

SHEILA ENGELMEIER

Engelmeier & Umanah, P.A.
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Professional Summary

Over my career, I have practiced in the area of litigation and related consultation in a private firm, concentrating in employment law (including workers' compensation), executive compensation, early childhood education and tort litigation, including related insurance questions.

I have been admitted to practice in Minnesota since 1986 and a strong focus of my practice has been handling the full panoply of labor and employment matters, representing both employers and employees, as well as acting as an independent third-party investigator, conciliator and/or mediator.

I have tried a number of important cases in the employment area, generally, and the discrimination area, specifically, in Minnesota and throughout the country. I have also tried a number of cases involving early childhood educators' obligations to those they serve, both in and outside the state of Minnesota.

Although I dedicate a substantial portion of my practice to litigation and trial work, I also devote a significant amount of time to training and counseling. I assist both employers and employees with contract negotiation, including executive compensation issues. I also assist employers with the development of selection, compensation and performance management programs. I regularly speak and train on issues relating to discrimination, harassment and violence both in and outside the workplace, as well as employers' obligations relating to such conduct when it occurs in the workplace.

Professional Experience

2009 to Present	Engelmeier & Umanah, P.A. Founder, Shareholder & CEO	Minneapolis, Minnesota
2007 to 2009	Moss & Barnett, P.A. Shareholder (Employment Group)	Minneapolis, Minnesota
2000 to 2007	Rider Bennett, LLP Partner (2001) (Labor and Employment Group)	Minneapolis, Minnesota
1988 to 2000	Mackall, Crouse & Moore, PLC Member (1992) (Litigation/Employment)	Minneapolis, Minnesota
1987 to 1988	Mahoney, Dougherty & Mahoney (Insurance Defense Litigation)	Minneapolis, Minnesota
1986 to 1987	Quinlivan, Sherwood, Spellacy & Tarvestad (Insurance Defense Litigation)	St. Cloud, Minnesota
1985 to 1986	Hvass, Wiesman & King (Personal Injury Law Clerk)	Minneapolis, Minnesota
1983 to 1985	Bassford, Heckt, Lockhart & Mullin (Professional Malpractice Paralegal)	Minneapolis, Minnesota

Education

J.D., *cum laude*, University of Minnesota, 1986; Director, National Moot Court; National Moot Court Competition Team

B.A., *magna cum laude*, Hamline University, 1982

Articles (1995 – present)

Author, “*The Termination Meeting – A Step-by-Step Guide*,” 2020 Virtual Upper Midwest Employment Law Institute, September 2020

Co-Author, “*Paskert & Kenneh: The ‘Severe or Pervasive’ Standard in 2020*,” Bench & Bar of Minnesota, August 2020

Co-Author, “*Creating a Healthy Work Environment in a Family Law Practice*,” ABA Family Advocate, August 2020

Co-Author, “*Innovate, Adapt, Repeat: Energize Your Business During this Time of Crisis*,” Engelmeier & Umanah, June 2020

Co-Author, “*Minnesota Supreme Court Issues Decision on Sexual Harassment*,” Engelmeier & Umanah, June 2020

Co-Author, “*U.S. Supreme Court Holds Title VII Protects LGBTQ Employees*,” Engelmeier & Umanah, June 2020

Co-Author, “*Severe or Pervasive: Just How Bad Does Sexual Harassment Have to Be in Order to Be Actionable*,” Bench & Bar of Minnesota, February 2020

Co-Author, “*#MeToo in the Law Firm: Sexual Harassment, Gender Discrimination and Other Employment Exposures in 2018*,” American Bar Association Standing Committee on Lawyers' Professional Liability, September 2018

Co-Author, “*Making Diversity Work, Practical Steps for Implementing Cultural Change*,” Minnesota Defense Lawyers Association, June 2018

Co-Author, “*The Difficulties Accommodating Mental Illness*,” 2018 Upper Midwest Employment Law Institute, May 2018

Co-Author, “*Changing the Culture of Business: Workplace Lawyers' Perspectives*,” 2018 Business Law Institute, May 2018

Co-Author, “*Sexual Harassment Update*,” MSBA Labor & Employment Law Section, February 2018

Co-Author, “*Not Just Plain Vanilla: Creative Settlement Terms in Employment Disputes*,” 2017 NELA Annual Convention, June 2017

“*The Whens, Whos, Whats, and Hows of Successfully Communicating a Litigation Hold to Your Client*,” Minnesota CLE, May 2017

