

## Mark T. Phillis

Shareholder

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## Focus Areas

Leaves of Absence and Disability Accommodation  
Discrimination and Harassment  
Wage and Hour  
Audit Services  
Energy  
Home Health and Home Care  
Inclusion, Equity and Diversity

## Overview

With over 25 years of experience advising and representing employers, Mark T. Phillis helps guide employers in implementing effective accommodation policies and practices for individuals with disabilities, streamlining their Family and Medical Leave Act (FMLA) practices, and ensuring that their commission and incentive pay plans and other pay practices conform to the law.

Mark enjoys helping employers solve complex problems involving various intersecting laws that provide leaves of absence to employees such as the FMLA, similar state laws, paid sick leave laws, and parental leave laws. He helps employers both find creative ways to accommodate their employees while ensuring that employees continue to perform their jobs effectively and do not abuse their leave privileges. He has helped employers deal with employees using FMLA leave to plan their weddings, rein in employees whose use their leave around weekends and major sporting events, and manage employees who believe being eligible for FMLA leave prevents their manager from holding them accountable.

Mark counsels employers on their employment policies and practices, particularly those disability discrimination and accommodations for employees and members of the public under both Title I and Title III of the Americans with Disabilities Act (ADA). He has worked to find creative accommodations for employees who suffer from migraines,

attention deficit disorder, mobility issues and myriad other impairments. Mark defends companies when their employment practices and decisions are challenged as being discriminatory or unlawful. He also works with companies to ensure that their facilities, websites, and mobile applications are accessible to individuals with disabilities.

For example, Mark has defended companies in disability access litigation, including in numerous purported class action lawsuits, and he has assisted retailers with assessments of their stores, hotels with assessments of their properties and reservations systems, brewers with ensuring that their public tours are accessible, and well over 100 companies across a broad range of industries with accessibility issues with their websites and mobile applications.

In addition to his work on leaves of absence and disability accommodation, as part of Mark's focus on compliance, he works extensively with employers across the country to ensure that their incentive compensation plans and commission plans provide proper incentives to their employees and that their plans comply with various state laws. Mark revises plan documents to not only ensure that they are legally compliant, but also to ensure that employees understand how their pay plans work and what behavior is being rewarded.

He defends employers when they face individual claims and class and collective actions over how they pay their employees and when overtime pay is due. He defends companies in class and collective actions and in U.S. Department of Labor audits, and he works with companies to prevent future litigation. For example, in recent years, Mark helped two companies, each with over a dozen subsidiaries, review their pay practices and policies to ensure that they comply with federal and state law in over 30 states.

As co-chair of Littler's Inclusion, Equity & Diversity Council, Mark devotes a good deal of his time working on the firm's diversity and inclusion initiatives. He works with clients to ensure that their diversity and inclusion initiatives are both effective and comply with the law.

Mark is a frequent lecturer on leaves and disability accommodations, employment and pay practices, and diversity and inclusion. He also regularly publishes articles on developments relating to accommodations for individuals with disabilities, leaves of absence, diversity and inclusion, and LGBTQ-related workplace issues. He is a frequent commentator in both trade and legal publications.

As an undergraduate, Mark studied at the Universidad de Salamanca in Spain and received an Organization of American States grant to study at the Universidad de Belgrano in Buenos Aires, Argentina. In law school, he was executive and production editor of the *Journal of Law Reform*.

In 2018, Mark was inducted as a Fellow in the College of Labor and Employment Lawyers, and he has been listed in the Best Lawyers of America© since 2017.

## Professional and Community Affiliations

- Chair, Demographic Survey Committee, Pittsburgh Legal Diversity and Inclusion Coalition
- Co-chair, Diversity Collaborative Committee, Allegheny County Bar Association, 2016-2017
- Chair, LGBT Rights Committee, Allegheny County Bar Association, 2014-2016
- Member, Labor and Employment Section, Allegheny County Bar Association
- Member, Labor and Employment Section, American Bar Association
- Member and Former President, Board of Directors, Residential Care Services
- Chair, Alumni Admissions Program, Western Pennsylvania - Georgetown University
- Member, Third Circuit Credentials Committee, College of Labor and Employment Lawyers, 2021-present
- Member, Wendell G. Freeland Society, 2022-present

