are subject to rejection under Section 365(d)(1). If the bankruptcy trustee does not accept or reject the contract within 60 days after the order for relief, the contract is deemed rejected retroactive to the petition date. In voluntary bankruptcy cases, the order for relief is the filing of the petition.

10670.2 Assistance With Bankruptcy Issues

Every Region should appoint a bankruptcy coordinator who is responsible to provide assistance to Region staff regarding bankruptcy issues. The responsibilities of the bankruptcy coordinator include processing information about a possible bankruptcy filing, determining whether a bankruptcy petition has been filed, reviewing bankruptcy pleadings and recommending or deciding what course of action the Region should take in response to a bankruptcy pleading.

Regions should contact the Contempt, Compliance and Special Litigation Branch (CCSLB) for assistance with bankruptcy issues. Set forth below is a sample of the topics handled by CCSLB:

- Section 363 "free and clear" sales.
- all asset-hiding cases including piercing the corporate veil, objections to discharge under Section 523, 727, and other Code sections, discovery involving alter egos/single employers, sources of backpay, and objections to the homestead exemption.
- issues concerning voluntary or involuntary conversion from Chapter 11 to Chapter 7.
- issues requiring the debtor to make proper distributions under the bankruptcy plan.
- objections to disclosure statements and plans based on financial criteria (for example, inadequate financial data, challenges to feasibility of plans, and inequitable distributions in plans).

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[247] *Tucson Yellow Cab v. NLRB*, supra, 27 B.R. at 623; *In re Nicholas, Inc.*, 55 B.R. 212, 217 (Bankr. D.N.J. 1985); *In re Rath Packing Co.*, 38 B.R. 552, 562–563 fn. 6 (Bankr. N.D. Iowa 1984); *In re Brada Miller Freight Systems*, supra, 16 B.R. at 1007, 1012; *EEOC v. Rath Packing Co.*, 787 F.2d 318, 325–327 (8th Cir. 1986).

- offensive use of equitable subordination under Section 510.
- threats or efforts to enjoin or stay unfair labor practice, compliance, and representation cases (for example, Code Section 362 automatic stay and Code Section 105 "inherent power" injunction).
- Code Section 1113 rejection of collective-bargaining agreement issues that involve Agency jurisdiction (for example, retroactive rejection).
- objections to the Agency's claim.
- estimation proceedings under Code Section 502(c).
- objections to disclosure statements and plans which implicate the Agency's jurisdiction (for example, where a plan or disclosure statement effectively determines liability under the NLRA and liquidates the Agency's claim), or provides the bankruptcy court authority to enjoin proceedings against the reorganized debtor or to determine or liquidate liability of the debtor after confirmation of the plan.

Before participating in person in any bankruptcy court hearing or before filing a pleading in any contested or adversary proceeding in bankruptcy court, the Region should promptly submit the matter to CCSLB. Contested or adversary proceedings would include, for example, situations where the Region intends to file:

- an objection or opposition to a complaint or motion for sale of property or other relief,
- an objection or opposition to a proposed Disclosure Statement or Plan of Reorganization,
- an objection to discharge of the debtor,
- a request for relief (other than a Proof of Claim/Application for Administrative Expense) to which the Region anticipates the debtor, trustee, or other creditors will object.

See Federal Rules of Bankruptcy Procedures 7001 and 9014 for a listing of Adversary Proceedings and Contested Matters.

The Region should assure that its legal staff is certified to file documents electronically with the bankruptcy courts located in the Region's geographic jurisdiction.

10670.3 Regional Office Procedures to Protect the Agency's Interests in a Bankruptcy Proceeding

10670.3(a) Identification and Processing of Cases Involving a Charged Party/Respondent in Bankruptcy

Regions should utilize various resources to determine whether a charged party/respondent is the subject of a bankruptcy proceeding. These resources include the parties and witnesses in an unfair labor practice case, the unfair labor practice charge, newspapers and business journals, Regional staff members, and electronic sources of information utilized by the Agency such as PACER.

Once a Region receives notice that a charged party/respondent is in bankruptcy, high priority should be given to promptly analyzing the case to determine whether there is a reasonable possibility of obtaining a remedy through the bankruptcy case and to determine what action needs to be taken in the bankruptcy case to protect the Agency's interests. If there is a reasonable possibility of obtaining a remedy through the bankruptcy case, the case should be categorized as Category III. See Section 10694.2 regarding the factors the Region should consider when classifying cases in which bankruptcy petitions have been filed. If a court judgment has been entered in a case, the Region should notify the Contempt, Compliance and Special Litigation Branch regarding cases in which the charged party/respondent is liquidating its assets in bankruptcy and the Region concludes that further proceedings would not effectuate the Act.

If a respondent files a bankruptcy petition, the Region should schedule unfair labor practice or supplemental compliance proceedings for the earliest possible date and advise the chief administrative law judge of the pending bankruptcy proceedings. It may also be appropriate to issue a compliance specification and litigate those issues at the same time as the unfair labor practice proceeding.

In Section 10670.4(e) below, various claim priorities are set forth. Backpay specifications should be drafted with sufficient detail to enable the administrative law judge and the Board to particularize the award in a manner that allows for the claiming of these priorities.

The Region should serve the bankruptcy case trustee with copies of all formal documents in the unfair labor practice or supplemental compliance proceeding. The trustee should not be named as a party respondent for the first time in a compliance proceeding. Unless the trustee directed unlawful conduct or was directing the debtor's business when the unfair labor practice occurred, the trustee should not be named as respondent in the underlying unfair labor practice proceeding.

In those cases where a complaint will issue or has issued against an individual or corporation that has been granted a discharge by a bankruptcy court, or against a corporation or partnership that is owned or operated by an individual that has been discharged in bankruptcy, the Region should consider the following bankruptcy principles:

Debts of individuals (11 U.S.C. § 727(a)(1)) and debts of reorganized entities are dischargeable by confirmation of a plan of reorganization (11 U.S.C. § 1141(d)). The Bankruptcy Code voids any judgment and enjoins the enforcement of any judgment on a debt that has been discharged. 11 U.S.C. § 524(a)(1) and (2). Thus, the Agency cannot seek to hold either individuals who have received a discharge or entities that have a confirmed plan liable for monetary obligations arising prepetition or prior to confirmation of a plan of reorganization, as a result of unfair labor practices. The pursuit of such a monetary obligation through the issuance of a complaint, compliance, or any other proceedings after the discharge in bankruptcy may result in the Agency being enjoined or held in contempt of court.

Because corporations and partnerships are not discharged through liquidations conducted in Chapter 11 or Chapter 7, there is no prohibition in the Bankruptcy Code against issuing or prosecuting a complaint which seeks to hold these entities liable for obligations or remedies under the National Labor Relations Act.

Cases in which the Region has issued a complaint or is considering issuing a complaint against an individual or entity discharged in bankruptcy should be submitted to the Division of Advice and the Contempt, Compliance and Special Litigation Branch (CCSLB). Where a court judgment or bankruptcy nondischargeability order has issued, a copy of the submission should also be forwarded to CCSLB. When recommending enforcement proceedings against a respondent that is liquidating its operations in a bankruptcy proceeding, the Region should specifically note this information in its submission for enforcement.

Regions should notify the Division of Operations-Management where a charged party/respondent corporation or partnership has been liquidated in bankruptcy and the Region intends to commence or continue the prosecution of the unfair labor practice case.

10670.3(b) Monitor the Progress of a Bankruptcy Case

The Region should monitor the progress of bankruptcy cases involving a charged party/respondent by reviewing bankruptcy pleadings as well as Chapter 11 monthly financial reports that are filed with the U.S. Trustee's Office. The Region may receive copies of such pleadings and reports by mail or by electronic means in jurisdictions that require electronic filing of documents. The Region should also monitor the progress of bankruptcy cases by use of electronic sources of information utilized by the Agency, including PACER, as well as the U.S. Courts website. The website address for PACER is www.pacer.psc.uscourts.gov/cgi-bin/links.pl and the website address for the U.S. Courts is www.uscourts.gov/links.html.

The Region should continue to monitor the progress of a bankruptcy case and take other appropriate action to protect the Agency's interests in the bankruptcy proceeding unless the Region determines that there is no reasonable opportunity to obtain a backpay remedy in the bankruptcy proceeding. If there is any possibility of distributions in connection with an ongoing bankruptcy proceeding, the Region should normally keep the case open. On the other hand, if the prospect of any recovery of funds seems slight the Region should consult the Contempt, Compliance and Special Litigation Branch prior to closing the case.

10670.3(c)Timely File a Proof of Claim

A Proof of Claim of Unfair Labor Practice Liability, herein referred to as Proofs of Claim, should normally be filed as soon as possible after the Region has become aware of a bankruptcy filing.[248] Appendix 20(a) contains sample language for Proofs of Claim. If unfair labor practice charges allege only post-petition violations by the debtor, the Region should consult with Contempt, Compliance and Special Litigation Branch to determine the best means to promptly provide notice and for preparation of an Application of Administrative Expense. Where interim earnings are unknown or calculation of backpay would cause undue delay, the claim may be filed without such information or calculation, but with a brief statement that such specific dollar amounts will be included when the claim is amended at a later date.

[248] While the Bankruptcy Code and orders of the bankruptcy court may allow more time for filing a claim (see Section 10670.4(c)), the Region should file as soon as possible so that the claim can serve to put other parties on notice of the debtor's potential unfair labor practice liability.

The principles and rules set forth at Section 10670.4 should be followed in preparing the Agency's claim.

If a notice is issued in the bankruptcy proceeding which instructs creditors not to file claims because the case is a no-asset case, the Region may file a Notice of Pendency. Appendix 20(b) contains a sample Notice of Pendency.

When there is an appeal of the dismissal of a charge involving a charged party in bankruptcy, the Region should telephonically request the Director of the Office of Appeals to expedite the appeal process. If the Region learns that the charged party has filed bankruptcy protection while there is pending appeal of a dismissal of a charge, and the appeal cannot be decided within the period allowed for the filing of proofs of claims, the Region should file a protective Proof of Claim, noting in the claim that it will be withdrawn if the charge is finally dismissed. If a dismissal is upheld on appeal, the Region should file in the bankruptcy court and serve a withdrawal of any pending Proof of Claim or Application.

10670.3(d) File Appropriate Notices With the Bankruptcy Court

The Region should file in the bankruptcy court and serve on the debtor and debtor's counsel (and the trustee where one has been appointed) (1) a notice of appearance and request for notice, and (2) a request for a disclosure statement and plan of reorganization under Bankruptcy Rule 3017(a). The first is filed in all cases, while the second is only filed in Chapter 11 cases.

See Appendix 19 for a sample notice of appearance and request for notice and Appendix 21 for a sample request for disclosure statement and plan.

If a notice is issued in the bankruptcy proceeding which instructs creditors not to file claims because the case is a no-asset case, the Region may also file a Notice of Pendency. Appendix 20(b) contains a sample Notice of Pendency. If the Region concludes that other unusual circumstances in a particular case make it necessary to file a Notice of Pendency in a bankruptcy proceeding, the Region should obtain authorization from the Contempt, Compliance and Special Litigation Branch before filing any such Notice.

10670.3(e) Review Bankruptcy Pleadings and Utilize Procedures Under the Bankruptcy Code to Determine If There Are Sufficient Assets to Pay the Agency's Claim

The Region should promptly and fully review bankruptcy filings and pleadings, including the debtor's bankruptcy petition and the various schedules filed by the debtor pursuant to Bankruptcy Rule 1007, to determine the amount of assets available to pay claims.

Section 341 of the Bankruptcy Code and Bankruptcy Rule 2003 provide that the U.S. Trustee or a designee presides at a meeting of creditors with the debtor. This is called the Section 341 or the first meeting of creditors, and is generally scheduled to occur about 20 to 40 days after the filing of the bankruptcy petition. A Regional representative should attend the Section 341/first meeting of creditors and, as appropriate, conduct an examination of the debtor. It is not necessary that the Regional representative at the creditors meeting be an attorney. (Section 341(c).)

Bankruptcy Rule 2004 provides that, on motion of any party in interest, the court may order the examination of any entity. In some jurisdictions creditors are permitted to initiate such an examination by the filing of a notice of such examination with the bankruptcy court. Since Code Section 341 meetings are generally fairly brief, a Section 2004 examination of the debtor may be necessary to have sufficient time to fully examine the debtor. The Region should conduct Bankruptcy Rule 2004 examinations as appropriate.

The scope of permissible examination of a debtor under Section 2004 or at the Section 341 meeting of creditors is very broad. For example, it may relate to the acts, conduct or property of the debtor, the liabilities and financial condition of the debtor, any matter that may affect the administration of the debtor's estate, and the debtor's right to a discharge. Sample motions to secure a court-ordered Section 2004 examination are located at the Contempt, Compliance and Special Litigation Branch site on the intranet.

10670.3(f) File Appropriate Objections With the Bankruptcy Court

Nondischargeable Agency Claims: Although the debts of individual debtors are generally dischargeable under the Bankruptcy Code, certain debts can become non-dischargeable under Code Section 523. Thus, individual debtors have been precluded from obtaining a discharge of their debts based on their violations of Section 8(a)(3) and (5). See OM 94-20, OM 97-37, OM 03-05, *In re Fogerty*, 153 LRRM 3038 (Bankr. N.D. Ill. 1996); and *In re Piper*, 170 LRRM 2282 (Bankr. E.D. Mich. 2002).

The time for filing a nondischargeability complaint under Code Section 523 in a Chapter 7 or 11 case is no later than 60 days after the first date set for the first meeting of creditors under Section 341 (Bankruptcy Rule 4007). In a Chapter 7 or 11 case, the first meeting of creditors is normally held within 20 to 40 days after the filing of the petition (Bankruptcy Rule 2003).

Regions are reminded that the initiation of all nondischargeability actions under Section 523 must first be cleared with the Contempt, Compliance and Special Litigation Branch.

Objections to Discharge Not Premised Upon Unfair Labor Practice Conduct: If an individual debtor engages in certain misconduct relating to the bankruptcy case, such as concealing information from creditors and the court or knowingly and fraudulently making a false oath or account, the debtor may be precluded from obtaining a discharge (Code Section 727).

A complaint objecting to the discharge of an individual debtor based on the debtor's actions must be filed in a Chapter 7 case no later than 60 days after the first date set for the first meeting of creditors under Section 341 (Bankruptcy Rule 4004). In a Chapter 11 reorganization case, such a complaint objecting to discharge must be filed prior to the first date set for the hearing on confirmation of the plan (Bankruptcy Rule 4004). There is no discharge for Chapter 11 debtors who are liquidating their assets.

Regions are reminded that the initiation of all nondischargeability actions under Section 727 must first be cleared with the Contempt, Compliance and Special Litigation Branch.

Objections to Free and Clear Sales: If the business of the debtor is sold during the bankruptcy case as part of a court-approved free and clear sale, then the Agency may be precluded from thereafter obtaining any *Golden State Bottling* remedy from the successor.

While the Board has held that the Board's backpay award is not extinguished by a free and clear sale, *International Technical Products Corp.*, 249 NLRB 1301 (1980), Regions should not rely upon this case as a basis for failing to object to a free and clear sale.

The Contempt, Compliance and Special Litigation Branch should be notified immediately of any proposal to sell the debtor assets "free and clear" of encumbrances.

Objections to Disclosure Statements and Plans of Reorganization: In a Chapter 11 case, the disclosure statement is the primary source of information about a plan of reorganization (or plan of liquidation) and its impact upon the creditors. Code Section 1125 requires adequate disclosure before solicitation of acceptances of a proposed plan. The disclosure statement should contain information about the debtor and its assets, as well as a projection of future earnings and financial soundness. The Region should evaluate whether the Agency's claim, including the priorities asserted, are accurately represented in the disclosure statement and whether sufficient additional information is provided to judge the feasibility of the debtor surviving after confirmation of a plan of reorganization.

The remedy for the debtor's failure to provide adequate information in the disclosure statement is for the debtor to amend the statement. The Agency's participation in the amendment process is helpful to ensure that the debtor knows the Agency's concerns regarding the statement and plan, to help prepare a foundation for an objection to the plan and, hopefully, to commence a dialogue with the debtor which can lead to settlement of the Agency's concerns.

On receipt of a disclosure statement and proposed plan, the Region should determine deadlines for objections to each and decide whether the disclosure statement properly describes the Agency's claim and contains information adequate to make a decision on whether to object to the plan.

In small business cases, defined as businesses with debts of $2 million or less, not including debts owed to affiliates and insiders, the bankruptcy court may determine that the plan itself provides adequate information and a separate disclosure statement is not necessary (Code Sections 101(51C), 101(51D), 1125(f)(1)).

In a Chapter 11 case, the plan of reorganization or plan of liquidation defines how each creditor group will be treated after confirmation. It is important for the Agency's claim to be properly classified and treated in the plan because the plan defines how the estate will be distributed and, if there is a reorganization, the order confirming a plan will discharge corporate, partnership, and individual debtor's preconfirmation liabilities. The plan should be reviewed as to the requirements listed in 11 U.S.C. § 1129 (including whether similar claims are classified and treated the same, whether priority claims are properly treated and whether a reorganization is financially feasible). The plan also needs to be carefully reviewed with regard to filing an objection to any provision that gives the court jurisdiction or authority to enjoin actions against the debtor, to determine and

liquidate claims against the debtor, or otherwise to frustrate the Agency's ability to conclude its proceedings.

Regions should consult with the Contempt, Compliance and Special Litigation Branch regarding any questions they may have concerning disclosure statements and plans of reorganization. (Section 10670.2.) If the Region determines that it is necessary to file an objection, it should submit the matter to the appropriate branch.

10670.4 The Preparation and Filing of a Proof of Claim

10670.4(a) General Principles

All claims should be timely filed. A claim is filed by completing and timely filing the Proof of Claim form. The Proof of Claim form can be found on the web page of most Bankruptcy Courts. See Section 10670.4(c) below for information relating to administrative claims.

The two basic elements of a claim that must be filled out are the amount of the claim and the priority of the claim, if any, as determined under the Bankruptcy Code. A statement should be included with the Proof of Claim form explaining the amount and priorities of the Agency's claim. The statement should also explain the basis for the Agency's claim and reference attached copies of any settlement, complaint, and decision issued by an administrative law judge, the Agency, and the circuit court.

Social security numbers for backpay claimants should generally not be included in a Proof of Claim or other bankruptcy pleading. To the extent that it is necessary to identify backpay claimants by social security numbers in any such document, only the last 4 digits of the social security numbers should be used.

Once a Proof of Claim is filed, the Agency's claim is deemed allowed unless an objection to the claim is filed by any party in interest. 11 U.S.C. § 502(a). The objection must be mailed to the Agency at least 30 days prior to the hearing on the objection. Bankruptcy Rule 3007. The Region should check the local bankruptcy rules to determine the due date for the Agency's response to the objection. Upon receipt of an objection to the Agency's claim, the Region should immediately submit a copy of the objection to the Contempt, Compliance and Special Litigation Branch for preparation of the Agency's response.

10670.4(b) Duplicate Claims

The Supreme Court concluded in the *Nathanson* case that the Board is the appropriate entity that has standing to file a claim based upon an unfair labor practice violation.[249] The Region should therefore normally file a Proof of Claim based upon the debtor's unfair labor practices even if another party has filed a claim that arguably duplicates part of the Agency's claim and even if the case has been deferred to the parties' arbitration process. The Region should therefore normally file a Proof of Claim based upon the debtor's unfair labor practices even if another party has filed a claim that arguably duplicates part of the Agency's claim and even if the case has been deferred to the parties' arbitration process or pursuit of claims under Section 301 or ERISA.

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[249] *Nathanson v. NLRB*, 344 U.S. 25 (1952).

10670.4(c) Deadline to File the Agency's Claim

In Chapter 11 cases, the court will set a bar date for filing claims. Bankruptcy Rule 3003(c)(3). This is sometimes done in the order setting the date for the first meeting of creditors.

The bar date for filing claims in Chapter 7 and 13 cases for Governmental units such as the Agency is 180 days after the date of the order for relief (Bankruptcy Rule 3002(c)(1)). The filing of the bankruptcy petition by the debtor constitutes the order for relief (Code Section 301). In some Chapter 7 and 13 cases, the court will send a notice pursuant to Rule 2002(e) that creditors do not have to file a Proof of Claim because there are no apparent assets in the estate. In these cases, however, a Notice of Pendency may be filed. See Section 10670.3(d). If the Region subsequently receives a notice from the Bankruptcy Court that the case has become an asset case, the Region must file a claim within 90 days after the clerk has mailed the notice that the case has become an asset case (Bankruptcy Rule 3002(c)(5)).

Administrative claims are filed by filing an application for allowance and payment of the administrative claim with the Bankruptcy Court. There will be a separate later bar date set by the court for filing administrative claims.

The Agency should promptly file its Proof of Claim, as noted above in 10670.3(c).[250] If the Region determines that the bar date has passed before a claim is filed, consult the Contempt, Compliance and Special Litigation Branch regarding whether a claim should still be filed.

10670.4(d) The Amount of the Agency's Claim

The Agency is the sole authority to liquidate the amount of backpay claims.[251] Under Code Section 507(a)(4), however, Bankruptcy Courts have the authority to estimate the amount of claims, including Agency claims, if the liquidation of the claim would unduly delay the administration of the case.

If there is a motion to estimate the Agency's claim, the Region should immediately submit a copy of such motion to the Contempt, Compliance and Special Litigation Branch for preparation of the Agency's response to such motion. The Agency should object to the court's estimating the Agency's claim to avoid the court's setting a limit on the amount for distribution.

The dollar amounts listed on the Proof of Claim form can be estimates based on the information provided to the Region during the investigation. Such a situation may arise where a Proof of Claim is filed without a review of the debtor's records or in the absence of interim earnings information from backpay claimants. If estimated dollar amounts are included in a claim, the statement attached to the Proof of Claim (Section 10670.4(a))

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[250] As noted above in 10670.3(c), if the unfair labor practice charges allege only post-petition violations, Contempt, Compliance and Special Litigation Branch should be consulted for the best means to provide notice and for preparation of an Application.

[251] Id

should note this fact. The statement should further note that the claim will be amended, if necessary, upon receipt of additional information by the Region.

Interest on a backpay award is allowed in Chapter 7, 11, and 13 cases. As a practical matter, the amount of interest for which any priority can be claimed will often be very minimal and may be time consuming to calculate.

Interest which accrues prepetition and is calculated based on prepetition backpay that is not entitled to priority can be claimed only as an unsecured claim with no priority.

Interest which (a) accrues during periods corresponding to the wage or fringe benefit priority period, (b) is based on backpay that accrued during the Code Section 507(a)(4) priority period or fringe benefit fund payments that accrued during the Code Section 507(a)(5) priority period, and (c) when added to the amounts claimed under Code Sections 507(a)(4) and/or 507(a)(5) does not exceed the current $10,000 per employee limit, can be claimed as a priority under Sections 507(a)(4) or 507(a)(5), as appropriate.[252] Any amounts in excess of the $10,000 limit per employee must be claimed as an unsecured claim with no priority.

Interest which accrues postpetition, regardless of the priority claimed for the principal backpay amount, can only be claimed as a separate amount with no priority for distribution pursuant to 11 U.S.C. § 726(a)(5) of the Code. Under this Code section, interest accruing postpetition is distributed only if there are estate assets remaining after all other claims (including general unsecured claims) are paid and there is money remaining that would be distributed back to the debtor or the owners of the estate. This rule for postpetition interest has been applied in cases of reorganization and liquidation under Chapters 7, 11, and 13.[253]

10670.4(e) Classification of the Agency's Claim

The Agency's claim may be classified, in whole or in part, as a secured claim, an unsecured claim with priority, or as an unsecured claim without priority.

The Agency has a secured claim if the Agency has a lien against the debtor's property. Such a lien could be based upon security that has been recorded regarding the debtor's property or a money judgment against the debtor that has been recorded as a judgment lien.

Any part of a claim that is not a secured claim is an unsecured claim. If the Agency's claim is unsecured it may have one or more of the following priorities:[254]

Second (administrative) priority. Where the bankruptcy petition was filed on or after October 17, 2005, backpay which accrues subsequent to the filing of the bankruptcy petition is claimed as an administrative expense under 11 U.S.C. § 503(b)(1)(A)(ii) and entitled to a second priority under 11 U.S.C. § 507(a)(2). Administrative priority in such

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[252] Senate Report 95-989, July 14, 1978, explains that under 11 U.S.C. § 726(a)(5), "interest accrued on all claims . . . which accrued before the date of the filing of the title 11 petition is to be paid in the same order of distribution of the estate's assets as the principal amount of the related claims."

[253] *In re Adcom, Inc.*, 89 B.R. 2 (D. Mass. 1988); *In re Riverside-Linden*, 945 F.2d 320, 323–324 (9th Cir. 1991); *In re San Joaquin Estates*, 64 B.R. 534 (Bankr. 9th Cir. 1986); *In re Beguelin*, 220 B.R. 94, 98–99 (9th Cir. BAP 1998).

[254] Effective for all bankruptcy cases filed on or after October 17, 2005, Section 507 is amended to add Section 507(a)(1) concerning claims for certain domestic support obligations. The designation of other sections under Section 507 is changed accordingly with former Section 507(a)(1) becoming Section 507(a)(2), and so forth.

cases will be allowed if the bankruptcy court determines that payment of such wages and benefits will not substantially increase the probability of layoff or termination of current employees or of nonpayment of domestic support obligations, during the case.[255]

Backpay which accrued subsequent to the filing of a bankruptcy petition which was filed before October 17, 2005 should be claimed in most jurisdictions as an administrative expense under 11 U.S.C. § 503(b)(1)(A) and is entitled to administrative priority under 11 U.S.C. § 507(a)(1).[256] In the Ninth Circuit and in certain other jurisdictions, for bankruptcy cases that were filed prior to October 17, 2005, the Region should not claim administrative priority for backpay accruing postpetition where the unfair labor practice was committed prepetition.[257]

Sample administrative claim pleadings are available on the intranet under Enforcement Litigation/Special Litigation/Bankruptcy-Memos and Sample Pleadings.

Third (gap period) priority. In involuntary bankruptcy cases (cases where a party other than the debtor files the petition), backpay that accrues between the filing of the petition and the earlier of two events—the appointment of a trustee or the issuance of an order for relief-is entitled to third priority. 11 U.S.C. § 507(a)(3).

Fourth (wage claim) priority. Any backpay liability (excluding backpay amounts owed to employee benefit plans), up to a current maximum amount per employee of $10,000, that accrues during the 180 days prior to the filing of the petition or 180 days before the debtor ceases business, whichever occurs first, is entitled to fourth priority. 11 U.S.C. § 507(a)(4).[258] The current statutory amount and accrual period applies to cases that commenced on or after April 20, 2005, and is periodically adjusted to reflect changes in the cost of living.[259] If the loss that accrued during the 180-day period exceeds the statutory maximum allowed per employee, the excess amount is treated as an unsecured nonpriority claim.

Fifth (benefit fund) priority. Backpay representing unpaid contributions to employee benefit plans (such as pension funds and health and welfare funds), which accrued within 180 days prior to the filing of the bankruptcy petition (or the date that the debtor ceased operation, whichever occurred first), is entitled to a fifth priority to the extent that when added to the fourth priority amount the total amount does not exceed the statutory maximum allowed per employee. 11 U.S.C. § 507(a)(5). See footnote 194. Amounts in excess of the statutory maximum allowed per employee are treated as unsecured nonpriority claims.

To the extent an unsecured claim does not have priority, it is an unsecured non-priority claim (typically referred to as a "general unsecured claim").

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[255] Code § 503, Bankruptcy Abuse Prevention and Consumer Protection Act of 2005, S. 256, Pub. L. No. 109-8, 119 Stat. 23.

[256] *In re Bel Air Chateau Hospital*, 106 LRRM 2834, 2835 (C.D. Cal. 1980) (postpetition ULP); *Yorke v. NLRB*, 709 F.2d 1138 (7th Cir. 1983) (same); and *In re Brinke*, 135 LRRM 2769 (Bankr. D. N.J. 1989), affd. 135 LRRM 2800 (D.N.J. 1989) (prepetition ULP, postpetition accruing backpay).

[257] *NLRB v. Walsh (In re Palau Corp.)*, 18 F.3d 746 (9th Cir. 1994); *Kapernekas v. Continental Airlines (Continental Airlines)*, 148 B.R. 207 (D. Del. 1992).

[258] For bankruptcy cases that commenced prior to April 20, 2005, the time period is 90 days rather than 180 days.

[259] The relevant dollar amounts to be applied as wage priority under Code Section 507(a)(4) (formerly 507(a)(3)) and for fund priority payments under Section 507(a)(5) (formerly 507(a)(4)) are as follows: for cases commenced on or after April 20, 2005—$10,000; for cases commenced between April 1, 2004 and April 19, 2005—$4925; for cases commenced prior to April 1, 2004—$4650.

10670.5 Obtaining Successful Results in Bankruptcy Cases

The Region should actively participate in bankruptcy cases to increase the chances of recovery on the Agency's claim. The Region should negotiate a settlement of the Agency's claim with the appropriate parties, including:

- The Case Trustee, if a Trustee has been appointed. If counsel for the Trustee has been appointed, the Region should deal with counsel for the Trustee, rather than the Trustee. A Case Trustee is appointed in all Chapter 7 bankruptcy cases, but rarely in Chapter 11 cases. (The U.S. Trustee's office does not itself actively administer individual cases, but may be contacted for assistance when it appears that there is abuse of the bankruptcy process or that the case is not being appropriately administered.)
- Counsel for the debtor, particularly if there is no appointed Case Trustee. The debtor's bankruptcy counsel is normally someone different from the attorney who represents the debtor in the unfair labor practice proceeding, and
- The Disbursing Agent, if the Agency's claim has not been resolved at the time a Disbursing Agent is appointed to disburse the estate assets pursuant to a plan.

The Region should also consider contacting counsel for the unsecured creditors committee, who can often provide the Agency with valuable information about a case.

The Region should inform the appropriate parties about the Agency's claim because trustees and other debtor representatives often have little or no knowledge about the Act. The Region should also send the Trustee or other debtor representative a copy of the Agency's Proof of Claim together with a letter explaining the basis for the claim.

10670.6 Settlement of the Agency's Claim

There is no requirement that the Region litigate the unfair labor practice case in order to pursue the Agency's claim. The claim can be settled as long as the Region has made a merit determination regarding the charge(s). Prior to attempting to negotiate a settlement of the Agency's claim, the Region should normally issue a complaint so the debtor, debtor's counsel, and the Trustee can better understand the factual and legal basis for the claim.

The Agency's claim in a bankruptcy proceeding can be settled by an agreement that is subject to bankruptcy court approval. Such an agreement should resolve both the amount and the priority of the Agency's claim.

The Agency's claim can be settled based upon a meritorious charge, a complaint, a settlement agreement, an ALJ decision, or a Board or court order.

The settlement document may be a formal or informal Agency settlement, or a stipulation in the bankruptcy proceeding, sometimes referred to as an "agreed entry."

A formal or informal Agency settlement agreement is an appropriate settlement document in a Chapter 11 reorganization case where the debtor is continuing to operate its business. Special language should be added to the settlement agreement because the employer is in bankruptcy. Sample language to be used can be found on the intranet under

Forms/Unconverted Forms/SF4775 (Revised Settlement Form with Attachments, optional paragraph 8).

An agreed entry would be appropriate to settle the case if the debtor is out of business and has filed either a Chapter 7 or 11 case involving liquidation of all of the debtor's assets. An agreed entry on the Agency's claim, which is an agreement entered into by the debtor or the Trustee as well as the NLRB, sets forth the agreed amount and priority of the Agency's claim and is subject to approval by the Bankruptcy Court.

Prior to finalizing a settlement in a bankruptcy case, the Region should consult with the Contempt, Compliance and Special Litigation Branch regarding any situation where such approval would affect the Board's position in the pending bankruptcy proceeding or where the settlement involves any nontraditional backpay remedies.

10670.7 Payment of the Agency's Claim

In Chapter 7 cases and Chapter 11 liquidation cases the Agency's claim is normally paid after the Trustee/debtor-in-possession files the final report with the Bankruptcy Court. In Chapter 11 reorganization cases and Chapter 13 cases, the Agency's claim is paid at such time as is provided by the plan of reorganization/repayment plan.

The bankruptcy estate may pay the Agency's claim by issuing one check made payable to the National Labor Relations Board or by issuing individual checks to the discriminatees who are entitled to receive backpay based upon the Agency's claim. Because of the expense involved to the bankruptcy estate in issuing individual checks to discriminatees, trustees/debtors often want to issue a lump sum check to the Agency to pay the Agency's claim. The Region should submit such lump sum checks to the Finance Branch with appropriate information regarding the distribution of the backpay. Section 10580.3. Since the payment of the Agency's claim is often on a prorata basis, the Region should submit to the Finance Branch the prorata amounts to be received by each discriminatee. Sections 10586 and 10588.

