

JANE KOW, ESQ.
EMPLOYMENT LAWYER
HUMAN RESOURCES CONSULTANT
WORKPLACE TRAINER & INVESTIGATOR

TELEPHONE (925) 478-8551
JaneKow@HRLawConsultants.com

SUMMARY OF EXPERIENCE AND PRACTICE AREAS

EMPLOYMENT LAWYER WITH MAJOR LAW FIRM AND IN-HOUSE COUNSEL EXPERIENCE

- Practiced employment law at four prominent California and national law firms and as Senior Counsel and sole employment lawyer at a Silicon Valley based company with 75 locations worldwide
- Represented employers of all sizes and across industries in all phases of employment litigation and dispute resolution, including administrative agency proceedings at the Equal Employment Opportunity Commission (EEOC), CA Department of Fair Employment & Housing (DFEH), U.S. Department of Labor (DOL) and CA Labor Commissioner/Division of Labor Standards Enforcement (DLSE)

HUMAN RESOURCES CONSULTING AND WORKPLACE AUDITS

- Provide employment law advice, human resources consulting and training for employers on all aspects of employee relations and workplace laws, and how to implement sound personnel policies and practices to effectively reduce the risk of litigation and liability
- Conduct reviews and workplace audits of personnel policies, recordkeeping and documentation practices to ensure compliance with laws regarding hiring, promotion and termination practices, independent contractor status, employee disabilities and leaves of absences, wage and hour laws, and posting requirements
- Prepare Employee Handbooks, develop procedural guidelines for human resources departments, and create a variety of template forms, including employment offer letters, employment agreements, independent contractor agreements, performance evaluation forms, performance counseling memos, performance improvement plans, disciplinary warning memos, managing leave of absence and disability accommodations toolkits for employers

TRAINING AND TEACHING EXPERIENCE

- Develop and deliver customized employment law compliance and diversity training (including AB 1825 compliant sexual harassment prevention training) for public and private sector employers, educational and non-profit organizations, various human resources, disability, trade and bar associations
- Instructor, Employment Law, University of California at Berkeley Extension Program in Human Resources (covering a range of topics: sexual harassment prevention, workplace investigations, wage and hour laws, reductions in force and layoffs, managing employee medical leaves and disability accommodations)
- Instructor, Legal Issues of Supervision, Business and Management Program, San Jose State University Professional Development Center (ranked #1 among Executive and Business Programs by the Silicon Valley/San Jose Business Journal)

WORKPLACE INVESTIGATIONS

- Conduct EEO and workplace investigations into allegations of employee misconduct, workplace violence, retaliation, discrimination and harassment based on gender, pregnancy, sexual orientation, race, color, national origin, religion, age and other protected categories
- Clients include both private and public sector employers in a variety of industries, including: aerospace, automobile sales, banks and financial services, bio sciences, chemical engineering, construction, education, food distribution and services, hospital and health care administration, law enforcement, and legal (law firms and law departments of public agencies and corporations), manufacturing, media, municipalities and counties, non-profit, oil production, restaurant, software, technology, utilities, wholesale distributor, and religious organizations
- Regularly train and counsel human resources professionals and managers on how to properly address, investigate and resolve workplace complaints of discrimination and harassment

NOTABLE ACCOMPLISHMENTS

- Provided testimony before the Commissioners at the EEOC headquarters in Washington, D.C. on employer best practices on preventing workplace harassment, including harassment in social media, harassment against employees with disabilities, and how to conduct effective workplace investigations
- Contributor to the California Practice Guide on Employment Litigation, published by The Rutter Group in 2001 and widely used by lawyers and judges throughout California

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EMPLOYMENT LAW EXPERIENCE

HR LAW CONSULTANTS (JANE KOW & ASSOCIATES), San Francisco, CA **2002 – Present**
Employment Law, Human Resources Consulting, Workplace Training, Audits & Investigations Firm

Founder of employment law and human resources consulting firm that provides employers with advice, consulting, training, audits and investigations. The firm provides employment law advice on all aspects of workplace laws and helps employers to develop sound personnel policies and practices to reduce the risk of lawsuits. Design and deliver customized, on-site, interactive employment law compliance training programs on a variety of topics, including sexual harassment and discrimination prevention, conducting effective workplace investigations, effective documentation of employee performance and misconduct issues, accommodating employees with disabilities, and complying with leave of absence laws. Conduct workplace audits of personnel policies and practices, including wage and hour audits to determine proper classification of workers as employees or independent contractors, and exempt (salaried) vs. non-exempt (hourly) status. Provide guidance on how to remedy misclassification of workers to minimize risk of lawsuits and liability. Conduct confidential workplace investigations into complaints of employee misconduct, harassment and discrimination. Train organizations on how to conduct effective internal investigations to comply with employers' obligations under both federal and state laws.

KINETICS GROUP, INC., Santa Clara, CA

Senior Counsel

2000 – 2001

Human Resources Consultant

2001 – 2002

Sole employment lawyer at a Silicon Valley based company with over 7,500 employees at 75 locations worldwide. Managed outside legal counsel and provided strategic direction on employment litigation matters for the entire company, including all subsidiaries and divisions. Advised company on all labor and employment matters including: hiring, discipline and terminations, harassment and discrimination claims, workplace violence prevention, reductions in force, and compliance with wage and hour laws. Provided employment law compliance training on a variety of topics, including employer obligations under various anti-discrimination and sexual harassment laws, providing reasonable accommodations and managing leaves of absences for disabled employees, investigations into misconduct and harassment complaints, downsizing and compliance with the WARN Act and Older Workers Benefits Protection Act. Created Employee Handbook, personnel policies, guidelines, forms, templates, employee and independent contractor agreements which were standardized for company-wide use.

