



Managing the Modern Workplace: Tips and Trends for Labor and Employment Law Compliance

A Half-Day Seminar for In-House Counsel, HR & Business Leaders

December 11, 2025

FordHarrison - St. Louis

www.fordharrison.com



Session 1: Labor & Employment Update

Projecting legislative, administrative, and executive action impacting employers in 2026.

Corey Franklin, Office Managing Partner

www.fordharrison.com

Closely Divided Congress

» Senate Balance of Power

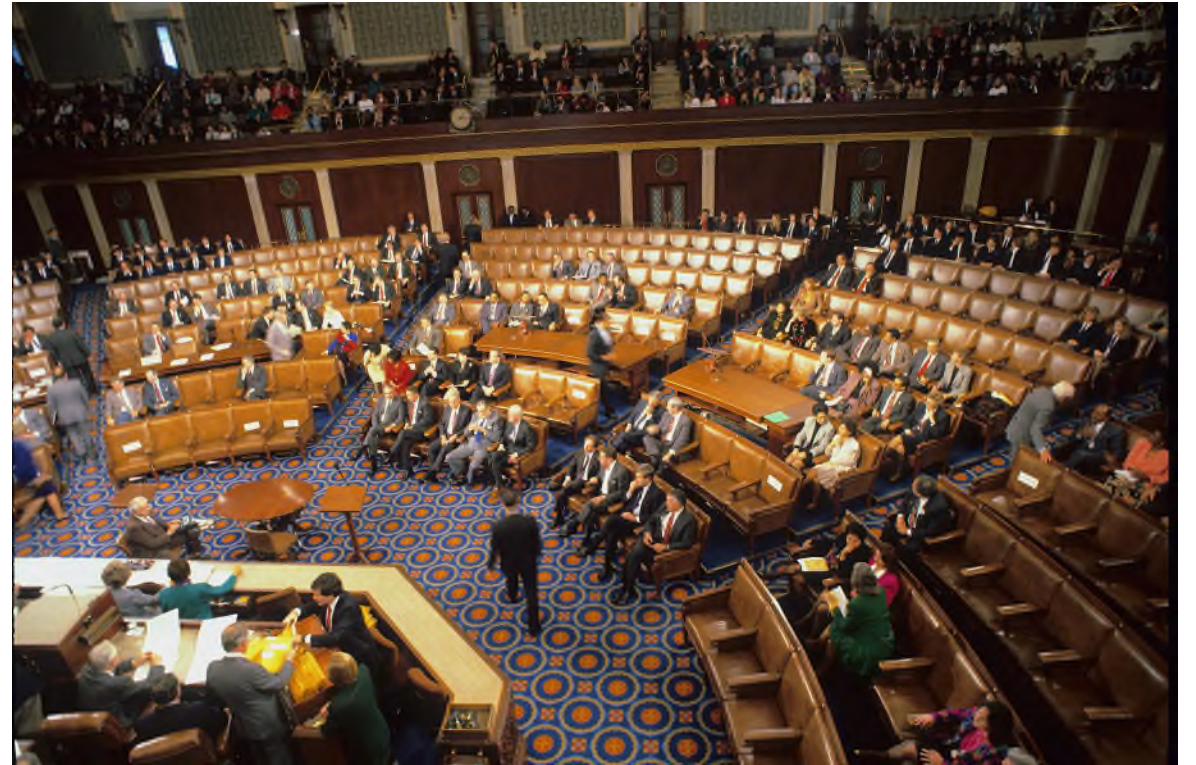
- » 53 Republicans
- » 47 Democrats
- » John Thune (R-SD), Senate Majority Leader
- » Chuck Schumer (D-NY), Senate Minority Leader



Closely Divided Congress

» House of Representatives Balance of Power

- » 219 Republicans
- » 213 Democrats
- » 3 Vacancies
- » Rep. Mike Johnson (R-LA), Speaker of the House
- » Rep. Hakeem Jeffries (D-NY), House Minority Leader



Legislative Developments

- » Slim majorities in the House & Senate make it extremely difficult to drive legislation on a purely partisan basis
- » The filibuster rule in the Senate requires 60 votes to cut off debate
 - » The filibuster rule can be change at any time by a simple majority vote
 - » Both parties have toyed with the notion of changing the filibuster rule, but intense political pressure has kept it in place...for now
 - » Presidential nominations are not subject to the filibuster role
 - » Budget reconciliation
 - » As determined by the Senate parliamentarian, a bill must have a “nexus” to the federal budget and not change major policy
 - » A bill subject budget reconciliation can be passed by a simple majority

Senate HELP Committee - Strange Bedfellows

- » Chairman, Sen. Bill Cassidy, M.D. (R-LA)
- » Ranking Member, Sen. Bernie Sanders (I-VT)
- » Cassidy sponsored/co-sponsored several pieces of legislation to amend the NLRA:
 - » Worker Reforming Elections for Speedy and Unimpeded Labor Talks (RESULTS) Act
 - » NLRB Stability Act
 - » Union Members Right to Know Act
 - » Protection on the Picket Line Act
 - » Worker Privacy Act

A Missouri Twist or a Republican Realignment

A PRO-WORKER FRAMEWORK FOR THE 119TH CONGRESS

U.S. SENATOR JOSH HAWLEY

Delivering Transparency in the Workplace: Employers should be required to post and maintain notices of their employees' labor rights — and affirmatively notify new employees of these rights when they're hired — just like employers already do with OSHA standards.

Holding Abusive Employers Accountable: Warehouse workers, who help power the modern economy, face dangerous conditions at big corporations like Amazon. This framework will prohibit unsafe work speed quotas and other corporate policies that lead to high rates of worker injuries.

Making Union Elections Fair and Timely: Employers often respond to union campaigns by requiring employees to attend so-called "captive audience" meetings to persuade workers to stop organizing — and can even terminate employees who don't attend. This proposal ends that practice while protecting free speech rights of business owners. It also ensures hostile employers can't delay union elections indefinitely by requiring a timely vote in less than 20 business days.

