

## Devjani H. Mishra

Shareholder

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## Focus Areas

Business Restructuring and M&A  
Whistleblowing, Compliance and Investigations  
Discrimination and Harassment  
Contractors, Staffing and Contingent Workers  
Leaves of Absence and Disability Accommodation  
Healthcare  
Retail  
Emerging Companies and Venture Capital

## Overview

Devjani H. Mishra draws on more than 25 years of in-house and outside counsel experience to partner with management in creating scalable and efficient solutions to complex workplace challenges. She is a leader of Littler's COVID-19 Task Force and Vaccination Working Group, as well as a member of Littler's Leave of Absence and Disability Accommodation Core Group.

Prior to joining Littler, Devjani spent almost seven years as the primary in-house employment counsel for a global biotechnology company serving patients in more than 50 countries. Devjani brings this client-centered perspective to her work with companies of all sizes, from startups to multinational corporations, including:

- Planning and performing transactional due diligence, workforce integration and business restructuring
- Building corporate compliance and ethics programs, performing employment practices audits and managing internal investigations
- Supporting stakeholders in capturing best practices for recruiting, contingent workforce and alternative staffing, performance management, and discipline

- Addressing requests for hybrid and flexible work, accommodation and military, medical and family leaves of absence

Devjani is also an experienced litigator, and has successfully handled employment complaints from inception through trial in federal and state courts and agencies. She works closely with clients to set cost-effective defense strategy and to alleviate the business disruption that litigation can cause.

Devjani is a regular presenter on employment law topics before the American Bar Association, the Practising Law Institute and other professional forums.

## Professional and Community Affiliations

- Member, American Employment Law Council
- Membership Co-Chair, Labor and Employment Law Section, Employment Rights and Responsibilities Committee, American Bar Association
- Member, South Asian Bar Association of New York
- Member, BioCT

## Recognition

- Fellow, *College of Labor and Employment Lawyers*

## Education

J.D., Columbia University School of Law, *Harlan Fiske Stone Scholar*

B.A., Yale University, *with distinction*

## Bar Admissions

New York

Connecticut

Pennsylvania

## Courts

U.S. Court of Appeals, 2nd Circuit  
U.S. Court of Appeals, 4th Circuit  
U.S. District Court, Southern District of New York  
U.S. District Court, Eastern District of New York  
U.S. District Court, Western District of New York  
U.S. District Court, Northern District of New York  
U.S. District Court, District of Connecticut  
U.S. District Court, Eastern District of Pennsylvania  
U.S. District Court, District of Vermont

