



ALFA International

THE GLOBAL LEGAL NETWORK



Navigating the Best Path to Reach the Summit

2023 LABOR & EMPLOYMENT PRACTICE GROUP SEMINAR

JUNE 21-23, 2023 | FAIRMONT BANFF SPRINGS | BANFF, ALBERTA, CANADA

www.ALFAInternational.com

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The best view comes after the hardest climb. With little room for discourse, widening generation gaps and complex compliance requirements, many employers feel as if they are hiking a never-ending and increasingly steep slope. It takes a team to make it to a summit. How do we climb together? What tools do we need to survive the storms ahead? What have we learned from the territory we've conquered?

This program will encourage collaboration, discussion and learning from the lessons of the "unprecedented" time we have survived. Our panels will provide unique insights regarding balance —balance between diversity and equity concerns and programs and discrimination risks; balance between staving off unionization efforts and interfering with concerted protected activity; balance between mental health and the need for workplace productivity; balance between international concerns in an increasingly globalized society. Work with us to quiet the chaos, explore unfettered territory and build a strong core to return to life outside while enjoying the marvelous Banff Mountain ranges.



Joel Hlavaty
Chair, Labor & Employment Practice Group
FRANTZ WARD, LLP
Cleveland, Ohio



Courtney Nichols
2023 Labor & Employment Seminar Program Chair
PLUNKETT COONEY
Detroit, Michigan

2022-2023 LABOR & EMPLOYMENT PRACTICE GROUP LEADERSHIP



Eddy Hayes
Chair, ALFA International Board of Directors
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New Orleans, Louisiana



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Course Book Editor
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Seattle, Washington



Jim Birch
Compendia Editor
QUILLING, SELANDER, LOWNDS,
WINSLETT & MOSER, P.C.
Dallas, Texas

WELCOME TO BANFF!

Welcome to Banff - one of the most precious, protected places in the world. A visit here offers the chance to experience the spectacular Canadian Rocky Mountains and glacier-fed lakes, wildlife at its wildest and small-town charm that only Banff can offer. Located in the heart of Banff National Park, a UNESCO World Heritage Site, the world-famous Fairmont Banff Springs hotel stands as a landmark in the picturesque alpine town of Banff, Alberta. Canada's "Castle in the Rockies."

HOW TO GET HERE

Getting here is easy. You can fly into Calgary International Airport (YYC), which offers connecting service from most major cities. Banff National Park is then a scenic 90-minute drive along the multi-lane Trans-Canada Highway. ALFAI is pleased to offer airport transportation to make getting to the seminar even easier. More information will be provided post-registration.



Note: When booking return flights, please leave approximately 4.5 hours for travel from the hotel to the airport and clearing customs. Afternoon flights are recommended.

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 140 member firms throughout the world. Our 80 U.S. firms represent 95 of the 100 largest metropolitan areas. Our 60 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.

11:00 a.m. – 2:00 p.m.
CLIENT ADVISORY BOARD MEETING & LUNCH
 Frontenac

2:00 p.m. – 5:00 p.m.
FACULTY REHEARSAL
 Van Horne Ballroom AB

2:00 p.m. – 6:00 p.m.
REGISTRATION
 Van Horne Ballroom Foyer

5:00 p.m. – 5:30 p.m.
ALFA INTERNATIONAL ALL ATTORNEY MEETING
 Van Horne Ballroom AB
 All attending ALFA International attorneys are required to attend.

5:30 p.m. – 6:30 p.m.

Women's Initiative Cocktail Hour

Norquay
 Kick off the seminar with your fellow female attendees for lively discussion during a networking cocktail hour.



Katie Connolly
 Women's Initiative Liaison
 NILAN JOHNSON LEWIS PA
 Minneapolis, Minnesota



6:30 p.m. – 9:30 p.m.

Majestic Mountain Welcome

Welcome Reception, Buffet Dinner & Registration
 Garden Terrace & Alberta Room

Welcome to the Canadian Rockies! Spend the evening reconnecting with old friends and networking with new acquaintances while enjoying the views of Bow River and the grand mountain peaks of the Palliser Range. The night will begin with a cocktail hour outside on the Garden Terrace, followed by a buffet dinner in the Alberta Room.



