## Bruce R. Millman

Special Counsel

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## Focus Areas

Business Restructuring and M&A
Hiring, Performance Management and Termination
Wage and Hour
Discrimination and Harassment
Labor Management Relations
Corporate Compliance and Ethics
Investigations
International Employment Law
Emerging Technologies and Venture Capital
Workplace Policy Institute
Littler Restructuring Assessment Solution

## Overview

Bruce R. Millman has more than 40 years of experience counseling private and public sector employers on business and personnel strategies. He works with employers on:

- Labor and employment aspects of mergers and acquisitions, sales, reorganizations, and reductions-in-force
- Wage and hour compliance and compensation issues
- Collective bargaining and other union matters
- Disciplinary decisions and wrongful termination
- Employment discrimination issues
- Sexual harassment and other forms of harassment
- Family leave and disability issues
- Personnel policies, executive employment contracts, and manager/employee training

Bruce has particular experience representing clients regarding matters falling under the following:

- Federal and New York Worker Adjustment Retraining Notification Act
- Older Workers Benefit Protection Act
- The Fair Labor Standards Act
- New York Labor Law, including wage payment laws and the Wage Theft Prevention Act
- Title VII and other anti-discrimination/harassment statutes
- The Family and Medical Leave Act and disability discrimination laws
- The National Labor Relations Act
- New York unemployment provisions, including independent contractor issues

In addition to counseling, Bruce regularly represents clients at the collective bargaining table, in arbitration, and in administrative agency and court litigation.

Bruce is a frequent lecturer on public and private sector labor and employment law matters for a wide range of professional and legal organizations, which have included the American Bar Association, the New York State Bar Association, the Practising Law Institute and others.

Bruce previously served as the office managing shareholder of Littler Mendelson's New York office. He is a member of Littler's Publications Review and Associates Committees, the Core Group of the Wage and Hour practice group and the Business Restructuring practice group, and the subcommittees on Release Issues and WARN Issues for the Business Restructuring practice group, as well as the Traditional Labor, Healthcare, International Labor and other practice groups.

Prior to joining Littler, he was the managing partner of a boutique management labor and employment firm and a partner at another firm.

## Professional and Community Affiliations

- Member, American Bar Association
- Member, Executive Committee, Labor and Employment Law Section, New York State Bar Association
- Former Chair, Labor and Employment Law Section, New York State Bar Association
- Former Chair, Committee on Continuing Legal Education, Labor and Employment Law Section, New York Bar Association
- Member, Nassau County Bar Association
- Member, New York Bar Foundation
- Former President, Industrial Relations Research Association, Long Island Chapter
- President Emeritus, Manhattan Soccer Club

## Recognition

- Named, The Best Lawyers in America®, 2012-2023

- Named, Thought Leader, International Who's Who of Management Labour and Employment Lawyers, *Who's Who Legal*, 2020
- Named, International Who's Who of Management Labour and Employment Lawyers, *Who's Who Legal*, 2011-2013, 2015-2019
- Fellow, College of Labor and Employment Lawyers
- Named, Who's Who in American Law
- Named, Super Lawyer, New York Metro, *Super Lawyers*, Multiple Years
- Awarded, AV® Peer Review Rating, *Martindale-Hubbell*

## Education

J.D., Columbia University, 1973, *Harlan Fiske Stone Scholar*
A.B., Princeton University, 1970

## Bar Admissions

New York

## Courts

U.S. Supreme Court
U.S. Court of Appeals, 2nd Circuit
New York Supreme Court
U.S. District Court, Eastern District of New York
U.S. District Court, Southern District of New York

## Publications & Press

**Fifth Circuit Rules that COVID-19 Pandemic Did Not Trigger the "Natural Disaster" Exception to WARN Notice Requirements**
*Littler Insight*
June 22, 2022

**Best Lawyers in America© 2022 Edition Honors More Than 240 Littler Lawyers**
*Littler Press Release*
August 19, 2021

**Radical Expansion of New Jersey WARN Act Nears**
*Littler ASAP*
May 17, 2021

**Inaugural Report of Littler's Global Workplace Transformation Initiative**
*Littler Report*
March 30, 2021

**Workforce Reductions and Statistics: A Primer and Recommendations**
*Littler Report*
December 15, 2020

**Warning to New York Employers: The NY WARN Act Now Requires WARN Notices be Sent to Additional Governmental Recipients**
*Littler ASAP*
November 11, 2020