## Publications & Press

### **Legal Challenge to PWFA Regulations by 17 States Revived by the Eighth Circuit**

*Little ASAP*

February 24, 2025

### **The Most-Read Employment Law360 Guest Articles Of 2024**

*Law360*

December 23, 2024

### **Little Appoints New Leadership to Its 'Ohana Affinity Group and SOAR Program**

*Little Press Release*

August 7, 2024

### **Workplace mental health requests are skyrocketing, but can employers keep up?**

*Property Casualty 360*

May 28, 2024

### **Mental health requests have skyrocketed, but company policies are lagging**

*Benefits PRO*

May 23, 2024

### **Employee mental health requests have skyrocketed but only a fraction of leaders are making real changes**

*Fortune*

May 13, 2024

### **Are employers doing enough about employee mental health?**

*Human Resource Executive*

May 10, 2024

**Employers Expect Increased Regulatory Enforcement amid Legislative Slowdown in Election Year, Survey Finds**

*In Business Phoenix*

May 9, 2024

**Employers Expect Increased Regulatory Enforcement Amid Legislative Slowdown in Election Year, Littler Survey Finds**

*Littler Press Release*

May 8, 2024

**The Littler Annual Employer Survey 2024**

*Littler Report*

May 8, 2024

**More Workers Seek Mental Health Accommodations, Creating Vexing Legal, HR Decisions for Firms**

*Corporate Counsel*

May 8, 2024

**Companies bracing for more high-impact employment law changes**

*American City Business Journals*

May 8, 2024

**US firms expect little reprieve from enforcement this election year**

*International Employment Lawyer*

May 8, 2024

**Pandemic-Based Workplace Restructuring Persists, Employers Say**

*Bloomberg Law*

May 8, 2024

**Breaking Down EEOC's Final Rule To Implement The PWFA**

*Law360*

April 24, 2024

**EEOC Releases Expansive Final Regulations to Implement the Pregnant Workers Fairness Act**

*Littler Insight*

April 17, 2024

**That's A Wrap! CDC Reduces Recommended COVID-19 Isolation Period**

*Littler ASAP*

March 1, 2024

**The productivity problem: The future of in-office mandates looms large**

*American City Business Journals*

June 20, 2023

**Experts warned hybrid work would be hard. Employers are confronting the harsh reality.**

*American City Business Journals*

May 26, 2023

**As the remote work battle rages, employees are holding the line**

*American City Business Journals*

May 23, 2023

**As mental health crisis grows, leave requests are on the rise**

*Human Resource Executive*

May 18, 2023

**As employers settle in to hybrid work, new headaches are arising**

*American City Business Journals*

May 17, 2023

**Little Survey: Economic Volatility, AI Adoption and Heightened Regulatory Activity Pose New Challenges for Employers**

*General Counsel News*

May 12, 2023

**Little Survey: Economic Volatility, AI Adoption and Heightened Regulatory Activity Pose New Challenges for Employers**

*Little Press Release*

May 10, 2023

**The Little Annual Employer Survey 2023**

*Little Report*

May 10, 2023

**New State and Local Laws on Paid Leave, Other Topics Reshaping Workplaces**

*Corporate Counsel*

May 10, 2023

**Workers' Mental Health Needs On The Rise, Little Report Says**

*Law360 Employment Authority*

May 10, 2023

**Hybrid Working Schedule ‘Here to Stay,’ Littler Survey Shows**

*Bloomberg Law*

May 10, 2023

**What COVID-19 Leave Is Left?**

*Littler Insight*

March 7, 2023

**Nursing Mothers in New York Get Additional Workplace Protections**

*Zenefits*

February 5, 2023

**How to comply with New York’s updated workplace lactation accommodation law**

*HR Dive*

January 23, 2023

**New rules to assure nursing moms privacy, comfort at workplace**

*Newsday*

January 18, 2023

**New York State Poised to Increase Fines for Workplace Injuries and Deaths**

*SHRM Online*

December 23, 2022

**New York State Poised to Significantly Increase Fines for Workplace Injuries and Deaths**

*Littler ASAP*

December 21, 2022

**New York State Expands Lactation Accommodation Requirements**

*Littler ASAP*

December 14, 2022

**Flu Season Will Require Sound Culture and Flexibility from Employers**

*WorldatWork*

November 17, 2022

**Flu, RSV, COVID: 6 ways employers can deal with a potential wave of absences**

*CNN Business*

November 16, 2022

**4 Ways COVID-19 Reshaped Employees' Expectations**

*Law360 Employment Authority*

November 1, 2022

**New York State to Follow CDC Guidance on COVID-19 Quarantines**

*SHRM Online*

September 22, 2022

**New York State to Follow CDC Guidance on COVID-19 Quarantines and Isolations**

*Little ASAP*

September 19, 2022

**Updated CDC COVID-19 Guidance Eliminates Precautionary Quarantine, Focuses on Boosters, Masking, and Testing**

*Little ASAP*

August 12, 2022

**What Employers Should Know As Long COVID Afflicts Millions**

*Law360 Employment Authority*

August 5, 2022

**Monkeypox: What Does this Mean for Employers?**

*Little Insight*

August 3, 2022

**The EEOC's update trends medical-testing guidance back toward pre-pandemic norms**

*HR Brew*

July 29, 2022