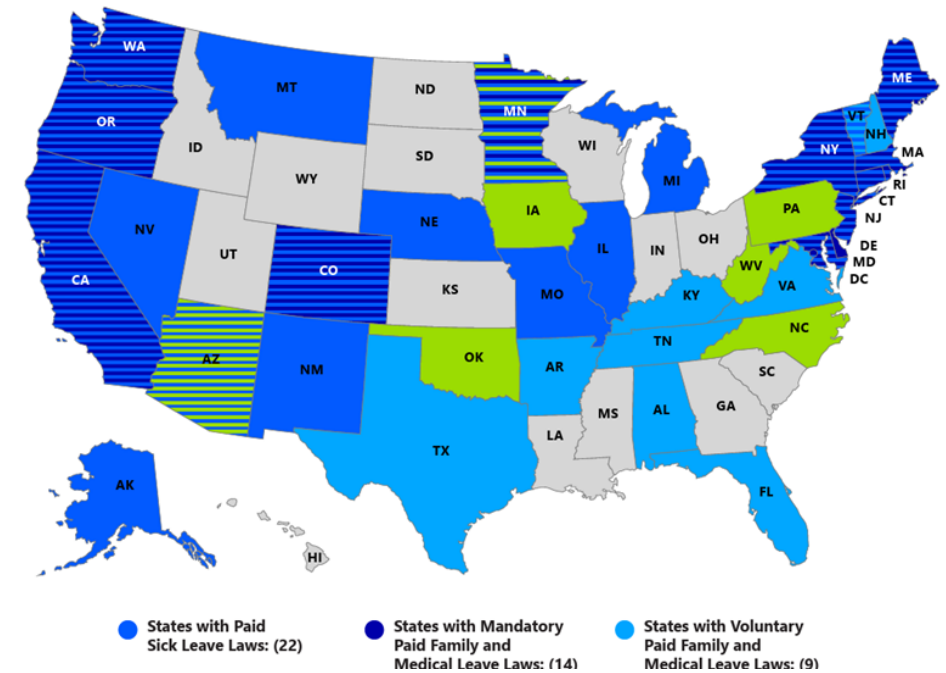


Warehouse Worker Protection Act

- » A bipartisan group of Senators and Congressmen have introduced the Warehouse Worker Protection Act. Josh Hawley (R-MO) is the Republican co-sponsor.
- » This Act would do the following:
 - » Create new standards regarding the use of quotas and workplace surveillance in the warehousing and the distribution industry
 - » Create a new federal regulatory program by establishing a Fairness and Transparency Office within the USDOL Wage and Hour Division
 - » Resurrect the Occupational Safety and Health Act (OSHA) ergonomics standards for the warehouse industry
 - » Force employers to abate “serious, willful, or repeated” hazard citation before the employer can challenge the findings through regular administrative due process
 - » Create a new unfair labor practice charge against employers for alleged employer infringement upon employee rights in the workplace, with respect to surveillance, imposition of quotas, and other similar workplace standards

A Mismatched Patchwork of State Laws

- » In the absence of federal legislation and lasting regulations, states continue to fill the legislative/regulatory void
- » Red and blue states alike continue to pass new laws on paid leave, AI, labor (captive audience meeting bans, mini-NLRBs), pay transparency, “Stay or Pay” bans, and restrictive covenants
- » CA and MA law provide broad collective bargaining rights to app-based drivers, while MN and IL explore similar legislation



A Mismatched Patchwork of State Laws – *cont.*

- » New York and California passed legislation that attempts to preempt the NLRA when the NLRB does not have a full quorum
- » The state laws aim to allow their own public employment relations boards (such as New York's PERB) to handle private-sector issues like resolving unfair labor practices and monitoring union elections if the federal board is unable to function properly
- » Federal courts have enjoined both laws, noting NLRA established a uniform national labor policy, which the Supreme Court has long held bars states from regulating conduct that is even arguably protected or prohibited by the Act

Key Presidential Executive Orders

- Executive Orders impacting the labor and employment arena include:
 - Rescinding cause of action in employment discrimination cases based on “disparate impact”
 - Rejecting “gender identity” as a proxy for biological sex.
 - Eliminating EO 11246 with respect to affirmative action programs and redirecting focus of the Office of Federal Contracting Compliance Programs (OFCCP)
 - Issuing EO 14215 that permits the President and the Attorney General to Override decision of executive agencies
 - Rescinding Contractor minimum wage and leave mandates and requirement to retain qualified employees of a predecessor contractor

What to Expect from the DOL

- » Occupational Safety and Health Administration (OSHA) -- focus includes clarifying existing standards while continuing work on a key worker safety issue.
- » **Heat Injury and Illness Prevention:** OSHA continues to work on establishing a federal standard for preventing heat-related injuries and illnesses in both indoor and outdoor work settings.
- » **Modernization and Clarification:** OSHA plans to revise numerous standards by clarifying provisions perceived as hindering technological and economic development.

What to Expect from the DOL

- » Wage and Hour Division (WHD) - Prioritizing several changes to the Fair Labor Standards Act (FLSA) to increase clarity and flexibility for employers.
 - » **Independent Contractor Status:** The DOL plans to rescind the Biden-era "economic realities" test for determining independent contractor status, a move expected to make it easier to classify workers as contractors.
 - » **Joint Employer Liability:** A rule is under consideration to provide clearer guidance on when multiple businesses can be considered "joint employers," a change intended to promote uniformity in court decisions.
 - » **Overtime Exemptions:** The Department is re-evaluating the regulations that define which executive, administrative, and professional employees are exempt from FLSA overtime requirements.
 - » **Domestic Service Workers:** The agenda includes re-evaluating wage and hour protections for live-in domestic service workers.

What to Expect from DOL

- » Office of Labor Management Standards - Under the Biden Administration, the USDOL increased reporting requirements for employer's use of "persuaders"
 - » Should unions be required to file similar reports for use of SALTS?
 - » What will the position of the new Administration be with respect to monitoring of "persuader activity?"
 - » What degree will union finances be under scrutiny?

What to Expect from the DOL

- » Office of Federal Contract Compliance Programs (OFCCP) – We hardly knew ye....
 - » Will OFCCP continue to exist at all?
 - » Executive Order 11246 has been rescinded and, accordingly, affirmative action programs are no longer required for federal contractors.
 - » Government contractors are now prohibited from holding educational DE&I sessions with their employees and from implementing similar programs.

