

**SUMMARY OF EXPERIENCE AND PRACTICE AREAS**

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

- Practiced employment law at 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), CA Labor Commissioner/Division of Labor Standards Enforcement (DLSE) and CA Unemployment Insurance Appeals Board

**HUMAN RESOURCES CONSULTING AND WORKPLACE AUDITS**

- Provide employment law advice, human resources consulting, and workplace training on all aspects of employee relations and workplace laws, and create personnel policies 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, disciplinary, and termination practices, independent contractor status, employee disabilities and medical leaves, wage and hour laws, and posting requirements
- Advise on compliance with COVID workplace safety protocols, policies, and procedures
- 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, and HR toolkits for employers

**TRAINING AND TEACHING EXPERIENCE**

- Develop and present customized employment law compliance and diversity training (including sexual harassment prevention training) for public and private sector employers, financial institutions, technology companies, educational and non-profit organizations, and 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 employee misconduct, workplace violence, retaliation, discrimination, and harassment based on gender, pregnancy, sexual orientation, race, color, national origin, religion, age, and other protected characteristics
- Clients include private and public sector employers in a variety of industries, including: aerospace, automobile sales, banks and financial services, bio sciences, catering, chemical engineering, construction, education, fire safety and prevention, food distribution and services, hospice, hospital and health care administration, law enforcement, and legal (law firms, law departments of public agencies and corporations, and bar association), manufacturing, media, municipalities and counties, non-profit, oil production, port district, religious, restaurant, software, technology, utility and water providers, and wholesale and retail companies
- 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 and against employees with disabilities, and how to conduct effective workplace investigations
- Featured guest on various public radio programs discussing strategies for the prevention of workplace harassment, accommodations for employees with disabilities, and regulating employees' social media use
- Contributor to the California Practice Guide on Employment Litigation, published by The Rutter Group in 2001 that is widely used by lawyers and judges throughout California

**EMPLOYMENT LAW EXPERIENCE**

**HR LAW CONSULTANTS, 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 investigation services. The firm provides employment law advice on all aspects of workplace laws and develops sound personnel policies and workplace practices to comply with federal, state, and local laws and 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 compliance 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. Conduct and train organizations on how to conduct confidential workplace investigations into complaints of employee misconduct, harassment, and discrimination.

**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 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.

**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.

**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

**JANE KOW, ESQ.**  
**HR LAW CONSULTANTS**  
**EMPLOYMENT LAW ADVICE | HR CONSULTING | WORKPLACE TRAINING, AUDITS & INVESTIGATIONS**  
**JANEKOW@HRLAWCONSULTANTS.COM | TELEPHONE (415) 796-2785**

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California. The program was lauded by the U.S. Department of Labor as a model for successful corporate mentoring programs nationwide, pairs participants with a seasoned executive mentor and provides substantive skills training in management, leadership, and negotiations.

**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

**PROFESSIONAL AFFILIATIONS AND BAR ASSOCIATION ACTIVITIES**

**American Bar Association**

- Elected a Life Fellow of the American Bar Foundation, 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 Kimochi, Inc., the San Francisco Japantown Task Force, and various other non-profit organizations
- Outside legal counsel for Japantown Community Benefits District (JCBD)

**SEXUAL HARASSMENT PREVENTION TRAINING PROGRAMS AND PRESENTATIONS**

- #MeToo, Now What? How to Navigate the Choppy Waters of Workplace Harassment, “Tall Ships America Annual Conference, San Pedro, CA February 26, 2018
- “Sexual Harassment and the Consequences of Inaction” in work and academic settings on “Your Call” 91.7 FM KALW, live public affairs radio show (NPR affiliate station), August 10, 2016
- “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
- “Preventing and Addressing Workplace Sexual Harassment,” Alameda County Training and Education Center, Oakland, CA, September 14, 2011, and September 26, 2013
- “Harassment 101: Education, Awareness & Prevention” (how to prevent sexual harassment complaints in the workplace), EEOC Annual TAPS Conference, San Francisco, CA, July 26, 2007
- “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