## Recognition

- Fellow, *College of Labor and Employment Lawyers*, 2018-present
- Named, The Best Lawyers in America®, 2017-2024
- Named, Lawyer of the Year, Pittsburgh, *The Best Lawyers in America*®, 2020

## Education

J.D., University of Michigan Law School, 1992

B.S., Georgetown University, 1986, *magna cum laude*, *Phi Beta Kappa*

## Bar Admissions

Pennsylvania

## Courts

U.S. Court of Appeals, 3rd Circuit

U.S. Court of Appeals, 7th Circuit

U.S. Court of Appeals, 9th Circuit

U.S. District Court, Western District of Pennsylvania

## Publications & Press

**Doesn't the Pregnant Workers Fairness Act just require employers to treat pregnant employees just like they treat employees with disabilities?**

*Littler 2 the Point Video*

June 18, 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

**Federal proposal could reshape how districts accommodate pregnant employees**

*K-12 Dive*

August 16, 2023

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

*Littler Insight*

August 9, 2023

**Express Yourself – Supreme Court Rules that Businesses May Deny “Expressive Services” to the Public Based on Their Owner’s Beliefs**

*LexisNexis|Practical Guidance*

July 25, 2023

**Express Yourself – Supreme Court Rules that Businesses May Deny “Expressive Services” to the Public Based on Their Owner’s Beliefs**

*Littler Insight*

June 30, 2023

**Time to Display Revised Workplace Posters**

*SHRM Online*

June 20, 2023

**New Guidance Explains Requirements of the PUMP Act**

*SHRM Online*

May 26, 2023

**DOL Issues Guidance on the PUMP Act and Updates the Minimum Wage Poster**

*Littler ASAP*

May 22, 2023

**Train Managers as PUMP Act Enforcement and PWFA Effective Dates Approach**

*SHRM Online*

March 29, 2023

**Federal laws expand protections for pregnant, lactating workers**

*Business Insurance*

January 31, 2023

**5 Tips For Following New Laws On Pregnant, Nursing Workers**

*Law360 Employment Authority*

January 9, 2023

**Transgender Bathroom Ruling Retains Uncertainty Over Path Forward**

*Bloomberg Law*

January 6, 2023

**Congress Expands Protections for Pregnant Employees and Employees Who Are Nursing**

*Littler ASAP*

December 28, 2022

**Allegheny County, Pennsylvania Joins the Jurisdictions Requiring Paid Sick Leave: What Does the New Law Require and What Steps Can Employers Take to Prepare?**

*Littler Insight*

December 30, 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**

*Littler Insight*

December 16, 2021

**Best Lawyers in America© 2022 Edition Honors More Than 240 Littler Lawyers**

*Littler Press Release*

August 19, 2021

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

*Littler Insight*

August 19, 2021

**Because of Winn-Dixie: What Does the Eleventh Circuit’s Ruling Mean for Website Accessibility Claims?**

*Littler Insight*

April 13, 2021

**Pittsburgh Ordinance Requires Employers to Provide Paid Sick Leave for COVID-19-Related Reasons, Effective Immediately**

*Littler ASAP*

December 11, 2020

**Pennsylvania Issues Stricter COVID-19 Mitigation Measures**

*Littler Insight*

November 19, 2020

**Pittsburgh and Allegheny County, Pennsylvania Pass CROWN Acts**

*Littler ASAP*

November 4, 2020

**Dress-Code Policies Reconsidered in the Pandemic**

*SHRM Online*

September 29, 2020

**Best Lawyers in America® 2021 Edition Honors More Than 250 Littler Lawyers**

*Littler Press Release*

August 20, 2020

**Certain Non-Life-Sustaining Businesses in 37 Pennsylvania Counties Permitted to Reopen, but Must Implement Specific Health and Safety Measures**

*Littler ASAP*

May 13, 2020

**Certain Businesses in 24 Pennsylvania Counties Permitted to Reopen, but Must Implement Specific Health and Safety Measures**