If the Agency's claim is for backpay for employees as contrasted to fund contributions or payment of dues to a union, the debtor is also normally responsible to pay to the IRS the employer's matching FICA contribution (about 7 percent of the backpay amount received by each discriminatee).

If the issue regarding payment of the matching FICA contribution is not specifically addressed by the terms of the settlement, the responsibility for such payments remains with the estate. In such circumstances, the Finance Branch will not normally make any deduction for the employer's portion of FICA from the backpay distributed to discriminatees. The Finance Branch will inform the IRS that the debtor/respondent is responsible for such payments. As with any similar lump sum settlement situation where the Agency distributes the backpay, the Finance Branch will also prepare and send W-2 forms to each discriminatee who has received such a distribution. Section 10578.7.

If the Region is unable to locate some of the discriminatees who are entitled to backpay pursuant to the Agency's claim and a lump sum payment has been made to the Agency by the bankruptcy estate, then the undistributed funds may be able to be redistributed to the remaining discriminatees up to a year from the date of the Board's receipt of the backpay. Section 10588.

10672 Protection of Agency's Interest, Collection of Monetary Judgments and Derivative Liability

Some Chapter 11 plans of reorganization provide that money not claimed must be returned to the debtor. If the Region is concerned about locating discriminatees, the Region should seek an agreement with the debtor that the backpay for employees who cannot be located can be redistributed prorata to other employees owed backpay.

If the bankruptcy estate has issued individual checks to the discriminatees, the checks are normally valid for a very limited period of time (often 60 days or less from the date of issuance). When the checks are no longer valid, they should be returned to the Trustee/debtor with a request that new checks be issued and forwarded to the Region. If the Trustee/debtor refuses to issue new checks, the amount of the checks will probably be deposited in an escrow account with the Bankruptcy Court.

If backpay checks are deposited in such an escrow account, the Region should file a motion with the court for distribution of the backpay held in escrow. Such a motion will normally be filed after the discriminatees/heirs are located or it is determined that they cannot be located and the money should be redistributed to other previously located discriminatees (again, assuming that such previously located discriminatees have previously received a distribution of less than full backpay). The Region should consult with the Contempt, Compliance and Special Litigation Branch regarding this type of situation.

10672 Protection of Agency's Interest, Collection of Monetary Judgments and Derivative Liability

10672.1 Pleading Appropriate Business or Union Entity

Although it is always important to properly state the full corporate name of the respondent in unfair labor practice litigation, it is particularly important that the proper corporate name is utilized in the caption when it is necessary to commence collection proceedings to enforce a liquidated backpay judgment. Failure to correctly name the respondent may seriously impede or nullify the effectiveness of collection actions under the Federal Debt Collection Procedures Act (FDCPA) (28 U.S.C. §§ 3001–3307). Accordingly, Regions should check with corporation division officials at the appropriate Secretary of State office, either electronically using the intranet or database search service (Clear), or telephonically, before submitting a supplemental backpay order for enforcement. The Regions should also periodically check with state corporation officials to determine the continued existence or change in name, of corporate respondents.

The same holds true for partnerships and sole proprietorships. Care should be used in fully naming the partnership and its general and managing partners. Partnership records, like corporate records, may be obtained from the appropriate Secretary of State office. For sole proprietorships, both the full trade name (including all "doing business as" designations) and the name of the owner of the business should be accurately stated in the caption.[260]

[260] Many counties and local jurisdictions also require noncorporation businesses using any name other than the owner's to file an alias affidavit with their recording offices.

10674 Prejudgment Protection of Respondent's Assets From Sale, Transfer, Fraudulent Conveyance, or Dissipation of Respondent's Assets

10674 Prejudgment Protection of Respondent's Assets From Sale, Transfer, Fraudulent Conveyance, or Dissipation of Respondent's Assets

10674.1 Overview

When financial liability is asserted and there is reason to believe the Agency's ability to collect may become impaired for any reason, steps should be taken immediately and before entry of a judgment liquidating backpay to protect the Agency's claim. See Section 10508.6 for a list of such triggering actions (for example, close of business, sale of major assets and starting up a new business providing same services). See Section 10678 regarding post judgment procedures.

The Region should take all necessary steps, consistent with the need for prompt judicial relief, to determine whether the respondent is engaging in actions for the purpose, or with the foreseeable effect, of impairing the Agency's ultimate ability to collect its judgment. The investigation should generally be directed not only at the respondent, but also at any third parties (who often are more forthcoming) that may have relevant documentary and testimonial evidence. See Section 10626 regarding investigation of assets and ability to pay as well as Section 10618.

10674.2 Injunctive Relief/Protective Restraining Orders

Following a determination to issue a complaint and at reasonable intervals thereafter, the Region should assess the likelihood of the respondent rendering itself, or otherwise becoming incapable, of complying with the monetary provisions of an eventual Board order or court judgment. Section 10508.4. The respondent's financial condition should be closely monitored, particularly in those cases involving previous use of alter egos or other manipulations of corporate form to evade liability; cases involving a number of closely held corporations formed for similar business purposes and controlled by the same owners; or cases involving threats to cease or relocate operations in response to organizing campaigns, union demands for recognition, investigative inquiries, or litigation. When it appears that a respondent may be in the process of rendering itself incapable or significantly less capable of complying with the monetary provisions of an existing or potential Board order or court judgment, or is otherwise attempting to render such provisions ineffective, the Region should, after appropriate investigation, recommend that injunctive relief be sought against such conduct pursuant to Section 10(e) or (j) of the Act. The following factors should be considered.

10674.3 Availability of Relief

Injunctive relief against dissipation of assets or similar conduct is available at any stage of a case following issuance of an unfair labor practice complaint. Generally, relief is sought under Section 10(j) from issuance of a complaint to issuance of a Board order; thereafter, relief is sought under Section 10(e).[261] Depending on circumstances, available relief includes: asset freezes, limiting the use of the respondent's assets to specified

[261] *Maram v. Alle Arecibo Corp.*, 110 LRRM 2495 (D.P.R. 1982) (Sec. 10(j)); *NLRB v. Kellburn Mfg. Co.*, 149 F.2d 686, 687 (2d Cir. 1945) (Sec. 10(e)).

purposes;[262] injunctions against specific transactions or types of transactions; as well as other less intrusive forms of relief such as monitoring and reporting requirements.[263]

10674.4 Criteria for Seeking Injunctive Relief/Consideration of Alternative Strategies for Protecting Claims

Generally, whenever there is reasonable cause to believe that a respondent is attempting to evade existing or potential backpay liability and injunctive relief would preserve the status quo and permit effectuation of meaningful relief, it would be appropriate to recommend that injunctive relief be sought.[264] Examples of appropriate circumstances for seeking relief would include:

- sales, auctions, closings, foreclosures, or liquidations of a respondent's business that are undertaken without provision for satisfying potential monetary liability under the Act,
- actual or potential distributions of the respondent's assets to its principals or insiders,
- asset transactions between a respondent and affiliated businesses or relatives, friends, or close business associates of the respondent's officers or principals,
- any other circumstances suggesting the possibility of fraud or deliberate measures designed to render a respondent judgment-proof, or unable to comply.

Injunctive relief generally is either inappropriate or of limited utility in cases involving assets already in the control of the court such as bankruptcy, probate or receivership cases. Furthermore, injunctive relief may be of limited benefit in cases where the respondent's assets have already disappeared, unless such relief is ancillary to contempt proceeding or supplementary administrative proceedings that implead previously unnamed derivatively liable parties. In these latter circumstances, the Region should consider the potential effectiveness of initiating contempt proceedings, proceedings seeking prejudgment relief under the FDCPA in district court, supplementary administrative proceedings against derivatively liable persons, or proceedings to set aside fraudulent conveyances.[265]

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[262] Asset freezes are typically tailored to minimize interference with a respondent's legitimate operations, and generally permit unfettered use of assets once the respondent provides security, usually in the form of a bond or escrow account, for its extant or potential liability. *FTC v. H. N. Singer, Inc.*, 668 F.2d 1107, 1113 (9th Cir. 1982); *International Controls Corp. v. Vesco*, 490 F.2d 1334, 1351 (2d Cir. 1974), cert. denied 417 U.S. 932 (1974); *SEC v. Manor Nursing Centers*, 458 F.2d 1082, 1106 (2d Cir. 1972); *NLRB v. A. N. Electric Corp.*, 141 LRRM 2386 (2d Cir. 1992); *Aguayo v. Chamtech Service Center*, 157 LRRM 2299 (C.D. Cal. 1997); *NLRB v. Horizons Hotel Corp.*, 159 LRRM 2449 (1st Cir. 1998).

[263] See generally *Mitchell v. Robert DeMario Jewelry, Inc.*, 361 U.S. 288, 291–292 (1960); *Porter v. Warner Holding Co.*, 328 U.S. 395, 397–398 (1946); *Deckert v. Independence Shares Corp.*, 311 U.S. 282, 287–290 (1940). For prejudgment garnishment protection under the Federal Debt Collection Procedures Act, see *NLRB v. Westchester Lace*, 178 LRRM 2815 (D.N.J. 2005).

[264] *Maram v. Alle Arecibo Corp.*, supra at fn. 1 (Sec. 10(j)); *Auto Workers (Ex-Cell-O Corp.) v. NLRB*, 449 F.2d 1046, 1050–1051 (D.C. Cir. 1971) (Sec. 10(e)).

[265] *NLRB v. C.C.C. Associates, Inc.*, 306 F.2d 534, 539–540 (2d Cir. 1962) (use of supplementary administrative proceedings, including investigative subpoenas, to establish derivative liability of corporate principals); *Concrete Mfg. Co.*, 262 NLRB 727, 727–729 (1982) (use of supplementary proceedings after liquidation of backpay to determine derivative liability); *U.S. v. Neidorf*, 522 F.2d 916, 917–920 (9th Cir. 1975), cert. denied 423 U.S. 1087 (suit against fraudulent transferees of corporate assets); *In re Kaiser*, 722 F.2d 1574, 1582–1583 (2d Cir. 1983) (attack on fraudulent bankruptcy).

10674 Prejudgment Protection of Respondent's Assets From Sale, Transfer, Fraudulent Conveyance, or Dissipation of Respondent's Assets

Special considerations apply in bankruptcy because of the automatic stay provisions of the Bankruptcy Code (11 U.S.C. § 362). Nonbankruptcy injunctive relief relating to a bankrupt respondent's use of its assets is generally inappropriate because of the stay. However, at least in cases when ongoing financial misconduct of a debtor's management threatens to frustrate compliance, limited injunctive relief to freeze assets of the respondent with a receiver or court appointed officer may be excepted from the stay and therefore appropriate.[266] Moreover, the automatic stay applies only to actions taken against the respondent; generally speaking, therefore, actions against corespondents or third parties that have not filed for bankruptcy are not automatically stayed. The Contempt, Compliance and Special Litigation Branch should be consulted for guidance or assistance in this area.

In assessing the appropriateness of recommending injunctive relief, it should be recognized that, in many cases, injunctive relief is more likely to ensure prompt success in achieving ultimate compliance than most post judgment measures.

10674.5 Submitting the Recommendation

Recommendations for protective order injunctive relief should be promptly submitted, as indicated below, with a copy to the Division of Operations-Management:

- from issuance of complaint to issuance of Board order-Division of Advice (Associate General Counsel and Assistant General Counsel, Injunction Litigation Branch),
- from issuance of Board order to issuance of court judgment-Division of Enforcement Litigation, Appellate and Supreme Court Branch (Deputy Associate General Counsel),
- after issuance of a court judgment–Division of Enforcement Litigation, Contempt, Compliance and Special Litigation Branch(Assistant General Counsel).

A special problem arises when a Board order or court judgment has issued against a respondent, but interim relief appears to be warranted against one or more previously unnamed third parties, as to whom liability could be determined in either a supplemental administrative proceeding or in a contempt proceeding. In this situation, the Region should submit its recommendation to all of the above branches with a recommendation that they consult as to the appropriate course of action.

10674.6 Form and Content of Recommendation

As time is of the essence, the appropriate branch or division should be advised telephonically that a recommendation is forthcoming. Generally, the respondent should not be given advance notice of the Region's intention to make such a recommendation because of the limited deterrent value of such notification and because experience indicates that notification may impede the Board's ability to obtain relief, for example, by causing a

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[266] The stay excepts from its operation certain exercises of police and regulatory power (11 U.S.C. § 362(b)(4)). These exceptions permit nonbankruptcy injunctive relief that affects a debtor's assets in some cases. See *CFTC v. CO Petro Marketing Group*, 700 F.2d 1279, 1283–1284 (9th Cir. 1983); *SEC v. First Financial Group of Texas*, 645 F.2d 429, 437–440 (5th Cir. 1981); *FTC v. R. A. Walker & Associates*, 37 B.R. 608, 610–612 (D.D.C. 1983).

respondent to accelerate its evasive conduct or by compromising confidential sources. The recommendation should be submitted as expeditiously as possible and include the following:

- A description of the status of the case, including citations to any reported Board or court decisions or the docket numbers, dates of issuance, and copies of any unreported decisions.
- A narrative outline of the conduct giving rise to the recommendation, based on as thorough an investigation as time permits.
- Any relevant exhibits or available affidavits[267] of witnesses, including Regional personnel if based on firsthand knowledge; the names, addresses, and telephone numbers of sources utilized in the Region's investigation of the conduct.The name, address, and telephone number of the respondent's counsel and, if appropriate, the names, addresses, and telephone numbers of other parties to any transaction or potential transaction involved in the recommendation or those of their counsel, if known.
- An affidavit of the Compliance Officer setting out an estimate of the respondent's current backpay liability, including accumulated interest.

10674.7 Regional Role During Pendency of Injunctive Proceedings

In view of the time sensitivity of injunctive litigation involving Headquarter braches, their requests to Regions for further investigation, either prior to initiating or during litigation, should be handled as expeditiously as possible.

Respondents who are subject to injunctive proceedings may resist cooperation with the Agency. Thus, a Region should not presume that any respondent will respect the pendency of injunction proceedings, or the issuance of an injunction itself, by refraining from evasive conduct. Accordingly, the Region should thoroughly monitor the respondent's activities to ensure that it does not take further steps to evade compliance.

Following issuance of the injunction, the Region should closely monitor the respondent's compliance with all injunctive provisions, particularly those requiring disclosure of information to the Region, turnover of documents or establishment of escrow accounts or other forms of security. Such monitoring may include requests to third parties for appropriate information; subpoenas may be served on recalcitrant third parties.[268] The Regions should promptly report any failure or refusal to comply with any provision to the appropriate Washington office.

10674.8 Notice and Constructive Notice to Third Parties of Protective Restraining Orders

Notice of Board and related proceedings should be given to all third parties actually or potentially involved in any significant asset transaction with a respondent, inasmuch as

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[267] Under 28 U.S.C. § 1746, an unsworn declaration, made under penalty of perjury in the form prescribed in that statute, may be used in any Federal court proceedings in lieu of a sworn affidavit. References to affidavits herein shall include such declarations.

[268] If an injunction has been issued and contains a discovery provision, discovery may be had thereunder. In any event, investigation may be conducted by Section 11 subpoena. See Section 10618.1 regarding investigative subpoenas.

derivative liability against third parties unrelated to the respondent may depend on their having actual notice.[269] Similarly, *Golden State* successorship liability[270] and, of equal practical importance, an acquiring entity's ability to arrange with the original respondent for indemnification for such liability, also may turn on notice of the dispute. Section 10632.8. Accordingly, in any case in which it appears that actual or potential third parties are or may be engaging in significant asset transactions with a respondent, the following procedures should be followed.

On learning of the involvement of a third party in a current or potential transaction with a respondent that may impair the Board's ability to obtain compliance, the Region should ordinarily serve the third party with copies of the pleadings in the case (particularly the complaint or compliance specification and any decisions), as well as of any restraining orders in effect. An accompanying transmittal letter should set forth, briefly and in an impartial and nonadversarial manner, the reasons for service and a short statement of the third party's potential exposure, such as the amount or estimated amount of backpay due. Service should be by certified mail, return receipt requested, or by some other method that permits verification of delivery, including service by a Board agent.[271]

The intent of the letter should not be to impair the transactions, but rather to give notice of the pending proceedings and of the requirements of any existing restraining order (for example, that funds not be paid over to respondent) and of the recipient's potential liability for violating such an order. Care should be taken not to state or imply that the recipient will be held to be a successor, but rather to put the party on notice of pending proceedings and, if applicable, of the existence and requirements of any existing restraining order. See Section 10632.10 for notice in contempt cases. A sample letter is found in Appendix 22.

If the Region believes that, because of unusual circumstances notice should not be given, it should seek clearance from the Contempt, Compliance and Special Litigation Branch, with a copy to the Division of Operations-Management.

The Region should continue to serve such documents, notwithstanding a third party's claim of lack of relationship to the respondent. Threats by the respondent or a third party to initiate litigation against the Board or its representatives on the basis of such notice (for example, a threat to initiate a suit based on tortuous interference with contractual advantage or to seek from a bankruptcy court an order approving a free-and-clear sale), should be referred to the Contempt, Compliance and Special Litigation , with a copy to the Division of Operations-Management. In the absence of contrary instructions, however, such threats should not deter efforts to make or continue service of such notices.[272]

10674.9 Use of Lis Pendens, Notice of Pendency, Notice of Interest or Similar Devices For Giving Constructive Notice, in Cases Involving Real or Personal Property

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[269] See and compare, Fed.R.Civ.P. 65(d), under which injunctions are binding "upon the parties to the action, their officers, agents, servants, employees, and attorneys," without regard to notice.

[270] *Golden State Bottling Co. v. NLRB*, 414 U.S. 168, 184–185 (1973).

[271] If time is of the essence, the material, or at least the essential portions of it, should be served by fax if possible.

[272] See Federal Tort Claims Act, 28 U.S.C. §§ 2671, et seq., 2680(h).

10674 Prejudgment Protection of Respondent's Assets From Sale, Transfer, Fraudulent Conveyance, or Dissipation of Respondent's Assets

When the Agency has initiated an action seeking relief relating to a respondent's disposition of real property, the Region should, if state law permits, docket or record a notice of the pendency of such proceedings against the property involved. Generally, such notices are permissible only where there is an action pending that affects title to the property.[273] Under 28 U.S.C. §1964, it is incumbent on parties litigating in Federal district courts to comply with the requirements of state law authorizing such notice (with the significant exception that agencies of the United States are exempted from bonding requirements by 28 U.S.C. §2408). Therefore, when the need arises, Regions should thoroughly familiarize themselves with lis pendens laws in all states within their respective jurisdictions, determine the requirements for filing such a notice, and seek clearance from the Division that is processing the injunction proceedings prior to filing or recording such notice.

A notice of pendency, when permissible by law, serves as constructive notice to all subsequent purchasers and encumbrancers of the property, thereby tending for practical reasons to preserve the status quo during litigation and limit a respondent's ability to dispose of real property to bona fide purchasers. In addition, a notice of pendency may, in some states, be the only way to register an injunction.

Some jurisdictions also permit such notice to be utilized in actions affecting certain types of personal property; however, such notice is, like that applying to real property, inappropriate unless the litigation involved seeks to reach specific personal assets.[274] Where available, the use of such notice relative to personal property is subject to the same instructions as set forth above for real property.

As noted further below, in Section 10676, the FDCPA contains provisions for obtaining prejudgment relief, including prejudgment attachment. Under 28 U.S.C. § 3102(f), such attachment will create a lien in favor of the United States upon levy on the property pursuant to a writ of attachment. Regions should consult with the Contempt, Compliance and Special Litigation Branch prior to initiating prejudgment actions under the FDCPA.

10674.10 Recording Unliquidated Judgments or Board Orders

The proceedings discussed above are generally required to protect Board monetary claims in the absence of a supplemental judgment liquidating backpay. If permitted by state statute, however, the Region may record unliquidated judgments or Board orders under applicable state law, which, at the very least, may provide notice to third parties who may have potential derivative liability.

10676 Prejudgment Writs of Garnishment, Attachment, Receivership, and Sequestration

The Federal Debt Collection Procedure Act (FDCPA), U.S.C. §§ 3101–3105, includes provisions for prejudgment relief, including, prejudgment garnishment (§ 3104), attachment (§ 3102), receivership (§ 3103), and sequestration (§ 3105) where the

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[273] See 51 Am.Jur.2d Lis Pendens Sec. 21 (1970); *Chrysler Corp. v. Fedders Corp.*, 670 F.2d 1316, 1319–1321 (3d Cir. 1982); *Cayuga Indian Nation v. Fox*, 544 F.Supp. 542, 547–548 (N.D.N.Y. 1982).

[274] See generally 51 Am.Jur.2d Lis Pendens (1970).

respondent is about to leave the jurisdiction of the United States (§ 3101(b)(1)(A)), has or is about to assign, dispose, remove, conceal, or destroy property (§ 3101(b)(1)(B)), has or is about to convert the debtor's property into money, securities, or evidence of debt (§ 3101(b)(1)(C)), or has evaded service of process by concealing himself (§ 3101(b)(1)(D)) with the effect of hindering, delaying, or defrauding the United States in its effort to recover a debt. See discussion in post judgment section. Sample forms can be found on the Contempt, Compliance and Special Litigation Branch (CCSLB) site on the intranet. Regions should consult with CCSLB prior to initiating prejudgment actions under FDCPA.

10678 Post Judgment Collection of Monetary Judgments

10678.1 Overview

In cases where backpay has been liquidated in a court judgment, the Region has primary responsibility for collection. The Compliance Unit or the Contempt, Compliance and Special Litigation Branch will provide any needed advice and assistance to the Region.

The FDCPA provides uniform, nationwide procedures which the Agency, as a part of the U.S. Government, must follow when initiating collection proceedings on debts owed by respondents. This statute generally supersedes the patchwork of state collection procedures that previously governed. Backpay is covered by the FDCPA's use of the term "debt" (28 U.S.C. § 3002(3)). The FDCPA's provisions for post judgment remedies (including establishment of judgment liens, garnishment, execution, and installment payment orders) are found at 28 U.S.C. §§ 3201–3206.

10678.2 Advantages of Using Collection Proceedings

Collection proceedings generally are a quicker means than contempt for obtaining satisfaction of a backpay judgment and should be used in most cases when respondents fail to voluntarily pay a backpay judgment or when the Region and the respondent are unable to reach a time payment settlement. In deciding whether to undertake collection proceedings, the Region should carefully consider the types of post judgment proceedings available under the FDCPA (garnishment, attachment, execution, foreclosure, and installment order) and the likely impact of such proceedings on the respondent.

Collection proceedings may also be used in conjunction with contempt proceedings when the respondent has violated both the monetary and nonmonetary provisions of the judgment.

Post judgment collection proceedings cannot be used until backpay has been liquidated in a supplemental judgment. Section 10624.1. But, in appropriate circumstances, such as when the named respondent or those acting on its behalf have hidden or fraudulently transferred assets or have created alter egos, disguised continuances, or single integrated enterprises, both before or after the entry of a backpay judgment, contempt proceedings may be warranted. In such circumstance prejudgment restraints (protective orders and prejudgment garnishment, attachment, receivership, and sequestration) on previously unnamed parties may be available. Section 10674.

10678.3 Conduct of Collection Proceedings

Collection proceedings generally are to be conducted by the Region. Regions should contact the Compliance Unit or the Contempt, Compliance and Special Litigation (CCSLB) Branch for any necessary advice and assistance. Regions should consult with CCSLB before initiating FDCPA post-judgment proceedings involving execution or installment payment orders (Sections 10678.6 and 10678.7) or where the Region is aware that another individual and/or entity is claiming or has claimed a secured or other interest in the property being pursued by the Agency. See Section 3004(c) of the FDCPA application, the order granting the relief, and the Clerk's notice no later than the time the post judgment remedy is put into effect).. Additionally, prior consultation with CCSLB is required before initiating any FDCPA proceeding in which a new party is being impled for

the purpose of establishing the derivative liability of such a party, or where the Agency will be seeking interim pendete lite relief (such as a PRO), pursuant to 28 U.S.C. § 3013.

When there is a likelihood that collection procedures could result in substantial cost to the Agency—for example, foreclosure of real estate or seizure and sale of equipment where the Agency is responsible for the cost of maintaining seized property-clearance should be obtained from the Division of Operations-Management.

10678.4 Post Judgment Writs of Garnishment, Execution, and Installment Payments

Once the Region has located assets from which the judgment can be satisfied, it should, barring bankruptcy or where the respondent's financial condition is so precarious that collection actions would greatly reduce the chance of obtaining any significant recovery, use one or more of the post judgment remedies available under the FDCPA: Garnishment (§ 3205), execution (§ 3203), and installment payment orders (§ 3204).

10678.5 Garnishment

In a garnishment, the court directs a third party having possession, custody, or control of property (money) of the respondent to pay to it the Agency. A writ of garnishment served on the garnishee (the person holding the property) immediately freezes such property owed by the garnishee to the debtor). This remedy is particularly useful to seize respondent's funds held in financial accounts, account receivables (including rent) owed to respondent and other money owed to respondent. As the "templates" used for FDCPA garnishment pleadings are periodically amended or updated as a result of new precedent and/or case handling experiences, Regions should consult the Contempt, Compliance and Special Litigation Branch intranet site or the CCSLB to ensure that the most current versions are utilized. As in other contexts, CCSLB is available for advice and assistance; telephonic and e-mail inquiries are encouraged.

10678.6 Execution

In an execution, the court directs the United States marshal to seize and sell real or personal property belonging to the debtor and to pay the net, nonexempt proceeds to the Agency for disbursement to the discriminatees. Caution must be exercised in utilizing execution procedures because, unless appropriate arrangements are made in advance, the Agency may incur significant costs relating to the use of these procedures. Regions should consult with the Contempt, Compliance and Special Litigation Branch prior to initiating any FDCPA action seeking an execution order. As the "templates" used for FDCPA execution pleadings are periodically amended or updated as a result of new precedent and/or casehandling experiences, Regions should consult the CCSLB intranet site or CCSLB to ensure that the most current versions are utilized.

10678.7 Installment Payment Orders

Where a respondent's assets are difficult to identify, a court may issue an installment order directing respondent to make specified periodic payments to the Agency, based on respondent's lifestyle and spending patterns. This procedure is particularly useful where a respondent is self-employed or in a position to manipulate corporate or family assets to avoid paying backpay while meeting personal expenses. Sample installment payment order papers are available on the Contempt, Compliance and Special Litigation

Branch (CCSLB) intranet site or directly from CCSLB. CCSLB should be consulted prior to initiating any FDCPA action seeking an installment payment order.

10678.8 Treasury Offset Program (TOP)

The Treasury Offset Program (TOP) is a centralized offset program, administered by the Financial Management Service, a bureau of the U.S. Department of the Treasury, to facilitate collection of delinquent debts owed to Federal agencies and States in accordance with 26 U.S.C. § 6402(d) (collection of debts owed to Federal agencies), 31 U.S.C. § 3720(A) (reduction of tax refund by amount of debts), and other applicable laws. The Agency's use of TOP is jointly coordinated and administered by the Contempt, Compliance and Special Litigation Branch and the Agency's Finance Branch. See OM 96-47, OM 97-46, OM 98-88, and OM 00-05 for a further discussion of TOP. These memos also discuss the steps Regions need to take to initiate this program.

10680 Protective Restraining Orders

See discussion for prejudgment remedies at Section 10674.

10680.1 Registration of Judgments in U.S. District Court

In cases of noncompliance with a supplemental judgment, the Region should also register as expeditiously as possible, normally within five (5) days of receipt by the region of certified copies of the judgment, a certified copy of the judgment in the U.S. district court for the district in which the respondent resides, transacts business, or owns property in order to give that court jurisdiction over collection proceedings under the FDCPA (garnishment, attachment, execution, foreclosure, etc.) or discovery under Fed.R.Civ.P. 69(a).[275] 28 U.S.C. § 1963 provides that a judgment "returned in favor of the United States may be so registered at any time after the judgment is entered." Upon request, the Contempt, Compliance and Special Litigation Branch will provide the Region with a certified copy of the judgment to enable the Region to register the judgment in district court. If a district court clerk refuses to register a backpay judgment, the Region should immediately notify CCSLB, which will provide the necessary assistance.

When the district court clerk registers the judgment, it will be assigned a docket number, probably on the court's miscellaneous docket and, pursuant to 28 U.S.C. § 1963, "shall have the same effect as a judgment of the district court of the district where registered and may be enforced in like manner."

10680.2 Obtaining Judgment Liens Against Real Property

Where a respondent owns real property, in addition to registering the money judgment in the U.S. district court, the Region should immediately obtain a judgment lien against respondent's real property under 28 U.S.C. § 3201(a) by filing a certified copy of an abstract of the liquidated backpay judgment in the manner provided for recording a tax lien under 26 U.S.C. § 6323(f)(1) and (2). Section 10636. These provisions essentially require that real property liens be recorded in the manner prescribed under state law. Accordingly, each Region is responsible for knowing the practice and procedure for

[275] It will be necessary to register the judgment in only one district because the FDCPA's nationwide service of process provision, 28 U.S.C. § 3004(b), permits process of the court in which the collection action is commenced to be served "in any State." However, under Fed.R.Civ.P. 45(a)(2) (applicable through Fed.R.Civ.P. 69(a)), a subpoena compelling production of documents from, or attendance by, a nonparty shall issue from the court for the district in which the production or deposition is to take place.

establishing liens against real property in each state within the Region's jurisdiction. Unless a respondent expeditiously complies fully with a supplemental judgment liquidating a monetary remedy, immediately following registration of the circuit court judgment in the district court, the Region should obtain a certified abstract of judgment from the district court to be used in establishing a lien against real property pursuant to the requirements of state law. As needed, Regions should contact the Compliance Unit or the Contempt, Compliance and Special Litigation Branch for assistance.

10682 Derivative Liability

10682.1 Overview

As used in this manual, derivative liability refers to the liability for remedying a violation of the Act that may be imposed on a person or entity other than the one that committed the unfair labor practice under any of several theories, including but not limited to disguised continuances, alter ego, piercing the corporate veil, single employer, and successor liability. The Compliance Unit or the Contempt, Compliance and Special Litigation Branch is available to provide assistance with respect to derivative liability investigations.

10682.2 Forms of Business Organization

Business activities generally are organized as corporations, partnerships, and sole proprietorships. Labor organizations are unincorporated associations; for purposes of liability they are treated as corporations. A basic tenet of corporate law is the concept of limited liability—that shareholders normally may not be held personally liable for the debts of the corporation. However, in the case of a partnership or a sole proprietorship, the partners or the proprietor are legally indistinguishable from the business entity and the business' remedial obligations, including backpay, may be imposed on the general or managing partners or the proprietor directly without resort to principles of derivative liability. It is important that the Region, before issuing a complaint, seeking enforcement or issuing a compliance specification, identify the respondent's business form and plead it accurately. If the business is a sole proprietorship, the complaint or compliance specification should name the individual proprietor/owner as respondent. If the business is a partnership, the complaint should name all of the general or managing partners. Questions concerning business forms, particularly limited partnerships, limited liability companies and limited liability corporations can be directed to the Compliance Unit or the Contempt, Compliance and Special Litigation Branch.

10682.3 Others Who May Be Responsible

Other persons and/or entities may stand in such a relation to the respondent committing the unfair labor practice that such additional parties may be held responsible for remedying the violation—that is, they may be derivatively liable. Various related theories of derivative liability may apply to remedial obligations under the Act.

A. A nominally distinct entity may be liable as an alter ego or disguised continuance of the person or business entity committing the unfair labor practice. Alter

ego status has been found where there is no arms length business relationship between the entities or one entity is the disguised continuance of the other.[276]

B. The person or business entity committing the unfair labor practice may be part of an affiliated group of business entities which constitute a single employer or joint employer for purposes of the Act. A finding of single or joint employer status may permit the imposition of certain remedial obligations on the affiliates, including liability for backpay.[277]

C. Where the respondent's operations are the subject of an arms length transfer to new ownership and the business continues in substantially unchanged form, certain remedial obligations may be imposed on the acquiring entity as a *Golden State* successor.[278] The transfer of a respondent's operations to new ownership pursuant to a state court order does not extinguish a *Golden State* successor's backpay liability. In order to establish *Golden State* successor liability, it is necessary to establish that the transferee acquired the business with knowledge of respondent's unremedied unfair labor practices.[279]

D. In cases involving a corporate respondent, it may be possible to pierce the corporate veil and hold one or more corporate shareholders derivatively liable for unfair labor practices. Generally speaking, the corporate fiction may be disregarded if its observance would produce injustice or inequitable consequences-for example, where the corporate form is used to perpetrate fraud or evade statutory obligations, or where the corporate principals have intermingled their personal (both individual and other owned corporations) and corporate assets and affairs to the detriment of creditors, or have used the corporation as a mere shell to advance their own purely personal rather than corporate ends.[280] Piercing of the corporate veil may be appropriate even though there is no evidence of specific intent to diminish a corporation's ability to satisfy its remedial obligation.[281]

E. A corollary of the doctrine of piercing the corporate veil is the direct participation theory of intercorporate liability—when a parent or affiliated corporation disregards the separateness of its subsidiary or affiliated corporation(s) and exercises direct control over a specific transaction(s), derivative liability for the subsidiary's or affiliated

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[276] *E.L.C. Electric, Inc.*, 359 NLRB No. 20

[277] See generally *Centurion Auto Transport, Inc*., 329 NLRB 394 (1999); *Naperville Ready Mix, Inc*., 329 NLRB 174 (1999); *V & S Progalv, Inc*., 323 NLRB 801 (1997); *Rebel Coal Co*., 279 NLRB 141, 143 (1986); *Truck & Dock Services*, 272 NLRB 592 fn. 2 (1984); *NLRB v. Al Bryant, Inc.*, 711 F.2d 543, 551 (3d Cir. 1983), cert. denied 464 U.S. 1039 (1984); *Radio Union Local 1264 v. Broadcast Service*, 380 U.S. 255, 256 (1965); *Paint America Services*, 353 NLRB 973 (2009).

