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Management Practices Group

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EDUCATION

Case Western Reserve University, J.D., 1976
Stanford University, A.B., with distinction, 1972
Certified Compliance and Ethics Professional, Society of Corporate Compliance and Ethics, 2007-2010

LICENSING

Admitted to California State Bar, 1978
Admitted to Ohio State Bar, 1976

ACADEMIC EXPERIENCE

1984 - 1997: Professor of Law and Global Strategy, College of Business,
California Polytechnic State University, San Luis Obispo

1980 - 1984: Associate Professor of Business, College of Business,
California Polytechnic State University, San Luis Obispo

PROFESSIONAL EXPERIENCE

1991 - Present: Employment Educator/Management Consultant
Management Practices Group, Inc., San Francisco, California

1983 - 1991: Of counsel for labor and employment matters
Sinsheimer, Schiebelhut and Baggett, San Luis Obispo, California

1978 - 1980: Private labor practice
Orrick, Herrington & Sutcliffe, San Francisco, California

1976 - 1977: Private labor practice
Jones, Day, Reavis & Pogue, Cleveland, Ohio

GRANTS, FELLOWSHIPS, HONORS

SIWI- Society of Independent Workplace Investigators
Fellow of the College of Labor and Employment Lawyers (Elected 1998)
Who's Who: in California; in American Law; among American Women;
among Emerging American Leaders; and of Business Professionals
International Who's Who: Management Labor & Employment Lawyers; and Business Lawyers
1993 Business Council Distinguished Teacher Award
1992 Class of 1993 MBA Outstanding Teacher Award
1991 John P. English Research Grant (International Brotherhood of Teamsters)
1988-89 Class of 1989 MBA Outstanding Teacher Award
1987-88 Business Council Distinguished Teacher Award
1987-88 Class of 1988 MBA Outstanding Teacher Award

1986-87 Business Council Distinguished Teacher Award
1986 Meritorious Professional Performance Award
1985, 1992 Research Sabbatical, London, England
Disabled Students Association, Faculty/Staff Person of the Year, 1985
California State Affirmative Action Faculty Development Grants - 1981, -82, -83
Order of the Coif, Case Western Reserve University Law School, 1976
Outstanding First Year Student, Case Western Reserve University Law School, 1973
Phi Beta Kappa, Stanford University, 1972

APPOINTMENTS

American Bar Association Labor and Employment Section:

2008-2014	Co-Chair ERR Sub Committee on Workplace Investigations
2000-2003	Co-Chair ERR Subcommittee on Class Actions
1997-2000	Co-Chair London 2000 Committee
1997-2000	Co-Chair Technology Committee
1997-2000	Section Liaison to Lawyer's Communication Network
1995-1997	Co-Chair (Public) Subcommittee on National Institutes, Continuing Legal Education Committee
1994-1997	Co-Chair (Public) Committee on Employee Rights and Responsibilities (ERR)
1988-1991	Co-Chair (Public) ERR Subcommittee on Employee Responsibilities and Covenants Not to Compete
1982-1994	Co-Chairs (Public or Management) ERR Subcommittee on Privacy and Collateral Torts

Employer Representative, 1989, California Overtime Wage Board for Order 7-89
Chairman, 1984 State of California Minimum Wage Board

UNIVERSITY APPOINTMENTS (California Polytechnic State University)

University

Sexual Harassment Advisor/Investigator, 1988-1996
Member, International Study Committee, 1985-2000
Member and Chair, Grievance and Disciplinary Action Committee, 1982-85
Professor, London Study Program, 1997, 1994, 1990 and 1985

College of Business

Chair: Dean Search Committee, 1993
Steering Committee and Faculty Advisor: Creative Partnership Conference, 1993, 1994
Faculty Liaison: College of Business Advisory Council, 1992-1994
Member: Dean's Advisory Committee, 1993-1994
Business School Fund Raising Committee, 1991-1992
Faculty Affairs Committee, 1990-1993
Graduate Committee, 1985-1990

Student

Faculty Advisor: International Business Club, 1989-1993
MBA Association, 1988-1992

CONSULTING ACTIVITIES (Current)

- Employment-related and ethics/business conduct compliance consulting including independent internal management practices investigations
- Employment-related management practices auditing and evaluation
- Corporate compliance, ethics, and business conduct auditing and evaluation
- Global/cross-border employment, ethics, and compliance auditing and evaluation
- Sex, race, gender, age, national origin, and disability-based discrimination, harassment, and retaliation prevention and correction programs (design and/or implementation)

- Equity, ethics, and culture change management
- Employment policy and procedure drafting
- Diversity programs
- Management and employee interactive education
- Individual compliance and “sensitivity” coaching
- Employment problem solving/ decisional analysis
- Employment litigation assessment and risk analysis

Clients include: public and private sector organizations in the medical, legal, educational, governmental, law enforcement, insurance, financial services, business services, energy, mining, construction, manufacturing, pharmaceutical, transportation, technology, retail, agriculture, hospitality, entertainment, and other industries and professions.

PUBLICATIONS

Articles

“Cross-border investigations: the role of HR, counsel and independent investigators”

IBA e-Publications Employment and Industrial Relations Law Committee Newsletter
April 2008, Vol.18, No.1

“Retaliation”

Compliance and Ethics Professional, Society of Corporate Compliance & Ethics, October 2007

“Transatlantic Investigations and Employee Privacy”

IBA e-Publications Employment and Industrial Relations Committee Newsletter,
September 2006, Vol.16, No.2

“Reasonable and Effective Prevention and Correction of Discrimination, Harassment, and Retaliation:
A Survival Guide”

The College of Labor & Employment Lawyers Newsletter, Summer 2005 Vol. 7, No 2

“WEB-Based Training on Employment Issues”

Proceedings of the ABA Joint EEO/ERR Committee, Spring 2004

“Using Technology to Establish and Maintain Effective Harassment Prevention”

The Employee Advocate, National Employment Lawyers Association Summer/Fall 2003

“Challenging the Investigation”

Massachusetts Continuing Legal Education, Inc., Summer 2003

“Effective Harassment and Discrimination Prevention in the Global Workplace”

Industrial and Labor Relations Law Journal, Spring 2001

“The Universal Mandate: Harassment Prevention Education”

San Francisco Attorney, April/May 1999, Volume 25, No. 2

“Harassment Prevention”

