



Labor & Employment Lessons Learned from the Pandemic

ALFA INTERNATIONAL 2022 LABOR & EMPLOYMENT PRACTICE GROUP SEMINAR

February 2-4, 2022 Carmel Valley Ranch Carmel Valley, California

www.alfainternational.com



California Dreaming & "Wine-ing"

Labor & Employment Lessons Learned from the Pandemic

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The last many months have been like no other time in our lives or even our lifetimes. The COVID-19 pandemic has affected every person and business, some more than others and, sadly, mostly in a negative way. We mourn the loss of loved ones and normal ways of life, as well as lost businesses. However, we also look forward to resetting our lives, our businesses and our careers, and to the better days that we know lie ahead.

With the pandemic came new employment issues and some new laws and enforcement actions. There has also been a change in leadership at the federal level, and we know that significant changes have come, and more are coming from the Biden administration.

This conference will focus on lessons we have learned from the pandemic, including the unique employment issues that continue to plague employers. It will also discuss recent developments that have occurred as a result of the November 2020 election. As with prior conferences, the ALFA International Labor & Employment Practice Group has assembled panels of experienced and distinguished in-house and outside counsel who will not only discuss the applicable law, but also, and more importantly, share their experiences and provide practical tips and information for handling the various issues that confront employers.

The topics to be addressed in our three general sessions are Gaslighting in the Workplace, Equality versus Equity, and Social and Political Activism in the Workplace. We also will have various breakout groups that will discuss Hot Employment Issues, The Changing Workforce from Boomer to Generation Z, and Joint Employer and Independent Contractor Issues, among other relevant and timely topics. Finally, there will be roundtable discussions where attendees can have informal conversations regarding COVID and Pandemic Issues, Labor Issues in a Non-Union Work Environment, Resolving Cases Without a Jury or With a Post-COVID Jury, and Enforcing Non-Compete Agreements.

In addition to all the information given to attendees during the conference, we also will provide each attendee with a comprehensive course book, which contains written materials that correspond with the various presentations, as well as a state-by-state compendium on the employment laws in a number of areas.

We look forward to seeing you in Carmel Valley in February and to "wine-ing" down with you from 2020 (and 2021!) as we reset and refresh from a very trying year.



Tamara Nelson

Chair, ALFA International Labor & Employment Practice Group MERRICK, HOFSTEDT & LINDSEY, P.S. Seattle, Washington



Joel Hlavaty

2022 Program Chair, ALFA International Labor & Employment Practice Group FRANTZ WARD, LLP Cleveland, Ohio



ABOUT CARMEL VALLEY RANCH

Carmel Valley Ranch is tucked away in the foothills of the Santa Lucia Mountains on the sunny side of the Monterey Peninsula. Situated on 500 lush acres adjacent to the 4,400-acre Garland Ranch Regional Park, The Ranch offers easy access to miles of scenic hiking vineyards, gardens, and other natural wonders. Carmel Valley Ranch is the perfect location to take in the fresh air, enjoy views of the vineyards and truly reset.

February in Monterey can bring dense fog and flight delays to the area. We recommend flying into San Jose or San Francisco and driving to to Carmel Valley Ranch.

LABOR & EMPLOYMENT PRACTICE GROUP LEADERSHIP

Kevin Owens

Chair, ALFA International Board of Directors JOHNSON & BELL, LTD. Chicago, Illinois

Tamara Nelson

Practice Group Chair MERRICK, HOFSTEDT & LINDSEY, P.S. Seattle, Washington

Joel Hlavaty

Program Chair FRANTZ WARD, LLP Cleveland, Ohio

Courtney Nichols

Marketing Chair PLUNKETT COONEY Detroit, Michigan

Yvette Davis

Chair Emeritus HAIGHT BROWN & BONESTEEL LLP Los Angeles, California

Lindsay Massillon

Course Book Editor FOWLER WHITE BURNETT P.A. Miami, Florida

Shane Swilley

Course Book Editor
COSGRAVE VERGEER KESTER LLP
Portland, Oregon

Schaun Henry

Compendia Editor MCNEES WALLACE & NURICK LLC Harrisburg, Pennsylvania

Shane Swilley

Compendia Editor COSGRAVE VERGEER KESTER LLP Portland, Oregon

WEDNESDAY, FEBRUARY 2



11:00 a.m. - 2:00 p.m.

CLIENT ADVISORY BOARD MEETING & LUNCH

Valley View Room & Terrace

2:00 p.m. - 6:30 p.m.

REGISTRATION

Gallery

2:00 p.m. - 4:30 p.m.

FACULTY REHEARSAL

Redwood Room



5:30 p.m. - 6:30 p.m.

Organic Garden Tour

Women's Initiative Event

Valley View Room & Organic Garden

Where can you feed chickens, chase butterflies, pick herbs, pet goats, and discover how last night's salad sprouted to life? It's all happening in the Organic Garden! Join your fellow women attendees and learn more about this magical place, where every season brings new things to see, do, and learn.



6:30 p.m. – 9:30 p.m.

A Wine Country Welcome

Welcome Reception, Buffet Dinner & Registration
Vineyard Lawn

Let the views of Pinot Noir grapevines, ancient oaks and lavender fields help you relax into the California mindset tonight during the cocktail reception and dinner on the Vineyard Lawn. While taking in the beautiful scenery, enjoy catching up with old friends and making new acquaintances.

THURSDAY, FEBRUARY 3

7:30 a.m. - 9:30 a.m.

BREAKFAST BUFFET

Redwood Terrace

7:30 a.m. – 8:30 a.m. Meeting Attendees

8:30 a.m. – 9:30 a.m. Spouses & Significant Others 8:30 a.m. - 12:15 p.m.

PROGRAM SESSIONS

General Session – Redwood Room

Breakout Sessions – Redwood Room, Oak Room A, Oak Room B

8:30 a.m. - 8:45 a.m.

INTRODUCTORY REMARKS



Kevin Owens

Chair, ALFA International Board of Directors JOHNSON & BELL, LTD. Chicago, Illinois



Tamara Nelson

Chair, ALFA International Labor & Employment Practice Group MERRICK, HOFSTEDT & LINDSEY, P.S. Seattle, Washington



Joel Hlavaty

Program Chair, ALFA International 2022 Labor & Employment Practice Group FRANTZ WARD, LLP Cleveland, Ohio

WHAT IS ALFA INTERNATIONAL?

ALFA International is the premier network of independent law firms. Founded in 1980, ALFA International was the first and continues to be one of the largest and strongest legal networks. We have 150 member firms throughout the world. Our 80 U.S. firms represent 95 of the 100 largest metropolitan areas. Our 70 international firms are located throughout Europe, Asia, Australia/New Zealand, Africa, Canada, Mexico and South America.

ALFA International's mission is to provide high quality, cost efficient legal services wherever our clients need them. The ALFA International model enables our members to use their local expertise to deliver highly effective legal solutions, often drawing upon the collective wisdom and experience of other member firms. ALFA International clients benefit from a geographically comprehensive network of exceptional law firms and accomplished trial and business counsel. Our member firms meet high standards to be part of the ALFA International network and are well respected by their peers in the legal and business community.