[278] *Golden State Bottling Co. v. NLRB*, 414 U.S. 168 (1975); *Coastal Derby Refining Co. v. NLRB*, 915 F.2d 1448, 1452 (10th Cir. 1990); *NLRB v. Security-Columbian Banknote Co*., 541 F.2d 135, 138–139 (3d Cir. 1976); *NLRB v. Interstate 65 Corp*., 453 F.2d 269, 272–273 (6th Cir. 1971); *NLRB v. Boston Needham Industrial Cleaning Co.*, 526 F.2d 74, 77 (lst Cir. 1975); *NLRB v. Band-Age, Inc.*, 534 F.2d 1, 4 (1st Cir. 1976); *NLRB v. Hot Bagels & Donuts*, 622 F.2d 113, 1115 (2d Cir. 1980). *D. L. Baker, Inc.*, 351 NLRB 515 (2007); *E.L.C. Electric, Inc*., 359 NLRB No. 20.

[279] See *Harmon Auto Glass*, 354 NLRB 872 (2009). In bankruptcy cases, however, a bankruptcy court's approval of a free and clear sale may preclude the Agency from establishing *Golden State* successor liability against the transferee of the debtor's business. See Section 10670.3(f).

[280] *White Oak Coal Co*., 318 NLRB 732 (1995), enfd. 81 F.3d 150 (4th Cir. 1996), *AAA Fire Sprinkler*, 322 NLRB 69 (1996), *Genesee Family Restaurant*, 322 NLRB 219 (1996), enfd. 129 F.3d 1264 (6th Cir. 1997). *Bufco Corp*., 323 NLRB 609 (1997), enfd. 899 F.2d 608 (7th Cir. 1990). *In re Paolicelli*, 325 NLRB 194 (1997), affirmed 190 F.3d 1191 (11th Cir. 1999). *Reliable Electric Co.*, 330 NLRB 714 (2000). *D.L. Baker, Inc. t/a Baker Electric and its Alter Ego and/or Successor Baker Electric, Inc. and Daniel L. Baker and Maggie Barry, Individual*, id. (2007).

[281] *Domsey Trading Corp.*, 357 NLRB No. 180, slip op. at 4 (2011); *E.L.C. Electric, Inc.*, 359 NLRB No. 20.

corporation's unfair labor practices will be imposed on the parent or affiliated corporation(s).[282]

F. Rule 65(d). The language of Board orders binding "officers, agents, successors, and assigns" is understood to be coextensive with the reach of Fed.R.Civ.P. 65(d), which provides that injunctions are binding on "the parties to the action, their officers, agents, servants, employees, and attorneys, and upon those persons in active concert or participation with them who receive actual notice of the order." Thus, for example, an officer of a corporation who fails to cause a corporation to comply with an enforced Board order may be liable in contempt. Similarly, an owner/officer who, following entry of an unliquidated make-whole order, takes steps to disable the corporation from complying, may be individually liable. In addition, a third party such as a customer or supplier may be held liable as a "person in active concert or participation" if it, with knowledge of the judgment, shifted its business dealings from the named respondent to an alter ego or affiliated business entity.[283]

G. Fraudulent Transfer—If a named respondent gratuitously transfers an asset during the pendency (or in anticipation) of litigation, the transfer may be fraudulent under the version of the Uniform Fraudulent Transfer Act applicable in the state where the violation occurred and/or the fraudulent transfers provision of the Federal Debt Collection Procedures Act, 28 U.S.C. § 3304. In such circumstances, the person to whom the asset was transferred can be named as a respondent, and a return of the asset (or its dollar equivalent) sought as a judicial remedy. Whether such a transfer can be set aside typically depends on such factors as when the transfer was made, to whom it was made, whether the debtor received value for the transfer and whether the debtor knew or should have known that its assets would be insufficient to satisfy a potential or current debt.[284]

10682.4Alternate Theories

It is important to remember that there is considerable overlap among the legal theories discussed above and that alternative theories of derivative liability often should be alleged and litigated in a single proceeding. Regions may obtain assistance from the Compliance Unit or the Contempt, Compliance and Special Litigation Branch with respect to these matters.

10682.5 Identifying Remedial Objective(s) and Appropriate Theory

Different legal consequences flow from application of the various theories of derivative liability. It is therefore important to determine, as an initial matter, what the

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[282] *American Electric Power Co.*, 302 NLRB 1021, 1023 (1991), enf. mem. 976 F.2d 725 (4th Cir. 1992).

[283] *Wilson v. U.S.*, 221 U.S. 361, 376–377 (1911) ("A command to the corporation is in effect a command to those who are officially responsible for the conduct of its affairs. If they, apprised of the writ directed to the corporation, prevent compliance or fail to take appropriate action with their power for the performance of the corporate duty, they, no less than the corporation itself, are guilty of disobedience, and may be punished for contempt.")

[284] *Zahra Spiritual Trust v. U.S.*, 910 F.2d 240 (5th Cir. 1990) (transfer of property not for valuable consideration where made for no monetary compensation; relevant inquiry is whether taxpayer received monetary rather than spiritual consideration); *Indiana National Bank v. Gamble*, 612 F.Supp. 1272 (D.C. Ill 1984) (transfer of residence by minister to church, where property purchased for $127,000 but transferred for $10); *Dardanell Co. Trust v. U.S.*, 630 F.Supp. 1157 (D. Minn. 1986) (transfer of property with tax value of $59,800 where taxpayers received "nothing" or worthless trust certificates not for fair consideration); *Advest v. Rader*, 743 F.Supp. 851 (S.D. Fla. 1990) (funds in individual accounts transferred to accounts jointly owned with wife); *U.S. v. Taylor*, 688 F.Supp. 1163 (E.D. Tex. 1987) (transfer of property to daughter was for no consideration and parents retained possession and use of property); *U.S. v. Christenson*, 751 F.Supp. 1532 (D. Utah 1990) (transfer to real property to near relatives for no consideration whatsoever, and transferor retained continued use of property).

remedial objective is (for example, whether respondent continues to violate the Act using a disguised form as opposed to when respondent's operations are continued by a *Golden State* successor) and then to ensure that the proper theory or theories are pled and factually supported.

10682.6 Applicable Circuit Court Law

When drafting pleadings and formulating litigation strategy in a particular case, attention should also be paid to the law of the circuit court in which the Board's order is likely to be reviewed. The derivative liability case law in certain circuits may contain formulations of a legal standard that differ to some degree from the Board's formulation. Pleadings should be prepared and a record developed at hearing, with the goals of satisfying both Board and circuit court formulations of the applicable theories of derivative liability.

10686 Respondent's Inability to Pay or Comply

At the time the backpay judgment is being registered in district court, the Region should, in consultation with the Contempt, Compliance and Special Litigation Branch, investigate the liquid and fixed assets of respondent directly and through third parties. Listed below are several areas to explore. The Board's Section 11 subpoena authority and/or Rule 69 district court subpoenas should be fully utilized, as necessary, to conduct such investigations:

Asset	Investigative Sources of Information
Financial Accounts	• Respondent's bank records (generally the best source of financial information) • Cancelled payroll checks from discriminatees • Database search service (AutoTrak) for evidence of line of credit (financing statement) from respondent's bank • Payroll checks from respondent • Respondent's checks to suppliers • Endorsements on cancelled checks from customers of respondents
Accounts Receivable	• Cancelled payroll checks from Respondent's customers deposited in respondent's bank • Respondent's tax returns
Accounts Receivable	• Cancelled payroll checks from Respondent's customers deposited in respondent's bank • Respondent's tax returns • Respondent's financial statements • Respondent's bank loan files • Respondent's application to bonding company
Real Property	• Database search service (AutoTrak) • County Assessor/Recorder Records
Vehicles/Equipment Inventory	• Database search service (AutoTrak) • State Department of Motor Vehicles • Secretary of State Security Agreements/Financing Statements

Compulsory discovery is not necessary if information can be obtained through third parties or through voluntary cooperation of respondent. Where a money judgment has been registered in a district court, discovery can be conducted pursuant to Fed.R.Civ.P. 69(a), from respondent and third parties (financial institutions, customers, suppliers, accountants, and bonding companies).[285] In some cases, however, the notice requirement of Fed.R.Civ.P 30(b) (depositions) and 45(b) (production of documents by nonparty), if followed, will compromise any necessary confidentiality. In these situations, the Region, where otherwise appropriate (Section 10618), should proceed using Section 11 subpoenas, for which notice to respondent is not required.[286]

Special care should be taken when subpoenaing the financial records of non-corporations. The Right to Financial Privacy Act, 12 U.S.C. § 3401 et seq. (RFPA) prohibits the Government from obtaining a "customer's" financial records from a financial institution, unless certain prior notification procedures are followed or unless certain exceptions apply. For purposes of the RFPA, a "customer" is defined as an individual or a partnership of five or fewer individuals. Similarly, the notice requirements of the RFPA are not applicable to a subpoena issued pursuant to Fed.R.Civ.P. 69 and 45, where the customer whose records are being sought is a named respondent (12 U.S.C. § 3413(e)), because any need for notice to the respondent is satisfied by the notice requirement of Rule 45(b).

There are also situations where the Agency can delay notification. Under 12 U.S.C. § 3409, the Agency can ask a district court to permit withholding of notice to the customer for a renewable 90-day period under exigent circumstances. The Region should consult with the Contempt, Compliance and Special Litigation Branch (CCSLB) prior to utilizing this provision, and are encouraged to consult CCSLB regarding any matters involving the RFPA with respect to which advice or assistance may be needed.

In the event that the Region is unable to locate assets to commence collection proceedings, the Region should fully investigate all potential bases upon which derivative liability might be based, such as single employer, single integrated enterprise, alter ego, disguised continuance, piercing the corporate veil, fraudulent transfer, and *Golden State* successor theories, using the same investigative techniques used to locate assets above. The Contempt, Compliance and Special Litigation Branch will, upon request, provide assistance with respect to these matters, and telephonic and e-mail inquiries are encouraged. The results of such investigation will determine whether further proceedings—administrative, collection, or contempt—are warranted or whether, alternatively, the case should be closed without compliance.

10688 Reports and Administrative Matters

10688.1 Responsibility of the Compliance Officer

It is the administrative responsibility of the Compliance Officer to maintain records of compliance cases, to accurately report compliance actions, to uphold Agency operational goals and to complete informal and formal compliance case closing reports.

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[285] No accountant's privilege is recognized under Federal law. See *U.S. v. Arthur Young & Co.*, 465 U.S. 805 (1984).

[286] *SEC v. Jerry T. O'Brien, Inc.*, 467 U.S. 735 (1984).

10688.2 Recording and Monitoring Compliance Cases

Compliance case management begins when the Region approves an informal settlement agreement or issues a complaint. The Compliance Officer is responsible for achieving compliance with remedial provisions of settlement agreements, Board orders and court judgments, for reporting compliance actions in the compliance file and for recommending to the Regional Director that the case be closed or that other action be undertaken as appropriate. As the case progresses, the Compliance Officer should record for the case file all steps taken in compliance so that with a minimum of oral briefing, the compliance aspects of the case could be transferred to another Board agent for handling. The Region should ensure that all compliance information is timely and accurately entered in the Case Activity Tracking Systems (NxGen). Note also that data-management computer programs may also provide an appropriate means of recording compliance cases. Under any inventory system, the Compliance Officer should have a method to ensure prompt follow-up actions.

10688.3 Recording Receipt of Backpay or Remedial Reimbursement

In order for the Agency to meet its obligations under The Accountability of Tax Dollars Act of 2002, Regions are required to maintain uniform records describing the receipt and disbursement of checks involving backpay or remedial reimbursement. See Section 10576.2 for full discussion on requirements the Region is required to meet.

10690 Compliance With Informal Settlements

Upon approval of the informal settlement agreement, respondent should be asked in writing to take steps to comply with the settlement agreement, including, but not limited to posting the Notice to Employees, offering reinstatement, expunging files, etc. The Compliance Officer should record for the case file all steps taken in compliance. When the Compliance Officer is confident that full compliance with the settlement agreement has been achieved, steps should be taken to close the case. Closing action should be in accord with the requirements of Section 10594.11.

10694 Operational Goals

A compliance case should be given an impact analysis category within seven (7) days. The initial categorization is based upon what is known at the time and is subject to change in face of future developments:

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10694.3 Internal Regional Operational Goals

In recognition of the need for prompt categorization of compliance work, the following interim time goals will apply with respect to compliance cases. It should be emphasized that these are goals and not time standards by which the Regions will be measured or evaluated. All dates are from receipt of a Board order or court judgment.

10694.3(a) Offer of Reinstatement and Expungement

The respondent (where applicable) should offer reinstatement and expunge records within 14 days.

10694.3(b) Initial Compliance Letter

Regions should normally send their initial compliance letter seeking payroll information and transmitting notices for posting within (14) fourteen days. The Certification of Compliance should be part of this package.

10694.3(c) Notice Posted and Payroll Information Provided

Notices should be posted and payroll information supplied within 14 days of the Region's initial letter.

10694.3(d) Certification of Compliance

Certification of compliance forms are due within 21 days of the Region's initial letter.

10694.4 Recommendations for Enforcement or Contempt

Where compliance is not obtained, Regions are to make the appropriate submissions to the Appellate and Supreme Court Branch or the Contempt, Compliance and Special Litigation Branch within operational goals following the receipt of the Board order or court judgment. However, in cases where the respondent demonstrates a clear failure or refusal to comply, it is expected that recommendations for enforcement (or in post judgment cases, recommendations for contempt) should be submitted as soon as possible.[287] This is especially true in summary judgment 8(a)(5) test of certification cases. In these cases,enforcement or contempt should be recommended within seven (7) days of receipt of the Board order or court judgment respectively. Section 10608.3.

10694.5 Closing of Case on Compliance

If compliance has been obtained and no further legal action is warranted, cases should be closed and closed case reports submitted within the appropriate time period.

10694.6 Closing of Case on Noncompliance

When the Region's investigation has established that the respondent is without any means of making any payment of backpay or other monetary liabilities required by a Board order that has not been enforced, the Region should solicit the charging party's position regarding further compliance efforts. If the charging party identifies leads, the Region should investigate them. Thereafter, if the Region determines that compliance cannot be achieved, it may, without approval, close the case without further proceedings. If the case involves an enforced Board Order, the Region should submit a memorandum to the Contempt, Compliance and Special Litigation Branch, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management,

[287] It is not anticipated that compliance will be obtained with all bargaining order remedies within this 49-day period. Rather, appropriate steps toward compliance must be undertaken within this period. For example, it is expected that within this period respondents will have posted the notice and returned the Certification of Compliance as required under *Indian Hills Care Center*, 321 NLRB 144 (1996), and that negotiations will have commenced, if a timely demand for bargaining has been made.

requesting authorization to close. If a judgment lien should be recorded before closing the case, see Section 10680.1

The Region's memorandum should reflect the charging party's position and address such issues as the background of the underlying unfair labor practice; the amount owed; the current status of the respondent's operations and the likelihood of their future resumption; the disposition of the respondent's assets; a description of liens and judgments against the respondent; whether the corporate charter or business licenses have been revoked; whether there are related entities, such as parent or subsidiary corporations, which may be held liable for backpay; whether there is evidence to establish derivative liability through determination of alter ego, successorship, or individual liability of corporate officers or owners; and an assessment as to whether those for whom there may be derivative liability have the financial means to make payment of the monetary remedy. If subsequent events in such a case reveal that compliance could then be achieved, it can be reopened.

10696 Monthly Compliance Status Report

Regions are responsible for ensuring the accuracy and completeness of their NxGen data prior to the generation of the monthly statistical reports. By the fifth (5th) working day of each month, the Region should review and update the Overage Compliance Situation Report in NxGen. In the event a region finds it will not be able to enter and/or review its data by the tenth (10th) working day, the Region should notify the Division of Operations-Management as soon as possible (preferably at least three (3) days prior to the due date) that the Region's information will not be complete. Operations will then determine whether to proceed with the national reports or wait until the Region's data is complete. On the tenth (10th) working day of the month, the Region's statistical report will be generated. Regions wishing to make corrections in the monthly reports should do so within five (5) working days after receiving the "official" reports from Headquarters.

10698 Regional Performance and Excusable Overage Situations

Regional compliance performance is evaluated in part on the basis of the number of unexcused overage cases as a percentage of the total number of compliance cases in Stages 1 or 2.

The explanation provided in a footnote for each case in the monthly compliance status report should provide sufficient information to allow for an informed determination by the Division of Operations-Management as to whether an excuse is warranted. The footnotes in each monthly report should be reviewed and updated to reflect actions taken to achieve compliance during that month.

The following explanations generally constitute a basis for excusing an overage case:

Abeyance—A case may be held in abeyance based on authorization from Washington. Generally, this excuse is used when a Region is authorized by a Headquarter's division to hold a case in abeyance for policy reasons. The Region should include in the footnote the Headquarter's division that authorized the case to be held in abeyance and the date such authorization was granted. When a case is being held in abeyance because of a factually related Board or court proceeding, the Region should use the pending related action excuse discussed below.

Alter ego[288]**—**This excuse may be used when a Region is actively engaged in an ongoing investigation to determine whether a respondent is operating through an alter ego, single employer, joint employer, or successorship or to determine whether there has been a fraudulent transfer, but the Region has not yet issued subpoenas. The Region should supply the date that the Region's investigation began and list the most recent steps taken in furtherance of the investigation.

Bankruptcy—This excuse should identify any recent bankruptcy case developments bearing upon the Board's claim or status. Utilizing Pacer, Regions should review the status of each bankruptcy case at least every 30 days. When actions being taken in the bankruptcy case may impact the Region's claim, the Region should check the bankruptcy records more frequently. All Regions have access to the PACER system which allows the dockets in most bankruptcy and district courts to be checked "on-line." The Region should state that the required request for notification, notice of pendency of unfair labor practice proceeding (if applicable), and request for disclosure statement and plan in chapter 11 cases have been filed; if the Region has filed a Proof of Claim, that information should also be noted, with the date of filing.

Installment Payments—To utilize this excuse, the respondent must have agreed in writing to a specific installment plan. A case will not be excused if the Region is making arrangements for installment payments. Monthly status report for this excuse should state whether the respondent has been making payments on schedule and when the next payment is due, when the final payment is due or, if payments have not been made, what steps the Region is taking to address the situation.

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[288] This excuse is intended to cover alter egos, single employers, joint employers, successorship situations, and fraudulent transfer theories.

Missing Discriminatees—This excuse is applicable when compliance is complete, backpay has been calculated and paid by respondent, but one or more discriminatee cannot be located for the payment of backpay. Absent unusual circumstances, Regions should be seeking to locate missing discriminates for not longer than a year following the date that the payment is received. (Section 10584.) The excuse should state the actions taken by the Region to locate the discriminatees.

New Charge (including Appeal)—This excuse may be used when a new charge is filed and is pending investigation. The Region should briefly describe the allegations of the new charge (s) and its impact on the handling of the compliance case. This excuse is available only for the period of time provided to investigate and decide the new charge. If the charge is dismissed, this excuse is available for the additional time necessary to await appeal and, if appealed, while on appeal.

If the new charge is meritorious and is settled or litigated and processing of the new case prevents or impedes completion of the reported compliance case until the new charge can be resolved, use of the pending related action excuse below, is the more appropriate choice.

Ongoing Bargaining—When using this excuse, Regions should specify the number of sessions already held, dates if available, and the dates on which future bargaining sessions are scheduled to be held. Some Regions utilize a regular update system for such cases; the Regions should note in the footnote when it next plans to update its status check.

Only Posting Remains—This excuse may be claimed for not more than 60 days.

Other—Different matters may be raised under this excuse, such as, situations raising unusual circumstances not covered by the traditional excuses in which the Region wishes to present to the Division of Operations-Management for consideration of an excuse. Generally, Regions will be allowed to report this excuse for not longer than two (2) consecutive months.

Pending Related Action—This excuse includes pending Board cases as well as outside litigation, such an ERISA collection action. Division of Operations-Management authorization is required to suspend a case until action is taken by another Federal or state agency/court or based on a related Board proceeding. The excuse should note the authorization date and the authorizing branch.

Schedule of Action Submitted—A Region may report an excuse based on the submission of a schedule of action to achieve compliance. Section 10700. The Region's footnote for this excuse should state when the schedule of action is to be completed. Once the schedule has been approved, the Region should adhere to it in order to have the case continued to be excused. The plan can be modified based on new circumstances; however, if a Region has adequate resources and does not adhere to the schedule then the case generally will not be excused. If the Region believes it does not have adequate resources to adhere to the schedule of action that the Region developed, then the Region should contact the Division of Operations-Management for assistance.

Search for Respondent/Assets—This excuse should be utilized when a Region is taking active steps to locate a respondent or to uncover assets of a respondent that may be

attached. When a Region wishes to use this excuse, the Region should supply the date that the Region's investigation began and list the most recent steps taken in furtherance of the investigation.

Subpoenas/Debt Collection—This excuse may be used when subpoenas have been issued to investigate the possible derivative liability of previously unnamed parties, or when the Region has initiated or is pursing an ongoing debt collection action. If the Region is reporting this excuse because it has issued subpoenas, but the subpoenas have not yet been complied with, the date on which the subpoenas issued and the return date of the subpoenas should be set forth as part of the excuse. If the return date has passed without compliance with the subpoenas, the Region should be actively seeking court enforcement of the subpoenas and the excuse should set forth the status of such enforcement proceedings. If the Region is reporting this excuse because of debt collection proceedings, the explanation should specify the type of collection proceedings involved (for example, garnishment or execution), the stage of the proceedings (for example, FDCPA, garnishment application filed or obtained, disbursement order submitted and pending), and, if known, the remaining steps necessary to complete the collection process.

10700 Report on Scheduled Action in Complex Overage Compliance Cases

Concurrently with the transmission of the Overage Compliance Report, Regions should submit to the Division of Operations-Management a schedule of proposed action for cases which cannot be completed within the appropriate time period because of extraordinary and involved problems. Although the schedule of action must be tailored to the requirements of each case, the Region should initially state the circumstances distinguishing the case as extraordinary and involved and the actions taken thus far to achieve compliance. The schedule should include at least the following steps.

Backpay and Reinstatement Cases:

- date reinstatement will be offered,
- date gross backpay computation will be completed,
- date interim earnings computation will be completed,
- date backpay will be received,
- date backpay specification will be completed,
- date further legal action will be recommended (enforcement, contempt, FDCPA), and
- additional steps the Region intends to take to obtain compliance.

Collective-Bargaining Cases:

- dates of inquires to be made of the parties concerning status of negotiations,
- date for closing the case or recommending further legal action, and
- any additional or interim steps, including timeframes, which Region intends to take to achieve compliance.

Appropriate schedules of actions should be submitted for other cases involving complex and extraordinary problems, such as hiring hall discrimination cases. In any case, the memo should be revised each month to reflect the actions completed and compliance achieved during the month or the additional steps taken to meet the proposed schedule within the established timeframe.

Such cases will generally be excused during the period that compliance proceedings are progressing within the proposed schedule of action.

10702 Assistance With Compliance Problems

The Regional Director should seek assistance with problems encountered while obtaining compliance. Although the responsibility for a decision to seek assistance rests with the Director, disagreement with the Region's position by one of the parties or disagreement between the Regional Attorney or the Assistant Regional Director and the Regional Director may be an indicator that assistance should be sought. Check Section 10704 for areas in which Regions must obtain authorization or clearance, submit, notify, or consult with Headquarters.

Initial contact may be by telephone. If necessary, a written request for assistance on compliance may be submitted and should contain a full statement of the circumstances, the positions of the parties, and the recommendation of the Regional Director.

Requests for assistance concerning novel substantive legal issues arising in prejudgment matters should be submitted to the Division of Advice, with a copy to the Compliance Unit and the Region's designated representative in Division of Operations-Management.

Requests for assistance concerning techniques, procedures, internal policy, and other issues in prejudgment matters should be submitted to the Compliance Unit or the Contempt, Compliance and Special Litigation Branch and the Region's designated representative in Division of Operations-Management.

Requests for assistance or clearance concerning contempt issues arising in post judgment cases, should be submitted to the Contempt, Compliance and Special Litigation Branch.

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

Clearance or assistance should generally be obtained from the Division of Operations-Management before settling or closing a compliance case that involves a novel issue or compliance on terms not in conformity with standard requirements of remedial provisions. In post judgment cases, Regions should consult with the Contempt, Compliance and Special Litigation Branch.

Below is a summary of all directives set forth herein. In addition, the following are situations in which a Region should:

- Obtain authorization or clearance.
- Submit. Regions should take no action until issue is submitted to appropriate office and guidance is provided.
- Consult. Region should talk with appropriate office about issue and should make a decision keeping the advice in mind.
- Notify. Regions should inform the appropriate office of action that has been taken.

10704.1 Division of Operations-Management

Obtain Authorization or Clearance:

1. Before demanding compliance with a judgment when certiorari has been sought and there has been a stay of the Mandate of the court of appeals. Section 10506.9.

2. Submit links to Reports of Backpay Paid under the National Labor Relations Act received pursuant to compliance with Board orders and Informal Settlement Agreements. Sections 10557 and 10578.4

3. Before retaining an accountant to examine books and records, or evaluate a respondent's professed inability to pay full liabilities. Section 10508.6.

4. Before issuing an investigative subpoena in a case if there are questions about the propriety or enforceability of the subpoena. Sections 10508.7.

5. Before allowing respondent counsel to interview a discriminatee concerning mitigation issues. Sections 10558.2 and 10592.7.

6. Before accepting a settlement without a written waiver of reinstatement. Section 10592.8

7. Before submitting a request to IRS to forward letters to more than 50 missing discriminatees. Section 10562.2.

8. Before accepting a settlement in which any of the criteria set forth in Section 10592.1 are not met. Section 10592.2.

9. Before issuing subpoenas in postcomplaint cases where a serious claim of privilege is likely to be raised. Section 10618.1.

10. Before seeking a special remedy not provided by a court enforced Board order. Section 10648.9.

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

11. Before withdrawing a compliance settlement where Division of Operations-Management authorization was required before the Region could accept the settlement. Section 10656.1.

12. Before paying special fees for expert testimony. Section 10660.6.

13. When there is a likelihood that collection proceedings could result in substantial cost to the agency (for example, where execution could cause the Agency to be responsible for maintaining property). Section 10678.3.

14. Generally, before settling or closing a compliance case involving a novel issue or compliance on terms not in conformity with standard requirements of remedial provisions. Sections 10508.3 and 10702.

Submit

1. Copies of compliance specifications involving novel or complex issues. Section 10508.3.

2. A copy of the Region's contempt recommendation where the amount of backpay may depend on whether there has been proper reinstatement and when the Board order requires reinstatement. Section 10530.7.

3. Regarding obtaining funds for newspaper advertising to seek missing discriminatees. Section 10562.2.

4. A copy of any IRS lien or levy served on the Regional Director or other Regional staff member. Section 10576.10

5. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding cases where respondent seeks certiorari but no stay is granted and respondent refuses to comply. Section 10614.

6. A copy of any recommendation that a protective order or 10(e) injunctive relief be sought. Section 10674.5.

7. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding a respondent that is not complying and all reasonable efforts to achieve voluntary and expeditious compliance have failed. Sections 10616.1 and 10620.

8. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding refusal to comply with a court judgment, meritorious complaints of non-compliance with a court judgment or meritorious new unfair labor practice allegations that may constitute contempt of a court judgment. Sections 10616.1, 10616.4, 10616.5, and 10632.1.

9. A log containing details regarding the issuance of investigative subpoenas. Section 10618.1.

10. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding a respondent not complying and all reasonable efforts to achieve voluntary and expeditious compliance have failed. Section 10620.

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

11. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding any conduct that arguably violates an outstanding judgment. Section 10622.

12. A copy of a request to close a case on noncompliance, when investigation has revealed that the respondent, or any entity with potential derivative liability is without means of satisfying the outstanding liabilities. Sections 10624.2, 10626.2, and 10694.6.

13. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding allegations of noncompliance involving a reinstatement issue. Section 10628.

14. Cases in which respondent refuses to comply with either the affirmative or negative provisions of a court judgment or when the Region concludes that new charges allege conduct arguably encompassed by the provisions of a court judgment have merit, with a recommendation whether contempt proceedings are warranted. Section 10632.1.

15. A copy of a submission to the Contempt, Compliance and Special Litigation Branch of any contempt proceeding initiated by a private party concerning a case in which a court judgment has enforced a Board order. Section 10632.2.

16. The Region's determination that a new unfair labor practice charge lacks merit, when the charge has been filed against a respondent to a court judgment case. Section 10632.4.

17. A copy of any submission to the Contempt, Compliance and Special Litigation Branch regarding a new charge being filed against the same respondent or a related party or whenever contempt or other ancillary proceedings have been recommended or are pending. Section 10632.4.

18. A copy of an executed formal settlement stipulation and security agreement, with cover memorandum recommending it, submitted to the Board for approval. Section 10634.2.

19. A copy of a unilateral formal settlement stipulation sent to the Division of Advice for approval. Section 10636.

20. Novel or complex issues concerning combination of compliance proceedings with unfair labor practice proceedings. Section 10646.3.

21. A copy of submission to the Division of Advice concerning cases in which the Region is considering or has issued complaint against an individual that has been discharged in bankruptcy. Section 10670.3(a).

22. A copy of submissions to any Washington branch recommending protective order relief. Section 10674.5.

23. A copy of a submission to the Contempt, Compliance and Special Litigation Branch requesting authorization, in post judgment situations, before failing to provide notice of Board or related proceedings to a third party involved in significant asset transactions with a respondent. Section 10674.8.

24. A copy of a submission to the Contempt, Compliance and Special Litigation Branch of any threat by a respondent or third party to initiate litigation against the Board

on the basis of notice given to potential successors of the pendency of unfair labor practice proceedings. Section 10674.8.

25. A schedule of proposed action for each Stage 1 or 2 case that cannot be completed within the appropriate time period because of extraordinary and involved problems. Section 10700.

26. A request for assistance concerning techniques, procedures, internal policy, and other issues in prejudgment matters. Section 10702.

27. A copy of a request for advice submitted to the Division of Advice concerning substantive legal issues in prejudgment matters. Section 10702.

Consult

1. With respect to the Region's response to a customer's motion, pursuant to the Right to Financial Privacy Act, to quash a subpoena. Section 10508.7.

2. With respect to cases in which reservation language is included in settlement agreements. Section 10594.7.

3. When merit is found to an unfair labor practice charge that may constitute non-compliance with an unenforced Board order, a memorandum containing a recommendation as to whether enforcement proceedings should be initiated with respect to the existing Board order. Section 10604.2.

4. Before issuing complaint or settling allegations of a charge that may constitute noncompliance with a Board order that originated in another Region. Section 10604.4.

5. In situations where it may be more beneficial to proceed to a compliance hearing before obtaining enforcement of a Board order. Section 10606.1.

6. Prior to a contempt recommendation, cases in which unusual circumstances or problems would militate against notifying a purchaser with written notice of its potential liability. Section 10632.10.

7. Prior to approving an informal or compliance settlement which does not include default language. Sections 10594.8 and 10638.

Notify

1. Of any problem enforcing an investigative subpoena. Section 10618.1.

2. Of the Region's determination that a new unfair labor practice charge lacks merit, when the charge has been filed against a respondent to a court judgment case which the Region has submitted to the Contempt, Compliance and Special Litigation Branch, recommending contempt proceedings. Section 10632.4.

3. Of cases in which the respondent is in liquidation proceedings under bankruptcy, and where the Region has concluded that further unfair labor practice proceedings would not effectuate the purposes of the Act. Section 10670.3(a).

4. Of cases where a corporation or partnership has been liquidated in bankruptcy and the Region intends to commence or continue prosecution of an unfair labor practice case. Section 10670.2(a).