**Be Aware of Legal Challenges with Hybrid Work**

*SHRM Online*

July 27, 2022

**EEOC Updates COVID-19 Guidance, Potentially Limiting Employers' Ability to Screen Employees for COVID-19**

*Little Insight*

July 14, 2022

**More Employer vaccine mandates in place, but fewer implement policies**

*Business Insurance*

June 1, 2022

**How health information privacy laws apply when reopening the workplace**

*HR Dive*

May 23, 2022

**Employers changing their positions on high-stakes topics**

*American City Business Journals*

May 21, 2022

**Study puts waning employer vaccine mandates in focus**

*Business Insurance*

May 18, 2022

**How the talent squeeze is driving flexible work options**

*Human Resource Executive*

May 13, 2022

**'Living with COVID': The continued impact of the pandemic on HR**

*Benefits Pro*

May 6, 2022

**Inside Track: Employers Walking on Eggshells to Avoid Losing Talent**

*Law.com*

May 5, 2022

**Lack Of Federal Vax Rule Leaves Many Cos. Without A Policy**

*Law360 Employment Authority*

May 4, 2022

**Littler Survey: Competitive Talent Market and Pandemic Uncertainty Complicate Return-to-Office Policies**

*Littler Press Release*

May 4, 2022

**The Littler Annual Employer Survey 2022**

*Littler Report*

May 4, 2022

**COVID Still Challenging Employers on Many Fronts, Survey Finds**

*Corporate Counsel*

May 4, 2022



**Vaccine Mandates at Work Part of ‘New Normal,’ Employers Say**

*Bloomberg Law*

May 3, 2022

**Disability Accommodation and COVID-19: Ten Emerging Issues to Consider**

*Little Insight*

April 28, 2022

**Kentucky jury’s discrimination ruling a wake-up call for mental-health awareness**

*International Employment Lawyer*

April 20, 2022

**Resuming Business Travel May Cause Legal Turbulence**

*Law360 Employment Authority*

March 25, 2022

**Early Covid-19 Disability Ruling Offers Blueprint for Lawsuits**

*Bloomberg Law*

February 25, 2022

**EHS On Tap: E98 The Latest on COVID-19 Vaccine Requirements for Employers**

*EHS Daily Advisor*

February 8, 2022

**Effects of Supreme Court ruling on OSHA mandate linger**

*McKnights Senior Living*

January 24, 2022

**‘No jab no job’: companies face legal wrangles over COVID vaccine policies**

*Financial Times*

January 15, 2022

**Supreme Court Stays OSHA “Vaccinate or Test” Emergency Temporary Standard**

*Little ASAP*

January 13, 2022

**The Supreme Court just signaled it could block Biden’s nationwide vaccine mandate**

*Fortune*

January 7, 2022

**U.S. Supreme Court to Hear Oral Argument on OSHA ETS, Medicare/Medicaid Vaccination Mandates on Friday, January 7, 2022**

*Little ASAP*

January 5, 2022

**New Year, New Rules: Chicago Will Require Proof of Vaccination to Enter Most Public Establishments as of January 3, 2022**

*Little ASAP*

December 23, 2021

**3 Takeaways After 6th Circ. Lifts Stay On Virus Rule**

*Law360 Employment Authority*

December 21, 2021

**Friday Night Fights – What Just Happened to the OSHA and Federal Contractor Vaccine Mandates?**

*Little Insight*

December 18, 2021

**Vax Up, Speak Up, or Stay Home: New York City Issues New Guidance on Vaccination Mandates for Private Workplaces and the Key to NYC Pass**

*Little Insight*

December 16, 2021

**Back to Basics: New York State Mandates Masks in Indoor Public Places**

*Little ASAP*

December 10, 2021

**Could cities now mandate vaccines for private employers?**

*InBusiness Madison*

December 10, 2021

**NYC Shot Mandate Built to Withstand Suits, Lawyers Say**

*Bloomberg Law*

December 9, 2021

**New York City to impose COVID vaccine mandate on all private-sector workers**

*Financial Times*

December 6, 2021

**“We Are Not Going Back”: New York City Announces Vaccine Mandate for Private-Sector Employers**

*Little Insight*

December 6, 2021

**Vaccine Exemption Bids for Health-Care Workers to Spark Lawsuits**

*Bloomberg Law*

November 30, 2021

**COVID-19 Booster Shots: Jurists Discuss Personal Motivations for Supporting, Resisting Dose**

*Daily Report*

November 22, 2021

**Could Booster Shots Lead to Litigation Challenges Over 'Fully Vaccinated' Status? This Attorney Thinks So**

*Daily Report*

November 19, 2021

**Health Worker Vaccine Mandate Expected to Withstand Challenges**

*Bloomberg Law*

November 9, 2021

**Who Pays for Workers' Time Getting Covid Tests, Employers Wonder (OSHA ETS)**

*Bloomberg Law*

November 8, 2021

**Federal Court Denies Challenge to Oregon Vaccine Mandate**

*SHRM Online*

November 5, 2021

**Who will pay for testing under Biden's new vaccine mandate for businesses?**

*CNN Business*

November 5, 2021

**US Companies given two months to implement COVID vaccine mandate**

*Financial Times*

November 4, 2021

**OSHA sets Jan. 4 deadline for business vaccine policies**

*Compliance Week*

November 4, 2021

**OSHA sets Jan. 4 deadline for employers to mandate COVID-19 vaccines**

*HR Dive*

November 4, 2021

**Unvaccinated workers calculate the costs of regular COVID testing – Biden Administration sets Jan. 4 vaccination deadline for workers**