**CUSTOMIZED WORKPLACE SEXUAL HARASSMENT PREVENTION TRAINING FOR COMPANIES:**

**Advertising, On-line Hiring and Training Services, and Social Media:** Craigslist (2015), Hearsay Systems (2013, 2014 and 2017), Hired.com (2019), Liquid Agency, Inc. (San Jose and Portland offices in 2012), and Udemy (2016)

**Education Organizations, Vocational Training Programs, and Youth Recreation Programs:** Carondelet High School (2013), Child Day Schools (2020), Civicorps (2014, 2015, 2017, 2019 and 2022), 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 (training all faculty, staff, and administrators in 2012, 2013, 2014, 2015, 2016, 2017, 2018 and 2019), and West Contra Costa County Unified School District (2015, 2016 and 2018)

**Biotechnology, Electronics, Technology, Warehousing and Manufacturing:** Amplitude (2017), Codexis (2011), ebrary (2005), Extron Logistics (2007), Fuji Electric Corp. of America (2010), Genesis Microchip Inc. (2007), Hired (2019), JDS Uniphase (2005), Litepoint (2007), McKay Brothers (2017), National Gypsum Company (2005), New World Freight Systems (2023), Nevro Corp. (2015 and 2018), Novellus (2007), Organic Spices (2018), Packet Fusion (2018), R2 Technology, Inc. (2005 and 2006), Seer, Inc. (2022), Stellar (2024), Velodyne Acoustics, Inc. (2005), and XP Power, Inc. (2007)

**Health Care:** Asian & Pacific Islander Wellness Center (2003), Asian Community Mental Health Services (1998), Asian Perinatal Advocates (2005), Black Coalition On AIDS (2003), Catalight (Easterseals) (2022, 2023, and 2024), Clover Health (2015), 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), and Westside Community Mental Health Center (2003)

**Government Agencies, and Non-Profit Organizations:** EMQ Children & Family Services (2003), Shinnyo-En Temple (2008), Family Justice Center of Contra Costa County (2019), Golden Gate Bridge Highway and Transportation District (2020), and Town of Ross (2019), Lassen Fire Safe Council (2021)

**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), and Winston & Strawn, LLP (2010, 2011, 2012, 2013, 2015, and 2017), Inclusive Capital Partners (2021)

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

**Social Justice and Non-Profit Organizations:** ACLU of Northern California (2023)

**PREVENTING RACE AND NATIONAL ORIGIN DISCRIMINATION, HARASSMENT (HOSTILE WORK ENVIRONMENT) AND RETALIATION CLAIMS**

- “Preventing Workplace Harassment, Discrimination, and Retaliation” (with a focus on the prevention of race and national origin discrimination and hostile work environment claims and procedures for handling complaints), NorCal Home Systems, Inc. Training for Managers and Supervisors, via Zoom, November 23, 2020 and March 25, 2021
- “Preventing Workplace Harassment, Discrimination, and Retaliation” with a focus on the prevention of race and national origin claims, NorCal Home Systems, Inc. Training for Staff, via Zoom, December 8, 2020 and December 16, 2021

**PREVENTING DISABILITY DISCRIMINATION AND PROVIDING REASONABLE ACCOMMODATIONS FOR EMPLOYEES WITH MENTAL AND PHYSICAL DISABILITIES MEDICAL CONDITIONS**

