

## Connie L. Michaels

Shareholder

2049 Century Park East  
5th Floor  
Los Angeles, CA 90067  
main: (310) 553-0308  
direct: (310) 772-7204  
fax: (310) 553-5583  
cmichaels@littler.com



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### Overview

Concentrating in employment law her entire career, Connie Michaels has a deep understanding of how best to address challenges facing employers on a wide range of issues. She regularly leads the defense in lawsuits, arbitrations and administrative proceedings brought against companies of all sizes and in diverse industries involving claims including: sexual harassment; age, disability, race and gender discrimination; retaliation; wrongful discharge; whistleblowing; and wage violations. Her legal arguments have been adopted in published opinions by federal and state courts.

Connie offers practical advice to in-house counsel, human resources professionals and business owners regarding their legal rights and responsibilities to their employees. She assists employers in implementing leaves and disability accommodations, conducting workplace investigations and layoffs, reaching disciplinary and termination decisions, auditing human resource practices, and drafting documents such as disciplinary memos, employment contracts, severance agreements and personnel policies.

A sought-after speaker and engaging trainer, Connie regularly participates as a panelist in employment seminars.

A 2016 graduate of Mediator Training at Pepperdine School of Law, Straus Institute of Dispute Resolution, Connie successfully assists clients in achieving cost-effective settlements and provides mediation services. She is on the mediation panels of both the U.S. District Court, Central District of California and Los Angeles Superior Court.

Connie serves on Littler's Women's Leadership and Parenting Committees, and served for years on its Governance and Associates Committees.

### Professional and Community Affiliations

- Member, ProVisors
- Member, National Association of Women Lawyers

- Member, Labor and Employment Section, Los Angeles County Bar Association
- Former Member, Board of Trustees, Committee on Trustees, Audit Committee, and Development Committee, Park Century School, Culver City, CA
- Former Adjunct Faculty Member, Master of Science in Administration Program, School of Graduate Studies, University of West Los Angeles

## Recognition

- Named, Super Lawyer, Southern California, *Super Lawyers*
- Awarded, AV® Peer Review Rating, *Martindale-Hubbell*

## Education

J.D., University of Southern California Gould School of Law, 1986

M.A., University of Southern California Annenberg School for Communications, 1986

B.A., University of California, Berkeley, 1983, *With Distinction*

## Bar Admissions

California

District of Columbia

## Courts

U.S. Supreme Court

U.S. Court of Appeals, 9th Circuit

U.S. District Court, Central District of California

U.S. District Court, Eastern District of California

U.S. District Court, Southern District of California

## Speaking Engagements

**Hot Topics in Employment Law: 2023 Developments and Trends Impacting Employers in the Golden State**

ProVisors BH5 Group

December 1, 2023

**Hot Topics in Employment Law: 2023 Developments and Trends Impacting Employers in the Golden State**

ProVisors Los Angeles Lawyers and Legal Professionals Group

September 8, 2023

**The Great California Experiment: Dynamex, AB 5 and Independent Contractors**

Meeting Professional International's WE(Con) 2020 Conference  
February 21, 2020

**Unbecoming Conduct: How Attorneys Can Ensure Compliance With California's Ethical Rules Against Bias, Discrimination and Harassment**

ProVisors Lawyers and Legal Professionals Affinity Group  
December 13, 2019

**Accommodating Conflicting Rights: Same-Sex Marriage and Religion**

California HR Conference, Professionals In Human Resources Association (PIHRA), Long Beach, CA  
August 29, 2016

**Eliminating Workplace Bias in 2016: An Overview of the New California Employment Discrimination Laws**

Beverly Hills Bar Association  
January 14, 2016

**Eliminating Workplace Bias in 2016: An Overview of the New California Employment Discrimination Laws**

ProVisors Lawyers and Legal Professionals Affinity Group  
December 11, 2015

**Arbitration Agreements: The Changing Legal Landscape**

2015 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Costa Mesa, CA  
January 22, 2015

**Arbitration Agreements: The Changing Legal Landscape**

2015 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Riverside, CA  
January 15, 2015

**Arbitration Agreements: The Changing Legal Landscape**

2015 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Pasadena, CA  
January 13, 2015

**Pitfalls of Employment in the Entertainment Business**

Beverly Hills Bar Association, Beverly Hills, CA  
November 19, 2014

**California Employment Law Update and Cyber Concerns/Data Breaches: Are Homebuilder the Next Target?**

General Counsel Meeting, Leading Builders of America, Los Angeles, CA  
October 16, 2014