*MarketWatch*

November 4, 2021

**Oregon Federal Court Joins Other Jurisdictions in Denying Challenge to Government-Issued Vaccine Mandate**

*Little Insight*

October 21, 2021

**Vaccine protocols: You've got one shot at building employee trust**

*HR Brew*

October 18, 2021

**Everything HR needs to know about Biden's vaccine mandate**

*Human Resources Executive*

October 5, 2021

**Teacher Says COVID Vaccine is 'Gene Therapy' in Nine-Minute Rant to Students**

*Newsweek*

October 1, 2021

**Some businesses welcome Biden's vaccination mandate while others worry about the costs, effects on worker shortages**

*USA Today*

September 12, 2021

**Biden's Covid-19 Vaccine Mandate Splits Business Community**

*The Wall Street Journal*

September 10, 2021

**Biden's employer mandate: Who will foot the bill for weekly Covid testing?**

*The Business Journals*

September 10, 2021

**Georgia employers brace for how to impose vaccine and testing mandate**

*Atlanta Journal-Constitution*

September 10, 2021

**Biden demands US companies introduce vaccine**

*Financial Times*

September 9, 2021

**Biden Unveils New Action Plan To Combat Surging COVID**

*Forbes*

September 9, 2021

**1 big thing: Biden embraces "sticks" with workplace vaccine mandates**

*Axios*

September 9, 2021

**White House Announces Vaccine Mandates for Employees of Large Private Employers, Federal Contractors, and Most Healthcare Employers**

*Little Insight*

September 9, 2021

**Vaccine mandates now required: What to know about Biden's new rules**

*Human Resource Executive*

September 9, 2021

**What Role Do Culture and Morale Play in Vaccine Mandates?**

*Human Resource Executive*

September 1, 2021

**Grocery workers were on the front lines of the pandemic - so why so many still unvaccinated?**

*NBC News*

August 31, 2021

**How to ask about vaccination status in the hiring process**

*The Business Journals*

August 30, 2021

**The new burdens the ever-evolving COVID-19 situation poses for businesses**

*The Business Journals*

August 26, 2021

**Delta Air Lines health surcharge for vaccines could cascade across industries**

*Politico*

August 25, 2021

**From CVS to Goldman Sachs, FDA move prompts vaccine mandates**

*Associated Press*

August 24, 2021

**What Does Pfizer Vaccine's Full Approval Mean for Employers' COVID-19 Policies?**

*Politico*

August 24, 2021

**EHS On Tap: E75 Managing COVID-19 Concerns in the Workplace**

*EHS Daily Advisor (Podcast)*

August 24, 2021

**Vaccine Mandates Gain Steam with Employers, Littler Survey Shows**

*Bloomberg Law*

August 23, 2021

**Employers Still Hesitant To Mandate Vaccines As Virus Surges**

*Law360*

August 23, 2021

**Littler Survey: Employers Increasingly Consider Vaccine Mandates as COVID-19 Delta Variant Spreads**

*Littler Press Release*

August 23, 2021

**Littler COVID-19 Vaccine Employer Survey Report: Delta Variant Update**

*Littler Report*

August 23, 2021

**Philadelphia Tweaks Exceptions to August 11, 2021 Indoor Mask Mandate**

*Littler ASAP*

August 20, 2021

**No Soup for You & Take Your Coffee to Go – Accommodations and the Key to NYC Pass**

*Littler Insight*

August 19, 2021

**New York State Requires Healthcare Workers to be Vaccinated Against COVID-19**

*Littler ASAP*

August 18, 2021

**The Key to NYC Pass: Vax Up or Miss Out**

*Little Insight*

August 17, 2021

**Philadelphia Requires Face Masks Indoors and Certain Large Outdoor Events, With Limited Exceptions, Unless All Present Are Vaccinated**