Discount Merchandiser, Volume 38, No. 11, November 1998

“Effective Use of ‘Employment Practices Experts’ in Employment Litigation”

Labor Law Journal, Vol. 48, No. 4, April 1997

- “Workplace Investigations: The New Focus of Sexual Harassment Litigation”
San Francisco Attorney, December/ January 1997
- “Hallmarks of Legal and Effective Workplace Investigations”
HR Advisor, Vol. 1, No. 5, March/April 1996
- “Sexual Harassment Prevention: Learning from the American Experience”
Employment Law Briefing, Employment Lawyers Association, London, England, Fall 1994
- “Big Brother in the Workplace: Privacy Rights Versus Employer Needs”
Industrial Relations Law Journal, Volume 9, No. 1, 1987.
- “Privacy in the Workplace: Conducting Workplace Investigations”
Employment Relations Today, Vol. 2, No. 4, Spring 1985
- “Privacy in the Workplace: Constitutional Restrictions on Employers”
Employment Relations Today, Vol. 2, No. 2, Autumn 1984
- “Defamation and Employer Privilege”
Employee Relations Law Journal, Vol. 9, No. 3, Winter 1984
- “Privacy in the Workplace: Tortious Invasion of Privacy”
Employment Relations Today, Vol. 1, No. 3, Winter 1984
- “Privacy in the Workplace: Statutory Restrictions on Employers' Information Practices”
Employment Relations Today, Vol. 1, No. 4, Spring 1984
- “Privacy in the Workplace: Defamation”
Employment Relations Today, Vol. 1, No. 3, Autumn 1983
- “Privacy vs. Disclosure - Examining Employee and Employer Rights”
Employee Relations Law Journal, Vol. 7, No. 4, Spring 1982
- “Privacy: A New Challenge for Personnel”
EEO Today, Vol. 9, No. 3, Autumn 1982

Videotapes

- “Depositions in Employment Litigation, Effective Techniques for Preparing, Deposing and Defending Key Witnesses”
Program Chair, moderator, American Bar Association VideoLaw Seminars, Fall 1998
- “Preventing Workplace Harassment: What Works, What Doesn't?”
Organizer, moderator, speaker; American Bar Association VideoLaw Seminars, July, 1997
- “Conducting Workplace Investigations”
Organizer, moderator, speaker; American Bar Association VideoLaw Seminars, August 1995
- “The Trial of a Sexual Harassment Case”
Co-organizer and moderator; American Bar Association VideoLaw Seminars, August 1994

Reports

“Latest Report on Major Legislation and Court Decisions”
Personnel Law Update, 1989, Council on Education and Management

“Developments in Employee Privacy, 1985”
The Committee on Individual Rights in the Workplace
The Labor Lawyer, ABA Press, Spring 1986

Report of the 1984 State of California Minimum Wage Board, December 1984
“Employee Privacy in the Workplace” The Committee on Individual Rights and Responsibilities in the Workplace, American Bar Association,
ABA Press, 1982,-83,-84,-85

Books/Book Review

“Privacy vs. Disclosure - Examining Employee and Employer Rights”
Revised and reprinted. In Holloway and Leech, Employment Termination: Rights and Remedies, Washington: Bureau of National Affairs, 1984.

Consultant to: Advising California Employers. Continuing Education of the Bar Press, 1981.

K. McCulloch, Selecting Employees Safely Under the Law, for Employee Relations Law Journal, Vol. 7, No. 2, Autumn 1981.

PUBLIC SEMINARS

“One Size Doesn’t Fit All; How Far Should Internal Investigations Go?” Moderator
ABA Employment Rights and Responsibilities Committee, Mid-Winter Meeting
Los Cabos, Mexico, March 18 -March 22, 2014

“Investigating Compliance Issues” Speaker
Association of Workplace Investigators (AWI)
Glendale, CA, October 25, 2013

“Corporate Whistleblowing and Wrongdoing” Speaker
ELA/ABA Third Transatlantic Conference
London, October 7, 2013

“Workplace Investigations: An Update and Best Practices” Speaker
ABA Webinar, July 17, 2013

“Workplace Strategies: Investigation Workshop” Speaker
2013 National Workplace Strategies Seminar – Ogletree Deakins
New Orleans, LA May 7-9th, 2013

“Knowing Right From Wrong: International Investigations Facing Employees and Employers Abroad” Speaker
6th Annual ABA Section of Labor and Employment Law Conference
Atlanta, GA October 31-November 3, 2012

“Establishing and Maintaining Effective Anti-Corruption Compliance Programs” Speaker
ABA International Labor and Employment Law Committee Midyear Meeting
Paris, France May 13-17, 2012

- “HR Experts: What Can, Should and Do HR Experts Opine About, and How do Their Opinions Help Shape Employers’ Real-Time HR Response” Speaker
Curley, Hessinger & Johnsrud LLP Program
Palo Alto and San Francisco, CA April 24th and 25th, 2012
- “Effective use of Management Experts” Speaker
Contra Costa Bar Association Employment Section Program, Walnut Creek, CA April 5th, 2012
- “Whistleblower: The Monster/Hero Who Ate/Saved New York/London and Tokyo” Speaker
The Paradigm of Employment Law - International Bar Association Conference
New York, NY March 29th, 2012
- “Global Leadership Development” Speaker
XBHR Annual Conference, Frankfurt, Germany March 2nd, 2012
- “FCPA and Bribery Act – the Role of Employment Lawyers in Investigation and Discovery” Speaker
Employment Lawyers Association, London, UK October 3rd, 2011
- “Cutting Edge Issues in Workplace Privacy” Speaker
National Employment Lawyers Annual Conference, New Orleans, LA, June 30th, 2011
- “Finding Buried Workplace Treasure – Then Using It at Trial”
Co-Organizer - ABA Section of Labor & Employment Law, Employment Rights and Responsibilities Committee, San Juan, Puerto Rico, March 26th, 2011
- “California Dreamin’ (or Nightmarin’) Investigations Gone Wrong Will Come Back to Haunt You!”
Speaker - ABA Section of Labor & Employment Law, Employment Rights and Responsibilities Committee, Coronado, CA, March 26th, 2010
- “Key Issues in Implementing Global Compliance Programs” Speaker
IBA Employment and Industrial Relations Law Committee Conference, Berlin, Germany, April 23, 2009
- “Who You Gonna Call? The “Key” to a Proper Workplace Investigation” Moderator and Speaker
ABA Section of Labor & Employment Law, Employment Rights and Responsibilities Committee, Key West, Florida, March 25, 2009
- “Cross-Border Investigations in Ethics and Compliance Matters” Panel Chair
IBA 2008 Annual Conference, Buenos Aires, Argentina, October 13, 2008
- “Conducting an Effective Retaliation Claim Investigation: Cross-Border Edition”
SCCE 7th Annual Conference, Chicago, Illinois, September 16, 2008
- “How To Do It Right: Workplace Investigations” Panel Chair
ABA Section of Labor and Employment Law’s Annual CLE Conference, Denver, Colorado, September 12, 2008
- “Retaliation: Focus on Prevention and Correction”
EEOC: EEO Law and Best Practices, San Jose, California, June 12, 2008
- “Effective Litigation Use of Independent Investigations”
Atlanta Bar Association Labor and Employment Section, Atlanta, Georgia, March 7, 2008