THURSDAY, JUNE 22

7:30 a.m. – 9:30 a.m.
BREAKFAST BUFFET
 Van Horne Ballroom C
 7:30 a.m.-8:30 a.m. – Meeting Attendees
 8:30 a.m.-9:30 a.m. – Spouses & Significant Others

7:30 a.m. – 8:30 a.m.
FIRST TIME ATTENDEE BREAKFAST
 Location TBA

8:30 a.m. – 12:15 p.m.
PROGRAM SESSIONS
 Van Horne Ballroom AB

8:30 a.m. – 8:45 a.m.

Introductory Remarks



Eddy Hayes
 Chair, ALFA International Board of Directors
 LEAKE & ANDERSSON, L.L.P.
 New Orleans, Louisiana



Courtney Nichols
 2023 Labor & Employment Seminar Program Chair
 PLUNKETT COONEY
 Detroit, Michigan



Joel Hlavaty
 Chair, Labor & Employment Practice Group
 FRANTZ WARD, LLP
 Cleveland, Ohio



Jessica Zaroski Bauer
 Chief Executive Officer
 ALFA INTERNATIONAL
 Chicago, Illinois

8:45 a.m. – 9:30 a.m.

GENERAL SESSION 1

WE'VE COME A LONG WAY, BABY – BUT THERE'S STILL A WAY TO GO

Companies have made great strides in improving their diversity, equity and inclusion initiatives and advancing diversity throughout their organizations. With this progress, however, comes the added risk of employee complaints, government investigations and litigation. This panel will draw from a variety of experiences to discuss DEI initiatives that have worked, what hasn't worked, and what Companies can do to manage their risk in a world where there is very little room for error. We hope this discussion will lead to an exchange of war stories and ideas that we can all use to further DEI initiatives that benefit our organizations as a whole.



Cate Jackson
 Moderator
 GENTRY LOCKE
 Roanoke, Virginia



Jennifer Egbe
 HUIE, FERNAMBUCQ & STEWART, LLP
 Birmingham, Alabama



9:30 a.m. – 9:50 a.m.

ROUNDTABLE SESSIONS

Roundtable discussions will occur throughout the program and will be led by the table captains listed below. Selected tables will report back to the larger group after each discussion period.

TABLE CAPTAINS



George Fagan
LEAKE & ANDERSSON, L.L.P.
New Orleans, Louisiana



Christopher Green
CRABBE, BROWN & JAMES LLP
Columbus, Ohio



Janet Hayes
LEWIS THOMASON
Knoxville, Tennessee



Joel Hlavaty
FRANTZ WARD LLP
Cleveland, Ohio



Paul Klockenbrink
GENTRY LOCKE
Roanoke, Virginia



Byrona Maule
PHILLIPS MURRAH P.C.
Oklahoma City, Oklahoma



Molly Manning
MULLIN HOARD & BROWN, LLP
Lubbock, Texas



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



Agnes Padilla
BUTT THORNTON & BAEHR PC
Albuquerque, New Mexico



Brian Quisenberry
CLEMENT RIVERS, LLP
Charleston, South Carolina



Nicholas Ruble
BAKER STERCHI COWDEN
& RICE L.L.C.
Kansas City, Missouri



Jaki Samuelson
WHITFIELD & EDDY LAW
Des Moines, Iowa



Amy Yarbro
MORRISON MAHONEY LLP
Boston, Massachusetts

9:50 a.m. – 10:05 a.m.

BREAK

10:05 a.m. – 10:50 a.m.

GENERAL SESSION 2

Unionization in a Vacuum—Employee Organizing Efforts in the New Labor Environment

Since COVID-19, employers have seen a new reality when it comes to hiring and maintaining qualified employees. It seems everyone wants to work from home and expected wages are exponentially higher. Those employers that had been able to hire see their new hires moving to new jobs with higher rates of pay in short order. Many retail establishments and other businesses are having to curtail their hours of operation just because they cannot find employees to man appropriate shifts. As if the challenging labor market was not enough, enter unions... Democrat administrations have typically been pro-union and the current administration is no exception. Employers are facing unprecedented unionization efforts and the National Labor Relations Board seems bent on tilting the playing field in favor of unionization. Join us as we discuss the new challenges of keeping a union-free workforce.