8:45 a.m. - 9:45 a.m.

WHAT TO DO WHEN EMPLOYEES TAKE A STAND

As John Lennon famously sang, "You say you want a revolution? Well, you know, we all want to change the world." But what can an employer do when its employees participate in protests or engage in other forms of social and political activism? This panel will explore the rights of employees and employers in these situations, what some employers have done, and what employers should consider doing when employees "get up, stand up" for causes, particularly those that directly conflict with the employer's business interests or are otherwise inconsistent with the employer's mission statement.



Tim Peeples *Moderator*

Moderator
DANIEL COKER HORTON & BELL, P.A.
Oxford, Mississippi



Rob Bertram

Chief Legal Officer
THE CAVA GROUP, INC..
Washington, D.C.



Krista Reynolds

Vice President of Human Resources MORGAN PROPERTIES King of Prussia, Pennsylvania



Schaun Henry

MCNEES WALLACE & NURICK LLC Harrisburg, Pennsylvania

9:45 a.m. - 10:00 a.m.

BREAK

10:00 a.m. - 11:00 a.m.

BREAKOUT SESSIONS: GROUP 1

Your Hot Employment Issues

The past few years have been anything but normal. A global pandemic, a new administration, and increased combativeness along social and political divides are cause for confusion in an already complex employment arena. This presentation will take a quick dive into the issues that are currently keeping employers up at night, such as employee leave, medical marijuana use, workplace discrimination, and rights to organize, and also highlight changes that may be headed down the pike.



Emily Middlebrook

Moderator HANCOCK ESTABROOK, LLP Syracuse, New York



Kim Metrick

Vice President, Employment Law, Legal Operations and Investigations WALGREEN, CO Deerfield, Illinois



Jodee Brekke

Human Resource Director
CORT, A BERKSHIRE HATHAWAY COMPANY
Denver, Colorado



Jennifer Egbe

HUIE, FERNAMBUCQ & STEWART, LLP Birmingham, Alabama



As the oldest Gen-Zer turns 24 this year, many companies are faced with navigating through sizable generation gaps within their workforce. Panelists will discuss the different ways companies are creating policies which appeal to all generations, changes to recruitment styles, and other modifications which bust the myths associated with each generation. The audience will be able to chime in with their own observations of the different work styles among the generations, especially with the boom of the work-fromhome culture and Zoom-ing everything. Panelists will discuss identifying and avoiding stereotypes about the generations and practical tips on cultivating a more inclusive workplace.



Lindsay Massillon

Rebecca Zorn

GLOBE LIFE INC

McKinney, Texas

Chief Talent Officer

Moderator FOWLER WHITE BURNETT P.A. Miami, Florida

Executive Vice President and





Heather Brock

Corporate Counsel, Head of Employment Law and DEI Strategist BLOOMIN' BRANDS, INC. Tampa, Florida



Kathleen Peahl

WADLEIGH, STARR & PETERS, P.L.L.C. Manchester, New Hampshire

Investigations – The Good, the Bad and the Ugly

Everyone knows that a company should have a policy and do an investigation. But what happens when the investigation goes wrong? When employees quit? When the complainant is anonymous? When a current employee files the complaint with the EEOC before filing with the company? This session will explore some of the more advanced issues of investigations, attorney client communication and work product, the Faragher defense and the impact that an investigation gone wrong can have on a company.



Byrona Maule

Moderator PHILLIPS MURRAH P.C. Oklahoma City, Oklahoma



Labor, Employment & Security Counsel UNITED PARCEL SERVICE, INC. Atlanta, Georgia



Jennifer Lankford

Senior Corporate Counsel CRACKER BARREL OLD COUNTRY STORE, INC. Lebanon, Tennessee



Eric Cotton

Deputy General Counsel & Corporate Compliance Officer SITE CENTERS Beachwood, Ohio



Paul Klockenbrink GENTRY LOCKE Roanoke, Virginia



11:00 a.m. - 11:15 a.m.

BREAK

11:15 a.m. - 12:15 p.m.

BREAKOUT SESSIONS: GROUP 2

Whether you're a multi-state employer enforcing restrictive covenants. a single-state company hiring mostly from in-state, or a single-state company that sources national candidates, an understanding of the evolving national noncompete landscape is critical. This roundtable provides concrete guidance for all employer types. The panel will review recent state law changes and provide take-with-you advice both on how to revise your agreements to ensure enforceability nationally, and what to look for in candidates' agreements to avoid tortious interference claims.

Enforceable Non-Competes Here and Afar



Brian Quisenberry Moderator CLEMENT RIVERS, LLP Charleston, South Carolina



Sarah Johnson Vice President, Associate General Counsel NORDSTROM, INC. Seattle, Washington



Leah Bailey General Counsel MAXOR St. Paul, Minnesota



Joel Andersen NILAN JOHNSON LEWIS PA Minneapolis, Minnesota

Arbitration Agreements – Just How Enforceable is Your Agreement to Waive a Jury?

This roundtable will explore the nuances of arbitration agreements such as the many factors courts consider in determining whether a jury waiver is knowing and voluntary, attorney's fees provisions and more. The panel will further focus on how arbitration has developed in the COVID era, and what best practices going forward have emerged in the aftermath of conducting mediations, arbitrations and other dispute resolution options remotely.



Yvette Davis Moderator HAIGHT BROWN & BONESTEEL LLP Los Angeles, California



Mary Pat Stahler Senior Corporate Counsel DICK'S SPORTING GOODS, INC. Coraopolis, Pennsylvania



Garrett Parks Senior Employment Counsel FLYNN RESTAURANT GROUP San Francisco, California



Mark Chumley KEATING MUFTHING & KLEKAMP PLL Cincinnati, Ohio

What To Do When OSHA, the DOL, etc. Come **Knocking on Your Door**

The unannounced arrival of an investigator from a federal agency is an unwelcome business interruption which can impede productivity and arouse collective anxiety in your organization. This session will discuss how to effectively manage an unexpected government investigation and achieve the best possible outcome, no matter which agency comes knocking. We will review recommended policies and procedures, preparing employee witnesses and concluding the investigative process.



Courtney Nichols Moderator PLUNKETT COONEY Detroit, Michigan





Bruce Gelting General Counse RENTOKIL NORTH AMERICA, INC. Wyomissing, Pennsylvania



Gary Francis Associate General Counsel GENERAL DYNAMICS LAND SYSTEMS Sterling Heights, Michigan



Kathy Terry PHILLIPS MURRAH P.C. Oklahoma City, Oklahoma

12:15 p.m. - 12:45 p.m.

CLIENT ROUNDTABLE

Vintner Room

This event allows client attendees the opportunity to exchange ideas and share best practices in a social setting without ALFA International lawyers present.

12:15 p.m. - 12:45 p.m.

ALFA INTERNATIONAL: ALL ATTORNEY MEETING



Tamara Nelson Co-Moderator MERRICK, HOFSTEDT & LINDSEY, P.S. Seattle, Washington



Joel Hlavaty Co-Moderator FRANTZ WARD, LLP Cleveland, Ohio

12:45 p.m. - 1:45 p.m.

LUNCH

Redwood Terrace

2:00 p.m. - 6:00 p.m.