*Littler ASAP*

May 5, 2020

**Significant New COVID-19 Health and Safety Requirements Imposed on Pennsylvania Businesses**

*Littler ASAP*

April 16, 2020

**Update on Pennsylvania COVID-19 Business Closures: Impending Waiver Deadline – Friday, April 3, 2020 at 5 p.m.**

*Littler ASAP*

April 3, 2020

**Pennsylvania Issues Stay at Home Order Covering Numerous Counties**

*Littler ASAP*

March 23, 2020

**Revised Guidelines & New FAQs for Pittsburgh's Paid Sick Leave Law, Effective Soon**

*Littler ASAP*

March 9, 2020

**Pittsburgh's Paid-Sick-Leave Law Takes Effect Soon**

*SHRM Online*

February 27, 2020

**Pittsburgh Paid Sick Days Act Will (Finally) Take Effect – Prepare for the Ides of March**

*Littler Insight*

December 20, 2019

**How will the Supreme Court vote on LGBTQ protections?**

*Human Resource Executive*

October 10, 2019

**Best Lawyers in America© 2020 Edition Honors More Than 200 Littler Lawyers; 14 Named Lawyer of the Year**

*Littler Press Release*

August 15, 2019

**Pennsylvania Supreme Court Upholds Pittsburgh's Authority to Enact Paid Sick Leave Ordinance, Revives "Dead" Law**

*Littler ASAP*

July 18, 2019

**No Consensus Seen for High Court Ruling on LGBT Protections**

*Business Insurance*

April 30, 2019

**Politics Looms As High Court Agrees To Weigh LGBT Rights**

*Law360*

April 20, 2019

**High Court Silent on LGBT Cases**

*Business Insurance*

April 1, 2019

**Dear Littler: Does Our Company's Website Violate Title III of the ADA?**

*Dear Littler*

March 7, 2019

**Diversity and inclusion in the legal profession: Trends shaping the discussion**

*Thomson Reuters Westlaw Journal*

December 1, 2018

**Federal Agencies Diverge on Transgender Protections**

*Business Insurance*

October 30, 2018

**Latest DOJ Statement On Website Accessibility Provides No Definitive Site Map For Businesses**

*Littler ASAP*

October 15, 2018

**Ten Regulatory Issues Employers Should Watch This Fall**

*Benefits Pro*

October 11, 2018

**What Kavanaugh's Supreme Court Confirmation Means for Employers**

*SHRM Online*

October 6, 2018

**How Has High-Court Nominee Brett Kavanaugh Ruled on Workplace Issues?**

*SHRM Online*

September 20, 2018

**Brett Kavanaugh: How Will LGBTQ-Based Antidiscrimination Policies Fare?**

*HR Daily Advisor*

September 17, 2018

**Best Lawyers in America© 2019 Edition Honors More Than 200 Littler Lawyers**

*Littler Press Release*

August 15, 2018

**Trump's Justice Nomination May Affect Administrative Agencies' Interpretations of Workplace Statutes**

*World at Work*

July 11, 2018



**College of Labor and Employment Lawyers Elects Three Littler Attorneys as Fellows**

*Littler Press Release*

June 22, 2018

**Supreme Court Sides with Baker Who Refused to Make Cake for Same-Sex Wedding**

*SHRM Online*

June 5, 2018

**Supreme Court's Same-Sex Bakery Ruling Unlikely to Affect Employment Law**

*Business Insurance*

June 4, 2018

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

*Littler ASAP*

June 4, 2018

**Labor of Law**

*Law.com*

March 1, 2018

**Another Federal Appeals Court Finds Title VII Prohibits Sexual Orientation Discrimination**

*Littler ASAP*

February 26, 2018

**US Appeals Court Ruling Highlights 'Evolving Nature' of Title VII Protections**

*National Law Journal*

February 26, 2018

**Supreme Court Kicks Matter of Sexual Orientation Bias Down the Road**

*Business Insurance*

December 19, 2017

**Disability Suits Over Website Access Surge**

*Business Insurance*

November 6, 2017

**WorkZone: Lift a 50-pound Box for this Job? Strength Tests Face Discrimination Challenge**

*Pittsburgh Post-Gazette*

September 25, 2017

**Best Lawyers in America© 2018 Edition Honors More Than 200 Littler Lawyers**

*Littler Press Release*

August 17, 2017

**Who Let the Dogs in? Possibly HR: Service Animal Requests in the Workplace**

*HR Daily Advisor*

August 10, 2017