- Special guest on Chuck Finney’s May 23, 2012 “Your Legal Rights” KALW 91.7 FM radio program (part of NPR digital network): engaging in the interactive process and providing reasonable accommodations for employees with disabilities, protecting employees’ right to medical privacy 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
- Awarded two successive 3-year contracts by the CA Dept. of Mental Health and Dept. of Rehabilitation co-op 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)
- “Best Practices for The Employment of Employees with Mental and Physical Disabilities: Interviewing, Managing and Providing Reasonable Workplace Accommodations” sponsored by the California Department of Rehabilitation and Department of Mental Health Cooperative Program for county mental health agencies and affiliates throughout California
  - San Francisco City and County, June 7 and 26, 2012
  - Santa Clara County, San Jose, June 4, 2012
  - Los Angeles County, Culver City, May 15, 2012
  - Lake County, Lucerne, CA, March 23, 2012
  - Marin County, San Rafael, CA, December 5, 2011
  - Sonoma County, Santa Rosa, CA, April 19, 2011
  - Tri-City Mental Health Authority, Pomona, CA, March 21, 2011
  - Butte County, Chico, CA, January 24, 2011
  - Los Angeles County, San Fernando Valley, and Van Nuys, CA, October 12, 2010
  - Solano County, Fairfield, CA, January 15, 2009
  - San Joaquin County, Stockton, CA April 22, 2009
  - Los Angeles County, City of Los Angeles, February 7, 2008
- Regularly featured presenter at the three Northern California Chapter meetings of the Disability Management Employers Coalition (DMEC) on legislative and case law developments on disability accommodations and medical leaves of absences:
  - “Managing Employee Disability Accommodations,” San Jose Chapter Meeting, September 20, 2013
  - “Navigating The Disability Law Maze: Learn From Employers’ Costly Mistakes When Responding To Employee Requests For Accommodations,” Sacramento Chapter, October 28, 2009
  - “Return To Work Challenges: Navigating The Maze Of Disability And Leave Of Absence Laws,” San Jose Chapter, September 18, 2009
  - “Managing Employees with Behavioral Disabilities: Detangling The Knot Of Accommodations And Leave Options,” San Francisco Chapter, August 29, 2007
  - “Still (Going) Crazy After All These Years!?” A Practical Approach To Disability Accommodations In The Workplace,” San Francisco Chapter, April 28, 2006
  - “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

**PREVENTING DISABILITY DISCRIMINATION AND PROVIDING ACCOMMODATIONS (continued)**

- “Preventing Workplace Discrimination and Reasonable Accommodations for Employees with Disabilities,” Color of Change, March 30 & 31, 2021
- “Preventing Disability Discrimination in the Workplace and Providing Reasonable Accommodations,” for the Human Resources team and ADA Coordinator at Prestige Care, Inc., August 5, 2020, October 19, 2021, October 14, 2022 and September 29, 2023
- “Managing Employee Disability Accommodations and Medical Leaves,”
  - Dodge & Cox, San Francisco, CA, January 22, 2018
  - Global Gourmet Catering, San Francisco, CA, July 13, 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
- “Beware the Riptides: Surfing the Dangerous Cross-Currents of Employment Law and Workers’ Compensation,” Disability Management Employer Coalition (DMEC) Panel Presentation, Walnut Creek, CA April 28, 2017
- “Accommodating, Managing and Disciplining Employees with Disabilities,” HR West Conference, sponsored by Northern California Human Resources Association (NCHRA), March 8, 2017
- “Managing and Disciplining Employees with Disabilities,” Disability Management Employer Coalition (DMEC) Annual International Conference, San Francisco Marriott Marquis, San Francisco, CA, August 3, 2015
- “A Step-By-Step Guide to Providing Reasonable Accommodations: Navigating The Interactive Process,” State Compensation Insurance Fund, Vacaville, CA, June 9, 2015
- “Managing Disability Accommodations: Navigating The Interactive Process,” Santa Clara Valley Transportation Authority, Santa Clara, CA, June 5, 2015
- “Managing Employees with Disabilities: Accommodating & Addressing Performance, Misconduct and Absenteeism”
  - ABD Insurance Seminar, Foster City, CA, March 26, 2015
  - 11<sup>th</sup> Annual Alameda County Disability Employment and Awareness Conference, *DiversAbility*, Emeryville, CA, October 16, 2014
- “Workplace Disability Accommodations: Navigating and Documenting The Interactive Process,” Management Team Training at Peralta Community College District, Oakland, CA, June 12, 2013 and January 9, 2015
- “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
- “Accommodating and Disciplining Employees with Medical Conditions,” Silicon Valley Women in Human Resources, National University, San Jose, CA, April 16, 2014
- “Disability Awareness,” series of trainings for San Francisco Human Services Agency, San Francisco, CA, July 17 & 24, 2013, and February 6, 2014
- “Reasonable Accommodations for Employees with Disabilities: Documenting Essential Job Functions, The Interactive Process and Disciplinary Issues”
  - Alameda County Training and Education Center, Oakland, CA, October 3, 2013
  - EEOC Annual TAPS Conference for Employers, San Jose, CA, June 2013
- “Reasonable Workplace Accommodations for Employees with Disabilities: The Interactive Process In 6 Steps”
  - Disability Management Employer Coalition (DMEC) Annual International Conference, Atlanta, GA, August 19, 2013
  - HR West Conference, sponsored by the Northern California Human Resources Association (NCHRA) Oakland, CA, April 22, 2013
- “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

