



## Michael J. Lotito

Shareholder  
Co-Chair, Workplace Policy Institute

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## Focus Areas

Workplace Policy Institute  
Labor Management Relations  
International Employment Law  
Global Workplace Transformation Initiative

## Overview

As co-chair of Littler's Workplace Policy Institute (WPI), Michael Lotito strategically advises clients and policy makers on what labor and employment law might become, not just what it is today. He provides counsel in all aspects of traditional labor relations, including matters arising under the National Labor Relations Act.

A nationally recognized thought leader on workplace policy, Michael has testified before the U.S. House of Representatives and the U.S. Senate, as well as the National Labor Relations Board (NLRB) and the Equal Employment Opportunity Commission (EEOC). In his WPI role, he advocates on behalf of the employer community on a variety of issues, regularly files amicus briefs on vital workplace policy concerns and has led the management community in opposition to the federal persuader rule, which would destroy confidentiality between lawyers and their clients. WPI is active not only in the United States, but also in Europe, with shareholders in Great Britain and Brussels.

Through the Emma Coalition, a project Michael co-founded and named in honor of his granddaughter, he is at the vanguard in preparing American business and the American workforce for the future of work. As technology, especially robotics and artificial intelligence, creates not only unprecedented displacement but also unprecedented opportunities, the Emma Coalition, in cooperation with government and corporate entities, examines what skills the American workforce will need down the road and makes sure America and its people will remain competitive in the years to come.

As part of this work, Michael has coauthored a widely read report summarizing what the future workforce can expect and how America can prepare.

Michael represents leading global companies on strategic issues impacting their workplaces, including the intersection of U.S. and international labor standards. He speaks throughout the world to management groups, sharing his passion for the development and implementation of workplace regulations that balance the legitimate needs of businesses, their workforce and society at large.

He is labor counsel to the International Franchise Association, the National Association of Manufacturers' legal compliance program, the Job Creators Network and a member of the U.S. Chamber of Commerce's labor and employment law litigation committee.

*Human Resource Executive* magazine has inducted Michael into its Hall of Fame of the Nation's Most Powerful Employment Attorneys. The College of Labor and Employment Lawyers has elected him a fellow. Awarded an AV Preeminent Peer Review Rating by Martindale-Hubbell, Michael is frequently quoted by the media, including *Bloomberg BNA*, *Law360*, *Forbes*, *Politico*, *The Wall Street Journal*, *CNBC*, *Fox Business Network* and *The Hill*, among others. He maintains a significant social media presence and can be followed on LinkedIn and Twitter.

The Villanova University Graduate School of Human Resources named him HR Alumnus of the 20th Century.

*\* Member of the California Bar; not licensed to practice law in the District of Columbia. Practice is limited primarily to governmental affairs advocacy but also includes the practice before Federal Agencies authorized by Rule 49(c)(3) and does not constitute the practice of law under Rule 49 of the District Columbia Court of Appeals.*

## **Professional and Community Affiliations**

- Member, Littler Board of Directors, 2021-2023
- Member, Labor and Employment Case Selection Committee, National Chamber Litigation Center
- Member, Labor Relations Committee, U.S. Chamber of Commerce
- Member, Employee Benefits Committee, U.S. Chamber of Commerce
- Member, Society of Human Resource Management
- Member, Employee and Labor Relations Committee, Society of Human Resource Management
- Fellow, American Bar Foundation
- Member, State Bar of California
- Member, International Bar Association
- Member, College of Labor and Employment Lawyers
- Former Chair, Employment and Labor Law, Tort and Insurance Practice Section, American Bar Association

- Former Chair, Board of Directors, Society of Human Resource Management
- Former Chair, National Legislative Affairs Committee, Society of Human Resource Management
- Former Member, Board of Directors, Sterling Testing Systems
- Former Chair, Marin Catholic Board of Regents

## Recognition

- Awarded, AV Preeminent® Peer Review Rating, *Martindale-Hubbell*
- Awarded, AV Preeminent® Judicial Review Rating, *Martindale-Hubbell*, 2021
- Named, The Best Lawyers in America®, 2021
- Named, Employment Law Trailblazers, *National Law Journal*, 2020
- Named, Member, *Washington Legal Foundation (WLF) Legal Policy Advisory Board*, 2019
- Named, Super Lawyer, Northern California, *Super Lawyers*, 2010-2022
- Fellow, *College of Labor and Employment Lawyers*, Inducted 2017
- Named, Nations' Most Powerful Employment Attorneys, Hall of Fame, *Human Resource Executive / Lawdragon Inc.*, 2013-2017
- Hall of Fame Inductee, *Human Resource Executive / Lawdragon Inc.*, 2017
- Named, Readers' Choice Top Author, *JD Supra*, 2016
- Named, Recommended Lawyer, Labor Management Relations, *Legal 500 United States*, 2016
- Named, Management Labour and Employment, *Who's Who Legal*
- Recipient, Human Resource Alumnus of 20th Century, Human Resource Development Program, *Villanova University*
- Named a Member of Vistage 200, for making successful CEO presentations for chapters throughout the U.S.
- Named, 500 Leading U.S. Corporate Employment Lawyers, *Lawdragon*, 2020-2024