Co-Author, “*The Bully – The Law and Where It’s Heading*,” 2017 Upper Midwest Employment Law Institute, May 2017 and July 2017

Co-Author, “*FMLA Update 2017: 7 (or so) Lessons from Recent Cases*,” 2017 Upper Midwest Employment Law Institute, May 2017

Co-Author, “*The Bully – The Law and Where It’s Heading*,” Minnesota CLE, November 2016

Co-Author, *“Recent Heightened Focus on Pregnancy Discrimination and Pregnancy, Accommodation, and Avoiding and Defending Claims of Family Responsibilities Discrimination,”* American Conference Institute, July 2016

Co-Author, *“Prayer Breaks and Other Religious Accommodation Questions,”* The 2016 Upper Midwest Employment Law Institute, May 2016

Co-Author, *“Pregnancy, Disability, and Religion – the Duty to Accommodate,”* The 2016 Upper Midwest Employment Law Institute, May 2016

“The Whens, Whos, Whats, and Hows of Successfully Communicating a Litigation Hold to Your Client,” Minnesota CLE, May 2016

Co-Author, *“A primer for Minnesota Early Childhood Education Providers: The Nuts, Bolts, Traps and Pitfalls of Breaks and Leave Laws,”* Minnesota Childcare Conference Association, April 2016

Co-Author, *“Managing (Mis)Behavior in Executives, Key Employees, and Board Members,”* Board Governance CLE, December 7, 2015

Co-Author, *“The Changing Nature of Accommodation - Pregnancy, Disability and Religion,”* 2015 Labor & Employment Law Institute, November 19, 2015

Break Law Chart, Upper Midwest Employment Law Institute, June 2, 2015

Co-Author, *“Litigating (if not avoiding) Compensation and Equal Pay Act Claims,”* Upper Midwest Employment Law Institute, May 18, 2015

Co-Author, *“Enforcing Non-Compete Agreements in States that Won’t Enforce Them,”* 41st Annual Labor and Employment Law Institute, November 2014

Co-Author, *“Clients Benefit when Opposing Counsel Work Together,”* Minnesota Lawyer, June 19, 2014

Co-Author, *“Mediation from the Mediator’s Point of View – What You Can Learn,”* The 2014 Upper Midwest Employment Law Institute, May 2014

Co-Author, *“Discovery Wars: A View From the Trenches and Above,”* The 2014 Upper Midwest Employment Law Institute, May 2014

Co-Author, *“The Dirty (Baker’s) Dozen: Dreadful Discipline and Discharge Decisions by Employers,”* Minnesota CLE, October 2013

Co-Author, *“The Dirty Dozen: Dreadful Discipline and Discharge Decisions by Employers,”* The Upper Midwest Employment Law Institute, May 2013

Co-Author, *“Navigating Post-ADAAA Employment Relationships: The Interactive Process, Reasonable Accommodation and the ‘Regarded As’ Dilemma,”* 46th Annual Pacific Coast Labor & Employment Law Conference, April 2013

“What Makes a Plaintiff Lawyer Most Effective – One Mediator’s Perspective,” Minnesota NELA Mediation Panel, March 2013

Co-Author, *“Sexual Harassment Update,”* Minnesota State Bar Association, February 2013

“Managing the Disabled Employee Effectively” and *“Practical Lessons from Recent Cases and Trends,”* Paychex Seminar, January 2013

“Workplace Harassment: It’s not Just About Sex Anymore,” Wells Fargo Insurance Seminar, November 2012

Co-Author, *"Helping Employers Prepare for the Next Four Years,"* Engelmeier & Umanah Seminar, November 2012

"Managing Discipline and Discharge to Avoid Getting Sued," 4th Annual Charter School Law Conference, August 2012

"The Termination Meeting – A Step by Step Guide," Minnesota State Bar Association, July 2012

"Recent Developments in Retaliation Law," The Upper Midwest Employment Law Institute, May 2012

"It's the Best of Times; It's the Worst of Times – Comparing Retaliation Issues Under Federal and State Law & Related Issues for Counsel," 38th Annual Labor & Employment Law Institute, November 2011

"The Termination Meeting – A Step-by-Step Guide," Employee Discipline & Discharge, Minnesota State Bar Association, July 2011

"The Termination And More," The Upper Midwest Employment Law Institute, May 2011

"CHARGE BACK! Strategies for Effectively Responding to a Charge of Discrimination," The Upper Midwest Employment Law Institute, May 2011