McCUTCHEN, DOYLE, BROWN & ENERSEN (now known as BINGHAM), San Francisco, CA

Senior Associate

1999 – 2000

Advised employers of various stages of funding and development from start-ups to multi-national corporations of all sizes and industries on their personnel policies and practices, hiring practices and disciplinary procedures; prepared employee handbooks, negotiated executive employment and independent contractor agreements, advised on the enforceability of non-compete and trade secret agreements, and compliance with wage and hour laws. Advised client companies on how to comply with applicable workplace laws, from technology start-ups on how to structure their workforce from initial employee hires and established companies that were shutting down operations. Prepared opinion letters on the impact of a new California overtime law on various classifications of employees, the creation of a new exemption for computer workers, and procedures for the adoption of alternative workweeks to minimize overtime liability. Clients included: major technology companies, universities, national hotel chain, international recruiting firm, non-profit organizations and industry groups.

SEYFARTH, SHAW, FAIRWEATHER & GERALDSON (SEYFARTH SHAW), San Francisco, CA

Senior Associate

1998 – 1999

Defended Fortune 500 companies (including international airline, national discount retailer, supermarket chain and technology companies) in all aspects of employment litigation and dispute resolution. Advised international clothing manufacturer and retailer on implementing a mass layoff and plant closings, including preparation of WARN Act notices and severance agreements for thousands of employees nationwide. Advised employers on compliance with wage and hour laws, providing reasonable accommodations for employees with disabilities, managing pregnancy and family care/medical leaves, and enforceability of executive employment and independent contract agreements.

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EMPLOYMENT LAW EXPERIENCE (continued):

CROSBY, HEAFEY, ROACH & MAY (now part of REED SMITH, LLP), Oakland, CA

Labor & Employment Associate

1995 – 1998

Defended public and private sector employers against employment claims filed in federal and state courts and administrative agencies. Responsible for the overall strategic direction and management of litigation, including: investigations, written discovery and depositions, preparing and arguing dispositive motions, and first chair representation of clients at mediation and settlement conferences. Selected as one of only two lawyers firm wide to participate in the premier MENTTIUM 100 Program, a year-long executive development and mentoring program for high potential, professional women in Northern California. The program pairs participants with a seasoned executive mentor and provides substantive skills training in management, leadership and negotiations. This program has been lauded by the U.S. Department of Labor as a model for successful corporate mentoring programs nationwide.

STEINHART & FALCONER (now part of DLA PIPER), San Francisco, CA

Labor & Employment Associate

1993 – 1995

Summer Associate

Summer 1992

Represented major corporations, including an automobile manufacturer, railway company, and leading food and packaged goods companies in employment lawsuits. Prepared answers, demurrers, motions to dismiss, motions for summary judgment and discovery motions. Extensive experience conducting written discovery, interviewing witnesses, and taking and defending depositions. Advised major automobile manufacturer with several hundred bargaining unit employees on all aspects of employee relations.

WASHINGTON SQUARE LEGAL SERVICES, CIVIL RIGHTS CLINIC

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, N.Y.

Research Assistant

Summer 1991

Prepared appeal of a sexual harassment case for review by the New York City Commission on Human Rights. Assisted with drafting portions of the legislative history of the proposed Violence Against Women Act, including research on current state of the law on gender based violent crimes and various anti-discrimination statutes.

EDUCATION, ACADEMIC HONORS, AND AWARDS

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, N.Y., J.D., 1993

Honors and Awards:

- C.V. Starr Foundation Scholarship
- Helena Rubinstein Foundation Scholarship
- Thomas T. Hayashi Memorial Law Scholarship (awarded by the Japanese American Citizens League)
- Associate Editor, Review of Law and Social Change
- Executive Board Member, Asian Pacific American Law Students Association

CORNELL UNIVERSITY, Ithaca, N.Y., B.S., Human Development and Family Studies, 1984

Honors and Awards:

- Dean's List
- Federation of Cornell Clubs Scholarship for Women
- Phi Kappa Phi National Honor Society
- Omicron Nu Mu National Collegiate Honor Society
- Psi Chi National Psychology Honor Society
- Cornell University Office of Minority Educational Affairs Award for Exceptional Leadership, Scholarly Example, Outstanding Service and Commitment

Bar Admissions

- State Bar of California (Supreme Court of the State of California)
- United States District Court (Northern, Southern, and Central Districts of California)
- United States Court of Appeals for the Ninth Circuit

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PROFESSIONAL AFFILIATIONS AND BAR ASSOCIATION ACTIVITIES

American Bar Association

- Life Fellow of the American Bar Foundation, elected in recognition of outstanding dedication to the welfare of the community, the traditions of the profession, and the maintenance and advancement of the objectives of the American Bar Association
- Contributor to 2009 Second Edition of the book published by the ABA, entitled: “Dear Sisters, Dear Daughters: Strategies for Success from Multicultural Women Attorneys”
- ABA Advisory Panel
- General Practice, Solo and Small Firm Division
 - 2006-2007 Appointed as a Diversity Fellow and Member of Diversity Committee
 - Liaison to the ABA Commission on Racial and Ethnic Diversity in the Profession