- “Retaliation: Focus on Prevention and Correction”
EEOC: EEO Law and Best Practices, San Francisco, California, July 26, 2007
- “Best Practices in Attracting and Retaining Employees”
IBA: Attracting and Retaining Talent: The Role of HR and Employment Conditions,
Copenhagen, Denmark, June 15, 2007
- “Conducting a Cross-Border Investigation of a Harassment and Misconduct Complaint - A Case Study”
Panel Chair, Moderator, Speaker
ABA International Labor Law Committee Midyear Meeting, Rome, Italy, May 17, 2007
- “Best Practices: Investigation of Misconduct, Fraud, Harassment or Policy Violations”
Panel Chair, Moderator, Speaker
IBA Annual Conference, Chicago, Illinois, September 19, 2006
- “Hot Topics in Harassment” Moderator, Speaker
ABA Center for CLE Live Audio Webcast, June 7, 2006
- “The Clean Employee and Workplace Privacy”
IBA Employment and Discrimination Conference, Barcelona, Spain, March 30, 2006
- “Applying Corporate Codes of Conduct Internationally” Panel Chair, Moderator, Speaker
ABA ERR Midwinter Meeting, Puerto Vallarta, Mexico, March 17, 2006
- “Top Ten Reasons Effective Investigation Benefits Defendants”
Beverly Hills Bar Association Conference, Beverly Hills, California, November 15, 2005
- “Cross-Border Investigation of Complaints of Harassment or Violation of Company Ethics or Conflict of Interest Policies and Corporate Fraud, Abuse and Corruption” Panel Chair, Moderator, Speaker
IBA Conference, Prague, Czech Republic, September 28, 2005
- “Managing the HR Deposition: How to Turn Their Key Witness into Yours”
PELA presentation, EEOC Office San Francisco, California, June 7, 2005
- “Policies, Procedures and Investigations: What Works and What Doesn’t”
Ohio Management Lawyers Association Meeting, Columbus, Ohio, May 4, 2005
- “Challenging the Employer’s Investigation”
National Employment Lawyers Association Spring Seminar, Chicago, Illinois, March 11, 2005
- “Developing Cultural Literacy: Assessing Organizational Culture”
XBHR (Cross-Border Human Resources) Third Annual Conference,
Brussels, Belgium, March 3, 2005
- “Developments in Corporate Governance and CSR: Responding to Complaints and Investigations”
Panel Chair, Moderator, and Speaker
IBA Conference, Auckland, New Zealand, October 26, 2004
- “Invest More in Investigations After *McGuinness*? Why and How to Conduct, Defend and Critique Workplace Investigations.”
LA County Bar Association, Los Angeles, California, September 18, 2004

- “Conducting and Attacking Workplace Investigations”
National Employment Lawyers Association Annual Meeting, San Antonio, Texas, June 25, 2004
- “European Data Privacy: Why Us, Why Now?”
Minority Corporate Council Association Annual Meeting, Chicago, Illinois, March 2, 2004
- “Web-Based Employee Training: Panacea, Pandora’s Box or Something in Between”
ABA Teleconference and Audio Webcast, February 4, 2004
- “Conducting Effective Workplace Investigations”
Keane & Co Seminar, London, England, November 4, 2003 and November 6, 2003
- “Minimizing Punitive Damages After Kolstadt: Establishing and Maintaining Effective Harassment, Discrimination, and Retaliation Prevention and Correction Programs”
American Bar Association Annual Meeting, San Francisco, California, August 12, 2003
- “Effective Use of Management Practices Experts,” Trial Demonstration
American Trial Lawyers Association Annual Meeting, San Francisco, California, July 22, 2003
- “Using Technology to Establish and Maintain Effective Harassment Prevention and Correction Programs: Focus on Education”
American Bar Association Labor & Employment Section Technology Committee 2003 Mid-Winter Meeting, San Francisco, California, April 11, 2003
- “Assessing the Class Action Target”; Moderator
American Bar Association Labor & Employment Section Equal Rights and Responsibility Committee Mid-Winter Meeting, San Juan, Puerto Rico, March 21, 2003
- “Think Globally, Act Globally -or- Think Globally, Act Locally? Structuring Human Resources Management Policies in the Multinational Organization”
XBHR Roundtable Conference, London, England, March 9, 2003
- “Tricks, Traps, and Trends in Employment Practices Management,”
Human Resources Association of the Central Coast, San Luis Obispo, California, October 9, 2002
- “Going Global: Harassment and Discrimination Policies and Practices for the Global Workplace”
American Bar Association Annual Meeting, Washington, DC, August 11, 2002
- “Age Discrimination in the Technology Sector”
American Bar Association Section on Labor & Employment Mid-Winter Meeting, Boston, Massachusetts, May 15-17, 2002
- “Culture Matters: Discrimination and Harassment Prevention in the New Workplace”
Center for International Legal Studies and ABA Labor and Employment Section International Committee, Kitzbühel, Austria, January 22, 2002
- “Age Discrimination Workshop: The U.S. Experience”
UK Employment Lawyers Association, Cardiff, Wales, April 24, 2001
- “Admissibility of Experiential Expert Testimony in Employment Cases in Federal Court after Kumho Tire”
Northern California Judicial Conference Annual Meeting, Santa Cruz, California, April 22, 2001