**Federal Protection for LGBT Employees and Students**

*Today's General Counsel*

August 1, 2017

**Trump's Tweets Against Transgender Troops May Lead to Workplace Backlash**

*SHRM Online*

July 27, 2017

**Legal Industry Leads in Transgender Policies for Employees**

*Bloomberg Big Law Business*

July 20, 2017

**Houston Ruling No Invitation To Alter Same-Sex Benefits**

*Law360*

July 5, 2017

**The Continuing Stream of Website Accessibility Claims: A Trial Victory for a Plaintiff and a Dismissal for a Company**

*Littler Insight*

June 21, 2017

**Dear Littler: Do I Really Have to Let an Employee Bring an "Emotional Support Pig" to Work?**

*Dear Littler*

June 16, 2017

**Pittsburgh's Paid Sick Days Ordinance is Confirmed to Be Invalid**

*Littler ASAP*

May 18, 2017

**6 Questions To Test Employers' Expertise On Trans Issues**

*Law360*

April 18, 2017

**Title VII Covers Sexual Orientation Discrimination, Landmark Ruling Finds**

*XpertHR*

April 12, 2017

**Sexual Orientation Deserves Title VII Protections: 7th Circuit**

*Business Insurance*

April 5, 2017

**3 Takeaways From 7th Circ.'s Watershed Gay Bias Ruling**

*Law360*

April 5, 2017

**Transgender Student's Case Raises Questions for Employers**

*SHRM Online*

March 8, 2017

**Supreme Court Vacates Transgender Bathroom Ruling As Trump Administration Shifts Course**

*Forbes*

March 6, 2017

**Supreme Court Declines Transgender Bathroom Case**

*Business Insurance*

March 6, 2017

**High Court's Punt Draws Out Wait For Clarity On Trans Bias**

*Law 360*

March 6, 2017

**Supreme Court Won't Hear Transgender Bathroom Case**

*The Hill*

March 6, 2017

**Are Outside HR Professionals Necessary in Discrimination Cases?**

*Bloomberg BNA Human Resources Report*

March 2, 2017

**Trump's Trans Bathroom Access U-Turn May Not Slow EEOC**

*Law360*

February 23, 2017

**Are Outside HR Professionals Necessary in Discrimination Cases?**

*Bloomberg BNA Daily Labor Report*

February 13, 2017

**How Employers Can Accommodate LGBTQ Workers**

*Law360*

January 12, 2017

**Texas Lieutenant Governor Launches Effort to Enact ‘Bathroom Bill’**

*SHRM Online*

January 10, 2017

**North Carolina Deal to Repeal ‘Bathroom Bill’ Falls Through**

*SHRM Online*

December 22, 2016

**N.C. Will Repeal Law Restricting Transgender Individuals Bathroom Access**

*SHRM Online*

December 20, 2016

**Full 7th Circ. Could Rewrite Book on Sex-Orientation Bias**

*Law360*

November 28, 2016

**Mitigating Risk by Addressing Issues Facing Transgender Issues**

*The Legal Intelligencer*

November 7, 2016

**Supreme Court’s Transgender Case May Have Employment Implications**

*SHRM Online*

November 3, 2016

**Supreme Court Set To Provide Key Guidance On Trans Rights**

*Law360*

November 1, 2016

**The Best Lawyers in America® Honors More Than 180 Littler Lawyers in Its 2017 Edition**

*Littler Press Release*

August 16, 2016

**LGBT Discrimination Lawsuits May Rise Where Protections Are Lacking**

*HR Dive*

August 3, 2016

**Why Businesses Worry About Civil Rights for LGBT Workers**

*Fortune*

August 2, 2016

**Employers Expect Increases in LGBT Discrimination Claims**

*BenefitsPRO*

July 13, 2016

**Battling Transgender Discrimination**

*Human Resource Executive Online*

July 11, 2016

**One Year Later: Same-sex Marriage's Impact on Employers**

*HR Dive*

June 29, 2016

**When Tragedy Strikes: How Employers Can Assist Employees Affected by Mass Shootings and Disasters**

*Littler Insight*

June 16, 2016

**You Have a Chief Diversity Officer, But Is Your Workplace Inclusive?**

*Workforce*

May 25, 2016

**EEOC Cases Alert Employers to Sexual Orientation Bias**

*Business Insurance*

March 8, 2016

**EEOC Sexual Orientation Lawsuits Suggest Need for Training**

*SHRM Online*

March 7, 2016

**EEOC's Landmark LGBT Suits Turn Up Heat on Employers**

*Law360*

March 2, 2016

**EEOC Suits Allege Title VII Covers Sex Orientation Bias**

*Bloomberg BNA*