State Bar of California

- Appointed by the Board of Governors to serve on the Ethnic Minority Relations Committee of the State Bar of CA (2003), Vice Chair (2004-2005) and Chair (2005-2006)
 - Developed mandatory continuing legal educational (MCLE) programs and spearheaded research on bias and diversity within the legal profession
 - Helped to develop a comprehensive survey on race, gender, sexual orientation, and age bias in the legal profession; analyzed results and compiled findings into a report released by the State Bar of California in 2006
 - Presented findings and recommendations for eradicating bias in the legal profession at the 2006 CA State Bar Summit on Diversity, “Dream Deferred No Longer: Achieving True Diversity in the Legal Profession”
- Liaison to the Access and Fairness Advisory Committee of the Judicial Council of California, 2003-2004
- Member of the CA State Bar Diversity Pipeline Taskforce Committee (comprised of judges, educators, bar association leaders, law firm partners, government law departments and general counsel of Fortune 500 companies, who devised a set of best practices to increase diversity within the legal profession), 2005-2006
 - The Diversity Pipeline Taskforce’s work culminated in a comprehensive “Report and Recommendations from the Diversity Pipeline Taskforce,” published by the State Bar of California in August 2006

Bar Association of San Francisco

- Member of Diversity Task Force - interviewed San Francisco law firms on diversity practices and provided substantive review and recommendations incorporated in the 2005 Report on the Goals and Timetables on Minority Hiring and Advancement
- Member of Solo and Small Firm Committee

Asian Bar Associations

- National Asian Pacific American Bar Association
- Asian American Bar Association of the San Francisco Bay Area

California Association of Workplace Investigators, Inc. (AWI)

- Member of national organization of workplace investigators

COMMUNITY SERVICE AND VOLUNTEER ACTIVITIES

- Member of Board of Directors of Kimochi, Inc., a community based non-profit organization that provides housing, nutritional programs, and support services for seniors in the San Francisco Bay Area (2000-2005)
- Pro bono legal counsel to the San Francisco Japantown Task Force and various other non-profit organizations

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SEXUAL HARASSMENT PREVENTION TRAINING PROGRAMS

- “The New Face of Sexual Harassment” (investigating and preventing workplace harassment claims by transgender employees under the CA Fair Employment and Housing Act), State Bar of California Annual Meeting, San Diego, CA, September 8, 2005
- “Harassment 101: Education, Awareness & Prevention” (how to prevent sexual harassment complaints in the workplace), EEOC Annual TAPS Conference, San Francisco, CA, July 26, 2007
- “Preventing and Addressing Workplace Sexual Harassment,” Alameda County Training and Education Center, Oakland, CA, September 14, 2011, and September 26, 2013
- “Harassment & Social Media: The New Workplace Frontier,”
 - EEOC Annual TAPS Conference for Employers, San Jose, CA, September 12, 2014
 - 2015 HR West Conference, Oakland, CA, March 3, 2015
- “Your Call” 91.7 FM KALW’s a live public affairs radio show (NPR affiliate station) guest on “Sexual Harassment and the Consequences of Inaction” in work and academic settings, August 10, 2016

DEVELOP AND DELIVER CUSTOMIZED SEXUAL HARASSMENT PREVENTION TRAINING FOR A VARIETY OF INDUSTRIES: EDUCATION, AWARENESS, PREVENTION (AB 1825)

Advertising, On-line Training, and Social Media

- Craigslist (2015), Hearsay Systems (2013, 2014 and 2017), Liquid Agency, Inc. (San Jose and Portland offices in 2012), Udemy (2016)

Education (Head Start, Primary, Middle and High School, and University Level) and Youth Recreation Programs

- Carondelet High School (2013), Civicorps (2014, 2015, and 2017), Footsteps Child Care, Inc. (2012), Kai Ming Head Start, Inc. (2003 and 2005), Keys School (2005), Marin Country Day School (2004), Marin Primary & Middle School (2005), Salesian Boys and Girls Club (2018); University of San Francisco (series of trainings for all faculty, staff, and administrators in 2012, 2013, 2014, 2015, 2016, 2017 and 2018), West Contra Costa County Unified School District (2015, 2016 and 2018)

Electronics, Technology, Bio-Technology, and Manufacturing

- Amplitude (2017), Codexis (2011), ebrary (2005), Extron Logistics (2007), Fuji Electric Corp. of America (2010), Genesis Microchip Inc. (2007), JDS Uniphase (2005), Litepoint (2007), McKay Brothers (2017), National Gypsum Company (2005), Nevro Corp. (2015), Novellus (2007), Organic Spices (2018), Packet Fusion (2018), R2 Technology, Inc. (2005 and 2006), Velodyne Acoustics, Inc. (2005), XP Power, Inc. (2007)

Health Care and Non-Profit Organizations

- Asian & Pacific Islander Wellness Center (2003), Asian Community Mental Health Services (1998), Asian Perinatal Advocates (2005), Black Coalition On AIDS (2003), Clover Health (2015), EMQ Children & Family Services (2003), Institute for Community Health Outreach (ICHO) (2003), Kaiser Permanente Educational Theatre (2018), Kimochi, Inc. (2006, 2011, and 2014), Lifelong Medical Care (2004 and 2005), Northern California Institute for Research and Education (NCIRE) (2007 and 2011), Shinnyo-En Temple (2008), Westside Community Mental Health Center (2003)

Legal, Financial and Professional Services

- The Furth Firm (law firm) and Chalk Hill Estate Vineyards & Winery (2004, 2005 and 2006), Loring Ward (2006, 2007 and 2009), Winston & Strawn, LLP (various offices of this global law firm 2010, 2011, 2012, 2013, 2015, and 2017)

