



## Michelle L. Devlin

Knowledge Management Counsel

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



---

## Focus Areas

Littler Knowledge Management  
Workplace Policy Institute

## 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

## Recognition

- Named, Ones to Watch, *The Best Lawyers in America*®, 2021-2023

## Education

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

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

## Bar Admissions

Connecticut

## Courts

Superior Court of Connecticut, Hartford County

U.S. District Court, District of Connecticut

## Publications & Press

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

*Littler Insight*

November 3, 2022

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

*Little ASAP*

June 27, 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

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

*Little Insight*

February 8, 2022

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

*SHRM Online*

September 16, 2021

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

*Little Insight*

September 14, 2021

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

*Little Press Release*

August 19, 2021

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

*Little Insight*

July 14, 2021

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

*Little Press Release*

August 20, 2020

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

*Little Insight*

July 27, 2020

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

*Little Insight*

September 13, 2019

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

*Little Insight*

August 12, 2019

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

*Little Insight*

July 9, 2019

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

*Concrete Products*

May 6, 2019

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

*Concrete Products*

March 18, 2019

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

*Little ASAP*

March 4, 2019

## **Speaking Engagements**

**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