**WPI Labor Day Report 2020**
*Littler WPI Report*
September 8, 2020

**Dear Littler: What Do We Do If We Cannot Bring Our Employees Back From Furlough?**
*Dear Littler*
September 4, 2020

**Best Lawyers in America© 2021 Edition Honors More Than 250 Littler Lawyers**
*Littler Press Release*
August 20, 2020

**Littler Launches Holistic Workforce Restructuring Solution**
*Littler Press Release*
May 28, 2020

**DOL Issues COVID-19 WARN Act Guidance**
*Littler ASAP*
April 30, 2020

**WARN Act Risks Loom for Employers Re-Hiring or Un-Furloughing Employees to Receive Paycheck Protection Program Funding**
*Littler ASAP*
April 19, 2020

**New Jersey WARN Act Radically Expanded**
*Littler ASAP*
January 21, 2020

**New Class Action Suits Claim Stores Must Supply Gifts Cards With Braille**
*Littler ASAP*
November 4, 2019

**Littler's Terri M. Solomon Receives 2019 Alumni Award of Merit from Penn Law Alumni Society**
*Littler Press Release*
October 3, 2019

**Employers May Face New Challenges and Liabilities for Violating New York's Frequency of Pay Law**
*Littler ASAP*
September 11, 2019

**Littler's Janice Sued Agresti Accepted to the Hispanic National Bar Association 2019 Latina Leadership Academy**
*Littler Press Release*
August 23, 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

**Labor and Employment Issues Facing the Healthcare Industry**
*Littler Report*
July 11, 2019

**Best Lawyers in America© 2019 Edition Honors More Than 200 Littler Lawyers**
*Littler Press Release*
August 15, 2018

**Littler Attorneys Named in 2018 Who's Who Legal Labour, Employment & Benefits Guide**
*Littler Press Release*
June 5, 2018

**Littler Attorneys Named in 2017 Who's Who Legal Guide**
*Littler Press Release*
September 28, 2017

**Best Lawyers in America© 2018 Edition Honors More Than 200 Littler Lawyers**
*Littler Press Release*
August 17, 2017

**July Is the New January: Beware of Employment Regulations About to Take Effect**
*Littler WPI Report*
June 27, 2017

**New York City Enacts Laws Limiting Employers' Flexibility To Staff Employees**
*Littler Insight*
June 2, 2017

**New York Proposes Regulations on New Paid Family Leave Law**
*Littler Insight*
March 20, 2017

**New York State Has Adopted Amendments to Existing Minimum Wage Orders**
*Littler Insight*
December 28, 2016

**Why NY's New Pay Equity Law May Be a Game-Changer**
*New York Law Journal*
November 7, 2016

**Proposed Amendment to New York State Wage Orders Set To Substantially Raise Salary Requirements For Exempt Employees**
*Littler Insight*
November 1, 2016

**The Best Lawyers in America© Honors More Than 180 Littler Lawyers in Its 2017 Edition**
*Littler Press Release*
August 16, 2016

**Proposed Rule Would Radically Alter Use of Direct Deposit and Paycards in New York**
*Littler ASAP*
June 22, 2016

**The Murky Rules Surrounding Overtime Exemptions**
*Fortune*
June 6, 2016

**Understanding New York's New Paid Family Leave Law**
*Littler Insight*
May 23, 2016

**Navigating New York and California's Recent Wage & Hour Changes**
*Littler Podcast*
April 21, 2016

**Labor & Employment Issues Facing the Healthcare Industry**
*Littler Report*
April 12, 2016

**What Should Employers Do To Prepare for Coming White Collar Pay Change?**
*New York Business Journal*
August 26, 2015

**Littler Attorneys Recognized in the Best Lawyers in America© 2016 Edition**
*Littler Press Release*
August 18, 2015

**Key Changes to New York's Wage Theft Prevention Act Become Law**
*Littler Insight*
December 31, 2014

**Littler Attorneys Included in the Best Lawyers in America© 2015 Edition**
*Littler Press Release*
August 18, 2014

**New York Minimum Wage Set to Increase on December 31, 2013**
*Littler ASAP*
December 19, 2013

**New York Employers Are Now Safe to Make Wage Deductions: NYDOL Issues Final Wage Deduction Regulations**
*Littler Insight*
October 16, 2013

**Littler Names Bruce Millman New York Office Managing Shareholder**
*Littler Press Release*
September 30, 2013

**Littler Attorneys Named in Best Lawyers in America® 2014 Edition**
*Littler Press Release*
August 15, 2013

**Littler Named Management, Labour and Employment Firm of the Year by Who's Who Legal**
*Littler Press Release*
June 24, 2013