Other Service Related Industries

- Brewsters Beer Garden (2018), Convention Management Resources, Inc. (2007, 2009, 2011, 2014 and 2016), Global Gourmet Catering (2014 and 2015), McCoy’s Patrol Services (2004)

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CONDUCTING EFFECTIVE WORKPLACE INVESTIGATIONS TRAININGS

- Created a training instruction manual, which included template forms, follow-up letters to the complainant and alleged harasser, and outline of witness interview questions and documents to be reviewed in an investigation
 - Amazon.com
 - Northern California Institute for Research and Education (NCIRE)
- Developed and delivered customized, on-site, interactive training on “A Step By Step Guide To Investigating And Resolving Workplace Harassment Complaints” for supervisors, managers and human resources professionals on how to conduct effective internal workplace investigations
 - Peralta Community College District, Oakland, CA, October 13, 2006
 - Managers Training at Tom Duffy Company, Fairfield, CA, February 15, 2007
 - Silicon Valley Women in Human Resources, Santa Clara University, Santa Clara, CA, February 28, 2007
 - Human Resources Department at Novellus Systems, Inc., San Jose, CA, June 28, 2007
 - Alameda County Training and Education Center, Oakland, CA, August 6, 2009
 - California Institute for Mental Health (CIMH), Sacramento, CA, November 12, 2009
 - San Joaquin County, Stockton, CA, December 9, 2009
 - HR Star Conference, Los Angeles, CA, March 17, 2010
 - The Center at Cathedral Plaza, Los Angeles, CA, June 21, 2010
 - Alameda County Training and Education Center, Oakland, CA, September 14, 2011
 - State Compensation Insurance Fund, Pleasanton, CA, January 26, 2012
 - Northern California Human Resources Association (NCHRA) 2012 HR West Conference, South San Francisco, CA, April 24, 2012
 - Alameda County Training and Education Center, Oakland, CA, September 26, 2013
 - Agilent Technologies, Inc., Santa Clara, CA, June 9, 2014
 - Alameda County Training and Education Center, Oakland, CA, October 30, 2014
 - San Francisco Zen Center, San Francisco, CA, July 26, 2016
 - Pacific Employment Law, LLP, San Francisco, CA, September 30, 2016
 - Davis Wang, PLC, San Francisco, CA, July 27, 2018
- “The Top Ten Employer Mistakes When Investigating Employee Complaints: How To Avoid Putting Your Company At Risk,” Annual Meeting of the National Academy of Arbitrators, San Francisco, CA, May 24, 2007

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**DISABILITY DISCRIMINATION AND REASONABLE ACCOMMODATIONS FOR EMPLOYEES
WITH MEDICAL CONDITIONS AND DISABILITIES TRAINING**

- Awarded two successive 3 year contracts by the CA Department of Mental Health and Department of Rehabilitation co-operative program with county mental health agencies to provide training on best practices on hiring, managing, disciplining and providing reasonable accommodations for employees with a range of physical and mental disabilities (2006-2009 and 2009-2012)
- Awarded a one-year contract with the San Francisco Human Services Agency to provide a comprehensive review of their policies and procedures on providing reasonable accommodations and language access for recipients of public welfare benefits and services who have disabilities or whose primary language is not English; devise training curriculum on reasonable accommodations for staff at all levels of the agency (2013-2014)
- “Return to Work Issues Under California Disability Law: Workers’ Compensation And The CA Fair Employment & Housing Act,” Lorman Education Services seminar for HR, safety and risk management professionals, insurance claims representatives, rehabilitation and occupational health specialists, Oakland, April 24, 2003
- “Reasonable Accommodations For Employees And Applicants With Disabilities: How To Engage In The Interactive Dialogue,” Administrative Office of the Courts/Judicial Council of California, Annual Statewide Training Conference for ADA coordinators and HR personnel of the CA courts, San Francisco, April 27, 2005
- “How To Engage In The Interactive Dialogue With Employees With Disabilities To Determine Reasonable Workplace Accommodations,” HR Star Conference, South San Francisco, CA, July 20, 2005
- “Managing Employees With Mental And Psychological Disabilities: Detangling Performance And Misconduct Issues From Disability Limitations,” Administrative Office of the Courts/Judicial Council of California, Annual Statewide Training Conference for ADA coordinators and HR personnel of the CA state courts, San Francisco, CA, April 19, 2007 and April 16, 2008
- “Disability Discrimination: Demystifying The Reasonable Accommodation Process For Employees With Disabilities”
 - Northern California Human Resources Association (NCHRA) Program, San Francisco, CA, October 19, 2005
 - Liberty Benefit Insurance Services programs for HR Professionals, Milpitas, CA, April 20, 2006
 - Liberty Benefit Insurance Services programs for HR Professionals, Atherton, CA, April 25, 2006
 - Peralta Community College District, Oakland, CA, October 12, 2006
- “Managing Employees With Disabilities: Conducting An ‘Interactive Dialogue’ To Determine Reasonable Accommodations,” Managers’ Training at Peralta Community College District, Oakland, CA, October 30, 2007
- “Mental and Physical Disabilities In The Workplace: Navigating The Maze Of Accommodations, Leaves Of Absence, and Performance/Misconduct Issues” for court management of the Superior Courts of Marin, Napa and Counties, November 2007
- “Navigating The Maze Of Workplace Disability Accommodations And Leave Of Absence Laws Documenting Essential Job Functions And Each Step Of The Interactive Process”
 - Alameda County Training and Education Center, Oakland, CA, February 6, 2008
 - Los Angeles County Department of Mental Health, June 25 and 26, 2008
 - California Association of Equal Rights Professionals (CAERP) Conference, Palm Springs, CA, June 18, 2008