**Expect the Expected - The Key Employment Cases Pending Before The Supreme Courts**

2014 Mid-Year Legal Update - Professionals In Human Resources Association (PIHRA), West Los Angeles, CA  
June 18, 2014

**Expect the Expected - The Key Employment Cases Pending Before The Supreme Courts**

2014 Mid-Year Legal Update - Professionals In Human Resources Association (PIHRA), Woodlands Hills, CA  
June 12, 2014

**Expect the Expected - The Key Employment Cases Pending Before The Supreme Courts**

2014 Mid-Year Legal Update - Professionals In Human Resources Association (PIHRA), Riverside, CA  
June 5, 2014

**Littler's Labor & Employment Law Breakfast Series, New Employment and Labor Laws for 2014**

Los Angeles, CA  
February 13, 2014

**Arbitration Agreements: The Changing Legal Landscape**

2014 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Burbank, CA  
January 16, 2014

**2014 Employment Law Update**

Valley Human Capital Affinity Group (VHUMCA) - ProVisors, Agoura Hills, CA  
January 15, 2014

**Arbitration Agreements: The Changing Legal Landscape**

2014 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Ontario, CA  
January 14, 2014

**Arbitration Agreements: The Changing Legal Landscape**

2014 Annual Legal Update - Professionals In Human Resources Association (PIHRA), Garden Grove, CA  
January 9, 2014

**Comprehensive Workshop for Internal Investigators in California**

Professionals in Human Resources Association (PIHRA)  
August 28, 2013

**Navigating Social Media in the Workplace**

Professionals in Human Resources Association (PIHRA)  
August 28, 2013

**Managing Critical Moments in the Employment Lifecycle: How to Hire, Manage, and Terminate Employees Without Ending Up in Court**

2013 ThoughtSpot Tradeshow - Good Neighbor Pharmacy, Las Vegas, NV

July 24, 2013

**Advanced Discovery Techniques: How to Get the Evidence You Need, When You Need it**

Annual Symposium, Labor and Employment Law Section - Los Angeles County Bar Association

March 27, 2013

**Defusing the Potential Explosion: Disarming Workplace Employment Law Time Bombs**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Burbank, CA

January 31, 2013

**Don't Be Left Behind: ADAAA Accommodations, Process, and EEOC's Scrutiny**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Burbank, CA

January 31, 2013

**Defusing the Potential Explosion: Disarming Workplace Employment Law Time Bombs**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Rancho Mirage, CA

January 30, 2013

**Don't Be Left Behind: ADAAA Accommodations, Process, and EEOC's Scrutiny**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Ontario, CA

January 29, 2013

**Defusing the Potential Explosion: Disarming Workplace Employment Law Time Bombs**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Ontario, CA

January 29, 2013

**Don't Be Left Behind: ADAAA Accommodations, Process, and EEOC's Scrutiny**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Los Angeles, CA

January 24, 2013

**Defusing the Potential Explosion: Disarming Workplace Employment Law Time Bombs**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Los Angeles, CA

January 24, 2013

**Don't Be Left Behind: ADAAA Accommodations, Process, and EEOC's Scrutiny**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Garden Grove, CA

January 22, 2013

**Defusing the Potential Explosion: Disarming Workplace Employment Law Time Bombs**

2013 Annual Legal Update - Professionals in Human Resources Association (PIHRA), Garden Grove, CA  
January 22, 2013

**Littler's Labor & Employment Law Breakfast Series, Employment and Labor Laws Update**

Los Angeles, CA  
January 16, 2013

**Eliminating Harassment—It's a Group Effort: Connecting Employees with Organizational Responsibilities to Eliminate Workplace Harassment; a Workshop for Employees**

Retail Client Presentation - Littler Learning Group  
2012

**Understanding Disabilities and Reasonable Accommodations Under The ADA and FEHA**

Hospital Client Presentation - Littler Learning Group  
2011

**Employment & Labor Law Hot Topics for Physicians and Their Representatives**

Los Angeles County Medical Association Seminar, Healthcare Law Section - Los Angeles County Bar Association  
2010

**Federal Legislative Update – Mock Debate**

The 2008 Executive Employer® Conference - Littler Mendelson, Phoenix, AZ

**Identifying Risk in Your Business: Discrimination, Harassment and Retaliation**

Restaurant Franchisees Regional Business Conference - Littler Learning Group  
2007 and 2008