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

10704.2 Contempt, Compliance and Special Litigation Branch

Obtain authorization:

1. Before accepting a settlement that does not provide for employment due to a discriminatee's unsuitability for employment after the issuance of a court judgment. Section 10592.8.

2. Before closing a case on noncompliance, when investigation has revealed that the respondent, or any entity with potential derivative liability is without means of satisfying the outstanding liabilities. Sections 10624.2, 10626.2, and 10694.6.

3. Before closing a court judgment case on compliance where contempt proceedings have been initiated or were under consideration. Section 10632.11.

4. Before issuing a compliance specification when reinstatement issues are involved. Section 10646.6.

5. Before initiating a nondischargeability action under Section 523 of the Bankruptcy Code. Section 10670.2.

6. In post judgment situations, before failing to provide notice of Board or related proceedings to a third party involved in significant asset transactions with a respondent. Section 10674.8.

7. In post judgment situations, to close a case administratively (that is, without notification to the parties). Section 10694.6.

8. Before filing a Notice of Pendency in any bankruptcy case other than a no asset case. Section 10670.3(d).

Submit

1. Cases where a respondent refuses to comply with any provision of a court judgment, where there is a meritorious allegation of noncompliance with a court judgment, or where a meritorious new unfair labor practice charge has been filed in which the allegations may constitute contempt of a court judgment, with a recommendation regarding whether contempt proceedings are warranted. Sections 10504.7, 10616.1, 10616.2, 10616.3, 10616.4, and 10616.5.

2. Cases where the amount of backpay may depend on whether there has been proper reinstatement and when the Board order requires reinstatement, with a recommendation whether contempt proceedings are warranted. Section 10530.7.

3. Cases where respondent seeks certiorari but no stay is granted and respondent refuses to comply. Sections 10614.

4. Cases where respondent is not complying and all reasonable efforts to achieve voluntary and expeditious compliance have failed. Section 10616.

5. A copy of submission to Division of Operations-Management concerning subpoena enforcement problems. Section 10618.1.

6. Cases where respondent's conduct could arguably violate an outstanding judgment, with a recommendation whether contempt proceedings are warranted. Section 10622.

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

7. Cases in which there is an allegation of noncompliance involving a reinstatement issue, with a recommendation whether contempt proceedings are warranted. Section 10628.

8. Cases in which respondent fails or refuses to comply with either the affirmative or nonaffirmative provisions of a court judgment or when the Region concludes that new charges allege conduct arguably encompassed by the provisions of a court judgment have merit, with a recommendation whether contempt proceedings are warranted. Section 10632.1.

9. The Region's determination that a new unfair labor practice charge lacks merit, when the charge has been filed against a respondent to a court judgment case. Section 10632.4.

10. In cases that the Region has referred to the Contempt, Compliance and Special Litigation Branch; requests by a charging party for a written statement as to why contempt proceedings were not authorized. Section 10632.7.

11. Written requests for reasons for a decision not to seek contempt. Section 10632.7.

12. Any bankruptcy case involving contested matters or adversary proceedings. Section 10670.2

13. Immediately, on notice of any objection filed to the Region's Proof of Claim. Copies of the objections and supporting papers to both the claim and objection should be forwarded as soon as possible. Section 10670.4(a).

14. Motion or petition in bankruptcy proceeding to estimate a Board claim. Section 10610.4(d).

15. A copy of a disclosure statement and proposed plan of reorganization, together with the Region's Prooof of Claim when the Region determinies it is necessary to object or has any question concerning whether it should object to it. Recommendation should also be submitted. Section 10670.2.

16. Immediately, compliant, motion or other pleading seeking to enjoin a Board proceeding on any basis, or claim that a Board proceeding is subject to automatic stay provisions of the Bankruptcy Code, if the Region is not able to resolve the claim promptly. Section 10670.2.

17. Any bankruptcy case involving contested matters or adversary proceedings. Section 10670.2.

18. A copy of an objection filed to the Region's Proof of Claim. Copies of the objections and supporting papers to both the claim and objection should be forwarded as soon as possible. Sections 10670.3(a) and 10670.3(f).

19. Recommendation that a protective restraining order or 10(e) injunctive relief be sought after a court judgment. Section 10674.5.

20. Of any threat by a respondent or third party to initiate litigation against the Board on the basis of notice given to potential successors of the pendency of unfair labor practice proceedings. Section 10674.8.

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

21. Before filing a Notice of Pendency in any bankruptcy case other than a no-asset case.

Consult

1. Before issuing subpoenas, in post judgment situations, for bank records of entities covered by the Right to Financial Privacy Act. Section 10508.7.

2. With respect to the Region's response to an entity's motion, pursuant to the Right to Financial Privacy Act, to quash a subpoena. Section 10508.7.

3. With respect to backpay held from a bankruptcy distribution for a missing discriminatee. Section 10586.

4. Before closing an escrow account by returning money to a respondent or redistributing money to discriminatees when backpay was obtained from a bankrupt respondent. Sections 10588 and 10670.7.

5. When the Region has reason to believe that a respondent is siphoning assets, not reporting income, or is otherwise acting to evade liabilities. Sections 10508.4 and 10592.12.

6. After issuance of a court judgment, when the charging party seeks to withdraw a charge that is arguably meritorious. Section 10616.4.

7. When considering issuance of an investigative subpoena: whether particular conduct is the subject of a judgment. Section 10618.1.

8. Before issuing an investigative subpoena for records that may be covered by requirements of the Right to Financial Privacy Act. Section 10618.1.

9. Of additional parties that may be liable for backpay in court judgment cases. Section 10626.4.

10. After a contempt recommendation, cases in which unusual circumstances or problems would militate against notifying a purchaser with written notice of its potential liability. Section 10632.10.

11. Concerning requirements under state law for filing and perfecting a lien. Section 10636.

12. Bankruptcy Code Section 363 "free and clear" sales. Section 10670.2.

13. All asset-hiding cases including piercing the corporate veil, objections to discharge under Section 523, 727, and other Code sections, discovery involving alter egos/single employers, sources of backpay and objections to the homestead exemption. Section 10670.2.

14. Issues concerning voluntary or involuntary conversion from Chapter 11 to Chapter 7. Sections 10670.2.

15. Issues requiring the debtor to make proper distributions under the bankruptcy plan. Sections 10670.2.

16. Before participating in person in any bankruptcy court hearing or before filing a pleading in any contested or adversary proceeding in Bankruptcy Court. Section 10670.2.

17. Offensive use of equitable subordination under Section 510. Section 10670.

18. Objections to disclosure statements and plans based on financial criteria (for example, inadequate financial data, challenge to feasibility of plan and inequitable distributions in plan). Section 10670.2.

19. Before filing an Application of Administrative Expense in a bankruptcy court proceeding. Section 10670.2.

20. Injunctions/stays of unfair labor practice and representation cases (for example, Code Section 362 automatic stay and Code Section 105 "inherent power" injunction) involving bankruptcy proceedings. Section 10670.2.

21. Code Section 1113 rejection of collective-bargaining agreement issues that involve Board jurisdiction (for example, retroactive rejection). Sections 10670.2.

22. Objections to the Board's claim. Sections 10670.2 and 10670.4(a).

23. Cases involving the automatic stay provisions of the Bankruptcy Code. Sections 10670.2 and 10674.4.

24. Objections to disclosure statements and plans which implicate the Board's jurisdiction (for example, where a plan or disclosure statement effectively determines liability under the NLRA and liquidates the Board's claim) or provides the court with the ability to determine or enjoin the Board case after confirmation of the plan. Sections 10670.2 and 10702.

25. Protective orders or injunctive relief against respondents involved in bankruptcy proceedings. Section 10674.4.

26. Prior to initiating any Federal Debt Collection Procedure Act prejudgment proceeding or action. Section 10674.9.

27. Regarding collection proceedings pursuant to a court judgment. Section 10678.3.

28. Prior to initiating a post judgment FDCPA action involving execution, an installment payment order, before initiating a proceeding in which a new party is being impled for the purpose of establishing the derivative liability of such a party, or where interim pendete lite relief is being sought. Sections 10678.3, 10678.6, and 10678.7.

29. Questions arising from the Right to Financial Privacy Act. Section 10686.

30. Concerning contempt issues generally. Section 10702.

31. Estimation proceedings under Code Section 502(c). Section 10702.

Notify

1. Of an action to lien or levy a backpay award, if the initiator of the action does not agree to withdraw it. Section 10576.9.

2. If the Region receives an IRS notice of levy or learns that a respondent employer or union has been served with an IRS notice of levy. Section 10576.10.

3. If the Region receives a telephone inquiry from the IRS regarding the service of a notice of levy in a Board case that is not pending in the Region. Section 10576.10.

4. Of submission to the Division of Operations-Management concerning subpoena enforcement problems. Section 10618.1.

5. Of any contempt proceeding initiated by a private party concerning cases in which a court judgment has enforced a Board order. Section 10632.2.

6. The Region's determination that a new unfair labor practice charge lacks merit, when the charge has been filed against a respondent to a court judgment case. Section 10632.4.

7. Of significant developments or progress in achieving compliance with a court judgment when the case has been referred for contempt proceedings. Section 10632.4.

8. When contempt or other ancillary proceedings have been recommended or are pending; the filing of a new charge against the same respondent or a related party. Section 10632.4.

9. Nontraditional remedies that may be available to satisfy the Board's Proof of Claim in a bankruptcy proceeding. Section 10670.

10. Of injunction proceedings filed against the Board. Section 10670.1.

11. If a United States district court refuses to register a backpay judgment. Section 10680.

10704.3 Appellate and Supreme Court Branch

Submit

1. A recommendation that a protective order or 10(e) injunctive relief be sought after the issuance of a Board order but prior to entry of a court judgment. Sections 10608.4 and 10674.5.

2. Duplicate exhibits from underlying unfair labor practice proceedings, when a case is being recommended for initiation for enforcement proceedings. Section 10608.1.

3. R-case transcripts, original exhibits, and the Region's case file, without witness affidavits, when submitting a case for enforcement proceedings in a test of certification. Section 10608.1.

Consult

1. In situations where, despite the presence of some factors that would militate in favor of proceeding to a compliance hearing before obtaining enforcement of a Board order, the Region believes, after consultation with the Division of Operations-Management, that a case should be submitted for enforcement. Section 10606.1.

2. When settlement discussions are continuing on a case referred for enforcement but not in court mediation. Section 10610.

Notify

10704 Authorization or Clearance, Submission, Notification, or Consult Situations

1. When a respondent has filed a motion for reconsideration with the Board after the Region has recommended enforcement proceedings. Section 10608.5.

2. When parties attempt to pursue settlement discussions in cases that are in court mediation. Section 10610.

10704.4 Division of Advice

Submit

1. Difficult and/or unusual issues involving side notices. Section 10518.6.

2. Situations involving compensatory damage issues. Section 10536.1.

3. Cases which present the question of whether a respondent may rely on an USCIS determination concerning the legal status of a discriminatee in establishing remedial reinstatement rights, when that determination has been appealed. Section 10560.7.

4. Cases where the respondent contends that a discriminatee has submitted fraudulent documentation of immigration status. Section 10560.7.

5. Issues concerning a discriminatee's failure to seek or obtain interim employment because of an inability to provide required documentation of immigration status. Section 10560.7.

6. Unilateral formal settlement stipulation: before approval, the settlement should be submitted to Advice with a detailed transmittal memorandum giving details of the settlement. Section 10636.

7. Cases in which the Region is considering issuing or has issued complaint against an individual or entity that has been discharged in bankruptcy. Section 10670.3(a).

8. Cases where the Region is recommending enforcement proceedings against a respondent that is liquidating its operations in a bankruptcy proceeding. Section 10670.3(a).

9. A recommendation that a protective order or injunctive relief be sought in a case at any time after the Region's issuance of complaint until the issuance of a Board order. Section 10674.5.

10. A request for advice regarding substantive legal issues arising out of prejudgment matters. Section 10702.

11. Contempt of 10(j) or 10(l) court order.

12. Cases involving novel legal theories or remedies where there is no extant Board law or where there are conflicting lines of Board precedent.

13. Cases where Region wishes to overturn precedent, including a request for extraordinary remedies.

14. Cases involving interpretation of other statutes, for example, ERISA, ADA, RICO, LMRDA, ADEA.

15. Cases presenting issues involving undocumented workers left unanswered by GC 98-15 and GC Memo 02-06.

16. Cases involving a Board notice to parties for a response following a remand from the Court of Appeals.

17. Cases where the Region is considering approval of a settlement agreement which is based on new or novel remedies or where the notice posting is waived or is for less than 60 days.

18. Cases involving the issuance of an investigative, trial, or hearing subpoena where a serious claim of privilege is likely to be raised.

19. Cases where, following issuance of any subpoena, intervening circumstances present enforcement problems.

20. Cases where the Region is considering denying the request of a private party for enforcement of a subpoena.

21. Cases involving unresolved issues regarding whether a discriminatee is a salt.

22. All cases where the charging party claims, or the Region independently determines, that retroactive application of *Oil Capitol* would result in manifest injustice. See OM 08-29

23. Cases where it is not clear whether a salting discriminatee made a reasonable search for work, after *Contractor Services.*

24. Cases involving unresolved issues of whether *Oil Capitol* evidence should be disclosed to respondent after issuance of the backpay specification.

25. Cases in the construction industry where the salting discriminatee is unavailable or missing, and the backpay period cannot otherwise be estblished

Consult

1. Cases in which reservation language is included in settlement agreements. Section 10594.7.

10704.5 Finance Branch

Submit

1. A copy of an IRS lien or levy served on the Regional Director or other Regional staff member. Section 10576.10.

2. Backpay checks, Forms NLRB-5472 and NLRB-5473 and transmittal memorandum when opening an Agency escrow account. Section 10580.3.

3. Requests to disburse money held in escrow accounts. Section 10582.

4. Request to close escrow accounts and disburse remaining amounts. Section 10588.

10704.6 Office of Appeals

Submit

1. A copy of any compliance determination issued. Section 10602.

2. The Region's compliance file, on receipt of a copy of an appeal from the Region's compliance determination or a letter from the Office of Appeals acknowledging an appeal. Section 10602.1.

10704.7 OCIO/Case Records Unit

Submit:

Requests for a Dun and Bradstreet report. Section 10508.6.

10706 Closing Cases on Compliance

10706.1 Compliance With Informal Settlements

Report of the Compliance Officer in cases of informal settlement should be submitted with appropriate recommendations to the Regional Director. ULP Manual Section 10146. Closing action should be in accord with the requirements of ULP Manual Section 10148.4.

10706.2 Standard Case-Closing Procedures

The following procedures to close and report a compliance case are to be used when:

- The Regional Director is satisfied that compliance in accordance with outstanding policies and instructions has been achieved,
- Division of Operations-Management authorization was obtained prior to accepting a settlement, or
- An appeal and a request for review of a compliance determination have been denied, or time periods in which either may have been filed has lapsed.

Entering Remedies in NxGen: The Region should ensure all remedies have been entered in NxGen. Entries into fields showing the amount paid by the company or union should reflect amounts actually paid. Entries into the fields showing the total amount due, however, should reflect the full remedial backpay and interest or refunds due, based on the violations at issue and following established methods of determining backpay liabilities. The Other Remedies Section in the Affirmative Actions Remedy may be used to explain any unusual circumstance or any other action not fully reported in other sections of the form. This procedure should be following in every case where remedies are recorded, i.e., for non-Board settlements, informal settlements, formal settlements, and backpay collected as the result of compliance proceedings.

Notification: Normally, the Regional Director will notify the parties by letter of the closing of the case, cautioning that the closing is conditioned on continued observance of the remedy obtained and that subsequent violations may become the basis of further proceedings.

Recording: The Region shall record the case as closed as of the date on the letter notifying the parties of the closing of the case.

Exception: When backpay has been deposited in escrow, notification of case closing to the parties should be held in abeyance pending disbursement of all backpay.

10706.3 Formal Settlement Stipulation Cases

In cases where a formal settlement stipulation provides for a Board order and consent court judgment, the case should not be closed after full compliance, but only after the decree has also been entered.

10706.4 Procedures for Closing a Case on Compliance When Division of Operations-Management Authorization is Required

Section 10704 discusses situations in which the Division of Operations-Management authorization is required to close a case on compliance.

If the Division of Operations-Management authorization to accept a settlement of compliance issues has been obtained, there is no need to submit the case again for authorization at the time of closing.

See Sections 10632.11, 10694.6, and 10706.5 regarding situations when authorization from the Contempt, Compliance and Special Litigation Branch is required prior to closing.

If the Division of Operations-Management authorization to accept a settlement of compliance issues is still to be obtained, the Region should submit the case for authorization as follows:

Submission of Request to Close Case Without Compliance: The Region should prepare a memorandum setting forth the pertinent facts of the case and the reason the Region is requesting authorization to close it.

See Section 10694 regarding authorization requests to close a case based on respondent inability to pay remedial liabilities.

Recording: Cases requiring authorization will be closed on Regional records as of the date of authorization from the Division of Operations-Management.

Notification: After receiving authorization from the Division of Operations-Management, the Region will notify the parties of the closing of the case, with the standard caution that the closing is conditioned on continued observance of the remedy obtained and that subsequent violations may become the basis of further proceedings.

10706.5 Closing Case Administratively

In certain situations, the Region may determine closure of a case is appropriate because there is no reasonable likelihood of collection from a respondent or any derivatively liable entity, or where the case was otherwise appropriate for closing. Section 10694.6. The Region is authorized to close Board order compliance cases administratively, that is, without notification to the parties, without obtaining prior approval. However, the closing of court judgment compliance cases requires authorization from the Contempt, Compliance and Special Litigation Branch. The Region's must submit a memorandum setting forth the basis for the request and send a copy to the Division of Operations-Management

When there are other cases pending against the respondent, but it is otherwise appropriate to close the case on compliance, the Region is not required to obtain authorization to close a case administratively.

The case will be recorded in the Case Records Unit and in the Region as closed on the date the Region's Closed Case Report is prepared.

In the event of changed circumstances that make it advisable to notify the parties of the closing of the case, the Regional Director may notify the parties by sending the usual closing letter.

See Sections 10632.11, 10694.6, and 10706.5 regarding other situations when authorization from the Contempt, Compliance and Special Litigation Branch is required before closing a case.

Recording: If the case required authorization from the Contempt, Compliance and Special Litigation Branch, it will be closed on the Regional records as of the date of authorization.

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APPENDIX 1

COMPLIANCE CHECKLIST

There is certain information that a Board agent can obtain during the initial investigation stage of the case that will be helpful in addressing settlement and compliance issues when it becomes necessary. Below is a list of some of the data that the Board agent should consider obtaining when taking affidavits during the initial investigation. In salting cases, the Board agent should identify the kind of evidence potentially needed by the General Counsel to sustain its *Oil Capitol* burden. See Section 10660.3 regarding how to protect confidential evidence

From the Charging Party:

- Names, addresses, phone numbers, and social security numbers of all individuals who will be affected by the remedy (do not make social security number part of the affidavit).
- Job classification(s).
- Wage rates/overtime/in kind payments.
- Hours.
- Benefits.
- Bonuses and gifts.
- Copy of pay stub.
- Copy of any applicable collective-bargaining agreement.
- Get the name, address, and phone number of a family member or friend who will be able to contact the discriminate.
- If salting case, get specific information as to how long the charging party/discriminatee would have remained in the employ of the employer.

From the Charged-Party Employer:

Corporation (Sole Proprietorship/Partnership)

Correct legal name Names of owner(s)

State of incorporation Percentage of ownership

Principal shareholders Job titles

Affiliations (d/b/a; a/k/a) Partnership registration

Articles of incorporation Affiliations (d/b/a; a/k/a)

Federal tax I.D. number Business licenses

From the Charged Party Union:

Confirm identity of 9(a) representative.

Check recognition agreement.

Check name of entity signatory to collective-bargaining agreement.

Copy of constitution and bylaws.

Copy of hiring hall rules and regulations.

Officers names and titles.

Sources of Information

There are several sources from which a Board agent can obtain information about the Employer and/or Union being investigated. Some of them are listed below for reference:

- Choicepoint search (a useful tool for locating discriminatees and identifying possible corporate alter egos; follow Regional procedure for the use of Choicepoint).
- Dun and Bradstreet reports can be obtained from the Library Section.
- Web sites—e.g., State Bureau of Corporations under Secretary of State site: www.dos.state.ny.us
- Search engines such as Google, Yahoo.
- Section ll subpoena, as appropriate.
- Bank records (statements, corporate authorizations; signature cards, account applications, loan applications, loan commitments, promissory notes, deeds of trust and copies of cancelled checks (written and endorsements) and copies of instruments deposited, and endorsements.
- Credit card companies.
- Bonding companies (performance bonds).
- Accountants.
- Contractors.
- Suppliers.
- Customers.
- Visual observation of company site.
- Telephone directories or calls.
- U.S. Postal Service (change of address forms, post office box addresses to which mail is redirected, name and address of business post office box holder, location of residence or place of business).
- Secretary of State (corporate records including names and addresses of officers and directors, articles of incorporation, corporate charter, and status and history of the entity's corporate life).
- Uniform Commercial Code Records.

- Alcoholic Beverage Commission/State Liquor Authority.
- Department of Labor and Employment.
- State Electrical Boards.
- Business licenses.
- Building permits.
- Public utilities.
- Department of Motor Vehicles.

From the Charged Party Union:

Confirm who the 9(a) representative is:

Check recognition agreement.

Check signatory to collective-bargaining agreement.

Copies of Constitution and bylaws (international and local).

Copies of hiring hall rules and regulations.

Officers' names and titles.

Issues that may arise during the investigation, which will require special attention:

- **RECIDIVISM (SEE SECTIONS 10504.7, 10616.2–10616.4, AND 10622).**
- **Bankruptcy (see Section 10670).**
- Dissipation of assets (see Sections 10674 and 10676).

APPENDIX 2

Financial Questionnaire

Case Name:

Case Number:

1. Name [Debtor] _____ Type: For Profit ( )
   Not for Profit ( )
2. Business Address
   _____
   Street City State
   Note: Attach schedule of all business addresses.
3. Foreign _____ Domestic
   _____
4. State-Incorporation
   _____
   Date-Incorporation
   _____
   Licensed to do business in
   _____
   Federal Tax ID (EIN) Number
   _____
5. Name Registered Agent
   _____
6. Address Registered Agent
   _____
7. Names and address of principal stockholders. Indicate the ownership of 75 percent of the stock of the Corporation. Number of shares owned by each.
   (1)
   _____
   (2)
   _____
   (3)
   _____
   (4)
   _____
   (5)
   _____
   (6)

_____

(7)

_____

(8)

_____

8. (A) Names and addresses of current officers and number of shares held by each.
Term expires on

_____

(1)

_____

(2)

_____

(3)

_____

(4)

_____

(5)

_____

(B) Names and addresses of current members of Board of Directors.
Term expires on

_____

(1)

_____

(2)

_____

(3)

_____

(4)

_____

(5)

_____

9. (A) Registration on National or Local Stock Exchange(s). (Give details, including date of registration and/or delisting.)

(1)

_____

(2)

_____

(3)

_____

(B) Total authorized shares of each type issued and present market value per share of each type of stock.

(1)

_____

(2)

_____

(3)

_____

(C) Total outstanding shares of each type stock currently being held as Treasury
Stock.

_____
—
_____
—
_____
—
_____
—

(D) Total outstanding shares of each type of stock. Amount of bonded debt and
principal bondholders.

_____
—
_____
—
_____
—
_____
—

10. List states and municipalities to which taxes have been paid and/or are being paid. Describe nature and amount of such taxes, state most recent year of payment thereof and whether tax payments are current.

_____
—
_____
—
_____
—
_____
—

11. Has this corporation filed U.S. Corporate Income Tax Returns during the last 3 years? Yes ( ) No ( ) Provide copies of the two most recent Federal and State Tax Returns that were filed.

To what I.R.S. Office(s)?

_____

What years?

_____

Are Federal Taxes Current? Yes ( ) No ( )

12. Name and Address of:

(a) Corporation's independent certified public accountants

_____

_____

_____

(b) Corporate Attorney(s) retained by Corporation from:

_____ to

_____

13. Does this Corporation have a Profit and Loss Statement and Balance Sheet for the most recent calendar or fiscal year and for specified past years? Past years ( ) ( ).

If (Yes), submit one copy of each.

Submit audited documents if available.

14. Does this Corporation maintain bank accounts: Give names and addresses of bank, savings and loan associations, and other such entities, within the United States or located elsewhere. Indicate name and number of accounts and current balances.

(A) Checking Account(s)

_____

(B) Savings Account(s)

_____

(C) Other Account(s)

_____

(D) Savings and Loan Associations or other such Entities_____

_____

(E) Trust Account(s)

_____

(F) Other Account(s)

_____

15. List all commercial paper, negotiable or nonnegotiable, in which the Corporation has any interest whatsoever, presently in transit or in the possession of any banking institution. Describe such paper and the Corporation's interest therein, and state its present location. List all accounts and loans receivable in excess of $300 and specify if due from an officer, stockholder, or director.

_____

_____

16. From personal knowledge of President, Vice President, or Chairman of the Board, for the last taxable year, indicate in round figures:

(A) Gross Income $ _____

(B) Expenses (Fixed & Current)$ _____

(C) Net Profit After Taxes$ _____

(D) (List approximate totals):

Payables: $ _____ Receivables: $ _____

17. Is this Corporation presently:

(A) Active (answer No if inactive but still in existence): Yes ( ) No ( )

(B) Void and/or terminated by state authority: Yes ( ) No ( )

(C) Otherwise dissolved Yes ( ) No ( )

1. Date _____

2. By Whom _____

3. Reason _____

_____

18. (A) List corporate salaries to and/or drawing of the following personnel for the last 3 taxable years:

	Specify Year		
	(Year)	(Year)	(Year)

1._____2._____3._____

President

_____

Chairman/Board_____

_

Secretary

_____

Treasurer

_____

(B) List five most highly compensated employees or officers other than above, describe position and set forth salary and/or bonus for last 3 taxable years:

Specify Year

(Year) (Year) (Year)

1._____2._____3._____

(1)

_____

(2)

_____

(3)

_____

(4)

_____

(5)

_____

(C) Describe the nature of the compensation paid to the persons listed in (A) and

(B) above and set forth any stock options, pensions, profit sharing, royalties, or other deferred compensation rights of said persons.

_____

_____

_____

_____

_____

_____
__

19. List corporate commercial activity (fields of activity resulting in income):

Prime:

(1)

_____
__

(2)

_____
__

(3)

_____
__

(4)

_____
__

(5)

_____
__

20. List all other supplementary fields of activity in which this corporation is engaged, either directly, through subsidiaries, or affiliates, stating the name(s) and state(s) of incorporation of such subsidiaries or affiliates.

_____
__
_____
__
_____
__
_____
__
_____
__

21. Has this Corporation at any time been the subject of any proceeding under the provisions of any State Insolvency Law, or the Federal Bankruptcy Laws. If so, supply the following information as to each such proceeding:

(A) Date (Commencement)

_____

(B) Date (Termination)

_____

(C) Discharge or other disposition, if any, and operative effect thereof:

_____

(D) State Court (County)

_____

Federal Court (District)

_____

(E) Docket No.

_____

22. (A) List all real estate and personality of an estimated value in excess of $500,000, owned or under contract to be purchased by this Corporation and where located:

_____

_____

_____

_____

(B) List and describe all judgments, recorded and unrecorded:

(1) Against the Corporation

_____

_____

_____

(2) In favor of the Corporation

_____

_____

_____

(C) List and describe all other encumbrances against real estate owned by the Corporation: (including but not limited to mortgages, recorded or unrecorded):

_____

_____

_____

_____

_____

_____

(D) List and describe all other encumbrances (including but not limited to Security Interest, whether perfected or not) against any such personality owned by the Corporation as is listed in 22(A) above:

_____

_____

_____

_____

_____
__

(E) List and describe location of real estate, including real estate being purchased under contract, with name and address of seller and contract price:

_____
__
_____
__
_____
__

23. List all life insurance, now in force or any on all officers, directors, and/or "key" employees, setting forth fact amounts, names of life insurance companies and policy numbers where this Corporation has an "insurable interest," and/or is paying the premium or part of same. Where applicable indicate under which policy(s) this Corporation is a beneficiary, type policy(s), yearly premium, and location of policy(s).

_____
__
_____
__
_____
__
_____
__
_____
__

APPENDIX 3

[Send on Regional Letterhead]

CUSTOMER NOTICE

Dear _____:
[Customer]

Records or information concerning your transactions held by the financial institution named in the attached subpoena are being sought by the National Labor Relations Board in accordance with the Right to Financial Privacy Act of 1978, 12 U.S.C. Sections 3401–3422, for the following purpose(s):

_____

_____
[Describe Legitimate Law Enforcement Inquiry]

If you desire that such records or information not be made available, you must:

(1) Fill out the accompanying motion paper and sworn statement (as indicated by the instructions beneath each blank space) or write one of your own, stating that you are the customer whose records are being requested by the Government, and either giving the reasons you believe that the records are not relevant to the legitimate law enforcement inquiry stated in this notice or any other legal basis for objecting to the release of the records.

(2) File the motion and sworn statement by mailing or delivering them to the Clerk of any one of the following United States District Courts:

_____

_____

_____

_____

[It would simplify the proceeding if you would include with your motion and sworn statement a copy of the attached summons, subpoena, or formal written request, as well as a copy of this notice.]

(3) Serve the Government authority requesting the records by mailing (by registered or certified mail) or by delivering a copy of your motion and sworn statement to

_____

_____

(4) Be prepared to come to court and present your position in further detail.

(5) You do not need to have a lawyer, although you may wish to employ one to represent you and protect your rights.

If you do not follow the above procedures, upon the expiration of ten (10) days from the date of service or fourteen (14) days from the date of mailing of this notice, the records or information requested therein may be made available. These records may be transferred to other Government authorities for legitimate law enforcement inquires, in which event you will be notified after the transfer.

Very truly yours,

Dated:

[Include Name & Title of Official, Address & Telephone Number]

Enclosures: Subpoena
Motion Form
Sworn Statement Form

IN THE UNITED STATES DISTRICT COURT

FOR THE _____ DISTRICT OF _____
[Name of District] [State in Which Court is Located]

_____ [Your Name] Movant,	: : :
v.	: MOTION TO QUASH ADMINISTRATIVE SUBPOENA :
NATIONAL LABOR RELATIONS BOARD Respondent.	: :

_____ hereby moves this Court, pursuant to Section
[Your Name]

1110 of the Right to Financial Privacy Act of 1978, 12 U.S.C. Section 3410, for an order preventing the National Labor Relations Board from obtaining access to my financial records.

My financial records are held by _____.
[Name of Financial Institution]

In support of this motion, the Court is respectfully referred to my sworn statement filed with this motion.

Respectfully submitted,

_____
[Signature]

_____
[Address] [Name]

_____

[Telephone Number]

CERTIFICATE OF SERVICE

I have mailed or delivered a copy of this motion and the attached sworn statement to

_____.
[Name of Official Listed at Item 3 of Customer Notice]

on _____, 20__.

_____
[Signature]

IN THE UNITED STATES DISTRICT COURT

FOR THE _____ DISTRICT OF _____
[Name of district] [State in which court is located]

:	No._____
[Customer's Name] :	[Will be filled in by court clerk]
:	SWORN STATEMENT BY MOVANT
Movant,	
:	
v.	
:	
:	
NATIONAL LABOR RELATIONS BOARD	
:	
:	
Respondent.	
:	

I, _____, am presently/was previously a customer of
[Customer's Name]

_____, and I am the customer whose records
[Name of Financial Institution]

are being requested by the Government.

The financial records sought by the National Labor Relations Board are not relevant to the legitimate law enforcement inquiry stated in the Customer Notice that was sent to me because

_____

_____, and/or

should not be disclosed because there has not been substantial compliance with the Right to Financial Privacy Act of 1978 in that _____

_____

_____

and/or should not be disclosed on the following other legal basis: _____

_____

[You may draft your own sworn statement if you require additional space.]

I declare under penalty of perjury that the foregoing is true and correct.

_____, 20_____

[Date] [Signature]

APPENDIX 4

[Send on Regional Letterhead]

CERTIFICATE OF COMPLIANCE WITH THE RIGHT TO FINANCIAL PRIVACY ACT OF 1978

To:_____
[Name of Financial Institution]

Re:Request for information concerning _____
[Account Number and Customer Name]

I hereby certify, pursuant to Section 1103(b) of the Right to Financial Privacy Act of 1978, 12 U.S.C. Sec. 3403(b), that the provisions of the Act have been complied with as to the above request for account information and that good-faith reliance upon this certificate relieves your institution and its agents and employees of any liability to the customer in connection with the disclosure of this account information.