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WORKPLACE DISABILITY DISCRIMINATION AND ACCOMMODATIONS TRAINING (continued)

- “Best Practices for The Employment of Employees with Mental and Physical Disabilities: Interviewing, Managing and Providing Reasonable Workplace Accommodations” sponsored and paid for by the California Department of Rehabilitation and Department of Mental Health Cooperative Program for county mental health agencies and affiliates throughout California:
 - Los Angeles County, City of Los Angeles, February 7, 2008
 - San Joaquin County, Stockton, CA April 22, 2009
 - Solano County, Fairfield, CA, January 15, 2009
 - Los Angeles County, San Fernando Valley, Van Nuys, CA, October 12, 2010
 - Butte County, Chico, CA, January 24, 2011
 - Tri-City Mental Health Authority, Pomona, CA, March 21, 2011
 - Sonoma County, Santa Rosa, CA, April 19, 2011
 - Marin County, San Rafael, CA, December 5, 2011
 - Lake County, Lucerne, CA, March 23, 2012
 - Los Angeles County, Culver City, May 15, 2012
 - Santa Clara County, San Jose, June 4, 2012
 - San Francisco City and County, June 7 and 26, 2012
- Regularly featured presenter at three Northern California chapter meetings of the Disability Management Employers Coalition (DMEC) on legislative and case law developments on disability and leaves of absence laws:
 - “Employment Law Jeopardy! How To Avoid Putting Your Company At Risk By Understanding Recent Developments In California Workplace Disability Laws,” San Francisco Chapter, April 2004
 - “Still (Going) Crazy After All These Years! A Practical Approach To Disability Accommodations In The Workplace,” San Francisco Chapter, April 28, 2006
 - “Managing Employees with Behavioral Disabilities: Detangling The Knot Of Accommodations And Leave Options,” San Francisco Chapter, August 29, 2007
 - “Return To Work Challenges: Navigating The Maze Of Disability And Leave Of Absence Laws,” San Jose Chapter, September 18, 2009
 - “Navigating The Disability Law Maze: Learn From Employers’ Costly Mistakes When Responding To Employee Requests For Accommodations,” Sacramento Chapter, October 28, 2009
 - “Managing Employee Disability Accommodations,” San Jose Chapter Meeting, September 20, 2013
- “Investigating Disability Discrimination And Failure To Accommodate Complaints”
 - September 27, 2012 HR Law Consultants Conference, San Francisco, CA
 - Association of Workplace Investigators (AWI) Annual Conference, Oakland, CA, November 2, 2012
- “Navigating The Interactive Process And Reasonable Accommodations When Managing Employees With Mental And Non-Visible Disabilities”
 - EEOC Annual TAPS Conference for Employers, San Jose, CA, June 12, 2008
 - EEOC Annual TAPS Conference for Employers, Oakland, CA, June 29, 2009
- “Reasonable Accommodations For Employees With Mental Disabilities, What It Means, How To Get One And How To Provide One,” California Consumer Employment Summit sponsored by the California Mental Health Directors Association, Garden Grove, CA, October 3, 2008
- “Demystifying The Interactive Dialogue: Providing Reasonable Accommodations For Employees With Psychiatric Disabilities”
 - Solano County Department of Mental Health, Fairfield, CA, January 15, 2009
 - California Association of Social Rehabilitation Agencies (CASRA) Spring 2009 Conference, San Mateo, CA, April 7, 2009

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- “Documenting Reasonable Accommodations For Employees With Mental Disabilities: Detangling Performance, Misconduct and Attendance Issues From Disability Limitations,” San Joaquin County Department of Behavioral Health, Stockton, CA, April 28, 2009
- “Hiring And Managing Employees With Psychological Disabilities: Engaging In The Interactive Process’ To Provide Effective Reasonable Accommodations,” series of statewide on-site trainings in Los Angeles, Oakland, Modesto, Ukiah and Santa Ana and webinar sponsored by Working Well Together, a program of the California Institute of Mental Health (CIMH), May – June 2009
- “Effectively Managing Employees With Disabilities: Demystifying The Interactive Dialogue When Providing Reasonable Accommodations,” California Institute for Mental Health (CIMH), Sacramento, CA, October 30, 2009
- “The ADA At Work: Providing Reasonable Accommodations And Demystifying The Interactive Process,” California Association of Social Rehabilitation Agencies (CASRA) Spring 2010 Conference, San Mateo, CA, April 7, 2010
- “Navigating The Interactive Process And Reasonable Accommodations For Employees With Disabilities,” The Center at Cathedral Plaza, Los Angeles, CA, June 21, 2010
- “Providing Reasonable Accommodations And Disciplining Employees With Disabilities”
 - EEOC Annual TAPS Conference for Employers, San Francisco, CA, June 9, 2011
 - Alameda County Training and Education Center, Oakland, CA, September 29, 2011
- “Disability Discrimination And Reasonable Accommodations For Employees With Disabilities”
 - Managers and Administrators at Peralta Community College District, Oakland, CA, October 17, 2011
 - Human Resources Department at Bank of the West, San Francisco, CA, October 25, 2011
 - Human Resources Department at Bank of the West, Los Angeles, CA, July 17, 2012
 - Human Resources Department at California Water Service Company, San Jose, CA, August 15, 2012
 - Managers Training at California Water Service Company, San Jose, CA, November 8, 2012
- “Disability Inclusion: Corporate And Law Firm Best Practices For The Employment Of Lawyers With Disabilities,” The American Bar Association Commission on Disability Rights’ Third National Conference on The Employment of Lawyers with Disabilities, Washington, D.C., May 8, 2012
- Special guest on Chuck Finney’s May 23, 2012 “Your Legal Rights” KALW 91.7 FM radio program (part of NPR digital network): providing reasonable accommodations and engaging in the interactive process with employees with disabilities, employees’ right to privacy of their medical and genetic information under the Genetic Information Non-Discrimination Act (GINA), terminating employees who use medicinal marijuana, among other hot button issues related to workplace disability accommodations
- “Top Ten Employer Mistakes When An Employee With A Disability Requests An Accommodation: Tips For Investigators,” EEOC Annual TAPS Conference for Employers, San Jose, CA, June 14, 2012
- “Workplace Issues And The Interactive Process,” Opening Session Panelist and Workshop Presenter, 9th Annual Alameda County Disability Employment Awareness Conference: “Celebrating the Dynasty of Diversity,” San Leandro, CA, October 11, 2012
- “Reasonable Accommodations: Navigating The Six Steps Of The Interactive Process,” U.S. Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) Workforce Solutions Conference, San Francisco, CA, October 19, 2012
- “Employee Disability Accommodations and Medical Leaves: How To Avoid Legal Landmines and Navigate The 6 Steps of The Interactive Process,” CompassPoint HR Network Meeting, Oakland, CA, May 8, 2013