**Preventing Workplace Harassment for California Managers**

Architecture Firm Presentation - Littler Learning Group  
2007

**Preventing Workplace Violence**

State Compensation Insurance Fund Seminar  
2004

**Avoiding Traps for the Unwary: The Latest Issues in Wage & Hour Law**

Restaurant Franchisees Conference - Littler Learning Group  
2004

**Hiring Do's and Don'ts**

State Compensation Insurance Fund Seminar  
2001, 2002 and 2003

**Developing a Communications and Media Relations Strategy: Crisis Communications**

2003 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**Workplace Violence**

Conference - Association of Threat Assessment Professionals  
2002

**How Smart Companies Speak in Times of Crisis or Change**

2002 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**Sexual Harassment Prevention**

Client Presentation - Littler Learning Group  
2001

**Workplace Changes: Sexual Harassment Prevention**

Public Sector Client  
May 3-4, 1999

**Sexual Harassment: Do You Know It When You See It?**

Public Sector Client  
March 17, 1999

**Walking the Legal Tightrope: Sexual Harassment**

Public Sector Client  
January 19, 1999

**A Fresh Look at the Performance Evaluation Process**

Paralegal Association  
1999

**Workplace Violence: Legal Issues – Sexual Harassment, Employment Discrimination and Violence in the Workplace**

Presentation for UCLA Extension Class  
1998, 1999

**Sexual Harassment: Shifting Boundaries and Dramatic Defense Developments**

1999 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**Avoiding Employer Liability: Things You Should Know and Do**

Seminar - Women Lawyers Association of Los Angeles / National Association of Women Business Owners  
1999

**Conducting Good Performance Evaluations, Reasonable Accommodations under the American With Disabilities Act, and Reasonable Suspicion Drug Testing**

Presentation for Human Resources Law Course - Chapman University  
1999

**AIDs in the Workplace: A Legal Perspective**

Annual Doctor-Lawyer Seminar - Women Lawyers Association of Los Angeles / Los Angeles - American Medical Women's Association  
1999

**Legislative Update and Beyond**

Healthcare Client Presentation  
March 5, 1998

**Legal Issues Associated With a Strategic Alliance or Merger**

Annual Workshop - Pacific Coast Gas Association  
1998

**Contingent Workers**

1998 Executive Employer Conference® - Littler Mendelson, Phoenix, AZ

**Preventative Labor Law**

New Attorney Training - Internal Firm Presentation  
1994, 1996 and 1998

**MCLE Compulsories: Ethics and Law Practice Management; Stress Management and Elimination of Bias; the Risk Management Perspective**

Practising Law Institute  
1996 and 1997

**Performance Improvement Plans, Investigations, Terminations, Workplace Violence, ADA/Family Leave/Workers' Compensation Leave, Sexual Harassment, Litigation Landmines**

Shipping Client Presentation  
1997



**Progressive Discipline**

Public Sector Client Conference  
1995

**Interviewing Tips: A Management Training Seminar**

Client Presentation - Youth Residential Treatment Facility  
1995

**Sexual Harassment in the Workplace**

Medical Group Client Presentation  
1993

**Employment Discrimination Law: The Fundamentals**

Distribution Client  
November 20, 1992

**How to Interview & Hire, Discipline & Discharge: A Half Day Seminar on Avoiding Legal Liabilities and How the Americans with Disabilities Act and Civil Rights Act of 1991 Affect Hiring Disciplinary Actions, and Termination**

For Automatic Data Processing (AP) and Unemployment Compensation Management (UCM)  
January 28, 1992

**Wrongful Discharge Law in California; Negligent Hiring, Retention, Training and Supervision; Sexual Harassment: Reexamining Its Meaning, Prevention, Investigation and Defense**

Client Presentation - Aerospace Materials Supplier  
1992

**Writing a Company Policy**

Seminar - California Glass Association  
1991

**Constructing Employee Handbooks**

Client Seminar - Littler Mendelson  
1989

**Wage and Hour Basic Principles**

Client Seminar - Littler Mendelson  
1989

**Wage and Hour Law Update**

Client Seminar - Littler Mendelson  
1989

## **Books & Book Chapters**

- *Labor and Employment Law Course Curriculum*, Master of Science in Administration Program, School of Graduate Studies - University of West Los Angeles, 2012
- *Employment Torts: High-Risk Components Of Wrongful Discharge Lawsuits, The 1997 and 1998 National Employer*, LexisNexis