## Education

J.D., Villanova University School of Law, 1974

B.S., Villanova University, 1970

## Bar Admissions

California

## Courts

U.S. Supreme Court

California Supreme Court

U.S. District Court, Central District of California

U.S. Court of Appeals, District of Columbia

## **Publications & Press**

### **Unionization Rates Hold Steady, Despite Highly Publicized Drives**

*SHRM Online*

January 26, 2024

### **DOL Contractor Rule Critics Aim For Familiar Judge's Review**

*Law360 Employment Authority*

January 25, 2024

### **Union Rates Down Slightly In 2023, BLS Data Shows**

*Law360 Employment Authority*

January 23, 2024

### **Businesses Seek Speedy Legal Fight Over New DOL Gig Worker Rule**

*Bloomberg Law*

January 18, 2024

### **Deference Deterrence: Will U.S. Supreme Court Let the Bureaucrats Keep Running Wild?**

*California Globe*

January 17, 2024

### **6 in-house legal trends to watch in 2024**

*Legal Drive*

January 9, 2024

### **U.S. Department of Labor Finalizes Independent Contractor Regulation**

*Littler Insight*

January 9, 2024

### **What Would Overruling Chevron Mean for Labor and Employment Law?**

*Littler Insight*

January 8, 2024

### **Biden-Era NLRB Faces Make-Or-Break Year In 2024**

*Law360 Employment Authority*

January 1, 2024

### **Will labor unions maintain their momentum in 2024?**

*Marketplace*

December 28, 2023

**Unions Use Contract Wins to Make Up for Congress' Long Inaction**

*Bloomberg Law*

December 8, 2023

**Congress: What Are You Up to, Julie?**

*California Globe*

December 7, 2023

**How important is a "ratification vote" in union contracts?**

*Marketplace*

November 13, 2023

**What Employers Should Know About Biden's AI Order**

*Law360 Employment Authority*

November 3, 2023

**President Biden Issues Landmark Artificial Intelligence Executive Order**

*Little ASAP*

October 31, 2023

**NLRB Final Joint-Employer Rule Dramatically Expands Definition of Joint Employment Under the NLRA**

*Little Insight*

October 26, 2023

**How business is thinking about EEOC's work on AI**

*Politico*

October 23, 2023

**'Such An Inflationary Move:' \$20 Fast Food Minimum Wage Sparks Concern**

*The Business Journal*

October 16, 2023

**Legislative lowdown: EEOC proposes new harassment guidance, California raises fast-food minimum wage**

*HR Brew*

October 4, 2023

**What a Government Shutdown Means for Employers: Many Agencies Will Sharply Curtail Operations, Delaying New and Pending Cases**

*Little ASAP*

September 29, 2023

**UAW Joins Wave of Union Strikes Looking for Big Wins**

*The Wall Street Journal*

September 28, 2023

**Lewis Brisbois Defector Firm's Flop Is Boon for Labor Boutique**

*Bloomberg Law*

September 26, 2023

**Strike Is a High-Stakes Gamble for Autoworkers and the Labor Movement**

*The New York Times*

September 19, 2023

**The impact of the fast-food wage compromise in California won't be limited to fast food**

*Restaurant Business Magazine*

September 18, 2023

**Punching In: NLRB Braces for Budget Fight as Agency Tasks Multiply**

*Bloomberg Law*

September 18, 2023

**Biden-Era NLRB Picking Up Steam After Slow Start**

*Law360 Employment Authority*

September 13, 2023

**New California Fast Food Worker Law Would Raise the Minimum Wage, Establish a "Fast Food Council," and No Longer Fund the Industrial Welfare Commission**