"March 2011 Update on Two Aspects of the Law on Harassment: (1) What is Severe or Pervasive Enough to State a Claim and (2) What Suffices as Training that Effectively Avoids Harassment and/or Discrimination," The Multicultural Forum, March 2011

"Discipline and Discharge Handbook,"-- Author of Chapter 7, "The Termination Meeting," The 2010 Upper Midwest Employment Law Institute, May 2010

"Effectively Executing the Termination Process: A Step-by-Step Guide," The 2009 Upper Midwest Employment Law Institute, May 2009

"The 7 Deadly Sins of Internal Investigations – Whether Investigating Employee Theft, Harassment, or Internet Abuse," The 2009 Upper Midwest Employment Law Institute, May 2009

"April 2008 Update on Two Aspects of the Law on Harassment: (1) What is Severe or Pervasive Enough to State a Claim and (2) What Suffices as Training that Effectively Avoids Harassment and/or Discrimination," Pacific Coast Labor & Employment Law Conference, Seattle, Washington, June 2008

"Effectively Executing the Termination Process: A Step-by-Step Guide," Upper Midwest Employment Law Institute, May 2008

"Training to Create a Respectful Work Environment," (updated September 2008) Multicultural Forum, February 2008 (materials updated September 2008)

"Employee Handbooks," Professional Learning Alternatives Conference for Day Care Professionals, February 2008

"Executive Compensation - Tips for Employers, Including Managing Tax and Deferred Compensation," Moss & Barnett, November 2007

"Update on Significant Employment Law Developments in the Last Twelve-Plus Months," Moss & Barnett, November 2007

"The Top 10 Don'ts for Employers Who Want to Avoid Litigation: A Practical, Common-Sense Guide to Staying Out of Court," The 2007 Upper Midwest Employment Law Institute, May 2007

"The 10 Biggest Mistakes Made by Employment Lawyers On Both Sides Of The Aisle; Or Viewed More Positively 0–10 Must Do's For All Employment Lawyers," Pacific Coast Labor & Employment Law Conference, May 2007

"Avoiding the Most Common Legal Mistakes in The Early Childhood Education Arena," March 2007

Co-Author, *"Training to Create a Respectful Work Environment,"* Multicultural Forum on Workplace Diversity, February 2007 (updated in February and June 2008)

Co-Author, *"Quick Tips for Legally Interviewing and Hiring the Right Candidate,"* Winter 2007

Co-Author, *"How to Legally Hire the Right Candidate,"* Rider Bennett, September 2006

Co-Author, *"Understanding, Preventing and Responding to Harassment,"* Rider Bennett, September 2006

Co-Author, *"Discovery 101: The Strategy and Practice of Information Gathering in the Employment Lawsuit,"* The 2006 Upper Midwest Employment Law Institute, May 2006

Co-Author, *"Trends in Harassment Law: What are the Courts Saying About Boorish Behavior and Violence in the Context of a Sexual Harassment Case?"* American Bar Association - National Conference on Equal Employment Opportunity Law, March 2006

Co-Author, *"Implementing Performance Evaluations That Are a Win-Win For Employers And Employees: Maximizing The Benefits And Minimizing the Drawbacks,"* Council on Education, October 2005

Co-Author, *"Discrimination and Harassment Training,"* Rider Bennett, September 2005

Co-Author, *"The Employer's Duty to Preserve and Disclose Electronic Evidence,"* The 22nd Annual Upper Midwest Employment Law Institute, June 2005

"E-Discovery Projects and the Digital Evidence Triage Team," Glasser LegalWorks, April 2005

Co-Author, *"Rules of Engagement: Latest Employment Law Developments,"* Rider Bennett, September 2004

"Surprise! Surprise! Hear What the Courts are Saying About an Employer's Duty to Preserve and Disclose Electronic Evidence," The 21st Annual Upper Midwest Employment Law Institute, May 2004

Co-Author, *"The Inevitable Disclosure Doctrine – A Legitimate Trade Secret Misappropriation Claim or Just a Non-Compete Theory in Disguise?"* Upper Midwest Employment Law Institute, May 2003

Co-Author, *"15 Important Tips in Conducting Investigations Into Employees' Criminal Acts,"* Upper Midwest Employment Law Institute, May 2003

Co-Author, *"Post 9/11: Disaster Preparedness – What All Employers Should Know,"* Upper Midwest Employment Law Institute, May 2002