March 1, 2016

**The Wave of Website and Other ADA Accessibility Claims – What You Should Know**

*Littler Insight*

February 22, 2016

**Pittsburgh's Paid Sick Days Ordinance is Found to be Invalid and Unenforceable**

*Littler ASAP*

December 22, 2015

**Paid Sick Days Ordinance: Employers Should Start Preparing**

*The Legal Intelligencer*

November 25, 2015

**Pittsburgh Paid Sick Days Ordinance: Notices Published and January Effective Date Set**

*Littler ASAP*

October 16, 2015

**Pittsburgh City Council Approves Amended Paid Sick Leave Bill**

*Littler Insight*

August 6, 2015

**Where the human resource worries reside**

*Fleet Owner*

July 17, 2015

**Overtime Reform, ACA, LGBT Policies Among Concerns for Today's Employers**

*Littler Press Release*

July 14, 2015

**Will the Supremes take Friedrichs? – Nestle expands maternity leave – What's on the July labor agenda**

*Politico*

June 29, 2015

**Gays still lack full civil rights protection in Pennsylvania**

*Pittsburgh Post-Gazette*

June 27, 2015

**Gay marriage constitutional right, Supreme Court rules (video)**

*Charlotte Business Journal*

June 26, 2015

**Gay Marriage Ruling To Boost LGBT Worker Protection Efforts**

*Law360*

June 26, 2015

**2015 Roundtable Discussion on Diversity Issues**

*The Legal Intelligencer*

June 2, 2015

**The LGBT Travel Risk Dilemma**

*Risk Management*

June 1, 2015

**The Supreme Court and Marriage Equality: A Look Forward**

*InsideCounsel*

April 30, 2015

**Supreme Court Hears Marriage Equality Cases**

*Society for Human Resource Management (SHRM)*

April 29, 2015

**GCs On Notice After UniTek Privilege Ruling**

*Law360.com*

February 12, 2015

**Supreme Court Ruling May Eliminate Costs of Inconsistent Marriage Laws**

*Society for Human Resource Management (SHRM)*

January 22, 2015

**Five local firms score well in LGBT equality**

*Lawyers Journal*

December 26, 2014

**Supreme Court takes 'wait and see' approach to same-sex marriage**

*InsideCounsel*

October 8, 2014

**Lawyers Weigh In On High Court's Same-Sex Marriage Silence**

*Law360.com*

October 6, 2014

**The 3rd Circuit tells employers that saying 'it's in the mail' does not prove receipt of FMLA notice**

*Thomson Reuters Westlaw's Journal Employment*

September 3, 2014

**Mailing of FMLA Notices Insufficient, Third Circuit Rules**

*Society for Human Resource Management (SHRM)*

August 18, 2014

**When it Comes to an FMLA Notice—the Post Office May Not Deliver For You in the Third Circuit**

*Littler Insight*

August 14, 2014

**Protecting Gay Workers A Best Practice, DOJ Report Shows**

*Law360.com*

June 20, 2014

**Keeping Them Safe**

*Human Resource Executive Online*

June 17, 2014

**Same-sex marriage in Pennsylvania carries wide repercussions**

*Pittsburgh Post-Gazette*

June 2, 2014

**Employers Must Rethink Policies After Gay Marriage Wins**

*Law360.com*

May 21, 2014

**WorkZone: Negative references can hurt job seekers, employers**

*Pittsburgh Post-Gazette*

April 13, 2014

**Title VII Claims By LGBT Workers Gain Momentum In Courts**

*Law360.com*

April 4, 2014



**Making an Inclusive Workplace for the LGBT Workforce**

*Corporate Counsel*

March 12, 2014

**Supreme Court Narrowly Defines ‘Supervisor’ In Discrimination Case**

*Thomson Reuters Westlaw Journal Employment*

July 10, 2013

**The Supreme Court Clarifies Who Is a Supervisor Under Title VII**

*Littler Insight*

June 25, 2013

**Attys Weigh In On Justices’ Ruling In Harassment Suit**

*Law360.com*

June 24, 2013

**Supreme Court Narrows Definition of Supervisor under Title VII**

*Littler ASAP*

June 24, 2013

**DOL Releases New Regulations Expanding Leave Entitlement for Military Caregivers and Flight Crew Members**

*Littler Insight*

February 8, 2013

**DOL Issues Final Rule Implementing FMLA Amendments Expanding Military-Related Leave Entitlements and Availability of Leave for Flight Crew Members**