What to Expect from the EEOC

- » President Trump removed Commissioners Charlotte Burrows and Jocelyn Samuels in January 2025
- » Quorum exists with minimum of three Commissioners
- » Current Composition:
 - » Chair Andrea Lucas
 - » Democrat Commissioner Kalpana Kotagal (appointed by President Biden)
 - » Republican Commissioner Brittany Panuccio (appointed by President Trump)
 - » Carter Crowe appointed to serve as GC, pending confirmation

What to Expect from the EEOC

- » **National Origin Discrimination/Anti-American Bias:** A primary focus will be on protecting "American workers" from unlawful bias, including scrutinizing job postings (e.g., "H-1B preferred") and practices that may disadvantage U.S. workers compared to visa holders. This includes data sharing and coordinated enforcement with the Department of Labor (DOL) and Department of Justice (DOJ).
- » **Scrutiny of DEI Programs:** The Commission under new leadership will prioritize investigations and litigation targeting DEI programs for potential race and sex discrimination (sometimes termed "reverse discrimination"), ensuring initiatives are grounded in individualized, job-related criteria.
- » **Religious Freedom and Bias:** A renewed emphasis will be placed on protecting workers from religious bias and harassment, including antisemitism and Islamophobia, with new guidance expected on religious discrimination and accommodations.

What to Expect from the EEOC

- » **Sex-Based Protections (Biological and Binary):** The agency will focus on defending "the biological and binary reality of sex," which involves reviewing and potentially modifying or rescinding previous guidance and regulations related to protections for transgender employees, including access to facilities and the use of gender markers on forms.
- » **Review of Existing Guidance and Plans:** The EEOC plans to modify or rescind the prior administration's guidance, including the Enforcement Guidance on Harassment in the Workplace, particularly with respect to transgender employees, and portions of the Pregnant Workers Fairness Act regulations through a formal rulemaking process.
- » **Preserving Access to the Legal System:** This includes a continued focus on addressing policies or practices that may deter employees from exercising their rights, such as overly broad non-disclosure or non-disparagement agreements, or improper mandatory arbitration clauses

What to Expect from the NLRB

- » One is the loneliest number: David Prouty only confirmed member
- » William Cowen currently serving as Acting GC
- » Crystal Carey nominated to serve as GC and awaiting confirmation by the full senate
- » James Murphy nominated and awaiting confirmation by the full senate to one of three vacant Republican seats
- » Scott Mayer nominated and awaiting Senate HELP Committee vote to advance his nomination to the full Senate
- » Until a third Republican confirmed, cannot change precedent





Session 2: Legal Update – Missouri and Illinois

Karen Milner, Partner
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Missouri State Law Update



Minimum Wage Increase Reminder

- » A minimum wage of **\$15.00** per hour takes effect on **January 1, 2026**.
 - » **Overtime:** At least one and one-half times a covered employee's regular rate for all hours worked over 40 hours
 - » **Tipped Employees:** at least 50% of the minimum wage, \$7.50/hr, plus any amount necessary to bring employee's total comp to \$15.00.
- » On July 10, 2025, Governor Kehoe signed into law HB 567 (2025), modifying provisions to the Missouri minimum wage law.
 - » minimum wage **will no longer be annually adjusted by the Consumer Price Index**.
 - » public employers **now subject to** the Missouri minimum wage law.

MO Medical Marijuana Reminder

- » Missouri residents over age 21 may purchase recreational marijuana.
- » Some applicants may believe they cannot be refused employment based on a positive pre-employment marijuana test.
- » Not so; employment protections extend to:
 - » Applicants who possess a current and valid medical marijuana card; and
 - » Employees who possess a current and valid medical marijuana card.

MO Medical Marijuana Reminder – con't.

Specifically:

- » Unless a failure to do so would cause an employer to lose a monetary or licensing-related benefit under federal law, an employer may not discriminate against a person in hiring, termination or any term or condition of employment or otherwise penalize a person, if the discrimination is based on either:
 - a) A person's status as a qualifying patient or primary caregiver who has a valid identification card, including the person's legal use of a lawful marijuana product off the employer's premises during non-working hours (unless the person was "under the influence" of medical marijuana on employer premises or during the employee's working hours), or
 - b) a positive drug test for marijuana components or metabolites of a person who has a valid qualifying patient identification card, unless the person used, possessed, or was "under the influence" of medical marijuana on employer premises or during the person's hours of employment.

Missouri Paid Sick Leave Update

» From Last Year's Seminar:

» Prop A → passes in Nov. 2024.

» Employees will accrue 1 hour of paid sick time for every 30 hours worked. The maximum allowable usage per year depends on employer size.

» Employees will start accruing paid sick time on May 1, 2025. For new hires (after May 1, 2025), accruals will start on the employee's first day of employment.

» On July 10, 2025, Missouri Governor Mike Kehoe signed House Bill (HB) 567 into law, repealing large portions of Missouri's Proposition A ("Prop A")

Missouri Paid Sick Leave

» So what does this mean?

- » HB 567's repeal of most of Proposition A became effective on Aug. 28, 2025.
- » Employees are no longer entitled to the paid sick leave benefits provided under Prop A.
- » However, Employees are entitled to the time they earned from May 1 through August 28, 2025, and use it for the reasons afforded to them under Prop A.

Missouri Paid Sick Leave

- » The Saga is not over.
 - » Proponents of Proposition A are currently circulating an initiative petition (IP) for the next election cycle, forwarding substantially similar mandates as the 2024 initiative.
 - » But doing so as an amendment to the Missouri state constitution which could make potential legislative changes far more difficult to achieve.
 - » 2026 Election Cycle.

Missouri Paid Sick Leave

- » What does this mean if you're an employer who has already made changes to a sick leave or PTO policy to comply with Proposition A?
 - » Employers should consider whether their employee handbook reserves the right to amend or modify its provisions.
 - » Should consult with legal counsel about the best way to adjust their policy to fit the needs of their business and the demands of their workforce.