Vintner Room

Come and go as you please during this special networking time. Try using the ALFA International app to set up time to meet with

6:30 p.m. - 10:00 p.m.

Farm to Table Cocktails & Plated Dinner

Golf Clubhouse & Patio

While warming up by a fire pit and taking in sweeping views of the valley, enjoy a cocktail reception and true farm to table dinner! This sit-down dinner is one you will





7:30 a.m. - 9:30 a.m.

BREAKFAST BUFFET

Redwood Terrace

7:30 a.m.-8:30 a.m. - Meeting Attendees

8:30 a.m.-9:30 a.m. - Spouses & Significant Others

8:30 a.m. - 12:30 p.m.

PROGRAM SESSIONS

General Session – Redwood Room

Breakout Sessions – Redwood Room, Oak Room A, Oak Room B

8:30 a.m. - 9:30 a.m.

IS EQUAL TREATMENT ENOUGH?

The Current Debate Regarding Equality v. Equity

Federal and State laws have long required equal treatment for protected class members. Is that all that is needed to avoid legal liabilities? The lines between what is "legal" and what is needed to foster a diverse and productive work environment have become increasingly blurred. During the past six decades we have evolved from statutes banning discrimination against, and harassment of, expanding types of protected classes; to affirmative action; and, more recently, to evolving theories regarding what is required to truly level the playing field. The lines between what is legally required and what is sound practice have blurred. We'll discuss the current status of federal and state law, as well as how employers may benefit from practices that promote equity, regardless of legal requirements.



Jaki Samuelson

Moderator
WHITFIELD & EDDY LAW
Des Moines, Iowa



Cassandra Ferguson

VP & Employment Law Specialist RSUI GROUP, INC. Atlanta, Georgia



Gero Schneider
TIEFENBACHER

Heidelberg, Germany



Agnes Padilla

BUTT THORNTON & BAEHR PC Albuquerque, New Mexico

9:30 a.m. - 9:45 a.m.

BREAK

9:45 a.m. - 11:15 a.m.

ROUNDTABLE SESSIONS

There will be (2) 40-minute roundtable sessions with a 10-minute break in between. These roundtables are meant to be interactive group discussions.

SESSION 1 No Union? No Problem... Or Is It?

Not surprisingly, the pandemic created various tensions in the workplace. There was uncertainty, employees were scared and many pushed back on management decisions, often in unity. What some employers failed to realize is that in doing so their non-unionized employees were engaging in "concerted protected activity" and availing themselves of the protections of the National Labor Relations Act. This roundtable will provide an overview of the NLRA, its role in non-unionized workplaces and what employers can do to avoid liability.



Lindsey Hazelton

Moderator HANCOCK ESTABROOK, LLP Syracuse, New York

SESSION 2 Considering Jury Trials Through a Post-Pandemic Lens

There is no question that the pandemic will impact the perspectives of individual citizens in each state -- citizens who will be selected for jury trials. Employers and trial counsel need to prepare for new attitudes and biases that jurors may develop due to the pandemic. In this roundtable, we will discuss the current research on the pandemic's impact on jurors, and strategic decision-making as it relates to whether to go to trial, whether to pass on a juror in voir dire, and whether to pursue certain tactics during trial.



Christopher Page

Moderator YOUNG MOORE AND HENDERSON P.A. Raleigh, North Carolina



Mickey Clark

Senior Legal Counsel O'REILLY AUTO PARTS Springfield, Missouri

SESSION 3 COVID's Impact on the Interactive Process: Legal Updates and Best Practices for Responding to Disability and Religious Accommodation Requests

The pandemic has unquestionably changed the workplace, resulting in remote work arrangements, masking requirements and vaccine mandates. These changes invite accommodation requests. During this roundtable, we will discuss how the pandemic has impacted the interactive process, including changes in the law, best practices and appropriate responses to accommodation requests created by the pandemic.



Elizabeth Muyskens

Moderator STOLL KEENON OGDEN, PLLC Lexington, Kentucky



Jeff Calabrese

STOLL KEENON OGDEN, PLLC Lexington, Kentucky

SESSION 4 Don't Do That! Common Mistakes That Lead to Litigation

Do you find that your managers or human resources team are constantly coming to you with confessions, like "Oops I did it again." Or perhaps, even better, you learn of transgressions when a charge of discrimination or federal complaint hits your desk? In this round table, we will identify and discuss common mistakes made every day by employers which can lead to dissatisfied employees, internal complaints, or legal trouble. We will identify typical mistakes and discuss best practices to avoid them.



Denise Baker-Seal

Moderator BROWN & JAMES, P.C. Belleville, Illinois



11:15 a.m. - 11:30 a.m.

BREAK

11:30 a.m. - 12:30 p.m.

GASLIGHTING IN THE WORKPLACE: NO ONE WILL BELIEVE YOU

Gaslighting involves a malicious and hidden form of mental and emotional abuse, designed to plant seeds of self-doubt and alter your perception of reality. Gaslighting can come up in sexual harassment claims and other types of discrimination cases. This panel will discuss how to spot gaslighting when it happens and strategies for addressing it and preventing it.



Steve Schwartz Moderator BROWN & JAMES, P.C. St. Louis, Missouri

Tampa, Florida



Stephanie Moulton Sarkis, PhD NCC DCMHS LMHCPsychotherapist



Donna Roberts
Chief HR Officer
CRACKER BARREL OLD COUNTRY STORE, INC.
Lebanon, Tennessee



Kelly Hoffman NORMAN, HANSON & DETROY, LLC Portland, Maine

12:30 p.m. - 1:30 p.m.

LUNCH *Redwood Terrace*

1:30 p.m. - 5:30 p.m.

OPTIONAL POST-SEMINAR TOURS

Please refer to the optional activities handout for more detailed information on this afternoon's activities.

Separate registration required.

6:30 p.m. - 9:30 p.m.

OPTIONAL POST-SEMINAR DINNER

Please refer to the optional activities handout for more detailed information.

Separate registration required.

FACULTY BIOS

JOEL ANDERSEN is a Shareholder at Nilan Johnson Lewis PA, the ALFA International member firm in Minnesota, where he defends his clients nationwide in all types of employment and wage-and-hour litigation, and helps clients enforce restrictive covenants against former employees. He handles both individual and class litigation throughout the country, with extensive experience litigating in California. He also counsels clients in complying with discipline and discharge, wage-and-hour, workplace leave, and employment and severance agreement issues. Joel received his law degree from the University of Michigan.

LEAH BAILEY serves as General Counsel for Maxor National Pharmacy Services, LLC ("Maxor"), a leading pharmacy services platform. Leah joined Maxor in 2017 and has more than 17 years of experience in corporate law. Previously Leah was Senior Legal Counsel for Prime Therapeutics. She holds a Juris Doctor degree from the University of Minnesota Law School, graduating in 2004. She made the transition to health care after working in house for a financial printer. Prior to law school, Leah worked as a case manager for homeless domestic violence victims and their children after having earned her Bachelor of Arts from SUNY Buffalo.