**Proposed Regulations Clarify New York Employers' Wage Deduction Rights**
*Littler Insight*
June 3, 2013

**WARN Notice – One More Burden for Employers Recovering from Sandy?**
*Littler Insight*
November 27, 2012

**Considerations for New York Employers in the Wake of Hurricane Sandy**
*Littler Insight*
November 9, 2012

**Best Lawyers in America® Names 164 Littler Attorneys to 2013 Edition**
*Littler Press Release*
September 7, 2012

**NY Poised To Give Employers Leeway On Wage Deductions**
*Law360.com*
August 10, 2012

**Wage Deductions Almost Legal in NY? Legislation Allowing Employers to Make Wage Deductions Awaits Governor's Signature**
*Littler Insight*
July 19, 2012

**Littler Named World's Leading Law Firm for Management Labor and Employment Work**
*Littler Press Release*
June 12, 2012

**ADA May Require Employers to Assist Employees in Commuting to Work**
*TLNT*
March 9, 2012

**Federal Appeals Court Holds that Employers May Be Obligated Under the ADA to Accommodate Commuting to Work**
*Littler Insight*
October 24, 2011

**Best Lawyers in America® Names 108 Littler Lawyers to 2012 Edition**
*Littler Press Release*
September 12, 2011

**Littler Recognized as Highly Regarded Labor & Employment Firm by Who's Who Legal and Dominates its Top Attorneys List**
*Littler Press Release*
July 11, 2011

**Western District of New York: Employers Must Reimburse Guest Workers for Costs of Travel, Visa, Recruitment**
*Littler ASAP*
February 23, 2011

**Spotlight: Wage Survey or Collusion**
*HR Compliance Law Bulletin*
November 10, 2010

**Revised New York State Notice of Pay Rate Requirements Forces Employers to Consider Whether and Why New Hires May Be Overtime-Exempt**
*Littler Insight*
February 10, 2010

**Responding to the Expanding City and State Human Rights Laws**
*New York Law Journal*
January 29, 2010

**And You Thought the Bailout Was Bad: Employment Law Risks in the Current Financial Crisis**
*Littler Insight*
October 13, 2008

**NLRA Issues for the Non-Union Workplace**
*The Labor Lawyer: A Journal of Ideas and Developments in Labor & Employment Law*
Summer 2008

**Better Put That in Writing: New York Updates Its Law on Commission Agreements**
*Suffolk Lawyer*
April 2008

**Another New Form of Protected Activity- Mandatory Leave Time to Donate Blood**
*Littler Insight*
December 11, 2007

## Speaking Engagements

**Homecare Consolidation: Employment Law Considerations That Can Kill Deals When Buying or Selling a Homecare Business**
April 5, 2022

**When Every Day is "Blursday" - Wage and Hour Compliance for a Remote Workforce**
New York, NY
October 7, 2021

**Timely Talk About Wage and Hour Law: New York's Requirement and Recent Legal Developments**
New York, NY
June 10, 2021

**Your Workforce: Staying Compliant and Productive**
Webinar
May 12, 2020

**Content and Cocktails: Diversity, Inclusion and Elimination of Bias**
New York, NY
November 7, 2019

**Timely Talk About Wage and Hour Law: New York's Requirements and Recent Legal Developments**
October 31, 2019

**The 2018 Wage and Hour Update: Employers Must Brave the Thicket of Complex Laws**
Littler Executive Employer, Phoenix, AZ
May 3, 2018

**The New York Paid Family Leave Law: Is Your Company Ready?**
New York, NY
November 29, 2017

**The New York Paid Family Leave Law: Is Your Company Ready?**
New York, NY
November 15, 2017

**The New York Paid Family Leave Law: Is Your Company Ready?**
New York, NY
November 8, 2017

**Affiliated Company Liability: The Expanding Definition of "Employer" and the Increasing Disregard of Corporate Separateness**
May 11, 2017

**Pay Equity (including California's Extension into Race and Ethnicity) and Preemptive Audits**
New York, NY
April 19, 2017

**What Does a Trump Administration Mean for Employers?**
New York, NY
March 2, 2017

**Financial Services and Corporate Compliance**
New York, NY
November 30, 2016

**Implementing the New Overtime Rule - August 18, 2016**
New York, NY
August 18, 2016

**Implementing the New Overtime Rule - July 28, 2016**
New York, NY
July 28, 2016

**Implementing the New Overtime Rule - July 21, 2016**
New York, NY
July 21, 2016

**Implementing the New Overtime Rule - July 14, 2016**
New York, NY
July 14, 2016

**Implementing the New Overtime Rule - July 7, 2016**
New York, NY
July 7, 2016

**Healthcare Roundtable**
New York, NY
June 2, 2016

**Ethical Issues for In-House Counsel: "What Do You Mean It's Not Privileged?"**
The 2016 Executive Employer® Conference, Scottsdale, AZ
May 6, 2016

**State-by-State Wage and Hour Headaches: What Every Multistate Employer Needs to Know**
The 2016 Executive Employer® Conference, Scottsdale, AZ
May 5, 2016