_____

_____
[Name and Title of Official]

Dated: _____ _____
[Signature]

NATIONAL LABOR RELATIONS BOARD

APPENDIX 5

Employee	Hire Date or Begin B/P Period[289]	Termination Date or B/P End Date[290]	B/P weeks	B/P Factor[291]	Employee B/P Share
A	02/14/1997	10/12/1998	86.4	0.03239	3,238.58
B	10/22/1999	07/04/2000	36.6	0.01370	1,370.38
C	10/12/1997	07/04/2000	142.3	0.05332	5,331.62
D	05/05/1998	07/04/2000	113.0	0.04234	4,234.25
E	08/14/1998	09/14/1999	56.6	0.02120	2,119.80
F	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
G	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
H	02/14/1997	04/16/1997	8.7	0.00327	326.53
I	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
J	05/05/2000	07/04/2000	8.6	0.00321	321.18
K	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
L	02/14/1997	07/01/1999	123.9	0.04641	4,641.08
M	01/01/2000	07/04/2000	26.4	0.00990	990.31
N	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
O	02/14/1997	08/04/1999	128.7	0.04823	4,823.08
P	09/14/1997	07/04/2000	146.3	0.05482	5,481.51
Q	02/14/1997	08/01/2000	180.6	0.06766	6,766.23
R	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
S	04/16/1997	09/14/1997	21.6	0.00808	808.31
T	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
U	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
V	02/14/1997	07/04/2000	176.6	0.06616	6,616.35
2,668.71	1.00	100,000.00			

Backpay period began: 02/14/1997
ended: 07/04/2000

[289] Hire date or B/P begin date, whichever is later.
[290] Termination date or B/P period end date, whichever is earlier.
[291] Individual B/P factor is determined by dividing the employee's backpay weeks by total backpay weeks of all employees.

APPENDIX 6

Interim Earnings Letter

Re: [Case Number Only]

To Whom It May Concern:

We have been informed by _____, Social Security Number _____, one of the individuals involved in the above-captioned case, that he/she has been employed by you in the past.

In order to complete the information required to facilitate compliance with the [settlement agreement; administrative law judge's decision; order of the National Labor Relations Board; judgment of a U.S. court of appeals] in the above-captioned case, it is necessary that we receive certain information relative to his/her employment with your company. Will you, therefore, answer the following questions as soon as possible?

1. Hours worked per day: _____

Rate of pay: _____

Days worked per week: _____

2. The gross amount the employee earned **BY CALENDAR QUARTER**, as submitted to Social Security Administration. (Please list overtime separately.)

YEAR	QUARTER	EARNINGS	OVERTIME
20____	1.	$ _____	$ _____
	2.	$ _____	$ _____
	3.	$ _____	$ _____
	4.	$ _____	$ _____

YEAR	QUARTER	EARNINGS	OVERTIME
20____	1.	$ _____	$ _____
	2.	$ _____	$ _____
	3.	$ _____	$ _____
	4.	$ _____	$ _____

3. Date when employee began employment with your company:

_____

_____

Date when employment ended: _____

_____

Reason for leaving: _____

_____

_____

4. Type of medical and life insurance coverage, if any, and the cost, if any, to this employee: _____

_____

_____

For your convenience, we are enclosing a self-addressed, postage-paid envelope. You may use this letter for supplying the information requested.

Your cooperation in this matter will be greatly appreciated. We assure you that your firm is not involved in any way in this case.

Very truly yours,

[Name of Compliance Officer]
Compliance Officer

Enclosure

Information Supplied by:

Name: _____ Title:_____

Phone: _____

APPENDIX 7

Sample Letter to Respondent Setting Forth Backpay Calculations

Dear Respondent:

As you know, the [Board's order; circuit court of appeal's judgment] in the above-captioned case, issued on [date], requires that the persons named therein be reimbursed for the wages they lost because of their discharge.

On the basis of information appearing in your records, we have computed the amount each of the discriminatees would have earned had they not been discharged.

As a result of our interviews with the discriminatees, further investigations, reports submitted to us by the Social Security Administration, and other sources, we have determined the amounts of money actually earned by the discriminatees in other employment during the backpay period and the amounts of expenses they incurred seeking and holding such employment during the backpay period.

The relevant earnings of the discriminatees have been reduced in the computation by the amount of their relevant expenses. The resulting sum was subtracted from the amount of money each of the discriminatees would have earned at [Name of Company] had they not been discharged. The remaining amount is the backpay due each of the discriminatees by your firm.

The amount of money the discriminatees would have earned at your company during the backpay period, from January 1, 1992, through July 31, 1992, was computed on the following basis:

All were testers in the testing department prior to their discharge, and each was paid $10 an hour. An appropriate measure of the hours each of them would have worked is the average hours worked by all testers who remained in the employ of the company during the backpay period, excepting employees who worked less than 24 hours a week in any given week. The average hours worked by such employees are set forth in the attached tabulation entitled "Average Hours Worked by Testers, January 1–July 1, 1992."

We have noted that there was a wage increase of 50-cents-per-hour granted on April 1, 1992, to all other testers. In addition, we have noted that all testers received an annual bonus in February.

Gross backpay was computed by calendar quarters and consists, for each discriminatee, of rate of pay, adjusted by the increase noted above, multiplied by the average hours shown on the attached table, with the bonus payment added. Earnings from interim employment were deducted from gross backpay to reach net backpay due.

The entire computation of net backpay due each of the discriminatees is set forth in Appendix A, attached hereto.

The total amount of backpay, search for work and interim employment expenses, excess tax liability reimbursements and interest due each of the discriminatees is as follows:

[List names of discriminatees with amounts due each.]

Interest has been computed using the rates and method established by the Board, which we would be glad to further explain to you.

Please send checks to this office for the amounts indicated above, in the form of checks payable to the discriminatees. Taxes usually withheld from employee wages should be withheld, and transmitted to the appropriate tax authorities. These taxes do not apply to the interest that is due.

Payment of these amounts and your share of taxes as employer will be deemed full compliance with the backpay provisions of the [Board's order, court judgment], subject to the approval of the General Counsel.

If you have any questions, or if you wish to discuss this computation, may I suggest that we meet in my office on [date and time]. If this is inconvenient, kindly telephone me so that we may make other arrangements.

Very truly yours,

Regional Director

APPENDIX 8

Left Blank Intentionally.

APPENDIX 9

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that I, _____, now serving in _____ the _____ whose Serial Number is _____, and whose Social Security Number is _____, and whose permanent address is _____, in _____, in the State of _____, do hereby constitute and appoint _____, residing at _____, _____ in _____, in the State of _____, as my lawful attorney to act on my behalf for the following purposes:

(a) To collect and receive all sums of money as are or may hereafter become due and payable to me under an award of backpay made or to be made by the National Labor Relations Board pursuant to the National Labor Relations Act under a certain case now pending before it; and to issue receipts therefore; and

(b) To endorse any checks or negotiable instruments and to make, execute, and deliver all receipts and any other documents that may be necessary or proper to collect and receive the above sums of money.

And, I, _____, give to _____, as my attorney, full power and authority to do and perform all acts and things required and necessary to be done for the above purposes as fully as I could do if I were personally present at the doing thereof, and I hereby ratify and confirm all that my attorney may or shall lawfully do or cause to be done by virtue of this power of attorney.

IN WITNESS WHEREOF, I have set my hand and seal this _____ day of _____, 20___, at _____, in the State of _____.

_____

[Signature of Claimant]

APPENDIX 10

ACKNOWLEDGEMENT

STATE OF _____

COUNTY OF _____

I, the undersigned, do hereby certify that I am a duly commissioned, qualified, and authorized notary public in and for the STATE OF _____; and that the grantor in the foregoing Power of Attorney, who is personally well known to me, appeared before me this day within the territorial limits of my authority and executed said instrument and acknowledged that the execution of said instrument by [him or her] was [his or her] free and voluntary act and deed for the uses and purposes therein set forth.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal this _____ day of _____, two thousand and _____.

_____

Notary Public

My Commission Expires _____

ALTERNATE ACKNOWLEDGEMENT

In the _____ [Army, Navy, etc.] of the United States at _____ _____.

I, _____, the undersigned officer, do hereby certify that on this _____ day of _____, 20___, before me personally appeared _____ Serial Number _____, whose home address is _____ and who is known to me to be a _____ in the _____ [insert Branch of the Armed Forces] of the United States, and to be the identical person who is described in, whose name is subscribed to, and who signed and executed the foregoing instrument, and [he or she] personally acknowledged to me that [he or she] signed and sealed the same, on the date it bears, as [his or her] true, free, and voluntary act and deed, for uses, purposes, and considerations therein set forth, and I, the undersigned, do further certify that I am at the date of this certificate a commissioned officer of the grade, branch of service, organization and official capacity stated below in the active service of the _____ [Insert Branch of the Armed Forces] of the United States.

[Signature] _____

Name [Printed] _____

[Grade and Branch] _____

[Organization] _____

[Capacity in Which Acting] _____

[Home Address] _____

APPENDIX 11

OFFICE OF THE GENERAL COUNSEL
Division of Operations-Management

MEMORANDUM OM 92-13 March 9, 1992

TO: All Regional Directors, Officers-in-Charge, and Resident Officers

FROM: William G. Stack, Deputy Associate General Counsel

SUBJECT: Remittance Control Procedures

Field offices receive checks and money orders from private parties for a variety of purposes, e.g., FOIA payment, court costs, backpay, etc. Routinely, these checks are forwarded to the Finance Section in Washington for deposit in the U.S. Treasury. At present, there is no system in place under which a field office is informed that a remitted check has been received by the Finance Section and deposited or under which the Finance Section is informed that a check has been sent from the field but not received.

In order to better track remittances from the field to the Finance Section, a new procedure has been designed and should be implemented immediately. The new record keeping and verification procedures for field remittances are fully explained in the attachment. New Forms NLRB-5472 and NLRB-5473 [omitted from this publication], which will be utilized in the new procedures, are also attached. You will note that the attachment speaks in terms of the "designated Regional Office employee" performing certain duties. Therefore, it is necessary for you to designate a staff member to assume the responsibility of implementing these new procedures. Because limited numbers of the forms will normally be used by a field office during the course of a year, each office will be responsible for photocopying sufficient numbers for its use.

Any questions concerning this memorandum should be directed to your Assistant General Counsel.

W. G. S.

Attachments
cc: NLRBU MEMORANDUM OM 92-13

NATIONAL LABOR RELATIONS BOARD

REMITTANCE COLLECTING, PROCESSING, AND RECONCILIATION

PROCEDURE FOR THE REGIONAL OFFICES

This procedure is to assure that all remittances payable to the NLRB received by Regional Offices are properly documented and deposited by the Finance Section and ultimately reconciled with the file in the receiving office. This procedure also provides an audit trail for each remittance collected.

COLLECTING—Regional Office

Upon receipt of a check or money order [no cash] for remittance involving FOIA, backpay, court costs, travel advance, jury duty, and other purpose [state on form], the designated Regional Office employee completes the two forms below and mails them to Headquarters, Finance Section, on a daily basis.

1. *NLRB Form 5472 "Remittance Control Form"*

This form captures all the relevant data from one check or money order as well as the Region number, the identity of the filer, and date sent. It is to be stapled to the front of the check and forwarded to the Headquarters, Finance Section, ATTN: Remittance Processing.

2. *NLRB Form 5473 "Remittance Control Log"*

This form captures the same relevant data from the check or money order as the form above plus the log date [date remittance is received]. This form is maintained at the Regional Office. The two columns on the far right are completed at the time of the reconciliation process.

PROCESSING—Headquarters, Finance Section

Upon receipt by the Finance Section of the Remittance Control Form stapled to the check or money order, the following data is entered into the automated Special Payments System, Remittance Subsystem:

— Date received,

— Office/Region number,

— Type of remittance (FOIA, backpay, etc.),

— Remitter/Payor (maximum of 40 characters),

— Check or money order number (maximum of 10 digits),

— Date of check, and

— Amount of check.

The Remittance Subsystem automatically updates the database with each entry.

The checks received will be deposited into the Agency deposit fund.

RECONCILIATION—Headquarters, Finance Section

On a biweekly basis, the Remittance Reconciliation Report will be produced by the Finance Section and forwarded by regular mail to the Regional Offices. This report may also be run on a weekly or monthly basis if preferred.

The Remittance Reconciliation Report contains the same relevant data as the control form and control log to provide a systematic reconciliation. It also contains the beginning and ending dates of the report period, date provided, and date processed.

RECONCILIATION—Regional Office

Upon receipt of the Remittance Reconciliation Report by the Regional Office, the designated employee reviews each line of the report and compares it with the entries in the Remittance Control Log. When matching check or money order data is located the "Date Processed" is written into the appropriate block on the log from the report followed by the initials of the employee. This same process is repeated until all entries in the report are completed.

If there are entries in the log that have not appeared on the biweekly report, please contact the Finance Officer on 202–273–4230 as soon as possible.

APPENDIX 12(a)

Precomplaint Settlement Agreement

UNITED STATES GOVERNMENT
NATIONAL LABOR RELATIONS BOARD
SETTLEMENT AGREEMENT

IN THE MATTER OF

Subject to the approval of the Regional Director for the National Labor Relations Board, the Charged Party and the Charging Party **HEREBY AGREE TO SETTLE THE ABOVE MATTER AS FOLLOWS**:

POSTING OF NOTICES — After the Regional Director has approved this Agreement, the Regional Office will send copies of the approved Notices to the Charged Party in English and in additional languages if the Regional Director decides that it is appropriate to do so. A responsible official of the Charged Party will then sign and date those Notices and immediately post them in (specify locations where Notices should be posted). The Charged Party will keep all Notices posted for 60 consecutive days after the initial posting.

INTRANET POSTING - The Charged Party will also post a copy of the Notice in English, and in additional languages if the Regional Director decides that it is appropriate to do so, on its intranet and keep it continuously posted there for 60 consecutive days from the date it was originally posted. The Charged Party will submit a paper copy of the intranet or website posting to the Region's Compliance Officer when it submits the Certification of Posting and provide a password for a password protected intranet site in the event it is necessary to check the electronic posting.

E-MAILING NOTICES - The Charged Party will email a copy of the signed Notice in English and in additional languages if the Regional Director decides that it is appropriate to do so, to all employees who work at the facility located at (insert address of facility or facilities or otherwise describe which employees are to be emailed the notice). The message of the e-mail transmitted with the Notice will state: "We are distributing the Attached Notice to Employees to you pursuant to a Settlement Agreement approved by the Regional Director of Region ____ of the National Labor Relations Board in Case(s) _____." The Charged Party will forward a copy of that e-mail, with all of the recipient's e-mail addresses, to the Region's Compliance Officer at _____@nlrb.gov.

COMPLIANCE WITH NOTICE — The Charged Party will comply with all the terms and provisions of said Notice**.**

BACKPAY — Within 14 days from approval of this agreement, the Charged Party will make whole the employee(s) named below by payment to each of them of the amount opposite each name. The Charged Party will make appropriate withholdings for each named employee. No withholdings should be made from the interest portion of the

backpay. The Charged Party will also file a report with the Regional Director allocating the payment(s) to the appropriate calendar year.

SCOPE OF THE AGREEMENT — This Agreement settles only the following allegations in the above-captioned case(s), and does not settle any other case(s) or matters. (Spell out allegations contained in the Settlement).

It does not prevent persons from filing charges, the General Counsel from prosecuting complaints, or the Board and the courts from finding violations with respect to matters that happened before this Agreement was approved regardless of whether General Counsel knew of those matters or could have easily found them out. The General Counsel reserves the right to use the evidence obtained in the investigation and prosecution of the above-captioned case(s) for any relevant purpose in the litigation of this or any other case(s), and a judge, the Board and the courts may make findings of fact and/or conclusions of law with respect to said evidence.

PARTIES TO THE AGREEMENT — If the Charging Party fails or refuses to become a party to this Agreement and the Regional Director determines that it will promote the policies of the National Labor Relations Act, the Regional Director may approve the settlement agreement and decline to issue or reissue a Complaint in this matter. If that occurs, this Agreement shall be between the Charged Party and the undersigned Regional Director. In that case, a Charging Party may request review of the decision to approve the Agreement. If the General Counsel does not sustain the Regional Director's approval, this Agreement shall be null and void.

AUTHORIZATION TO PROVIDE COMPLIANCE INFORMATION AND NOTICES DIRECTLY TO CHARGED PARTY — Counsel for the Charged Party authorizes the Regional Office to forward the cover letter describing the general expectations and instructions to achieve compliance, a conformed settlement, original notices and a certification of posting directly to the Charged Party. If such authorization is granted, Counsel will be simultaneously served with a courtesy copy of these documents.

Yes _____ No _____
Initials Initials

PERFORMANCE — Performance by the Charged Party with the terms and provisions of this Agreement shall commence immediately after the Agreement is approved by the Regional Director, or if the Charging Party does not enter into this Agreement, performance shall commence immediately upon receipt by the Charged Party of notice that no review has been requested or that the General Counsel has sustained the Regional Director.

The Charged Party agrees that in case of non-compliance with any of the terms of this Settlement Agreement by the Charged Party, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Charged Party, the Regional Director will issue a complaint that will include the allegations spelled out above in the Scope of Agreement section. Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the complaint. The Charged Party understands and agrees that all of the allegations of the complaint will be deemed admitted and it will have waived its right to file an Answer to such complaint. The only issue that may be raised before the Board is whether the Charged

Party defaulted on the terms of this Settlement Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the complaint to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Charged Party on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Charged Party/Respondent at the last address provided to the General Counsel.

NOTIFICATION OF COMPLIANCE — Each party to this Agreement will notify the Regional Director in writing what steps the Charged Party has taken to comply with the Agreement. This notification shall be given within 5 days, and again after 60 days, from the date of the approval of this Agreement. If the Charging Party does not enter into this Agreement, initial notice shall be given within 5 days after notification from the Regional Director that the Charging Party did not request review or that the General Counsel sustained the Regional Director's approval of this agreement. No further action shall be taken in the above captioned case(s) provided that the Charged Party complies with the terms and conditions of this Settlement Agreement and Notice.

Charged Party **KENMORE MERCY HOSPITAL**		**Charging Party** **COMMUNICATIONS WORKERS OF AMERICA, AFL-CIO**	
By: Name and Title	Date	By: Name and Title	Date
Recommended By: ,	Date	Approved By: Regional Director, Region	Date

Report of Backpay Paid Under the National Labor Relations Act

(See IRS Publication 957: Reporting Back Pay and Special Wage Payments to the Social Security Administration)

Employer Name and Address						
Employer's EIN:		Tax Year in Which Award Payment Was Paid:				
(1) SSN and Employee Name	(2)*Award Amount and Period(s)	(3)**Other Soc. Sec./ Med. Wages Paid in Award Year		(4)***Allocation		
		Soc. Sec.	Med./MQGE	Year	Soc. Sec.	Med./MQGE

*Exclude amounts specifically designated as damages, penalties, etc.

**Exclude the amount of backpay, if any, included in that amount.

***For periods before January, 1978 (and for state and local government (Section 218) employees before January 1, 1981), show the wage amounts by calendar quarters. The social security and/or Medicare Qualified Government Employment (MQGE) wages (where applicable) must be shown separately FOR ALL YEARS. (Wages subject ONLY to MQGE would be shown in the Medicare/MQCE column; no wages would be shown in the Soc. Sec. column.) For tax years 1991 and later, the social security and Medicare wages must be listed separately.

I certify that the payments set forth above were made pursuant to the National Labor Relations Act.

_____ _____

(Sign Name) (Date)

Contact Person (for questions or additional information):

_____ _____

(Name of Contact) (Contact Telephone Number)

Send Form to: National Labor Relations Board, Region XX
Attn: (Insert Regional Director's name)
XXXXXXXXXX
XXXXXXX, XX XXXXX

APPENDIX 12(b)

Post Complaint Settlement Agreement

UNITED STATES GOVERNMENT
NATIONAL LABOR RELATIONS BOARD
SETTLEMENT AGREEMENT

IN THE MATTER OF

Subject to the approval of the Regional Director for the National Labor Relations Board, the Charged Party and the Charging Party **HEREBY AGREE TO SETTLE THE ABOVE MATTER AS FOLLOWS**:

POSTING OF NOTICES — After the Regional Director has approved this Agreement, the Regional Office will send copies of the approved Notices to the Charged Party in English and in additional languages if the Regional Director decides that it is appropriate to do so. A responsible official of the Charged Party will then sign and date those Notices and immediately post them in (specify locations where Notices should be posted). The Charged Party will keep all Notices posted for 60 consecutive days after the initial posting.

INTRANET POSTING - The Charged Party will also post a copy of the Notice in English, and in additional languages if the Regional Director decides that it is appropriate to do so, on its intranet and keep it continuously posted there for 60 consecutive days from the date it was originally posted. The Charged Party will submit a paper copy of the intranet or website posting to the Region's Compliance Officer when it submits the Certification of Posting and provide a password for a password protected intranet site in the event it is necessary to check the electronic posting.

E-MAILING NOTICES - The Charged Party will email a copy of the signed Notice in English and in additional languages if the Regional Director decides that it is appropriate to do so, to all employees who work at the facility located at (insert address of facility or facilities or otherwise describe which employees are to be emailed the notice). The message of the e-mail transmitted with the Notice will state: "We are distributing the Attached Notice to Employees to you pursuant to a Settlement Agreement approved by the Regional Director of Region ____ of the National Labor Relations Board in Case(s) _____." The Charged Party will forward a copy of that e-mail, with all of the recipient's e-mail addresses, to the Region's Compliance Officer at _____@nlrb.gov.

COMPLIANCE WITH NOTICE — The Charged Party will comply with all the terms and provisions of said Notice**.**

BACKPAY — Within 14 days from approval of this agreement, the Charged Party will make whole the employee(s) named below by payment to each of them of the amount opposite each name. The Charged Party will make appropriate withholdings for each named employee. No withholdings should be made from the interest portion of the backpay. The Charged Party will also file a report with the Regional Director allocating the payment(s) to the appropriate calendar year.

SCOPE OF THE AGREEMENT — This Agreement settles only the allegations in the above-captioned case(s), and does not settle any other case(s) or matters. It does not prevent persons from filing charges, the General Counsel from prosecuting complaints, or the Board and the courts from finding violations with respect to matters that happened before this Agreement was approved regardless of whether General Counsel knew of those matters or could have easily found them out. The General Counsel reserves the right to use the evidence obtained in the investigation and prosecution of the above-captioned case(s) for any relevant purpose in the litigation of this or any other case(s), and a judge, the Board and the courts may make findings of fact and/or conclusions of law with respect to that evidence. By approving this Agreement the Regional Director withdraws any Complaint(s) and Notice(s) of Hearing previously issued in the above case(s), and the Charged Party withdraws any answer(s) filed in response.

PARTIES TO THE AGREEMENT — If the Charging Party fails or refuses to become a party to this Agreement and the Regional Director determines that it will promote the policies of the National Labor Relations Act, the Regional Director may approve the settlement agreement and decline to issue or reissue a Complaint in this matter. If that occurs, this Agreement shall be between the Charged Party and the undersigned Regional Director. In that case, a Charging Party may request review of the decision to approve the Agreement. If the General Counsel does not sustain the Regional Director's approval, this Agreement shall be null and void.

AUTHORIZATION TO PROVIDE COMPLIANCE INFORMATION AND NOTICES DIRECTLY TO CHARGED PARTY — Counsel for the Charged Party authorizes the Regional Office to forward the cover letter describing the general expectations and instructions to achieve compliance, a conformed settlement, original notices and a certification of posting directly to the Charged Party. If such authorization is granted, Counsel will be simultaneously served with a courtesy copy of these documents.

Yes _____ No _____
Initials Initials

PERFORMANCE — Performance by the Charged Party with the terms and provisions of this Agreement shall commence immediately after the Agreement is approved by the Regional Director, or if the Charging Party does not enter into this Agreement, performance shall commence immediately upon receipt by the Charged Party of notice that no review has been requested or that the General Counsel has sustained the Regional Director.

The Charged Party agrees that in case of non-compliance with any of the terms of this Settlement Agreement by the Charged Party, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Charged Party, the Regional Director will reissue the complaint previously issued on [date] in the instant case(s). Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the complaint. The Charged Party understands and agrees that the allegations of the aforementioned complaint will be deemed admitted and its Answer to such complaint will be considered withdrawn. The only issue that may be raised before the Board is whether the Charged Party defaulted on the terms of this Settlement Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the complaint to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Charged Party on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties

further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Charged Party/Respondent at the last address provided to the General Counsel.

NOTIFICATION OF COMPLIANCE — Each party to this Agreement will notify the Regional Director in writing what steps the Charged Party has taken to comply with the Agreement. This notification shall be given within 5 days, and again after 60 days, from the date of the approval of this Agreement. If the Charging Party does not enter into this Agreement, initial notice shall be given within 5 days after notification from the Regional Director that the Charging Party did not request review or that the General Counsel sustained the Regional Director's approval of this agreement. No further action shall be taken in the above captioned case(s) provided that the Charged Party complies with the terms and conditions of this Settlement Agreement and Notice.

Charged Party **KENMORE MERCY HOSPITAL**		**Charging Party** **COMMUNICATIONS WORKERS OF AMERICA, AFL-CIO**	
By: Name and Title	Date	By: Name and Title	Date
Recommended By:	Date	Approved By: Regional Director, Region	Date

Report of Backpay Paid Under the National Labor Relations Act

(See IRS Publication 957: Reporting Back Pay and Special Wage Payments to the Social Security Administration)

Employer Name and Address						
Employer's EIN:		Tax Year in Which Award Payment Was Paid:				
(1) SSN and Employee Name	(2)*Award Amount and Period(s)	(3)**Other Soc. Sec./ Med. Wages Paid in Award Year		(4)***Allocation		
		Soc. Sec.	Med./MQGE	Year	Soc. Sec.	Med./MQGE

*Exclude amounts specifically designated as damages, penalties, etc.

**Exclude the amount of backpay, if any, included in that amount.

***For periods before January, 1978 (and for state and local government (Section 218) employees before January 1, 1981), show the wage amounts by calendar quarters. The social security and/or Medicare Qualified Government Employment (MQGE) wages (where applicable) must be shown separately FOR ALL YEARS. (Wages subject ONLY to MQGE would be shown in the Medicare/MQCE column; no wages would be shown in the Soc. Sec. column.) For tax years 1991 and later, the social security and Medicare wages must be listed separately.

I certify that the payments set forth above were made pursuant to the National Labor Relations Act.

_____ _____

(Sign Name) (Date)

Contact Person (for questions or additional information):

_____ _____

(Name of Contact) (Contact Telephone Number)

Send Form to: National Labor Relations Board
Attn: (Insert Regional Director's name)
XXXXXXXXXX
XXXXXXX, XX XXXXX

SAMPLE:

Employer Name and Address	ABC Manufacturing Co. 123 Main Street City, State, Zip		
Employer's EIN:	XX-XXXX-XXXX	Tax Year in Which Award Payment Was Paid:	2013

(1) SSN and Employee Name	(2)*Award Amount and Periods(s)	(3)**Other Soc. Sec./Med.Wages Paid in Award Year		(4)***Allocation		
		Soc. Sec.	Med./MQGE	Year	Soc.Sec.	Med./MQGE
xxx-xx-xxxx HELEN T. SMITH	$100,000 1/2009 - 12/2012	$40,000	$40,000	2009 2010 2011 2012	$20,000 $25,000 $27,000 $28,000	$20,000 $25,000 $27,000 $28,000

APPENDIX 12(c)

Optional Paragraphs for inclusion in the Settlement Agreement

FORM NLRB-4775 (2-02)

UNITED STATES GOVERNMENT
NATIONAL LABOR RELATIONS BOARD
SETTLEMENT AGREEMENT

The following Optional Paragraphs and Attachments have been placed in this Manual for your consideration and convenience and may be used in drafting an appropriate Settlement Agreement to resolve particular situations. Where appropriate a short explanation is included with the Paragraph or Attachment to explain where it would be utilized. The Regions may consult with the Contempt, Compliance and Special Litigation Branch for assistance when dealing with Installment Agreements, Security Agreements, Promissory Notes, Assignments, Deeds of Trust, Mortgages, Security Bonds, and other types of guaranties in installment situations.

MULTIPLE CHARGING PARTIES

[NOTE: The Settlement Agreement Form will need to be modified as follows when the settlement involves multiple Charged Parties.]

WAIVER OF REINSTATEMENT—(NAME OF EMPLOYEE) is waiving reinstatement and would not accept reinstatement if it was offered.

REFUSAL TO ISSUE COMPLAINT—In the event any of the Charging Parties fails or refuses to become a party to this Agreement, and if in the Regional Director's discretion it will effectuate the policies of the National Labor Relations Act, the Regional Director shall decline to issue a Complaint herein (or a new Complaint if one has been withdrawn pursuant to the terms of this Agreement), and this Agreement shall be between the Charged Party, any Charging Party which becomes a party to this Agreement, and the undersigned Regional Director. A review of such action may be obtained pursuant to Section 102.19 of the Rules and Regulations of the Board if a request for same is filed within 14 days thereof. This Agreement shall be null and void if the General Counsel does not sustain the Regional Director's action in the event of a review. Approval of this Agreement by the Regional Director shall constitute withdrawal of any Complaint(s) and Notice of Hearing heretofore issued in the above-captioned case(s), as well as any answer(s) filed in response.

PERFORMANCE—Performance by the Charged Party with the terms and provisions of this Agreement shall commence immediately after the Agreement is approved by the Regional Director, or if any of the Charging Parties do not enter into this Agreement, performance shall commence immediately upon receipt by the Charged Party of notice that no review has been requested or that the General Counsel has sustained the Regional Director.

NOTIFICATION OF COMPLIANCE—The undersigned parties to this Agreement will each notify the Regional Director in writing what steps the Charged Party has taken to comply herewith. Such notification shall be given within 5 days, and again after 60 days, from the date of the approval of this Agreement. In the event any of the Charging Parties

does not enter into this Agreement, initial notice shall be given within 5 days after notification from the Regional Director that no review has been requested or that the General Counsel has sustained the Regional Director. Contingent upon compliance with the terms and provisions hereof, no further action shall be taken in the above-captioned case(s).

CONSOLIDATED R AND C CASES

Simultaneous herewith and as a condition of this Agreement, the Charged Party and the Charging Party will execute the attached Stipulation to Set Aside Election in [Case Number].

SPECIFIC ALLEGATIONS RESERVED FROM THE SETTLEMENT AGREEMENT

The allegations in the charge(s) in Case(s) [ ] that are reserved from this Agreement under "Scope of the Agreement" are as follows: (set the specific allegations that are not covered by the settlement).

POSTING OF NOTICE

A. Optional mailing paragraph to be used in addition to or in place of normal posting language.

Upon approval of this Agreement, the Charged Party will duplicate and mail, at its own expense, a copy of the attached Notice to all current employees and former employees who were employed at any time since [*date of earliest ulp*]. Such Notices will be signed by a responsible official of the Charged Party, and the date of actual mailing shall be shown thereon. The Charged Party will furnish to the Regional Director written confirmation as to the date of mailing together with a list of names and addresses of employees to whom Notices were mailed.

B. Optional mailing paragraph to be used in conjunction with normal posting language when Region has reason to believe the plant may close during the posting period.

In the event that during the pendency of the 60-day Notice posting period the Charged Party goes out of business or closes the facility involved in this proceeding, the Charged Party will duplicate and mail, at its own expense, a copy of the attached Notice to all current employees and former employees who were employed at any time since [*date of earliest ulp*]. Such Notices will be signed by a responsible official of the Charged Party, and the date of actual mailing shall be shown thereon. The Charged Party will furnish to the Regional Director written confirmation as to the date of mailing together with a list of names and addresses of employees to whom Notices were mailed.

C. Optional language for foreign language posting/mailing. (Add following to end of the Posting of Notice paragraph.)

Charged Party will post (mail) both English and (Spanish, etc.) Notices in the manner set forth above.

D. Optional provision for specific posting locations (in bold).

Upon approval of this Agreement and receipt of Notices from the Region, the Charged Party will post immediately in the below-specified locations for 60 consecutive days from the date of posting, copies of the attached Notice made a part hereof, said Notices to be signed by a responsible official of the Charged Party and the date of actual posting to be shown thereon. In the event this Agreement is in settlement of a charge against a union, the union will submit forthwith signed copies of said Notice to the Regional Director who will forward them to the employer whose employees are involved herein, for posting, the employer willing, in conspicuous

places in and about the employer's plant where they shall be maintained for 60 consecutive days from the date of posting. Further, in the event that the charged union maintains a bulletin board at the facility of the employer where the alleged unfair labor practices occurred, the union shall also post Notices on such bulletin board during the posting period.

Posting Locations: [List Specific Locations]

E. Optional Paragraph to be used when the violation was committed by electronic means, such as by the use of e-mail. The Board approved this type of remedial provision in Public Service of Oklahoma, 334 NLRB 487 (2001).