DENISE BAKER-SEAL is a partner in the Belleville, Illinois ALFA International law firm of Brown & James, P.C., where she serves as Co-Chair of the Firm's Employment Law Group. Ms. Baker-Seal has experience representing employers in state and federal courts, the EEOC, and state and local administrative agencies. Ms. Baker-Seal serves as an arbitrator in the mandatory arbitration programs in St. Clair and Madison Counties. She currently serves on the Executive Committee of the Illinois Defense Counsel and is the President of the Southern District of Illinois Chapter of the Federal Bar Association. A farmer's daughter, Ms. Baker-Seal applies her farming work ethic to the practice of law and the diligent representation of her clients. A graduate of Millikin University and Northeastern University School of Law, Ms. Baker-Seal is admitted to the bars of Illinois and Missouri and all federal courts in Illinois.

JESSICA ZAROSKI BAUER joined ALFA International (ALFAI) in 2004 as a Coordinator of Events & Member Services. She then worked for several years as a Marketing Manager, Chief Events Officer and Chief Operating Officer. After 17 years with the association, she accepted her current role as Chief Executive Officer. In this position she is the strategic thought leader of the organization, working closely with the Board of Directors and the various ALFAI committees. She manages headquarters staff and maintains constant communication with association members. Jessica oversees the member recruitment, development and retention programs as well as the marketing and business development initiatives for the organization. Prior to joining ALFA International, she worked in the marketing department of the Chicago-based law firm of Gardner, Carton & Douglas, LLP (now Faegre Drinker Biddle & Reath). She is a graduate of the University of Iowa Tippie College of Business (Go Hawkeyes!) and is an avid college football fan. In her spare time Jessica can be found enjoying family time with her husband Harry and her two young daughters, Greta and Vivian.

ROB BERTRAM is Chief Legal Officer at The Cava Group, Inc. In this capacity he is responsible for developing and leading legal strategy to promote and protect the interests of Cava's multi-channel Mediterranean culinary platform. Previously, he was General Counsel for Ollie's Bargain Outlet, Inc. ("Ollie's"). In that capacity, he was responsible for overseeing the diverse range of legal, and many business affairs involving the company. Prior to joining Ollie's, Rob was an attorney in the corporate department of McNees, Wallace & Nurick, LLC, in Harrisburg, PA, where he represented both growth and well established companies. Rob attended the Pennsylvania State University ("Penn State"), attaining a degree in economics, and received his JD from The Dickinson School of Law. He speaks frequently on both contracting, corporate governance, and store operation issues. Rob mentors undergraduate students at Penn State.

JODEE BREKKE is the Human Resource Director at CORT, a leading provider of services from home and office furniture rental/sales, occupancy analytics, to relocation and destination services. A dynamic human resource professional for 27 years in both private and public industries with expertise in all areas of HR, including employee relations, training, recruiting, organizational development, onboarding, wellness, performance management, leadership training and development, workers compensation, benefits, and safety. As a certified workplace mediator, Brekke has a refined interest in conflict resolution.

JEFF CALABRESE is a Co-Chair of the Labor, Employment & Employee Benefits Group of Stoll Keenon Ogden PLLC, the ALFA International member firm in Louisville, Kentucky. Jeff has been with the firm since 2006, and currently serves as the chair of its Personnel Committee. He specializes in helping employers with difficult workforce issues, assisting clients in both litigation and proactive counseling contexts. Jeff represents employers across a range of industries, including manufacturing, transportation, higher education and financial services. Jeff has served as Chair of the Labor and Employment Section of the Louisville Bar Association, and regularly presents for clients and trade groups about various employment law topics. He received his law degree from the University of Georgia and is licensed to practice in Kentucky, Indiana, Alabama, and various federal courts, including the U.S. Supreme Court.

MARK CHUMLEY is a partner with ALFA International member firm, Keating Muething & Klekamp PLL, and has experience representing management in all aspects of labor and employment law. He has handled numerous cases before state and federal courts and state and federal civil rights agencies, including claims involving allegations of sexual harassment, race, age, gender and disability discrimination, wrongful discharge, FMLA and wage-hour claims and various common law claims. He also represents employers in labor arbitration, and is experienced in litigating the enforceability of arbitration agreements. In addition to litigating employment claims, Mark is actively involved in advising clients on employee handbooks, policies and practices designed to avoid employment claims and minimize liability. He also advises clients on matters such as employee discipline, discharge, investigations of allegations of harassment, discrimination and employee misconduct, and issues arising from the use of e-mail and the internet. Mark serves as co-leader of the firm's multidisciplinary Evolving Media & Technology Team. Mark graduated with a B.A. from University of Michigan and earned his J.D. from the University of Cincinnati College of Law. He is admitted to practice in Ohio and before the U.S. District Court for the Southern District of Ohio and 6th U.S. Circuit Court of Appeals.

MICKEY CLARK is a senior legal counsel for O'Reilly Auto Parts, one of the largest specialty retailers of automotive aftermarket parts, tools, supplies, equipments and accessories in the United States, serving both the do-it yourself and professional service provider markets. The Company operates more than 4,570 in 44 states. Prior to his current role at O'Reilly, Mickey was senior litigation attorney for RadioShack Corporation, having served in that position from 1990 to 2015. For the past 26 years, Mickey has practiced in the area of employment/labor law providing legal advice and /or managing litigation in every state in the U.S., as well as Puerto Rico and USVI. Mickey received his B.S. in Business Administration from the University of Texas at Dallas and his J.D. from Southern Methodist University. In September 2004, he co-authored an article in the National Law Journal entitled "New ADA Guidelines Will Affect Many Employers."

ERIC R. COTTON serves as deputy general counsel & corporate compliance officer for DDR Corp., a publicly traded real estate investment trust based in Cleveland, Ohio, where he oversees the company's litigation, risk management and compliance matters and provides legal support for its operations. Eric was previously general counsel for Equivest Finance, Inc., a publicly traded real estate development and finance business based in Syracuse, New York. He has also held positions in the legal departments of the Pyramid Companies and the Edward J. DeBartolo Corporation.

YVETTE DAVIS is a partner with Haight Brown & Bonesteel, LLP, the ALFA International member firm in Los Angeles, California. She is the leader of the firm's Employment & Labor Practice Group and is also a member of the firm's Construction Defect Practice Group. Her practice is concentrated in the defense of clients in a wide variety of matters, including sexual harassment, wrongful termination, discrimination, wage and hour, and claims under the Americans

with Disabilities Act in both state and federal courts. Prior to rejoining Haight Brown & Bonesteel, LLP, Yvette interned in the Labor & Agencies Department of a national insurance client, working closely with Human Resources. She is a graduate of the USC School of Law and UCLA. Yvette serves on ALFA International's Labor & Employment Steering Committee and the Women's Initiative Practice Group Steering Committee.