Co-Author, *"Post 9/11: Heightened Security Measures – What's an Employer to Do?"* Upper Midwest Employment Law Institute, May 2002

Co-Author, *"What Accommodations are Reasonable?"* Lorman Publications, April 2002

Co-Author, *"Pre-Employment Inquiries and Medical Testing,"* Lorman Publications, April 2002

Co-Author, *"Minnesota Leave and Disability Discrimination Laws,"* Lorman Publications, April 2002

Co-Author, *"[A]mending Their Act? The Minnesota Department of Human Rights and the 2000-01 Legislative Session,"* Hennepin Lawyer, January 2002

Co-Author, *"Investigating Employees' Criminal and Other Nefarious Acts,"* Upper Midwest Employment Law Institute, May 2001

Co-Author, *"Is it Much Ado About Nothing? Reeves v. Sanderson Plumbing Products, Inc.,"* Upper Midwest Employment Law Institute, May 2001

Co-Author, *"The Deepening Divide: Minnesota and Federal Employment Laws,"* Bench & Bar of Minnesota, April 2001

Co-Author, *"What to do When You Believe Your Employee May Be Committing Crimes or Other Very Bad Acts While Employed by You,"* Upper Midwest Employment Law Institute, May 2000

Co-Author, *"Dazed and Confused: The Status of Title VII Employment Discrimination Law One Year After Ellerth and Faragher,"* Bench & Bar of Minnesota, October 1999

Author, *"Ironing the Administrative and Legal Wrinkles Out of Your Leave Process by Implementing a Practical and Cost-Effective Integrated Benefits Management Plan,"* Council on Education in Management, August 1999

Co-Author, *"Good Reasons to Strive For Elimination of Bias in Law Firms,"* Minnesota Institute of Legal Education, June 1999

Co-Author, *"Discovery of E-Mail and Other Electronic Information,"* Minnesota Paralegal Association, June 1999

Author and Co-Author, *"Handling the 'Diverse' Work Schedule"* and *"The Dynamics of a 'Diverse' Law Practice,"* Minnesota Law & Politics, June 1999

Co-Author, *"Avoiding Reemployment Liability for Terminated Employees,"* Mackall, Crouse & Moore, March 1999

Co-Author, *"Lawyer Alert: What Your Law Firm, And Its Clients, Should Know About Workplace Sexual Harassment,"* Hennepin Lawyer, January 1999

Author and Co-Author, *"The Supreme Court's Three New Rulings on Sexual Harassment"* and *"Managing the Contingent Workforce,"* Mackall, Crouse & Moore, November 1998

Co-Author, *"Navigating the Legal Landscape of Sexual Harassment on the Job and in School,"* Minnesota State Bar Association, September 1998

Co-Author, *"1998's Four 'Sizzling' U.S. Supreme Court Decisions on Sexual Harassment – What do They Mean and Where do we Go From Here,"* Minnesota Institute of Legal Education, August 1998

Author, *"ADA and the Non-Disabled Employee: Why Regarding an Employee as Disabled Can Cost You Millions,"* Council on Education in Management, April 1998

Author and Co-Author, *"FMLA Update"* and *"What's New in Employment Law,"* Mackall, Crouse & Moore, March 1998

Author, *"Terminating the 'Disabled' Employee Who is Not Performing Without Inviting Lawsuits,"* Council on Education in Management, December 1997

Co-Author, *"Discovery of Electronically Stored Information,"* Minnesota Law & Technology Show, October 1997

Co-Author, *"E-Mail, Voice Mail and the Internet"* and *"What's New and Hot in Employment Law,"* Mackall, Crouse & Moore, September 1997

Co-Author, *"Malpractice and Other Litigation,"* Medical Educational Services, Inc., September 1997

Co-Author, *"Weathering the Storm – Is it Wise to Try Your Case in The Media?"* Minnesota Institute of Legal Education, August 1997

Co-Author, *"Same-Sex Sexual Harassment, New Tax Issues, Attorneys' Fees, Sex Stereotyping and Other Strategic Questions,"* Minnesota Institute of Legal Education, August 1997

Co-Author, *"Evidence in Cyberspace: The Plaintiff's Perspective,"* American Bar Association, March 1997

Author, *"How to Effectively Litigate an Employment Case Using 'Star' Experts,"* Minnesota Law & Politics, November 1996

Co-Author, *"Elements of a Winning Jury Trial – The Plaintiff's Perspective After Huffman v. Pepsi,"* Minnesota Institute of Legal Education, March 1995