*Little Insight*

August 16, 2021

**Employers May Face Lawsuits From Pro-Vaccine Workers, Too**

*Law360 Employment Authority*

August 12, 2021

**Mandatory Vaccines or Mandatory Testing? A “Soft Approach”**

*Little Insight*

August 10, 2021

**‘Soft’ Vaccine Mandates Seen as Boon to Worker Buy-In, Safety**

*Bloomberg Law*

August 4, 2021

**The Key to NYC: Only Vaccinated Employees and Patrons Are Given a Free Pass**

*Little ASAP*

August 4, 2021

**Refresh! The CDC Revisits COVID-19 Restrictions for Fully Vaccinated Individuals**

*Little Insight*

July 28, 2021

**Will new federal mask guidelines revive workplace mandates?**

*Human Resources Executive*

July 28, 2021

**Managers will have to enforce rules for unvaccinated employees, and it won't be easy**

*CNN*

July 28, 2021

**Little’s Devjani H. Mishra Elected as College of Labor and Employment Lawyers Fellow**

*Little Press Release*

July 21, 2021

**Los Angeles County and Other California Jurisdictions Walk Back Face Mask Orders**

*Little ASAP*

July 19, 2021

**4 Things Employers Should Know About the Vaccination Gap**

*Law360 Employment Authority*

July 16, 2021

**Hybrid vs Office: Who Will Win the Remote Work War?**

*Human Resources Director (Annual Employer Survey Report)*

June 17, 2021

**How a rise in remote employment may impact post-pandemic work life**

*PBS NewsHour*

June 3, 2021

**CDC's new mask guidance adds wrinkles to employers' vaccine strategies**

*American City Business Journals*

May 24, 2021

**Managers, buckle up. Your job will be harder than ever as we return to the office**

*CNN*

May 24, 2021

**Why Employers Are Struggling with Their Return to Work Plans**

*Human Resource Executive*

May 21, 2021

**New York Adopts CDC Guidance For Fully Vaccinated Individuals, But Questions Remain**

*Little Insight*

May 20, 2021

**Most employers are eyeing 'hybrid model' for return to work amid pandemic - Little survey**

*Reuters*

May 18, 2021

**Employers Lean Toward Hybrid, In-Person Work Plans**

*Law360*

May 18, 2021



**The return to work: Employers and employees face off**

*Employee Benefit News*

May 14, 2021

**Game-Changer: The CDC Lifts COVID-19 Masking and Distancing Restrictions for Fully Vaccinated Individuals**

*Little ASAP*

May 13, 2021

**Littler Survey: Employees Want Remote and Hybrid Work More Than Employers Do**

*Littler Press Release*

May 12, 2021

**The Littler Annual Employer Survey 2021**

*Littler Report*

May 12, 2021

**When Should Employers Consider Lifting Mask Mandates?**

*SHRM Online*

April 22, 2021

**Littler Lightbulb: A Dose of Paid Time Off for COVID-19 Vaccinations**

*Littler Insight*

April 16, 2021

**Most employers will continue remote work despite COVID vaccine: Littler**

*Thomson Reuter Westlaw Today*

February 9, 2021

**Most Employers Unlikely To Mandate COVID-19 Vaccination, Littler Survey Finds; Employee Relations Concerns Abound**

*Littler Press Release*

February 9, 2021

**The Littler COVID-19 Vaccine Employer Survey Report**

*Littler Report*

February 9, 2021

**Vaccine Rollout Brings Legal, Labor Concerns for Employers**

*Healthcare Risk Management*

February 1, 2021

**EEOC Issues Guidance on COVID-19 Vaccination Policies**

*Little Insight*

December 17, 2020

**Reopening and COVID-19: Risks of Moving Too Fast**

*New York Law Journal*

November 10, 2020

**3 steps to prevent discrimination complaints**

*HR Dive*

September 28, 2020

**Little and ComplianceHR Launch Employee Screening Solution as Workplaces Reopen**

*Little Press Release*

July 7, 2020

**A Return to Work Roadmap for New York Employers**

*Little Insight*

May 21, 2020

**Do Your Employees Need to Wear Face Masks?**

*SHRM Online*

May 5, 2020

**Masks And Face Coverings: What Employers Need To Know**

*Law360*

April 21, 2020

**Masks and Face Coverings: What Employers Need to Know**

*Little Insight*

April 13, 2020

**Coronavirus: What Michigan's essential workers need to know**

*Lansing State Journal*

April 7, 2020

**A COVID-19 Roadmap for New York Employers**

*Little Insight*

March 30, 2020

**Coronavirus (COVID-19) Employer FAQs**

*Little Insight*

March 24, 2020

**'A source of tremendous discrimination': Why hair policies matter**

*HR Dive*

February 28, 2020

**Tips for Creating Multipurpose Accommodation Rooms for Employees**

*SHRM Online*

February 12, 2020

**New York State Bans Discrimination Based on Reproductive Health Decision Making**

*Little ASAP*

November 15, 2019

**Workforce Restructurings: A U.S. Perspective**

*PLI Press*

September 24, 2019

**How to Accommodate Breast-Feeding Employees in the Workplace**

*SHRM Online*

September 5, 2019

**New York anti-discrimination law heightens risks for employers**

*Business Insurance*

July 9, 2019

**New York State Significantly Expands its Workplace Harassment Laws (Again)**

*Little ASAP*

June 20, 2019

**Hairstyles and Anti-Discrimination Laws: What You Need to Know**

*Law.com*

April 23, 2019

**New York City Publishes Sexual Harassment Prevention Training Video and New FAQs**

*Little ASAP*

April 10, 2019

**#M&Atoo**

*Today's General Counsel*

April 1, 2019

**New York City Commission on Human Rights Provides Legal Enforcement Guidance on Race Discrimination on the Basis of Hair**

