

## Connie L. Michaels

Shareholder

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### Practice Areas

Discrimination and Harassment  
Hiring, Performance Management and Termination  
Leaves of Absence and Disability Accommodation  
Wage and Hour  
Class Actions

### Overview

With more than 25 years of experience in providing employment-related counseling and litigation representation to private and public sector employers in a wide range of employment matters, Connie Michaels has deep understanding of how to best address challenges related to developing and following sound employment policies and practices. In addition to her seasoned legal capabilities, she has an advanced degree from the Annenberg School of Communications and was a legal intern at the National Association of Broadcasters and the Office of the Chairman at the Federal Communications Commission, providing Connie with unique insight into dealing with employment issues involving the broadcast industry and other communications-related businesses.

Connie specializes in defense of discrimination, retaliation and harassment claims arising under the California Fair Employment and Housing Act, the California Family Rights Act, Title VII, the Family and Medical Leave Act and the Americans with Disabilities Act. Additionally, Connie counsels and represents clients in:

- Wrongful discharge litigation
- Employee training
- Sexual harassment investigations
- Leaves of absence
- Disability accommodation
- Wage and hour disputes, including class actions
- Alternative dispute resolution forums
- Preparation of personnel documents, including policies
- Workplace performance management and counseling

Connie has significant litigation expertise and regularly appears in state and federal courts, as well as before appellate courts, the Equal Employment Opportunity Commission, the Department of Fair Employment and Housing, and the Division of Labor Standards Enforcement of the Department of Industrial Relations. In addition to trials and arbitrations, she has extensively represented clients in mediations. A specialist in the field of employment law since 1987, Connie's legal arguments have been adopted in published opinions in both federal and state courts.

Connie represents clients in diverse industries, including:

- Media, including broadcast and publishing
- Pharmaceutical
- Healthcare
- Retail
- Restaurant
- Insurance
- Equipment rental
- Placement agencies
- Industrial gas providers
- Property management

A sought-after speaker and engaging communicator, Connie regularly participates as a panelist in employment seminars and has made numerous presentations in specialized areas of employment law, including:

- Awareness and prevention of sexual harassment
- Avoidance of legal risk involving employment discrimination and retaliation
- Compliance with disability laws
- Minimizing wrongful termination lawsuits
- Effective discipline
- Proper interviewing
- Management and employee training
- Creation of personnel policies, including binding arbitration policies
- Preparing and updating employee handbooks
- Wage and hour and employment law updates

Connie is a valued participant in firm management. She currently serves on Littler Mendelson's Governance Committee and on the steering committee for the Women's Leadership Initiative through Littler's Diversity Counsel. She served for six years as an active member of the Associates Committee.

## **Professional and Community Affiliations**

- Member, Board of Trustees - Park Century School, Culver City, CA
- Adjunct Faculty Member, Master of Science in Administration Program, School of Graduate Studies - University of West Los Angeles

## **Recognition**

- Named, Super Lawyer - Southern California, six times including 2012

- Awarded, Martindale-Hubbell AV Peer Review Rating

## Education

J.D., University of Southern California Gould School of Law, 1986

M.A., University of Southern California Annenberg School for Communications, 1986

B.A., University of California, Berkeley, 1983, *With Distinction*

## Bar Admissions

California

District of Columbia

## Courts

U.S. Court of Appeals, 9th Circuit

U.S. District Court, Central District of California

U.S. District Court, Southern District of California

## Publications & Press

### 2012

Labor & Employment Law Course Curriculum

*Master of Science in Administration Program, School of Graduate Studies University of West Los Angeles*

### 1997-1998

Guidelines Bimonthly Bulletin

*California Association of Health Facilities*

### 1997-1998

Labor Relations Bimonthly Bulletin

*California Association of Health Facilities*

### 1995

Primer on Radio-Frequency Radiation Regulations

*National Association of Broadcasters*

### 1988

An Overview of the Employment 'At-Will' Doctrine in the Fifty States

*Labor Counsel Memo National Association of Broadcasters*

## Speaking Engagements

### January 16, 2013

Labor and Employment Law Update

Littler Mendelson, Los Angeles, CA

**January 15, 2013**

Labor and Employment Law Update  
Littler Mendelson, San Diego, CA

**January 10, 2013**

Labor and Employment Law Update  
Littler Mendelson, Orange County, CA

**2012**

Eliminating Harassment—It's a Group Effort: Connecting Employees with Organizational Responsibilities to Eliminate Workplace Harassment; a Workshop for Employees  
Retail Client Presentation - Littler Learning Group