Presentations (1995 to present)

"Employment Law at the (Minnesota) Supreme Court in 2020," 2020 Virtual MSBA Labor & Employment Law Continuing Legal Education Series, November 2020

"Employment Law & COVID 19," with accompanying written materials, MCCA Virtual Training Series, October 2020

"Effecting Cultural Change Within an Organization: Strategies, Practice Tips, and Common Principles," with accompanying written materials, Moderator, 2020 Virtual Upper Midwest Employment Law Institute, September 2020

"The Termination Meeting – A Step-by-Step Guide," with accompanying written materials, 2020 Virtual Upper Midwest Employment Law Institute, September 2020

"Effecting Cultural Change Within an Organization: Strategies, Practice Tips and Common Principles," Moderator, 46th Annual Labor & Employment Law Institute, November 2019

"The Termination Meeting: A Step-by-Step Guide," MSBA Labor Employment Law Institute October, 2019

"The Evolution & Legal Considerations of Workplace Harassment Policies," National Conference of State Legislatures, August 2019

"Sex Harassment After #MeToo – The Latest Cases, Laws and Practices," Upper Midwest Employment Law Institute, May 2019

"The Bully – The Law and Where it's Headed," Minnesota Continuing Law Education, Minnesota Continuing Legal Education series, February 2019

"Employment A to Z: Terminating an Employee: Considerations, Communication and Aftermath," Minnesota Continuing Legal Education Series, February 2019

"Severe or Pervasive: Just How Bad Does Sexual Harassment Have to Be in Order to Be Actionable?," Presentation to the University of Minnesota Law School, December 2018

"#Me Too in the Law Firm: Sexual Harassment, Gender Discrimination and Other Employment Exposures in 2018," Fall 2018 National Legal Malpractice Conference, American Bar Association, September 2018

"Making Diversity Work, Practical Steps for Implementing Cultural Change," 2018 MDLA Diversity Event, Minnesota Defense Lawyers Association, June 2018

"Workplace Safety," Minnesota Governmental Relations Council's CLE Event, June 2018

"Accommodating Mental Health Disabilities – Challenges and Practical Guidance," 2018 Upper Midwest Employment Law Institute, May 2018

"Changing the Culture of Business Workplace Lawyers' Perspectives," 2018 Business Law Institute, May 2018

Investigator Training – An Update on Sexual Harassment," MSBA Labor & Employment Law Section, February 2018

"The State of Sexual Harassment: How the Courts Are Dealing with These Claims, Tips for Successful Prosecution, and How To Improve the Law," NELA Panel, Minnesota Association for Justice, December 2017.

"Hybrid Practice, Plaintiffs' Work, ADR/Mediation," Careers in Labor & Employment Law, University of St. Thomas School of Law, November 2017.

"Employment Law Series: The Workplace Bully – the Law & Practical Tips for Managing the Conduct," Webcast - Minnesota CLE, July 2017

"Not Just Plain Vanilla: Creative Settlement Terms in Employment Disputes," 2017 NELA Annual Convention, June 2017

"E-Discovery Tips – State and Fed. Ct." Minnesota CLE, May 2017

"2017 FMLA Update," – 2017 Upper Midwest Employment Institute, May 2017

"The Difficulties in Accommodating Mental Disabilities," 2017 Upper Midwest Employment Institute, May 2017

"The Workplace Bully: The Law & Practical Tips for Managing the Conduct," 2017 Upper Midwest Employment Institute, May 2017

"Solo 201 – The Next Steps in Growing and Maintaining a Successful Practice," MSBA Solo and Small Firm Section, March 2017

"2016 Human Rights Symposium - Prayer Breaks & Other Religious Accommodations," MDHR, December 2016

"Problem Employees – Pitfalls and Solutions – Dealing with High-Stakes Workplace Issues," Minnesota CLE, November 2016

"Another "Break" Dance: Brush Up Your Routine for Minnesota's NEW Break and Leave Laws," E&U Fall Seminar, November 2016

"Recent Heightened Focus on Pregnancy Discrimination and Pregnancy Accommodations, and Avoiding & Defending Claims of Family Responsibilities Discrimination," American Conference Institute, July 2016

"Harassment, Discrimination & Respect in the Workplace," Ramsey County, June 2016

"The Changing Nature of Accommodation – Pregnancy, Disability and Religion," The 2016 Upper Midwest Employment Law Institute, May 2016