JENNIFER REID EGBE is a partner with Huie, Fernambucq & Stewart, LLP, the ALFA International member firm in Birmingham, Alabama. Jennifer is no stranger to breaking down barriers. She was one of the first attorneys in her family and the first African American female at Huie to make partner. While her persistence and unrelenting stamina has served her well in her career, it has served her clients even better. Since joining the firm in 2007, Jennifer has earned the respect, loyalty and trust of those she stands up for every day. And, she has earned a trial record that strikes fear into anyone who stands against them. Initially specializing in the areas of automotive product liability, personal injury, medical malpractice, employment litigation defense and general insurance defense, Jennifer has served on trial teams that have multiple defense verdicts and summary judgment phase dismissals. Jennifer's practice has since expanded to include environmental litigation, consumer litigation, civil rights litigation, municipal litigation, heavy equipment product liability, business litigation and medical device litigation defense. Throughout her career, Jennifer has represented auto manufacturers across the country, hospitals throughout the state and has defended disputes involving allegations of First Amendment violations, excessive force, discrimination, flooding and water channeling, asbestos, business dissolution and all varieties of wrongful death claims. Her litigation practice runs the spectrum from case initiation through trial, and she is most in her element when strategizing, problem-solving and persuading under pressure. To date, Jennifer has been entrusted with defending clients in approximately 10 jury trials. She represents a wide array of entities, from global Fortune 500 corporations to municipalities to local start-up businesses and tackles each client's cases with the same intensity, fortitude and efficacy. A North Carolina native, Jennifer earned her B.A. from The University of North Carolina at Chapel Hill and her J.D. from Cumberland School of Law at Samford University.

CASSANDRA FERGUSON is a Vice President and the Managing Unit Leader of the Management Liability Claims Unit at RSUI Group, Inc. She has over 20 years of employment litigation and management experience. Ms. Ferguson is a member of the Maryland Bar Association and the Tennessee Bar Association and earned her J.D. from Valparaiso University. She also holds a Masters' degree in Employment Law. Upon graduation from law school, Cassandra served as a Federal Law Clerk for the Eastern District of North Carolina. Subsequently, she was an Associate at a law firm in Memphis, TN with a primary practice area of civil litigation with emphasis in labor and employment law. Ms. Ferguson is also a Rule 31 Mediator and is a frequent speaker at state and national employment law conferences.

GARY W. FRANCIS currently serves as Associate General Counsel with General Dynamics Land Systems, headquartered in Sterling Heights, Michigan. General Dynamics Land Systems is global leader in the design, development, production and support of military vehicles and equipment. As Associate General Counsel, Gary provides legal advice and strategic counsel to leadership on all labor and employment laws and human resources matters for the Company's domestic and international operations. Additionally, Gary oversees the Company's global litigation portfolio, and serves as the primary counsel for broad range of areas including global investigations, data privacy and compliance. Before joining General Dynamics Land Systems, Gary was an attorney with Plunkett Cooney, PC in Bloomfield Hills, Michigan. His practice focused on representing management in traditional labor matters, employment litigation, and providing employers with preventative counseling on various employment laws such as Title VII, FMLA, ADA, FLSA, NLRA and OSHA. Gary received his B.A. in Supply Chain Management from Michigan State University in 1999, and his Juris Doctor from the Michigan State University College of Law in 2002. Also, he received his L.L.M., Master of Laws in Labor and Employment Law from Wayne State University Law School in 2007. Gary has been selected to Best Lawyers in America and highlighted in Michigan Super Lawyers. He is a member of the Association of Corporate Counsel and the labor and employment law advisory board for the Institute of Continuing Legal Education.

BRUCE GELTING has served as General Counsel of Rentokil North America since March, 2012, with responsibility for the United States, Canada, Mexico, the Caribbean and Central America. Prior to joining Rentokil, Bruce worked as a litigator and employment law specialist with several Philadelphia-area law firms, and then as General Counsel for the largest American-owned security guard company. He is a graduate of Penn State University and Villanova University Law School, and served as a United States Army Infantry officer before becoming an attorney. Rentokil, the world's largest pest control company, also provides services to commercial and residential customers in the areas of lawn care, hygiene, interior plantscaping, brand protection auditing, lake and water management and specialty chemical distribution.

LINDSEY HAZELTON is a partner with the Syracuse, New York ALFA International law firm of Hancock Estabrook, LLP and a member of the firm's Labor & Employment, Healthcare, Education and Municipal & Public Entities practice groups. She counsels both private and public sector clients on a variety of employment issues, including discrimination and harassment, wage and overtime matters, hiring and termination strategies, leaves of absence, benefit management and other human resource policy issues. Her practice includes assisting employers in responding to investigative audits and complaints, and the frequent defense of employment litigation claims before state and federal agencies and in the courts. Lindsey regularly represents management, municipalities and school districts in labor matters, such as collective bargaining, contract management, grievance administration, labor arbitrations and unfair labor practice proceedings. She has been selected as a Super Lawyer for Upstate New York and named to The Best Lawyers in America list. Lindsey is a graduate of Cornell University and the University of Buffalo Law School and presently serves as a Trustee for the Crouse Health Foundation.

SCHAUN HENRY practices in the Labor & Employment Group at McNees Wallace & Nurick LLC, the ALFA International member firm in Harrisburg, Pennsylvania. He provides representation and counseling to employers on a wide range of labor and employment matters, including employment discrimination cases under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Americans With Disabilities Act, the Family and Medical Leave Act, the Fair Labor Standards Act, and other federal, state and local issues. Schaun provides guidance for employers on unfair labor practices and other labor relations issues, as well as providing representation for employers at labor arbitrations and negotiations. He advises employers on a wide variety of personnel issues including hiring, termination and revision of policies. Schaun graduated from West Chester University and received his law degree from Dickinson School of Law. Before undertaking the practice of law, Schaun served in the Armed Forces. He is a retired Major of U.S. Army Special Forces.

JOEY M. HENSLEE, JR. is Labor & Employment Counsel in the UPS Corporate Legal Department in Atlanta, Georgia. In this capacity, his responsibilities include providing legal advice and training to the Company's Human Resources and Labor Relations managers on labor, employment, and compliance issues, as well as managing all employment-related litigation throughout UPS's Southwest, Northwest, Pacific, West and Central Regions. Joey other areas of substantive responsibility include coordinating class action litigation in the wage & hour, disability discrimination, and other employment discrimination areas. Similar to most UPS managers, Joey began his UPS career in 1988 as a part-time employee, and after his promotion into management, held various operational assignments in UPS's preload, hub, package, and air operations. Joey has also worked in various positions in Human Resources at UPS, including employee relations, training and development, workforce planning, and recruiting. In 1997, he was assigned to the Labor Relations function where he handled all aspects of collective bargaining, grievance administration, and labor arbitration under the UPS / International Brotherhood of Teamsters labor agreement. Joey joined the Corporate Legal Department in January 1999 as Labor & Employment Counsel. Joey graduated with honors from the University of South Carolina with a Bachelors of Arts in Political Science / Business Administration, as well as a Master of Human Resources. He is a 1996 graduate of the University of South Carolina School of Law, where he was a law clerk to Dennis R. Nolan, Webster Professor of Labor Law.