*Littler ASAP*

February 5, 2013

**Supervisors on the line: The case of Vance v. Ball State**

*Thomson Reuters Westlaw Journal Employment*

December 26, 2012

**Public Employee Can't Sue for Monetary Relief in FMLA Self-Care Cases**

*Littler Insight*

March 23, 2012

**DOL Releases Proposed Rule Expanding Leave Entitlement for Military Caregivers and Flight Crew Members**

*Littler Insight*

February 1, 2012

**Congress Adds Additional Family Military Leave Entitlements to the FMLA**

*Littler Insight*

October 30, 2009

**Local Ordinance Prohibits Discrimination on the Basis of Sexual Orientation and Gender Identity with Some Employers Exempted**

*Littler Insight*

July 9, 2009

**Preparing for a Pandemic**

*The Pennsylvania Lawyer*

September 1, 2008

**Speaking Engagements**

**New PWFA Accommodation Challenges**

Pittsburgh, PA

June 12, 2024

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

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

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

ACC Western Pennsylvania Chapter, Pittsburgh, PA

July 13, 2023

**The Pregnant Workers Fairness Act and The PUMP Act - What Employers Need to Know When Employees Are Expecting**

June 6, 2023

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

Littler Executive Employer Conference, Phoenix, AZ

May 11, 2023

**Pregnancy and Lactation in the Workplace: An Update on Laws Affecting Pregnant Workers**

March 30, 2023

**The Littler Pennsylvania Report: Important Updates for Pennsylvania Employers in 2023**

Pittsburgh, PA

February 28, 2023

**2022 Ohio Regional Employer Conference**

Cleveland, OH

October 6, 2022

**Help! We Keep Getting Sued Over Access to Our Websites and Physical Locations... What Can We Do About It?**

Littler Executive Employer Conference

May 5, 2022

**Not All Who Wander Are Lost: Managing Employee Relocation in the Era of Remote Work**

April 29, 2021

**The Littler Pennsylvania Report: Important Updates for Pennsylvania Employers in 2020**

Pittsburgh, PA

February 6, 2020

**When Is Social Discourse Too Coarse for Work?**

Pennsylvania Bar Institute

November 12, 2018

**PBI's Got Talent: An Interactive Study of a Sexual Harassment Case**

Pennsylvania Bar Institute

November 12, 2018

**Just How Accommodating Do We Have to Be?**

2018 New England Employer Conference, Boston, MA

November 8, 2018

**Pay Equity Compliance: How to Advise Your C-Suite and Safeguard Your Company**

Pittsburgh, PA

April 12, 2018

**Employment Law Basics**

Association of Corporate Counsel, Western Pennsylvania Chapter

January 18, 2018

**Navigating Federal, State, and Local Laws Governing Discrimination Against Lesbian, Gay, Bisexual, and Transgender Employees**

Pennsylvania Bar Institute West

November 8, 2017

**Paid Sick Time: Compliance Solutions Across Multiple States**

2017 New England Employer Conference, Boston, MA

October 27, 2017

**ROI for LGBTQ-Inclusive Workplaces: Recruiting, Optimizing and Improving Advancement**

Out & Equal Workplace Summit, Philadelphia, PA

October 10, 2017

**LGBTQ Issues in the Workplace: What Does a Trump Administration Mean for Employers?**

Out & Equal Workplace Summit, Philadelphia, PA

October 10, 2017

**LGBTQ and Ally Leaders: Navigating the Changing National Climate**

Out & Equal Workplace Summit, Philadelphia, PA

October 9, 2017

**LGBTQ Issues in the Trump Administration**

Lavender Law Conference, San Francisco, CA

August 2017

**FMLA: Navigating the Uses and the Abuses**

Pennsylvania Bar Institute

July 2017

**Who Let the Dogs In? An ADA Primer on Public Accommodation**

The 2017 Executive Employer® Conference, Phoenix, AZ

May 11, 2017

**Current Trends in ADA Workplace Accommodations: Today's Battles and Tomorrow's Frontiers**

Pennsylvania Bar Institute

November 2016

**Managing LGBT Mobility in a Global Organization**

Out & Equal Workplace Summit, Orlando, FL

October 5, 2016

**New Developments/Future Challenges in LGBT Recruitment, Retention, and Promotion**

Out & Equal Workplace Summit, Orlando, FL

October 4, 2016

**Same-Sex Marriage, Religion and the Workplace: Accommodating Constitutionally Protected (and Potentially Competing) Rights**