"Prayer Breaks and Other Religious Accommodation Questions," The 2016 Upper Midwest Employment Law Institute, May 2016

"E-Discovery Checklist: Effectively Communicating a Litigation Hold to Your Client," Minnesota CLE, May 2016

"15th Annual Administrators Conference," Minnesota Childcare Conference Association, April 2016

"Effective Employee Performance Management, Discipline & Discharge," Minnesota Lutheran Early Childhood Educators Conference, February 2016

"Managing (Mis)Behavior in Executives, Key Employees, and Board Members," Board Governance CLE, December 2015

"The Changing Nature of Accommodation - Pregnancy, Disability and Religion," 2015 Labor & Employment Law Institute, November 2015

"Must-Do's" to Effectively Communicate a Litigation Hold to Your Client – Individual or Entity," Minnesota CLE, July 2015

"Nuts and Bolts of Minnesota Break & Leave Laws," co-presenter, 2015 Upper Midwest Employment Law Institute, June 2015

"Outside the Box Ideas for Settling Your Case - Both Inside and Outside of Mediation," Moderator, 2015 Upper Midwest Employment Law Institute, May 2015

"Litigating (if not avoiding) Compensation and Equal Pay Act Claims," co-presenter, 2015 Upper Midwest Employment Law Institute, May 2015

"Enforcing Non-Compete Agreements in States That Won't Enforce Them," co-presenter, 41st Annual Labor and Employment Law Institute, November 2014

"A Primer for Minnesota Employers and Human Resource Professionals: The Nuts, Bolts, Traps and Pitfalls of Breaks and Leave Laws," co-presenter, Minnesota Society of Human Resource Management Annual Conference, October 2014

"The Challenge of Mental Health Impairments in the Workplace: Compassion, Accommodation, and Discipline," co-presenter, Minnesota Society of Human Resource Management, October 2014

"The ABC's Of Successfully Marketing A Civil Litigation Practice," MSBA Civil Litigation Section, co-presenter, September 2014

"Employee Discipline and Discharge," co-presenter, Minnesota CLE, August 2014

"The Dirty (Baker's) Dozen: Dreadful Discipline and Discharge Decisions by Employers," with accompanying written materials, Minnesota CLE, MSBA Labor & Employment Law Section webcast July 2014

"Discovery Wars: A View From the Trenches and Above," panelist, with accompanying materials, The Upper Midwest Employment Law Institute, May 2014

"Proof of the Disparate Treatment Case," panelist, The Upper Midwest Employment Law Institute, May 2014

"Mediation From the Mediator's Point of View – What You Can Learn," panelist, with accompanying materials, The Upper Midwest Employment Law Institute, May 2014

"The Dirty Dozen: Dreadful Discipline and Discharge Decisions by Employers," with accompanying written materials, Minnesota CLE Employment Law Series, October 2013

"The Dirty Dozen: Dreadful Discipline and Discharge Decisions by Employers," with accompanying written materials, The Upper Midwest Employment Law Institute, May 2013

"Employment Law," University of St. Thomas, May 2013

"Navigating Post-ADAAA Employment Relationships: The Interactive Process, Reasonable Accommodation, and the 'Regarded As' Dilemma," with accompanying written materials, 46th Annual Pacific Coast Labor & Employment Law Conference, April 2013

"What Makes a Plaintiff Lawyer Most Effective," with accompanying written materials, Minnesota NELA Mediation Panel, March 2013

"MSBA Labor and Employment Law Section Investigator Training: Sexual Harassment Update," with accompanying written materials, Minnesota State Bar Association, February 2013

"Managing the Disabled Employee Effectively" and *"Practical Lessons from Recent Cases and Trends,"* with accompanying written materials, Paychex Seminar, January 2013

"Workplace Harassment: It's not Just About Sex Anymore," with accompanying written materials, Wells Fargo Insurance Seminar, November 2012

"Helping Employers Prepare for the Next Four Years," with accompanying written materials, Engelmeier & Umanah Seminar, November 2012

"Business of Lawyering," Hamline University, November 2012

"Managing Discipline and Discharge to Avoid Getting Sued," with accompanying written materials, 4th Annual Charter School Law Conference, August 2012

"The Termination Meeting – A Step by Step Guide," with accompanying written materials, Employee Discipline & Discharge Seminar, July 2012

"Recent Developments in Retaliation Law," with accompanying written materials, The Upper Midwest Employment Law Institute, May 2012