The Charged Party shall also disseminate, on the first day of notice posting as required herein, a copy of this notice in electronic fashion on the same basis and to the same group or class of employees as were sent the *(describe the electronic message which is alleged to violate the Act)*.

PERFORMANCE

Optional Nonadmissions clause:

By entering into this Settlement Agreement the Charged Party does not admit that it has violated the National Labor Relations Act.

JOINT AND SEVERAL LIABILITY

[NOTE: This Optional Paragraph may be used in circumstances where two or more Charged Parties are obligated to pay backpay. The language below is drafted under the assumption that there are two Charged Parties.]

The Charged Parties assume joint and several liability for making whole (name(s) of individual(s)) by paying [(him) (her) (each of them)] a total of $_____. Charged Parties will make appropriate withholdings for each named discriminatee. Within 14 days from approval of this Agreement, (Charged Party #1) will pay to (name(s) of individual(s)) (set forth 1/2 of the total amount due) and (Charged Party #2) will pay to (name(s) of individual(s) (set forth 1/2 of the total amount due). (Charged Party #1) will pay an additional (1/2 of the total amount due) only upon being informed by the Regional Director that efforts to obtain payment from (Charged Party #2) have failed. (Charged Party #2) will pay an additional (1/2 of the total amount due) only upon being informed by the Regional Director that efforts to obtain payment from (Charged Party #1) have failed.

OPTIONAL SIGNATURE BOX TEMPLATE FOR MULTIPLE CHARGING PARTIES

Charged Party		**Charging Party**	
By: Name and Title	**Date**	**By: Name and Title**	**Date**
		Charging Party	
		By: Name and Title	**Date**
		Charging Party	
		By: Name and Title	**Date**
Recommended By: **Board Agent**	**Date**	**Approved By:** **Regional Director**	**Date**

BANKRUPTCY

[NOTE: This Optional language should be used in circumstances where the Charged Party has filed for bankruptcy.]

The (Charged Party) (Trustee in Bankruptcy) agrees that the backpay amount(s) set forth (above) (in Attachment A) (is) (are) (specify the priority of the claim—i.e., an administrative claim under 11 U.S.C. Section 507(a)(1) and the (Charged Party) (Trustee in Bankruptcy) agrees that (it) (he/she) will not contest the allowance of a claim for the above-noted backpay amount(s) as (specify the priority of the claim—i.e., an administrative claim under 11. U.S.C. Section 507 (a)(1))).

All parties agree that this Agreement is subject to approval by the Bankruptcy Court.

All parties agree that the amounts agreed to herein, and liquidated hereby, will be submitted to the Bankruptcy Court for appropriate distribution along with other debts.

SAMPLE DEFAULT LANGUAGE

This language should be routinely included in all informal settlement agreements and compliance agreements. See GC 11-04 for more details. The informal settlement agreement form containing this language can be found on the Compliance Website.]

Precomplaint:

The Charged Party agrees that in case of non-compliance with any of the terms of this Settlement Agreement by the Charged Party, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Charged Party, the Regional Director will issue a complaint that will include the allegations spelled out above in the Scope of Agreement section. Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the complaint. The Charged Party understands and agrees that all of the allegations of

the aforementioned complaint will be deemed admitted and it will have waived its right to file an Answer to such complaint. The only issue that may be raised before the Board is whether the Charged Party defaulted on the terms of this Settlement Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the complaint to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Charged Party on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Charged Party/Respondent at the last address provided to the General Counsel.

Postcomplaint:

The Charged Party agrees that in case of non-compliance with any of the terms of this Settlement Agreement by the Charged Party, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Charged Party, the Regional Director will reissue the complaint previously issued on [date] in the instant case(s). Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the complaint. The Charged Party understands and agrees that the allegations of the aforementioned complaint will be deemed admitted and its Answer to such complaint will be considered withdrawn. The only issue that may be raised before the Board is whether the Charged Party defaulted on the terms of this Settlement Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the complaint to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Charged Party on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Charged Party/Respondent at the last address provided to the General Counsel.

BACKPAY

[NOTE: Optional BACKPAY paragraph for installment payments (see samples below for Backpay Installment Payment Agreement (with and without personal guarantee provisions) and optional security documents (promissory note (signed by third party), assignment of contract proceeds, real property mortgage, real property deed of trust, bond, and security agreement).]

In accordance with the terms of the attached Backpay Installment Payment Agreement, Attachment 1, the Charged Party will make whole the employees named below by payment to each of them of the amount opposite each name. The Charged Party will make appropriate withholdings for each named employee.

Name of Employee	Amount

Optional Attachments to the Settlement Agreement

BACKPAY INSTALLMENT PAYMENT AGREEMENT

In full satisfaction of all monetary obligations it may have in Board Case No. _____, [Full Name of Charged Party] agrees to pay backpay in the total amount of _____ DOLLARS ($_____), in [monthly] [quarterly] installment payments beginning on _____ (date), and continuing every [month] [quarter] until fully paid, to each named employee on the date, and in the amount, set forth below:

[Insert installment payment schedule (amounts, dates, [addresses] and employees).]

All payments will be made [directly to the employees at the above addresses] [to the Board's offices located at _____]. [Full Name of Charged Party] will make appropriate withholdings for each named employee.

In consideration of the Board granting this installment payment schedule, [Full Name of Charged Party] further agrees that, in the event of any failure to make a scheduled payment, or to cure any such failure within fourteen (14) days, the total amount of backpay set forth above, less any amounts paid, shall become immediately due and payable.

[Optional Default Provision: In consideration of the Board granting this installment payment schedule, [Full Name of Charged Party] further agrees that, in the event of any failure to make a scheduled payment, or to cure any such failure within fourteen (14) days, the total backpay shall be increased to the amount of _____ DOLLARS [$_____], less any amounts paid, which shall become immediately due and payable.]

[Optional Security Language: In order to ensure full payment under this Backpay Installment Payment Agreement, [Full Name of Charged Party] [Owner] [Principal] [Third Party Corporation (e.g., Single Employer/Successor/Alter Ego)] has executed the attached [Promissory Note] [Assignment of Contract Proceeds] [Real Property Mortgage] [Real Property Deed of Trust] [Bond] [Security Agreement (with Financing Statement)] as security for full payment.]

By: _____
[Full Name of Charged Party] [Title]

Date: _____

[Optional Personal or Third Party Guarantee Provision: In the event [Full Name of Charged Party] fails to fully comply with the terms of this Backpay Installment Payment Agreement, the undersigned agrees to pay the total amount of the backpay set forth above, less all amounts paid pursuant to this Agreement by [Full Name of Charged Party].]

By: _____
[Owner] [Principal] [Third Party Corporation (Single Employer/Successor/Disguised Continuance)]

Date: _____

PROMISSORY NOTE

[NOTE: Promissory notes are negotiable instruments under the Uniform Commercial Code (UCC) and are an effective and efficient tool to guarantee payment of a backpay obligation by a third party, often the charged party's owner or another interested party.]

[Total Amount] Due:

[Owner] [Other Third Party], for value received, promises to pay to the order of the National Labor Relations Board, at its offices located at [Regional Address], the sum of _____ DOLLARS ($_____) payable in _____ [monthly] [quarterly] installments of $_____ each beginning _____ 1, 2002, and on the first day of each month thereafter, including the _____th and final payment due and payable on [date]. Each installment shall bear interest after maturity at the rate of Twelve Percent (12%) per annum.

It is agreed that if [Owner] [Other Third Party] fails to make any payment as provided above, the entire balance remaining unpaid shall, at the option of the holder hereof, without notice, be and become due and payable immediately.

Address _____ _____

[Owner] [Other Third Party]

_____

_____

ASSIGNMENT OF CONTRACT PROCEEDS

[NOTE: In order to guarantee payment of a backpay obligation, Regions may want to consider requiring the charged party to identify and assign the proceeds of a pending contract as security.]

This Assignment is made as of _____, 2002 ("Effective Date") by and between [Full Name of Charged Party] [Third Party], a [State of Incorporation] corporation with its principal place of business at _____ ("Assignor"), and the National Labor Relations Board, an independent agency of the United States Government with offices located at [Address of Region] ("Assignee").

1. The Assignor entered into a Contract, a copy of which is incorporated by reference into this Assignment, with [Name of Obligor, State of Incorporation, Address] ("Obligor") on [Date] which requires, in paragraph _____ of the Contract, for Obligor to make period payments [Set Forth Terms] to the Assignor ending [Date], for full payment of the balance owed by Obligor to the Assignor.

2. Assignor agrees, as of the Effective Date, to assign to Assignee all rights, title and interest in the next _____ [ ] monthly payments due and owing under the previously referenced payment plan encompassed in the Contract in order to secure its full payment of all sums set forth in the attached Backpay Installment Payment Agreement. The _____ monthly payment shall be the first monthly payment subject to this Assignment. Assuming all subsequent monthly payments are made on schedule, the _____ monthly payment shall be the last monthly payment subject to this Assignment.

3. This Assignment shall serve as notice to Obligor that the above-referenced payments should be made payable to the National Labor Relations Board and forwarded to the Assignee, located at [Regional Office Address].

4. By entering into this Assignment, the Assignee does not waive its right to collect the money owed by the Assignor pursuant to the terms of the Backpay Installment Payment Agreement should the payments made pursuant to this Assignment not fully satisfy payments required by the Backpay Installment Payment Agreement.

[Name of Assignor] National Labor Relations Board

By: _____ By: _____

Date: _____ Date: _____

Acknowledged by [Name of Obligor]

By: _____ By: _____

Date: _____ Date: _____

DEED OF TRUST

[NOTE: Public and Private Deeds of Trust recorded against real property owned by charged or responsible third party can be used to secure payment under a backpay installment payment plan or promissory note. Even where real property is already encumbered, execution (and recording) of a deed of trust creates a lien against real property that will have to be satisfied upon sale or refinancing of the real property.]

[Public or Private]

Obtain current form from local legal stationary store and complete and record Deed of Trust with the assistance of the Contempt, Compliance and Special Litigation Branch.

MORTGAGE

[NOTE: Mortgages are generally used in lieu of deeds of trust in some states and can be recorded against real property owned by charged or responsible third party to secure payment under a backpay installment payment plan or promissory note. Even where real property is already encumbered, execution (and recording) of a mortgage creates a lien against real property that will have to be satisfied upon sale or refinancing of the real property.]

Obtain current form from local legal stationary store and complete and record Mortgage with the assistance of the Contempt, Compliance and Special Litigation Branch.

SECURITY AGREEMENT

[NOTE: Security agreements (and financing statements) may be used to secure payment of backpay installment payment agreements when the charged party has otherwise unencumbered nonreal property (for example, accounts receivable, fixtures, and equipment) and where state UCC provisions (including filing requirements) have been complied with.]

Obtain current form from local legal stationary store and complete and record Security Agreement (and Financing Statement) with the assistance of the Contempt, Compliance and Special Litigation Branch.

SURETY BOND

[NOTE: Like letters of credit, surety bonds are unconditional promises by financial institutions to pay the settlement obligation of the charged party if the charged party fails to do so.]

Note: *The Bond will be drafted and signed by a reputable bonding company and may look like the following:*

Bond Bond No. _____

KNOW ALL MEN BY THESE PRESENTS: That [Name of Charged Party], [Address], as Principal, and United States Surety Company, [Address], as surety, are held and firmly bound unto Region _____ of the National Labor Relations Board, as Obligee, in the initial penal sum of _____ DOLLARS [$], lawful money of the United States, for the payment of which, well and truly made, we bind ourselves, our heirs, executors and administrators, successors, and assigns, jointly, severally, and firmly by these presents.

WHEREAS, the above bounded Principal has entered into a Backpay Installment Payment Agreement dated _____ ("Installment Agreement") with the Obligee for Board Case No. _____. Pursuant to the terms of the Installment Agreement, the Principal is to make monthly installment payments of $_____ to the Obligee on the 15th business day of each month for a period of _____ consecutive months beginning _____, 2002.

AND WHEREAS, the Obligee has required the Principal to provide a surety bond for the outstanding amount of the Installment Agreement in the event of an uncured default by the Principal in the payment of the Installment Agreement.

NOW, THEREFORE, the conditions of this bond are such that if said Principal shall make the payments to the Obligee in accordance with the Installment Agreement and as set forth herein below then the above obligation shall be void; otherwise to be and remain in full force and effect; subject, however, to the following express conditions precedent:

Whenever the Principal shall be declared by the Obligee to be in default of the payment terms of the Installment Agreement outlined hereinabove, the Surety may promptly remedy the default within 15 calendar days of having received notice from the Obligee, or shall promptly pay the Obligee the balance of the monthly payments due.

The penal sum of the bond is automatically reduced by $_____ for each and every payment made by the Obligee pursuant to the Installment Agreement.

No right of action shall accrue on this bond to or for the use of any other person, corporation, or entity other than the Obligee named herein.

Notice to the Surety by the Obligee shall be in writing, by registered or certified mail to the address herein above.

Signed, sealed, and dated this _____ day of _____, 2002.

[Name of Charged Party]

By: _____(Seal)

UNITED STATES SURETY COMPANY

By: _____(Seal)

[Name of Representative], Attorney-in-fact

STIPULATION TO SET ASIDE ELECTION

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION [ ]

(Employer)

and Case(s)

(Petitioner)

STIPULATION TO SET ASIDE ELECTION

The Regional Director issued a Decision and Direction of Election on [date]; (or) the parties hereto entered into a Stipulated Election Agreement approved by the Regional Director on [date]. An election was thereafter conducted on [date] and the Petitioner (Employer/Union) timely filed objections to the election. The Regional Director caused an investigation to be made concerning said objections. The undersigned parties hereby stipulate and agree as follows.

1. The Employer and the Petitioner (Union) agree that the election conducted on [Date] be set aside and held a nullity by the Regional Director.

2. The Employer and the Petitioner (Union) hereby waive the right to: (a) submit any further evidence pertaining to the objections to the election held on [date]; (b) a Report to the Board on said objections; (c) a hearing on said objections; (d) a Report and Recommendation on said objections; (e) except to any such Report and Recommendation on said objections; (f) a Decision and Order by the Board on said objections; (g) all other proceedings concerning said objections and the election held on [date] to which they may be entitled under the Act or the Rules and Regulations of the Board.

3. The Employer and the Petitioner (Union) agree that a new election shall be conducted pursuant to the following arrangements among employees in the appropriate unit as set forth in (Item (number) of the Stipulated Election Agreement previously approved by the Regional Director) (the Decision and Direction of Election):

PAYROLL PERIOD FOR ELIGIBILITY:

DATE, HOURS, AND PLACE OF ELECTION:

DATE:
HOURS:
PLACE:

4. The Employer and the Petitioner (Union) agree that within seven (7) days following the issuance of the Notice of Rerun Election, the Employer shall file with the Region [ ] office a list of the full names and addresses of the employees eligible to vote in the rerun election.

5. The Employer and the Petitioner (Union) agree that the Notice of Election for the rerun election to be held as specified above, will explain that it is a rerun of the election held on [ ].

6. It is understood and agreed by the Employer and the Petitioner (Union) that all procedures subsequent to the conclusion of the counting of the ballots in the rerun election shall be in conformity with the Rules and Regulations of the Board, and in accordance with the terms and provisions of the (Stipulated Election Agreement as previously approved by the Regional Director) or (Decision and Direction of Election).

_____ _____
[Employer] [Petitioner (Union)]

By _____ By _____
[Name] [Date] [Name] [Date]

_____ _____
[Title] [Title]

Recommended:

Dated:_____ _____
Board Agent, NLRB

Approved:

Dated:_____ _____
Regional Director, Region _____
National Labor Relations Board

APPENDIX 13

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION ___

Acme Mattress Co., et al.[292]

and Case _____

Floyd A. Littlejohn,

an Individual

STIPULATION

The following matters are stipulated by and between respective counsel for both the Respondent and the General Counsel for the National Labor Relations Board:

1. The Respondent has not been able to reach agreement with the Board concerning the amount of backpay due Floyd A. Littlejohn (or the liability of _____ Co., as successor to _____ Co., for the backpay XYZ was ordered to pay Floyd Littlejohn herein) under the terms of this Order. Accordingly, the Respondent reserves the right to a hearing before an administrative law judge to determine the amount of backpay due in this case (or the compliance issue described herein). The Respondent further reserves its right to have the decision of the administrative law judge following such hearing, reviewed by the Board in due course, and its right to seek review of the Board determination by a Federal court of appeals. In the event the Respondent seeks such review, it is understood the only issue before the Board or court will be the amount of backpay due Floyd A. Littlejohn (or the compliance issue described herein), all other issues having been waived as set forth in paragraph 2, below.

2. The Respondent hereby waives its right under Section 10(e) and (f) of the Act (29 U.S.C. 160(e) and (f)) to contest either the propriety of the Board's Order issued on December 30, 20___ or the findings of fact and conclusions of law underlying that Order.

3. The Regional Director for Region ___ may issue an order setting a date for hearing before an administrative law judge to determine the amount of backpay due in this case (or the compliance issue described in paragraph 2 hereof).

Dated:_____ _____
Respondent

Dated:_____ _____
Respondent

[292] The case caption should include any other respondents in the underlying proceeding. The stipulation should be executed by all respondents, absent unusual circumstances.

Recommended:

Dated:_____ _____
Board Agent, Region _____

Approved:

Dated:_____ _____
Regional Director, Region _____
National Labor Relations Board

APPENDIX 14

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
Region _____

ABC COMPANY

and Case _____

XYZ UNION

STIPULATION CONSENTING TO AMOUNT OF BACKPAY, SCHEDULE FOR PAYMENT, AND THE ENTRY OF A SUPPLEMENTAL BOARD ORDER AND CONSENT JUDGMENT

IT IS HEREBY STIPULATED AND AGREED, by and between ABC Company (the Respondent), XYZ Union (the Union), and the General Counsel of the National Labor Relations Board, that:

1. On _____, the National Labor Relations Board (the Board), issued its Decision and Order [____ NLRB ____] directing the Respondent to, inter alia, make whole employees _____, _____, and _____ for any loss of earnings such employees may have suffered by reason of the Respondent's unfair labor practices in violation of Section 8(a)(3) of the National Labor Relations Act, as amended (the Act).

2. On _____, the United States Court of Appeals for the _____ Circuit entered its judgment in Civil No. _____, enforcing in full the Board's Order referred to above in paragraph 1.

3. A controversy having arisen concerning the amount of backpay due under the terms of the above Decision and Order of the Board, the Regional Director for Region _____, pursuant to authority conferred by the Board, issued a Compliance Specification and Notice of Hearing on _____, which was later supplemented by Amendments to Compliance Specification, issued on _____, and _____, receipt of which are hereby acknowledged, alleging that the above-named employees were due certain sums of money as a result of their losses occasioned by the Respondent's unfair labor practices.

4. On _____, _____, and _____, respectively, the Respondent filed its Answer, Supplemental Answer, and Amended Answer, admitting in part, and denying in part, the allegations of the Compliance Specification and Amendments thereto.

[Note: The Respondent's Answer, etc., if filed, should become a part of the record only if the Respondent insists; preferably, it should be withdrawn.]

5. All parties hereto waive the filing of answer, hearing, Administrative Law Judge's Decisions, the filing of exceptions and briefs, oral argument before the Board, the making of findings of fact or conclusions of law by the Board, and all further and other proceedings to which the parties may be entitled under the Act or the Board's Rules and Regulations.

[Note: Delete "answer" if the Respondent insists that its Answer becomes part of the record.]

6. This Stipulation, together with the Board's Decision and Order reported at ____ NLRB ____, the Court Judgment referred to above in paragraph 2, the Compliance Specification and Notice of Hearing and Amendments thereto referred to above in paragraph 3, [include affidavits of service of Compliance Specification and Notice of Hearing if service and receipt by the parties have not been acknowledged above in paragraph 3], the Answer [Supplemental Answer] [Amended Answer] referred to above in paragraph 4, [answer(s) only to be included if the Respondent insists], and Security Agreement, all of which documents are attached hereto, shall constitute the entire record herein.

7. Following the issuance of the Compliance Specification and Notice of Hearing and Amendments thereto referred to above in paragraph 3, the Respondent, the Union, and the General Counsel of the Board, acting through their respective counsel, reached agreement on the amount of backpay due and owing under the terms of the aforesaid Decision and Order of the Board, as enforced by the Court of Appeals for the _____ Circuit. Said agreement has been reduced to writing in this Stipulation and based upon it, the obligation of the Respondent to make whole employees under the Board's Decision and Order and the Judgment of the United States Court of Appeals for the _____ Circuit will be discharged by payment to the employees named in the Schedule below of the amounts set opposite their names in that Schedule, on the dates indicated, plus interest accrued to the date of payment, as set forth, minus the tax withholdings required by the Federal and State laws.

8. Upon this Stipulation and the record herein, as described in paragraph 6 above, and without any further notice of proceedings herein, the Board may enter a Supplemental Order forthwith providing as follows: The Respondent, ABC Company, its officers, agents, successors, and assigns, shall:

Take the following affirmative action to effectuate the policies of the National Labor Relations Act, as amended:

(a) Make whole the following employees for loss of pay suffered by reason of the discrimination against them, by payment to them of the amounts set forth opposite their respective names and at the times set forth in the schedule that follows. In consideration of timely payment of all but the final installment of the amounts due each employee in accordance with such schedule, plus interest, payment of said final installment is hereby waived; but if any installment other than the final installment is not paid on or before the date due, the full unpaid amount shall become immediately due and payable and the Board may, without further notice, institute proceedings against the Respondent for the collection of the full indebtedness remaining due, with additional interest due on the entire unpaid balance from the date of default until full payment is received, computed in accordance

with the formula set forth in *New Horizons for the Retarded, Inc*., 283 NLRB 1173 (1987).

SCHEDULE

EMPLOYEE	DATE OF PAYMENT	BACKPAY	INTEREST	TOTAL

(b) Within 10 days of entry of the Board's Supplemental Order, the Respondent shall provide the Board with a security interest in all real property, fixtures, equipment, machinery, vehicles, inventory, accounts receivable, and bank accounts owned by the Respondent or any of its affiliates; in the proceeds of such collateral; and, in all increases, substitutions, replacements, additions, and accessions to such collateral. To evidence such interest, the Respondent agrees to execute simultaneously herewith the annexed Security Agreement, mortgages, and financing statements. The Respondent shall be responsible for, and bear all expenses relating to, providing such security, including the recording thereof.

9. The United States Court of Appeals for any appropriate circuit may, upon application by the Board, enter its judgment enforcing the Supplemental Order of the Board, in the form set forth in paragraph 8 hereof. The Respondent waives all defenses to the entry of the judgment, including compliance with the Supplemental Order of the Board, and its right to receive notice of the filing of an application for the entry of such judgment, provided that the judgment is in the words and figures set forth in paragraph 8 hereof. However, the Respondent shall be required to comply with the affirmative provisions of the Board's Supplemental Order after entry of the judgment only to the extent that it has not already done so.

10. This Stipulation contains the entire agreement between the parties, there being no agreement of any kind, verbal or otherwise, that varies, alters, or adds to it.

11. This Stipulation, together with the other documents constituting the record, as described in paragraph 6 above, shall be filed with the Board. The Stipulation is subject to the approval of the Board and it shall be effective nunc pro tunc to the date of execution of the Stipulation, immediately upon approval by the Board.

12. The Respondent agrees that in case of non-compliance with any of the terms of this Stipulation by the Respondent, and after 14 days notice from the Regional Director of the National Labor Relations Board of such non-compliance without remedy by the Respondent, the Regional Director will reissue the compliance specification previously issued on [date] in the instant case(s). Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the compliance specification. The Respondent understands and agrees that the allegations of the aforementioned compliance

specification will be deemed admitted and its Answer to such compliance specification will be considered withdrawn. The only issue that may be raised before the Board is whether the Respondent defaulted on the terms of this Compliance Stipulation. The Board may then, without necessity of trial or any other proceeding, find all allegations of the compliance specification to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Respondent on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Respondent/Respondent at the last address provided to the General Counsel

Signed at _____, _____ Signed at _____, _____
[City] [State] [City] [State]

ABC COMPANY XYZ UNION

By: _____ By: _____
[Name and Title] [Name and Title]

_____ _____
[Address] [Address]

_____, 20___ _____, 20___
[Date] [Date]

Signed at _____, _____
[City] [State]

Approval by the General Counsel recommended:

_____
[Type Name]
Attorney, Region _____
National Labor Relations Board
[Address]
[Date]

Approved:

_____
Office of the General Counsel
National Labor Relations Board
Washington, D.C. 20570

_____
[Date]

APPENDIX 15

Sample Security Agreement

Pursuant to the Stipulation dated _____, and _____, 20_____, ABC Company (the Debtor) and the National Labor Relations Board (the Board), agree:

1. As collateral security for the payment of all monies due, or which may become due, under the Decision and Order of the Board [____ NLRB ____], enforced by the Circuit Court of Appeals judgment of _____ in Civil No. _____ and the above-referenced Stipulation, and in consideration of the settlement of the pending litigation between the parties, Debtor grants to the Board a security interest in the following collateral owned by Debtor or its affiliates, including _____ and _____.

A. All real property, including but not limited to: _____ and _____ (legal description of properties should be included);

B. All fixtures, equipment, machinery, vehicles, inventory, accounts receivable, and bank accounts;

C. All proceeds from the above collateral; and,

D. All increases, substitutions, replacements, additions and accessions to the above collateral.

2. Debtor shall provide the Board with written notice, to the Board's Regional Office in _____, within 10 days thereof, of all material increases, substitutions, replacements, additions, and accessions to the above collateral; of any changes in the Debtor's place of business; and, of the opening of any new places of business, including businesses run by wholly-owned subsidiaries.

3. To the extent applicable, the Uniform Commercial Code of the State in which the collateral is located shall govern the security interests provided for herein. Debtor shall take such steps and execute and deliver such financing statements, mortgages, and other documents required by the Code, other applicable laws, or as the Board may from time-to-time request.

4. Excepting security interests recorded prior to _____, Debtor shall not pledge, mortgage, create, or suffer to exist a security interest in any of the above collateral in favor of any other party other than the Board or dispose of any of the above collateral without the prior written consent of the Board.

5. Debtor shall keep the collateral in good condition and repair, reasonable wear and tear excepted, and will permit the Board and its agents to inspect the collateral at any time. Debtor will insure the collateral against all hazards requested by the Board, in form and amount satisfactory to the Board. If Debtor fails to obtain insurance, the Board shall have the right to obtain it at Debtor's expense. Debtor assigns to the Board all right to receive proceeds of insurance not exceeding the unpaid balance due, directs any insurer to pay all proceeds directly to the Board, and authorizes the Board to endorse any draft for the proceeds.

6. Debtor shall pay when due all taxes that are or may become a lien on the property and shall defend the collateral against the claims and demands of all persons. Debtor shall notify the Board in writing within 5 days after service on it of any summons or other process or notice issued in any action, suit, proceeding, or in which any judgment, decree order, or determination may affect or result in any lien or charge on any of the above collateral.

7. All advances, charges, costs, and expenses, including attorneys' fees, incurred or paid by the Board in exercising any right, power, or remedy conferred by this agreement, or in the enforcement thereof, shall become part of the indebtedness secured hereunder and shall be paid to the Board by the Debtor immediately and without demand.

8. Upon default by Debtor in the performance of any covenant or agreement herein or in the discharge of its liability to the Board under the _____ Circuit's judgment in Civil No. _____ or the above-referenced Stipulation, the Board shall have all of the rights and remedies provided under the Uniform Commercial Code of _____, Federal Debt Collection Procedures Act of 1990 (28 U.S.C. § 3201), or other applicable law and all rights provided herein, all of which rights and remedies shall, to the full extent permitted by law, be cumulative. The Board may require Debtor to assemble the collateral and make it available to the Board at a place to be designated by the Board that is reasonably convenient to the Board and Debtor. Any notice of sale, disposition, or other intended action by the Board, mailed to Debtor at the address shown on the Board's records, at least 5 days prior to such action, shall constitute reasonable notice to Debtor. The waiver of any default hereunder shall not be a waiver of any subsequent default.

9. All obligations of Debtor hereunder shall bind its officers, agents, successors, and assigns.

This Agreement is executed on _____, 20_____.

NATIONAL LABOR RELATIONS BOARD ABC COMPANY

By: _____ By: _____

Title: _____

APPENDIX 16

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION _____

Thorn Corporation and Rose Gardener, an Individual	Case No. ___–CA–_____

COMPLIANCE STIPULATION

IT IS HEREBY STIPULATED AND AGREED BY AND BETWEEN Thorn Corporation (Respondent) and Rose Gardener (Gardener) and Region _____ of the National Labor Relations Board [Region _____], that:

1. On _____, 20___, the National Labor Relations Board (the Board), issued an Order adopting the Administrative Law Judge's recommended Decision in the above-captioned case. The Board Order directed Respondent, inter alia, to make Rose Gardener whole for any loss of earnings as a result of her being denied a full-time job on the second shift in October 20___.

2. This Stipulation, together with the Board's Order and the Decision of the Administrative Law Judge, shall constitute the entire record herein (in precompliance specification cases add the following language: and settles only the following allegations in the above-captioned case(s), and does not constitute a settlement of any other case(s) or matters: (Spell out allegations contained in the Stipulation).

3. Following issuance of the Board Order, Respondent, Gardener, and Region ____, reached agreement on the amount of backpay due and owing under the terms of the Order. Said agreement has been reduced to writing in this Stipulation and based upon it the backpay obligation of Respondent will be discharged by payment to Gardener the sum of $93,633.00. This sum is comprised of $80,188.00 in backpay and $13,445.00 in expenses, excess tax liability reimbursement and interest.

4. Respondent will, upon notice that this Stipulation has been approved by the Regional Director, convey payment to Region _____ in the form of two checks, payable to Gardener, one in the amount of $80,188.00 with normal Federal and state tax withholding, and one in the amount of $13,445.00 without any withholdings. Respondent will issue Gardener an IRS Form W-2 for the backpay and an IRS Form 1099 for the expenses, excess tax liability reimbursement and interest at the appropriate time.

5. All parties agree that the backpay amounts specified above are correct and constitute the full backpay due pursuant to the Board's Order. All parties, therefore, hereby waive any right to a hearing or any other legal proceeding to dispute the accuracy of the amounts described above, or the findings of the Board and the Administrative Law Judge.

6. **Precompliance specification:**

The Respondent agrees that in case of noncompliance with any of the terms of this Compliance Stipulation by the Respondent, and after 14 days notice from the Regional Director of the National Labor Relations Board of such noncompliance without remedy by the Respondent, the Regional Director will issue a compliance specification that will include the allegations spelled out above in the Scope of Agreement section. Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the compliance specification. The Respondent understands and agrees that all of the allegations of the aforementioned compliance specification will be deemed admitted and it will have waived its right to file an Answer to such compliance specification. The only issue that may be raised before the Board is whether the Respondent defaulted on the terms of this Compliance Agreement. The Board may then, without necessity of trial or any other proceeding, find all allegations of the compliance specification to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Respondent on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Respondent/Respondent at the last address provided to the General Counsel.

Postcompliance specification:

The Respondent agrees that in case of noncompliance with any of the terms of this Compliance Stipulation by the Respondent, and after 14 days notice from the Regional Director of the National Labor Relations Board of such noncompliance without remedy by the Respondent, the Regional Director will reissue the compliance specification previously issued on [date] in the instant case(s). Thereafter, the General Counsel may file a motion for default judgment with the Board on the allegations of the compliance specification. The Respondent understands and agrees that the allegations of the aforementioned compliance specification will be deemed admitted and its Answer to such compliance specification will be considered withdrawn. The only issue that may be raised before the Board is whether the Respondent defaulted on the terms of this Compliance Stipulation. The Board may then, without necessity of trial or any other proceeding, find all allegations of the compliance specification to be true and make findings of fact and conclusions of law consistent with those allegations adverse to the Respondent on all issues raised by the pleadings. The Board may then issue an order providing a full remedy for the violations found as is appropriate to remedy such violations. The parties further agree that a U.S. Court of Appeals Judgment may be entered enforcing the Board order ex parte, after service or attempted service upon Respondent/Respondent at the last address provided to the General Counsel.

7. This Stipulation contains the entire agreement between the parties concerning the backpay issue, there being no agreement of any kind, verbal or otherwise, that varies, alters, or adds to it.