- “The New Remedies in Employment Cases”
ERR Mid-Winter Meeting, St. Petersburg, Florida, March 23, 2001
- “Distance Learning in Employment Law and Practice”
ABA Mid-Winter Meeting, Chicago, Illinois, March 15, 2001
- “Avoiding Retaliation after the Whistle Has Blown”
CLE - Qui Tam Conference, San Francisco, California, March 1, 2001
- “Age Discrimination Legislation in the US: Status Report 2000”
House of Commons, London, England, December 8, 2000
- “New Issues for the Global Workplace”
Lawrence Graham Employment Law Update
Interactive Workshop on Culture Matters in the Global Workplace
Lawrence Graham LLP, London, England, December 1, 2000
- “Workplace Investigations: Tactics, Traps, and Trends”
18th Annual Meeting of the Labor and Employment Law Section, State Bar of California,
Oakland, California, October 27, 2000
- “New Challenges, New Solutions for the Global Employer”
Lawrence Graham Client Seminar, London, England, October 5, 2000
- “Communicating In the New Workplace for Global Employers”
IBA, 2000 Conference of the Section on Business Law,
Amsterdam, The Netherlands, September 21, 2000
- “Effective Harassment Prevention for Global Employers”
IBA, 2000 Conference of the Section on Business Law,
Amsterdam, The Netherlands, September 19, 2000
- “Key Concepts In American Labor and Employment Law”
University of California Davis International Law Program, Orientation in U.S. Law,
Davis, California, July 30, 1999 and August 3, 2000
- “After The Whistle Has Blown: Avoiding Retaliation or the Appearance of Retaliation in the Post
Qui Tam Action Workplace”
CLE International Qui Tam Conference, Los Angeles, California, March 30, 2000
- “Attacking & Defending Workplace Investigations”
Oklahoma Employment Lawyers Association, Oklahoma City, Oklahoma, October 15, 1999
- “More Than Just Lip Service: Developing and Enforcing Effective Sexual Harassment Policies”
American Bar Association Annual Meeting, Atlanta, Georgia, August 10, 1999
- “Discrimination and Harassment in the Workplace”
Business Development Associates, Inc., Sixth National Conference for Women Employment &
Labor Law Counsel, Seattle, Washington, August 2, 1999

- “Challenging the Investigation”
National Employment Lawyers Association, NELA Tenth Annual Convention,
New Orleans, Louisiana, July 2, 1999
- “The Importance of Critical Thinking to Managing Culture in the Global Workplace”
Center for Critical Thinking, The National Conference on Critical Thinking and
Educational Reform, Chicago, Illinois, June 29, 1999
- “Partnering to Avoid Sexual Harassment Claims: What Works Now?”
Business Development Associates, Inc., Fifth National Conference for Women
Employment Labor Law Counsel, Washington, DC, April 13, 1999
- “Managing Employees in the Global Marketplace”
Center for International Legal Studies & ABA International Employment Law Committee,
“International Employment Law in the Era of the Multinational Employer and the Global
Workforce 2000”, Kitzbühel, Austria, March 23, 1999
- “Employee Relations, Language and Culture”
Minnesota State Bar Association, International Employment Law Seminar,
Minneapolis, Minnesota, March 12, 1999
- “Successfully Attacking Workplace Investigations”
National Employment Lawyers Association, 1999 NELA Employment Law Seminar,
Dallas, Texas, February 19, 1999
- “Effect of Oncale, Faragher and Ellerth on Employer Policies and Internal Investigations”
Law Education Institute, Inc., 1999 National CLE Conference, Vail, Colorado, January 10, 1999
- “Information Issues in the Modern Workplace”
Los Angeles County Bar Association, Ninth Annual Entertainment Industry Labor and
Employment Law Conference, Los Angeles, California, November 18, 1998
- “Managing Sexual Harassment: Critical Legal Issues in Workplace Investigations”
American Bar Association, Third Annual National Institute on Sexual Harassment,
San Francisco, California, November 8-11, 1998
- “Effective Harassment Prevention and Complaint Handling: What Works Now?”
Johnston Barton Proctor & Powell LLP, Fourth Annual Labor and Employment Law Seminar,
Birmingham, Alabama, October 30, 1998
- “Partnering to Avoid Sexual Harassment Claims”
Business Development Associates, Inc., Third National Conference for Women
Employment and Labor Law Counsel, Chicago, Illinois, October 28-29, 1998
- “Affirmative Use of Employment Practices Experts”
The American Employment Law Council, Sixth Annual Conference,
Hilton Head, South Carolina, October 21-24, 1998
- “Managing in the Global Workplace: Extraterritorial Effects of American Discrimination Law”
Client Seminar, Richards Butler, London, England, October 1998

- “Managing Sexual Harassment: Critical Legal Issues in Workplace Investigations”
American Bar Association, Third Annual National Institute on Sexual Harassment,
Washington, DC, October 14-17, 1998
- “Hot Topics in Age Discrimination” and “Tips for Preventing Age Discrimination and Age
Discrimination Liability”
American Bar Association, National Institute on Age Discrimination Litigation,
Detroit, Michigan, October 8-9, 1998
- “Effective Harassment Prevention and Complaint Handling: What Works Now?”
Presented by Jan Duffy Associates, South San Francisco Conference Center,
San Francisco, California, September 24, 1998
- “Practical Tips for Protecting Employees When Domestic Violence Comes to the Workplace”
Council on Education in Management, Pleasanton, California, August 14, 1998
- “The New Importance of Conducting Sexual Harassment Investigations Properly”
American Bar Association Annual Meeting, Toronto, Canada, August 2, 1998
- “Tuning Up Your EEO Policies”
Council on Education in Management, Personnel Law Update 1998,
San Francisco, California, July 14, 1998
- “Effective Use of ‘Employment Practice Experts’ In Employment Litigation”,
San Francisco Trial Lawyers Association, Employment Law,
San Francisco, California, June 9, 1998
- “Information Issues in the Modern Workplace”
The State Bar of California, Spring 1998 Section Education Institute (SEI),
Monterey, California, May 15-17, 1998
- “Handling Sexual Harassment in the Law Firm”
Business Development Associates, Second National Conference for Women Law Firm Partners,
San Francisco, California, March 23-24, 1998
- “Challenging Legal Issues Involving Sexual Harassment Investigations: The New Importance of
Conducting Investigations Properly”
American Bar Association Section of Labor & Employment Law, Employee Rights &
Responsibilities Committee 1998 Midwinter Meeting, Tucson, Arizona, March 18-21, 1998
- “ADA and the Non-Disabled Employee: Why Regarding an Employee as Disabled
Can Cost You Millions”
Council on Education in Management, Sixteenth Annual California Conference,
Personnel Law Update 1998, Pleasanton, California, February 20, 1998
- “How to Conduct Harassment, Theft, Drug, and Other Workplace Investigations”
Presented by Jan Duffy Associates, San Francisco, February 5-6, 1998; Sacramento, September
25-26, 1996; Irvine, October 24-25, 1996; San Jose, November 14-15, 1996; Irvine, February 8-9,
1996; Los Angeles, California, January 18-19, 1996
- “Successfully Attacking Sexual Harassment Investigations”
NELA Regional Conference, New York, New York, December 5, 1997

