



## Michelle L. Devlin

Knowledge Management Counsel

One Century Tower  
265 Church Street, Suite 300  
New Haven, CT 06510  
main: +1 (203) 974-8700  
direct: (203) 974-8729  
fax: +1 (203) 974-8799  
mdevlin@littler.com



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## Practice Areas

Legislative and Regulatory Practice

## Overview

Michelle L. Devlin represents management in labor and employment law matters, including labor management relations under the National Labor Relations Act (NLRA) and employment litigation and compliance. Her traditional labor law experience encompasses a range of topics under the NLRA and arbitral law, such as unfair labor practices, mandatory subjects of bargaining, protected concerted activity, just cause and contract interpretation. She has represented management before the State Board of Labor Relations, Commission on Human Rights and Opportunities, and in arbitration proceedings.

As avoidance of liability is an essential component of a labor and employment law practice, Michelle counsels employers on a variety of preventative measures such as wage and hour compliance and audit representation, sexual harassment training, reasonable accommodations, and drafting of employee manuals. Her practice also focuses on restrictive covenants.

As part of her traditional labor practice, Michelle counsels employers on planning for downsizing, restructures, and mergers. In this context, she negotiates the impact of these changes on unionized and nonunionized workforces, minimizes risks, and ensures compliance with federal, state, and local laws and regulations.

Michelle has experience defending employers of various industries in employment litigation, including:

- Home improvement centers
- Food processing and packaging
- Manufacturing
- Health care institutions
- Durable medical devices
- Trucking

- Construction
- Boards of education
- Municipalities, municipal authorities and related instrumentalities
- Retailing
- Tea processing

Michelle is also a member of Littler's Workplace Policy Institute (WPI). WPI assists the employer community in understanding and impacting legislation and regulation at the state and federal levels.

## **Professional and Community Affiliations**

- Member, American Bar Association
- Member, Connecticut Bar Association
- Member, Milford Bar Association

## **Events & Speaking Engagements**

### **What to Expect in 2025: A Highlight Reel**

December 12, 2024

### **Handbook Policies: Essential Changes and Updates**

CBIA Human Resources Conference

February 28, 2024

### **What to Expect in 2024: A Highlight Reel**

December 12, 2023

### **The Resurgence of the Labor Movement and What It Means for Your Connecticut Business**

September 14, 2023

### **The NLRB Today: What Every Employer Should Know**

March 29, 2023

### **Connecticut Paid Leave: What You Need to Know**

New Haven, CT

August 27, 2021

### **Connecticut Paid Leave: What You Need to Know**

February 26, 2021

### **Labor Issues in the World of COVID-19**

June 11, 2020

**COVID-19 Considerations for the Workplace: ?An Employer Overview**

May 20, 2020

**The New National Labor Relations Board: Changes, Observations and Current Issues**

New Haven, CT

April 12, 2018

**The New National Labor Relations Board: Changes, Observations and Current Issues**

New Haven, CT

April 11, 2018

**Developments in Labor and Employment Law**

Connecticut Law Tribune In-House Counsel CLE Program

**Employment Laws Small Businesses Should Know**

Milford Chamber of Commerce

**Recognition**

- Named, Ones to Watch *The Best Lawyers in America*®, 2021-2025

**Education**

J.D., Boston College Law School, 2008, *cum laude*

B.A., Boston College, 2005, *magna cum laude*

**Bar Admissions**

Connecticut

**Courts**

U.S. District Court, District of Connecticut

**Publications & Press**

**National Labor Relations Board Continues Routine Operations with Lack of Quorum**

*Littler ASAP*

February 3, 2025

**Former NLRB GC Abruzzo’s Parting Words on the Complementary Relationship between NLRA and EEOC Statutes**

*Littler ASAP*

January 28, 2025

**NLRB Returns to "Clear and Unmistakable Waiver" Standard for Unilateral Changes**

*Littler ASAP*

December 20, 2024

**NLRB and OSHA Announce MOU to Strengthen Health and Safety**

*Littler ASAP*

November 3, 2023

**NLRB General Counsel Targets Non-Solicitation Agreements as well as Non-Competes**

*Littler ASAP*

September 15, 2023

**NLRB's Cemex Decision - Not Exactly Card Check, but Awfully Close**

*Littler ASAP*

August 28, 2023

**NLRB General Counsel Abruzzo Targets Employee Non-Competes under NLRA**

*Littler ASAP*

June 1, 2023

**NLRB follows the General Counsel's Lead: Enhanced Remedies May Now Apply to Bad-Faith Bargaining**

*Littler ASAP*

April 26, 2023

**D.C. Circuit Issues Mixed Ruling Regarding Major Provisions of the NLRB's 2019 Election Rule**

*Littler ASAP*

January 20, 2023

**NLRB General Counsel Calls for Board to Crack Down on Electronic Surveillance and Automated Management Practices**

*Littler ASAP*

November 3, 2022

**NLRB General Counsel Continues Push for Extraordinary Remedies**

*Littler ASAP*

June 27, 2022

**Rewriting U.S. Labor Law Through the PRO Act & Other Avenues: Implications for the Employer Community**

*External Publication*

May 1, 2022

**NLRB General Counsel Aggressively Seeks to Expand Unions' Right to Demand Recognition; Restrict Employer Speech**

*Littler ASAP*  
April 12, 2022

**White House Task Force on Worker Organizing and Empowerment Releases its Report**

*Littler ASAP*  
February 8, 2022

**Viewpoint: NLRB General Counsel Urges Punitive Remedies Against Employers**

*External Publication*  
September 16, 2021

**NLRB General Counsel Issues Memorandum Urging Regions to Seek Punitive Remedies Against Employers Found to Violate the NLRA**

*Littler ASAP*  
September 14, 2021

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

*Press Release*  
August 19, 2021

**Connecticut Places New Recall and Retention Obligations on Certain Hotels, Lodging Houses, Food Service Contractors, and Building Services Enterprises**

*Littler ASAP*  
July 14, 2021

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

*Press Release*  
August 20, 2020

**NLRB's Final Election Protection Rule Takes Effect July 31**

*Littler ASAP*  
July 27, 2020

**Seventh Circuit Affirms NLRB in Upholding Discharge of Fast and Furious Employee for Highway Misconduct**

*Littler ASAP*  
September 13, 2019

**National Labor Relations Board Proposes Rulemaking Concerning Certain Union Representation Processes**

*Littler ASAP*  
August 12, 2019

**NLRB Eases Standard for Withdrawing Union Recognition Upon Contract Expiration**

*Littler ASAP*

July 9, 2019

**Judges Show Humor in Fitting Response to Laborers' Hot Air**

*In the News*

May 6, 2019

**Court Pokes Laborers Lawsuit Equating Rat Balloon and Free Speech**

*In the News*

March 18, 2019

**Seventh Circuit Deflates Scabby the Rat's Ego and What It Means for Employers**

*Littler ASAP*

March 4, 2019