Shaun Henry
Moderator
MCNEES WALLACE & NURICK LLC
Pittsburgh, Pennsylvania



John Ritenour
CLEVELAND BROTHERS EQUIPMENT CO.
Pittsburgh, Pennsylvania



Rebecca Smitha
Chief Financial Officer
SEAKEEPER
California, Maryland



Mark Chumley
KEATING MUETHING & KLEKAMP PLL
Cincinnati, Ohio

10:50 a.m. – 11:10 a.m.

ROUNDTABLE DISCUSSION

11:10 a.m. – 11:40 a.m.

2023 Quick Fire Hot Topics

As our world and industry evolve, we continue to see significant changes in various facets of the law and the way it is practiced. This session will consist of short discussions on current hot topics and trends within labor and employment law. The specific topics will be confirmed approximately four weeks prior to the seminar.



Joel Andersen
Moderator
NILAN JOHNSON LEWIS PA
Minneapolis, Minnesota



Mike Chesney
FRANTZ WARD LLP
Cleveland, Ohio



Dawn Dillon
YOUNG MOORE AND HENDERSON P.A.
Raleigh, North Carolina

11:40 a.m. – 11:55 a.m.

BREAK

11:55 a.m. – 12:45 p.m.

Client Roundtable

Location TBA

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



12:45 p.m. – 1:45 p.m.

LUNCH

Van Horne Ballroom C

2:00 p.m. – 6:00 p.m.

**NETWORKING & DUELING PIANOS!
OH MY!**

Join your fellow attendees for a fun and interactive afternoon with the Dueling Piano Kings! Come prepared with your favorite song names because this afternoon, your requests rule. This will be an afternoon you won't want to miss!



7:00 p.m. – 10:00 p.m.

RECEPTION & DINNER BUFFET

Alhambra Foyer & Ballroom

*Cocktails & Dinner
at the Castle*

Enjoy an elegant cocktail reception and dinner buffet in this one-of-a-kind location with beautiful cast bronze doors and a fireplace that is original to this "Castle in the Rockies" hotel.



FRIDAY, JUNE 23

7:30 a.m. – 9:30 a.m.

BREAKFAST BUFFET

Van Horne Ballroom C

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. – 9:30 a.m.

GENERAL SESSION 3

How to Implement Compliance Measures Required by Recent Developments in European Employment Law in Entities Active on an International Scale

This panel presentation – which is intended to be an interactive session – will focus on recent developments in European employment-related legislation and case law, especially from the European Court of Justice, which led to new and burdensome requirements for employers when it comes to compliance, i.e. in relation to time recording requirements or the laws on vacation as well as documentation requirements and whistleblowing. This session not just be a mere description of laws but rather sharing experiences of in-house counsel and external advisors working on a global scale with international clients. As businesses expand around the globe, it is essential to get it right when establishing operations in other countries. Getting it right the first time will avoid costly mistakes when terminating an employee or closing an operation.

8:30 a.m. – 12:30 p.m.

PROGRAM SESSIONS

General Session – Van Horne Ballroom AB

Breakout Sessions – Baron Shaughnessy, D.C. Coleman



Gero Schneider
Moderator
TIEFENBACHER
Heidelberg, Germany



Suzan van de Kam
BUREN
Amsterdam, The Netherlands



Anneli Lonnberg
FYLGA
Stockholm, Sweden



Melanie Gassler-Tischlinger
GPK PEGGER KOFLER
& PARTNERS
Innsbruck, Austria



Elliot Miller
General Counsel, Senior
Vice President
WOWZA MEDIA SYSTEMS
Denver, Colorado