"It's the Best of Times; It's the Worst of Times – Comparing Retaliation Issues Under Federal and State Law & Related Issues for Counsel," with accompanying written materials, 38th Annual Labor & Employment Law Institute, November 2011

"Hot Legal Issues in the Employment Law Arena" University of St. Thomas, November 2011

"Employee Discipline & Discharge," with accompanying written materials, Minnesota State Bar Association, July 2011

"CHARGE BACK! Strategies for Effectively Responding to a Charge of Discrimination," with accompanying written materials, The Upper Midwest Employment Law Institute, May 2011

"Navigating the Employers' Toughest Job – The Actual Termination," with accompanying written materials, The Upper Midwest Employment Law Institute, May 2011

"It's Not Just about Sex Anymore: Effective Employment Law Training – 2011 & Beyond," with accompanying written materials, The Multicultural Forum, March 2011

"Dealing with Reasonable Accommodation of Children and Employees and Optimal Documentation in Dealing with DHS, Including with the new Risk Assessment Audit Requirement," Minnesota Early Childhood Conference, March 2011

"Hot Issues in the Employment Law World," Fifteenth Annual Early Childhood Conference, October 2010

"The Termination Meeting – A Step-by-Step Guide," with accompanying written materials, The 2010 Upper Midwest Employment Law Institute, May 2010

"Pleading Strategy in Employment Law Cases," with accompanying written materials, The 2010 Upper Midwest Employment Law Institute, May 2010

"Avoiding Workplace Harassment and Discrimination Claims," Wells Fargo Insurance Services, September 2009

"Top Ten Ways to Avoid Winding up in Court Fighting with Your Current, Former or Prospective Employee," Wells Fargo Insurance Services, August 2009

"The 7 Deadly Sins of Internal Investigations – Whether Investigating Employee Theft, Harassment, or Internet Abuse," Institute Highlight Series -- 2009 Upper Midwest Employment Law Institute, August 2009

"The 7 Deadly Sins of Internal Investigations – Whether Investigating Employee Theft, Harassment, or Internet Abuse," The 2009 Upper Midwest Employment Law Institute, May 2009

"Effectively Executing the Termination Process: A Step-by-Step Guide," with accompanying written materials, The 2009 Upper Midwest Employment Law Institute, May 2009

"Employment Compliance Issues for Nonprofits," Hamline University, April 2009

"Understanding the Interplay Between the ADA and FMLA, After They've Both Changed," TCHRA, April 2009

"Updating Your ADA Litigation Strategies: Putting Theory Into Practice," Minnesota State Bar Association, December 2008

"The Legalities and Practicalities of Training to Enhance Respect and Avoid Harassment and Discrimination in the Workplace," The 2008 Employment Law and Compliance Summit, Arlington, VA, September 2008

"Workplace Discrimination Issues Involving the ADA, FMLA, Harassment and More," Wells Fargo Insurance Services, August 2008

"Developing Issues in Sexual Harassment Law: What is 'Severe or Pervasive' Enough to Create a Hostile Environment and Training After Faragher and Ellerth, What is Good Enough?," Pacific Coast Labor & Employment Law Conference, Seattle, Washington, June 2008

"Contending with Stereotypes in the Courtroom: Strategies for Jury Selection in Employment Cases," Pacific Coast Labor & Employment Law Conference, Seattle, Washington, June 2008

"Effectively Executing the Termination Process: A Step-by-Step Guide," Upper Midwest Employment Law Institute, May 2008

"Tough Issues in Managing Employees Without Inviting Lawsuits," Sixth Annual Early Childhood Educator's Conference, February 2008

"Contracts, Policies, and Employment Concerns," Professional Learning Alternatives Conference for Day Care Professionals, February 2008

"Executive Compensation - Tips for Employers, Including Managing Tax and Deferred Compensation," Moss & Barnett, November 2007

"Update on Significant Employment Law Developments in the Last Twelve-Plus Months," Moss & Barnett, November 2007

"Legal Up-date," Eden Prairie Chamber of Commerce, November 2007

"The Top 10 Don'ts for Employers Who Want to Avoid Litigation: A Practical, Common-Sense Guide to Staying Out of Court," The 2007 Upper Midwest Employment Law Institute, May 2007

"The 10 Biggest Mistakes Made by Employment Lawyers On Both Sides Of The Aisle; Or Viewed More Positively – 10 Must Do's For All Employment Lawyers," Pacific Coast Labor & Employment Law Conference, May 2007