Illinois State Law Update



What will be covered?

- Amendments to Existing Illinois Laws Effective Now
- New Laws and Amendments Coming in 2026
- Employer Obligations and Best Practices
- Q&A

IL Human Rights Act: Fact-Finding Conferences & Civil Penalties

- Fact Finding Conferences under IHRA are no longer automatically required; now opt-in if both parties request within 90 days of filing.
 - What constitutes “filing”?
 - Pros and Cons of voluntarily participating
 - Applies to charges pending or filed on or after August 15, 2025.
- New civil penalties (i.e. payable to State): amounts vary depending on violation history (first time, prior violations, etc.)



Equal Pay Act Amendments

- **Reporting requirements for Equal Pay Certificate:**
 - Employers with 100+ employees in Illinois must submit information to register to do business in state - Federal EEO-1 report no longer adequate.
- Submit list of all employees in past calendar year, separated by gender, race, and ethnicity, with county, start date, and “job category.”
- **“Job Category”** defined as 1) executive/senior-level officials and managers, 2) first/mid-level officials and managers, 3) professionals, 4) technicians, 5) sales workers, 6) administrative support workers, 7) craft workers, 8) operatives, 9) laborers and helpers, and 10) service workers.



Nursing Mothers in the Workplace Act Amendments

- **PAID** break time for expressing breast milk
- **Frequency:** whenever the employee has the need
- **Duration:** up to 1 year after birth



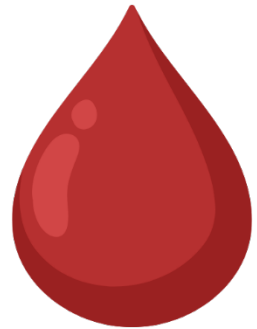
Military Leave Act Amendments

- Family Military Leave Act is now Military Leave Act
 - Requires up to 15 or 30 days of unpaid leave for employers with 15-49/50+ employees to certain family members when relative called to service.
- Amendments require paid leave for “funeral honors details” for employees with 51+ employees.
 - Up to 8 hours per month, 40 hours per year
 - Employers may request notice (as much as is practicable) and proof
 - Leave may be denied in certain limited circumstances



Blood and Organ Donation Leave Act Amendments

- Amendments expand organ donation leave to part-time employees.
- Blood donation leave remains one hour every 56 days for full-time employees.
- Organ donation leave = up to 10 days.
- **Uncertainty on whether blood/organ donation leave must be paid.**
- Effective January 1, 2026



Victims Economic Security and Safety Act (VESSA) Amendments

- Employers who provide company devices to employees must allow employees to use devices to record incidents of violence (domestic, sexual, gender, or any crime of violence).
- Employers should review current device usage policies and amend as needed

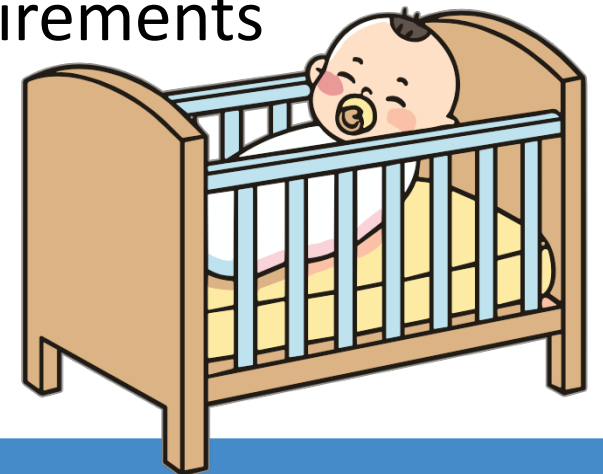


Workplace Transparency Act Amendments

- Applicable to Settlement, Separation, and other Employment Agreements
 - Confidentiality clauses must have separate consideration and reflect employee preference.
 - No restrictions on “concerted activity” to address workplace issues.
 - Cannot shorten statutes of limitations.
 - Cannot require venue or choice of law outside of Illinois.
 - Applies 1/1/26; however, strong recommendation to implement and follow immediately.

New Law: Neonatal Intensive Care Leave Act (NICLA)

- Employers with ≥ 16 employees must provide up to 10 (if 16-49) or 20 days (50+) of unpaid leave when a child is in a neonatal ICU.
- Leaves may be intermittent or consecutive; minimum increments (2 hours) permitted.
- NICLA applies after FMLA leave exhausted, if eligible.
- Reinstatement, benefit continuation, verification requirements
- Effective date June 1, 2026



Changes to Right to Privacy in the Workplace Act

- » On October 30, 2025, SB2339 passed both houses in veto session, expected to be signed into law.
- » If employer receives written notification from federal agency or outside vendor not responsible for enforcement of immigration law (e.g. Social Security Administration, IRS, insurance company) of discrepancy on taxpayer ID number or other identifying documents, employee now has additional rights:

Changes to Right to Privacy in the Workplace Act

- » Employee Rights if notification of discrepancy:
 - » Employer prohibited from taking adverse action based on notification alone.
 - » Employer must provide notice to employee (and authorized representative if any) as soon as practicable, no more than 5 business days after notification.
 - » Notice must be in person/by hand if possible, and if not possible, then by mail and email (if known).
 - » Upon request, employer must provide the original notice.
 - » Notice must include the fact of the mismatch, the time period employee has to contest disputed information (if a time period is required by federal law), and the action the employer is requiring employee to take.
 - » Employee may have representative in any meetings, discussions, or proceedings.

Changes to Right to Privacy in the Workplace Act

- » Enforcement is by IDOL and now, IL Attorney General, with civil penalties
- » Action for civil penalties may be brought by “interested party” in county where alleged offenses occurred or where party to action reside. “Interested party” includes:
 - » Nonprofits, Unions, Entities that monitor or are attentive to compliance with worker safety and privacy laws, wage and hour requirements, or other statutory requirements.
- » Interested party gets 10% of recovery, the remainder goes to State.
- » Right of private action with \$100-\$1000 civil penalty for each violation, and if loss of employment, then lost wages, benefits, reinstatement, \$10K civil penalty, attorneys fees, costs.
- » 3-year SOL
- » Safe harbor provision if good faith reliance on guidance of IDOL or DHS.