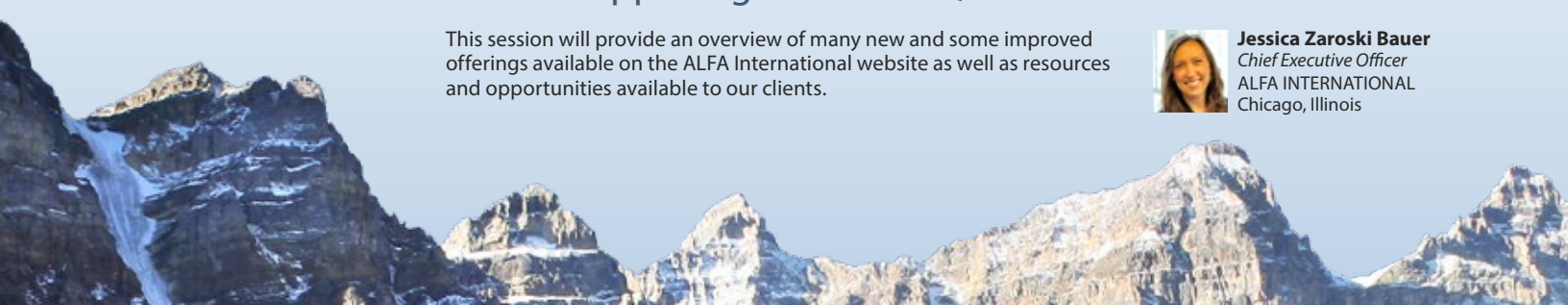
9:30 a.m. – 9:45 a.m.

What's Happening at ALFAI HQ

This session will provide an overview of many new and some improved offerings available on the ALFA International website as well as resources and opportunities available to our clients.



Jessica Zaroski Bauer
Chief Executive Officer
ALFA INTERNATIONAL
Chicago, Illinois



9:45 a.m. – 10:00 a.m.

BREAK

10:00 a.m. – 11:00 a.m.

BREAKOUT SESSIONS
SESSION 1 FOR REAL, WHERE ARE YOU FROM (AND HOW DID YOU WIND UP IN THIS BREAKOUT SESSION)? MICROAGGRESSIONS IN THE WORKPLACE AND THE COURTROOM

What are employers to do in a world full of Michael Scotts? Join us as we discuss the topic of microaggressions in the workplace, and explore whether and, if so, how microaggressions can potentially lead to legal claims that could result in employer-triggering macro-judgments and what employers can do to mitigate those risks.



Tim Peeples
 Moderator
 DANIEL COKER
 Oxford, Mississippi



Shane Swilley
 COSGRAVE VERGER KESTER LLP
 Portland, Oregon

SESSION 2 FAIR PAY, BETTER PAY AND PAID LEAVE

The trend toward pay equity continues with jurisdictions enacting pay transparency laws and the continued robust enforcement of existing statutes like the NLRA and EPA. While Congress has been unsuccessful in passing paid family/medical leave on a national level, state legislatures have filled in the gap with a patchwork of paid leave laws. Employers, especially those operating in multiple states, are significantly impacted by these trends and this breakout session will explore the best strategies for addressing these ongoing challenges.



Sarah Lamar
 Moderator
 HUNTERMACLEAN
 Savannah, Georgia

SESSION 3 HOW TO DISMANTLE A NUCLEAR BOMB

“Nuclear verdicts” in employment cases are growing in frequency and severity. A couple of examples: a June 2022 verdict in California for \$464 million in a case alleging sexual and racial harassment; an October 2022 Texas verdict for \$366 million in a case alleging racial bias. While opinions about the causes of this “nuclear age” vary, employers must have a strategy for dealing with cases with very bad facts, including bad conduct, bad documents and bad management employee witnesses. In this interactive session on hyper-sensitive topics, our panelists will provide practical and litigation advice for real life scenarios for employers facing potentially nuclear cases.



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



Janice Rickert
 Vice President of Litigation
 BLOOMIN' BRANDS, INC.
 Tampa, Florida



Jennifer Lankford
 Associate General Counsel
 CRACKER BARREL OLD COUNTRY STORE
 Lebanon, Tennessee

11:00 a.m. – 11:15 a.m.

BREAK

11:15 a.m. – 12:05 p.m.

GENERAL SESSION 4

Ain't No Mountain High Enough: Addressing Mental Health Challenges in the Changing Workplace

Mental health in today's workplace is both a challenge and an opportunity. In this session, we'll explore mental health literacy for the workplace and the risks and rewards of incorporating various mental health programs and conversations into workplaces of all sizes. We will also discuss the most common legal issues facing businesses when addressing employee mental health.



Katie Connolly
 Moderator
 NILAN JOHNSON LEWIS PA
 Minneapolis, Minnesota



Stephanie Moulton Sarkis,
 PhD NCC DCMHS LMHC
 Psychotherapist
 Tampa, Florida



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

12:05 p.m. – 12:25 p.m.