*Little Insight*

September 12, 2023

**New report offers insight into recent federal agency actions that impact employers**

*BenefitsPRO*

September 11, 2023

**California Reaches Across State Lines to Invalidate Employee Non-Compete Agreements**

*Little Insight*

September 6, 2023

**Little's Workplace Policy Institute Releases 2023 Labor Day Report**

*Little Press Release*

September 5, 2023

**HR's biggest post-COVID hiring challenge? The 'widening' skills gap**

*HR Executive*

September 5, 2023

**WPI Labor Day Report 2023**

*Little WPI Report*

September 5, 2023

**Overtime Expansion 'Daring' Businesses to Sue Over Pay Threshold**

*Bloomberg Law*

August 30, 2023

**Mitch McConnell Is Waging War on Labor. Don't Worry, He'll Lose.**

*The New Republic*

August 29, 2023

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

*Little Insight*

August 28, 2023

**Unions Win Under NLRB's Shift Of Bargaining Order Standard**

*Law360 Employment Authority*

August 25, 2023

**Punching In: GOP Labor Board Seat Empty as Democrat's Vote Looms**

*Bloomberg Law*

August 21, 2023

**Stay Abreast of New Federal Regulations About to Arrive**

*SHRM Online*

August 10, 2023

**Little Releases Report On The American Workforce**

*Industry Today*

August 7, 2023

**Publicize Whether They Use Union Avoidance 'Persuaders'**

*SHRM Online*

August 1, 2023

**Senate Recesses Without Vote On NLRB Nominee**

*Law360*

July 28, 2023

**Su's Acting Role Called Unconstitutional in New Legal Threats**

*Bloomberg Law*

July 27, 2023

**Anti-Union Captive Audience Meetings Are Risky With Law in Flux**

*Bloomberg Law*

July 27, 2023

**The American Workforce Transformation – Challenges and Opportunities**

*Little WPI Report*

July 26, 2023

**Little's Workplace Policy Institute Releases Report on the American Workforce Transformation**

*Little Press Release*

July 26, 2023

**Fast-Food Corporations Targeted in California Wage and Labor Bill**

*Bloomberg Law*

July 25, 2023

**Introducing Law360's NLRB Precedent Tracker**

*Law360 Employment Authority*

July 21, 2023

**America is barreling toward a summer of strikes**

*The Seattle Times*

July 21, 2023

**A California Labor Agency Returns, and Employers Will Feel Impact**

*SHRM Online*

July 20, 2023

**Summer of Strikes: American Firms Face 650,000 Worker Walkouts**

*Bloomberg Law*

July 20, 2023



**Some States Angling To Stop Anti-Union Meetings**

*Law360 Employment Authority*

July 20, 2023

**Watchers Surprised Wilcox Moving In Senate Sans GOP Pick**

*Law360 Employment Authority*

July 7, 2023

**5 Things Wage-Hour Attys Are Watching In 2023's 2nd Half**

*Law360 Employment Authority*

July 5, 2023

**A very California coup**

*The Orange County Register*

July 5, 2023

**BIPA's Devastating Effects on Illinois Businesses**

*Little WPI Report*

June 27, 2023

**California Could Revive the Industrial Welfare Commission**

*Little Insight*

June 26, 2023

**Biden's Lone Cabinet Picks Heads to Hill to Salvage Nomination**

*Bloomberg Government*

June 7, 2023

**DOL Says Julie Su Can Run Agency Without Senate Approval**

*Law360 Employment Authority*

June 2, 2023

**Noncompete Clauses Violate Labor Law, NLRB Lawyer Says**

*The Wall Street Journal*

May 30, 2023

**Weekly Shift**

*Politico*

May 22, 2023

**Congress Moves to Engage Workforce With AI, Not Fight Against It**

*Bloomberg Law*

May 22, 2023

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

*General Counsel News*

May 12, 2023

**The Kids Are Alright**

*Traceroute*

May 11, 2023

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

*Law360 Employment Authority*

May 10, 2023

**The Littler Annual Employer Survey 2023**

*Littler Report*

May 10, 2023

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

*Corporate Counsel*

May 10, 2023

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

*Littler Press Release*

May 10, 2023

**Businesses Cry Foul on DOL Messaging for Trump Gig Worker Rule**

*Bloomberg Law*

May 8, 2023

**NLRB Could Adopt Many Proposed Changes in PRO Act**

*SHRM Online*

April 27, 2023

**Su's Chance to Lead DOL Could Come Down to Her Bargaining Savvy**

*Bloomberg Law*

April 25, 2023

**Little WPI Contests FTC Proposed Ban on Non-Competes on Behalf of Employers**

*Little Press Release*

April 24, 2023

**Tenn. Union Card Check Law Awaits Governor's Signature**

*Law360 Employment Authority*

April 24, 2023

**Hot Take(out): California Fast Food Franchises Could Face Increased Liability**

*Little ASAP*

April 20, 2023

**Unions Have Chance To End Controversial Pay Tiers**

*Law360 Employment Authority*

April 13, 2023

**Biden's Wage Chief Nom Clears Committee After Delay**

*Law360*

March 28, 2023

**Are You Ready for Another Bank Failure?**

*SHRM Online*

March 24, 2023