*Littler ASAP*

February 21, 2019

**Compliance in a New York Minute: Top 10 New Year Resolutions for Employers**

*Littler Podcast*

February 1, 2019

**New York City Moves to Prohibit Discrimination Based on Family Planning and to Protect Reproductive Choice**

*Littler ASAP*

December 26, 2018

**A Cooperative Dialogue about NYC's New Cooperative Dialogue Law – and More!**

*Littler Podcast*

December 3, 2018

**New York's New Sexual Harassment Laws: A Compliance Checklist**

*Thomson Reuters Westlaw*

November 19, 2018

**New York City Will Require Employers to Provide Greater Workplace Accommodations for Lactating Employees**

*Littler ASAP*

November 19, 2018

**NYC Council Proposes Additional Harassment Training Requirement for "Nightlife Establishments" and Their Employees**

*Littler ASAP*

November 14, 2018

**New York Anti-Sexual Harassment Requirements Take Full Effect**

*Littler Podcast*

October 9, 2018

**NY Pushes Back Sex Harassment Training Deadline to October 9, 2019**

*Littler ASAP*

October 2, 2018

**Significant Compliance Challenges in New York State's Proposed Anti-Sex Harassment Rules: What Can Employers Do Now?**

*Little Insight*

September 7, 2018

**New York Sexual Harassment Laws – The City Commission Publishes Poster and Fact Sheet**

*Little ASAP*

August 13, 2018

**The Supreme Court's Ruling in Masterpiece Cakeshop: A Masterpiece on Dodging Key Constitutional Issues**

*Little ASAP*

June 4, 2018

**New York State and City Expand Anti-Harassment Requirements for Employers**

*Little Insight*

April 13, 2018

**Little Adds Shareholder Devjani Mishra to New York Office**

*Little Press Release*

March 6, 2018

## **Speaking Engagements**

**New York Retail Roundtable**

New York, NY

February 25, 2025

**Member-Only Webinar: Playbook for 2025**

American City Business Journals

January 14, 2025

**Advanced Discovery Issues in Employment Litigation**

ABA Labor and Employment Law Annual Conference

November 15, 2024

**Leaves of Absence and Workplace Accommodation: Your 2024 Questions Answered**

Practising Law Institute

October 16, 2024

**2024 Tri-State Regional Employer Conference**

New York, NY

September 19, 2024

**New Frontiers of Harassment and Employment Discrimination**

Practising Law Institute

June 10, 2024

**What to Expect When Your Employees Are Expecting: New PWFA Accommodation Challenges**

Littler Executive Employer Conference, Phoenix, AZ

May 9, 2024

**Employment Law Update**

Littler Executive Employer Conference, Phoenix, AZ

May 9, 2024

**What to Expect When Employees Are Expecting - New PWFA Accommodation Challenges**

Littler Executive Employer Conference, Phoenix, AZ

May 9, 2024

**2024 Employment Law Update**

Littler Executive Employer Conference, Phoenix, AZ

May 9, 2024

**Keynote: The Changing Needs of Women in the Workplace**

Pacific Coast Labor & Employment Law Conference

April 17, 2024

**Workplace Leave and Accommodation Fundamentals in 2024**

Practising Law Institute

March 4, 2024

**ADA Trivia Bowl**

ABA Annual Labor and Employment Law Conference

November 10, 2023

**Leaves of Absence and Workplace Accommodation: Your 2023 Questions Answered**

Practising Law Institute

October 16, 2023

**2023 Kansas City Regional Employer Conference**

Kansas City, MO

October 10, 2023

**Menopause: The Newest Protected Status?**

American Bar Association Webinar

September 28, 2023

**Pregnancy and Related Issues**

25th NYU Employment Law Workshop for Federal Judges

September 18, 2023

**2023 Tri-State Regional Employer Conference**

New York, NY

June 20, 2023

**Employment Discrimination Law & Litigation 2023**

Practicing Law Institute

June 12, 2023

**Show and Tell: Pay Transparency and Disclosure Requirements Go Primetime**

Littler Executive Employer Conference, Phoenix, AZ

May 11, 2023

**Accommodation Aftershocks: How the Pandemic Has Reshaped Workplace Disability Accommodations**

Littler Executive Employer Conference, Phoenix, AZ

May 11, 2023

**Somebody's Watching Me! Legal and Practical Implications of Employee Monitoring**

Littler Executive Employer Conference, Phoenix, AZ

May 11, 2023

**More Than A Feeling: A Deep Dive Into Mental Health Accommodations in the Workplace**

Pacific Coast Labor & Employment Conference

April 28, 2023

**Workplace Investigations in Today's Highly Charged Labor Environment**

Pacific Coast Labor & Employment Conference

April 27, 2023

**Navigating Remote Work in a Post-Pandemic World**

Practising Law Institute

March 6, 2023