**Corporate Compliance & Financial Services Update**
New York, NY
November 19, 2015

**2015 Tri-State Employer Conference**
New York, NY
November 5, 2015

**DOL's Proposed Changes to the White Collar Regulations: What Should Employers Do Now?**
New York, NY
October 6, 2015

**DOL's Proposed Changes to the White Collar Regulations: What Should Employers Do Now?**
New York, NY
September 10, 2015

**DOL's Proposed Changes to the White Collar Regulations: What Should Employers Do Now?**
New York, NY
July 30, 2015

**DOL's Proposed Changes to the White Collar Regulations: What Should Employers Do Now?**
New York, NY
July 16, 2015

**A Whistleblowing Whistle-Stop Tour: The Hottest Trends and Topics in Whistleblowing & Retaliation**
New York, NY
March 31, 2015

**Labor Nuts and Bolts**
New York, NY
March 27, 2015

**Annual NY Legal Update: The Top Employment and Labor Issues Affecting New York Employers**
New York, NY
October 16, 2014

**Expanding Your Footprint - Critical Issues in Corporate Restructuring**
May 10, 2013

**Critical Employment Law Issues Facing Healthcare Employers Today**
2012 Healthcare Summit - Littler Mendelson
September 12, 2012

**China's Labor and Employment Laws: What It Means for U.S. Employers**
New York, NY
July 19, 2012

**Converting Good Intentions into Compliance: Effective Pay Practices**
Littler Mendelson, Scottsdale, AZ
May 11, 2012

**Compliance with Wage and Hour Regulations: What You Don't Know Can Hurt You**
Commercial Law League of America, New York, NY
November 11, 2011

**Guns in the Workplace: New Laws, New Hazards & Preventing a Shooting Incident**
Institute of Financial Management
July 12, 2011

**The Health Care Overhaul: What You Need to Know (For Now)**
Labor and Employment Law Section - New York State Bar Association
November 2010

**Weathering the New Wave of Wage & Hour Claims and Class Actions**
Melville, NY
May 21, 2010

**New York Employment Law Update**
Melville, NY
March 9, 2010

**Hiring and Terminating Employees in the Current Economy**
Sterling Educational Services
February 2010

**Compensation Issues under FLSA/Wage and Hour Laws**
Sterling Educational Services
February 2010

**Balancing Employee Rights and Employer Prerogatives under the National Labor Relations Act**
Cornell University School of Industrial and Labor Relations
2010

**Sex Offenders, Terrorists and Video Resumes: How Far Can You Go to Get Information on Prospective and Current Employees**
Melville, NY
September 16, 2009

**Managing Leaves of Absence**
Melville, NY
March 17, 2009

**Reductions in Force: The Puzzle, The Process**
New York, NY
March 6, 2009

**Conducting Lawful Investigations of Employment Related Claims**
Melville, NY
October 16, 2008

**Bargaining Rights, Arbitration Rights and State Constitution in Conflict**
Labor and Employment Relations Association, New York Chapter
May 20, 2008

**Ethics in Negotiations and Mediation**
Nassau County Bar Association
March 2008

**Managing Personnel to Avoid Expense and Litigation - Developing an Employee Handbook and Workplace Training**
Melville, NY
January 11, 2008

**Advocacy in Employment Mediation**
New York, NY
October 18, 2007

**Discrimination and Retaliation**
Melville, NY
September 20, 2007

**Employee Benefits**
Melville, NY
July 19, 2007

**Religion at the Workplace**
Melville, NY
May 17, 2007

**Enforceable Release Agreements - Still Possible?**
New York, NY
May 16, 2007

**Military Leave**
Melville, NY
March 22, 2007

**FMLA / ADA Update**
Melville, NY
January 25, 2007

## Books & Book Chapters

- The NLRB Issues its Long-Anticipated Final Rule Changing Representation Election Procedures, Chapter 5, *Understanding Employment Law*, Practising Law Institute (PLI), 2017
- A (Very) Brief Overview of National Labor Relations Act Basics, Chapter 6, *Understanding Employment Law*, Practising Law Institute (PLI), 2017
- Employment Law, Chapter 7, *Legal Manual for New York Physicians, 6th Ed.*, New York State Bar Association and the Medical Society of the State of New York, chapter co-author: Jeffrey Schlossberg, 2020
- Americans with Disabilities Act, Chapter 11, *Legal Manual for New York Physicians, 6th Ed.*, New York State Bar Association and the Medical Society of the State of New York
- Civil Rights, Chapter 32, *Legal Manual for New York Physicians, 6th Ed.*, New York State Bar Association and the Medical Society of the State of New York, 2020