Reminder – Change in Whistleblower Law

- » Effective 1/1/2025, Illinois Whistleblower Act (“IWA”) Amendment:
- » Previously the IWA prohibited retaliation against an employee who disclosed or threatened to disclose information related to employer activity that violates a law, rule or regulation, or posed a substantial risk of danger to employees or the public; effective 1/1/2025, this includes disclosure or threat of disclosure internally to a supervisor, principal or board member.
- » Retaliation now includes threatening to contact immigration authorities regarding an employee’s citizenship or immigration status.
- » Heightened penalties for retaliation (civil penalty of up to \$10,000.00 in addition to reinstatement, back pay, attorney’s fees and costs.)

Employer Obligations & Next Steps

- Audit current policies for compliance; leave policies, reporting, confidentiality agreements.
- Update handbooks, employment agreements, settlement/termination agreements.
- Train HR managers and supervisors on new obligations.
- Ensure systems are set up to track new leave rights and reporting obligations.





10-minute break



Session 3:

RIFs Done Right: Strategy, Compliance and Care

Jeffrey Linihan, Of Counsel
Rebecca James, Senior Associate
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What is a Reduction in Force?

- » A Reduction in Force (RIF) occurs when an employer eliminates one or more positions for **business-driven reasons**, not due to employee performance.
- » Typically used in response to:
 - » Organizational restructuring
 - » Financial pressures or cost-saving initiatives
 - » Shifts in strategy, technology, or market conditions
- » Positions are removed entirely, not simply refilled or replaced.

Key Characteristics of a RIF

- » Position elimination, not individual termination
- » Focus is on **business needs**, not employee misconduct or poor performance
- » Decisions are typically based on:
 - » Redundancy of roles
 - » Organizational design
 - » Long-term strategy
- » Often impacts multiple employees or departments, but can involve a single role.

When a RIF is Used



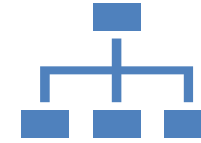
When the company needs to:

- Reduce operating expenses
- Align staffing with updated strategic goals
- Consolidate departments or functions
- Adapt to declining revenue, market shifts, or operational changes



A RIF may be part of:

- Department reorganizations
- Mergers or acquisitions
- Automation or process changes



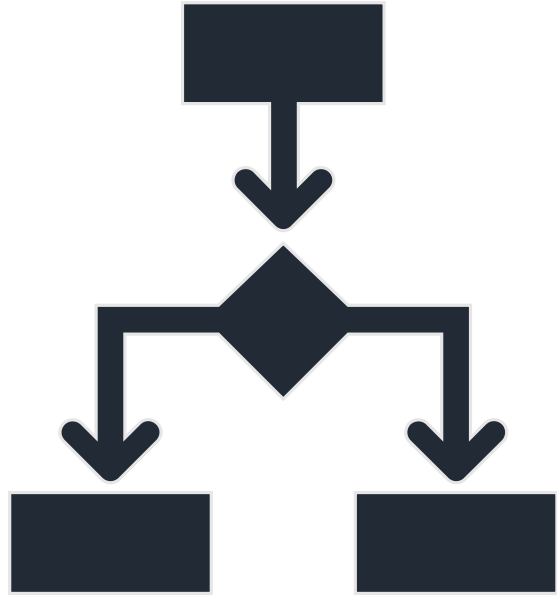
Intended to ensure long-term organizational stability and efficiency

Not a Mechanism for Problem EEs

A RIF should not be used as a mechanism to discharge employees for performance issues, rule violations, or similar issues.

Remember – THERE ARE EASIER WAYS TO DO THAT!

Understanding RIF Risks



Why RIFs Create Liability if Done Wrong

Discrimination Risk

RIFs must not disproportionality impact employees based on protected characteristics (age, race, gender, disability, etc.)

Wrongful Termination Claims

Failing to follow company policies or legal requirements can lead to lawsuits.

WARN Act and Notice Violations

Large-scale RIFs may require advance notice under federal or state laws.

WARN and Mini-WARN

Worker Adjustment and Retraining Notification Act (WARN)

- » Federal law requiring covered employers give 60 days' advance written notice before a plant closing or mass layoff
- » Generally applies to employer with 100+ full-time employees

Illinois Mini-WARN (Illinois WARN Act)

- » Applies to Illinois employers with 75+ full-time employees
- » Requires 60 days' notice for:
 - » Plant Closings: Shutdown affecting 50+ employees at a single site.
 - » Mass Layoffs:
 - » 25+ employees if they make up 33% of the workforce at that site, *or*
 - » 250+ employees regardless of percentage.

OWBPA Notice Requirements

- » **The Older Workers Benefit Protection Act (OWBPA)** sets specific rules for valid waivers of age discrimination claims (ADEA claims)
- » **Decision Unit Disclosure for Group Terminations**, requires you provide employees with written disclosure that includes decisional unit (group of EEs considered), eligibility factors, and the job titles and ages of those EEs selected and not selected for termination.
- » **Must provide** 45 times to consider severance agreement and 7 days to revoke offer for all employees who are 40+
- » **Need to ensure decision unit and disclosures are accurate to validate the enforceability of any release**