**The Disconnected Workforce: How to Rebuild a High-Performance Work Culture**

European-American Chamber of Commerce – New York

December 7, 2022

**The Impact of COVID on the Remote Working Legal Landscape**

New York State Bar Association 2022 London Global Conference

December 1, 2022

**Trends in “Post-COVID” Disability Claims**

American Employment Law Council Annual Conference

October 21, 2022

**Leaves of Absence and Workplace Accommodation: Your 2022 Questions Answered**

Practising Law Institute

October 12, 2022

**What’s Keeping You Up at Night Regarding Disability and COVID-19**

Pacific Coast Labor & Employment Law Conference

May 12, 2022

**The State of Vaccinations and Testing – A Continued Conundrum**

Littler Executive Employer Conference

May 5, 2022

**COVID-19 Legal Issues: Guidance for Performing Arts Organizations**

Volunteer Lawyers for the Arts

April 19, 2022

**COVID-19: Vaccine Mandates**

Connecticut Journal of International Law Symposium

March 25, 2022

**Navigating Today’s Hot Topics with a Multijurisdictional and Mobile Workforce**

ABA Labor & Employment Law Section, Employment Rights and Responsibilities Committee Midwinter Meeting

March 17, 2022



**Navigating Remote Work in 2022**

Practising Law Institute

March 7, 2022

**COVID-19 in the Workplace: Recent Developments and Compliance Challenges - Session 24**

March 4, 2022

**How to Navigate the Effects of COVID-19 in the Workplace**

Arizona SHRM Conference Keynote

February 18, 2022

**COVID-19 in the Workplace: Recent Developments and Compliance Challenges - Session 23**

February 4, 2022

**COVID-19 in the Workplace: Recent Developments and Compliance Challenges - Session 22**

Sacramento, CA

January 7, 2022

**COVID-19 in the Workplace: Recent Developments and Compliance Challenges - Session 21**

Sacramento, CA

December 3, 2021

**COVID-19 – 20 Months In, Where Are We?**

Florida Regional Employer Conference

November 4, 2021

**Navigating the Pandemic Workplace: The Emotional Impact, Accommodation Requests, and Leaves**

Practising Law Institute

October 26, 2021

**The Future of Remote Work**

New York State Bar Association, Labor and Employment Law Section Fall Meeting

October 15, 2021

**The Evolving Realities of Working During COVID-19**

College of Labor and Employment Lawyers Webinar

October 7, 2021

**COVID-19 - Its Impact on Employment Litigation, How Best to Prepare Your Company, and What the Future of Litigation May Hold**

Nevada Virtual Regional Employer Conference

September 14, 2021

**Returning to Work in Tennessee**

ACC Tennessee Webinar

August 12, 2021

**Workplace Safety: Plans, Policies and Proactive Protection**

Littler Executive Employer Conference

May 14, 2021

**How to Safely Re-open Your Office**

German American Chamber of Commerce

May 4, 2021

**Ready Employee One: Virtual Reality in the Workplace**

ABA National Symposium on Technology in Labor & Employment Law

April 15-16, 2021

**COVID-19: Employment Law Challenges, Changes and Requirements**

Staffing Industry Analysts Risk Management & Compliance Workshop

April 13, 2021

**Untangling the Web of State and Local Paid Family and Medical Leave Laws**

ABA Labor & Employment Law Section, Employment Rights and Responsibilities Committee Midwinter Meeting

March 18, 2021

**COVID-19 in the U.S.: Employment Law Changes and Challenges During the Pandemic**

China General Chamber of Commerce – U.S.A. Webinar

March 16, 2021

**Understanding Employment Law 2021: FMLA & ADA Fundamentals**

Practising Law Institute

March 8, 2021

**Business as Unusual: Navigating the Employment Challenges Posed by COVID-19**

American Health Law Association Virtual Conference

March 3, 2021

**The Legal Landscape – Vaccination Programs in the Employment Setting**

National Retail Federation Webinar

February 26, 2021

**The COVID-19 Vaccine – Legal and Practical Implications**

Webinar

January 13 and 20, 2021

**Privacy During a Pandemic: The New Reality of Staying Safe, Staying Healthy and Staying Employed**

NAPABA Virtual Convention

November 6, 2020

**The New Normal: Recent Developments & Employment Challenges in the Hospitality Industry**

DFDL Webinar

October 1, 2020

**Employees with disabilities in the new world order – the challenges and opportunities in the wake of Covid-19**

IBA Diversity and Equality Law Committee

September 15, 2020

**Are We There Yet? Understanding the Return to Work Challenge Posed by COVID-19**

Webinar

August 19 and September 1, 2020

**COVID-19's Impact on Employment Law in New York**

New York State Judicial Institute (New York State Unified Court System)