**New Gig Worker Act May Raise Prices, Reduce Earnings, Damage Competition**

*Law Week Colorado*

March 16, 2023

**Silicon Valley Bank collapse is a 'wakeup call'**

*Human Resources Director*

March 16, 2023

**In SVB's wake, tech founders fear potential legal risks**

*Morning Brew*

March 16, 2023

**Calif. To Watch For PAGA Claims Related To Bank Collapse**

*Law360 Employment Authority*

March 13, 2023

**DOL Observers Size Up Marty Walsh's Wage and Hour Legacy**

*Law360 Employment Authority*

March 10, 2023

**Biden Floats \$376M NLRB Budget, Fines In Funding Plan**

*Law360*

March 9, 2023

**A conversation with Littler's Michael Lotito about all things labor and workplace**

*The Chamber Beat*

March 2, 2023

**Tenn. Legislation Takes Aim At Union Card Check Process**

*Law360 Employment Authority*

February 22, 2023

**California Legislature Serves Up Bill Proposing Joint Employer Liability For Fast Food Franchisors**

*Littler ASAP*

February 21, 2023

**Biden's Wage Chief Pick Stalls In Senate Committee**

*Law360*

February 15, 2023

**As Walsh Exit Looms, Calls Mount to Name Deputy to DOL Top Spot**

*Bloomberg Law*

February 10, 2023

**Biden Renominates DOL Wage Chief Pick**

*Law360*

January 23, 2023

**Union Membership Rates Down Again In 2022, BLS Says**

*Law360*

January 19, 2023

**4 NLRB Developments To Watch In 2023**

*Law360 Employment Authority*

January 2, 2023

**NLRB's Vacant GOP Seat Likely to Remain Empty Until Summer**

*Bloomberg Law*

December 19, 2022

**Litigation Likely To Test Reach Of New NLRB Remedy Ruling**

*Law360 Employment Authority*

December 15, 2022

**New Congress Imperils Biden's Wage Priorities**

*Law360 Employment Authority*

November 16, 2022

**2022 Midterm Election Impact on Labor and Employment Policy**

*Little Insight*

November 15, 2022

**Top 3 Labor Takeaways From The 2022 Midterms**

*Law360 Employment Authority*

November 9, 2022

**Employee or Independent Contractor? It's Complicated**

*LexisNexis*

November 4, 2022

**DOL rule change may fuel litigation**

*Business Insurance*

November 2, 2022

**EEOC Disavows Ex-GC's Warnings About Abortion Travel**

*Law360*

October 31, 2022

**DOL Aims To Avert Another Independent Contractor Rule Flub**

*Law360 Employment Authority*

October 28, 2022

**Little: Former EEOC general counsel 'intimidating' employers over abortion travel benefits**

*HR Dive*

October 26, 2022

**Midterm Elections Come With High Stakes For NLRB**

*Law360 Employment Authority*

October 26, 2022

**Punching In: DOL Gig Worker Plan Echoes California 'ABC' Test**

*Bloomberg Government*

October 14, 2022

**The coming fight over the gig economy, explained**

*Vox*

October 12, 2022

**Employers Can't End Paycheck Deductions for Unions at Expiration of CBAs**

*SHRM Online*

October 12, 2022

**Legal challenges could hamper U.S. rule to limit independent contracting**

*Reuters*

October 12, 2022

**Labor Department Moves to Change Worker Classification Rule**

*Bloomberg Law*

October 11, 2022

**Department of Labor Proposes New Rule for Independent Contractor Status**

*Little ASAP*

October 11, 2022

**New DOL Contractor Rule Proposal's 3 Key Takeaways**

*Law360 Employment Authority*

October 11, 2022

**Biden's top labor cop grabs spotlight amid surge in union activism**

*POLITICO Pro*

October 7, 2022

**SBA's Union Toolkit Sends A Message To Labor And Business**

*Law360 Employment Authority*

September 19, 2022

**Next Up From DOL: Overtime, Independent Contractor Rules**

*Law360 Employment Authority*

September 19, 2022

**Strikes Becoming More Common Amid Inflation, Tight Labor Market**

*The Wall Street Journal*

September 16, 2022

**NLRB's Proposed Joint-Employer Standard Would Dramatically Expand the Scope of "Joint Employment"**

*Franchising.com*

September 12, 2022

**Transformation of the American Workforce: Challenges and Next Steps**

*Little's Podcast*

September 12, 2022

**Biz Groups Throw Down Gauntlet In Calif. Fast Food Fight**

*Law360 Employment Authority*

September 9, 2022

**Little's Annual Labor Day Report**

*Industry Today*

September 7, 2022

**Little's Workplace Policy Institute Releases 2022 Labor Day Report**

*Little's Press Release*

September 6, 2022

**NLRB Proposes New Joint-Employer Standard That Would Dramatically Expand Scope of "Joint Employment" Under the National Labor Relations Act**

*Little's Insight*

September 6, 2022

**Little's Labor Day Report Highlights Hiring, Policy Hurdles**

*Law360 Employment Authority*

September 6, 2022

**WPI Labor Day Report 2022**

*Little's WPI Report*

September 5, 2022

**California Legislature Advances Fast Food Industry Regulation Bill**

*Little Insight*

August 31, 2022

**Littler Workplace Policy Institute and National Association of State Chambers Release Report Addressing Skilled Labor Shortages Impacting U.S. Businesses**