**2011**

Understanding Disabilities and Reasonable Accommodations Under The ADAAA and FEHA  
Hospital Client Presentation - Littler Learning Group

**2010**

Employment & Labor Law Hot Topics for Physicians and Their Representatives  
Los Angeles County Medical Association Seminar, Healthcare Law Section - Los Angeles County Bar Association

**2008**

Federal Legislative Update – Mock Debate  
The 2008 Executive Employer® Conference, Littler Mendelson, Phoenix, AZ

**2007 and 2008**

Identifying Risk in Your Business: Discrimination, Harassment and Retaliation  
Restaurant Franchisees Regional Business Conference - Littler Learning Group

**2007**

Preventing Workplace Harassment for California Managers  
Architecture Firm Presentation - Littler Learning Group

**2004**

Avoiding Traps for the Unwary: The Latest Issues in Wage & Hour Law  
Restaurant Franchisees Conference - Littler Learning Group

**2004**

Preventing Workplace Violence  
State Compensation Insurance Fund Seminar

**2003**

Developing a Communications and Media Relations Strategy: Crisis Communications  
2003 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**2001, 2002 and 2003**

Hiring Do's and Don'ts

Client / State Compensation Insurance Fund Seminar

**2002**

Workplace Violence

Conference - Association of Threat Assessment Professionals

**2001**

Sexual Harassment Prevention

Clint Presentation - Littler Learning Group

**2002**

How Smart Companies Speak in Times of Crisis or Change

2002 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**1998, 1999**

Workplace Violence: Legal Issues – Sexual Harassment, Employment Discrimination and Violence in the Workplace  
UCLA Extension Class

**1999**

Sexual Harassment: Shifting Boundaries and Dramatic Defense Developments

1999 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**1999**

Conducting Good Performance Evaluations, Reasonable Accommodations under the American With Disabilities Act, and  
Reasonable Suspicion Drug Testing

Human Resources Law Course - Chapman University

**1999**

Avoiding Employer Liability: Things You Should Know and Do

Seminar - Women Lawyers Association of Los Angeles / National Association of Women Business Owners

**1999**

A Fresh Look at the Performance Evaluation Process

Paralegal Association

**1999**

AIDs in the Workplace: A Legal Perspective

Annual Doctor-Lawyer Seminar - Women Lawyers Association of Los Angeles / Los Angeles - American Medical  
Women's Association

**1994, 1996 and 1998**

Preventative Labor Law

New Attorney Training - Internal Firm Presentation

**1998**

Contingent Workers

1998 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**1998**

Legal Issues Associated With a Strategic Alliance or Merger

Annual Workshop - Pacific Coast Gas Association

**1996 and 1997**

MCLE Compulsories: Ethics and Law Practice Management; Stress Management and Elimination of Bias; the Risk Management Perspective

Practising Law Institute

**1997**

Performance Improvement Plans, Investigations, Terminations, Workplace Violence, ADA/Family Leave/Workers' Compensation Leave, Sexual Harassment, Litigation Landmines

Shipping Client Presentation

**1995**

Interviewing Tips: A Management Training Seminar

Client Presentation - Youth Residential Treatment Facility

**1995**

Progressive Discipline

Public Sector Client Conference

**1993**

Sexual Harassment in the Workplace

Medical Group Client Presentation

**1992**

Wrongful Discharge Law in California; Negligent Hiring, Retention, Training and Supervision; Sexual Harassment: Reexamining Its Meaning, Prevention, Investigation and Defense

Client Presentation - Aerospace Materials Supplier

**1991**

Writing a Company Policy

Seminar - California Glass Association

**1989**

Wage and Hour Law Update

Client Seminar - Littler Mendelson

**1989**

Constructing Employee Handbooks

Client Seminar - Littler Mendelson

**1989**

Wage and Hour Basic Principles

Client Seminar - Littler Mendelson

**Books & Book Chapters**

- Employment Torts: High-Risk Components Of Wrongful Discharge Lawsuits, *The 1997 and 1998 National Employer*, LexisNexis