**PREVENTING DISABILITY DISCRIMINATION AND PROVIDING ACCOMMODATIONS (continued)**

- “Investigating Disability Discrimination And Failure To Accommodate Complaints”
  - Association of Workplace Investigators (AWI) Annual Conference, Oakland, CA, November 2, 2012
  - HR Law Consultants Conference, San Francisco, CA, September 27, 2012
- “Reasonable Accommodations: Navigating The 6 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
- “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
- “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
- “Disability Inclusion: Corporate and Law Firm Best Practices for the Employment of Lawyers with Disabilities,” American Bar Association Commission on Disability Rights’ Third National Conference on the Employment of Lawyers with Disabilities, Washington, D.C., May 8, 2012
- “Disability Discrimination And Reasonable Accommodations For Employees With Disabilities”
  - Management Team Training, California Water Service Company, San Jose, CA, November 8, 2012
  - HR Department, California Water Service Company, San Jose, CA, August 15, 2012
  - HR Department, Bank of the West, Los Angeles, CA, July 17, 2012; San Francisco, CA, October 25, 2011
  - Managers and Administrators at Peralta Community College District, Oakland, CA, October 17, 2011
- “Providing Reasonable Accommodations And Disciplining Employees With Disabilities”
  - Alameda County Training and Education Center, Oakland, CA, September 29, 2011
  - EEOC Annual TAPS Conference for Employers, San Francisco, CA, June 9, 2011
- “Navigating The Interactive Process And Reasonable Accommodations For Employees With Disabilities,” The Center at Cathedral Plaza, Los Angeles, CA, June 21, 2010
- “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
- “Effectively Managing Employees With Disabilities: Demystifying The Interactive Dialogue When Providing Reasonable Accommodations,” California Institute for Mental Health (CIMH), Sacramento, CA, October 30, 2009
- “Navigating The Interactive Process and Reasonable Accommodations When Managing Employees with Mental and Non-Visible Disabilities”
  - EEOC Annual TAPS Conference for Employers, Oakland, CA, June 29, 2009, and San Jose, CA, June 12, 2008
- “Hiring and Managing Employees with Psychological Disabilities: Engaging in the Interactive Process To Provide Effective Reasonable Accommodations,” series of 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
- “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
- “Demystifying The Interactive Dialogue: Reasonable Accommodations for Employees with Psychiatric Disabilities”
  - CA Association of Social Rehabilitation Agencies (CASRA) Spring 2009 Conference, San Mateo, CA, April 7, 2009
  - Solano County Department of Mental Health, Fairfield, CA, January 15, 2009
- “Reasonable Accommodations for Employees with Mental Disabilities, What It Means, How To Get One and How To Provide One,” CA Consumer Employment Summit, sponsored by CA Mental Health Directors Association, Garden Grove, CA, October 3, 2008



**PREVENTING DISABILITY DISCRIMINATION AND PROVIDING ACCOMMODATIONS (continued)**

- “Navigating The Maze Of Workplace Disability Accommodations and Leave of Absence Laws Documenting Essential Job Functions and Each Step of the Interactive Process”
  - 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
  - Alameda County Training and Education Center, Oakland, CA, February 6, 2008
- “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 the Counties of Marin, Napa and Sonoma, CA, November 2007
- “Managing Employees With Disabilities: Engaging In An Interactive Dialogue To Determine Reasonable Accommodations,” Managers Training at Peralta Community College District, Oakland, CA, October 30, 2007
- “Disability Discrimination: Demystifying The Reasonable Accommodation Process For Employees With Disabilities”
  - Peralta Community College District, Oakland, CA, October 12, 2006
  - Liberty Benefit Insurance Services programs for HR Professionals, Atherton, CA, April 25, 2006
  - Liberty Benefit Insurance Services programs for HR Professionals, Milpitas, CA, April 20, 2006
  - Northern California Human Resources Association (NCHRA), San Francisco, CA, October 19, 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
- “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
- “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, CA, April 27, 2005
- “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, CA, April 24, 2003