JOEL HLAVATY is one of the founding partners of Frantz Ward LLP, the ALFA International member firm in Cleveland, Ohio, and is a member of its

Management Committee. Joel focuses his practice on the representation of management in all phases of labor relations and employment litigation. Joel routinely advises employers on all aspects of their relationships with employees, as well as with matters concerning litigation prevention and human resources management. In addition, he regularly defends them in federal and state courts of all jurisdictions on claims arising under the various federal and state labor and employment laws. He represents employers with respect to complaints and charges filed with the EEOC and OCRC, NLRB and SERB, and with OSHA and the DOL, as well as with health care and ERISA issues and complaints, and collective bargaining issues and strike disputes. Joel graduated from John Carroll University with honors with a double major in philosophy and psychology and a minor in mathematics. He received his law degree with honors from the University of Akron. Prior to entering private practice, he served as a law clerk to the Honorable Alice M. Batchelder on the U.S. Bankruptcy Court and U.S. District Court for the Northern District of Ohio. Joel is a frequent presenter at seminars and management training programs on a wide variety of topics. He is a member of the Ohio Bar Association and Cleveland Metropolitan Bar Association. He also is the past chair of the Labor & Employment Law Section of the Cleveland Bar Association. Since 2010, Joel has been named one of Ohio's Super Lawyers and listed in U.S. News Best Lawyers in Cleveland.

KELLY M. HOFFMAN is a partner in the Portland, Maine ALFA International member firm of Norman, Hanson & DeTroy, LLC. Her practice focuses on litigation, including insurance defense and subrogation, employment and discrimination matters, professional liability defense, and Title IX employment and disciplinary matters. Since 2013, she has been listed in New England Super Lawyers as a Rising Star. Since 2018, she has been recognized by "Best Lawyers in America" for her work in Labor and Employment Litigation as well as Professional Malpractice Defense Law. She frequently acts as a continuing legal education presenter on both a national and state level, lecturing on employment law concerns of individuals, businesses, and counsel; evidentiary issues and challenges facing businesses and counsel during workplace investigations; and ethical dilemmas presented in litigation.

SARAH JOHNSON is Vice President, Associate General Counsel at Nordstrom, Inc., one of the nation's leading fashion specialty retailers with over 350 stores in 40 states, Puerto Rico and Canada. Sarah and her team advise the HR division on all employment issues including wage and hour laws, state and federal anti-discrimination laws and state and local legislation (scheduling, sick leave etc.) . She and her team also manage the company's wage and hour class action and PAGA lawsuits and individual arbitration/lawsuits. Before joining Nordstrom, Sarah was a partner at the Seattle law firm, Foster Pepper PLLC. Prior to moving to Seattle in 2000, Sarah was a partner at Bell, Boyd & Lloyd (now K & L Gates) in Chicago, Illinois.

PAUL G. KLOCKENBRINK is a partner with Gentry Locke, the ALFA International member firm in Roanoke, Virginia. Paul represents business clients in all aspects of the employment relationship including wage and hour laws, discrimination claims, return to work and noncompete/trade secret issues. He has successfully defended companies in jury trials covering a variety of employment issues. Paul regularly speaks and conducts training on various employment law issues. Paul chairs the firm's Hospitality and Restaurant Practice Group. He received his bachelor's degree from the University of Vermont and his J.D. degree from the University of San Diego.

JENNIFER M. LANKFORD is Senior Corporate Counsel for Cracker Barrel Old Country Stores, Inc., where she handles all matters related to employment litigation. Ms. Lankford manages the legal litigation team, which in addition to handling employment claims company-wide, supervises compliance measures and manages the company's ADR program. Ms. Lankford also oversees the Employee Relations department, which ensures Title VII and Title II compliance related to employees and guests, respectively, through training and investigations. With over 680 stores in 45 states, Ms. Lankford's role additionally includes advising on employment law matters affecting the store's 70,000 plus employees. Prior to joining Cracker Barrel, Ms. Lankford was a partner with Thompson Burton, PLLC, in Franklin, Tennessee, where she practiced employment defense litigation and provided compliance training and advice to companies operating nationwide. In 2017, Ms. Lankford was appointed by Governor Bill Haslam to the Tennessee Board of Appeals, the appeals panel for

state employees seeking to appeal a demotion, suspension, or termination by the State of Tennessee.

LINDSAY MASSILLON is a Shareholder at ALFA International member firm Fowler, White, Burnett P.A. in Miami, Florida. Lindsay is experienced in litigating mindfully on behalf of her clients in state and federal courts. Lindsay represents management against all employment-related claims, including FLSA violations, discrimination, harassment, wrongful termination, whistleblower suits, and FMLA violations, as well as enforcing non-compete agreements. Lindsay has a passion for counseling employers and helping them avoid litigation by providing advice on termination, pay structures, and human resource matters. Lindsay has experience designing and conducting comprehensive, effective internal investigations of employee complaints as well as conducting internal payroll audits. In conjunction with internal investigations and compliance, Lindsay works with employers to ensure that their policies and procedures are carefully crafted to minimize risk. Lindsay obtained her Bachelor of Arts from Rutgers College at Rutgers University. She received her Juris Doctorate from the Shepard Broad College of Law, Nova Southeastern University. While in law school, Lindsay served as staff member for the Nova Law Review and received the honor of having her article published as a student.

BYRONA J. MAULE is a shareholder at the ALFA International member firm in Oklahoma City, Phillips Murrah, P.C. where she serves as the senior member of the Firm's Labor and Employment Law Group. Her practice focuses on advising and representing corporations in all areas of labor and employment law transactions and litigation, such as employment contracts, independent contractor agreements, policies and procedures, unemployment, EEOC/ state human rights charges, OSHA violations and retaliatory discharge, NLRB unfair labor practice claims, federal and state wage and hour compliance and employment law litigation before state and federal courts. Ms. Maule spent five years as corporate counsel for a health care facility, providing her with a unique insight into her client's diverse labor and employment law needs. From 2009 to 2015, she served as a Commissioner on the Oklahoma Merit Protection Commission, the entity responsible for providing an employment dispute resolution system for Oklahoma state employees. She frequently conducts employment law training for businesses and governmental entities. Ms. Maule graduated Order of the Barristers from the University of Missouri - Columbia School of Law in 1986.

KIM METRICK is Vice President, Employment Law, Legal Operations and Investigations for the Walgreens Boots Alliance. Kim has held various leadership positions throughout her career with Walgreens. In her current role, Kim is responsible for leading a team of employment law and employee benefit attorneys and legal staff engaged in a broad based national employment and accessibility law practice. Kim also oversees the Legal Operations team at Walgreens. Prior to joining Walgreens, Kim was an associate with the law firm of Ross and Hardies in Chicago, IL. Kim holds a bachelor's degree in Political Science from the University of Michigan, Ann Arbor, and a Juris Doctorate degree from Chicago-Kent College of Law. Kim serves on the University of Michigan, Political Science Advisory Board and the Posse Foundation Chicago Advisory Board. Kim is passionate about advancing diversity, equity and inclusion and was awarded the 2021 Woman of Achievement Award by the Anti-Defamation League for her efforts to advance diversity within the legal community.