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WORKPLACE DISABILITY DISCRIMINATION AND ACCOMMODATIONS (continued)

- “Reasonable Workplace Accommodations for Employees with Disabilities: The Interactive Process In 6 Steps”
 - 2013 HR West Conference, sponsored by the Northern California Human Resources Association (NCHRA) Oakland, CA, April 22, 2013
 - 2013 Disability Management Employer Coalition (DMEC) Annual International Conference, Atlanta, GA, August 19, 2013
- “Reasonable Accommodations for Employees with Disabilities: Documenting Essential Job Functions, The Interactive Process and Disciplinary Issues”
 - EEOC Annual TAPS Conference for Employers, San Jose, CA, June 2013
 - Alameda County Training and Education Center, Oakland, CA, October 3, 2013
- “Workplace Disability Accommodations: Navigating and Documenting The Interactive Process,” Managers Training at Peralta Community College District, Oakland, CA, June 12, 2013 and January 9, 2015
- “Disability Awareness,” series of trainings for San Francisco Human Services Agency, San Francisco, CA, July 17 & 24, 2013 and February 6, 2014
- “Accommodating and Disciplining Employees with Medical Conditions,” Silicon Valley Women in Human Resources, National University, San Jose, CA, April 16, 2014
- “Navigating The Interactive Process: Best Practice Tips and Traps to Avoid,” 2014 Disability Management Employer Coalition (DMEC) Annual International Conference, Las Vegas, NV, August 12, 2014
- “Managing Employees with Disabilities: Accommodating & Addressing Performance, Misconduct and Absenteeism Issues”
 - Alameda County’s 11th Annual Disability Employment and Awareness Conference, *DiversAbility*, Emeryville, CA, October 16, 2014
 - ABD Insurance Seminar, Foster City, CA, March 26, 2015
- “Managing Disability Accommodations: Navigating The Interactive Process,” Santa Clara Valley Transportation Authority, Santa Clara, CA, June 5, 2015
- “A Step-By-Step Guide to Providing Reasonable Accommodations: Navigating The Interactive Process,” State Compensation Insurance Fund, Vacaville, CA, June 9, 2015
- “Managing and Disciplining Employees with Disabilities,” 2015 Disability Management Employer Coalition (DMEC) Annual International Conference, San Francisco Marriott Marquis, San Francisco, CA, August 3, 2015
- “Accommodating, Managing and Disciplining Employees with Disabilities,” 2017 HR West Conference, sponsored by Northern California Human Resources Association (NCHRA), March 8, 2017
- “Beware the Riptides: Surfing the Dangerous Cross-Currents of Employment Law and California Workers Compensation,” Disability Management Employer Coalition (DMEC) Panel Presentation, Walnut Creek, CA, April 28, 2017
- “Managing Employee Disability Leaves of Absences: Intermittent/Indefinite Leaves, and Return to Work Issues,” Annual TAPS Conference for Employers, San Jose, CA, June 7, 2017
- “Managing Employee Disability Accommodations and Medical Leaves,” Human Resources Department at Global Gourmet Catering, San Francisco, CA, July 13, 2017;
- “Managing Employee Disability Accommodations and Medical Leaves,” Dodge & Cox, San Francisco, CA, January 22, 2018