*Littler Press Release*

August 31, 2022

**'A tremendous sense of payback': Republicans ready labor policy crackdown**

*POLITICO Pro*

August 20, 2022

**Employment: Industrial action on significant scale roils UK**

*International Bar Association*

August 15, 2022

**Democrats clear reconciliation without new teeth for NLRB**

*POLITICO Pro*

August 12, 2022

**Biden NLRB's First Year Yields Little Policy Action**

*Law360 Employment Authority*

August 3, 2022

**Punching In: High Court Signals Coming Curbs on Agency Deference**

*Bloomberg Law*

August 1, 2022

**Democrats' Reconciliation Deal Omits Labor Fines**

*Law360 Employment Authority*

July 28, 2022

**Glendale, CA Institutes Hotel Worker Protections**

*Little Insight*

July 25, 2022

**Employers Protest Pro-Worker Proposals Tacked on to Defense Bill**

*Bloomberg Law*

July 13, 2022



**Panic Buttons and Workload Limits: Los Angeles Hotel Workers Get New Protections**

*Littleter Insight*

July 8, 2022

**Explainer: Will U.S. Supreme Court EPA ruling rein in federal regulators?**

*Reuters*

July 1, 2022

**Wage-Hour Attorneys' 2022 Midyear Predictions**

*Law360 Employment Authority*

June 29, 2022

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

*Littleter ASAP*

June 27, 2022

**Spring Regulatory Agenda Provides Roadmap to Anticipated Federal Rulemaking**

*Littleter ASAP*

June 22, 2022

**Biden's Labor Agenda Chugs Along as Senate Falts on Nominees**

*Bloomberg Law*

June 10, 2022

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

*Human Resource Executive*

May 13, 2022

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

*Littleter Press Release*

May 4, 2022

**The Littleter Annual Employer Survey 2022**

*Littleter Report*

May 4, 2022

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

*Law360 Employment Authority*

May 4, 2022

**Connecticut Set to Enact Ban on Employer-Sponsored Meetings**

*Little Insight*

May 3, 2022

**Punching In: OSHA Tackles With Its Heat Rule as Summer**

*Bloomberg Law*

May 2, 2022

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

*PEO Insider*

May 1, 2022

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

*Little ASAP*

April 12, 2022

**Application of 'ABC Test' to Franchise Relationships May Cause 'Wave of Misclassification Litigation,' Employment Lawyers Say**

*Law.com*

April 12, 2022

**Rewriting Labor Law by Executive Fiat**

*The Wall Street Journal*

April 11, 2022

**Punching In: Captive-Audience Union Bashing Busted by NLRB's GC**

*Bloomberg Law*

April 11, 2022

**NLRB General Counsel Abruzzo Seeks to Limit Long-Standing Employer Free Speech Right**

*Little ASAP*

April 7, 2022

**3 Takeaways As NLRB GC Sets Sights On Anti-Union Meetings**

*Law360 Employment Authority*

April 7, 2022

**Massachusetts Top Court Issues Key Ruling Impacting Independent Contractors**

*Little Insight*

March 31, 2022

**Labor Relations Radio, Ep. 12—Guest: Michael J. Lotito, Labor Attorney and Nationally-Recognized Thought Leader on Workplace Policy**

*Labor Union News*

March 24, 2022

**Minimal DOL Budget Boost in 2022 May Be Blunted by Rescue Cash**

*Bloomberg Law*

March 22, 2022

**Strain On NLRB Staff Expected After Funding Kept Flat**

*Law360 Employment Authority*

March 21, 2022

**Gig Economy May See Tougher Contractor Rule After Court Victory**

*Bloomberg Law*

March 17, 2022

**Federal Court Decision Protects Independent Contractor Status**

*Little ASAP*

March 15, 2022

**In New York City, Subjectivity Trumps Data Analytics**

*New York Law Journal*

March 11, 2022

**USDA Wants Contractors To Certify Labor Law Compliance**

*Law360*

March 4, 2022

**Antitrust Regulators Continue Push to Expand Gig Worker Rights**

*Bloomberg Law*

February 22, 2022

**SHRM Urges NLRB to Preserve Current Independent-Contractor Standard**

*SHRM Online*

February 22, 2022

**NLRB Atlanta Opera Briefs Include Antitrust Arguments and Novel Proposals, Setting Stage for Gig Economy to Face All-of-Government Approach on Misclassification Concerns**

*The Capitol Forum*

February 17, 2022

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

*Little Insight*

February 8, 2022

**New York, Calif. Bills Would Give Nonunion Workers More Say**

*Law360 Employment Authority*

February 4, 2022

**Any Revised NLRB Decision on Misclassification May Face Stiff Challenge in Court, But Prosecutorial Discretion at NLRB Still Seen as Major Risk to Gig Economy Companies**