"Lawful and Effective Staffing Practice," Minnesota CCR&R Network – Sharing the Wisdom of Many Voices, April 2007

"Legal Limited Corporations (LLC) and the Use of Independent Contractors," Minnesota CCR&R Network – Sharing the Wisdom of Many Voices, April 2007

"Avoiding the Most Common Legal Mistakes in the Early Childhood Education Arena," 5th Annual Early Childhood Educator's Conference, March 2007

"Training to Create a Respectful Work Environment," Multicultural Forum on Workplace Diversity, February 2007

"All You Need to Know About Independent Contractors," Minnesota Child Care & Referral Network, January 2007

"Proper Discipline Techniques," Minnesota Legal Administrators' Association, November 2006

"Avoiding Legal Mistakes," Early Childhood Conference, November 2006

"Building a Full House: Tips from Marketing Partners," LMA 2006 Annual Conference – Marketing Strategies, November 2006

"Limited Liability Corporations and Independent Contractors," Minnesota CCR&R Network – Sharing the Wisdom of Many Voices, September 2006

"How to Legally Hire the Right Candidate," Rider Bennett, September 2006

"Understanding, Preventing and Responding to Harassment," Rider Bennett, September 2006

"Respect Effect: Avoiding Harassment and Discrimination in Your Workplace," Minnesota Society of Certified Public Accountants, July 2006

"ATP (Advanced Trial Practice): The Strategic Litigator," The 2006 Upper Midwest Employment Law Institute, May 2006

"Discovery 101: The Strategy and Practice of Information Gathering in the Employment Lawsuit," The 2006 Upper Midwest Employment Law Institute, May 2006

"Avoiding Harassment and Discrimination in Your Workplace: Know the Legal Requirements With Respect to Training and What the Courts are Saying Since Ellerth/Faragher About Content, Length and Nature of Training Required Under Minnesota and the Federal Employment Laws," South Central SHRM Meeting, May 2006

"An Overview of the ADA/FMLA and Related Issues," Twin Cities Human Resources Association, April 2006

"The Law and Your Day Care," Minnesota Childcare Association's Annual Conference, April 2006

"Trends in Harassment Law: What are the Courts Saying About Boorish Behavior and Violence in the Context of a Sexual Harassment Case?" American Bar Association - National Conference on Equal Employment Opportunity Law, March 2006

"Dealing With The Most Difficult Intermittent FMLA Leave Questions," Southern Minnesota Area HR Association, February 2006

"Tips For The Art of Billing Clients," University of St. Thomas, November 2005

"Key Legal Issues for Nonprofit Organizations," Hamline University, November 2005

"Implementing Performance Evaluations That Are a Win-Win For Employers And Employees: Maximizing The Benefits And Minimizing the Drawbacks," Council on Education, October 2005

"Avoiding Squeeze Plays & Brushbacks: Discrimination & Harassment Training," September 2005

"The Employer's Duty to Preserve and Disclose Electronic Evidence," The 22nd Annual Upper Midwest Employment Law Institute, June 2005

"E-Discovery Projects and the Digital Evidence Triage Team," Glasser LegalWorks, April 2005

"Hot Issues in Day Care," Minnesota Child Care Association, April 2005

"Employment Practices Liability & Sexual Harassment," Acordia Risk Seminar Series, January 2005

"Rules of Engagement – Latest Employment Law Developments," Twin Cities Human Resource Associations, October 2004

"Advising Clients Regarding Retention, Preservation, Discovery and Destruction of Electronic Evidence," Hennepin County Bar Association, September 2004

"Rules of Engagement: Latest Employment Law Developments," Rider Bennett, September 2004

"Surprise! Surprise! Hear What the Courts are Saying About an Employer's Duty to Preserve and Disclose Electronic Evidence," The 21st Annual Upper Midwest Employment Law Institute, May 2004

"Top 10 Things (Or So) Every Child Care Should Know to Avoid Liability," May 2004

"Success Stories: How to Stimulate Employee High Performance," April 2004

"Non-Compete/Confidentiality," Minnesota Technology, Inc., February 2004

"What Every Provider Should Know About The New "Conceal-and-Carry" Law and Related Issues," Minnesota ELEA Network Early Childhood Conference, January 2004

"The New Conceal-and-Carry Law and Other Important Workplace Issues," Rider Bennett, October 2003

"Combating and Responding to Employee Internet and E-Mail Abuse," Rider Bennett, September 2003

"Sexual Harassment and Discrimination," Acordia, September 2003

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