Thorn Corporation Rose Gardener, an Individual

By: _____ By: _____

Date: _____ Date: _____

Recommended:

Dated: _____ _____
Compliance Officer, NLRB

Approved:

Dated: _____ _____
Regional Director, Region _____
National Labor Relations Board

APPENDIX 17

Sample Compliance Specifications

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION _____

LEAD FOOT TRUCKING CO., INC. and JUSTIN TIME	Case No. ___–CA–_____

COMPLIANCE SPECIFICATION AND NOTICE OF HEARING

The National Labor Relations Board, (herein referred to as the Board), having on _____, 1999, issued its Decision and Order in Case ___–CA–_____, directing Lead Foot Trucking Co., Inc., Respondent herein, to offer Justin Time immediate reinstatement to his former job as a terminal manager, and make him whole for the losses he suffered as a result of the discrimination against him in violation of Section 8(a)(1) of the National Labor Relations Act; the United States Court of Appeals for the _____ Circuit having on _____, 2000, entered its judgment enforcing in full the provisions of the Board's Order; and a controversy having arisen over the amount of backpay due under the terms of the Board's Order; the Regional Director of the National Labor Relations Board for the _____ Region, hereby issues this Compliance Specification and Notice of Hearing and alleges that the backpay owing to Justin Time is as follows:

WAGES

1. Time's backpay period for wages begins on June 22, 1995, and ends on October 12, 2000.

2. (a) An appropriate measure of the gross backpay due Time is based on his annual salary at the time of his discharge.

(b) Time is also entitled to annual increases in salary.

(c) The amount of Time's annual increases is based on the average increases received by comparable terminal managers throughout the backpay period.

(d) Beginning September 1, 1996, and annually thereafter, comparable terminal managers received average annual increases of 3.79 percent.

(e) Set forth in Exhibit 1 is the annual salary Time would have earned based on an average annual salary increase of 3.79 percent for the period 1996 through 2000.

3. Exhibit 2 sets forth the amount of Time's weekly salary, including the annual 3.79 percent salary increases, and the number of weeks per quarter. This is the data used to calculate Time's quarterly gross backpay for wages.

4. Time's quarterly gross backpay totals for wages are set forth in Exhibit 5.

BONUSES

5. (a) Time is entitled to annual bonuses, payable in December, based upon the bonus amounts Respondent paid to its other terminal managers.

(b) Exhibit 3 sets forth the bases upon which Respondent paid bonuses to its other terminal managers. The same bases were applied to calculate the bonuses that are owing to Time. Exhibit 3 also sets forth the appropriate amount for Time's annual bonuses.

(c) Time's annual bonuses are also set forth in the fourth quarter gross backpay calculations, contained in Exhibit 5, for each year during the period 1995 through 2000.

CAR ALLOWANCE

6. (a) Time is entitled to reimbursement for the monthly car allowance which Respondent paid to the terminal manager, less the monthly car allowance he received from his interim employer, Dent Moving Systems.

(b) The quarterly amounts owing to Time for car allowance are set forth in Exhibit 4. These amounts are also set forth in the quarterly gross backpay calculations, contained in Exhibit 5, from the second quarter of 1995 through the third quarter of 2000.

INTERIM EARNINGS

7. Calendar quarter net backpay is the difference between calendar quarter gross backpay and calendar quarter net interim earnings.

8. Time's interim earnings from his interim employment at Dent Moving Systems are set forth in Exhibit 5.

9. In accordance with*Don Chavas, LLC*[293], Time is entitled to be compensated for the adverse tax consequences of receiving the lump-sum backpay for a period over 1-year. If not for the unfair labor practice committed by Respondent the backpay award for Time would have been paid over more than one year rather than paid in the year Respondent makes final payment in this case. The backpay for this case should have been earned in 20XX, 20XX and 20XX (add in the appropriate years) rather than exclusively in 20XX (current year).[294]

10. In order to determinate what the appropriate excess tax award should be, the amount of federal and state taxes need to be determined for the backpay as if the monies were paid when they were earned throughout the backpay period, as described below in paragraph __. Also, the amount of federal and state taxes need to be calculated for the lump sum payment if the payment was made this year, as described below in paragraph __. The excess tax liability was calculated as the difference between these two amounts.

11. The amount of Taxable Income for each year is based on the calculations for backpay in this compliance specification for each of 20XX, 20XX, and 20XX (add additional years if necessary) and is summarized in Exhibit X. Using this Taxable Income for the various years, federal and state taxes were calculated using the federal and state tax

[293] 359 NLRB No. 44 (2012)

[294] All information, including the amounts owed will need to be updated to reflect the actual year of payment.

rates for the appropriate years.[295] The federal rates are based on Time's filing taxes as [Single, Married Filing Joint-Widow, Married Filing Separately, or Head of Household filing status] (if status changed during backpay period reflect what status discriminatee actually filed his/her taxes).

12. The amount of taxes owed for 20XX, 20XX and 20XX (add in the appropriate years) would have been the amounts set forth in Exhibit X. The total of these amounts are $ _____for federal taxes and $ _____ for state taxes.

13. The total amount of the lump sum award that is subject to this excess tax award is $_____ and is set forth in Exhibit X[296]. The lump sum amount is based on the backpay calculations described in this specification.[297] The amount of taxes owed in 20XX (current year) is based on the current federal and state tax rates[298] and on the fact that Time will be filing her/his income taxes as [Single, Married Filing Jointly,-Widow, Married Filing Separately, or Head of Household]. The amount of taxes owed on the lump sum is calculated as $_____for federal taxes and $ _____ for state taxes and shown in Exhibit X.

14. The adverse tax consequence is the difference between the amount of taxes on the lump sum amount being paid in 20XX (current year) $_____for federal taxes and $____ for state taxes and the amount of taxes that would have been charged if these amounts were paid when the backpay was earned in 20XX, 20XX $ _____for federal taxes and $____ for state taxes. Thus the excess tax liability is $___ for federal taxes and $___ for state taxes.

15. The excess tax liability payment that is to be made to Time is also taxable income and causes additional tax liabilities. Exhibit X also includes a calculation for these supplemental taxes. This amount is called the incremental tax liability. The incremental tax includes all of the taxes that Time will owe on the excess tax payment. This incremental tax is calculated using the federal tax rate used for calculating taxes for the backpay award and that average state tax rate for 20XXX (current year). This amount is $_____ and shown in Exhibit X.

16. The Total Excess Taxes is the total tax consequence for Time receiving a lump-sum award covering a backpay period longer than 1-year. The total Excess Taxes owed to Discriminate X is $_____ which is determined by adding the Excess Taxes and Incremental Taxes as shown in Exhibit X.

(customarily the last numbered paragraph in a specification)

17. Summarizing the facts and calculations specified above, and in the Appendices, Respondent is liable for the backpay due Time as described above. The obligation of Respondent to make Time whole under the Board Order will be discharged by payment to Time of _____, plus interest accrued to the date of payment and excess tax liability

---

[295] The actual federal tax rates were used, while the state's average tax rate was used for these previous years.

[296] The lump sum amount does not include interest on the amount of backpay owed. Interest should be included in the lump sum amount; however interest continues to accrue until the payment is made. The lump sum amount will need to be adjusted when backpay is paid to the discriminatee to include interest.

[297] Although the backpay period continues to accrue to the present date, there is no excess tax liability for backpay that would have been earned in the year a lump sum award is made.

[298] The actual federal tax rates were used for the current year, while an average state tax rate for the current year was used.

as described above in paragraphs ____[299], pursuant to such Orders and judgment, minus tax withholding by Federal and State laws.

Respondent is notified that, pursuant to Section 102.56 of the Board's Rules and Regulations, it must file an answer to the compliance specification. The answer must be **received by this office on or before [set forth date 21 days from issuance, unless that date is a holiday], or postmarked on or before [set forth date of the day before the due date]**. Unless filed electronically in a PDF format, Respondent should file an original and four copies of the answer with this office and serve a copy of the answer on each of the other parties.

An answer may also be filed electronically by using the E-Filing system on the Agency's website. In order to file an answer electronically, access the Agency's website at http://www.nlrb.gov, click on **E-Gov**, then click on the **E-Filing** link on the pull-down menu. Click on the "File Documents" button under "Regional, Subregional and Resident Offices" and then follow the directions. The responsibility for the receipt and usability of the answer rests exclusively upon the sender. Unless notification on the Agency's website informs users that the Agency's E-Filing system is officially determined to be in technical failure because it is unable to receive documents for a continuous period of more than 2 hours after 12 noon (Eastern Time) on the due date for filing, a failure to timely file the answer will not be excused on the basis that the transmission could not be accomplished because the Agency's website was off-line or unavailable for some other reason. The Board's Rules and Regulations require that such answer be signed and sworn to by the respondent or by a duly authorized agent with appropriate power of attorney affixed. See Section 102.56(a). If the answer being filed electronically is a PDF document containing the required signature, no paper copies of the answer need to be transmitted to the Regional Office. However, if the electronic version of an answer to a compliance specification is not a PDF file containing the required signature, then the E-filing rules require that such answer containing the required signature be submitted to the Regional Office by traditional means within three (3) business days after the date of electronic filing.

Service of the answer on each of the other parties must be accomplished in conformance with the requirements of Section 102.114 of the Board's Rules and Regulations. The answer may not be filed by facsimile transmission.

As to all matters set forth in the compliance specification that are within the knowledge of Respondent, including but not limited to the various factors entering into the computation of gross backpay, a general denial is not sufficient. See Section 102.56(b) of the Board's Rules and Regulations, a copy of which is attached. Rather, the answer must state the basis for any disagreement with any allegations that are within the Respondent's knowledge, and set forth in detail Respondent's position as to the applicable premises and furnish the appropriate supporting figures.

If no answer is filed or if an answer is filed untimely, the Board may find, pursuant to a Motion for Default Judgment, that the allegations in the compliance specification are true. If the answer fails to deny allegations of the compliance specification in the manner

[299] The amount of excess tax liability would need to be updated to reflect the actual date of payment.

required under Section 102.56(b) of the Board's Rules and Regulations, and the failure to do so is not adequately explained, the Board may find those allegations in the compliance specification are true and preclude Respondent from introducing any evidence controverting those allegations.

NOTICE OF HEARING

Respondent is notified that, pursuant to Section 102.56 of the Board's Rules and Regulations, it must file an answer to the compliance specification. The answer must be **received by this office on or before [set forth date 21 days from issuance, unless that date is a holiday], or postmarked on or before [set forth date of the day before the due date]**. Unless filed electronically in a pdf format, Respondent should file an original and four copies of the answer with this office and serve a copy of the answer on each of the other parties.

An answer may also be filed electronically by using the E-Filing system on the Agency's website. In order to file an answer electronically, access the Agency's website at http://www.nlrb.gov, click on **E-Gov**, then click on the **E-Filing** link on the pull-down menu. Click on the "File Documents" button under "Regional, Subregional and Resident Offices" and then follow the directions. The responsibility for the receipt and usability of the answer rests exclusively upon the sender. Unless notification on the Agency's website informs users that the Agency's E-Filing system is officially determined to be in technical failure because it is unable to receive documents for a continuous period of more than 2 hours after 12:00 noon (Eastern Time) on the due date for filing, a failure to timely file the answer will not be excused on the basis that the transmission could not be accomplished because the Agency's website was off-line or unavailable for some other reason. The Board's Rules and Regulations require that such answer be signed and sworn to by the respondent or by a duly authorized agent with appropriate power of attorney affixed. See Section 102.56(a). If the answer being filed electronically is a pdf document containing the required signature, no paper copies of the answer need to be transmitted to the Regional Office. However, if the electronic version of an answer to a compliance specification is not a pdf file containing the required signature, then the E-filing rules require that such answer containing the required signature be submitted to the Regional Office by traditional means within three (3) business days after the date of electronic filing.

Service of the answer on each of the other parties must be accomplished in conformance with the requirements of Section 102.114 of the Board's Rules and Regulations. The answer may not be filed by facsimile transmission.

As to all matters set forth in the compliance specification that are within the knowledge of Respondent, including but not limited to the various factors entering into the computation of gross backpay, a general denial is not sufficient. See Section 102.56(b) of the Board's Rules and Regulations, a copy of which is attached. Rather, the answer must state the basis for any disagreement with any allegations that are within the Respondent's knowledge, and set forth in detail Respondent's position as to the applicable premises and furnish the appropriate supporting figures.

If no answer is filed or if an answer is filed untimely, the Board may find, pursuant to a Motion for Default Judgment, that the allegations in the compliance specification are true. If the answer fails to deny allegations of the compliance specification in the manner required under Section 102.56(b) of the Board's Rules and Regulations, and the failure to do so is not adequately explained, the Board may find those allegations in the compliance specification are true and preclude Respondent from introducing any evidence controverting those allegations.

PLEASE TAKE NOTICE THAT on **[date]**, **[time]**, at **[place]**, and on consecutive days thereafter until concluded, a hearing will be conducted before an administrative law judge of the National Labor Relations Board. At the hearing, Respondent and any other party to this proceeding have the right to appear and present testimony regarding the allegations in this compliance specification. The procedures to be followed at the hearing are described in the attached Form NLRB-4668. The procedure to request a postponement of the hearing is described in the attached Form NLRB-4338.

DATED at _____, _____ this _____ day of _____, 20___.

_____
Regional Director
NATIONAL LABOR RELATIONS BOARD
Region _____
[Address]

Sample Sections of Compliance Specification
Involving Derivative Liability (Excludes Backpay Computation)

UNITED STATES OF AMERICA
BEFORE THE NATIONAL LABOR RELATIONS BOARD
REGION _____

ABC ELECTRIC COMPANY and ABC ELECTRIC CONSTRUCTION COMPANY, INC. and ANTHONY B. CURRENT, An Individual and XYZ, LOCAL UNION NO. 1

Case No. ___–CA–_____

COMPLIANCE SPECIFICATION AND NOTICE OF HEARING

The National Labor Relations Board, herein called the Board, issued its Decision and Order [____ NLRB ____] on _____, _____, directing ABC Electric Company (herein individually called Respondent ABC) its officers, agents, successors, and assigns, to take certain affirmative action, including that of making [Named Discriminatees] whole for any loss of pay or other benefits they may have suffered as a result of Respondent ABC's unfair labor practices in violation of Section 8(a)(3) and (5) of the Act.

On _____, _____, the United States Court of Appeals for the _____ circuit in Case No. _____, entered its judgment enforcing the Board's Order.

As controversies presently exist over whether Respondent ABC Electric Construction Company, Inc. (herein individually called Respondent ABC Construction), is a successor and alter ego to Respondent ABC, and as to the liability of Respondent ABC Construction to fulfill the remedial obligations of the Board's Order as enforced; and over the amounts of backpay due [Named discriminates], and the amount of moneys due the Health and Welfare Fund, Pension Fund, Apprenticeship Fund, Accidental Life Fund, Long-Term Disability Fund, and District Pension Fund, under the Board's Order as enforced, the Regional Director of the National Labor Relations Board for Region ___, pursuant to the authority duly conferred upon him by the Board, hereby issues this Compliance Specification and Notice of Hearing and alleges as follows:

1. At all material times, and continuing until an unspecified time in _____, Respondent ABC, a corporation, with an office and place of business in _____, _____, was engaged in construction business as an electrical contractor.

2. Since about _____, and continuing to date, Respondent ABC Construction, with an office and place and business in _____, _____, has been engaged in the construction business as an electrical contractor.

3. At all times material herein Anthony B. Current (herein called Respondent Current) was the president of Respondent ABC and owned 100 percent of the stock in Respondent ABC. Since _____, Respondent Current has been a member of the Board of Directors of Respondent ABC Construction. Since _____, and for approximately ____ months thereafter, Respondent Current was the vice president of Respondent ABC Construction.

4. At all times material herein Sparky Current was the vice president of Respondent ABC. Since _____, Sparky Current has been the president of Respondent ABC Construction.

5. At all times since _____, Respondent ABC Construction has maintained the same business address, business telephone, business name, and goodwill of Respondent ABC.

6. At all times since _____, Respondent ABC Construction employed four of Respondent ABC's five employees, as Respondent ABC Construction's initial employee complement.

7. At all times since _____, Respondent ABC Construction used the bank endorsement stamp of Respondent ABC for banking deposits.

8. At all times since _____, Respondent ABC Construction repeatedly used Respondent ABC's payroll withholding account to pay Respondent ABC Construction's Federal employment taxes.

9. At all times since _____, Respondent ABC Construction has advertised itself as a continuance of a long-time venture, i.e., Respondent ABC.

10. At all times since _____, Respondent Current personally guaranteed Respondent ABC Construction's line of credit.

11. At all times since _____, Respondent ABC, Respondent Current and Elektra Current lent money to Respondent ABC Construction and/or Sparky Current without documentation or corporate resolution by Respondent ABC Construction. Since _____ Respondent ABC Construction has repaid loans to Respondent Current and Elektra Current without corporate resolutions by Respondent ABC Construction.

12. At all times since _____, Respondent Current's name has been on the signature card of Respondent ABC Construction's checking account.

13. Since _____, Respondent Current has repeatedly used Respondent ABC's Construction corporate checking account to pay the personal bills of Respondent Current.

14. At all times since _____, Respondent Current has not received a salary from Respondent ABC Construction.

15. Since _____, and continuing for approximately ____ months thereafter, Respondent ABC Construction used the corporate sign and logo of Respondent ABC.

16. Prior to _____, Sparky Current worked as the project manager of Respondent ABC.

17. Since _____, and continuing to date, Respondent ABC Construction has paid the litigation costs of Respondent Current and Respondent ABC without seeking reimbursement.

18. Since on or about _____, _____, Respondent Current, represented himself to _____, _____ Building Permit Department, as the secretary-treasurer of Respondent ABC Construction and its master license holder.

19. At all times material herein, Respondent Current has acted as the master electrician for Respondent ABC Construction, acted as general superintendent of field work, and has been described, by Sparky Current, as a supervisor for Respondent ABC Construction.

20. Since on or about _____, Respondent ABC Construction has used the same construction trailers and equipment as previously used by Respondent ABC.

21. At all times material herein, Respondent Current has negotiated with suppliers for Respondent ABC Construction.

22. At all times material herein, credit cards issued for Respondent ABC Construction's use were issued in the name of Respondent Current and used by Respondent Current for business lunches and dinners with suppliers, customers, and employees.

23. Since _____, and for approximately ____ months, Respondent ABC permitted Respondent ABC Construction to operate its business from Respondent ABC's business location without paying rent or reimbursement.

24. At all times material herein, Respondent Current has owned all the stock in Respondent ABC, exerted personal control over Respondent ABC's corporate activities, including daily labor relations, personally committed the unfair labor practices and personally decided to end Respondent ABC's existence. At all times material herein, Respondent Current has held himself out as the agent of Respondent ABC Construction and exerted personal control over the corporate activities and finances of Respondent ABC Construction.

25. By virtue of the conduct described above in paragraph 24 Anthony B. Current is an alter ego of Respondent ABC and Respondent ABC Construction and is personally responsible for remedying the unfair labor practices of Respondent ABC.

26. Since _____ and continuing to date, Respondent ABC Construction has continued to operate the business of Respondent ABC in basically unchanged form, and has employed as a majority of its employees individuals who were previously employees of Respondent ABC.

27. Before engaging in the conduct described above in paragraph 26, Respondent ABC Construction was put on notice of Respondent ABC's actual liability in Board Case ___–CA–_____ by Respondent Current, an agent of Respondent ABC.

28. Based on the conduct and operations described above in paragraphs 1 through 27, Respondent ABC Construction has continued the employing entity with notice of Respondent ABC's actual liability to remedy its unfair labor practices, and is a successor to Respondent ABC.

29. About _____, Respondent ABC Construction was established by Respondent ABC, as a subordinate instrument to and a disguised continuation of Respondent ABC.

30. Based on the conduct described above in paragraphs 1 and 27, Respondent ABC Construction and Respondent ABC are, and have been at all material times, alter egos and a single employer within the meaning of the Act.

(EXHIBIT 1)

AVERAGE GROSS EARINGS THAT JUSTIN TIME WOULD HAVE RECEIVED BASED ON COMPARATOR TERMINAL MANAGERS' ANNUAL INCREASES EFFECTIVE SEPTEMBER 1 OF EACH YEAR

	PERCENT OF RAISE	ANNUAL SALARY	WEEKLY SALARY
1995		$ 54,080.00	$ 1,040.00
1996	3.79%	$ 56,129.63	$ 1,079.42
1997	3.79%	$ 58,256.95	$ 1,120.33
1998	3.79%	$ 60,464.88	$ 1,162.79
1999	3.79%	$ 62,756.50	$ 1,206.86
2000	3.79%	$ 66,134.97	$ 1,252.60

(EXHIBIT 2)

QUARTERLY GROSS EARNINGS FOR JUSTIN TIME
BACKPAY PERIOD 06/22/95–10/12/00

	NO. OF WEEKS	WEEKLY SALARY	GROSS BACKPAY
QUARTER 95-2	1.4	$ 1,040.00	$ 1,456.00
QUARTER 95-3	13.0	$ 1,040.00	$ 13,520.00
QUARTER 95-4	13.0	$ 1,040.00	$ 13,520.00
QUARTER 96-1	13.0	$ 1,040.00	$ 13,520.00
QUARTER 96-2	13.0	$ 1,040.00	$ 13,520.00
QUARTER 96-3	9.0	$ 1,040.00	$ 9,360.00
	4.0	$ 1,079.42	$ 4,317.68
QUARTER 96-4	13.0	$ 1,079.42	$ 14,032.46
QUARTER 97-1	13.0	$ 1,079.42	$ 14,032.46
QUARTER 97-2	13.0	$ 1,079.42	$ 14,032.46
QUARTER 97-3	8.8	$ 1,079.42	$ 9,498.90
	4.2	$ 1,120.33	$ 4,705.39
QUARTER 97-4	13.0	$ 1,120.33	$ 14,564.29
QUARTER 98-1	13.0	$ 1,120.33	$ 14,564.29
QUARTER 98-2	13.0	$ 1,120.33	$ 14,564.29
QUARTER 98-3	8.8	$ 1,120.33	$ 9,858.90
	4.2	$ 1,162.79	$ 4,883.72
QUARTER 98-4	13.0	$ 1,162.79	$ 15,116.27
QUARTER 99-1	13.0	$ 1,162.79	$ 15,116.27
QUARTER 99-2	13.0	$ 1,162.79	$ 15,116.27
QUARTER 99-3	8.8	$ 1,162.79	$ 10,232.55
	4.2	$ 1,206.86	$ 5,068.81
QUARTER 99-4	13.0	$ 1,206.86	$ 15,689.18
QUARTER 00-1	13.0	$ 1,206.86	$ 15,689.18
QUARTER 00-2	13.0	$ 1,206.86	$ 15,689.18
QUARTER 00-3	8.8	$ 1,206.86	$ 10,620.37
	4.2	$ 1,252.60	$ 5,260.92
QUARTER 00-4	2.0	$ 1,252.60	$ 2,505.20

(EXHIBIT 3)

BONUSES GIVEN TO TERMINAL MANAGER

YEAR	RATE	AMOUNT
1995	0%	$ --
1996	1 Week's Pay	$ 1,079.42
1997	1 Week's Pay	$ 1,120.33
1998	5.4%	$ 3,265.10
1999	10.2%	$ 6,401.16
2000	11.4%	$ 7,425.39

BONUSES PAYABLE IN DECEMBER OF EACH YEAR

(EXHIBIT 4)

MONTHLY CAR ALLOWANCE FOR JUSTIN TIME
BACKPAY PERIOD 06/22/95–10/12/00

	MONTHLY RATE	NO. OF MONTHS	AMOUNT OWED
QUARTER 95-2	$ 350.00	1	$ 350.00
QUARTER 95-3			
Lead Foot	$ 350.00	3	$ 1,050.00
Dent Moving	$ 200.00	1	$ 200.00
DIFFERENCE			$ 850.00
QUARTERS 95-4 THROUGH 00-3			
Lead Foot	$ 350.00	3	$ 1,050.00
Dent Moving	$ 200.00	3	$ 600.00
DIFFERENCE			$ 450.00

(EXHIBIT 5)

NET BACKPAY CALCULATION FOR JUSTIN TIME

	WAGES	CAR ALLOWANCE	BONUS	GROSS BACKPAY	INTERIM EARNINGS	NET BACKPAY
QUARTER 95-2	$ 1,456.00	$ 350.00		$ 1,806.00	$ --	$ 1,806.00
QUARTER 95-3	$ 13,520.00	$ 850.00		$ 14,370.00	$ 3,043.00	$ 11,327.00
QUARTER 95-4	$ 13,520.00	$ 450.00		$ 13,970.00	$ 9,890.00	$ 4,080.00
QUARTER 96-1	$ 13,520.00	$ 450.00		$ 13,970.00	$ 11,373.00	$ 2,597.00
QUARTER 96-2	$ 13,520.00	$ 450.00		$ 13,970.00	$ 11,373.00	$ 2,597.00
QUARTER 96-3	$ 13,677.68	$ 450.00		$ 14,127.68	$ 11,373.00	$ 2,754.68
QUARTER 96-4	$ 14,032.46	$450.00	$ 1,079.42	$ 15,561.28	$ 11,373.00	$ 4,188.88
QUARTER 97-1	$ 14,032.46	$ 450.00		$ 14,482.46	$ 12,917.00	$ 1,565.46
QUARTER 97-2	$ 14,032.46	$ 450.00		$ 14,482.46	$ 12,917.00	$ 1,565.46
QUARTER 97-3	$ 14,204.28	$ 450.00		$ 14,654.28	$ 12,917.00	$ 1,737.28
QUARTER 97-4	$ 14,564.29	$ 450.00	$ 1,120.33	$ 16,134.62	$ 12,917.00	$ 3,217.62
QUARTER 98-1	$ 14,564.29	$ 450.00		$ 15,014.29	$ 13,479.00	$ 1,535.29
QUARTER 98-2	$ 14,564.29	$ 450.00		$ 15,014.29	$ 13,479.00	$ 1,535.29
QUARTER 98-3	$ 14,742.62	$ 450.00		$ 15,192.62	$ 13,479.00	$ 1,713.62
QUARTER 98-4	$ 15,116.27	$ 450.00	$3,265.10	$ 18,831.37	$ 13,479.00	$ 5,352.37
QUARTER 99-1	$ 15,116.27	$ 450.00		$ 15,566.27	$ 16,618.00	$ --
QUARTER 99-2	$ 15,116.27	$ 450.00		$ 15,566.27	$ 16,618.00	$ --
QUARTER 99-3	$ 15,301.36	$ 450.00		$ 15,751.36	$ 16,618.00	$ --
QUARTER 99-4	$ 15,689.18	$ 450.00	$6,401.16	$ 22,540.34	$ 16,618.00	$ 5,922.34
QUARTER 00-1	$ 15,689.18	$ 450.00		$ 16,139.18	$16,573.00	$ --
QUARTER 00-2	$ 15,689.18	$ 450.00		$ 16,139.18	$ 16,573.00	$ --
QUARTER 00-3	$ 15,881.29	$ 450.00		$ 16, 331.29	$ 15,736.00	$ 595.29
QUARTER 00-4	$ 2,505.20		$ 7,425.39	$ 9,930.59	$ 1,970.00	$ 7,960.59
TOTAL						**$ 62,051.17**

(EXHIBIT 6)

401(k) CONTRIBUTIONS THAT WOULD HAVE BEEN MADE

	TIME'S WEEKLY CONTRIB. 4%	LEAD FOOT CONTRIB. 2%	LEAD FOOT 25% MATCH OF TIME'S CONTRIB. EQUALS 1%	TOTAL	50% SKY ROCKET CO.	50% PLUMMET FUND
1995-2	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	1.4	1.4	1.4			
TOTAL	$ 58.24	$ 29.12	$ 14.56	$ 101.92	$ 50.96	$ 50.96
1995-3	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	13	13	13			
TOTAL	$ 540.80	$ 270.40	$ 135.20	$ 946.40	$ 473.20	$ 473.20
1995-4	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	13	13	13			
TOTAL	$ 540.80	$ 270.40	$ 135.20	$ 946.40	$ 473.20	$ 473.20
1996-1	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	13	13	13			
TOTAL	$ 540.80	$ 270.40	$ 135.20	$ 946.40	$ 473.20	$ 473.20
1996-2	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	13	13	13			
TOTAL	$ 540.80	$ 270.40	$ 135.20	$ 946.40	$ 473.20	$ 473.20
1996-3 (Jul-Aug)	$ 41.60	$ 20.80	$ 10.40			
No. of Wks.	9	9	9			
TOTAL	$ 374.40	$ 187.20	$ 93.60	$ 655.20	$ 327.60	$ 327.60
1996-3 (Sept.)	$ 43.18	$ 21.59	$ 10.79			
No. of Wks.	4	4	4			
TOTAL	$ 172.71	$ 86.35	$ 43.18	$ 302.24	$ 151.12	$ 151.12
1996-4	$ 43.18	$ 21.59	$ 10.79			
No. of Wks.	13	13	13			
TOTAL	$ 561.30	$ 280.65	$ 140.32	$ 982.27	$ 491.14	$ 491.14
1997-1	$ 43.18	$ 21.59	$ 10.79			
No. of Wks.	13	13	13			
TOTAL	$ 561.30	$ 280.65	$ 140.32	$ 982.27	$ 491.14	$ 491.14
1997-2	$ 43.18	$ 21.59	$ 10.79			
No. of Wks.	13	13	13			
TOTAL	$ 561.30	$ 280.65	$ 140.32	$ 982.27	$ 491.14	$ 491.14
1997-3 (Jul-Aug)	$ 43.18	$ 21.59	$ 10.79			
No. of Wks.	8.8	8.8	8.8			
TOTAL	$ 379.96	$ 189.98	$ 94.99	$ 664.92	$ 332.46	$ 332.46

401(k) CONTRIBUTIONS THAT WOULD HAVE BEEN MADE

	TIME'S WEEKLY CONTRIB. 4%	LEAD FOOT CONTRIB. 2%	LEAD FOOT 25% MATCH OF TIME'S CONTRIB. EQUALS 1%	TOTAL	50% SKY ROCKET CO.	50% PLUMMET FUND
1997-3 (Sept.)	$ 44.81	$ 22.41	$ 11.20			
No. of Wks.	4.2	4.2	4.2			
TOTAL	$ 188.22	$ 94.11	$ 47.05	$ 329.38	$ 164.69	$ 164.69
1997-4	$ 44.81	$ 22.41	$ 11.20			
No. of Wks.	13	13	13			
TOTAL	$ 582.57	$ 291.29	$ 145.64	$1,019.50	$ 509.75	$ 509.75
1998-1	$ 44.81	$ 22.41	$ 11.20			
No. of Wks.	13	13	13			
TOTAL	$ 582.57	$ 291.29	$ 145.64	$1,019.50	$ 509.75	$ 509.75
1998-2	$ 44.81	$ 22.41	$ 11.20			
No. of Wks.	13	13	13			
TOTAL	$ 582.57	$ 291.29	$ 145.64	$1,019.50	$ 509.75	$ 509.75
1998-3 (Jul-Aug)	$ 44.81	$ 22.41	$ 11.20			
No. of Wks.	8.8	8.8	8.8			
TOTAL	$ 394.36	$ 197.18	$ 98.59	$ 690.12	$ 345.06	$ 345.06
1998-3 (Sept.)	$ 46.51	$ 23.26	$ 11.63			
No. of Wks.	4.2	4.2	4.2			
TOTAL	$ 195.35	$ 97.67	$ 48.84	$ 341.86	$ 170.93	$ 170.93
1998-4	$ 46.51	$ 23.26	$ 11.63			
No. of Wks.	13	13	13			
TOTAL	$ 604.65	$ 302.33	$ 151.16	$1,058.14	$ 529.07	$ 529.07
1999-1	$ 46.51	$ 23.26	$ 11.63			
No. of Wks.	13	13	13			
TOTAL	$ 604.65	$ 302.33	$ 151.16	$1,058.14	$ 529.07	$ 529.07
1999-2	$ 46.51	$ 23.26	$ 11.63			
No. of Wks.	13	13	13			
TOTAL	$ 604.65	$ 302.33	$ 151.16	$1,058.14	$ 529.07	$ 529.07
1999-3 (Jul-Aug)	$ 46.51	$ 23.26	$ 11.63			
No. of Wks.	8.8	8.8	8.8			
TOTAL	$ 409.30	$ 204.65	$ 102.33	$ 716.28	$ 358.14	$ 358.14
1999-3 (Sept.)	$ 48.27	$ 24.14	$ 12.07			
No. of Wks.	4.2	4.2	4.2			
TOTAL	$ 202.75	$ 101.38	$ 50.69	$ 354.82	$ 177.41	$ 177.41