JANE KOW, ESQ.
EMPLOYMENT LAWYER
HUMAN RESOURCES CONSULTANT
WORKPLACE TRAINER & INVESTIGATOR

TELEPHONE (925) 478-8551
JaneKow@HRLawConsultants.com

MANAGING EMPLOYEE LEAVES OF ABSENCES

- “What Every HR Professional Needs to Know to Comply with Various Leave of Absence Laws: What To Do When An Employee Says, ‘I Need To Take A Leave’ And ‘When Can I Fire Her?’”
 - HR Star Conference, South San Francisco, CA, July 28, 2004
 - HR Champions Group Program, Sunnyvale, CA, 2004
 - International Society of Certified Employee Specialists Program, San Francisco, CA, December 1, 2004
- “Navigating The Maze of Employee Medical Leaves, Disability Accommodations and Workers’ Compensation”
 - Alameda County Training and Education Center, Oakland, CA, September 24, 2008
 - Los Angeles County Department of Mental Health, Los Angeles, CA, February 2, 2009
 - Alameda County Probation Department, Oakland, CA, March 5, 2009
- “Managing Employee Medical Leaves: Strategies for Curbing Abuse and Getting The Information You Need”
 - Disability Management Employers Coalition (DMEC), Sacramento Chapter, March 23, 2011
 - Managers Training at Peralta Community College District, Oakland, CA, October 17, 2011
- “At The Intersection of The ADA and The FMLA: Managing Employee Disability Accommodations and Medical Leaves,” featured keynote speaker at Disability Management Employer Coalition (DMEC) San Jose Chapter Meeting, CA, September 21, 2012
- “Managing Employee Medical Leaves”
 - Human Resources Department at California Water Service Company, San Jose, CA, October 26, 2012
 - Disability Management Employer Coalition (DMEC) Sacramento Chapter, *“Improving Return to Work Outcomes Through Effective Disability Management Integration and Accommodations,”* November 7, 2012
 - HR West Conference, Oakland Convention Center, April 29, 2014
- “Navigating the Maze of Employee Medical Leave Laws,” Northern California Human Resources Association (NCHRA) 2018 HR West Conference, Oakland Convention Center, March 7, 2018

LEGAL ISSUES OF SUPERVISION AND PERFORMANCE MANAGEMENT

- Best Practices for Documenting Performance Expectations and Misconduct Issues: Essential Do’s and Don’ts
 - ebrary, Palo Alto, CA, March 8, 2005
 - Asian & Pacific Islander Wellness Center, San Francisco, CA, November 2005
 - XP Power, Inc., Sunnyvale, CA, December 7, 2007
 - Silicon Valley Women in HR, Santa Clara, CA, July 16, 2008
 - Fuji Electric Corp of America, Fremont, CA, March 15, 2010
 - HR Star Conference, San Francisco, CA, July 14, 2010
 - The Conference Center at Cathedral at Christ the Light, Oakland, CA, August 11, 2010
 - HR West Conference, Oakland, CA, April 12, 2011
 - Cancer Prevention Institute of California (CPIC), Fremont, CA, October 13 and 20, 2011
 - RPM Mortgage, Inc., Walnut Creek, CA, January 5, 2012
 - Carondelet High School, Concord, CA, October 1, 2013
 - Convention Management Resources, San Francisco, CA, February 24, 2014
 - Fuji Electric Corp of America, Edison, NJ, September 22, 2016
 - Reliable Turbine Services, Sullivan, MO, July 19, 2017
 - Dodge & Cox, San Francisco, CA, October 6, 2017
- “Legal Issues of Supervision: How to Avoid Putting Your Company at Risk”
 - Personnel Management Course at Peralta Community College District, Oakland, CA, 2002
 - Northern California Institute for Research and Education (NCIRE), San Francisco, CA, 2003, 2004 and 2007
 - XP Power, Inc., Sunnyvale, CA, December 7, 2007
 - Fuji Electric Corp. of America, Fremont, CA, March 15, 2010
 - Reliable Turbine Services, Sullivan, MO, July 19, 2017

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LEGAL ISSUES OF SUPERVISION, HIRING AND RECRUITING (continued)

- Created and presented interactive quiz show styled program entitled, “Don’t Put Your Company In Jeopardy!” & “Employment Law Jeopardy!” designed to test participants’ knowledge of employment laws and ability to respond to real workplace situations
 - Presented program at various companies, trade and professional associations, and non-profit organizations, including: Asian & Pacific Islander Wellness Center, CompassPoint, Disability Management Employers Coalition (DMEC), Institute for Community Health Outreach, National Human Resources Association (NHRA), Northern California Institute for Research and Education (NCIRE), Silicon Valley Women in Human Resources, Small Business Administration/Small Business Development Center, Tri-Valley Human Resources Association, EEOC Annual TAPS Conferences
- “Best Practices For Hiring, Managing And Terminating Employees: Effective Documentation Practices For Managers And Human Resources Professionals,” The Conference Center at Cathedral at Christ the Light, Oakland, CA, August 11, 2010
- Three Part Training: 1) “Essential Communication Skills for Managers: Communicating Expectations and Feedback; 2) Best Practices for Documenting Employee Misconduct and Performance Issues; and 3) Effective Strategies and Communication Skills When Dealing with Challenging Workplace Situations and People,” presented with Maria Ramos-Chertok, Esq. for Netlogic Microsystems, Santa Clara, CA, November 17, 2010
- “Misclassification of Employees as Salaried or Exempt: Best Practices and Effective Job Descriptions to Avoid Costly Lawsuits,” Alameda County Training and Education Center, Oakland, CA, September 29, 2011
- “Legal Issues of Supervision (EEO Laws, Workplace Disability Accommodations and Effective Documentation Practices for Managers),”
 - Intermolecular, Inc., San Jose, CA, December 14, 2011
 - University of San Francisco, San Francisco, CA, March 10, 2015
- “Legal Issues of Supervision and Effective Documentation Practices for Managers,” Codexis, Redwood City, CA, February 16, 2012
- “Employee Background Checks: Resume Fraud, Arrest and Conviction Records Under the FCRA and the Newly Released EEOC Guidelines,” webinar sponsored by Jungle Source, Inc. August 1, 2012
- “Preventing and Addressing Workplace Discrimination and Harassment,” for supervisors at Bank of the West, San Francisco, CA, April 24, 2014
- “Best Practices for Documenting Employee Misconduct and Performance Issues”
 - University of San Francisco, San Francisco, CA, October 23, 2014
 - Alameda County Training and Education Center, Oakland, CA, October 30, 2014
- “The Do’s and Don’ts of Documenting Performance and Misconduct Issues,” Northern California Human Resources Association (NCHRA) Small HR Summit, San Francisco, CA, scheduled for October 29, 2015
- “Employment Solutions at Your Fingertips: Social Media and the Workplace,” with Denise Eaton-May, live radio broadcast on 1220 AM from The MONEYSHOW, Marriott Marquis, San Francisco, CA, July 18, 2015
- “HR Templates: Documenting Employee Issues,” EEOC Annual TAPS Conference for Employers, San Jose, CA, September 14, 2015
- Avoiding Employment Law Pitfalls in the “Share, Gig or On Demand Economy,” 2016 HR West Conference, Oakland, CA, March 8, 2016
- “Managers Training: At-Will Employment; Preventing Employment Discrimination, Harassment, and Retaliation; and Best Practices for Employee Feedback and Documenting Workplace Issues,” Reliable Turbine Services, Sullivan, MO, July 19, 2017