The 2016 Executive Employer® Conference, Scottsdale, AZ

May 5, 2016

**Paid Sick Time: Local Legislation Creates a Big Problem for Employers**

The 2016 Executive Employer® Conference, Scottsdale, AZ

May 5, 2016

**Legal Issues Affecting Transgender Pennsylvanians: Professionalism in Dealing With the Transgender Client**

Allegheny County Bar Association

March 30, 2016

**Running the Gauntlet: Surviving Expanding ADA, FMLA, and Paid Sick Leave Obligations and Accommodating Religious Beliefs**

ACC, Western Pennsylvania Chapter

March 16, 2016

**Navigating the Complexities of FMLA, ADA and Other Overlapping Leaves of Absence Laws**

Fairport, NY

March 15, 2016

**Keeping the “Independent” in Independent Landman: Understanding the Differences Between Employees and Independent Contractors**

MLBC/IRWA Joint Conference

March 10, 2016

**Recognizing Employee Individualism: Accommodating Religious Diversity, Disability Access Requirements and Transgender Employee Issues**

Out & Equal Workplace Summit, Dallas, TX

October 2015

**Leave Issues for 2015 and Beyond: Avoiding 15 Common FMLA Pitfalls and Preparing for Pittsburgh’s Paid Sick Leave Ordinance**

Pittsburgh, PA

September 22, 2015

**Pregnancy Discrimination in Employment**

Pennsylvania Bar Institute  
July 10, 2015

**A More Aggressive DOL: Get Ready for Regulatory Changes and Increased Enforcement**

Human Resources Association of the Alleghenies, Johnstown, PA  
April 15, 2015

**Marriage Equality in Pennsylvania and Elsewhere: What Does it Mean for Employers?**

Pennsylvania Bar Institute  
November 2014

**Recognizing Employee Individualism: Accommodating Religious Diversity, Disability Access Requirements and Transgender Employee Issues**

Out & Equal Workplace Summit, Dallas, TX  
October 2014

**A Year of FMLA and ADA Developments: Keeping Your Company Out of the Headlines**

Pittsburgh, PA  
September 23, 2014

**Winning Retaliation Claims in the Post-Nassar World**

Pennsylvania Bar Institute  
August 2014

**Building a Diverse Workplace: Best Practices for Making Your Workplace LGBT Inclusive**

March 4, 2014

**Managing Intermittent Leave and Reduced Leave Schedules Under the FMLA**

Pennsylvania Bar Institute  
November 2013

**Basics of Employment Law**

Pennsylvania Bar Institute  
August 2013

**The New FMLA Regulations – What You Need to Know Now**

May 16, 2013

**Who's the Boss? Defining the Employer-Employee Relationship in an Evolving Economic Landscape**

Pennsylvania Bar Institute

November 2012

**Developments under the ADA, the FMLA, and GINA**

Allegheny County Bar Association

April 3, 2012

**Under Attack! Independent Contractors and Contingent Worker Classifications**

Pennsylvania Bar Institute

February 2012

**Strategies for Handling Damages in Age Discrimination Cases**

Pennsylvania Bar Institute

November 2011

**Social Media and Social Networking: Navigating the Legal Perils of a New Electronic Workplace**

Out & Equal Workplace Summit, Dallas, TX

October 2011

**Wage & Hour Challenges – Avoiding Litigation**

Pittsburgh Association of Human Resources Professionals

May 2011

**Update on the FMLA, USERRA, and State Leaves of Absence**

Pennsylvania Bar Institute

November 2010

**The Basics of Employment Law**

Pennsylvania Bar Institute

August 2010

**On the Cutting Edge of Workplace Privacy: Rethinking Your Organization's Strategy for Regulating Employees' Communications**

Pittsburgh Legal Administrators Association

April 2010

**Diversity – An Introduction to the Elimination of Bias in the Legal Profession**

Pittsburgh Legal Administrators Association

November 2009

**The Do's and Don'ts of Interviewing**

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