Why RIFs Create Liability if Done Wrong

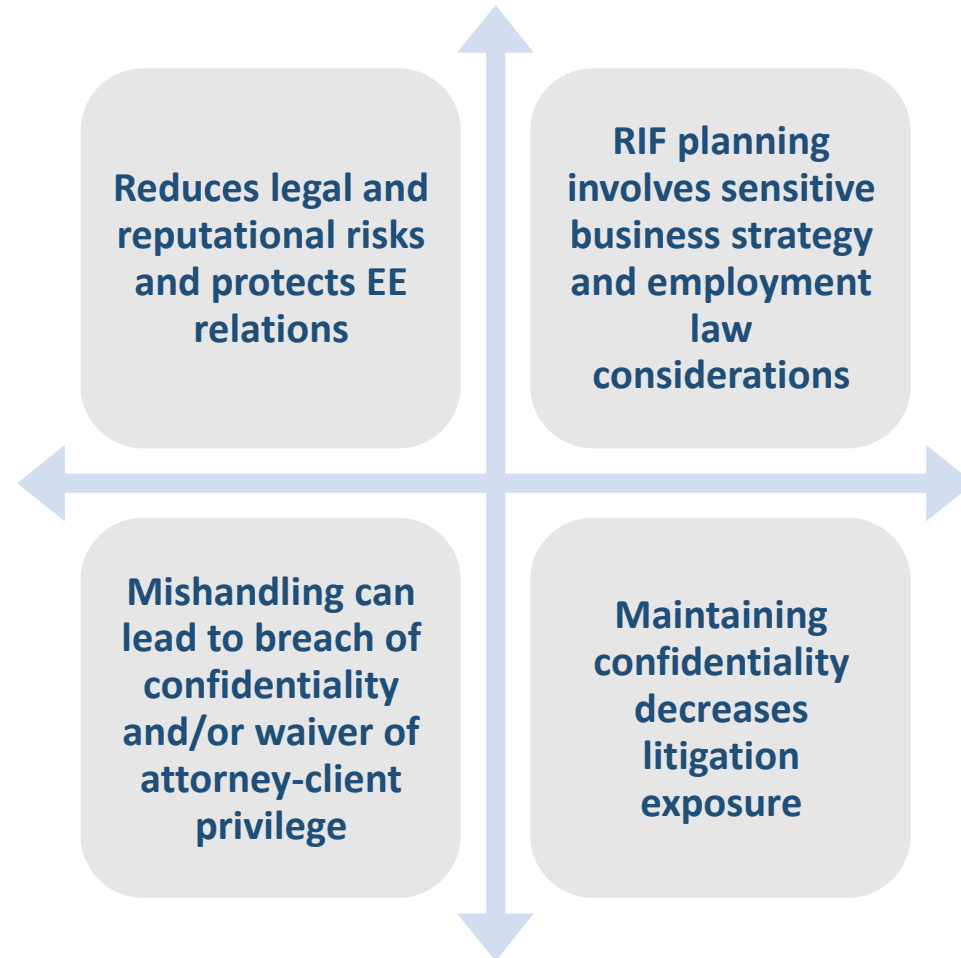
Breach of Contract or Benefit Issues

Employment agreements, severance plans, or union contracts may create obligations.

Reputational and Employee Morale Risks

Mishandled RIFs can lead to decreased trust, engagement, and increased turnover among remaining staff.

Why Confidentiality in a RIF Matters



Key Confidentiality Takeaways



Confidentiality and privilege are essential safeguards in RIF initiative.



Protect privilege by limiting distribution, separating legal advice, and labeling communications properly



Label sensitive communications as 'Privileged & Confidential'



Avoid casual discussions or email disclosures



When in doubt → involve Legal immediately

Common Risks to Avoid



Forwarding counsel's advice widely → potential waiver



"Reply All" to large groups



Including unnecessary recipients



Mixing business and legal advice in same email.

Best Practices for Implementing a RIF



Timeline for Decisions



Establish clear
business justification
and objective
selection criteria



Select Div./Dept.(s)
affected by RIF (a
“Unit”)



THEN look to
individual employees
based on objective
selection criteria
within the Unit



Build in buffer time
for legal consultation

Step 1: Strategic Planning and Decision Making

A RIF should only be initiated after a thorough analysis of organizational needs and alternatives.

Best way to start is for executive leadership to identify a business need that justifies a RIF



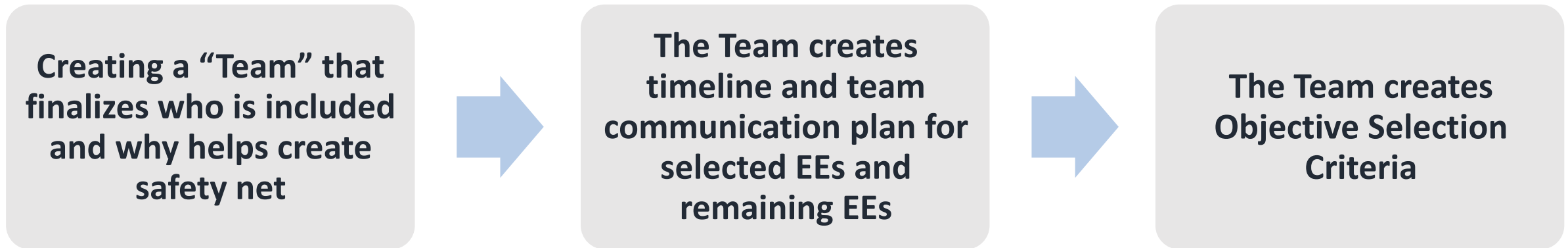
The executive leadership team then documents feasibility to RIF alternatives (e.g., hiring freeze, furloughs, job sharing, etc.)



The executive leadership then identifies potential divisions/departments that should be subject to a RIF

Step 2: Internal Coordination

Executive leadership/HR should assemble a RIF Planning Team (the “Team”)



The Team helps keep decisions confidential throughout RIF process.

Objective Selection Criteria



Length of service



Performance ratings from standardized evaluations



Number of certifications or required qualifications



Absenteeism tracked in HR systems (outside of legally protected absences)



Cross-training ability of role



Duplication of role

Subjective Selection Criteria



“Attitude” or “personality fit”



“Leadership potential” without defined metrics



Vague statements like “not a team player”



Informal assessments not backed by documentation

Disparate Impact Analysis in a RIF

Definition

A neutral RIF process that unintentionally disproportionality affects a protected group (e.g., age, race, gender).

Can lead to discrimination claims even without intent.

Key Steps

Check criteria to ensure selection factors are job-related, consistent and documented

Run basic statistics to compare RIF selections to workforce demographics to spot adverse impact.