ROUNDTABLE DISCUSSION

12:25 p.m. – 12:30 p.m.

Closing Remarks

12:30 p.m. – 1:30 p.m.

LUNCH*Van Horne Ballroom C*

1:30 p.m. – 5:30 p.m.

OPTIONAL POST-SEMINAR TOURS

Please refer to the optional activities brochure for more information.

Advanced registration is required.

6:30 p.m. – 10:00 p.m.

OPTIONAL POST-SEMINAR DINNER

Please refer to the optional activities brochure for more information.

Advanced registration is required.

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.

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. She also enjoys swimming in Lake Michigan, playing beach volleyball and watching Oscar nominated movies.

MIKE CHESNEY is a partner in the Labor and Employment Practice Group at Frantz Ward LLP, the ALFA International member firm in Cleveland, Ohio. Mike represents management in all aspects of labor and employment law, including representing employers in court, arbitrations, administrative proceedings, and other disputes. He advises companies, both large and small, on human resources issues and litigation prevention, including advice on terminations, compliance with employment laws, workplace investigations, and the preparation of policies and employment agreements. Mike has successfully represented employers in single plaintiff and class/collective actions in state and federal courts,

arbitration matters, and before administrative agencies throughout the country.

MARK CHUMLEY is a partner with ALFA International member firm Keating Muething & Klekamp PLL in Cincinnati, Ohio, 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, including employee discipline, discharge, investigations of allegations of harassment, discrimination and employee misconduct, and issues arising from the use of e-mail and the internet. In addition, Mark serves as co-leader of the firm's multi-disciplinary Evolving Media & Technology Team. Mark graduated with a B.A. from the 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 the 6th U.S. Circuit Court of Appeals.

KATIE M. CONNOLLY is a Shareholder and Chair of the Labor & Employment group at Nilan Johnson Lewis PA, the ALFA International member firm in Minneapolis. Katie represents publicly traded and Fortune 500 companies across the nation in post-employment covenants and trade secret litigation. In addition to her covenant and trade secret work, Katie routinely advises and litigates discrimination claims, as well as leave of absence and time-off claims, with a growing focus on pay equity issues.

DAWN DILLON is a shareholder and operations manager with the ALFA International firm of Young Moore and Henderson P.A. in Raleigh, North Carolina. She received her B.A. magna cum laude from the University of Mary Washington and her J.D. from Wake Forest University School of Law. Her practice includes defending employers in workers' compensation and employment matters before the North Carolina Industrial Commission, Department of Labor, EEOC and North Carolina State and Federal

Courts. Dawn assists employers meet their goals in non-compete, discrimination, harassment, retaliation and wage and hour matters. She has experience with FMLA and ADA and their impact on workers' compensation claims and is often invited to speak on that and other employment and workers' compensation related topics.

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.

MELANIE GASSLER-TISCHLINGER is head of GPK Pegger Kofler & Partners' labor & employment law practice. GPK Pegger Kofler & Partners is the ALFA International member firm in Austria. Melanie advises both

Austrian and international clients in all fields of labor & employment law as well as related litigation and ADR. Her particular focus is directed at providing advice to entities active internationally as well as complex litigation matters. Prior to becoming partner of GPK Pegger Kofler & Partners in 2008, Melanie worked for a mid-size international law firm in Vienna, where she was admitted to the Bar in 2005. Melanie speaks English, German and French and holds Austrian as well as Australian citizenship. She gained her law degree from the University of Vienna and also has an LL.M. in International Business & Tax Law from the Management Center Innsbruck, in cooperation with the Frankfurt School of Finance & Management Bankakademie. Melanie is a lecturer in the diploma program “Business Management and Law” and the master program “Legal Dimension of Entrepreneurship & Business Formation” at the Management Center Innsbruck, where she has been teaching international students in English for many years. She is a member of various legal networks, such as the Austrian Lawyers’ Association. Melanie is currently a member of ALFA International’s Marketing Committee.