**MANAGING EMPLOYEE MEDICAL LEAVES**

- “Navigating the Maze of Employee Medical Leave Laws,” Northern California Human Resources Association (NCHRA) 2018 HR West Conference, Oakland Convention Center, March 7, 2018
- “Managing Employee Medical Leaves”
  - HR West Conference, Oakland Convention Center, April 29, 2014
  - “Improving Return to Work Outcomes Through Effective Disability Management Integration and Accommodations,” Disability Management Employer Coalition (DMEC) Sacramento Chapter, November 7, 2012
  - Human Resources Department, California Water Service Company, San Jose, CA, October 26, 2012
- “At The Intersection of The ADA and The FMLA: Managing Employee Disability Accommodations and Medical Leaves,” Keynote speaker, Disability Management Employer Coalition (DMEC) San Jose Chapter Meeting, CA, September 21, 2012
- “Managing Employee Medical Leaves: Strategies for Curbing Abuse and Getting The Information You Need”
  - Managers Training at Peralta Community College District, Oakland, CA, October 17, 2011
  - Disability Management Employers Coalition (DMEC), Sacramento Chapter, March 23, 2011
- “Navigating The Maze of Employee Medical Leaves, Disability Accommodations and Workers’ Compensation”
  - Los Angeles County Department of Mental Health, Los Angeles, CA, February 2, 2009
  - Alameda County Training and Education Center, Oakland, CA, September 24, 2008

**MANAGING EMPLOYEE MEDICAL LEAVES (continued)**

- “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?’”
  - Alameda County Probation Department, Oakland, CA, March 5, 2009
  - International Society of Certified Employee Specialists Program, San Francisco, CA, December 1, 2004
  - HR Star Conference, South San Francisco, CA, July 28, 2004
  - HR Champions Group Program, Sunnyvale, CA, 2004

**CONDUCTING EFFECTIVE WORKPLACE INVESTIGATIONS**

- Customized interactive training on “A Step-By-Step Guide To Investigating and Resolving Workplace Harassment Complaints” for supervisors, managers, and human resources professionals:
  - Bio-Rad Laboratories, Global HR Team, Hercules, CA, April 9, 2019, and scheduled for August 2024 and October 2024
  - Santa Clara Valley Transportation Authority, via Zoom, April 11, 2022
  - SunPoint Public Adjusters, via Zoom, September 24, 2020
  - Pacific Employment Law, LLP, San Francisco, CA, September 30, 2016 and March 27, 2019
  - Davis Wang, PLC, San Francisco, CA, July 27, 2018
  - Salesian Boys and Girls Club, San Francisco, CA, January 2018
  - San Francisco Zen Center, San Francisco, CA, July 26, 2016
  - Agilent Technologies, Inc., Santa Clara, CA, June 9, 2014
  - Alameda County Training and Education Center, Oakland, CA, October 30, 2014, September 26, 2013, September 14, 2011, and August 6, 2009
  - Northern California Human Resources Association (NCHRA) HR West Conference, South San Francisco, CA, April 24, 2012
  - State Compensation Insurance Fund, Pleasanton, CA, January 26, 2012
  - The Center at Cathedral Plaza, Los Angeles, CA, June 21, 2010
  - HR Star Conference, Los Angeles, CA, March 17, 2010
  - San Joaquin County, Stockton, CA, December 9, 2009
  - California Institute for Mental Health (CIMH), Sacramento, CA, November 12, 2009
  - Novellus Systems, Inc., San Jose, CA, June 28, 2007
  - Silicon Valley Women in Human Resources, Santa Clara University, Santa Clara, CA, February 28, 2007
  - Managers Training at Tom Duffy Company, Fairfield, CA, February 15, 2007
  - Peralta Community College District, Oakland, CA, October 13, 2006
- “Workplace Investigations: Effective Interview Questions & Report Writing Techniques,” Santa Clara Valley Transportation Authority, via Zoom, July 20, 2022
- “Conducting Effective Workplace Investigations In the Aftermath of the #MeToo Movement,” Golden Gate University, Sponsored by Next Concept Human Resources Association (NCHRA), formerly known as Northern California Human Resources Association), October 24, 2019
- “#MeToo—Now What? Effective Workplace Investigations in 2019,” Silicon Valley Women in HR, San Jose, CA, April 17, 2019
- “#MeToo—Now What? Effective Workplace Investigations in 2019,” Pacific Employment Law Firm, San Francisco, CA, March 27, 2019
- “Workplace Investigations in the Aftermath of #MeToo,” HR West Conference, Oakland Convention Center, March 13, 2019
- “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