Consider alternatives and explore less discriminatory options

Adverse impact doesn't make the RIF unlawful, but it does increase legal risk

UPDATE

Disparate Impact Under Trump Administration

Executive Order 14281

On April 23, 2025, President Trump signed Executive Order directing federal agencies to eliminate use of disparate-impact liability “to the maximum degree possible”

In response, EEOC is deprioritizing disparate-impact enforcement

Executive Order 14281

The Executive Order does NOT itself repeal the underlying statutes or Supreme Court precedents that recognize disparate-impact claims, meaning private lawsuits can still be filed even though federal enforcement is reduced.

Bottom Line – Legal theory itself still on the books, meaning it remains a risk for employers.

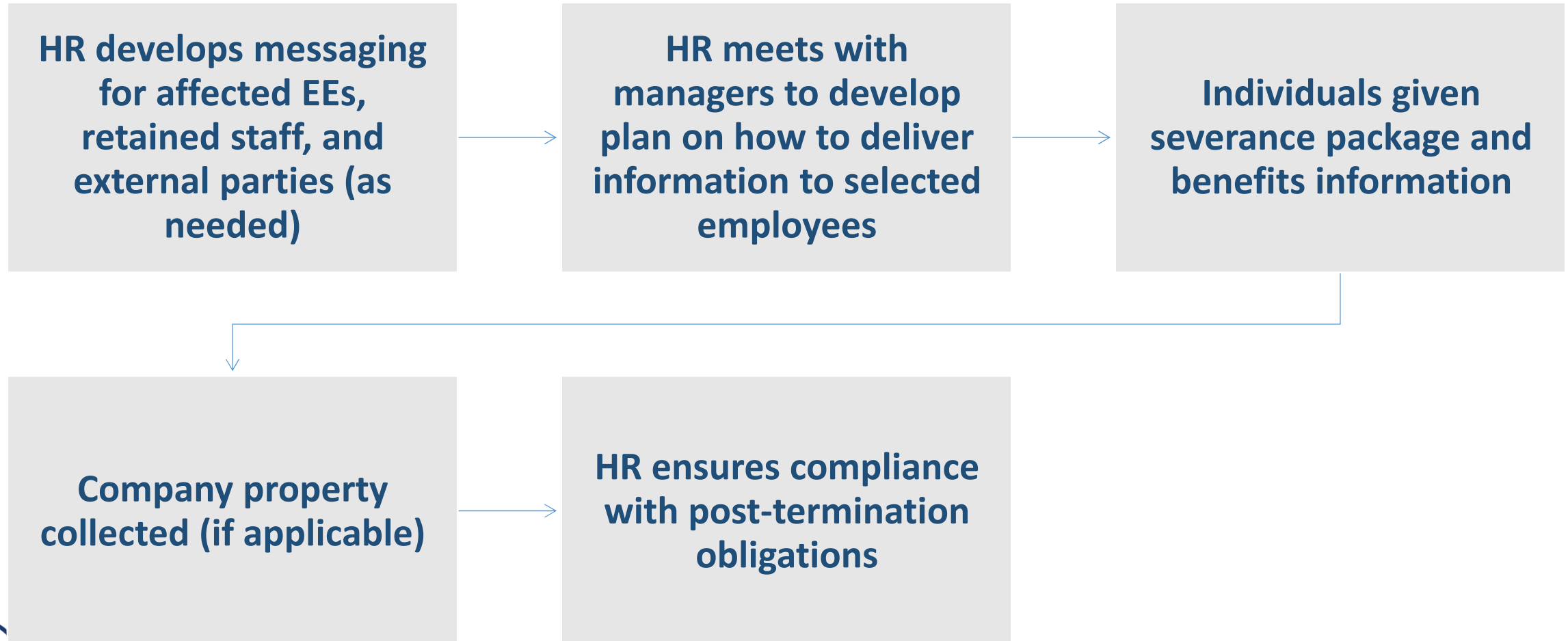
Step 3: Employee Selection Process

Best practice is for HR to notify the selected division/department head who then begins employee selection process.



Best Practice

Step 4: Notification & Implementation





***A well-structured
severance agreement
protects the company
and provides clarity
and support for
employees.***

Supports Positive Employer Branding – Demonstrates a fair and professional approach, helping maintain moral among remaining staff.

Provides Financial Security for EEs – Offers transition support, helping employees manage the change and maintain goodwill.

Reduces Legal Risk – Clearly defines terms of separation and would include a release of claims to protect against lawsuits.

Clarifies Terms of Separation – Covers final pay, benefits continuation and any additional perks (e.g., outplacement services).

Takeaway

Proper planning, documentation, and consistent execution are critical to minimize legal and financial risks





Session 4: Panel

HR Leaders address strategies for navigating the rapidly changing HR landscape

Meet Your Panel:

HR Leaders address strategies for navigating the rapidly changing HR landscape

Nora Black, SPHR

Nora Black Consulting

Jana Franklin, Founder

CEO Concierge

Franchisee of Fantastic Sam's

Jenn von Sothen, SHRM-SCP

Vice President, Human Resources

GadellNet Consulting Services

Brandon Dempsey, VP of Sales

GoBRANDGo!





5-minute break



Keynote – Tim Carroll

Workplace culture expert, author, and host of the Culture at Work podcast

Reclaiming In-Person Work in
a Remote-Obsessed World

WORK/ PLACE



Tim Carroll

Obama... the 2012 budget tha... only two months... show the difference in...
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“The Office, As You Knew It, Is Over”

CNN Business
August 2020

“When The Office Vanishes, So Does A Big Piece of Work Culture”

The New York Times
July 2020

“The Office is Dead - Long Live The Office”

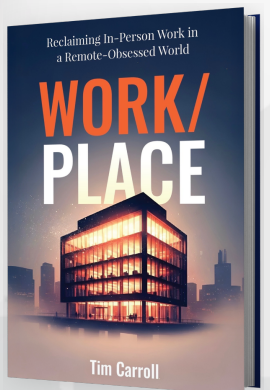
Forbes
February 2021

“The Death of the Office Desk is Upon Us”

Wall Street Journal
January 2021

“The Hybrid Work Revolution is Already Here”