CHRIS GREEN is a partner with the ALFA International member firm of Crabbe, Brown & James LLP in Columbus, Ohio. He joined the firm’s equity partnership on January 1, 2023, becoming the youngest partner in the firm’s over 100 year history. His practice focuses on general defense litigation in both state and federal court, and includes class action, employment, business tort, insurance, civil and constitutional rights, and complex tort matters. He also serves as associate general counsel to the National Fraternal Order of Police which represents 365,000 members nationwide. Chris grew up in Dublin, Ohio and received his legal training at The Ohio State University Moritz College of Law. While in law school, Chris was a managing editor of the Ohio State Law Journal. Chris is a “double Buckeye” having attended The Ohio State University for his undergraduate studies, as well. Chris is a member of ALFA’s Future Leaders Forum, Labor & Employment Steering Committee, and Transportation practice groups.

EDWARD T. HAYES is a partner at ALFA International member firm Leake & Andersson, L.L.P. where he leads the firm’s international trade and business practice. The firm’s international trade and business practice focuses on a wide variety of international issues, including customs matters; import/export transactions; international sales of goods and services; disputes under bilateral investment treaties; antidumping and countervailing duty proceedings before the

Department of Commerce and International Trade Commission; and World Trade Organization dispute settlement. Mr. Hayes also maintains an active international public policy and government relations practice, where he advises businesses and local governments on international trade capacity and international economic development issues, including the business implications of international multilateral and regional free trade agreements. In January 2014 the country of Ukraine appointed Mr. Hayes to serve as the Honorary Consul to Ukraine for the State of Louisiana. Mr. Hayes is charged with promoting and preserving the interests of Ukraine and her citizens throughout the State of Louisiana.

JANET HAYES, a Shareholder in the Knoxville office of the ALFA International member firm Lewis Thomason. She is an advocate for employers and businesses across the state. Her practice is focused on employment and appellate law. Ms. Hayes has successfully defended all types of employment claims including sexual harassment, retaliatory discharge, discrimination, workers’ compensation, invasion of privacy, wage/hour claims, and denial of benefits. With over 20 years of litigation experience, Ms. Hayes now devotes most of her time to developing litigation-avoidance strategies for her clients. She drafts client-specific employee handbooks, policies, and employment contracts to provide legal compliance Carson-Newman College, B.A., magna cum laude, 1993 University of Tennessee, J.D., high honors, 1996 Tennessee, 1996 Appellate Class Action Employment while enhancing business success. She also conducts manager/supervisor training classes and compliance audits. Employers frequently call upon Ms. Hayes to conduct formal investigations of employee complaints and allegations of internal wrongdoing. Her investigations have included allegations of sexual harassment, age discrimination, embezzlement, misappropriation of time, abuse of leave policies, and generalized claims of mismanagement and unprofessional conduct. In addition to her employment practice, Ms. Hayes also represents the firms’ clients on appellate matters. She has written multiple appellate briefs and has successfully argued before the Tennessee Court of Appeals and the United States Court of Appeals for the Sixth Circuit.

SCHAUN HENRY practices in the Labor & Employment Group at McNeese 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.

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 with 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.

CATE JACKSON is a partner with ALFA International member firm, Gentry Locke, in Roanoke, VA. Cate focuses her practice on labor and employment, professional liability and workers’ compensation. She also advises businesses in the restaurant and hospitality industry on employment matters. Cate has tried a number of cases in both state and federal trial courts and has extensive experience with motions practice. Cate regularly speaks and conducts training on a variety of employment and workers’ compensation issues in and outside of Virginia. She received her bachelor’s degree from Virginia Tech and her J.D. from Liberty University.

SARAH H. LAMAR is a partner in the Savannah, Georgia ALFA International law firm of HunterMaclean, and she is a former Chair of ALFA International. Ms. Lamar has experience representing employers in state and federal courts with respect to claims under Title VII, the Age Discrimination in Employment Act, Americans with Disabilities Act, Family and Medical Leave Act, and the Fair Labor Standards Act. She also represents employers with respect to breach of contract and tort claims, and conducts in-house training for employers and advises clients on a variety of human resource issues including immigration and affirmative action matters. Ms. Lamar is admitted to the bars of Georgia and the District of Columbia and all federal courts in Georgia. She was also the long-time chair of the Georgia Chapter of the Society for Human Resource Management Government Affairs Committee. Ms. Lamar received her B.A. in History from Yale University in 1988, and her J.D. from Emory University in 1991. She has been selected for Best Lawyers in America in Employment Law - Management Side for the last 12 years and in Chambers USA for Employment Law. She was named

by Best Lawyers as 2022 “lawyer of the year” for employment law in her area.