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PROMOTING DIVERSITY AND THE ELIMINATION OF BIAS

- Panel Moderator, “Creating Visibility: Practical Advice For Marketing Your Firm’s Diversity: Enhancing Your Firm’s Visibility Through Technology,” co-sponsored by the California Minority Counsel Program, the Practising Law Institute, and The State Bar of California, San Francisco, CA, January 13, 2004
- “Access For All: The Implications Of Disabilities On The Practice Of Law,” (guidance on how to provide reasonable accommodations for attorneys with disabilities), State Bar of California Annual Meeting, Monterey, CA, October 2004
- Panelist, “How To Apply And Get Appointed To A State Bar Committee Or Section,” workshop sponsored by the State Bar of California (to encourage minority and diverse candidates to apply for appointment to various sections and committees of the CA State Bar), San Francisco, CA, January 2006
- Moderator and Panelist, “A Dream Deferred No Longer: Achieving True Diversity In The Legal Profession” Plenary Session on “Challenges To The Practice Of Law-- Perspectives Of Attorneys From Diverse Backgrounds,” State Bar of California Spring Summit on Diversity (presented results of 2005 State Bar survey examining the experiences of attorneys of diverse backgrounds, along with recommendations on how to eradicate bias and increase diversity in the legal profession), San Jose, CA, June 3, 2006
- Moderator and Panelist, Business and Professional Women/USA National Conference: “New Frontiers,” Panel on “Embracing Diversity To Create Welcoming Local Organizations,” Dallas, Texas, July 19-21, 2006
- Lead Facilitator, Diversity Policy Table at “Raising Profits And Potential,” 2006 National Employer Summit Sponsored by Business and Professional Women’s Foundation and Georgetown University Law Center, Washington, D.C., November 9, 2006
- Moderator and Panelist, “Making A Case For Diversity In The Legal Profession: Eliminating Barriers And Creating Pathways For Attorneys Of All Backgrounds To Succeed In The Practice Of Law,” The Lawyers Club of San Francisco, CA, January 25, 2007
- Panelist, “Achieving Diversity Through The Elimination Of Bias In The Legal Profession: Effective Strategies For Hiring, Retention And Promotion,” State Bar of California Annual Meeting, Anaheim, CA, September 27-30, 2007
- Speaker, “Gender Bias In The Legal Profession,” The Lawyers’ Club of San Francisco Annual Mega MCLE Program, San Francisco, CA, January 2008
- Speaker, “Elimination Of Bias Against Lawyers With Disabilities: Overcoming Barriers, Creating Access And Providing Reasonable Accommodations,” Practising Law Institute 2009 California MCLE Marathon, San Francisco, CA, December 7, 2009 (satisfies mandatory continuing legal education - elimination of bias credit requirement for CA attorneys)
- Speaker, “Preventing Disability Discrimination: Providing Reasonable Accommodations For Lawyers With Disabilities” League of California Cities’ 2013 City Attorneys Spring Conference, Napa, CA, May 10, 2013 (satisfies mandatory continuing legal education - elimination of bias credit requirement for CA attorneys)

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BUILDING A SUCCESSFUL MINORITY AND FEMALE SOLO AND SMALL FIRM PRACTICE

- Panel Moderator, “Enhancing Your Firm’s Visibility Through Technology: Websites, Newsletters and More!” Practising Law Institute Program on *Creating Visibility: Practical Advice for Marketing Your Firm’s Diversity*, San Francisco, CA, January 13, 2004
- Panelist, “The Difference ‘Difference’ Makes In Solo and Small Firm Practice,” (addressing the challenges faced by minority solo and small firm practitioners), Bar Association of San Francisco Program, Sponsored by the Diversity and Solo and Small Firm Practitioner Sections, San Francisco, CA, November 4, 2004
- Panelist, “Solo and Small Firm Practice: Does Having Less Lawyers Mean More Challenge?” (addressing the challenges faced by minority solo and small firm practitioners), Annual Bay Area Asian Pacific American Law Students Association (APALSA) Conference, Santa Clara University, Santa Clara, CA, February 5, 2005
- Panelist, “Living The Dream: Perspectives On Practicing Solo Or In Your Own Small Law Firm,” (addressing the challenges and rewards of being a solo practitioner), program sponsored by the Asian American Bar Association of the Bay Area, San Francisco, CA, September 21, 2006