

## Contents

<i>Preface</i>	<i>page</i> xiii
<i>Acknowledgments</i>	xv
<b>1 Introducing a Workplace Reimagined</b>	<b>1</b>
I Introduction	1
II Allies in Workplace Disadvantages	3
A Inability to Meet the “Ideal Worker” Norm	3
1 Physical Functions of the Job	4
2 Structural Norms of the Workplace	4
B Special Treatment Stigma	6
1 Workplace Consequences	6
2 Coworkers’ Resentment	7
III Applicable Laws	8
A The Americans with Disabilities Act	9
B Caregiver Protections: FMLA, Title VII, PDA	9
IV The Solution: Reimagining the Workplace	11
A Changing Minds	11
B Changing Workplaces	12
V The Structure of the Book	14
<b>2 The Caregiver Conundrum</b>	<b>15</b>
I Introduction	15
II History of Women in the (Paid) Workforce	16
III Caregiver Conundrum Described	18
A Not Enough Time and/or Flexibility	18
B Not Enough Money/Advancement	23
C Stereotypes about Working Mothers	24

IV	Lackluster Laws	25
	A Title VII Only Protects “Ideal Workers”	25
	B The PDA’s Narrow Protection	27
	C FMLA and Its Flaws	28
	D “Real” Workers are Not Protected	29
V	Men, Too	31
<b>3</b>	<b>People with Disabilities in the Workplace</b>	<b>33</b>
	I Introduction	33
	II History of Disability Discrimination	34
	A Early Days	34
	B The Rehabilitation Act	34
	C The ADA	35
	D Snapshot: Employment of People with Disabilities	36
	III Defining and Conceptualizing Disability	37
	A Conceptualizing Disability	37
	B Defining Disability on the Spectrum: Narrow to Broad	41
	C Rollercoaster Ride of the ADA Definition of Disability	43
	1 The Courts’ Narrowed Definition	43
	2 The ADA Amendments Act of 2008	45
	3 The Post-ADAAA Case Law	46
	IV Reasonable Accommodation Obligation	47
	A Conceptualizing and Defining the Accommodation Obligation	47
	B Accommodations under the ADA	52
	1 The Qualified Inquiry	52
	2 The (Relatively) Easy Questions	53
	3 Unanswered Questions	54
	4 Undue Hardship Defense	55
	C The Special Case of Pregnancy Accommodations	56
	1 Pregnancy Discrimination Act	57
	2 Pregnancy as a Disability	58
<b>4</b>	<b>Intersections</b>	<b>60</b>
	I Introduction	60
	II Race	61
	A Race and Gender	61
	B Race and Disability	63
	III Class	65
	A Class and Motherhood	66
	B Class and Disability	67
	IV LGBTQ+	67

	<i>Contents</i>	ix
V Age		69
VI Mothers with Disabilities		71
<b>5 The Entrenchment of Structural Norms</b>		<b>73</b>
I Introduction		73
II History and Description of Structural Norms		74
A Hours		74
B Shifts		77
C Attendance Policies		78
D Leaves of Absence		80
III Entrenchment of Structural Norms		80
A Employees' Perceptions of Default Time Norms		81
B Employers' Control over Structural Norms		86
C Courts Perpetuate This Entrenchment		88
D How This Entrenchment Harms Workers		89
IV COVID-19 and Working from Home		90
<b>6 Special Treatment Stigma</b>		<b>93</b>
I Introduction		93
II Employers' Reluctance or Refusal to Accommodate		94
III Consequences of Special Treatment Stigma		96
A Workplace Consequences		96
B Resentment of Coworkers		97
C Stigmatic Effect of Identifying as Belonging to a Protected Class		101
<b>7 Theoretical and Practical Justifications for the Reimagined Workplace</b>		<b>103</b>
I Introduction		103
II Justifying Accommodations for Caregivers and Employees with Disabilities		103
A The Theoretical Justification		103
1 Other Theories		104
2 Communitarian Theory		108
B The Practical Justification		110
1 Benefits of Accommodating People with Disabilities		111
2 Benefits of Accommodating Caregivers		112
3 The Business Case for Accommodations		113
III Justifications for Protecting Everyone		114
A Eliminating Special Treatment Stigma		114
B Avoiding Problems with Proving Protected Class		115
C Providing Balance to Everyone		116

D Dismantling Structural Norms	116
E Benefits to Employers	118
IV Conclusion	119
<b>8 The Workplace Reimagined, Part I: Tackling Time Off</b>	<b>120</b>
I Introduction: Exploring the Alternatives	120
A Litigation	121
B Collective Action	123
C Legislation to Change Structural Norms Directly	124
D Individual Accommodation Mandate	127
E The Perfect Solution: A Combination of Two Solutions	129
II Importance of Leave for People with Disabilities, Caregivers, and Everyone Else	129
A Long-Term Leave	129
B Short-Term Leave	130
III The Current State of the FMLA	131
A Background of the FMLA	131
B Advantages of the FMLA	133
C Disadvantages of the FMLA	134
1 Problems for Employees	134
2 Problems for Employers	135
IV Tackling Time Off	138
A Extended Leaves of Absence under the FMLA	138
B New Statute: Short-Term Absences Act	139
C Addressing the Logistics and Criticisms	141
1 Logistics	141
2 Anticipated Criticisms	142
V Conclusion	143
<b>9 The Workplace Reimagined, Part II: Accommodating Our Bodies and Our Lives</b>	<b>144</b>
I Introduction	144
II Accommodating Our Bodies and Our Lives	144
A Accommodating Everyone	145
B Two-Tiered Undue Hardship Defense	146
1 Necessary Accommodations	147
a Accommodations That Allow an Employee to Perform the Job	147
b Unavoidable Caregiving Obligations	149
2 Accommodations for Everything Else	154
C Logistics	158
1 Coverage	158

	<i>Contents</i>	xi
2 Interactive Process	159	
3 Determining Essential Functions	161	
4 Defining “Reasonable”	163	
5 Proving Undue Hardship	165	
6 Retaliation Protection	166	
III Addressing the Criticisms	168	
A Employers’ Concerns	168	
B Employees’ Concerns	171	
1 Dilution of Rights	171	
2 All Accommodations Should Be Treated Equally	173	
3 Changing Gender Norms	174	
4 Not Enough Help for Lower-Income Workers	175	
IV Conclusion	176	
<i>Bibliography</i>		177
<i>Index</i>		189