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.

ANNELI LÖNNBORG is as of 2019 head of the law firm Fylgia’s labor & employment law practice group. Fylgia is the ALFA International member firm in Sweden. Anneli has an extensive experience of advising clients (mainly employers) in all fields of labor & employment law issues and is frequently engaged as an attorney in employment law disputes. The clients are both domestic and international ones. Prior to becoming partner of Fylgia in 2020, Anneli worked for other well reputable law firms in Sweden and has also been working at the Administrative Court in Gothenburg. Anneli was admitted to the Swedish Bar in 2013. Anneli speaks Swedish and English, and has knowledge in Spanish after having been living and studied in Madrid. Anneli gained her law degree from the University of Stockholm in 2006 and has in 2022 successfully completed the Arbitrator Training Program arranged by the Stockholm Chamber of Commerce (SCC) and the Swedish Arbitration Association (SAA). Anneli thus now holds the right to be appointed as an arbitrator (judge). Anneli is in Sweden a known author to a monthly labour & employment chronicle in a magazine published by FAR, which is the institute for the accountancy profession in Sweden.

MOLLY A. MANNING is a partner at Mullin Hoard & Brown, LLP, the ALFA International

member firm in Lubbock, Texas and is a member of the firm’s management committee. Her practice focuses mainly in the area of Employment and Civil Litigation. Molly’s Civil Litigation practice includes Employment Litigation; Commercial, Business and Contract Litigation; Creditor and Banking Litigation; Self-Insured and Insurance Defense; Construction Litigation, Premises Litigation, Estate Disputes and Litigation as well as other general litigation matters. She has extensive litigation experience in both state and federal courts as well as significant jury trial experience. Molly graduated from Colorado State University in 1996 with a B.A. in Business Administration and a Minor in Agricultural Economics. While in college she was a member of the Colorado State Equestrian Team. Molly obtained her J.D. from Texas Tech School of Law in 1999. Molly is admitted to practice in the State of Texas, the State of Colorado, State of New Mexico, and the U.S. District Courts of the Northern, Western and Southern Districts of Texas.

BYRONA J. MAULE is a shareholder of Phillips Murrell P.C., the ALFA International member firm in Oklahoma City, Oklahoma, where she serves as the senior member of the firm’s Labor and Employment Law Group. Byrona’s 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. Previously, Byrona spent five years as corporate counsel for a healthcare facility, giving her 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. In addition, she frequently conducts employment law training for businesses and governmental entities. Byrona graduated Order of the Barristers from the University of Missouri - Columbia School of Law in 1986.

ELLIOT MILLER is General Counsel and Senior Vice-President of Wowza Media Systems, which is based in Colorado with offices in Berlin, Germany and Stockholm, Sweden, and employees around the world. For more than 15 years, Wowza has powered 35,000+ video implementations globally across a range of

end markets, including media, enterprise, government, aerospace, healthcare, and more. Wowza's high-availability video platform is trusted by developers and technology teams at discerning institutions across industries, including NASA, SONY, Facebook, Jewelry TV, University of Oregon, and thousands more globally. Elliot leads Wowza's global people operations, legal affairs, compliance programs, and corporate development activities. With more than 15 years of experience providing in-house legal counsel to technology and services companies, Elliot works to attract and retain great colleagues by building a collaborative, entrepreneurial culture with compelling employee benefits. In Elliot's legal and corporate development roles, he leads initiatives and processes to support Wowza's rapid growth while managing the company's risk.

TAMARA NELSON is an attorney 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 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.

AGNES FUENTEVEILLA PADILLA is a Director and former President and Managing Partner 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 every year since 2007. She is also recognized by Best Lawyers in America. 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.

TIM PEEPLES is a director of Daniel Coker, 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.