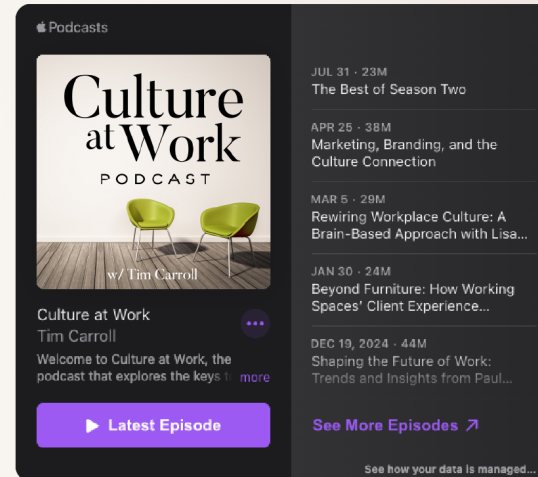
Harvard Business Review
September 2021



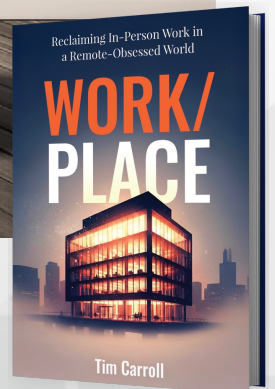
Culture at Work

PODCAST

w/ Tim Carroll

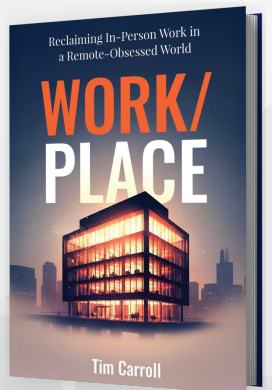


LISTEN NOW



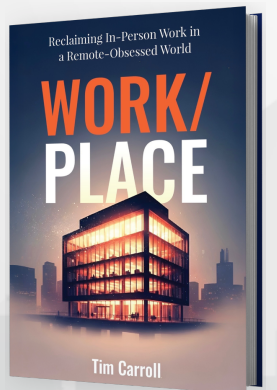
THE HIDDEN PERSONAL COST OF WORKING FROM HOME

- **The Productivity Myth**
- **Technology is a Tool, Not a Workplace**
- **Productivity Theater**



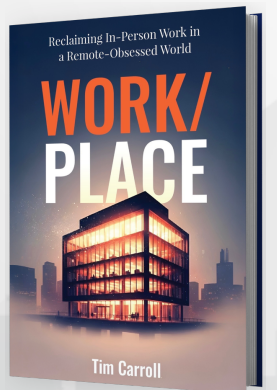
THE MENTAL HEALTH CRISIS

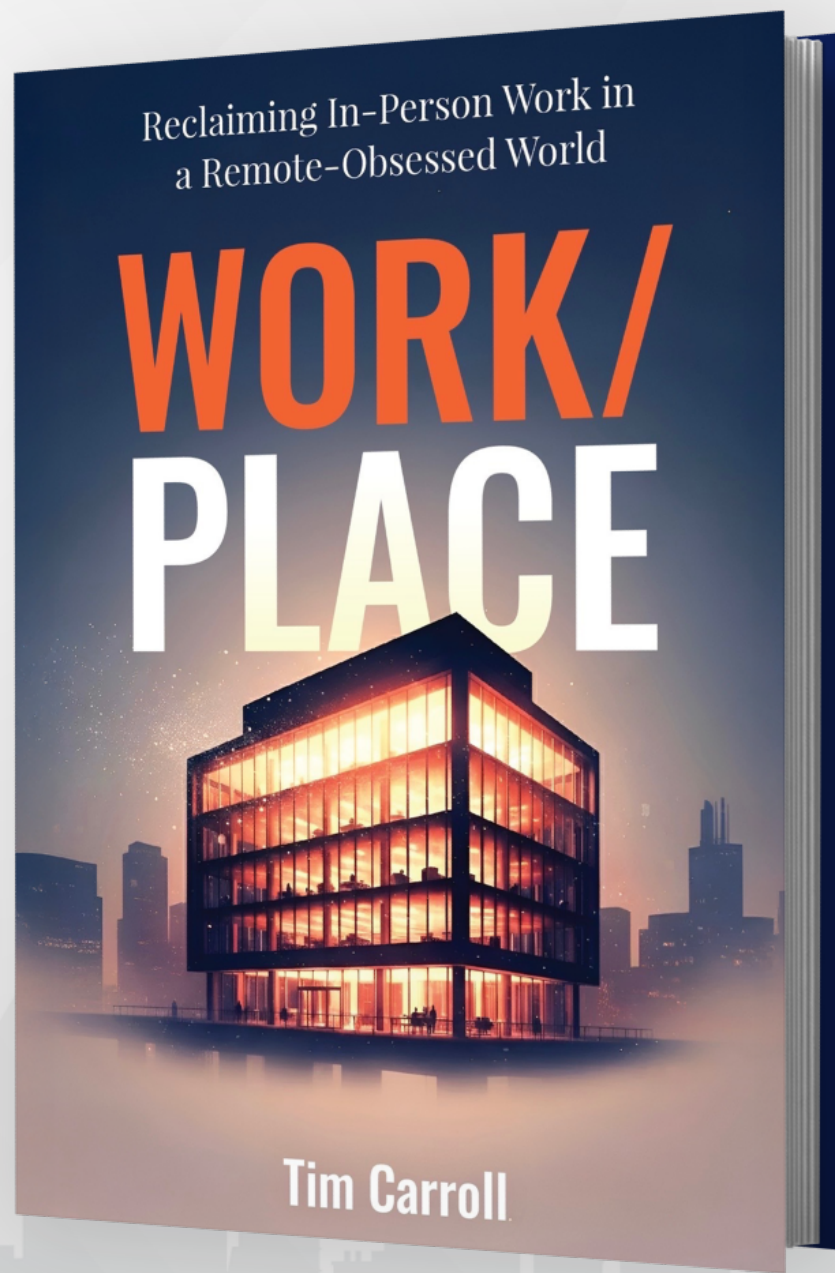
- Covid Affected Us All
- Depression Increased
- Boundaries



MENTORSHIP DEFICIT

- The Proximity Principle
- Curated Moments
- Succession Crisis
- Work Rhythm





PRE-ORDER TODAY!





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