- “Sexual Torts”
San Francisco Trial Lawyers Association, San Francisco, California, November 5, 1997
- “Gender Relations Inside and Outside the Firm”
Business Development Associates, Inc., The National Conference for Women Law Firm Partners
Palm Beach Gardens, Florida, October 27-28, 1997
- “Effective Strategies for Investigating and Remediating Sexual Harassment Claims”
Orrick, Herrington & Sutcliffe LLP, Employment Law Seminars for California Employers,
Sacramento and Los Angeles, California, October 22-23, 1997
- “Second Annual National Institute on Sexual Harassment” Co-Chair, American Bar Association,
Chicago, Illinois, October 15-18, 1997
- “Managing Sexual Harassment Issues in the Workplace: The Elements of an Effective Preventive Policy
and Complaint Procedure; Training; and Special Issues for the Unionized Workplace,”
National Institute on Sexual Harassment, Chicago, Illinois, October 15, 1997
- “Critical Issues for Human Resource Professionals, Investigators and Union Officials” Moderator
National Institute on Sexual Harassment, Chicago, Illinois, October 15, 1997
- “Conducting Workplace Investigations”
National Conference for Women Employment and Labor Law Counsel,
Chicago, Illinois, May 9, 1997
- “Effective Use of Employment Practices Experts”
Stetson University College of Law Annual Employment Law Conference,
Clearwater, Florida, March 20, 1997
- “Shooting Fish in a Barrel: Employer Defenses That Don’t Work and a Few That Do”
Orrick, Herrington & Sutcliffe Seminar, Sacramento, California, October 23, 1996
- “Is It A Glass Ceiling, Plastic, or Concrete?”
Women’s Opportunity Week Conference, San Francisco Commission on the Status of Women,
San Francisco, California, February 1997
- “Investigating Allegations of Discrimination and Harassment”
Tenth Annual EEO Conference, Center for Employment Dispute Resolution,
Loyola University Institute for Human Resources, Chicago, Illinois, October 15, 1996
- National Institute on Sexual Harassment: A Multi-Disciplined View of the New Generation of Sexual
Harassment Policies and Procedures, Co-Chair; Moderator; Speaker
American Bar Association Continuing Legal Education, Chicago, Illinois, October 9-12, 1996
- “Torts ‘r’ Us: The Continued Viability of Common Law Claims in Employment Litigation”
American Bar Association Annual Meeting, Orlando, Florida, August 10, 1996
- “Avoiding Problems Through Smart Employer Practices”
EEOC Technical Assistance Program, Sacramento, California, July 24, 1996
- “Surveillance and Taping in the Workplace: Legal Considerations”
NLRB Employment Law Conference, Anaheim, California, July 18, 1996

- “Conducting, Defending, and Attacking Sexual Harassment Investigations”
Georgetown University Law Center, May 9-10, 1996, Washington, DC;
Los Angeles, California; April 18-19, 1996
- “Effective Use of Employment Practices Experts in Employment Litigation”
American Bar Association Committee on Employee Rights and Responsibilities,
Midwinter Meeting, Ixtapa, Mexico, March 20, 1996
- “Investigating and Handling Sexual Harassment Complaints”
California Polytechnic State University, San Luis Obispo, California, January 12, 1996
- “Employee Rights and Responsibilities” and “Conducting Workplace Investigations”
ASSA/IRRA Convention, San Francisco, California, January 5, 1996
- “Conducting Workplace Investigations: Tips on Handling Workplace Investigations Legally and Effectively” Organizer, Moderator, Speaker
American Bar Association Annual Meeting, Chicago, Illinois, August 8, 1995
- “Update on Workplace Privacy: Focus on Investigations”
MARC Annual Client Protocol Conference, Indianapolis, Indiana, June 28, 1995
- “The Trial of a Sexual Harassment Case” Co-organizer and Moderator
American Bar Association Annual Meeting, New Orleans, Louisiana, August 9, 1994
- “Avoiding Sexual Harassment Prevention Mistakes”
Employment Lawyer's Group, London, England, July 20, 1994
- “Sexual Harassment Prevention: Learning from the U.S. Experience”
Employment Lawyers Association, London, England, April 23, 1994
- “Investigating Sexual Harassment Complaints”
Southern California Chapter of IRRA and the American Arbitration Association,
Los Angeles, California, February 15, 1994
- “Starve a Lawyer: Teach Your Managers to Think Critically in Employment Matters”
San Luis Obispo, California, November 9, 1993
- “Everything You Absolutely Must Know About Wage and Hour Laws”
San Luis Obispo, California, August 27, 1993
- “Legal Issues in Team Building”
California Polytechnic State University Engineering Management Program,
San Luis Obispo, California, August 13, 1993
- “Everything You Should Know About Employee Leave Law”
San Luis Obispo, California, June 11, 1993
- “Sexual Harassment, Drug Free Workplace and Injury Prevention Programs”
National Association of Housing and Redevelopment Officials,
National Convention, San Francisco, California, September 22, 1992