JANICE RICKERT is Vice President of Litigation at Bloomin' Brands, Inc., a company of founder inspired restaurants including Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill, and Fleming's Prime Steakhouse and Wine Bar. Bloomin' Brands is headquartered in Tampa, FL and is one of the world's largest casual dining companies with approximately 82,000 Team Members and more than 1,450 restaurants worldwide. Janice leads the team responding to US based legal matters involving Bloomin' Brands and its related entities, to include matters of commercial disputes, employment law, public liability, workers' compensation, property and lease disputes, agency investigations and critical incident responses. She is a strategic business partner, monitoring legal and regulatory trends in order to provide sound advice and counsel to help best meet company goals.

JAKI SAMUELSON is a member of Whitfield & Eddy Law, the ALFA International member firm 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 and Healing From Toxic Relationships: 10 Essential Steps to Recover from Gaslighting, Narcissism, and Emotional Abuse*. 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 over 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 tax 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 tax 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 tax aspects of 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 doctor degree 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 also a past Co-Chair of the International Law Practice Group of ALFA International and has been serving as member of the Board of Directors. He serves on a non-profit board of a trust which is committed to facilitating, supporting and promoting of various areas for a fulfilled, self-determined life in old age, 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 areas for a fulfilled, self-determined life in old age.

SHANE P. SWILLEY is a partner with ALFA International member firm, Cosgrave Vergeer Kester LLP, in Portland, Oregon. Shane focuses his practice in the area of employment law. He provides clients with advice and counsel on personnel matters, HR investigations, company policies and procedures, employment agreements, and compliance with employment laws. He also litigates claims of discrimination, retaliation, wage-and-hour violations and violations of other employment laws before administrative agencies, in arbitration, and in state and federal court. Shane is a frequent presenter and author on employment law issues for various industries and business groups. Shane was listed in Oregon's Super Lawyers as a Rising Star for labor and employment law in 2012-2015 and 2017.

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 devices, 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.

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.

AMY YARBRO is a Partner at Morrison Mahoney LLP, the ALFA International member firm in Boston, Massachusetts. Her practice includes a wide range of employment matters involving allegations of discrimination, harassment, retaliation, wage and hour issues, ADA compliance, and Family and Medical Leave Act (FMLA) / Massachusetts Paid Family and Medical Leave Act (PFML) matters. She represents clients before Massachusetts state and federal courts, the Massachusetts Commission Against Discrimination, the Equal Employment Opportunity Commission, and other state and federal agencies. She received her B.A. from the University of Texas at Arlington and J.D., magna cum laude, from New England Law | Boston.

GENERAL INFORMATION

MEETING LOCATION

Fairmont Banff Springs
405 Spray Avenue
Banff, Alberta, Canada
Tel: (403) 762-2211

[Hotel Website](#)

REGISTRATION

Please contact ALFA International Headquarters to register.

ATTENDANCE IS OPEN ONLY TO MEMBERS OF ALFA INTERNATIONAL AND THEIR INVITED GUESTS AND IS LIMITED TO AGES 21+.

ATTIRE

The attire for the educational sessions throughout the conference is "business casual". The dinners on Wednesday, Thursday and Friday evening are "resort casual" attire. Khaki pants and polo shirts are acceptable for men and dresses, skirts or pants for women. No jackets are necessary at any evening events, but the cocktail reception on Wednesday is outdoors, so layers are recommended.

SPECIAL ACCOMMODATION

If you need any special accommodations, including a nursing room, special dietary meals, ADA access or other needs, please reach out to ALFAI staff in advance of the meeting and we will ensure that necessary accommodations are provided.

CLE CREDIT

ALFA International is an approved CLE provider in Illinois, California & Pennsylvania and certifies this program has been approved for 5.5 hours of CLE. However, seminars are designed to meet CLE requirements, regardless of jurisdiction. To receive CLE credit outside of these states, attorneys should apply directly to their state's governing CLE board. Helpful links and information on how to apply for course credit are available on the ALFA International website and staff are available to assist with any concerns.

SAFE RETURN TO LIVE MEETINGS PROTOCOL

The health and safety of all attending ALFA International clients, member attorneys, guests, vendors and staff are of the utmost importance to ALFA International. Please review the [Safe Return to Live Meetings Policy](#) on the ALFA International website for current protocols in place for live meeting attendance. Please note, this policy may change as CDC guidelines are updated so, please check back as the program approaches.

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