**LEGAL ISSUES OF SUPERVISION, PERFORMANCE MANAGEMENT, HIRING AND RECRUITING**

- 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 recent employment law updates 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, Bay Area Human Resources Connections (formerly known as Silicon Valley Women in Human Resources), CompassPoint, Disability Management Employers Coalition (DMEC), EEOC Annual TAPS Conferences, Institute for Community Health Outreach, National Human Resources Association (NHRA), Northern California Institute for Research and Education (NCIRE), Small Business Administration/Small Business Development Center, and Tri-Valley Human Resources Association
- Providing Feedback and Documenting Performance and Misconduct Issues for Managers and Supervisors, Fuji Electric Corp. of America, via Zoom, March 22, 2024
- Managing with the Law: Training for Managers and Supervisors, Fuji Electric Corp. of America, via Zoom, March 21, 2024
- Best Practices for Documenting Performance Expectations and Misconduct Issues: Essential Do’s and Don’ts
  - Santa Clara Valley Transportation Authority, via Zoom, August 30, 2022
  - Dodge & Cox, San Francisco, CA, October 6, 2017
  - Reliable Turbine Services, Sullivan, MO, July 19, 2017
  - Fuji Electric Corp of America, Edison, NJ, September 22, 2016
  - Convention Management Resources, San Francisco, CA, February 24, 2014
  - Carondelet High School, Concord, CA, October 1, 2013
  - RPM Mortgage, Inc., Walnut Creek, CA, January 5, 2012
  - Cancer Prevention Institute of California (CPIC), Fremont, CA, October 13 and 20, 2011
  - HR West Conference, Oakland, CA, April 12, 2011
  - The Conference Center at Cathedral at Christ the Light, Oakland, CA, August 11, 2010
  - HR Star Conference, San Francisco, CA, July 14, 2010
  - Fuji Electric Corp of America, Fremont, CA, March 15, 2010
  - Silicon Valley Women in HR, Santa Clara, CA, July 16, 2008
  - XP Power, Inc., Sunnyvale, CA, December 7, 2007
  - Asian & Pacific Islander Wellness Center, San Francisco, CA, November 2005
  - ebrary, Palo Alto, CA, March 8, 2005
- “Legal Issues of Supervision: How to Avoid Putting Your Company at Risk”
  - Reliable Turbine Services, Sullivan, MO, July 19, 2017
  - Fuji Electric Corp. of America, Fremont, CA, March 15, 2010
  - XP Power, Inc., Sunnyvale, CA, December 7, 2007
  - Northern California Institute for Research and Education (NCIRE), San Francisco, CA, 2003, 2004 and 2007
  - Personnel Management Course at Peralta Community College District, Oakland, CA, 2002
- “Avoiding Employment Law Pitfalls in the “Share, Gig or On Demand Economy,” 2016 HR West Conference, Oakland, CA, March 8, 2016
- “The Do’s and Don’ts of Documenting Performance and Misconduct Issues,” Northern California Human Resources Association (NCHRA) Small HR Summit, San Francisco, CA, October 29, 2015
- “HR Templates: Documenting Employee Issues,” EEOC Annual TAPS Conference for Employers, San Jose, CA, September 14, 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
- “Legal Issues of Supervision (EEO Laws, Workplace Disability Accommodations and Effective Documentation Practices for Managers),”
  - University of San Francisco, San Francisco, CA, March 10, 2015
  - Intermolecular, Inc., San Jose, CA, December 14, 2011