- “Central Coast Employment Law Briefing: Complying with the Americans with Disabilities Act of 1990”
San Luis Obispo, California, October 29, 1992; July 24, 1992
- “Workplace Privacy Issues: Updates”
MARC Annual Client Protocol Conference, Indianapolis, Indiana
June 24, 1992; November 15, 1989; November 23, 1987
- “Central Coast Employment Law Briefing: Personnel Policies and Practices”
San Luis Obispo, California, February 26, 1993; February 28, 1992; March 15, 1991
- “Central Coast Employment Law Briefing: Updates”
San Luis Obispo, California, October 29, 1993; October 29, 1992; October 25, 1991; October 26, 1990; January 27 and 28, February 24, October 20, 1989; March 11,12, 1988; December 5, 1986
- “Negligent Hiring and Supervision”
County Probation Department Seminar, Shell Beach, California, October 22, 1991
- “Update of Developments in the Law of Employee Privacy”
OCIRRA-NLRB Labor Law Conference, Anaheim, California, July 17, 1991
- “Workplace Privacy Issues: 1991 Update”
Prentice Hall Annual Institute on Employment Law, San Francisco, California, June 3-4, 1991
- “Fundamentals of Current Employment Laws for Managers and Supervisors”
Vandenberg Federal Credit Union, Lompoc, California, May 23 and 30, 1991
- “Central Coast Employment Law Briefing: Sex, Drugs and Other Hazards in the Workplace”
San Luis Obispo, California, May 16, 1991
- “Personnel Policies and Practices”
Santa Maria Personnel Association, Santa Maria, California, April 23, 1991
- “Because It's Your Business: An Employer Seminar”
Employment Development Department, San Luis Obispo County Employer Advisory Group,
San Luis Obispo, California, March 15, 1990
- “Handling Sexual Harassment”
California Polytechnic State University Personnel and Employee Relations,
San Luis Obispo, California, March 8, 1990
- “Dealing with Workplace Problems”
San Luis Medical Clinic, San Luis Obispo, California, February 24, 1990
- “Central Coast Employment Law Briefing: Handling Workplace Problems”
San Luis Obispo, California, February 23, 1990
- “Latest Report on Major Legislation and Court Decisions”
Personnel Law Update 1989, Council on Education in Management,
San Diego, California, October 17, 1989

- “Central Coast Employment Law Briefing: Handling the Problem Employee”
Shell Beach, California, May 12, 1989
- “Privacy in the Workplace”
Industrial Relations Research Association (IRRA) Spring Conference,
Anaheim, California, April 7, 1989
- “Labor Law in 1989”
San Luis Obispo Chamber of Commerce Business Leaders Breakfast,
San Luis Obispo, California, April 4, 1989
- “The Law and Managing Employees or How to Avoid the Worst Employment Law Mistakes”
French Hospital Business Seminar, San Luis Obispo, California, February 28, 1989
- “Public Sector Workplace Privacy Issues”
Employer-Employee Labor Relations Conference, University Extension,
University of California, Davis, California, February 9, 1989
- “The Law and Managing Employees”
Cal Poly Extended Education, San Luis Obispo, California, January 1992; November 1990;
January 1990; October, 1989; April, 1989; January, 1989; November, 1988; January 6 and 8,
1987; April 22 and 24, February 11 and 13, 1986; November 12 and 14, 1985; January 7 and 9,
1985; October 22 and 25, 1984; February 6 and 13, 1984; and October 17 and 24, 1983
- “Advanced Employment Law”
Cal Poly Extended Education, San Luis Obispo, California, February 4 and 6, 1991; February
1990; November 1989; February 1989; December 1988; May 1988; February 21 and 23, 1988;
February 11 and 13, 1987; May 6 and 8, 1986, February 25 and 27, 1986; December 3 and 5,
1985; February 26 and 28, 1984
- “Pitfalls of Providing Reference Information”
San Luis Obispo County Public Schools Association, Santa Maria, California, November 1988
- “Employment Law Update”
California Association of State University Auxiliaries, Asilomar, California, November 6, 1988
- “Update on Workplace Privacy”
National Labor Relations Board, Region 21 and OCIRRA Sixth Annual Labor Law Conference,
Anaheim, California, July 13, 1988
- “Handling the Problem Employee”
Central Coast Employment Law Briefing, Pismo Beach, California, June 12, 1988
- “Employment Law Pitfalls for Small Employers”
SCORE Clinic, Morro Bay, California, March 17, 1988
- “Employee Privacy and Corporate Exposure”
American Bar Association Litigation Section Committee,
Palm Springs, California, February 12, 1988

- “Dealing With the Problem Employee”
Employment Development Department Seminar, Pismo Beach, California, January 21, 1988
- “Employer/Employee Views of Drug and Alcohol Testing” and “Legal Issues in Drug and Alcohol Testing”
American Bar Association, Committee on Individual Rights in the Workplace,
Tampa, Florida, March 21, 1987
- “Annual Report on Developments in the Law”
American Bar Association Committee on Individual Rights and Responsibilities in the Workplace, Sanabel, Florida, March 1987; Palm Springs, California, March 1986; Tampa, Florida, February 1985; Scottsdale, Arizona, February 1984; Washington, DC, February 1983
- “Legal Aspects of Drug and Alcohol Testing”
Summit Place, San Luis Obispo, California, February 12, 1987
- “Workplace Information Practices: Issues in Collection, Retention and Disclosure of Employee Information”
Maricopa Community Colleges, Phoenix, Arizona, February 10, 1987
- “Privacy Concerns in the Workplace”
Blue Cross Conference of Affiliates, New Orleans, Louisiana, November 3, 1986
- “Issues in Workplace Information Practices”
General Mills Corporation Legal Staff Annual Retreat, Minneapolis, Minnesota, August 14, 1986
- “Developments in Workplace Privacy”
Region 21, National Labor Relations Board Labor Law Conference,
Anaheim, California, July 23, 1986
- “Expanding Universe of Workplace Torts”
Employers Advisory Group Conference, San Francisco, California, June 23, 1986
- “Big Brother is Watching You: Individual Rights in the Workplace”
Los Angeles County Bar Association Labor Law Symposium,
Los Angeles, California, May 15, 1986
- “Wrongful Termination”
Employment Development Department Seminar, Pismo Beach, California, April 17, 1986
- “Developments in the Law of Employee Privacy”
National Employment Law Institute, San Francisco, California, November 21, 1985
- “Developments in Employment Law”
Employment Development Department Employee Seminar,
Pismo Beach, California, November 14, 1984
- “Developments in Employee Rights”
Employment Development Department Seminar, San Francisco, California, July 17, 1984
- “Legal Aspects of the Child Care Business”
Cal Poly Extended Education, San Luis Obispo, California, June 22, 1984

“Privacy and Employee Rights”