EMILY A. MIDDLEBROOK is an Associate Attorney with ALFA International member firm Hancock Estabrook, LLP in Syracuse, New York, where she represents both private and public employers in all aspects of labor and employment law. She counsels clients on several labor and employment issues, including Family and Medical Leave Act compliance, Fair Labor Standards Act compliance, addressing discrimination and harassment issues in the workplace and compliance with other federal and New York State labor laws, including overtime laws. Ms. Middlebrook also advises clients on issues concerning non-competition agreements and restrictive covenants and has litigated issues arising under restrictive covenants. Ms. Middlebrook regularly assists employers in developing employment policies and handbooks and addressing issues concerning employee work performance. Ms. Middlebrook also has experience in the defense of labor and employment litigation claims before state and federal courts and federal and state agencies including the defense of claims under the New York State Human Rights Law, Title VII, the Americans

with Disabilities Act, the Age Discrimination in Employment Act, the New York State Public Employees' Fair Employment Act (the Taylor Law) and other labor and employment laws. Ms. Middlebrook is a lecturer on issues including how to avoid discrimination and harassment related issues among the workforce, managing leave obligations and marijuana in the workplace and offers in-house training to clients on these, and other issues, as well.

ELIZABETH MUYSKENS is Co-Chair of the Labor, Employment & Employee Benefits Group of Stoll Keenon Ogden PLLC, the ALFA International member firm in Louisville, Kentucky. Elizabeth has been with the firm since 2008, and currently serves on the firm's Board of Directors. Elizabeth regularly coordinates with in-house counsel, human resources professionals and company leaders on internal investigations, personnel issues, policies, and a range of other concerns. She also counsels clients on workplace law issues, represents employers in administrative proceedings and is prepared to litigate matters when conflicts arise. Elizabeth received her law degree from the University of Kentucky and is licensed to practice in Kentucky and various federal courts, including the U.S. Supreme Court.

KEVIN OWENS is a senior shareholder in the ALFA International Chicago member law firm of Johnson & Bell, Ltd., and is co-chair of the firm's Product Liability Practice Group. His trial practice includes the defense of catastrophic injury, consumer, industrial, medical device, and other product liability actions, construction and general negligence actions, and the litigation of commercial disputes in state and federal courts. His experience also includes the defense of construction product defect actions, and litigation of contract actions at law and equity. He is also a certified mediator, having completed intensive mediation training and certification through Chicago's prestigious Center for Conflict Resolution. As a complex case mediator, Mr. Owens focuses his mediation practice on civil and commercial disputes involving product liability, complex and catastrophic injury cases, and construction matters. He is a graduate of Marquette University and DePaul University College of Law. Mr. Owens is past Chairman of ALFA International's Product Liability and Complex Litigation Practice Group, and is presently a member of its Steering Committee. He is also currently Chair of the ALFA International Board of Directors.

TAMARA NELSON is a shareholder with ALFA International member firm Merrick, Hofstedt & Lindsey, P.S. in Seattle, Washington, where she maintains an active litigation practice on behalf of corporate and institutional clients. Her practice focuses on commercial and complex torts, employment law and professional liability. Tamara has obtained successful outcomes on behalf of her clients in state and federal trial courts and has successfully argued before the Washington State Court of Appeals. She is admitted to practice in all Washington state and federal courts, as well as the 9th U.S. Circuit Court of Appeals. She is also a member of the King County Bar Association, where she served on the Board of Trustees from 2011-2014. In addition to her work, Tamara devotes substantial time to her community through her volunteer work with King County Community Legal Services and Lawyers Helping Hungry Children, a Washington nonprofit organization committed to ending childhood hunger.

COURTNEY NICHOLS is a Shareholder and Labor and Employment Practice Group Leader of the Michigan ALFA International law firm, Plunkett Cooney. Ms. Nichols represents employers in workforce-related litigation under state and federal law, including disputes involving allegations of wrongful termination, discrimination, retaliation, and wage and hour violations. Ms. Nichols also advises employers on complicated contractual issues and conducts in-house training for employers of various sizes. In addition, she represents employers in administrative matters before the NLRB, DOL, and EEOC. Ms. Nichols was selected as an Up & Coming Lawyer by Michigan Lawyer's Weekly and named a Rising Star by Michigan Super Lawyers.

AGNES FUENTEVILLA PADILLA is a Director and Vice President of the Albuquerque, New Mexico ALFA International law firm Butt Thornton & Baehr PC. She is a graduate of University of New Mexico School of Law and practices primarily in the area of employment law, civil rights and governmental entity litigation. Agnes represents employers in all types of employment matters, providing counsel, advice and training in the areas of hiring, firing, discipline and investigations. She also defends employers against charges brought before federal and state agencies and in federal and state courts. She is an active member of ALFA International's Steering Committee on Labor and Employment

Law and its Women's Initiative Practice Group, the State Bar of New Mexico, the New Mexico Defense Lawyers Association and Defense Research Institute. She is a past President of the University of New Mexico School of Law Alumni Association. Agnes has been a New Mexico Board of Legal Specialization Certified Specialist in Employment and Labor Law. She was also selected as a Southwest Super Lawyer in 2007 through 2016. She has served as an adjunct Professor at the University of New Mexico School of Law, teaching Evidence and Trial Practice and lectures frequently on employment issues.

CHRISTOPHER A. PAGE is a partner with ALFA International member firm Young Moore and Henderson P.A., in Raleigh, North Carolina. Chris is an experienced trial attorney specializing in the representation of clients in the hospitality and retail industries. He represents several national clients with all their legal needs, including claims relating to employment, business disputes, trademark infringement, false advertising, premises accidents, and construction defects. After graduating summa cum laude from Duke University, Chris earned his law degree from the Yale Law School, where he served as senior editor for the Yale Law Journal. Chris is the ALFAI Hospitality & Retail Practice Group's Marketing Chair and serves on ALFAI's Board of Directors. Chris is a frequent speaker at ALFAI seminars and has created many presentations on a variety of litigation and management topics.

KATHLEEN C. PEAHL is with the Manchester, New Hampshire firm of Wadleigh, Starr & Peters, PLLC, where she currently serves as the Manaing Partner. Ms. Peahl focuses her practice on labor and employment law and provides advice and representation to both private and public sector employers, including municipalities, school districts, hospitals, universities and businesses. She assists clients in all aspects of labor and employment law, providing advice on a wide range of employment and personnel issues including hiring, discipline and discharge, compliance with wage and hour laws, investigation of harassment and discrimination claims, administering disability and family leave requirements and drafting of policies and employment contracts. She has experience defending claims on behalf of employers in both state and federal court and before state and federal administrative agencies, including the Department of Labor, the New Hampshire Commission for Human Rights, Equal Employment Opportunity Commission, New Hampshire Department of Employment Security and New Hampshire Public Employee Labor Relations Board, and has successfully argued cases before the First Circuit Court of Appeals. Ms. Peahl is a former Secretary of the Board of Directors of ALFA International and a former chair of the ALFA International Women's Initiative Practice Group. She is a graduate of Boston College and Boston College Law School.

TIM PEEPLES is a director of Daniel Coker Horton & Bell, P.A., the ALFA International member firm in Oxford, Mississippi. Tim serves as the chair of the firm's Information Technology practice group and litigates on behalf of public and private employers in all areas of employment law, including discrimination and civil rights issues, wage and hour, employment contracts, covenants not to compete and wrongful discharge. He also regularly advises employers on employment matters ranging from employee handbook provisions, hiring and firing decisions and other employment-related policies and procedures. Tim is a frequent presenter on Title VII, ADEA, FMLA and FLSA issues.