## **LEGAL ISSUES OF SUPERVISION, PERFORMANCE MANAGEMENT, HIRING AND RECRUITING**

- “Best Practices for Documenting Employee Misconduct and Performance Issues”
  - Alameda County Training and Education Center, Oakland, CA, October 30, 2014
  - University of San Francisco, San Francisco, CA, October 23, 2014
- “Preventing and Addressing Workplace Discrimination and Harassment,” for supervisors at Bank of the West, San Francisco, CA, April 24, 2014
- “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
- “Legal Issues of Supervision and Effective Documentation Practices for Managers,” Codexis, Redwood City, CA, February 16, 2012
- “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
- 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
- “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

## **PROMOTING DIVERSITY, EQUITY, AND INCLUSION – ELIMINATION OF BIAS IN THE WORKPLACE AND LEGAL PROFESSION**

- “Creating a Respectful, Diverse, Inclusive and Equitable Workplace,” San Mateo County, September 13, 2022
- “Supporting Workplace Diversity, Equity, and Inclusion for Asian American and Pacific Islanders (AAPIs),” Marin AAPI Public Local Employees (MAPLE), via Zoom, June 30, 2021
- “Let’s Talk About Race: Diversity, Equity, and Inclusion in the Workplace,” Bay Area Human Resources Connections, via Webex, April 21, 2021
- “Creating A Respectful and Inclusive Workplace: Elimination Of Bias Training For In House Counsel,” Paragon Legal, via Zoom, October 9, 2020
- “Creating a Respectful and Inclusive Workplace,” Public Policy Institute of CA Training for Managers, November 11, 2020
- “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)
- “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)
- “Gender Bias In The Legal Profession,” The Lawyers’ Club of San Francisco Annual Mega MCLE Program, San Francisco, CA, January 2008
- “Achieving Diversity Through The Elimination Of Bias In The Legal Profession: Effective Strategies For Hiring, Retention And Promotion,” Panelist, State Bar of California Annual Meeting, Anaheim, CA, September 27-30, 2007
- “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,” Moderator and Panelist, The Lawyers Club of San Francisco, CA, January 25, 2007

**PROMOTING DIVERSITY, EQUITY, AND INCLUSION –  
ELIMINATION OF BIAS IN THE WORKPLACE AND LEGAL PROFESSION (continued)**

- “Raising Profits And Potential,” Lead Facilitator, Diversity Policy Table at 2006 National Employer Summit Sponsored by Business and Professional Women’s Foundation and Georgetown University Law Center, Washington, D.C., November 9, 2006
- “Embracing Diversity to Create Welcoming Local Organizations,” Moderator and Panelist, Business and Professional Women/USA National Conference: Dallas, Texas, July 19-21, 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 with recommendations on eradicating bias and increasing diversity in the legal profession), San Jose, CA, June 3, 2006
- “How to Apply and Get Appointed to a State Bar of CA Committee or Section,” Panelist, State Bar of CA program to encouraging diverse candidates to apply for appointments, San Francisco, CA, January 2006
- “Access for All: The Implications of Disabilities on The Practice of Law,” (reasonable accommodations for attorneys with disabilities), Panelist, State Bar of California Annual Meeting, Monterey, CA, October 2004
- “Creating Visibility: Practical Advice for Marketing Your Firm’s Diversity: Enhancing Your Firm’s Visibility Through Technology,” Panel Moderator, co-sponsored by the California Minority Counsel Program, the Practising Law Institute, and The State Bar of California, San Francisco, CA, January 13, 2004

**BUILDING A SUCCESSFUL MINORITY AND FEMALE SOLO AND SMALL FIRM PRACTICE**

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