Employment Law Conference, Executive Enterprises,
San Francisco, California, November 3-4, 1983

“Emerging Law of Employee Privacy”

Developments in Employment Law 1983, Executive Enterprises,
San Francisco, California, May 20, 1983

“Handling Employee Problems”

Private Industry Council, San Luis Obispo, California, March 9, 1983

“Privacy vs. Disclosure - Examining Employee and Employer Rights”

Employee Relations Law Journal Institute, Burlingame, California, December 7, 1982

“Privacy and Confidentiality”

Bureau of National Affairs Employment Law Conference,
San Francisco, California, November 16, 1982

“New Developments in Individual Rights: Sexual Harassment, Age Discrimination, Religious Freedom,
Accommodation of the Handicapped”

Executive Enterprises, San Francisco, California, March 22-23, 1982;
Los Angeles, California March 25-26, 1982

“Privacy in the Workplace” (Keynote Speech)

American Bar Association Committee on Individual Rights and Responsibilities in the
Workplace, Denver, Colorado, February 1982

“Privacy vs. Disclosure - Examining Employee and Employer Rights”

Employee Relations Law Journal, San Francisco, California, October 27, 1981

ACADEMIC PAPERS PRESENTED

“The Other Side of the Coin: Employer Liability for Failure to Provide or Obtain References”

Western Regional Conference, American Business Law Association,
Asilomar, California, April 1986

“Defamation in the Workplace”

Northern California Regional Conference, American Business Law Association,
Asilomar, California, March 1984

“Employee Rights in Misconduct Investigations”

American Business Law Association National Conference, San Antonio, Texas, August 1984

PROFESSIONAL ASSOCIATION MEMBERSHIPS

Society of Corporate Compliance and Ethics

California State Bar Association

American Bar Association:

Section of Labor and Employment Law, Employee Rights and Responsibilities, International
Labor Law, and New Technologies Committees; Section of International Law; Section of
Business Law; Section of Law Practice Management

International Bar Association: Business Section

San Francisco Bar Association

XBHR - Cross Border Human Resources Association (Founding Member)

SIWI- Society of Independent Workplace Investigators (Founding Member)
President-April 2014 to present

IIA - Independent Investigators Association (Founding Member)
International Society for Labor Law and Social Security

California Women Lawyers

Friends of the Institute of Advanced Legal Studies, London, England

Academy of Legal Studies in Business

Central Coast Personnel Association

COMMUNITY ACTIVITIES

Member: San Francisco Bar Association (Past)

Member: San Francisco Chamber of Commerce (Past)

Board Member: Planned Parenthood of Santa Barbara and San Luis Obispo, California (Past)

Board Member: Volunteers in Parole (Past)

INTERNATIONAL ACTIVITIES

University Teaching: International Government Regulation of Business,
Legal Aspects of International Business Transactions

Teaching Appointments: Cal Poly London Study: 1997, 1994, 1990, 1985

Research Sabbaticals: Institute for Advanced Legal Studies, London, England, 1994, 1987

Member: Cross Border Human Resources or XBHR (Founding member; first Secretary)
California Association of Workplace Investigators (Founding member)
International Bar Association

American Bar Association International Labor Law Committee

International Society for Labor Law and Social Security

Friends of the Institute of Advanced Legal Studies, London, England

Resided: London, England; Paris, France

Languages: English, French, some Italian and Spanish

Participant: ABA Section of Labor & Employment Law, International Labor Law Committee
Midwinter Meetings: Barcelona, 2015; Paris, 2012; Berlin, 2011; Istanbul, 2010; Madrid,
2009; Rome, 2007; Vienna, 2006; Paris, 2005; Stockholm, 2004; Barcelona, 2003;
Berlin, 2002; Dublin, 2001; Rome, 2000; Amsterdam/London, 1999; Paris, 1998;
London, 1996; Barcelona, 1994; Geneva/Vienna, 1993; London/Brussels, 1992; Rome,
1991; Paris, 1990

International Bar Association, Annual Meetings and Section Meetings/Seminars:

Amsterdam 2013; Berlin 2009; Buenos Aires, 2008; London, 2008; Chicago, 2006;

Prague, 2005; Auckland, 2004; San Francisco, 2003; Amsterdam, 2000; Barcelona, 1999

International Bar Association Global Employment Discrimination Seminar:

Copenhagen, 2007; Barcelona, 2006

XBHR Annual Meetings and Seminars/Conferences: London, 2014; Frankfurt, 2012;

London 2011; Brussels, 2005; London 2003

Council/EAIE Conference on International Education: Barcelona, 1997

Council Conference on Business and Global Education: London, 1997

Council on International Educational Exchange Conferences: London & Barcelona, 1997

European Lawyers' Association Conference: Vienna, 2003

ELA/ABA Third Transatlantic Conference: London, 2013

London Office: Established April 2000

RECENT SEMINARS, WEBINARS, and CONFERENCES ATTENDED

Society for Independent Workplace Investigations (SIWI) Annual Meeting
Los Angeles, California, October 24-25, 2015

ABA International Labor and Employment Law Committee Midyear Meeting
Barcelona, Spain, May 3-7, 2015

Society for Independent Workplace Investigations (SIWI) Spring Retreat
Los Angeles, California, April 11 – 13, 2015

Society for Independent Workplace Investigations (SIWI) Annual Meeting
San Francisco, California, November 19 – 20, 2014

ABA Section of Labor and Employment Law's Eighth Annual Law Conference
Los Angeles, CA November 5-8, 2014

ABA Employment Rights and Responsibilities Committee, Mid-Winter Meeting
Los Cabos, Mexico, March 18 -March 22, 2014

XBHR Annual Conference
London, England , March 5 - March 7, 2014

“Shining The Light On Whistleblower & Retaliation Claims”
National Employment Lawyers Association Fall Seminar
Washington, DC October 17-18, 2013

IBA Annual Employment & Discrimination Conference
Amsterdam, Netherlands April 18-19 2013

ABA Section of Labor and Employment Law’s Midwinter Meeting on Employment Rights and
Responsibilities Committee
Miami Beach, FL March 19-23, 2013

Society for Independent Workplace Investigations (SIWI) Annual Meeting
Santa Barbara, CA March 2, 2013

American Bar Association CLE Program
Whistleblowing and Retaliation: New Claims and Expanding Risk
Webinar, January 9, 2013

ABA Section of Labor and Employment Law's Sixth Annual Law Conference
Atlanta, GA October 31-November 3, 2012

2012 West Coast Regional Compliance Conference
San Francisco, CA June 22, 2012

ABA International Labor and Employment Law Committee Midyear Meeting
Paris, France May 13-17, 2012

American Bar Association CLE Program

Who Watches the Watchers: Legal Ethics Challenges in Internal Investigations,
Webinar, April 17th, 2012

International Bar Association Conference - The Paradigm of Employment Law

New York, NY March 29th – 30th, 2012

Lorman Audio Conference

Protecting Attorney Work Product in Communications with Experts under the Amended
Federal Rules, Webinar, March 26th, 2012

XBHR Annual Conference, Key Human Resources Issues for the Next Decade

Frankfurt, Germany February 29th – March 2nd, 2012

Employment Lawyers Association, A one day Transatlantic Conference on International Employment
Issues with Leading US and UK Employment Lawyers.