*The Capitol Forum*

February 3, 2022

**Labor Seeks Legal, Strategy Changes After Union Rate Drop**

*Law360 Employment Authority*

January 24, 2022

**Union Membership Dips In 2021 As Jobs Return**

*Law360 Employment Authority*

January 20, 2022

**Punching In: Nominee's Past Shows Dangers of New Overtime Rule**

*Bloomberg Law*

January 18, 2022

**Gig Economy Companies Brace for Crucial Year as Challenges Mount**

*Bloomberg Law*

January 4, 2022

**NLRB: Next battleground over defining independent contractors**

*Freight Waves*

January 4, 2022

**Surging Inflation Has Workers Demanding Bigger Raises. Could It Lead to a Wage-Price Spiral?**

*The Wall Street Journal*

December 21, 2021

**National Restaurant Association VP Shannon Meade Joins Littler as Executive Director of the Workplace Policy Institute**

*Littler Press Release*

December 13, 2021

**Teamsters Vote Signals Workers' Desire For Active Unions**

*Law360 Employment Authority*

November 22, 2021

**NLRB Says Employers Must Bargain Over Vaccine Mandate**

*Law360*

November 10, 2021

**Appeals Court Tosses Lawsuit over Trump-Era Joint Employer Rule**

*SHRM Online*

November 8, 2021

**4 Issues In Play As New Biden NLRB Members Settle In**

*Law360 Employment Authority*

October 28, 2021

**Biden Spending Bill Would Add Labor Law Violations Penalties**

*Law360 Employment Authority*

October 28, 2021

**Labor Market, Worker Frustration Fueling 'Striketober'**

*Law360 Employment Authority*

October 22, 2021

**Democrats face ethics déjà vu at NLRB**

*Politico PRO*

October 4, 2021

**Guide to Federal Contractor Obligations under Recent COVID-19 Executive Orders**

*Little Insight*

September 30, 2021

**Abruzzo Says College Athlete Memo Could Reach Off-Campus**

*Law360 Employment Authority*

September 29, 2021

**Infrastructure Bill Offers Telecom Unions a \$43 Billion Boon**

*Bloomberg Law*

September 28, 2021

**Unions squeeze pro-labor priorities into Democrats' spending bill**

*Politico*

September 21, 2021

**For unions, Democrats' reconciliation package is about more than money**

*Politico PRO*

September 20, 2021

**4 more Democratic plays where the Senate's rules referee can blow the whistle**

*Politico*

September 20, 2021

**Employers Face New Labor Fines as Democrats Try Budget Maneuver**

*Bloomberg Government*

September 20, 2021

**Court Showdowns Await Labor Board GC's Legal Agenda**

*Law360 Employment Authority*

September 15, 2021

**President Biden's COVID-19 Action Plan—What Employers Want to Know**

*Little Insight*

September 14, 2021

**Why are people mad at the CDC?**

*Politico*

September 13, 2021

**Congressional Democrats Want to Weaponize Federal Labor Law**

*The Wall Street Journal*

September 12, 2021

**Biden's workplace vaccine mandate faces headwinds**

*Politico*

September 10, 2021

**U.S. House Poised to Add Civil Penalties to National Labor Relations Act**

*Little ASAP*

September 9, 2021

**Here's What House Democrats' Budget Bill Would Do for Workers**

*Bloomberg Law*

September 9, 2021

**WPI Labor Day Report 2021**

*Little WPI Report*

September 6, 2021

**No End To Pandemic Issues, Littler Labor Day Report Says**

*Law360 Employment Authority*

September 6, 2021

**'Not dealing with rookies': Companies brace for Biden's new labor cops**

*Politico*

September 6, 2021

**OFCCP Reverses Course, Will Use EEO-1 Pay Data for Investigation, Enforcement**

*Little ASAP*

September 1, 2021

**Has Momentum Stalled For A Federal \$15 Minimum Wage?**

*Law360 Employment Authority*

August 25, 2021

**Biden Announces Vaccine Requirements for Federal Employees, Contractors**

*Little ASAP*

July 30, 2021

**Certain California Employers Face Hurdles When Recalling Laid-Off Workers**

*SHRM Online*

July 30, 2021

**Department of Labor Withdraws Joint Employer Regulations**

*Little ASAP*

July 29, 2021

**DOL Releases Proposed Rule on Increasing the Minimum Wage for Federal Contractors**

*Little Insight*

July 23, 2021

**What To Watch For As NLRB Nominees Take Hot Seat**

*Law360 Employment Authority*

July 14, 2021

**House Labor Funding Bill Calls For NLRB Boost, E-Voting**

*Law360 Employment Authority*

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*Society for Human Resource Management (SHRM)*