July 14-15, 2020

**The Next Normal: Preparing Our Workplaces and Workforces for the “Return to Work”**

July 13, 2020

**COVID-19 in the Workplace: Compliance Challenges, Policy Options**

ABA Business Law Section, Banking Law Committee

June 29, 2020

**The Next Normal: Advice for New York and New Jersey Employers on Safely Reopening Their Workplaces**

June 24, 2020

**Returning to Work – Legal Updates & Considerations for Employers**

China General Chamber of Commerce – USA Webinar

June 17, 2020

**Covid-19 U.S. Employment Law and OSHA Overview**

PLI Webinar

May 19, 2020

**COVID-19: Practical Guidance for Employers**

Japan Society Webinar

May 15, 2020

**COVID-19: What Lies Ahead**

Brazilian-American Chamber of Commerce Webinar

May 12, 2020

**Your Workforce: Staying Compliant and Productive**

BritishAmerican Business Webinar

May 12, 2020

**Business as Unusual: Preparing Our Workplaces and Workforces for a Return to Work**

Littler Virtual Executive Employer

May 8, 2020

**Understanding Employment Law 2020: FMLA & ADA Fundamentals**

Practising Law Institute

March 9, 2020

**Content and Cocktails: Diversity, Inclusion and Elimination of Bias**

New York, NY

November 7, 2019

**Employment Law Issues in Mergers and Acquisitions**

American Employment Law Council Annual Conference

October 25, 2019

**#MeToo Update: Investigating a Culture of Complicity and Cover Ups**

NAPABA (National Asian Pacific American Bar Association) Regional Conference

September 21, 2019

**Cross-Border Employment Law 2019: Workforce Restructurings, Including M&A, Across Borders**

Practising Law Institute

June 5, 2019

**Time for a Tune-Up: Compliance Tips for 2019 and Beyond**

New York, NY  
April 23, 2019

**Understanding Employment Law 2019: ADA, FMLA and Accommodation Fundamentals**

Practising Law Institute  
April 15, 2019

**Understanding New York State and City's Sexual Harassment Laws: A Compliance Checklist**

October 30, 2018

**Complying with New York State and New York City's New Anti-Sexual Harassment Legislation – What Employers Need to Know**

Practising Law Institute  
July 10, 2018

**Understanding Employment Law 2018: ADA Fundamentals**

Practising Law Institute  
April 12, 2018

**The #MeToo Movement and Pay Equity Compliance: How to Advise Your C-Suite and Safeguard Your Company**

New York, NY  
April 10, 2018

**Litigation Issues Involving Staffing Agencies and PEOs: We're in This Together . . . Or Are We?**

ABA Labor & Employment Law Section, Employment Rights and Responsibilities Committee Midwinter Meeting  
March 23, 2018

**Paid Leave and Other Protection for Employees with Caregiver Responsibilities**

ABA Labor & Employment Law Annual Conference  
November 12, 2016

**Unraveling the Ethical Complexities of Workplace Investigations**

ABA Labor & Employment Law Section, Ethics & Professional Responsibility Committee Midwinter Meeting  
March 19, 2016

**Keynote: Hot Topics in Labor and Employment Law**

ABA Labor & Employment Law Section, Employment Rights and Responsibilities Committee Midwinter Meeting  
March 16, 2016

**Effectively Managing Remote Work**

ABA Labor & Employment Law Annual Conference  
November 5, 2015

**Workplace Investigations Essentials: What to Know When Conducting Effective Workplace Investigations**

ABA Webinar  
September 16, 2015

**A Look at Budding Issues from State Laws Legalizing Marijuana**

ABA Labor & Employment Law Section, Employment Rights and Responsibilities Committee Midwinter Meeting  
March 26, 2015

**Advanced Issues in Reductions-in-Force**

ABA Labor & Employment Law Annual Conference  
November 7, 2014

**Best Practices for Managing Religious Diversity in the Workplace**

ABA Annual Meeting  
August 8, 2014

**ABA Commission on Ethics 20/20**

ABA Labor & Employment Law Annual Conference  
November 8, 2013

**Employer Use of Criminal Background Screens**

ABA Labor & Employment Law Annual Conference  
November 7, 2013

**Using Social Media in Litigation**

PLI Information Technology Law Institute  
April 8, 2011