BRIAN L. QUISENBERRY is a partner at the ALFA International member firm Clement Rivers, LLP in Charleston, South Carolina. Brian's practice focuses on employment and labor law. Brian represents both public and private employers in state and federal courts, as well as before administrative agencies such as the EEOC and the S.C. Human Affairs Commission. Brian advises his clients on compliance with state and federal laws and helps his clients develop strong policies and procedures. Brian also helps his clients enforce restrictive covenants and protect confidential information. Brian is AVPreeminent Peer Review Rated in the area of Labor and Employment.

KRISTA L. REYNOLDS is the Vice President of Human Resources at Morgan Properties and is responsible for implementing human resource management strategies that enable Morgan Properties to recruit, develop, and retain a high performing and motivated workforce. Krista oversees all human resource functions, including leadership development, employee relations, recruitment, benefits, compensation, and payroll. Krista has nearly 30 years of human resource experience. Prior to joining Morgan Properties, she served

as the Human Resources Administrator for the Center for Claims Resolution in Princeton, New Jersey, where she was responsible for all aspects of human resources including benefits administration, payroll, leave administration, employee relations, and records retention. Krista attended Rider University where she earned a Bachelor of Science in Business Administration with a focus on Human Resource Management and holds a Master of Arts in Organizational Leadership from Immaculata University. In addition, Krista has her Senior Professional in Human Resources (SPHR) certification and is a Society of Human Resource Management (SHRM) Senior Certified Professional (SHRM-SCP).

DONNA ROBERTS is the Chief HR Officer for Cracker Barrel Old Country Store, Inc., which operates more than 640 restaurant/retail stores in 43 states and employs in excess of 60,000 workers. Ms. Roberts is responsible for all the company's People and Talent strategies, programs and operations nationwide. Prior to her current role, Ms. Roberts was Vice President, Deputy General Counsel responsible for all aspects of the company's labor & employment practice as well as its complex litigation matters. Prior to joining Cracker Barrel, Ms. Roberts was a partner in the Nashville office of southeastern regional law firm, Stites & Harbison, PLLC, where she practiced in the areas of business litigation, employment and mass tort litigation defense.

JAKI SAMUELSON is a member of Whitfield & Eddy Law in Des Moines, Iowa. Her practice focuses on employment law, including both client counseling and litigation. She has served as President of the Iowa Academy of Trial Lawyers, the Iowa Defense Counsel Association, and the Iowa Organization of Women Attorneys. She has been recognized as a leading employment lawyer by Chambers USA, Best Lawyers in America, and Great Plains Super Lawyers. She received her bachelor's degree from Bradley University and her J.D. from the University of Iowa College of Law.

STEPHANIE MOULTON SARKIS, PHD NCC DCMHS LMHC is a

psychotherapist specializing in anxiety, gaslighting, narcissistic abuse, and ADHD. She is the author of several books, including the best-selling Gaslighting: Recognize Manipulative and Emotionally Abusive People - and Break Free. Dr. Sarkis is a National Certified Counselor, Licensed Mental Health Counselor, American Mental Health Counselors Association Diplomate, and a Florida Supreme Court Certified Family and Circuit Mediator. She has been in private practice for 20 years. She is a senior contributor for Forbes, and is also a contributor to Psychology Today. She is the host of the Talking Brains podcast. Find her website at www.stephaniesarkis.com.

GERO SCHNEIDER is head of Tiefenbacher's International Division and a core member of its employment and corporate practice. Tiefenbacher is the ALFA International member firm in Germany. Gero advises both German and international clients in all fields of employment law as well as any related corporate law issue with a particular focus on cross-border transactions. Gero has a wide range of experience in employment and corporate business matters, including litigation and arbitration, collective matters as well as cross-border transactions. Before joining Tiefenbacher as a partner in 2013, Gero practiced as General Counsel with the supermarket chain Lidl and another medium-sized law firm as a partner. Gero earned a doctorate from Leipzig University and a Master of Comparative Law from the University of Adelaide (South Australia). He is author of many legal publications. Gero is currently serving on ALFA International's Board of Directors and is also a past co-chair of the International Law Practice Group of ALFA International. He serves on a non-profit board of a trust, which is committed to facilitating, supporting and promoting various $% \left(1\right) =\left(1\right) \left(1\right) \left($ areas for a fulfilled, self-determined life in old age.

of Brown & James, P.C. in St. Louis, Missouri. Mr. Schwartz is an active trial lawyer with 30 years of experience representing employers in employment discrimination claims and non-compete disputes. Mr. Schwartz has also represented businesses in trade secret theft cases, business litigation matters, officer/director liability claims and technology, data breach and intellectual property disputes. Prior to joining his current firm, Mr. Schwartz was an Investigative Attorney for the U.S. International Trade Commission. Mr. Schwartz received his J.D. with Honors from George Washington University and his B.A with Distinction from Indiana University.

MARY PAT STAHLER is Senior Corporate Counsel at Dick's Sporting Goods (headquartered in Pittsburgh, PA) which she joined in 2018. Mary Pat is the primary labor and employment attorney for Dick's Sporting Goods, responsible for legal issues for distribution centers, 800+ stores, and the corporate headquarters, a total of approximately 45,000 employees. Mary Pat handles counseling on employee relations issues, all employment litigation, and compliance work. Mary Pat also manages immigration work and OSHA compliance. Prior to joining Dick's, Mary Pat was a Labor and Employment Associate at Morgan Lewis & Bockius and a Litigation Associate at Jones Day. Mary Pat also clerked for the Honorable Eduardo C. Robreno in the U.S. District Court for the Eastern District of Pennsylvania. Mary Pat obtained her law degree magna cum laude from the University of Pittsburgh in 2010. Mary Pat enjoys reading, working out, and spending time with her family. Mary Pat is married with two children, a dog, and a cat.

KATHRYN D. TERRY is a Director and Shareholder with the Oklahoma City, Oklahoma ALFA International firm, Phillips Murrah, PC. Kathy's litigation practice focuses primarily on labor and employment, on insurance coverage

and civil rights defense, although she also represents companies in a complex litigation, lending and corporate matters. The labor and employment aspect of Kathy's legal practices focuses on employer representation, defense and training. In addition to defending, wage, labor, contract and discrimination lawsuits, claims and grievances of all kinds, Kathy also advises offers training on the in the above areas, including also employment related regulatory requirements, human resources and personnel management, developing policies and procedures and record keeping. Kathy has represented two large corporate clients in large collective actions, resolving overtime exemption disputes under the Fair Labor Standards Act. A large part of Kathy's employment practice is focused on labor relations, involving disputes under collective bargaining agreements, and increasingly more common are labor and workforce issues that develop due to social media use and personal electronic devises, both in an out of the actual work place. Kathy's insurance coverage practice includes rendering coverage advice in formal opinions, representing both major insurance companies and their insureds in coverage, extra-contractual and liability disputes, as well as best practices claim handling training.

GENERAL INFORMATION

MEETING LOCATION

Carmel Valley Ranch

ATTIRE

CLE CREDIT

SPECIAL ACCOMMODATION

SEMINAR CONTACT

STAY CONNECTED WITH ALFA INTERNATIONAL











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