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*Little ASAP*

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*Corporate Counsel*

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*Employee Benefit Advisor*

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*The Wall Street Journal*

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*Law360.com*

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*CNBC*

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*Daily Journal*

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*The Hill*

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*Law360.com*

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*Little ASAP*

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*Little Press Release*

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*Law360.com*

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*Law360.com*

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*Law360.com*

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*Bloomberg BNA Daily Labor Report*

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*The Wall Street Journal*

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*Law360.com*

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*Little ASAP*

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*Little ASAP*

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**Labor Secretary Discusses Persuader Rule, Overtime Regulations, OSHA Actions During House Budget Hearing**

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*Bloomberg BNA Daily Labor Report*

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*Little ASAP*

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**New Executive, Legislative, and Regulatory Efforts Focus on Overtime, Minimum Wage**

*Little ASAP*

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**Don't Expect 'Persuader' Rule This March, DOL Says**

*Law360.com*

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*Bloomberg BNA Daily Labor Report*

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*The Hill*

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*Human Resource Executive Online*

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*Law360.com*

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*Little ASAP*

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**President Obama's State of the Union Address - What Are the Implications for Employers?**

*Little ASAP*

January 29, 2014

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January 27, 2014

**Employers On Edge After NLRB Judge Expands DR Horton**

*Law360.com*

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**Workplace Policy Institute: A Look Ahead to Legislative and Regulatory Changes in 2014**

*Little Insight*

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*Little ASAP*

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*The Hill*

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*Law360.com*

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*Little ASAP*

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*Corporate Secretary*

December 30, 2013

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*Baltimore Sun*

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*Insurancenewsnet.com*

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*Little Press Release*

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*Law360.com*

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*InsideOSHAOnline.com*

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**Federal Agencies Issue Fall 2013 Unified Agendas and Regulatory Plans**

*Little ASAP*

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*Little ASAP*

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*Law360.com*

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**New NLRB GC Has Corporate Counsel Guessing**

*Corporate Counsel*

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*Employee Benefits News (ebn)*

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*Little ASAP*

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*Little ASAP*

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*Little ASAP*

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*Law360.com*

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*Little ASAP*

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*Little ASAP*

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*The Wall Street Journal*

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*Associated Press*

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*Law360.com*

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*Committee News*

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*Law360.com*

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*Los Angeles Times*

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January 21, 2013

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**Michigan Rolls Up Welcome Mat for Unions**

*Society for Human Resource Management (SHRM)*

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*Law360.com*

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*Human Resource Executive Online*

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*The Hill*

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*HR Magazine*

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*TLNT*

July 11, 2012

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*Investor's Business Daily*

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*Human Resource Executive Online*

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*InsideCounsel*

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*ACC Docket*

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*U.S. Chamber of Commerce*

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*The Practical Lawyer*

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*HR Magazine*

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*The Corporate Board*

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*HR Magazine*

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*Personnel*

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**Labor Relations Considerations for the New High-Technology Company**

*Santa Clara Computer and High Tech Law Journal*

January 1986

**Speaking Engagements**

**The All of Government Regulation of Labor and Employment Issues and Other Washington Labor and Employment Matters**

Big Sky, MT

August 10, 2023

**Littler WPI Annual Labor Day Report**

September 12, 2022

**The Future of Work Forum**

IEEE International Conference on Robotics and Automation (ICRA)

May 26, 2022

**Labor and Employment Policy Developments in New York City and Beyond**

New York, NY

May 25, 2022

**WPI Insider Briefing: What to Expect in Year Two of the Biden Administration (and in the States!)**

Littler Executive Employer Conference

May 5, 2022

**What to Expect in Year Two of the Biden Administration: WPI's Labor and Employment Outlook**

February 23, 2022

**The Biden Labor Agenda: What Lies Ahead**

September 16, 2021

**The Right to Recall: New Obligations for Employers in California and Beyond**

April 27, 2021

**Multiemployer Pension Relief: How the COVID-19 Relief Bill Impacts Employers**

March 16, 2021

**What to Expect in the Biden Administration and 117th Congress: WPI's Labor and Employment Outlook**

January 22, 2021

**Tyson's Corner Fall Mini Series: Elections Matter: An Update on the Impacts of the 2020 Election**

Tyson's Corner, VA

December 16, 2020

**Proposition 22: California and Beyond**

November 17, 2020

**WPI Post-Election Update**

November 6, 2020

**A Littler Workplace Policy Institute Webinar: The "New" AB 5**

August 27, 2020

**Back to Work? How In-House Employment Counsel and Human Resources Professionals Can Help Organizations Assess Whether, When and How to Reopen for Business**