401(k) CONTRIBUTIONS THAT WOULD HAVE BEEN MADE

	TIME'S WEEKLY CONTRIB. 4%	LEAD FOOT CONTRIB. 2%	LEAD FOOT 25% MATCH OF TIME'S CONTRIB. EQUALS 1%	TOTAL	50% SKY ROCKET CO.	50% PLUMMET FUND
1999-4	$ 48.27	$ 24.14	$ 12.07			
No. of Wks.	13	13	13			
TOTAL	$ 627.57	$ 313.78	$ 156.89	$1,098.24	$ 549.12	$ 549.12
2000-1	$ 48.27	$ 24.14	$ 12.07			
No. of Wks.	13	13	13			
TOTAL	$ 627.57	$ 313.78	$ 156.89	$1,098.24	$ 549.12	$ 549.12
2000-2	$ 48.27	$ 24.14	$ 12.07			
No. of Wks.	13	13	13			
TOTAL	$ 627.57	$ 313.78	$ 156.89	$1,098.24	$ 549.12	$ 549.12
2000-3 (Jul-Aug)	$ 48.27	$ 24.14	$ 12.07			
No. of Wks.	8.8	8.8	8.8			
TOTAL	$ 424.81	$ 212.41	$ 106.20	$ 743.43	$ 371.71	$ 371.71
2000-3 (Sept.)	$ 50.10	$ 25.05	$ 12.53			
No. of Wks.	4.2	4.2	4.2			
TOTAL	$ 210.44	$ 105.22	$ 52.61	$ 368.26	$ 184.13	$ 184.13
2000-4	$ 50.10	$ 25.05	$ 12.53			
No. of Wks.	2	2	2			
TOTAL	$ 100.21	$ 50.10	$ 25.05	$ 175.36	$ 87.68	$ 87.68
GRAND TOTAL	**$12,402.20**	**$ 6,201.10**	**$ 3,100.55**	**$21,703.85**	**$10,851.93**	**$10,851.93**

(EXHIBIT 7)

TAKE-A-DIVE INVESTMENTS

FUND NAME	DATE	QTD RETURNS	FUND NAME	DATE	QTD RETURNS
Sky Rocket Company	03/31/95	7.0433	Plummet Fund	03/31/95	8.4431
Sky Rocket Company	06/30/95	16.0384	Plummet Fund	06/30/95	15.7719
Sky Rocket Company	09/29/95	11.8429	Plummet Fund	09/29/95	10.5988
Sky Rocket Company	12/29/95	0.4978	Plummet Fund	12/29/95	-1.4618
Sky Rocket Company	03/29/96	5.6092	Plummet Fund	03/29/96	1.7911
Sky Rocket Company	06/28/96	4.4882	Plummet Fund	06/28/96	1.0002
Sky Rocket Company	09/30/96	2.6375	Plummet Fund	09/30/96	1.6711
Sky Rocket Company	12/31/96	3.1300	Plummet Fund	12/31/96	6.8500
Sky Rocket Company	03/31/97	-2.7200	Plummet Fund	03/31/97	-0.5600
Sky Rocket Company	06/30/97	15.7000	Plummet Fund	06/30/97	16.5500
Sky Rocket Company	09/30/97	9.5700	Plummet Fund	09/30/97	9.6700
Sky Rocket Company	12/31/97	-3.5800	Plummet Fund	12/31/97	-0.4000
Sky Rocket Company	03/31/98	12.8000	Plummet Fund	03/31/98	14.2200
Sky Rocket Company	06/30/98	1.5700	Plummet Fund	06/30/98	3.3700
Sky Rocket Company	09/30/98	-8.3400	Plummet Fund	09/30/98	-11.0500
Sky Rocket Company	12/31/98	21.1600	Plummet Fund	12/31/98	27.2200
Sky Rocket Company	03/31/99	9.0000	Plummet Fund	03/31/99	7.3900
Sky Rocket Company	06/30/99	9.5600	Plummet Fund	06/30/99	5.9300
Sky Rocket Company	09/30/99	3.9900	Plummet Fund	09/30/99	-5.9700
Sky Rocket Company	12/31/99	44.5200	Plummet Fund	12/31/99	15.9700
Sky Rocket Company	03/31/00	18.7800	Plummet Fund	03/31/00	4.8500
Sky Rocket Company	06/30/00	-8.1800	Plummet Fund	06/30/00	-3.9600
Sky Rocket Company	09/30/00	2.7100	Plummet Fund	09/30/00	-0.5800
Sky Rocket Company	12/31/00	-16.3700	Plummet Fund	12/31/00	-9.4000

(EXHIBIT 8)

YIELD CALCULATIONS ON SKY ROCKET FUND
401(k) CONTRIBUTIONS THAT WOULD HAVE BEEN MADE

	TOTAL CONTRIBUTION	PLUS PREVIOUS QUARTER'S TOTAL	TOTAL INVESTED	YIELD RATE	TOTAL EARNED	AMOUNT WOULD HAVE IN ACCOUNT
95-2	$ 50.96		$ 50.96	0.160384	$ 8.17	$ 59.13
95-3	$ 473.20	$ 59.13	$ 532.33	0.118429	$ 63.04	$ 595.38
95-4	$ 473.20	$ 595.38	$ 1,068.58	0.004978	$ 5.32	$ 1,073.90
96-1	$ 473.20	$ 1,073.90	$ 1,547.10	0.056092	$ 86.78	$ 1,633.88
96-2	$ 473.20	$ 1,633.88	$ 2,107.08	0.044882	$ 94.57	$ 2,201.65
96-3	$ 478.72	$ 2,201.65	$ 2,680.37	0.026375	$ 70.69	$ 2,751.06
96-4	$ 491.14	$ 2,751.06	$ 3,242.20	0.031300	$ 101.48	$ 3,343.68
97-1	$ 491.14	$ 3,343.68	$ 3,834.82	-0.027200	$ (104.31)	$ 3,730.51
97-2	$ 491.14	$ 3,730.51	$ 4,221.65	0.157000	$ 662.80	$ 4,884.45
97-3	$ 497.15	$ 4,884.45	$ 5,381.60	0.095700	$ 515.02	$ 5,896.62
97-4	$ 509.75	$ 5,896.62	$ 6,406.37	-0.035800	$ (229.35)	$ 6,177.03
98-1	$ 509.75	$ 6,177.03	$ 6,686.78	0.128000	$ 855.91	$ 7,542.68
98-2	$ 509.75	$ 7,542.68	$ 8,052.43	0.015700	$ 126.42	$ 8,178.86
98-3	$ 515.99	$ 8,178.86	$ 8,694.85	-0.083400	$ (725.25)	$ 7,969.70
98-4	$ 529.07	$ 7,969.70	$ 8,498.77	0.211600	$ 1,798.34	$ 10,297.10
99-1	$ 529.07	$ 10,297.10	$ 10,826.17	0.090000	$ 974.36	$ 11,800.53
99-2	$ 529.07	$ 11,800.53	$ 12,329.60	0.095600	$ 1,178.71	$ 13,508.31
99-3	$ 535.55	$ 13,508.31	$ 14,043.86	0.039900	$ 560.35	$ 14,604.21
99-4	$ 549.12	$ 14,604.21	$ 15,153.33	0.445200	$ 6,746.26	$ 21,899.59
00-1	$ 549.12	$ 21,899.59	$ 22,448.71	0.187800	$ 4,215.87	$ 26,664.58
00-2	$ 549.12	$ 26,664.58	$ 27,213.70	-0.081800	$(2,226.08)	$ 24,987.62
00-3	$ 555.84	$ 24,987.62	$ 25,543.46	0.027100	$ 692.23	$ 26,235.69
00-4	$ 87.86	$ 26,235.69	$ 26,323.55	-0.163700	$(4,309.16)	**$ 22,014.38**

LESS EMPLOYEE WEEKLY 4 % CONTRIBUTION **$ 6,224.21**

TOTAL AMOUNT OWING TO FUND **$ 15,790.17**

(EXHIBIT 9)

YIELD CALCULATIONS ON PLUMMET FUND
401(k) CONTRIBUTIONS THAT WOULD HAVE BEEN MADE

	TOTAL CONTRIBUTION	PLUS PREVIOUS QUARTER'S TOTAL	TOTAL INVESTED	YIELD RATE	TOTAL EARNED	AMOUNT WOULD HAVE IN ACCOUNT
95-2	$ 50.96		$ 50.96	0.157719	$ 8.04	$ 59.00
95-3	$ 473.20	$ 59.00	$ 523.20	0.105988	$ 56.41	$ 588.60
95-4	$ 473.20	$ 588.60	$ 1,061.80	-0.014618	$ (15.42)	$ 1,046.28
96-1	$ 473.20	$ 1,046.28	$ 1,519.48	0.017911	$ 27.22	$ 1,546.70
96-2	$ 473.20	$ 1,546.70	$ 2,019.90	0.010002	$ 20.20	$ 2,040.10
96-3	$ 478.72	$ 2,040.10	$ 2,518.82	0.016711	$ 42.09	$ 2,560.91
96-4	$ 491.14	$ 2,560.91	$ 3,052.05	0.068500	$ 209.07	$ 3,261.12
97-1	$ 491.14	$ 3,261.12	$ 3,752.26	-0.005600	$ (21.01)	$ 3,731.25
97-2	$ 491.14	$ 3,731.25	$ 4,222.39	0.165500	$ 698.80	$ 4,921.19
97-3	$ 497.15	$ 4,921.19	$ 5,418.34	0.096700	$ 523.95	$ 5,942.29
97-4	$ 509.75	$ 5,942.29	$ 6,452.04	-0.004000	$ (25.81)	$ 6,426.24
98-1	$ 509.75	$ 6,426.24	$ 6,935.99	0.142200	$ 986.30	$ 7,922.28
98-2	$ 509.75	$ 7,922.28	$ 8,432.03	0.033700	$ 284.16	$ 8,716.19
98-3	$ 515.99	$ 8,716.19	$ 9,232.18	-0.110500	$(1,020.16)	$ 8,212.03
98-4	$ 529.07	$ 8,212.03	$ 8,741.10	0.272200	$ 2,379.33	$ 11,120.42
99-1	$ 529.07	$ 11,120.42	$ 11,649.49	0.073900	$ 860.90	$ 12,510.39
99-2	$ 529.07	$ 12,510.39	$ 13,039.46	0.059300	$ 773.24	$ 13,812.70
99-3	$ 535.55	$ 13,812.70	$ 14,348.25	-0.059700	$ (856.59)	$ 13,491.66
99-4	$ 549.12	$ 13,491.66	$ 14,040.78	0.159700	$ 2,242.31	$ 16,283.09
00-1	$ 549.12	$ 16,283.09	$ 16,832.21	0.048500	$ 816.36	$ 17,648.58
00-2	$ 549.12	$ 17,648.58	$ 18,197.70	-0.039600	$ (720.63)	$ 17,477.07
00-3	$ 555.84	$ 17,477.07	$ 18,032.91	-0.005800	$ (104.59)	$ 17,928.32
00-4	$ 87.86	$ 17,928.32	$ 18,016.18	-0.094000	$(1,693.52)	$ 16,322.66

LESS EMPLOYEE WEEKLY 4 % CONTRIBUTION **$ 6,224.21**

TOTAL AMOUNT OWING TO FUND **$ 10,098.45**

APPENDIX 18

Mr. Henry Trustee
One Central Avenue, Suite 100
Whitefish, Montana 59937

Re: [Bankruptcy Case Name and Number]
[NLRB Case Number]

Dear Mr. Trustee:

I write in response to your suggestion that the Board's pending unfair labor practice proceeding is automatically stayed by operation of Bankruptcy Code Section 362, (11 U.S.C. § 362). Contrary to your contention, it is settled that Board unfair labor practice proceedings are excepted from the automatic stay.[300] Section 362(b)(4) provides that the automatic stay does not apply to actions of "a governmental unit to enforce [its] . . . regulatory power." The courts have found that "the NLRB is a governmental unit," and its actions are "undertaken to enforce the federal law regulating the relationship between employer and employee." *NLRB v. Edward Cooper Painting, Inc.*, 804 F.2d 934, 942 (6th Cir. 1986) (*quoting NLRB v. Evans Plumbing Co.*, 639 F.2d 291, 293 (5th Cir. 1981)). "[I]t is clear that NLRB actions are generally not affected by the automatic bankruptcy stay." *NLRB v. Continental Hagen Corp.*, 932 F.2d 828, 832–833, 834 (9th Cir. 1991).[301] Accordingly, the Board may prosecute an unfair labor practice case, proceed to a final decision, and liquidate the backpay amount, as long as it does not seek collection outside the Bankruptcy Court.[302]

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[300] *Ahrens Aircraft, Inc. v. NLRB*, 703 F.2d 23, 24 (1st Cir. 1983); *NLRB v. E.D.P. Med. Computer Systems*, 6 F.3d 951, 957 (2d Cir. 1993); *NLRB v. 15th Ave. Iron Works, Inc.*, 964 F.2d 1336, 1337 (2d Cir. 1992); *NLRB v. Evans Plumbing Co.*, 639 F.2d 291, 293 (5th Cir. 1981); *NLRB v. Edward Cooper Painting, Inc.*, 804 F.2d 934, 941 fn. 6 (6th Cir. 1986) (quoted with approval in *U.S. v. Nicolet, Inc.*, 857 F.2d 202, 209 (3d Cir. 1988)); *NLRB v. P*I*E Nationwide, Inc.*, 923 F.2d 506, 512 (7th Cir. 1991); *NLRB v. Continental Hagen Corp.*, 932 F.2d 828, 832–833, 834 (9th Cir. 1991); *In re Adams Delivery Service*, 24 B.R. 589, 592–593 (Bankr. 9th Cir. 1982); *In re D. M. Barber, Inc.*, 13 B.R. 962 (Bankr. N.D. Tex. 1981); *Matter of Nicholas, Inc.*, 55 B.R. 212, 214 (Bankr. D.N.J. 1985); *In re Rath Packing Co.*, 38 B.R. 552, 560–561 (Bankr. N.D. Iowa 1984); *In re S.T.R. Corp.*, 66 B.R. 49, 51–52 (Bankr. N.D. Ohio 1986).

[301] The Board is exempt from the automatic stay regardless of whether the debtor seeks relief under Chapter 7 or 11 of the Bankruptcy Code. See, e.g., *NLRB v. Twin Cities Electric*, 907 F.2d 108 (9th Cir. 1990) (Chapter 7); *NLRB v. Edward Cooper Painting, Inc.*, supra at 937, 942 (Chapter 11 corporation liquidation); *In re D. M. Barber, Inc.*, supra (unspecified liquidation); *NLRB v. P*I*E Nationwide, Inc.*, supra at 506 (Chapter 11 reorganization); *NLRB v. Continental Hagen Corp.*, supra at 832 (Chapter 11).

[302] See *NLRB v. Continental Hagen Corp.*, supra at 834, 835 ("mere entry of a money judgment by a governmental unit is not affected by the automatic stay") (quoting *Penn Terra Ltd. v. Dept. of Env. Resources*, 733 F.2d 267, 275 (3d Cir. 1984) (emphasis in original). Accord: *P*I*E Nationwide*, supra at 512; *Edward Cooper Painting*, supra at 943. The courts also have ruled that election proceedings are not proceedings "against" a debtor and, accordingly, are not subject to Section 362 of the Code. *In re Continental Airlines Corp.*, 50 BR 342, 350–358 (S.D.TX 1985): *In re American Buslines*, 151 F.Supp. 877 (D Neb. 1957).

APPENDIX 19

Sample Notice of Appearance and Request for Notice

_____
[Regional Director]
National Labor Relations Board, Region ___
[Address]
[Telephone Number]

UNITED STATES BANKRUPTCY COURT
_____ DISTRICT OF _____

In re:)

) Case No. _____

Debtor.)

)

)

REQUEST FOR SPECIAL NOTICE

Pursuant to Rule 2002 of the Bankruptcy Rules and applicable Local Rules, the National Labor Relations Board, Region ____, a creditor in the above-entitled bankruptcy case, hereby requests that all matters which must be noticed to creditors, any creditors' committees, and any other parties-in-interest, whether sent by the Court, the debtor, or any other party in the case, be sent to the address listed below, and that the following be added to the Court's Matrix/Master Mailing List:

_____
[Regional Director]
National Labor Relations Board, Region ___
[Address]

By: _____
[Regional Director]
National Labor Relations Board, Region ___

Dated: _____

APPENDIX 20(a)

Sample Language for Proofs of Claim of Unfair Labor Practice Liability

Sample A:

The basis for the Board's proof of claim is the following:

(a) On _____, 20___, an unfair labor practice charge in Case ___–CA–_____was filed by Local 7, Junk Workers International Union (the Union), with the Board. The charge alleges that the Debtor violated §§ 8(a)(1) and (3) of the NLRA, 29 U.S.C. §§ 158(a)(1) and (3), by, inter alia, discharging five employees on _____, 20___, because of their support for the Union. A copy of the charge is attached as Exhibit A.

(b) On _____, 20___, the undersigned Regional Director issued an administrative Complaint and Notice of Hearing against the Debtor. This Complaint alleged that Debtor engaged in various unfair labor practices, including the discharge of _____, _____, _____ and _____, in violation of Section 8(a)(1) and (3) of the NLRA. A copy of the Complaint is attached as Exhibit B.

(c) Thereafter, a hearing was conducted on the Complaint before an Administrative Law Judge ("ALJ") of the Board who, on _____, 20___, issued a Decision and Order finding that the Debtor had unlawfully discharged -_____, _____, _____, and _____. A copy of the ALJ decision is attached as Exhibit C.

(d) On _____, 20___, Debtor filed exceptions to the ALJ Decision with the Board. To date, the Board has not issued its decision.

(e) As Regional Director of Region __ of the Board, I have caused an administrative investigation to be made to determine the Debtor's liability for backpay and other monies due the Board through _____, 20___, for the violations of the NLRA as found by the ALJ. Based upon the administrative investigation, the Debtor owes _____ as shown on Exhibit D attached hereto. The exact amount of the claims will be liquidated by the National labor Relations Board in a formal proceeding, absent agreement by the parties.

(f) It should be noted, however, that the violations as found by the ALJ are continuing without remedy. Therefore, the Debtor's financial liabilities to the Board, as described above, continue to accrue because the Debtor has failed to reinstate any of the five employees.

Sample B:

The basis of the Board's proof of claim is as follows:

Local XYZ, herein called the Union, filed charges with the National Labor Relations Board in Case ___–CA–_____. On _____, 20___, the Regional Director for the National Labor Relations Board, Region ____, issued a Complaint and Notice of Hearing against the debtor. Said Compliant alleges that the debtor violated Section 8(a)(1) and (5) of the National Labor Relations Act by closing its _____, _____ facility without affording the Union the opportunity to bargain with the debtor with respect to the effects of this conduct. A copy of said Complaint and Notice of Hearing, marked Appendix A, is attached hereto and made a part hereof.

Based upon the Complaint, if the allegations contained therein are successfully litigated and/or settled by the National Labor Relations Board, an appropriate remedy for such conduct would include, inter alia, an order requiring that the debtor make whole certain employees in the bargaining unit in the manner set forth in *Transmarine Navigation Corp.*, 170 NLRB 389 (1968), bargain with the Union regarding the effects of its aforesaid decision to close its _____, _____ facility, and post a Notice to Employees. The exact amount of the claims would be liquidated by the National Labor Relations Board in a formal proceeding, absent agreement by the parties. *Nathanson v. NLRB*, 344 U.S. 25, 29 (1952).

Sample C (for cases in which the unfair labor practice complaint has not issued):

The basis for the Board's proof of claim is the following:

(a) On _____, 20___, an unfair labor practice charge in Case ___–CA–_____, was filed by Local 7, Junk Workers International Union (the Union), with the Board. The charge alleges that the Debtor violated §§ 8(a)(1) and (3) of the NLRA, 29 U.S.C. §§ 158(a)(1) and (3), by, inter alia, discharging five employees on _____, 20___, because of their support for the Union. A copy of the charge is attached as Exhibit A.

(b) The Regional Director is investigating the allegations and will soon determine whether to issue an administrative complaint on any of these allegations.

(c) The amount of potential backpay that may be owing by Debtor for such alleged violations has not yet been determined, but if complaint issues, that amount will be liquidated by the National Labor Relations Board, absent agreement by the parties. *Nathanson v. NLRB*, 344 U.S. 25, 29 (1952).

APPENDIX 20(b)

Sample Notice of Pendency of Unfair Labor Practice
For Cases In Which the Court Decides That No Claims Should Be Filed:

_____

[Regional Director]
National Labor Relations Board, Region ___
[Address]
[Telephone Number]

UNITED STATES BANKRUPTCY COURT
_____ DISTRICT OF _____

In re:	
(Name)	Case No. _____
Debtor	

NOTICE OF PENDENCY OF
UNFAIR LABOR PRACTICE LITIGATION

TO:All potential purchasers

NOTICE OF PENDENCY OF UNFAIR LABOR PRACTICE LITIGATION

You are hereby notified of the pendency of unfair labor practice litigation against _____, the above-named debtor. Specifically, _____ filed charges with the National Labor Relations Board in Case ___–CA–_____. On _____, 20___, the Regional Director for the National Labor Relations Board, Region ____, issued a Complaint and Notice of Hearing against the debtor. The Complaint alleges that the debtor violated Section 8(a)( ) of the National Labor Relations Act by _____. A copy of the Complaint and Notice of Hearing, marked Appendix A, is attached.

If allegations contained in the administrative Complaint are successfully litigated and/or settled by the National Labor Relations Board, appropriate remedies for such conduct would include, *inter alia*, an order requiring that the debtor take affirmative actions including making whole employees by paying them backpay, and posting a Notice to Employees. The exact amount of the any monetary claims would be liquidated by the National Labor Relations Board in a formal proceeding, absent agreement by the parties. *Nathanson v. NLRB*, 344 U.S. 25, 29 (1952).

Date: _____ _____

[Regional Director]
NLRB, Region _____
[Address]

APPENDIX 21

Sample Request for Disclosure Statement and Plan of Reorganization

_____
[Regional Director]
National Labor Relations Board, Region ___
[Address]
[Telephone Number]

UNITED STATES BANKRUPTCY COURT
_____ DISTRICT OF _____

In re:	Case No. _____
(Name)	
Debtor	

REQUEST FOR DISCLOSURE STATEMENT AND PLAN OF REORGANIZATION

Pursuant to Rule 3017(a) of the Bankruptcy Rules and applicable Local Rules, the National Labor Relations Board, Region ____, a creditor in the above-captioned bankruptcy case, hereby requests that the Board be served with copies of any Disclosure Statement and Plan of Reorganization filed with this Court by any party in the case, at the address listed below:

_____
[Regional Director]
National Labor Relations Board, Region ___
[Address]

By: _____
[Regional Director]
National Labor Relations Board, Region ___

Dated: _____

APPENDIX 22

Notice to Potential Successor of Pendency of Unfair Labor Practice Proceedings

Ms. Edwina Entrepreneur, President
Smallcorp Company, Inc.
1111 Acquisition Avenue
Lake Success, New York

Re:NiceCo Enterprises, Inc.
Case 00–CA–0000
(C.A. 2, No. 84-0000)

Dear Ms. Entrepreneur:

We are advised that Smallcorp Company, Inc. is contemplating the acquisition of NiceCo Enterprises, Inc. [or of specific assets, etc.], which is a party respondent to litigation with the National Labor Relations Board currently pending before the United States Court of Appeals for the Second Circuit [or United States District Court, or Board, as appropriate]. This is to advise you of the instant proceedings involving NiceCo, which are more fully described in the enclosed [describe papers]. The [potential] backpay liability at issue is approximately [amount]. [Describe other relief being sought, e.g., reinstatement, if any]. (If applicable): Please note that any failure of Smallcorp to comply with (or violation of) the terms of the enclosed Restraining Order, particularly as set forth in paragraph(s) ll thereof, may potentially result in the imposition of monetary or other sanctions, as set forth in paragraph(s) ll of the Order, against Smallcorp or its agents. Should you have any questions concerning this matter, please feel free to contact [name] of this office at [telephone number]. Thank you for your attention.

Very truly yours,

_____
Regional Director

Appendix 23(b)
Sample HIPAA Authorization and
Cover Letter for HIPAA Authorization

[Covered Entity]

Re: HIPAA Authorization
[Case Name]
[Case Number]
Appropriate Salutation:

Please find enclosed a [medical records authorization OR psychotherapy notes authorization] executed by [Patient's Name]. Your patient has authorized you to disclose records and to speak to me and my colleagues about [Describe the information sought].

The enclosed authorization meets the requirements of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") and the Privacy Rule, particularly 45 C.F.R. § 164.508.

Should you have any questions or need additional information, please feel free to contact me. Thank you.

Very truly yours,

Counsel

Appendix 23(c) Authorization for Release
of Protected Health Information
MEDICAL AUTHORIZATION

_____ _____ _____
Patient's Name Date of Birth Social Security Number
(optional)

I authorize _____ (the "Keeper of the Records") to disclose my protected health information as specified below. I understand that signing this Authorization is voluntary and that my treatment may not be conditioned on the signing of this authorization. I understand that I have the right to revoke this Authorization at any time by providing a signed, written notice of such revocation to the Keeper of the Records. I understand that I cannot revoke this Authorization to the extent this Authorization has been relied upon. I understand that information released pursuant to this Authorization may no longer be protected by law or regulation and may be redisclosed by the recipient.

1) Please disclose the entire medical record including any and all medical information and opinions (whether written or oral), office notes pertaining to my physical or mental condition and physical or medical treatment rendered therefore, and allow the attorneys and agents of National Labor Relations Board Region __ to see and obtain copies of all records, notes, reports, X-rays, medical tests, studies, and correspondence, including correspondence to and from other medical providers and insurance companies regarding my condition and/or treatment.

2) All information maintained at any time by the Keeper of the Records may be disclosed.

3) The information requested by this Authorization may be received by attorneys and agents of National Labor Relations Board Region __, located at _____ [insert address].

4) The information is being requested for use in a Board investigation and/or hearing in Board Case No. __-__-_____.

5) Unless revoked earlier, this Authorization will expire upon closure of Board Case No. __-__-_____.

By signing below, I understand and acknowledge the following:

- I have read and understand this Authorization
- I have been given a copy of this Authorization
- I am authorizing the Keeper of the Records to disclose and communicate my health information both orally and in writing to the persons and for the purposes identified in this Authorization; and
- **A photocopy of this authorization shall be considered as effective and valid as the original.**

_____ _____ _____

Print name Signature of Patient Date
or Personal Representative

If signed by the patient's personal representative, describe the legal authority of the representative to act on behalf of the patient:

_____.

Authorization for Release
of Protected Health Information
PSYCHOTHERAPY NOTES AUTHORIZATION

_____ _____ _____
Patient's Name Date of Birth Social Security Number
(optional)

I authorize _____ (the "Keeper of the Records") to disclose my protected health information as specified below. I understand that signing this Authorization is voluntary and that my treatment may not be conditioned on the signing of this authorization. I understand that I have the right to revoke this Authorization at any time by providing a signed, written notice of such revocation to the Keeper of the Records. I understand that I cannot revoke this Authorization to the extent this Authorization has been relied upon. I understand that information released pursuant to this Authorization may no longer be protected by law or regulation and may be redisclosed by the recipient.

1) Please disclose all psychotherapy notes (whether written or oral), and allow the attorneys and agents of National Labor Relations Board Region __ to see and obtain copies of all such notes.

2) All such information maintained at any time by the Keeper of the Records may be disclosed.

3) The information requested by this Authorization may be received by attorneys and agents of National Labor Relations Board Region __, located at _____ [insert address].

4) The information is being requested for use in a Board investigation and/or hearing in Board Case No. __-__-_____.

5) Unless revoked earlier, this Authorization will expire upon closure of Board Case No. __-__-_____.

By signing below, I understand and acknowledge the following:

- I have read and understand this Authorization
- I have been given a copy of this Authorization
- I am authorizing the Keeper of the Records to disclose and communicate my health information both orally and in writing to the persons and for the purposes identified in this Authorization; and
- **A photocopy of this authorization shall be considered as effective and valid as the original.**

_____ _____ _____
Print name Signature of Patient Date
or Personal Representative

If signed by the patient's personal representative, describe the legal authority of the representative to act on behalf of the patient:
_____.

Appendix 24

Report of Backpay Paid Under the National Labor Relations Act

(See IRS Publication 957: Reporting Back Pay and Special Wage Payments to the Social Security Administration)

Employer Name and Address						
Employer's EIN:		Tax Year in Which Award Payment Was Paid:				2013
(1) SSN and Employee Name	(2)*Award Amount and Period(s)	(3)**Other Soc. Sec./ Med. Wages Paid in Award Year		(4)***Allocation		
		Soc. Sec.	Med./MQGE	Year	Soc. Sec.	Med./MQGE

*Exclude amounts specifically designated as damages, penalties, etc.

**Exclude the amount of backpay, if any, included in that amount.

***For periods before January, 1978 (and for state and local government (Section 218) employees before January 1, 1981), show the wage amounts by calendar quarters. The social security and/or Medicare Qualified Government Employment (MQGE) wages (where applicable) must be shown separately FOR ALL YEARS. (Wages subject ONLY to MQGE would be shown in the Medicare/MQCE column; no wages would be shown in the Soc. Sec. column.) For tax years 1991 and later, the social security and Medicare wages must be listed separately.

I certify that the payments set forth above were made pursuant to the National Labor Relations Act.

_____

_____

(Name) (Date)

Contact Person (for questions or additional information):

_____ _____

(Name) (Telephone Number)

Send Form to: National Labor Relations Board
Attn: (Insert Regional Director's name)
XXXXXXXXXX

xxxxxxx, xx xxxxx

SAMPLE:

Employer Name and Address	ABC Manufacturing Co. 123 Main Street City, State, Zip		
Employer's EIN:	XX-XXXX-XXXX	Tax Year in Which Award Payment Was Paid:	2013

(1) SSN and Employee Name	(2)*Award Amount and Periods(s)	(3)**Other Soc. Sec./Med.Wages Paid in Award Year		(4)***Allocation		
		Soc. Sec.	Med./MQGE	Year	Soc.Sec.	Med./MQGE
xxx-xx-xxxx HELEN T. SMITH	$100,000 1/2009 - 12/2012	$40,000	$40,000	2009 2010 2011 2012	$20,000 $25,000 $27,000 $28,000	$20,000 $25,000 $27,000 $28,000

UNITED STATES GOVERNMENT
National Labor Relations Board

Memorandum

DATE: ##/##/#####

TO: Jennifer Welsh, Director of Finance
Office of the Chief Financial Officer, Finance Branch

FROM: Xxxx Xxxxx, Regional Director
Region ##, City, State

SUBJECT: Case Name
Case Number(s)

FINANCE BRANCH DISBURSEMENT FORM

Attached is a spreadsheet reflecting disbursal amounts and related contact information for the claimants in this matter. Previously, on Date, a FedWire was received / Region ## submitted to Finance a check in the amount of $##,### representing the total amount / 1st installment / 2nd installment of backpay due in this matter.

Each of the ## discriminatees should receive ## payments (checks / ACH deposits); one for back wages (with normal withholding), and one for interest (with zero withholding). The attached spreadsheet specifies amounts for each payment and individual.

Regarding the Employer's share of FICA, the correct option has been indicated below:

_____ **Option 1:** The respondent is responsible for paying the employer's share of FICA. Employer's share will not be withheld from backpay wages.

_____ **Option 2:** The respondent has included the employer's share of FICA in their payment to the Agency. The backpay wages will not be reduced.

_____ **Option 3:** The respondent did not include the employer's share of FICA, and the backpay wages will be reduced to cover this cost.

The Employer's Tax ID Number is listed below and on the spreadsheet. Note also that the total amount to be disbursed is $##,###, and the account previously established should be closed / should remain open pending further activity following disbursal.

The Employer's Federal Tax Identification Number is ##-########, and its principal place of business is Address, City, State ZIP.

Please see next page for required statements of data quality and review.

DATE: ##/##/####
SUBJECT: Case Name
Case Number(s)
AMOUNT: $##,###

Preparer (Ex: Compliance Officer or Compliance Assistant)

To the best of my knowledge and belief:

1. All documents have been prepared in accordance with applicable written case documentation.
2. Written records have been obtained to support mailing address, social security numbers (or Tax ID numbers), and ACH direct deposit information.
3. Case documentation (including payee information) has been made available for review by the Finance department (normally through NxGen).

Signature _____ Date _____

Printed Name: _____Title: _____

Reviewer – Must be different from Preparer (Ex: Supervisor)

To the best of my knowledge and belief:

1. All payees on the disbursal request match valid claimants per the case documentation.
2. I have reviewed discriminatee (or other payee) records, to ensure that source documentation matches the information provided on the disbursement spreadsheet. This includes ACH banking information, mailing addresses and social security (or Tax ID) numbers.
3. The categories noted on the request (backpay, medical reimbursement, mileage, interest, etc.) are allowable categories per the case documentation.

Signature _____ Date _____

Printed Name: _____ Title: _____

Approver (Regional Director or designee)

To the best of my knowledge and belief:

1. The documentation provided for my review is sufficient to substantiate that the correct amounts will be paid to appropriate parties.
2. Proper procedures are in place to prevent waste, fraud and abuse.

Signature _____ Date _____

Printed Name: _____ Title: _____

Secondary Approver, for total disbursements over $100,000 (Operations/Management)

To the best of my knowledge and belief:

1. The documentation provided for my review is sufficient to substantiate that the correct amounts will be paid to appropriate parties.
2. The number of payees and amounts of payments is reasonable, given the scope of the case.

Signature _____ Date _____

Printed Name: _____ Title: _____