London, UK October 3rd, 2011

NELA 2011 Annual Conference

New Orleans, LA June 29 – July 2, 2011

California Association of Workplace Investigators, Inc.

Lawyers Performing Workplace Investigations: Avoiding Traps for the Unwary
Webinar, April 5, 2011

ABA Section of Labor and Employment Law's Midwinter Meeting on Employment Rights and
Responsibilities Committee

San Juan, Puerto Rico, March 22-26, 2011

ABA Section of Labor & Employment Law, International Labor & Employment Law Committee
Midyear Meeting

Berlin, Germany, May 8– 12, 2010

ABA Section of Labor and Employment Law's Fourth Annual CLE Conference

Chicago, IL, November 3-6, 2010

Society of Corporate Compliance and Ethics 9th Annual Conference

Chicago, Illinois, September 12-15, 2010

American Bar Association Annual Meeting

San Francisco, California, August 5-10, 2010

ABA Section of Labor & Employment Law, International Labor & Employment Law Committee
Midyear Meeting

Istanbul, Turkey, May 9– 13, 2010

ABA Section of Labor & Employment Law, Employment Rights and Responsibilities Committee

Coronado, CA, March 24 - 27, 2010

ABA Section of Labor and Employment Law's Third Annual CLE Conference

Washington, D.C., November 4-7, 2009

NELA 2008 Annual Conference
Rancho Mirage, CA June 24-29, 2009

American Bar Association Section of Labor and Employment Law Annual Conference
Madrid, Spain May 10-14, 2009

IBA Employment and Industrial Relations Law Committee Conference
Berlin, Germany, April 21-27, 2009

ABA Section of Labor & Employment Law, Employment Rights and Responsibilities Committee
Midwinter Meeting,
Key West, Florida, March 24 - 27, 2009

IBA Annual Conference
Buenos Aires, Argentina, October 12-17, 2008

Society of Corporate Compliance and Ethics 7th Annual Conference
Chicago, Illinois, September 14-17, 2008

American Bar Association Section of Labor and Employment Law's Annual CLE Conference
Denver, Colorado, September 10-13, 2008

IBA - Labour, Employment and Discrimination Law Conference
London, England, April 10-11, 2008

ABA Section of Labor & Employment Law, Employment Rights & Responsibilities Committee
Midwinter Meeting
Dana Point, California, April 1-5, 2008

American Bar Association Teleconference: Internal Investigations for Multi-National Corporations:
Strategies in Light of Global Attorney-Client Privilege Decisions, December 14, 2007

American Bar Association Section of Labor and Employment Law Annual Conference
Philadelphia, Pennsylvania, November 7-10, 2007

"2007 Compliance Academy" Society for Corporate Compliance and Ethics
San Francisco, California, September 24-27, 2007

American Bar Association Annual Meeting
San Francisco, California, August 9-14, 2007

SOX Whistleblower Compliance Teleconference: Developing a Compliance Program, Avoiding
Government Investigations and Employee Lawsuits, August 2, 2007

NELA 2007 Annual Conference
San Juan, Puerto Rico, June 27-30, 2007

"Representing Workers in Whistleblower & Retaliation Actions"
National Employment Lawyers Association (NELA) Seminar,
Chicago, Illinois, March 16-17, 2007

“Developing and Implementing Effective Global Workforce Strategies to drive Business Success”
XBHR Global Forum for Cross-Border HR Experts, Paris, France, March 1-2, 2007

“International Corporate Compliance Forum” The Institute for International and Comparative Law
Chicago, Illinois, February 22-23, 2007

ABA Law Practice Management Section Fall Meeting
Vancouver, Canada, October 12-14, 2006

IBA Annual Conference
Chicago, Illinois, September 18-22 2006

Workplace Harassment “Hot Topics” Panel Moderator
ABA Center for CLE Live Audio Webcast, June 7, 2006

ABA & L&E Midyear Meeting of the International Employment Law Committee
Vienna, Austria, May 14-19, 2006

“Beyond Legal: A Business Approach to Corporate Governance”
ABA Tort Trial & Insurance Practice New York, New York, May 11-13, 2006

“The Clean Employee”
IBA, Barcelona, Spain, March 30, 2006

XBHR, Ethics Hotlines in Crises, Teleconference: “Can Employee Whistle Blowing Procedures Comply
with Europe’s Data Protection and Labor Laws?” March 23, 2006

Continuing Education of the Bar CEB (California) Teleconference: “Update on Directors’
Responsibilities in a Sarbanes-Oxley Environment”, March 21, 2006

ABA Section of Labor & Employment Law, Employment Rights & Responsibilities Committee
Midwinter Meeting
Puerto Vallarta, Mexico, March 15-18, 2006

Ethics Officer Association (EOA) European Business Ethics and Compliance Conference
London, England, February 22-23, 2006

PLI Corporate Governance Seminar: Dealing With the Governance and Disclosure Challenges Ahead
New York, New York, February 8, 2006

Institute for the International and Comparative Law, The Center for American and International Law in
cooperation with the EOA
International Corporate Compliance Conference, Plano, Texas, January 18-20, 2006

Baker and McKenzie Webinar: Current Trends in Global Employment and Immigration
January 10, 2006

ABA Section of Business Law Conference, How Far is Far Enough?
New York, New York, November 16, 2005

ABA Section of Labor and Employment Law Teleconference: Best Practices in
Corporate Compliance Programs, November 9, 2005