April 27, 2020

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

April 10, 2020

**WPI Breakfast Briefing - Update from the NLRB**

Washington, DC

March 24, 2020

**2019 Ohio Employer Conference**

Cleveland, OH

October 10, 2019

**It's NOT as Easy as A-B-C! Practical Tips for Doing Business in California Post AB 5**

October 1, 2019

**Staying Alive After AB5 - Can California Businesses Still 'Depend' on Independent Contractors?**

August 8, 2019

**2019 Puerto Rico Conference**

San Juan, PR

April 12, 2019

**The Latest Developments in Federal Labor Policy: A Workplace Policy Institute Briefing**

April 9, 2019

**2019 Philadelphia Regional Employer Conference**

Philadelphia, PA

April 2, 2019

**WPI Post-Election Update**

Washington, DC

November 9, 2018

**Workplace Policy Institute State of Play: An Inside Perspective on Labor and Employment Policy in Congress and the Federal Agencies**

Little Executive Employer, Phoenix, AZ

May 3, 2018

**Retail Industry Roundtable**

The 2017 Executive Employer® Conference, Phoenix, AZ

May 12, 2017

**Healthcare Industry Roundtable**

May 10, 2017

**An Insider's View From the Capitol: A Workplace Policy Update**

May 10, 2017

**What Does a Trump Administration Mean for Employers?**

New York, NY

March 2, 2017

**The 2016 Election: What Does a Trump Victory Mean for Employers?**

November 21, 2016

**How Will the Election Matter to My Workplace**

Irvine, CA

November 16, 2016

**Little's 6th Annual Brewers Briefing 2016**

Milwaukee, WI

September 7, 2016

**Views from the Nation's Capital: A Workplace Policy Update and Forecast**

Minneapolis, MN

August 1, 2016

**Retail Industry Roundtable**

The 2016 Executive Employer® Conference, Scottsdale, AZ

May 6, 2016

**Government Contractors Industry Roundtable**

The 2016 Executive Employer® Conference, Scottsdale, AZ

May 6, 2016

**Government Contracting: The Frontlines of Future Employment Policy**

May 4, 2016

**The DOL's Persuader Rule: What Impact Will It Have On Your Business?**

April 29, 2016

**2015 Midwest Employer Conference**

Minneapolis, MN

October 29, 2015

**What You Need to Know When Governor Brown Lays Down His Legislative Pen**

October 13, 2015

**Government Moving the Goalposts - Labor & Workplace Policy Changes - What do they mean for Franchising?**

January 13, 2015

**A Divided Congress No More: The 2014 Midterm Election and the New Republican Senate**

November 20, 2014

**For Those Still Doing Business in California...An Update of New California Employment Laws for 2015**

October 7, 2014

**The NLRB After Noel Canning: What's Ahead for the Ambush Election Rule, Employer Email Systems, the Joint Employer Relationship and Other Big Labor Issues?**

July 1, 2014

**Changing Of The Guard: The Impact of the NLRB's Reconsideration of the Register Guard Decision on Employers' Electronic Communications**

May 28, 2014

**Little's Workplace Policy Institute™ – NLRB Ambush Election Rule: The Practical Impact on Employers**

March 24, 2014

**The Future of the Workforce: How the Robotics Revolution will Shape the Employment and Labor Law Landscape**

Washington, DC

February 12, 2014

**Little's Workplace Policy Institute™ – Sacramento's Bumper Crop: New Labor and Employment Laws for Private Sector Employers**

October 23, 2013

**A Special Labor Day 2013 Report: Is Labor Poised For Rebirth?**

September 11, 2013

**The NLRB and the (Union Free) Employer: Strategic HR To The Rescue**

Annual Conference - Society for Human Resource Management

June 18, 2013

**Social Media and the NLRB: New Challenges for Union-Free Employers From An Unlikely Regulator**

Little Mendelson, San Francisco, CA

April 10, 2013

**Impact of the 2012 election on Labor, Employment and Benefits Law**

National Law Review

December 6, 2012

**The Impact of the 2012 Elections on Labor, Employment and Benefits Law**

November 15, 2012

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Ruiz Food Products, Inc.

October 18, 2012

**Onboarding and the NLRA: Risks and Opportunities**

HR.com

September 27, 2012

**The Brinker and Kirby Decisions: Still No Free Lunch in California**

Atlanta, GA

June 25, 2012

**Impact on Business...Impact on HR**

San Diego Society for Human Resource Management

January 16, 2012

**Books & Book Chapters**

- *Minding Your Business: Legal Issues and Practical Answers for Managing Workplace Privacy*, Society for Human Resource Management, Co-Author: Lynn C. Outwater, 1997
- *The Job Placement-Ada Connection*, Milt Wright & Associates, Co-Authors: R.K. Pimentel and C. G. Bell, 1993
- *The Americans With Disabilities Act: A Comprehensive Guide to Title I*, Mill Wright & Associates, Co-Authors: M. J. Soltis and R. Pimentel, 1992
- *What Managers and Supervisors Need to Know About the ADA*, *Mill Wright & Associates*, Co-Authors: R. K. Pimentel and D. Bissonnette, 1992